



600 NE Grand Ave.  
Portland, OR 97232-2736

## Council work session agenda

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**Tuesday, April 28, 2020**

**2:00 PM**

**<https://zoom.us/j/471155552> or  
**877-853-5257 (toll free)****

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Please note: To limit the spread of COVID-19, Metro Regional Center is now closed to the public.

This work session will be held electronically. You can join the meeting on your computer or other device by using this link: <https://zoom.us/j/471155552> or by calling 877-853-5257 (toll free).

If you wish to attend the meeting, but do not have the ability to attend by phone or computer, please contact the Legislative Coordinator at least 24 hours before the noticed meeting time by phone at 503-797-1916 or email at [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov).

### **2:00 Call to Order and Roll Call**

#### **Work Session Topics:**

2:05 Regional Investment Strategy: Transportation Investment Measure [20-5403](#)

Presenter(s): Andy Shaw, Metro  
Margi Bradway, Metro

Attachments: [Work Session Worksheet](#)  
[RIS: Transportation Investment Measure PPT](#)

2:50 FY 2020-21 Budget Discussion [20-5401](#)

Presenter(s): Marissa Madrigal, Metro  
Brian Kennedy, Metro

Attachments: [Work Session Worksheet](#)  
[FY 2020-21 Key Dates and Deadlines](#)  
[FY 2020-21 Budget Amendment](#)  
[FY 2020-21 Budget PPT](#)

**3:50 Chief Operating Officer Communication**

**3:55 Councilor Communication**

**4:00 Adjourn**

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### Повідомлення Metro про заборону дискримінації

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### Metro 的不歧視公告

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### 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](http://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

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### សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬស្នើសុំទទួលបានកម្មប័ណ្ណរើសអើងសូមចុះលេខស្នើសុំនៅ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។  
បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំស្នើសុំអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

### 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](http://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.

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### 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](http://www.oregonmetro.gov/civilrights). Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev saww ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lwm ua ntej ntxawm lub rooj sib tham.

**Regional Investment Strategy: Transportation Investment  
Measure**  
*Work Session Topics*

Metro Council Work Session  
Tuesday, April 28, 2020

## REGIONAL INVESTMENT STRATEGY: TRANSPORTATION INVESTMENT MEASURE

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Date: 4/15/2020

Departments: GAPD, Planning &  
Development

Work session date: April 28, 2020

Prepared by: Craig Beebe,  
[craig.beebe@oregonmetro.gov](mailto:craig.beebe@oregonmetro.gov)

Presenters: Andy Shaw  
[andy.shaw@oregonmetro.gov](mailto:andy.shaw@oregonmetro.gov);

Margi Bradway,  
[margi.bradway@oregonmetro.gov](mailto:margi.bradway@oregonmetro.gov)

Length: 45 min.

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### **ISSUE STATEMENT**

The Metro Council has directed staff to work with community and partners on a potential 2020 transportation investment measure. The measure is designed around project investments in some of the region's most congested and dangerous travel corridors and additional programs to extend benefits to communities across the region.

At this work session, staff will give an overview of a draft framework for implementation of the measure. Since the fall, staff have been developing a process for implementation with project delivery agencies, so that Metro and its partners can complete projects and programs on time and on budget. This process included identifying roles of the project delivery agencies and a schedule for implementation for each of the projects. Staff continues to work with our consultant team to refine costs, and identify and mitigate project risks. This work will be reflected in the final Project and Program Recommendations to be submitted for Council consideration this spring.

Having a clear plan for accountability and oversight will be key to the measure's success in achieving Council's desired outcomes. Staff will describe an Expenditure Plan that will describe how funds will be managed and allocated to projects and programs, taking into consideration risk factors, resources needed for program management, the role of the project delivery agencies and the need to account for potential changes in the transportation sector and projects over time.

Staff will also describe the process in which the project delivery agencies will submit Letters of Commitment supporting the final project recommendation.

Finally, staff will share a more detailed proposed timeline for Council work sessions and development of a potential measure for Council referral consideration this summer.

### **ACTION REQUESTED**

No action at this time. Staff is sharing information how the transportation plan will be managed and implemented.

## **IDENTIFIED POLICY OUTCOMES**

The Metro Council has directed that a measure advance the Regional Transportation Plan, Strategic Plan to Advance Racial Equity, and Climate Smart Strategy; engage diverse partners and community members; and leverage affordable housing and parks and nature investments. The Metro Council approved specific policy outcomes for the potential transportation measure and appointed a Transportation Funding Task Force in early 2019.

## **POLICY QUESTIONS**

How can the measure's implementation framework ensure accountability and advance Council direction regarding investments and outcomes?

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

Metro has been working since early 2018 to lay the foundation of a collaborative, comprehensive investment plan that makes getting around safer, faster and more affordable for everyone. The Metro Council has directed that this plan include investments throughout the region, supporting the many ways people travel. The council has directed that this work must place advancing racial equity and addressing climate change at its core. The council has also directed staff to engage a wide range of community members, partners and leaders to identify smart solutions supported by a broad coalition.

As the region emerges from the current crisis, the greater Portland area will continue to grow. People will still be moving here. Children will still need to get to school safely. Workers and students will still need safe, reliable, and affordable transportation choices. Our communities will look for leadership to create jobs and generate the economic activity that will drive our region's recovery.

Transportation investments have often played a key role in putting people back to work and rebuilding our communities after an economic crisis. Reliable, affordable, safe and predictable transportation and transit options are in many ways more critical when family finances are stretched. This measure identifies hundreds of individual projects that are ready to go, so we can put tens of thousands of people back to work building a transportation system to serve greater Portland for decades to come.

That's why Metro will continue to work with partners, stakeholders and the public to complete the Get Moving transportation funding measure proposal. This work has always been about working together to create a healthy and prosperous region for everyone who lives here. Now more than ever, building a blueprint forward will help all of us when it's time to regather and rebuild.

## **BACKGROUND**

In December 2018, the Metro Council adopted a Regional Transportation Plan update, following years of engagement that included more than 19,000 engagements with residents, community and business leaders, and regional partners. Through the extensive engagement that shaped the plan, Metro heard clear desires for safe, smart, reliable and affordable transportation options for everyone and every type of trip. The 2018 Regional Transportation Plan is built on key values of equity, climate, safety, and congestion relief.

At work sessions in January 2019, the Metro Council provided guidance on key outcomes, principles and the structure of a potential investment measure to help advance these values. The council also approved a charge for a diverse and regionally inclusive Regional Transportation Funding Task Force. The Task Force reviewed Metro Council direction and policy regarding the measure; identified additional desired outcomes; provided input to Council on priority corridors, regionwide programs and possible revenue mechanisms; made recommendations on Tier 1 investments; and reviewed potential Tier 2 corridor investments. Co-chaired by Commissioners Jessica Vega Pederson and Pam Treece, the Task Force held its 22<sup>nd</sup> and final meeting on April 15, 2020.

In June 2019, informed by input from the Task Force and an online survey completed by approximately 3,500 area residents, the Metro Council directed staff to move 13 “Tier 1” corridors into further project identification, development and engagement. The council also identified 16 “Tier 2” corridors that could also be considered for funding if there is revenue capacity. Over summer 2019, three Local Investment Teams toured the Tier 1 corridors and provided feedback to inform staff and Task Force project recommendations.

Metro staff released a preliminary Tier 1 corridor projects and regionwide programs recommendation to the Transportation Funding Task Force in October 2019. The Task Force finalized their recommendations – most of them unanimous – on Dec. 19, 2019. The \$3.81 billion in proposed Tier 1 investments would leverage approximately \$2.62 billion in expected federal and local funds, for a total of \$6.43 billion in corridor investments. In December, after months of engagement and discussion of staff investment recommendations, the Transportation Funding Task Force recommended roughly \$3.81 billion in measure investments in thirteen Tier 1 corridors. These investments would leverage more than \$2 billion in expected federal and local investments, and complement proposed regionwide programs making additional investments beyond the corridors.

At work sessions in January and March, Council reviewed the Task Force’s Tier 1 corridor recommendations, directing staff to proceed with further development for all of the unanimous recommendations and posing additional questions about some corridors. On April 7, acting on Task Force input and staff recommendations, Council directed staff to include further project investments in the Highway 43 corridor as well as planning investments in the 99W, 217 and Highway 43 corridors. Staff will follow Council’s direction in developing a final project recommendation for the Council’s consideration in late spring.

In September 2019, informed by input from community forums in the spring and Task Force discussions in the summer, the Metro Council advanced ten regionwide programs to for potential inclusion in the measure, at an expected investment of \$50 million annually. Staff are developing these programs further with community and jurisdictional partners. Programs include creating community-based anti-displacement strategies in the measure’s corridors. Following extensive engagement in February and March 2020, staff plan to present a program recommendation to the Metro Council in June.

Council is expected to consider referral to the November 2020 ballot this summer.

- Is legislation required for Council action? **Legislation will be required for referral.**

**FY 2020-21 Budget Discussion**

*Work Session Topics*

Metro Council Work Session  
Tuesday, April 28, 2020

## STAFF REPORT

### FY 2020-21 BUDGET DISCUSSION

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Date: 4.6.2020

Prepared by: Brian Kennedy, 503.797.1913

Department:  
Council

Presenters:  
Marissa Madrigal, Chief Operating Officer,  
503.797.1541,

[Marissa.Madrigal@oregonmetro.gov](mailto:Marissa.Madrigal@oregonmetro.gov)

Finance and Regulatory Services

Brian Kennedy, Chief Financial Officer,  
503.797.1913,

[Brian.Kennedy@oregonmetro.gov](mailto:Brian.Kennedy@oregonmetro.gov)

Meeting date: 4.28.2020

Length: 60 minutes

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#### ISSUE STATEMENT

The work session will provide an opportunity for Councilors to discuss the FY 2020-21 Proposed Budget with the COO, CFO, and other Councilors, to seek additional information on the budget process and calendar (i.e making changes and amendments before adoption) and to request additional information from staff.

#### ACTION REQUESTED

None at this work session

At the May 7<sup>th</sup>, 2020 Council Meeting: Council consideration and vote on Resolution #20-5092, approving the FY 2020-21 budget, setting property tax levies and transmitting the approved budget to the Multnomah County Tax Supervising and Conservation Commission

#### IDENTIFIED POLICY OUTCOMES

Compliance with Oregon Budget Law

#### POLICY QUESTION(S)

- Is additional information needed on the upcoming budget process and calendar
- Are there anticipated Councilor amendments that the Council wishes to discuss at this time

#### POLICY OPTIONS FOR COUNCIL TO CONSIDER

Council approval of the budget will meet one of the legal mandates established by Oregon Budget Law.

#### STAFF RECOMMENDATIONS

The Chief Operating Officer recommends Council approve the budget as proposed and offer amendments to the Approved Budget prior to final adoption.

#### STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

The FY 2020-21 Proposed Budget was released to the Council on April 2<sup>nd</sup>, 2020 and officially proposed by the Chief Operating Officer in her capacity as the Budget Officer to the Council sitting as Budget Committee on Thursday, April 16<sup>th</sup>, 2020.



Council is scheduled to consider and vote on Resolution #20-5092, approving the FY 2020-21 budget, setting property tax levies and transmitting the approved budget to the Multnomah County Tax Supervising and Conservation Commission on Thursday, May 7<sup>th</sup>, 2020.

- **Known Opposition** – None known at this time.
- **Legal Antecedents** – The preparation, review and adoption of Metro’s annual budget is subject to the requirements of Oregon Budget Law, ORS Chapter 294. Oregon Revised Statutes 294.635 requires that Metro prepare and submit its approved budget to the Multnomah County Tax Supervising and Conservation Commission by May 15<sup>th</sup>, 2020. The Commission will conduct a hearing on June 4<sup>th</sup>, 2020 for the purpose of receiving information from the public regarding the Council’s approved budget. Following the hearing, the Commission will certify the budget to the Council for adoption and may provide recommendations to the Council regarding any aspect of the budget.
- **Anticipated Effects** – Adoption of the approving resolution at the May 7<sup>th</sup>, 2020 Council meeting will set the maximum tax levies for FY 2020-21 and authorize the transmittal of the approved budget to the Multnomah County Tax Supervising and Conservation Commission.
- **Budget Impacts** – The total amount of the proposed FY 2020-21 annual budget is \$1,553,840,273. The Approved budget will be updated to reflect resource and requirement changes given the impacts of COVID-19.

## **BACKGROUND**

Oregon Budget Law requires local governments to prepare their annual budgets in three legislatively defined stages, Proposed, Approved and Adopted. The agency’s current processes and calendar allow the agency to meet this requirement.

The FY 2020-21 Council Budget Review Key Dates and Deadlines Calendar and the Council Budget Amendment form are attached.

Upcoming Key dates and deadlines outlined in the calendar include:

- Council approval of the budget is scheduled for Thursday, May 7<sup>th</sup>. The Approved budget will include department changes and amendments due to the impacts of COVID-19.
  - The TSCC will be notified of these changes and will hold a public hearing to discuss the Approved Budget on June 4<sup>th</sup>.
- Departments and Councilors will also have an opportunity to make changes after the budget is Approved, but before the budget is Adopted.
  - Department changes may include such items as carryforward of unspent FY 2019-20 funds, additional CIP changes, and/or additional substantive changes to FTE, resources, and requirements due to the impacts of COVID-19.
  - Councilor amendments are due to Financial Planning no later than Tuesday, May 11<sup>th</sup> by 10:00 a.m.
- Discussion on Councilor and Department changes and amendments is scheduled for Tuesday, June 9<sup>th</sup>
- Council consideration and vote on the changes and amendments is scheduled for Thursday, June 11<sup>th</sup>. These changes will be incorporated into the Adopted Budget.
- Council’s final adoption of the budget is scheduled for June 18<sup>th</sup>

## **ATTACHMENTS**

- FY 2020-21 Council Budget Review- Key dates and Deadlines
- FY 2020-21 Council Proposal for Budget Amendment
  
- Is legislation required for Council action? Yes, but not at the work session

## FY 2020-21 Council Budget Review Key Dates and Deadlines

**Color Key:**

Financial Planning key actions or dates	Department deadlines
Council budget retreats, work sessions, meetings or key action dates	

November 14, 2019	<b>COUNCIL RETREAT:</b> Planning and policy discussion, review of budget calendar and process
TDB February 2020	<b>COUNCIL WORK SESSION:</b> Planning and policy discussion
Thursday April 2, 2020	Release Proposed Budget to Council in electronic format for individual review (no deliberation of proposal allowed until April 16th )
COB Thursday April 9, 2020	Councilor questions (first round) due to Financial Planning ( <b>none received</b> )
COB Tuesday April 14, 2020	Department responses to Councilor questions due to Financial Planning (first round)
Thursday afternoon April 16, 2020	Distribute responses to Councilor questions on budget (first round)
Thursday April 16, 2020 2:00 p.m.	<b>COUNCIL MEETING (Public Hearing): Resolution # 20-5092</b> Chief Operating Officer acting as Budget Officer presents Proposed Budget and Budget Message to the Metro Council acting as Budget Committee
COB Monday April 20, 2020	Councilor questions on budget due to Financial Planning (second round)
Tuesday April 21, 2020 2:00 p.m.	<b>BUDGET WORK SESSION (cancelled):</b> Discussion of budget. Review process and calendar, Councilor questions, Councilor discussion, Council work session
COB Thursday April 23, 2020	Department responses to Councilor questions due to Financial Planning (second round)
Monday afternoon April 27, 2020	Distribute responses to Councilor questions on budget (second round)
Tuesday April 28, 2020 2:00 p.m.	<b>BUDGET WORK SESSION:</b> Discussion of budget. Review process and calendar, Councilor questions, Councilor discussion, Council work session
Thursday May 7, 2020 2:00 p.m.	<b>COUNCIL MEETING (Public Hearing): Resolution # 20-5092</b> Council approves budget for transmittal to the TSCC
Friday May 15, 2020	Deadline to file budget with the TSCC
COB Monday May 4, 2020	Deadline for submittal of final department substantive and technical amendments <i>Amendments after approval are subject to limitations of Oregon Budget Law</i>
10:00 AM Monday May 11, 2020.	Deadline for submittal of Councilor amendments to the budget <i>Amendments after approval are subject to limitations of Oregon Budget Law</i>
Thursday, June 4, 2020 12:30 p.m.	<b>TSCC public hearing</b> on Approved Budget Metro Regional Center Council Annex
Friday June 5, 2020	Release packet of final department technical amendments and Councilor amendments
Tuesday June 9, 2020 2:00 p.m.	<b>BUDGET WORK SESSION (if needed):</b> Additional discussion of Councilor amendments
Thursday, June 11, 2020 2:00 p.m.	<b>COUNCIL MEETING (Public Hearing): Resolution # 20-5095</b> Council considers and votes on amendments to budget
Tuesday June 16, 2020 2:00 p.m.	<b>BUDGET WORK SESSION (if needed):</b> Additional discussion of Councilor amendments
Thursday, June 18, 2020 2:00 p.m.	<b>COUNCIL MEETING (Public Hearing): Resolution # 20-5095- final action taken</b> Council adopts budget
July 1, 2020	Budget Effective
July 15, 2020	Deadline to file tax levy information with TSCC & Counties

**FY 2020-21 Council Proposals  
For Budget Amendment Discussion**

Councilor	#
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Please provide the information requested below. When finished, please delete all blue font instructions before submitting the form.

**Amendment Title (brief):**

**Concise Description**

Describe the proposal in sufficient scope that it can be evaluated.

**Objective**

Describe what this proposal is intended to accomplish (desired outcome). How will the agency know if the proposal reaches the desired outcome?

**Funding time period**

Indicate the time period the additional funding is required

\_\_\_\_\_ One-time      \_\_\_\_\_ Specific time period (e.g. two years)      \_\_\_\_\_ On-going

**Cost Estimate**

Describe the estimated costs of the proposal. Provide as much information as possible including anticipated personnel service costs (number and types of positions) and materials and service costs (contracted services, computers and other types of equipment).

## **Funding Options**

Describe possible ways to fund the proposal. Options to consider may include:

- Reassigning staff or eliminating an equivalent dollar amount from the Proposed Budget (be specific);
- One time allocation of Council Opportunity Account (already allocated 100% for FY 2020-21 to Regional Investment Strategies).
- Use of one-time money from a specified reserve. This option follows the financial policies of using one-time money to fund one-time (not permanent) expenses. Funding for multi-year proposals would all come from this year's reserves. Depending on the chosen reserve, this may require replenishing the reserve next year under the "pay yourself first" principal for maintaining specified reserves.
- If the proposal generates revenue; provide information on amount and timing of potential revenues

## **Relationship to other programs**

Describe how the proposal enhances or complements existing programs or projects?

## **Stakeholders**

List stakeholders potentially impacted by this proposal (positively and negatively). Are there known groups or coalitions that will have interest in this proposal?

Materials following this page were distributed at the meeting.

April 30, 2020

Colin Rowan  
Levee Ready Columbia  
1880 NE Elrod Drive  
Portland, Oregon 97211

Dear Colin Rowan:

Metro Council has appointed Councilor Shirley Craddick to the initial board of the Urban Flood Safety and Water Quality District. Councilor Craddick currently serves as liaison to Levee Ready Columbia and serves as the Metro District One Councilor, making her an excellent representative on the initial board to consider funding, modernizing the levee system and complying with federal standards.

We commend the dedication of Levee Ready Columbia and the state legislators who worked diligently during the 2019 legislative session on Senate Bill 431 to create the Urban Flood Safety and Water Quality District. These efforts are crucial for the region's flood-safety, economic strength and environmental stewardship.

Metro brings people closer to nature and protects parks and natural areas that provide the region with clean water and healthy fish and wildlife habitat. Councilor Craddick will work to specifically address portions of Senate Bill 431 related to racial equity<sup>1</sup>, habitat improvement and landscape resilience<sup>2</sup>.

As a guide in her decision-making role, the Councilor will use the strategies from the [Parks and Nature System Plan](#) to protect and conserve nature and the outcomes from the [Parks and Nature Racial Equity, Diversity and Inclusion Action Plan](#) to shape the project with racial equity:

- Protect and connect significant landscapes through land acquisition and restoration
- Lead regional efforts to protect significant landscapes beyond Metro's portfolio
- Incorporate climate resilience and adaptation
- Facilitate opportunity for communities of color to prosper economically
- Ensure communities of color enjoy the benefits of conserving land, air and water
- Create access for people of all cultures, races and traditions to connect with nature

Thank you for your continued work with Levee Ready Columbia and a broad coalition of organizations to modernize flood safety infrastructure along the Columbia River.

Sincerely,  
The Metro Council

---

<sup>1</sup> Senate Bill 431, Section 1: "This area also represents a significant cultural and community history of flooding, displacement and loss, a history that should be remembered so that it is not repeated."

<sup>2</sup> Senate Bill 431, Section 12(2)(a): "Demonstrate a basis for the coordination and planning...to contribute to improved water quality, fish and wildlife habitat and landscape resilience."



600 NE Grand Ave.  
Portland, OR 97232-2736  
[oregonmetro.gov](http://oregonmetro.gov)

**Individual signatures**

cc: Andy Cotugno, Special Projects Manager

DRAFT



# Get Moving 2020: Preparing for implementation

Metro Council  
Work Session  
April 28, 2020





# Today's agenda

Task Force update

Proposed timeline

Implementation  
preparation

Questions from Council





# Thank you to our Task Force.

Final meeting:  
April 15

Words of wisdom  
and advice

Commitment  
to outcomes

Continuing to inform,  
engage & celebrate



# Steps to a decision

## May: Coming together

*Work sessions:* Community partners, Programs priorities

CORE discussion: Oversight

Finalizing project definitions, letters of commitment

External presentations to stakeholders

4

## June: Recommendations

*Work sessions:* Program direction, Revenue, Oversight

Final Project & Program Recommendations

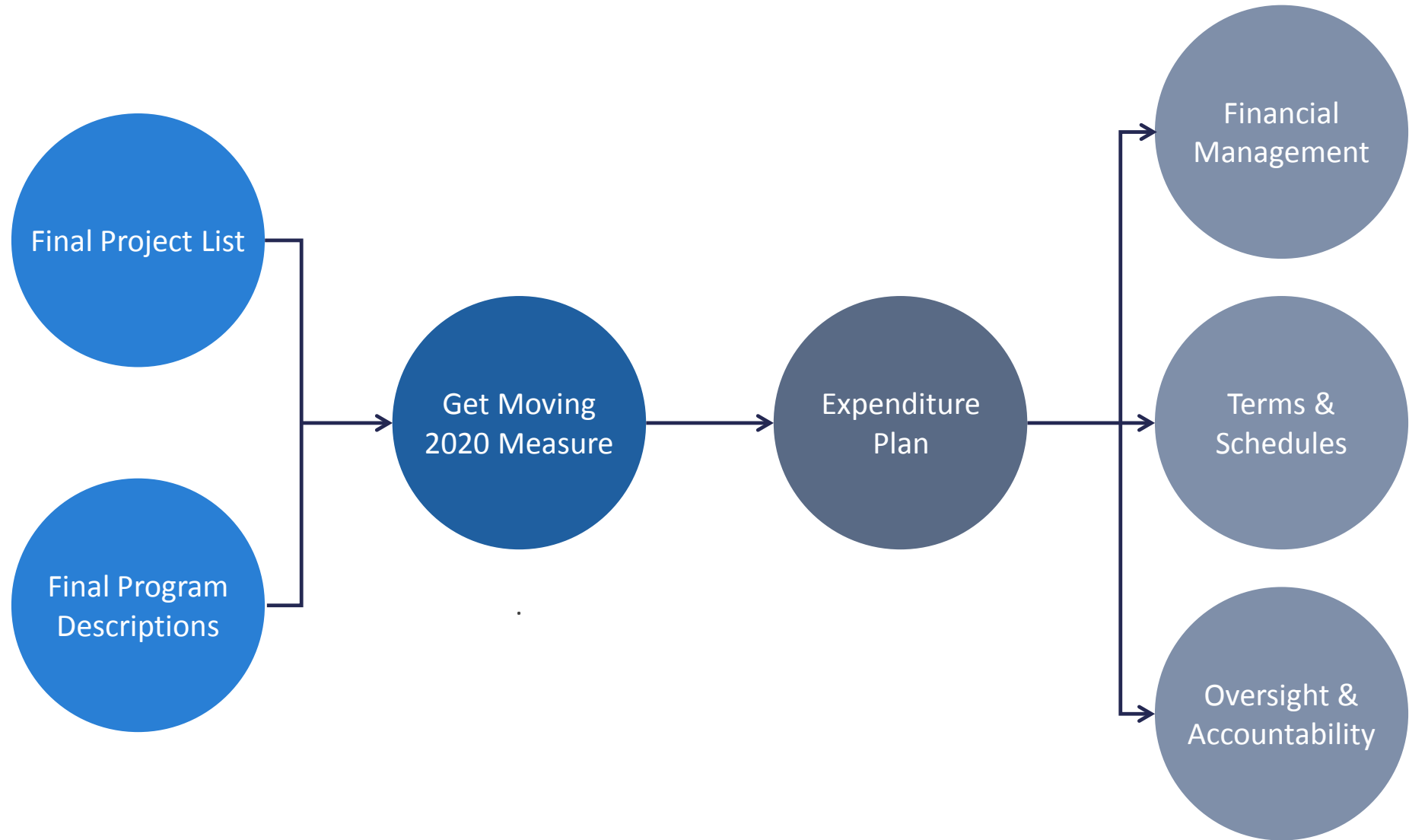
Partners adopt letters of commitment

Further public outreach

## July: Council decides

- Finalize package, referral materials, hearings
- **Council referral decision**  
Target: July 16

# Expenditure Plan



# Prior to measure referral: Key documents



# Expenditure Plan

## REVENUE

20 Year financial plan  
Funding sources  
Bond process  
Bond expectations

## PROJECT DELIVERY ROLES

Project Delivery Agency  
Metro's oversight  
Letters of Commitment  
MOU  
IGA Process

## PROJECT MANAGEMENT

Project timeline  
Corridor planning  
Year of Expenditure  
Risk Assessment  
Cost estimates

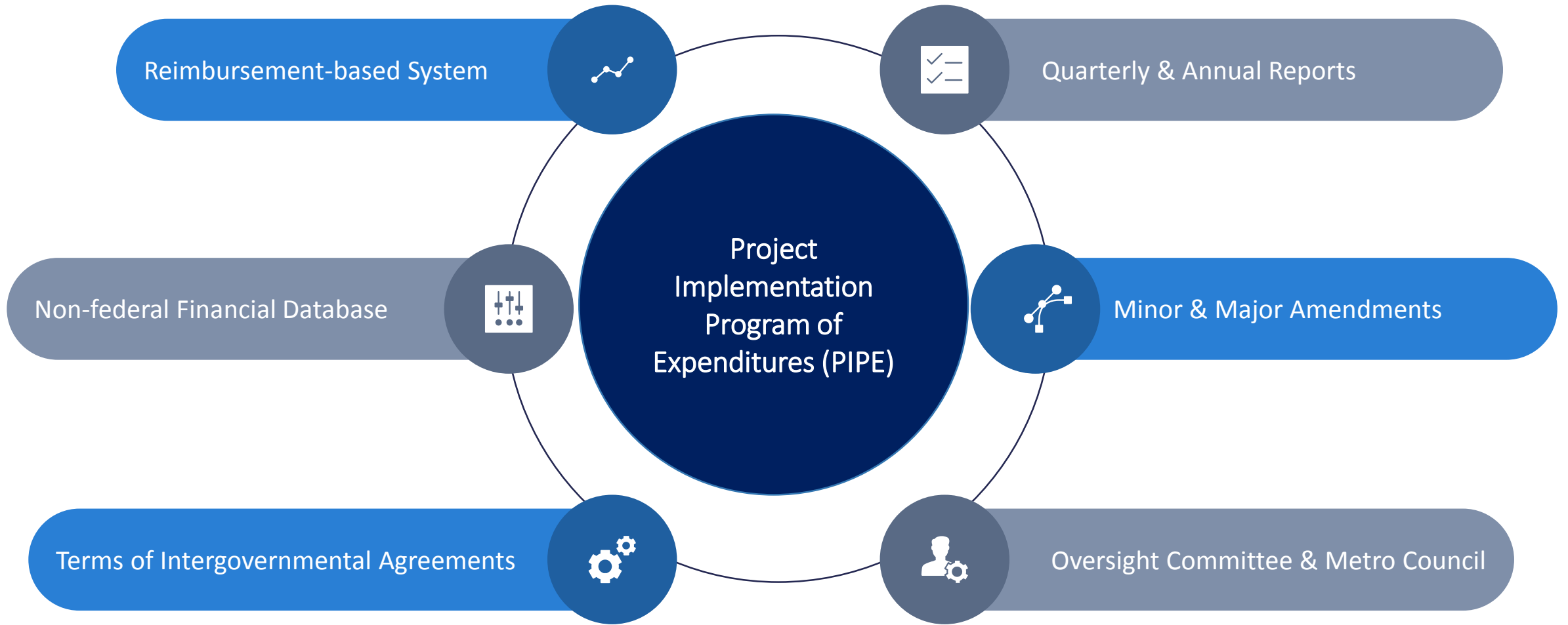
## PROGRAM MANAGEMENT

Grant management  
Outcome-based criteria  
Transparency  
Accountability

## OVERSIGHT STRUCTURE

Oversight committee  
Monitor outcomes  
Oversight of financial obligations  
Major amendments

# PIPE Management



# Internal and External Roles

	Fiscal Management	Project Delivery
Metro	<ul style="list-style-type: none"><li>Bear risks of bond liability</li><li>Reimburse partners</li><li>Create annual reports</li></ul>	<ul style="list-style-type: none"><li>Final Project Recommendations</li><li>Project definition sheets (appendices to IGA)</li><li>Oversee projects and amendments</li></ul>
Agency Partners	<ul style="list-style-type: none"><li>Bear risk of cost-overruns on projects</li><li>Submit invoices, quarterly reports</li><li>Must request project amendments</li></ul>	<ul style="list-style-type: none"><li>Lead project delivery agency delivers project according to Project Definition and Conditions</li><li>Lead on decisions regarding final design, specifications, construction, contractors, etc.</li><li>Follow Expenditure Plan &amp; IGA terms</li></ul>



# Shaping oversight recommendations

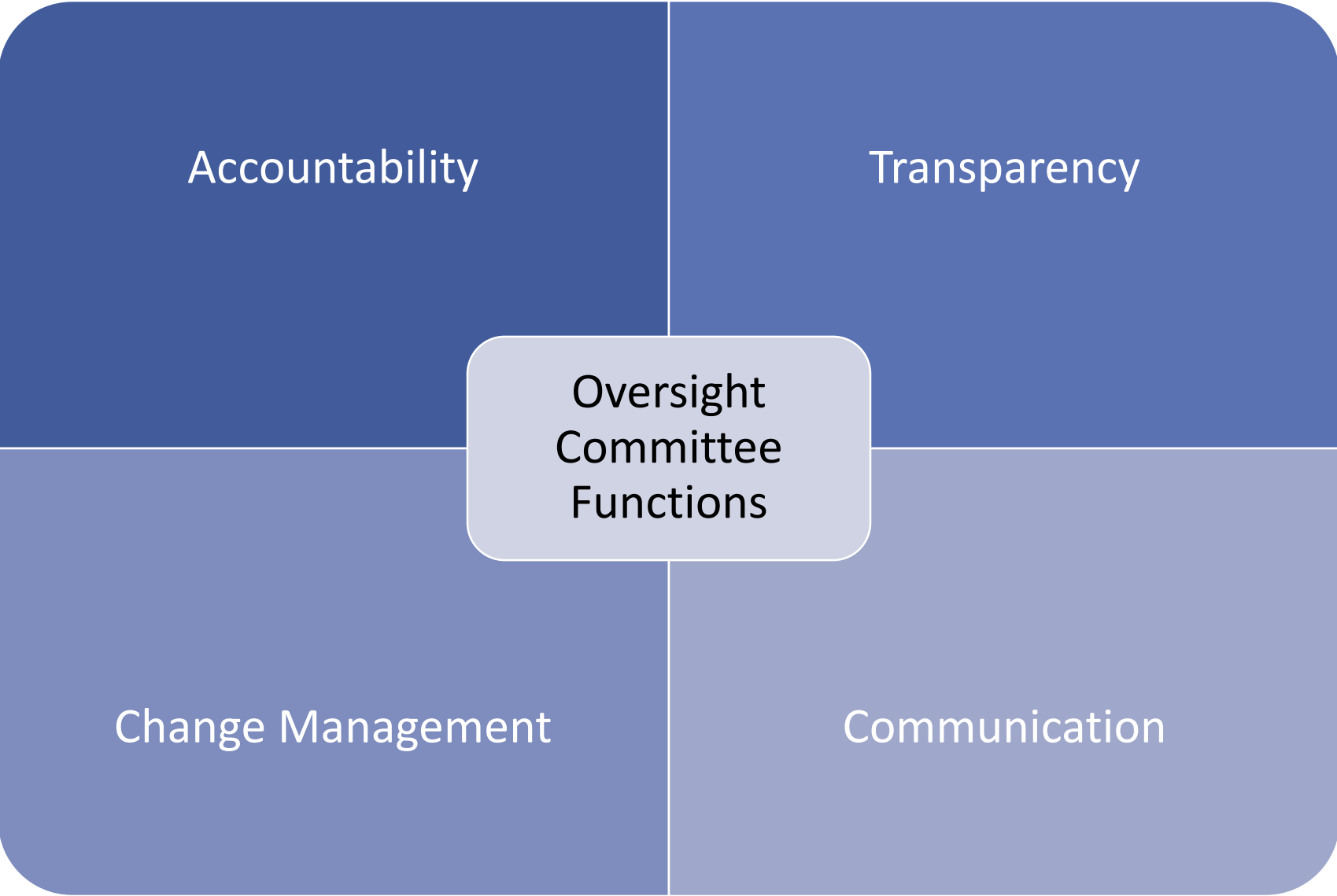
Listening to community voices

Task Force & CORE discussions

Close collaboration with DEI

Lessons learned from affordable housing, parks & nature bonds





Accountability

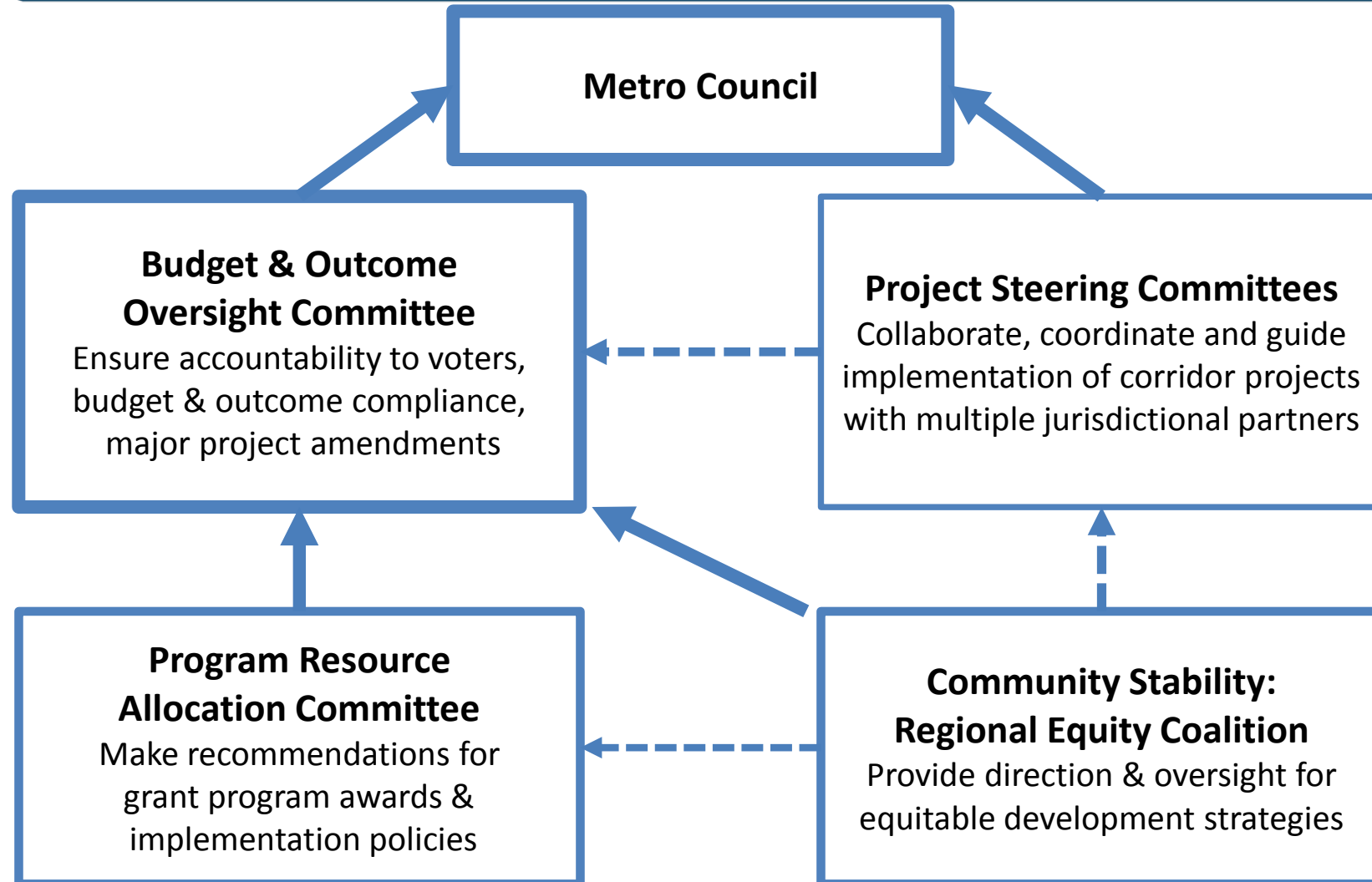
Transparency

Oversight  
Committee  
Functions

Change Management

Communication

# Draft Oversight Concept



# Council discussion

How can implementation ensure accountability and advance Council's investment outcome direction?



# #getmoving2020

[getmoving2020.org](http://getmoving2020.org)





Metro

# FY20-21 Budget Work Session

April 28, 2020



# Purpose

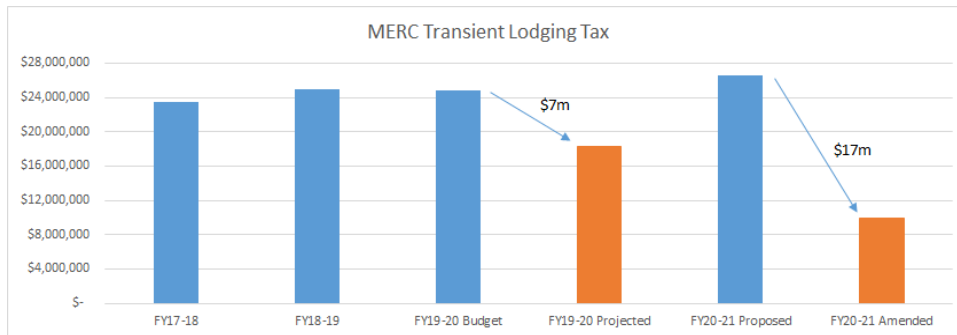
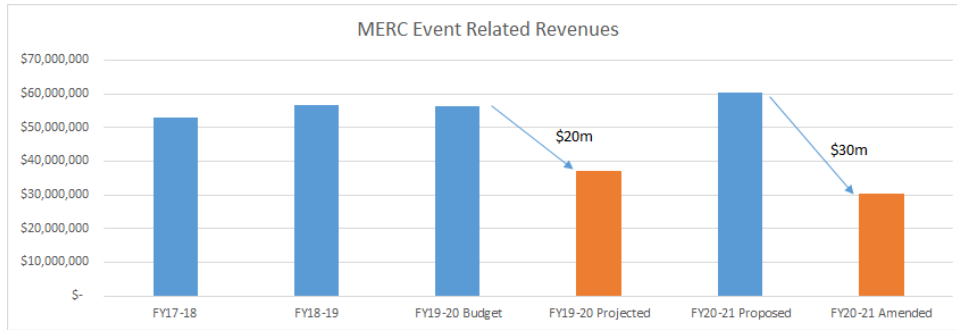
- Inform Council Budget Policy Discussion
- Policy question: How aggressive should Metro's budget be in hedging against future uncertainty?
- Discussion of COO recommendations

# Agenda

- Forecast and updated budget impacts:
  - MERC Venues
  - Oregon Zoo
  - Solid Waste Fund
  - General Fund
- Council Policy Discussion



# MERC Venues - Forecast



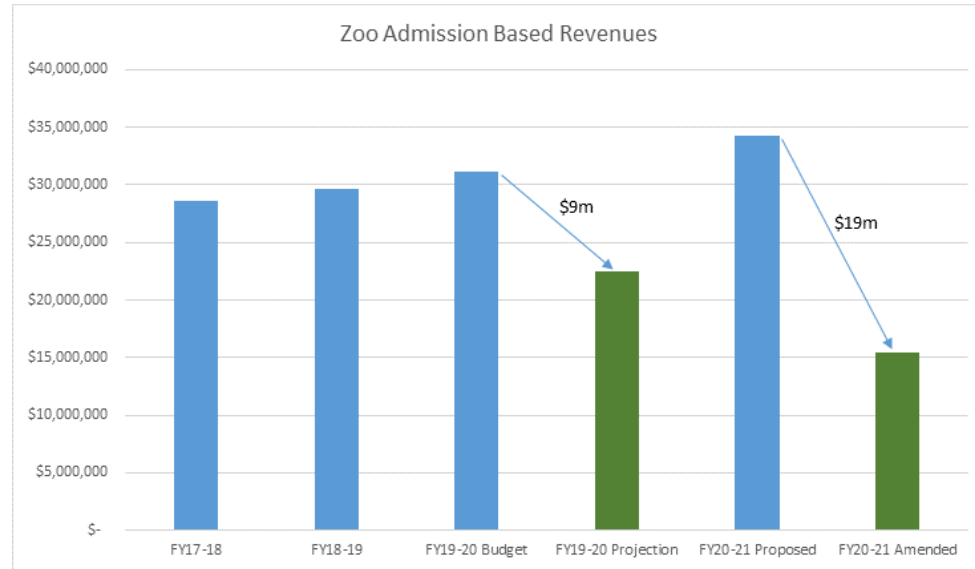
Revenues are projected to decline by almost 50% from the proposed budget for FY2021

# MERC Venues – Budget Decisions

Significant layoffs already implemented, may need additional reductions if event ban continues

# Oregon Zoo - Forecast

- Enterprise revenues down 55%
- Projecting \$2.9 million operating loss
- Assumes Zoo can start reopening in summer

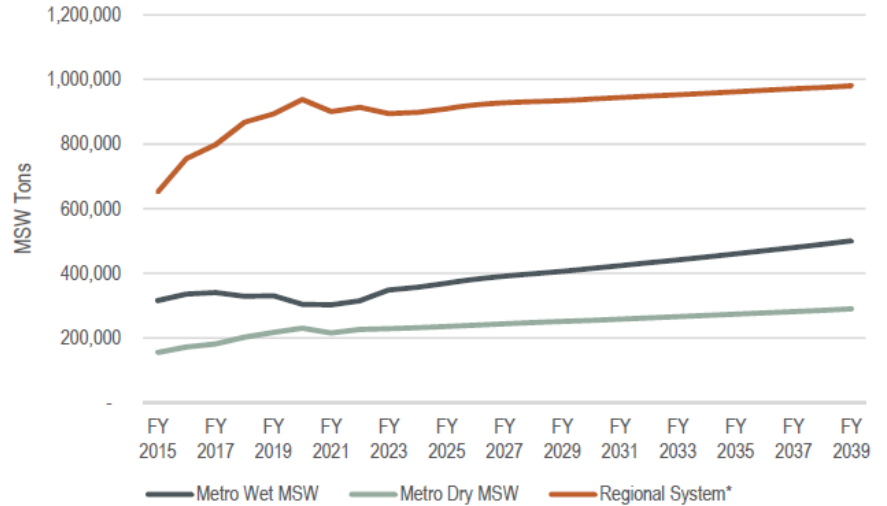


# Oregon Zoo – Budget Decisions

- Maintaining animal welfare spending
- Budgeted \$1.7 million to scale back up, assumes modified operation

# Solid Waste Fund - Forecast

Rate increases are necessary to fund new operations contracts



\* Note: Net of Metro MSW Tons

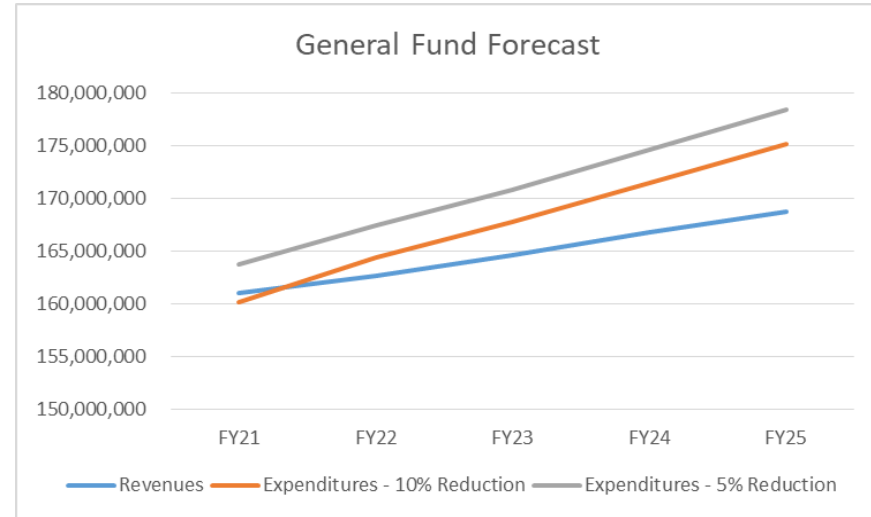
# Solid Waste – Budget Decisions

- Pausing on new investments
- Evaluating timing for a rate increase

# General Fund - Forecast

Projecting decreased revenues for FY21:

- Excise tax (10%)
- MERC management fees (100%)
- Property taxes (5%)



# General Fund – Budget Decisions

- Aiming for 10% reductions to create a small cushion



# Capital Asset Management

Maintains: Core facility maintenance & security

Reduces: Materials & services, 1 FTE; delays hiring

# Communications

Maintains: Core internal & external capacity

Reduces: materials & services, delays hiring, 1 vacant FTE

# Council Office/COO

Maintains: Core services in COO/DCCOO, DEI, GAPD, and Council Office, community partnership funds

Reduces: 2 vacant FTE, fellows, materials & services, small reduction in temporary labor

# Finance

Maintains: Core central capacity, enhanced payroll capacity

Reduces: Materials & services, shifts in funding sources for 3 FTE, eliminates additional 5 FTE

# Human Resources

Maintains: Core internal capacity

Reduces: 2 FTE, materials & services

# Information Services

Maintains: Capacity for telework support,  
cybersecurity

Reduces: 2 FTE, materials & services

# Office of the Metro Auditor

Changes: Overall spending reduction of  
\$50,409

# Parks and Nature

Maintains: Core operational capacity

Changes: Capital projects and staff shifted to bond, delayed hiring of operations positions



# Planning & Development

Maintains: General Fund match for Fed \$

Reduces: General Fund support to Housing  
Bond administration, congestion pricing  
public engagement delayed

# Research Center

Maintains: Capacity for priority projects

Reduces: 5 FTE, materials & services, delayed hiring

# Non-Departmental

Other changes: Reduced materials & services,  
further discussions on Special Appropriations

# Next Steps

- Work with Council on policy direction, provide information prior to budget approval on May 7<sup>th</sup>