

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE)	RESOLUTION NO. 21-5175
CAPITAL IMPROVEMENT PLAN FOR FISCAL)	Introduced by Marissa Madrigal,
YEARS 2021-22 THROUGH 2025-26 AND)	Chief Operating Officer, in
RE-ADOPTING METRO’S FINANCIAL POLICIES)	concurrence with Council President
)	Lynn Peterson

WHEREAS, Metro recognizes the need to prepare a long-range plan estimating the timing, scale and cost of its major capital projects and equipment purchases; and

WHEREAS, Metro’s Chief Operating Officer has directed the preparation of a Capital Improvement Plan for fiscal years 2021-22 through 2025-26 that projects Metro’s major capital spending needs over the next five years;

WHEREAS, the Metro Council has reviewed the FY 2021-22 through FY 2025-26 Capital Improvement Plan; and

WHEREAS, the Metro Council has conducted a public hearing on the FY 2021-22 budget including the FY 2021-22 through FY 2025-26 Capital Improvement Plan; and

WHEREAS, the Metro Council annually reviews and readopts its Comprehensive Financial Policies including the Debt Management, Post Issuance Compliance and Capital Asset Management Policies; now therefore

BE IT RESOLVED that the Metro Council hereby authorizes the following:

1. That the FY 2021-22 through FY 2025-26 Capital Improvement Plan (CIP), summarized in Exhibit A, is hereby adopted.
2. That the FY 2021-22 capital projects from the FY 2021-22 through FY 2025-26 Capital Improvement Plan be included and appropriated in the FY 2021-22 budget.
3. That the Comprehensive Financial Policies, including the Debt Management, Post Issuance Compliance and Capital Asset Management Policies, included as Exhibit B to this Resolution, are re-adopted and will be published in the FY 2021-22 budget.

ADOPTED by the Metro Council this 17th day of June 2021.



Lynn Peterson, Metro Council President

Approved as to Form:



Carrie MacLaren, Metro Attorney

CIP Project Summary by Funding Source for Fiscal Year 2021-22

Department: CAM							
	ID	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
METRO REG CENTER R&R SUBFUND							
MRC Plaza Drainage	PSTBD032	1,650,000	-	-	-	-	1,650,000
MRC Office Suites Remodel	PSTBD037	700,000	-	-	-	-	700,000
MRC Concrete Repairs	PSTBD004	600,000	-	-	-	-	600,000
MRC Lighting Upgrades	MRC014	600,000	-	-	-	-	600,000
MRC Irving Garage Concrete and Steel	PSTBD011	550,000	-	-	-	-	550,000
MRC Interior & Exterior Coatings	MRC015	550,000	-	-	-	-	550,000
MRC Metro Together Workplace	MRC016	460,000	-	-	-	-	460,000
MRC Campus ADA Upgrades	PSTBD034	250,000	250,000	250,000	250,000	250,000	1,250,000
MRC Fire Stoppage	01332	200,000	-	-	-	-	200,000
MRC Underground Garage Pay to Park	PSTBD039	125,000	125,000	-	-	-	250,000
MRC Wayfinding	PSTBD025	100,000	-	-	-	-	100,000
MRC Lobby Security Improvements	PSTBD028	-	625,000	-	-	-	625,000
MRC Emergency Notification Systems	PSTBD044	-	450,000	-	-	-	450,000
MRC Facility Condition Assessment and Seismic	PSTBD040	-	300,000	-	-	-	300,000
MRC Café Space Master Plan and Conversion	PSTBD041	-	250,000	250,000	1,000,000	-	1,500,000
MRC Fire & Security Alarm System Upgrades	PSTBD036	-	100,000	200,000	-	-	300,000
MRC Seismic Retrofit	PSTBD042	-	-	750,000	750,000	750,000	2,250,000
Fleet Motorpool Electric Vehicles and Chargers	PSTBD045	-	-	250,000	250,000	250,000	750,000
MRC Conference Chairs	PSTBD043	-	-	200,000	-	-	200,000
MRC Main Electrical Switch	PSTBD035	-	-	150,000	1,250,000	-	1,400,000
MRC PV System for Electric Cars	PSTBD038	-	-	-	75,000	350,000	425,000
TOTAL CAM - METRO REG CENTER R&R SUBFUND		\$5,785,000	\$2,100,000	\$2,050,000	\$3,575,000	\$1,600,000	\$15,110,000
TOTAL CAM (21 Projects)	21	\$5,785,000	\$2,100,000	\$2,050,000	\$3,575,000	\$1,600,000	\$15,110,000

Major Funding Sources

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
Metro Reg Center R&R Subfund	5,785,000	2,100,000	2,050,000	3,575,000	1,600,000	15,110,000
CAM DEPARTMENT TOTAL:	\$5,785,000	\$2,100,000	\$2,050,000	\$3,575,000	\$1,600,000	\$15,110,000

CIP Project Summary by Funding Source for Fiscal Year 2021-22

**Exhibit A
Resolution 21-5175**

Department: EXPO							
	ID	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
EXPO FUND							
Expo - Exhibit Hall Lighting	EXTBD63	200,000	-	-	-	-	200,000
Expo - F&B Facility Renewal and Replacement	EXTBD64	150,000	400,000	100,000	-	-	650,000
Expo - UP2 North Walkway Cover	EXTBD22	-	200,000	300,000	-	-	500,000
Expo - Lighting Control review and install - Halls ABCDE	8R169	-	195,000	-	-	-	195,000
A/B/C Electrical Review	EXTBD67	-	180,000	-	-	-	180,000
Expo - Hall D&E HVAC	EXTBD60	-	150,000	150,000	160,000	160,000	620,000
Expo - Lower Parking Lot: Lighting	8N072	-	-	475,000	-	-	475,000
Expo - Lower Parking Lot: Grading	8N072a	-	-	150,000	300,000	400,000	850,000
Expo - Hall C Roof Recoat	8R227	-	-	150,000	-	-	150,000
Expo - Facility Wide Overhead Door improvements	EXTBD28	-	-	125,000	100,000	-	225,000
Reseal Hall D/E Flooring	EXTBD66	-	-	-	400,000	400,000	800,000
Expo - Halls D&E Interior Improvements	EXTBD62	-	-	-	250,000	-	250,000
Electrical Generator Enhancement	EXTBD69	-	-	-	250,000	-	250,000
Expo Hall E Flat Roof	8R234	-	-	-	150,000	-	150,000
TOTAL EXPO - EXPO FUND		\$350,000	\$1,125,000	\$1,450,000	\$1,610,000	\$960,000	\$5,495,000
TOTAL EXPO (14 Projects)	14	\$350,000	\$1,125,000	\$1,450,000	\$1,610,000	\$960,000	\$5,495,000
Major Funding Sources							
		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
Expo Fund		350,000	1,125,000	1,450,000	1,610,000	960,000	5,495,000
EXPO DEPARTMENT TOTAL:		\$350,000	\$1,125,000	\$1,450,000	\$1,610,000	\$960,000	\$5,495,000

CIP Project Summary by Funding Source for Fiscal Year 2021-22

**Exhibit A
Resolution 21-5175**

Department: FRS							
	ID	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
NEW CAPITAL SUB-FUND							
AP Document Automation Software	TBD FRS-AP	290,660	-	-	-	-	290,660
TOTAL FRS - NEW CAPITAL SUB-FUND		\$290,660	\$0	\$0	\$0	\$0	\$290,660
TOTAL FRS (1 Projects)		1	\$290,660	\$0	\$0	\$0	\$290,660

Major Funding Sources							
		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
New Capital Sub-Fund		290,660	-	-	-	-	290,660
FRS DEPARTMENT TOTAL:		\$290,660	\$0	\$0	\$0	\$0	\$290,660

CIP Project Summary by Funding Source for Fiscal Year 2021-22

Department: IS							
	ID	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
INFORMATION SVCS R&R SUBFUND							
Microsoft Exchange upgrade	170011	436,000	-	-	-	-	436,000
Council Chamber Broadcast Video	01326	180,000	-	-	-	-	180,000
Zoo storage upgrade - Idea 000942	ISTBD15	150,000	-	-	-	-	150,000
Video Conferencing Equipment Idea 000760	ISTBD29	150,000	-	-	-	-	150,000
Drupal 8 Refresh	13008U	150,000	-	-	-	-	150,000
Palo Alto Firewall (2)	I9004E	120,285	-	-	-	-	120,285
IMS - Network Management	65200	105,000	287,579	343,421	483,067	256,265	1,475,332
Cloud Strategy Review*Idea 000949	ISTBD19	100,000	-	-	-	-	100,000
E911 Idea 000945	ISTBD23	100,000	-	-	-	-	100,000
UCS datacenter computer stack*	ISTBD16	-	360,000	-	-	-	360,000
datacenter backup platform*	ISTBD17	-	180,000	-	-	-	180,000
Migrate Zoo data center to Education Building IDEA000998	ISTBD20	-	135,000	-	-	-	135,000
Redundant internet connection*	ISTBD25	-	-	170,000	-	-	170,000
Zoo UCS upgrade*	ISTBD18	-	-	150,000	-	-	150,000
Zero Trust WAN*	ISTBD24	-	-	150,000	-	-	150,000
EMC (File Storage) Replacement*	ISTBD22	-	-	-	275,000	-	275,000
Datacenter UPS battery protection platform upgrade*	ISTBD21	-	-	-	150,000	-	150,000
MRC Technology Upgrades R&R	ISTBD26	-	-	-	121,465	-	121,465
TOTAL IS - INFORMATION SVCS R&R SUBFUND		\$1,491,285	\$962,579	\$813,421	\$1,029,532	\$256,265	\$4,553,082
NEW CAPITAL SUB-FUND							
MRC Technology Upgrades	I4003I	822,924	-	-	-	-	822,924
TOTAL IS - NEW CAPITAL SUB-FUND		\$822,924	\$0	\$0	\$0	\$0	\$822,924
TOTAL IS (19 Projects)	19	\$2,314,209	\$962,579	\$813,421	\$1,029,532	\$256,265	\$5,376,006
Major Funding Sources							
		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
Information Svcs R&R Subfund		1,491,285	962,579	813,421	1,029,532	256,265	4,553,082
New Capital Sub-Fund		822,924	-	-	-	-	822,924
IS DEPARTMENT TOTAL:		\$2,314,209	\$962,579	\$813,421	\$1,029,532	\$256,265	\$5,376,006

CIP Project Summary by Funding Source for Fiscal Year 2021-22

Department: OCC							
	ID	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
CONVENTION CENTER OPERATING FUND							
Food & Beverage Programming: Planning & Design	OCCTBD87	300,000	-	-	-	-	300,000
OCC - Chiller Unit Replacement (four) (R&R)	OCCTBD10	110,000	-	-	-	-	110,000
Tower/Crown Glazing	8R222	-	1,430,000	-	-	-	1,430,000
ADA Assessment and Improvements	8N086	-	130,000	-	-	-	130,000
Prefunction A and C Restroom Renovations	8R246	-	50,000	2,600,000	-	-	2,650,000
OCC - Integrated Door Access Controls	OCC18	-	10,000	700,000	-	-	710,000
Waterproofing: Loading Dock	OCCTBD89	-	-	650,000	-	-	650,000
Vertical Transportation: Elevator Modernizations	8R207	-	-	350,000	350,000	350,000	1,050,000
OCC - AV Audio System Upgrade	OCCTBD42	-	-	350,000	-	-	350,000
OCC - Website Design/Facility Rebranding	8R085	-	-	175,000	-	-	175,000
Articulating Boom Replacement	OCCTBD99	-	-	150,000	-	-	150,000
OCC Cooling System phase II	8R188B	-	-	40,000	4,000,000	-	4,040,000
Waterproofing: Rain Garden	8R223C	-	-	40,000	830,000	-	870,000
Staff Support Area Programming: Guest Services	8R224B	-	-	-	230,000	1,100,000	1,330,000
VIP B Renovation	8R245	-	-	-	120,000	1,200,000	1,320,000
Vertical Transportation: Escalator Modernizations	OCCTBD97	-	-	-	-	100,000	100,000
TOTAL OCC - CONVENTION CENTER OPERATING FUND		\$410,000	\$1,620,000	\$5,055,000	\$5,530,000	\$2,750,000	\$15,365,000
TOTAL OCC (16 Projects)	16	\$410,000	\$1,620,000	\$5,055,000	\$5,530,000	\$2,750,000	\$15,365,000
Major Funding Sources							
		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
Convention Center Operating Fund		410,000	1,620,000	5,055,000	5,530,000	2,750,000	15,365,000
OCC DEPARTMENT TOTAL:		\$410,000	\$1,620,000	\$5,055,000	\$5,530,000	\$2,750,000	\$15,365,000

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Exhibit A
Resolution 21-5175

Department: PARKS							
	ID	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
NATURAL AREAS FUND							
Marine Drive Trail	BA020	1,000,000	1,000,000	650,000	-	-	2,650,000
Columbia Blvd Bridge Crossing	BA010	1,000,000	-	-	-	-	1,000,000
Cazadero North Stream & Wetland Restoration	G46015	5,000	-	-	-	-	5,000
TOTAL PARKS - NATURAL AREAS FUND		\$2,005,000	\$1,000,000	\$650,000	\$0	\$0	\$3,655,000
PARKS AND NATURE BOND FUND - NON-TAXABLE							
Natural Areas Acquisition	TEMP98	4,000,000	4,000,000	10,000,000	10,000,000	10,000,000	38,000,000
Oxbow Roadway Improvements	POX014	900,000	1,000,000	2,450,000	1,000,000	-	5,350,000
Blue Lake Curry Bldg Replcmnt	PBL009	600,000	1,000,000	5,000,000	500,000	-	7,100,000
Blue Lake Park Building Demolition Plan	PBL012	596,700	-	-	-	-	596,700
Oxbow Potable Water System	POX012	500,000	2,000,000	3,500,000	850,000	-	6,850,000
Oxbow Welcome Center Ph. 2	POX013	350,000	-	-	-	-	350,000
Chehalem Ridge Nature Park	LA110	300,000	-	-	-	-	300,000
Newell Crk Trail Construction	LA250B	292,651	-	-	-	-	292,651
Blue Lake Water System	PBL010	200,000	1,000,000	-	-	-	1,200,000
Lone Fir - Cultural Heritage Garden	CEM010	100,000	250,000	250,000	3,000,000	650,000	4,250,000
Oxbow Facility Plan/Imprvmnts	POX010	100,000	100,000	300,000	500,000	3,000,000	4,000,000
P&N ADA Transition Plan	PNDEI2	100,000	100,000	100,000	100,000	100,000	500,000
Graham Oaks ADA T-Plan Improvements	PGOTBD	100,000	80,000	-	-	-	180,000
Blue Lake Master Plan Update	LA141	64,939	-	-	-	-	64,939
General 1% for Art	LT900	57,000	-	-	-	-	57,000
Oxbow Civil Survey	POX009	25,000	-	-	-	-	25,000
TOTAL PARKS - PARKS AND NATURE BOND FUND - NON-TAXABLE		\$8,286,290	\$9,530,000	\$21,600,000	\$15,950,000	\$13,750,000	\$69,116,290
PARKS AND NATURE OPERATING FUND							
Barton Natural Area Stream & Turtle Restoration	LR036	65,000	20,000	-	-	-	85,000
Ennis Creek Road Repair	LR903	55,000	345,000	-	-	-	400,000
Smith & Bybee Wetlands - St. Johns Prairie	LR409	50,000	350,000	35,000	-	-	435,000
Killin Wetland Hydrologic Assessment	LR671	50,000	200,000	40,000	-	-	290,000
Killin Weland Floodplain Enhancement	LR672	50,000	200,000	38,000	-	-	288,000
Smith & Bybee Forested Wetlands Phase 3	LR412	50,000	180,000	30,000	-	-	260,000
Fern Hill Forest Stream & Savana Restoration	LR147	50,000	150,000	9,000	-	-	209,000
Cooper Mtn Oak Woodland Praire	LR081	50,000	100,000	200,000	-	-	350,000
Heritage Pine	LR820	50,000	100,000	22,850	-	-	172,850
Weber Farms Natural Area Forest Restoration	LR808	50,000	50,000	200,000	17,000	-	317,000
N. Multnomah Channel Marsh Ecotone Enhancement	LR664	26,000	-	-	-	-	26,000
North Newell Stream Restoration	LR038	25,000	-	-	-	-	25,000
Beaver Creek Stream Restoration	LR230	20,000	-	-	-	-	20,000
Gales Forest Grove Stream Restoration in partnership with CWS	LR146	12,000	-	-	-	-	12,000
TOTAL PARKS - PARKS AND NATURE OPERATING FUND		\$603,000	\$1,695,000	\$574,850	\$17,000	\$0	\$2,889,850
PARKS CAPITAL SUB-FUND							
Trails: St Johns Prairie	PTR001	750,000	-	-	-	-	750,000
TOTAL PARKS - PARKS CAPITAL SUB-FUND		\$750,000	\$0	\$0	\$0	\$0	\$750,000
WILLAMETTE FALLS CAPITAL SUB-FUND							
WF Demo & Construction	WF013	5,000,000	10,000,000	-	-	-	15,000,000
TOTAL PARKS - WILLAMETTE FALLS CAPITAL SUB-FUND		\$5,000,000	\$10,000,000	\$0	\$0	\$0	\$15,000,000
TOTAL PARKS (35 Projects)	35	\$16,644,290	\$22,225,000	\$22,824,850	\$15,967,000	\$13,750,000	\$91,411,140

Major Funding Sources							
		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
Natural Areas Fund		2,005,000	1,000,000	650,000	-	-	3,655,000
Parks and Nature Bond Fund - Non-Taxable		8,286,290	9,530,000	21,600,000	15,950,000	13,750,000	69,116,290
Parks and Nature Operating Fund		603,000	1,695,000	574,850	17,000	-	2,889,850
Parks Capital Sub-Fund		750,000	-	-	-	-	750,000
Willamette Falls Capital Sub-Fund		5,000,000	10,000,000	-	-	-	15,000,000
PARKS DEPARTMENT TOTAL:		\$16,644,290	\$22,225,000	\$22,824,850	\$15,967,000	\$13,750,000	\$91,411,140

CIP Project Summary by Funding Source for Fiscal Year 2021-22

Department: PCPA							
	ID	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
PORTLAND'S CENTERS FOR THE ARTS FUND							
ASCH sewer line replacement	P5TBD110	350,000	-	-	-	-	350,000
Schnitzer Acoustical Enhancements	8R092	300,000	-	-	-	-	300,000
P5 - F&B Renewal and Replacement	P5TBD109	150,000	400,000	100,000	-	-	650,000
Newmark Replace Stage Floor	P5TBD86	-	125,000	-	-	-	125,000
Wireless Communications Upgrade	P5TBD108	-	110,000	110,000	-	-	220,000
Keller Fall Arrest	8R219	-	105,000	-	-	-	105,000
P5 ASCH Roof Drains	8R215	-	50,000	400,000	450,000	1,500,000	2,400,000
P5 Fly System Replacement	P5TBD107	-	50,000	100,000	200,000	-	350,000
P5 Security Cameras, phase III	P5TBD106	-	-	125,000	125,000	-	250,000
ASCH - Cooling System Replacement	8R120	-	-	50,000	400,000	800,000	1,250,000
AHH Exterior Cladding	P5TBD105	-	-	50,000	200,000	200,000	450,000
TOTAL PCPA - PORTLAND'S CENTERS FOR THE ARTS FUND		\$800,000	\$840,000	\$935,000	\$1,375,000	\$2,500,000	\$6,450,000
RISK MANAGEMENT FUND							
Keller Sound Gear Replace	8R255	500,000	-	-	-	-	500,000
TOTAL PCPA - RISK MANAGEMENT FUND		\$500,000	\$0	\$0	\$0	\$0	\$500,000
TOTAL PCPA (12 Projects)	12	\$1,300,000	\$840,000	\$935,000	\$1,375,000	\$2,500,000	\$6,950,000
Major Funding Sources							
		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
Portland's Centers for the Arts Fund		800,000	840,000	935,000	1,375,000	2,500,000	6,450,000
Risk Management Fund		500,000	-	-	-	-	500,000
PCPA DEPARTMENT TOTAL:		\$1,300,000	\$840,000	\$935,000	\$1,375,000	\$2,500,000	\$6,950,000

CIP Project Summary by Funding Source for Fiscal Year 2021-22

Department: WPES							
	ID	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
SOLID WASTE GENERAL ACCOUNT							
Solid Waste System Land Acquisition	SWTBD08	8,400,000	-	-	-	-	8,400,000
MSS Office Renovations (2 stories)	SMS006	2,500,000	-	-	-	-	2,500,000
MCS Bay 4 Improvements for Organics	SMC011	2,000,000	3,000,000	-	-	-	5,000,000
MCS Stormwater Upgrade	SMC019	750,000	-	-	-	-	750,000
New Facility Design (NEW SOUTH)	SWTBD18	500,000	1,500,000	3,000,000	4,000,000	1,000,000	10,000,000
Integrated Garbage & Recycling Data System	SWS004	300,000	300,000	400,000	500,000	-	1,500,000
MSS Emergency Generator	SWTBD37	175,000	-	-	-	-	175,000
MSS Covered Commodity Storage Structure	SWTBD36	120,000	-	-	-	-	120,000
MSS Data Retrieval System (asbestos removal)	SWTBD39	12,500	50,000	-	-	-	62,500
MCS Data Retrieval System (asbestos removal)	SWTBD40	12,500	50,000	-	-	-	62,500
MCS - Fleet to Operate station	SWTBD38	-	3,500,000	2,000,000	1,000,000	-	6,500,000
New Facility Design (NEW WEST)	SWTBD41	-	1,500,000	4,000,000	3,500,000	1,000,000	10,000,000
MCS Covered Storage HHW	SWTBD27	-	200,000	-	-	-	200,000
New Facility 01 Construction (NEW SOUTH)	SWTBD19	-	-	500,000	2,000,000	7,500,000	10,000,000
New Facility 02 Construction (NEW WEST)	SWTBD32	-	-	500,000	2,000,000	7,500,000	10,000,000
TOTAL WPES - SOLID WASTE GENERAL ACCOUNT		\$14,770,000	\$10,100,000	\$10,400,000	\$13,000,000	\$17,000,000	\$65,270,000
SOLID WASTE OPERATING ACCOUNT							
MCS Annual Concrete Repair	77125	120,000	120,000	120,000	120,000	120,000	600,000
MSS Annual Concrete Maintenance	77124	100,000	100,000	100,000	100,000	100,000	500,000
TOTAL WPES - SOLID WASTE OPERATING ACCOUNT		\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$1,100,000
SOLID WASTE RENEWAL AND REPLACEMENT							
MCS Conveyor #1 Replacement	SMC013	700,000	-	-	-	-	700,000
MCS Conveyor #3 Replacement	SMC014	700,000	-	-	-	-	700,000
MSS Transfer Scale Replacement	SMS008	500,000	440,000	-	-	-	940,000
Concrete removal and installation - MCS	SMC008	250,000	250,000	-	-	-	500,000
Fleet: Solid Waste	700015	111,000	-	84,000	27,000	100,000	322,000
Metro South Bays - 1&2 Ventilations System	76836	100,000	100,000	-	-	-	200,000
MSS ADA Facility Improvements	SWTBD33	100,000	-	-	-	-	100,000
MCS ADA Facility Improvements	SWTBD35	100,000	-	-	-	-	100,000
MCS Fire System Update HHW	SWTBD34	-	120,000	-	-	-	120,000
TOTAL WPES - SOLID WASTE RENEWAL AND REPLACEMENT		\$2,561,000	\$910,000	\$84,000	\$27,000	\$100,000	\$3,682,000
TOTAL WPES (26 Projects)	26	\$17,551,000	\$11,230,000	\$10,704,000	\$13,247,000	\$17,320,000	\$70,052,000
Major Funding Sources							
		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
Solid Waste General Account		14,770,000	10,100,000	10,400,000	13,000,000	17,000,000	65,270,000
Solid Waste Operating Account		220,000	220,000	220,000	220,000	220,000	1,100,000
Solid Waste Renewal and Replacement		2,561,000	910,000	84,000	27,000	100,000	3,682,000
WPES DEPARTMENT TOTAL:		\$17,551,000	\$11,230,000	\$10,704,000	\$13,247,000	\$17,320,000	\$70,052,000

CIP Project Summary by Funding Source for Fiscal Year 2021-22

Exhibit A
Resolution 21-5175

Department: ZOO							
	ID	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
OREGON ZOO CAPITAL PROJECTS SUB-FUND							
Animal Welfare - Habitat Improvements Black Bear Climbing Structure	ZOOTBD22-1	250,000	-	-	-	-	250,000
Animal Area Cameras	ZOO78	110,000	110,000	110,000	-	-	330,000
TOTAL ZOO - OREGON ZOO CAPITAL PROJECTS SUB-FUND		\$360,000	\$110,000	\$110,000	\$0	\$0	\$580,000
OREGON ZOO RENEWAL AND REPLACEMENT SUB-FUND							
Master Planning	ZOO132	750,000	650,000	600,000	-	-	2,000,000
F&B Improvements - Zoo	ZOOTBD22-3	600,000	837,000	838,000	-	-	2,275,000
Boardwalk Resurface	ZOO142	500,000	-	-	-	-	500,000
Studies & Assessments	ZOOTBD21-5	150,000	-	-	-	-	150,000
Animal Health & Welfare Enhancements	ZOOTBD21-2	-	400,000	400,000	400,000	400,000	1,600,000
Drupal 8 Refresh	I3008U - Zoo	-	150,000	-	-	-	150,000
TOTAL ZOO - OREGON ZOO RENEWAL AND REPLACEMENT SUB-FUND		\$2,000,000	\$2,037,000	\$1,838,000	\$400,000	\$400,000	\$6,675,000
TOTAL ZOO (7 Projects)		\$2,360,000	\$2,147,000	\$1,948,000	\$400,000	\$400,000	\$7,255,000

Major Funding Sources							
		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
Oregon Zoo Capital Projects Sub-Fund		360,000	110,000	110,000	-	-	580,000
Oregon Zoo Renewal and Replacement Sub-Fund		2,000,000	2,037,000	1,838,000	400,000	400,000	6,675,000
ZOO DEPARTMENT TOTAL:		\$2,360,000	\$2,147,000	\$1,948,000	\$400,000	\$400,000	\$7,255,000

FINANCIAL POLICIES

In 2004 the Metro Council enacted Resolution No. 04-3465, “adopting comprehensive financial policies for Metro.”

Each year as part of the annual budget adoption process the Metro Council reviews the financial policies which provide the framework for the overall fiscal management of the agency. Operating independently of changing circumstances and conditions, these policies are designed to help safeguard Metro’s assets, promote effective and efficient operations and support the achievement of Metro’s strategic goals. In 2009 the Governmental Accounting Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, which requires the Metro Council to make certain policy decisions regarding the use of resources and classifications of fund balance. In June 2010 the Metro Council took action to amend Metro’s Comprehensive Financial Policies to incorporate the GASB Statement No. 54 principles and to re-approve the policies. These changes are reflected in Budget and Financial Planning, section 2.

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

General policies

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

Accounting, auditing and financial reporting

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

Budgeting and financial planning

1. As prescribed in Oregon budget law, total resources shall equal total requirements in each fund, including contingencies and fund balances. However, Metro considers a budget to be balanced whenever budgeted revenues equal or exceed budgeted expenditures. Beginning fund balances shall not be considered as revenue, nor shall contingencies or ending fund balances be considered expenditures, in determining whether a fund is in balance.
2. Metro shall maintain fund balance reserves that are appropriate to the needs of each fund. Targeted reserve levels shall be established and reviewed annually as part of the budget process. Use of fund balance to support budgeted operations in the General Fund, an operating fund, or a central service fund shall be explained in the annual budget document; such explanation shall describe the nature of the budgeted reduction in fund balance and its expected future impact. Fund balances in excess of future needs shall be evaluated for alternative uses.
 - a. The Metro Council delegates to the Chief Operating Officer the authority to assign (and un-assign) additional amounts intended to be used for specific purposes more narrow than the overall purpose of the fund established by Council. A schedule of such assignments shall be included within the adopted budget document.

- b. Metro considers restricted amounts to have been spent prior to unrestricted (committed, assigned, or unassigned) amounts when an expenditure is incurred for purposes for which both restricted and unrestricted amounts are available. Within unrestricted amounts, committed amounts are considered to have been spent first, followed by assigned amounts, and then unassigned amounts when an expenditure is incurred for purposes for which amounts in any of those unrestricted fund balance classifications could be used.
 - c. The following information shall be specified by Council in the establishment of Stabilization Arrangements as defined in GASB Statement No. 54: a) the authority for establishing the arrangement (resolution or ordinance), b) the requirements, if any, for additions to the stabilization amount, c) the specific conditions under which stabilization amounts may be spent, and d) the intended stabilization balance.
3. Metro staff shall regularly monitor actual revenues and expenditures and report to Council at least quarterly on how they compare to budgeted amounts, to ensure compliance with the adopted budget. Any significant changes in financial status shall be timely reported to the Council.
 4. Metro shall use its annual budget to identify and report on department or program goals and objectives and measures of performance.
 5. A new program or service shall be evaluated before it is implemented to determine its affordability.
 6. Metro shall authorize grant-funded programs and associated positions for a period not to exceed the length of the grant unless alternative funding can be secured.
 7. Each operating fund will maintain a contingency account to meet unanticipated requirements during the budget year. The amount shall be appropriate for each fund.
 8. Metro shall prepare annually a five-year forecast of revenues, expenditures, other financing sources and uses, and staffing needs for each of its major funds, identifying major anticipated changes and trends, and highlighting significant items which require the attention of the Council.
 9. Metro will annually prepare a cost allocation plan prepared in accordance with applicable federal guidelines to maintain and maximize the recovery of indirect costs from federal grants, and to maintain consistency and equity in the allocation process.

Capital asset management

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

Cash management and investments

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

Debt management

1. Metro shall issue long-term debt only to finance capital improvements, including land acquisition that cannot be readily financed from current revenues or to reduce the cost of long-term financial obligations.
2. Metro will not use short-term borrowing to finance operating needs unless specifically authorized by the Council.

3. Metro shall repay all debt issued within a period not to exceed the expected useful life of the improvements financed by the debt.
4. As required by its continuing disclosure undertakings and Section 8 herein, and consistent with SEC Rule 15c2-12, as amended from time to time, Metro shall fully disclose financial and pertinent credit information as it relates to Metro's outstanding securities.
5. Metro shall strive to obtain the highest credit ratings to ensure that borrowing costs are minimized, Metro's access to credit is preserved and Metro has ample future flexibility to adjust its debt portfolio as needed to support operational goals.
6. Equipment and vehicles should be financed using the least costly method, including comparison to direct cash expenditure. This applies to purchase using operating leases, capital leases, bank financing, company financing or any other purchase programs. In evaluating such comparisons, Metro shall assume the opportunity cost for the use of its cash is the 90-day Treasury yield at the time of such analysis.

Tax exempt qualified obligations post issuance compliance - federal tax regulations and continuing disclosure

This Post Issuance Compliance (PIC) section sets forth specific policies of Metro designed to (a) monitor post issuance compliance of tax exempt qualified obligations (the "Obligations") issued by Metro with applicable provisions of the Internal Revenue Code of 1986, as amended (the "Code"), and regulations promulgated there under (the "Treasury Regulations") and (b) comply with continuing disclosure undertaking executed by Metro (the "Undertakings") in connection with a primary offering of municipal securities (including Obligations and federally taxable bonds, collectively, "Bonds") that are subject to Securities and Exchange Commission Rule 15c2-12, as amended from time to time ("Rule 15c2-12").

The section documents existing practices and describes various procedures and systems designed to identify on a timely basis facts relevant to demonstrating compliance with the requirements that must be satisfied subsequent to the issuance of Bonds such that (a) the interest on such Obligations continue to be excludable from gross income for federal income tax purposes, and (b) Metro complies with its contractual obligations set forth in the Undertakings. Metro recognizes that compliance with applicable provisions of the Code and Treasury Regulations with respect to Obligations and Undertakings with respect to Bonds, is an on-going process, necessary during the entire term of the Bonds, and is an integral component of Metro's financial policies. Accordingly, the analysis of those facts and implementation of the policies will require ongoing monitoring and consultation with bond counsel.

The Director of Finance and Regulatory Services approves the terms and structure of Bonds executed by Metro. Such Bonds are issued in accordance with the provisions of Oregon Revised Statutes, the Metro charter, and if issued as tax-exempt, also issued in accordance with the Code. Specific post issuance compliance procedures address the relevant areas described below. The following list is not intended to be exhaustive and further areas may be identified from time to time by Finance staff in consultation with bond counsel.

1. General policies and procedures.

The following relates to procedures and systems for monitoring post issuance compliance generally. Staff may adjust procedures for non-tax advantaged Bonds as applicable.

- a. The Director of Finance and Regulatory Services (the "Director") shall identify an appropriate staff member or members to be responsible for monitoring post issuance compliance issues (the "Staff Designee"). The Director shall be responsible for ensuring an adequate succession plan for transferring post issuance compliance responsibility when changes in staff occur.
- b. The Staff Designee will coordinate procedures for record retention and review of such records.
- c. The Staff Designee will review post issuance compliance procedures and systems on a periodic basis, but not less

than annually.

- d. Ongoing training shall be made available to the Staff Designee (generally, not less frequently than annually) to support such individual's understanding of the tax requirements applicable to the Obligations.
- e. Electronic media will be the preferred method for storage of all documents and other records maintained by Finance and Regulatory Services. In maintaining such electronic storage, the Staff Designee will comply with applicable Internal Revenue Service (the "IRS") requirements, such as those contained in Revenue Procedure 9722.

2. Issuance of Bonds and creation of files

The following policies relate to specific issue of Obligations/Bonds.

- a. The Staff Designee will obtain and store a closing binder and/or CD or other electronic copy of the relevant and customary transaction documents including:
 - i. Intent Resolution.
 - ii. Bond transcript.
 - iii. Final Written Allocation and/or all available accounting records related to the financed facilities showing expenditures allocated to bond proceeds and expenditures (if any) allocated to other sources of funds, including information regarding including, but not limited to, whether such facilities are land, buildings or equipment, economic life calculations and information regarding depreciation.
 - 1. Records, including purpose, type, payee, amount and date, of all expenditures of bond proceeds.
 - iv. All rebate and yield reduction payment calculations performed by a rebate analyst and all investment records provided to the rebate analyst for purposes of preparing the calculation.
 - v. Forms 8038-T together with proof of filing and payment of rebate.
 - vi. Investment agreement bid documents (unless included in the bond transcript) including:
 - 1. Bid solicitation, bid responses, certificate of broker;
 - 2. Written summary of reasons for deviations from the terms of the solicitation that are incorporated into the investment agreement; and
 - 3. Copies of the investment agreement and any amendments.
 - 4. Records, including dates and amounts, of investment income on bond proceeds.
 - vii. Any item required to be maintained by the terms of the tax compliance agreement involving the use of the financed facilities or expenditures related to tax compliance for the bonds
 - viii. Any opinion of bond counsel regarding the bonds not included in the bond transcript.
 - ix. Amendments, modifications or substitute agreements to any agreement contained in the bond transcript.
 - x. Any correspondence with the IRS relating to the bonds, including all correspondence relating to an audit by the IRS of the bonds or any proceedings under the IRS's Voluntary Closing Agreement Program (VCAP).
 - xi. For refunding bond issues, the Bond File for the refunded bonds.
 - xii. Evidence of completion of compliance documentation (including checklists) as described in Section 8.8 herein
 - xiii. Evidence of periodic training of the Staff Designee
 - xiv. Evidence of tracking of private use and private payment, if any

- xv. Evidence of continuing disclosure filings pursuant to any Undertaking (as defined herein) and consistent with SEC Rule 15c2-12

3. Arbitrage rebate calculations

The following policies relate to the monitoring and calculating of arbitrage and compliance with specific arbitrage rules and regulations. The Staff Designee will:

- a. Coordinate the tracking of expenditures, including the expenditure of any investment earnings, with other applicable Finance staff.
- b. Obtain a computation of the yield on each issue from Metro's outside arbitrage rebate specialist and maintain a system for tracking investment earnings.
- c. Maintain a procedure for the allocation of proceeds of the issue and investment earnings to expenditures, including the reimbursement of reissuance expenditures.
- d. Coordinate with Finance staff to monitor compliance by departments with the applicable "temporary period" (as defined in the Code and Treasury Regulations) exceptions for the expenditure of proceeds of the issue, and provide for yield restriction on the investment of such proceeds if such exceptions are not satisfied.
- e. Ensure that investments acquired with proceeds of such issue are purchased at fair market value. In determining whether an investment is purchased at fair market value, any applicable Treasury Regulation safe harbor may be used.
- f. Coordinate to avoid formal or informal creation of funds reasonably expected to be used to pay debt service on such issue without determining in advance whether such funds must be invested at a restricted yield.
- g. Consult with bond counsel prior to engaging in any post-issuance credit enhancement transactions.
- h. Identify situations in which compliance with applicable yield restrictions depends upon later investments and monitor implementation of any such restrictions.
- i. Monitor compliance with six-month, 18month or 2-year spending exceptions to the rebate requirement, as applicable.
- j. Arrange for timely computation of any rebate or yield reduction payment liability by Metro's outside arbitrage rebate specialist and, if rebate is due, file a Form 8038T and arrange for payment of such rebate liability.

4. Private activity concerns

The following policies relate to the monitoring and tracking of private use and private payments with respect to the facilities financed with the Obligations. The Staff Designee will:

- a. Coordinate with staff to maintain records determining and tracking facilities financed with specific Obligations and in what amounts.
- b. Coordinate with applicable staff to maintain records, which should be consistent with those used for arbitrage purposes, to allocate the proceeds of an issue and investment earnings to expenditures, including the reimbursement of pre-issuance expenditures.
- c. Coordinate with applicable staff to maintain records allocating to a project financed with Obligations any funds from other sources that will be used for otherwise non-qualifying costs.
- d. Coordinate with Finance staff to monitor the expenditure of proceeds of an issue and investment earnings for qualifying costs.
- e. Coordinate with applicable staff to monitor private use of financed facilities to ensure compliance with applicable percentage limitations on such use.

5. Reissuance considerations

The following policies relate to compliance with rules and regulations regarding the reissuance of Obligations for federal law purposes. The Staff Designee will:

- a. Identify and consult with bond counsel regarding any post-issuance changes or modifications to any terms of an issue of Obligations to determine whether such changes could be treated as a reissuance for federal tax purposes.
- b. Confirm with bond counsel whether any “remedial action” taken in connection with a “change in use” (as such terms are defined in the Code and Treasury Regulations) would be treated as a reissuance for tax purposes and, if so, confirm the filing of any new Form 8038G.

6. Records retention

The following policies relate to retention of records relating to the Bonds issued. The Staff Designee will:

- a. Coordinate with staff regarding the records to be maintained by Metro to establish and ensure that an issue remains in compliance with applicable federal tax requirements for the life of such issue.
- b. Coordinate with staff to comply with provisions imposing specific recordkeeping requirements and cause compliance with such provisions, where applicable.
- c. Coordinate with staff to generally maintain the following:
 - i. Basic records relating to the transaction (e.g., any non-arbitrage certificate, net revenue estimates and the bond counsel opinion);
 - ii. Documentation evidencing expenditure of proceeds of the issue;
 - iii. Documentation regarding the types of facilities financed with the proceeds of an issue, including, but not limited to, whether such facilities are land, buildings or equipment, economic life calculations and information regarding depreciation.
 - iv. Documentation evidencing use of financed property by public and private entities (e.g., copies of management contracts and research agreements);
 - v. Documentation evidencing all sources of payment or security for the issue; and
 - vi. Documentation pertaining to any investment of proceeds of the issue (including the purchase and sale of securities, SLGs subscriptions, yield calculations for each class of investments, actual investment income received by the investment of proceeds, guaranteed investment contracts, and rebate calculations).
- d. Coordinate the retention of all records in a manner that ensures their complete access to the IRS. While this is typically accomplished through the maintenance of hard copies, records may be kept in electronic format so long as applicable requirements, such as Revenue Procedure 97-22, are satisfied.
- e. Electronic media will be the preferred method for storage of all documents and other records maintained by Finance and Regulatory Services. In maintaining such electronic storage, the Staff Designee will comply with applicable Internal Revenue Service (the “IRS”) requirements, such as those contained in Revenue Procedure 9722.
- f. Keep all material records for so long as the issue is outstanding (including any refunding), plus five years.

7. Continuing disclosure Undertaking

The following policies related to the issuance of each specific issue of Bonds that is required by SEC Rule 15c2-12 to include an Undertaking. The Staff Designee will:

- a. Review the Undertaking to determine if new or additional information is required to be filed, compared with Metro’s existing Undertakings.

- b. Update the master spreadsheet of disclosure requirements to reflect additional changes.
 - c. At least twice a year (at budget preparation and during audit), review the various Undertakings' requirements to ensure they have been met. The first review is internal only. The second review is always with the Financial Auditors.
 - d. The Financial Controls manager responsible for the CAFR will coordinate with the Financial Planning Manager to ensure the filing requirements are met, particularly if any changes are proposed for supplemental materials included in the CAFR.
 - e. During this time, the Financial Controls manager will review the filing requirements under all Undertakings and begin collecting information that is not presented in the CAFR or budget.
 - f. Once the CAFR is presented to and approved by the Metro Council, it is posted on EMMA, which in no case will be later than the filing deadlines under all Undertakings
 - g. The annual budget is adopted no later than June 30th each fiscal year
 - h. The budget document is posted on EMMA soon after it is filed with the TSCC and counties by August 31st of each year and no later than the filing deadlines under all Undertakings.
 - i. Supplementary information not presented in the CAFR or budget is posted on EMMA with the posting of the CAFR or budget, but in no case later than the filing deadlines under the applicable Undertakings.
 - j. If a Material Event (as defined by SEC Rule 15c2-12, as amended from time to time) happens, the Staff Designee will cause the appropriate notices to be filed within 10 business days of the event.
8. Identification and materiality determination of "Financial Obligations"

The following policies relate to each issuance of Bonds on and after February 27, 2019 that is required by SEC Rule 15c2-12 to include an Undertaking. Metro is obligated to disclose, within 10 business days after the occurrence of the following events:

- i. Incurrence of a financial obligation, if material, or agreement to covenants, events of default, remedies, priority rights, or other similar terms of a financial obligation of the obligated person, any of which affect security holders, if material.
 - ii. Default, event of acceleration, termination event, modification of terms, or other similar events under the terms of a financial obligation of the obligated person, any of which reflect financial difficulties.
- a. To ensure Metro's compliance with any disclosure obligations arising as a result of the occurrence of these events, the Staff Designee will:
- i. Review the incurrence of any Metro "financial obligation" and any agreement of Metro to covenants, events of default, remedies, priority rights, or similar terms of a financial obligations, to determine whether it might be material and, therefore, subject to disclosure on EMMA.
 - 1. The term "financial obligation" is defined by Rule 15c2-12 and in Metro's Undertakings to have the following meaning: "financial obligation" means a: debt obligation; derivative instrument entered into in connection with, or pledged as security or source of payment for, an existing or planned debt obligation; or, a guaranty of such debt obligations or derivatives.
 - 2. Under Rule 15c2-12 and in Metro's Undertakings, the term "financial obligation" does not include Bonds as to which a final official statement has been provided to the Municipal Securities Rulemaking Board (e.g., filed on EMMA) consistent with Rule 15c2-12.

3. Examples of “financial obligations” include debt or debt-like obligations, such as loan agreements, bank direct purchases, lease-purchase agreements, letters of credit and lines of credit.
4. “Derivative instruments” include swaps, futures contracts, forward contracts, options or similar instruments related to an existing or planned debt obligation. For the purposes of this section, derivatives do not include fuel hedges, energy hedges or other similar instruments not related to debt obligations. Leases that are not vehicles to borrow money (real estate leases, office equipment leases, etc.) are *not* financial obligations.
5. To determine the materiality of a financial obligation, the Staff Designee, in consultation with Metro Counsel and Bond Counsel, as needed, will assess the obligation in light of Metro’s operations and debt structure. An event is “material” under federal securities laws if a reasonable investor would consider it important in making an investment decision. Materiality is affected by a variety of factors, including the size of a financial obligation compared to Metro’s overall balance sheet and debt outstanding, the security for repayment pledged to the financial obligation (versus that pledged to bondholders), the financial obligation’s seniority position versus Metro bonds, covenants, and remedies to the lender in the event of a default. Generally, if information about a financial obligation would be included in an Official Statement for Metro Bonds, it would be material for purposes of filing a material event notice on EMMA.
 - b. Review any default, acceleration, termination, modification or similar event reflecting financial difficulties on a financial obligation, regardless of when Metro entered into the financial obligation, to determine whether such event is material.
 - c. Make an EMMA filing disclosing the existence of a material financial obligation, a material agreement to terms of a financial obligation, or a default, acceleration, termination, modification or similar event reflecting financial difficulties on a financial obligation, each within 10 business days of its “incurrence.” For the purposes of this section, “incurrence” means the date on which the financial obligation becomes enforceable against Metro or on which the default, acceleration, termination, modification or similar event occurs. Any filing disclosing the existence of a material financial obligation will include a summary of the key terms of such financial obligation (which may be satisfied by filing pertinent financing documents, subject to any redactions of information requested by Metro’s lender)

9. Periodic post-issuance compliance review.

The following policies relate to each issuance of Obligations/Bonds. The Staff Designee will:

- a. Review and document the amount of existing private use or private payment on a periodic basis, but not less than annually, and consult with bond counsel as to any possible private use of or private payment on financed facilities that could cause an issue to exceed the limitations on private use/private payment; and
- b. Identify, review and document in advance any new sale, lease or license, management contract, sponsored research arrangement, or other arrangement involving private use of financed facilities and for obtaining copies of any sale agreement, lease, license, management contract, research arrangement or other arrangement for review by bond counsel.

- c. Consult with bond counsel to remedy any change in use or excess private use/private payment through an appropriate “remedial action” (described in section 1.141-12 of the Treasury Regulations) or the Voluntary Closing Agreement Program (VCAP) described in IRS Notice 2008-31 (or successor guidance).
- d. Review, assess and document that other periodic requirements (continuing disclosure obligations, arbitrage rebate review, etc.) have been completed.
- e. In connection with preparation of the Comprehensive Annual Financial Report and filing of annual financial information required to be filed on EMMA pursuant to Metro’s Undertakings, review debt and debt-like agreements that may qualify as “financial obligations” (as defined herein) in connection with required event filings under Metro’s Undertakings entered into on and after February 27, 2019.
- f. The Staff Designee may use a standardized checklist to guide its review and documentation as required in this Section.

Revenues

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

CAPITAL ASST MANAGEMENT POLICIES

Section 1: Purpose

1. The Capital Asset Management Policies establish the framework for Metro’s overall capital asset planning and management. They provide guidance for current practices and a framework for evaluation of proposals for future projects. These policies also seek to improve Metro’s financial stability by providing a consistent approach to fiscal strategy. Metro’s adopted financial policies show the credit rating industry and prospective investors (bond buyers) the agency’s commitment to sound financial management and fiscal integrity. Adherence to adopted policies ensures the integrity and clarity of the financial planning process and can lead to improvement in bond ratings and lower cost of capital.
2. The capital asset planning process applies to projects of \$100,000 or more and having a useful life of at least five years. These projects include capital maintenance tasks that increase the life of the asset on assets with values of \$100,000 or more. In addition, the planning process includes information technology items over \$100,000 that may have a useful life of less than five years.
3. Metro’s Capital Asset Management Policy shall be governed by the following principles:
 - a. Metro shall operate and maintain its physical assets in a manner that protects the public investment and ensures achievement of their maximum useful life. Ensuring the maximum useful life for public assets is a primary agency responsibility. Establishing clear policies and procedures for monitoring, maintaining, repairing and replacing essential components of facilities is central to good management practices.
 - b. Metro shall prepare, adopt and update at least annually a five-year Capital Improvement Plan (CIP). The Plan will identify and set priorities for all major capital assets to be acquired or constructed by Metro.

- c. Metro shall establish a Renewal and Replacement Reserve account for each operating fund responsible for major capital assets. Renewal and Replacement includes any activity that serves to extend the useful life or increase the efficiency of an existing asset, while retaining its original use. Ensuring that the public receives the maximum benefit for its investments in major facilities and equipment requires an ongoing financial commitment.
- d. Capital and renewal and replacement projects shall support Metro's MWESB procurement goals, including the Sheltered Market and FOTA program and the goals of Metro's Diversity Action Plan.
- e. To the extent possible, improvement projects and major equipment purchases will be funded on a pay-as-you-go basis from existing or foreseeable revenue sources. Fund Balances above established reserve requirements may be used for one-time expenditures such as capital equipment or financing of capital improvements. Debt financing should be utilized only for new projects or complete replacement of major capital assets.
- f. Capital and renewal and replacement projects should support implementation of Metro's Sustainability Plan.
- g. Projects shall be analyzed in light of environmental, regulatory, economic, historical and cultural perspectives, as well as the capacity of the infrastructure and the availability of resources for ongoing maintenance needs.
- h. All approved capital projects shall be consistent with relevant goals and strategic plans as adopted by departments, the Metropolitan Exposition-Recreation Commission ("MERC"), or the Metro Council.
- i. A financial feasibility analysis shall be performed before any capital project, regardless of cost, is submitted to the Metro Council, MERC Commission, Chief Operating Officer, or General Manager of Visitor Venues for approval. The financial feasibility analysis shall include an analysis of the financial impact on the operating fund balance, return on investment, the availability and feasibility of funding sources, and cost estimates for the capital project. The analysis shall also identify the financial impact of the following requirements:
 - i. Any public art funding requirements imposed by the Metro Code, the facility's owner, or any other applicable law;
 - ii. All required licenses, permits, certificates, design approval documents, and similar documents required by any authority; and
 - iii. Any contractual or legal requirements that apply to the proposed capital project.
- a. In the capital project planning and review process, the Metro Council, MERC Commission, Chief Operating Officer, and General Manager shall be guided by the following financing principles:
 - i. Funds shall be expended only on capital projects that meet identified strategic priorities.
 - ii. Funds shall be expended only on capital projects for which an analysis of funding options has been conducted. This analysis shall include evaluation of all funding options (donations, revenue generation by the project, intrafund transfers, proposed borrowing), and an analysis of the capital project's strategic priority, useful life, revenue sources, and repayment options.
 - iii. Funds shall be expended only on new projects that include identified and protected funding sources for a renewal and replacement reserve to ensure that the value of the capital asset can be maintained.
 - iv. Funds shall be expended only on projects for which a funding source for operational requirements has been identified.
 - v. Metro's Adopted Budget should include undesignated contingency funds to permit MERC and other departments with capital project responsibilities to respond to unexpected events or opportunities.

Section 2: Definitions

1. Capital asset – An item permanent in nature with future service capacity and used in operations, having an initial useful life of over one year, tangible or intangible, and held for purposes other than investment or resale with a cost (or fair market value if donated) equal to or greater than the capitalization threshold established for the asset category included later in this policy.
2. Capital maintenance – Expenditures for repair and maintenance services not provided directly by Metro personnel. These costs are relatively minor alterations, ordinary and routine repair or effort necessary to preserve or repair an asset due to normal wear and tear so that it achieves its initial planned useful life. While not capitalized, significant capital maintenance projects (those with costs equal to or greater than \$100,000) must be included in the CIP and obtain Council authorization.
3. Total cost accounting – An analysis that includes the total initial acquisition cost of an asset as well as all operating costs for the expected useful life of the asset.
4. Renewal and replacement – Construction, reconstruction or major renovation on capital assets. Renewal and replacement does not include relatively minor alteration, ordinary repair or maintenance necessary to preserve or repair an asset.
5. Return on investment (ROI) – A calculation of the financial gains or benefits that can be expected from a project. ROI is represented as a ratio of the expected financial gains (benefits) of a project divided by its total costs.

Section 3: New Capital Projects

1. All new capital projects over \$100,000 must be approved as part of the annual budget process. New project requests must comply with any other applicable Metro program or process requirements, including all Construction Project Management Office requirements and Metro's Green Building Policy.
2. New projects over \$100,000 identified during the course of the fiscal year require approval as follows:
 - a. If the project does not require additional budgetary authority, the project may be approved by the Chief Operating Officer, or their designee;
 - b. If the project requires additional budgetary authority, the project must be approved by the Metro Council.
 - c. For Capital projects with a total anticipated cost of less than \$100,000 at the MERC venues, the General Manager of Visitor Venues may approve the project if sufficient budgetary authority is available.
 - d. Any capital project at the MERC venues with a total anticipated cost of \$100,000 or more also requires approval by the MERC Commission.
3. Emergency capital projects may be approved as follows:
 - a. The Chief Operating Office or their designee may approve capital projects with a total anticipated cost of \$50,000 or more.
 - b. The MERC Commission delegates to the General Manager or their designee the authority to approve capital projects with a total anticipated cost of \$100,000 or more.
 - c. In the event an emergency capital project is approved, that approval shall be reported as follows:
 - i. The Chief Operating Officer shall report the approval to the Metro Council.
 - ii. The General Manager shall report the approval to the MERC Commission at the next regular Commission Meeting.

Section 4: Renewal and Replacement

1. The intent of Renewal and Replacement reserves is to ensure that sufficient resources are available for capital maintenance or replacement so that Metro's capital assets meet or exceed their estimated useful life. The Renewal and Replacement Reserve for each operating fund with major capital assets should initially be established based on the value of the asset and consideration of known best asset management practices.
2. General Guidelines – Renewal and replacement reserves and projects should be managed according to the following guidelines:
 - a. Renewal and replacement reserves are not intended to fund major capital assets such as building replacements or significant structural upgrades.
 - b. Renewal and replacement reserves are not intended to fund routine maintenance activities. Routine maintenance should be included in facility operating budgets. If routine maintenance costs for an asset are increasing, renewal and replacement projects may be moved forward in the schedule if the project can be shown to reduce operating and/or maintenance costs.
 - c. Facility managers should perform annual facility assessments to review renewal and replacement schedules.
 - d. All renewal and replacement projects should incorporate sustainability features that support Metro's sustainability goals, support adopted policies such as the Green Building Policy and Sustainable Procurement Policy and be evaluated on a total cost accounting basis relative to less sustainable options.
 - e. New capital projects should be added to renewal and replacement lists upon completion. Asset replacement costs shall initially be based on original asset costs. In future revisions, replacement costs shall be based on acquiring a new asset of equal utility. Increased sustainability features such as efficiency improvements or design changes (e.g. green roof vs. traditional roof design) are not increases in asset utility. Increased estimated replacement costs based on new or improved sustainability features shall be considered in the budget process.
 - f. On an annual basis, the Finance and Regulatory Services Director shall determine the minimum asset value for projects to be included in renewal and replacement reserves.
 - g. For General Fund assets, the renewal and replacement reserves should be managed to ensure sufficient funding is available to complete all projects for the next 10 years. Enterprise fund renewal and replacement accounts should be managed to ensure that annual contributions are sufficient to fund renewal and replacement projects on an ongoing basis.
3. Budget Process – During the annual budget process, Department Directors shall submit a list of proposed renewal and replacement projects as part of the annual budget process. The renewal and replacement project lists shall include:
 - a. Cost estimates for all renewal and replacement projects (including projects carried forward from the prior year) that can be reasonably expected to be completed in the following fiscal year.
 - b. Cost estimates for design and/or engineering work necessary to develop the scope and cost of construction project estimates for future renewal and replacement projects.
 - c. Any projects with cost estimates above previous replacement cost estimates based on the inclusion of sustainability features in the project design that increase the initial cost of the project.
4. Renewal and replacement projects shall be included in aggregate in the Capital Improvement Plan for the Proposed Budget for Council Review.
5. Asset Management and Capital Planning Steering Committee
 - a. The purpose of the Steering Committee is to review progress and provide guidance to the implementation of the Strategic Asset Management Plan (SAMP), the achievement of the 2021 Public Assets Goals, and the Asset Management and Capital Planning (AMCP) Program deliverables. The Steering Committee provides insight on long-term strategies in support of Council and executive leadership priorities. The steering

committee recommends the portfolio of capital projects to proceed through the budget process based upon criteria such as strategic timing, staff capacity, and sufficient scoping and in adherence with the Capital Asset Management Policy. Membership of the steering committee includes:

- Deputy Chief Operating Officer (Chair)
- General Manager, Visitor Venues
- Director of Finance and Regulatory Services
- Director of Property and Environmental Services
- Director of Parks and Nature
- Director of Asset Management and Capital Planning Program
- Director of Information Services
- Director of Operations, from one of metro's seven operations, serving a one-year term

Section 5: Capital Improvement Plan (CIP)

1. Metro will prepare, adopt and update at least annually a five-year Capital Improvement Plan (CIP). The plan will identify and set priorities for all major capital assets to be acquired or constructed by Metro. The first year of the adopted CIP shall be included in the Proposed Budget. The CIP includes all Capital and Renewal and Replacement projects with a budget of \$100,000 or more.
2. Updates to the CIP may be made at any point during the fiscal year. Updates are required under the following circumstances:
 - a. New projects (over \$100,000) that are identified during the fiscal year and need to be initiated prior to the next fiscal year;
 - b. Actual or anticipated expenses for projects included in the current year adopted budget increase more than 20% above the original project budget if the original budget amount is less than or equal to \$1,000,000 or 10% if the original budget amount is greater than \$1,000,000 ;
 - c. Actual or anticipated expenses for projects included in the current year adopted budget require an increase in budget appropriation, regardless of the amount of increase above the original project budget.

Section 6: Sustainability

1. All project proposals for new capital projects and renewal and replacement projects shall describe how the project supports Metro's Sustainability Plan in its efforts to reduce the environmental impact of Metro operations. When assessing capital or renewal and replacement projects for funding or prioritization, the following sustainability criteria should be applied:
 - b. Use total cost of ownership to create project budget projections that consider the costs of operating the asset for its entire useful life, not just the initial costs.
 - c. Utilize the prioritization criteria in Metro's Sustainability Plan:
 - d. Strong impacts on Metro's sustainability goals (greenhouse gas emissions, toxics, waste, water quality and habitat)
 - i. Provide a strong foundation for future sustainable operations work
 - ii. Leverage other investments (internal or external)

- iii. Present a strong return on investment (ROI)
 - iv. Reduce operations and maintenance costs over time
 - v. Provide strong public visibility and/or public education opportunity
 - vi. Support the region's economy
- e. Support the requirements and preferred qualifications of Metro's Green Building and Sustainable Procurement administrative procedures.
 - f. Prioritize projects that, through their implementation, support Metro's MWESB procurement goals, including the Sheltered Market and FOTA programs and related goals of Metro's Diversity Action Plan.
 - g. Consider economic benefits or return on investment (i.e. simple payback) on projects that have a financial benefit to Metro over the life of the investment.
2. Capital and renewal and replacement projects should be incorporated into the site-specific work plans developed for each facility that indicate how the Sustainability Plan will be implemented.

Section 7: Reporting

1. Capital project budget and actual reporting and status reports shall be provided as follows:
 - a. Departments shall report to the Chief Operating Officer or designee quarterly;
 - b. The General Manager shall report to the MERC Commission quarterly;
 - c. The Director of Finance and Regulatory Services shall report to the Metro Council twice annually.

STAFF REPORT FOR 6-17-2021 COUNCIL MEETING

IN CONSIDERATION OF RESOLUTION NO. 21-5175, FOR THE PURPOSE OF ADOPTING THE CAPITAL IMPROVEMENT PLAN FOR FISCAL YEARS 2021-22 THROUGH 2025-26 AND RE-ADOPTING METRO'S FINANCIAL POLICIES

Date: 6.1.2021

Prepared by: Jessica Eden 503.797.1717

Department:
Council

Presenters:
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Finance and Regulatory Services

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Meeting date: 6.17.2021

Length: 15 minutes

ISSUE STATEMENT

Council action, through Resolution 21-5175, will adopt the Capital Improvement Plan for FY 2021-22 through FY 2025-26 (five year CIP) and will re-adopt Metro's Financial Policies.

ACTION REQUESTED

Council consideration of Resolution 21-5175.

IDENTIFIED POLICY OUTCOMES

- Adoption of the five year CIP approves capital projects as detailed in Exhibit A and directs that project expenditures for FY 2021-22 are appropriated, as amended, in the FY 2021-22 budget.
- Re-adoption of Metro's Financial Policies, as outlined in Exhibit B, for FY 2021-22.

POLICY QUESTIONS

- Does the five year CIP align with Capital Asset Management Policies designed to operate and maintain physical assets in a manner that protects the public investment and ensures achievement of their maximum useful life?
- Do the Financial Policies appear to safeguard agency assets, promote effective and efficient operations and support the achievement of Metro's strategic goals?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Adoption of the five year CIP for and the re-adopted of the Financial Policies is required for compliance with Metro's Financial Policies.

STAFF RECOMMENDATIONS

The Chief Operating Officer recommends approval of resolution 21-5175.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

- The five year CIP outlines Metro's long-range capital planning process. Exhibit A provides details of the five year CIP.
- Metro's Financial Policies were first adopted in 2004 through Council action on Resolution 04-3465. Since then, Council has re-adopted the Financial Policies annually in concurrence with their annual adoption of the budget. There are no significant changes in the FY 2021-22 Financial Policies.

Known Opposition/Support/Community Feedback

- 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.
- Financial Policies detailing post issuance compliance are designed to comply with applicable provisions of the Internal Revenue Code of 1986 and SEC Rule 15c2-12 as amended from time to time.

Anticipated Effects

- The Adopted five year CIP and the re-adopted Financial Policies will be effective July 1, 2021.

Financial Implications

- The Adopted five year CIP will include 144 projects with FY 2021-22 appropriations of \$47,005,159 and total estimated costs for five years of \$217,304,806.

BACKGROUND

- The five year CIP:
The table below provides a summary of projects included in the five year CIP:

	Total Projects	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	5 YR Total
Capital Asset Management	21	\$5,785,000	\$2,100,000	\$2,050,000	\$3,575,000	\$1,600,000	\$15,110,000
Information Services	20	\$2,604,869	\$962,579	\$813,421	\$1,029,532	\$256,265	\$5,666,666
Parks and Nature	35	\$16,644,290	\$22,225,000	\$22,824,850	\$15,967,000	\$13,750,000	\$91,411,140
Visitor Venues - MERC	42	\$2,060,000	\$3,585,000	\$7,440,000	\$8,515,000	\$6,210,000	\$27,810,000
Visitor Venues - Oregon Zoo	7*	\$2,360,000	\$2,147,000	\$1,948,000	\$400,000	\$400,000	\$7,255,000
Waste Prevention and Environmental Services	26	\$17,551,000	\$11,230,000	\$10,704,000	\$13,247,000	\$17,320,000	\$70,052,000
Total	144	\$ 47,005,159	\$ 42,249,579	\$ 45,780,271	\$ 42,733,532	\$ 39,536,265	\$ 217,304,806

*Project I3008U-Zoo is included in IS project count versus Zoo as project is co-funded

- Financial Policies re-adopted for FY 2021-22:
The policies include general and specific that are either required to align with federal or state laws and regulations or developed to establish procedures and practices that meet agency goals and practices. Highlights of the policies include:

- The policies will be reviewed annually by the Council and published in the adopted budget.
- A definition of a balanced budget is one in which current year revenues meet or exceed current year expenditures.
- Any use of fund balance in an operating fund will be fully explained in the adopted budget document.
- A study to assess the affordability of any new program will be done before the program is implemented.
- One-time revenues will be used to pay for one-time costs or added to fund balance.
- Post issuance compliance policies are designed to comply with applicable provisions of the Internal Revenue Code of 1986 and SEC Rule 15c2-12 as amended from time to time.
- Capital asset management policies establish the framework for overall capital asset planning and management.

ATTACHMENTS

- Exhibit A - Project Summary by Funding Source for the Capital Improvement Plan for Fiscal Year 2021-22 through FY 2025-26
- Exhibit B - Financial Policies