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## Responsible Operations





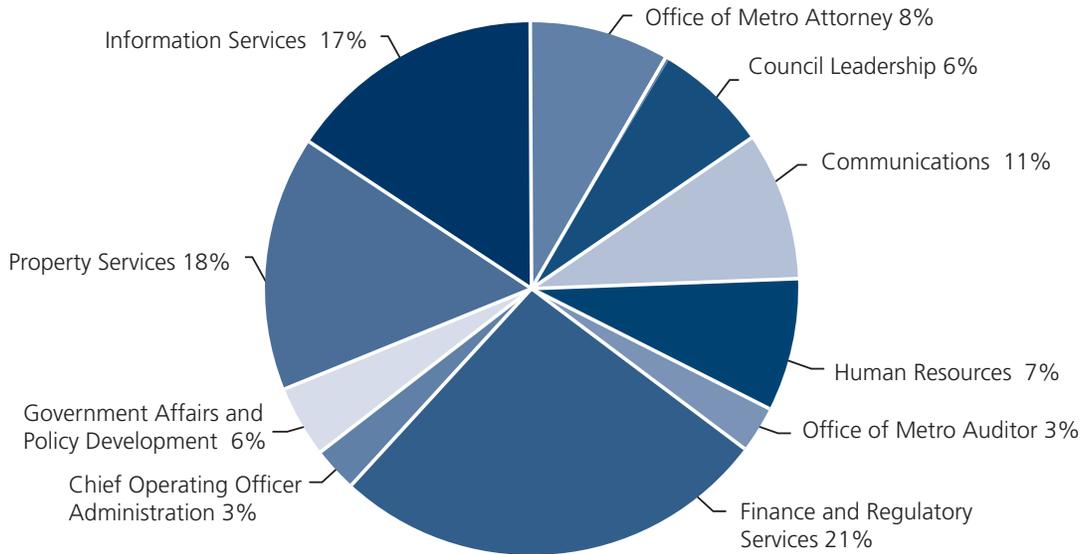


## **Responsible Operations**

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

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

## Goal 7: FY 2010-11 program expenditures



Communications	\$2,515,000
Chief Operating Officer Administration	624,000
Council Leadership	1,416,000
Finance and Regulatory Services	5,046,000
Government Affairs and Policy Development	1,475,000
Human Resources	1,714,000
Information Services	4,178,000
Office of Metro Auditor	671,000
Office of Metro Attorney	2,013,000
Property Services	4,266,000
<b>TOTAL GOAL 7</b>	<b>\$23,918,000</b>

## Goal 7: Five-year forecast, all associated programs

	<b>Actual FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Adopted FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	963,067	1,042,000	1,127,000	1,127,000	1,127,000	1,127,000	1,127,000
Grants and Donations	62,320	951,049	752,839	665,000	667,280	669,628	672,047
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>1,025,387</b>	<b>1,993,049</b>	<b>1,879,839</b>	<b>1,792,000</b>	<b>1,794,280</b>	<b>1,796,628</b>	<b>1,799,047</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	16,089,245	18,983,868	19,201,141	20,246,018	20,700,299	21,046,165	21,718,597
Capital / Renewal and Replacement	535,354	1,469,047	2,615,842	660,066	495,439	843,496	514,390
Department Administration and Overhead	447,199	436,607	340,777	355,710	366,984	390,119	402,486
Direct Service Transfers	265,000	230,000	230,000	230,000	230,000	230,000	230,000
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	1,504,342	1,485,849	1,504,945	1,500,920	1,499,585	1,500,000	1,500,008
Transfer of CBL Profits to IS Renewal and Replacement	25,000	25,000	25,000	25,000	25,000	25,000	25,009
<b>TOTAL PROGRAM OUTLAYS</b>	<b>18,866,140</b>	<b>22,630,371</b>	<b>23,917,705</b>	<b>23,017,714</b>	<b>23,317,308</b>	<b>24,034,780</b>	<b>24,390,491</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(17,840,753)</b>	<b>(20,637,322)</b>	<b>(22,037,866)</b>	<b>(21,225,714)</b>	<b>(21,523,028)</b>	<b>(22,238,152)</b>	<b>(22,591,443)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	3,749,131	3,409,839	4,050,438	4,447,075	4,401,406	3,838,045	3,978,721
Current Revenues	281,032	200,000	25,000	25,000	25,000	25,000	25,000
Reserves	535,354	1,638,509	2,775,842	660,069	495,439	843,496	514,390
Central Service Cost Allocation	13,275,236	15,388,974	15,186,586	16,169,570	16,679,463	17,612,240	18,156,363
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>17,840,753</b>	<b>20,637,322</b>	<b>22,037,866</b>	<b>21,301,714</b>	<b>21,601,308</b>	<b>22,318,780</b>	<b>22,674,474</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$76,000</b>	<b>\$78,280</b>	<b>\$80,628</b>	<b>\$83,030</b>
<b>PROGRAM FTE</b>	148.66	152.60	149.12	148.12	146.27	144.62	144.62

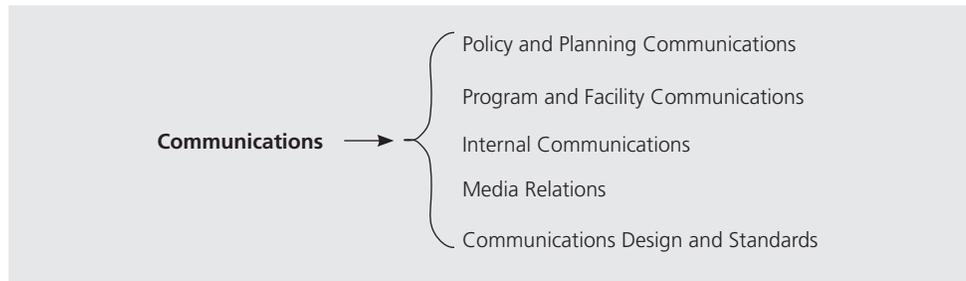
# Communications

**Director:**

Jim Middaugh

**Program Status:**

Existing



The purpose of Communications is to provide communication services to advance Metro Council policy initiatives and Metro planning and stewardship efforts, public involvement and education campaigns, facilities and services.

Communications serves Metro in five areas:

- Policy and Planning Communications.
- Program and Facility Communications.
- Internal Communications.
- Media Relations.
- Communications Design and Standards.

The disciplines represented range from media relations, public involvement, journalism, marketing, graphic design and web design through event planning, issue management, political analysis and advocacy.

**Policy and Planning Communications** – Raises the visibility and profile of Council efforts to inspire and engage community leaders about regional issues through meetings, forums, roundtables, seminars, events, competitions, publications and web sites. Staff build relationships with regional opinion leaders and decision makers and advocate for regional legislative priorities at the state and federal levels. The work supports the Metro Committee for Citizen Involvement, transportation corridor planning, park and trail site planning, high capacity transit, the Regional Transportation Plan, MTIP and regional flexible fund allocation, urban and rural reserves, The Intertwine (formerly Connecting Green) and other Council policy work.

**Program and Facility Communications** – This area is responsible for providing marketing support to a variety of Metro centers and services, including nature-friendly development, transit oriented development, community investment tool kits and Research Center products and services. Staff also support marketing campaigns aimed at waste reduction, natural gardening, toxics reduction, MetroPaint, recycling and environmental education and regional travel options.

**Internal Communications** – This group is responsible for assisting with workforce communications regarding management practices and policies, the Regional Leadership Initiative, human resources, employee benefits, information services, contact and mailing management and other internal agency matters.

**Media Relations** – The media team is responsible for managing proactive and reactive work with regional news media and for assisting all Metro employees and Councilors with media relations.

**Communications Design and Standards** – Communications Design and Standards provides support for brand management, web site content management and design, editorial standards, tools and oversight, writing, design standards, events practices, graphic design, newsletters, image asset management and other services.

## **Regulatory/statutory requirements**

Metro Policy defines Metro identification standards (Executive Order 81).

Federal Rehabilitation Act Section 508, information technology accessibility guidelines for people with disabilities.

Americans with Disabilities Act guidelines apply to signs and building accessibility.

## **Changes from FY 2009–10 current service levels**

While there is no change in overall service levels, there will be several changes in the focus of staff in Communications based on shifting programmatic priorities. One FTE will shift from long range planning work (reserves process) to assisting with public involvement on the Zoo Bond program and the zoo's land use needs with the City of Portland. In addition, approximately 1.0 FTE will shift from parks planning and general management work to support a more robust focus on climate change, in particular work on Metro's Climate Action Plan. To support implementation of work mandated by HB 2001, additional communications management and staff resources will be shifted to support long-range climate, land use and transportation scenario development. Resources formally dedicated to Making the Greatest Place will shift to support the new Community Investment Strategy. During FY 2009-10, a Manager II moved from Planning and Development to Communications. In addition, an Associate Public Affairs Specialist moves from Parks and Environmental Services to Communications. Both positions were moved to streamline Metro's communications efforts. The FY 2010-11 reflects the budgetary change.

## **Issues and challenges**

The continued decline of traditional news media, particularly print, is forcing a reexamination of communications and public involvement best practices.

Communications will need to rely more on the Internet and other electronic tools but does not currently have the capacity or staff to fully address changes in traditional media outlets.

The number and scope of Metro projects that require direct involvement with local elected officials and stakeholders create coordination and communication challenges. Continued efforts to integrate and coordinate Metro contacts with local elected officials, local government staff and key stakeholder organizations are needed.

### Program performance measures

Communications is working with other centers and services to craft a comprehensive set of performance measures consistent with Sustainable Metro Initiative. In FY 2009-10 no funds were available to implement a public survey targeted toward performance measures. In the coming year Communications will work with centers and services to develop a cost-effective instrument serving multiple programs.

An every-other-year public survey in which an increasing percentage of respondents can identify Metro and one or more of its programs.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	Unfunded					

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	In process					

Percent of time that Metro's media response to breaking news is cycled within 24 hours or less.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	100%					

Percent of employees who can identify Council goals and objectives, management initiative objectives and their role in contributing to goals and objectives. (To be measured in an every-other-year employee survey.)

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	Unfunded					

### Internal performance measures

Percent of employees reporting that they understand the organizational goals such as the guiding sustainability principle.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	Unfunded					

Percent of surveyed regional elected officials who rate Metro's information as timely.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	Unfunded					

Percent of surveyed regional elected officials who rate Metro's information as useful.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	Unfunded					

Percent of website survey respondents reporting that they could easily find the information they were looking for on the Metro web site.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	In process					

## Five-year forecast

	<b>Actual FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Adopted FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	432,067	539,866	539,000	539,000	539,000	539,000
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>432,067</b>	<b>539,866</b>	<b>539,000</b>	<b>539,000</b>	<b>539,000</b>	<b>539,000</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	2,137,050	2,321,216	2,514,675	2,632,382	2,717,070	2,881,960	2,974,710
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>2,137,050</b>	<b>2,321,216</b>	<b>2,514,675</b>	<b>2,632,382</b>	<b>2,717,070</b>	<b>2,881,960</b>	<b>2,974,710</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(2,137,050)</b>	<b>(1,889,149)</b>	<b>(1,974,809)</b>	<b>(2,093,382)</b>	<b>(2,178,070)</b>	<b>(2,342,960)</b>	<b>(2,435,710)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	1,460,630	1,263,399	1,322,226	1,394,620	1,456,657	1,576,848	1,644,755
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	676,420	625,750	652,583	698,761	721,413	766,112	790,954
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>2,137,050</b>	<b>1,889,149</b>	<b>1,974,809</b>	<b>2,093,382</b>	<b>2,178,070</b>	<b>2,342,960</b>	<b>2,435,710</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	22.25	21.00	22.00	22.00	22.00	22.00	22.00

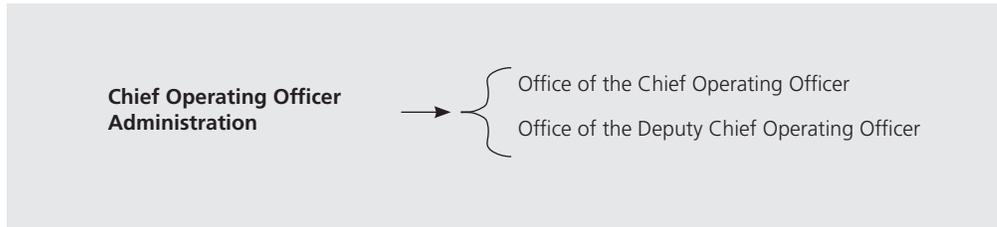
# Chief Operating Officer Administration

**Chief Operating Officer:**

Michael Jordan

**Program Status:**

Existing



The Chief Operating Officer (COO) manages the agency for the Council and plans for agency support to implement regional programs and initiatives. The COO enforces Metro ordinances; executes the policies of the Metro Council; and administers Metro’s resources, programs, facilities and staff. The COO provides leadership and management authority to agency staff by implementing Council’s policy directives, goals and objectives.

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

The Deputy COO is charged specifically with the execution of the Sustainable Metro Initiative with primary focus on the improvement of management and business practices along with providing operational and administrative support to achieve all of the Council’s goals and objectives.

**Regulatory/statutory requirements**

Metro Code, Metro Charter, federal and state laws.

**Changes from FY 2009–10 current service levels**

The FY 2010-11 budget eliminates one-time funding related to the Sustainable Metro Initiative transition projects now completed. In addition, the Chief Operating Officer Administration office is further realigned to reflect continuing organizational changes. A Planning and Policy group reporting to the Chief Operating Officer will include Planning and Development, Research Center, Communications and the Council Office management. The newly formed Government Affairs and Policy Development group, home of the Community Investment Strategy project, is also part of this group and will report directly to the Council Policy Director. Finally, reflecting the recent changes to Metro Code related to the Metropolitan Exposition and Recreation Commission, the Chief Operating Officer will assume direct oversight of MERC operations. A General Manager of Visitor Venues, reporting directly to the COO, will oversee the four main enterprise venues (Oregon Convention Center, Oregon Zoo, Portland Center for the Performing Arts, and Portland Exposition Center), focusing on how best to apply strategies, resources and staff to ensure that all venues remain at the forefront of their industries. An Operations and Support Services Group including Parks and Environmental Services, the Sustainability Center, Finance and Regulatory Services, Human Resources and Information Services will report to the Deputy Chief Operating Officer. Major construction groups including the Zoo Bond program and visitor venue construction will also report directly to the Deputy COO. This realignment will enhance current service levels and be more efficient in meeting agency goals.

## Internal performance measures

Level of satisfaction through staff Questionnaire, "I am proud to work for Metro."

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

Staff feel communication is accessible, effective and consistent as measured by agency wide survey question, "The Metro Council's goals and expectations are clearly communicated to staff."

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

Series of meetings with individual Councilors to assess satisfaction.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

## Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	512,625	782,855	623,756	671,456	692,639	737,335	760,599
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>512,625</b>	<b>782,855</b>	<b>623,756</b>	<b>671,456</b>	<b>692,639</b>	<b>737,335</b>	<b>760,599</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(512,625)</b>	<b>(782,855)</b>	<b>(623,756)</b>	<b>(671,456)</b>	<b>(692,639)</b>	<b>(737,335)</b>	<b>(760,599)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	512,625	782,855	623,756	671,456	692,639	737,335	760,599
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>512,625</b>	<b>782,855</b>	<b>623,756</b>	<b>671,456</b>	<b>692,639</b>	<b>737,335</b>	<b>760,599</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	2.00	4.00	4.00	4.00	4.00	4.00	4.00

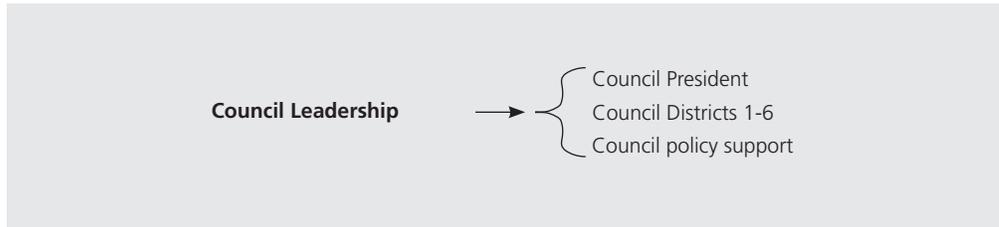
# Council Leadership

**Program Manager:**

Reed Wagner

**Program Status:**

Existing



The Council Leadership program includes the seven Councilors and the administrative and policy support to these Councilors as individuals, as well as to the Council as a whole in its role as a legislative body whose procedures and formalities are conducted under the charter and law. Council policy staff supports Council as a professional resource, acting as liaisons between Council and Metro staff and external stakeholders, initiating and developing Councilors’ policies and research projects and facilitating communication. Administrative support provided to the Metro Council is also provided to the Chief Operating Officer and includes personnel administration, budgeting and fiscal control, meeting support, district communications and agenda and materials development.

An internship program contributes to policy development through research, analysis and other support. The Council Office staffs a variety of public Council meetings, including off-site and evening sessions, to increase citizen exposure and access to their regional government, as well as joint regional meetings between Councilors and other elected officials and Metro policy advisory committees. Council staff coordinates and helps prepare individual Councilors for outreach efforts, including public speaking engagements, newsletters, and as representatives of the Council or individual Councilors in the community.

**Regulatory/statutory requirements**

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

**Changes from FY 2009–10 current service levels**

One administrative FTE is transferred to Parks and Environmental Services from Council Leadership. Also, individual Councilors’ budgets have been reduced from \$3,500 to \$3,000 annually.

**Internal performance measures**

Supporting Council meetings on time with the right materials. (On-going tracking.)

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
90%							

Responsiveness to constituent calls (percent within 24 hours).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
93%	>90%	>90%	>95%	>95%	>95%	>95%	>95%

Staffing level comparison to like-governments.

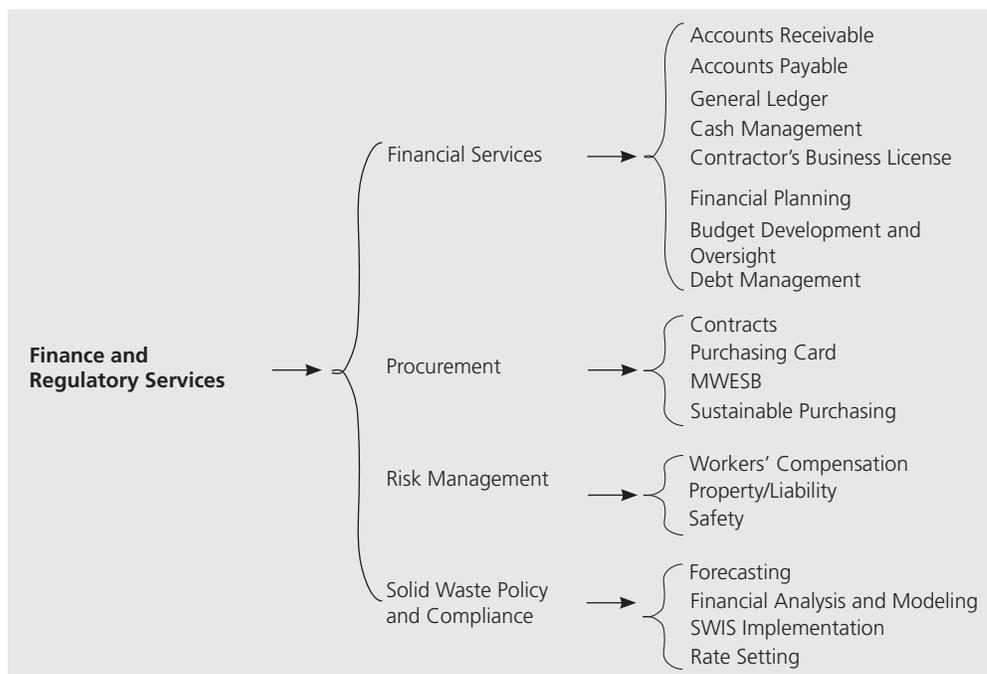
08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
100%	100%	100%	100%	100%	100%	100%	100%

## Five-year forecast

	<b>Actual FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Adopted FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,745,773	1,507,966	1,415,869	1,521,432	1,570,972	1,668,830	1,723,184
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>1,745,773</b>	<b>1,507,966</b>	<b>1,415,869</b>	<b>1,521,432</b>	<b>1,570,972</b>	<b>1,668,830</b>	<b>1,723,184</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,745,773)</b>	<b>(1,507,966)</b>	<b>(1,415,869)</b>	<b>(1,521,432)</b>	<b>(1,570,972)</b>	<b>(1,668,830)</b>	<b>(1,723,184)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	1,745,773	1,507,966	1,415,869	1,521,432	1,570,972	1,668,830	1,723,184
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,745,773</b>	<b>1,507,966</b>	<b>1,415,869</b>	<b>1,521,432</b>	<b>1,570,972</b>	<b>1,668,830</b>	<b>1,723,184</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	18.75	16.00	15.00	15.00	15.00	15.00	15.00

# Finance and Regulatory Services

**Director:**  
Margo Norton  
**Program Status:**  
Existing



Finance and Regulatory Services (FRS) provides the primary business services for the agency. FRS provides financial management and administrative and operational services to Metro’s elected officials, operating centers and services, employees and the public. In addition, Finance and Regulatory Services licenses small contractors and regulates and sets rates for solid waste disposal facilities.

**Financial Services** – Financial Services joins the forces of the accounting and financial planning groups to assure the highest accountability for financial and operational performance. The group is responsible for processing and reporting all financial transactions, revenue collection, investment and debt management. Operational and capital budgeting and oversight ensures maximum efficiency in the use of funds and compliance with laws and policies that affect the agency’s financial condition. Other services include the management of the Contractor’s Business License program and collection of the Construction Excise Tax.

**Solid Waste Policy and Compliance** – Analysts monitor and audit solid waste system facilities assuring that Metro collects all applicable tax and fee revenue; and regulated facilities remain in compliance with tonnage-related limits and requirements. The group manages comprehensive disposal system databases which are critical for forecasting, planning, program and policy evaluation and rate setting. Analysts perform due diligence over payments on the major solid waste operating contracts and ensure compliance with the non-operating provisions of the major contracts. In addition, the unit assists other Metro programs with ongoing financial analysis, decision analysis and modeling.

**Procurement Services** – Procurement Services oversees the contracting and purchasing activities of Metro’s operating centers to assure compliance with state and federal regulations and Metro Code and to encourage a competitive process that supports openness and impartiality. Metro Code establishes policies that encourage Metro use of MWESB by creating the maximum possible opportunity for such businesses to compete for and participate in Metro contracting activities. A new Metro Code policy sets requirements for sustainable procurement practices.

**Risk Management** – Risk Management is responsible for Metro’s workers’ compensation and safety program, general liability and property claims. The Risk Management Fund is managed to meet actuarial standards, relying on both purchased

insurance and self-insured risk management techniques. The Risk Management Fund also includes employee health benefits and unemployment insurance programs that are managed by Human Resources.

### **Regulatory/statutory requirements**

As a public government with taxing authority, Metro must comply with federal and state statutes related to taxation, budget, bonded debt and debt disclosure, financial reporting, credit regulations and public contracting. Metro Code provides additional direction in many of these areas. Financial and budget accountability are established by the Governmental Accounting Standards Board (GASB), and Metro is subject to federal laws and regulations related to receiving federal funds. As a self-insured entity, Metro complies with state worker compensation statutes and operates with certain statutory immunities and liability limits, all of which are affected by state and federal judicial case law. State law and Metro Code control the setting of fees and taxes. Metro code establishes enforcement parameters for the regulation of private waste disposal facilities.

### **Climate change/sustainability**

FRS through its Procurement Services section will be implementing the new sustainable procurement purchasing code provisions. Implementation will include agency-wide training both for identifying and making sustainable purchasing decisions and for incorporating sustainable products requirements in contracts with the agency's suppliers and vendors. Procurement Services will track sustainable purchases through the financial systems for reporting purposes.

### **Changes from FY 2009-10 current service levels**

The FY 2010-11 budget eliminates one administrative position in Accounting, a reduction that is mitigated in part by the opening of the Metro Store which now accepts walk-in payments formerly directed to the Accounting customer counter. Routine payment questions and contractor's business license inquiries are also routed to the store. In FY 2010-11 FRS will integrate Metropolitan Exposition Recreation Commission business functions within its operations and plan any budgetary changes for FY 2011-12.

A substantial upgrade of the Solid Waste Information System (SWIS) has been authorized for FY 2010-11. A joint capital project of FRS and Information Services, this project will implement a state of the art system of data collection and reporting to support Metro's responsibility to collect more than \$30 million annually in regional system fees and excise taxes from privately owned solid waste facilities, monitor compliance with regulatory requirements of licensees and franchisees and manage compliance with the non-financial obligations of the long-term waste disposal contract.

### **Issues and challenges**

The unsettling economic conditions in the nation, the state and the region will persist into a third fiscal year, lasting through FY 2010-11 and into the next. Volatility in the financial markets may increase the cost of financing debt for both general obligation bonds and particularly for revenue bonds. Forecasting current revenues and developing new revenue streams introduce greater risk. These conditions require Metro to operate at maximum efficiency and to exercise conscientious management controls if revenues continue to underperform. At the same time we must maintain focus and momentum for the future when the region emerges from the downturn.

GASB continues to issue new financial reporting standards that Metro must

implement in order to receive an unqualified audit opinion. Each standard incrementally requires additional resources, increasing both the cost of the external audit and the time staff must spend preparing for and with the auditors to complete the financial statements.

Solid waste tonnage remains flat following its precipitous decline in late 2008, affecting both solid waste system revenues and General Fund excise tax revenues. Pricing and adverse markets for recycled commodities have increased enforcement actions and complicated policy decisions as industry players seek authorizations and special exemptions for new approaches to waste stream management. Council will be reviewing Metro's role in the solid waste system in early FY 2010-11.

**Internal performance measures**

Complies fully with Governmental Accounting Standards Board standards; achieves unqualified audit opinion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
YES							

Maintains agency's underlying AAA/Aaa Bond Rating.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
YES							

Total Cost of Risk (TCOR) is less than 1 percent of operational revenues (industry standard).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
.593%	.56%	<1%	<1%	<1%	<1%	<1%	<1%

Appropriate purchasing card spending is increasing by 5 percent annually (millions).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$3.672	\$3.077	\$3.2131	\$3.392	\$3.562	\$3.740	\$3.927	\$4.123

Annual percentage increase in purchase of sustainable products.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
+5%	+8%	+5%	+5%	+5%	+5%	+5%	+5%

Under development as a proxy for total tax and regional solid waste fee collection: Percent of reports and payments received timely.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW						

## Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
<b>PROGRAM RESOURCES</b>							
Enterprise	\$388,375	\$406,000	\$406,000	\$406,000	\$406,000	\$406,000	\$406,000
Grants and Donations	62,320	40,000	50,000	50,000	50,000	50,000	50,000
Governmental Resources	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>450,695</b>	<b>446,000</b>	<b>456,000</b>	<b>456,000</b>	<b>456,000</b>	<b>456,000</b>	<b>456,000</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	2,956,440	3,758,377	3,930,060	4,092,170	4,223,458	4,476,554	4,620,229
Capital / Renewal and Replacement	0	0	750,000	0	0	0	0
Department Administration and Overhead	447,199	436,607	340,777	355,710	366,984	390,119	402,486
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfer of CBL Profits to IS Renewal and Replacement	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>TOTAL PROGRAM OUTLAYS</b>	<b>3,428,639</b>	<b>4,219,984</b>	<b>5,045,837</b>	<b>4,472,880</b>	<b>4,615,442</b>	<b>4,891,673</b>	<b>5,047,715</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(2,977,944)</b>	<b>(3,773,984)</b>	<b>(4,589,837)</b>	<b>(4,016,880)</b>	<b>(4,159,442)</b>	<b>(4,435,673)</b>	<b>(4,591,715)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	281,032	200,000	25,000	25,000	25,000	25,000	25,000
Reserves	0	0	750,000	0	0	0	0
Central Service Cost Allocation	2,696,912	3,573,984	3,814,837	3,991,880	4,134,442	4,410,673	4,566,715
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>2,977,944</b>	<b>3,773,984</b>	<b>4,589,837</b>	<b>4,016,880</b>	<b>4,159,442</b>	<b>4,435,673</b>	<b>4,591,715</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	30.70	36.70	35.12	35.12	35.12	35.12	35.12

# Government Affairs and Policy Development

**Program Manager:**

Randy Tucker

**Program Status:**

New



This program has been created to join regional engagement and program incubation with the regional, statewide and federal outreach efforts.

This program supports the Metro Council goal of Responsible Operations by contributing to enhance the effectiveness of Metro’s regional engagements and state and federal work. It works with operations to identify and communicate connections between technical work and regional outreach and leadership. It helps promote targeted Council expenditures on critical programs and projects.

The primary project focus for this program is the Community Investment Strategy. This project develops the strategy for aligning local, regional, state and federal investment priorities and ensuring that resources and finance tools are available to support investments in targeted and catalytic forms of infrastructure to advance the region’s long range growth vision, embodied in the 2040 Growth Concept.

**Regulatory/statutory requirements**

None.

**Changes from FY 2009-10 current service levels**

The Government Affairs and Policy Development group is the maturing of the Strategy Center into one program to support current Council and agency objectives and to review and advise Council on emerging policies and initiatives. Active Transportation, a programmatic aspect of the Strategy Center, has been moved to the Sustainability Center to align with trail planning and The Intertwine project, a regional network of parks, trails and natural areas. The Strategy Center team leader will also move to the Sustainability Center to manage education division for The Intertwine project and integrate youth education programs at all Metro facilities. Staff assigned to the Columbia River Crossing project is funded through September 2010. The proposed budget contains an appropriation for enhancing the agency’s federal presence.

**Interrelationship with other programs**

This program offers ongoing support to the Senior Leadership Team for regional engagement. It encompasses FY 2009-10 existing efforts on Infrastructure Finance, and portions of Council Leadership; Land Monitoring, Measurement and Performance and Chief Operating Officer Administration. This program also collaborates on start-up activities for new initiatives such as last year’s Active Transportation Partnerships.

**Internal performance measures**

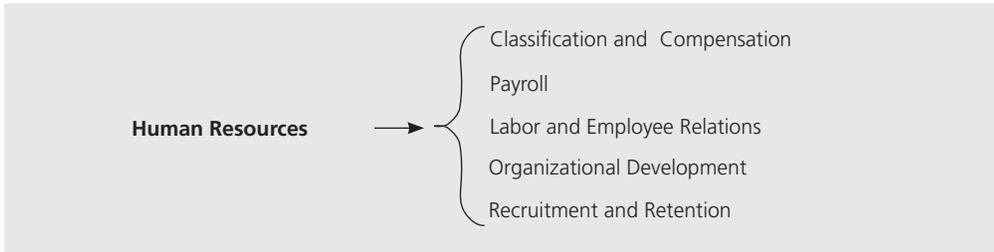
Annual survey of individual councilors and directors that measures the satisfaction of engagement, guidance and strategic direction (0 percent - 100 percent).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

## Five-year forecast

	<b>Actual FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Adopted FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	478,982	162,973	76,000	78,280	80,628	83,047
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>478,982</b>	<b>162,973</b>	<b>76,000</b>	<b>78,280</b>	<b>80,628</b>	<b>83,047</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	469,760	1,117,456	1,475,316	1,531,023	1,373,777	592,367	610,782
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>469,760</b>	<b>1,117,456</b>	<b>1,475,316</b>	<b>1,531,023</b>	<b>1,373,777</b>	<b>592,367</b>	<b>610,782</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(469,760)</b>	<b>(638,474)</b>	<b>(1,312,343)</b>	<b>(1,455,023)</b>	<b>(1,295,497)</b>	<b>(511,739)</b>	<b>(527,734)</b>
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	469,760	638,474	1,312,343	1,531,023	1,373,777	592,367	610,782
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>469,760</b>	<b>638,474</b>	<b>1,312,343</b>	<b>1,531,023</b>	<b>1,373,777</b>	<b>592,367</b>	<b>610,782</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$76,000</b>	<b>\$78,280</b>	<b>\$80,628</b>	<b>\$83,047</b>
<b>PROGRAM FTE</b>	5.00	5.90	5.50	5.50	3.65	2.00	2.00





# Human Resources

**Director:**

Mary Rowe

**Program Status:**

Existing

Human Resources is responsible for the following core service areas: classification and compensation, labor and employee relations, organizational development and training, recruitment and selection, payroll and benefits.

**Classification and Compensation**

Classification and compensation staff develops, implements and administers Metro’s classification and compensation systems. They also maintain the Human Resources Information System (HRIS) and the integrity of the data base.

**Recruitment and Retention**

Recruitment and retention staff works to attract, select and retain an exceptionally competent, productive, diverse and motivated workforce. Staff administers the employee service awards, conducts new employee orientation and works closely with the Diversity Action Team to carry out the organization’s goals of retaining a diverse workforce.

**Payroll**

Payroll staff processes all payroll for the organization and develops and maintains payroll policies and procedures in accordance with state and federal law. In addition they have responsibility for the timekeeping system.

**Labor and Employee Relations**

Labor and employee relations staff represents Council and management in labor negotiations. Labor relations staff conducts training and all employment related investigations and advises managers on ways to reduce employment risk. They provide consultation and dispute resolution services to managers and employees and act as a liaison between labor and management.

**Organizational Development and Training**

Organizational development staff leads and/or provides support to organization change initiatives in support of business goals. They provide assistance in change management, teambuilding, group facilitation, leadership and management development, and staff development. They maintain the Metro Learning Center, the on-line learning management application.

**Benefits**

Benefits staff administers and monitors the following programs: Metro’s health and welfare benefits, wellness, Family Medical Leave, American’s with Disabilities Act, COBRA benefits continuation and unemployment.

**Regulatory/statutory requirements**

Human Resources ensures Metro’s compliance with local, state and federal requirements for payroll and benefits administration, collective bargaining, non-discrimination, open and competitive recruitment, Family Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), federal and state wage-hour laws and the Public Employees Retirement System.

### Climate change/sustainability

Human Resources has reviewed processes and identified employment applications as the single largest source of paper use in the office. In FY 2009-10 Human Resources in conjunction with Information Services developed an RFP and selected a vendor for an on line applicant tracking system which allows the ability to process employment applications without printing out the approximately 9,000 applications received each year. To further migrate away from paper processes, Human Resources will target moving more employees to paperless paycheck advices during FY 2010-11.

### Changes from FY 2009-10 current service levels

- Hired a staff member who specializes in organization development and training in order to provide training for staff to further implement the Sustainable Metro Initiative and best practices.
- Expanded HR services to the zoo by holding weekly office hours there.
- Eliminated one supervisor position and redeployed resources to increase effectiveness in service delivery.
- Reduced payroll services by 0.5 FTE.
- Added a one year limited duration 1.0 FTE position to support startup of the Metro Learning Center.

### Issues and challenges

A continuing challenge for Human Resources is cost containment in the area of health insurance benefits. Human Resources will be seeking RFPs to ensure Metro is obtaining the best rates possible, collaborating with the unions to develop health care strategies and reviewing options for impacting the costs through the use of wellness measures. Another issue facing Human Resources is assisting the organization in establishing consistent management practices through policy and procedure development and training programs. Recruiting and retaining a highly skilled and diverse workforce also remains a primary Human Resources concern.

### Internal performance measures

Human Resources staff is consistent with industry standards of FTE per employee ratio.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1:125	1:122						

Human Resources offers opportunities to respective staff to be trained in management skills and identified compliance areas.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	YES*						

Personnel policies are maintained which keep Metro in compliance with legal requirements, support SMI and provide a guideline for consistent management practices.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	YES**						

Implement an on line employment application in support of sustainability.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
YES***							

Percent of employees who agree with the following, "Human Resources provides useful and timely services that help me do my job."

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

\*HR offered harassment prevention training, ADA and FMLA compliance trainings.

\*\*Personnel policies have begun being reviewed and updated. This is a multiple year project.

\*\*\* Once this is completed, Human Resources will look to the next area where we can increase our sustainability efforts. Reducing paper paycheck advices has been identified.

## Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,644,682	1,904,090	1,714,327	1,792,020	1,863,429	1,975,145	2,039,117
Capital / Renewal and Replacement	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>1,644,682</b>	<b>1,904,090</b>	<b>1,714,327</b>	<b>1,792,020</b>	<b>1,863,429</b>	<b>1,975,145</b>	<b>2,039,117</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,644,682)</b>	<b>(1,904,090)</b>	<b>(1,714,327)</b>	<b>(1,792,020)</b>	<b>(1,863,429)</b>	<b>(1,975,145)</b>	<b>(2,039,117)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	1,644,682	1,904,090	1,714,327	1,792,020	1,863,429	1,975,145	2,039,117
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,644,682</b>	<b>1,904,090</b>	<b>1,714,327</b>	<b>1,792,020</b>	<b>1,863,429</b>	<b>1,975,145</b>	<b>2,039,117</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	15.00	16.00	16.50	15.50	15.50	15.50	15.50





# Information Services

**Director:**

Rachel Coe

**Program Status:**

Existing

Information Services provides management of technology, infrastructure design, support and service, desktop support, database management, application development and support and management of records information.

The program is divided into six sections: Administration, Security, Application Development and Maintenance, Technical Services and Records Information Management and the Project Management Office. Administration is responsible for strategic planning, creation of the budget, managing expenditures and administration of cellular phones. Administration, in concert with the Security section, creates policies and procedures and monitors network access and use of technological systems in the agency. The Application Development and Maintenance section provides resources for managing enterprise-grade applications, custom software development and database administration. The portfolio of systems managed by this section includes PeopleSoft Finance, HR and Payroll, KRONOS timekeeping, SharePoint, the Learning Management System, TRIM records management, CMTool web content management CEG, Transportation Tracker, WeighMaster and Gateway. Technical Services is responsible for all hardware and software necessary to maintain an efficient and effective computer network and maximize employee productivity. Primary areas of responsibility include network architecture, bandwidth and reliability, desktop application standardization, hardware and software installation and troubleshooting, e-mail and calendaring tools, user account provisioning and management, data center operations and business continuity planning. As the infrastructure of Metro’s core network is updated, this section will engineer its network to support voice, streaming video and high-speed data delivery services across the agency. The Records Information Management section creates policies and procedures for document retention and destruction and manages preservation and work flow of documents. The Project Management Office is responsible for the intake process for all new projects in Information Services, as well as IS user groups, training, project scoping and approval, project management and prioritization.

**Regulatory/statutory requirements**

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

**Climate change/sustainability**

Enhancements to the network infrastructure will enable the agency to utilize electronic communication and data delivery better and reduce reliance on printed material and travel. Initiatives such as collaboration workspaces, versioning, on-line learning management systems and video conferencing all rely heavily on network bandwidth, but ultimately reduce the need to print multiple versions of documents, training materials and travel for training and meetings. Similarly, more server virtualizations strategies will be employed to reduce single-use servers wherever possible.

## Changes from FY 2009–10 current service levels

As part of budget balancing measures, one supervisory position in the Technical Services division is eliminated. While this change helps to align better desktop and network services, it also reduces available technical resources. As part of the change of reporting between Metro and MERC, the Information Services section is absorbing all of the resources and responsibilities for Information services at the MERC venues. Associated projects, such as the unification of separate domains, shared personnel and services will create a more cohesive foundation in the agency.

## Issues and challenges

As business operations become more dependent upon technology, Information Services is charged with meeting higher demands while containing costs. This puts pressure on the program to consolidate services wherever possible and become more efficient. Advances in virtualization and storage technology, as well as standardized hardware and services and leveraging existing software packages will be increasingly employed to meet these demands and provide the best services possible. The inclusion of the MERC venues will place and even greater pressure on the service, but also provides a wider array of talent and resources.

## Internal performance measures

Percent of Metro customers who rate the services of Application Maintenance and Development as satisfactory or better.\*

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

Percent of Metro customers who rate desktop services as satisfactory or better.\*

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
85.7%							

Percent of Metro employees who rate network and e-mail services as satisfactory or better.\*

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

Percent of Metro customers who rate Records Information Management services as satisfactory or better.\*

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
59.0%							

Percent uptime of HR, Finance and timekeeping software.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
99.97%							

Percent of uptime of network, internet and e-mail availability.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
99.5%							

Percent cost reduction of record storage costs due to timely destruction of records and promotion of e-filing through TRIM.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

\*Measured by annual customer survey.

## Five-year forecast

	<b>Actual FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Adopted FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	2,586,531	3,170,764	3,028,380	3,256,645	3,360,451	3,550,297	3,663,526
Capital / Renewal and Replacement	475,275	998,611	1,149,599	426,134	334,053	226,349	514,390
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>3,061,806</b>	<b>4,169,375</b>	<b>4,177,979</b>	<b>3,682,779</b>	<b>3,694,504</b>	<b>3,776,646</b>	<b>4,177,916</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(3,061,806)</b>	<b>(4,169,375)</b>	<b>(4,177,979)</b>	<b>(3,682,779)</b>	<b>(3,694,504)</b>	<b>(3,776,646)</b>	<b>(4,177,916)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	475,275	998,611	1,149,599	426,134	334,053	226,349	514,390
Central Service Cost Allocation	2,586,531	3,170,764	3,028,380	3,256,645	3,360,451	3,550,297	3,663,526
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>3,061,806</b>	<b>4,169,375</b>	<b>4,177,979</b>	<b>3,682,779</b>	<b>3,694,504</b>	<b>3,776,646</b>	<b>4,177,916</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	24.50	24.50	23.50	23.50	23.50	23.50	23.50

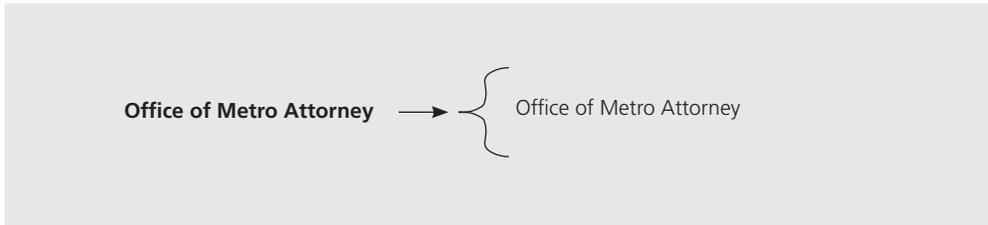
# Office of Metro Attorney

**Metro Attorney:**

Dan Cooper

**Program Status:**

Existing



The Office of Metro Attorney has full charge and control of all legal business of all operating units and commissions of Metro where legal services are required. The Office of Metro Attorney provides clear and concise legal advice, including litigation where appropriate, for Metro officials, programs and staff. Services are provided in a cost-effective, responsive and proactive manner.

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

Office of Metro Attorney staff includes the agency’s lead attorney (the Metro Attorney); a Deputy Metro Attorney; six and one-half Full-Time Equivalent (FTE) senior attorneys; one FTE assistant attorney; two paralegals; and four administrative clerical support positions.

**Regulatory/statutory requirements**

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

**Climate change/sustainability**

The Deputy Metro Attorney is a member of the Climate Change Steering Committee, which meets bimonthly.

**Changes from FY 2009-10 current service levels**

None.

**Issues and challenges**

None.

**Internal performance measures**

Legal services, both internal and external as a percent of the overall budget.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
0.90%	0.90%	0.90%	0.90%	0.90%	0.90%	0.90%	0.90%

Legal issue interfering with program delivery compared to number of programs.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
0/52	0/27	0/27	0/27	0/27	0/27	0/27	0/27

Legislative documents completed and/or reviewed.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
125	125	125	125	125	125	125	125

Contract documents reviewed and completed.

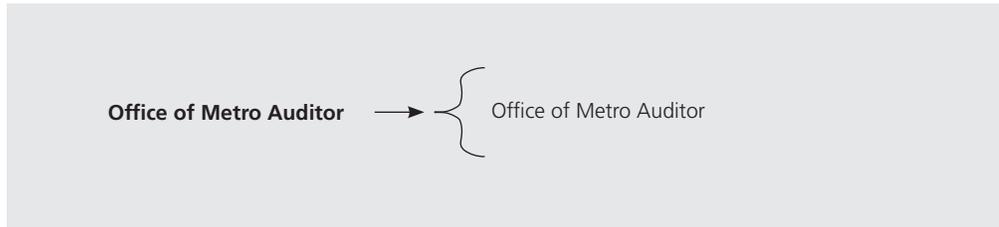
08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
200	200	200	200	200	200	200	200

## Five-year forecast

	<b>Actual FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Adopted FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,918,222	1,995,694	2,012,886	2,169,089	2,238,189	2,381,615	2,457,496
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>1,918,222</b>	<b>1,995,694</b>	<b>2,012,886</b>	<b>2,169,089</b>	<b>2,238,189</b>	<b>2,381,615</b>	<b>2,457,496</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,918,222)</b>	<b>(1,995,694)</b>	<b>(2,012,886)</b>	<b>(2,169,089)</b>	<b>(2,238,189)</b>	<b>(2,381,615)</b>	<b>(2,457,496)</b>
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	1,918,222	1,995,694	2,012,886	2,169,089	2,238,189	2,381,615	2,457,496
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,918,222</b>	<b>1,995,694</b>	<b>2,012,886</b>	<b>2,169,089</b>	<b>2,238,189</b>	<b>2,381,615</b>	<b>2,457,496</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	15.00	15.50	15.50	15.50	15.50	15.50	15.50

# Office of Metro Auditor

**Metro Auditor:**  
Suzanne Flynn  
**Program Status:**  
Existing



The purpose of the Metro Auditor’s Office is to ensure that Metro operations are in compliance with laws and regulations, assets are safeguarded and services are delivered effectively and efficiently. The Office achieves this purpose by conducting performance audits. Performance audits provide objective analysis so that management and the Council can use the information to improve program performance and operations, reduce costs, facilitate decision-making and contribute to public accountability.

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

### **Regulatory/statutory requirements**

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

### **Climate change/sustainability**

In FY 2010-11, the Office will conduct a follow-up audit of the Waste Reduction and Outreach program audit completed in November 2008 to determine the progress that has been made on recommendations.

### **Changes from FY 2009-10 current service levels**

None.

### **Issues and challenges**

Metro services include a broad range of activities that can expose Metro resources to significant risk. Audits need to address risk within the organization in several ways so that resources are adequately protected, business processes are efficiently operating and programs are effectively meeting goals. Deciding on which areas to audit and when is affected by audit resources. The challenge is to schedule audits strategically so that they produce the most value.

## Program performance measures

Percent of recommendations implemented by five years after audit issued.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
42%	75%	75%	75%	75%	75%	75%	75%

## Internal performance measures

Average hours per audit completed.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1,289	863	1,200	1,200	1,200	1,200	1,200	1,200

Reports issued per FTE.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1.7	1.3	1.5	1.5	1.5	1.5	1.5	1.5

## Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	585,153	669,433	671,433	717,074	740,146	786,639	811,954
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>585,153</b>	<b>669,433</b>	<b>671,433</b>	<b>717,074</b>	<b>740,146</b>	<b>786,639</b>	<b>811,954</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(585,153)</b>	<b>(669,433)</b>	<b>(671,433)</b>	<b>(717,074)</b>	<b>(740,146)</b>	<b>(786,639)</b>	<b>(811,954)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	585,153	669,433	671,433	717,074	740,146	786,639	811,954
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>585,153</b>	<b>669,433</b>	<b>671,433</b>	<b>717,074</b>	<b>740,146</b>	<b>786,639</b>	<b>811,954</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	6.00	6.00	6.00	6.00	6.00	6.00	6.00





Property Services provides efficient and effective customer-driven services in support of operating units to achieve their business goals successfully. The program maintains safe and healthy operations within the Metro Regional Center and Irving Street Parking Structure and the Metro centralized fleet operations. The primary funding sources are parking revenues and cost allocation transfers from departments for services provided. The Property Services budget program includes four services: building management, support services, fleet management and office services.

**Building Management** manages the physical operations of the Metro Regional Center for employees, operating units, tenants and visitors. Services include construction management, space planning and remodeling, maintenance and janitorial services, telecommunications support, agency fleet vehicle operations and employee and visitor parking. It also provides centralized mail and courier service to all facilities and serves as central receiving for deliveries to the Metro Regional Center and operate Metro’s one stop shop called the Metro Store.

**Security Services** provides security operations, access control, fire protection, emergency response and visitor services.

**Office Services** receives Metro visitors and provides information to Metro’s constituents. Offices services operates Metro’s retail store for park passes, maps and publications. It also provides fleet reservations.

**Regulatory/statutory requirements**

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

**Climate change/sustainability**

This program integrates sustainable features into the operations of the Metro Regional Center through a variety of strategies. Recently, these have included the installation of low water consumption fixtures and the addition of electric hand dryers in the restrooms and the ongoing replacement of light bulbs with low consumption bulbs.

**Changes from FY 2009-10 current service levels**

Beginning in FY 2010-11, the print shop activities that are currently provided by Metro Office Services will be transferred to an outside vendor.

**Issues and challenges**

This 1929 building was substantially renovated for Metro’s occupancy in 1993. The equipment and structural components that were not replaced in that renovation (fire systems in the parking structure, drain systems and some plumbing in the main building) are beginning to fail intermittently. Reserves and contingency exist for major items (roof, carpet, HVAC repairs), but the resources are stretched to keep up with the demands of a renovated 80-year-old building. Challenges in the operation of the building include integration of sustainable features, keeping up with daily operational requirements while managing capital and renewal and replacement projects and responding to the needs of a dynamic workplace.

FY 2010-11 will bring new challenges as Metro implements changes for the new management of fleet.

**Property Services**

**Organization Unit:**  
Parks and Environmental Services

**Program Manager:**  
Mike Brown

**Program Status:**  
Existing

**Internal performance measures**

Average annual custodial cost per square foot at Metro Regional Center.

<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
\$2.075	\$2.129	\$2.185	\$2.205	\$2.227	\$2.249	\$2.271	\$2.294

Average motor vehicle fleet cost per month.

<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
\$3,446	\$3,800	\$4,000	\$4,500	\$5,000	\$5,500	\$5,750	\$6,000

Average monthly kWh of electricity used at Metro Regional Center (in thousands).

<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
180	171	162	155	147	147	147	147

Gallons of water used at Metro Regional Center.

<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
NEW							

Therms of natural gas used at Metro Regional Center.

<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
2,234	2,123	2,017	1,916	1,882	1,882	1,882	1,882

Tons of solid waste disposed at Metro Regional Center.

<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
60	53	45	38	38	38	38	38

Solid waste recycling rate at Metro Regional Center.

<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
60%	65%	70%	75%	75%	75%	75%	75%

## Five-year forecast

	<b>Actual FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Adopted FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$574,692	\$636,000	\$721,000	\$721,000	\$721,000	\$721,000	\$721,000
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>574,692</b>	<b>636,000</b>	<b>721,000</b>	<b>721,000</b>	<b>721,000</b>	<b>721,000</b>	<b>721,000</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,533,009	1,756,017	1,814,439	1,862,728	1,920,170	1,995,423	2,057,002
Capital / Renewal and Replacement	60,079	470,436	716,243	233,932	161,386	617,147	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	265,000	230,000	230,000	230,000	230,000	230,000	230,000
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	1,504,342	1,485,849	1,504,945	1,500,920	1,499,585	1,500,000	1,500,000
<b>TOTAL PROGRAM OUTLAYS</b>	<b>3,362,430</b>	<b>3,942,302</b>	<b>4,265,627</b>	<b>3,827,580</b>	<b>3,811,141</b>	<b>4,342,570</b>	<b>3,787,003</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(2,787,738)</b>	<b>(3,306,302)</b>	<b>(3,544,627)</b>	<b>(3,106,580)</b>	<b>(3,090,141)</b>	<b>(3,621,570)</b>	<b>(3,066,003)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	72,968	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	60,079	639,898	876,243	233,935	161,386	617,147	0
Central Service Cost Allocation	2,654,691	2,666,404	2,668,384	2,872,645	2,928,755	3,004,423	3,066,002
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>2,787,738</b>	<b>3,306,302</b>	<b>3,544,627</b>	<b>3,106,580</b>	<b>3,090,141</b>	<b>3,621,570</b>	<b>3,066,002</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	9.46	7.00	6.00	6.00	6.00	6.00	6.00

