



600 NE Grand Ave.  
Portland, Oregon  
97232-2736

# 2011-12

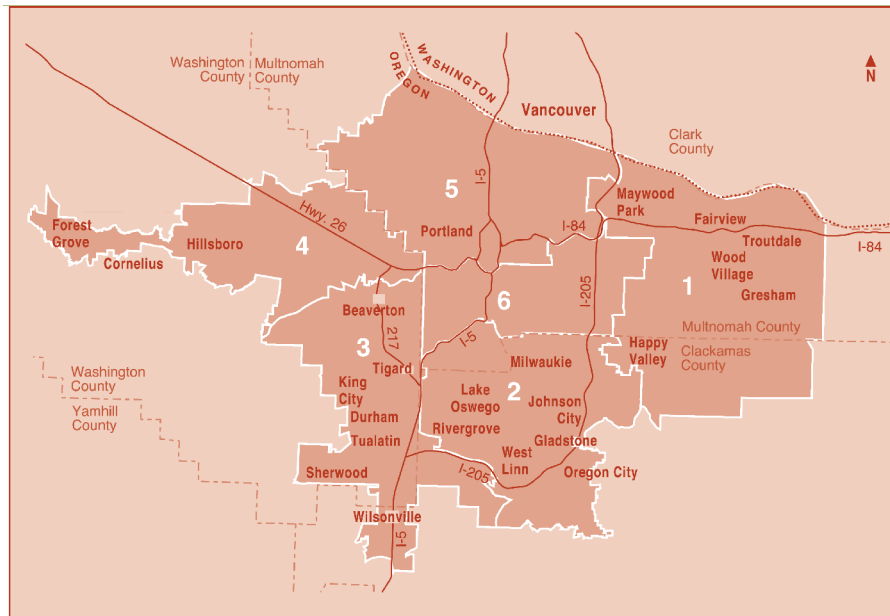
## ADOPTED BUDGET Summary



Metro | *Making a great place*

# 2011-12

## ADOPTED BUDGET Summary



### **Metro** **Making a great place**

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

A regional approach simply makes sense when it comes to protecting open space, caring for parks, planning for the best use of land, managing garbage disposal and increasing recycling. Metro oversees world-class facilities such as the Oregon Zoo, which contributes to conservation and education, and the Oregon Convention Center, which benefits the region's economy.

### **Your Metro** **representatives**

**Council President**  
Tom Hughes  
503- 797-1889

**District 1**  
Shirley Craddick  
503- 797-1547

**District 2**  
Carlotta Collette  
503- 797-1887

**District 3**  
Carl Hosticka  
503- 797-1549

**District 4**  
Kathryn Harrington  
503- 797-1553

**District 5**  
Rex Burkholder  
503- 797-1546

**District 6**  
Barbara Roberts  
503- 797-1552

**Auditor**  
Suzanne Flynn, CIA  
503- 797-1891

*Printed on recycled paper.  
Cover is 100 percent recycled content, 30 percent post-consumer waste. Text is 100 percent post-consumer waste recycled content.*

# Capital Improvement Plan

Acknowledgments .....	H-2
User's guide and calendar .....	H-3
Adopting Resolution .....	H-5
Overview .....	H-7
Organizational unit summary and analysis .....	H-13
Finance and Regulatory Services .....	H-15
Information Services .....	H-19
Visitor Venues .....	H-23
Parks and Environmental Services .....	H-33
Research Center .....	H-37
Sustainability Center .....	H-41
Unfunded projects .....	H-45
Current project status reports .....	H-46
Capital Asset Management Policies .....	H-48



# Capital Improvement Plan

## Fiscal Year 2011-12 through FY 2015-16

---

### Prepared by

#### Finance and Regulatory Services

Margo Norton, Director

#### Financial Planning Division

Karen Feher, Five-Year Capital Budget Coordinator  
Kathy Rutkowski, Budget Coordinator  
Ann Wawrukiewicz, Budget Analyst  
Sarah Grover, Document design, layout and production

#### Information Services

Rachel Coe, Director

#### MERC Venues

Cynthia Hill, Budget Manager  
Renee Pace, Administrative Assistant

#### The Oregon Zoo

Joanne Ossanna, Finance Manager

#### Parks and Environmental Services

Paul Slyman, Director  
Brian Kennedy, Finance Manager  
Paul Ehinger, Program Director  
Mike Brown, Property and Project Management  
Manager

#### Research Center

Diane Arakaki, Finance Manager

#### Sustainability Center

Brian Kennedy, Finance Manager

## **OVERVIEW OF PROCESS**

Metro's capital budget process involves four phases described below and in the accompanying capital budget calendar.

### **Phase 1– Capital requests**

The foundation for the capital improvement plan (CIP) is the capital project requests from operating units. To develop these requests, centers and services inventory existing capital assets, prepare a status report on current capital projects and assess future capital needs. The capital project requests, status report, list of unfunded projects and major assets inventory comprise the capital budget submission.

### **Phase 2– Financial forecasts**

In conjunction with the program budget, operating programs and the financial planning division prepare five-year financial forecasts that are used to evaluate each program's funding capacity for operating needs and the capital projects requested.

### **Phase 3– Chief Operating Officer review, capital budget development**

After the centers and services submit project requests, the financial planning division makes a technical review, including an assessment of Metro's capacity to fund the requested projects based on five-year forecasts. The Chief Operating Officer reviews and includes selected projects in the proposed budget.

### **Phase 4– Council review and capital budget adoption**

The Metro Council reviews the proposed capital projects and acts on the proposed CIP following a public hearing. The Council adopts the five year plan in its entirety and makes appropriations for the first year through budget adoption. Changes to the plan require Council action by resolution or ordinance, depending on the circumstance.

Because appropriations for projects are included in the annual budget, capital projects included in the first year of the capital budget are reviewed as the Council considers the proposed budget.

## OVERVIEW OF DOCUMENT

This section contains Metro’s plan for FY 2011-12 through FY 2015-16. It also includes summaries for any project costs incurred prior to FY 2011-12. The document is divided into the following sections:

### Overview

This section presents an overview of the capital budget including summary information on sources of capital project funding and uses.

### Organizational unit summaries and analysis

Organized by center or service, this section identifies all capital projects and analyzes the funding capacity.

### Lists of unfunded projects

Projects that were not included in the budget for lack of funding, insufficient details or further needs assessment are presented in this section. Centers and services may request that these projects be included in future plans as funding becomes available or project scope is further defined.

### Current projects status reports

This section presents information on the status of capital projects which were previously authorized and scheduled for completion by the end of FY 2010-11.

### Capital Asset Management Policies

In 2001 Metro Council adopted the Capital Asset Management Policies. These are reviewed annually as part of the budget process. In June 2008 the Metro Council increased the capital project threshold to \$100,000, consistent with the state’s definition of “public improvement.”

### Project detail sheets available

Previously, the major capital assets inventories and project details were included in this document. To conserve resources, this information is now available upon request. In addition, the project detail sheets, including detailed descriptions of each capital project, are now available in a database.

## CAPITAL BUDGET CALENDAR

Key Tasks	Task Completion
Financial Planning division issues capital budget instructions	October
Organizational units submit capital project requests, current projects status reports and list of unfunded projects	December
Financial Planning division completes evaluation of organizational units requests and prepares financial projections	December–February
Chief Operating Officer review and discussion	February
Proposed capital budget document forwarded to Council	April
Budget review meetings	April
Council holds public hearing and adopts capital budget	June
Adopted first year projects incorporated into FY 2011-12 adopted budget	June

Adopting Resolution

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE	)	RESOLUTION NO. 11-4274
CAPITAL IMPROVEMENT PLAN FOR FISCAL	)	Introduced by Dan Cooper, Acting
YEARS 2011-12 THROUGH 2015-16	)	Chief Operating Officer with
	)	concurrence of the Council President

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 centers and services have inventoried existing major capital assets, prepared status reports on current capital projects and assessed future capital needs; and

WHEREAS, Metro's Chief Operating Officer has directed the preparation of a Capital Improvement Plan for fiscal years 2011-12 through 2015-16 that projects Metro's major capital spending needs over the next five years, assesses the impact of capital projects on the forecasted financial condition of Metro funds, and assesses the impact on operating costs; and

WHEREAS, the Metro Council has reviewed the FY 2011-12 through FY 2015-16 Capital Improvement Plan; and

WHEREAS, the Metro Council approves the projects funded by the Tourism Opportunity and Competitiveness Account (MTOCA); and

WHEREAS, there are three projects scheduled from MTOCA included in FY 2011-12 ; and

WHEREAS, the Metro Council has conducted a public hearing on the FY 2011-12 budget including the FY 2011-12 through FY 2015-16 Capital Improvement Plan; now therefore

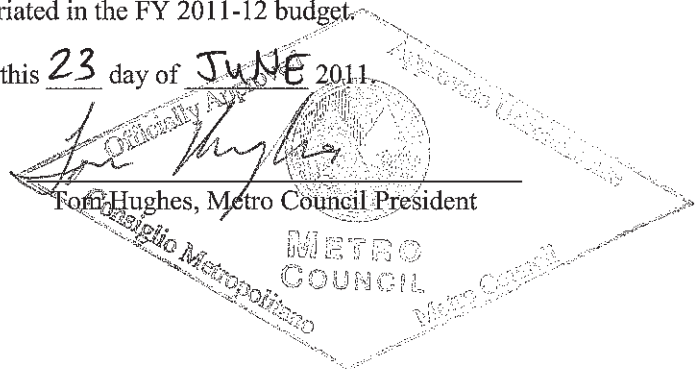
BE IT RESOLVED that the Metro Council hereby authorizes the following:

1. That the FY 2011-12 through FY 2015-16 Capital Improvement Plan, summarized on Exhibit A, is hereby adopted.
2. That the projects listed with MTOCA funding in FY 2011-12 are approved.
3. That the FY 2011-12 capital projects from the FY 2011-12 through FY 2015-16 Capital Improvement Plan be included and appropriated in the FY 2011-12 budget.

ADOPTED by the Metro Council this 23 day of JUNE 2011.

Approved as to Form:

  
 Allison Kean Campbell, Acting Metro Attorney





A capital project is defined in the capital improvement plan (CIP) as any physical asset acquired or constructed by Metro with a total capital cost of \$100,000 or more and a useful life of at least five years. The CIP for FY 2011-12 through FY 2015-16 includes 119 capital projects at a total cost of about \$295.2 million.

During FY 2008-09 Metro reorganized. Like functions were consolidated, producing efficiencies in operations and creating centers of operations rather than departments. The following crosswalk relates the former capital budget organization to the new organization and programs:

Former Department	New Organization Unit	Program
Finance/Metro Regional Center	Parks and Environmental Services	Property Services
Information Technology	Information Services	Information Services
Visitor Venues	Oregon Convention Center	Convention, Trade and Consumer Shows
	Oregon Zoo	Zoo Visitor Experience
	Oregon Zoo	Zoo Infrastructure and Animal Welfare Bond
	Portland Center for the Performing Arts	Performing Arts, Arts and Culture
	Portland Expo Center	Convention, Trade and Consumer Shows
Planning	Research Center	Research Center
Regional Parks and Greenspaces	Parks and Environmental Services	Parks and Natural Areas Management
	Sustainability Center	Natural Areas
	Sustainability Center	Parks Planning and Development
Solid Waste and Recycling	Parks and Environmental Services	Solid Waste Operations
	Sustainability Center	Resource Conservation and Recycling

In FY 2010-11 Metropolitan Exposition Recreation Commission (MERC) capital projects were included in the CIP to increase transparency and accountability. This CIP includes full reporting for Visitor Venues-MERC projects including current project status reports and unfunded projects that were not available in the previous year. The MERC venues are now combined with the Oregon Zoo in the Visitor Venues organizational unit. This year's CIP begins the transition to this new organizational structure.

During FY 2010-11 numerous projects were completed or near completion by fiscal year end. The zoo completed the finishing touches to the *Red Ape Reserve*. The zoo bond completed the penguin filtration replacement as well as the water main replacement. Information Services finished combining the MERC and Metro internet domains for more efficient communications and finished the upgrade to Metro's enterprise productivity platform that moved Metro from Groupwise to Outlook, provided for ongoing licensing upgrades to office software and installed SharePoint for more efficient workgroup activities. MERC completed reroofing of the Arlene Schnitzer concert hall. Parks and Environmental Services substantially completed Graham Oaks Nature Park; the repairs to the parking structure and the new conference room for Council are complete.

Some of the Zoo Bond projects do not yet appear in the CIP because construction will not begin for more than five years. The Natural Areas acquisitions slowed down in the sixth year. This reflects the spending down of the proceeds from the first bond issue; spending will resume at higher levels when the remaining bonds are sold.

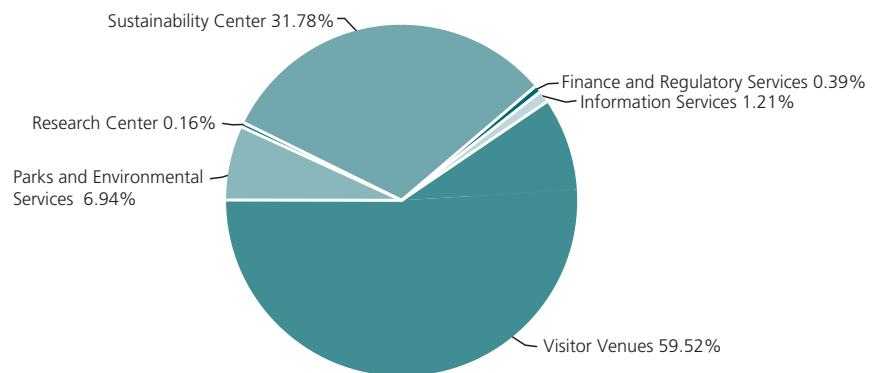
Caring for Metro's current assets is an absolute priority. At the Council's direction Metro has moved carefully and deliberately to evaluate and fund the renewal and replacement requirements for the major operating funds. Significant new capital acquisition and construction have relied on bonded debt financing. The General Fund does not have a new capital project reserve at this time, making decisions about smaller capital acquisitions and construction projects in the range of \$1 million to \$10 million more difficult.

## Projects costs by organization unit

	Total Projects	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL
Finance	3	285,000	705,000	-	40,000	30,000	30,000	1,090,000
Information Services	4	1,137,787	818,973	431,400	232,638	496,437	493,485	3,610,720
Visitor Venues-MERC	46	874,360	2,495,366	4,045,000	3,890,000	5,030,000	1,930,000	18,264,726
Visitor Venues-Oregon Zoo	25	9,303,185	10,432,940	29,414,564	33,047,713	17,427,472	13,940,520	113,566,394
Parks and Environmental Services	36	5,118,261	4,322,737	5,984,593	2,767,058	717,460	386,412	19,296,521
Research Center	2	961,192	77,000	91,200	57,000	44,000	63,000	1,293,392
Sustainability Center	3	73,105,909	21,039,000	21,292,644	20,937,532	1,685,259	-	138,060,344
<b>TOTAL</b>	<b>119</b>	<b>90,785,694</b>	<b>39,891,016</b>	<b>61,259,401</b>	<b>60,971,941</b>	<b>25,430,628</b>	<b>16,843,417</b>	<b>295,182,097</b>
<b>FIVE YEAR TOTAL, FY 2011-12 through FY 2015-16</b>			<b>\$204,396,403</b>					

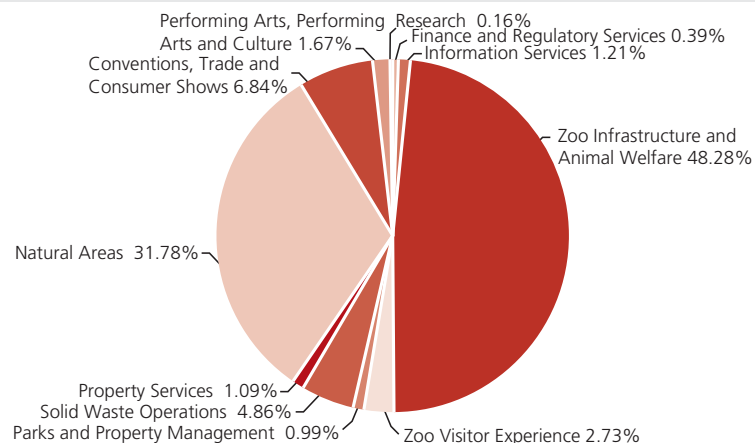
The summary table above presents the capital projects by organizational unit by year. The “Total” column represents all project costs, including expenditures in all prior years. This year’s CIP is dominated by bond funded projects and renewal projects.

### Projects costs by organizational unit



The Sustainability Center includes funding for land purchases and trail construction at Blue Lake. Parks and Environmental Services includes the solid waste operations, parks renewal projects and projects for the Metro Regional Center. The Oregon Zoo projects reflect passage of the bond measure and include the expected construction of two of the approved projects. MERC includes capital projects for the Oregon Convention Center, Portland Center for the Performing Arts and the Expo Center.

### Capital expenditures by budget program



The chart above shows the percent of expenditures by program. The largest two programs, Natural Areas and the Zoo Infrastructure and Animal Welfare, are the programs expending bond proceeds. The next highest expenditures are in the Convention, Trade and Consumer Shows, Visitor Venues-MERC projects that include replacement and upgrades. Next is the Solid Waste Operations program, which

includes new Solid Waste projects, landfill remediation and renewal and replacement projects. Zoo Visitor Experience and Information Services projects are predominantly renewal and replacement projects.

## SOURCES OF FUNDS

### Overview

The funding for these capital projects varies by project and center.

The Solid Waste Information System project consolidates various databases used in the solid waste operations of Metro. This consolidation is expected to bring efficiencies in data analysis, tax collection and reporting for the solid waste system including both Metro operations and private facilities. This project is located in Finance and Regulatory Services, which manages rate setting and data collection and maintaining for the regional solid waste system, and is funded by Solid Waste Fund capital reserves.

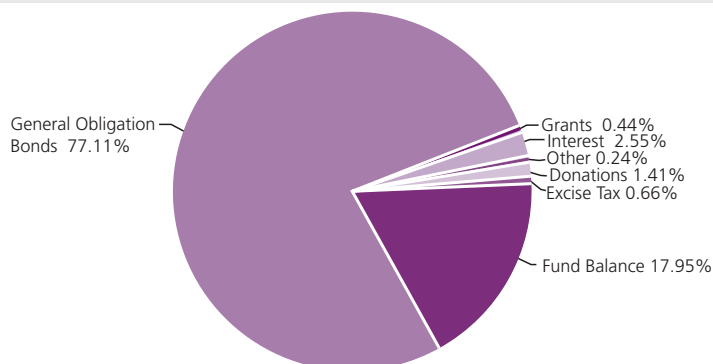
Information Services projects in this capital budget consist predominantly of renewal and replacement for existing equipment and software funded by the General Asset Management Fund, Renewal and Replacement Account reserves and contributions.

Most of the Visitor Venue-MERC projects are focused on keeping the MERC facilities in top condition to insure their competitive edge as well as meeting their responsibility to care for the public's assets. During FY 2010-11 MERC adopted a new reserve policy that segregated existing fund balance into various reserves including renewal and replacement. This segregation allows MERC facilities to plan projects more consistently with dependable funding. Metro provides funding in the form of the Metro Tourism Opportunity Competitive Account (MTOCA) for projects that help the convention center maintain its competitive edge. Portland Center for the Performing Arts' projects are funded by accumulated renewal and replacement reserves, funds awarded by the Friends of the Performing Arts Center and support from the City of Portland, which owns the buildings.

Visitor Venues-Oregon Zoo new capital projects are primarily funded by the Oregon Zoo Infrastructure and Animal Welfare Bond. The Veterinary Medical Center will be completed in FY 2011-12, improving health care for the animals. New equipment provided by The Oregon Zoo Foundation completes this important project. The Oregon Zoo Foundation is also funding a renovation of the Aviary Marsh Mesh exhibit. All renewal and replacement projects are funded by Renewal and Replacement Account balance in the the General Asset Management Fund, and the allocated contributions to that fund. Several small capital expenditures, funded by fund balance and donations, will increase zoo revenues.

Care for many of Metro's facilities is now consolidated in Parks and Environmental Services including all existing parks, the Metro Regional Center and the Solid Waste Operations. Parks and Metro Regional Center projects are renewal and replacement

### Major funding sources



## Major funding sources

	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL
Donations	\$622,360	\$1,562,066	\$140,000	\$210,000	\$975,000	\$0	\$3,509,426
Excise Tax	90,000	455,000	0	600,000	300,000	0	\$1,445,000
Fund Balance and Reserves	6,215,396	8,436,023	10,835,557	7,074,031	5,826,369	3,780,417	\$42,167,793
General Obligation Bonds	81,654,918	28,300,937	44,993,232	53,030,910	18,285,259	13,000,000	\$239,265,256
Grants	1,241,828	898,990	0	0	0	0	\$2,140,818
Interest	0	0	5,199,412	0	0	0	\$5,199,412
Other	961,192	238,000	91,200	57,000	44,000	63,000	\$1,454,392
<b>TOTAL</b>	<b>\$90,785,694</b>	<b>\$39,891,016</b>	<b>\$61,259,401</b>	<b>\$60,971,941</b>	<b>\$25,430,628</b>	<b>\$16,843,417</b>	<b>\$295,182,097</b>

in nature and are funded by the Renewal and Replacement Account balance, grants from partner governments and allocated contributions to that fund. Solid Waste Operations generally relies on fund balance or capital reserve accounts. Funding for these projects is considered when setting the disposal rate. These reserves are kept in three accounts: General Account for new projects; Renewal and Replacement for replacement of existing equipment and facilities; and Landfill Closure for projects associated with the closed St. Johns Landfill. In addition, the U.S. Army Corps of Engineers is supporting the landfill dike stabilization.

The Research Center equipment is funded by fund balance, grant allocations and enterprise revenues.

The Sustainability Center performs the planning and development of new parks projects as well as purchasing land from the proceeds of the Natural Areas Bond.

### General Obligation Bonds

The Natural Areas and Oregon Zoo Infrastructure and Animal Welfare bond proceeds provide for 77.1 percent of the funding for CIP projects.

### Fund balance

The second largest source of funds for capital projects, about 17.6 percent of total funds, is fund balance. This funding source has increased as a percentage of the total with the establishment of a General Fund Renewal and Replacement account. Fueled by a \$5.7 million transfer in FY 2007-08, the budget now provides for a level annual contribution for all General Fund centers and services, no matter what projects start in any given year. This financing technique is particularly well suited for small-to medium-sized projects with a useful life of less than 20 years. This source of funding is increased further by MERC's establishment of a dedicated renewal and replacement reserve in 2011.

### Excise tax

General Fund excise tax, about 0.66 percent of total funding, is tax allocated for capital use through the annual budget process. Expenditures include general renewal and replacement, parks facilities and capital projects at MERC aimed at maintaining competitive advantage at the Oregon Convention Center.

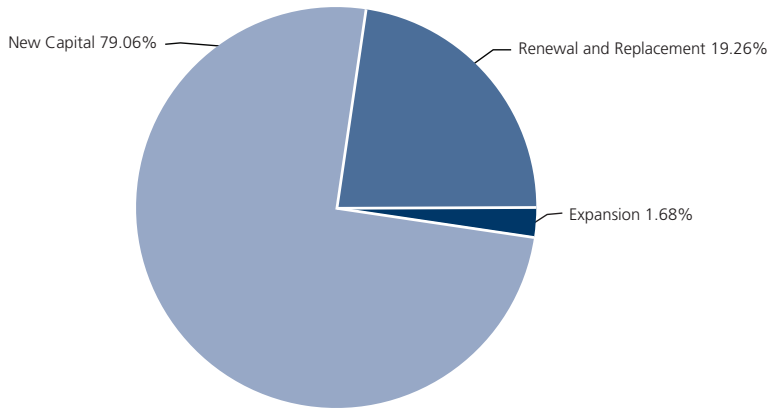
### Grants

Grants comprise about 0.44 percent of total funding for capital projects, funding part of the 40 mile loop project at Blue Lake and the dike stabilization at St. Johns Landfill.

### Interest

This category comprises mainly interest earned on bond proceeds from Natural Areas. Interest can also be earnings on specified reserves for a project. This source makes up about 2.5 percent of overall project funding.

## Funding by project type



## Funding by project type

	Total Projects	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL
Expansion	6	507,934	421,366	2,003,851	1,000,000	-	-	\$3,933,151
New Capital	31	84,148,021	31,138,347	50,345,644	52,733,910	16,988,259	10,400,000	245,754,181
Renewal and Replacement	82	6,129,739	8,331,303	8,909,906	7,238,031	8,442,369	6,443,417	45,494,765
<b>TOTAL</b>	<b>119</b>	<b>90,785,694</b>	<b>\$39,891,016</b>	<b>\$61,259,401</b>	<b>\$60,971,941</b>	<b>\$25,430,628</b>	<b>\$16,843,417</b>	<b>\$295,182,097</b>
<b>FIVE YEAR TOTAL, FY 2011-12 through FY 2015-16</b>					<b>\$204,396,403</b>			

### Donations

This category comprises mainly donations by The Oregon Zoo Foundation and the PCPA Foundation providing 1.4 percent of overall funding.

### Other

Other financing sources represent 0.2 percent of the total funds allocated to capital projects.

### USES OF FUNDS

Capital projects in the capital budget consist of facilities (purchase, construction or improvements), land acquisitions and equipment purchases of \$100,000 or more. Of the 119 projects, 79.1 percent of expenditures are for new acquisition or construction. About 2 percent is for expansion or remodeling projects and 19.3 percent is for renewal and replacement projects.

### Facilities

About 61 percent of total funds is allocated to a variety of facility projects. These projects include the replacement, renovation, expansion or new construction of buildings, exhibits, roadways, trails and other infrastructure. As with other capital projects, these capital assets must have a minimum useful life of five years. This eliminates routine maintenance and repair projects, which are treated as operating expenses. The zoo's projects account for about 81 percent of the total projects in this category, followed by Parks and Environmental Services at 9 percent, MERC at 9 percent and Sustainability Center projects at 1 percent.

### Equipment

About 8 percent of funds for capital projects are allocated to stand-alone equipment and furnishings. As with other capital projects, equipment can only qualify for capital budget consideration if it costs \$100,000 or more and has a useful life of five

years or more. Equipment required for new facilities is reflected in the costs of those facilities. MERC's projects are the highest at about 42 percent. Next highest at about 18 percent of the equipment category are the needs of solid waste operations in Parks and Environmental Services, followed by the the Oregon Zoo at 17 percent and by the Information Services at 16 percent. Finance's Solid Waste Information System project comprises 5 percent; the Research Center 3 percent. Smaller capital items such as vehicles and grounds equipment are usually included in renewal and replacement.

### Land

The remaining \$63.9 million (31 percent) is allocated to land acquisition or improvements and is funded by Natural Areas bond proceeds and managed by the Sustainability Center.

### Restoration

A small amount of the zoo's capital budget is devoted to restoration, which is usually restoration of interpretive artwork.

## ANNUAL OPERATING BUDGET IMPACT SUMMARY

Each program estimates the net impact on operating costs resulting from each capital project. The impact is shown in 2010 dollars for the first full year of operation following completion of the project. The first table below is a summary of operating impacts by major budget category for all projects in the capital budget.

The second chart lists the projects with operating impact by operating center. Several small projects are expected to produce positive cash flows at the Oregon Zoo by increasing attendance. Metro, overall, will have a negative net contribution to operations of \$271,659 to \$295,180 per year from the cost increase to operations as a result of the additional natural area acquisitions and the new Natural Areas Information System and additional parks expenses.

### Annual operating budget impact

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL
Revenues	0	215,270	221,728	228,380	235,231	900,609
Expenditures						
Personal Services	0	19,570	20,157	20,761	21,385	81,873
Materials and Services	0	459,359	472,839	486,725	501,026	1,919,949
Renewal and Replacement	0	8,000	8,000	8,000	8,000	32,000
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>486,929</b>	<b>500,996</b>	<b>515,486</b>	<b>530,411</b>	<b>2,033,822</b>
<b>NET CONTRIBUTION (Cost)</b>	<b>0</b>	<b>(271,659)</b>	<b>(279,268)</b>	<b>(287,106)</b>	<b>(295,180)</b>	<b>(1,133,213)</b>

### Annual net operating impact by project

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL
<b>OREGON ZOO</b>						
Zoo Capital Projects under \$100,000	0	166,376	171,368	176,509	181,803	696,056
<b>TOTAL OREGON ZOO</b>	<b>0</b>	<b>166,376</b>	<b>171,368</b>	<b>176,509</b>	<b>181,803</b>	<b>696,056</b>
<b>SUSTAINABILITY CENTER</b>						
Natural Area Acquisition	0	(420,035)	(432,636)	(445,615)	(458,983)	(1,757,269)
Natural Area's Information system	0	(10,000)	(10,000)	(10,000)	(10,000)	(40,000)
40-Mile Loop Trail Construction at Blue Lake Park	0	(8,000)	(8,000)	(8,000)	(8,000)	(32,000)
<b>TOTAL SUSTAINABILITY CENTER</b>	<b>0</b>	<b>(438,035)</b>	<b>(450,636)</b>	<b>(463,615)</b>	<b>(476,983)</b>	<b>(1,829,269)</b>
<b>TOTAL</b>	<b>\$0</b>	<b>(\$271,659)</b>	<b>(\$279,268)</b>	<b>(\$287,106)</b>	<b>(\$295,180)</b>	<b>(\$1,133,213)</b>

## **Organizational unit summaries and analysis**

This section contains the project summaries for each service or center. In addition, the section analyzes the operational capacity to fund both the capital costs and the operating costs for the long term.

### **Total projects summary by year**

Each section begins with a complete listing, in priority order, of the projects contained in the current capital budget. The chart shows the expected expenditures by year, the total of all years including prior years and the five-year total.

### **Overview of projects**

The narrative addresses significant issues regarding each unit's capital budget. The overview includes information about:

- New projects that are in the capital budget proposal.
- Changes in timing and scope of projects previously listed.

### **Current project status**

The status of projects that were expected to complete in the prior fiscal year.

### **Project funding**

This section of the narrative discusses the sources of funding for the various projects and any significant funding issues.

### **Operational impact**

The narrative discusses the change in operational costs as a result of the projects and refers to the Cumulative Net Impact on Operating Costs chart if there is an operating impact.

The contribution to the General Fund Renewal and Replacement Account increases by the Consumer Price Index each fiscal year for the existing assets. When new assets are added, the contribution also increases. The increase for FY 2011-12 is \$233,000: \$100,000 for general new asset replacement needs, \$115,000 for PES fleet management and \$8,000 for Parks and Environmental Services rental houses.

### **Unfunded projects**

Projects included on these lists are those projects which were deemed worthy of future consideration but were not included in the CIP for one of the following reasons: (1) funds not identified to finance the project, (2) scope of the project requires further definition or (3) alternatives need to be explored. As funds become available or projects are refined, programs may request their inclusion.



**Finance and  
Regulatory  
Services**



## Total projects summary by year

	ID	Priority	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	Total
<b>GENERAL RENEWAL AND REPLACEMENT FUND</b>									
Inventory R&R and Assets	Temp516	1	0	100,000	0	0	0	0	100,000
<b>TOTAL GENERAL RENEWAL AND REPLACEMENT FUND</b>			<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
<b>SOLID WASTE GENERAL ACCOUNT</b>									
Solid Waste Information System (SWIS)	65720	1	250,000	575,000	0	0	0	0	825,000
<b>TOTAL SOLID WASTE GENERAL ACCOUNT</b>			<b>250,000</b>	<b>575,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>825,000</b>
<b>SOLID WASTE RENEWAL AND REPLACEMENT ACCOUNT</b>									
Enforcement Vehicle Replacement	76856	1	35,000	30,000	0	40,000	30,000	30,000	165,000
<b>TOTAL SOLID WASTE RENEWAL AND REPLACEMENT ACCOUNT</b>			<b>35,000</b>	<b>30,000</b>	<b>0</b>	<b>40,000</b>	<b>30,000</b>	<b>30,000</b>	<b>165,000</b>
<b>TOTAL FINANCE AND REGULATORY SERVICES</b>			<b>285,000</b>	<b>705,000</b>	<b>0</b>	<b>40,000</b>	<b>30,000</b>	<b>30,000</b>	<b>1,090,000</b>
<b>FIVE YEAR TOTAL, FY 2011-12 THROUGH FY 2015-16</b>			<b>805,000</b>	<b>Total Number of Projects 3</b>					

## Major funding sources

	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Fund Balance	285,000	705,000	0	40,000	30,000	30,000
<b>Total - Finance and Regulatory Services</b>	<b>285,000</b>	<b>705,000</b>	<b>0</b>	<b>40,000</b>	<b>30,000</b>	<b>30,000</b>

Finance and Regulatory Services' responsibilities include management of the solid waste rate setting, regional solid waste enforcement efforts and management of the General Asset Management Fund. Projects in this CIP relate to each of those responsibilities.

### **OVERVIEW OF PROJECTS**

The FY 2011-12 through FY 2015-16 CIP includes a project for each of the above areas of responsibility. The Solid Waste Information System (SWIS) project to streamline the data gathering function of the solid waste disposal system is in its third year, and completion is planned in the coming fiscal year. The enforcement division of Finance and Regulatory Services created a replacement schedule for vehicles and the schedule is reflected in the project with that name. Finance and Regulatory Services manages the General Asset Management Fund. A regular inventory of the projects to be funded from this source is required by Metro policy and is scheduled for FY 2011-12. The last inventory of this nature was completed in FY 2007-08.

### **CURRENT PROJECT STATUS**

Phase I (scoping) of the SWIS project is complete.

### **PROJECT FUNDING**

The SWIS project is funded by the Solid Waste and Recycling General Account. Projects financed through this account are typically new capital assets designed to increase the efficiency and effectiveness of Metro's solid waste disposal system. The enforcement vehicles are funded by the Solid Waste and Recycling Renewal and Replacement Account as the purchases replace existing equipment. The inventory project is funded from the General Fund Renewal and Replacement account.

### **OPERATIONAL IMPACT**

No specific operational impact is expected from the SWIS project; efficiencies are expected from the project, but they have not been quantified. Staff will be able to direct more time to analysis and less time to data management. The enforcement vehicle replacement should have some small efficiency from the newer vehicles. The inventory project may result in the need for additional funding if the condition of assets necessitates earlier replacement, or if undisclosed assets funded by this source are discovered.

### **UNFUNDED PROJECTS**

None.



# Information Services



## Total projects summary by year

	ID	Priority	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	Total
<b>ALL FUNDS</b>									
Replace/Acquire Desktop Computers	IT1	1	709,202	80,000	80,000	80,000	80,000	80,000	1,109,202
<b>TOTAL ALL FUNDS</b>			709,202	80,000	80,000	80,000	80,000	80,000	1,109,202
<b>GENERAL FUND RENEWAL AND REPLACEMENT</b>									
Information Technology R&R Projects	TEMP311	1	180,415	606,073	212,647	152,638	272,079	269,954	1,693,806
Net Appliance Alex File Server	1515	2	0	132,900	0	0	0	143,531	276,431
Upgrade of Business Enterprise Software (PeopleSoft)	65612	3	248,170	0	138,753	0	144,358	0	531,281
<b>TOTAL GENERAL FUND RENEWAL AND REPLACEMENT</b>			<b>428,585</b>	<b>738,973</b>	<b>351,400</b>	<b>152,638</b>	<b>416,437</b>	<b>413,485</b>	<b>2,501,518</b>
<b>TOTAL INFORMATION SERVICES</b>			<b>1,137,787</b>	<b>818,973</b>	<b>431,400</b>	<b>232,638</b>	<b>496,437</b>	<b>493,485</b>	<b>3,610,720</b>
<b>FIVE YEAR TOTAL, FY 2011-12 THROUGH FY 2015-16</b>			<b>2,472,933</b>	<b>Total Number of Projects 4</b>					

## Major funding sources

	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Fund Balance	1,137,787	818,873	431,400	232,638	496,437	493,485
<b>Total - Information Services</b>	<b>1,137,787</b>	<b>818,873</b>	<b>431,400</b>	<b>232,638</b>	<b>496,437</b>	<b>493,485</b>

Most Information Services projects, regardless of funding source, are included in this section, with the exception of the Research Center projects, which are described under that center but funded through Information Services; the Solid Waste Information System project, which is listed in Finance and Regulatory Services; and a number of Visitor Venue-MERC projects.

### **OVERVIEW OF PROJECTS**

The FY 2011-12 through FY 2015-16 Information Services capital budget contains four projects which are scheduled renewal and replacement projects.

Renewal and replacement projects support preservation of Metro's various technology systems and include upgrades to business and planning software.

The Replace/Acquire Desktop Computers project, a non-capital project, is an information item to keep the Metro Council informed of the cost of the desktop computers used by all Metro programs except the MERC venues.

### **CURRENT PROJECT STATUS**

Three projects were completed by the end of FY 2010-11: integration of the Metro/MERC domains; evaluation of the current enterprise business application; and the three year replacement of the enterprise productivity platform upgrade and licensing, completed a year earlier than expected.

Metro is currently discussing the future location of its server room. The "net appliance Alex file server" will be delayed until that decision is made.

### **PROJECT FUNDING**

The financing for projects is derived from a combination of costs allocated to Metro programs and transfers from several enterprise revenue sources to fund the General Fund Renewal and Replacement account.

### **OPERATIONAL IMPACT**

The operational impact for most of these projects is the ongoing cost to fund renewal and replacement.

### **UNFUNDED PROJECTS**

With the implementation of the renewal and replacement program, Information Services has no identified unfunded projects. Projects previously listed were the normal replacement of equipment or software.



# Visitor Venues





Metro's Visitor Venues include the Oregon Convention Center (OCC), Portland Center for the Performing Arts (PCPA), Portland Metropolitan Expo Center (Expo) and the Oregon Zoo. The Visitor Venues structure was formed in 2010 to enhance collaboration on operational issues, working toward a common mission of maintaining world-class gathering and entertainment spaces for residents and visitors.

Through its Metropolitan Exposition Recreation Commission (MERC), Metro benefits from business and community leaders whose expertise and guidance set the strategic business direction for three of the venues: OCC, PCPA and Expo. Commission members are nominated by Clackamas, Multnomah and Washington counties and the City of Portland and appointed by the Metro Council to serve four-year terms.

The Oregon Zoo also benefits from a key public/private partnership through The Oregon Zoo Foundation (OZF), also composed of business and community leaders. The OZF's mission is to foster community pride and involvement in the Oregon Zoo and to secure financial support for the zoo's conservation, education and animal welfare programs.

The Metro visitor venues vary in building type, history, business focus and client mix:

- OCC is designed to maximize the economic benefits for the state and region by attracting out-of-town visitors to conventions and local residents to special events and trade shows.
- PCPA is the cultural hub for the metropolitan region hosting a variety of performances and entertainment events in its multiple theatres.
- Expo Center is the region's primary destination for public events and consumer shows, some of which have been held there for 50 years.
- Oregon Zoo is the state's most popular paid attraction whose mission is to inspire visitors to learn about endangered species protection and take action towards native habitat restoration.

This CIP begins the transition to the consolidated Visitor Venues structure. For ease in understanding, the previous year's structure is repeated in this year's CIP under the Visitor Venues umbrella. Next fiscal year each venue will be broken out with an overview for the combined venues.

## Visitor Venues-MERC Total projects summary by year

	ID	Priority	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	Total
<b>CONVENTIONS TRADE AND CONSUMER SHOWS</b>									
Admin - Technology	TEMP576	1	-	102,000	-	-	-	-	102,000
Expo - Structural Issue Hall E	R-6	1	-	100,000	-	-	-	-	100,000
Expo - Parking Lot Asphalt Maint/Replace	17	2	-	50,000	50,000	50,000	50,000	50,000	250,000
Expo - Portable Bleacher Replacement	R-7	3	-	80,000	80,000	80,000	80,000	80,000	400,000
Expo - Group of Lighting	TEMP526	4	-	-	25,000	-	-	200,000	225,000
Expo - Meridian Phone System	TEMP536	5	-	-	-	-	-	100,000	100,000
OCC - Kitchen Remodel	92	1	364,634	160,366	-	-	-	-	525,000
OCC - Electrical Sub Meeting	N-1	2	-	200,000	-	-	-	-	200,000
OCC - Permanent Automatic AV Screens in all Meeting Rooms	N-7	3	-	195,000	-	-	-	-	195,000
OCC - Small Wares Purchase	92B	4	83,000	217,000	-	-	-	-	300,000
OCC - Roof Replacement - Original Building	TEMP474	5	-	-	1,800,000	-	-	-	1,800,000
OCC - Oregon Ballroom Renovation	TEMP538	6	-	-	1,000,000	-	-	-	1,000,000
OCC - Replace Tile Floors in All Restrooms - Original Building	TEMP494	7	-	-	300,000	-	-	-	300,000
OCC - Sizzler Block Plaza Const. Project	136	8	145,000	515,000	-	-	-	-	660,000
OCC - Replace Meeting Room Chairs - 3000	TEMP546	9	-	-	-	400,000	-	-	400,000
OCC - Carpet Replacement	TEMP496	10	-	-	-	1,700,000	-	-	1,700,000
OCC - Change Out Radio System to Digital per FCC	TEMP497	11	-	-	-	250,000	-	-	250,000
OCC - Purchase AV Equipment	TEMP498	12	-	-	-	100,000	-	-	100,000
OCC - Hand Dryers	95	13	90,000	60,000	-	-	-	-	150,000
OCC - Dragon Café Brew Pub Construction	TEMP473	14	-	-	-	600,000	-	-	600,000
OCC - Signage Upgrade	102	15	-	161,000	-	-	-	-	161,000
OCC - Replace 2 (of 3) Boilers	TEMP500	16	-	-	-	-	425,000	-	425,000
OCC - LEED Project Work for Re-Certification	14	17	-	-	-	-	300,000	-	300,000
OCC - Bleacher Replacement	TEMP487	18	-	-	-	-	2,000,000	-	2,000,000
OCC - Replace 2 (of 4) Chiller Units	TEMP492	19	-	-	-	-	550,000	-	550,000
OCC - Concrete Polishing	TEMP495	20	-	-	-	-	375,000	-	375,000
OCC - Replace Folding Padded Chairs	TEMP547	21	-	-	-	-	-	400,000	400,000
OCC - Elevator 18 - Car & Rail Rework	TEMP499	22	-	-	-	-	-	850,000	850,000
OCC - Coffee Retail Renovations	162A	23	-	150,000	-	-	-	-	150,000
OCC - Skyview Terrace Tasting Kitchen	TEMP574	24	-	100,000	-	-	-	-	100,000
<b>TOTAL CONVENTIONS TRADE AND CONSUMER SHOWS</b>			<b>682,634</b>	<b>2,090,366</b>	<b>3,255,000</b>	<b>3,180,000</b>	<b>3,780,000</b>	<b>1,680,000</b>	<b>14,668,000</b>
<b>PERFORMING ARTS, ARTS AND CULTURE</b>									
PCPA - ASCH Roof	139	1	100,000	75,000	-	-	-	-	175,000
PCPA - ASCH & AHH HVAC Controls Replacement	TEMP549	2	-	130,000	-	-	-	-	130,000
PCPA - Newmark Dimmer System	138	3	-	-	140,000	-	-	-	140,000
PCPA - Keller Roof	TEMP554	4	-	-	500,000	-	-	-	500,000
PCPA - Keller Stage Floor	TEMP417	5	-	-	150,000	-	-	-	150,000
PCPA - ASCH Cooling Tower	TEMP418	6	-	-	-	110,000	-	-	110,000
PCPA - Newmark Stage Floor	TEMP420	7	-	-	-	100,000	-	-	100,000
PCPA - Keller - Fore Stage Lift	TEMP557	8	-	-	-	500,000	-	-	500,000
PCPA - AHH Boiler	Temp563	9	-	-	-	-	150,000	-	150,000
PCPA - Keller A/V-flat screens, FOH/BOH camera feed	Temp564	10	-	-	-	-	100,000	-	100,000
PCPA - Keller Dimmer System	TEMP421	11	-	-	-	-	275,000	-	275,000
PCPA - AHH Passenger Elevators	TEMP423	12	-	-	-	-	300,000	-	300,000
PCPA - ASCH Passenger Elevators	TEMP424	13	-	-	-	-	300,000	-	300,000
PCPA - Theatrical Lighting	TEMP565	14	-	100,000	-	-	125,000	-	225,000
PCPA - AHH Roof	Temp568	15	-	-	-	-	-	250,000	250,000
PCPA - Keller Auditorium Boiler Replace	140	16	91,726	100,000	-	-	-	-	191,726
<b>TOTAL PERFORMING ARTS, ARTS AND CULTURE</b>			<b>191,726</b>	<b>405,000</b>	<b>790,000</b>	<b>710,000</b>	<b>1,250,000</b>	<b>250,000</b>	<b>3,596,726</b>
<b>TOTAL METRO EXPOSITION-RECREATION COMMISSION</b>			<b>874,360</b>	<b>2,495,366</b>	<b>4,045,000</b>	<b>3,890,000</b>	<b>5,030,000</b>	<b>1,930,000</b>	<b>18,264,726</b>
<b>FIVE YEAR TOTAL, FY 2011-12 THROUGH FY 2015-16</b>			<b>17,390,366</b>		<b>Total number of Projects 46</b>				

## Visitor Venues-MERC Major funding sources

	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Fund Balance	145,000	867,000	0	0	0	0
Fund Balance - Renewal and Replacement	0	535,000	3,905,000	3,080,000	3,755,000	1,930,000
F&B Contract Investment Fund	447,634	377,366	0	0	0	0
MTOCA	90,000	455,000	0	600,000	300,000	0
TLT Reserves	0	161,000	0	0	0	0
Donations-MERC	159,226	100,000	0	0	0	0
Friends of PCPA	0	0	140,000	210,000	975,000	0
Grants	32,500	0	0	0	0	0
<b>Total - MERC Venues</b>	<b>874,360</b>	<b>2,495,366</b>	<b>4,045,000</b>	<b>3,890,000</b>	<b>5,030,000</b>	<b>1,930,000</b>

All projects for the properties that MERC manages are included in this section. Those properties include OCC and Expo, both owned by Metro, and PCPA, owned by the City of Portland and managed by Metro. For several years MERC provided its capital information separately. In FY 2010-11 MERC projects became part of the CIP.

## OVERVIEW OF PROJECTS

The FY 2011-12 through FY 2015-16 MERC capital budget contains 46 projects listed by venue. The five Expo projects are all renewal and replacement projects including beginning the replacement of the portable bleachers that will continue over a five year period.

OCC's 24 projects are mainly renewal and replacement projects. Projects costing \$1 million or more include: replacing the roof on the original part of the building (\$1.8 million); renovating the Oregon Ballroom (\$1 million); carpet replacement (\$1.7 million) and bleacher replacements (\$2 million). Several projects are aimed at revenue building. Those projects are putting permanent automatic AV screens in all meeting rooms, building a café and brew pub and insuring re-certification of OCC's LEED status.

All of PCPA's 16 projects are renewal and replacement projects; the largest, the \$500,000 roof replacement for Keller Auditorium planned for FY 2012-13.

## CURRENT PROJECT STATUS

MERC had numerous projects scheduled for completion in FY 2010-11. Expo completed the construction of the West Delta Bar & Grill by converting meeting room space using funding from concessions with ARAMARK. OCC completed the repair and retrofit of its airwalls, parking management system upgrade, Leg up program (a cooperative effort with ARAMARK to develop talent in the catering business), lighting retrofits, installation of high speed hand dryers and the replacement of VAV controllers and CO<sub>2</sub> sensors. These last three projects support OCC's LEED Silver certification. PCPA finished food and beverage capital investments using ARAMARK funding, the Hatfield chiller replacement and the reroofing of the Arlene Schnitzer Concert Hall.

Some of the projects initially scheduled for completion are carried forward to FY 2011-12. OCC encountered unexpected sub-soil problems with the Sizzler Block Plaza construction project and carried that project forward. It is likely the project will also require a budget increase in FY 2011-12 to complete the project. Several other projects experienced delays and will be completed in FY 2011-12. Those were the signage update, the small wares purchase and the kitchen remodel. PCPA carried forward the Keller auditorium boiler replacement.

## PROJECT FUNDING

Funding for MERC projects is derived from a combination of sources. Kitchen upgrades for all three facilities are funded through the concessions contract with ARAMARK. Expo's other projects are predominantly funded by operations. OCC's projects are funded from reserves generated from operations, Metro General Fund allocation to the Metro Tourism Opportunity Competitiveness Account and Transient Lodging Tax dedicated to capital improvements. Fundraising by the Friends of the Performing Arts Center provide the additional capital funding for PCPA. In FY 2010-11 MERC performed a reserves study and has designated a portion of the reserves for renewal and replacement of existing facilities.

## UNFUNDED PROJECTS

Expo and OCC identify numerous projects that currently do not have a funding source. The largest of these are the \$1.3 million remodel of the old operations office to provide additional rentable space and a cover over the MLK Plaza at a cost of \$5 million.

## Total projects summary by year

	ID	Priority	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	Total
<b>ZOO INFRASTRUCTURE AND ANIMAL WELFARE</b>									
Construction Bond Issuance	ZIA001	1	149,682	0	500,000	0	0	0	649,682
Veterinary Hospital	ZIP001	2	6,154,494	3,100,000	0	0	0	0	9,254,494
Zoo Infrastructure and Animal Welfare Master Planning	ZIP011	3	1,351,665	600,000	0	0	0	0	1,951,665
Improving Elephant On Site Facilities	ZIP002	4	42,843	3,147,647	21,800,000	18,593,378	0	0	43,583,868
Conservation Education Facility	ZIP006	5	8,893	0	1,900,000	5,100,000	3,300,000	0	10,308,893
Plan District - Land Use	ZIP051	6	247,791	150,000	0	0	0	0	397,791
More Humane Enclosures for Apes & Monkeys	ZIP005	7	1,500	0	0	0	1,800,000	3,600,000	5,401,500
Upgrading Zoo Facilities to Save Water and Energy	ZII001	8	546,776	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	6,046,776
Elephant Offsite Facility	ZIP003	9	39,678	0	3,600,000	3,600,000	0	0	7,239,678
Polar Bear Space Renovation	ZIP004	10	1,500	0	0	3,700,000	10,100,000	6,400,000	20,201,500
Hippo Water Filtration	ZIP009	11	4,187	0	0	0	300,000	1,500,000	1,804,187
Condor Exhibit	ZIP007	12	0	0	0	0	0	400,000	400,000
<b>TOTAL ZOO INFRASTRUCTURE AND ANIMAL WELFARE</b>			<b>8,549,009</b>	<b>8,097,647</b>	<b>28,900,000</b>	<b>32,093,378</b>	<b>16,600,000</b>	<b>13,000,000</b>	<b>107,240,034</b>
<b>GENERAL FUND RENEWAL AND REPLACEMENT</b>									
Zoo Renewal and Replacement Projects	ZOO26	1	580,809	695,622	409,754	847,428	515,334	700,411	3,749,358
Zoo Railroad Track Replacement	ZR19	2	45,254	23,080	23,541	24,012	24,492	24,982	165,361
Perimeter USDA Fence	ZOO24	3	57,305	58,451	59,620	60,813	62,029	63,270	361,488
Zoo Parking Lot Replacement	ZR17	4	20,808	21,224	21,649	22,082	22,523	22,974	131,260
750 kw Generator	TEMP363	5	0	152,623	0	0	0	0	152,623
Roof Replacement Africafe	TEMP365	6	0	128,593	0	0	0	0	128,593
Commissary Elevator	TEMP577	7	0	100,000	0	0	0	0	100,000
Railroad roundhouse Roof	TEMP515	8	0	0	0	0	0	128,883	128,883
Swamp Building & Aviary Roof Replacement	TEMP573	9	0	0	0	0	102,584	0	102,584
Penguinarium Interpretive Graphics	TEMP377	10	0	0	0	0	100,510	0	100,510
<b>TOTAL GENERAL FUND RENEWAL AND REPLACEMENT</b>			<b>704,176</b>	<b>1,179,593</b>	<b>514,564</b>	<b>954,335</b>	<b>827,472</b>	<b>940,520</b>	<b>5,120,660</b>
<b>ZOO CAPITAL PROJECTS FUND</b>									
Veterinary Medical Equipment	TEMP542	1	0	450,000	0	0	0	0	450,000
Aviary Marsh Mesh	TEMP541	2	0	600,000	0	0	0	0	600,000
Zoo Capital Projects under \$100,000	TEMP540	3	50,000	105,700	0	0	0	0	155,700
<b>TOTAL ZOO CAPITAL PROJECTS FUND</b>			<b>50,000</b>	<b>1,155,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,205,700</b>
<b>TOTAL OREGON ZOO</b>			<b>9,303,185</b>	<b>10,432,940</b>	<b>29,414,564</b>	<b>33,047,713</b>	<b>17,427,472</b>	<b>13,940,520</b>	<b>113,566,394</b>
<b>FIVE YEAR TOTAL, FY 2011-12 THROUGH FY 2015-16</b>			<b>104,263,209</b>	<b>Total number of Projects 25</b>					

## Major funding sources

	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
GO Bonds Zoo	8,549,009	8,097,647	28,900,000	32,093,378	16,600,000	13,000,000
Donations	12,500	1,084,700	0	0	0	0
Fund Balance - Renewal and Replacement	704,176	1,179,593	514,564	954,335	827,472	940,520
Fund Balance	37,500	71,000	0	0	0	0
<b>Total - Oregon Zoo</b>	<b>9,303,185</b>	<b>10,432,940</b>	<b>29,414,564</b>	<b>33,047,713</b>	<b>17,427,472</b>	<b>13,940,520</b>

## Annual net impact on operating costs

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL
<b>OREGON ZOO</b>						
Zoo Capital Projects under \$100,000	0	166,376	171,368	176,509	181,803	696,056
<b>TOTAL OREGON ZOO</b>	<b>0</b>	<b>166,376</b>	<b>171,368</b>	<b>176,509</b>	<b>181,803</b>	<b>696,056</b>

The FY 2011-12 through FY 2015-16 Oregon Zoo capital budget includes 25 projects. Twelve projects are related to the Zoo Infrastructure and Animal Welfare Bond measure. Ten projects are regular renewal and replacement for the zoo, and three are new capital projects.

## **OVERVIEW OF PROJECTS**

The Oregon Zoo Infrastructure and Animal Welfare Bond project costs are preliminary and will be refined after completion of a capital master planning effort currently underway and expected to be completed in September 2011. Funding for all bond projects in FY 2011-12 is adjusted from the prior year to demonstrate what is now expected to be expended in the five-year time period. Previously the projects had been listed at the original target cost estimates. As the Capital Construction Master Planning process continues, all bond-related project target budgets will be adjusted to the most current estimates. Adjustments to the scope of all projects will continue as design is completed.

**Zoo Infrastructure and Animal Welfare Master Planning (\$1,951,665):** This project will clarify and refine bond project scopes, sequencing, shared infrastructure, physical access to construction areas, staging and sustainability initiatives needed to successfully complete the bond program. The effort is underway and estimated to conclude in FY 2011-12 with a master plan document.

**Plan District - Land Use Planning (\$397,791):** The zoo's current conditional use permit and master plan will expire soon. The zoo is engaging the City of Portland and other stakeholders in a discussion of future land use, which may take the form of a Plan District instead of a conditional use master plan. Regardless of the land use method ultimately chosen, the costs for the public involvement process, the land use approval process and the development approval process will be substantial.

**Construction Bond Issuance (\$649,682):** The bond program paid issuance costs of \$150,00 for two small issues: \$5 million in 2008 and \$15 million in 2010. A large issue is expected late this fiscal year or early next.

**Veterinary Medical Center (\$9,254,494):** The new Veterinary Medical Center will correct the deficiencies in the current aging facility. Medical center enclosures are being designed for ease of cleaning and disinfecting, reducing stress for animals, improving options for environmental enrichment and providing safe and efficient means to handle animals for medical treatments. The air from the animal holding areas will be isolated from other areas so zoo staff can safely quarantine and hold sick animals while reducing the risk of transmitting diseases to other animals and medical center personnel. Animal health and safety will be improved by replacing the zoo's aging and substandard veterinary and animal quarantine buildings with facilities that meet standards set by the Association of Zoos & Aquariums.

**Upgrading Zoo Facilities to Save Water and Energy (\$6,046,776):** An external consultant firm surveyed the entire zoo campus to support comprehensive campus-wide waste and storm water master planning. The zoo is currently completing a waste and storm water master plan that defines existing waste and storm water conditions on the zoo campus, defines drainage basins and proposes water management options. In addition, the zoo will undertake a major rebuilding of the water distribution system and installation of central plant piping systems. Leaking pipes will be replaced and drainage systems will be re-plumbed. Finally, a combination of solar panels, microturbines and absorption processes will generate energy on-site. Buildings will be designed to capture solar warmth, natural light and natural ventilation. The goal will be to produce substantial energy on-site. The refined scope, timing and costs

associated with the waste and storm water, fresh water system rebuilding and energy generation projects will be a deliverable of the capital construction master planning effort.

**Elephants On-Site Exhibit (\$43,583,868):** The exhibit area will increase from 1.5 acres to approximately 6 acres. The space will be naturalized to include watering holes, shade structures, large trees and boulders, with a thicket of bamboo as a backdrop. The elephant barn will be replaced with a larger building featuring two communal rooms, several other rooms and upgraded conditions for elephants. The refined scope, timing and costs associated with the on-site elephant exhibit will be a deliverable of the capital construction master planning effort.

**More Humane Enclosures for Apes and Monkeys (\$5,401,500):** The rebuilt exhibit will provide expanded homes for primates and allow for the addition of smaller mammals and birds. Enlarged indoor and outdoor areas will give chimpanzees, mandrills and other monkeys and apes a sustainable and enriching environment. The new exhibit will be able to add new, younger chimps to an aging population. The refined scope, timing and costs associated with the primate exhibit will be a deliverable of the capital construction master planning effort.

**Conservation Education Facility (\$10,308,893):** This project will provide a dedicated space for the conservation education opportunities at the zoo. It will provide spaces for classes, camps, exhibits, presentations and hands-on learning for children, families and adults. There will be space for traveling and temporary exhibits. An Insect Zoo and Butterfly Lab will provide hands-on learning. The refined scope, timing and costs associated with this project will be a deliverable of the capital construction master planning effort. The zoo budgeted additional consultant assistance for planning this project in the next few years.

**Elephant Off-site Facility (\$7,239,678):** The zoo is currently identifying the site and facility needs for an off-site elephant facility. The timing of this project remains dependant on the identification and acquisition of a suitable site and a financial plan for meeting operating costs.

**Polar Bear Space Renovation (\$20,201,500):** The world's largest land predators, polar bears need space, and this renovation will offer them not only more room, but also a safer and more natural habitat to explore. The refined scope, timing and costs associated with this project will be a deliverable of the capital construction master planning effort. The zoo budgeted additional consultant assistance for planning this project in the next few years.

**Hippo Water Filtration (\$1,804,187):** The 2008 bond measure called for an improved hippopotamus exhibit with a water filtration system. As designers and staff have considered the cost of equipment, the energy necessary to operate it and the challenges of managing these large, complex animals, they are instead considering focusing the zoo's African habitat improvements on rhinoceroses.

**Condor Exhibit (\$400,000):** The Oregon Zoo is planning an exhibit that will allow the public to view non-releasable, non-breeding condors and learn more about these iconic birds that once flew over the Columbia River Gorge.

**FY 2011-12 to 2015-16 Zoo Renewal and Replacement Projects (Five-year total of \$4,416,484):** Five years of renewal and replacement projects include ten projects of more than \$100,000 that are listed in the project summary.

Two new capital projects are planned for FY 2011-12. The Oregon Zoo Foundation has raised \$450,000 for new equipment for the Veterinary Hospital. The foundation has also committed to raising the \$600,000 for the replacement of the mesh in the

Aviary Marsh exhibit. Several projects of less than \$100,000 are expected to increase safety in animal handling for both the animals and the keepers by use of squeeze transfer crates. Other projects less than \$100,000 will purchase food carts expected to generate additional revenue.

### **CURRENT PROJECTS STATUS**

The zoo completed the *Red Ape Reserve* exhibit in FY 2010-11 and numerous renewal and replacement projects. The zoo bond projects, as indicated above, are still primarily in the master planning process. Two zoo bond projects were expected to be completed, the water main replacement and the replacement of the penguin filtration system; both are delayed to early FY 2011-12. The replacement of the “750kw Generator” is delayed to FY 2011-12 to coincide with the completion of the Veterinary Medical Center.

### **PROJECT FUNDING**

Of the \$104.3 million in zoo projects in the FY 2011-12 through FY 2015-16 CIP, \$98.7 million (95 percent) is funded from the Oregon Zoo Infrastructure and Animal Welfare Bond. The General Asset Management Fund provides \$4.4 million (10 percent). New capital projects are mostly funded by donations.

### **OPERATIONAL IMPACT**

The zoo capital projects less than \$100,000 are expected to raise an estimated \$166,000 to \$182,000 in net revenues over the five year period by increasing attendance as well as additional food and beverage revenues.

### **UNFUNDED PROJECTS**

With the passage of the Oregon Zoo Infrastructure and Animal Welfare Bond and the establishment of a fully funded General Renewal and Replacement account, the zoo does not have high priority unfunded projects at this time. The master planning process may identify future projects to complement the bond projects.



# **Parks and Environmental Services**



## Total projects summary by year

	Project No.	Priority	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	Total
<b>PARKS GENERAL FUND RENEWAL AND REPLACEMENT</b>									
Regional Parks Renewal and Replacement	TEMP321	1	356,113	613,931	91,391	81,545	185,809	64,302	1,393,091
M. James Gleason - Parking Lot Repaving	70190	2	0	337,500	0	0	0	0	337,500
Blue Lake Wetland, Pathway, Trail	70234	3	0	195,595	0	0	0	0	195,595
Oxbow Park Hardened River Access	TEMP378	4	0	0	0	0	303,253	0	303,253
Chinook Landing Boarding Dock (500ft) & Steel Pilings	TEMP513	5	0	0	0	0	0	140,599	140,599
<b>TOTAL GENERAL FUND RENEWAL AND REPLACEMENT</b>			<b>356,113</b>	<b>1,147,026</b>	<b>91,391</b>	<b>81,545</b>	<b>489,062</b>	<b>204,901</b>	<b>2,370,038</b>
<b>MRC GENERAL FUND RENEWAL AND REPLACEMENT</b>									
Carpet Replacement	56180	1	110,556	186,288	0	0	0	0	296,844
PES - Fleet	70001	2	29,850	367,769	165,816	110,366	155,398	111,511	940,710
Council Chamber Audio/Visual Upgrades	01500	3	143,300	0	140,851	0	0	0	284,151
Metro Regional Center Roof Replacement	TEMP109	4	0	0	0	512,404	0	0	512,404
Renewal and Replacement Property Services	TEMP308	5	102,011	224,374	20,535	104,743	0	0	451,663
MRC VAV Box Controllers	TEMP575	6	0	128,280	0	0	0	0	128,280
<b>TOTAL GENERAL FUND RENEWAL AND REPLACEMENT</b>			<b>385,717</b>	<b>906,711</b>	<b>327,202</b>	<b>727,513</b>	<b>155,398</b>	<b>111,511</b>	<b>2,614,052</b>
<b>SOLID WASTE GENERAL ACCOUNT</b>									
Metro Central Organics/Food Handling Area Improvem	76872	1	50,000	300,000	0	0	0	0	350,000
Metro Central Storm Water Improvements	76873	2	50,000	150,000	0	0	0	0	200,000
Metro South Transfer Station - Access Lane	76851	3	25,000	80,000	0	0	0	0	105,000
Metro South HHW - Extend Canopy	TEMP268	4	0	100,000	0	0	0	0	100,000
Metro Central - Tarping Station	76979	5	0	200,000	0	0	0	0	200,000
Metro South - Natural Lighting Improvements	76845	6	50,000	75,000	0	0	0	0	125,000
Expansion of MCS-HHW facility	TEMP330	7	0	0	863,000	0	0	0	863,000
Future Master Facility Plan Improvements	TEMP175	8	0	0	1,000,000	1,000,000	0	0	2,000,000
Reader Board at MSS entrance	TEMP328	9	0	0	0	200,000	0	0	200,000
Improvements to Metro South truck entrance/exit	76840	10	0	0	100,000	0	0	0	100,000
St. Johns Landfill-Gas to Energy Conversion	76997	11	0	150,000	1,150,000	0	0	0	1,300,000
<b>TOTAL SOLID WASTE GENERAL ACCOUNT</b>			<b>175,000</b>	<b>1,055,000</b>	<b>3,113,000</b>	<b>1,200,000</b>	<b>-</b>	<b>-</b>	<b>5,543,000</b>
<b>SOLID WASTE LANDFILL CLOSURE</b>									
St John's - Perimeter Dike Stabilization and Seepage Cc	76986	1	2,424,066	6,000	3,000	3,000	3,000	0	2,439,066
St. John's - Re-establish Proper Drainage	76982	2	621,365	5,000	0	0	0	0	626,365
St. John's - Landfill Remediation	TEMP158	3	1,000,000	1,000,000	1,000,000	0	0	0	3,000,000
<b>TOTAL SOLID WASTE LANDFILL CLOSURE</b>			<b>4,045,431</b>	<b>1,011,000</b>	<b>1,003,000</b>	<b>3,000</b>	<b>3,000</b>	<b>-</b>	<b>6,065,431</b>
<b>SOLID WASTE RENEWAL AND REPLACEMENT ACCOUNT</b>									
SW Renewal and Replacement Acct Non CIP	TEMP358	1	0	40,000	100,000	60,000	70,000	70,000	340,000
Metro Central HHW - Roof replacement	76876	2	50,000	135,000	0	0	0	0	185,000
Metro Central - Scalehouse "C" Scale Replacement	76877	3	106,000	28,000	0	0	0	0	134,000
Metro South Transfer Station Bays -1 & 2 Ventilation S	TEMP384	4	0	0	110,000	0	0	0	110,000
Metro South Transfer Station - Roof replacement	TEMP345	5	0	0	335,000	0	0	0	335,000
Metro Central - Replace Slow Speed Shredder	TEMP343	6	0	0	600,000	0	0	0	600,000
Metro Central Standby Power Generator	TEMP307	7	0	0	135,000	0	0	0	135,000
Metro Central - Replace metal wall system	TEMP259	8	0	0	170,000	0	0	0	170,000
Metro Central - Baler Conveyor	TEMP262	9	0	0	0	220,000	0	0	220,000
Metro Central Station - High Speed Shredder Replacerr	TEMP344	10	0	0	0	300,000	0	0	300,000
Metro South - Modify Entry Way to Operations Bld.	76842	11	0	0	0	175,000	0	0	175,000
<b>TOTAL SOLID WASTE RENEWAL AND REPLACEMENT ACCOUNT</b>			<b>156,000</b>	<b>203,000</b>	<b>1,450,000</b>	<b>755,000</b>	<b>70,000</b>	<b>70,000</b>	<b>2,704,000</b>
<b>TOTAL PARKS AND ENVIRONMENTAL SERVICES</b>			<b>5,118,261</b>	<b>4,322,737</b>	<b>5,984,593</b>	<b>2,767,058</b>	<b>717,460</b>	<b>386,412</b>	<b>19,296,521</b>
<b>FIVE YEAR TOTAL, FY 2011-12 THROUGH FY 2015-16</b>			<b>14,178,260</b>		<b>Total number of Projects 36</b>				

## Major funding sources

	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Fund Balance - Renewal and Replacement	754,530	2,178,457	1,868,593	1,564,058	714,460	386,412
Donations	3,000	0	0	0	0	0
Fund Balance - Capital Reserve	200,077	1,070,000	3,113,000	1,200,000	0	0
Grants	1,209,328	63,280	0	0	0	0
Fund Balance - Landfill Closure	2,951,326	1,011,000	1,003,000	3,000	3,000	0
<b>Total - Parks and Environmental Services</b>	<b>5,118,261</b>	<b>4,322,737</b>	<b>5,984,593</b>	<b>2,767,058</b>	<b>717,460</b>	<b>386,412</b>

## OVERVIEW OF PROJECTS

Of the 11 projects for Parks and Property Management and Property Services, all are scheduled renewal and replacement projects. The largest projects are the scheduled fleet purchases and the repaving of the M. James Gleason parking lot.

Projects for the Solid Waste Operating program fall into three categories:

### General Account

Projects financed through the Solid Waste and Recycling General Account are typically new capital assets designed to increase the efficiency and effectiveness of Metro's two transfer stations: Metro Central and Metro South. The majority of these projects are outlined in detail in a Master Facility Plan for the transfer stations, originally completed in April 1998 and updated in FY 2008-09. The Master Facility Plan and this capital budget are based on the following goals:

- Improve waste recovery and recycling.
- Reduce traffic congestion and improve site safety.
- Maximize station efficiencies.
- Improve facilities for Metro and station operator personnel.

There are currently 11 approved projects, three of which are new. The largest General Account project planned for FY 2011-12 is the Metro Central Organics/Food Handling Area Improvements carried forward from FY 2010-11. The largest project over the five years is the St. Johns Landfill gas to energy project; a feasibility study will be done in FY 2011-12.

### Renewal and Replacement Account

Projects financed through the Renewal and Replacement Account are replacements of equipment and rehabilitation of facilities necessary to realize the optimal lifespan of capital components. Every three years the program contracts with an engineering firm to assess the condition of equipment and facilities and calculate annual contribution amounts to the Renewal and Replacement Account. The latest study was completed in 2008 and a new study is planned for FY 2011-12; the capital budget for FY 2012-13 will reflect the findings of the study. During FY 2011-12 Solid Waste Operations will review renewal and replacement procedures to determine if they will be combined with the other renewal and replacement program that funds General Fund asset renewal and replacement.

Of the 11 projects in the capital budget, none are new; only three projects are scheduled for FY 2011-12.

### Landfill Closure

The St. Johns Landfill Account is restricted to financing capital projects needed to close the St. Johns Landfill and maintain post-closure performance standards. The projects in the capital budget represent a series of improvements that are needed to minimize erosion damage, restore native vegetation, provide wastewater pretreatment, repair the landfill cover and dike systems and provide adequate facilities for staff.

## **CURRENT PROJECTS STATUS**

One project in Parks and Property Management, improvements to the M. James Gleason Boat Ramp, was substantially complete in FY 2009-10. A small amount was carried forward to FY 2010-11 and the project is now complete.

Some renewal and replacement projects that were scheduled to be completed in FY 2010-11 are carried forward as the parking garage took more resources than expected in time and dollars.

Of the 12 Solid Waste Operations projects planned for FY 2010-11, two are complete, four were expected to be completed by year end, three are ongoing projects at the landfill and the balance will be carried forward into FY 2011-12 or later.

## **MAJOR FUNDING SOURCES**

Most capital projects associated with Parks and Property Management have been funded by dedicated funding sources. Of the projects included from FY 2011-12 through FY 2015-16, all are funded by the General Fund Renewal and Replacement account.

Primary financing for Solid Waste Operations projects is derived from reserves established for the purpose indicated.

## **OPERATIONAL IMPACT**

Operating costs include a component for renewal and replacement where appropriate.

## **UNFUNDED PROJECTS**

Seven projects are on the unfunded list. All projects have been identified as important to the mission of Parks and Environmental Services but are of lower priority than those listed in the active capital budget. These projects include improvements at Blue Lake and the development of a nature center at Oxbow Park. Five Solid Waste Operations projects on the unfunded list are awaiting further study.

**Research  
Center**



## Total projects summary by year

	Project No.	Priority	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	Total
Regional Land Information System (RLIS)	94403	1	\$854,616	\$27,000	\$23,000	\$32,000	\$19,000	\$38,000	\$993,616
Transportation Modeling Services Cluster Upgrade	43990	2	\$106,576	\$50,000	\$68,200	\$25,000	\$25,000	\$25,000	\$299,776
<b>TOTAL GENERAL FUND</b>			<b>\$961,192</b>	<b>\$77,000</b>	<b>\$91,200</b>	<b>\$57,000</b>	<b>\$44,000</b>	<b>\$63,000</b>	<b>\$1,293,392</b>
<b>TOTAL RESEARCH CENTER</b>			<b>\$961,192</b>	<b>\$77,000</b>	<b>\$91,200</b>	<b>\$57,000</b>	<b>\$44,000</b>	<b>\$63,000</b>	<b>\$1,293,392</b>
<b>FIVE YEAR TOTAL, FY 2011-12 THROUGH FY 2015-16</b>			<b>332,200</b>	<b>Total number of Projects 2</b>					

## Major funding resources

	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Other	961,192	77,000	91,200	57,000	44,000	63,000
<b>Total - Research Center</b>	<b>961,192</b>	<b>77,000</b>	<b>91,200</b>	<b>57,000</b>	<b>44,000</b>	<b>63,000</b>

The Research Center provides accurate and reliable data, information, mapping, forecasting, and technical services to support public policy analysis and regulatory compliance. The Research Center consists of two sections: Forecasting and Modeling Services and the Data Resource Center.

The work performed by the Transportation Research and Modeling Services (TRMS) provides the base data used by Metro and local jurisdictions in the region to develop transportation alternatives. It uses a sophisticated system of interconnected servers and workstations for the development and application of travel demand forecasting models. In FY 2001–02 TRMS replaced its existing computer system with a new, more powerful modeling system called Transportation Simulations. This travel modeling system requires very large amounts of processing power. The initial financing mechanism for the project was a three-year internal loan from another Metro fund. TRMS replaces components of this system every year, with a replacement schedule ranging from two to three years, depending on the component. Approximately 9 percent of the annual payment is funded with General Fund revenues.

The Data Resource Center operates a network of computers to provide forecasting, mapping and decision-making tools needed by Metro programs, local governments and private-sector subscribers. The Regional Land Information System (RLIS) is the heart of the planning and mapping services provided by Metro. This technology supports the enterprise applications of the Geographic Information System (GIS). To keep up with the demand for sophisticated land-use planning tools, the center replaces portions of the RLIS system each year. The replacement schedule covers GIS work stations, plotters and specialized printers, and may include some network infrastructure items as needed to support high end data exchanges between the Data Resource Center and Metro partners. Historically, approximately 31 percent of Data Resource Center work is funded with General Fund revenues. The remainder is billed to users and contracting agencies.

### **OVERVIEW OF PROJECTS**

Both projects in this center are regular replacement of equipment and software to complete the center's mission.

### **PROJECT FUNDING**

Project funding is from the General Fund and allocations to users of the services both inside and outside of Metro.



# Sustainability Center



## Total projects summary by year

	Project No.	Priority	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	Total
<b>NATURAL AREAS FUND</b>									
Natural Areas Acquisition	TEMP98	1	72,905,909	20,000,000	21,292,644	20,937,532	1,685,259	0	136,821,344
Natural Areas Information system	52004	2	200,000	100,000	0	0	0	0	300,000
<b>TOTAL NATURAL AREAS FUND</b>			<b>73,105,909</b>	<b>20,100,000</b>	<b>21,292,644</b>	<b>20,937,532</b>	<b>1,685,259</b>	<b>0</b>	<b>137,121,344</b>
<b>NATURAL AREAS FUND</b>									
40-Mile Loop Trail Construction	71730	1	0	939,000	0	0	0	0	939,000
<b>TOTAL NATURAL AREAS FUND</b>			<b>0</b>	<b>939,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>939,000</b>
<b>TOTAL SUSTAINABILITY CENTER</b>			<b>73,105,909</b>	<b>21,039,000</b>	<b>21,292,644</b>	<b>20,937,532</b>	<b>1,685,259</b>	<b>0</b>	<b>138,060,344</b>
<b>FIVE YEAR TOTAL, FY 2011-12 THROUGH FY 2015-16</b>			<b>64,954,435</b>		<b>Total number of Projects 3</b>				

## Major funding sources

	Prior Years	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
G.O. Bonds - Open Spaces	73,105,909	20,203,290	16,093,232	20,937,532	1,685,259	0
Interest on Bond	0	0	5,199,412	0	0	0
Grants	0	835,710	0	0	0	0
<b>Total - Sustainability Center</b>	<b>73,105,909</b>	<b>21,039,000</b>	<b>21,292,644</b>	<b>20,937,532</b>	<b>1,685,259</b>	<b>0</b>

## Annual net impact on operating costs

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Materials and Services		(430,035)	(442,636)	(455,615)	(468,983)
Renewal and Replacement		(8,000)	(8,000)	(8,000)	(8,000)
<b>Total Sustainability Center</b>	<b>0</b>	<b>(438,035)</b>	<b>(450,636)</b>	<b>(463,615)</b>	<b>(476,983)</b>

The Sustainability Center capital projects include the acquisition of natural areas and the planning and development of new facilities for the parks system.

## **OVERVIEW OF PROJECTS**

This capital plan includes the acquisition of natural areas and planning and supervision of the construction of a segment of the 40-mile Loop Trail at Blue Lake Park. The Sustainability Center plans to acquire a database to document property information called the Natural Areas Information System.

## **CURRENT PROJECT STATUS**

The Sustainability Center project planned for FY 2010-11, Graham Oaks Nature Park, is substantially complete.

## **PROJECT FUNDING**

The land purchases in this fund are funded by the Natural Areas Fund. The trail construction is funded by an Oregon Department of Transportation grant. Metro supervises this project but all funding is paid directly from the Oregon Department of Transportation.

## **OPERATIONAL IMPACT**

Operating costs include a component for renewal and replacement where appropriate and the expected operating costs of the new parks.

## **UNFUNDED PROJECTS**

There are currently two unfunded projects for this center, the Smith and Bybee South Shore Trail and Bridge and the Nature and Golf Learning Center at Blue Lake Park.



# Unfunded projects

Projects included on these lists are those projects which were deemed worthy of future consideration but were not included in the CIP for one of the following reasons:

(1) sufficient funds are not available to finance the project, (2) scope of the project requires further definition or (3) alternatives need to be explored. As funds become available or projects are refined, operating units may request their inclusion.

## Key To Unfunded Lists

**Project Title:** Name given to project.

**Type:** Indicates whether project is a *New* capital asset, an *Expansion* or *Replacement* of an existing asset.

**Priority:** Indicates whether the project is a *High* or *Medium* priority relative to other projects.

**Estimated Project Cost:** Preliminary estimate of capital costs for the project expressed in 2010 dollars. A blank field here means the cost is unknown.

Project Title	Type	Priority	Estimated Cost	
<b>Metro Exposition-Recreation Commission</b>				
<b>Convention Trade and Consumer Shows</b>				
TEMP505	Expo - American Lincoln	New	Medium	35,000
TEMP510	Expo - Covered/Enclosed Exhibit Hall Connector	New	Medium	TBD
TEMP506	Expo - Full Site Electronic Way Finding	New	Medium	300,000
TEMP504	Expo - Hall E Tower Paint	Replacement	Medium	TBD
TEMP509	Expo - North Walkway Canopy & Electronic Sign	New	Medium	TBD
TEMP508	Expo - Replace/Renovate Halls A, B, & C	Replacement	Medium	TBD
TEMP511	Expo - SE Meeting Rooms	Replacement	Medium	TBD
TEMP503	Expo - South Access Drive Repair	Replacement	Medium	TBD
TEMP507	Expo - SW Parking Lot & South Access Drive Realignment	Expansion	Medium	TBD
TEMP470	OCC - Construct Operations Office & Add Additional Conference/Meeting Space	New	Medium	1,350,000
TEMP501	OCC - Cover MLK Plaza with Glass Canopy	New	Medium	5,000,000
TEMP475	OCC - Elevator #3 Hydraulic Cylinder Replacement	Replacement	Medium	250,000
TEMP481	OCC - HVAC Unit for Capital Projects Office	New	Medium	12,000
TEMP493	OCC - Install Electronic Swipe Locking System for Meeting & Ballrooms	New	Medium	300,000
TEMP479	OCC - Public Circulation Furniture (Lobby Area)	Replacement	Medium	250,000
TEMP486	OCC - Renovate Skyview Terrace & VIP B Suite	Replacement	Medium	250,000
TEMP485	OCC - Retro-Commissioning (RXC) - Year 3 of 3	New	Medium	65,000
TEMP489	OCC - Upgrade Meeting Rooms & Ballroom signage to Video Screens	New	Medium	250,000
<b>Total Metro Exposition-Recreation Commission</b>			<b>8,062,000</b>	
<b>PARKS AND ENVIRONMENTAL SERVICES</b>				
<b>Parks and Natural Areas Management</b>				
TEMP66	Blue Lake Park Improvements Phase 1	New	Medium	8,900,000
TEMP67	Blue Lake Park Improvements Phase 2	New	Medium	3,000,000
71772	Oxbow Park - Diack Environmental Education Center	New	Medium	1,767,645
<b>Total Parks and Natural Areas Management</b>			<b>13,667,645</b>	
<b>Solid Waste Operations</b>				
76929	Metro South - Install High Capacity Baler	New	Medium	791,000
TEMP340	Wash - Vacuum Trucks for Transfer Stations	New	High	260,000
76931	Metro South - Wood Processing Capacity	New	Medium	804,000
76932	Metro South - Wood Staging Structure	New	Medium	480,000
Temp103	Metro South - Installation of Compactor for Public Unloading Area	New	Medium	880,000
<b>Total Solid Waste Operations</b>			<b>3,215,000</b>	
<b>SUSTAINABILITY CENTER</b>				
<b>Parks Planning and Development</b>				
GF201	Nature and Golf Learning Center at Blue Lake Park	New	High	11,097,888
TEMP186	Willamette Cove Nature Park	New	Medium	300,000
TEMP298	Smith and Bybee South Shore Trail and Bridge	New	High	1,323,750
<b>Total Parks Planning and Development</b>			<b>12,721,638</b>	
<b>GRAND TOTAL UNFUNDED</b>			<b>\$37,666,283</b>	

# Current project status reports

The Current Projects Status Report is used to report on the progress toward completion of existing projects and to assist in preparing the capital budget. Included are previously approved projects that were expected to be completed by the end of FY 2010-11. Status reports are grouped by operating unit.

## Key to status reports

**Project Title:** Title by which the project was referenced in the last budget.

**Year First Authorized:** The fiscal year in which funds were first appropriated for the project.

**Project Status:** The status of the project is identified by the following: Incomplete, carried forward, complete, canceled or unfunded.

**Completion Date:** The original expected completion date for projects.

**Original Cost Estimate:** Estimate of total project costs when the project was first authorized.

**Revised Cost Estimate:** The most recent estimate of total project costs.

**Expenditures:** The total funds expended for the project if completed or canceled.

		Year First Authorized	Project Status	Completion Date	Original Cost Estimate	Revised Cost Estimate	Actual Expenditures as of June 30, 2011
<b>FINANCE AND REGULATORY SERVICES</b>							
<b>Solid Waste Operations</b>							
65720	Solid Waste Information System (SWIS)	2010-11	Carried Forward	6/30/12	1,250,000	825,000	-
<b>INFORMATION SERVICES</b>							
<b>Information Services</b>							
1524	Domain Integration	2010-11	Complete	12/31/10	100,000	Unchanged	92,170
56135	Develop Enterprise Business Applications Software	1998-99	Complete	6/30/12	193,000	50,000	38,150
1515	Net Appliance Alex File Server	2008-09	Carried Forward	6/30/12	132,600	Unchanged	-
<b>Metro Exposition-Recreation Commission</b>							
<b>Convention Trade and Consumer Shows</b>							
TEMP398	Expo - Food & Beverage Upgrades	2010-11	Complete	2/28/11	339,200	Unchanged	139,862
102	OCC - Signage Upgrade	2010-11	Carried Forward	6/30/12	150,000	Unchanged	250
135	OCC - Parking Management System and Equipment Replacem	2010-11	Complete	6/30/11	130,000	Unchanged	116,350
136	OCC - Sizzler Block Plaza Construction Project	2010-11	Carried Forward	6/30/12	660,000	Unchanged	210,671
90	OCC - Removable Airwall Repair and Retrofit	2009-10	Complete	6/30/11	495,000	560,000	320,086
92	OCC - Kitchen Remodel	2009-10	Carried Forward	6/30/12	1,000,000	Unchanged	364,634
92B	OCC - Small Wares Purchase	2010-11	Carried Forward	6/30/12	300,000	160,000	81,643
92C	OCC - Kitchen Remodel - Equipment Purchase & Install	2009-10	Carried Forward	6/30/12	100,000	Unchanged	411,972
92E	OCC - Leg Up Program Store Project	2010-11	Complete	6/30/11	150,000	Unchanged	176,594
93	OCC - VAV Controllers and CO2 Sensors on AHYs LEED	2010-11	Complete	6/30/11	105,000	Unchanged	69,264
94	OCC - Lighting Retrofit	2009-10	Complete	6/30/11	751,645	Unchanged	761,982
95	OCC - Hand Dryers	2009-10	Complete	6/30/12	150,000	Unchanged	153,169
<b>Performing Arts, Arts and Culture</b>							
139	PCPA Arlene Schnitzer Concert Hall Roof	2010-11	Complete	11/30/10	100,000	Unchanged	97,884
137	PCPA Hatfield Chiller Replacement	2010-11	Complete	6/30/11	289,000	Unchanged	312,538
140	PCPA - Keller Auditorium Boiler Replacement	2010-11	Carried Forward	6/30/12	100,000	Unchanged	98,382
TEMP410	PCPA - Food & Beverage Capital Investment	2009-10	Complete	6/30/11	325,000	Unchanged	287,227
<b>OREGON ZOO</b>							
<b>Zoo Visitor Experience</b>							
ZI251	Water Main Replacement	2010-11	Complete	7/31/11	300,000	Unchanged	243,000
ZIP008	Penguin Filtration System Replacement	2009-10	Incomplete	10/31/11	2,100,000	Unchanged	943,007
TEMP363	750 kw Generator	2008-09	Carried Forward	6/30/12	149,630	Unchanged	-
ZPR12	Red Ape Reserve "Orangutan"	2007-08	Complete	6/30/11	1,800,000	3,603,953	3,603,953
ZVS03	Zoo Micros POS System	2008-09	Incomplete	7/31/11	183,600	130,000	114,314

		Year First Authorized	Project Status	Completion Date	Original Cost Estimate	Revised Cost Estimate	Actual Expenditures as of June 30, 2011
<b>PARKS AND ENVIRONMENTAL SERVICES</b>							
<i><b>Parks and Natural Areas Management</b></i>							
70171	M. James Gleason Boat Ramp Renovation Phase III & IV	2008-09	Complete	12/31/10	1,200,000	1,599,500	1,583,958
CEM151	Brainard Retaining Wall	2008-09	Carried Forward	6/30/13	76,500	Unchanged	13,579
<i><b>Property Services</b></i>							
1301	Parking Structure Waterproofing	2007-08	Complete	12/31/10	350,000	1,160,000	1,179,663
1510	Council/COO Building Space Remodel	2007-08	Complete	6/30/11	242,983	Unchanged	237,770
<i><b>Solid Waste Operations</b></i>							
76840	Improvements to Metro South truck entrance/exit	2010-11	Carried Forward	6/30/12	110,000	Unchanged	-
76841	Metro South- Replace Ventilation System Components	2010-11	Complete	12/31/10	100,000	Unchanged	105,533
76873	Metro Central Storm Water Improvements	2010-11	Carried Forward	6/30/12	200,000	150,000	-
76877	Metro Central - Scalehouse "C" Scale Replacement	2010-11	Carried Forward	6/30/12	100,000	130,000	98,465
76933	Metro South - Compactor Replacement	2010-11	Complete	11/30/10	300,000	Unchanged	229,439
76959	Metro Central Organics/Food Handling	2010-11	Carried Forward	6/30/12	350,000	Unchanged	-
76851	Metro South Transfer Station - Access Lane	2010-11	Carried Forward	12/31/11	50,000	100,000	4,500
76876	Metro Central HHW - Roof Replacement	2010-11	Carried Forward	10/31/11	150,000	185,000	11,200
<b>SUSTAINABILITY CENTER</b>							
<i><b>Parks Planning and Development</b></i>							
70463	Graham Oaks Nature Park	2008-09	Incomplete	8/15/11	3,420,898	2,900,000	2,891,000

# Capital Asset Management Policies

In FY 2000–01 the Metro Council raised concerns about the lack of comprehensive agency asset management policies. The Presiding Officer established a Systems Performance Task Force to review the differing departmental approaches to capital asset management and make recommendations. The major finding of the task force was a need to have capital management policies for three principal reasons:

- To provide a general framework for capital asset management.
- To provide minimum standards and requirements related to capital asset management for all Metro departments.
- To have established written policies against which the Council can review the capital asset management programs of individual departments; these policies also require additional fiscal information be included in the capital budget and the budget that will give the Council a clearer picture of the total capital needs of the agency.

In 2001 via Resolution No. 01-3113, Council approved the Metro Capital Asset Management Policies. During FY 2002–03, operating procedures were developed to ensure consistent application of these policies.

The policies are reviewed and affirmed annually by the Metro Council as part of the budget adoption process.

## CAPITAL ASSET MANAGEMENT POLICIES

The following policies 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. 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.

1. 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. It is expected that each Metro department will have written policies and procedures that address:

Multi-year planning for renewal and replacement of facilities and their major components.

Annual maintenance plans.

2. Metro shall establish a Renewal and Replacement Reserve account for each operating fund responsible for major capital assets.

Ensuring that the public receives the maximum benefit for its investments in major facilities and equipment requires an ongoing financial commitment. A Renewal and Replacement Reserve should initially be established based on the value of the asset and consideration of known best asset management practices. Periodic condition assessments should identify both upcoming renewal and replacement projects and the need to adjust reserves to support future projects. If resources are not sufficient to fully fund the Reserve without program impacts, the Council will consider alternatives during the annual budget process. Establishing and funding the Reserve demonstrates Metro’s ongoing capacity and commitment to these public investments.

3. Metro shall prepare, adopt and update at least annually a five-year Capital Improvement Plan (hereto referred as the capital budget). 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 capital budget shall be included in the proposed budget.

The primary method for Metro departments to fulfill the need for multi-year planning is the capital budget process. The capital budget allows a comprehensive look at Metro's capital needs for both new facilities and renewal and replacement of existing ones, and allows the Council to make the necessary decisions to ensure financial resources match forecasted needs.

4. Capital improvement projects are defined as facility or equipment purchases or construction which results in a capitalized asset costing more than \$100,000\* and having a useful (depreciable life) of five years or more. Also included are major maintenance projects of \$100,000 or more that have a useful life of at least five years. (\*Effective July 1, 2009, per Resolution 08-3941A)

A clear threshold ensures that the major needs are identified and incorporated in financial plans.

5. An assessment of each Metro facility will be conducted at least every five years. The report shall identify repairs needed in the coming five years to ensure the maximum useful life of the asset. This information shall be the basis for capital improvement planning for existing facilities and in determining the adequacy of the existing Renewal and Replacement Reserves.

A foundation step for capital planning is an understanding of the current conditions of Metro facilities. It is expected that Metro departments have a clear, documented process for assessing facility condition at least every five years. The assessment processes may range from formal, contracted engineering studies to in-house methods such as peer reviews. The assessment should identify renewal and replacement projects that should be done within the following five years. The Renewal and Replacement Reserve account should be evaluated and adjusted to reflect the greater of the average renewal and replacement project needs over the coming five years or two percent of the current facility replacement value.

6. The capital budget will identify adequate funding to support repair and replacement of deteriorating capital assets and avoid a significant unfunded liability from deferred maintenance.

Using the information provided by facility assessments, Metro departments should use the capital budget process to identify the resources necessary to keep facilities in an adequate state of repair. In situations where financial resources force choices between programs and facility repair, the annual budget process should highlight these policy choices for Council action.

7. A five-year forecast of revenues and expenditures will be prepared in conjunction with the capital budgeting process. The forecast will include a discussion of major trends affecting agency operations, incorporate the operating and capital impact of new projects, and determine available capacity to fully fund the Renewal and Replacement Reserve.

Incorporation of capital needs into agency five-year forecasts ensures that problem areas are identified early enough that action can be taken to ensure both the maintenance of Metro facilities and integrity of Metro services.

8. 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.

Preparing a capital budget and incorporating it into five-year forecasts enables Metro to plan needed capital spending within foreseeable revenues. This minimizes the more costly use of debt for capital financing and ensures renewal and replacement of facility components takes place without undue financial hardship to operations.

9. Debt (including capital leases) may only be used to finance capital, including land acquisition, not ongoing operations. Projects that are financed through debt must have a useful service life at least equal to the debt repayment period.

Because interest costs impact taxpayers and customers, debt financing should be utilized only for the creation or full replacement of major capital assets.

10. When choosing funding sources for capital items, every effort should be made to fund enterprise projects either with revenue bonds or self-liquidating general obligation bonds. For the purpose of funding non-enterprise projects, other legally permissible funding sources such as systems development charges should be considered.

11. Acquisition or construction of new facilities shall be done in accordance with Council adopted facility and/or master plans. Prior to approving the acquisition or construction of a new asset, Council shall be presented with an estimate of the full cost to operate and maintain the facility through its useful life and the plan for meeting these costs. At the time of approval, Council will determine and establish the Renewal and Replacement Reserve policy for the asset to ensure resources are adequate to meet future major maintenance needs.

New Metro facilities should be planned within the overall business and service objectives of the agency. To ensure that the public gains the maximum utility from the new facility or capital asset, Metro should identify the full cost of building and operating the facility throughout its useful life. Resources generated from its operation or other sources should be identified to meet these needs.