



600 NE Grand Ave.
Portland, Oregon
97232-2736

2011-12

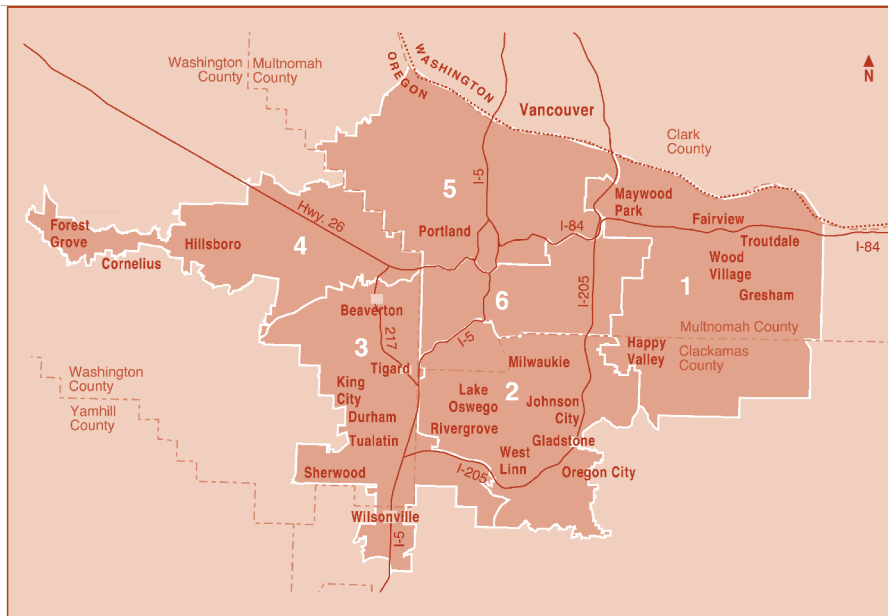
ADOPTED BUDGET
Program budget



Metro | *Making a great place*

2011-12

ADOPTED BUDGET Program budget



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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.

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Great Communities

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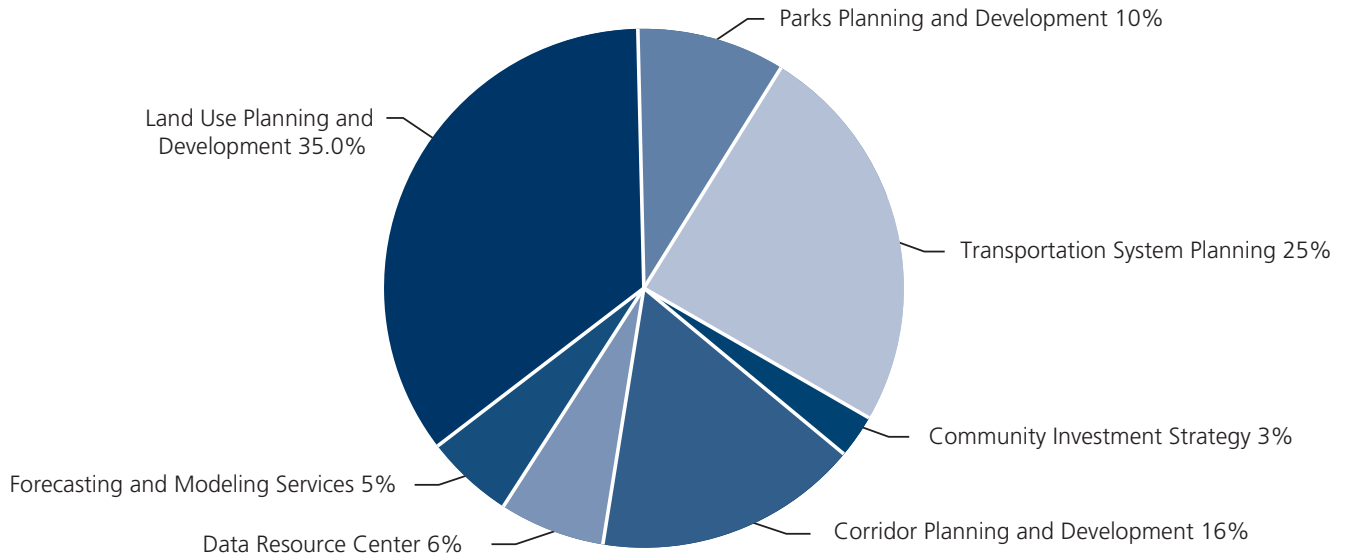




Great Communities

Guide growth in an economically vibrant, sustainable and compact metropolitan structure which provides access to jobs, services, centers, as well as great cultural and recreational opportunities.

Great Communities FY 2011-12 program expenditures



Community Investment Strategy	\$963,000
Corridor Planning and Development	4,488,000
Data Resource Center	1,784,000
Forecasting and Modeling Services	1,496,000
Land Use Planning and Development	10,004,000
Parks Planning and Development	2,728,000
Transportation System Planning	6,984,000
TOTAL GOAL 1	\$28,447,000

Great Communities Five-year forecast, all associated programs

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$442,614	\$61,175	\$70,618	\$72,737	\$74,919	\$77,167	\$79,482
Grants and Donations	10,929,037	12,372,570	12,471,161	10,359,485	9,946,469	10,116,788	10,293,774
Governmental Resources	865,933	2,641,507	4,430,461	3,896,172	1,007,672	1,007,672	1,007,672
Other Resources- Fund Balance	2,048,292	5,954,133	9,519,550	7,115,889	5,115,889	3,115,889	3,115,889
TOTAL PROGRAM RESOURCES	14,285,876	21,029,385	26,491,790	21,444,283	16,144,949	14,317,516	14,496,817
PROGRAM OUTLAYS							
Operating Costs	15,666,578	22,560,430	22,978,821	21,966,794	21,931,314	22,719,528	23,557,349
Capital	2,514,975	1,689,000	939,000	0	0	0	0
Department Administration and Overhead	572,252	1,529,427	1,141,191	1,197,364	1,256,311	1,318,167	1,383,078
Direct Service Transfers	151,594	147,079	152,056	158,138	164,464	171,043	177,885
Central Administration and Overhead	2,894,534	3,224,996	3,236,195	3,398,005	3,581,606	3,775,415	3,980,019
Debt Service	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	21,799,933	29,150,932	28,447,264	26,720,301	26,933,695	27,984,153	29,098,330
NET PROGRAM REVENUE (COST)	(7,514,057)	(8,121,547)	(1,955,474)	(5,276,018)	(10,788,746)	(13,666,637)	(14,601,513)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	\$4,299,485	\$7,035,016	\$7,457,472	\$6,096,406	\$6,121,319	\$6,159,436	\$6,198,696
Current Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserves	\$3,214,572	\$1,086,531	\$1,460,812	\$797,000	\$0	\$0	\$0
Allocated and Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-PROGRAMMATIC RESOURCES	7,514,057	8,121,547	8,918,284	6,893,406	6,121,319	6,159,436	6,198,696
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$1)	-\$0	\$6,962,812	\$1,617,388	(\$4,667,427)	(\$7,507,201)	(\$8,402,817)
PROGRAM FTE	107.83	108.85	105.52	104.32	102.32	102.32	102.32

Community Investment Strategy

Organization Unit:

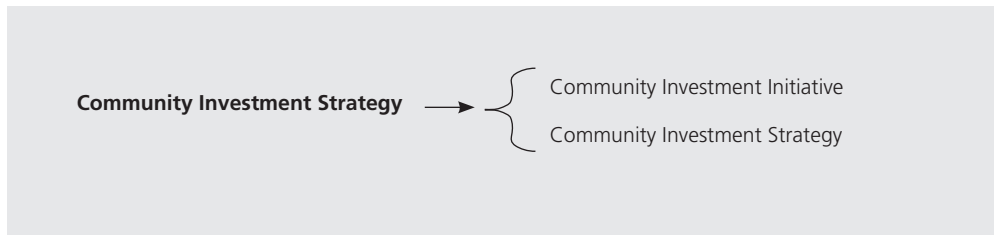
Metro Council

Program Manager:

Heidi Rahn

Program Status:

New



The Community Investment Strategy (CIS) aligns Metro policies, programs and investments to create implementation tools to build out the 2040 vision of thriving centers and effective corridors. CIS staff works with Metro staff, a Leadership Council, technical experts from business and non-profits and elected leaders. Together they are crafting the development of an integrated federal, state, regional and local investment strategy to help close the gap between the region’s needs and its financial means. The Community Investment Strategy is aimed both at maintaining existing infrastructure and community assets and at supporting targeted new investments to accommodate anticipated population and employment growth. It will focus on investing in downtowns, main streets and industrial and employment areas to support the achievement of community aspirations throughout the region.

The CIS coordinates and builds on the efforts of numerous existing Metro programs, including Corridors, Transportation Planning, Land Use Planning and Development, Natural Areas and more. The Community Investment Initiative (CII), a component of the CIS, is an external engagement effort to develop and sustain a coalition of public sector, private sector and community leaders that advocate for the implementation of an integrated investment strategy for this region. At the core of the CII is the Leadership Council, composed of respected regional leaders who will spearhead the work of developing actionable recommendations for an investment strategy. As a convener, Metro is supporting this effort through staff time and contracted services.

The funding listed below for this program in FY 2011-12 is expected to be split approximately evenly between internal Metro efforts and support of the Leadership Council.

Regulatory/statutory requirements

The development and maintenance of critical infrastructure necessary to build and enhance great communities is one of the challenges to successful implementation of the Metro 2040 Growth Concept. Metro’s mandate to manage the Urban Growth Boundary and maintain a compact urban form can only be accommodated by ensuring that critical infrastructure within the Urban Growth Boundary is maintained and developed. As part of the region’s efforts to achieve the goals of the 2040 Growth Concept, Metro is working with local governments, service providers and the private sector to identify and address specific challenges related to financing and developing public infrastructure. This effort seeks to provide a qualitative assessment of the region’s infrastructure needs and identify the service and funding gaps that must be addressed in order to build and sustain great communities.

Climate change/sustainability

Metro staff will ensure that climate change/sustainability is considered in the metrics for infrastructure policy choices that the Leadership Council considers. It is too early to tell how the Leadership Council will weight these factors, or which priority projects will emerge at the end of the process.

Changes from FY 2010-11 current service levels

The project is moving from an exploratory phase in FY 2010-11, where a Leadership Council was being assembled and technical studies were being prepared, to one of policy choices, where work will be coordinated closely with Leadership Council chairs

and consulting advisors. The plan at this time is to craft recommendations and begin a roll-out plan. This new phase will require more staff time from across the agency as we work to meet the information and deadline needs of the Leadership Council. It will also take more time to coordinate a broader group of stakeholders, including the original Investment Exploratory Group (a group of external partners that helped establish and recruit the Leadership Council, regional elected leaders and others who are interested in the project.

Issues and challenges

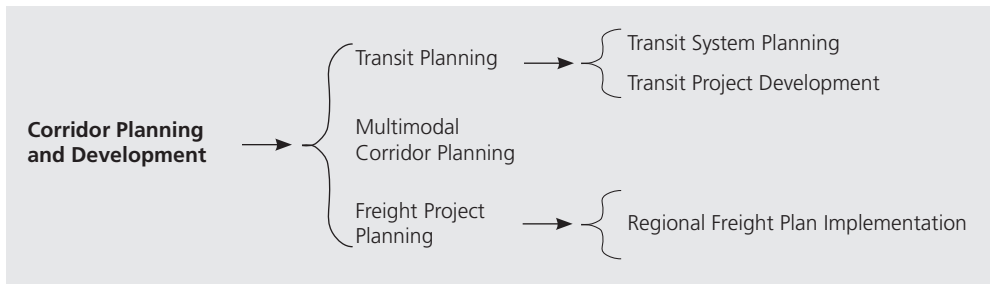
Metro is undertaking a different role in this endeavor based on successful strategies in other regions. Rather than Metro itself being the driving force behind the effort, we are partnering with a carefully selected Leadership Council and allowing it to set course. It is important to align, as much as possible, the areas of emphasis that the Leadership Council prioritizes with the Making a Great Place outcomes, but perfect alignment is not a foregone conclusion.

It will also be challenging to develop a political strategy that will keep elected officials informed about and comfortable with the process, while also building support for the on-the ground implementation of strategies.

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	0	923,884	962,812	797,000	0	0	0
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	0	923,884	962,812	797,000	0	0	0
NET PROGRAM REVENUE (COST)	0	(923,884)	(962,812)	(797,000)	0	0	0
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	0	923,884		0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	962,812	797,000	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	923,884	962,812	797,000	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	0.00	3.85	2.60	2.00	0.00	0.00	0.00





This program includes three major areas: transit project planning, multimodal corridor planning and freight planning. The East Metro Connections and Southwest Corridor Plans and associated community investment strategies will be the primary focus of effort for the division in FY 2011-12. Through integrated land use and transportation planning and a transactional approach, these strategies will prioritize transportation projects and leverage infrastructure and other planning activities to stimulate community and economic development. Project staff will support project refinement and, as appropriate, the Metro Council will select the Locally Preferred Alternative for the Lake Oswego to Portland Transit Corridor by summer 2012. Finally, staff will also provide support to the Columbia River Crossing, Southwest 124th and Damascus Highway 212 projects led by others. Transit project planning includes planning, public involvement and environmental services to meet the Federal Transit Administration’s New Starts requirements and secure federal funding to implement light rail, streetcar, commuter rail projects and other high capacity transit projects in the region. In FY 2009-10 the Regional High Capacity Transit Plan and System Expansion Policy was adopted by the Metro Council and incorporated into the Regional Transportation Plan. In FY 2010-11 the mobility corridor concept and priorities were adopted as part of the Regional Transportation Plan. The Southwest High Capacity Transit Corridor was selected by the Metro Council as the region’s next priority transit project after the Portland to Milwaukie Light Rail Project and Lake Oswego to Portland Transit Project. The East Metro Connections was adopted as the first corridor refinement priority. The Joint Policy Advisory Committee on Transportation and Metro Council approved initial scopes and budgets for East Metro Connections and Southwest Corridor plans. Staff will also continue to implement the regional freight plan by seeking funding for top priority projects and collaboration with local, state and federal partners.

Regulatory/statutory requirements

National Environmental Policy Act, Federal Transit Administration New Starts and Small Starts guidance and regulations, Region 2040 Growth Concept and Regional Transit Plan.

Changes from FY 2010-11 current service level

None.

Issues and challenges

- Local demand for our services continues to exceed the revenue available to provide them.
- New approach to Corridor Planning through implementation of the Mobility Corridor Concept will engage and involve staff throughout the agency and the region in place-making around transportation investments.
- Need to secure long-term stable funding for local match component of project planning phases, given local governments’ tightening budgets.

Corridor Planning and Development

Organization Unit:
Planning and Development

Program Manager:
Ross Roberts

Program Status:
Existing

- Need to solidify the flow of federal grant funds to maintain current staff levels and maintain high levels of service to the region, given the delays in federal reauthorization. The East Metro and SW Corridor projects are able to proceed because Metro secured new multi-year funding.
- The Corridor Planning work program will be scaled to match the flow of local, state and federal revenues, given uncertainties in the availability and timing of key funding sources.
- The Corridor Planning work program will develop interim stand-alone products and milestones that advance projects at the speed with which revenue is acquired.
- Understanding the pressures on the General Fund this year, and the key role that fund plays in cash flow for federally funded projects, it is important that Metro not embark on subsequent project phases without a solid commitment from our local, state and federal partners to provide needed revenue in a timely manner.

Performance measures

Milwaukie LRT Project EIS – Percentage Completion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
66%	99%	100%					

Lake Oswego to Portland Transit Corridor DEIS – Percentage Completion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
20%	80%	100%					

East Metro Connections Plan – Percentage Completion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
0%	0%	25%	95%	100%			

Southwest Corridor Refinement Plan – Percentage Completion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
0%	0%	25%	95%	100%			

Number of 2040 centers served by high capacity and/or rail transit.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NA	NA	NA	2	2	2	2	2

Number of Metro Council and federal project approval decisions that advance projects toward design and construction, for example – adoption of transit and highway locally preferred alternatives, adoption of the HCT System Plan, and adoption of corridor plans.

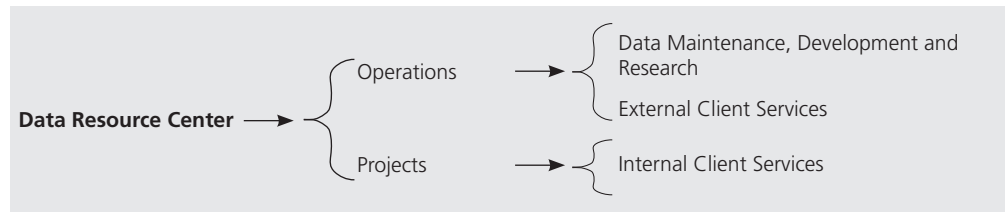
08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
6	4	3	2	2	2	2	

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	4,166,119	3,667,003	4,181,215	4,181,215	4,181,215	4,181,215	4,181,215
Governmental Resources	2,321	0	0	0	0	0	0
Other Resources- Fund Balance	140,914	138,629	6,078,669	4,078,669	2,078,669	78,669	78,669
TOTAL PROGRAM RESOURCES	4,309,354	3,805,632	10,259,884	8,259,884	6,259,884	4,259,884	4,259,884
PROGRAM OUTLAYS							
Operating Costs	3,820,671	3,279,304	3,763,075	3,902,782	4,050,637	4,207,305	4,373,516
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	67,714	228,449	183,781	192,970	202,618	212,749	223,386
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	654,084	545,202	541,424	568,495	596,920	626,766	658,104
TOTAL PROGRAM OUTLAYS	4,542,469	4,052,955	4,488,280	4,664,247	4,850,175	5,046,821	5,255,006
NET PROGRAM REVENUE (COST)	(233,115)	(247,323)	5,771,604	3,595,637	1,409,709	(786,937)	(995,122)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	233,115	247,323	228,395	228,395	228,395	228,395	228,395
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	233,115	247,323	228,395	228,395	228,395	228,395	228,395
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$5,999,999	\$3,824,032	\$1,638,104	(\$558,542)	(\$766,727)
PROGRAM FTE	24.80	21.64	20.18	20.18	20.18	20.18	20.18

Data Resource Center

Organization Unit:
Research Center
Program Manager:
Paul Couey
Program Status:
Existing



The Data Resource Center (DRC) provides a Regional Land Information System (RLIS) and associated services that are agile enough to adapt to the evolving needs of our clients. Specific services include:

- Geospatial data collection, maintenance and distribution.
- Decision-support for Metro clients, providing spatial analysis and GIS mapping.
- Services to local governments, businesses and the public, including regional GIS coordination.
- Regular delivery of value-added information, including illustrated research findings.

All DRC services are built upon the foundation of RLIS. To maintain this foundation, staff collaborate with partners to collect and combine data into a seamless set of information that supports strategic decision making. This dataset is used to generate products and services that inform a wide variety of regional issues. It also provides the spatial data infrastructure for Metro’s modeling and forecasting functions that support transportation and land use planning.

Regulatory/statutory requirements

Information maintained in RLIS supports Metro’s statutory requirements for urban growth management and transportation planning.

Changes from FY 2010-11 current service levels

- Reduce limited duration 1.34 FTE GIS Technician for contracted services.
- Reduce 1.2 FTE Senior GIS Specialist and reclassify two 0.6 FTE Associate and Assistant GIS Specialists, no net change in FTE.
- Increase 1.0 FTE Associate Regional Planner LD for Climate Smart Initiative (Greenhouse Gas (GhG)).
- Add 1.4 FTE limited duration GIS specialists for Climate Smart Initiative (GhG grant funded).
- Transfer 1.0 FTE Senior GIS Specialist to Sustainability Center.

Issues and challenges

In FY 2011-12 the DRC will continue to focus on increasing the efficiency of our data collection, maintenance and distribution process. This will be accomplished through our ongoing effort to streamline our maintenance processes and cultivate relationships with data providers and other partners at the state and local level.

The DRC will also focus on reducing barriers to accessing information by developing creative approaches to illustrating information at both the regional and local scale.

Performance measures

Programs within the Research Center utilize customer satisfaction surveys. Customers are asked whether our analytical systems are “capable” of addressing their stated need, and whether the actual service provided met quality expectations. Actual results have or are being prepared for the past two to three years, depending upon program.

Now that baseline performance has been established, targets and methods for meeting those targets will be developed through amendment to the Research Center Strategic Plan.

Other quality control and performance expectations are directly addressed through day-to-day project scoping and project management practices.

Percentage of clients who rate the quality of DRC products and services as excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
64.6%	*	76.9%					

Percentage of clients who rate the relevance of RLIS data to their needs as excellent.

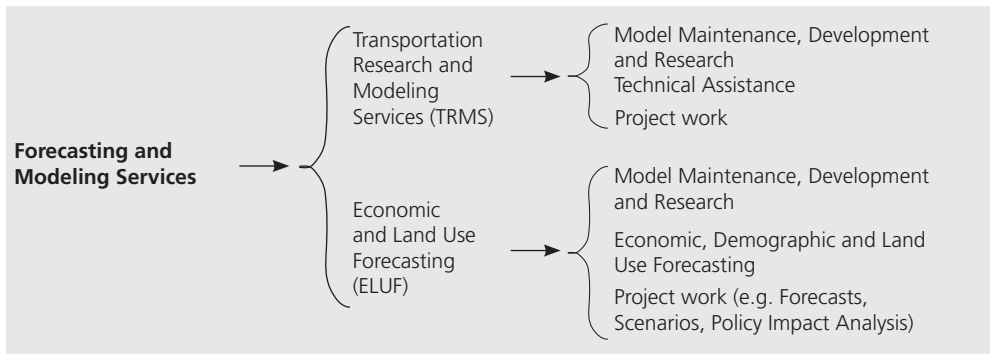
08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
61.1%	*	67.3%					

*The methodology behind the survey instrument was refined as part of the Research Center strategic planning process. These changes will allow for year-to-year trend analysis beginning in FY 2010-11.

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$328,315	\$57,171	\$70,618	\$72,737	\$74,919	\$77,167	\$79,482
Grants and Donations	314,459	310,538	263,934	263,934	263,934	263,934	263,934
Governmental Resources	723,909	1,021,465	870,101	870,101	870,101	870,101	870,101
Other Resources- Fund Balance	200,001	198,599	2,770	2,770	2,770	2,770	2,770
TOTAL PROGRAM RESOURCES	1,566,684	1,587,773	1,207,422	1,209,542	1,211,724	1,213,972	1,216,287
PROGRAM OUTLAYS							
Operating Costs	1,651,613	1,568,903	1,272,722	1,267,889	1,325,459	1,386,916	1,452,596
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	181,372	282,635	213,979	223,099	234,254	245,967	258,265
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	402,076	343,784	297,202	312,062	327,665	344,048	361,251
TOTAL PROGRAM OUTLAYS	2,235,061	2,195,322	1,783,903	1,803,051	1,887,378	1,976,931	2,072,111
NET PROGRAM REVENUE (COST)	(668,377)	(607,549)	(576,481)	(593,509)	(675,654)	(762,959)	(855,824)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	579,969	496,808	576,482	515,894	515,894	515,894	515,894
Current Revenues	0	0	0	0	0	0	0
Reserves	88,408	110,741	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	668,377	607,549	576,482	515,894	515,894	515,894	515,894
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	-\$0	\$1	(\$77,615)	(\$159,760)	(\$247,065)	(\$339,930)
PROGRAM FTE	12.01	13.57	11.00	10.40	10.40	10.40	10.40





This program provides support to Metro’s operating units and regional partners by providing economic, land use allocation and travel demand forecasts to policy officials to assist in regional decision making.

Principal activities include:

- Collect and analyze economic, land use and transportation related information.
- Use the data to develop and maintain modeling tools for forecasting economic activity, development patterns, travel flows and emissions.
- Use the economic, land use allocation and transportation modeling tools in project analysis.

Regulatory/statutory requirements

The Federal Highway Administration, Federal Transportation Administration and U.S. Environmental Protection Agency require that project analysis be carried out using methods and modeling tools that meet certain guidelines. Failure to meet the guidelines may result in project analysis conclusions that do not meet federal approval.

With regard to economic and land use allocation forecasting, the State of Oregon has regulations that guide protocols governing the accuracy of regional projections, requiring local forecasts to be coordinated with counties and local jurisdictions. Forecasts are acknowledged by the Metro Council and the state Department of Land Conservation and Development.

Climate change/sustainability

The travel demand and land use allocation modeling tools are currently used to analyze infrastructure investments and land use policy alternatives with regard to transportation and growth related vehicle greenhouse gas emissions. In FY 2010-11 current tools were enhanced and new evaluation tools and procedures were implemented. Improvements and applications of these tools will continue in FY 2011-12. One key activity includes the complete integration of new EPA software into the analytical methods for addressing transportation greenhouse gas sources. Similarly, improved methods for determining greenhouse gas emissions from stationary sources will be addressed.

Changes from FY 2010-11 current service levels

The TRMS service levels are reduced one FTE. An associate modeler position (filled by a limited duration employee) was eliminated.

Issues and challenges

In FY 2011-12 Modeling and Forecasting Services will encounter multiple issues and challenges including:

- HB 2001 Greenhouse Gas Scenario planning requires extensive development of analytical procedures and modeling tools, particularly in the area of sketch level

Forecasting and Modeling Services

Organization Unit:
Research Center
Program Manager:
Richard Walker
Program Status:
Existing

planning, traffic trip-tours, non-auto mode choices and routes, traffic assignments that respond to tolls or pricing.

- A regional travel behavior survey began in spring 2011. The data collection will continue through fall 2011. This information will contribute to the validation efforts of the new tools.
- Mid-Willamette Valley Council of Governments will be Metro’s first test case of the open-source MetroScope software. HB 2001 directs Metro to provide land use forecasting expertise to Lane County and other local Metropolitan Planning Organizations in the state. This will require devoting additional existing resources to improving model documentation for MetroScope operations.
- Forecasting procedures will be refined and updated as 2010 Census information is released. Model calibration and setting up the protocols to do so will require extensive collaboration.

Program performance measures

Programs within Modeling and Forecasting utilize customer satisfaction surveys. Customers are asked whether our analytical systems are “capable” of addressing their stated need, and whether the actual service provided met quality expectations. Actual results have or are being prepared for the past two to three years, depending upon program. Now that baseline performance has been established, targets and methods for meeting those targets will be developed through amendment to the Research Center Strategic Plan.

Other quality control and performance expectations are directly addressed through day-to-day project scoping and project management practices.

Transportation Research and Modeling Services

Travel Demand Model capability, as measured by annual survey of clients. Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
4.3	3.5*	4.1					

Quality of the data produced by the model, as measured by annual survey of clients. Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
4.8	4.0*	4.3					

Customer service continually improves for both internal and external customers, as measured by annual customer survey. Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
5.0	4.5*	5.0					

Economic and Land Use Forecasting

Regional macroeconomic model and MetroScope capabilities, as measured by annual survey of clients. Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
**	4.5	5.0					

Quality of the data produced by the models, as measured by annual survey of clients. Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
**	4.7	5.0					

* FY 2009-10 reduces sample size.

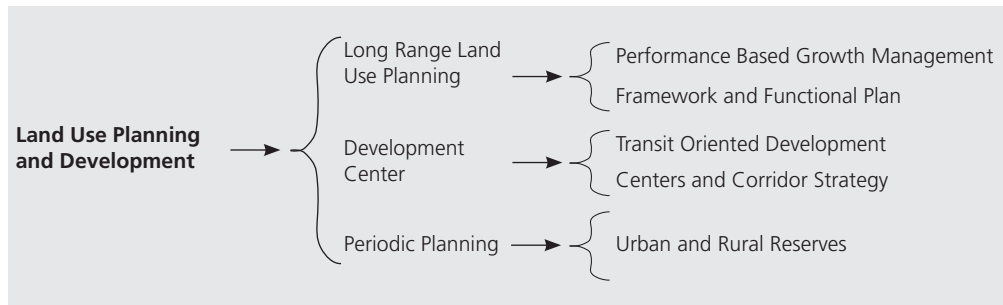
** Survey instrument was developed and implemented as part of the Research Center strategic planning process in FY 2009-10.

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$838	\$4,004	\$0	\$0	\$0	\$0	\$0
Grants and Donations	859,440	1,754,946	826,533	826,533	826,533	826,533	826,533
Governmental Resources	134,703	120,042	576,860	137,571	137,571	137,571	137,571
Other Resources- Fund Balance	1,449	3,561	16,284	16,284	16,284	16,284	16,284
TOTAL PROGRAM RESOURCES	996,430	1,882,553	1,419,676	980,388	980,388	980,388	980,388
PROGRAM OUTLAYS							
Operating Costs	798,867	1,588,575	1,160,819	854,520	893,797	935,721	980,521
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	107,963	189,424	134,341	142,637	149,769	157,257	165,120
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	249,191	244,295	200,925	210,971	221,520	232,596	244,226
TOTAL PROGRAM OUTLAYS	1,156,021	2,022,294	1,496,085	1,208,128	1,265,086	1,325,574	1,389,867
NET PROGRAM REVENUE (COST)	(159,591)	(139,740)	(76,408)	(227,740)	(284,698)	(345,186)	(409,479)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	130,776	139,740	76,407	76,407	76,407	76,407	76,407
Current Revenues	0	0	0	0	0	0	0
Reserves	28,815	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	159,591	139,740	76,407	76,407	76,407	76,407	76,407
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	-\$0	-\$0	(\$151,333)	(\$208,291)	(\$268,779)	(\$333,072)
PROGRAM FTE	7.15	9.09	6.91	6.91	6.91	6.91	6.91

Land Use Planning and Development

Organization Unit:
 Planning and Development
Program Manager:
 John Williams
Program Status:
 Existing



The Land Use Planning and Development program includes a variety of activities that support the Metro Council and regional partners in implementing the 2040 vision. This program comprises three areas: Long Range Land Use Planning, the Development Center and Periodic Planning.

Long Range Land Use Planning takes the lead in development of long-range strategies to implement the 2040 vision and accomplish desired regional outcomes in employment areas, centers, main streets and station communities. Program staff also are responsible for land monitoring, management and performance activities and technical assistance that implement the Council’s adopted policies in the Framework Plan, Urban Growth Management Functional Plan, respond to Oregon statutes and support Council in revising Metro policies to respond to new needs for regional growth management. The Brownfields grant program is also housed in this division. Long Range Land Use Planning staff will support the Community Investment Strategy by helping to identify investment needs and funding options. Development of Climate Change Scenario alternatives that are relevant to local land use and transportation plans can also help inform investment initiative priorities.

The Development Center supports and fosters sustainable and innovative development patterns and practices throughout the region with technical assistance, financial incentives and education/outreach. The center houses a variety of programs including the Transit Oriented Development program and technical assistance for downtowns, main streets and station areas. These activities include direct investments of regional funds by Metro, in partnership with developers and local jurisdictions, into construction of buildings and infrastructure that will serve as catalysts and market comparables for other projects in centers and help increase TriMet ridership in Transit Oriented Developments. The center also uses tools such as educational forums, inspirational tours and technical assistance to demonstrate innovative approaches that focus investment in centers and corridors. The center also serves to coordinate and facilitate collaborative placemaking initiatives throughout Planning and Development.

Periodic Planning has recently focused on the Urban and Rural Reserves program and in the upcoming year will transition to implementation efforts in concert with the Long Range Land Use Planning group.

For FY 2011-12 the Council provided additional funding for continuing Development Opportunity projects, implementing an eco-efficient business strategy in one or two additional communities, and collecting, augmenting and assessing data related to brownfields and smaller parcels which form barriers to development in centers and corridors.

Regulatory/statutory requirements

Metro Code, Oregon Statutes.

Climate Change/Sustainability

Although the 2040 Growth Concept was not developed using sustainability terminology, it clearly stands out as a hallmark of sustainable visioning and implementation. The plan focuses on development in centers, corridors and employment areas that is more conducive to providing transportation choices (walking, biking, transit, auto) for residents. It promotes a balance of jobs and housing to reduce vehicle miles traveled and harmful greenhouse gas emissions, and it protects nearby natural areas and agricultural communities through a tight urban growth boundary. All the actions of the program are designed to reinforce these sustainable concepts through transit oriented development projects, transit project development, financial incentive toolkits, brownfields redevelopment and policy development.

Changes from FY 2010-11 current service levels

- Reduce 1.0 FTE limited duration Assistant Regional Planner for Development Opportunity Fund.
- Reduce 0.5 FTE limited duration Records and Information Analyst.

Issues and challenges

Long Range Land Use Planning/Periodic Planning

- Balancing regional and local objectives and outcomes.
- Multiple and changing variables affecting future trends and conditions.
- Adjusting existing Metro policies to respond to changing economic and demographic needs as well as updating them to reflect increased need for sustainable practices.
- Developing long-range plans that balance flexibility and predictability.

Development Center

- Lack of access to capital, stalling development efforts region wide due to the recession.
- Lack of sufficient staff and financial resources to meet demand for incentives and technical assistance that promote development.
- Market forces that overpower feasibility of compact urban form.
- Change resistance and negative reaction to infill/development.
- Lack of financing to invest in the amenities and other infrastructure to support centers and corridors.
- Auto-oriented development patterns, lack of urban design features and lack of amenities and public spaces in centers and corridors that make them unattractive for compact, pedestrian oriented investments.
- Existing policies that systematically make development in downtowns, mainstreets and station areas challenging.
- Lack of authority to effect change, and the need to build and rely on influence.

Performance measures**Long Range Land Use Planning/Periodic Planning**

Number of jurisdictions in compliance with Title 13 Nature in Neighborhoods.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
23	23	26	28	28	28	28	28

Completion of concept plans for areas brought into the UGB up to 2004.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
5	7	10	12	12	12	12	12

Number of 2040 centers that meet the requirement in Title 6 to be eligible for regional investments.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NA	NA	NA	2	4	6	8	10

Number of collaborative forums and events sponsored by Metro that provide technical assistance in implementing the Community Investment Strategy.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NA	NA	NA	3	6	6	6	6

Development Center

Number of TOD projects completed each year in each center, corridor or station area.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
2	1	2	3	3	3	3	3

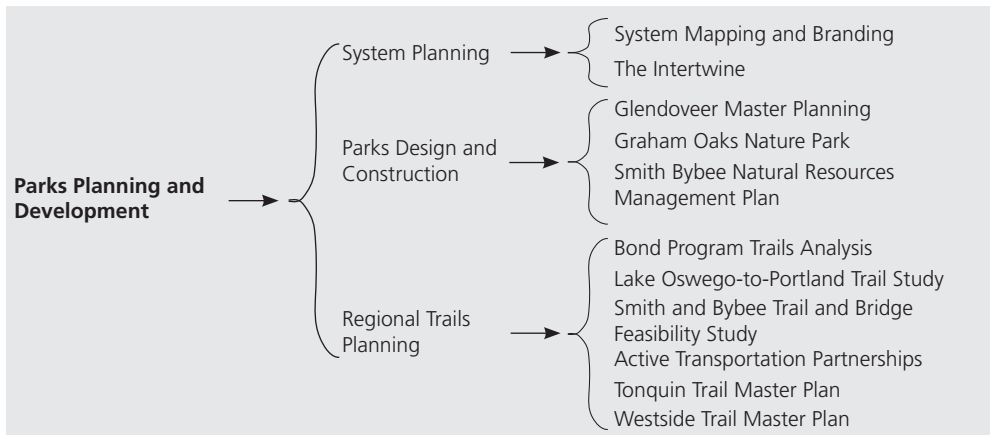
Number of communities that have partnered with Metro and have initiated implementing innovative policies, programs or projects to support development in centers and corridors.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
10	15	20	7	7	4	4	4

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$71,866	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	220,423	270,721	113,607	113,607	113,607	113,607	113,607
Governmental Resources	0	1,500,000	2,888,500	2,888,500	0	0	0
Other Resources- Fund Balance	1,576,326	5,353,684	3,311,181	2,972,519	2,972,519	2,972,519	2,972,519
TOTAL PROGRAM RESOURCES	1,868,615	7,124,404	6,313,288	5,974,626	3,086,126	3,086,126	3,086,126
PROGRAM OUTLAYS							
Operating Costs	3,841,241	9,223,341	9,127,234	8,691,628	8,941,829	9,203,442	9,477,299
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	72,981	251,060	192,256	201,868	211,962	222,560	233,688
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	776,814	704,141	684,662	718,895	754,840	792,582	832,211
TOTAL PROGRAM OUTLAYS	4,691,036	10,178,542	10,004,152	9,612,391	9,908,631	10,218,584	10,543,197
NET PROGRAM REVENUE (COST)	(2,822,421)	(3,054,138)	(3,690,864)	(3,637,765)	(6,822,505)	(7,132,458)	(7,457,071)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	2,332,332	3,054,138	3,510,864	3,160,864	3,160,864	3,160,864	3,160,864
Current Revenues	0	0	0	0	0	0	0
Reserves	490,089	0	180,000	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	2,822,421	3,054,138	3,690,864	3,160,864	3,160,864	3,160,864	3,160,864
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	(\$0)	(\$476,901)	(\$3,661,641)	(\$3,971,594)	(\$4,296,207)
PROGRAM FTE	26.73	23.79	21.11	21.11	21.11	21.11	21.11





This program plans and builds a regional system of parks, natural areas and trails. This work encompasses everything from the high-level analysis of branding and funding to site-specific design and construction of new nature parks that promote appropriate public access to part of the almost 11,000 acres purchased under the Natural Areas and Open Spaces bond programs.

The team of landscape architects and project managers in this program provides technical assistance, best practices and coordination among local park providers. They also provide technical expertise to other Metro efforts, such as corridor planning and Making the Greatest Place.

Regulatory/statutory requirements

Regional Framework Plan, Chapter 3 (1997), 2040 Growth Concept, Greenspaces Master Plan (1992), Open Spaces Parks and Streams Bond Measure (1995), Natural Areas Acquisition Bond Measure (2006), Regional Transportation Plan (2000/2002), Regional Trails and Greenway Plan and Map (2002), SAFETEA-LU (2005), Future Vision Report (1995), GPAC Vision Document (2004).

Climate Change/Sustainability

As new facilities are built or existing facilities are improved, this program will continue to analyze potential sustainability features in the trails, parks and natural areas and incorporate as many as possible. Examples include incorporating on-site bioswales for stormwater management at Graham Oaks Nature Park and using wood products from sustainably managed forests. Perhaps most importantly, the value of these efforts will be expanded by demonstrating them to the public. Trail planning is particularly aimed at affecting climate change by providing safe non-motorized transportation alternatives to dramatically increase the number of trips or percentage of travelers using the trails.

Changes from FY 2010-11 current service levels

Efforts will continue to move from park construction to focus exclusively on longer term planning. Work on The Intertwine will be focused on furthering the efforts to develop the Community Investment Strategy in conjunction with other efforts to define and analyze on-going funding sources for parks, trails and natural areas. A limited duration position has been extended for an additional year. The Active Transportation Partnerships will be incorporated into this effort.

The budget includes \$100,000 for a feasibility study and initial planning for a publicly accessible canoe and other motorless watercraft launch on the Tualatin River. The plan will provide the facts needed for grant applications for later phase construction documents and actual implementation of the launch. Metro or partners may be the applicant; construction is dependent on receiving the grant, and the schedule will be determined by that outcome.

**Parks
Planning and
Development**

Organization Unit

Sustainability Center

Program Manager:

Mary Anne Cassin

Program Status:

Existing

Issues and Challenges

Like many other government programs, Metro needs to identify a stable funding source – in this case, for master planning, site development and ongoing maintenance of a regional park system, including regional assets owned by other jurisdictions. There is no consensus about which Metro natural areas should be opened to the public, how they will be maintained to meet goals for water quality and habitat restoration and how they fit into a larger system of regional parks and trails. The Intertwine strategy is designed to help resolve these issues.

In FY 2011-12 the Intertwine Alliance will be launched as an independent organization, separate from Metro. Metro will continue as a significant partner to the alliance as well as to manage several projects that support the Intertwine effort. Those projects include continuing the regional system funding and design efforts, development of a website for the Intertwine Alliance, installation of regional trail signage, development of a regional conservation strategy for natural areas and habitat, and support of the Intertwine Conservation Education Leadership Council and summit.

Performance measures

Complete feasibility and/or master plan studies for segments of the Regional Trail System.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
2	0	2	2	2	2	2	2

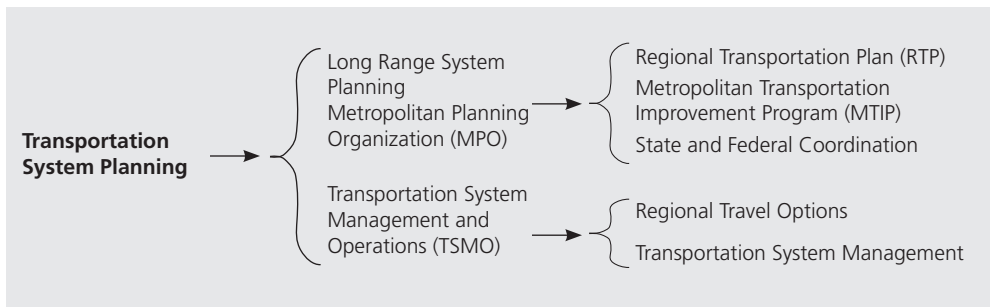
Complete plans or projects that will increase access to nature.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
N/A	N/A	1	3	3	3	3	3

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	326,668	1,295,792	1,081,807	0	0	0	0
Governmental Resources	5,000	0	95,000	0	0	0	0
Other Resources	0	75,058	0	0	0	0	0
TOTAL PROGRAM RESOURCES	331,668	1,370,850	1,176,807	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	739,948	1,393,074	1,026,480	828,146	876,856	912,491	954,770
Capital	2,514,975	1,689,000	939,000	0	0	0	0
Department Administration and Overhead	89,520	269,653	88,652	92,198	95,886	99,721	103,710
Direct Service Transfers	151,594	147,079	152,056	158,138	164,464	171,043	177,885
Central Administration and Overhead	88,225	552,208	521,938	548,035	589,138	633,323	680,822
TOTAL PROGRAM OUTLAYS	3,584,262	4,051,014	2,728,126	1,626,517	1,726,344	1,816,578	1,917,187
NET PROGRAM REVENUE (COST)	(3,252,594)	(2,680,164)	(1,551,319)	(1,626,517)	(1,726,344)	(1,816,578)	(1,917,187)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	657,911	1,704,374	1,233,319	1,245,652	1,270,565	1,308,682	1,347,942
Current Revenues	0	0	0	0	0	0	0
Reserves	2,594,683	975,790	318,000	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	3,252,594	2,680,164	1,551,319	1,245,652	1,270,565	1,308,682	1,347,942
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$380,865)	(\$455,779)	(\$507,896)	(\$569,245)
PROGRAM FTE	9.27	7.70	7.70	7.70	7.70	7.70	7.70





The Transportation System Planning program provides a wide range of transportation planning services that assure Metro’s compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas:

- The Regional Transportation Plan (RTP) is the long-term blueprint that guides investments in the region’s transportation system for all forms of travel — motor vehicle, transit, bike and pedestrian — and the movement of goods and freight. The RTP is updated regularly to ensure compliance with state and federal regulations and to address changing demographic, financial, travel and economic trends and any subsequent changes in the region’s transportation needs. The plan also carries out a broad range of regional planning objectives for implementing the 2040 Growth Concept, the region’s long-range growth management strategy for the Portland metropolitan region.
- The Metropolitan Transportation Improvement Program (MTIP) is a multi-year program that allocates federal and state money for transportation system improvement purposes in the Metro region. Updated every two years, the MTIP allocates funds to specific projects based upon technical and policy considerations that weigh the ability of individual projects to implement regional goals. The MTIP is a critical tool for implementing the RTP and 2040 Growth Concept.
- Metro is designated by the federal government as a Metropolitan Planning Organization (MPO), charged with leading the region’s transportation planning and funding activities, such as the MTIP and RTP. Ongoing responsibilities of the MPO include grant administration, consultation and compliance reviews with federal regulatory agencies and MPO-related support for a range of Metro’s policy advisory and technical committees. Metro belongs to the Oregon MPO Consortium, a coordinating body made up of representatives from all six Oregon MPO boards.
- The Regional Travel Options (RTO) program carries out regional strategies to increase use of transportation modes that reduce pollution and improve mobility. Those modes include carpooling, vanpooling, riding transit, bicycling, walking and telecommuting. The program maximizes investments in the transportation system and relieves traffic congestion. Public and private partners carry out strategies through grant agreements. Collaboration among partners is emphasized to leverage resources, avoid duplication and maximize program impacts. Metro administers the regional program, measures results, manages the regional Drive Less/Save More marketing campaign and provides rideshare services to employers and commuters.
- The Transportation System Management and Operations (TSMO) program is a new activity, closely coordinated with the RTO program and aimed at improving operational efficiencies on the transportation system to help delay or avoid major capital investments in the future.

Regulatory/statutory requirements

Transportation System Planning

Organization Unit:
Planning and Development
Program Manager:
Tom Kloster
Program Status:
Existing

Most of the activities within the program fall within state and federal planning requirements and are substantially supported by ongoing federal transportation planning grants. The U.S. Department of Transportation requires that the MTIP and RTP be updated regularly (on two and four year cycles, respectively) and that Metro be annually certified for meeting federal requirements. The RTP is also regulated at the state level through separate programs in the Oregon Department of Transportation and Department of Land Conservation and Development.

The RTO program is not a regulated activity, but is closely aligned with the TSMO program, and helps meet state mandates to reduce reliance on the automobile and promote alternative modes of travel. The RTO program is operated with dedicated program funds.

At the regional level, these programs are all important tools in implementing the 2040 Growth Concept through a coordinated set of regional standards, funding and financial incentives and best practice tools that help create more walkable, vibrant and accessible local communities.

In FY 2011-12 the Best Practices in Transportation Design project will kick off, continuing through FY 2012-13. This effort includes an update to the region's "Livable Streets" and "Green Streets" design guidelines, as well as an engagement strategy aimed at more aggressively promoting best practices on the ground in projects across the region. This effort is funded with a one-time MTIP grant.

Climate Change/Sustainability

In FY 2010-11 the program began work responding to new state legislation requiring Metro to develop a series of regional growth strategies that address the challenge of climate change. This work will continue into 2012 and largely draws from existing Metro staff normally assigned to the Regional Transportation Plan during the three-year project. The majority of funding for this work comes from a special grant from the Oregon Department of Transportation.

Changes from FY 2010-11 current service levels

- Reduce 0.32 FTE Program Analyst IV for Active Transportation.
- Reallocate FTE from other programs for greenhouse gas work.

Issues and challenges

The region is at a crossroads on transportation. All aspects of the transportation planning program are aimed at helping the region move beyond the conventional congestion-based measures of success and toward an outcomes-based approach to investment. Metro is at the forefront of a national effort to move to a more sustainable transportation policy.

Congress has delayed approval of a new six-year surface transportation authorization bill, reducing the money available for core Portland metropolitan area transportation planning functions. At the same time, demands for transportation planning services are increasing. Therefore, in this budget, several core programs are scaled back or have extended timelines to cope with the shortfall in the near term, with the assumption that reauthorization will occur in FY 2012-13, and programs will be backfilled and restored. These include slowing the pace of local implementation of the newly adopted Regional Transportation Plan for up to three years, dropping our cooperative project development program that Metro and ODOT recently initiated and moving from the present two-year update cycle for the Metropolitan Transportation Improvement Program (MTIP) to a four-year cycle.

Program performance measures

Adopt regularly updated transportation plans and processes that meet state and federal regulations, and ensure continued implementation of the 2040 Growth Concept.

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

Successfully implement regional transportation system management programs that continue to optimize existing infrastructure and investments, while promoting alternatives to the automobile.

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

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$41,595	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	5,041,928	5,073,570	6,004,065	4,974,196	4,561,180	4,731,499	4,908,485
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	129,602	184,602	110,647	45,647	45,647	45,647	45,647
TOTAL PROGRAM RESOURCES	5,213,125	5,258,172	6,114,712	5,019,843	4,606,827	4,777,146	4,954,132
PROGRAM OUTLAYS							
Operating Costs	4,814,238	4,583,348	5,665,679	5,624,828	5,842,736	6,073,653	6,318,648
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	52,702	308,207	328,183	344,592	361,822	379,913	398,908
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	724,144	835,365	990,044	1,039,546	1,091,524	1,146,100	1,203,405
TOTAL PROGRAM OUTLAYS	5,591,084	5,726,920	6,983,906	7,008,967	7,296,081	7,599,666	7,920,961
NET PROGRAM REVENUE (COST)	(377,959)	(468,749)	(869,194)	(1,989,124)	(2,689,254)	(2,822,520)	(2,966,829)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	365,382	468,749	869,193	869,194	869,194	869,194	869,194
Current Revenues	0	0	0	0	0	0	0
Reserves	12,577	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	377,959	468,749	869,193	869,194	869,194	869,194	869,194
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	-\$0	(\$1,119,930)	(\$1,820,060)	(\$1,953,326)	(\$2,097,635)
PROGRAM FTE	27.87	29.20	36.03	36.03	36.03	36.03	36.03

