



600 NE Grand Ave.  
Portland, Oregon  
97232-2736

# 2011-12

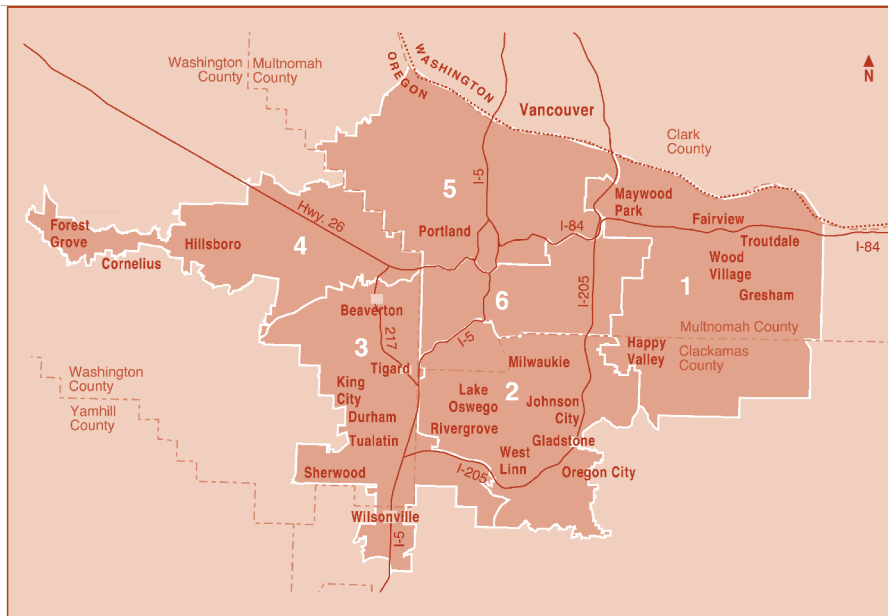
**ADOPTED BUDGET**  
**Program budget**



**Metro** | *Making a great place*

# 2011-12

## ADOPTED BUDGET Program budget



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Suzanne Flynn, CIA  
503- 797-1891

### 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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# Healthy Environment

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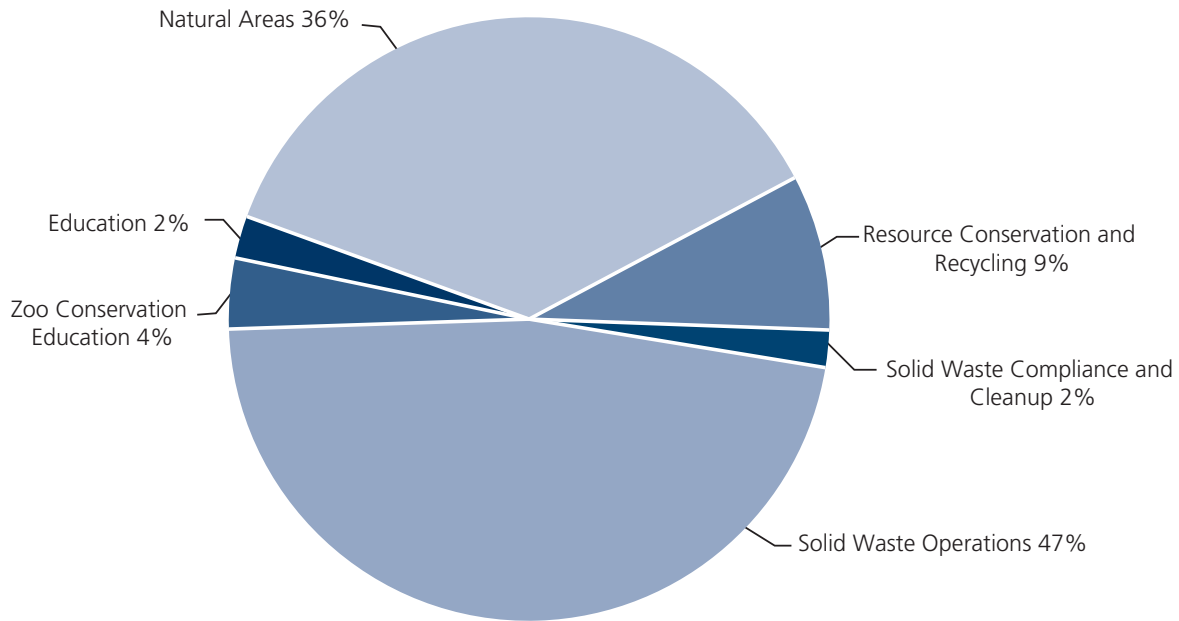




## **Healthy Environment**

Protect and enhance the region's natural assets and ensure that we reduce waste.

## Healthy Environment FY 2011-12 program expenditures



Education	\$2,400,000
Natural Areas	38,298,000
Resource Conservation and Recycling	8,929,000
Solid Waste Compliance and Cleanup	2,092,000
Solid Waste Operations	49,420,000
Zoo Conservation Education	3,968,000
<b>TOTAL GOAL 2</b>	<b>\$105,107,000</b>

## Healthy Environment Five-year forecast, all associated programs

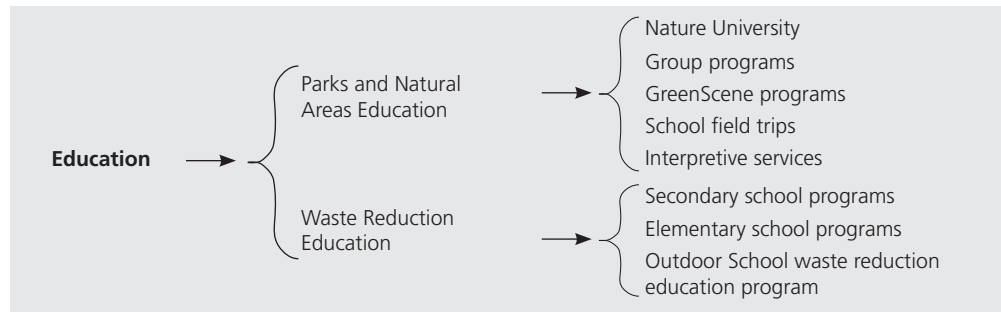
	<b>Actual FY 2009-10</b>	<b>Amended FY 2010-11</b>	<b>Adopted FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>	<b>Forecast FY 2015-16</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$29,796,127	\$35,035,377	\$33,806,332	\$34,199,759	\$34,743,275	\$35,388,785	\$36,732,167
Grants and Donations	921,307	712,832	697,594	528,000	543,840	560,155	576,960
Governmental Resources	0	0	0	0	0	0	0
Other Resources	2,553,396	4,517,083	3,119,870	2,849,996	2,893,246	2,939,930	3,006,435
<b>TOTAL PROGRAM RESOURCES</b>	<b>33,270,830</b>	<b>40,265,292</b>	<b>37,623,796</b>	<b>37,577,755</b>	<b>38,180,361</b>	<b>38,888,871</b>	<b>40,315,562</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	56,999,713	70,393,179	70,695,413	63,127,020	64,928,855	66,766,519	69,579,611
Capital	11,817,670	36,580,004	23,513,376	15,576,000	11,968,000	9,083,000	9,080,000
Department Administration and Overhead	664,046	745,406	816,342	857,414	899,436	944,542	988,934
Direct Service Transfers	2,287,664	2,464,373	2,250,026	2,362,526	2,480,654	2,604,686	2,734,921
Central Administration and Overhead	5,990,144	6,028,896	7,832,398	7,056,418	7,416,555	7,795,249	8,193,467
<b>TOTAL PROGRAM OUTLAYS</b>	<b>77,759,237</b>	<b>116,211,858</b>	<b>105,107,555</b>	<b>88,979,378</b>	<b>87,693,500</b>	<b>87,193,996</b>	<b>90,576,933</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(44,488,407)</b>	<b>(75,946,566)</b>	<b>(67,483,759)</b>	<b>(51,401,624)</b>	<b>(49,513,139)</b>	<b>(48,305,125)</b>	<b>(50,261,371)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	4,303,642	5,064,646	5,899,257	5,792,210	6,101,284	6,339,856	6,599,299
Current Revenues	19,630,460	19,337,995	18,890,065	19,087,894	19,854,408	20,236,135	20,635,051
Reserves	19,759,187	51,002,890	42,050,584	23,909,136	20,081,399	17,383,618	17,751,589
Allocated and Other	795,118	541,035	643,853	650,292	656,794	663,363	669,997
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>44,488,407</b>	<b>75,946,566</b>	<b>67,483,759</b>	<b>49,439,532</b>	<b>46,693,885</b>	<b>44,622,972</b>	<b>45,655,936</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,962,091)</b>	<b>(\$2,819,254)</b>	<b>(\$3,682,153)</b>	<b>(\$4,605,435)</b>
<b>PROGRAM FTE</b>	145.24	152.96	154.27	153.27	153.27	153.27	153.27

# Education

**Organization Unit:**  
Sustainability Center

**Program Manager:**  
John Sheehan

**Program Status:**  
Existing



This program provides education and interpretive services that engage and inspire citizens to expand environmental stewardship in the region.

## Regulatory/statutory requirements

Chapter 3 of the Regional Framework Plan, Greenspaces Master Plan.

## Climate Change/Sustainability

The program contributes to climate change goals and sustainability by providing opportunities for people to learn about nature and enhance the environment through conservation activities, including the removal of invasive species and the growth and planting of natives. These activities directly improve air and water quality, while inspiring a sustainable lifestyle among volunteers and those in education and interpretation programs.

## Changes from FY 2010-11 current service levels

The Sustainable Metro Initiative in 2008 identified the need to consolidate all conservation education at Metro. A plan for consolidating the human and financial resources of education staff at both the Sustainability Center and the Oregon Zoo begins in this budget. The overall vision is to create a region wide program that creates environmental stewardship in our community through classes, camps, school curriculum and youth leadership programming. By combining the staff from the Resource Conservation and Recycling programs in the Sustainability Center, the zoo and community programs given by parks' naturalists, a framework will be created to provide real behavior change by centering programming at the zoo which already has an audience of more than 1.6 million people and an award winning youth program. A common classification for educators across all programs is underway. In FY 2011-12 Metro undertake a one-to-two year transition to create a unified set of curricula that serves K-12 children in a variety of programs designed to increase environmental awareness and future consumer behaviors and lifestyles. This transition will be led by the Sustainability Center and the Oregon Zoo with staff eventually reporting to the zoo management team, dovetailing with the planning and eventual opening of the new Conservation Education facility, an important zoo bond project. The zoo will engage a new Education Manager who will be responsible for meeting specific benchmarks to achieve the integration and vision during the transition period.

## Issues and Challenges

Realignment of staff and organizational change always bring an adjustment period. However, bringing together direct providers of Metro's youth education programs should also generate new ideas and increase opportunities for collaboration. The conversation with the zoo should be enhanced by this new structure, although that too will take time working with the new zoo director and senior staff.

## Performance measures

Number of participants in K-12 school presentations and assemblies.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
42,000	36,000	35,000	37,500	31,450	37,500	37,500	37,500

Average score received from teacher evaluations on 1-5 scale.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
N/A	N/A	4	4	4	4	4	4

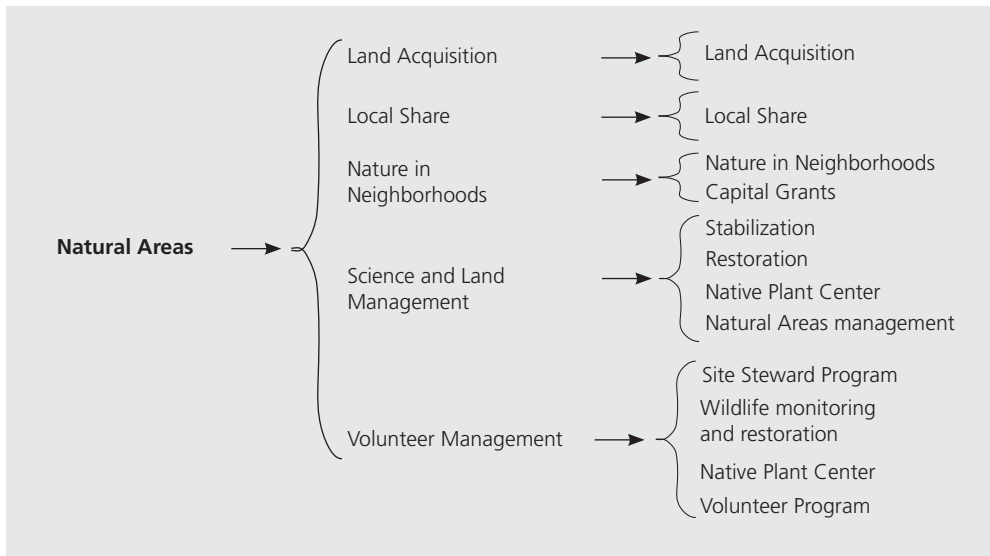
Number of annual contact hours in parks and natural areas education/interpretive programs.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
72,000	79,900	72,000	66,000	68,000	68,000	68,000	68,000

## 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
<b>PROGRAM RESOURCES</b>							
Enterprise	\$10,254	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	10,100	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	1,490	5,000	34,253	35,966	37,764	39,652	41,635
<b>TOTAL PROGRAM RESOURCES</b>	<b>11,744</b>	<b>15,100</b>	<b>34,253</b>	<b>35,966</b>	<b>37,764</b>	<b>39,652</b>	<b>41,635</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	498,800	1,931,301	1,956,937	1,974,933	2,058,767	2,129,363	2,209,631
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	166,248	134,826	164,639	172,871	181,515	190,591	200,121
Direct Service Transfers	81,628	0	0	0	0	0	0
Central Administration and Overhead	139,620	280,105	278,735	292,672	314,622	338,219	363,585
<b>TOTAL PROGRAM OUTLAYS</b>	<b>886,296</b>	<b>2,346,232</b>	<b>2,400,311</b>	<b>2,440,476</b>	<b>2,554,904</b>	<b>2,658,173</b>	<b>2,773,337</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(874,552)</b>	<b>(2,331,132)</b>	<b>(2,366,058)</b>	<b>(2,404,510)</b>	<b>(2,517,140)</b>	<b>(2,618,521)</b>	<b>(2,731,702)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	874,552	960,828	983,705	993,542	1,013,413	1,043,815	1,075,129
Current Revenues	0	1,370,304	1,356,353	1,386,887	1,431,072	1,473,859	1,520,659
Reserves	0	0	26,000	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>874,552</b>	<b>2,331,132</b>	<b>2,366,058</b>	<b>2,380,429</b>	<b>2,444,485</b>	<b>2,517,674</b>	<b>2,595,788</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$24,081)</b>	<b>(\$72,655)</b>	<b>(\$100,847)</b>	<b>(\$135,914)</b>
<b>PROGRAM FTE</b>	7.00	9.00	9.00	9.00	9.00	9.00	9.00





## Natural Areas

**Organization Unit:**  
Sustainability Center

**Program Manager:**  
Kathleen  
Brennan-Hunter

**Program Status:**  
Existing

This program includes the acquisition, restoration and management of regionally significant natural areas for the protection of wildlife habitat and water quality, as well as local share projects and Nature in Neighborhoods initiatives. Land purchased under any of the program elements will be on a willing seller basis exclusively.

**Regional Natural Areas Acquisition** – Metro will purchase between 3,500 and 4,500 acres of land over the life of the 2006 bond measure in identified regional target areas to protect lands around rivers and streams, preserve significant fish and wildlife habitat, enhance trails and wildlife corridors and connect urban areas with nature using \$168.4 million in bond proceeds. To date Metro has acquired more than 2,878 acres.

**Local Share** – Local cities, counties and park districts within Metro’s jurisdiction will complete more than 100 projects that protect water quality, improve parks, preserve natural areas and provide access to nature for people all over the region using \$44 million in bond proceeds.

**Nature in Neighborhoods** – Metro will continue to develop and implement multi-disciplinary, collaborative efforts to increase support for effective habitat protection. Within this program, Metro’s capital grants program (\$15 million) will fund neighborhood projects that enhance natural features and their ecological functions on public lands. Schools, neighborhood associations, cities, counties, park providers, nonprofit organizations and other community groups will be invited to apply. In addition, efforts to integrate habitat friendly development practices will be promoted throughout agency programs and projects.

**Science and Land Management** – Metro will protect, restore and enhance natural resources through active natural area restoration and management.

**Volunteer Management** – The volunteer management group provides educational and volunteer opportunities throughout the region that inspire waste and toxics reduction, and understanding and stewardship of natural resources.

### Regulatory/statutory authorities

Greenspaces Master Plan (1992), Metro Code Title XIII, bond covenants and target area refinement plans.

## Climate Change/Sustainability

This program directly contributes to climate change goals and sustainability practices through its direct purchase of natural resource lands, restoration of those lands to their highest ecological function and provision of grants for restoration activities throughout the region. These activities sequester carbon in the forest trees and floor, improve water quality through reduced erosion and enhanced biofiltration, and enhance air quality.

### Changes from FY 2010-11 current service levels

2.0 FTE dedicated to the Nature in Neighborhoods program have been eliminated; one of those, however is shifting to work on the Corridors and Community Investment Strategy projects, specifically to ensure the integration of Nature in Neighborhoods principles (urban habitat protection; low impact design, etc.) into those efforts. In doing so, a layer of management was eliminated and span of control in the department increased.

### Issues and Challenges

Natural areas acquisition is supported entirely by voter-approved general obligation bonds, which are restricted to capital expenditures as described in the authorizing resolution. Long-term stewardship of lands acquired under the bond program must be financed from other, non-bond sources. Efforts are underway to identify opportunities for stable, long-term funding.

### Performance measures

Acres of land acquired for protection each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
312	1,428	2,878					

Percent of Metro natural area land restored or currently under restoration efforts to improve and maintain habitat qualities.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
35%	TBD						

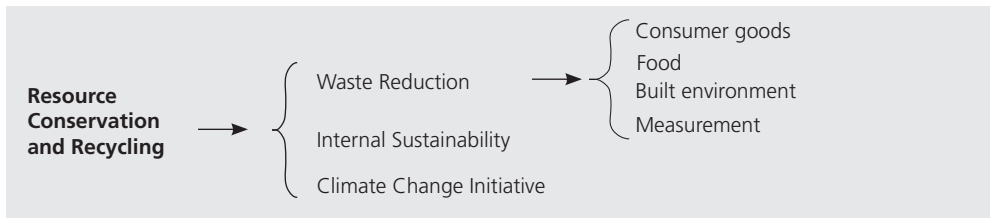
Number of hours volunteered at Metro natural areas.

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

## Five-year forecast

	<b>Actual FY 2009-10</b>	<b>Amended FY 2010-11</b>	<b>Adopted FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>	<b>Forecast FY 2015-16</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	423,586	30,000	257,594	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	63,251	300,000	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>486,837</b>	<b>330,000</b>	<b>257,594</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	8,536,730	15,924,661	16,162,827	8,860,163	9,098,305	9,276,702	9,487,147
Capital	11,268,406	32,135,721	20,362,376	10,000,000	10,000,000	9,000,000	9,000,000
Department Administration and Overhead	347,318	334,080	338,553	355,481	373,255	391,918	411,514
Direct Service Transfers	205,944	284,515	138,554	145,482	152,756	160,394	168,414
Central Administration and Overhead	826,712	883,646	1,296,115	1,360,921	1,428,967	1,500,415	1,575,436
<b>TOTAL PROGRAM OUTLAYS</b>	<b>21,185,110</b>	<b>49,562,623</b>	<b>38,298,425</b>	<b>20,722,047</b>	<b>21,053,283</b>	<b>20,329,429</b>	<b>20,642,511</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(20,698,273)</b>	<b>(49,232,623)</b>	<b>(38,040,831)</b>	<b>(20,722,047)</b>	<b>(21,053,283)</b>	<b>(20,329,429)</b>	<b>(20,642,511)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
Excise and Other Taxes	1,365,779	2,423,963	2,441,930	2,463,459	2,586,204	2,684,275	2,797,688
Current Revenues	944,254	508,939	185,251	92,452	523,830	517,521	348,771
Reserves	18,388,240	46,299,721	35,413,650	18,166,136	17,943,249	17,127,633	17,496,052
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>20,698,273</b>	<b>49,232,623</b>	<b>38,040,831</b>	<b>20,722,047</b>	<b>21,053,283</b>	<b>20,329,429</b>	<b>20,642,511</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	29.70	37.27	35.02	35.02	35.02	35.02	35.02





This program advances the region’s efforts to reduce the environmental and human health impacts associated with the production, consumption and end-of-life management of goods used by the region’s residents and businesses, and improve the sustainability of Metro’s own operations. Resource Conservation and Recycling (RCR) includes three primary interrelated sub-programs: Waste Reduction, Internal Sustainability and the Climate Change Initiative.

Each program deals with a number of complex issues and an extensive array of stakeholders. In FY 2010-11 Waste Reduction and Internal Sustainability began to implement new strategic action plans, which enable better prioritization of resources, clearer identification of roles relative to those of partners and a clearer focus on key strategies and actions.

**Waste Reduction** – In FY 2011-12 the Waste Reduction program will continue to carry out Metro’s responsibilities under the Regional Solid Waste Management Plan by implementing waste reduction and toxics reduction programs in partnership with local governments and other key partners. Strategies to be pursued by the program include:

- Using targeted education messages and delivery tools to influence consumer practices.
- Preventing waste and reducing environmental and human health impacts through the adoption of statewide policies, such as product stewardship or regulation of toxics.
- Increasing the region’s reuse and recycling capacity for priority items such as food waste and construction materials.
- Leveraging Metro’s resources by helping to build and maintain local capacity through funding for city/county waste reduction programs and partnerships with organizations such as Outdoor School and Oregon State University Extension.

**Internal Sustainability** – In FY 2011-12 the program will continue to implement a strategic approach for integrating sustainable practices into Metro’s operations, moving the agency toward meeting its five internal sustainability goals related to greenhouse gas emissions, water use, toxics and solid waste and maintaining healthy and productive habitat on Metro properties. This program is coordinated by RCR, but it is a cross-agency initiative involving staff and projects at all Metro facilities. In its coordination role, RCR will focus on tracking implementation of the Sustainability Plan and evaluating results, managing specific agency-wide projects, developing new policies and carrying out employee training.

**Climate Change Initiative** – The limited-term Climate Initiatives position will continue, although the focus of the work will change. The position’s primary areas of emphasis will be to further develop and integrate Metro’s climate preparedness work, assist in building regional capacity on mitigation and preparedness, coordinate Metro’s climate-related activities and assess progress toward the regional desired outcome of leadership on climate change.

**Climate Change/Sustainability**

RCR’s programs are completely oriented to helping Metro and the region meet their goals related to climate change and sustainability.

# Resource Conservation and Recycling

**Organization Unit:**  
Sustainability Center  
**Program Manager:**  
Matt Korot  
**Program Status:**  
Existing

## Regulatory/statutory requirements

Under state law Metro is responsible for developing, implementing and ensuring the effectiveness of a regional waste reduction program. The program ensures that Metro meets the requirements of the State of Oregon's 1983 Opportunity to Recycle Act and the 1991 Recycling Act and related legislation, and that the region achieves a 64 percent waste recovery rate.

## Changes from FY 2010-11 current service levels

The initial work of the Climate Change Initiative has been completed, including the Climate Prosperity Greenprint and the creation of the Greenhouse Gas lens and measurement tools. Work now is shifting toward the Climate Smart Communities outcome. The limited duration position for Climate Change has been extended until June 30, 2012, and redirected to complete a Climate Preparation plan in coordination with state and local partners; provide coordination with external partners as well as within Metro; support other climate change related activities; and prepare recommendations for continuing progress towards regional desired outcome of climate leadership.

There is a substantial reduction in the materials and services budget for the internal sustainability program. With the completion of the Sustainability Plan, most of the budgetary and operational responsibility for implementing its actions resides with the departments that manage each Metro facility.

## Issues and Challenges

The Waste Reduction program will continue to balance the at-times competing needs associated with maintaining and growing regional recycling programs. The program will expand its "upstream" efforts to prevent waste and reduce the toxicity of products, meet service demands from the public and key stakeholders, and implement projects that require the approval or cooperation of others, such as the Oregon legislature, DEQ, local governments, product manufacturers and private solid waste management companies. For the internal sustainability program, the challenges will continue to be finding the budgetary resources to implement Sustainability Plan actions that have a longer term return on investment, as well as ensuring accountability for implementing these actions across departments and facilities. Tracking performance data across the organization will also continue to be challenging, although significant strides were made in FY 2010-11 in establishing the management systems necessary to do this effectively.

## Performance measures

No annual increase in regional per capita solid waste generation (in pounds).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3,047	2,697	2,697					

Regional recovery rate.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
56%	57%	64%	64%	64%	64%	64%	64%

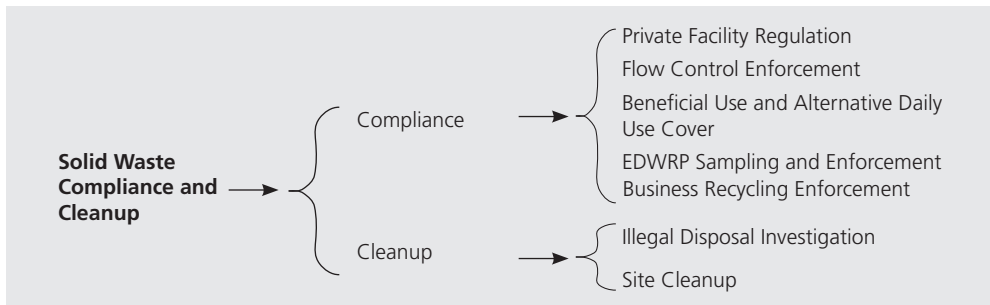
Greenhouse gas emissions reduced by waste reduction activities (in million metric tons of carbon dioxide equivalent). Targets are linked to regional recovery rate target and informed by assumptions about regional waste generation through 2015-16.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
2.1	1.9	2.4	2.4	2.4	2.4	2.4	2.4

## Five-year forecast

	<b>Actual FY 2009-10</b>	<b>Amended FY 2010-11</b>	<b>Adopted FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>	<b>Forecast FY 2015-16</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	141,357	649,509	553,993	239,878	243,476	247,128	250,835
<b>TOTAL PROGRAM RESOURCES</b>	<b>141,357</b>	<b>649,509</b>	<b>553,993</b>	<b>239,878</b>	<b>243,476</b>	<b>247,128</b>	<b>250,835</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	6,407,154	6,964,974	6,893,259	6,256,356	6,498,510	6,711,920	6,951,482
Capital	0	0	30,000	0	0	0	0
Department Administration and Overhead	7,326	20,148	19,786	20,775	21,814	22,905	24,050
Direct Service Transfers	777,478	811,860	548,983	576,432	605,254	635,516	667,292
Central Administration and Overhead	1,694,255	1,448,181	1,437,384	1,205,677	1,265,961	1,329,259	1,395,722
Debt Service	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>8,886,213</b>	<b>9,245,163</b>	<b>8,929,412</b>	<b>8,059,240</b>	<b>8,391,539</b>	<b>8,699,600</b>	<b>9,038,546</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(8,744,856)</b>	<b>(8,595,654)</b>	<b>(8,375,419)</b>	<b>(7,819,362)</b>	<b>(8,148,063)</b>	<b>(8,452,472)</b>	<b>(8,787,711)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	117,214	184,167	155,000	0	0	0	0
Current Revenues	8,118,632	7,260,824	7,249,378	7,356,520	7,477,362	7,619,734	7,836,937
Reserves	411,872	1,065,991	870,278	0	0	0	0
Allocated and Other	97,138	84,672	100,763	101,771	102,788	103,817	104,855
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>8,744,856</b>	<b>8,595,654</b>	<b>8,375,419</b>	<b>7,458,291</b>	<b>7,580,150</b>	<b>7,723,551</b>	<b>7,941,792</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$361,071)</b>	<b>(\$567,913)</b>	<b>(\$728,921)</b>	<b>(\$845,919)</b>
<b>PROGRAM FTE</b>	22.00	21.15	21.00	20.00	20.00	20.00	20.00





The primary purpose of the Solid Waste Compliance and Cleanup program is to minimize and mitigate impacts to the public and the environment from improper management of solid waste within the Metro region. To achieve this goal, the program ensures that private solid waste facilities meet regulatory, operational, environmental and financial assurance standards. The program cleans up and investigates illegal disposal sites and prosecutes persons illegally disposing waste. The program also monitors and enforces compliance with Metro Code, administrative rules, Metro-granted authorizations (solid waste licenses and franchises) and flow control instruments (non-system licenses and designated facility agreements).

The program performs the following functions:

- Cleans up and monitors illegal disposal sites.
- Investigates and prosecutes persons who illegally dispose of solid waste.
- Licenses and franchises solid waste facilities and activities inside the region.
- Administers and monitors flow control agreements and grant authorizations allowing solid waste to be managed outside the region.
- Inspects, monitors and investigates private solid waste facilities to assure compliance with Metro requirements.
- Initiates formal enforcement, including issuing monetary penalties for non-compliance, when appropriate.
- Coordinates activities with state and local regulators and law enforcement agencies.

### Regulatory/statutory requirements

Implement regulatory authority in Oregon Revised Statutes Chapter 268 and Metro Charter.

Implement the regulatory elements of the Regional Solid Waste Management Plan.

Implement Metro Code (primarily Chapters 5.01, 5.02, 5.05 and 5.09 of Title V and Chapter 701) and associated administrative rules.

### Climate Change/Sustainability

In addition to ensuring that private solid waste facilities meet regulatory, operational, environmental and fiscal standards, the program works to mitigate chronic illegal dump sites in sensitive areas (e.g. near wildlife habitat and waterways); assist other local governments in cleaning up solid waste generated by transient camps; and align regulatory incentives to improve sustainability performance at private solid waste facilities including Metro’s transfer stations.

### Changes from FY 2010-11 current service levels

None.

### Issues and challenges

The number of solid waste facilities subject to inspection has stabilized, allowing Metro solid waste facility inspectors to spend time more effectively at regulated

## Solid Waste Compliance and Cleanup

### Organization Unit:

Finance and Regulatory Services

### Program Manager:

Roy Brower

### Program Status:

Existing

sites. Inspectors gain a greater knowledge of the facility operations and increase the thoroughness of general inspections and sampling programs. Inspectors also have more time to help facility operators understand and comply with Metro requirements. Economic pressures, global competition and volatile commodity markets have local solid waste industrial players seeking new waste management approaches and special exemptions from payment of Metro fees and taxes that are historically based on disposal. Fourteen exempt facilities are monitored for their waste processing activities to assure that they are complying with current standards. One new facility, Columbia Biogas, will be constructed by the end of calendar year 2013 and will require special monitoring during its construction and start-up because of a variety of concerns raised by the Cully neighborhood. Current exemptions for “useful material,” “beneficial use,” “alternative daily cover” and “on-site or captive disposal” are complicating tax policy, planning efforts and other policy considerations. At this time no increase in staff is anticipated.

The budget maintains the resources necessary to clean up the current number of reported illegal dump sites within one to two days. There are continuing concerns that illegal dumping may persist because of the economic recession and rising disposal costs. Metro will monitor closely its intergovernmental agreement with the Multnomah County Sheriff’s Office to provide corrections deputies and inmate workers as contracted cleanup crews.

**Program performance measures**

Number of facility inspections/site visits conducted each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
283	324	329	275	275	275	275	275

Percent of informal actions (non-compliance advisory letters) where a noted violation is corrected without escalation to formal enforcement.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
50%	86%	100%	75%	75%	75%	75%	75%

Number of random EDWRP sampling events conducted at MRFs as part of a facility inspection.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
19	48	40	36	36	36	36	36

Percent of random EDWRP samples that comply with requirements.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW	100%	98%	90%	90%	90%	90%	90%

Number of illegal disposal sites cleaned up each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3,353	3,629	3,390	2,800	2,800	2,800	2,800	2,800

Tons of solid waste cleaned up from illegal disposal sites each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
292	245	274	200	200	200	200	200

Number of illegal disposal sites with potentially hazardous waste cleaned up each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
176	114	52	70	70	70	70	70

Percent of illegal disposal sites where cleanup is complete within two days of discovery.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
99%	99%	99%	85%	85%	85%	85%	85%

## Five-year forecast

	<b>Actual FY 2009-10</b>	<b>Amended FY 2010-11</b>	<b>Adopted FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>	<b>Forecast FY 2015-16</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	16,100	15,000	15,000	15,150	15,302	15,455	15,609
<b>TOTAL PROGRAM RESOURCES</b>	<b>16,100</b>	<b>15,000</b>	<b>15,000</b>	<b>15,150</b>	<b>15,302</b>	<b>15,455</b>	<b>15,609</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,384,774	1,560,544	1,596,255	1,630,564	1,711,137	1,774,983	1,848,933
Capital	0	18,000	30,000	0	0	0	0
Department Administration and Overhead	51,657	77,981	83,281	88,206	91,358	97,534	101,105
Direct Service Transfers	237,277	281,106	105,573	110,851	116,394	122,214	128,325
Central Administration and Overhead	517,065	585,803	276,420	231,861	243,454	255,627	268,408
<b>TOTAL PROGRAM OUTLAYS</b>	<b>2,190,773</b>	<b>2,523,434</b>	<b>2,091,529</b>	<b>2,061,482</b>	<b>2,162,343</b>	<b>2,250,358</b>	<b>2,346,771</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(2,174,673)</b>	<b>(2,508,434)</b>	<b>(2,076,529)</b>	<b>(2,046,332)</b>	<b>(2,147,041)</b>	<b>(2,234,903)</b>	<b>(2,331,162)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	2,151,110	2,473,066	1,871,961	1,903,321	1,936,290	1,977,594	2,034,757
Reserves	0	18,000	183,900	0	0	0	0
Allocated and Other	23,563	17,368	20,668	20,875	21,084	21,294	21,507
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>2,174,673</b>	<b>2,508,434</b>	<b>2,076,529</b>	<b>1,924,196</b>	<b>1,957,374</b>	<b>1,998,888</b>	<b>2,056,264</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$122,136)</b>	<b>(\$189,667)</b>	<b>(\$236,015)</b>	<b>(\$274,898)</b>
<b>PROGRAM FTE</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>





# Solid Waste Operations

**Organization Unit:**

Parks and Environmental Services

**Program Manager:**

Paul Ehinger

**Program Status:**

Existing

The primary purpose of the Solid Waste Operations program is to provide comprehensive solid and hazardous waste disposal services to commercial haulers and the public. This program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region.

This program consists of four work areas:

- **Solid Waste Disposal Services** – These services are accomplished, in part, through owning and managing two regional transfer stations (Metro Central Station and Metro South Station), and the private contract for their operations. This program is also responsible for managing transportation and disposal contracts for the waste generated at these stations.
- **Hazardous Waste Disposal Services** – This program collects and manages hazardous waste from households and small commercial generators in an environmentally sound manner. Two permanent hazardous waste facilities are located at Metro’s transfer stations, and approximately 34 days of off-site collection events are conducted each year.
- **Landfill Stewardship** – This program operates, maintains and monitors environmental improvements at two closed landfills: St. Johns and Killingsworth Fast Disposal (KFD). St. Johns is owned and operated by Metro and KFD is operated by Metro under contract to the property owner (City of Portland).
- **Facility and Asset Management** – This group is responsible for establishing and implementing sound engineering and business practices in the management of Metro’s capital assets that are used for solid waste operations.

**Regulatory/statutory requirements**

The Solid Waste Operations program implements authorities set forth in state law to:

- Own, operate or regulate landfills, transfer stations and resource recovery facilities.
- Receive, accept, process, recycle, reuse and transport solid waste.

The Hazardous Waste Disposal program operates under a number of laws and regulations:

- Satisfy the state law requirement to establish permanent hazardous waste depots.
- Satisfy the state law requirement to encourage the use of hazardous waste collection opportunities.
- Fulfill contract obligations to divert “unacceptable waste” from solid waste sent to Columbia Ridge Landfill.

The Landfill Stewardship group operates the St. Johns and KFD landfills under the terms of a variety of regulatory permits.

## **Climate Change/Sustainability**

The program implements many different strategies to reach sustainability goals and reduce its impact on climate change. At the St. Johns Landfill, methane gas is burned or diverted to nearby businesses to offset their fuel use, resulting in a reduction of approximately 95 percent of the carbon equivalents from methane gas produced on-site. The contract for waste transport includes the use of at least 5 percent biofuel blend and all trucks have state-of-the-art particulate filters. During the term of the contract, the tractors are required to be replaced with newer models, which will result in reduction of greenhouse gas emissions. At the transfer stations all equipment is required to have particulate filters. Additionally, the buildings will soon use rainwater collection to feed the dust suppression systems, and all landscaped areas are managed using updated Integrated Pest Management plans. The Household Hazardous Waste program vehicles use biodiesel fuel blends, and the MetroPaint facility, through its paint recycling and reuse activities, contributes to lower greenhouse gas emissions.

Metro staff continues to evaluate methods to improve sustainability and to reduce Metro's carbon footprint.

### **Changes from FY 2010-11 current service levels**

The budget reinstates a modest user-fee (\$5.00 for the average household load) for customers of the Household Hazardous Waste facilities at Metro South and Metro Central. Off site collection days will remain free.

The Solid Waste Road Map project looks at managing a sustainable, affordable, equitable and responsible solid waste system. Private industry competition, changing technologies for processing waste and a greater emphasis on product stewardship are creating practical alternatives to disposal. The project will examine the increasing tension between Metro's programmatic goals and its financial sustainability.

### **Issues and challenges**

Starting in 2008 solid waste system tonnage in the region plummeted as the recession gained momentum, continuing to drop over the next two years. It appears that the bottom has been reached, although tonnage remains relatively flat. By the end of FY 2012-13 Metro expects to see a slight uptick with a slow but steady upward growth following after that. While this applies to the regional tonnage, there is a continuing erosion of tonnage going through the Metro transfer stations. In some instances the private operators are seeking to direct waste to their own facilities as they recover from the downturn. In other instances Metro is pursuing policies that ultimately reduce waste, most recently and significantly through the diversion of organic food waste from the putrescible waste stream. Finally, new and emerging technologies may reshape how waste is managed and disposed. The Solid Waste Road Map project is examining the future of the solid waste system and the policy implications.

Metro is responsible for the safe and final closure of the St. Johns Landfill. Total post-closure costs are estimated to be \$55 million under current federal and state regulations, \$40 million of which has already been expended. Solid Waste staff is currently working on a remedial investigation to identify any remaining risks associated with closure. The Oregon Department of Environmental Quality (DEQ) is reviewing a site characterization and draft risk assessment prepared by Metro's consultant. Metro anticipates that DEQ will require a feasibility study to determine which options for remediation would be used to mitigate the identified risks. Based on those findings, DEQ will issue a Record of Decision, including its recommendations for remedial action. Estimated costs for this action range from \$3 to \$7 million which will be expended over a three-to-four year period commencing in FY 2012-13.

## Program performance measures

Material recovery rate at Metro Central Transfer Station.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
16%	16.7%	17%	20.4%	26%	28.1%	28.1%	28.1%

Material recovery rate at Metro South Transfer Station.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
16%	16.7%	17%	20.4%	26%	28.1%	28.1%	28.1%

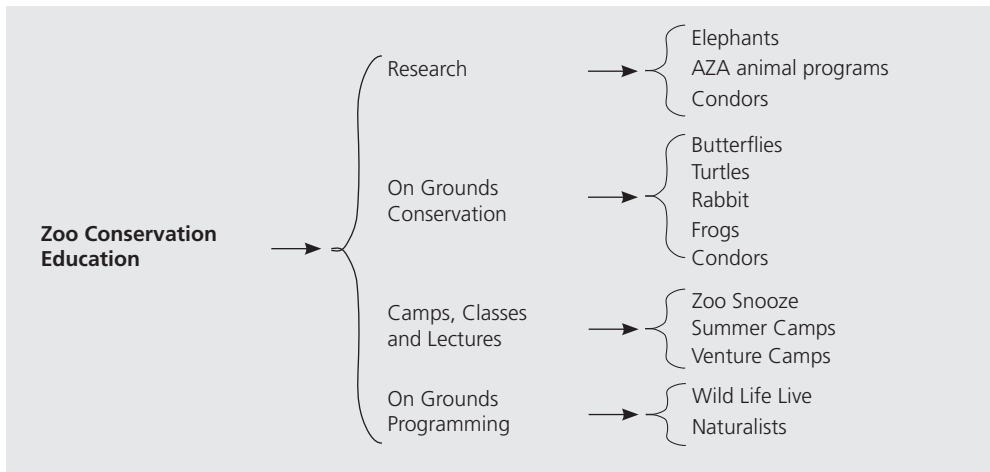
Revenues as a percentage of total expenses at MetroPaint.

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

## 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
<b>PROGRAM RESOURCES</b>							
Enterprise	\$28,650,153	\$33,747,696	\$32,597,445	\$32,954,605	\$33,460,767	\$34,067,802	\$35,371,554
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	2,331,198	3,547,574	2,516,624	2,559,002	2,596,704	2,637,695	2,698,356
<b>TOTAL PROGRAM RESOURCES</b>	<b>30,981,351</b>	<b>37,295,270</b>	<b>35,114,069</b>	<b>35,513,607</b>	<b>36,057,471</b>	<b>36,705,497</b>	<b>38,069,910</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	36,992,453	41,074,181	40,600,476	40,802,078	41,765,237	42,936,844	45,000,840
Capital / Renewal and replacement	549,264	4,426,283	3,091,000	5,576,000	1,968,000	83,000	80,000
Department Administration and Overhead	40,182	110,503	108,514	113,939	119,638	125,619	131,901
Direct Service Transfers	985,337	1,086,892	1,456,916	1,529,761	1,606,250	1,686,562	1,770,890
Central Administration and Overhead	2,464,071	2,380,446	4,163,463	3,565,992	3,744,291	3,931,506	4,128,082
Debt Service	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>41,031,307</b>	<b>49,078,305</b>	<b>49,420,369</b>	<b>51,587,770</b>	<b>49,203,416</b>	<b>48,763,531</b>	<b>51,111,713</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(10,049,956)</b>	<b>(11,783,035)</b>	<b>(14,306,300)</b>	<b>(16,074,163)</b>	<b>(13,145,945)</b>	<b>(12,058,034)</b>	<b>(13,041,803)</b>
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	8,416,464	7,724,862	8,227,122	8,348,714	8,485,854	8,647,427	8,893,927
Reserves	959,075	3,619,178	5,556,756	5,743,000	2,138,150	255,985	255,537
Allocated and Other	674,417	438,995	522,422	527,646	532,922	538,252	543,635
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>10,049,956</b>	<b>11,783,035</b>	<b>14,306,300</b>	<b>14,619,360</b>	<b>11,156,926</b>	<b>9,441,664</b>	<b>9,693,099</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,454,803)</b>	<b>(\$1,989,019)</b>	<b>(\$2,616,370)</b>	<b>(\$3,348,704)</b>
<b>PROGRAM FTE</b>	58.95	57.95	59.05	59.05	59.05	59.05	59.05





# Zoo Conservation Education

**Organization Unit:**  
Oregon Zoo

**Program Manager:**  
Kim Smith

**Program Status:**  
Existing

The conservation aspect of this program identifies and implements *in situ* and *ex situ* wildlife conservation through direct fieldwork, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with the Association of Zoos & Aquariums and the Northwest Zoo & Aquarium Alliance, the zoo participates in species survival plans and partners with several other conservation groups to conserve endangered and threatened species in our care and in nature.

The education aspect of this program provides learning opportunities to people of all ages and cultures. The zoo develops leaders and community relationships, encourages growth and inspires change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

## Regulatory/statutory requirements

The zoo is regulated by animal welfare regulations, including:

Oregon Department of Fish and Wildlife permits: Scientific Taking, Display, Wildlife Propagation, Wildlife Rehabilitation, Wildlife Integrity License.

U.S. Department of Fish and Wildlife permits: Scientific Taking, Wildfowl Propagation, Special Purpose Possession, Eagle Exhibition, Captive-Bred.

Washington Department of Fish and Wildlife permits: Scientific Taking.

U.S. Department of Agriculture: Animal Welfare License, Invertebrate Species.

Association of Zoos & Aquariums Accreditation Guidelines.

## Climate Change/Sustainability

The Zoo Conservation Education program wholly exists to support climate change and sustainability activities and education.

## Changes from FY 2010-11 current service levels

The Sustainable Metro Initiative in 2008 identified the need to consolidate all conservation education at Metro. A plan for consolidating the human and financial resources of education staff at both the Sustainability Center and the Oregon Zoo begins in this budget. The overall vision is to create a region wide program that creates environmental stewardship in our community through classes, camps, school curriculum and youth leadership programming. By combining the staff from the Resource Conservation and Recycling programs in the Sustainability Center, the zoo and community programs given by parks' naturalists, a framework will be created to provide real behavior change by centering programming at the zoo which already has an audience of more than 1.6 million people and an award winning youth program.

A common classification for educators across all programs is underway. In FY 2011-12 we will undertake a one-to-two year transition to create a unified set of curricula that serves K-12 children in a variety of programs designed to increase environmental awareness and future consumer behaviors and lifestyles. This transition will be led by the Sustainability Center and the Oregon Zoo with staff eventually reporting to the zoo management team, dovetailing with the planning and eventual opening of the new Conservation Education facility, an important zoo bond project. A new Education Manager will be responsible for meeting specific benchmarks to achieve the integration and vision during the transition period. In addition, a temporary position in the Education Animal House will be replaced by a 0.6 FTE Program Assistant to better meet the needs of the program, and both revenues and materials and services budgets in Conservation Education increase to organize the International Conference for Environmental Enrichment.

**Issues and challenges**

Strengthening partnerships and leveraging outside resources to expand conservation education programs inside and outside the zoo campus.

Identifying resources to address sudden, critical needs is important for the zoo to respond quickly and maintain its position as a leader in regional conservation. The zoo has developed several conservation partnerships that have helped to provide funding for conservation efforts.

**Program performance measures**

Percentage of conservation education program participants who report their zoo visit taught them one or more personal actions to create a better future for wildlife.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	n/a	>75%	>80%	>80%	>85%	>85%	>85%

Total conservation education program attendance (thousands).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
902	917	900	900	900	900	900	900

Percentage of conservation program stakeholders and partners who strongly or somewhat strongly agree with the statement, “The zoo is effective at leading and convening stakeholders around regional conservation initiatives.”

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	25%	40%	60%	80%	85%	85%	85%

## Five-year forecast

	<b>Actual FY 2009-10</b>	<b>Amended FY 2010-11</b>	<b>Adopted FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>	<b>Forecast FY 2015-16</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$1,135,720	\$1,287,681	\$1,208,887	\$1,245,154	\$1,282,508	\$1,320,983	\$1,360,613
Grants and Donations	497,721	672,732	440,000	528,000	543,840	560,155	576,960
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>1,633,441</b>	<b>1,960,413</b>	<b>1,648,887</b>	<b>1,773,154</b>	<b>1,826,348</b>	<b>1,881,139</b>	<b>1,937,573</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	3,179,802	2,937,518	3,485,659	3,602,926	3,796,899	3,936,707	4,081,578
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	51,315	67,868	101,569	106,142	111,856	115,975	120,243
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	348,421	450,715	380,281	399,295	419,260	440,223	462,234
Debt Service	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>3,579,538</b>	<b>3,456,101</b>	<b>3,967,509</b>	<b>4,108,363</b>	<b>4,328,015</b>	<b>4,492,905</b>	<b>4,664,055</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,946,097)</b>	<b>(1,495,688)</b>	<b>(2,318,622)</b>	<b>(2,335,209)</b>	<b>(2,501,667)</b>	<b>(2,611,766)</b>	<b>(2,726,482)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	1,946,097	1,495,688	2,318,622	2,335,209	2,501,667	2,611,766	2,726,482
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
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,946,097</b>	<b>1,495,688</b>	<b>2,318,622</b>	<b>2,335,209</b>	<b>2,501,667</b>	<b>2,611,766</b>	<b>2,726,482</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>
<b>PROGRAM FTE</b>	19.59	19.59	22.20	22.20	22.20	22.20	22.20

