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Portland, Oregon
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2011-12

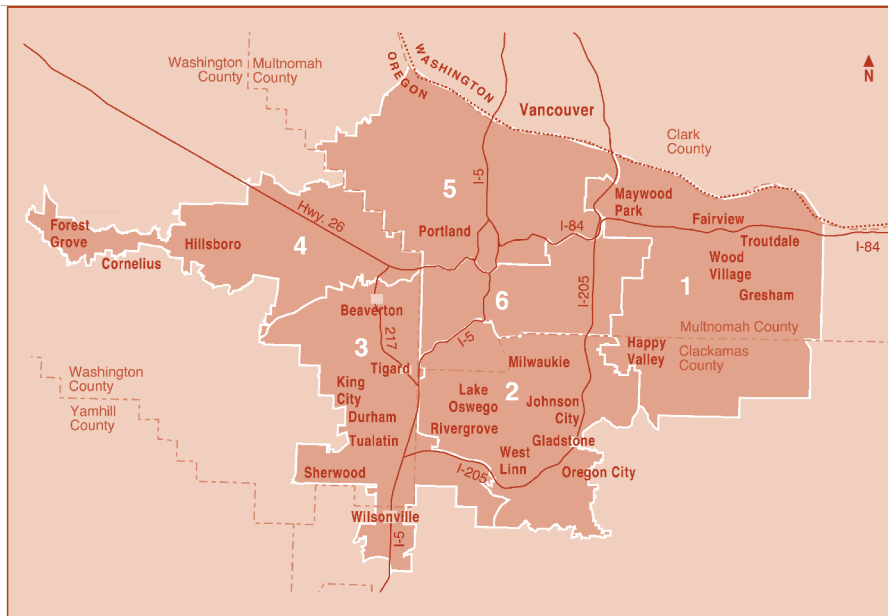
ADOPTED BUDGET
Program budget



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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Regional Services

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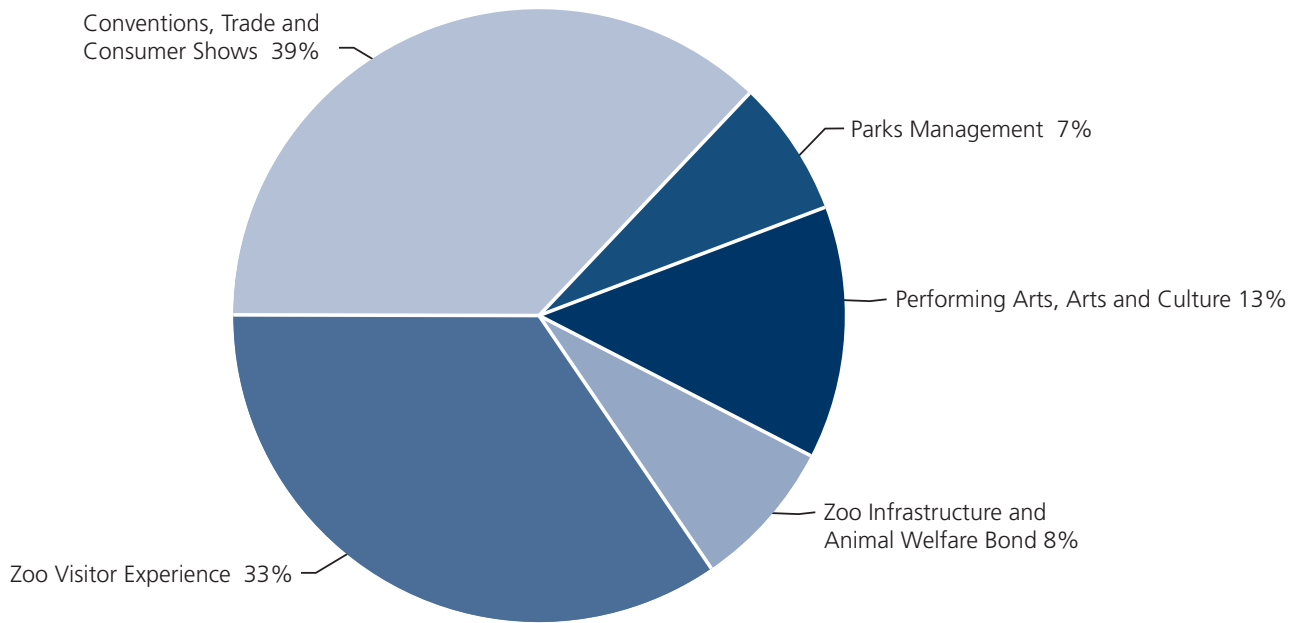




Regional Services

Contribute to a vital economy by providing highly valued, economically sustainable services at a regional scale.

Regional Services FY 2011-12 program expenditures



Conventions Trade and Consumer Shows	\$34,739,000
Parks Management	6,458,000
Performing Arts, Arts and Culture	11,840,000
Zoo Infrastructure and Animal Welfare Bond	7,425,000
Zoo Visitor Experience	30,204,000
TOTAL GOAL 3	\$90,666,000

Regional Services Five-year forecast, all associated programs

	Adopted 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	\$48,480,805	\$51,957,020	\$51,304,227	\$52,565,117	\$53,865,287	\$55,717,137	\$57,054,111
Grants and Donations	3,226,435	1,894,515	1,373,675	1,079,060	1,097,932	1,117,370	1,137,391
Governmental Resources	11,162,878	11,926,460	12,533,859	12,892,524	13,261,658	13,645,652	14,040,927
Other Resources	2,283,806	15,902,522	924,282	61,088,658	1,057,096	923,777	41,180,938
TOTAL PROGRAM RESOURCES	65,153,924	81,680,517	66,136,043	127,625,359	69,281,973	71,403,935	113,413,367
PROGRAM OUTLAYS							
Operating Costs	60,503,932	65,555,419	64,957,997	66,932,906	69,904,520	72,483,607	75,326,123
Capital/ Renewal and Replacement	7,645,097	21,742,192	12,804,010	6,431,515	6,775,255	7,979,006	17,955,560
Department Administration and Overhead	3,036,326	3,548,994	3,241,769	3,441,492	3,353,372	3,511,337	3,676,825
Direct Service Transfers	1,210,732	1,454,491	2,850,212	1,541,187	1,736,485	1,573,000	1,589,151
Central Administration and Overhead	5,825,896	5,571,307	6,406,447	6,686,372	7,034,329	7,386,045	7,755,349
Debt Service	540,182	404,670	404,408	403,320	401,245	408,105	408,958
Other	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	78,762,165	98,277,073	90,664,843	85,436,792	89,205,205	93,341,100	106,711,966
NET PROGRAM REVENUE (COST)	(13,608,241)	(16,596,556)	(24,528,800)	42,188,566	(19,923,232)	(21,937,165)	6,701,401
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	8,809,997	10,515,777	11,943,049	10,710,963	12,399,889	12,595,707	13,525,330
Current Revenues	44,134	43,033	20,836	20,183	38,979	56,568	73,092
Reserves and Fund Balance	7,961,798	7,528,990	14,814,078	6,729,824	64,524,126	63,990,961	58,597,518
Allocated and Other	0	0	3,350	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	16,815,929	18,087,800	26,781,313	17,460,970	76,962,994	76,643,236	72,195,940
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$3,207,688	\$1,491,244	\$2,252,513	\$59,649,536	\$57,039,761	\$54,706,071	\$78,897,341
PROGRAM FTE	365.95	354.62	351.10	350.85	350.52	350.52	350.52

Conventions, Trade and Consumer Shows

Organization Unit:

Visitor Venues

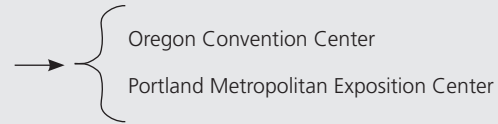
Program Manager:

Jeff Blosser and
Chris Bailey

Program Status:

Existing

Conventions, Trade and
Consumer Shows



The Oregon Convention Center (OCC) and the Portland Metropolitan Exposition Center (Expo) attract international, national and regional visitors to diverse events that contribute to the livability of this region by inducing direct and indirect spending in local businesses and attractions, creating and supporting living wage jobs and generating tax revenues for state and local governments.

OCC is the largest convention center in the U.S. Pacific Northwest. A significant landmark on the Willamette River in central eastside Portland, the center's dual glass and steel towers symbolize its significance as a cultural and economic asset for the region.

Totaling one million square feet in size, the OCC is a venue of choice for conventions, industry tradeshow, annual meetings, banquets and large public events. The center's two grand ballrooms, 50 meeting rooms, 255,000 square feet of exhibit space, full-service catering and top-notch staff can handle events of any size, from 10 to 10,000. The center hosts 600,000 visitors and 600 events each year. About one third of the attendees are out-of-town visitors.

Expo has served as the Portland region's primary destination for public events and consumer shows for more than 30 years. The conveniently located 52-acre campus provides an exceptional destination for approximately 450,000 visitors that come to enjoy nearly 100 shows each year.

Expo provides services and capacity suitable for moderate to very large public events, including flexible meeting rooms, 333,000 square feet of divisible exhibit space, a bar and grill, full catering and concession services and parking for 2,500 vehicles. The center's proximity to I-5 and Portland Airport and its location on Portland's light rail system provides easy access.

Regulatory/statutory requirements

None.

Climate Change/Sustainability

OCC and Expo have identified and implemented numerous business and operational practices with a focus on sustainability, including but not limited to:

- Composting food materials and utilizing compostable/biodegradable or recyclable plates, utensils and cups.
- Recycling office paper and event-related debris including boxes, glass, display items, wood and plastic.
- Using earth-friendly cleaning supplies.
- Replacing light fixtures and heating/cooling systems with energy efficient systems.
- Both facilities are conveniently located along TriMet's light rail MAX train.

Some other highlights worth noting include:

OCC:

- First in the nation to earn LEED-EB certification by the U.S. Green Building Council (2003) and LEED-EB Silver recertification in 2008.

- Purchases the equivalent of 40 percent of its electricity usage through Pacific Power's Blue Sky renewable energy program and purchases carbon offsets totaling the remaining 60 percent through NW Natural's Smart Energy Program.
- First in the nation to earn Salmon-Safe certification, achieved through building features and design to protect water quality and Pacific salmon habitat.
- Earned BEST (Business for an Environmentally Sustainable Tomorrow) award for innovative rain garden storm water management system.

Expo:

- Expo improved its diversion rate, which is the amount of garbage diverted from the landfill, from 40 percent in FY 2009-10 to 58 percent in FY 2010-11.

Changes from FY 2010-11 current service levels

- No increases in FTE with more emphasis on customer service and retaining repeat clients and helping to increase attendance to the consumer shows.
- Thirty national/regional conventions are booked for FY 2011-12, reflecting a decrease of seven from FY 2010-11.

Issues and challenges

- Recent lodging industry occupancy and room rate data show significant growth in FY 2010-11. Regional stakeholders are forecasting a 6-8 percent increase in FY 2010-11 with an increase of an additional 6 percent projected for FY 2011-12. Rates and occupancy should stay strong due to increased demand and no new inventory. OCC will be pushing hard to fill dates and space with local business as well as opening and booking the new Plaza slated to open in September 2011. Although the region has booked a greater number of room nights the Center will be experiencing a down year with convention business.
- OCC is experiencing an increase in attendance for consumer shows as well as shows renting more space in FY 2010-11 and believe this trend will continue next fiscal year if the economy continues its slow growth trend.
- Expo is required to use its operating revenue to fund \$1.2 million annual debt service payments for the 2001 construction and replacement of Hall D. The Expo Center continues to be fully self-supporting and receives no transient lodging tax revenues or other government support.
- The decline in attendance at Expo appears to be stabilizing and certain events have shown improvement over the previous year. In addition, two major clients intend to return to their former practice of full facility rental beginning in FY 2011-12.

Program performance measures

Number of conventions and tradeshows.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
149	135	133	125	122	129	126	133

Number of consumer and public shows.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
111	89	90	108	111	112	113	114

Attendance (thousands).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1,100	920	910	940	920	940	950	1,000

Estimated economic impact in metropolitan region (millions).

OCC

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$475.0	\$485.0	\$460.0	\$515.0	\$425.0	\$450.0	\$400.0	\$450.0

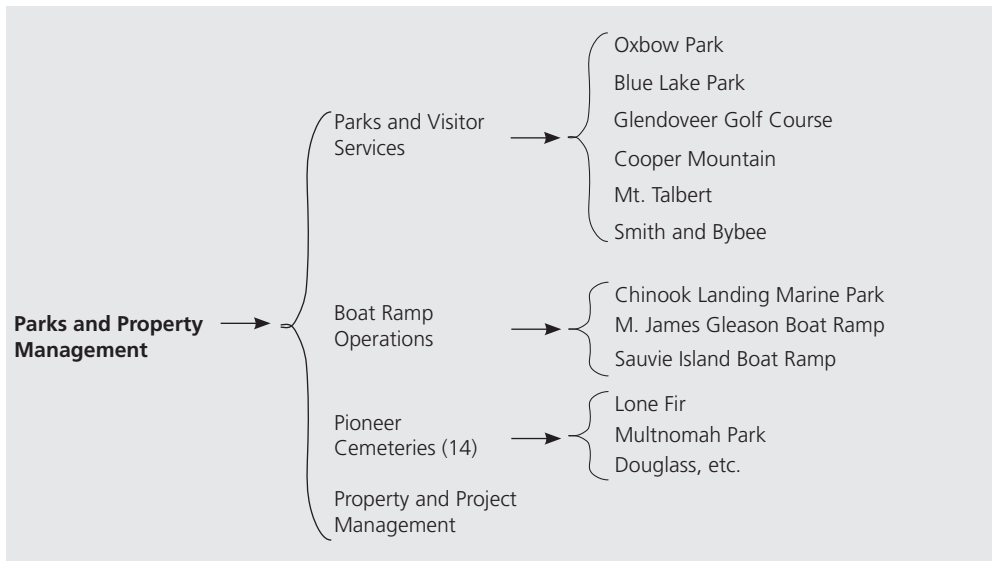
EXPO

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$35.4	\$38.0	\$36.4	\$33.5	\$34.2	\$35.2	\$36.6	\$38.4

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	\$21,727,422	\$23,231,323	\$21,802,182	\$21,351,937	\$22,036,231	\$22,697,318	\$23,378,238
Grants and Donations	3,375	626,291	0	0	0	0	0
Governmental Resources	8,405,157	8,700,202	9,622,667	9,911,347	10,208,687	10,514,948	10,830,396
Other Resources	1,975,373	628,283	622,499	574,996	623,416	544,948	616,828
TOTAL PROGRAM RESOURCES	32,111,327	33,186,099	32,047,348	31,838,280	32,868,334	33,757,214	34,825,462
PROGRAM OUTLAYS							
Operating Costs	26,154,869	28,016,782	26,811,696	27,673,379	28,593,162	29,623,032	30,803,979
Capital	1,140,516	4,025,543	2,314,366	3,760,996	3,350,000	3,895,000	1,525,000
Department Administration and Overhead	1,525,024	1,760,597	1,352,988	1,467,709	1,472,468	1,546,092	1,623,396
Direct Service Transfers	1,176,632	1,309,132	2,369,114	1,189,132	1,365,096	1,187,131	1,188,650
Central Administration and Overhead	1,522,340	1,654,230	1,890,469	1,944,594	2,055,462	2,158,235	2,266,147
Debt Service	136,362	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	31,655,743	36,766,284	34,738,633	36,035,810	36,836,188	38,409,490	37,407,172
NET PROGRAM REVENUE (COST)	455,584	(3,580,185)	(2,691,285)	(4,197,530)	(3,967,854)	(4,652,276)	(2,581,710)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves and Fund Balance	(455,584)	3,580,185	2,691,285	4,197,530	3,967,854	4,652,276	2,581,710
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	(455,584)	3,580,185	2,691,285	4,197,530	3,967,854	4,652,276	2,581,710
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	139.68	136.6	133.26	133.26	133.26	133.26	133.26





Parks and Property Management

Organization Unit:
Parks and Environmental Services
Program Manager:
Justin Patterson
Program Status: Existing

The purpose of Parks and Property Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course, multiple residential and agricultural leases on Metro natural areas and 14 pioneer cemeteries.

This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region.

Property and Project Management is a new division within Parks and Environmental Services. The program combines several existing functions including management of leased properties and Metro facilities at Cooper Mountain Nature Park and Mt. Talbert Nature Park with a new construction project management function that is moving from the Metropolitan Exposition Recreation Commission.

Regulatory/statutory requirements

Metro Code regulates use and delegates authority over its developed facilities, parks, cemeteries and natural areas; cooperative partnerships exist between Metro and various local, state and federal agencies and land managers; Oregon Revised Statutes; Oregon Tenant Law; Oregon Department of Environmental Quality; State Weed Board; Federal Endangered Species Act; Oregon Mortuary and Cemetery Board.

Climate Change/Sustainability

The program contributes to the region’s environmental health through the active maintenance of parks and natural areas. Many sustainability initiatives are in place in the parks and natural areas, including aggressive recycling efforts and a shift toward fewer maintenance and operations vehicles powered by gasoline or diesel fuels. Additional practices include minimal use of chemicals to control weeds, and efforts are under way to reduce electricity and water consumption through the use of programmable irrigation systems and light cells. Parks and Environmental Services is working with the Sustainability Center to identify a food waste composting system at the parks.

Changes from FY 2010-11 current service levels

The FY 2011-12 budget includes several enhancements or changes from FY 2010-11 service levels:

- Renewal and replacement projects include Blue Lake wooden dock replacements as well as signage throughout the properties and the purchase of new landscaping equipment and vehicles that are more efficient and sustainable.
- Property and Project Management integrates MERC construction group under single management and one position is eliminated on Dec. 31, 2011 (0.5 FTE).
- Staff continues to explore the feasibility of disc golf at Blue Lake Park.

Issues and challenges

Revenues and attendance have shown modest increases and costs continue to escalate. Managing the precious balance of operating beautiful regional parks while still accommodating increasing attendance is a challenge that takes deliberate thought and planning to succeed.

Staff will be developing a Request for Proposals for the Glendoveer Golf Course with the intent to sign a new management contract early in FY 2012-13. The Request for Proposals process will include a review of the business plan for the golf course.

Pioneer Cemeteries: After several audits of the program, one conducted in 2001 and most recently in 2008, it has become apparent that focus on record keeping needs to be the primary direction for this program. Staff is currently conducting file audits, digitizing manual records and surveying the cemeteries. This will enable the program to have all 45,000 records in digital format. By improving the record keeping from the past, this effort will prepare the cemeteries for the future. Staff will focus on creating a more accurate grave inventory that will not only streamline the grave selection process for its customers but will also help assist in planning out the life of the program. Through this work Metro suspended sales at both Lone Fir and Multnomah cemeteries. Any available graves located will be held in reserve for citizens who have family buried in the cemeteries. Metro currently maintains a Cemetery Perpetual Care Fund that is inadequate to meet future needs. Fifteen percent of grave sales (the maximum allowed by state law) are deposited into the fund to provide for future maintenance of cemetery lands when the grave sales are complete. It is anticipated that, when the last grave is sold, the fund will have only enough annual revenue (interest on accumulated fund balance) to cover 20 percent of these maintenance expenses.

Performance measures

Revenues as a percentage of total direct expenses at Oxbow, Blue Lake and Marine Facilities.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
61%	70.1%	67%	66.5%	65.5%	65%	64.5%	64%

Recycling rate for Blue Lake and Oxbow parks.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
6%	8%	12%	15%	20%	25%	30%	35%

Percentage of positive response on customer service satisfaction survey (including appearance standards).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	75%	80%	85%	90%	95%	100%	100%

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	\$2,428,252	\$2,770,035	\$2,838,814	\$2,878,557	\$2,918,857	\$2,959,721	\$3,001,157
Grants and Donations	788	100,000	0	0	0	0	0
Governmental Resources	499,590	611,000	594,204	602,523	610,958	619,511	628,184
Other Resources	32,912	36,800	38,689	39,231	39,780	40,337	40,902
TOTAL PROGRAM RESOURCES	2,961,542	3,517,835	3,471,707	3,520,311	3,569,595	3,619,569	3,670,243
PROGRAM OUTLAYS							
Operating Costs	3,553,748	3,782,747	3,734,424	3,774,097	3,966,885	4,117,702	4,293,085
Capital/Renewal and Replacement	1,916,441	674,617	1,147,026	91,391	81,545	489,062	204,901
Department Administration and Overhead	312,605	269,653	309,578	325,057	341,310	358,376	376,295
Direct Service Transfers	34,100	40,722	292,862	157,055	161,389	165,869	170,501
Central Administration and Overhead	1,192,573	552,208	973,710	1,022,396	1,073,516	1,127,192	1,183,552
TOTAL PROGRAM OUTLAYS	7,009,467	5,319,947	6,457,600	5,369,996	5,624,645	6,258,201	6,228,334
NET PROGRAM REVENUE (COST)	(4,047,925)	(1,802,112)	(2,985,893)	(1,849,685)	(2,055,050)	(2,638,632)	(2,558,092)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	2,078,509	747,462	1,442,031	1,456,451	1,485,580	1,530,147	1,576,051
Current Revenues	44,134	43,033	20,836	20,183	38,979	56,568	73,092
Reserves	1,925,282	1,011,617	1,523,026	362,151	149,171	558,379	275,951
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	4,047,925	1,802,112	2,985,893	1,838,785	1,673,730	2,145,094	1,925,094
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$10,900)	(\$381,320)	(\$493,538)	(\$632,998)
PROGRAM FTE	33.56	29.23	28.38	28.38	28.38	28.38	28.38



Performing Arts, Arts and Culture



Portland Center for the Performing Arts

Performing Arts, Arts and Culture

Organization Unit:

Visitor Venues

Program Manager:

Robyn Williams

Program Status:

Existing

Portland Center for the Performing Arts (PCPA) is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly one million visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich region.

This leading cultural institution encompasses three venues: the Keller Auditorium (built in 1917 and modernized in 1968), Arlene Schnitzer Concert Hall (a historic 1928 vaudeville and movie house, restored in 1984), and Antoinette Hatfield Hall (built in 1989), which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Hall.

Regulatory/statutory requirements

None.

Climate Change/Sustainability

- Participate in the Portland Composts Program managed by the city's Office of Sustainable Development.
- Participate in Pacific Power's Blue Sky renewable energy program.
- Maintain energy efficient lighting systems throughout all buildings.
- Continue to pursue recycling goals and use earth-friendly cleaning and other products, such as low Volatile Organic Compound paint.
- Replace Keller boiler and Hatfield Chiller with highly energy efficient equipment.

Changes from FY 2010-11 current service levels

- The number of Broadway series' weeks affects every budget year at PCPA. For FY 2011-12 the series is scheduled for 12.5 weeks compared to 13 weeks in FY 2010-11 and nine weeks in FY 2009-10. The Broadway Series is an important source of revenue for PCPA but also increases expenses in utilities and event labor. Some dates opened up by the ballet and opera increase the opportunity to book more commercial shows which will have a positive financial impact on PCPA.
- The part-time Marketing and Promotions Coordinator II position increases to full time with an emphasis on enhancing sales, marketing through the web site web-design. Forty hours of part time custodial labor is reduced to provide a Utility lead position on the graveyard shift and the Maintenance and Construction Supervisor position is eliminated. Staffing levels increased by 1.00 FTE overall.

Issues and challenges

- Aging facilities, specifically the Arlene Schnitzer Concert Hall, will require major refurbishing in the near future.
- A drop in transient lodging tax in FY 2009-10 created a significant revenue challenge that needs to be addressed in FY 2011-12 with a long-term plan for increasing revenue.

- The City of Portland has adopted a new policy requiring Green Building LEED Certification for all city-owned buildings; an assessment of the PCPA buildings will determine the financial impact.
- PCPA will seek opportunities to increase revenues in a soft economy and identify operational efficiencies while maintaining a high level of customer service and satisfaction.
- There is an opportunity to enhance Antoinette Hatfield Hall and Arlene Schnitzer Concert Hall with the Main Street Project, which is currently in the concept design phase and relies on major fundraising through the PCPA Foundation.

Performance measures

PCPA number of performances.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1,061	975	1,000					

PCPA attendance at events.

	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	930,841	850,000	769,468	933,000	900,290	890,530	924,282	936,854
• Broadway			165,469	182,000	140,000	120,000	144,200	148,526
• Commercial			92,588	128,000	131,840	135,795	139,000	140,390
• Resident Company			262,250	345,000	348,450	351,935	355,454	359,454
• Non-profit			249,138	278,000	280,000	282,800	285,628	288,484

PCPA total weeks of Broadway.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
14	9	13	12.5	10	9	10	10

Total commercial shows.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
281	200	250	226	232	238	246	250

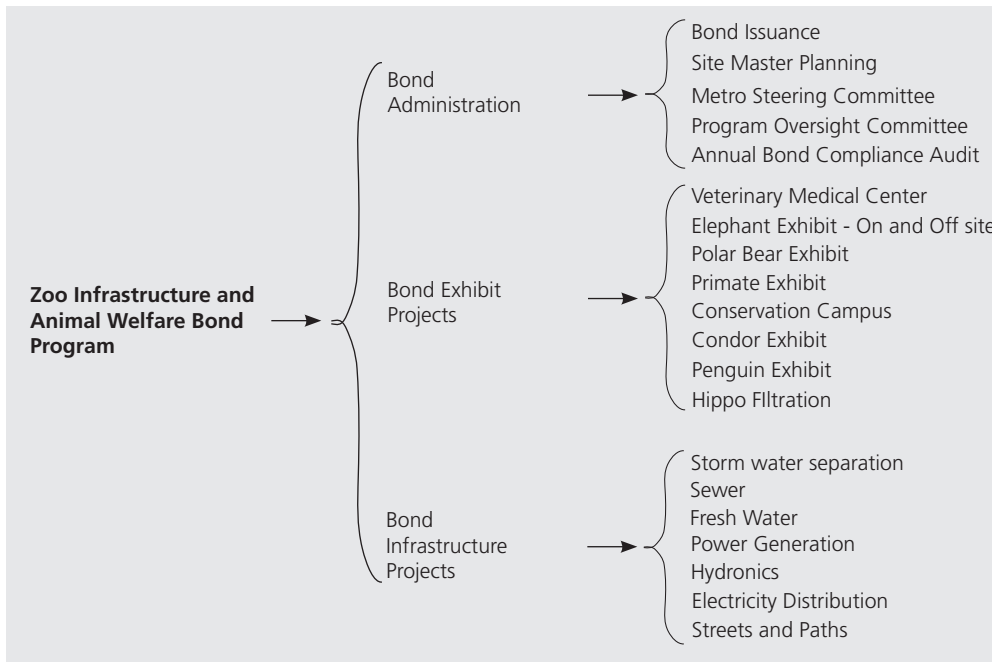
Estimated economic impact in metropolitan region (millions).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$65.0	\$58.0	\$60.0	\$65.0	\$60.0	\$62.0	\$64.0	\$65.0

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	\$7,998,919	\$8,247,762	\$8,736,731	\$8,998,833	\$9,268,798	\$9,546,862	\$9,833,268
Grants and Donations	737,221	495,226	471,675	450,000	450,000	450,000	450,000
Governmental Resources	2,258,131	2,615,258	2,316,988	2,378,654	2,442,013	2,511,193	2,582,347
Other Resources	96,922	90,926	113,446	80,681	81,288	81,901	82,520
TOTAL PROGRAM RESOURCES	11,091,193	11,449,172	11,638,840	11,908,168	12,242,099	12,589,956	12,948,135
PROGRAM OUTLAYS							
Operating Costs	9,214,490	9,202,204	9,519,882	9,796,471	10,260,320	10,655,555	11,097,336
Capital	251,556	988,828	575,000	950,000	835,000	1,340,000	370,000
Department Administration and Overhead	857,827	948,014	728,532	764,959	803,207	843,367	885,535
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	796,504	838,267	1,016,152	1,066,960	1,120,308	1,176,323	1,235,140
TOTAL PROGRAM OUTLAYS	11,120,377	11,977,313	11,839,566	12,578,390	13,018,835	14,015,245	13,588,011
NET PROGRAM REVENUE (COST)	(29,184)	(528,141)	(200,726)	(670,222)	(776,736)	(1,425,289)	(639,876)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves and Fund Balance	29,184	528,141	200,726	670,222	776,736	1,425,289	639,876
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	29,184	528,141	200,726	670,222	776,736	1,425,289	639,876
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)
PROGRAM FTE	54.32	53.40	52.60	52.60	52.60	52.60	52.60





Zoo Infrastructure and Animal Welfare Bond Program

Organization Unit:

Oregon Zoo

Program Manager:

Craig Stroud

Program Status:

Existing

The Zoo Infrastructure and Animal Welfare Bond program (A Better Zoo program) represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Bond proceeds will finance master planning and land use approval activities, multiple capital projects within the zoo's existing campus, as well as potentially fund capital improvements for a remote elephant center. The program includes 5.33 FTE to administer upcoming projects. Initial projects include comprehensive capital master planning, zoo campus land-use activities, replacing the zoo's veterinary medical center and quarantine facilities, upgrading the penguin exhibit filtration system, replacing the zoo's main water backflow and pressure reducing valve, planning work and design of the elephant on-site exhibit expansion and planning work for the possible development of a remote elephant center.

Regulatory/statutory requirements

The zoo capital construction activities are regulated by land-use and construction regulations, including:

City of Portland land-use plan and agreement.

City of Portland, Bureau of Environmental Services and Bureau of Development Services requirements.

Association of Zoos & Aquariums exhibit standards and recommendations.

Citizen oversight committee for bond activities.

External audits of bond activities.

Occupational Health and Safety Act requirements.

Climate Change/Sustainability

The bond program will construct exhibit and infrastructure improvements to protect animal health and safety and conserve and recycle water. Improvements under study include campus-wide storm water capture and use, power generation created from animal waste and closed-loop heating and cooling systems for campus buildings. To the extent feasible, all of the bond funded projects will be designed and built using the appropriate sustainable building practices.

Changes from FY 2010-11 current service levels

The Zoo Infrastructure and Animal Welfare Bond program FTE decreased 0.92 to reflect the planned completion of the comprehensive capital master planning activities. The total bond program dedicated FTE will be 5.33 in FY 2011-12. In addition, 1.0 FTE Program Supervisor II was reclassified to a Manager II position.

Issues and challenges

Complete the comprehensive capital master plan for the bond program, including refined project scopes, sequencing and budget estimates, as well as sustainability initiatives and infrastructure improvements.

Engage the City of Portland, neighboring institutions of the zoo campus and other stakeholders in land-use discussions and processes for the zoo campus and bond funded capital projects. The conditional use review must be finalized prior to completing the majority of bond funded capital improvements.

Complete the construction of the Veterinary Medical Center, Penguin exhibit filtration and Water Main projects.

Continue to define the remote elephant center business, facility and fundraising plans.

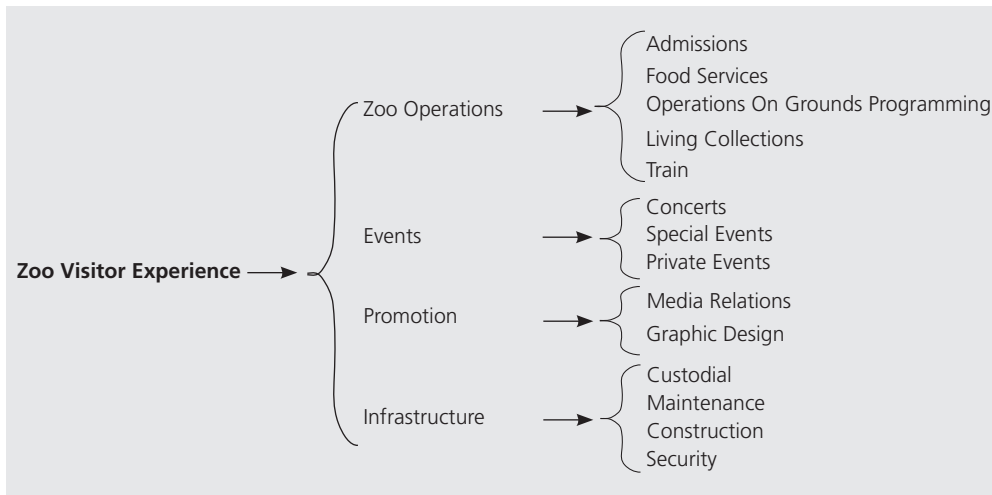
Performance measures

Performance measures will be developed upon completion of the comprehensive capital master plan for program scope, schedule and budget. The plan projected completion date is September 2011.

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- Interest, Bond Revenue	26,399	15,021,213	24,648	60,265,000	180,000	120,000	40,300,000
TOTAL PROGRAM RESOURCES	26,399	15,021,213	24,648	60,265,000	180,000	120,000	40,300,000
PROGRAM OUTLAYS							
Operating Costs	458,144	659,562	627,690	610,000	655,000	685,000	721,000
Capital	1,021,357	14,696,830	6,432,825	814,564	1,254,355	1,127,472	14,700,000
Department Administration and Overhead	0	190,278	175,973	185,000	0	0	0
Direct Service Transfers	0	104,637	188,236	195,000	210,000	220,000	230,000
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,479,501	15,651,307	7,424,724	1,804,564	2,119,355	2,032,472	15,651,000
NET PROGRAM REVENUE (COST)	(1,453,102)	(630,094)	(7,400,076)	58,460,436	(1,939,355)	(1,912,472)	24,649,000
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Beginning Fund Balance	4,260,056	2,121,338	9,649,239	1,200,000	59,360,436	57,112,081	54,881,339
Allocated and Other	0	0	3,350	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	4,260,056	2,121,338	9,652,589	1,200,000	59,360,436	57,112,081	54,881,339
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$2,806,954	\$1,491,244	\$2,252,513	\$59,660,436	\$57,421,081	\$55,199,609	\$79,530,339
PROGRAM FTE	6.80	6.25	5.58	5.33	5.00	5.00	5.00





Zoo Visitor Experience

Organization Unit:

Oregon Zoo

Program Manager:

Kim Smith

Program Status:

Existing

The Zoo Visitor Experience program represents the primary activities that occur at the zoo campus. Supporting the zoo’s mission statement, the zoo provides guests the opportunity for observation, discovery and engagement of animals in naturalistic environments. To meet guest expectations, provide positive experiences and to generate enterprise revenues, the zoo provides many services and activities, such as admissions, food services, campus security, facility management, public events, catering venues, marketing and the zoo railway.

Regulatory/statutory requirements

The zoo is regulated by animal welfare, food service and alcohol regulations, including:

United States Department of Agriculture: Animal Welfare License, Invertebrate Species.

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.

Association of Zoos & Aquariums Accreditation Guidelines.

Health Department Regulations, Oregon Liquor Control Commission Regulations.

Climate Change/Sustainability

The Oregon Zoo’s mission is “Inspiring our community to create a better future for wildlife.” Zoo interpretive signage and activities are created with the purpose of educating guests about climate change and sustainability. As guests experience the zoo, staff and interpretive signage provide actions they can take personally to reduce their carbon footprint, conserve natural resources and preserve nature and wildlife. For example, programming during the past two summers has emphasized the plight of the polar bear due to climate change, as well as threats to frogs and other amphibians from disease. In addition, the zoo has fostered a culture of sustainability within staff and has taken substantial steps to reduce both energy use and the waste created by zoo campus activities. Examples include converting fluorescent light fixtures to more efficient models, automating building heating and cooling system controls, composting herbivore animal and guest food waste, and aggressive recycling.

Changes from FY 2010-11 current service levels

The operating budget includes an increase of materials and services to support the addition of three premium concerts; an addition of a 1.0 FTE catering position to replace the position that was temporarily removed in the FY 2010-11 budget; a reclassification of the Deputy Director of Business Operations to a Program Director position; the reduction of three part-time temporary positions; reclassification of a Program Supervisor position and the addition of a 0.50 FTE Web Content and Social Media position due to the restructuring of the Marketing department; and the reclassification of a number of positions in various departments to more appropriately reflect the program needs and position duties. In addition, 0.25 FTE was added for the General Manager of Visitor Venues, 0.15 FTE for a Program Analyst II position to support the General Manager and 0.25 FTE of the Facilities Manager position was moved back from the Zoo Infrastructure and Animal Welfare Bond program.

Issues and challenges

Identify new sources of earned revenue.

Open a temporary butterfly exhibit in spring 2012.

Successfully market a temporary dinosaur exhibit for the summer season. Grow non-peak season attendance and revenue.

Manage guest vehicle parking, including securing additional temporary off-site parking during the peak season and continued public transportation incentives.

Continue sustainability activities for energy and natural resource consumption.

Install a new Point-of-Sale system.

Performance measures

Visitors continue to believe the zoo has an important role in inspiring the community to create a better future for wildlife on a four-point scale where “4” is “strongly agree.”

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8

Enterprise Revenue: Comparison of current achievement to the adopted budget. Admissions, food service and catering, retail, classes and camps, train and special exhibits.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
87%	87%	95%	100%	100%	100%	100%	100%

Percentage of zoo guests who rate their zoo experience as very or somewhat enjoyable and worthwhile.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
92%	>96%	>90%	>90%	>90%	>90%	>90%	>90%

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	\$16,326,212	\$17,707,900	\$17,926,500	\$19,335,790	\$19,641,401	\$20,513,236	\$20,841,448
Grants and Donations	2,485,051	672,998	902,000	629,060	647,932	667,370	687,391
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Interest, Misc. Revenue	152,200	125,300	125,000	128,750	132,613	136,591	140,689
TOTAL PROGRAM RESOURCES	18,963,463	18,506,198	18,953,500	20,093,600	20,421,945	21,317,197	21,669,527
PROGRAM OUTLAYS							
Operating Costs	21,122,681	23,894,124	24,264,305	25,078,959	26,429,153	27,402,318	28,410,723
Capital / Renewal and Replacement	3,315,227	1,356,374	2,334,793	814,564	1,254,355	1,127,472	1,155,659
Department Administration and Overhead	340,870	380,452	674,698	698,767	736,387	763,502	791,599
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	2,314,479	2,526,602	2,526,116	2,652,422	2,785,043	2,924,295	3,070,510
Debt Service	403,820	404,670	404,408	403,320	401,245	408,105	408,958
TOTAL PROGRAM OUTLAYS	27,497,077	28,562,222	30,204,320	29,648,032	31,606,183	32,625,692	33,837,449
NET PROGRAM REVENUE (COST)	(8,533,614)	(10,056,024)	(11,250,820)	(9,554,432)	(11,184,237)	(11,308,496)	(12,167,922)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	6,731,488	9,768,315	10,501,018	9,254,512	10,914,309	11,065,560	11,949,279
Current Revenues	0	0	0	0	0	0	0
Reserves	2,202,860	287,709	749,802	299,921	269,929	242,936	218,642
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	8,934,348	10,056,024	11,250,820	9,554,433	11,184,238	11,308,496	12,167,921
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$400,734	\$0	\$0	\$0	\$0	\$0	(\$0)
PROGRAM FTE	131.59	129.14	131.28	131.28	131.28	131.28	131.28

