



600 NE Grand Ave.
Portland, Oregon
97232-2736

2011-12

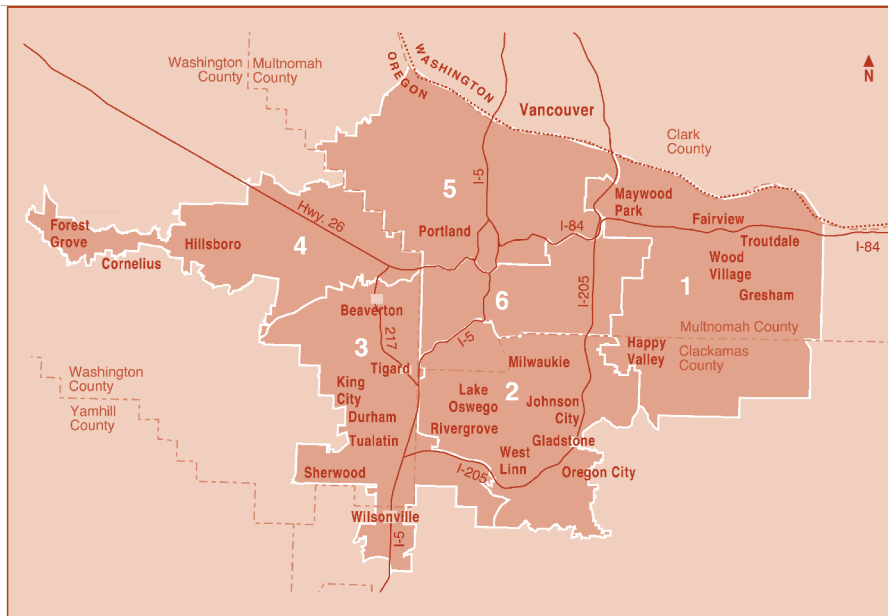
ADOPTED BUDGET
Program budget



Metro | *Making a great place*

2011-12

ADOPTED BUDGET Program budget



Your Metro representatives

Council President
Tom Hughes
503- 797-1889

District 1
Shirley Craddick
503- 797-1547

District 2
Carlotta Collette
503- 797-1887

District 3
Carl Hosticka
503- 797-1549

District 4
Kathryn Harrington
503- 797-1553

District 5
Rex Burkholder
503- 797-1546

District 6
Barbara Roberts
503- 797-1552

Auditor
Suzanne Flynn, CIA
503- 797-1891

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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Responsible Operations

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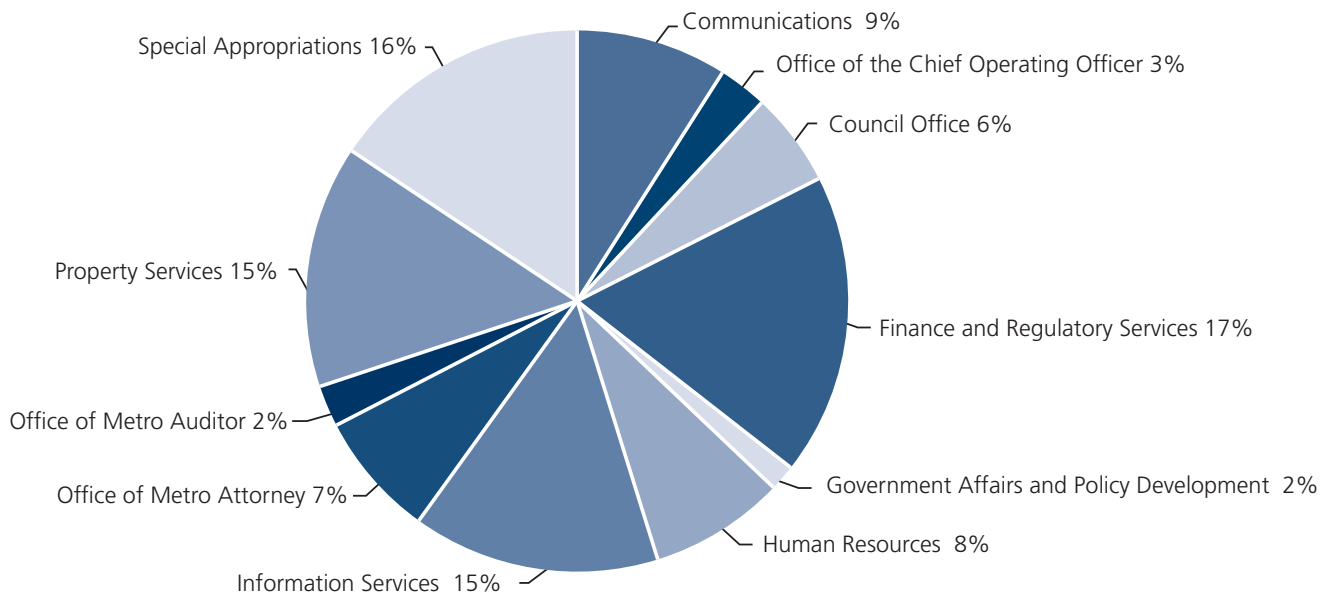




Responsible Operations

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

Responsible Operations FY 2011-12 program expenditures



| | |
|---|---------------------|
| Communications | \$2,393,000 |
| Office of the Chief Operating Officer | 802,000 |
| Council Office | 1,555,000 |
| Finance and Regulatory Services | 4,905,000 |
| Government Affairs and Policy Development | 427,000 |
| Human Resources | 2,254,000 |
| Information Services | 4,357,000 |
| Office of the Metro Attorney | 2,068,000 |
| Office of Metro Auditor | 687,000 |
| Property Services | 4,176,000 |
| TOTAL GOAL 4 | \$23,624,000 |
| Special Appropriations | 4,600,000 |

Responsible Operations 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 | \$856,484 | \$1,127,000 | \$1,046,000 | \$1,046,000 | \$1,110,000 | \$1,110,000 | \$1,112,000 |
| Grants and Donations | 396,676 | 768,608 | 682,813 | 684,000 | 684,000 | 684,000 | 684,000 |
| Governmental Resources | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Resources | 0 | 0 | 156,968 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 1,253,160 | 1,895,608 | 1,885,781 | 1,730,000 | 1,794,000 | 1,794,000 | 1,796,000 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 18,031,205 | 23,716,610 | 23,907,810 | 21,683,691 | 23,136,041 | 24,101,567 | 25,264,786 |
| Capital / Renewal and Replacement | 1,057,345 | 2,622,247 | 2,185,339 | 665,979 | 931,934 | 645,075 | 508,769 |
| Department Administration and Overhead | 236,977 | 347,989 | 371,643 | 393,620 | 407,685 | 435,245 | 451,182 |
| Direct Service Transfers | 230,000 | 230,000 | 234,600 | 239,292 | 244,078 | 248,960 | 253,939 |
| Central Administration and Overhead | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 1,485,848 | 1,504,945 | 1,500,920 | 1,499,585 | 1,500,313 | 1,498,295 | 1,489,050 |
| Transfer of CBL Profits to IS Renewal and Replacement | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| TOTAL PROGRAM OUTLAYS | 21,066,375 | 28,446,791 | 28,225,312 | 24,507,167 | 26,245,051 | 26,954,143 | 27,992,726 |
| NET PROGRAM REVENUE (COST) | (19,813,215) | (26,551,183) | (26,339,531) | (22,777,167) | (24,451,051) | (25,160,143) | (26,196,726) |
| <i>(program resources minus outlays)</i> | | | | | | | |
| less: NON-PROGRAMMATIC RESOURCES | | | | | | | |
| General Fund Discretionary Revenue | 3,701,625 | 3,454,655 | 3,455,322 | 3,256,942 | 3,526,416 | 3,701,039 | 3,932,309 |
| Current Revenues | 87,473 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Reserves | 1,393,441 | 7,437,247 | 6,181,355 | 2,413,104 | 2,860,684 | 2,724,950 | 2,588,644 |
| Central Service Cost Allocation | 14,636,059 | 15,634,281 | 16,677,854 | 17,082,121 | 18,038,951 | 18,709,154 | 19,650,773 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 19,818,598 | 26,551,183 | 26,339,531 | 22,777,167 | 24,451,051 | 25,160,143 | 26,196,726 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$5,383 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 153.60 | 147.20 | 150.67 | 147.67 | 147.67 | 147.67 | 147.67 |

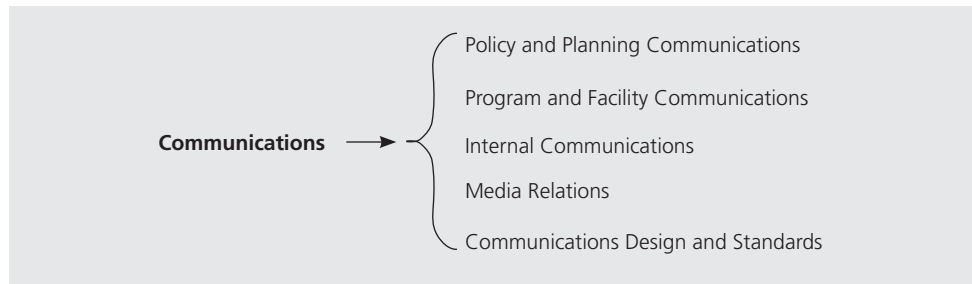
Communications

Director:

Jim Middaugh

Program Status:

Existing



Communications provides strategic communications guidance and coordinates a full range of services to advance the region’s six desired outcomes, helps Metro programs achieve desired results and supports the effectiveness of the agency.

Understanding Metro’s target audiences and developing and executing cost-effective, equitable and efficient strategies to inform, engage and motivate them are at the center of the department’s mission. As a team of writing, design, editorial, public engagement and web experts, Communications works with Metro leadership, managers and staff to tell the stories of Metro’s partnerships with local governments, public and private regional leaders, customers and employees and to find creative ways to let residents of the region offer their opinions about public priorities.

By working across operating units Communications helps create cost savings and efficiencies. Using state of the art tools like Opt In, the flexible service contracts, integrated marketing plans, integrated web strategies, and newsfeed help Metro make the most of what we have.

The ultimate goal of the Communications’ work is to build trust with voters and residents of the region.

Communications is organized into five focus areas:

- Policy and Planning.
- Programs and Facilities.
- Internal Communications.
- Media Relations.
- Design and Standards.

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

Policy and Planning– This section raises the visibility and profile of Council efforts to inspire and engage community leaders about regional issues through innovative engagement tools such as an online opinion panel, meetings, community events, media outreach, publications and web sites. The program builds relationships with regional opinion leaders and decision makers and ensures outreach to a diverse representation of the region’s residents. The work supports the Community Investment Strategy, integrated transportation corridor planning, climate change adaptation and mitigation, park and trail site planning, the Regional Transportation Plan, MTIP and regional flexible fund allocation, urban growth management decisions, Nature in Neighborhoods low impact development practices, active transportation, the Oregon Zoo master plan, and other Council policy work.

Program and Facility – This section provides marketing and community relations support to a variety of Metro programs, services and facilities, including parks; transfer stations; household hazardous waste collection programs; RID patrol; Natural Areas acquisition, restoration, volunteer and grants programs; and the Community Enhancement grants program. This work group also supports marketing campaigns aimed at waste reduction, natural gardening, toxics reduction, MetroPaint, recycling and environmental education and regional travel options.

Internal Communications – Assists with workforce communications regarding management practices and policies, the Regional Leadership Initiative, human resources, employee benefits, information services, contact and mailing management and other internal agency matters.

Media Relations – The media team manages proactive and reactive work with regional news media and assists all Metro employees and Councilors with media relations.

Communication Design and Standards – The communications design and standards team supports the Sustainable Metro Initiative in providing strategic communication services, resources and tools in a cost effective way. Through the consistent application of best practices for design and editing, the team maximizes and leverages limited resources of staff time and money. A consistent voice, look and message across web, video social media, print and interpretive products reinforces the Metro identity to the public and helps build trust between the agency and the public it serves.

Regulatory/statutory requirements

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

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

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

Metro Committee on Citizen Involvement (Metro Charter).

Changes from FY 2010-11 current service levels

Reduces communications support by 1.0 FTE.

Issues and challenges

The continued decline of traditional news media, particularly print, is forcing a reexamination of communications and public involvement best practices. Communications will need to rely more on the Internet and other electronic tools but does not currently have the capacity or staff to fully address changes in traditional media outlets.

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

Effectively engaging members of low-income, minority and other underserved populations continues to be a challenge. Metro will need to invest more time and resources to succeed in this area.

Program performance measures

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

| <u>08/09</u> | <u>09/10</u> | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|--------------|--------------|---------------------------|-------|-------|-------|-------|-------|
| | NEW | Will occur through Opt in | | | | | |

Percent of the region’s elected officials who agree with the following: “Metro provides valuable services that have positive impacts on my constituents.”

| <u>08/09</u> | <u>09/10</u> | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|--------------|--------------|-------|-------|-------|-------|-------|-------|
| | 92% | | | | | | |

Percent undervote for Metro races.

| <u>08/09</u> | <u>09/10</u> | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|--------------|--------------|-------|-------|-------|-------|-------|-------|
| | 29.6% | | | | | | |

Internal performance measures

Percent of employees reporting that they agree or strongly agree with the following: “The agency has a well formulated strategy to achieve overall goals and directions.”

| <u>08/09</u> | <u>09/10</u> | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|--------------|--------------|-------|-------|-------|-------|-------|-------|
| | NEW | 41.7% | | | | | |

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

| <u>08/09</u> | <u>09/10</u> | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|--------------|--------------|-------|-------|-------|-------|-------|-------|
| | NEW | 67% | | | | | |

In addition to the measures above, Communications also will track a variety of other things that will help measure progress. They include: the percentage of people who participate in the Opt In panel, social media fans and followers, electronic newsletter subscriptions, online content and customer satisfaction and awareness surveys (online and print).

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 | 539,866 | 518,813 | 520,000 | 520,000 | 520,000 | 520,000 |
| Governmental Resources | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Resources | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 0 | 539,866 | 518,813 | 520,000 | 520,000 | 520,000 | 520,000 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 2,180,092 | 2,514,675 | 2,392,833 | 2,442,736 | 2,611,380 | 2,730,181 | 2,873,090 |
| 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 | 2,180,092 | 2,514,675 | 2,392,833 | 2,442,736 | 2,611,380 | 2,730,181 | 2,873,090 |
| NET PROGRAM REVENUE (COST) | (2,180,092) | (1,974,809) | (1,874,020) | (1,922,736) | (2,091,380) | (2,210,181) | (2,353,090) |
| <i>(program resources minus outlays)</i> | | | | | | | |
| less: NON-PROGRAMMATIC RESOURCES | | | | | | | |
| General Fund Discretionary Revenue | 1,547,528 | 1,308,523 | 1,170,905 | 1,203,454 | 1,322,883 | 1,406,564 | 1,507,372 |
| Current Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Service Cost Allocation | 632,564 | 666,286 | 703,115 | 719,282 | 768,497 | 803,617 | 845,718 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 2,180,092 | 1,974,809 | 1,874,020 | 1,922,736 | 2,091,380 | 2,210,181 | 2,353,090 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 21.00 | 22.00 | 21.00 | 21.00 | 21.00 | 21.00 | 21.00 |

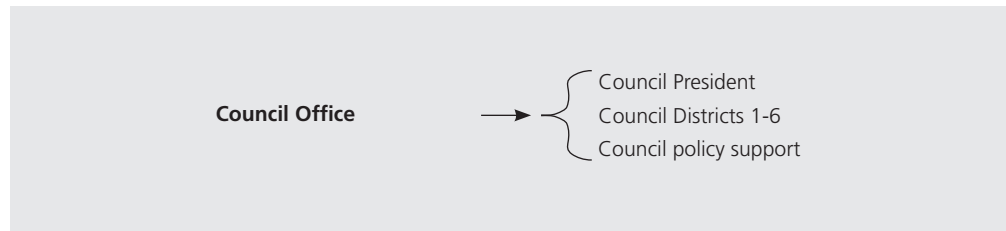
Council Office

Interim Program Manager:

Ina Zucker

Program Status:

Existing



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

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

Regulatory/statutory requirements

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

Changes from FY 2010-11 current service levels

None.

Internal performance measures

Percentage of public meetings and events that have materials posted online.

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

Percentage of diverse applicants to full time positions and internships.

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| | NEW | 8.8% | | | | | |

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 | 24,000 | 24,000 | 24,000 | 24,000 | 24,000 |
| Governmental Resources | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Resources | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 0 | 0 | 24,000 | 24,000 | 24,000 | 24,000 | 24,000 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 1,364,146 | 1,415,869 | 1,555,498 | 1,608,933 | 1,718,534 | 1,797,344 | 1,891,629 |
| 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 | 1,364,146 | 1,415,869 | 1,555,498 | 1,608,933 | 1,718,534 | 1,797,344 | 1,891,629 |
| NET PROGRAM REVENUE (COST) | (1,364,146) | (1,415,869) | (1,531,498) | (1,584,933) | (1,694,534) | (1,773,344) | (1,867,629) |
| <i>(program resources minus outlays)</i> | | | | | | | |
| less: NON-PROGRAMMATIC RESOURCES | | | | | | | |
| General Fund Discretionary Revenue | 1,364,146 | 1,415,869 | 1,531,498 | 1,584,933 | 1,694,534 | 1,773,344 | 1,867,629 |
| Current Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Service Cost Allocation | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 1,364,146 | 1,415,869 | 1,531,498 | 1,584,933 | 1,694,534 | 1,773,344 | 1,867,629 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 16.00 | 15.00 | 15.00 | 15.00 | 15.00 | 15.00 | 15.00 |

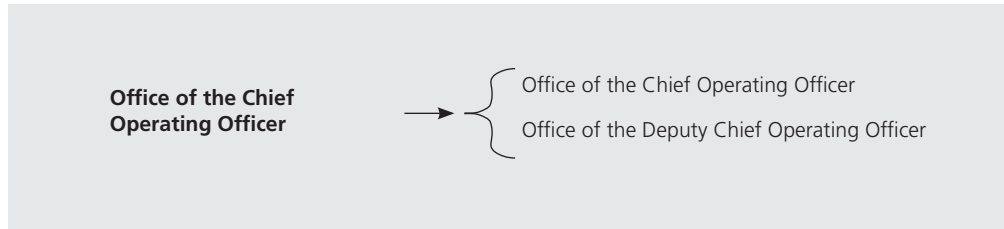
Office of the Chief Operating Officer

Acting Chief Operating Officer:

Dan Cooper

Program Status:

Existing



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

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

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

Regulatory/statutory requirements

Metro Code, Metro Charter, federal and state laws.

Changes from FY 2010-11 current service levels

A policy advisor provides direct support to the Community Investment Strategy and master planning and land use projects at the visitor venues.

Internal performance measures

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

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| | NEW | 94.5 | | | | | |

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

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| | NEW | 33.4 | | | | | |

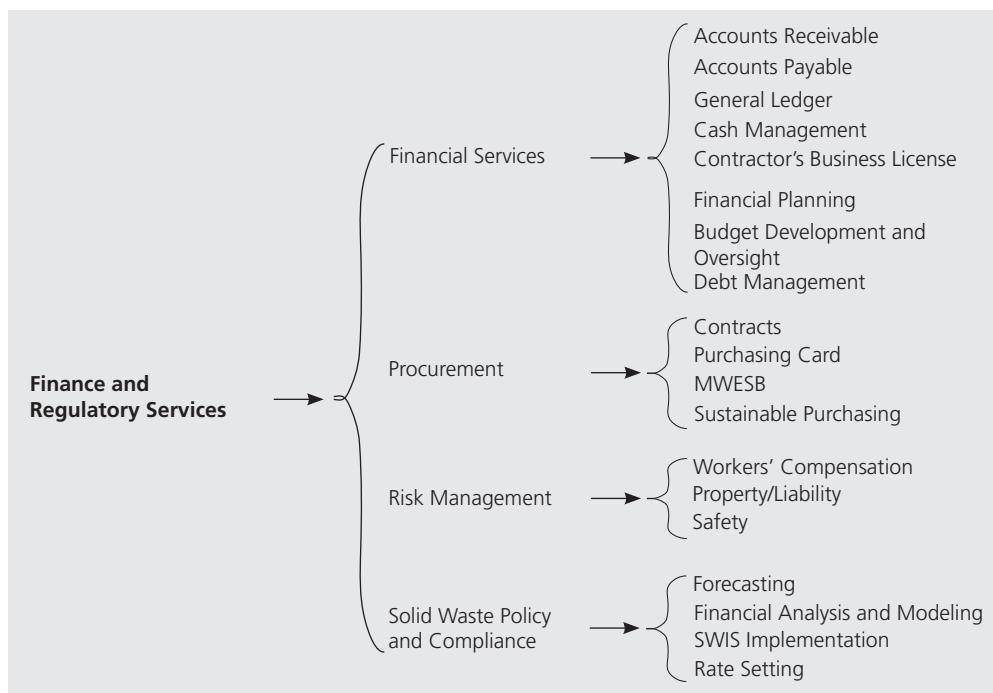
*Sightines 2010 survey phrased the question to include the MERC Commission. 33.4 percent of responded were neutral or had no basis to answer this question.

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 | 0 | 0 | 156,968 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 0 | 0 | 156,968 | 0 | 0 | 0 | 0 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 682,672 | 623,756 | 801,934 | 662,090 | 708,126 | 738,939 | 776,500 |
| 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 | 682,672 | 623,756 | 801,934 | 662,090 | 708,126 | 738,939 | 776,500 |
| NET PROGRAM REVENUE (COST) | (682,672) | (623,756) | (644,966) | (662,090) | (708,126) | (738,939) | (776,500) |
| <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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Service Cost Allocation | 682,672 | 623,756 | 644,966 | 662,090 | 708,126 | 738,939 | 776,500 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 682,672 | 623,756 | 644,966 | 662,090 | 708,126 | 738,939 | 776,500 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 4.00 | 4.00 | 5.00 | 4.00 | 4.00 | 4.00 | 4.00 |

Finance and Regulatory Services

Director:
Margo Norton
Program Status:
Existing



Finance and Regulatory Services (FRS) provides financial management, administrative, regulatory and operational services to Metro’s elected officials, operating centers and services, employees and the public. In addition, Finance and Regulatory Services licenses small contractors and regulates private solid waste facilities and sets rates for public solid waste disposal facilities. The Solid Waste Compliance and Cleanup program can be found in the Healthy Environment goal.

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

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

Procurement Services – Procurement Services oversees the contracting and purchasing activities of Metro’s operating centers to assure compliance with state and federal regulations and Metro Code and to encourage a competitive process that supports openness and impartiality. Metro Code establishes policies that encourage use of MWESB by creating the maximum possible opportunity for such businesses to compete for and participate in Metro contracting activities. In FY 2010-11 Metro adopted new code requirements for sustainable procurement practices.

Risk Management – Risk Management is responsible for Metro’s workers’ compensation and safety program, general liability and property claims. The Risk Management Fund is managed to meet actuarial standards, relying on both purchased insurance and self-insured risk management techniques. The Risk Management Fund also includes the unemployment insurance program that is managed by Human Resources.

Regulatory/statutory requirements

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

Climate change/sustainability

FRS, through its Procurement Services section, is implementing the new sustainable procurement purchasing code provisions. Implementation includes agency-wide training both for identifying and making sustainable purchasing decisions and for incorporating sustainable products requirements in contracts with the agency’s suppliers and vendors. Procurement Services will track sustainable purchases through the financial systems and make an annual report.

Changes from FY 2010-11 current service levels

The FY 2011-12 budget eliminates one analyst position in Procurement, a reduction that is mitigated in part by assigning duties to other positions. Manager and lead positions may absorb additional daily tasks. During this past fiscal year, two additional positions were transferred to Procurement Services from other parts of the organization. A procurement coordinator position was established to serve as a section lead, and the procurement analyst from MERC was added to the FRS team.

Staff in the Risk Management Fund (2.8 FTE) was transferred to the General Fund. This effectively separates the service aspect of the program from the purchased insurance coverage and self insurance claims. The costs of both services and claims are recovered by assessments to services and centers. A Senior Solid Waste planner was transferred to the Office of the Parks and Environmental Services Director for the duration of the Solid Waste Roadmap project.

The substantial upgrade of the Solid Waste Information System that began in FY 2010-11 will be completed in FY 2011-12. A joint capital project of FRS and Information Services, Solid Waste Information System will implement a state of the art system of data management, analysis and reporting to support Metro’s responsibility for collecting more than \$30 million annually in regional system fees and excise taxes from privately owned solid waste facilities, monitor compliance with regulatory requirements of licensees and franchisees and manage compliance with the non-financial obligations of the long-term waste disposal contract.

Issues and challenges

The unsettling economic conditions in the nation, the state and the region will persist into a fourth fiscal year, lasting through FY 2011-12 and into the next. Uncertainty in the financial markets may increase the cost of financing debt for both general obligation bonds and particularly for revenue bonds. Forecasting current revenues and developing new revenue streams introduce greater risk. These conditions require Metro to operate at maximum efficiency and to exercise conscientious management controls if revenues continue below forecast. At the same time Metro must maintain focus and momentum for the future when the region emerges from the downturn.

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

Solid waste tonnage shows very little recovery since its significant decline in 2008, affecting both solid waste system rates and General Fund excise tax rates and revenues. Tonnage loss arises from a combination of rates, poor economic conditions and a continuing shift away from Metro's transfer stations to privately-owned facilities. This situation will be compounded in the future with the diversion of organic material from the putrescible waste stream. This illustrates the increasing tension between Metro's sustainability goals and its financial goals. In addition, pricing and adverse markets for recycled commodities have increased enforcement actions and complicated policy decisions as industry players seek authorizations and special exemptions for new approaches to waste stream management. Council will be reviewing Metro's role in the solid waste system in FY 2011-12.

Internal performance measures

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

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

Maintains agency's underlying AAA/Aaa Bond Rating.

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

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

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| .593% | .65% | <1% | <1% | <1% | <1% | <1% | <1% |

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

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

Annual percentage increase in purchase of sustainable products.

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

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

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| | | 98.5% | 98% | 98% | 98% | 98% | 98% |

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 | \$385,155 | \$406,000 | \$386,000 | \$386,000 | \$390,000 | \$390,000 | \$392,000 |
| Grants and Donations | 72,676 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Governmental Resources | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 457,831 | 456,000 | 436,000 | 436,000 | 440,000 | 440,000 | 442,000 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 3,597,392 | 3,922,848 | 3,933,500 | 4,040,989 | 4,321,199 | 4,428,251 | 4,734,765 |
| Capital / Renewal and Replacement | 0 | 750,000 | 575,000 | 0 | 0 | 0 | 0 |
| Department Administration and Overhead | 236,977 | 347,989 | 371,643 | 393,620 | 407,685 | 435,245 | 451,182 |
| Direct Service Transfers | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Administration and Overhead | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer of CBL Profits to IS Renewal and Replacement | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| TOTAL PROGRAM OUTLAYS | 3,859,369 | 5,045,837 | 4,905,143 | 4,459,610 | 4,753,884 | 4,888,496 | 5,210,948 |
| NET PROGRAM REVENUE (COST) | (3,401,538) | (4,589,837) | (4,469,143) | (4,023,610) | (4,313,884) | (4,448,496) | (4,768,948) |
| <i>(program resources minus outlays)</i> | | | | | | | |
| less: NON-PROGRAMMATIC RESOURCES | | | | | | | |
| General Fund Discretionary Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Current Revenues | 87,473 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Reserves | 0 | 750,000 | 575,000 | 0 | 0 | 0 | 0 |
| Central Service Cost Allocation | 3,314,065 | 3,814,837 | 3,869,143 | 3,998,610 | 4,288,884 | 4,423,496 | 4,743,948 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 3,401,538 | 4,589,837 | 4,469,143 | 4,023,610 | 4,313,884 | 4,448,496 | 4,768,948 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 36.70 | 35.70 | 35.17 | 35.17 | 35.17 | 35.17 | 35.17 |

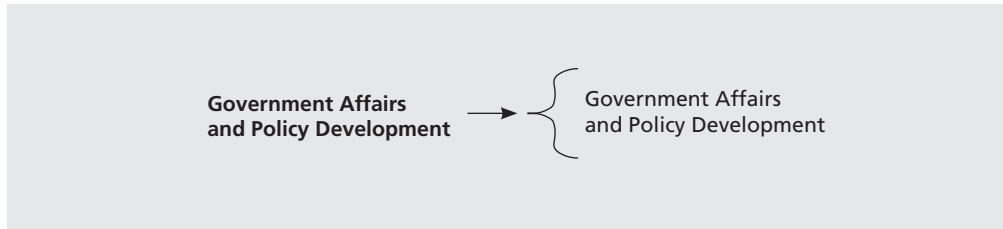
Government Affairs and Policy Development

Program Manager:

Randy Tucker

Program Status:

Existing



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

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

Regulatory/statutory requirements

None.

Changes from FY 2010-11 current service levels

The staff position loaned to Oregon Department of Transportation for the Columbia River Crossing project has been discontinued.

Interrelationship with other programs

This program offers ongoing support to the Senior Leadership Team for regional engagement. It encompasses multi-year efforts on Infrastructure Finance, and portions of the Council Office; Land Monitoring, Measurement and Performance and Office of the Chief Operating Officer.

Internal performance measures

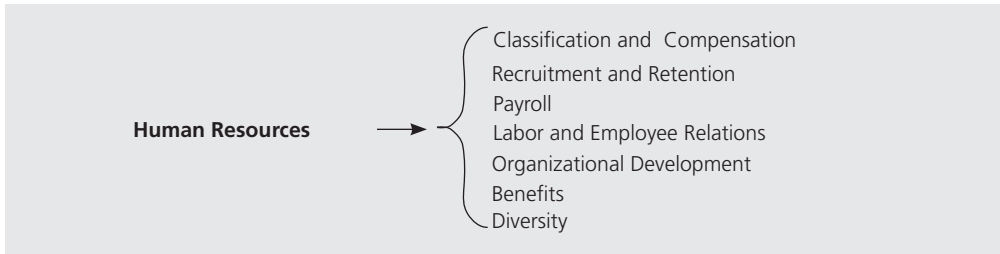
Annual survey of individual councilors and directors that measures the satisfaction of engagement, guidance and strategic direction (0 percent - 100 percent).

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

Five-year forecast

| | 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 | 324,000 | 178,742 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| Governmental Resources | | | 0 | 0 | 0 | 0 | 0 |
| Other Resources | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 324,000 | 178,742 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 1,043,549 | 779,005 | 427,306 | 440,178 | 478,005 | 487,027 | 520,029 |
| 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 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer of CBL Profits to IT R&R | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM OUTLAYS | 1,043,549 | 779,005 | 427,306 | 440,178 | 478,005 | 487,027 | 520,029 |
| NET PROGRAM REVENUE (COST) | (719,549) | (600,263) | (337,306) | (350,178) | (388,005) | (397,027) | (430,029) |
| <i>(program resources minus outlays)</i> | | | | | | | |
| less: NON-PROGRAMMATIC RESOURCES | | | | | | | |
| General Fund Discretionary Revenue | 719,549 | 600,263 | 337,306 | 350,178 | 388,005 | 397,027 | 430,029 |
| Current Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Service Cost Allocation | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 719,549 | 600,263 | 337,306 | 350,178 | 388,005 | 397,027 | 430,029 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 6.90 | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |





Human Resources

Director:

Mary Rowe

Program Status:

Existing

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

Classification and Compensation

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

Recruitment and Retention

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

Payroll

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

Labor and Employee Relations

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

Organizational Development and Training

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

Benefits

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

Diversity

This new position is responsible for the development, implementation and communication of diversity programs in support of Metro’s values and goals and diversity action plan.

Regulatory/statutory requirements

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

Climate change/sustainability

Human Resources has reviewed processes and identified employment applications as the single largest source of paper use in the office. In FY 2010-11 Human Resources in conjunction with Information Services implemented an on line applicant tracking system which allows the ability to process employment applications without printing out the approximately 9,000 applications received each year. As part of the benefits/ payroll process improvements, manual and paper systems that can be converted to paperless will be identified and converted where possible. HR is continually reviewing what documents are published in paper format to look for areas to increase our sustainability by converting to a paperless document. The benefits handbook has been identified as a document that may be able to be converted to an electronic format.

Changes from FY 2010-11 current service levels

- Eliminated a 0.5 FTE payroll technician.
- Changed reporting relationship of HR manager in MERC to become part of Human Resources.
- Redeployed a position to work more closely with benefits on leave management.
- Added a 1.0 FTE agency-wide diversity coordinator.
- Converted a 1.0 FTE limited duration administrative position to regular status to provide support to the Metro Learning Center and other HR support.
- Added a 1.0 FTE limited duration HR analyst to develop HR policies and procedures.

Issues and challenges

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

Internal performance measures

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

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| 1:125 | 1:122 | 1:119 | | | | | |

Progress made towards reaching goals as set forth in the affirmative action plan. Number of areas with goals set.

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| | | 7 | | | | | |

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

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| | | 83% | | | | | |

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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 1,715,911 | 1,836,807 | 2,254,158 | 2,218,939 | 2,359,765 | 2,462,809 | 2,585,329 |
| Capital / Renewal and Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Department Administration and Overhead | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Direct Service Transfers | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Administration and Overhead | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer of CBL Profits to IT R&R | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM OUTLAYS | 1,715,911 | 1,836,807 | 2,254,158 | 2,218,939 | 2,359,765 | 2,462,809 | 2,585,329 |
| NET PROGRAM REVENUE (COST) | (1,715,911) | (1,836,807) | (2,254,158) | (2,218,939) | (2,359,765) | (2,462,809) | (2,585,329) |
| <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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Service Cost Allocation | 1,715,911 | 1,836,807 | 2,254,158 | 2,218,939 | 2,359,765 | 2,462,809 | 2,585,329 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 1,715,911 | 1,836,807 | 2,254,158 | 2,218,939 | 2,359,765 | 2,462,809 | 2,585,329 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 16.00 | 16.50 | 19.00 | 18.00 | 18.00 | 18.00 | 18.00 |





Information Services

Director:

Rachel Coe

Program Status:

Existing

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

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

Regulatory/statutory requirements

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

Climate change/sustainability

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

Changes from FY 2010-11 current service levels

Incorporation of the MERC venues in the portfolio has provided new challenges and opportunities for Information Services. IS is in a unique position to leverage agency investments in technology to provide business process improvements and create

internal efficiencies with our application and service offerings. Business process improvement initiatives currently underway provide opportunity to streamline processes and information throughout the agency. Advancement in areas of web, virtualization, mobile devices, collaboration sites, as well as cloud based technologies and integrated services will continue to present opportunities to provide services to agency customers, citizens and clients. Two supervisor positions were re-classed as manager positions to help facilitate standardization and strategic planning. One 0.5 FTE position was eliminated to offset this change. The elimination of a part-time database administration in the DRC has increased workload and reliance on the single database administrator in IS.

Issues and challenges

As business operations become more dependent upon technology, Information Services is charged with meeting higher demands while containing costs. This puts pressure on the program to consolidate services wherever possible and become more efficient. Advances in virtualization and storage technology, as well as standardized hardware and services and leveraging existing software packages will be increasingly employed to meet these demands and provide the best services possible. The resource constraints and risks associated with having a single database administrator in the agency will need to be addressed in the coming year.

Internal performance measures

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

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

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

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

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

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

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

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

Percent uptime of HR, Finance and timekeeping software.

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

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

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

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

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

*Measured by annual customer survey.

Five-year forecast

| | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 2,780,349 | 3,058,380 | 3,618,384 | 3,675,026 | 3,892,172 | 4,053,489 | 4,244,208 |
| Capital / Renewal and Replacement | 391,869 | 1,156,004 | 738,972 | 338,777 | 204,421 | 489,677 | 397,258 |
| 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 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer of CBL Profits to IT R&R | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM OUTLAYS | 3,172,218 | 4,214,384 | 4,357,356 | 4,013,803 | 4,096,592 | 4,543,166 | 4,641,466 |
| NET PROGRAM REVENUE (COST) | (3,172,218) | (4,214,384) | (4,357,356) | (4,013,803) | (4,096,592) | (4,543,166) | (4,641,466) |
| <i>(program resources minus outlays)</i> | | | | | | | |
| less: NON-PROGRAMMATIC RESOURCES | | | | | | | |
| General Fund Discretionary Revenue | 0 | 0 | 88,863 | 0 | 0 | 0 | 0 |
| Current Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reserves | 391,869 | 1,156,004 | 738,972 | 338,777 | 204,421 | 489,677 | 397,258 |
| Central Service Cost Allocation | 2,780,349 | 3,058,380 | 3,529,521 | 3,675,026 | 3,892,172 | 4,053,489 | 4,244,208 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 3,172,218 | 4,214,384 | 4,357,356 | 4,013,803 | 4,096,592 | 4,543,166 | 4,641,466 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 24.50 | 23.50 | 26.00 | 25.00 | 25.00 | 25.00 | 25.00 |

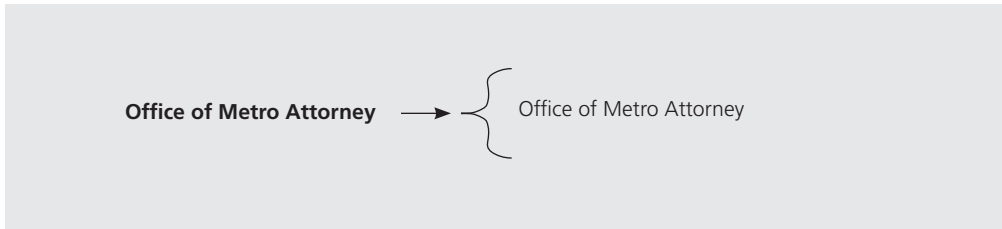
Office of Metro Attorney

Acting Metro Attorney:

Alison Kean Campbell

Program Status:

Existing



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

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

The Office of Metro Attorney staff includes the agency’s lead attorney (the Metro Attorney); a Deputy Metro Attorney; five and one-half Full-Time Equivalent (FTE) senior attorneys; two FTE assistant attorneys; two paralegals; and four legal secretaries/administrative assistants.

Regulatory/statutory requirements

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

Climate change/sustainability

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

Changes from FY 2010-11 current service levels

None.

Issues and challenges

None.

Internal performance measures

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

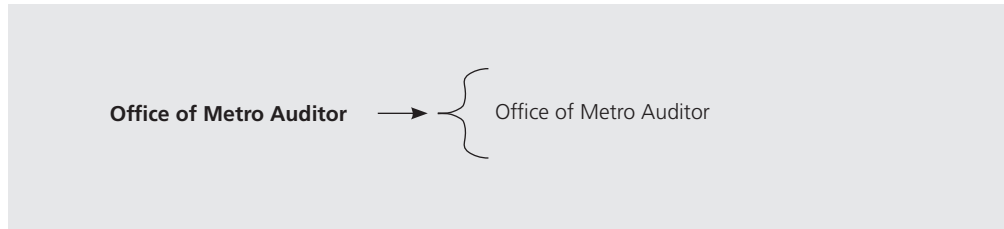
| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| 0.90% | 0.90% | 0.90% | 0.90% | 0.90% | 0.90% | 0.90% | 0.90% |

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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 1,888,831 | 2,012,886 | 2,067,884 | 2,133,837 | 2,282,803 | 2,384,597 | 2,508,037 |
| 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 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer of CBL Profits to IT R&R | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM OUTLAYS | 1,888,831 | 2,012,886 | 2,067,884 | 2,133,837 | 2,282,803 | 2,384,597 | 2,508,037 |
| NET PROGRAM REVENUE (COST) | (1,888,831) | (2,012,886) | (2,067,884) | (2,133,837) | (2,282,803) | (2,384,597) | (2,508,037) |
| <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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Service Cost Allocation | 1,888,831 | 2,012,886 | 2,067,884 | 2,133,837 | 2,282,803 | 2,384,597 | 2,508,037 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 1,888,831 | 2,012,886 | 2,067,884 | 2,133,837 | 2,282,803 | 2,384,597 | 2,508,037 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 15.50 | 15.50 | 15.50 | 15.50 | 15.50 | 15.50 | 15.50 |

Office of Metro Auditor

Metro Auditor:
Suzanne Flynn
Program Status:
Existing



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

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

Regulatory/statutory requirements

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

Climate change/sustainability

In FY 2010-11 the Office completed a follow-up audit of the Waste Reduction and Outreach program audit completed in November 2008. We found that the Recycling and Conservation Program had implemented seven of the eleven audit recommendations. The program completed a strategic plan intended to focus more on waste prevention and intervene in the product cycle. More work is needed on data management, developing performance measures and evaluation techniques.

In FY 2011-12 the Office will follow up on the 2009 audit that reviewed Metro's efforts to increase the sustainability of its internal operations.

Changes from FY 2010-11 current service levels

None.

Issues and challenges

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

Program performance measures

Percent of recommendations implemented by five years after audit issued.

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| 75% | 96% | n/a | 75% | 75% | 75% | 75% | 75% |

Internal performance measures

Average hours per audit completed.

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| 1,289 | 863 | 680 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 |

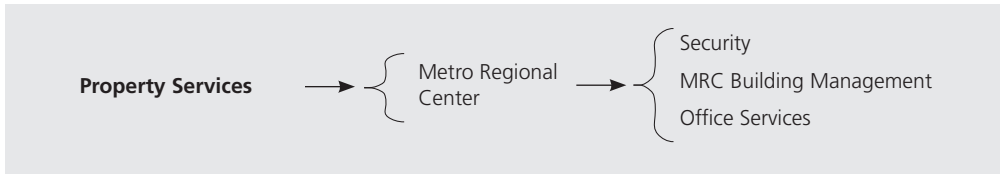
Reports issued per FTE.

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|-------|-------|-------|-------|-------|-------|-------|-------|
| 1.7 | 1.3 | 1.8 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 |

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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 613,329 | 671,433 | 686,541 | 712,141 | 760,003 | 793,757 | 834,349 |
| 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 | 613,329 | 671,433 | 686,541 | 712,141 | 760,003 | 793,757 | 834,349 |
| NET PROGRAM REVENUE (COST) | (613,329) | (671,433) | (686,541) | (712,141) | (760,003) | (793,757) | (834,349) |
| <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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Service Cost Allocation | 613,329 | 671,433 | 686,541 | 712,141 | 760,003 | 793,757 | 834,349 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 613,329 | 671,433 | 686,541 | 712,141 | 760,003 | 793,757 | 834,349 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |





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

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

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

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

Regulatory/statutory requirements

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

Climate change/sustainability

This program integrates sustainable features into the operations of the Metro Regional Center through a variety of strategies. Recently, these have included the installation of low water consumption fixtures and the addition of electric hand dryers in the restrooms and the ongoing replacement of light bulbs with low consumption bulbs as well as motion sensors in multiple locations. These sustainable projects combined have resulted in a reduction of water usage that produced a \$2,300 savings in calendar year 2010 at MRC and electrical consumption reduction of 12 percent from the previous year.

Changes from FY 2010-11 current service levels

- Centralized fleet management program will result in lower cost and a smaller carbon footprint by reducing vehicle usage.

Issues and challenges

Property Services

Organization Unit:
Parks and Environmental Services
Program Manager:
Richard Thompson
Program Status:
Existing

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

FY 2011-12 will bring new challenges as Metro implements changes for the new management of fleet and looks at additional projects throughout the building and parking facility to further reduce energy and water consumption.

Internal performance measures

Average monthly cost per motor vehicle in the pooled fleet.

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

Tons of solid waste disposed at Metro Regional Center.

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|--------------|--------------|-------|-------|-------|-------|-------|-------|
| 60 | 53 | 45 | 38 | 38 | 38 | 38 | 38 |

Solid waste recycling rate at Metro Regional Center.

| 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
|--------------|--------------|-------|-------|-------|-------|-------|-------|
| 60% | 65% | 70% | 75% | 75% | 75% | 75% | 75% |

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 | \$471,329 | \$721,000 | \$660,000 | \$660,000 | \$720,000 | \$720,000 | \$720,000 |
| Grants and Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Governmental Resources | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Resources | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 471,329 | 721,000 | 660,000 | 660,000 | 720,000 | 720,000 | 720,000 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 1,621,347 | 1,679,314 | 1,569,278 | 1,594,321 | 1,653,555 | 1,708,173 | 1,768,849 |
| Capital / Renewal and Replacement | 665,476 | 716,243 | 871,367 | 327,202 | 727,513 | 155,398 | 111,511 |
| Department Administration and Overhead | | 0 | 0 | 0 | 0 | 0 | 0 |
| Direct Service Transfers | 230,000 | 230,000 | 234,600 | 239,292 | 244,078 | 248,960 | 253,939 |
| Central Administration and Overhead | | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 1,485,848 | 1,504,945 | 1,500,920 | 1,499,585 | 1,500,313 | 1,498,295 | 1,489,050 |
| TOTAL PROGRAM OUTLAYS | 4,002,671 | 4,130,502 | 4,176,165 | 3,660,400 | 4,125,459 | 3,610,826 | 3,623,349 |
| NET PROGRAM REVENUE (COST) | (3,531,342) | (3,409,502) | (3,516,165) | (3,000,400) | (3,405,459) | (2,890,826) | (2,903,349) |
| <i>(program resources minus outlays)</i> | | | | | | | |
| less: NON-PROGRAMMATIC RESOURCES | | | | | | | |
| General Fund Discretionary Revenue | | 0 | 0 | 0 | 0 | 0 | 0 |
| Current Revenues | | 0 | 0 | 0 | 0 | 0 | 0 |
| Reserves | 665,476 | 716,243 | 871,367 | 327,202 | 727,513 | 155,398 | 111,511 |
| Central Service Cost Allocation | 2,865,866 | 2,693,259 | 2,644,798 | 2,673,198 | 2,677,946 | 2,735,428 | 2,791,838 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 3,531,342 | 3,409,502 | 3,516,165 | 3,000,400 | 3,405,459 | 2,890,826 | 2,903,349 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 7.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |

Special Appropriations

Managed:

Finance and Regulatory Services

General expense expenditures include items such as special appropriations that cannot be easily tied to a single program, center or service. It also includes costs such as election expenses that do not occur every year.

Budgeted expenditures include:

- \$3.6 million derived from Construction Excise Tax to provide grants to local governments for concept planning.
- \$298,500 in awarded Nature in Neighborhoods community grants not yet completed.
- \$147,000 for the TriMet passport program.
- \$130,725 for Metro's outside financial audit contract.
- \$75,000 for election expenses.
- \$50,000 for public notice requirements under voter-approved ballot measures or required by Metro Code.
- \$40,000 for general agency dues for Regional Water Consortium, Lloyd Business District and Portland Regional Partners for Business.
- \$25,250 for general Metro sponsorship account, including Rail~Volution.

The following designated contributions/sponsorships are also included:

- \$100,000 to The Intertwine Alliance.
- \$45,000 for 9 months of the Greater Portland Pulse project.
- \$25,000 to the Regional Arts and Culture Council.
- \$25,000 for the Regional Economic Development Board.
- \$15,000 to First Stop Portland.
- \$1,500 sponsorship for Willamette Falls Locks.

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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM RESOURCES | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PROGRAM OUTLAYS | | | | | | | |
| Operating Costs | 543,587 | 5,201,637 | 4,600,494 | 2,154,500 | 2,350,500 | 2,517,000 | 2,528,000 |
| Capital / Renewal and Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Department Administration and Overhead | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Direct Service Transfers | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Administration and Overhead | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PROGRAM OUTLAYS | 543,587 | 5,201,637 | 4,600,494 | 2,154,500 | 2,350,500 | 2,517,000 | 2,528,000 |
| NET PROGRAM REVENUE (COST) | (543,587) | (5,201,637) | (4,600,494) | (2,154,500) | (2,350,500) | (2,517,000) | (2,528,000) |
| <i>(program resources minus outlays)</i> | | | | | | | |
| less: NON-PROGRAMMATIC RESOURCES | | | | | | | |
| General Fund Discretionary Revenue | 70,402 | 130,000 | 326,750 | 118,377 | 120,994 | 124,104 | 127,278 |
| Current Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reserves | 336,096 | 4,815,000 | 3,996,016 | 1,747,125 | 1,928,750 | 2,079,875 | 2,079,875 |
| Central Service Cost Allocation | 142,472 | 256,637 | 277,728 | 288,998 | 300,756 | 313,021 | 320,847 |
| TOTAL NON-PROGRAMMATIC RESOURCES | 548,970 | 5,201,637 | 4,600,494 | 2,154,500 | 2,350,500 | 2,517,000 | 2,528,000 |
| equals: RESOURCES: ADDITIONAL/(NEEDED) | \$5,383 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROGRAM FTE | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

