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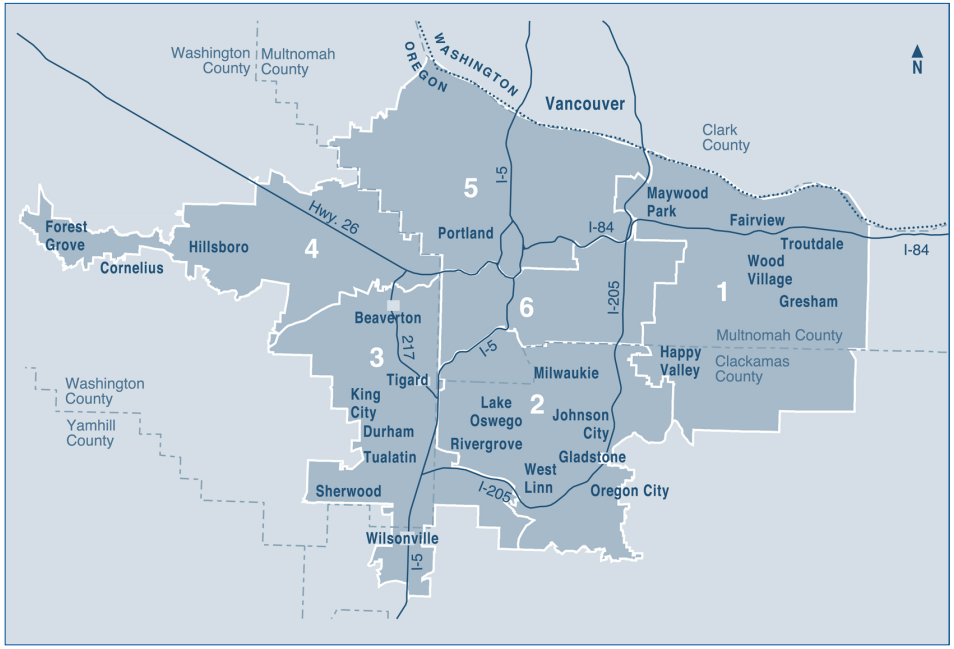
2008-09

ADOPTED BUDGET
Summary

Metro | *People places. Open spaces.*

2008-09 ADOPTED BUDGET Summary



Metro
People places • open spaces

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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Metro

Adopted Budget
Fiscal Year 2008–09

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GFOA Distinguished budget presentation award

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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Oregon

Special Performance Measures Recognition

For the Fiscal Year Beginning

July 1, 2007

President Executive Director

The Government Finance Officers Association (GFOA) of the United States and Canada presented a Distinguished Presentation Award to Metro for its annual budget for the fiscal year beginning July 1, 2007.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. This is the ninth consecutive year Metro has received this award.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

FY 2008–09 Adopted Budget

A. BUDGET MESSAGE

User's guide A-7
Chief Operating Officer's Budget Message A-9
Chief Financial Officer's Message A-13

B. WHAT IS METRO?

What is Metro? B-3
Metro charter B-5
Organizational structure B-7
Metro milestones B-13
Metro facilities, pioneer cemeteries and regional parks B-18
Metro Open Spaces and Natural Areas B-26
Economy and growth B-35

C. BUDGET AND FINANCIAL STRUCTURE

The budget process C-3
Budget calendar C-6
Budget development guidelines C-7
Financial structure C-10
Fund structure C-11
Financial policies C-13
Capital asset management policies C-16

D. BUDGET SUMMARY

Budget summary D-2
Where the money comes from D-5
Where the money goes D-9
Fund balances D-13
Staff levels D-15

E. REVENUE ANALYSIS

Revenue summary E-2
Enterprise revenues E-4
Tax revenues E-8
Grants and intergovernmental revenues E-12

F. DEPARTMENT SUMMARIES

Summary of all departments F-2
Council Office F-5
Office of the Metro Auditor F-9
Office of Metro Attorney F-13
Finance and Administrative Services F-17
Human Resources F-21
Information Technology F-25
Metropolitan Exposition Recreation Commission F-29
The Oregon Zoo F-35
Planning F-39
Public Affairs and Government Relations F-45
Regional Parks and Greenspaces F-49
Solid Waste and Recycling F-55
Non-departmental Summary F-61

G. FUND SUMMARY

Summary of all funds G-2
General Fund G-5
General Obligation Bond Debt Service Fund G-13
General Renewal and Replacement Fund G-17
General Revenue Bond Fund G-23
Metro Capital Fund G-29
Metropolitan Exposition Recreation Fund G-35
Natural Areas Fund G-41
Open Spaces Fund G-45
Pioneer Cemetery Perpetual Care Fund G-49
Rehabilitation and Enhancement Fund G-53
Risk Management Fund G-57
Smith and Bybee Lakes Fund G-61
Solid Waste Revenue Fund G-65

H. FIVE-YEAR CAPITAL BUDGET

Acknowledgments H-2
User's guide and calendar H-3
Adopting Resolution H-5
Overview and summary H-7
Department summaries and analysis H-13
- Finance and Administrative Services H-15
- Information Technology H-19
- The Oregon Zoo H-23
- Planning H-29
- Regional Parks and Greenspaces H-33
- Solid Waste and Recycling H-37

List of unfunded projects H-43
Current project status reports H-46
Capital Asset Management Policies H-48

I. DEBT SUMMARY

Debt summary I-3
Summary of planned debt I-4
Outstanding debt issues I-5
Debt ratios I-6
Debt limitation comparison I-6
Debt service payments I-8
Debt schedules
- Oregon Convention Center, 2001 Series A I-12
- Open Spaces, Parks and Streams, 2002 and 1995 Series B I-13
- Metro Washington Park Zoo Oregon Project, 2005 Series I-14
- Natural Areas Program, 2007 Series I-15
- Full Faith and Credit Refunding Bonds, 2003 Series I-16
- Full Faith and Credit Refunding Bonds, 2006 Series I-17
- Limited Tax Pension Obligation Bonds, 2005 Series I-18
- Metro Central Transfer Station Project, 2003 Series I-19
- Oregon Convention Center, Steel Bridge LID Installment Contract I-20
- Transit-Oriented Development Program Loan, 2007 ..... I-21

J. APPENDICES

Adopting ordinance J-3
Schedule of appropriations J-4
Budget notes J-7
Property tax J-8
Budget transfers J-9
Excise tax J-13
Charter limitation on expenditures J-15
Fringe benefit rate calculation J-16
Cost allocation plan J-19
Contracts J-21
Chart of accounts J-39
Compensation plans J-51
Glossary J-69

User's guide

This guide is intended to assist readers in finding information in the three volumes of the FY 2008–09 Proposed Metro Budget. Information generally is grouped according to the sections identified by tabs or colored dividers in the budget document. In addition, Metro's budget and other financial information are available online at www.oregonmetro.gov.

SUMMARY (VOLUME 1)

The summary presents the entire Metro budget and general information pertinent to the development of the budget.

Budget message

By law the budget message is given at the time the budget is proposed and identifies any significant changes from one year to the next. The Metro Chief Operating Officer serves as Metro's Budget Officer. A letter from the Chief Financial Officer underscores the significant budgetary or financial policy considerations.

Budget summary

This section provides a comprehensive summary of the detailed information contained in the three budget volumes: Summary, Line item detail and Program budget. It provides information on revenues and expenditures, including trends and fund balances, and summarizes staffing changes in the organization.

Department summaries

Operationally, Metro is organized into several departments. Most departments include a number of divisions and programs. Departments may be budgeted in one fund only or in several funds. This section discusses each department's purpose, organization, accomplishments, objectives and programs.

Fund summaries

This section presents summary financial information and analysis for each of Metro's 12 funds, the legal unit by which the budget it appropriated. For example the Solid Waste Revenue Fund contains all revenues, other financial resources and expenditures necessary for the operation and maintenance of the region's solid waste disposal and recycling system. This ensures that revenues generated by the solid waste system are used to support that system.

Five-Year Capital Budget

Metro's Capital Budget for fiscal years 2008–09 through 2012–13 is included in the FY 2008–09 budget document. The Five-Year Capital Budget is divided into the following sections: Overview and Summary, Departmental Summary and Analysis, Lists of Unfunded Projects, Current Projects Status Reports and Capital Asset Management Policies.

Debt summary

Information about Metro's current debt position and future debt obligations is provided here. This section also provides information on Metro's debt capacity and the debt service for existing revenue bonds, general obligation bonds, capital leases, and other debt.

Appendices

The appendices include several related documents that are legally required to be included with Metro's budget document or that provide additional policy background information. These appendices include the FY 2008–09 proposed schedule of appropriations, property and excise tax calculations, cost allocation plan, budget assumptions and a glossary of technical terms and acronyms used thoughout all three documents.

LINE ITEM DETAIL (VOLUME 2)

The line item detail contains detailed, technical information used primarily by Metro managers to manage their programs. This detail includes current as well as historical line item revenues and line item expenditures required by law.

The section also provides line item detail of resources and requirements for each fund. The line item detail is the breakdown of revenues and expenditures which comprise Metro's proposed budget.

PROGRAM BUDGET (VOLUME 3)

The FY 2008-09 proposed program budget presents an updated view of the Council's regional and operational goals, a newer reflection of the critical success factors. Each program is aligned to a Council goal and includes program performance measures. This year Metro will be evaluating regional indicators and designing key agency strategies and high level measures.

Metro

Chief Operating Officer's Budget Message

As presented on April 3, 2008

To the Metro Council, citizens and regional partners and valued employees:

I am pleased to present Metro's proposed Fiscal Year 2008-09 budget. More than any other single document, Metro's budget describes how the agency intends to carry out its mission, as described in the charter approved by the voters of the region:

- to be a visible and accountable regional government that is responsive to the citizens of the region and works cooperatively with our local governments.
- to undertake, as its most important service, planning and policy making to preserve and enhance the quality of life and the environment for ourselves and future generations.
- to provide regional services needed and desired by the citizens in an efficient and effective manner.

This proposal represents the latest stage of an ongoing effort to provide a document that is more responsive to our mission from a policy perspective and more professional from a management perspective. For the first time, this budget is proposed by the Chief Operating Officer, acting as Budget Officer, reflecting a recent change in Metro Code.

In its policies and operations, Metro has long sought to support the region's commitment to the "triple bottom line" of social, economic and environmental responsibility. This year's budget advances a framework of sustainability by linking Metro's programs and performance measures to strategies aimed at achieving sustainable outcomes.

BUDGET IN BRIEF

Overview

The proposed FY 2008-09 budget includes total resources and requirements of $450 million, about 4.6 percent less than the FY 2007-08 current budget. This is largely due to the planned spending of bond proceeds approved by the voters in 2006 to acquire and preserve natural areas and stream frontages, maintain water quality and protect fish and wildlife habit.

Current revenues — all annual revenues except the beginning balance — increase by almost 4.0 percent, to $248 million, with the largest increase in enterprise revenues. Of the $15 million anticipated increase in enterprise revenues, $8 million will be collected by Solid Waste and Recycling, related to tonnage. An additional $3 million each will come from the Oregon Zoo and the Metropolitan Exposition Recreation Commission (MERC), related to a combination of attendance and fees.

Expenditures increase by 4.2 percent overall. Metro's permanent work force increases by 3.0 percent, from 725 full time equivalents (FTE) to 749, spread across all program areas. Personal services costs (wages and benefits) are expected to rise almost 9.5 percent, a function of both increased staffing and rising labor costs. The largest increase in material and services is found in Solid Waste and Recycling, where operational costs for processing tonnage continue to reflect the delayed opening of a private transfer station. The most significant capital spending continues in Regional Parks and Greenspaces, led by $39 million in planned spending for natural areas acquisition and restoration. This is also reflected in the smaller ending balance, which declines as bond proceeds are invested as the voters directed.

Financial policies followed …

In FY 2007-08 the Metro Council moved strategically to strengthen its financial polices and make significant investments in the future. This proposed budget follows that thoughtful direction, using a disciplined "pay yourself first" rule to assure that all funds maintain appropriate reserves to safeguard against dips in the economic climate and to protect the public's investment in our physical assets.

… and strategic investments made

At the same time, the Council capitalized on the benefits of a consolidated General Fund and the stabilization of the Public Employees Retirement System (PERS) to make significant, multi-year investments in the region's future. The "Making the Greatest Place" initiative constitutes the most complex public policy discussion the Council has ever convened. The proposed budget follows the Council's direction to enhance our capacity for thoughtful outreach and discussion about performance-based growth management, urban and rural reserves, transportation strategies, and public expenditures to stimulate the development of complete and vibrant communities.

The proposed budget maintains the commitment to the Council's multi-year spending plan, replenishes a $500,000 Opportunity Fund for strategic, entrepreneurial investments that may arise during the coming year and remains comfortably within the expenditure limit set forth in the Metro Charter.

PROGRAM HIGHLIGHTS

Leadership

The Metro Council serves as the chief policy makers of this regional government and is the driving force of "Making the Greatest Place," the vision of our future regional community. The Office of the Chief Operating Officer carries out the policies of the Council and steers an efficient, effective and ethical organization. The FY 2008-09 proposed budget for Council and administrative leadership has no significant change from the current year. An infrastructure finance analyst approved during the FY 2007-08 year is transferred to the Finance and Administrative Services Department.

Metropolitan Exposition Recreation Commission

The Metropolitan Exposition Recreation Commission continues to lead the way in the management and stewardship of the region's public assembly venues. The Oregon Convention Center is one of only two national convention centers to obtain LEED certification from the Green Building Council and is currently awaiting its "Gold" designation. To deliver on its "green message" to the convention market, OCC is adding a sustainability coordinator in FY 2008-09 and two additional utility workers to keep the facility looking its best. Portland Center for the Performing Arts (PCPA) adds two additional positions, one in ticketing and one in maintenance. In the near term, economic conditions are not expected to affect convention bookings that have been made for the next two years. PCPA often sees an upswing in local attendance as the cost of travel increases.

The Convention Headquarters Hotel continues to be the major strategy and focus of activity. The proposed budget includes a $6.2 million designated contingency, assembled primarily from PERS reserves and strategic fund balances, should the Council decide to proceed with the project. These funds provide interim financing and are protected by a reimbursement resolution, which allows the costs to be repaid from future bond proceeds.

The Oregon Zoo

The Oregon Zoo continues to enjoy record-breaking attendance, providing the opportunity to inspire its visitors to create a better future for wildlife. Refreshing exhibits is a key strategy, and the zoo will welcome Dinosaurs this summer while it prepares for the opening of both the *Red Ape Reserve* and *Predators of the Serengeti*, the return of the lions. Conservation education programs are expanded to serve additional youth and adults. The zoo adds three new positions and increases some part-time positions to manage the increased activity.

The proposed budget also reflects new policy direction. First, in addition to the major new exhibit construction, a significant number of smaller projects are budgeted in the Capital and General Renewal and Replacement funds, the result of the Council's decision to direct undesignated reserves to renewal and replacement funding. Secondly, the budget proposes to exempt zoo admissions and concessions from the excise tax beginning in September 2008. This remaining step in the consolidation of the General Fund was also recommended by the Zoo Future Vision committee to provide additional incentive to improve both the recreational and educational experience of visitors.

Planning

The Council is undertaking a series of highly complex public policy issues that have shaped the FY 2008-09 proposed budget for the Planning Department. Key initiatives include advancing the performance based growth management strategy to guide the next Urban Growth Boundary expansion process and completion of the Urban and Rural Reserves designation by December 2009. Transportation initiatives include completion of a High Capacity Transit System Plan; an aggressive program to advance Light Rail and streetcars; and completion of a new Regional Travel Options five-year plan. The department will also support regional discussions about future transportation funding and complete the Regional Transportation Plan and flexible funding allocation. The Data Resource Center is reorganized to provide greater cross-departmental support to Metro's own programs and greater regional support to our partners.

The proposed budget implements the second year of the multi-year projects approved by Council this year and increases emphasis on Placemaking by accelerating some effort for the Get Centered! program into FY 2008-09 from the third year. Positions authorized in FY 2007-08 become full time positions, and four new positions are added: one grant funded position each for the

Corridor Planning section and the Regional Travel Options section, and two Data Resource Center positions funded by a mix of grant funding, enterprise revenues and modest General Fund support. The key data resource position is the restoration of a Research Director, critical to implementing regional performance measures.

Regional Parks and Greenspaces

Natural Areas bond acquisition and restoration continue to dominate the capital spending of the agency with an additional $39 million programmed for FY 2008-09 and $8 million in local share payments to partnering jurisdictions. At the operational level, with Mt. Talbert successfully opened to the public, attention moves to Cooper Mountain and an additional 1.5 positions. The operations and maintenance costs of new parks remain an anticipated future cost for which the department is actively pursuing local partners.

One additional maintenance mechanic position is added in the FY 2008-09 proposed budget to extend the useful life of small tools and equipment and allow park rangers to concentrate on their primary duties. The Nature in Neighborhoods staff will now be assigned to Regional Parks and Greenspaces, although the payments for previously awarded grants remain in special appropriations. In its convening role, Metro will co-host a Special Parks District Forum in September 2008.

Solid Waste and Recycling

The proposed budget for Solid Waste and Recycling reflects increasing operational costs related to additional tonnage expected at the transfer stations, an additional $300,000 for technical assistance to local governments to boost commercial recycling ("Recycle at Work" initiative) and a number of sustainability initiatives. A new sustainability coordinator located in Solid Waste and Recycling will plan and implement internal, agency-wide sustainability initiatives as well as solid waste system projects, including consultant assistance to implement objectives of the new Regional Solid Waste Management Plan. The largest project, a $7 million initiative over three years to install diesel particulate filters on a portion of the regional waste collection fleet, has generated considerable interest. First year funding of $2.3 million is included in the proposed budget for discussion, although the final funding strategy, including strong grant potential, has not been fully identified. In addition to the new sustainability coordinator position, the Solid Waste and Recycling budget converts two contracted intern positions into 1.25 new permanent positions for Hazardous Waste Reduction.

During FY 2008-09 the Council will be considering significant issues that will shape future budgets for the regional waste management system. The revenue bonds for construction of Metro Central Transfer Station will be paid off on July 1, 2009, resulting in a reduction of debt service payments that have averaged $2.3 million per year and in the elimination of bond covenants controlling debt service coverage and compliance with IRS rules governing tax-exempt issues. An agreement is already in place for a $0.93 per ton reduction in disposal costs at Columbia Ridge Landfill in July 2010. During FY 2008-09, Metro will engage a new contractor to transport waste to Columbia Ridge Landfill beginning no later than January 1, 2010. The current contract for operation of the transfer stations concludes in March 2010; the procurement process for a new contract will begin in the coming year. Finally, estimates for environmental remediation at the St. Johns Landfill are firming up. The range of costs is currently estimated at $3 to $7 million, which will be expended over a three to four year period beginning in FY 2010-11.

Operational Support

Metro's operating programs are supported and strengthened by the agency's operational support programs: the Office of the Metro Auditor, the Office of Metro Attorney and the departments of Finance and Administrative Services, Human Resources, Information Technology and Public Affairs and Government Relations. As new programs have begun in the operating departments, the operational support programs have worked both directly and indirectly to support program goals. The Office of Metro Attorney has increased its staff and services to provide the due diligence required for the Natural Areas acquisitions, the Transit Oriented Design projects in Planning, and investigation of a Convention Headquarters Hotel. Public Affairs and Government Relations has launched a customer-centered upgrade of Metro's public web site; aided Council in steering the regional legislative agenda to provide for urban and rural reserves designation and has a critical partnership with Planning for the outreach component of the Placemaking strategy. With the hiring of a Chief Information Officer, the Information Technology unit now appears as a department in the proposed FY 2008-09 budget. Human Resources has worked with departments to meet the workforce requirements of expanding programs, and Finance and Administrative Services has taken on additional responsibilities related to the Construction Excise Tax, renewal and replacement funding, Transit Oriented Design project transactions and hotel financing strategies.

In addition to positions authorized during FY 2007-08 in Public Affairs and Government Relations and Information Technology, an infrastructure finance analyst position transferred to Finance and Administrative Services from the Office of the Chief Operating Officer, the proposed budget includes three new positions for operational support. One additional auditor will increase the capacity of the Metro Auditor to conduct more comprehensive audits and one accounting position will allow Finance and Administrative Services to provide greater internal control support to cash operations in Regional Parks and Greenspaces and Solid Waste and Recycling. A finance analyst position will augment support to operating departments when department finance managers are assigned as project managers for agency-wide initiatives.

FOCUS FOR FISCAL YEAR 2008-09

Sustainability Theme

Throughout the FY 2008-09 budget development and engagement of performance measures, we have been guided by the Council's direction that every Metro program and every Metro employee be a signal for sustainability in the region. Our present actions and practices have a powerful influence and impact for future generations for thriving neighborhoods and communities, abundant economic opportunity, clean air and water, protecting streams and rivers, preserving farms and forestland, access to nature and a sense of place. Sustainability requires a balancing of the economic, environmental and social choices of today without compromising the choices and balances for tomorrow. The proposed budget makes some new investments for sustainability, in our own operations and business practices and in our regional convening and leadership in growth management and transportation.

Seeking a Common Vision

In addition to reporting performance measures for each program, the FY 2008-09 Program Budget introduces for consideration Regional Indicators, Strategies and Key Performance Indicators, organized in a sustainability framework. Metro's Regional Leadership Initiative group and others, working in cross-departmental teams, has been developing these over the past year to look at how the Council's goals are reflected in the region and to frame how Metro's programs and activities can be aligned more effectively to advance those goals and articulate a common vision. The Council and Metro's regional stakeholders will take up the discussion this year, providing valuable direction and insight as we refine the indicators and measures to guide future Metro efforts.

The program budget, the third volume of the budget document, presents an updated view of the Council's regional goals and its operational goals, a newer reflection of the critical success factors. Individual program measures have been refined with these in mind and continue to focus on the program's alignment with those goals.

The opening discussion of regional measures is a work-in-progress, intended not as a final statement but as an indicator of our thoughtful approach. During the year it will be shaped by the discussions with regional partners and citizens. Ultimately the Council will choose the regional indicators and set forth the strategies in measurable terms. In successive years the program budget will report both program measures and high level measures.

Making the Greatest Place

As Budget Officer, I am required to bring forward a balanced budget for your consideration. We look forward to an engaging discussion as the Council begins its deliberation. As leaders and stewards of the region, the Council's ultimate approval of this budget will reflect the policies, values, choices and investments you make on behalf of the citizens of the region. Your choices, and the efforts of Metro's passionate, hardworking employees to implement those choices and reflect those values, contribute to "Making the Greatest Place," not only for FY 2008-09 but into our future.

Sincerely,

Michael Jordan

Chief Operating Officer

Chief Financial Officer's Message

July 1, 2008

To Council President Bragdon and members of the Metro Council:

We are pleased to present Metro's FY 2008-09 budget as adopted by the Council on June 26, 2008.

Course for FY 2008-09 set early

The FY 2008-09 Adopted Budget is a product of continuous improvement. In this past year the Council has provided encouragement, leadership and commitment to strategic budgeting and performance measurement. First, the Council gave true meaning to its financial policies by funding important reserves. We began the year with a specific contingency and stabilization reserving plan for the General Fund, and we established the General Renewal and Replacement Fund to safeguard our public assets. The Council was clear that all Metro funds must be in step with these policies of financial discipline and sustainability. All major funds follow the financial policies requiring adequate reserves for operations and for building adequate reserves for renewal and replacement. And, as we watch the signs of our changing economy, we are more secure that we can withstand some regional adversity without compromising our services. In Fall 2007 the Council set forth a multi-year plan to invest undesignated general reserves in projects or initiatives with specific performance outcomes in mind. Those discussions and deliberations set the course for the FY 2008-09 budget.

Options for program enhancements more limited …

The adopted budget does not contain the considerable undesignated general reserves of last year, suggesting that resources for any new initiatives or projects must be carved out from existing programs. The budget continues to restrict from spending the remaining one-half of the previously accumulated PERS reserves. MERC is the one exception where the PERS reserves, except for PCPA, are available in contingency to advance certain costs for pursuing the Convention Headquarters Hotel, should the Council decide to proceed. Council has adopted resolutions to allow reimbursement from bond proceeds of any eligible advanced costs. In addition to its policy making role in the region's transportation planning, the Council also appropriated $100,000 in the MERC budget to evaluate more proactively the developing plans for the Columbia River Crossing and its potential impact on the Expo Center facility.

… and investments are targeted toward sustainability

During the budget deliberations, the Metro Council saw opportunity to redirect or fine-tune its resources to enhance sustainability efforts. Metro will begin scoping for a Regional Climate Change Action Plan and seek ways to partner with the National Policy Consensus Center and others to create its plan. To sustain the momentum generated by the 2008 Integrating Habitats design competition, the Council included a part-time position in the Nature in Neighborhoods program to assist both the Planning and Regional Parks departments as they review what code or tool changes are needed or most helpful to encourage and support habitat-friendly development. In addition, by budget note, Council expressed its intent that Metro's Transit Oriented Development (TOD) and Nature in Neighborhoods Capital Grants programs work together to include integrating habitat as a high priority in soliciting and evaluating potential projects which are consistent with and meet the other mandatory requirements and criteria for program consideration.

The Council is supportive of the Solid Waste and Recycling Department's proposed initiative to reduce emissions from the region's waste collection fleet. Using the "Opportunity Fund" to leverage newly identified EPA grant funds, the Council re-sized the diesel retrofit project. A successful grant funded pilot will launch and sharpen the program's focus and avoid any concerns about the use of solid waste fees.

A final sustainability initiative, an enhanced waste reduction education program delivered through the region's Outdoor Schools, will be funded with a one dollar per ton Solid Waste fee. By increasing the level of waste reduction awareness of sixth graders in an outdoor setting, students will better understand and appreciate the connection between waste reduction and their role in conservation and protecting the natural environment.

Although not included in the FY 2008-09 budget, the Council also decided to place a $125 million bond measure for zoo capital construction before the voters in November 2008. In keeping with the zoo's conservation and education mission, the bond proceeds would fund capital projects to protect animal health and safety, conserve and recycle water, and improve access to conservation education.

Nimbleness with accountability, risk taking with responsibility

The Council has a number of significant projects ramping up or already underway, projects which reflect our leadership and innovation in the region. Substantial land transactions continue as we acquire natural areas as the voters directed. Placemaking for Corridors and Centers, including Transit Oriented Development projects, are innovative strategies. Structuring the right financing plan for a Convention Headquarters Hotel, a plan that does not jeopardize the financial integrity of any partner, will be a test of dollars and sensibilities. These activities are emerging in a time of increasing governmental requirements and public expectation for accountability, transparency, reporting and record keeping. We are a learning organization, and we are responding to the advice we receive from Metro's elected Auditor and our external auditors. As Chief Financial Officer, I am obligated to advise you on balancing nimbleness with accountability and risk taking with responsibility.

More dynamic performance measurement

For several years, Metro has reported on the performance of its departments and programs, through the annual budget document and other periodic reports. As the program budget has evolved, program performance measures have moved beyond activities to focus more on outcomes linked to Metro goals. The current project is looking at Metro's role in the region: how is the region progressing on the broader goals, what are the regional indicators of its progress and how do Metro's programs and strategies contribute to the region's success.

The program budget volume continues to report on the performance of individual programs. In addition, it also introduces work done by the Regional Leadership Initiative and others to collect and evaluate potential regional indicators, paired with strategies and key performance indicators to which Metro programs contribute. Although this work is not complete, it relates so closely to the program budget that we include it to reinforce that relationship. In the coming year the Council will review the indicators and strategies, determine how best to engage stakeholders in the discussion, and ultimately select from among the potential indicators those that will serve Metro well over time. When completed, the performance measure project will connect strategic planning and program budgeting in a more dynamic way.

It has long been my goal to join strategic planning and budgeting in this more dynamic way—an annual cycle of identifying programs, measurement and evaluation, strategic planning and, ultimately, prioritizing in the annual budget. The budget is not a document—it is a process.

Sincerely,

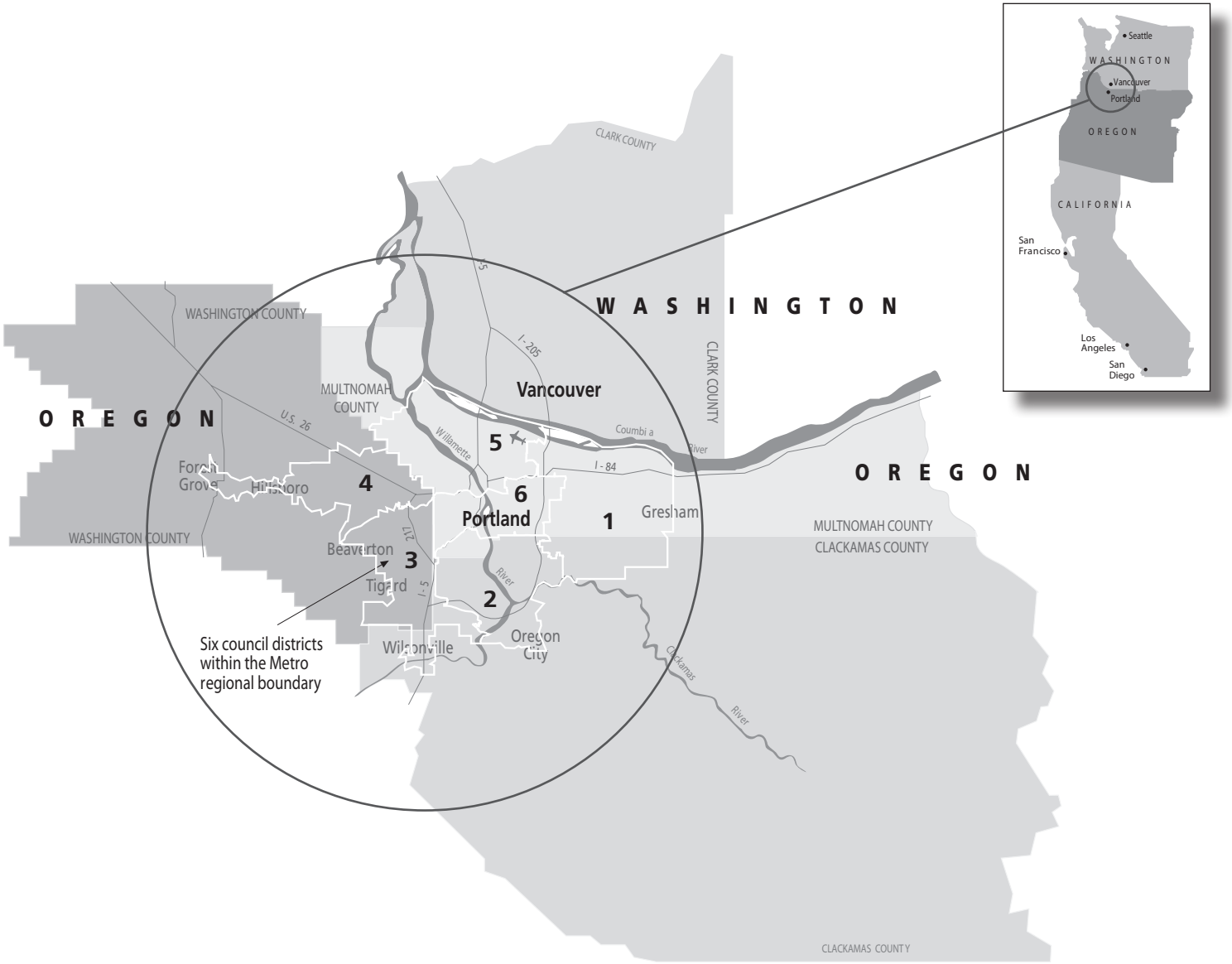
William L. Stringer

Chief Financial Officer

What is Metro?

What is Metro? B-3
Metro charter B-5
Organizational structure B-7
Metro milestones B-13
Metro facilities, pioneer cemeteries and regional parks B-18
Metro Open Spaces and Natural Areas B-26
Economy and growth B-35

Metro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CLACKAMAS COUNTY
Six council districts within the Metro regional boundary

What is Metro?

Few metropolitan areas can boast the combined advantages found in the Portland metropolitan area. Thriving communities, cultural amenities, economic vitality, scenic beauty and healthy natural ecosystems make this a great place to live, work and play. For the region's leaders and citizens alike, nurturing this livability is a constant quest. Metro, the elected regional government, plays a unique and leading role in that effort.

Metro serves more than 1.4 million residents in Clackamas, Multnomah and Washington counties, and the 25 cities in the Portland, Ore. metropolitan area. Metro, the only directly elected regional governing body in the United States, is governed by a president, elected region wide, and six councilors elected by district. Its home rule charter, approved by the voters in 1992 and amended in 2000, grants broad powers, primarily for regional land use and transportation planning, but also for issues of metropolitan concern. The charter also insists that the Metro Council be elected, visible and accountable.

Metro symbolizes the region's commitment to maintain and enhance the livability and sustainability of the region. 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.

HISTORY

Metro was first formed in 1979 when voters approved the merger of the Columbia Region Association of Governments (CRAG) with the Metropolitan Service District. CRAG was responsible for land use and transportation planning and Metropolitan Service District provided regional services that included the solid waste management and operation of a metropolitan zoo. An elected Council and an elected Executive Officer governed the new MSD. The Metro Council had the combined authorities of the two merging agencies and additional powers.

Over the years, the Oregon Legislature has assigned additional responsibilities to Metro with concurrence of the jurisdictions within Metro's boundary. In 1980 Metro became responsible for regional solid waste disposal when it took over operation of one existing, publicly owned regional landfill and began construction of a solid waste transfer station. In November 1986 voters approved general obligation bond funding for the Oregon Convention Center, to be built and operated by Metro. In January 1990 Metro assumed management responsibility for the Portland Center for the Performing Arts, Portland Civic Stadium and Portland Memorial Coliseum (though management of the latter two facilities has since returned to the City, which turned them over to private management companies). Metro assumed management responsibility for the Multnomah County parks system and the Portland Expo Center in 1994. Ownership of these facilities was officially transferred to Metro on July 1, 1996.

CHARTER APPROVAL

A significant development in Metro's history occurred with the voter approval of a home rule charter in 1992. Prior to that time, Metro was organized under a grant of authority by the Oregon Legislature and the Oregon Revised Statutes. Metro's powers were limited to those expressly granted by the legislature, and any extension of that authority first had to be approved by the legislature.

With the growth of the region, however, and Metro's increasingly important role, the region recognized that the power and authority of the regional government should be controlled directly by the voters of the region and not the state. In 1990 the legislature referred a constitutional amendment to the voters to allow the creation of a home rule regional government in the Portland metropolitan area. Voters approved the amendment and a charter committee was formed shortly thereafter. In 1992 Metro's charter was referred to and approved by the voters. Metro thereby achieved the distinction not only of being the nation's only elected regional government (as it had been since 1979), but also the only regional government organized under a home rule charter approved by voters.

In November 2000 voters in the region approved an amendment to the Metro Charter abolishing the position of an elected Executive Officer. On Jan. 6, 2003, a new regionally elected Council President absorbed or delegated the authorities and functions previously vested in the Executive Officer.

REGIONAL LEADERSHIP AND SERVICE

Self-sufficiency

About half of Metro's operating revenues come from fees paid by customers for the use of Metro's facilities or for services such as recycling and solid waste disposal. Other revenues include grants, intergovernmental funds, property taxes for voter-approved bond issues and a small permanent tax base ($10 million), which is allocated annually through the budget process.

Leading the region into the future

Metro has emerged as a leader of regional initiatives—a collaborative partner, facilitator, technical assistance provider, process manager and advocate. For example, Metro's Get Centered! program demonstrates how new and renewed urban centers can integrate housing, shopping, businesses and recreation with pedestrian-friendly streets and easy access to transportation. Metro has also involved regional homebuilders in the Nature In Neighborhoods program, teaching them how to develop projects that minimize water runoff and impacts on natural areas.

Metro every day

Metro policies, programs and services are woven into the fabric of the region's life. They are the common threads that connect neighborhood wetlands, the Portland Expo Center antique shows, penguins at the Oregon Zoo, recycled newspapers, extensive bike paths and live symphony performances at the Arlene Schnitzer Concert Hall.

People Places. Open Spaces.

Metro provides a rich mix of the region's public places where people are invited to gather to enjoy recreation, education and entertainment. The Metropolitan Exposition Recreation Commission (MERC), a subsidiary of Metro, operates public assembly facilities including the Oregon Convention Center, Portland Center for the Performing Arts and Portland Expo Center. These venues host hundreds of events each year, drawing millions of people.

Additionally, Metro has been a leading player in preserving and expanding the natural areas available to the people of our region. This includes an interconnected system of parks, trails and greenways. Today, Metro's inviting system of regional parks and natural areas include Smith and Bybee Wetlands Natural Area, a 2,000-acre freshwater wetland in North Portland, and Oxbow Regional Park, a 1,200-acre forested natural area on the Sandy River east of Gresham.

Regional Planning and Stewardship

Metro has a primary responsibility for regional land use and transportation planning. The centerpiece of this responsibility is the 2040 Growth Concept. It guides management of the Urban Growth Boundary, efficient use of land, protection of farmland and natural areas, a balanced transportation system, a healthy economy and diverse housing options. Metro is now engaging regional governments and the public in a process to update the 2040 plan called Making the Greatest Place.

Green Choices

Metro's concern for sustainability goes beyond what is integrated in conservation, recycling and regional planning programs. Metro also teaches the community about green choices in building and street design and natural gardening and recycling as ways to improve quality of life and leave a smaller environmental footprint. This is done through partnerships, seminars, publications, demonstration projects, clinics, tours and in-school presentations for teachers and students.

Waste Management and Recycling

Metro manages the region's solid waste system, which includes its renowned curbside residential recycling program. Metro owns and operates two solid waste and recycling transfer stations and two hazardous waste facilities. It offers a toll-free recycling hotline helping inspire people to recycle everything from yard debris to old paint to hazardous materials.

Metro charter

A home rule charter defines Metro's structure, assigns its working priorities and grants the power necessary to achieve its priorities. A home-rule charter is a grant of power directly from the citizens of the jurisdiction rather than a grant of power from a legislature or some other body.

The voters of the region approved a home-rule charter for Metro in 1992 and a charter amendment in 2000. Prior to the amendment, Metro was governed by a seven-member Council that was responsible for the policy direction of the organization and for legislative oversight of management activities. A regionally elected Executive Officer was responsible for carrying out the policy directives of the Council, day-to-day management of the organization and recommending policy initiatives to the Council. As a result of the charter amendment, effective Jan. 6, 2003, the Council and Executive offices were consolidated. Under the new structure, the number of districts and the number of Councilors were reduced to six. A regionally elected Council President presides over the Council, sets the policy agenda for the Council and has the authority to appoint all members of Metro committees, commissions and boards. A Chief Operating Officer is appointed by the Council President with Council consent and is responsible for day-to-day management of Metro.

The original Metro charter created the elected position of Metro Auditor. The Metro Auditor is responsible for managing the contract with Metro's independent, outside financial auditor and for conducting performance and management audits of Metro operations and functions.

The home-rule charter sets Metro's working priorities. Metro's primary responsibility under the charter is regional land-use planning. To this end, Metro was required to adopt a future vision for the region. The Metro Council adopted the future vision document on June 15, 1995.

State law requires Metro to develop regional land-use goals and objectives. The Metro Council adopted Regional Urban Growth Goals and Objectives (RUGGO) in 1991. RUGGO provided a policy framework for guiding Metro's regional planning program and established a process for coordinating local planning in the region to maintain the region's livability.

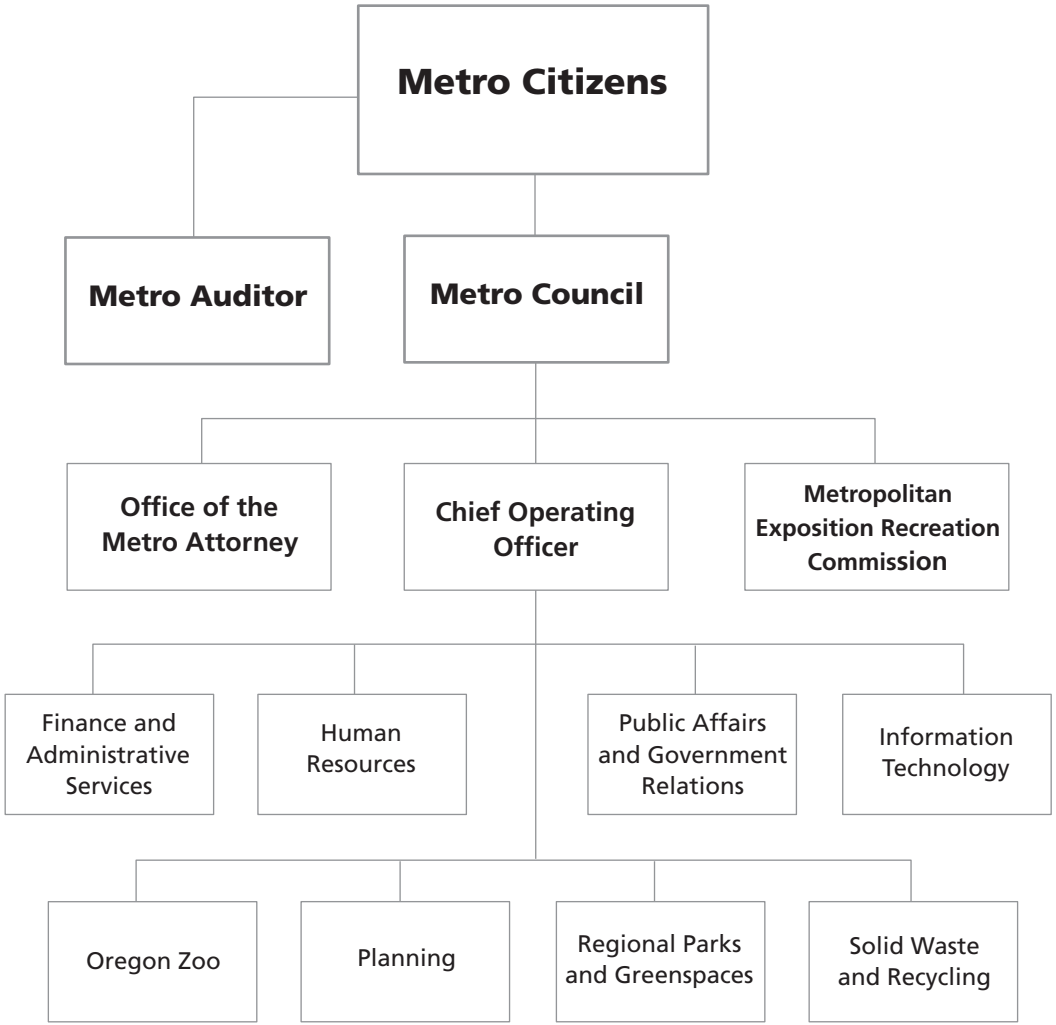
In December 1995 the Metro Council adopted the 2040 Growth Concept which encourages compact development near existing or future transit centers to reduce land consumption. The concept encourages preservation of existing neighborhoods and identifies rural reserves as areas not subject to urban growth boundary expansion to serve as buffers between urban areas. The growth concept sets goals for providing permanent open space areas inside the urban growth boundary and recognizes that neighboring cities will grow and that cooperation is necessary to address common issues. On Dec. 11, 1997, the Council adopted the more detailed Regional Framework Plan (incorporating RUGGO), which specifies how the region will implement the 2040 Growth Concept.

Although the charter makes regional land-use planning Metro's primary responsibility, it also recognizes the significant role Metro has in other regional issues such as solid waste disposal, and the operation and development of regional recreation and entertainment facilities such as the Oregon Zoo, the Oregon Convention Center and regional parks and open spaces.

Finally, the charter recognizes that regional government and regional issues evolve over time. The charter grants Metro authority to assume responsibility for issues of metropolitan concern. This allows Metro to work with local jurisdictions as needed to develop common solutions to problems that may exceed local boundaries and may be more difficult to address at the local level.

In addition to defining Metro's structure and priorities, the charter gives Metro the tools necessary to meet its financial resource needs. The charter gives Metro authority to ask voter approval for broad-based revenue sources. These sources include traditional revenues such as property tax, sales tax or income tax. The charter grants Council authority to adopt taxes of limited applicability without a vote of the people. The charter requires the Council to appoint a citizen review committee when it is considering the adoption of a new limited tax. These niche taxes could include a broad list of revenue sources levied on limited activities such as cigarette sales, real estate transfers, hotel/motel occupancy, etc. Expenditures from non-voter approved revenue sources are limited by charter to no more than $12.5 million per year (in 1992 dollars). This expenditure limitation increases in each subsequent fiscal year by a percentage equal to the rate of increase in the Consumer Price Index (additional information on this charter limitation is available in the *Appendix* of this budget). Metro's only revenue sources that currently fall under this limitation are the Metro excise tax and the construction excise tax, which total almost 90 percent of the limit. The charter grants Metro the authority for levying fees and charges for services it provides on an enterprise basis.

Organizational structure



METRO ELECTED OFFICIALS

Council President, David Bragdon

District 1, Rod Park

District 2, Carlotta Collette

District 3, Carl Hosticka

District 4, Kathryn Harrington

District 5, Rex Burkholder

District 6, Robert Liberty, Deputy Council President

Metro Auditor, Suzanne Flynn

Metro

Organizational structure

DEPARTMENT STRUCTURE

Metro's organizational structure includes three offices (Metro Council, Metro Auditor and Metro Attorney), one commission (Metropolitan Exposition Recreation Commission), and eight departments (Finance and Administrative Services, Human Resources, Information Technology, Oregon Zoo, Planning, Public Affairs and Government Relations, Regional Parks and Greenspaces, Solid Waste and Recycling).

Office of the Council

The Metro Council is the governing body of Metro. It provides leadership from a regional perspective, reflects an ongoing, innovative planning orientation, and focuses on issues that cross local boundaries and require collaborative solutions.

The Office of the Council consists of the Council President and six Councilors, the Chief Operating Officer and staff. The Council sets the overall policy direction and provides legislative oversight of management activities for the agency. The Council President presides over the Council, sets the policy agenda and has the authority to appoint all members of Metro committees, commissions and boards. The Chief Operating Officer, appointed by the Council President with Council consent, is responsible for the day-to-day management of the organization. The Council Office also provides staffing for the Metro Policy Advisory Committee.

Metro Auditor

The elected Auditor and staff make up the Office of the Metro Auditor. The Auditor is responsible for managing the annual outside financial audit and conducting performance and management audits of agency programs and operations.

Office of Metro Attorney

The Office of Metro Attorney provides legal services to the Council, Chief Operating Officer, Auditor and Metro departments. This office includes the due diligence portion of the regional Open Spaces and Natural Areas acquisition programs.

Metropolitan Exposition Recreation Commission (MERC)

The Metropolitan Exposition Recreation Commission was established in 1987 and is the operating arm for Metro's trade and spectator facilities. These facilities include the Oregon Convention Center, the Portland Expo Center and the Portland Center for the Performing Arts (PCPA). The PCPA was transferred to Metro's management from the City of Portland in 1990 when the Convention Center opened. Management of the Expo Center was transferred to Metro from Multnomah County in January 1994, with ownership of the facility transferred in July 1996. A seven-member commission oversees MERC's operations. The commissioners are appointed by Metro to serve four-year terms. The Metro Council approves the commission's budget.

Finance and Administrative Services department

The Finance and Administrative Services department provides financial management services for Metro's elected officials, operating departments, employees and the public. The department includes the Office of the Chief Financial Officer, Accounting Services, Financial Planning, Procurement Services, Building and Property Services, and Risk Management. The department provides accounting services for the agency; coordinates the preparation, monitoring, and implementation of the agency's annual budget and five-year capital budget; manages debt; performs long-range financial planning; administers Metro's risk management program; coordinates the agency's decentralized purchasing system; manages the Emerging Small Business and Minority- and Women-Owned Business program; and manages the Metro Regional Center headquarters facility.

Human Resources department

The Human Resources department exists to help its customers fulfill business requirements by positioning Metro's work force for the future. The department provides assistance in the areas of recruitment and staff development, classification and compensation, labor and employee relations, benefits administration and manages the agency's Human Resource Information System.

Information Technology

The Information Technology department supports Metro's vision, goals and business processes by providing technology based leadership, consulting and direct services. This is accomplished through the support and development of enterprise, departmental and custom applications, records management and management of Metro's network infrastructure, as well as development of policies and procedures for the access of information within the agency.

Oregon Zoo

The Oregon Zoo contributes significantly to the livability of the Portland metropolitan area. The zoo provides important conservation education learning opportunities to people of all ages. The zoo strives to motivate people to care and act on behalf of wildlife by offering opportunities for observation, discovery and engagement. The zoo serves as a regional conservation, education and recreational resource, enhancing the quality of life and assisting in economic development as a tourist attraction and community asset. As the state's top paid attraction, the zoo drew 1.5 million visitors in FY 2007–08; providing fun, affordable and safe entertainment for families.

Planning department

The mission of the Planning department is to plan for and to implement a model land-use and transportation program to address the needs of the region and to protect its livability, especially in the areas of regional transportation, air and water quality and land use. Through the Planning department, Metro manages the regional urban growth boundary, the primary urban growth management tool mandated by state land-use planning laws. The department maintains the Data Resource Center and develops estimates of regional population and employment growth patterns in support of the agency functions and the planning efforts of local governments. The department is also responsible for regional transportation planning, which includes preparing the Regional Transportation Plan, securing and allocating federal highway and transit funds for the region and conducting all regional transit and light rail planning under contract with TriMet, the regional transit agency.

Public Affairs and Government Relations department

The Public Affairs and Government Relations department provides communication services to advance Metro Council policy initiatives and Metro department-led planning and stewardship efforts, public education campaigns, facilities and services. The disciplines represented in the department range from media relations, journalism, marketing, graphic design and web design through event planning, issue management, political analysis and legislative advocacy. The department also provides support to the Metro Committee for Citizen Involvement.

Regional Parks and Greenspaces department

The Regional Parks and Greenspaces department contributes directly to the preservation of the region's livability and supports the goals and objectives developed by the Metro Council. Department programs focus on the provision of accessible regional open spaces, parks and trails, and the maintenance and enhancement of environmental quality. The department implements elements of the 2040 Growth Concept related to open spaces, parks, trails and stream corridors through (1) the acquisition of natural areas, trail and greenway corridors; (2) development of programs and plans related to the implementation of the Regional Framework Plan; and (3) management of more than 12,000 acres of regional parks and natural areas.

Solid Waste and Recycling Department

The Solid Waste and Recycling department provides services that reduce and manage the region's solid waste in an effective, economical and environmentally sound manner. Specifically, the department oversees the operation of two Metro-owned regional solid waste transfer stations; operates two hazardous waste facilities; manages contracts for the transport and disposal of waste brought to the regional transfer stations; develops the Regional Solid Waste Management Plan; franchises and licenses privately owned and operated solid waste disposal sites; manages the now closed St. Johns Landfill; operates the Metro Recycling Information hotline; develops programs to encourage waste prevention, recycling, composting and natural gardening; and cleans up illegal dump sites.

METRO ADVISORY COMMITTEES

Metro's charter requires two advisory committees:

Metro Policy Advisory Committee: 24-member committee consisting of representatives of local government and citizens to provide advice and consultation to the Metro Council on the Regional Framework Plan and approval or disapproval of Metro's provision or regulation of a local government service.

Metro Committee for Citizen Involvement: 27-member citizen committee assisting in the development, implementation and evaluation of Metro's citizen involvement activities and advising on the best ways to involve citizens in the regional planning activities.

Elected officials	Position	Service began	Current term expires
Suzanne Flynn	Metro Auditor	January 2007	January 2011
David Bragdon	Metro Council President	January 1999	January 2011
Rod Park	Councilor- District 1	January 1995	January 2011
Carlotta Collette	Councilor- District 2	November 2007	January 2012
Carl Hosticka	Councilor- District 3	January 2001	January 2012
Kathryn Harrington	Councilor- District 4	January 2007	January 2011
Rex Burkholder	Councilor- District 5	January 2001	January 2012
Robert Liberty	Councilor- District 6, Deputy Council President	January 2005	January 2012

Metro

Metro milestones

1979 Columbia Region Association of Governments combines with the Metropolitan Service District to form Metro. Functions include solid waste and transportation planning, zoo operations and management of the urban growth boundary.

Joint Policy Advisory Committee on Transportation formed and staffed by Metro's Transportation Planning Department.

Transfer of the ownership and operation of the Washington Park Zoo to Metro.

1980 Solid waste operations (including the management of the St. Johns Landfill) added to Metro's functions.

1983 Clackamas Transfer and Recycling Center (now named Metro South Transfer Station) opens.

1986 Voters approve $65 million general obligation bond issue to build the Oregon Convention Center.

1987 Metropolitan Exposition Recreation Commission established.

1988 Metro assumes responsibility of appointing members of the Portland Metropolitan Area Local Government Boundary Commission.

1989 Attendance at the Metro Washington Park Zoo breaks the one million mark.

1990 Metro assumes management responsibility for the Portland Center for the Performing Arts, Civic Stadium and Memorial Coliseum.

Columbia Ridge Landfill opens near Arlington, Ore., to replace the St. Johns Landfill and serve the Portland metropolitan region.

Voters approve tax base for the Metro Washington Park Zoo.

Metro issues $28.5 million in solid waste revenue bonds to construct the Metro East Transfer Station (now named Metro Central Transfer Station).

Metro initiates an excise tax on its own enterprise operations.

Oregon Convention Center opens for business and exceeds projected use and economic projections.

Voters approve amendment to the Oregon Constitution allowing creation of a home-rule regional government in the Portland metropolitan region and the creation of a charter committee.

1991 Metro Central Transfer Station opens.

1992 Voters approve a new home-rule charter for Metro, identifying Metro's primary mission, revising Metro's structure, and formally changing the name of the organization from Metropolitan Service District to Metro.

1993 Management of the Memorial Coliseum is returned to the City of Portland and subsequently transferred to the management of the Oregon Arena Corporation.

1994 Metro assumes management responsibility for the Multnomah County parks system and the Portland Expo Center.

Region 2040 Concept Plan adopted.

1995 New seven-member Metro Council, Executive Officer and Auditor take office under home rule charter.

Voters approve $135.6 million general obligation bond measure to acquire and protect open spaces, parks and streams.

2040 Growth Concept and Future Vision adopted.

1996 Transfer of ownership of the Multnomah County Parks and Portland Expo Center to Metro.

Voters approve $28.8 million general obligation bond measure to fund construction of the Great Northwest Project at the Metro Washington Park Zoo.

Urban Growth Management Functional Plan adopted.

1997 Through May 31, 1997, 2,323 acres of open space acquired with the 1995 bond measure proceeds.

1998 Through May 31, 1998, 3,413 acres of open space acquired with the 1995 bond measure proceeds.

Metro Washington Park Zoo renamed the Oregon Zoo.

The Washington Park light rail station serving the Oregon Zoo opens.

Great Northwest Phase II opens at Oregon Zoo, including new entrance designed with mountain goat exhibit, catering and restaurant facilities and new gift shop.

1999 Open Spaces acquisition exceed 4,400 acres.

2000 Voters approve charter amendment eliminating the Executive Officer position, establishing a regionally elected Council President and reducing council districts from seven to six.

Steller Cove opens at the Oregon Zoo, setting a new attendance record of 1.2 million visitors.

2001 The reconstructed Expo Hall D opens, adding 72,000 feet of modern exhibit space, new meeting rooms, and a full service commercial kitchen. Expo now offers 330,000 square feet of exhibition space and 3,000 parking spaces on a 60-acre campus.

Work on the Oregon Convention Center expansion project begins. The expansion will provide an additional 105,000 square feet of exhibit space, 35,000 square feet of ballroom space, and 30,000 square feet of meeting room space.

Bond proceeds allow acquisition of 6,933 acres of open space through June 15, 2001.

Oregon Zoo achieves record-breaking attendance of over 1.3 million visitors.

2002 Election of new Council President reflecting changes to the Charter adopted by the voters in November 2000.

2003 On Jan. 6, 2003, a new regionally elected Council President absorbs or delegates the authorities and functions previously vested in the Executive Officer.

Work on the Oregon Convention Center expansion is completed, opening to the public in April 2003.

The Metro Council approves advancing light rail projects along the I-205 corridor and from Milwaukie to downtown Portland as the next additions to the region's light rail system.

The state Land Conservation and Development Commission approves the Metro Council's recommendation to bring an additional 18,617 acres into the urban growth boundary.

Acquisition of 7,935 acres of open space through June 1, 2003.

The first endangered California Condors arrive at the Oregon Zoo's Condor Creek Conservation Facility.

2004 On May 1, 2004, the Interstate MAX Yellow Line opens, connecting the Expo Center to the Rose Quarter Transit Station.

The first Condor egg is produced at the Oregon Zoo Condor Creek Conservation Facility.

Acquisition of 8,015 acres of open space with the 1995 bond proceeds through April 1, 2004.

Oregon Zoo opens Eagle Canyon Exhibit in May 2004 and the Trillium Creek Family Farm in July 2004, completing Phase IV of the Great Northwest Project.

2005 In April 2005 Metro Council creates Nature in Neighborhoods, an initiative to restore and protect regional habitat and greenspaces.

Acquisition of 8,131 acres of open space through June 1, 2005.

Tusko, a 13,500-pound, 33-year-old male Asian elephant arrives to join Packy and Rama in the Oregon Zoo's bull elephant group.

2006 Acquisition of 8,173 acres of open space through July 1, 2006.

Construction Excise Tax collections begins on July 1, 2006.

Metro awards $560,000 in Nature in Neighborhoods grants to local organizations for projects to protect fish and wildlife throughout the region.

Voters approve a $227.4 million bond measure directing Metro to purchase natural areas, parks and streams.

2007 Metro achieves a bond rating of Aaa from Moody's Investors Service as well as a re-affirmation of its AAA rating from Standard & Poor's.

Metro awards $420,000 in Nature in Neighborhoods grants.

Oregon Zoo attendance reaches 1.5 million representing a 10 percent increase over the previous record, set in FY 2000-01.

The Blue Lake Natural Garden, located in Fairview, opens providing residents education on natural gardening and methods for enhancing regional water quality and wildlife habitat.

Metro Council passes legislation known as the Enhanced Dry Waste Recovery Program, to increase the amount of materials recycled or recovered from construction and demolition projects.

2007

MetroPaint, the Northwest's only 100 percent recycled latex paint, receives the first recycled paint certification from Green SealTM, an independent environment standards certifying organization.

Metro, the City of Portland Office of Sustainable Development and Clackamas, Washington and Multnomah counties collaborate to launch a Green Building Hotline to provide information about strategies, resources and financial incentives for green building.

The household hazardous waste roundups conclude a record season with the total customer count for the FY 2006-07 season at 12,909 customers.

The Oregon Legislature approves Senate Bill 1011, enabling Metro and the counties of the region to establish urban and rural reserves that provide greater predictability regarding where future growth may be accommodated and what valuable farm and forestland will be protected.

2008

Metro's new online home, *www.oregonmetro.gov*, provides a fresh look, improved navigation tools and more resources for residents of the region.

As a part of its Nature in Neighborhoods initiative, Metro conducts Integrating Habitats design competition with more than 100 teams from around the world submitting designs for homes, residential infill and mixed-use developments with the natural environment in mind.

Metro adopts a resolution officially recognizing that sustainability will guide all Metro policies and programs.

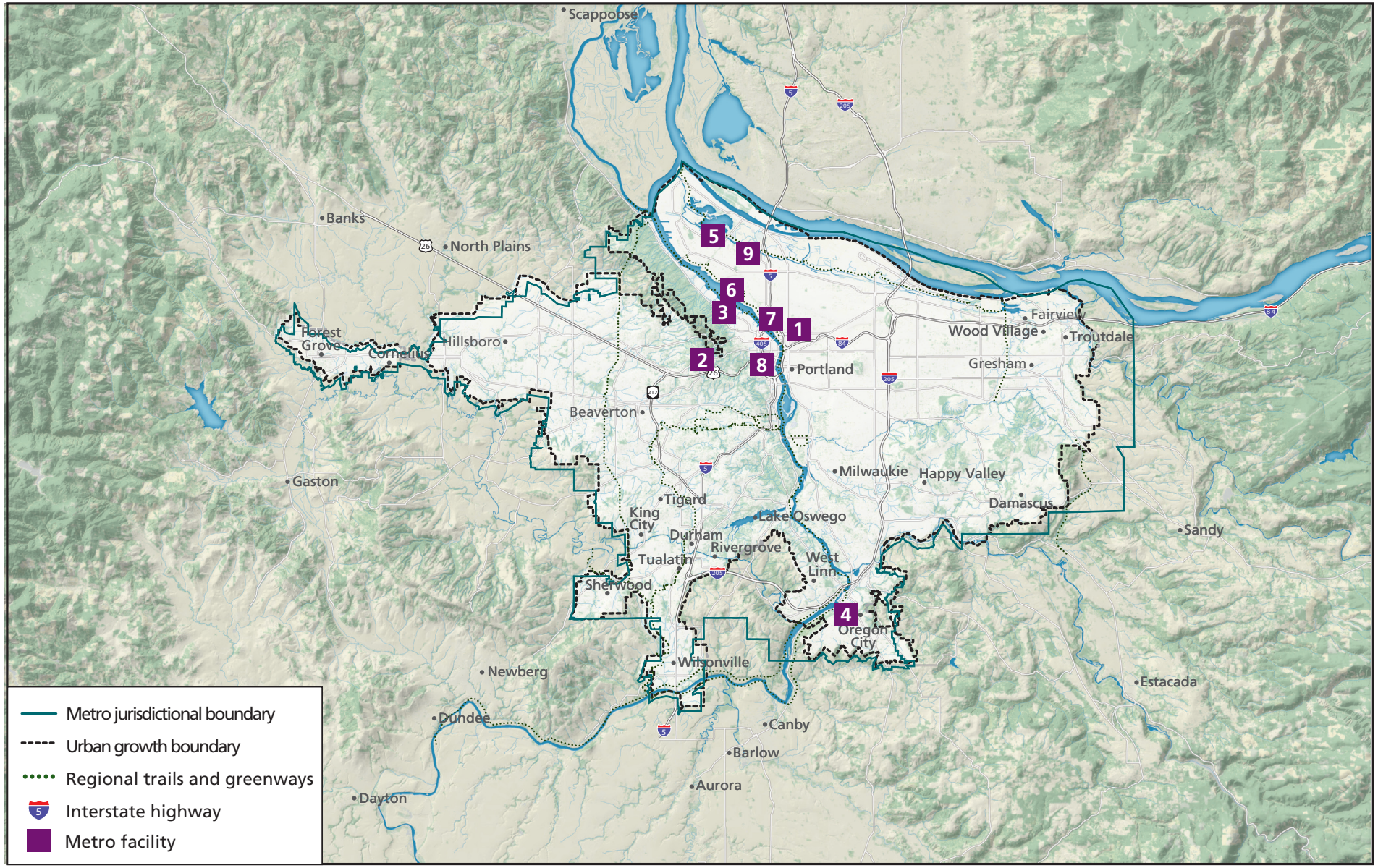
Acquisition of approximately 480 acres with Metro's Natural Areas initiative during FY 2007-08, including a first acquisition in the Stafford Basin.

MetroPaint is named a 2008 Top 10 Green Product by Sustainable Industries business magazine.

Metro

Metro facilities, pioneer cemeteries, and regional parks

Metro facilities



Metro facilities

REGIONAL FACILITIES

1. Metro Regional Center

Metro's regional center is located in the heart of Portland. The building serves as administrative headquarters for all Metro departments.

2. Oregon Zoo

Metro owns and operates the Oregon Zoo, where people can get close to many endangered species. The zoo also offers educational programs for visitors and teachers, and has classes for adults, children and families.

SOLID WASTE AND RECYCLING FACILITIES

3. Metro Central Transfer Station

4. Metro South Transfer Station

Metro's two transfer stations accept trash and recyclable material from citizens, businesses and commercial waste haulers. Hazardous waste facilities are next to these stations.

5. St. Johns Landfill

Located in north Portland near the confluence of the Columbia and Willamette rivers, the 238-acre St. Johns Landfill is situated in Metro's Smith and Bybee Wetlands Natural Area, the largest protected wetland within an American city. The area is being actively restored– providing habitat for coyotes, great blue herons and painted turtles– while Metro continues to manage and monitor the area for future uses.

6. MetroPaint

MetroPaint is a high quality, affordable, 100 percent recycled latex paint produced in Portland, Oregon, since 1992. Metro manufactures and sells the recycled latex paint in 5-gallon pails and 1-gallon cans at this site.

METROPOLITAN EXPOSITION RECREATION COMMISSION FACILITIES

Millions of people have passed through the doors of the Oregon Convention Center, Portland Center for the Performing Arts and Portland Expo Center. The regional public assembly facilities are managed by the Metropolitan Exposition Recreation Commission, a subsidiary of Metro.

7. Oregon Convention Center

With the expansion that was completed in April 2003, the Oregon Convention Center is now the Pacific Northwest's largest convention facility. Since it opened in 1990, more than 7.7 million people have attended its events.

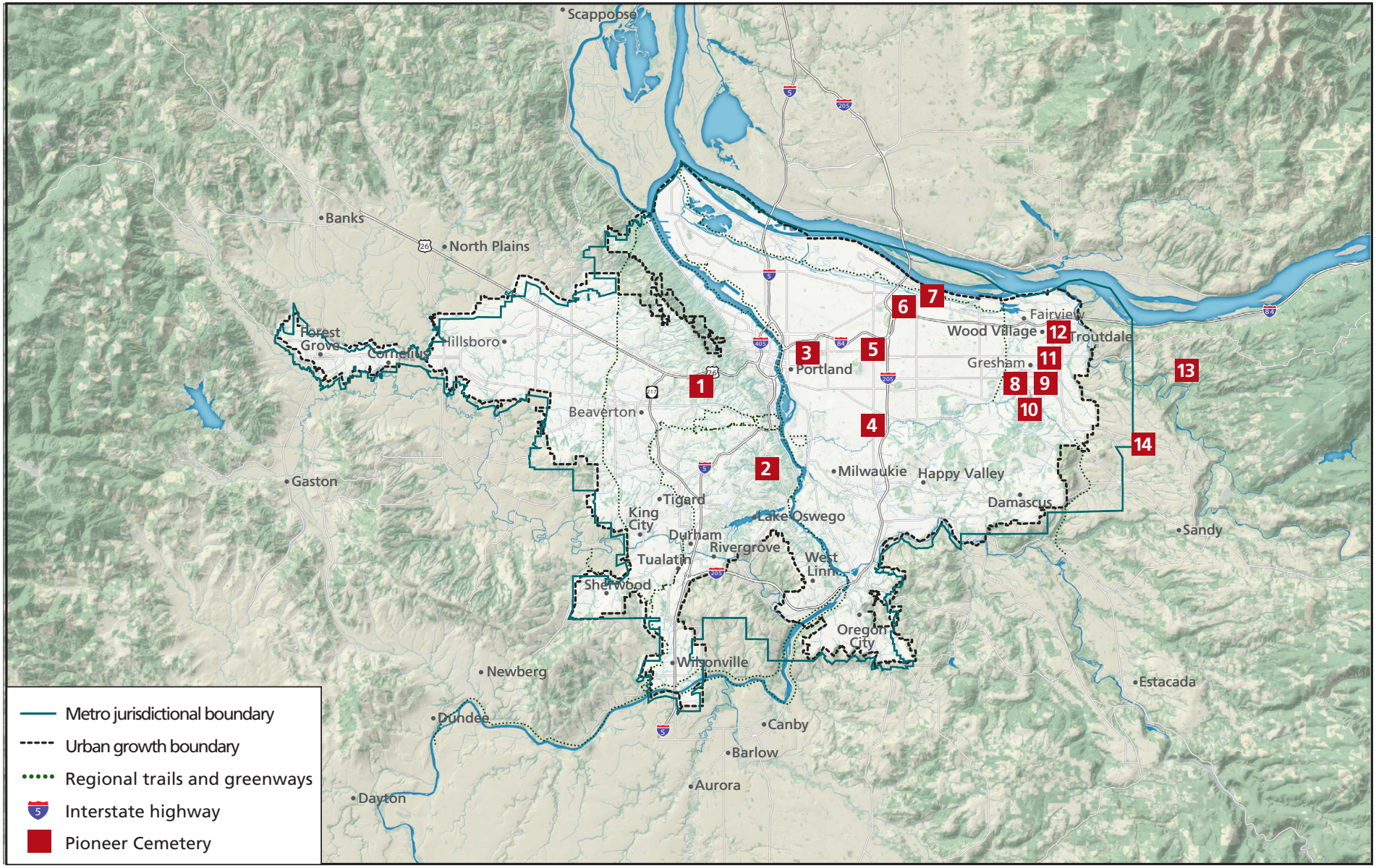
8. Portland Center for the Performing Arts

This leading cultural institution encompasses four acclaimed theaters that include Keller Auditorium, Arlene Schnitzer Concert Hall, and the Newmark Theater, Dolores Winningstad Theater and Brunish Hall, all located in the Antoinette Hatfield Hall.

9. Portland Expo Center

Portland Expo Center is the West Coast's largest public exhibition facility. The center is a public event venue for hobby shows, public exhibitions and community events. The Expo Center has undergone extensive renovation and modernization and is now connected to TriMet's Interstate MAX light-rail system, which opened in May 2004.

Metro pioneer cemeteries



Metro pioneer cemeteries

Metro's Regional Parks and Greenspaces department manages 14 historic pioneer cemeteries in Multnomah County. The cemeteries not only offer a unique look into the past, but are managed as active facilities.

Most of the pioneer cemeteries managed by Metro were established during the early homesteading period (circa 1850-1870). However, some were founded as early as 1837 during the fur trapping and trading period. Family burial plots often became community cemeteries. Community churches also provided burial grounds for their congregation.

Care of pioneer cemeteries became inconsistent, and some were abandoned to revert back to nature. In 1928 the Oregon Legislature mandated the care of 14 pioneer cemeteries to Multnomah County. This was done to assure proper maintenance of the facilities. Now the cemeteries are under Metro's care and fully tended in perpetuity.

1. Jones Cemetery
Founded in 1872, 3.5 acres

2. Grand Army of the Republic Cemetery
Founded in 1872, 2 acres

3. Lone Fir Pioneer Cemetery
Founded in 1855, 30.5 acres

4. Multnomah Park Cemetery
Founded in 1888, 9.25 acres

5. Brainard Cemetery
Founded in 1867, 1.1 acres

6. Columbia Pioneer Cemetery
Founded in 1877, 2.4 acres

7. Powell Grove Cemetery
Founded in 1848, 1 acre

8. White Birch Cemetery
Founded in 1889, .5 acres

9. Escobar Cemetery
Founded in 1908, .66 acres

10. Gresham Pioneer Cemetery
Founded in 1859, 2 acres

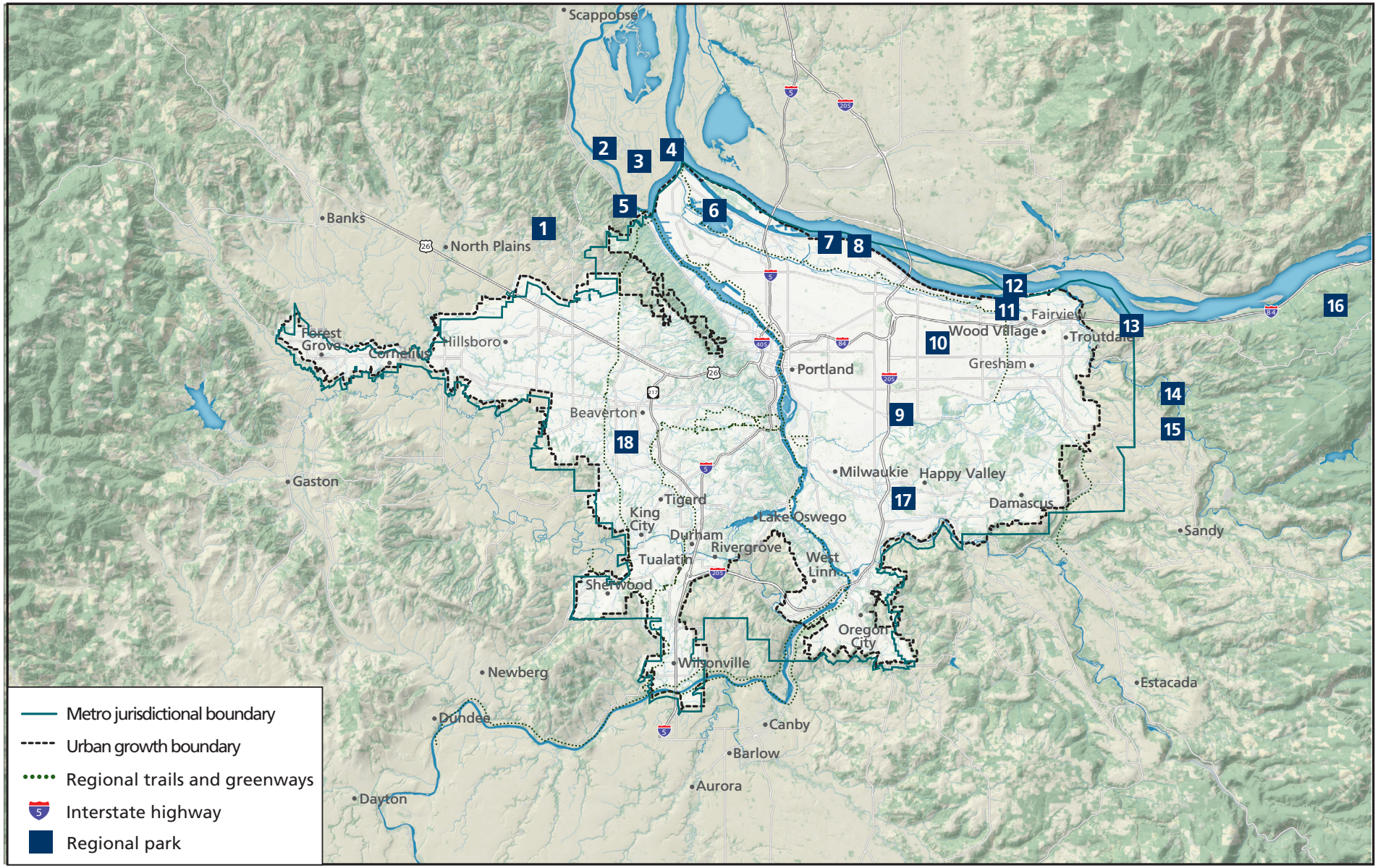
11. Mt. View Stark Cemetery
Founded in 1886, .75 acres

12. Douglass Cemetery
Founded in 1866, 9.1 acres

13. Mt. View Corbett Cemetery
Founded in 1888, 2 acres

14. Pleasant Home Cemetery
Founded in 1884, 1.92 acres

Metro regional parks



Metro regional parks

Metro's regional parks include the largest public boating facility in Oregon, the largest protected wetland within a city in the nation and an ancient forest towering over the wild and scenic Sandy River Gorge.

1. Mason Hill Park, 3 acres
This is the site of a former single room schoolhouse. On top of the picnic shelter at the park rests the original schoolhouse bell. The park is located at the intersection of NW Munson and Johnson Roads in Multnomah County and has a spectacular view looking southwest into the Tualatin River valley.

2. Sauvie Island Boat Ramp, 1 acre
Located on the Multnomah Channel, this one lane ramp offers boarding floats, paved parking, picnic tables and restrooms.

3. Howell Territorial Park, 120 acres
Visit a piece of Oregon history on Sauvie Island. Within this 120-acre park, the region's natural and cultural history come together in one serene, pastoral setting. Attractions include reservable picnic areas, a pioneer orchard, large natural wetlands and an authentically restored farmhouse built in the 1850s.

4. Belle View Point, 10 acres
Located on Sauvie Island at the confluence of the Willamette and Columbia Rivers, this site is considered a wildlife sanctuary accessible only by boat.

5. Multnomah Channel, 11 acres
This 11 acre undeveloped site is located on the northern slope of Forest Park above the community of Linnton.

6. Smith and Bybee Wetlands Natural Area, 2,000 acres
At nearly 2,000 acres, Metro's Smith and Bybee Wetlands Natural Area is the largest protected wetlands within an American city. This beautiful natural area is one of the region's best-kept secrets, hiding in a part of Portland surrounded by port terminals, warehouses and other commercial developments. Most visitors to the natural area are surprised to find beaver, river otter, black-tailed deer, osprey, bald eagles and Western painted turtles living only minutes from downtown Portland.

7. M. James Gleason Memorial Boat Ramp, 6 acres
M. James Gleason Memorial Boat Ramp is a convenient public boat launch on the Columbia River, minutes from downtown Portland. Amenities include launch lanes, boarding docks, restrooms, river maps and a river patrol office.

8. Broughton Beach, 9 acres
Located directly east of the M. James Gleason Memorial Boat Ramp, this area offers beach related recreational opportunities on the shores of the Columbia River.

9. Beggars-tick Wildlife Area, 20 acres
Named after a species of native sunflower, Beggars-tick Wildlife Refuge is a unique urban park. This 20-acre wetland requires at least two visits to fully appreciate—once in winter and again in summer—it is two completely different experiences. The seasonal changes in animal and plant life are dramatic, and the natural diversity of this park makes each visit a refreshing outing.

10. Glendoveer Golf Course and Fitness Trail, 232 acres
Glendoveer Golf Course provides challenging play for every level with two 18-hole golf courses. There are also tennis courts, a driving range and a restaurant. A two-mile fitness trail along the perimeter of the course draws joggers and walkers to the natural setting.

11. Blue Lake Regional Park, 185 acres
A 64-acre natural lake fed by underground springs, Blue Lake provides opportunities for boating, fishing and swimming. It makes a beautiful backdrop for hundreds of family picnics, community events and special programs throughout the year.

12. Chinook Landing Marine Park, 67 acres
Chinook Landing Marine Park, a 67-acre marine park with six launching lanes on the Columbia River, is the largest public boating facility in Oregon. The park offers picnic and viewing areas, wetland and wildlife habitat, disabled-accessible docks, restrooms and a seasonal river patrol station.

13. Gary and Flagg Islands, 132 acres

These islands are located on the Columbia River just off-shore from the confluence of the Sandy and Columbia Rivers. The islands offer excellent wildlife habitat, especially for migratory birds.

14. Oxbow Regional Park, 1,200 acres

Located within the wild and scenic Sandy River Gorge, Metro's Oxbow Regional Park offers rare access to many of the region's natural wonders while providing a variety of unique recreational opportunities. The river draws swimmers, rafters, kayakers and drift boats carrying anglers. Fifteen miles of trails invite you to explore an ancient forest with centuries-old trees and ridges and ravines carved by volcanic and glacial flows.

15. Indian John Island, 64 acres

This secluded site is considered part of Oxbow Park and located upriver from the park on the Sandy River.

16. Larch Mountain Corridor, 185 acres

This property lines both sides of Larch Mountain Road leading up to the top of the mountain.

17. Mount Talbert Nature Park, 184 acres

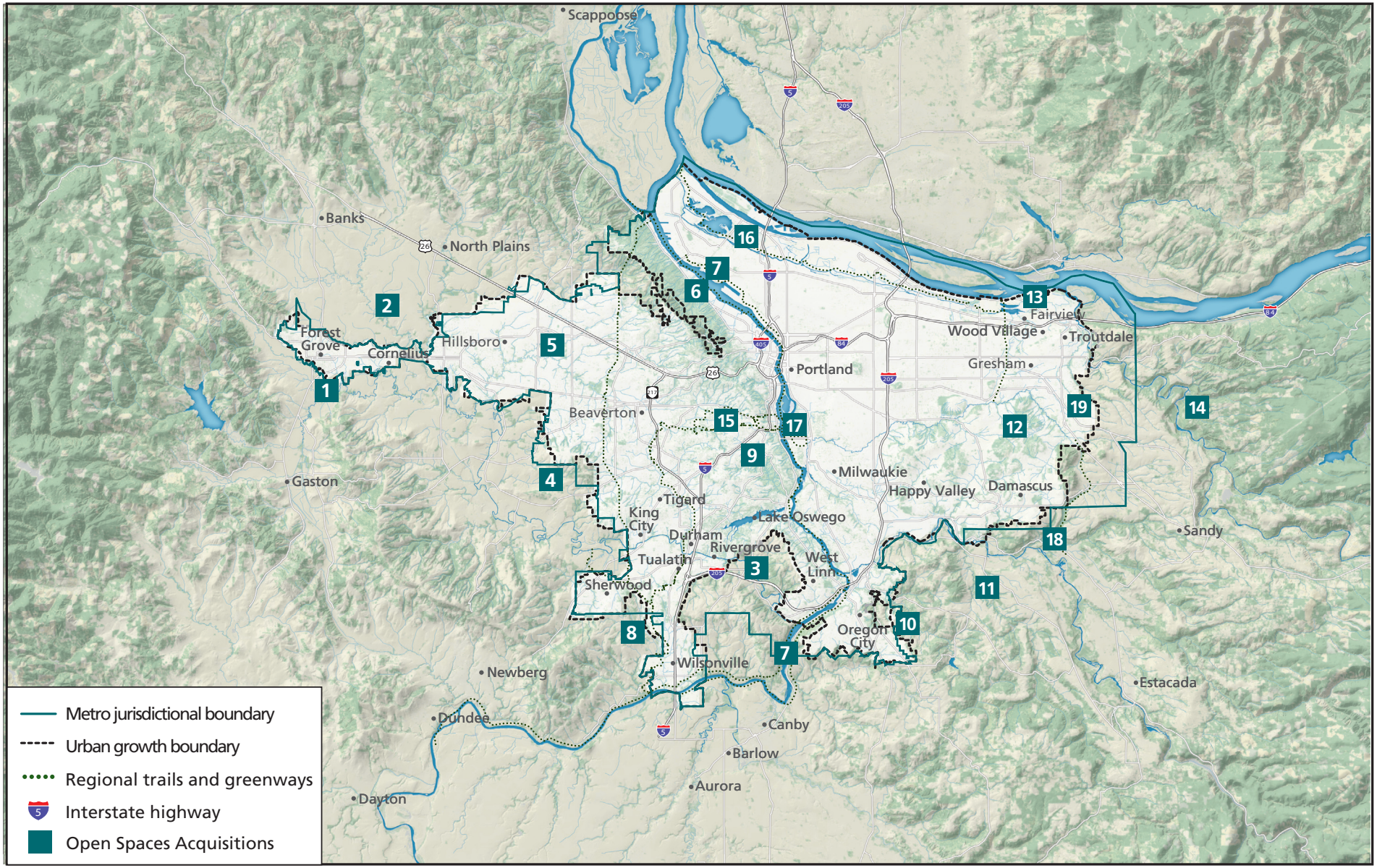
Located southeast of I-205 and Sunnyside Road in Clackamas County, this nature park is operated by the North Clackamas Parks and Recreation District.

18. Cooper Mountain Nature Park, 256 acres

Located southwest of Beaverton, the Cooper Mountain Nature Park will open in spring 2009, offering parking, restrooms and miles of hiking trails. The site also includes a "nature house" where environmental education will take place.

Metro Open Spaces and Natural Areas

Metro 1995 open spaces acquisition



Metro 1995 open spaces acquisition

Metro's open spaces, parks and streams bond measure was approved by voters in 1995. The bond measure's primary goal was to purchase natural areas, trails and greenways to be held for future use as parks, trails and fish and wildlife habitat. As of Jan. 23, 2007, Metro has acquired more than 8,175 acres of land for regional natural areas and regional trails and greenways, in 266 separate property transactions. These properties protect nearly 76 miles of stream and river frontage.

REGIONAL ACQUISITION

1. Gales Creek, 648 acres
Wetlands and riparian forests acquired along Gales Creek south of Forest Grove protect wildlife habitat and water quality near the Tualatin River and connect to other large regional natural areas such as Fernhill Wetlands.

2. Jackson Bottom/McKay and Dairy Creeks, 493 acres
Acquisitions along these tributaries of the Tualatin River support water quality enhancement efforts in the Tualatin Basin and add wildlife habitat to the Jackson Bottom Wetlands Preserve management area.

3. Tualatin River access points, 398 acres
Acquisitions along the Tualatin River provide rare habitat types and at least four future public access points for canoeing, kayaking, fishing, picnicking and wildlife viewing.

4. Cooper Mountain, 256 acres
Oak woodland, dry native prairie, mixed conifer forest and stream and wetland areas will be the backdrop for a public natural area being planned for Cooper Mountain near Beaverton.

5. Rock Creek, 117 acres
A tributary of the Tualatin River, Rock Creek flows through an area of rapid urban growth. Acquisitions protect some of the natural features of the area, provide wildlife habitat, help maintain water quality and offer recreation opportunities.

6. Forest Park buffer/expansion, 865 acres
Acquisition of inholdings and adjacent buffer areas protects the future of Forest Park, a 5,000 acre park in urban Northwest Portland.

7. Willamette River Greenway, 959 acres
Acquisitions from Wilsonville to the Multnomah Channel protect fish and wildlife habitat and provide scenic value and future river access.

8. Tonquin geologic area, 487 acres
This area near Tualatin links to the Tualatin River National Wildlife Refuge and contributes scenic value to the cities of Wilsonville and Tualatin. It also features unique geologic evidence of prehistoric glacial flooding.

9. Tryon Creek linkages, 59 acres
Stream greenways leading to Tryon Creek help protect water quality in the watershed as well as support the integrity of Tryon Creek State Natural Area.

10. Newell Creek Canyon, 280 acres
Newell Creek flows through a forested canyon near Oregon City. Acquisitions include nearly six miles of stream frontage and help protect salmon and trout habitat.

11. Clear Creek Canyon, 520 acres
Acquisitions along this tributary of the Clackamas River support a salmon fishery and provides habitat for more than 100 species of fish and wildlife, including coyotes, cougar, blacktail deer, elk, cutthroat trout, chinook and coho salmon and 76 species of birds.

12. East Buttes/Boring Lava Domes, 856 acres
A group of extinct volcanoes and lava domes in north Clackamas and east Multnomah counties provide unique geographic character to the region, excellent wildlife habitat and panoramic vistas.

13. Columbia River shoreline, 271 acres
Riparian forests and island acquisitions west of the Sandy River improve public access to the Columbia River and preserve remaining undeveloped habitat.

14. Sandy River Gorge, 1,082 acres
Acquisitions along this wild and scenic waterway and its tributaries provide important fish and wildlife habitat and water quality benefits.

REGIONAL TRAILS AND GREENWAYS

15. Fanno Creek Greenway, 39 acres
Acquisitions will help complete the 15 mile regional trail planned from the shores of the Willamette River in Southwest Portland to the confluence of Fanno Creek and the Tualatin River. These properties also provide water quality protection in a highly urbanized area.

16. Peninsula Crossing Trail, 1 acre
Located in North Portland, this 3.5-mile trail connects the Columbia Slough and Smith and Bybee Wetlands Natural Area with the Willamette Greenway. The trail is open for public use.

17. OMSI to Springwater Corridor, 53 acres
Now home to the Springwater on the Willamette Trail, this critical link in the regional trails system is used by more than 400,000 people each year.

18. Clackamas River North Bank Greenway, 608 acres
Acquisition of land along the Clackamas River between Barton and Clackamette parks provides significant habitat restoration opportunities, flood storage, water quality protection and future recreational values.

19. Beaver Creek Canyon, 110 acres
This tributary of the Sandy River offers an important fish and wildlife corridor. The city of Troutdale has also completed several segments of a regional greenway trail in the canyon for hiking and wildlife watching.

Natural areas program

In November 2006 voters directed the Metro Council to safeguard water quality, protect fish and wildlife habitat and ensure access to nature for future generations.

The $227.4 million bond measure voters approved protects natural areas and lands near rivers and streams throughout the metro region, safeguarding the quality of our water while managing the impacts of growth and maintaining the area's quality of life for future generations.

Metro's Natural Areas program is designed to preserve natural areas at the regional, local and neighborhood levels:

Regional natural areas, $168.4 million

Metro will acquire between 3,500 and 4,500 acres of land in 27 specifically identified target areas to protect and enhance habitat for fish, wildlife and water quality. The target areas emphasize protection of natural area lands now in urban areas or in areas where development is likely to occur.

Local projects, $44 million

Local cities, counties and park providers in the metro area will complete more than 100 projects that protect water quality, improve parks and natural areas, preserve wildlife habitat and provide greater access to nature for people all over the region.

Neighborhood grant program, $15 million

The Nature in Neighborhoods capital grants program fund projects that preserve or enhance natural features and their ecological functions on public lands in neighborhoods, and help ensure that every community enjoys clean water and nature as an element of its character and livability. Schools, neighborhood associations, community groups and other nonprofit organizations, cities, counties and public park providers started applying for grants in fall 2007.

The natural areas acquisition program will operate entirely on a willing seller basis with local property owners.

Natural Areas program to property owners

The AAA bond rating Metro received in March 2007 provided the agency with about $6 million more for land purchases than anticipated when the Natural Areas Program bonds were sold. Additionally, Metro's exceptional AAA rating will save taxpayers nearly $8 million in interest over the 20-year life of the bonds.

In the first year the Natural Areas Program will likely cost property owners 17 cents per $1,000 of assessed value. For the average homeowner, the total annual cost is likely to be $30–$35.The annual cost of the program will decrease during the 20-year repayment period of the bonds.

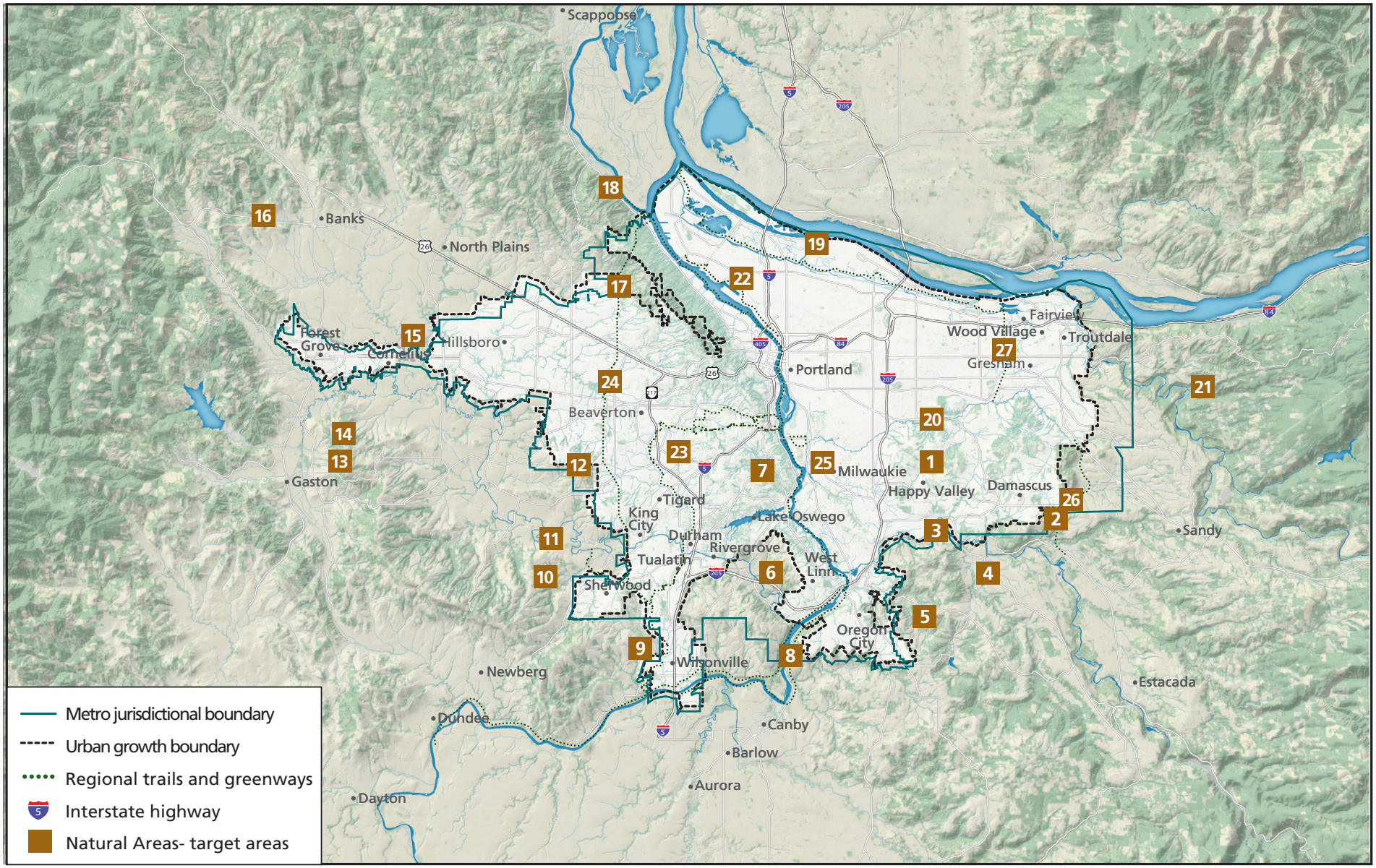
Building on success

The 2006 natural areas bond measure continues the work of the $135.6 million bond measure approved by the region's voters in 1995. The new program will build on the accomplishments of the first program which has protected more than 8,000 acres of natural areas and 74 miles of stream and river frontage throughout the region.

Citizen oversight for the benefit of fish, wildlife – and taxpayers

In May 2007 the Metro Council appointed 15 members to the Natural Areas Program performance oversight committee. Members serve on the committee for two years and are drawn from all areas of the region and from a variety of technical and professional disciplines, including finance, auditing, accounting, real estate, banking and law. Committee members will share their expertise to ensure the best results for the region. The committee will meet at least twice a year to review the program's performance and report its findings to the Metro Council. The committee may make recommendations regarding the program's operation in order to improve efficiency, administration and performance. Additionally, Metro is required to perform a yearly independent financial audit to be published in the local newspapers.

Natural areas– regional target areas



Natural areas– regional target areas

1. East Buttes

A group of extinct volcanoes and lava domes in north Clackamas and east Multnomah counties lends unique geographic character to the region, providing wildlife habitat and panoramic vistas. The area contains some of the largest contiguous wildlife habitat in the region.

2. Deep Creek and Tributaries

Besides offering significant habitat for wildlife and fish, the creeks are also important to water quality as they enter the Clackamas River above municipal water intakes. As the name Deep Creek indicates, areas along the creek are mostly steep and forested with moderate to large Douglas fir, cedar and hardwoods.

3. Clackamas River Bluffs and Greenway

Clackamas River Bluffs represent the last remaining opportunity to protect a large regional park site within this rapidly developing portion of Clackamas County. Uncommon habitat types in this area, resulting from wet and dry conditions in close proximity, create a rich diversity of plant and animal habitats.

4. Clear Creek

Supporting the most abundant salmon populations in the lower Clackamas River, Clear Creek remains a premier large creek in the metropolitan region. Completing key acquisitions in and surrounding Clear Creek public lands will protect the public investment made to date in establishing a significant regional natural area.

5. Abernethy and Newell Creeks

With successful protection of portions of Newell Creek, continued acquisition of undeveloped lands along its lower portion and along Abernethy Creek will expand fish and wildlife habitat critical to the area in and around Oregon City, especially threatened habitat for native steelhead and cutthroat populations.

6. Stafford Basin

Along with providing flood storage, the Stafford Basin floodplains and associated wetlands support considerable numbers of waterfowl and migrating neo-tropical birds.

7. Tryon Creek Linkages

The Tryon Creek Watershed covers more than 4,000 acres, including about 3,000 acres within Portland's city limits. Protecting and restoring the streams that feed into Tryon Creek will benefit water quality as well as support the integrity of the wildlife habitat at Tryon Creek State Natural Area.

8. Willamette Narrows and Canemah Bluff

Descending the Willamette River, this greenway forms the corridor gateway to Willamette Falls, Oregon City and urbanizing areas of the lower Willamette River. Flowing through islands and past steep bluffs, this portion of the river retains a sense of wildness like no other reach of the lower river. The narrows provide high quality wildlife and important fish habitat.

9. Tonquin Geologic Area

Protection of the rocky outcrops that frame these former lake bottoms will provide wildlife habitat of considerable complexity and richness and preserve the area's rare geologic features. Within this area, a 12-mile trail corridor will connect nearby cities and the new town center of Villebois to regionally significant natural areas.

10. Lower Tualatin Headwaters

The headwaters of the lower Tualatin River are located in Washington County and include important tributaries that retain significant value for wildlife and contribute to water quality in the Tualatin River basin. Tributaries include Cedar Creek, Chicken Creek and Baker Creek.

11. Tualatin River Greenway

Providing additional access points along the river and increasing floodplain protection through acquisition and restoration will allow people to use the river and see improvements in wildlife habitat and water quality.

12. Cooper Mountain

Cooper Mountain Natural Area sits on the southwestern slopes of Cooper Mountain, an 800-foot high basalt mound located near the western edge of Beaverton. Restoration projects at the site include the reintroduction of trees and shrubs, enhancement of oak and upland prairie habitat and improved conditions for the endangered pale larkspur and other rare wildflowers.

13. Chehalem Ridgetop to Refuge

The northern end of the Chehalem Mountains provides opportunities for the protection of large, undeveloped tracts of forestland to protect water quality and wildlife connections from this mountain range to area river bottomlands.

14. Wapato Lake

This ancient lakebed historically supported large numbers of waterfowl, including tundra swans. This flood-prone bottomland of the Tualatin River is being considered as a future wildlife refuge that will connect to existing public lands to the north located near Forest Grove and Hillsboro and attract tourists to Washington County.

15. Dairy and McKay Creeks Confluence

The creeks converge at the interface of farmland and the urban growth boundary, forming broad wetlands accessible to a rapidly urbanizing area. Protecting the riparian areas and associated wetlands in the confluence area will contribute significantly to improved water quality in these major tributaries of the Tualatin River.

16. Killin Wetland

One of the largest peat soil wetlands remaining in the Willamette Valley, this wetland supports a rare assemblage of plants and animals. Although much of the wetland is currently in public ownership, acquisition of the remaining portions of the wetland and main tributaries is essential to the long-term protection of this highly valuable fish and wildlife habitat.

17. Rock Creek Headwaters and Greenway

A major tributary of the Tualatin River, upper Rock Creek and its tributaries are under intense development pressure as urban growth expands throughout the watershed. Watershed managers have identified protection of the upper watershed as a high priority for meeting water quality protection goals in the lower watershed.

18. Forest Park Connections

Connecting Forest Park to Rock Creek and the Westside Trail will keep important wildlife corridors intact and provide trail connections between the region's largest urban park and Washington County.

19. Columbia Slough

The Columbia Slough is one of very few areas in North and Northeast Portland with the potential for restoring fish and wildlife habitat. Acquisition along the slough will improve water quality in its critical reaches, provide trail connections to existing recreation areas, secure wildlife corridors and help complete an important section of the 40 Mile Loop.

20. Johnson Creek and Watershed

Johnson Creek remains the most densely urbanized creek in our region. Opportunities remain to acquire tracts within the remaining floodplain, upland habitat areas adjacent to the main stem, and along both Butler and Kelly creeks to protect water quality and connect public holdings with the Damascus Buttes.

21. Sandy River Gorge

The Sandy River cuts a 55-mile serpentine swath from Mt. Hood to the Columbia River. Acquisitions along this wild and scenic waterway and its tributaries will provide important fish and wildlife habitat and water quality benefits.

22. Willamette River Greenway

Acquisition and connections between existing public holdings along the greenway from Wilsonville to the Multnomah Channel will protect fish and wildlife habitat, water quality, scenic resources and improve public access to the river.

23. Fanno Creek Linkages

Additions to this existing west side greenway will extend the corridor from the Tualatin River into a highly urbanized, "walker challenged" area of the city, and further protect water quality in one of our critical regional rivers.

24. Westside Trail

This 24 mile north/south alignment stretches from the Tualatin River in Tigard north through Beaverton, unincorporated Washington and Multnomah counties through Forest Park to the Willamette River. The corridor, located within one mile of over 120,000 residents, and near numerous parks, schools, regional centers and the MAX line, could become a primary Westside recreation and commuter spine.

25. Springwater Corridor

The Springwater Corridor is the major southeast segment of the 40-Mile Loop, which was inspired by John Charles Olmsted's 1903 plan for a parkway and boulevard loop connecting park sites in the Portland area. Funding will complete the one mile corridor between the existing Springwater on the Willamette Trail and the Three Bridges project at Southeast 19th Avenue in Portland. This will provide the final connection of the Springwater Corridor between downtown Portland east through Milwaukie and Gresham to Boring.

26. Cazadero Trail

The proposed Cazadero Trail route follows the historic Oregon Water Power and Railway Co. rail line, which connected Portland to Cazadero, two miles upriver from Estacada. Enhancement of the corridor for trail use will connect campgrounds, future inter-urban trails and Portland (via the Springwater Corridor) to Mt. Hood and the Pacific Crest Trail.

27. Gresham–Fairview Trail

The Gresham-Fairview Trail will serve as a major north/south connector for cyclists and pedestrians between two regionally significant and heavily used trails: the Springwater Corridor and the 40-Mile Loop (along Marine Drive on the Columbia River).

Economy and growth

Metro includes the urbanized portions of three counties: Clackamas, Multnomah and Washington. Major incorporated cities in the area are Portland, Gresham, Beaverton, Hillsboro, Tigard, Tualatin, Sherwood, Forest Grove, Lake Oswego, Milwaukie and Oregon City.

The City of Portland, with a population of 562,690, is the center of commerce, industry, transportation, finance and service for an immediate metropolitan area of approximately 1,591,751 people. Portland is the county seat of Multnomah County, the largest city in Oregon, and the second largest city in the Pacific Northwest.

The Portland-Vancouver Primary Metropolitan Statistical Area (Portland PMSA) includes Multnomah, Washington, Clackamas, Columbia and Yamhill counties in Oregon, and Clark and Skamania County in Washington. Portland PMSA statistics are included in this section where county statistics cannot be separated.

Population

The Portland metro area is Oregon's largest population center. Multnomah County is Oregon's most populous county, with an estimated 701,986 residents in 2007. Washington County ranks second and Clackamas County ranks third, with populations of 522,514 and 367,251, respectively. The combined population for Metro is estimated to be 1,591,751.

Population
State of Oregon, Multnomah, Washington, Clackamas Counties

	Oregon	Multnomah County	Washington County	Clackamas County
2007	3,747,455	701,986	522,514	376,251
2006	3,700,758	687,373	513,181	371,489
2005	3,638,871	677,410	499,888	366,279
2004	3,589,168	674,569	487,495	361,400
2003	3,561,500	680,655	479,736	356,213

Source: U.S. Decennial Census and Intercensal Estimates

Economy and employment

The economy of the Portland metropolitan area is broad and widely diversified. Historically, the two major manufacturing industries locally were forest products and food products processing due to the abundance of forests and agricultural land in the state. Forest and food products manufacturing remain important sectors of the economy; however, growth in manufacturing has diversified to include machinery, electrical and electronic equipment, transportation equipment, primary and fabricated metals and other durable goods.

Portland PMSA top 10 employers by labor force

Company	Service	Number of Employees
Federal Government	Government	18,000
Intel Corporation	Semiconductor integrated circuits	16,740
Precision Castparts	Metal components and products	15,384
Providence Health System	Health care services	14,639
Oregon Health and Science University	Education and health care	11,500
State of Oregon	Government	9,500
Fred Meyer Stores	Grocery and retail	8,500
Kaiser Foundation Health Plan NW	Health care services	8,221
Legacy Health System	Health care services	8,196
Nike, Inc.	Sport shoes and apparel	7,648

Source: Portland Business Alliance Portland Metro Area Largest Employers 2007, Oregon Employment Department

Portland-Vancouver PMSA labor force summary [1]

	2007	2006	2005	2004	2003	2007 Change from 2006	2005	2004	2003
Civilian labor force	1,147,876	1,127,249	1,104,193	1,092,039	1,090,119	20,627	43,683	55,837	57,757
Unemployment	55,982	56,767	64,619	76,773	90,082	-785	-8,637	-20,791	-34,100
Percent of labor force	4.9%	5.0%	5.9%	7.0%	8.3%				
TOTAL EMPLOYMENT	**1,091,894**	**1,070,482**	**1,039,574**	**1,015,266**	**1,000,037**	**21,412**	**52,320**	**76,628**	**91,857**

Non-agricultural wage and salary employment [2]

	2007	2006	2005	2004	2003	2007 Change from 2006	2005	2004	2003
Natural resources and mining	1,600	1,700	1,600	1,700	1,700	-100	0	-100	-100
Construction	66,600	63,200	58,400	53,900	50,100	3,400	8,200	12,700	16,500
Manufacturing	125,500	126,400	123,700	120,100	118,100	-900	1,800	5,400	7,400
Trade, transportation, utilities	213,400	202,600	197,700	193,400	190,900	10,800	15,700	20,000	22,500
Information	24,800	24,000	22,700	22,500	22,500	800	2,100	2,300	2,300
Financial activities	70,900	70,600	67,600	66,100	66,400	300	3,300	4,800	4,500
Professional, business services	137,000	134,700	128,000	122,100	117,900	2,300	9,000	14,900	19,100
Educational and health services	131,500	123,200	119,500	115,700	113,600	8,300	12,000	15,800	17,900
Leisure and hospitality	99,400	94,100	90,400	87,700	85,600	5,300	9,000	11,700	13,800
Other services	37,000	35,700	34,600	34,700	34,000	1,300	2,400	2,300	3,000
TOTAL PRIVATE	907,700	876,200	844,200	817,900	800,800	31,500	63,500	89,800	106,900
GOVERNMENT	147,200	138,900	138,100	136,700	134,000	8,300	9,100	10,500	13,200
TOTAL NON-FARM PAYROLL EMPLOYMENT	**1,054,900**	**1,015,100**	**982,300**	**954,600**	**934,800**	**39,800**	**72,600**	**100,300**	**120,100**

(1) Civilian labor force includes employed and unemployed individuals 16 years and older by place of residence. Employed includes nonfarm payroll employment, self-employed, unpaid family workers, domestics, agriculture and labor disputants. Data are adjusted for multiple job-holding and commuting.

(2) Nonfarm payroll data are based on the 2002 North American Industry Classification System manual. The data are by place of work. Persons working multiple jobs are counted more than once. The data excludes the self-employed, volunteers, unpaid family workers and domestics.

Source: State of Oregon Employment Department, 2007.

Transportation

The Portland area is a major transportation hub of the Pacific Northwest. Located at the confluence of the Columbia and Willamette rivers, Portland is approximately 110 river miles from the Pacific Ocean at Astoria. Major north-south (I-5) and east-west (I-84) highways connect the area with other major metropolitan areas of the western states. Burlington Northern Santa Fe Railway Company and Union Pacific railroads provide rail freight service to the area and Amtrak provides passenger service. Interstate bus transportation is available through Greyhound, and local bus service is provided by the Tri-County Metropolitan Transportation District (Tri-Met).

Commercial air transportation is available at Portland International Airport (PDX). PDX, operated by the Port of Portland, is served by 14 scheduled passenger air carriers and three charter services. Eleven cargo carriers service PDX. The port also operates three general aviation airports in Troutdale, Hillsboro and Mulino.

Higher Education

Institutions of higher learning in Metro's boundaries include independent institutions such as Reed College, Lewis and Clark College, Pacific University, and church-affiliated institutions such as the University of Portland, Warner Pacific College and Columbia Pacific College. Portland State University, which is part of the Oregon University System of Higher Education, and the Oregon Health and Science University are also located in Multnomah County. Portland Community College, Mt. Hood Community College and Clackamas Community College are part of the state's community college system.

Building Permits

Residential building permits are an indicator of growth within a region. The number and valuation of new single-family and multi-family residential building permits issued throughout the counties are listed below:

Residential building permits by calendar year

	New Single Family		New Multi-family			
2007	**Number**	**Construction Cost**	**Number**	**Units**	**Construction Cost**	**TOTAL**
Multnomah County	1,567	$322,008,282	197	3,166	$355,427,900	$677,436,182
Washington County	2,144	514,157,078	65	720	64,676,961	578,834,039
Clackamas County	1,942	498,913,163	10	108	10,163,320	509,076,483
TOTAL	5,653	$1,335,078,523	272	3,994	$430,268,181	$1,765,346,704
2006	**Number**	**Construction Cost**	**Number**	**Units**	**Construction Cost**	**TOTAL**
Multnomah County	1,599	$314,715,320	158	2,283	$241,250,707	$555,966,027
Washington County	2,623	596,789,058	153	1,486	152,842,779	749,631,837
Clackamas County	2,014	533,125,395	32	596	60,224,658	593,350,053
TOTAL	6,236	$1,444,629,773	343	4,365	$454,318,144	$1,898,947,917
2005	**Number**	**Construction Cost**	**Number**	**Units**	**Construction Cost**	**TOTAL**
Multnomah County	1,659	$300,859,914	237	2,914	$262,841,466	$563,701,380
Washington County	3,808	815,100,333	141	865	86,625,015	901,725,348
Clackamas County	2,450	643,719,097	22	230	21,705,705	665,424,802
TOTAL	7,917	$1,759,679,344	400	4,009	$371,172,186	$2,130,851,530

Source: U.S. Census Bureau, 2007

Income

Oregon has had an increase in per capita income each year since 2000. Growth did slow in 2001 and 2003 with an average increase of only 1.7 percent. Statewide personal income growth rebounded in 2004 and the growth rate has increased 4.3 percent from 2005 to 2006 with a total increase of 19.8 percent from 2000 to 2006.

Total personal and per capita income

Source: U.S. Department of Commerce, Bureau of Economic Analysis, 2007

State of Oregon

	Personal Income	Dividends, interest, rent	Per capita income	Per capita dividends, interest, rent
2006	$122,909,475	$23,881,696	$33,211	$6,453
2005	117,148,817	21,413,596	32,174	5,881
2004	110,694,823	20,950,714	30,823	5,834
2003	104,660,326	19,799,945	29,377	5,558
2002	101,881,884	19,502,101	28,924	5,537

Multnomah County

	Personal Income (billions)	Dividends, interest, rent (billions)	Per capita income	Per capita dividends, interest, rent
2006	$26,483,785	$5,006,940	$38,528	$7,284
2005	25,436,032	4,558,806	37,798	6,774
2004	24,214,231	4,385,485	36,078	6,534
2003	23,388,512	4,442,331	34,516	6,556
2002	23,078,170	4,367,495	34,166	6,466

Washington County

	Personal Income (billions)	Dividends, interest, rent (billions)	Per capita income	Per capita dividends, interest, rent
2006	$18,607,666	$3,067,346	$36,259	$5,977
2005	$17,337,966	$2,569,416	34,626	5,132
2004	16,365,927	2,525,020	33,546	5,176
2003	15,418,518	2,481,391	32,105	5,167
2002	14,972,521	2,383,578	31,680	5,043

Clackamas County

	Personal Income (billions)	Dividends, interest, rent (billions)	Per capita income	Per capita dividends, interest, rent
2006	$15,371,418	$2,972,562	$41,377	$8,001
2005	14,630,564	2,644,725	39,729	7,182
2004	13,846,519	2,566,903	38,187	7,079
2003	12,813,995	2,229,676	35,906	6,248
2002	12,430,074	2,161,378	35,278	6,134

Agriculture

The Portland metropolitan region lies in one of the most diverse agricultural regions in the United States — the Willamette Valley. More than 170 different crops are grown in the area including grains, grass and legume seed field crops, tree fruits and nuts, berries and small fruits, wines and vegetables. Dairy, beef and poultry are also produced in the region.

Harvested acreage and gross farm sales for all counties

		Gross Farm Sales (in thousands)		
2006	**Harvested acreage**	**Crop sales**	**Animal product sales**	**TOTAL GROSS FARM SALES**
Multnomah County	10,017	76,623	2,654	79,277
Washington County	80,576	305,537	16,155	321,692
Clackamas County	45,821	341,004	53,552	394,556
TOTAL	**136,414**	**723,164**	**72,361**	**795,525**
2005	**Harvested acreage**	**Crop sales**	**Animal product sales**	**TOTAL GROSS FARM SALES**
Multnomah County	10,574	75,125	2,619	77,744
Washington County	82,679	257,626	17,259	274,884
Clackamas County	46,031	313,239	49,589	361,918
TOTAL	**139,284**	**645,990**	**69,467**	**714,546**
2004	**Harvested acreage**	**Crop sales**	**Animal product sales**	**TOTAL GROSS FARM SALES**
Multnomah County	10,870	73,408	2,464	75,872
Washington County	86,932	244,458	17,573	262,032
Clackamas County	46,994	308,280	47,076	355,356
TOTAL	**144,796**	**626,146**	**67,113**	**693,260**

Source: Oregon State University Extension Service's Oregon Agriculture Information Network, Harvested Acreage Summary Report, Gross Farm Sales Reports, http://oregonstate.edu/oain/, 2007.

Metro

Budget and financial structure

The budget process C-3
Budget calendar C-6
Budget development guidelines C-7
Financial structure C-10
Fund structure C-11
Financial policies C-13
Capital asset management policies C-16

Metro

The budget process

Development of the budget document is an important and legally required process. The result is a policy and financial plan covering all of Metro's programs and services. The budget is a strategically focused discussion of goals and objectives, programs and outcomes, and spending priorities within resource constraints. The budget process at Metro includes two concurrent, complementary cycles: (1) the strategic process for evaluating progress and setting future expectations and (2) the development of the final policy and financial document.

THE STRATEGIC BUDGET PROCESS

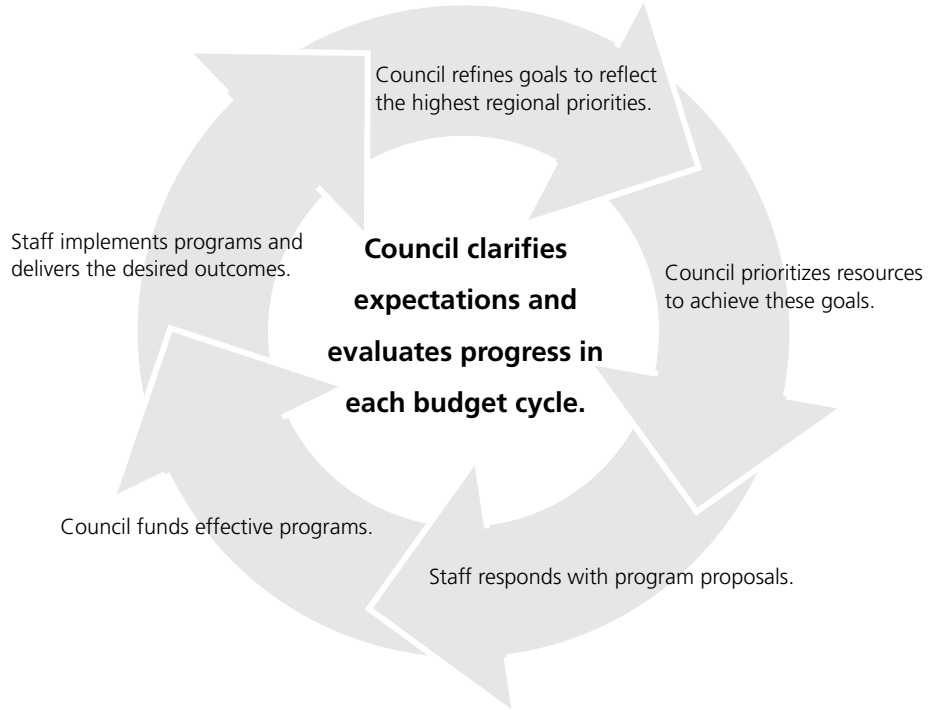
In FY 2004–05 Metro began a strategic budgeting initiative that allows Metro to adopt a budget that identifies important regional goals and strategies for achievement. Building on the budgets of the last few years, Metro continues to implement changes in the budget process. Metro moved forward with a program-based budget that is closely tied to Metro Council's strategic goals and objectives. FY 2008–09 continues on this improvement process focusing on strategic performance measures.

The Metro Council adopted a set of strategic goals for the organization. These goals and objectives provide strategic direction to the departments and a framework for program development. As the program budget has evolved, program performance measures have moved beyond simply the performance of individual activities and departments to focus more on outcomes linked to Metro goals. The current project is looking at Metro's role in the region: how is the region progressing on the broader goals, what are the regional indicators of its progress and how do Metro's program and strategies contribute to the region's success.

The program budget volume continues to report on the performance of individual programs. In addition, it also introduces work done by Metro's Regional Leadership Initiative and others to collect and evaluate potential regional indicators, paired with strategies and key performance indicators to which Metro programs contribute. Although this work is not complete, it relates so closely to the program budget that it is included to reinforce that relationship. In the coming year the Council will review the indicators and strategies, determine how best to engage stakeholders in the discussion, and ultimately select from among the potential indicators those that will serve Metro well over time. When completed, the performance measure project will connect strategic planning with program budgeting in a more dynamic way.

Information gleaned from the strategic performance measures will allow the Council to review its goals and objectives to determine if changes are necessary. In the fall of each year, initiatives or proposals aimed at meeting the strategic goals Council will discussed. These discussions provide direction to the Chief Operating Officer (COO) and departments in the preparation and formulation of the proposed budget. The diagram below illustrates this year-round budget process.

Annual strategic budget process

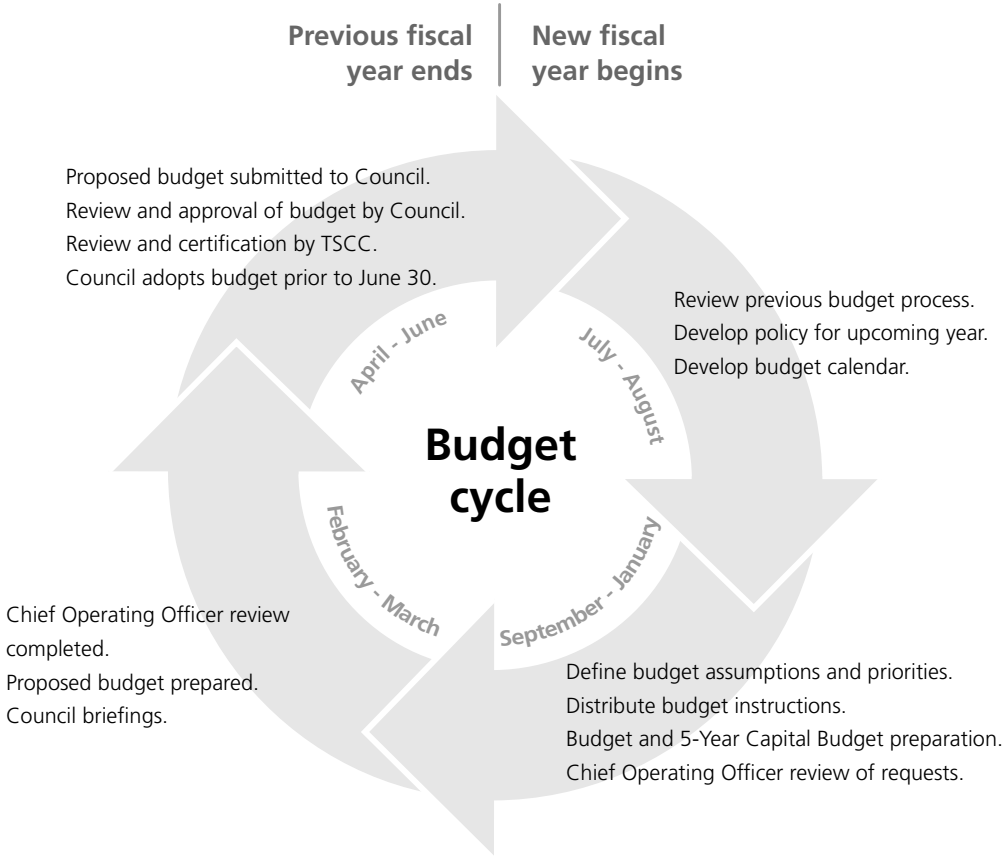


THE BUDGET CYCLE

The budget cycle focuses on the development of an annual budget document that incorporates the Metro Council's strategic direction into a comprehensive policy and financial plan for all Metro programs and services. It is a process designed to meet the expectations of the general public, the Metro Council, and the requirements of Oregon Budget Law.

Review of prior year

Each fiscal year begins with a review of the previous year's budget cycle to determine areas of success and areas of concern. Staff works to refine the process for the upcoming year. New budget parameters are developed to set out the basic assumptions departments should adopt for the preparation of their budgets. These parameters are incorporated with the policies and priorities set by the Metro Council and the Chief Operating Officer.



Budget instructions

The Financial Planning division of the Finance and Administrative Services department provides detailed instructions for the preparation of the departments' requested operating and capital budgets. The instructions provide directions for increasing or decreasing staff, calculating changes in personnel costs, and list costs for commonly purchased items such as office furniture and computer software. The instructions also give departments detailed information regarding the correct way to budget for capital outlay and incorporate capital projects from the five-year capital budget into the operating budget.

Department requests

Departmental staff reviews the instructions and assumptions from Financial Planning and the direction received from the COO, and forecast their base program activities and financial needs for the next fiscal year. In addition, departments prepare a series of proposals to add, cut or change program activities, functions or funding levels. The base forecasts along with the add, cut or change proposals form the basis of the departments' requested budgets.

Review and analysis resulting in proposed budget

The Financial Planning division reviews, analyzes and consolidates the base budget requests, meeting with each department to verify and refine departments' requests, as needed. The COO, serving as the agency's Budget Officer, and Chief Financial Officer conduct review meetings, staffed by the Financial Planning division, to discuss identified issues and program changes with each department. The COO presents preliminary budget information to the Metro Council identifying early issues and revenue constraints, seeking additional guidance on program and policy direction. Following additional review, analysis and discussion on the add, cut or change proposals, the COO holds an all day work session with the Senior Management Team and the Finance Team to discuss the Council's additional guidance, the department proposals and budget balancing options. The COO, as Budget Officer, makes the final decisions, and delivers a budget message and proposed budget to the Metro Council and the public.

Review and analysis by the Metro Council resulting in approved budget

The Metro Council, sitting as the Budget Committee, holds a series of public work sessions to review the budget, take department and public testimony, and make any additions, deletions or modifications to the proposed budget. After

due consideration, the Metro Council approves a budget and levies required taxes. The approved budget is then submitted to the Tax Supervising and Conservation Commission (TSCC) as required by law.

Tax Supervising and Conservation Commission review and certification

Oregon law requires local governments to establish a budget committee that reviews the budget and makes decisions regarding the approved budget. For most jurisdictions this committee is comprised of members of the governing body and an equal number of citizens. This law does not necessarily apply to counties where the population exceeds 500,000. In counties where the population is greater than 500,000 (currently Multnomah County and Washington County), a TSCC may be established. Members of this commission are appointed by the governor to supervise local government budgeting and taxing activities. Currently, Multnomah County is the only county with a TSCC. Washington County only recently reached the population threshold. It has chosen to retain its citizen budget committee and implement the alternative publication option now allowed under Oregon Budget Law. Because more than 50 percent of Metro's total assessed value is within Multnomah County, Metro must submit its budget to the Multnomah County TSCC. After the commission reviews Metro's budget, it holds a public hearing and asks for clarification on items within the budget or items affecting the financial health of the organization. Upon completion of the public hearing, the TSCC submits a letter of certification to the local government, and it becomes part of the official record included with the adoption of the budget.

Metro Council adoption and submission to County Tax Assessors

After receiving certification by the TSCC, the Metro Council makes any necessary technical adjustments and adopts the budget prior to June 30, the end of the fiscal year. Legally required documentation to levy property taxes for the ensuing year is filed with each county tax assessor in the region prior to July 15th. The final adopted budget document is prepared, printed and submitted to each of the county tax assessors in the region and to the TSCC.

Changes to the budget after adoption

Oregon Local Budget Law provides several ways for the budget to be changed after adoption. If the government receives additional revenue in the form of grants, donations, or bequests, appropriations may be increased through Metro Council action in an amount equal to the additional revenues. If other new revenues are received that were not anticipated at the time that the budget was adopted, the government may prepare a supplemental budget to recognize the additional revenue and increase appropriations. The Council may amend appropriations by ordinance when adjustments within a fund are made between appropriation levels in the budget (e.g., increase in operating expense appropriation and a corresponding decrease in Contingency appropriation).

The five-year capital budget

Metro's five-year capital planning process identifies the agency's capital asset needs for projects that cost $50,000 or more and have a useful life of five years or more. The Metro Council adopted the agency's first capital budget (formerly known as the capital improvement plan or CIP) in January 1997. A more thorough description of the capital budget process is found in Section H of this document. Beginning in FY 2004–05, the capital budget is included as part of the budget, with Metro Council review of the capital budget taking place concurrently rather than several months prior to budget review. This promotes improved coordination between capital spending and the overall budget. The capital project threshold will increase to $100,000 with the preparation of the FY 2009-10 budget.

Budget calendar

Council discussion of strategic program priorities and development of three-year plan for allocation of strategic reserves	September 2007
Council reviews budget assumptions for FY 2008-09	Oct. 23, 2007
Budget assumptions released to departments	Oct. 24, 2007
Financial Planning issues budget instructions	Nov. 6, 2007
Council work session to discuss Performance Measures	Nov. 20, 2007
Base line budgets, status quo CIP, and five-year forecasts due to Financial Planning	Nov. 30, 2007
Department add, cut, change proposals due to Financial Planning	Dec. 28, 2007
Council reviews base budgets, CIP and five-year forecasts; discusses early identification of issues and revenue sensitivities	Jan. 8, 2008
COO Analysis, review and discussion of department add, cut, change proposals	Jan. 2 – 18, 2008
COO, Sr. Management Team and Finance Team all day budget retreat; discussion of budget proposals, balancing options	Jan. 23, 2008
Council work session to discuss new program proposals and issues	Jan. 29, 2008
COO provides final direction on program proposals to departments	Feb. 1, 2008
Final program budgets due from departments	Feb. 22, 2008
Financial Planning produces Proposed Budget documents (summary budget, program budget, line item detail, five-year capital budget, operating forecasts)	March 2008
Prepare Chief Operating Officer Budget Message and presentation	March 2008
Chief Operating Officer presents Proposed Budget; initial public hearing held	April 3, 2008
Council work sessions on budget	April 2008
Additional public hearings held	April 17, May 1 and June 12, 2008
Council public hearing; budget approval and tax levy (Resolution No. 08-3939)	May 1, 2008
Metro submits approved budget to Tax Supervising and Conservation Commission	May 9, 2008
Tax Supervising and Conservation Commission public comment period	May 10–June 4, 2008
Tax Supervising and Conservation Commission public hearing on approved budget	June 5, 2008
Council considers and approves final amendments to budget; public hearing	June 12, 2008
Council public hearing; budget adoption (Ordinance No. 08-1181B)	June 26, 2008

Budget development guidelines

At the October and November Council work sessions, Financial Planning staff presented for discussion a series of financial assumptions to guide the development of the FY 2008-09 budget. The assumptions included estimates for salary adjustments for various employee groups, fringe benefit costs for health and welfare and Public Employee Retirement System (PERS) and a variety of general revenue or global assumptions such as excise tax forecast, renewal and replacement allocations and special appropriations. The Council reviewed, discussed and approved the assumptions. With the designation of the COO as Budget Officer, the Council concluded that formal approval of the assumptions through resolution was no longer appropriate. However, the COO was directed to return to the Council in the event of a significant change to any of these assumptions.

The following financial assumptions were used in the development of the FY 2008-09 proposed budget:

MAJOR REVENUE ASSUMPTIONS

Excise tax rate

Metro Code sets a 7.5 percent excise tax rate for all non-solid waste revenues subject to the Metro excise tax. The per ton excise tax rates on solid waste is also calculated in accordance with Metro Code. For the FY 2008-09 budget, the Consumer Price Index factor on base solid waste excise tax and the dedicated per ton rates is 3.4 percent. The following preliminary amounts should be assumed for FY 2008-09:

	Per ton rate	Est. Tons	Amount
Base Solid Waste			$6,899,504
Additional per ton	$3.335/ton	1,430,000 tons*	$4,769,050

** preliminary tonnage estimate subject to change*

Non-General Fund excise tax allocation

All allocations of General Fund general resources to General Fund departments will be made by the COO during the course of budget development based on program priorities and Council direction. The following non-General Fund excise tax allocation should be assumed:

Metro Tourism Opportunity and Competitiveness Account $692,490

Interest rate for resource calculations – 4 percent.

MAJOR EXPENDITURE ASSUMPTIONS

Gross available hours per year per FTE

A standard 2088 hours is set for non-exempt, hourly employees. Exempt employees (salaried) should be budgeted based on an annual salary, calculated on a 2080 hour basis.

Salary and wage adjustments

The following assumptions should be used when estimating personal services costs for FY 2008-09: departments will need to forecast salaries and wages for the remainder of FY 2007-08 using the existing approved pay plans. Estimated merit or step increases occurring prior to the end of FY 2007-08 should be folded into the forecast. All assumptions listed below should be applied to the employees' salary or wages as they will be on June 30, 2008. The Human Resources department will provide on request a list of all existing employees, their current hourly rate or annual salary and next anniversary date.

Budgeted salaries should reflect base salary without adjustments for FY 2008-09. All FY 2008-09 salary adjustments will be budgeted in one of several adjustment pools:

Elected Officials– Assume a 3 percent increase for FY 2008-09.

Metro non-represented employees

- Assume 4.5 percent on existing salaries and wages for merit pool (effective March 1, 2009 - calculated as 1.5 percent on total annual salaries and wages.)
- Assume 1.5 percent on existing salaries and wages for other salary adjustment pool.
- Assume 1.5 percent on existing salaries and wages for implementation of classification and compensation study.

MERC non-represented employees

- Assume 4.5 percent on existing salaries and wages for merit pool (effective July 1, 2008).
- Assume 1.5 percent on existing salaries and wages for other salary adjustment pool.

Metro AFSCME 3580

- Assume 2.95 percent cost of living adjustment to wages effective July 1, 2008.
- Assume 1.7 percent on existing salaries and wages for step adjustment pool.
- 0.50 percent on existing salaries and wages for other salary adjustment pool.

LIU Local 483

- Assume 3.25 percent cost of living adjustment to wages effective July 1, 2008.

MERC represented groups

- Assume 3.0 percent cost of living adjustment to wages effective July 1, 2008.

Fringe Rates for FY 2008-09

	Base Fringe	Bond Recovery
Account Number	**5100**	**5190**
Variable Fringe Rates: Calculated on eligible salaries/wages		
Regular Employees– with 6 percent PERS pick-up	20.9%	3.2%
Regular Employees– without 6 percent PERS pick-up	14.9%	3.2%
Temporary/Seasonal/MERC PT Employees– PERS eligible	20.3%	3.2%
Temporary/Seasonal/MERC PT Employees– non-PERS eligible	8.3%	
Fixed Fringe Rates: Calculated per FTE		
Regular Employees– Metro Regional Center	$10,441	
Regular Employees– Oregon Zoo	$10,477	
Regular Employees– Solid Waste and Regional Parks offsite	$10,255	
Regular Employees– MERC	$10,230	
Temporary Employees	$29	
Planning Department Composite Rate (fixed and variable)		
Regular Employees	34.5%	3.2%
Temporary Employees	8.30%	

Zoo visitor services seasonal

- Assume appropriate increases per the visitor services pay range effective Jan. 1, 2008; minimum wage effective Jan. 1, 2008– $7.95.
- Assume a 3.0 percent cost of living adjustment to the pay plan effective Jan. 1, 2009.

All Other Temporary or MERC Part-Time employees

- Assume appropriate increases per existing pay plans.

Fringe rates

Base fringe rates are split into two components– a fixed rate per Full-Time Equivalent (FTE) and a variable rate to be applied to estimated salaries and wages. The variable rate includes all portions of the fringe benefits that are calculated on a straight percentage of salaries/wages– PERS, FICA, TriMet payroll tax and long-term disability. Some departments have temporary or seasonal employees that, while not eligible for full benefits, receive PERS benefits. For those employees, departments should use the PERS eligible temporary variable rates.

The fixed rate per FTE includes all other benefits – health and welfare (medical, dental, vision), life insurance, dependent life insurance, accidental death insurance, worker compensation tax, employee assistance program and TriMet passport program. There is a fixed component for all temporary or seasonal employees. Although the budget document does not reflect FTE for temporary, seasonal or MERC part-time event related employees, departments will need to estimate an associated FTE for the purposes of calculating this portion of the fringe costs.

Fringe benefits also include the PERS Bond Recovery rate; the amount that is needed to pay the debt service on the bonds that were issued to fund Metro's unfunded actuarial liability with PERS. Departments received a reduction in their base variable rate at the time the bonds were issued.

A more detailed explanation of the fringe rate components is included in the appendices.

New positions

New position requests are not allowed in the base budget request. All new positions must be requested as an add package to a program proposal. The requested for a new position should be well documented as to need and

anticipated benefit. New positions are to be budgeted at no more than 20 percent above the beginning rate or step. Positions that are budgeted at the beginning rate should allow for a 5 percent increase after successful completion of a six-month probationary period.

Vacant positions

Vacant positions are to be budgeted at no more than 20 percent above the beginning rate or step.

Reclasses

Base budget requests should include only those reclasses approved in the current fiscal year. Reclasses are not allowed in the base budget request for FY 2008-09. All reclasses anticipated for FY 2008-09 must be included as an add package to a program proposal. Except under very limited circumstances, Human Resources will not consider reclasses during FY 2008-09 unless they have been included and approved in the FY 2008-09 budget. If a reclass is approved by the COO for inclusion in the budget, the classification title of the position will change but the base salary request will remain at the previous classification level. Salary increases related to reclasses will be funded from the "Other Salary Adjustment" pools provided for under salary and wage adjustments.

Materials and Services

Increases in these costs as a result of inflationary factors should be limited to 2.85 percent. The inflation factor should be used when there are no other means to estimate costs.

Contingency

General Fund contingency and reserves will be budgeted in accordance with new policy. The consolidated General Fund will provide for the following:

- Contingency equivalent to 4 percent of total operating expenses.
- Stabilization Account equivalent to 3 percent of total operating expenses.
- Opportunity Account– $500,000.

For other funds, contingency should be an amount not less than 4 percent of the total of personal services, materials and services and capital outlay. Variations from this amount are allowed based on operational needs. Other reserves should be budgeted in accordance with adopted policies.

Unemployment expense

Departments should budget the following amount for unemployment costs for FY 2008-09. These costs reflect actual payments for FY 2006-07. Unemployment expense should be budgeted in the base fringe account.

Unemployment expense

Metro Auditor	$5,323
Human Resources	$835
Finance and Administrative Services	$2,990
Planning	$6,966
Regional Parks and Greenspaces	$21,036
Oregon Zoo	$85,747
Solid Waste and Recycling	$21,198
MERC	$168,002
TOTAL UNEMPLOYMENT CHARGES	**$312,097**

Financial structure

FUND-BASED BUDGET

Metro's accounts are organized on the basis of funds, where each fund is considered a separate fiscal entity accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. Each fund has a specific purpose, with specific revenue sources and uses and is classified according to GASB standards.

BASIS OF ACCOUNTING USED BY METRO FOR BUDGETING

Metro's budget is prepared on the modified accrual basis of accounting. In modified accrual accounting revenues are recognized when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period, or soon enough after the end of the current period to pay the liabilities of the current period. Significant revenues that are considered to be measurable and available under the modified accrual basis of accounting are interest earned on temporary investments, property taxes received within approximately 60 days of the end of the fiscal year, excise taxes, cemetery revenue surcharges, grants, local government shared revenues, government contributions and charges for services. Expenditures are recognized when the liability is incurred, if measurable, except for interest on long-term debt which is recognized on its due date and certain compensated absences which are recognized when the obligations are expected to be liquidated with expendable available financial resources.

The Comprehensive Annual Financial Report shows the status of Metro's finances in accordance with "generally accepted accounting principles" (GAAP). In many cases, this conforms with the way Metro prepares its budget. Major exceptions are as follows:

- Central services costs incurred by funds are recorded as direct expenses on a GAAP basis, whereas these amounts are reflected as operating transfers on a budget basis.
- Depreciation and amortization expenses are recorded on a GAAP basis. The budget basis does not reflect these items.
- Reductions to certain liabilities on a GAAP basis are recorded as expenditures on a budget basis.
- Certain funds are aggregated and reported as fund components on a GAAP basis and are reported as separate funds on a budget basis.

The Comprehensive Annual Financial Report shows fund expenditures and expenses, as well as revenues, on both a GAAP basis and budget basis for comparison purposes.

Fund structure

GENERAL FUND

In accordance with GAAP, the General Fund accounts for all activities not required to be accounted for in another fund. In FY 2005–06, Metro's fund structure was simplified to conform to Metro's strategic objectives. Those functions now accounted for in the General Fund include Metro's general government activities (including Council and Public Affairs functions, regional transportation and growth planning, regional parks, and operations of the Oregon Zoo), as well as all administrative support functions (such as Finance, Human Resources, Information Technology, Metro Auditor, Metro Attorney, and Metro headquarters building operations). The principal resources of the fund are an excise tax on Metro's facilities and services levied in accordance with the Metro Code, property taxes derived from a tax base approved by voters in May 1990, charges for services provided by the various activities of Metro, intergovernmental revenues in the form of grants and contracts, charges for services provided to Metro functions not accounted for within the General Fund and investment earnings.

ENTERPRISE FUNDS

Solid Waste Revenue Fund

This fund accounts for revenues and expenditures for the implementation, administration, and enforcement of Metro's Solid Waste Management Plan. The primary revenue source is from fees collected for the disposal of solid waste. This fund also accounts for the operation of the Metro South and Metro Central transfer stations and recycling facilities, and the closed St. Johns Landfill.

Metropolitan Exposition Recreation Commission Fund

This fund accounts for the revenues and expenditures of the Metropolitan Exposition Recreation Commission (MERC), which includes the Oregon Convention Center, Portland Center for the Performing Arts, the Portland Expo Center, and MERC Administration. The fund maintains the facilities and administration as divisions within the fund but is appropriated at the following levels: department expenditures including capital projects, debt service, transfers and contingency. Principal sources of revenues are user fees and charges, food service revenues and hotel/motel tax.

SPECIAL REVENUE FUNDS

Smith and Bybee Lakes Fund

This fund accounts for the implementation of the Smith and Bybee Lakes Management Plan, managed by Metro's Regional Parks and Greenspaces Department. A Natural Resources Plan for Smith and Bybee Lakes was adopted by the City of Portland and Metro in December 1990. Primary resources are grants and interest.

General Revenue Bond Fund

General revenue bonds and other financing proceeds are accounted for in this fund. To date this fund has been used for construction of the Metro Regional Center, the Washington Park parking lot renovation, contribution to TriMet for the Zoo light rail station, and for the construction of the Expo Center Hall D replacement. This fund also accounts for the payments on outstanding debt associated with these projects. The principal sources of revenue are charges against departments for debt service, interest earnings and loan proceeds. In the CAFR, this fund is segregated and then combined with another applicable fund for proper GAAP classification within the General Fund (Zoo and Building Management), and an enterprise fund (Component Unit–MERC) on a GAAP basis.

Rehabilitation and Enhancement Fund

This fund accounts for funds received and expenditures for rehabilitation and enhancement of the area in and around the solid waste transfer facilities and St. Johns Landfill. Primary resources are rehabilitation and enhancement fees and interest. Expenditures are for planning and implementation of rehabilitation and enhancement programs in the area.

CAPITAL PROJECTS FUNDS

Open Spaces Fund

This fund accounts for the bond proceeds and expenditures related to the Open Spaces, Parks and Streams general obligation bonds approved by the voters in 1995. Primary sources of revenue include interest earnings on the bond proceeds and public and private contributions toward the acquisition program. Expenditures are governed by the bond measure and are related to the acquisition of land and the establishment of trails.

Natural Areas Fund

This fund accounts for the bond proceeds and expenditures related to the Natural Areas general obligation bonds approved by the voters in 2006. Primary sources of revenues include bond proceeds, interest earnings on the bond proceeds and public and private contributions toward the acquisition program. Expenditures are governed by the bond measure and are related to the acquisition of land and the preservation of natural areas.

Metro Capital Fund

This fund accounts for major capital acquisition and construction projects including renewal and replacement activities, undertaken by Metro. Included in this fund are projects for the Regional Parks and Greenspaces Department and facilities and the Oregon Zoo, as well as significant capital expenditures for other Metro activities. In addition, this fund accounts for designated funds transferred from Multnomah County as of Jan. 1, 1994. The funds are dedicated to construction of a nature center and a concert stage. Major revenue sources for the fund include, but are not limited to, grants, donations, excise tax contributions from the General Fund and other revenues or contributions identified for capital purpose.

INTERNAL SERVICE FUNDS

General Renewal and Replacement Fund

This fund provides for the renewal and replacement needs of Metro's general assets including the General Fund departments. Primary sources of revenue include contributions from the General Fund and interest earnings. Expenditures are made in accordance with a 25-year renewal and replacement schedule reviewed and updated on a regular basis, at least once every five years.

Risk Management Fund

This fund accounts for insured, self insured and risk management activities performed for the organizational units within Metro, including employee health insurance expenditures. Primary revenues are charges to user funds and interest. Primary expenditures are insurance premiums, claims costs and studies related to insurance issues.

DEBT SERVICE FUND

General Obligation Bond Debt Service Fund

This fund accounts for payments of general obligation bond principal and interest to bond holders. The principal source of revenue is property taxes.

PERMANENT FUND

Metro Pioneer Cemetery Perpetual Care Fund

This fund was created in 2003 to provide financial support for the long-term maintenance of the Metro Pioneer Cemeteries after the cemeteries are no longer receiving revenue from grave sales and burial services. The fund will receive revenue from a 15 percent surcharge on grave sales. It is anticipated that no expenditures will be made from this fund until grave sites are exhausted at the cemeteries, currently estimated to be around the year 2058.

Financial policies

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING COMPREHENSIVE FINANCIAL POLICIES FOR METRO	))))	RESOLUTION NO. 04-3465 Introduced by Mike Jordan, Chief Operating Officer, with the concurrence of the Council President

WHEREAS, Metro recognizes the importance of comprehensive financial policies to provide a framework for the overall fiscal management of the agency; and

WHEREAS, the Government Finance Officers Association (GFOA) and the National Advisory Council on State and Local Budgeting (NACSLB) recommend the establishment and adoption of financial policies as a key budget and financial management practice; and

WHEREAS, Metro's Financial Planning division working in conjunction with the Finance Advisory Strategy Team under the guidance of the Chief Financial Officer developed a set of comprehensive financial policies for consideration of the Metro Council; and

WHEREAS, these comprehensive financial policies were reviewed by the Senior Management Team and the Chief Operating Officer; and

WHEREAS, Resolution No. 84-444, "Adopting Long-Range Financial Policies for the Metropolitan Service District" (Attachment 1) was adopted January 26, 1984, has become outdated and should be rescinded; now therefore

BE IT RESOLVED that the Metro Council adopts Exhibit A of this resolution, entitled "Metro Financial Policies," and rescinds Resolution No. 84-444.

ADOPTED by the Metro Council this 17th day of June, 2004

David Bragdon, Council President

APPROVATO APPROVED METRO COUNCIL CONSIGLIO METROPOLITANO

Approved as to Form:

Daniel B. Cooper, Metro Attorney

Financial policies

In 2004 the Metro Council voted unanimously in favor of Resolution No. 04-3465, "adopting comprehensive financial policies for Metro." The policies contained in this resolution are included below, in their entirety.

Each year as part of the annual budget adoption process the Metro Council reviews the financial policies which provide the framework for the overall fiscal management of the agency. Operating independently of changing circumstances and conditions, these policies are designed to help safeguard Metro's assets, promote effective and efficient operations and support the achievement of Metro's strategic goals.

These policies establish basic principles to guide Metro's elected officials and staff in carrying out their financial duties and fiduciary responsibilities. The Chief Financial Officer shall establish procedures to implement the policies established in this document.

General policies

1. Metro's financial policies shall be reviewed annually by the Council and shall be published in the adopted budget.
2. Metro shall prepare its annual budget and Comprehensive Annual Financial Report consistent with accepted public finance professional standards.
3. The Chief Financial Officer shall establish and maintain appropriate financial and internal control procedures to assure the integrity of Metro's finances.
4. Metro shall comply with all applicable state and federal laws and regulations concerning financial management and reporting, budgeting and debt administration.

Accounting, auditing and financial reporting

1. Metro shall annually prepare and publish a Comprehensive Annual Financial Report including financial statements and notes prepared in conformity with generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board.
2. Metro shall maintain its accounting records on a basis of accounting consistent with the annual budget ordinance.
3. Metro shall have an independent financial and grant compliance audit performed annually in accordance with generally accepted auditing standards.

Budgeting and financial planning

1. As prescribed in Oregon budget law, total resources shall equal total requirements in each fund, including contingencies and fund balances. However, Metro considers a budget to be balanced whenever budgeted revenues equal or exceed budgeted expenditures. Beginning fund balances shall not be considered as revenue, nor shall contingencies or ending fund balances be considered expenditures, in determining whether a fund is in balance.
2. Metro shall maintain fund balance reserves that are appropriate to the needs of each fund. Targeted reserve levels shall be established and reviewed annually as part of the budget process. Use of fund balance to support budgeted operations in the General Fund, an operating fund, or a central service fund shall be explained in the annual budget document; such explanation shall describe the nature of the budgeted reduction in fund balance and its expected future impact. Fund balances in excess of future needs shall be evaluated for alternative uses.
3. Metro staff shall regularly monitor actual revenues and expenditures and report to Council at least quarterly on how they compare to budgeted amounts, to ensure compliance with the adopted budget. Any significant changes in financial status shall be timely reported to the Council.
4. Metro shall use its annual budget to identify and report on department or program goals and objectives and measures of performance.
5. A new program or service shall be evaluated before it is implemented to determine its affordability.
6. Metro shall authorize grant-funded programs and associated positions for a period not to exceed the length of the grant unless alternative funding can be secured.
7. Each operating fund will maintain a contingency account to meet unanticipated requirements during the budget year. The amount shall be appropriate for each fund.

8. Metro shall prepare annually a five-year forecast of revenues, expenditures, other financing sources and uses, and staffing needs for each of its major funds, identifying major anticipated changes and trends, and highlighting significant items which require the attention of the Council.
9. Metro will annually prepare a cost allocation plan prepared in accordance with applicable federal guidelines to maintain and maximize the recovery of indirect costs from federal grants, and to maintain consistency and equity in the allocation process.

Capital asset management

1. Metro shall budget for the adequate maintenance of capital equipment and facilities and for their orderly replacement, consistent with longer-term planning for the management of capital assets.
2. The Council's previously-adopted policies governing capital asset management are incorporated by reference into these policies. [See note]

Cash management and investments

1. Metro shall maintain an investment policy in the Metro Code, which shall be subject to annual review and re-adoption.
2. Metro shall schedule disbursements, collections and deposits of all funds to ensure maximum cash availability and investment potential.
3. Metro shall manage its investment portfolio with the objectives of safety of principal as the highest priority, liquidity adequate to needs as the second highest priority and yield from investments as its third highest priority.

Debt management

1. Metro shall issue long-term debt only to finance capital improvements, including land acquisition, that cannot be readily financed from current revenues, or to reduce the cost of long-term financial obligations.
2. Metro will not use short-term borrowing to finance operating needs unless specifically authorized by the Council.
3. Metro shall repay all debt issued within a period not to exceed the expected useful life of the improvements financed by the debt.
4. Metro shall fully disclose financial and pertinent credit information as it relates to Metro's outstanding securities.
5. Metro shall strive to obtain the highest credit ratings to ensure that borrowing costs are minimized and Metro's access to credit is preserved.
6. Equipment and vehicles should be financed using the least costly method, including comparison to direct cash expenditure. This applies to purchase using operating leases, capital leases, bank financing, company financing or any other purchase programs.

Revenues

1. Metro shall estimate revenues through an objective, analytical process.
2. Metro shall strive to maintain a diversified and balanced revenue system to protect it from short-term fluctuations in any one revenue source.
3. One-time revenues shall be used to support one-time expenditures or increase fund balance.
4. Metro shall pursue appropriate grant opportunities; however, before accepting any grant, Metro will consider the current and future implications of either accepting or rejecting it. The Chief Financial Officer may establish criteria to be used in evaluating the potential implications of accepting grants.

Note: On June 26, 2008, Metro Council readopted these financial policies to incorporate, by reference, a change in its capital asset management policies.

Capital asset management policies

The following policies establish the framework for Metro's overall capital asset planning and management. They provide guidance for current practices and a framework for evaluation of proposals for future projects. These policies also seek to improve Metro's financial stability by providing a consistent approach to fiscal strategy. Adopted financial policies show the credit rating industry and prospective investors (bond buyers) the agency's commitment to sound financial management and fiscal integrity. Adherence to adopted policies ensures the integrity and clarity of the financial planning process and can lead to improvement in bond ratings and lower cost of capital.

1. Metro shall operate and maintain its physical assets in a manner that protects the public investment and ensures achievement of their maximum useful life.

   Ensuring the maximum useful life for public assets is a primary agency responsibility. Establishing clear policies and procedures for monitoring, maintaining, repairing and replacing essential components of facilities is central to good management practices. It is expected that each Metro department will have written policies and procedures that address:

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

   Annual maintenance plans.

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

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

3. Metro shall prepare, adopt and update at least annually a five-year Capital Improvement Plan (CIP). The Plan will identify and set priorities for all major capital assets to be acquired or constructed by Metro. The first year of the adopted CIP shall be included in the Proposed Budget.

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

4. Capital improvement projects are defined as facility or equipment purchases or construction which results in a capitalized asset costing more than $50,000 and having a useful (depreciable life) of five years or more. Also included are major maintenance projects of $50,000 or more that have a useful life of at least five years.*

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

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

   A foundation step for capital planning is an understanding of the current conditions of Metro facilities. It is expected that Metro departments have a clear, documented process for assessing facility condition at least every five years. The assessment processes may range from formal, contracted engineering studies to in-house methods such as peer reviews. The assessment should identify renewal and replacement projects that should be done within the following five years. The Renewal and Replacement Reserve account should be evaluated and adjusted to reflect the greater of the average renewal and replacement project needs over the coming five years or 2 percent of the current facility replacement value.

* Effective July 1, 2009, capital asset threshold will increase to $100,000 in accordance with Metro Resolution 08-3941A.

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

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

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

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

8. To the extent possible, improvement projects and major equipment purchases will be funded on a pay-as-you-go basis from existing or foreseeable revenue sources. Fund Balances above established reserve requirements may be used for one-time expenditures such as capital equipment or financing of capital improvements.

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

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

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

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

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

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

Metro

Budget summary

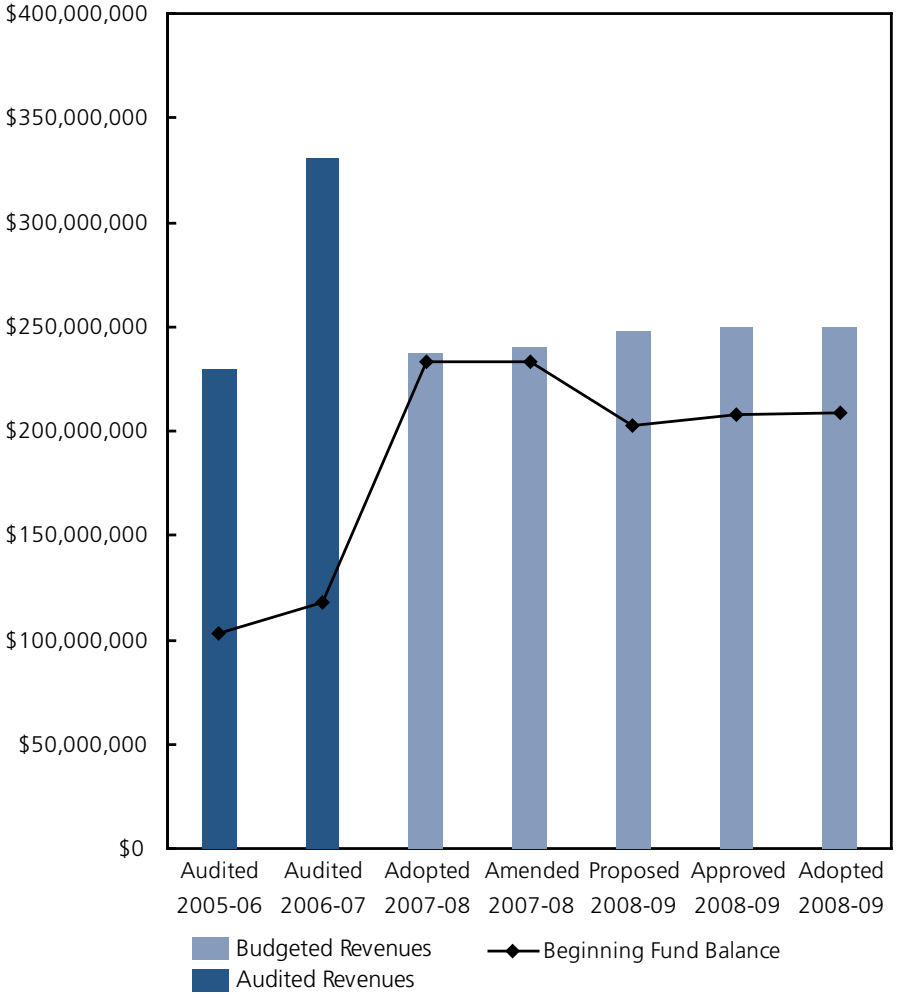
Budget summary D-2
Where the money comes from D-5
Where the money goes D-9
Fund balances D-13
Staff levels D-15

Budget summary by year

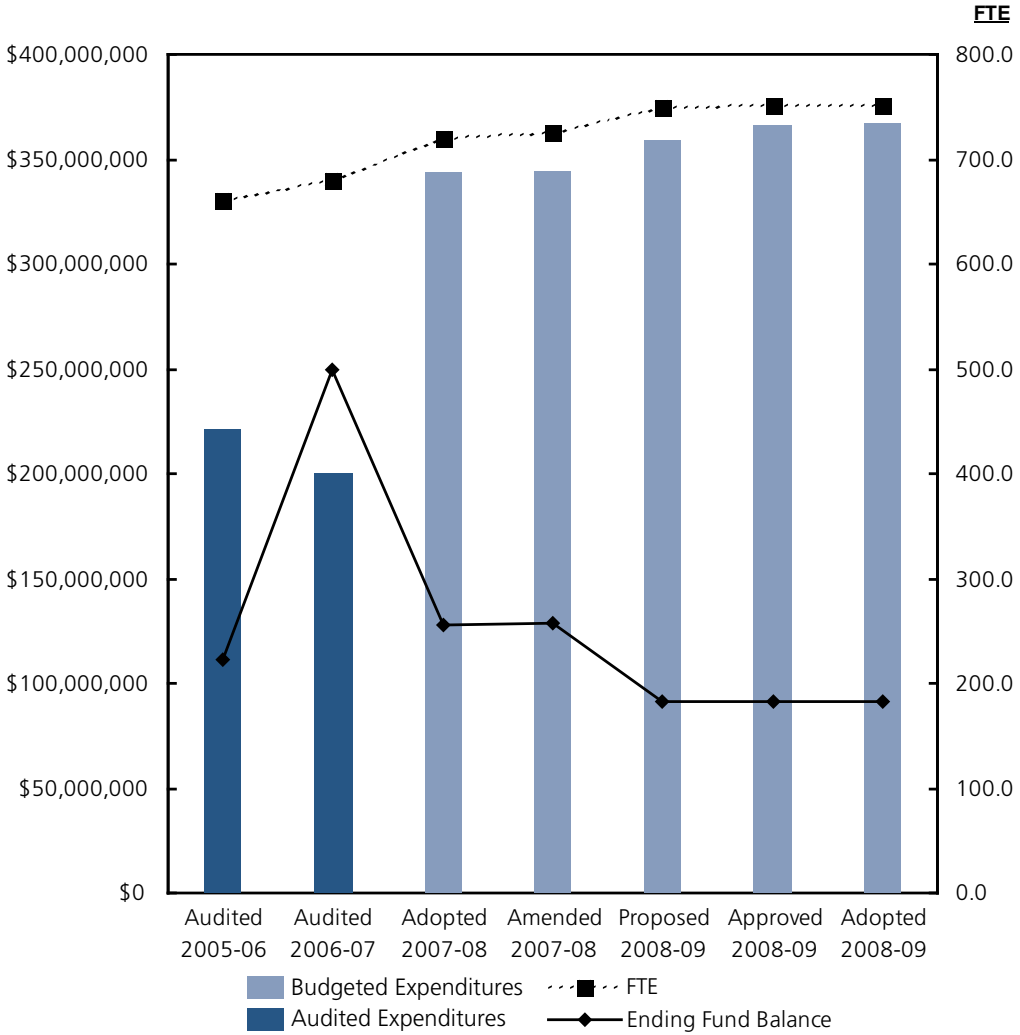
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$103,103,772*	*$117,952,035*	*$233,403,042*	*$233,403,042*	*$202,209,775*	*$207,622,393*	*$208,717,449*	*(10.58%)*
Current Revenues								
Real Property Taxes	27,850,826	28,669,527	45,985,075	45,985,075	45,559,516	45,559,516	45,559,516	(0.93%)
Excise Tax	14,243,252	16,640,732	17,677,197	17,677,197	16,532,543	16,604,863	16,604,863	(6.07%)
Other Derived Tax Revenue	21,395	33,000	19,000	19,000	22,000	22,000	22,000	15.79%
Grants	10,876,624	8,089,034	21,423,548	21,867,948	17,648,063	19,299,363	19,363,127	(11.45%)
Local Government Shared Revenues	9,399,758	10,539,973	9,983,177	9,983,177	11,533,130	11,560,607	11,720,607	17.40%
Contributions from other Governments	917,181	1,031,622	781,532	1,006,532	807,606	1,037,763	1,262,763	25.46%
Enterprise Revenue	104,458,277	108,385,291	107,278,494	108,550,552	122,820,265	121,955,140	121,720,932	12.13%
Interest Earnings	4,383,644	8,072,765	9,126,882	9,126,882	8,109,546	8,109,546	8,109,546	(11.15%)
Donations	2,402,701	2,761,551	3,303,952	3,254,487	5,429,422	5,429,422	5,432,422	66.92%
Other Misc. Revenue	1,451,731	1,708,155	1,810,352	1,810,352	4,544,795	4,544,795	4,544,795	151.04%
Bond and Loan Proceeds	39,330,256	131,270,869	0	0	0	0	0	0.00%
Interfund Transfers:								
Interfund Reimbursements	6,143,872	6,505,455	7,626,574	7,626,574	8,031,933	8,031,933	8,031,933	5.32%
Internal Service Transfers	536,471	677,798	931,416	931,416	1,016,634	1,016,634	1,016,634	9.15%
Fund Equity Transfers	7,463,425	6,996,258	12,042,446	12,388,446	6,132,683	6,440,253	6,465,253	(47.81%)
Subtotal Current Revenues	**229,479,413**	**331,382,030**	**237,989,645**	**240,227,638**	**248,188,136**	**249,611,835**	**249,854,391**	**4.01%**
TOTAL RESOURCES	**$332,583,185**	**$449,334,065**	**$471,392,687**	**$473,630,680**	**$450,397,911**	**$457,234,228**	**$458,571,840**	**(3.18%)**
REQUIREMENTS								
Current Expenditures								
Personal Services	$56,140,536	$59,019,765	$67,057,592	$67,845,129	$73,918,380	$74,242,490	$74,313,000	9.53%
Materials and Services	104,083,360	86,898,960	108,325,464	114,692,038	120,494,557	122,376,154	124,127,766	8.23%
Capital Outlay	7,631,992	15,256,264	52,942,175	53,459,210	55,523,089	60,113,189	59,886,107	12.02%
Debt Service	39,186,238	24,392,684	41,572,730	41,572,730	42,191,394	42,191,394	42,191,394	1.49%
Interfund Transfers:								
Interfund Reimbursements	6,143,872	6,505,456	7,626,574	7,626,574	8,031,932	8,031,932	8,031,932	5.32%
Internal Service Transfers	536,471	677,798	931,416	931,416	1,016,635	1,016,635	1,016,635	9.15%
Fund Equity Transfers	7,463,425	6,996,258	12,042,446	12,388,446	6,132,683	6,440,253	6,465,253	(47.81%)
Contingency	0	0	53,166,696	46,044,485	51,739,969	51,552,979	51,504,759	11.86%
Subtotal Current Expenditures	**221,185,894**	**199,747,185**	**343,665,093**	**344,560,028**	**359,048,639**	**365,965,026**	**367,536,846**	**6.67%**

Budget summary by year

Current revenues and fund balance



Current expenditures and full-time equivalents



Metro

Where the money comes from

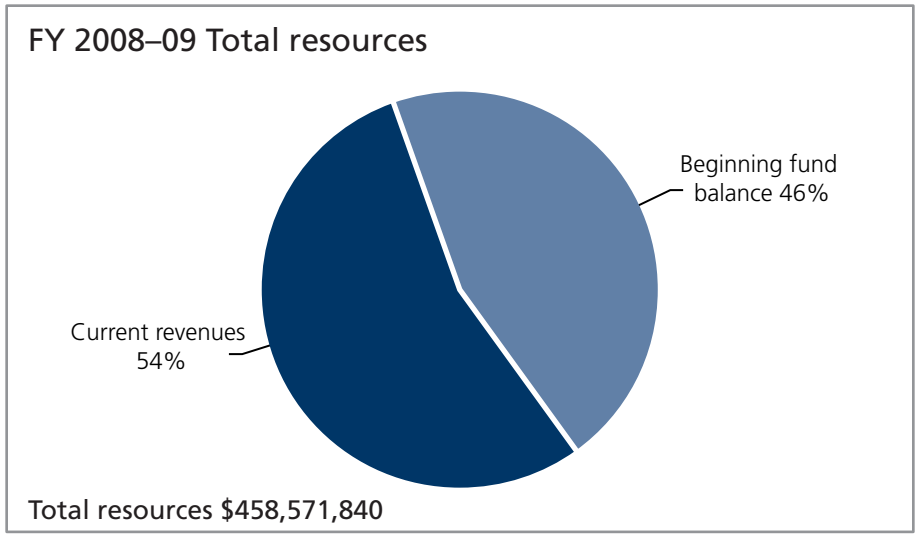
Resources to meet Metro's obligations and needs are derived from two primary sources: beginning fund balance and current revenues. Beginning fund balance consists of resources carried forward from previous fiscal years, including proceeds from voter-approved bonds (e.g., Natural Areas), reserves for specific purposes (e.g., self insurance, debt reserves) and monies used for cash flow. Current revenues are those earned from Metro operations or taxes levied during the fiscal year. The principal sources of current revenues are user fees and charges from individuals and organizations that pay to use Metro facilities or buy its services.

BEGINNING FUND BALANCE

The beginning fund balance for each fund consists of unspent resources carried forward from the previous fiscal year. Primary among these resources are the Natural Areas Fund for bond proceeds authorized by the voters in November 2006 and issued in the spring 2007 and the Solid Waste Revenue Fund for operations, debt obligations, capital projects and other dedicated accounts. These funds account for 61 percent of the beginning fund balance. Another element of the beginning fund balance includes reserves for specific purposes (e.g., self-insurance, future capital reserves, debt reserves and trust reserves), which are generally required by law or formal operating agreements. The beginning fund balance also provides cash flow for specific operations until current year revenues are received.

The General Fund's $23.8 million beginning fund balance accounts for 11 percent of the total beginning fund balance and is a combination of restricted and undesignated reserves. Restricted reserves include grant funds, PERS reserves and debt service reserves. In FY 2007-08 the Council also designated reserve funds for multi-year projects in Planning, future elections costs and participation in a regional affordable housing revolving fund. Finally, as part of its financial policies, the Council also directed that undesignated reserves be maintained for contingency and stabilization reserves, available for any lawful purpose in the event of sudden and unforeseen revenue drops or unplanned expenditures. For FY 2008-09 just more than $4 million of the General Fund's beginning fund balance is part of these financial reserves.

Metro's beginning fund balance constitutes 46 percent of its total resources.



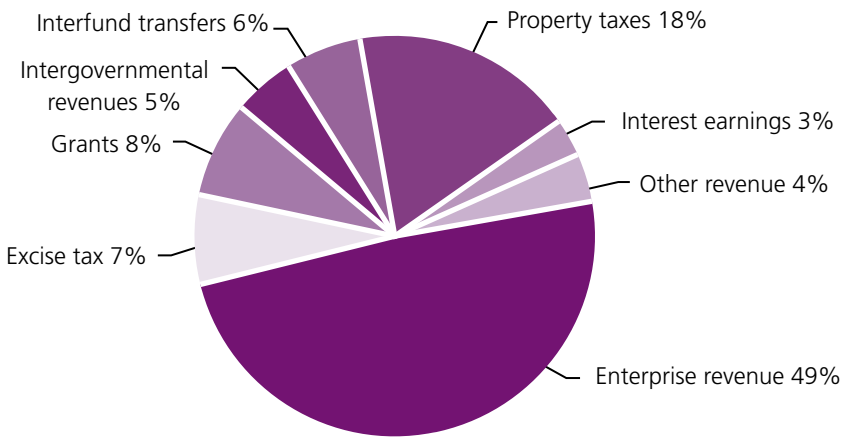
CURRENT REVENUES

Current revenues account for 54 percent of Metro's total resources. Metro's enterprise activities provide the largest amount of fee-generated revenues, constituting 49 percent of current revenues. Property tax revenues provide the next largest amount of total current revenues at 18 percent, followed by grants at 8 percent and excise tax at 7 percent. The major elements of current revenues and the percentage of total current revenues they represent include the following:

Enterprise Revenues– 49 percent

Enterprise activities account for the largest piece of current revenues at $121.7 million. Metro's largest enterprise activity is solid waste disposal, generating $60 million, from fees charged on solid waste deposited at Metro's transfer stations or several other designated solid waste facilities. The Metro Exposition Recreation Commission (MERC) facilities (Oregon Convention Center, Portland Center for the Performing Arts and Portland Expo Center) provide $30.4 million, the Oregon Zoo generates $18.5 million and Regional Parks and Greenspaces facilities another $2.6 million. The Risk Management Fund generates $8.0 million in internal charges for services to Metro departments for health and welfare premium costs. Parking fees, business license fees and Data Resource Center revenues account for the remainder of enterprise revenues.

FY 2008–09 Current revenues



Total current revenues $249,854,591

RESOURCES	
Beginning Fund Balance	*$208,717,449*
Current Revenues	
Real Property Taxes	$45,559,516
Excise Tax	16,604,863
Other Derived Tax Revenue	22,000
Grants	19,363,127
Local Government Shared Revenues	11,720,607
Contributions from other Governments	1,262,763
Enterprise Revenue	121,720,932
Interest Earnings	8,109,546
Donations	5,432,422
Other Misc. Revenue	4,544,795
Interfund Transfers:	
Interfund Reimbursements	8,031,933
Internal Service Transfers	1,016,634
Fund Equity Transfers	6,465,253
Subtotal Current Revenues	**$249,854,391**
TOTAL RESOURCES	**$458,571,840**

Property Taxes– 18 percent

Metro expects to receive $45.6 million in property tax revenues in FY 2008-09. This includes current year tax receipts to the General Fund directed toward operations ($10.6 million) and debt service levies for outstanding general obligation bond issues for the Open Spaces Acquisition Program, the original Oregon Convention Center construction, the Zoo's Great Northwest Project and the Natural Areas Program ($33.7 million). The remainder, approximately $1.3 million, will be received in the form of delinquent property taxes, levied in prior years but received in the current year, and interest and penalties on those late payments.

Grants– 8 percent

Grants are anticipated to provide $19.4 million to the revenue mix. The grants come mostly from state and federal agencies and are used primarily for planning activities. Metro also receives grants for projects planned in the Regional Parks and Greenspaces Department and at the Oregon Zoo.

Excise Taxes– 7 percent

The Metro excise tax is received from users of Metro facilities and services in accordance with the Metro Charter and Metro Code. The tax is recorded as revenue in the General Fund. It supports the costs of general government activities, such as the Council Office, elections expense and lobbyist functions. The tax also supports various planning, parks and greenspaces activities.

The Metro excise tax is levied as a flat rate per ton tax on solid waste activities and as a percentage on all other authorized revenues. For budgeting purposes, the amount of excise tax raised by the flat rate per ton may be increased based on an annual Consumer Price Index factor. The rate for all other authorized revenues remains the same from year to year unless amended by the Metro Council by ordinance. The current percentage rate for all other authorized revenue is 7.5 percent.

In addition to the base per ton amount generated on solid waste activities, an additional per ton amount is levied. The additional levy was initially set at

$3.00 per ton in FY 2004–05 and increased annually based on Consumer Price Index. The current rate is $3.23 per ton and is scheduled to increase to $3.34 per ton on September 1, 2008.

As the final stage in the consolidation of the General Fund, the FY 2008-09 proposed budget begins phasing in an exemption from excise tax for programs which both contribute to and are allocated back excise tax funds. The exemption will begin with the Oregon Zoo.

The Metro excise tax is projected to raise $15.1 million from all sources during FY 2008–09.

In 2006 the Metro Council adopted Ordinance 06-1115, creating Metro Code Chapter 7.04 for the purpose of establishing a construction excise tax to provide funding for expansion area planning. The tax, which took effect on July 1, 2006, is levied on new construction activity at a rate of 0.12 percent of the value of the new construction based on building permits. Jurisdictions collect the Construction Excise Tax as part of the permit process on behalf of Metro. The tax will sunset when Metro has received $6.3 million, which is expected to occur sometime during FY 2008-09.

Interfund Transfers– 6 percent

Metro budgets its resources in separate and distinct funds. Transfers between funds are made to pay for internal services provided by one department to another, and to pay interfund reimbursements (i.e., building management, printing, fleet, etc.) determined through the indirect cost allocation plan. Interfund reimbursements (indirect services) and internal service transfers (direct services) total $9 million in FY 2008–09. The transfer classification also includes $6.5 million in Fund Equity Transfers (revenue sharing between funds) such as the transfer of excise tax from the General Fund to assist in capital development and renewal and replacement activities in the Metro Capital Fund. Interfund transfers appear in the budget as both a resource to the receiving fund and a requirement for the transferring fund.

Intergovernmental Revenues– 5 percent

Metro receives revenue from both state and local agencies. Among these are hotel/motel tax receipts from Multnomah County, funds from the City of Portland to support the Portland Center for the Performing Arts, state marine fuel tax revenues and a portion of the recreational vehicle registration fees passed through Multnomah County from the State of Oregon to support the Regional Parks and Greenspaces Department.

Other Miscellaneous Revenues– 4 percent

In FY 2008–09 other revenues include $3.2 million in donations to the zoo, $1.8 million in capital donations to parks and $0.4 million in donations to MERC. Also included are $1.4 million in reimbursement charges to departments to pay debt service on the Series 2005 Pension Obligation Bonds sold to fund Metro's pension unfunded actuarial liability and $2.75 million in other revenue to be received for capital projects at regional parks.

Interest– 3 percent

Interest earnings are projected at $8.1 million. Interest earned is based upon investing cash balances throughout the year. This revenue source is subject to the current rates earned by investments, estimated at 4 percent for FY 2008–09.

Metro

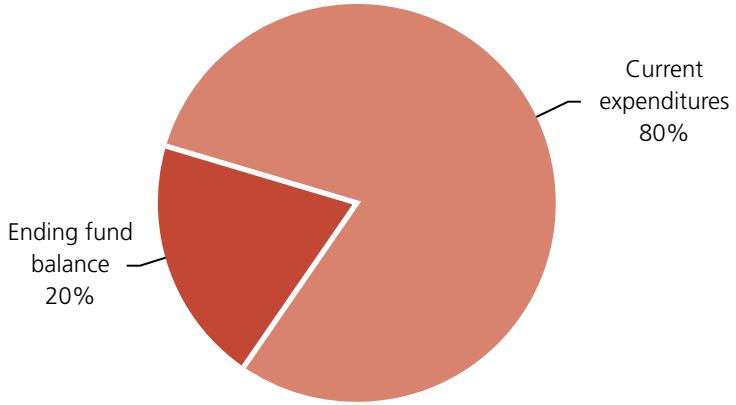
Where the money goes

Metro uses its resources for a variety of purposes prescribed by state law and Metro Charter. Resources to be spent during the current year can be categorized in one of several expenditure categories.

Metro's total current expenditures are allocated for the specific programs and functions described in the Department Summaries contained in the body of this budget document. Fifty-seven percent of current expenditures support the operations of Metro facilities such as the Oregon Zoo, the Oregon Convention Center, the Portland Expo Center, the Portland Center for the Performing Arts, Regional Parks and Greenspaces and solid waste disposal facilities, as well as programs such as waste reduction, recycling information and regional transportation and growth management planning. Another 10 percent is dedicated to debt service on outstanding general obligation and revenue bonds, and 19 percent is allocated for capital outlay and improvements to various facilities. Contingencies for unforeseen needs, such as unexpected increases in costs or drops in revenue, make up the balance of current expenditures.

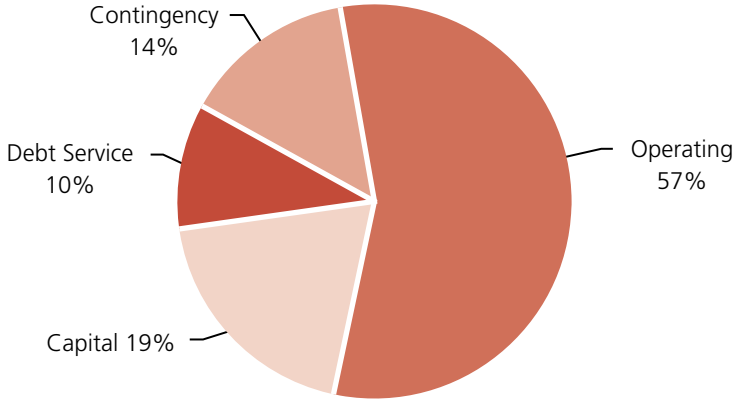
Ending fund balances are resources that are not spent during the year but carried over to subsequent year(s). They include reserves, monies for cash flow purposes and bond proceeds that will be spent in ensuing years for capital projects.

FY 2008–09 Total requirements

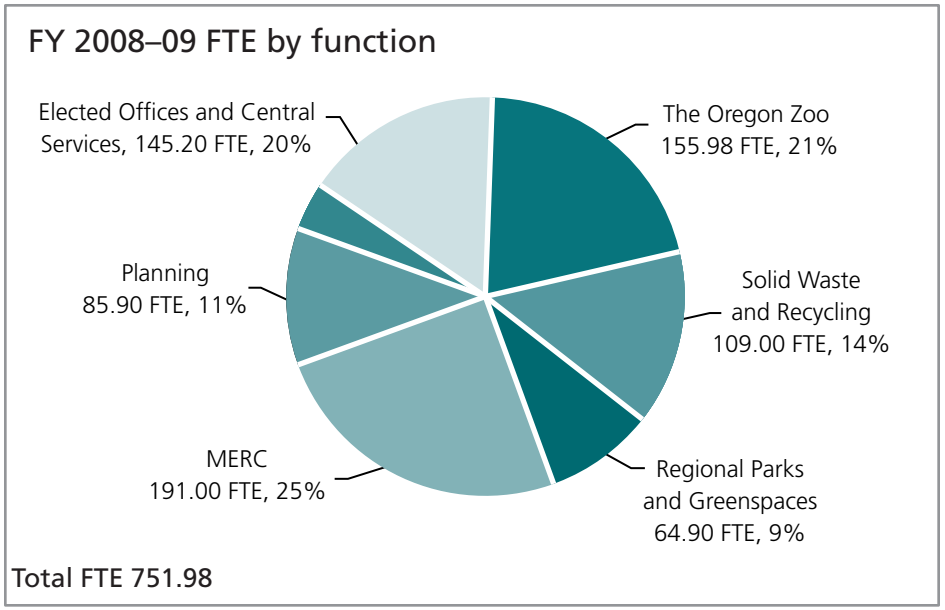


Total requirements $458,571,840

FY 2008–09 Current expenditures by purpose



Total expenditures by purpose $367,536,846



Full-time equivalent staff (FTE) totals 751.98 positions for Metro. Sixty-one percent of these staff work for three departments: the Oregon Zoo, MERC, and Solid Waste and Recycling.

Metro uses its resources for a variety of programs and functions related to its primary goals. Those programs and functions are explained in detail in the Department Summaries contained in the body of this budget document and in the Program Budget narratives contained in the FY 2008-09 Program Budget. The chart on page D-11 and the following explanation give the information by expenditure classification.

CURRENT EXPENDITURES

Current expenditures consist of amounts to be paid out in the current fiscal year by categories defined in budget law. This includes payments for operations, capital improvements and acquisitions and transfers to other funds. The major elements of current expenditures and the percentage of total current expenditures they represent include the following:

Personal Services– 20 percent

Metro plans to spend about $74.3 million for salaries and wages and related expenditures for its employees in FY 2008-09. The FY 2008-09 budget includes 751.98 FTE positions. Full-time equivalent includes regular, benefit-eligible full-time and part-time positions. It does not include temporary, seasonal or event-related staff. Personal services also include employee-related benefit costs such as health and welfare and pension contributions.

Materials and Services– 35 percent

Metro plans to spend about $123 million on materials and services in FY 2008-09. Large expenditures in this area include solid waste transfer station operations and the transfer of solid waste to the Columbia Ridge Landfill in Gilliam County (about $29.2 million). Materials and services also include costs for contracted operations of the Oregon Convention Center, the Oregon Zoo, the Portland Center for the Performing Arts, the Portland Expo Center and the regional parks.

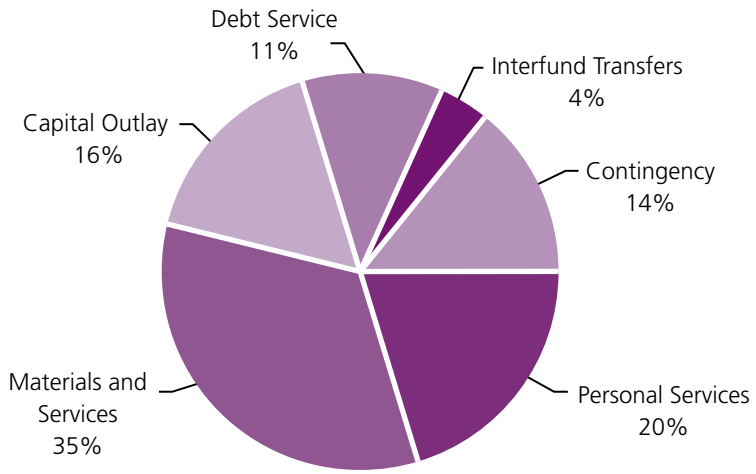
Capital Outlay– 16 percent

Approximately $60.6 million is provided for capital expenditures. Capital expenditures include purchases of land and equipment, improvements to facilities and other capital related expenditures. The largest uses of capital funds are $38.9 million for land acquisition and capital expenditures related to the Natural Areas program, $2.5 million for solid waste facility capital projects, $5.6 million for capital improvements at the Oregon Zoo, $8.2 million in capital development at Metro Regional Parks and $2.2 million for capital improvements at MERC facilities. Projects of more than $50,000 that have a useful life of more than five years are included in Metro's Five-Year Capital Budget, updated and adopted annually.

Debt Service– 11 percent

Debt service provides for payments on revenue, general obligation and full faith and credit bonds sold for the Metro Central transfer station, the Oregon Convention Center, Metro Regional Center, the Open Spaces Acquisition Program, the Natural Areas Program, the Expo Center, and the Oregon Zoo. This category also includes payments on minor outstanding loans and long-term installment contracts. Refer to the Debt Summary portion of this budget for the debt service schedules.

FY 2008–09 Current expenditures by budget category



REQUIREMENTS	
Current Expenditures	
Personal Services	$74,313,000
Materials and Services	124,127,766
Capital Outlay	59,886,107
Debt Service	42,191,394
Interfund Transfers:	
Interfund Reimbursements	8,031,932
Internal Service Transfers	1,016,635
Fund Equity Transfers	6,465,253
Contingency	51,504,759
Subtotal Current Expenditures	**$367,536,846**
Ending Fund Balance	*91,034,994*
TOTAL REQUIREMENTS	**$458,571,840**

Total current expenditures $367,536,846

Interfund Transfers– 4 percent

Metro budgets its resources in separate and distinct funds. Transfers between funds are made to pay for the cost of services provided in one fund for the benefit of another (i.e., printing, fleet, etc.) or to share resources between funds. Interfund transfers in FY 2008-09 total about $15.5 million. Interfund transfers appear as both a resource to the receiving fund and a requirement for the transferring fund in the budget.

Contingency– 14 percent

Contingencies in each fund are created to provide for unforeseen requirements such as unexpected increases in costs or drops in revenue. These funds may be spent only after an action of the Metro Council authorizes transferring appropriations from contingency to an expenditure line item.

PROGRAM BUDGET

Another way to consider the budget is by program, organized by Council goals and program performance measures. The detailed program budget can be found in the FY 2008-09 Program Budget document.

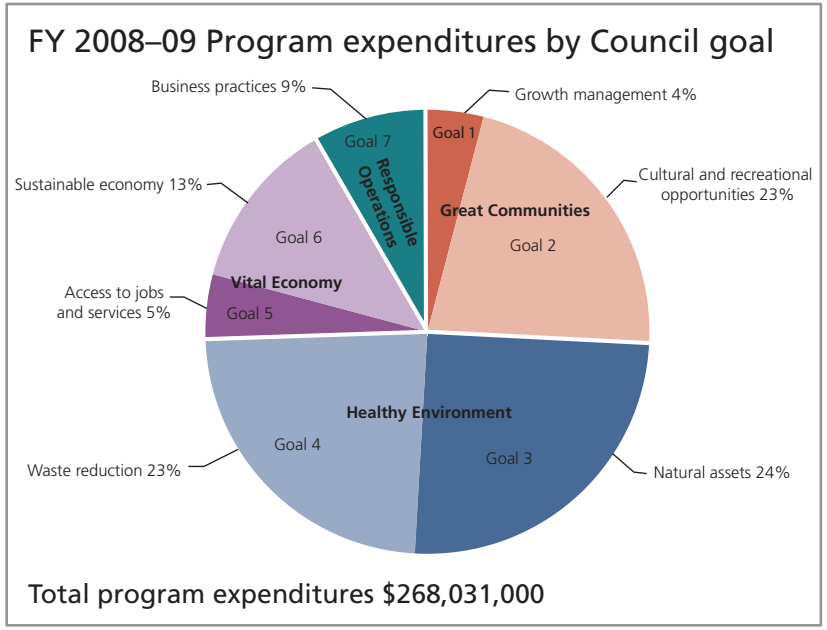
The four Council goals areas – Great Communities, Healthy Environment, Vital Economy and Responsible Operations – are an expression of Metro's strategic intent for the region. In some cases Metro has a direct service aligned with a particular goal; in others, Metro serves as the convener or facilitator, working collaboratively with its local partners and regional residents toward the outcome.

The program budget also includes both agency-wide measures and program specific measures that look at how Metro operates: its business practices, its relationships inside the organization and its relationships within the region. These measures have evolved from the former "critical success factors" and are now included under Responsible Operations.

Metro's budget and appropriations schedules have been organized under state law by fund, by department and by specific budget categories of expense. Metro's goals transcend and cross over fund and department boundaries. The program budget demonstrates the ways in which our programs interrelate and support Metro's strategic intent for the region.

This chart shows the respective operational spending, without contingency and general expenses not assigned to particular programs, across all goals areas. The program budget which accompanies the adopted budget gives additional detail about the individual goals, the specific programs aligned with those goals and how we measure the activities and performance of the individual programs.

In addition to performance measures for each program, the program budget introduces for consideration *Regional Indicators*, *Strategies* and *Key Performance Indicators*. Metro's Regional Leadership Initiative group has been developing these over the past year to look at how the Council's goals are reflected in the region and to frame how Metro's programs and activities



can be aligned to advance those goals. The Council and Metro's regional stakeholders will take up the discussion this year, providing valuable direction and insight as we refine the indicators and measures to guide future Metro efforts.

Fund balances

BEGINNING FUND BALANCE

Approximately 46 percent ($208.7 million) of Metro's FY 2008–09 total resources comes from beginning fund balances – money carried over from previous fiscal years.

Natural Areas Fund– $84.7 million

The Natural Areas Fund's beginning fund balance of $84.7 million comprises the largest piece of the beginning fund balance resource. In November 2006 the voters of the Metro region approved a $227.4 million general obligation bond measure. In April 2007 Metro issued the first series of bonds under this authorization for $125.4 million. The remaining authorization is expected to be issued in 2010.

Solid Waste Revenue Fund– $42.1 million

The Solid Waste Revenue Fund's beginning fund balance of $42.1 million comprises the second piece of the beginning fund balance resource. This amount includes $7.2 million in reserves for landfill closure; $7.7 million in the renewal and replacement account; $8.1 million for capital and debt reserves; $11.3 million in other dedicated accounts for rate stabilization and pension liability; and $7.8 million in undesignated fund balance.

General Fund– $23.8 million

This is the combined balance for several major operating departments – Oregon Zoo, Planning and Regional Parks and Greenspaces – as well as all general government and central service functions such as Metro Council, Metro Attorney, Metro Auditor, Finance and Administrative Services, Human Resources, Information Technology and Public Affairs and Government Relations. It includes several dedicated reserves such as the General Fund Recovery Rate Stabilization Reserve, the PERS Reserve for pension liability and a reserve for future debt service on the full faith and credit bonds issued to refinance the Metro Regional Center. It also includes reserves for cash flow and fund stabilization. Metro performed a comprehensive review of fund balance needs in the General Fund. Based on this historical analysis, the "adequate reserves" financial policies call for a minimum of 7 percent of operating revenues to be set aside in either a contingency or stabilization reserve to guard against unexpected downturns in revenues and stabilize resulting budget actions. The 7 percent target provides a 90 percent confidence level that revenues might dip below this amount only once in a 10-year period.

MERC Fund– $22.1 million

This is the combined operating and capital balance for the three facilities (Oregon Convention Center, Expo Center, and Portland Center for the Performing Arts) managed by MERC.

General Obligation Bond Debt Service Fund– $12.8 million

This amount is required to pay debt service due early in FY 2008–09 before property tax revenues are received.

General Renewal and Replacement Fund– $7.7 million

The General Renewal and Replacement Fund provides funding for the General Fund's assets.

Metro Capital Fund– $7.6 million

The Metro Capital Fund provides funding for new capital projects for General Fund assets such as the Oregon Zoo, Regional Parks and Greenspaces, Metro Regional Center and Information Technology.

Remaining Funds– $8.0 million

The remainder of the total beginning fund balance is divided among Metro's other remaining funds and includes a combination of reserves for debt, future long-term maintenance needs and funds held in trust.

ENDING FUND BALANCES

Ending fund balances in one fiscal year become the beginning fund balances of the next fiscal year. Metro plans to carry forward $91.0 million into FY 2009–10. In addition to the planned carry-over at the end of FY 2008–09, Metro will also carry forward unspent contingency funds and any surplus from department operations.

Primary among the planned funds to be carried forward are bond proceeds received in FY 2006–07 for the voter approved Natural Areas acquisition

program and reserves for specific purposes (solid waste activities and debt reserves) which are generally required by law or formal operating agreement. In addition, planned ending balances also include funds to be carried over to provide cash flow for specific operations so that they can operate early in the next fiscal year even though their primary current revenues may not be received until later in that fiscal year.

In spring 2007 Metro sold $125.4 million in general obligation bonds under the voter approved Natural Areas program authorization. Metro must recognize these funds as revenues in the year of sale and annually carry forward any unspent balance. This accounts for the unusually large increase in ending balance in FY 2006–07. This balance will gradually decline as bond proceeds are spent.

Staff levels

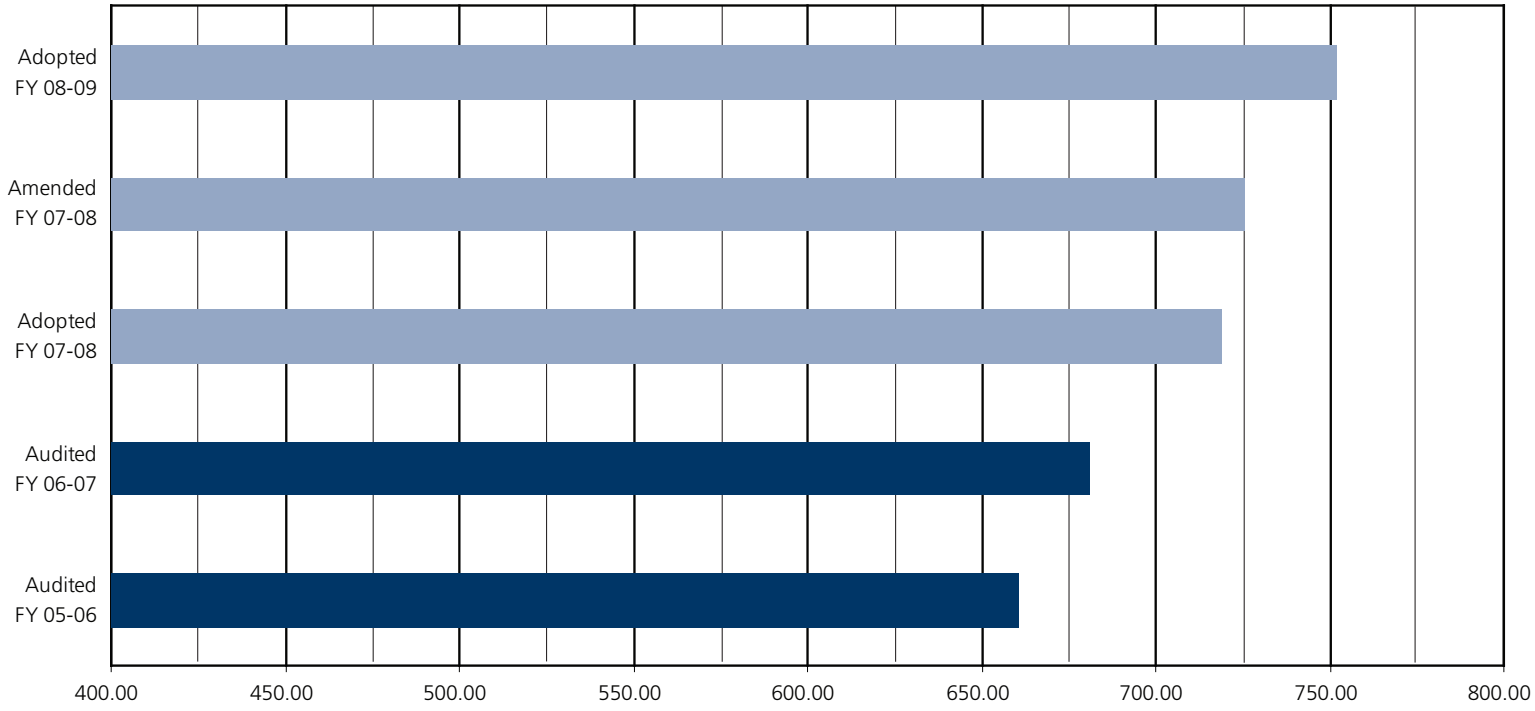
Metro counts regular, benefit-eligible staff positions by FTE. One FTE equals one person working full-time for one year (2,080 hours). One FTE most often is one person working full-time, but it may also be two people each working half-time, or some other combination of people whose total work time does not exceed 2,080 hours. Temporary, seasonal and MERC part-time, event-related positions are not included in the FTE chart.

For a period of several years prior to FY 2002–03, staff levels for Metro operations remained fairly constant with only minor changes in any one year. Generally, increases were seen in enterprise-related activities such as MERC, the Oregon Zoo and Solid Waste and Recycling, while most central service or excise tax funded departments remained relatively constant or decreased. Staff levels for major capital projects for MERC, zoo and Regional Parks and Greenspaces increased substantially for a period of years, reaching a high of 24.10 FTE in FY 2000–01. As the major expansion or acquisition projects were completed, capital staff declined to 4.0 FTE by FY 2006–07.

The impact of national and world events in 2001 and 2002 played a major role in FTE variations for several years. In FY 2002–03, the Oregon Convention Center prepared for an opening of its expanded facility by adding about 40 FTE to existing staff. A reevaluation of staffing needs in the fall of 2002 and again in the spring of 2003 resulted in a drastic reduction of almost 33 FTE. The terrorist attacks of 2001, the SARS outbreak and the economic recession had a substantial impact on the regional convention business.

By FY 2004–05 total agency FTE had stabilized. As the economy rebounded and revenues began a consistent but moderate growth, the Council refocused its efforts to constituent outreach and leadership in regional policy making. Unfortunately, departments were still faced with expenditure increases that

FY 2005-06 through FY 2008-09 Full-time equivalents



far outpaced the growth in revenues. In response, management began several process redesign initiatives focused on developing efficiencies in central business functions throughout the agency. These initiatives continued into FY 2007-08. Key decisions to date have resulted in the shifting of staff between departments.

Total agency FTE has increased by 10 percent since FY 2004–05, which was the lowest level in 10 years. The economic recovery has clearly had a positive impact on Metro operations. As the fiscal status of the various operations improved, the Council authorized increases in staff to meet service demands and expectations. In addition, new programs such as the voter approved $227.4 million Natural Areas bond measure have required the addition of staff.

Several key factors have contributed to the change in FTE over the last several years:

- Spend down and completion of the 1995 Open Spaces Acquisition bond program.
- Opening of the expanded Oregon Convention Center and the subsequent economic impact of world and national events.
- Recognition of the fiscal implications of previous spending authorizations.
- Voter approval of the 2006 Natural Areas general obligation bonds.
- Reclassification of stagehands from temporary to full-time equivalents.
- Economic recovery and related impact on visitor-related enterprise operations.

Open Spaces Acquisition Program

In 1995 the voters of the Metro region approved a $135.6 million Open Spaces, Parks and Streams bond measure. A majority of the measure provided for the purchase of regionally significant natural and open spaces to ensure preservation of the lands for future generations. By FY 1998–99, a total of 17.25 FTE (including 3.50 FTE in the Office of Metro Attorney) had been added to provide the staffing expertise necessary for a willing seller acquisition program estimated to purchase over 6,000 acres of land. Now in its twelfth year, the bond proceeds are depleted. The last remaining program staff have been eliminated or transferred to the new Natural Areas program.

Expanded Oregon Convention Center

In FY 1999–2000 Metro, the City of Portland, Multnomah County, and the local lodging and car rental industries developed a proposal to expand the Oregon Convention Center. Construction began in FY 2000–01 and was completed in spring 2003. In anticipation of the grand opening of the expanded facility, approximately 40 FTE were added to the MERC staff in FY 2002–03. During the preparation of the FY 2003–04 budget (fall 2002), MERC re-evaluated staffing levels needed for the expanded facility, resulting in a reduction of 14.75 FTE. By late spring 2003, it became clear that national and world events, including the terrorist attacks on September 11, 2001, the SARS outbreak and the economic recession, were having a substantial impact on the region's convention business. In early FY 2003–04, MERC management took immediate action to recognize the fiscal implications of these events, resulting in the additional reduction of 18 FTE from the Oregon Convention Center. While these actions were taken during FY 2003–04, the actual FTE reduction was not reflected in the budget until FY 2004–05.

Fiscal implication of previous spending authorization (living within our means)

In FY 2003–04 Metro adopted a new discipline of financial sustainability. In the past some of Metro's operations used fund balance reserves to maintain current program levels and balance the budget. In some cases, this was part of an approved plan to spend down reserves that were considered too high. However, in others cases, current operating expenses exceeded current operating revenues, and there was no identified corrective plan. In at least one area, an anticipated new revenue source fell through. During preparation of the FY 2003–04 budget, Metro recognized that it must live within its means and reduce its reliance on fund balance reserves. In meeting this goal, almost every department of Metro found it necessary to reduce its staffing levels in FY 2003–04. By FY 2004–05 the reductions of the previous year combined with a new dedicated revenue source for Regional Parks and Greenspaces eased the fiscal situation for most departments, with the exception of the Oregon Zoo.

The directive to reduce reliance on fund balance reserves and "live within our means" placed the greatest burden on the Oregon Zoo. In 1996, the voters of the region had approved a general obligation bond measure to construct the Great Northwest Exhibit at the Oregon Zoo. The phased project was completed, featuring native wildlife exhibits that included forest and waters displays, as well as a new entrance with a restaurant and gift shop adjacent

to the light rail station. While the opening of the new exhibits increased attendance revenues, each phase of the project also added additional operating costs. The Oregon Zoo was also chosen to participate in the California Condor Recovery Project, a remarkably successful breeding and conservation awareness program begun in FY 2003–04. Although many initial costs to establish and operate this off-site facility were underwritten with grants and donations, the facility is not open to the general public, does not generate new admissions revenue and added to the zoo's overall net operating deficit. In addition, the zoo experienced increases in existing operating costs such as utilities, insurance, health care and retirement benefits that exceed the cost of inflation. Unfortunately, increases in overall operating costs outpaced the zoo's ability to generate additional revenue. To achieve the fiscal results imposed by the sustainability directive, the zoo reduce approximately nine FTE in FY 2003–04 and FY 2004–05 and an additional five in FY 2005–06. For the most part, the reductions targeted vacant positions. Reductions were made in areas that did not affect the health and welfare of the animals in the zoo's care. Since FY 2005-06 attendance has reached record breaking levels, allowing the Oregon Zoo gradually to restore these positions to meet the operating demands of the additional visitors.

Voter approval of the 2006 Natural Areas General Obligation Bonds

In November 2006 the voters of the Metro region authorized the sale of $227.4 million in general obligation bonds for the purpose of preserving natural areas and stream frontages, maintaining and improving water quality and protection of fish and wildlife habitat. With the approval of the bond measure, the Metro Council approved the addition of 14 new positions to support the acquisition, stabilization, local share and community grant elements of the program. In addition, portions of several existing positions were transferred from the Regional Parks Operating Department to provide administrative and other support to the program.

Reclassification of stagehands

The events held at the Portland Center for the Performing Arts utilize a large number of event related staff. Key among these positions are the stagehands. Costs associated with the event related staff are reimbursed by the event sponsor. Historically, the budget has not included FTE counts for stagehands because the staffing needs are event-driven and the employees are generally not benefit eligible. However, an evaluation of event related staff identified 15 employees that routinely work full-time, and as a result, became benefit eligible. In FY 2007–08 these employees were reclassified to regular, full-time reimbursed labor.

FY 2005-06 through FY 2008-09 Full-time equivalents

Does not include temporary, seasonal or part-time labor

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Adopted FY 2008-09	% Change from FY 2007-08	% Change from FY 2005-06
Office of the Auditor	5.00	5.00	5.00	5.00	6.00	20.00%	20.00%
Office of the Council	19.00	20.00	20.00	20.42	21.75	6.51%	14.47%
Office of Metro Attorney	11.00	12.50	15.00	15.00	15.00	0.00%	36.36%
Finance & Administrative Services	40.70	40.70	40.70	40.70	43.70	7.37%	7.37%
Human Resources	11.00	15.00	15.00	15.00	15.00	0.00%	36.36%
Information Technology	20.50	21.50	21.50	22.25	21.50	(3.37%)	4.88%
Metro E-R Commission	156.00	163.00	183.00	186.00	191.00	2.69%	22.44%
Non-Department (Nature in Neighborhood)	3.75	4.00	4.50	4.50	0.00	(100.00%)	n/a
Oregon Zoo	149.13	149.13	151.96	151.96	155.98	2.65%	4.59%
Planning	78.60	81.40	81.00	82.08	85.90	4.65%	9.29%
Public Affairs Department	14.55	16.00	19.25	20.09	22.25	10.75%	52.92%
Regional Parks and Greenspaces	45.15	45.71	55.65	55.65	64.90	16.62%	43.74%
Solid Waste & Recycling	106.20	106.75	106.75	106.75	109.00	2.11%	2.64%
TOTALS	**660.58**	**680.69**	**719.31**	**725.40**	**751.98**	**3.66%**	**13.84%**

Economic Recovery

The economic recovery clearly has had a positive impact on Metro operations, in particular the Oregon Convention Center and the Oregon Zoo. The Oregon Zoo is experiencing record attendance levels and the Oregon Convention Center has rebounded to pre-9/11 levels. Since FY 2005–06 the Metro Council has authorized 20 additional staff at various MERC facilities, including seven at the Oregon Convention Center, and eight additional staff at the Oregon Zoo to meet service demand and expectations.

Fiscal Year 2008-09 changes in FTE

The FY 2008–09 budget shows an increase of almost 23 FTE from the amended FY 2007–08 budget. The increases can be divided into three categories:

- Increases in FTE for positions added mid-year FY 2007–08.
- Increases in FTE to increase various positions from part-time to full-time.
- New position requests.

Full–time equivalent changes by department

	Approved in FY 2007-08	Increase to full time	New Positions	Total FTE increase
Finance and Admin. Services/ Council	0.58	–	2.75	3.33
Information Technology	0.25	–	–	0.25
Auditor	–	–	1.00	1.00
Oregon Zoo	–	1.02	3.00	4.02
Planning	0.92	0.30	3.60	4.82
Public Affairs and Government Relations	1.16	–	–	1.16
Regional Parks and Greenspaces	–	(0.25)	5.00	4.75
MERC	–	–	5.00	5.00
Solid Waste and Recycling	–	–	2.25	2.25
TOTAL	**2.91**	**1.07**	**22.60**	**26.58**

Summary of new positions

Council
- 0.75 FTE Program Analyst III – Regional Climate Change action plan (limited duration)

Finance and Administrative Services
- 1.0 FTE Program Analyst III – project management support/backfill for Finance Team
- 1.0 FTE Accountant II – cash and control field audits

Office of Metro Auditor
- 1.0 FTE Principal Auditor

Oregon Zoo
- 1.0 FTE Program Assistant 1 – Pygmy rabbit program
- 1.0 FTE Animal Keeper – Predators of the Serengeti
- 1.0 FTE Program Assistant 2 – Horticulture

Planning
- 1.0 FTE Program Director II – Research Director
- 1.0 FTE Administrative Specialist III – support to Research Director
- 1.0 FTE Program Supervisor 2 – corridor planning public outreach
- 0.6 FTE Associate Regional Planner – DRC Support (limited duration)

Regional Parks and Greenspaces
- 0.5 FTE Program Assistant III – Integrating Habitats
- 1.0 FTE Park Ranger – Cooper Mountain
- 0.50 FTE Service Supervisor 2 – Cooper Mountain
- 1.0 FTE Assistant Regional Planner – trails planning
- 1.0 FTE Maintenance Worker 2 – small tools repair/mechanic
- 1.0 FTE Assistant Management Analyst – Cemetery Program

Solid Waste and Recycling
- 1.25 FTE Hazardous Waste Technicians – formerly interns
- 1.0 FTE Senior Regional Planner – Sustainability Coordinator

MERC
- 1.0 FTE Sustainability Coordinator – OCC
- 1.0 FTE Box Office Coordinator – PCPA
- 1.0 FTE Utility Maintenance – PCPA
- 2.0 FTE Custodian/Utility Workers – OCC

TOTAL: 22.60 FTE

Revenue analysis

Revenue summary E-2
Enterprise revenues E-4
Tax revenues E-8
Grants and intergovernmental revenues E-12

Revenue summary, all sources

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
CURRENT REVENUES								
Real Property Taxes	$27,850,826	$28,669,527	$45,985,075	$45,985,075	$45,559,516	$45,559,516	$45,559,516	(0.93%)
Excise Tax	14,243,252	16,640,732	17,677,197	17,677,197	16,532,543	16,604,863	16,604,863	(6.07%)
Other Derived Tax Revenue	21,395	33,000	19,000	19,000	22,000	22,000	22,000	15.79%
Grants	10,876,624	8,089,034	21,423,548	21,867,948	17,648,063	19,299,363	19,363,127	(11.45%)
Local Government Shared Revenues	9,399,758	10,539,973	9,983,177	9,983,177	11,533,130	11,560,607	11,720,607	17.40%
Contributions from Other Governments	917,181	1,031,622	781,532	1,006,532	807,606	1,037,763	1,262,763	25.46%
Enterprise Revenue	104,458,277	108,385,291	107,278,494	108,550,552	122,820,265	121,955,140	121,720,932	12.13%
Interest Earnings	4,383,644	8,072,765	9,126,882	9,126,882	8,109,546	8,109,546	8,109,546	(11.15%)
Donations	2,402,701	2,761,551	3,303,952	3,254,487	5,429,422	5,429,422	5,432,422	66.92%
Other Misc. Revenue	1,451,731	1,708,155	1,810,352	1,810,352	4,544,795	4,544,795	4,544,795	151.04%
Bond and Loan Proceeds	39,330,256	131,270,869	0	0	0	0	0	0.00%
Subtotal External Current Revenues	**215,335,645**	**317,202,519**	**217,389,209**	**219,281,202**	**233,006,886**	**234,123,015**	**234,340,571**	**6.87%**
INTERFUND TRANSFERS								
Interfund Reimbursements	6,143,872	6,505,455	7,626,574	7,626,574	8,031,933	8,031,933	8,031,933	5.32%
Internal Service Transfers	536,471	677,798	931,416	931,416	1,016,634	1,016,634	1,016,634	9.15%
Interfund Loan	0	0	0	0	0	0	0	0.00%
Fund Equity Transfers	7,463,425	6,996,258	12,042,446	12,388,446	6,132,683	6,440,253	6,465,253	(47.81%)
Subtotal Internal Current Revenues	**14,143,768**	**14,179,511**	**20,600,436**	**20,946,436**	**15,181,250**	**15,488,820**	**15,513,820**	**(25.94%)**
TOTAL CURRENT REVENUES	**$229,479,413**	**$331,382,030**	**$237,989,645**	**$240,227,638**	**$248,188,136**	**$249,611,835**	**$249,854,391**	**4.01%**

Introduction

This section presents a consolidated summary of major operating revenues, a description of each source, underlying assumptions for revenue estimates and recent trends. Tables showing estimated or actual revenues for each major source for the last four fiscal years supplement this discussion. The five largest revenue sources (enterprise revenues, property taxes, excise taxes, grants and intergovernmental revenues) constitute 92 percent of Metro's current revenues (excluding interfund transfers) and are described in greater detail. Operating revenues are augmented by fund balances, which are addressed in the Budget Summary and Fund Summaries sections in this document.

Enterprise revenue

	Actual FY 2005-06	Actual FY 2006-07	Amended FY 2007-08	Adopted FY 2008-09	% of Department Total	% of Total Enterprise Revenue	% Change from FY 2007-08	% Change from FY 2005-06
MERC								
Rentals	$5,418,039	$6,831,101	$6,746,280	$7,473,243	24.56%		10.78%	37.93%
Concessions and Catering	10,801,981	12,577,237	12,427,507	12,579,134	41.34%		1.22%	16.45%
Parking	2,317,089	2,405,274	2,453,325	2,503,325	8.23%		2.04%	8.04%
Reimbursed Services	2,496,276	3,095,048	3,208,003	3,625,399	11.91%		13.01%	45.23%
Utility Services	2,090,028	1,328,202	1,468,869	1,456,200	4.79%		(0.86%)	(30.33%)
Other	2,847,937	2,508,299	2,369,307	2,791,268	9.17%		17.81%	(1.99%)
TOTAL MERC	**25,971,350**	**28,745,161**	**28,673,291**	**30,428,569**	**100.00%**	**25.00%**	**6.12%**	**17.16%**
OREGON ZOO								
Admissions	5,746,286	6,245,329	6,120,930	7,151,528	38.66%		16.84%	24.45%
Food Sales	4,349,993	4,700,163	4,457,674	5,125,669	27.71%		14.99%	17.83%
Retail Sales	1,738,783	1,931,520	1,922,791	2,211,360	11.95%		15.01%	27.18%
Railroad Rides	590,347	687,524	586,047	805,462	4.35%		37.44%	36.44%
Tuition and Lectures	915,976	977,758	833,613	1,239,645	6.70%		48.71%	35.34%
Exhibit Shows	441,549	398,487	604,512	1,049,986	5.68%		73.69%	137.80%
Other	565,262	640,211	694,639	915,000	4.95%		31.72%	61.87%
TOTAL OREGON ZOO	**14,348,196**	**15,580,992**	**15,220,206**	**18,498,650**	**100.00%**	**15.20%**	**21.54%**	**28.93%**
SOLID WASTE AND RECYCLING								
Disposal Fees	27,333,722	28,155,536	26,842,348	30,613,000	51.00%		14.05%	12.00%
Regional System Fee	20,469,568	19,646,882	20,525,711	22,824,207	38.03%		11.20%	11.50%
Transaction Fee	2,934,112	2,864,763	2,626,251	2,985,290	4.97%		13.67%	1.74%
Other	3,120,728	3,338,776	3,207,349	3,598,029	5.99%		12.18%	15.29%
TOTAL SOLID WASTE AND RECYCLING	**53,858,130**	**54,005,957**	**53,201,659**	**60,020,526**	**100.00%**	**49.31%**	**12.82%**	**11.44%**
Other Enterprise Revenue	10,280,601	10,053,181	11,455,396	12,773,187		10.49%	11.50%	24.25%
TOTAL ENTERPRISE REVENUE	**$104,458,277**	**$108,385,291**	**$108,550,552**	**$121,720,932**		**100.00%**	**12.13%**	**16.53%**

Enterprise revenues

Enterprise revenue represents income earned from use of Metro facilities or franchises and the purchase of Metro products and services. Eighty-nine percent of all enterprise revenue is derived from facilities operated or services provided by three departments: the Metropolitan Exposition Recreation Commission (MERC), Solid Waste and Recycling and the Oregon Zoo.

With certain exceptions, all enterprise revenue is subject to Metro's excise tax (see discussion that follows under Tax Revenues). Revenue generated at the Oregon Zoo and the Portland Center for the Performing Arts as well as other specific items detailed in Metro Code are exempt. Revenue projections are initially calculated based on gross revenues prior to the application of the excise tax; however, the budget document reflects revenues net of the excise tax (gross projections less excise tax).

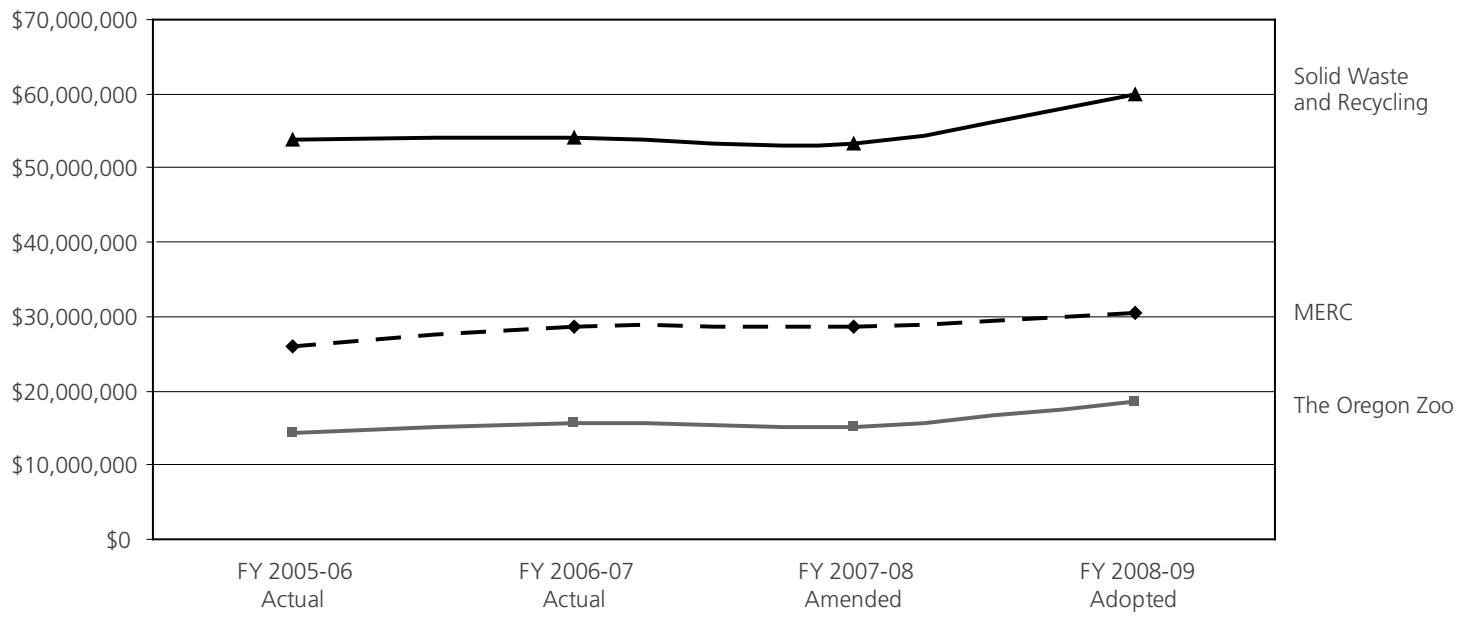
MERC ENTERPRISE REVENUE

Enterprise revenues from MERC-operated facilities account for 25 percent of total Metro enterprise revenues. MERC facilities include the Metropolitan Exposition Center (Expo Center), the Oregon Convention Center and the Portland Center for the Performing Arts (PCPA). Over 90 percent of MERC enterprise revenue is derived from the following sources:

Rental

This is the combined total of revenue generated for license agreements for temporary leasing of space within the facilities and revenue generated from equipment rental charged back to clients. Projected revenue represents a 38 percent increase over FY 2005-06 actual revenue. Rental fee increases at the

Key enterprise revenues



Oregon Convention Center and Expo Center in FY 2007-08 have contributed to the increase. In addition, at the end of FY 2005-06 one of the local resident companies moved away from the PCPA, freeing up theater space that has been rented to non-resident users at higher rates. However, the primary reason for the 25 percent increase is a technical reclassification of audio/visual rental fees from utility services to rental income starting in FY 2007-08.

Concessions/Catering

These are revenues generated from food and beverage sales and catered functions. Projections are based on projected attendance and historical sales. Concession and catering revenue is largely dependent on the number of convention bookings at the Oregon Convention Center and can fluctuate from one year to the next. It is often unpredictable and subject to unanticipated demands. The last quarters of both FY 2006-07 and FY 2007-08 saw surges in revenue due to last minute requests from large conventions. The facility budgets for a reasonable expectation of business based on historical trends and the mix of booked events.

Parking

These are fees charged for parking in the lots at the Oregon Convention Center and the Expo Center. Parking fees reflect a steady growth of approximately 2 percent annually.

Reimbursement Services

These are charges to renters for the labor cost of staging and staffing events at all three facilities. About 74 percent of these revenues are reimbursements for labor at the PCPA. Projections for this facility are based upon projected wage and fringe rates and the number of events to be held.

Utility Services

This category represents revenue received from contractors to cover the cost of a variety of utility services, such as electrical, telephone, air, water, gas, etc., used for business and show purposes. Approximately 82 percent of these revenues are recovered at the Oregon Convention Center. Projections are based on the number of events to be held and the anticipated fees charged by the utility providers. The large decrease in revenues is the result of a technical reclassification of audio/visual rental fees from utility services to rental income starting in FY 2007-08.

ZOO ENTERPRISE REVENUE

Enterprise revenues from the Oregon Zoo account for slightly more than 15 percent of Metro's total enterprise revenues. Zoo revenue projections are based on average per capita fees or rates. During the last several years, the zoo has been constructing a major new exhibit—the Great Northwest. The exhibit has been opened in phases with Eagle Canyon and the Trillium Creek Family Farm opening in 2004; and the final phase, Black Bear Ridge, opening in 2007. With the openings, zoo annual attendance substantially increased over the last four years. The following categories represent 95 percent of the zoo's annual enterprise revenues:

Admissions

Annual attendance forecasts and admission rates determine the admissions revenue estimate. The combination of new exhibit openings and excellent weather resulted in zoo attendance reaching more than 1.5 million in fiscal years 2006-07 and 2007-08. The FY 2008-09 budget assumes attendance of 1.5 million visitors.

Food Sales

This category includes revenues from food, beverage and catering sales. Projections for regular food and beverage sales are based upon a per capita spending of $2.45 multiplied by the anticipated attendance of 1.5 million visitors. Catering food sales projections of $1.45 million are based on sales and growth patterns from previous years.

Retail Sales

These are sales from the zoo gift shop and vending machines. The zoo forecasts revenues of $2.2 million from retail sales in FY 2008-09.

Railroad Rides

These are revenues from visitors paying to experience the zoo's train ride. Revenue projections are based on per capita spending of $0.54 multiplied by anticipated attendance of 1.5 million. The FY 2008-09 increases are due to package pricing of the zoo's temporary dinosaur exhibit with a train ride.

Tuitions and Lectures

This category includes fees for educational classes and lectures provided by or sponsored by the zoo. Revenues are projected based on historical class

participation and planned course offerings. The zoo is expanding its summer camp, urban nature overnight and zoo snooze schedules; all contribute to revenue increases in this category.

Exhibit and Shows

These are for fees received for special Oregon Zoo exhibits and shows. Many of the exhibits are transient and offered only one or two summers. Revenues projections are based on previous temporary exhibit revenue experiences and fluctuate depending on planned offerings. The zoo is offering a temporary dinosaur exhibit over the 2008 summer and a different temporary exhibit beginning June 2009, which may include sharks and sea rays.

SOLID WASTE AND RECYCLING ENTERPRISE REVENUES

Enterprise revenues from the Solid Waste and Recycling Department (SW&R) account for approximately 50 percent of total Metro enterprise revenues. These revenues are derived from charges for the processing and disposal of solid waste within the region. Haulers pay a "tip fee" to dispose of waste at a solid waste facility. At Metro's transfer stations, the tip fee covers the cost of processing, transport and disposal of the waste; general and administrative costs; Metro's Regional System Fee (see below); Metro Excise Tax; a host community fee; and Department of Environmental Quality fees. Effective September 1, 2008, Metro's tip fee is scheduled to increase to $75.75 per ton.

Tonnage Charge

This fee represents the portion of the Metro tip fee that covers the cost of disposing and transporting waste from Metro transfer stations. Tonnage for FY 2008-09 at Metro facilities is expected to increase about 9.7 percent from the FY 2007-08 budget. The primary reason for this increase is a change in the assumptions about tonnage flows among facilities. The FY 2007-08 budget assumed a diversion of waste from Metro facilities to a new private facility. However, the new facility did not open during FY 2007-08. The adopted budget is based on an assumption that the new facility will not become operational during FY 2008-09.

Regional System Fees

This fee is charged on a per-ton basis on all waste generated in the region and disposed of at a disposal site. This includes waste that is delivered to Metro's transfer stations, privately owned regional transfer stations, municpal waste-incinerators and landfills. The Regional System Fee recovers the cost of programs such as waste reduction, hazardous waste and a portion of debt service and landfill closure expenses. Regional tonnage is expected to grow less than 1 percent over the FY 2007-08 budget forecast. The fee, currently $14.08, is scheduled to increase to $16.04 effective September 1, 2008.

Transaction Fee

Transaction fees recover the cost of processing each load at Metro transfer stations, regardless of the weight. Users of the automated scales pay $3.00 per load, and users of the staffed scales pay $8.50 per load — no change from the FY 2007-08 levels. The difference in fees reflects the difference in cost to serve each of these user groups.

Other Revenue

Other revenue is derived from a variety of sources, including disposal charges for items such as tires, refrigeration units, yard debris and hazardous waste; community enhancement fees charged on each ton of waste accepted at Metro Central, Metro South and the Forest Grove transfer stations; and special assessment fees required by the Oregon Department of Environmental Quality. These other revenues will generate approximately $3.6 million in FY 2008-09.

OTHER ENTERPRISE REVENUES

These revenues are derived from several sources and comprise about 10 percent of total enterprise revenues. Revenues include fees charged at Metro's Regional Parks, parking fees charged at Metro Regional Center and revenue generated by the regional Contractor's License Program and the Data Resource Center.

Also included in this category are internal fees charged to departments by Risk Management for the cost of health care provided to employees. The increase from year-to-year is primarily due to the rising cost of health care insurance.

Tax revenue

	Actual FY 2005-06	Actual FY 2006-07	Amended FY 2007-08	Adopted FY 2008-09	% of Department Total	% of Total Tax Revenue	% Change from FY 2007-08	% Change from FY 2005-06
PROPERTY TAXES								
Operations	$9,399,548	$9,885,890	$10,270,275	$10,936,572	24.01%		6.49%	16.35%
G.O. Debt Service	18,451,278	18,783,637	35,714,800	34,622,944	75.99%		(3.06%)	87.65%
TOTAL PROPERTY TAXES	**27,850,826**	**28,669,527**	**45,985,075**	**45,559,516**	**100.00%**	**73.29%**	**(0.93%)**	**63.58%**
EXCISE TAXES								
Construction Excise Tax	0	1,806,012	3,000,000	1,497,954	9.02%		(50.07%)	N/A
Solid Waste and Recycling Operations	11,506,880	11,803,883	11,779,408	12,782,056	76.98%		8.51%	11.08%
MERC Operations	1,400,516	1,597,348	1,521,292	1,665,382	10.03%		9.47%	18.91%
Zoo Operations	1,079,554	1,168,953	1,131,278	396,450	2.39%		(64.96%)	(63.28%)
Other	256,302	264,537	245,219	263,021	1.58%		7.26%	2.62%
TOTAL EXCISE TAXES	**14,243,252**	**16,640,733**	**17,677,197**	**16,604,863**	**100.00%**	**26.71%**	**(6.07%)**	**16.58%**
TOTAL TAX REVENUE	**$42,094,078**	**$45,310,260**	**$63,662,272**	**$62,164,379**		**100.00%**	**(2.35%)**	**47.68%**

Tax revenue

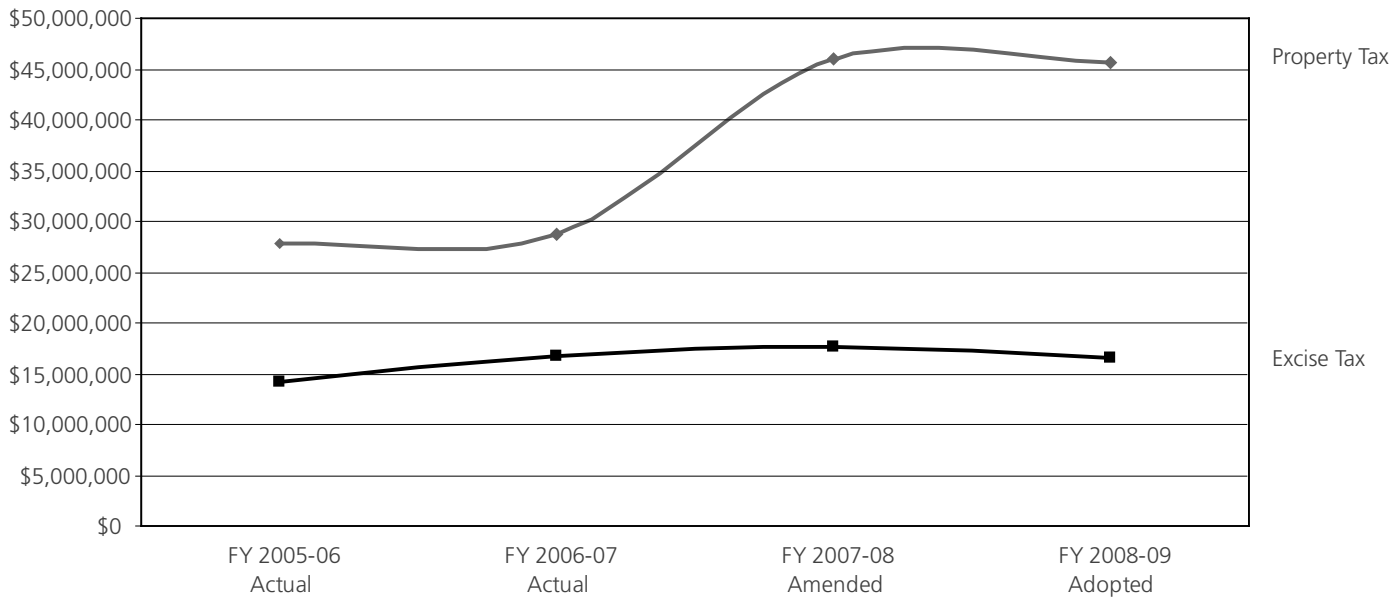
Metro's tax revenues are generated from two major sources – property taxes and excise taxes. Together, they constitute almost 27 percent of Metro's total revenues (not including interfund transfers). This percentage overstates the tax revenue contribution to current operations because 76 percent of property taxes are dedicated to debt service.

PROPERTY TAXES

Property taxes are levied by Metro for only two purposes – operations and debt service payments. In 1990, voters approved a permanent property tax levy for Oregon Zoo operations. The tax levy for operations is subject to the state limitations of Ballot Measures 5 and 50. Ballot Measure 50 removed any specific dedication of the tax to the Oregon Zoo. It converted all property tax levies for operations to a permanent tax rate applied to assessed value. The rate cannot be changed. The measure also restricts the increase in assessed value to 3 percent annually plus an allowance for new construction. Ballot Measure 5 limits total general government levies to no more than $10.00 per thousand of assessed value.

By law, general obligation debt must be approved by voters. Property taxes for debt service are levied to repay debt on four voter-approved general obligation bond measures (see Section I, Debt Summary, in this document for more information). Property taxes levied for general obligation debt are exempt from the limitations of Ballot Measures 5 and 50. In November 2006 the voters of the Metro region approved a $227.4 million general obligation bond measure for the new Natural Areas program. The first series under this authorization – $124,295,000 – was issued in April 2007. The FY 2007-08 budget reflected the first property tax levy for debt on this issue resulting in a 90 percent increase in property taxes over FY 2006-07.

Tax revenues



EXCISE TAXES

Metro imposes a tax on users of facilities, equipment, systems, functions, services or improvements owned, operated, franchised or provided by Metro. Excise tax revenues support the costs of the Council Office and programs that are unable to generate sufficient own-source revenue. It is a key revenue source supporting the Planning and Regional Parks departments.

Prior to FY 2000–01 the excise tax was collected as a percentage of revenues generated regardless of the source. However, in FY 2000–01 the Council amended the method by which excise tax is calculated on solid waste revenues from a percentage of the tipping fee to a flat rate per ton. The rate per ton on solid waste revenues is determined annually during the budget process based on a formula set in the authorizing ordinance. This year's budget includes an excise tax rate of 7.5 percent on all non-solid waste generated revenues and a flat fee of $8.97 on all solid waste tonnage, including an additional $3.34 per ton for Regional Parks, a Tourism Opportunity and Competitiveness Account to provide assistance to MERC in marketing the Oregon Convention Center, and an annual contribution to the general renewal and replacement account for departments that reside in the General Fund. (For additional discussion on the excise tax, see "Where the money comes from" in Section D, Budget Summary, in this document).

The FY 2008-09 budget implements a recommendation of the recent Oregon Zoo Future Vision Committee and exempts the Oregon Zoo from the payment of the Metro excise tax effective September 1, 2008. This action results in a reduction of approximately $735,000, or about 65 percent, from the amount received on zoo revenues in the FY 2007-08 budget.

Starting July 1, 2006, Metro began collection of a new Construction Excise Tax (CET). This tax is imposed on new construction within the region, with limited exceptions, and is intended to raise $6.3 million over three years to fund concept planning in the new areas recently brought into the Urban Growth Boundary.

Metro

Grants and intergovernmental revenues

	Actual FY 2005-06	Actual FY 2006-07	Amended FY 2007-08	Adopted FY 2008-09	% of Department Total	% of Total Grants/Inter gov't Revenue	% Change from FY 2007-08	% Change from FY 2005-06
GRANTS								
Planning Grants	$9,679,378	$7,656,032	$19,046,891	$15,042,607	77.69%		(21.02%)	55.41%
Regional Parks Grants	642,986	92,496	1,014,372	1,306,988	6.75%		28.85%	103.27%
Other	554,260	3,128,096	1,806,685	3,013,532	15.56%		66.80%	443.70%
TOTAL GRANTS	**10,876,624**	**10,876,624**	**21,867,948**	**19,363,127**	**100.00%**	**59.86%**	**(11.45%)**	**78.03%**
INTERGOVERNMENTAL REVENUES								
Hotel/Motel Taxes	8,852,246	9,976,554	9,419,249	11,114,685	85.61%		18.00%	25.56%
City of Portland for PCPA	917,181	689,082	711,375	962,449	7.41%		35.29%	4.94%
Support for Regional Parks and Greenspaces	261,517	13,600	246,875	26,000	0.20%		(89.47%)	(90.06%)
Other	285,995	892,359	612,210	880,236	6.78%		43.78%	207.78%
TOTAL INTERGOVERNMENTAL REVENUES	**10,316,939**	**11,571,595**	**10,989,709**	**12,983,370**	**100.00%**	**40.14%**	**18.14%**	**25.85%**
TOTAL GRANTS AND INTERGOVERNMENTAL	**$21,193,563**	**$22,448,219**	**$32,857,657**	**$32,346,497**		**100.00%**	**(1.56%)**	**52.62%**

Grants and intergovernmental revenues

For FY 2008-09 grants and intergovernmental revenue represent almost 14 percent of Metro's total revenues (not including interfund transfers). The principal sources for these revenues are state and federal planning grants, support for the PCPA from the City of Portland and Multnomah County's pass-through of hotel/motel taxes.

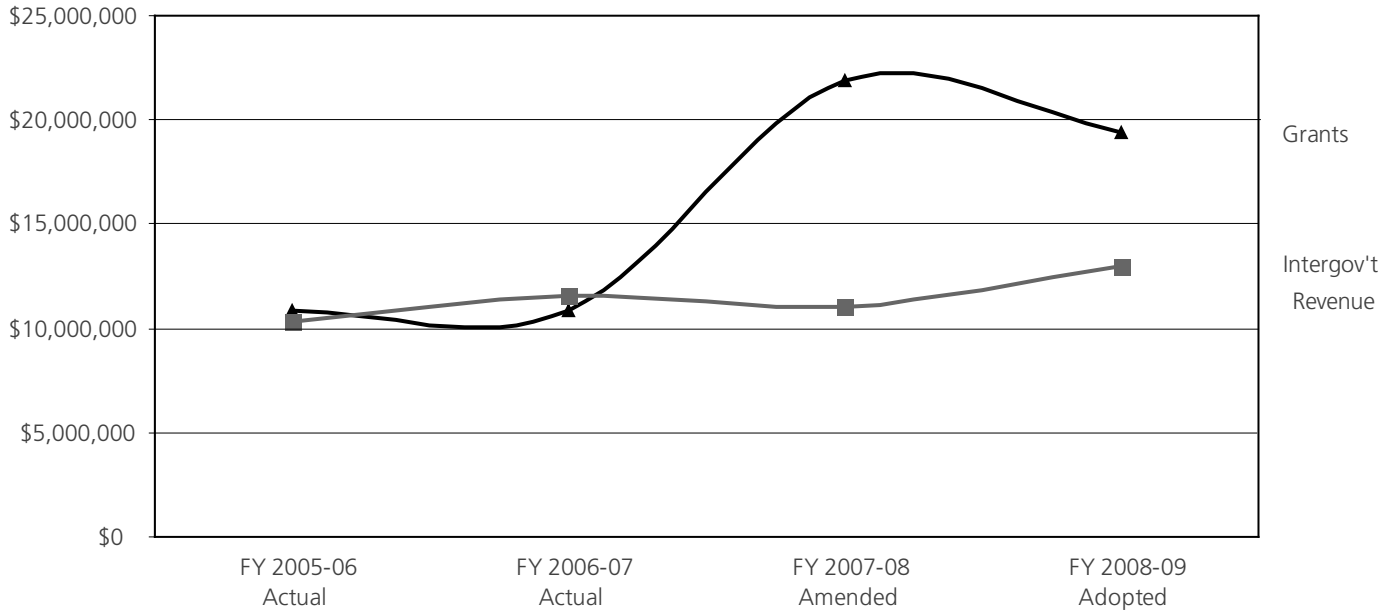
Grants

Most of Metro's grant revenues support planning activities. The majority of planning grant dollars are for transportation planning purposes. Because Metro is the designated agency for regional transportation planning under the Federal Transportation Efficiency Act of the 21st Century, it receives a significant amount of federal grant dollars. In addition, Metro receives grants from the state, the local transit agency (TriMet) and other local governments within the region. Planning grants are budgeted in accordance with the approved Metropolitan Transportation Improvement Plan and will fluctuate from year to year based on approved projects.

Intergovernmental Revenues

Intergovernmental revenues include contributions from other governments to support Metro programs and capital projects, and revenues received from other governments and shared with Metro on a formula basis. The largest shared operating revenue program is the hotel/motel occupancy tax levied by Multnomah County. Multnomah County passes through to Metro almost all of its 3 percent hotel/motel tax to support the operations of the Oregon Convention Center and the Portland Center for the Performing Arts.

Grants and intergovernmental revenues



Additionally, Metro receives intergovernmental revenue from the City of Portland to support the operations at the PCPA. The PCPA is owned by the city but is managed by Metro. Through agreements negotiated in FY 2000–01, the city increased its contributions for operations and capital improvements at PCPA.

The other principal sources of shared revenues for Metro are registration fees for recreational vehicles and marine fuel taxes. Projections for these sources are based on estimates received from the State of Oregon and Multnomah County.

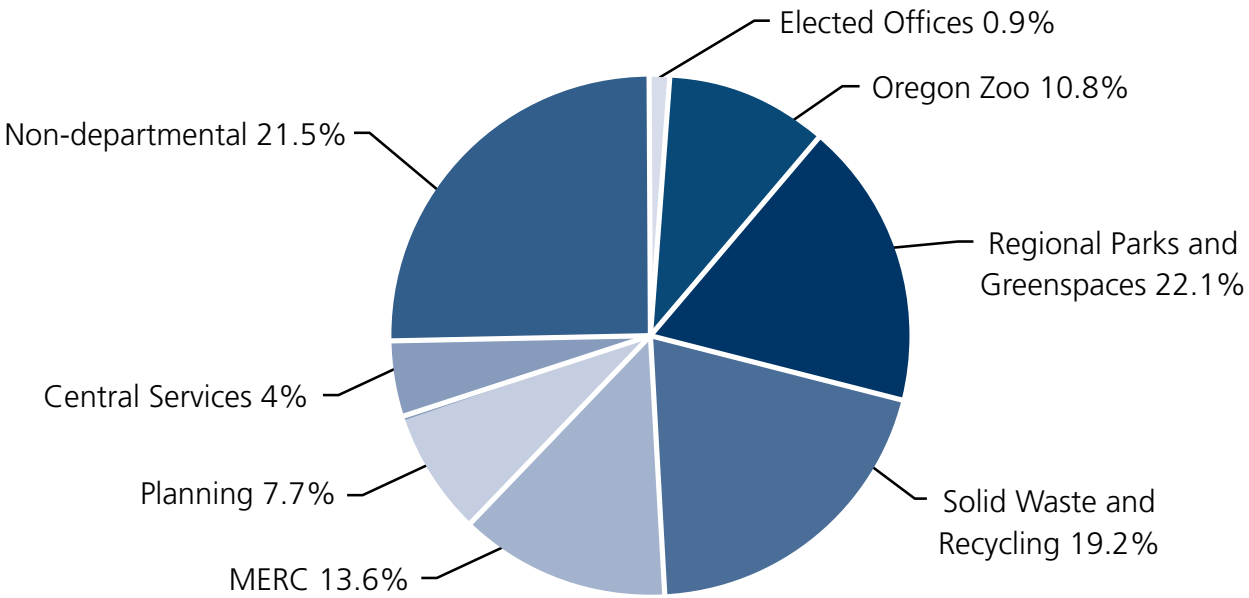
Department summaries

Summary of all departments F-2
Council Office F-5
Office of the Metro Auditor F-9
Office of Metro Attorney F-13
Finance and Administrative Services F-17
Human Resources F-21
Information Technology F-25
Metropolitan Exposition Recreation Commission F-29
The Oregon Zoo F-35
Planning F-39
Public Affairs and Government Relations F-45
Regional Parks and Greenspaces F-49
Solid Waste and Recycling F-55
Non-departmental Summary F-61

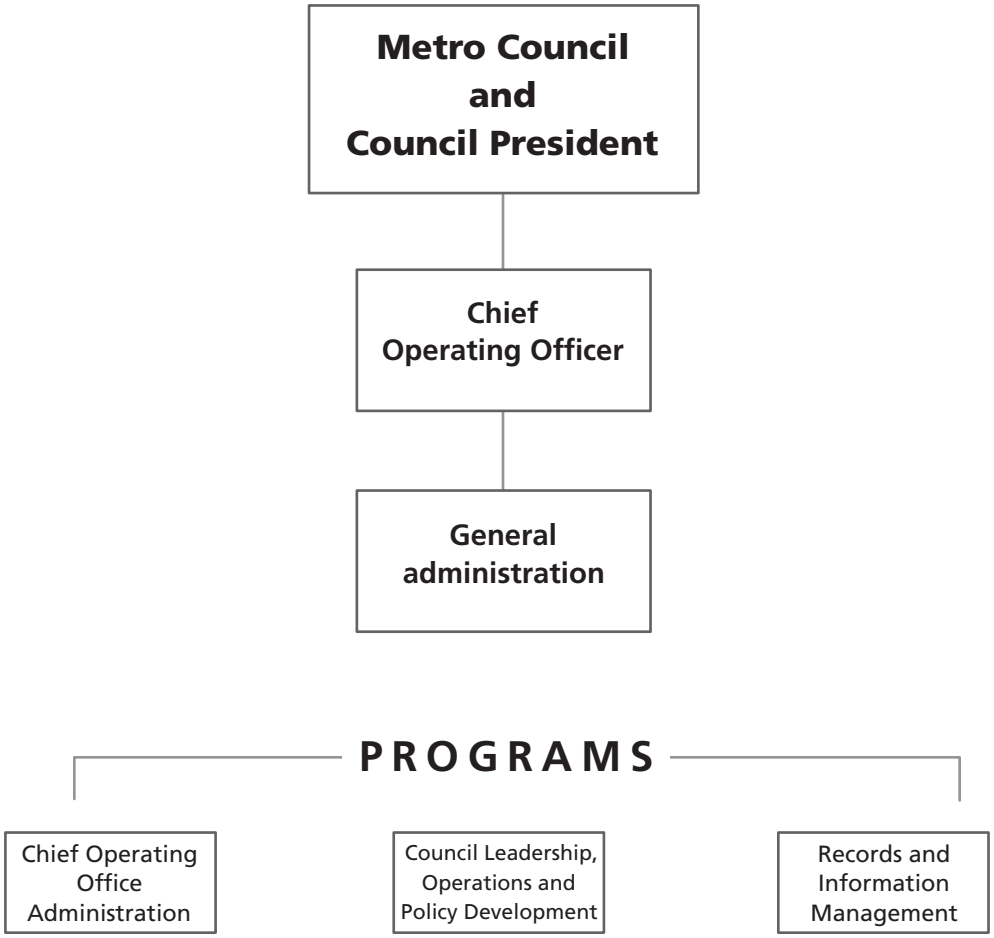
Summary of all departments

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$56,140,536	$59,019,765	$67,057,592	$67,845,129	$73,918,380	$74,242,490	$74,313,000	9.53%
Materials and Services	104,083,360	86,898,960	108,325,464	114,692,038	120,494,557	122,376,154	124,127,766	8.23%
Capital Outlay	7,631,992	15,256,264	52,942,175	53,459,210	55,523,089	60,113,189	59,886,107	12.02%
Debt Service	39,186,238	24,392,684	41,572,730	41,572,730	42,191,394	42,191,394	42,191,394	1.49%
Interfund Reimbursements	6,143,872	6,505,456	7,626,574	7,626,574	8,031,932	8,031,932	8,031,932	5.32%
Internal Service Charges	536,471	677,798	931,416	931,416	1,016,635	1,016,635	1,016,635	9.15%
Fund Equity Transfers	7,463,425	6,996,258	12,042,446	12,388,446	6,132,683	6,440,253	6,465,253	(47.81%)
TOTAL	**$221,185,894**	**$199,747,185**	**$290,498,397**	**$298,515,543**	**$307,308,670**	**$314,412,047**	**$316,032,087**	**5.87%**
BUDGET BY DEPARTMENT								
Office of the Metro Auditor	$544,747	$444,825	$516,803	$527,283	$651,286	$651,286	$651,286	23.52%
Office of the Council	1,491,092	1,643,207	1,836,470	1,921,351	1,949,593	2,024,593	2,254,278	17.33%
Office of Metro Attorney	1,274,322	1,446,054	1,866,238	1,866,238	1,962,527	1,981,157	1,981,157	6.16%
Finance and Administrative Services	4,479,276	4,751,715	5,991,790	5,991,790	5,753,393	6,167,393	6,281,152	4.83%
Human Resources	1,118,118	1,482,818	1,607,004	1,637,004	1,673,217	1,712,211	1,737,211	6.12%
Information Technology	2,462,274	2,422,668	3,103,061	3,353,061	3,542,337	3,692,337	3,698,372	10.30%
MERC	49,008,386	36,283,230	38,202,840	39,684,950	41,603,704	42,197,804	42,642,804	7.45%
Oregon Zoo	24,511,683	25,061,073	29,617,049	30,864,084	30,145,689	33,625,689	33,815,689	9.56%
Planning	12,222,580	13,002,305	21,384,449	22,011,914	23,046,194	23,835,194	24,208,755	9.98%
Public Affairs Department	1,378,257	1,459,512	2,221,648	2,317,058	2,571,375	2,586,375	2,586,375	11.62%
Regional Parks and Greenspaces	7,534,030	16,878,360	58,813,511	59,662,911	67,425,735	68,934,718	69,046,718	15.73%
Solid Waste and Recycling	48,188,988	50,474,898	52,000,637	54,787,637	60,107,199	59,804,199	59,904,199	9.34%
Non-Departmental	66,972,141	44,396,520	73,336,897	73,890,262	66,876,421	67,199,091	67,224,091	(9.02%)
TOTAL	**$221,185,894**	**$199,747,185**	**$290,498,397**	**$298,515,543**	**$307,308,670**	**$314,412,047**	**$316,032,087**	**5.87%**
Contingency	0	0	53,166,696	46,044,485	51,739,969	51,552,979	51,504,759	11.86%
Ending Fund Balance	111,397,291	249,586,880	127,727,594	129,070,652	91,349,272	91,269,202	91,034,994	(29.47%)
TOTAL BUDGET	**$332,583,185**	**$449,334,065**	**$471,392,687**	**$473,630,680**	**$450,397,911**	**$457,234,228**	**$458,571,840**	**(3.18%)**
FULL-TIME EQUIVALENTS (FTE)	660.58	680.69	719.31	725.40	749.13	751.48	751.98	3.66%

Summary of all departments



Metro


Metro Council and Council President
Chief Operating Officer
General administration
PROGRAMS
Chief Operating Office Administration
Council Leadership, Operations and Policy Development
Records and Information Management

Council Office

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$1,412,458	$1,504,565	$1,655,385	$1,740,266	$1,785,540	$1,845,540	$2,066,225	18.73%
Materials and Services	78,634	138,642	151,085	151,085	164,053	179,053	188,053	24.47%
Capital Outlay	0	0	30,000	30,000	0	0	0	(100.00%)
TOTAL	**$1,491,092**	**$1,643,207**	**$1,836,470**	**$1,921,351**	**$1,949,593**	**$2,024,593**	**$2,254,278**	**17.33%**
BUDGET BY DIVISION								
Leadership, Oper. & Policy Dev'l	$1,491,092	$1,318,337	$1,469,986	$1,554,867	$1,559,791	$1,634,791	$1,634,791	5.14%
Chief Operating Officer	$0	$235,294	$261,471	$261,471	$275,320	$275,320	$505,005	93.14%
Records & Information Mgmt	$0	$89,576	$105,013	$105,013	$114,482	$114,482	$114,482	9.02%
TOTAL	**$1,491,092**	**$1,643,207**	**$1,836,470**	**$1,921,351**	**$1,949,593**	**$2,024,593**	**$2,254,278**	**17.33%**
BUDGET BY FUND								
General Fund	$1,491,092	$1,643,207	$1,836,470	$1,921,351	$1,949,593	$2,024,593	$2,254,278	17.33%
TOTAL	**$1,491,092**	**$1,643,207**	**$1,836,470**	**$1,921,351**	**$1,949,593**	**$2,024,593**	**$2,254,278**	**17.33%**
FULL-TIME EQUIVALENTS (FTE)	19.00	20.00	20.00	20.42	20.00	20.75	21.75	6.51%

Metro Council

The Metro Council is the governing body of Metro. Council authority is defined in the Metro Charter, passed by voters in 1992 and amended in 2000. The Council provides regional governance and leadership, reflecting an ongoing, innovative planning orientation, and focusing on issues that cross local boundaries and require collaborative solutions. It provides oversight to attain the regional goals of guiding growth and creating livable communities, and works to promote economic, cultural and environmental balance. The Council communicates effectively and develops constructive relationships with both internal and external audiences. The Council develops long range plans for existing and future Metro activities. It assures the financial integrity of Metro through adoption of the budget and levying of taxes, user charges and other revenue measures. The Council also provides oversight of the operation of Metro functions and programs to ensure that adopted policies and programs are carried out.

The Council consists of seven elected officials: six Councilors elected from distinct geographic districts and one Council President elected from the metropolitan region at large. The Council Office's department budget also includes the Chief Operating Officer, who serves at the pleasure of Council and Council President to enforce Metro ordinances; execute the policies of the Metro Council; provide day-to-day administration of Metro's resources, programs, enterprise businesses, facilities and workforce; and prepare the proposed budget for Council consideration.

The Council Office staff provides administrative and policy support to the 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. Administrative support provided to the Metro Council, Council President and Chief Operating Officer includes personnel administration, department budgeting and fiscal control, meeting support, calendar and mailing lists maintenance, special projects, distribution of Council agendas and agenda materials, and maintenance and archiving of Council records.

MAJOR ACCOMPLISHMENTS IN FY 2007-08

- Completion of the 2035 Federal Regional Transportation Plan.
- Development of Making the Greatest Place initiative.
- Establishment and implementation of urban and rural reserves collaborative decision-making process.
- Adoption of Regional Solid Waste Management Plan.
- Adoption of Waste Transport contract.
- Continued implementation of program budgeting.
- Development of Chief Operating Officer Annual Budget.
- Adoption of Natural Areas acquisition refinement plans.
- Establishment of Revolving Affordable Housing loan fund.
- Completion of Convention Center Headquarters Hotel due diligence.

SERVICE LEVEL CHANGES FROM FY 2007-08

The service level plan for FY 2008-09 includes a minimum of six off-site council meetings (one in each district), staffing for weekly work sessions and regular Council meetings, as well as bimonthly meetings of Metro Policy Advisory Committee. Joint sessions between MERC Commission and Metro Council, Council and some city councils, Joint Policy Advisory Committee on Transportation and Council are supported through the collaborative efforts of agency staff and city council staff. Staffing for additional public hearings, work sessions, committees and task forces will continue to be provided with the limited resources in the department and the collaborative support of other agency departments. The department is looking at ways to better manage meetings with greater efficiencies. The Council Office continues to enhance its policy development and implementation through its cost effective coordinated internship program. The office provides ever increasing agency records using web-based technology. The department is working in conjunction with Portland State University to provide access to web-based legislation and planning records. The Council Office added a Deputy Chief Operating Officer position to manage the Sustainable Metro Initiative. In addition, Metro Council added a limited duration program assistant position to create a Regional Climate Action plan.

MAJOR OBJECTIVES FOR FY 2008–09

- Convene Connecting Green National Parks Forum.
- Integrate sustainability agency-wide.
- Evaluate Convention Center Headquarters Hotel fiscal feasibility.
- Establish long-term regional infrastructure financing plan.
- Implement Oregon Zoo Master Plan.
- Complete 2035 State Regional Transportation Plan.

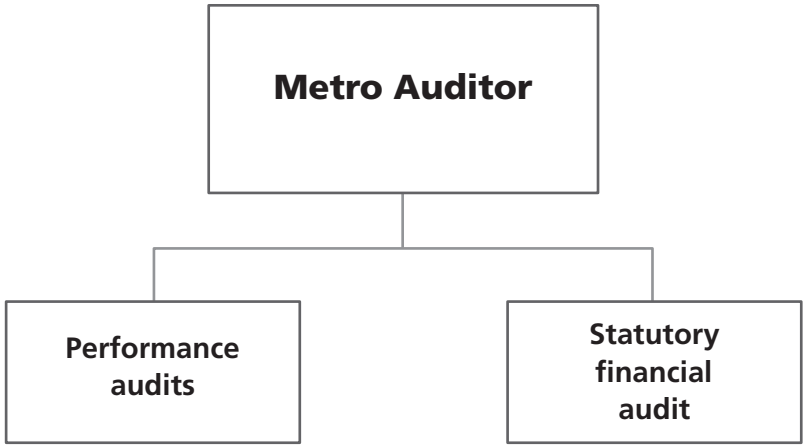
PROGRAMS FOR FY 2008-09

Responsible Operations

Council Leadership, Operations and Policy Development Program– The Metro Council provides regional governance in the fulfillment of its stated mission. Councilors are supported in their work through policy development, operational efficiencies and district outreach efforts.

Chief Operating Officer Administration Program– The Chief Operating Officer manages the agency for the Council and plans for agency support to implement regional programs and initiatives. The Chief Operating Officer enforces Metro ordinances; executes the policies of the Metro Council; and administers Metro's resources, programs, facilities and staff.

Records and Information Management Program– Metro's Records and Information Management Program provides for the professional management of information from the time records are received or created through their processing, distribution, use and placement in a storage or retrieval system until their eventual destruction or permanent retention.


Metro Auditor
Performance audits
Statutory financial audit

Metro Auditor Office

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$423,538	$371,390	$486,623	$497,103	$617,245	$617,245	$617,245	24.17%
Materials and Services	121,209	73,435	30,180	30,180	34,041	34,041	34,041	12.79%
TOTAL	**$544,747**	**$444,825**	**$516,803**	**$527,283**	**$651,286**	**$651,286**	**$651,286**	**23.52%**
BUDGET BY DIVISION								
Office of the Auditor	$544,747	$444,825	$516,803	$527,283	$651,286	$651,286	$651,286	23.52%
TOTAL	**$544,747**	**$444,825**	**$516,803**	**$527,283**	**$651,286**	**$651,286**	**$651,286**	**23.52%**
BUDGET BY FUND								
General Fund	$544,747	$444,825	$516,803	$527,283	$651,286	$651,286	$651,286	23.52%
TOTAL	**$544,747**	**$444,825**	**$516,803**	**$527,283**	**$651,286**	**$651,286**	**$651,286**	**23.52%**
FULL-TIME EQUIVALENTS (FTE)	5.00	5.00	5.00	5.00	6.00	6.00	6.00	20.00%

Metro Auditor

The mission of the Auditor's Office is to ensure that Metro is accountable to the public, ensure that Metro activities are transparent, and improve the efficiency, effectiveness and quality of Metro services and activities.

ABOUT THE METRO AUDITOR

The Metro Auditor is an elected position created as part of the home rule charter approved by voters in 1992. The Metro Auditor is elected region-wide and must possess professional certification as a licensed Certified Public Accountant or a Certified Internal Auditor. Both professions adhere to audit standards that include, among others, independence, objectivity, periodic quality control review and ongoing professional education. The Metro Charter mandates that the Auditor make continuous investigations of Metro operations, including financial transactions, personnel, equipment and facilities, and all other aspects of these operations. The Auditor issues reports to the Council based on the results of these investigations and makes recommendations for improvement.

The primary role of the Metro Auditor is oversight of both performance and financial audits. State law requires Metro to use an outside Certified Public Accounting firm to audit its annual financial statements. The Metro Auditor administers this contract for financial audit services while focusing staff efforts on performance audits. The Auditor's Office conducts performance audits in accordance with generally accepted government auditing standards.

Audits are conducted at the initiative of the Metro Auditor to fulfill the Metro Charter mandate. Topics may be selected in response to specific concerns or requests, and reviews cover the full spectrum of Metro departments and activities. The following factors are considered in selecting projects:

- Potential for savings or improvement.
- Level of Council and public interest.
- Potential for loss or risk of loss.
- Quality of internal controls.
- Historical problems or concerns.
- Audit staff resources.

MAJOR ACCOMPLISHMENTS IN FY 2007–08

- Established an ethics hotline available for employees and the public to report concerns.
- Created a measurement tracking system for the office and compiled performance measures.
- Created a post-audit survey and conducted survey after audits were completed.

SERVICE LEVEL CHANGES FROM FY 2007–08

The budget includes a 1.0 FTE increase for a Senior Management Auditor. Adding a new auditor position allows the office to conduct more comprehensive audits and complete one or two additional audits per year.

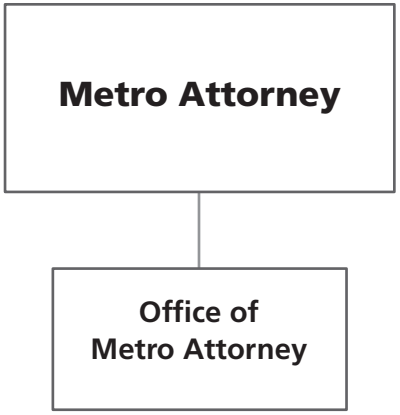
MAJOR OBJECTIVES FOR FY 2008–09

- Work on strengthening the ethical climate at Metro.
- Conduct first follow-up audits.
- Improve office effectiveness and efficiency.

PROGRAMS FOR FY 2008-09

Responsible Operations

Performance auditing– The Office conducts audits according to auditing standards and assesses how well Metro services and activities are performing.


Metro Attorney
Office of
Metro Attorney

Metro Attorney Office

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$1,207,678	$1,344,676	$1,807,338	$1,807,338	$1,903,063	$1,921,693	$1,921,693	6.33%
Materials and Services	66,644	101,378	58,900	58,900	59,464	59,464	59,464	0.96%
TOTAL	**$1,274,322**	**$1,446,054**	**$1,866,238**	**$1,866,238**	**$1,962,527**	**$1,981,157**	**$1,981,157**	**6.16%**
BUDGET BY DIVISION								
Office of Metro Attorney	$1,249,497	$1,390,776	$1,866,238	$1,866,238	$1,962,527	$1,981,157	$1,981,157	6.16%
Open Spaces Due Diligence Prog.	24,825	55,278	0	0	0	0	0	0.00%
TOTAL	**$1,274,322**	**$1,446,054**	**$1,866,238**	**$1,866,238**	**$1,962,527**	**$1,981,157**	**$1,981,157**	**6.16%**
BUDGET BY FUND								
General Fund	$1,249,497	$1,390,776	$1,866,238	$1,866,238	$1,962,527	$1,981,157	$1,981,157	6.16%
Open Spaces	24,825	55,278	0	0	0	0	0	0.00%
TOTAL	**$1,274,322**	**$1,446,054**	**$1,866,238**	**$1,866,238**	**$1,962,527**	**$1,981,157**	**$1,981,157**	**6.16%**
FULL-TIME EQUIVALENTS (FTE)	11.00	12.50	15.00	15.00	15.00	15.00	15.00	0.00%

Office of Metro Attorney

The purpose of the Office of Metro Attorney is to provide clear and concise legal advice to policymakers in making informed decisions in the public interest; to ensure to the maximum extent possible that Metro's written documents are clear and precise statements in order to avoid misunderstandings and possible litigation; to represent Metro, both formally and informally, consistent with the goals of Metro and in a manner that represents a responsible contribution to the administration of the courts and the justice system; and to fully comply with the highest professional and ethical standards of the Oregon State Bar, the Oregon Supreme Court and the legal profession.

ABOUT THE DEPARTMENT

The Office of Metro Attorney provides legal services to the entire Metro organization, including all departments, commissions, the Chief Operating Officer, the Council and the Auditor. These legal services include research, evaluation, analysis and advice regarding legal issues affecting Metro; review of contracts, requests for proposals and bid documents; negotiations regarding contractual agreements; and advice and assistance on legislative matters.

The Office of Metro Attorney 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 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 three and one-half clerical support positions, who are assigned to provide legal services to the Planning Department, the Solid Waste and Recycling Department, the Regional Parks and Greenspaces Department, the Metropolitan Exposition Recreation Commission, and the Oregon Zoo, as well as legal work needed by the Council, Chief Operating Officer, Auditor, Human Resources, Information Technology and Finance and Administrative Services departments.

Consistent with efficient provision of legal services, actual work assignments are often organized on a team basis, and attorneys, paralegals and clerical staff are given work assignments based on areas of expertise and the varying levels of legal work being generated by the various Metro programs. Legal work does not flow into the office at a "steady state" rate or in relatively the same ratio per operating departments. The Office of Metro Attorney places all of its resources at the disposal of the entire agency on an as-needed basis.

Metro's lawyers are expected to fill the legal needs of Metro for general legal work including all agency contracts, employment and Metro Council policy development matters. Litigation is handled in-house for purpose of discovery and possible settlement discussions or motion for summary judgment purposes. Land use litigation is handled in-house exclusively.

Use of outside counsel is generally reserved for specialization-driven needs. Examples are Bond Counsel, or special tax Counsel related to tax exempt bonds or litigation where cases have high probability of going to a jury trial.

MAJOR ACCOMPLISHMENTS IN FY 2007-08

Since submitting last year's budget, which listed major accomplishments for Office of Metro Attorney, the office has achieved the following significant results:

- Hired new attorney to replace staff attorney transferred from solid waste matters to Natural Areas Acquisition Program.
- Added one additional attorney, one paralegal and one administrative assistant to assist in Natural Areas Acquisition Program.
- Provided legal services needed for Natural Areas Acquisition Program.
- Provided legal services needed to continue efforts to develop a headquarters hotel for the Oregon Convention Center.
- Obtained legislative and administrative rule approvals to allow region to adjust urban reserves and rural reserves.
- Provided legal services needed for all Transit Oriented Development transactions.
- Provided needed legal services for all Metro departments and the Metropolitan Exposition Recreation Commission.
- Provided legal services needed to enable Metro Council to achieve policy and administrative goals.

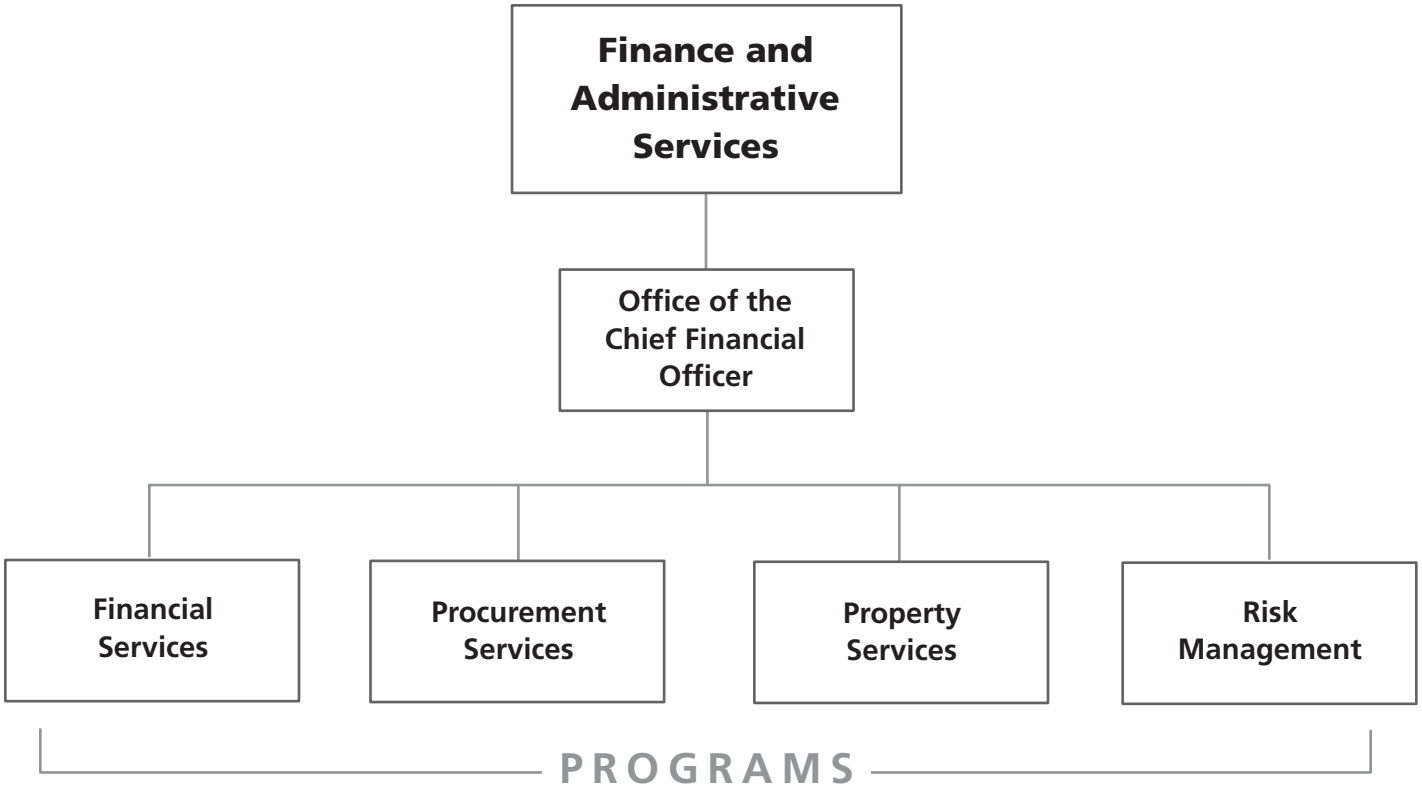
MAJOR OBJECTIVES FOR FY 2008–09

- Provide all legal services needed to enable Metro Council to achieve Council established goals.
- Complete successfully all other duties as assigned.

PROGRAMS FOR FY 2008-09

Responsible Operations

Office of Metro Attorney– The Office of Metro Attorney provides legal advice and services, including litigation when appropriate, for Metro officials, programs and staff. Services are provided in a cost-effective, responsive and proactive manner.


Finance and Administrative Services
Office of the Chief Financial Officer
Financial Services
Procurement Services
Property Services
Risk Management
PROGRAMS

Finance and Administrative Services

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$2,902,930	$3,090,358	$3,595,894	$3,595,894	$4,002,962	$4,018,962	$4,018,962	11.77%
Materials and Services	1,415,798	1,372,297	1,615,337	1,615,337	1,633,431	1,741,431	2,079,231	28.72%
Capital Outlay	160,548	289,060	780,559	780,559	117,000	407,000	182,959	(76.56%)
TOTAL	**$4,479,276**	**$4,751,715**	**$5,991,790**	**$5,991,790**	**$5,753,393**	**$6,167,393**	**$6,281,152**	**4.83%**
BUDGET BY DIVISION								
Office of the Chief Financial Officer	$255,305	$686,662	$920,401	$920,401	$1,163,241	$1,179,241	$1,179,241	28.12%
Accounting Services	1,701,285	1,394,231	1,545,462	1,545,462	1,662,791	1,662,791	1,662,791	7.59%
Contract Services	323,802	368,399	469,002	469,002	489,143	489,143	489,143	4.29%
Financial Planning	336,420	352,958	387,469	387,469	394,606	394,606	394,606	1.84%
Property Services	1,709,388	1,809,038	2,517,072	2,517,072	1,880,725	2,278,725	2,392,484	(4.95%)
Risk Management	153,076	140,427	152,384	152,384	162,887	162,887	162,887	6.89%
TOTAL	**$4,479,276**	**$4,751,715**	**$5,991,790**	**$5,991,790**	**$5,753,393**	**$6,167,393**	**$6,281,152**	**4.83%**
BUDGET BY FUND								
General Fund	$4,326,200	$4,476,679	$5,366,447	$5,366,447	$5,473,506	$5,489,506	$5,489,506	2.29%
General Renewal & Replacement Fund	0	134,609	472,959	472,959	117,000	330,000	342,800	(27.52%)
Metro Capital Fund	0	0	0	0	0	185,000	285,959	n/a
Risk Management	153,076	140,427	152,384	152,384	162,887	162,887	162,887	6.89%
TOTAL	**$4,479,276**	**$4,751,715**	**$5,991,790**	**$5,991,790**	**$5,753,393**	**$6,167,393**	**$6,281,152**	**4.83%**
FULL-TIME EQUIVALENTS (FTE)	40.70	40.70	40.70	40.70	43.70	43.70	43.70	7.37%

Finance and Administrative Services

The Finance and Administrative Services department provides financial management and administrative and operational services to Metro's elected officials, operating departments, employees and the public. The department is guided by its mission: To provide essential services in support of its customers.

ABOUT THE DEPARTMENT

The Finance and Administrative Services Department (FAS) and the Office of the Chief Financial Officer provide the primary business services for the agency. FAS provides accountability in revenue collection and expenditure processing, cash management and financial reporting; coordinates the preparation, monitoring and implementation of the agency's annual budget and five-year capital budget; manages debt; facilitates the Metro Council's strategic planning efforts and project prioritization; performs long-range financial planning; administers Metro's Risk Management program; manages Metro's headquarters building; and coordinates the agency's decentralized procurement system, overseeing Metro's contracting and managing the minority, women and emerging small business program (MWESB) activities. Finance and Administrative Services is funded by transfers from the operating departments and programs, offset by earned revenues for leases, parking and licensing. Each department is assessed for central services based on Metro's federally approved indirect cost allocation plan. Risk management assessments are based on claims history and actuarial standards.

In FY 2008-09 the Information Technology division becomes a separate department.

MAJOR ACCOMPLISHMENTS IN FY 2007–08

- Completed several remodels using green building materials (first floor for Regional Parks and Greenspaces and Office of the Metro Attorney; 2nd floor kitchen; new energy management equipment and software; parking lot lighting).
- Supported Council's long range financial planning by formalizing General Fund reserve policies, fully funding General Fund renewal and replacement and structuring undesignated reserves budget amendments.
- Conducted major assessment of General Fund assets in Parks, zoo and Metro Regional Center to validate renewal and replacement requirements and launched fixed asset project.
- Significantly improved MWESB utilization over prior year.
- Supported headquarters hotel decision making.
- Launched performance measurement project.
- Implemented several new auditing standards and received unqualified audit opinion.

SERVICE LEVEL CHANGES FROM FY 2007–08

The FY 2008-09 budget for FAS transfers Information Technology to its own department. The significant reduction in FTE staffing and budget is cost neutral. Two positions are added at the request of operating departments. An accounting position will train, support and monitor cash and controls procedures in the field where the transactions occur. An analyst position will support finance managers who are redeployed from department work to agency project work at the direction of the Council and Chief Operating Officer. An infrastructure finance analyst, authorized by Council in FY 2007-08, is transferred from the Office of the Chief Operating Officer.

MAJOR OBJECTIVES FOR FY 2008–09

- Implement new fixed asset system.
- Increase direct support to departments with newly authorized positions.
- Implement headquarters hotel decision.
- Complete actuarial study of Risk Management Fund.
- Put performance measurement into operation.
- Develop sustainable procurement strategy.

PROGRAMS FOR FY 2008-09

Responsible Operations

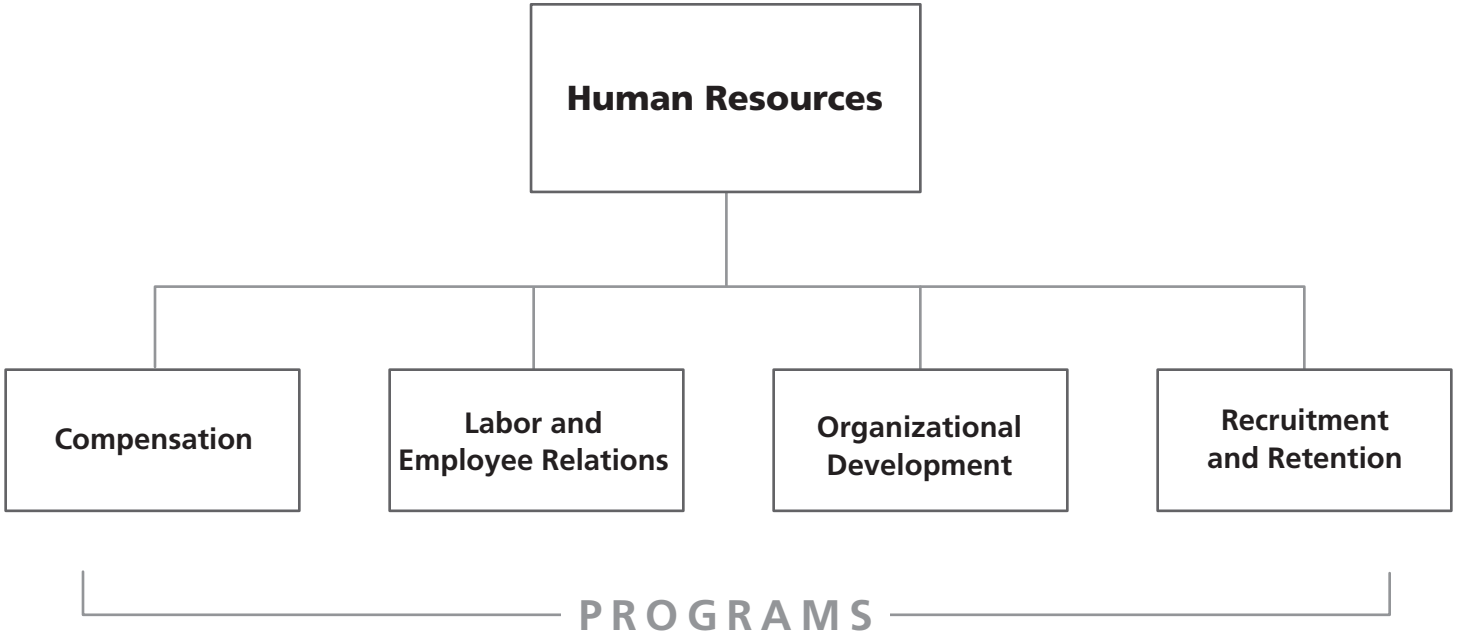
Financial Services– Financial Services joins the forces of the accounting and financial planning groups to assure the highest accountability for financial and operational performance. The division is responsible for processing and reporting all financial transactions, revenue collection, investment and 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.

Procurement Services– The Procurement Services division oversees the contracting and purchasing activities of Metro's operating departments 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 Metro use of MWESB by creating the maximum possible opportunity for such businesses to compete for and participate in Metro contracting activities.

Property Services– The Property Services division manages the Metro Regional Center, including the attached parking garage. The division provides for the Metro Regional Center's daily operating and security needs and manages major renovations and reconstruction within the facility. The division provides mailing and copy services for Metro departments.

Risk Management– The Risk Management division is responsible for Metro's workers' compensation and safety program, general liability and property claims and environmental impairment liability. The Risk Management Fund is managed to meet actuarial standards, relying on both purchased insurance and self-insured risk management techniques. The fund also includes employee health benefits and unemployment insurance programs that are managed by the Human Resources department.


Human Resources
Compensation
Labor and Employee Relations
Organizational Development
Recruitment and Retention
PROGRAMS

Human Resources

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$953,856	$1,246,482	$1,299,793	$1,299,793	$1,357,275	$1,389,269	$1,389,269	6.88%
Materials and Services	164,262	236,336	307,211	337,211	315,942	322,942	347,942	3.18%
TOTAL	**$1,118,118**	**$1,482,818**	**$1,607,004**	**$1,637,004**	**$1,673,217**	**$1,712,211**	**$1,737,211**	**6.12%**
BUDGET BY DIVISION								
Human Resources	$1,118,118	$1,482,818	$1,607,004	$1,637,004	$1,673,217	$1,712,211	$1,737,211	6.12%
TOTAL	**$1,118,118**	**$1,482,818**	**$1,607,004**	**$1,637,004**	**$1,673,217**	**$1,712,211**	**$1,737,211**	**6.12%**
BUDGET BY FUND								
General Fund	$1,118,118	$1,482,818	$1,607,004	$1,637,004	$1,673,217	$1,712,211	$1,737,211	6.12%
Risk Management	0	0	0	0	0	0	0	0.00%
TOTAL	**$1,118,118**	**$1,482,818**	**$1,607,004**	**$1,637,004**	**$1,673,217**	**$1,712,211**	**$1,737,211**	**6.12%**
FULL-TIME EQUIVALENTS (FTE)	11.00	15.00	15.00	15.00	15.00	15.00	15.00	0.00%

Human Resources

The Human Resources department works in partnership with customers to provide knowledge, advice and support regarding all areas of the employment relationship.

ABOUT THE DEPARTMENT

Human Resources assists its customers with recruiting, selecting and retaining a highly qualified and productive workforce that, in turn, delivers effective and efficient services to the region. Human Resources works collaboratively with its labor unions, AFSCME Local 3580 and LIUNA Local 483, to proactively address workplace issues and opportunities.

The Human Resources staff deliver services in four areas:

Compensation

Compensation staff develop, implement and administer Metro's classification, pay, health and welfare, wellness and unemployment programs and policies.

Labor and Employee Relations

Labor and Employee Relations staff represent Council and department directors in labor negotiations. Labor relations staff conducts all employment related investigations and trains managers on ways to reduce employment risk.

Organizational Development

Organizational Development staff conduct employee orientation; develop and deliver employment-related training; provide strategic planning and goal setting facilitation; offer dispute resolution services to managers and employees; and administer the Employee Service Award program.

Recruitment and Retention

Recruitment and Retention staff work to attract and retain an exceptionally competent, productive, diverse and motivated workforce.

MAJOR ACCOMPLISHMENTS IN FY 2007–08

- Implemented AFSCME 3580 classification and compensation study.
- Completed non-rep classification and compensation study for implementation in September 2008.
- Completed recruitment and selection process for Chief Information Officer.
- Implemented revisions to the Family Medical Leave Act and Oregon Family Leave Act.
- Revised the Performance Evaluation Program and implemented Cycle III.
- Developed a limited duration employment policy.
- Implemented changes in employment practices in response to the Oregon Identity Theft Protection Act.
- Developed and implemented employment policy and protocols in response to newly enacted public employer hiring preference for veterans, and new requirement to accommodate nursing mothers in the workplace.
- Launched employee opinion survey.
- Implemented Criminal Background Check policy and procedure at Oregon Zoo.
- Bargained 2007-11 Collective Bargaining Agreement with AFSCME 3580.
- Developed, produced and distributed the first edition of the Metro Employee Benefits Handbook.
- Completed Health Risk Assessment to all employees.

SERVICE LEVEL CHANGES FROM FY 2007–08

Lead Payroll Clerk position was reclassified to Program Analyst IV.

MAJOR OBJECTIVES FOR FY 2008–09

- Conduct FY 2008-09 LIU Classification and Compensation Study.
- Link core competencies for each position to the Performance Evaluation Program.
- Roll-out a full revision of Metro's personnel policies.
- Complete agency wide Harassment and Discrimination Training.
- Design and implement programs responsive to employee opinion survey.
- Complete the biennial Workforce Utilization/Availability Analysis for Metro and MERC.

- Develop an enhanced Wellness Program, with clearly defined and measurable goals focusing on Metro's return on its wellness program investment.

PROGRAMS FOR FY 2008-09

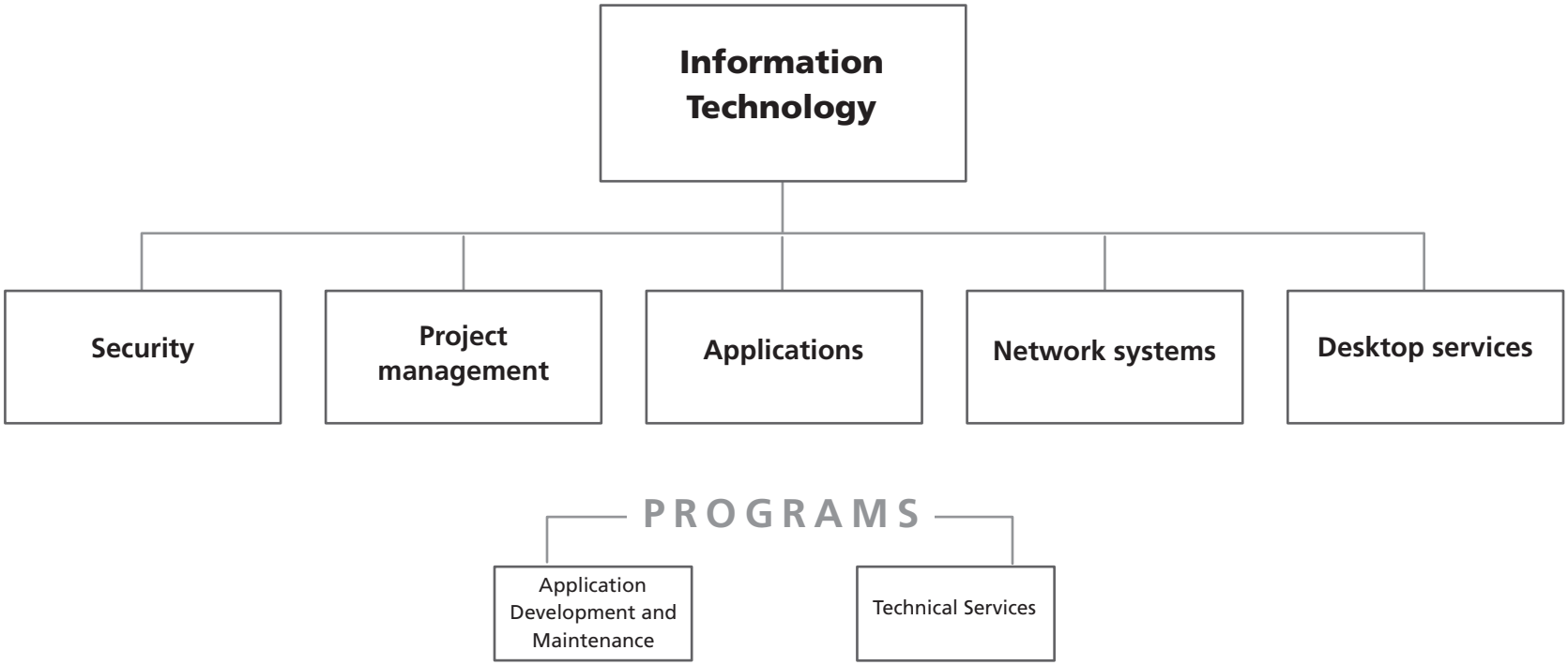
Responsible Operations

Compensation– Compensation staff develop, implement and administer Metro's classification, pay, health and welfare, wellness and unemployment programs and policies.

Labor and Employee Relations– Labor and Employee Relations staff represent Council and department directors in labor negotiations. Labor relations staff conducts all employment related investigations and trains managers on ways to reduce employment risk.

Organizational Development– Organizational Development staff conduct employee orientation; develop and deliver employment-related training; provide strategic planning facilitation; offer dispute resolution services to managers and employees; and administer the Employee Service Award program.

Recruitment and Retention– Recruitment and Retention staff work to attract and retain an exceptionally competent, productive, diverse and motivated workforce.


Information Technology
Security
Project management
Applications
Network systems
Desktop services
PROGRAMS
Application Development and Maintenance
Technical Services

Information Technology

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$1,788,272	$1,758,530	$2,053,013	$2,133,513	$2,320,635	$2,320,635	$2,139,170	0.27%
Materials and Services	389,270	422,122	561,848	731,348	606,074	606,074	707,732	(3.23%)
Capital Outlay	284,732	242,016	488,200	488,200	615,628	765,628	851,470	74.41%
TOTAL	**$2,462,274**	**$2,422,668**	**$3,103,061**	**$3,353,061**	**$3,542,337**	**$3,692,337**	**$3,698,372**	**10.30%**
BUDGET BY DIVISION								
Information Technology	$2,462,274	$2,422,668	$3,103,061	$3,353,061	$3,542,337	$3,692,337	$3,698,372	10.30%
TOTAL	**$2,462,274**	**$2,422,668**	**$3,103,061**	**$3,353,061**	**$3,542,337**	**$3,692,337**	**$3,698,372**	**10.30%**
BUDGET BY FUND								
General Fund	$2,462,274	$2,225,116	$2,620,061	$2,870,061	$2,926,709	$2,926,709	$2,808,244	(2.15%)
General Renewal & Replacement Fur	0	197,552	483,000	483,000	615,628	615,628	715,128	48.06%
Metro Capital Fund	0	0	0	0	0	150,000	175,000	
TOTAL	**$2,462,274**	**$2,422,668**	**$3,103,061**	**$3,353,061**	**$3,542,337**	**$3,692,337**	**$3,698,372**	**10.30%**
FULL-TIME EQUIVALENTS (FTE)	20.50	21.50	21.50	22.25	22.50	22.50	21.50	(3.37%)

Information Technology

The mission of the Information Technology department is to work in partnership with our customers to provide technology based leadership, consulting and direct services required to support Metro's vision, goals and business processes in the most cost-efficient and effective manner. Specifically, Information Technology works to:

- Identify and implement systems and processes that most effectively and efficiently use the technology resources, centralized and available in departments, to support Metro goals and the organizational business requirements of our customers.
- Promote workforce productivity and efficiency through the careful application of technologies that support improved business processes and enhanced stakeholder outreach and involvement.
- Track emerging technologies and anticipate possible applications that will provide positive returns to our customers and improve our agency-wide leverage.
- Manage the existing technology environment to ensure high reliability and ease of access for users in support of their business needs.
- Develop and manage appropriate policies, procedures and system controls to ensure the accuracy and compliance associated with access, security and authorized handling of information.

ABOUT THE DEPARTMENT

Information Technology, formerly a division of Finance and Administrative Services, is a separate department beginning in FY 2008-09. The department consists of three primary divisions: Application Development and Maintenance, Technical Services and Administration. The three divisions work closely to ensure that Information Technology serves as the hub for acquiring, building and maintaining applications and the necessary technical support to provide Metro staff, stakeholders and public appropriate access to Metro information.

Application Development and Maintenance is responsible for enterprise applications, which includes finance, human resources management, time keeping, records management and web content management software. In addition, application development and maintenance assists in support for unique department applications. Many applications are custom development requests in support of specific department needs that cannot be met through purchase of commercial software:

- PeopleSoft HR, Finance and Kronos timekeeping.
- TRIM records management.
- CM Tool web content management system.
- Web tools and infrastructure.

Technical Services is responsible for all hardware and software required to maintain an efficient and effective computer network. Technical Services manages all of the technical infrastructure and support requirements from the desktop through the network to the application being accessed by the user. This group is responsible for maintaining Metro's network infrastructure investment in a manner that provides for interoperability, scalability, standardization and protection from technological obsolescence:

- Desktop computer support and training.
- Network infrastructure development and support.
- Development of hardware standards and network architecture.
- Maintenance of shared file storage and retrieval.
- Data center operation, including business continuity planning.

The Administration division includes the Director's office, with primary responsibility for the development of policies and procedures relating to the access and use of information and information assets within the agency. The office is also responsible for development of the Information Technology strategic plan, which guides the medium and long-term direction for the agency. The Administration division also provides for overall department policy, office and personnel management, including development and implementation of the annual budget, purchasing and contract management.

MAJOR ACCOMPLISHMENTS IN FY 2007–08

- Completed PeopleSoft finance upgrade and Oracle database upgrade which ensures Oracle support through 2013.
- Completed the implementation of the asset management module of PeopleSoft to facilitate asset tracking from purchase throughout the lifecycle.

- Completed E-benefits Implementation for Human Resources.
- Partnered with Creative Services, to complete and launch a new Metro website.
- Completed enhancements to data center HVAC and Uninterruptible Power Source protection to ensure improved protection of Metro data.
- Developed proposed network and Internet access design, which will provide enhanced bandwidth and Internet service while reducing cost for Metro and MERC.
- Implemented new remote access system enabling key users to improve their efficiency and productivity through remote access to data and systems while outside of Metro.
- Developed Transportation Tracker application.
- Completed upgrades for the zoo Micros (food) and Gateway (ticketing) systems along with Solid Waste's WeighMaster (point of sale) system.
- Acquired and deployed file server for LIDAR imagery, providing enhanced imagery for use within Metro.
- Completed significant network upgrades at the zoo and Metro Regional Center.
- Completed development of the Conditionally Exempt Generator tracking system.

SERVICE LEVEL CHANGES FROM FY 2007–08

The FY 2007-08 budget included one new project management position to provide enhanced services for applications at the department level. In FY 2008-09 this position will be fully staffed and bring transparency and a standardized methodology to be applied to Information Technology projects across the organization. The Chief Information Officer position is transferred to the Office of the COO in FY 2008-09.

Materials and services have increased by 7.9 percent due primarily to contracted increases in maintenance contracts for core enterprise services such as PeopleSoft, TRIM and GroupWise. While these represent cost increases to the budget, the addition of the PeopleSoft asset management module represents a significant new service delivered under this cost structure.

MAJOR OBJECTIVES FOR FY 2008–09

- Develop and adopt a new five-year strategic Information Technology plan.
- Develop and implement Phase I of the network infrastructure standardization and enhancement.
- Implement Phase I of network enhancement to increase bandwidth and reliability.
- Develop and adopt revised policies and procedures for information security management and records retention to reflect current legal and regulatory requirements.
- Standardize on Microsoft collaboration platform including:

  Replace the existing e-mail and calendaring collaboration tool with Microsoft Outlook and Exchange.

  Upgrade agency-wide desktops to an Office 2007 standard.

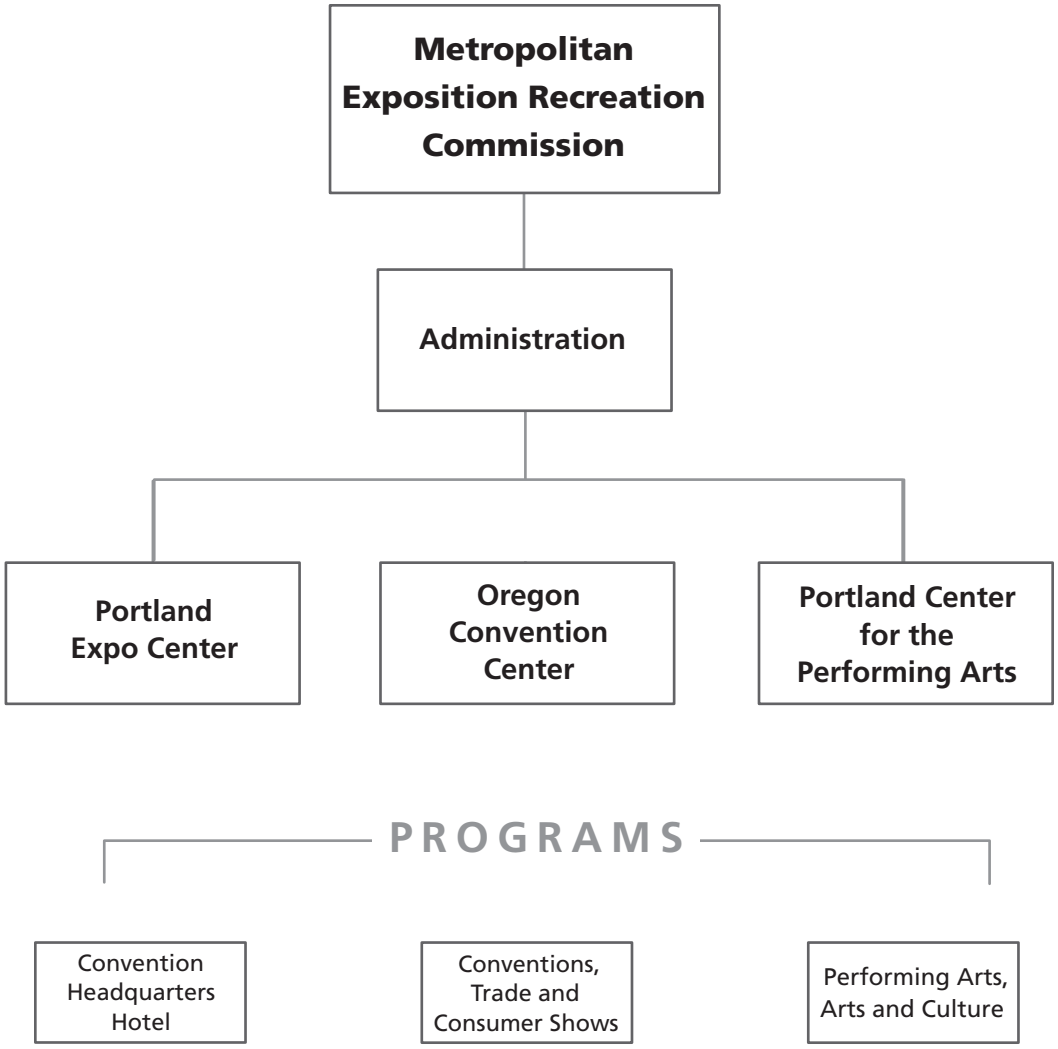
  SharePoint pilot.
- Complete a disaster recovery and business continuity plan to appropriately reflect the value of Metro information assets.
- Ensure that Metro technology infrastructure is available to all Metro staff and stakeholders at least 99.9 percent of the time in order to increase employee efficiency and minimize lost time due to unavailable network or systems.

PROGRAMS FOR FY 2008-09

Responsible Operations

Application Development and Maintenance– This program includes the development, enhancement and maintenance of applications used agency-wide within Metro as well as department specific applications necessary to support business processes unique to each department. Applications range from agency web support to an enterprise application such as PeopleSoft to a department specific application such as Gateway Ticketing system at the Oregon Zoo.

Technical Services– Technical Services is responsible for all hardware, software and networking requirements necessary to maintain an efficient and effective computer network. This includes desktop support and maintenance of all core productivity tools for computer users such as e-mail, calendaring, file services, desktop spreadsheet, word processing and database management.


Metropolitan Exposition Recreation Commission
Administration
Portland Expo Center
Oregon Convention Center
Portland Center for the Performing Arts
PROGRAMS
Convention Headquarters Hotel
Conventions, Trade and Consumer Shows
Performing Arts, Arts and Culture

Metropolitan Exposition Recreation Commission

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$14,485,855	$14,740,414	$16,697,663	$16,829,051	$18,265,681	$18,285,681	$18,285,681	8.66%
Materials and Services	16,467,495	18,490,883	17,899,491	19,200,213	20,331,215	20,533,215	20,918,215	8.95%
Capital Outlay	1,995,806	2,180,239	2,397,402	2,447,402	1,796,771	2,168,871	2,228,871	(8.93%)
Debt Service	16,059,230	871,694	1,208,284	1,208,284	1,210,037	1,210,037	1,210,037	0.15%
TOTAL	**$49,008,386**	**$36,283,230**	**$38,202,840**	**$39,684,950**	**$41,603,704**	**$42,197,804**	**$42,642,804**	**7.45%**
BUDGET BY DIVISION								
MERC Administration	$1,620,408	$1,711,970	$2,475,244	$2,618,746	$2,972,969	$3,019,850	$3,019,850	15.32%
Oregon Convention Center	18,651,870	21,561,447	21,698,583	22,999,305	23,344,059	23,791,278	23,951,278	4.14%
Portland Center for the Performing Arts	8,632,405	8,194,747	8,646,033	8,683,919	9,644,027	9,644,027	9,899,027	13.99%
Exposition Center	20,103,703	4,815,066	5,382,980	5,382,980	5,642,649	5,742,649	5,772,649	7.24%
TOTAL	**$49,008,386**	**$36,283,230**	**$38,202,840**	**$39,684,950**	**$41,603,704**	**$42,197,804**	**$42,642,804**	**7.45%**
BUDGET BY FUND								
MERC Fund	$32,776,282	$35,430,431	$37,012,908	$38,495,018	$40,411,472	$41,005,572	$41,450,572	7.68%
General Revenue Bond Fund (Hall D Expansion)	16,232,104	852,799	1,189,932	1,189,932	1,192,232	1,192,232	1,192,232	0.19%
TOTAL	**$49,008,386**	**$36,283,230**	**$38,202,840**	**$39,684,950**	**$41,603,704**	**$42,197,804**	**$42,642,804**	**7.45%**
FULL-TIME EQUIVALENTS (FTE)	156.00	163.00	183.00	186.00	191.00	191.00	191.00	2.69%

Metropolitan Exposition Recreation Commission

Metropolitan Exposition Recreation Commission (MERC) serves as a catalyst and advocate for community, culture and economic development in the Portland metropolitan region. The commission's mission is to enhance the livability and economic vitality of the metropolitan region through sound stewardship, expert management and creative development of region's public assembly venues.

ABOUT THE ORGANIZATION

Through leadership, stewardship and expert management of landmark public event venues, MERC brings a positive impact on the culture and business climate of the region. MERC is a public asset management agency and a public commission of Metro. The seven-member commission shares a commitment to promoting the region as a visitor destination and protecting the public investment in the regional venues under its management authority.

Metropolitan Exposition Recreation Commission's structure includes the business administration group and three venue operating units: the Oregon Convention Center (OCC), Portland Center for the Performing Arts (PCPA), and Portland Expo Center. These venues host two million people at 1,800 events each year and offer a wide range of experiences for visitors and citizens that contribute to making metropolitan Portland a great place.

As stewards, we preserve and protect 1.5 million square feet of contemporary and historic public facilities. MERC manages maintenance of these public venues and facilitates planning and major facility improvements to ensure they meet the needs and expectations of event producers, performers, audiences and visitors well into the future.

MERC Administration

The business administration group provides leadership, policy direction and centralized administrative and fiscal services that support the business operations of the venues under its management authority. These services include strategic planning, accounting, financial management and reporting, capital asset maintenance and development, purchasing, contract administration, information system management, human resources, public relations and communications. The business administration unit also implements commission policies that set the direction for the agency. The business administration group has primary responsibility for coordinating interactions and communications with Metro as MERC's oversight authority, as well as with other public agencies and industry partners.

Oregon Convention Center

The OCC serves as a significant economic generator for the region and state by attracting out-of-town visitors. From 2002 through 2006, the convention center generated $2.2 billion in economic activity for the region. The convention center's policies and management philosophy ensure that generating national convention business remains its primary objective. To achieve this, the center must maintain sufficient operating revenues to manage the facility responsibly and maintain it in a first-class condition. Oregon Convention Center hosted approximately 630 events and 645,000 visitors in FY 2006-07.

The OCC is the largest convention center in the Pacific Northwest. The 2003 expansion nearly doubled the size of the venue by adding 407,000 sq. ft. to the original 500,000 sq. ft. venue. The center has 255,000 sq. ft. of exhibit space, two grand ballrooms, 50 meeting rooms, an 800-space covered parking garage, 20 loading bays, retail spaces, generous lobby and pre-function spaces, and full-service kitchen facilities capable of serving 10,000 meals. The center also provides in-house event services, maintenance, event set-up and housekeeping functions. Parking and food and beverage management services are provided by contractor Aramark-Giacometti.

Portland Center for the Performing Arts

Portland Center for the Performing Arts provides superior, responsibly managed performance spaces that foster an environment in which diverse performing arts, events and audiences may flourish. Portland Center for the Performing Arts is comprised of three buildings with five theaters: the Arlene Schnitzer Concert Hall (a historic 1928 vaudeville and movie house, restored in 1984), Keller Auditorium (formerly the "Civic" Auditorium, built in 1917 and modernized in 1968), and the Antoinette Hatfield Hall, which houses the Newmark Theatre, Dolores Winningstad Theaters and Brunish Hall. Portland Center for the Performing Arts hosts 1,000 events and nearly one million visitors each year.

Portland Expo Center

Portland Expo Center is a multi-purpose facility that provides superior exhibition spaces for public events and has served for more than 30 years as the region's primary destination for consumer shows and events. Portland Expo Center had significant modernization in the past decade that included two new exhibition halls and a new full-service kitchen. The 52-acre campus includes a complex of three connected buildings comprising nearly 333,000 sq. ft. of exhibit space, 11 meeting rooms, a commercial kitchen, parking for 2,200 vehicles and connection to TriMet's Interstate MAX lightrail system. Portland Expo Center hosts approximately 100 events and 475,000 visitors each year.

MAJOR ACCOMPLISHMENTS IN FY 2007–08

Administration

- Performed a process improvement project for MERC Event Business Management System (EBMS).
- Initiated an external audit of MERC's first year of accounting activity on EBMS with no material weaknesses or significant deficiencies noted, contributing to Metro's unqualified opinion.
- Redeveloped MERC Strategic Business Plan and Implementation Plan for 2008-2012.

Oregon Convention Center

- Completed LEED-EB recertification in March/April 2008 with a target to achieve a Gold rating.
- Secured Metro Council approval to move forward with executing the headquarters hotel development agreement and phase 1 of the design for this project.

Portland Center for the Performing Arts

- Assisted the Oregon Children's Theater relocation to Hatfield Hall as a resident company, thus freeing up Keller Auditorium for Broadway and commercial shows.
- Completed first PCPA annual report.
- Initiated first PCPA Economic Impact Study.
- Worked with Department of Homeland Security on facility exposure audit.

Portland Expo Center

- Initiated first Portland Expo Center Economic Impact Study.
- Established a MERC-wide Statement of Understanding agreement with the American Red Cross.

SERVICE LEVEL CHANGES FROM FY 2007–08

Administration

- Two positions added during FY 2007-08 for administrative assistants in Construction and for General Administration support. No additional full time positions requested for FY 2008-09.

Oregon Convention Center

- Two new operations positions added to graveyard shift for cleaning and maintenance.
- Sustainability Coordinator to concentrate on LEED-EB compliance after certification, OCC sustainable program, green team and recycling, client information education and outreach.

Portland Center for the Performing Arts

- One Ticket Services Coordinator to assist small non-profit users in ticketing logistics.
- One Utility Maintenance Worker in response to observations identified in Metro Audit "MERC Facilities Efficiently Maintained."
- One painter added mid-year FY 2007-08.

Portland Expo Center

- No change.

MAJOR OBJECTIVES FOR FY 2008–09

Administration

- Continue development and implementation of critical financial management policies, procedures and processes. Develop performance standards based on industry benchmarks.
- Partner with OCC and Metro to develop a financing plan and secure funding for construction of a publicly owned convention headquarters

hotel. This project requires re-examining Transient Lodging Tax and Visitor Development Initiative.

Oregon Convention Center

- Increase customer service levels throughout the OCC organization for our clients and our internal customers by setting service standards and employee expectations.

Portland Center for the Performing Arts

- Identify sustainability opportunities at PCPA facilities.
- Complete International Association of Assembly Managers' Vulnerability Assessment Tool to identify security weaknesses in PCPA facilities.
- Purchase and implement scheduling software for admissions staffing.

Portland Expo Center

- Develop funding strategies for a capital improvement initiative that will complete facility modernization.
- Execute American Red Cross Statement of Understanding.

PROGRAMS FOR FY 2008-09

Great Communities

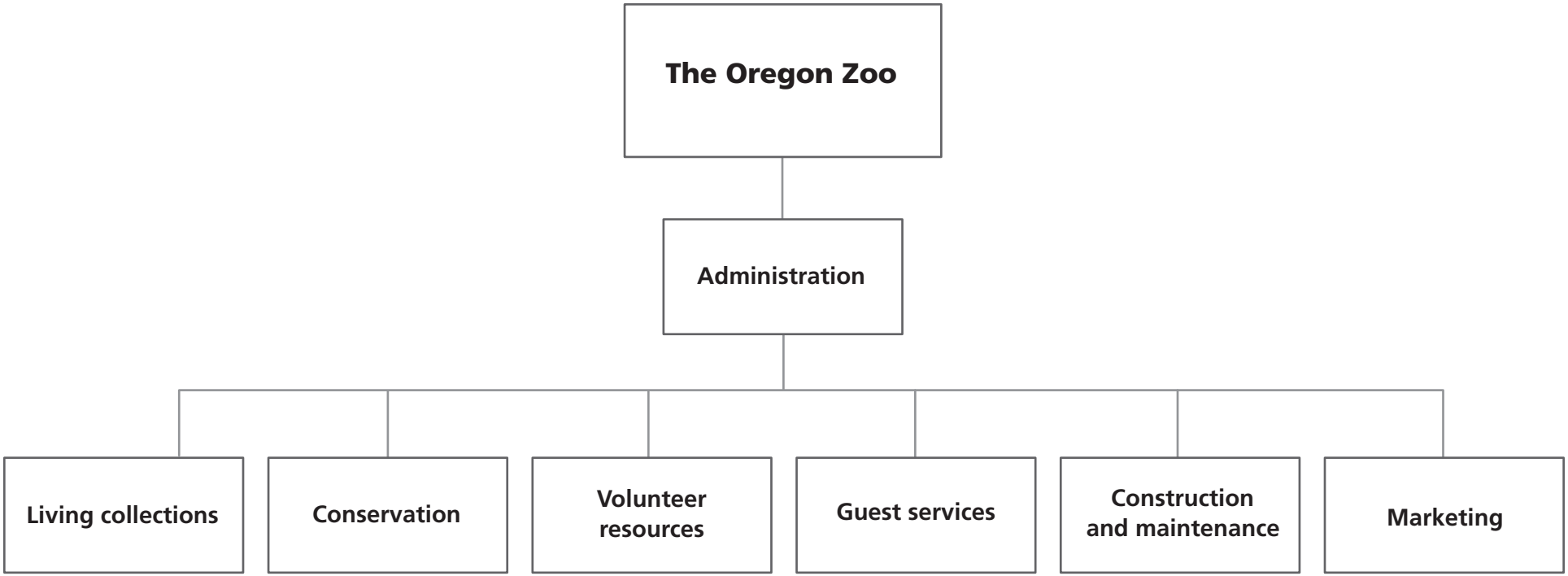
Performing Arts, Arts and Culture– Portland Center for the Performing Arts is the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly one million visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich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

Vital Economy

Convention Headquarters Hotel– A convention headquarters hotel adjacent to the Oregon Convention Center is necessary to maximize the benefits of the Oregon Convention Center and uphold its mission to generate and impact economic development for Oregon by attracting national conventions and their associated financial resources to the region.

Conventions, Trade and Consumer Shows– The OCC and the Portland Expo Center attract visitors to international, national and regional events that contribute to the livability of this region.

Metro


The Oregon Zoo
Administration
Living collections
Conservation
Volunteer resources
Guest services
Construction and maintenance
Marketing

PROGRAMS
Community and Guest Services
Conservation
Conservation Education

Oregon Zoo

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$12,359,997	$13,326,713	$14,229,304	$14,529,304	$15,941,286	$15,941,286	$15,941,286	9.72%
Materials and Services	8,368,716	9,584,305	10,210,084	10,690,084	10,560,907	10,660,907	11,239,160	5.14%
Capital Outlay	3,379,906	1,742,891	4,772,500	5,239,535	3,241,407	6,621,407	6,233,154	18.96%
Debt Service\Capital Leases	403,064	407,164	405,161	405,161	402,089	402,089	402,089	(0.76%)
TOTAL	**$24,511,683**	**$25,061,073**	**$29,617,049**	**$30,864,084**	**$30,145,689**	**$33,625,689**	**$33,815,689**	**9.56%**
BUDGET BY DIVISION								
Administration	$1,064,609	$1,393,586	$1,601,585	$1,601,585	$2,305,358	$2,305,358	$2,305,358	43.94%
Conservation	1,288,669	1,561,356	1,988,134	1,988,134	2,214,430	2,214,430	2,214,430	11.38%
Construction/Maint.	7,130,960	6,223,814	9,026,426	9,523,461	7,655,139	11,025,139	11,215,139	17.76%
Guest Services	9,229,162	9,466,122	10,206,846	10,956,846	10,635,963	10,745,963	10,745,963	(1.92%)
Living Collections	4,634,207	5,175,659	5,398,001	5,398,001	5,800,218	5,800,218	5,800,218	7.45%
Marketing	829,929	871,346	884,500	884,500	982,672	982,672	982,672	11.10%
Volunteer Resources	334,147	369,190	511,557	511,557	551,909	551,909	551,909	7.89%
TOTAL	**$24,511,683**	**$25,061,073**	**$29,617,049**	**$30,864,084**	**$30,145,689**	**$33,625,689**	**$33,815,689**	**9.56%**
BUDGET BY FUND								
General Fund	$21,065,664	$23,021,665	$24,484,816	$25,381,851	$26,567,562	$26,677,562	$26,677,562	5.10%
General Renewal & Replacement Fund	0	462,903	382,000	382,000	744,207	744,207	784,207	105.29%
Metro Capital Fund	3,042,955	1,169,341	4,139,572	4,489,572	2,230,631	5,600,631	5,750,631	28.09%
General Revenue Bond Fund (Washington Park Parking Lot)	403,064	407,164	610,661	610,661	603,289	603,289	603,289	(1.21%)
TOTAL	**$24,511,683**	**$25,061,073**	**$29,617,049**	**$30,864,084**	**$30,145,689**	**$33,625,689**	**$33,815,689**	**9.56%**
FULL-TIME EQUIVALENTS (FTE)	149.13	149.13	151.96	151.96	155.98	155.98	155.98	2.65%

The Oregon Zoo

The Oregon Zoo's mission is "Inspiring our community to create a better future for wildlife."

ABOUT THE DEPARTMENT

The Oregon Zoo contributes significantly to the livability of the Portland metropolitan area. The zoo is an important conservation education asset, providing learning opportunities to people of all ages. The zoo strives to motivate people to care and act on behalf of wildlife by providing opportunities for observation, discovery and engagement. The zoo serves as a regional conservation, education and recreational resource, enhancing the quality of life and assisting in economic development as a tourist attraction and community asset. As the top paid attraction in the state, the zoo is expected to draw 1.5 million visitors in FY 2008–09, providing fun, affordable and safe entertainment for families.

The zoo contributes to the conservation of wildlife through direct field work and by educating the public about conservation; researching and improving husbandry techniques, exhibit environments, animal management and captive propagation; and cooperating with American Zoo and Aquarium Association Species Survival Plans and other conservation efforts to house and breed endangered and threatened species.

The Oregon Zoo is budgeted in two funds, the Metro General Fund and the Metro Capital Fund. It is organized into divisions, including Living Collections, Conservation, Volunteer Resources, Guest Services, Construction and Maintenance, Marketing and Administration.

MAJOR ACCOMPLISHMENTS IN FY 2007–08

- Reached record-breaking calendar year attendance of more than 1.5 million guests.
- Served more than 302,000 people in 1,526 conservation education programs.
- Provided ZooCamp to a record-breaking 4,000 children.
- Attained record enterprise revenues.
- Began construction on the *Predators of the Serengeti* and the *Red Ape Reserve* exhibits.
- Installed storm water separation from the City of Portland sewer for the south slope of the zoo campus.
- Analyzed and began implementing recommendations from the zoo's Future Vision Committee.
- Launched a successful dinosaur interactive exhibit for the summer 2008.

SERVICE LEVEL CHANGES FROM FY 2007–08

Service level changes in the FY 2008-09 budget include a new animal keeper position to support the *Predators of the Serengeti* exhibit; a new grant funded Program Assistant II position to map, catalogue, label and maintain records for the zoo's plant collection; and a grant funded limited duration Program Assistant I position to support the pygmy rabbit captive breeding and re-introduction program. In addition, the zoo requested fractional increases totaling 1.10 full-time equivalents across six positions to bring the positions from part-time to full-time. These position increases help support the guest service and operational demands associated with increased guest attendance over the past several years.

Significant service level changes to zoo programs include expansion of ZooSnooze, ZooCamp and Urban Nature Overnight programs. The budget also includes additional advertising funds to drive increases in non-summer, under-served audiences and out-of-state visitor attendance. Finally, the budget includes funding for a temporary exhibit during summer 2009. The exhibit will engage visitors and provide the Oregon Zoo an opportunity to spread its conservation message.

MAJOR OBJECTIVES FOR FY 2008–09

In FY 2008-09 the zoo will:

- Complete and open the *Predators of the Serengeti* and the *Red Ape Reserve* exhibits.
- Attain record attendance topping 1.5 million guests.
- Continue to follow the Council's guidance on studying and implementing the master plan recommendations.
- Continue the zoo's successful conservation and education programs and efforts.

- Complete many strategic business plan action steps for Conservation, Community and Guest Relations, Spreading the Excitement, Exhibits and Facilities, Employee Relations, and the Measurement and Assessment work groups.
- Continue to expand offerings and drive attendance to the fall, winter and spring seasons. Target additional advertising to reach under-served audiences and attempt to impress upon out-of-state visitors that the Oregon Zoo is a must-see attraction.
- Operate a dynamic and engaging temporary dinosaur exhibit.
- Incent visitors to use mass transit through parking fees and transit promotions. Continue efforts to secure long term agreements for overflow parking.
- Promote excellent management and enterprise activities by establishing revenue goals and rewarding achievement.
- Actively manage monthly revenue and expenditure goals by zoo division to balance revenue generation with cost and customer service considerations.

PROGRAMS FOR FY 2008-09

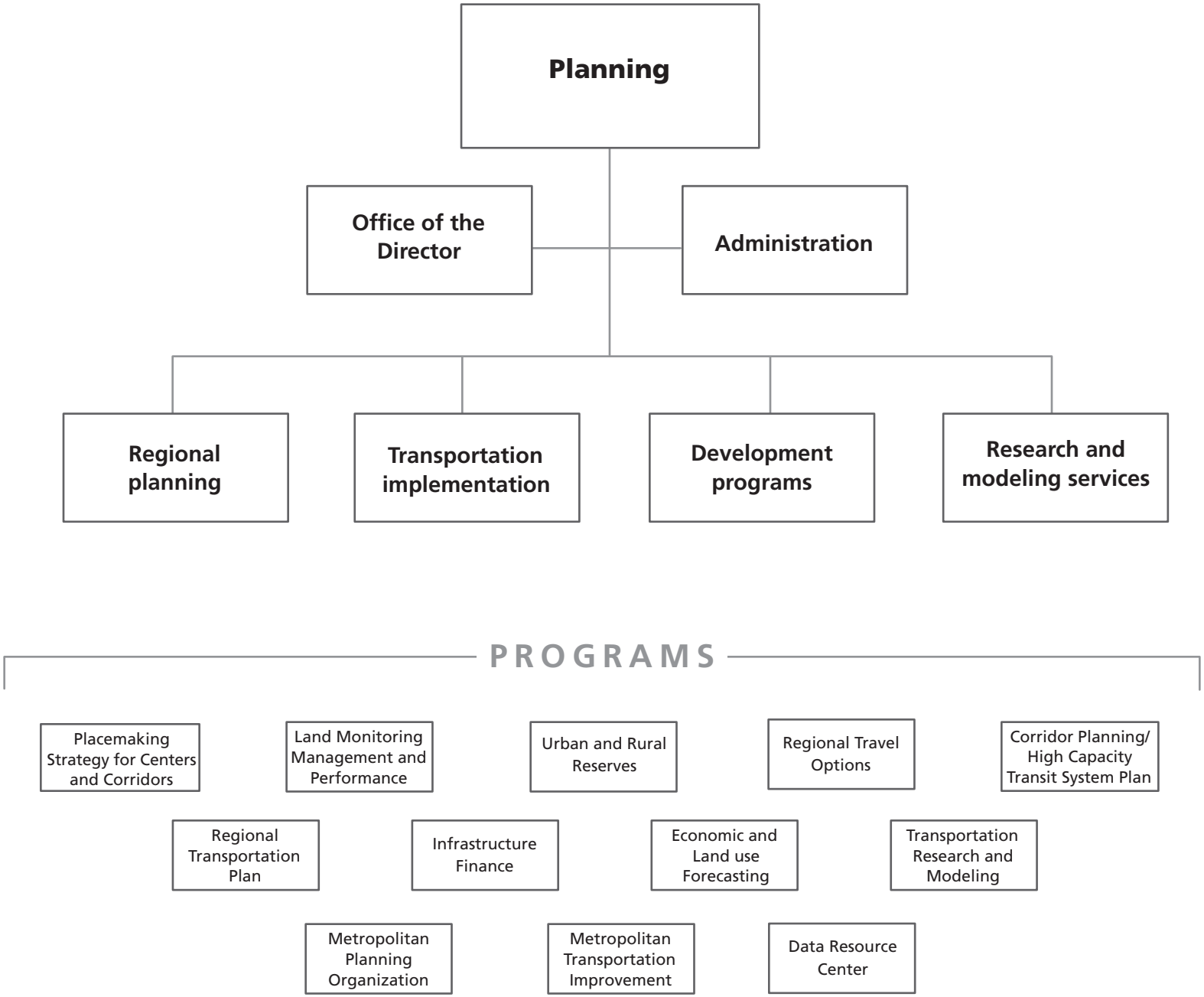
Great Communities

Zoo Community and Guest Services– The Zoo Community and Guest Services 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 maintenance, public events, marketing and the zoo railway.

Healthy Environment

Conservation– This program identifies and implements *in situ* and *ex situ* wildlife conservation and research activities that contribute to the zoo's conservation mission. The zoo contributes to the conservation of wildlife through direct fieldwork, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with Association of Zoos and Aquariums and the Northwest Zoo & Aquarium Alliance species survival plans, the zoo partners with several other conservation groups to conserve endangered and threatened species in our care and in nature. The Conservation program plays a central role in motivating the community to care about and act on behalf of wildlife by providing stakeholders with information and forums that are the catalyst for conservation actions.

Conservation Education– The zoo serves as an important conservation, education and cultural resource by providing learning opportunities to people of all ages and cultures. Programs strive to inspire and motivate people to care about and act on behalf of wildlife by providing experiences for observation, discovery and engagement. The zoo develops leaders and community relationships, encourages growth and inspires change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.


Planning
Office of the Director
Administration
Regional planning
Transportation implementation
Development programs
Research and modeling services
PROGRAMS
Placemaking Strategy for Centers and Corridors
Land Monitoring Management and Performance
Urban and Rural Reserves
Regional Travel Options
Corridor Planning/ High Capacity Transit System Plan
Regional Transportation Plan
Infrastructure Finance
Economic and Land use Forecasting
Transportation Research and Modeling
Metropolitan Planning Organization
Metropolitan Transportation Improvement
Data Resource Center

Planning

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$6,332,553	$6,957,247	$8,285,256	$8,406,104	$9,161,665	$9,236,665	$9,236,665	9.88%
Materials and Services	5,890,027	6,015,808	12,531,430	13,038,047	13,796,016	14,560,016	14,933,577	14.54%
Capital Outlay	0	0	50,000	50,000	50,000	0	0	(100.00%)
Debt Service	0	29,250	517,763	517,763	38,513	38,513	38,513	(92.56%)
TOTAL	**$12,222,580**	**$13,002,305**	**$21,384,449**	**$22,011,914**	**$23,046,194**	**$23,835,194**	**$24,208,755**	**9.98%**
BUDGET BY DIVISION								
Planning	$12,222,580	$13,002,305	$21,384,449	$22,011,914	$23,046,194	$23,835,194	$24,208,755	9.98%
TOTAL	**$12,222,580**	**$13,002,305**	**$21,384,449**	**$22,011,914**	**$23,046,194**	**$23,835,194**	**$24,208,755**	**9.98%**
BUDGET BY FUND								
General Fund	$12,222,580	$13,002,305	$21,384,449	$22,011,914	$23,046,194	$23,835,194	$24,208,755	9.98%
TOTAL	**$12,222,580**	**$13,002,305**	**$21,384,449**	**$22,011,914**	**$23,046,194**	**$23,835,194**	**$24,208,755**	**9.98%**
FULL-TIME EQUIVALENTS (FTE)	78.60	81.40	81.00	82.08	85.30	85.90	85.90	4.65%

Planning

The Planning Department of Metro supports the Metro Council in fostering a regional consensus to implement the Region 2040 vision. In addition, the department serves as the staff to the federally designated metropolitan planning organization (MPO) for the Portland region, which has a combined decision-making responsibility between the Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Council.

ABOUT THE DEPARTMENT

The Planning Department is responsible for the following major functional areas:

- Implementation of the 2040 Growth Concept, particularly Placemaking in Centers and Corridors and transit oriented development.
- Regional Transportation planning and funding.
- Transportation project development, especially related to transit facilities.
- Promotion of travel options to the consumer.
- Monitoring and forecasting travel patterns, land use, economic and demographic trends.

The department carries out its responsibilities through significant engagement with cities and counties, the Oregon Departments of Transportation and Land Conservation and Development, TriMet, the Port of Portland, the development community, non-government advocacy and professional organizations and the public.

MAJOR ACCOMPLISHMENTS IN FY 2007-08

The Planning Department accomplished the following in FY 2007-08:

- Renewed emphasis on development, education and advocacy to promote development in Centers and Corridors to inspire local initiatives to support even greater development.
- Obtained adoption of legislation and administrative rules, and initiated a collaborative Urban and Rural Reserves designation process.
- Initiated the first comprehensive analysis of regional infrastructure needs.
- Made progress on eleven different active Transit Oriented Development projects, of which seven are under construction.
- Implemented successfully the $6.3 million Construction Excise Tax grant program to support concept planning in ten jurisdictions. Intergovernmental agreements for $4.3 million have been executed; the remainder are pending.
- Processed 15 Ballot Measure 37 claims for Metro Council consideration, all of which were denied.
- Adopted the federal component of the Regional Transportation Plan.
- Executed the Drive Less/Save More marketing campaign resulting in a 66 percent public recognition rating and a 69 percent response to consider reduced auto travel.
- Completed of the previous five-year strategic plan for the Regional Travel Options program and adoption of a new five-year strategic plan.
- Secured approval of the preferred alternative for the Eastside Streetcar and a $50 million federal funding set-aside; approval of the Lake Oswego to Portland transit alternatives to carry into the environmental assessment process; and initiation of the Milwaukie LRT environmental process.

SERVICE LEVEL CHANGES FROM FY 2007-08

- Reduction of .75 FTE that was included in the Data Resource Center budget as a transition replacement of the section manager. Reduction of .25 FTE that was included in the Administration budget as a transition replacement of the section manager.
- Completion of the Lake Oswego to Portland Transit and Trail Study and transition of staff to the Regional High Capacity Transit System Plan.
- Restoration of a Research Director to oversee the Data Resource Center and Transportation Modeling and Research Sections and addition of an administrative support position. The Research Director position has been vacant since a retirement several years ago.
- Expansion of the contract for digital aerial photographs to include oblique photos and enhanced visualization tools.
- Extension to a full year for three FTE that were funded partially in FY 2007-08 for Reserves Manager, Reserves Public Involvement, and Events/ Coordinator.
- Addition of one FTE Planner to RTO, consistent with the new RTO 2008-2013 Strategic Plan.

MAJOR OBJECTIVES FOR FY 2008–09

- Implement the Making the Greatest Place program to support the alignment of local and regional actions that leverage private investment to create the vibrant and prosperous communities envisioned in the 2040 Growth Concept. This includes:

  Heighten efforts to inspire local jurisdictions to implement policies and tools that increase capacity in centers and corridors as vibrant communities.

  Better align funding, land supply and investment decisions into a performance based, outcome-oriented framework.

  Provide technical and financial assistance to communities to complete concept plans for 2,000–3,000 acres and adopt them into local comprehensive plans in addition to continued support for planning over 12,000 acres in the Damascus area.

  Develop a strategy to address infrastructure needs, especially those needed to support vibrant centers and corridors.

  Establish a long term plan for the region with the evaluation of urban and rural reserves, leading to their adoption in 2009.

  Prepare the next Urban Growth Report to inform decisions regarding growth management in 2009.
- Complete the state-mandated component of the RTP Update to be adopted by the end of 2009 that is aligned, complements and supports state land use planning and transportation goals.
- Provide leadership to develop a regional transportation finance strategy to include state funding, federal funding and the elements of a regional funding measure to address significant gaps in the region's transportation infrastructure.
- Complete the FY 2010-2013 MTIP.
- Advance the regional high-capacity transit (HCT) agenda, including Milwaukie LRT, Columbia River Crossing LRT, Eastside Streetcar, Lake Oswego Streetcar and the regional HCT plan to continue to provide the long term vision of the region's transportation priorities.
- Implement three to five new TOD projects to advance program goals to encourage and catalyze development along transit and in centers.

PROGRAMS FOR FY 2008-09

Great Communities

Data Resource Center– The Data Resource Center is Metro's planning research, data collection and Geographic Information System mapping division. Data Resource Center staff update land use, aerial photography and natural resource information and provide support to Metro departments, other agencies and the public.

Economic and Land Use Forecasting– The Economic and Land Use Forecasting program provides a range of forecasting and analytical services to transportation planning, solid waste forecasting and the finance department.

Land Monitoring, Management and Performance– Land monitoring, management and performance includes a variety of activities that implement the Council's adopted policies in the Framework Plan, respond to Oregon statutes and support Council in revising Metro policies to respond to new needs for regional growth management.

Placemaking Strategy for Centers and Corridors– The Placemaking for Centers and Corridors includes a variety of activities that, together, implement the region's 2040 Growth Concept by supporting the development of vibrant, active and attractive centers and corridors.

Healthy Environment

Regional Travel Options– The Regional Travel Options program carries out regional strategies to increase use of travel options, reduce pollution and improve mobility. Regional travel options include carpooling, vanpooling, riding transit, bicycling, walking and telecommuting. The program maximizes investments in the transportation system and relieves traffic congestion.

Urban and Rural Reserves– Metro, Clackamas County, Multnomah County and Washington County are leading a regional Reserves Steering Committee that will study and designate areas outside the current urban growth boundary that are suitable for housing and job growth over the next 40 to 50 years (urban reserves), as well as areas that should be preserved and protected for agriculture and natural resources purposes for a similar period (rural reserves).

Vital Economy

Corridor Planning/High Capacity Transit System Plan– This program includes two major focus areas – transit project planning and multi modal corridor planning; emphasis will continue to be transit focused.

Infrastructure Finance– Infrastructure Finance develops the strategy for ensuring infrastructure priorities are aligned to support the region's long-range growth vision in the 2040 Growth Concept and resources are available to support infrastructure delivery. Infrastructure that is key to the region includes the traditional utilities (sewer, water, stormwater), transportation (transit and roads), as well as civic buildings and urban amenities that contribute toward making the region's centers and corridors great places to develop.

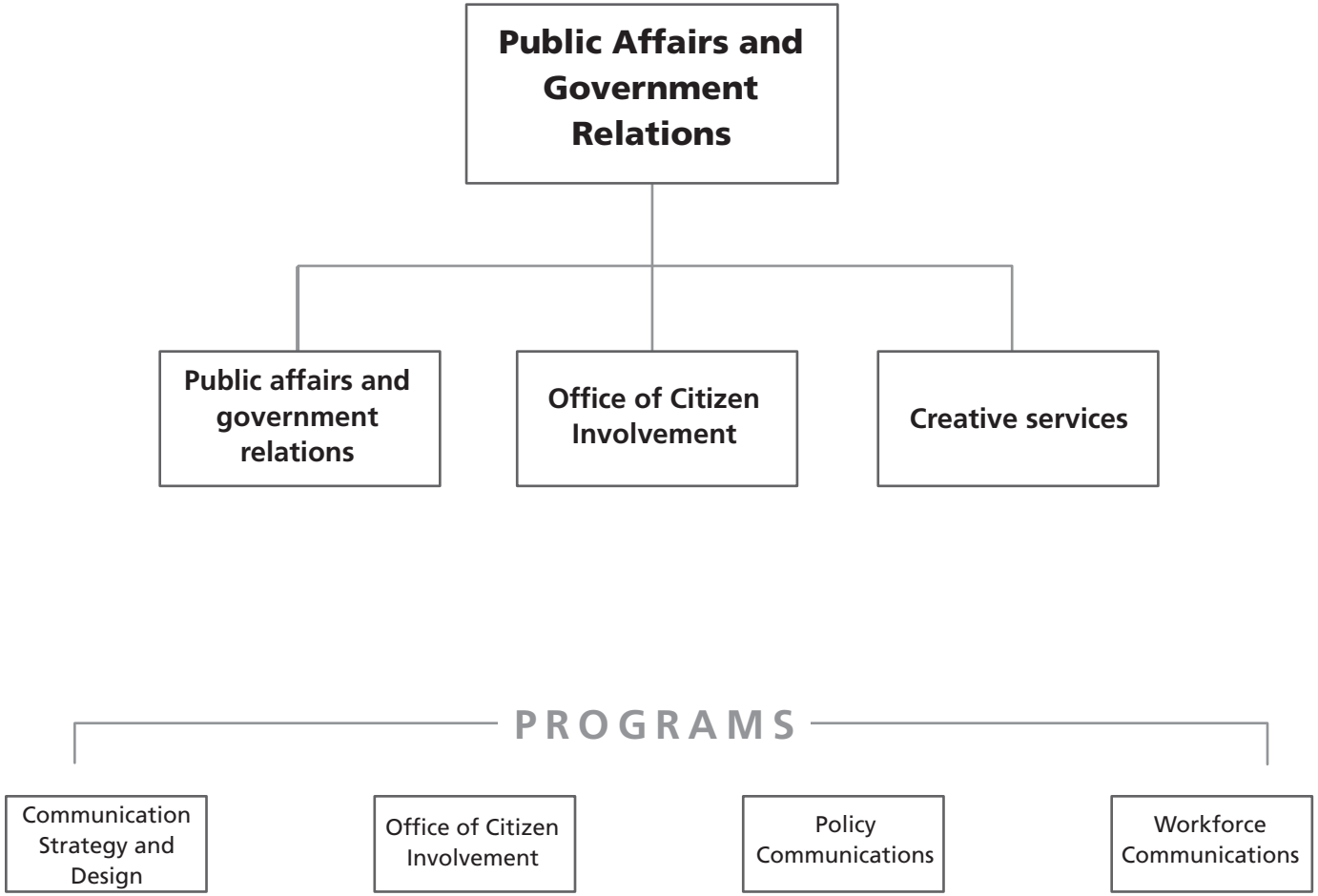
Metropolitan Planning Coordination– Metro is designated by the federal government as a Metropolitan Planning Organization for the purpose of transportation planning and funding. The Regional Transportation Plan and Metropolitan Transportation Improvement Program are the main foci of our Metropolitan Planning Organization program activities, and the ongoing administration of the Metropolitan Planning Organization also falls under this program. This includes grant administration, consultation and compliance reviews with federal agencies and Metropolitan Planning Organization-related support of several advisory committees.

Metropolitan Transportation Improvement Program– The Metropolitan Transportation Improvement Program is a multi-year program that allocates federal and state funds for transportation system improvement purposes in the Metro region. Updated every two years, the Metropolitan Transportation Improvement Program allocates funds to specific projects based upon technical and policy considerations that weigh the ability of individual projects to implement regional goals.

Regional Transportation Plan– The Regional Transportation Plan is the long-term blueprint that guides investments in the region's transportation system for all forms of travel – motor vehicle, transit, bike and pedestrian – and the movement of goods and freight. The Regional Transportation Plan is updated regularly to ensure compliance with state and federal regulations and to address changing demographic, financial, travel and economic trends and any subsequent changes in the region's transportation needs. The plan also carries out a broad range of regional planning objectives for implementing the 2040 Growth Concept – the region's long-range growth management strategy for the Portland metropolitan region.

Transportation Research and Modeling Services– Provide support to Metro and other programs in evaluating the future travel demand, travel behavior and travel volume and performance of alternative transportation infrastructure and operating choices.

Metro


Public Affairs and Government Relations
Public affairs and government relations
Office of Citizen Involvement
Creative services
PROGRAMS
Communication Strategy and Design
Office of Citizen Involvement
Policy Communications
Workforce Communications

Public Affairs and Government Relations

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$1,264,078	$1,326,651	$1,864,145	$1,919,185	$2,156,938	$2,156,938	$2,156,938	12.39%
Materials and Services	114,179	132,861	357,503	397,873	414,437	429,437	429,437	7.93%
TOTAL	**$1,378,257**	**$1,459,512**	**$2,221,648**	**$2,317,058**	**$2,571,375**	**$2,586,375**	**$2,586,375**	**11.62%**
BUDGET BY DIVISION								
Public Affairs & Gov't Relations	$674,994	$688,299	$1,177,693	$1,250,733	$1,297,160	$1,312,160	$1,312,160	4.91%
Creative Services	458,352	509,917	641,857	664,227	676,422	676,422	676,422	1.84%
Office of Citizen Involvement	244,911	261,296	402,098	402,098	597,793	597,793	597,793	48.67%
TOTAL	**$1,378,257**	**$1,459,512**	**$2,221,648**	**$2,317,058**	**$2,571,375**	**$2,586,375**	**$2,586,375**	**11.62%**
BUDGET BY FUND								
General Fund	$1,378,257	$1,459,512	$2,221,648	$2,317,058	$2,571,375	$2,586,375	$2,586,375	11.62%
TOTAL	**$1,378,257**	**$1,459,512**	**$2,221,648**	**$2,317,058**	**$2,571,375**	**$2,586,375**	**$2,586,375**	**11.62%**
FULL-TIME EQUIVALENTS (FTE)	14.55	16.00	19.25	20.09	22.25	22.25	22.25	10.75%

Public Affairs and Government Relations

The purpose of the Public Affairs and Government Relations department is to provide communication services to advance Metro Council policy initiatives and Metro department-led planning and stewardship efforts, public education campaigns, facilities and services.

ABOUT THE DEPARTMENT

Public Affairs and Government Relations serves Metro through four programs:

- Communication Strategy and Design
- Office of Citizen Involvement – Public Involvement
- Policy Communications
- Workforce Communications

The disciplines represented in the department range from media relations, journalism, marketing, graphic design and web design through event planning, issue management, political analysis and legislative advocacy.

MAJOR ACCOMPLISHMENTS IN FY 2007–08

- Secured passage of most elements of the first-ever regional legislative agenda, with SB 1011 (urban/rural reserves) at the top of the list.
- Accomplished public involvement plan goals resulting in the decision to construct the Portland Streetcar Loop.
- Selected Lake Oswego to Portland Transit and Trail alternatives to advance to a Draft Environmental Impact Statement in 2009.
- Launched comprehensive customer-centered upgrade of Metro's public web site.
- Improved agency-wide coordination of media outreach through weekly meetings and calendar projections.
- Developed Metro brand framework to guide communication strategy and design.
- Reorganized Creative Services, adding editorial and production capacity to improve the coordination, efficacy and quality of Metro's communication products.

SERVICE LEVEL CHANGES FROM FY 2007–08

Ordinance 08-1173, adopted February 2008, added two limited duration positions. Both positions are funded from the reserves set aside by the Council in September 2007 for planning projects. The positions include an Urban Reserves public involvement specialist and an event coordinator to support planning initiatives. Other minor personal services adjustments are due to changes in transportation grant-funded positions.

MAJOR OBJECTIVES FOR FY 2008–09

- Develop broad regional support for Metro legislative agenda; pass legislation to further implement regional growth management initiatives.
- Meet federal requirements and achieve goals of the Portland-Milwaukie Light Rail project public involvement plan.
- Engage citizens in the development of the regional High Capacity Transit System Plan which will set the direction and priorities for the next 20 to 30 years of transit planning in the region.
- Achieve media plan goals to promote the updated web site and new domain name and implement the use of the new domain name on all electronic and print communications.
- Improve Metro brand identity and communication by developing and implementing a coordinated agency-wide approach to advertising, media relations and social marketing tools.
- Identify the resources needed to implement a strategic workforce communications program to support regional leadership goals.

PROGRAMS FOR FY 2008-09

Responsible Operations

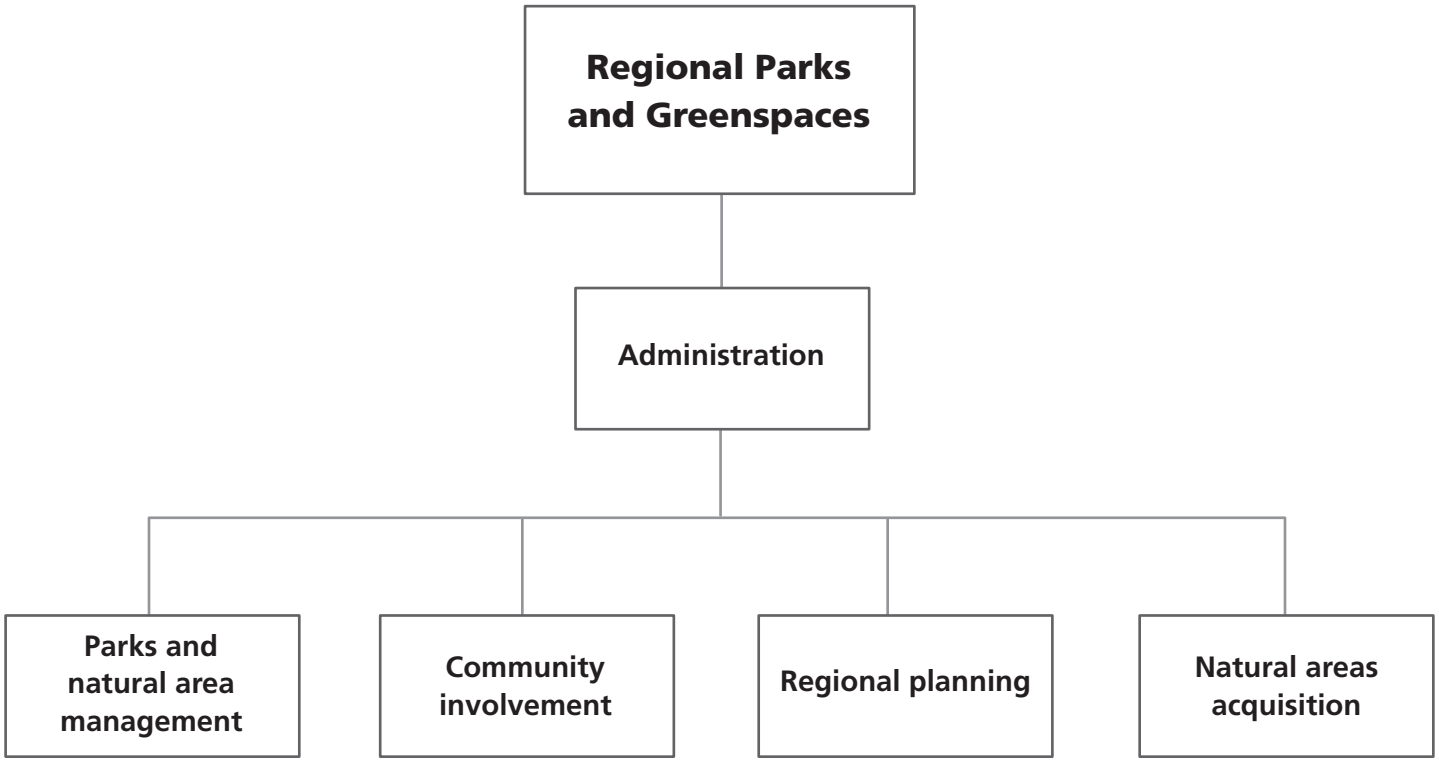
Communication Strategy and Design– The Communication Strategy and Design program defines Metro's overall communications strategies and initiates, publishes and promotes brand standards to ensure the coordination, efficacy and quality of Metro's communication plans and products. The program promotes Metro facilities, services and product lines through such

tools as marketing plans, earned media, advertising, publications and online promotions and provides the editorial and art direction of the web site, as well as editorial, graphic design and production services.

Office of Citizen Involvement– Public comment plays a vital role in shaping Metro Council decisions about investments in the regions transportation, land use, natural areas and garbage disposal and recycling systems. The OCI leads efforts to engage and inform community members impacted by Metro plans and projects, facilitating opportunities for public discussion and comment through workshops, public meetings, publications, public opinion research and web sites.

Policy Communications– The Policy Communications program raises the visibility and profile of Council efforts to inspire and engage community leaders about regional issues through meetings, forums, roundtables, seminars, events, competitions, publications and web sites. The program builds relationships with regional opinion leaders and decision makers and advocates for regional legislative priorities at the state and federal levels.

Workforce Communications– The Workforce Communications program guides employee communications to inspire leadership and cross-department collaboration while supporting human resource and management initiatives and business goals.



PROGRAMS

- Regional Greenspaces System Planning
- Natural Areas Acquisition
- Nature in Neighborhoods
- Parks Community Involvement
- Parks and Natural Area Management
- Parks Design and Construction
- Regional Trails Planning and Implementation

Regional Parks and Greenspaces

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$3,790,126	$4,000,245	$4,976,420	$4,976,420	$6,029,373	$6,131,859	$6,163,149	23.85%
Materials and Services	2,686,765	3,193,799	12,121,477	12,970,877	13,769,879	15,166,376	15,007,716	15.70%
Capital Outlay	1,057,139	9,684,316	41,715,614	41,715,614	47,626,483	47,636,483	47,875,853	14.77%
TOTAL	**$7,534,030**	**$16,878,360**	**$58,813,511**	**$59,662,911**	**$67,425,735**	**$68,934,718**	**$69,046,718**	**15.73%**
BUDGET BY DIVISION								
Administration	$646,493	$541,347	$513,165	$513,165	$565,743	$565,743	$565,743	10.25%
Community Involvement	707,323	632,362	544,700	544,700	594,971	594,971	594,971	9.23%
Natural Areas Acquisition	915,804	11,056,795	50,018,330	50,018,330	51,714,748	51,719,903	51,719,903	3.40%
Nature in Neighborhoods	0	0	0	0	741,634	736,479	778,479	n/a
Parks & Natural Areas	3,127,584	3,143,012	3,479,652	3,479,652	3,651,945	3,594,297	3,594,297	3.29%
Planning & Development	1,042,387	916,325	3,034,344	3,789,344	9,296,644	10,219,975	10,289,975	171.55%
Science & Stewardship	1,094,439	588,519	1,223,320	1,317,720	860,050	1,503,350	1,503,350	14.09%
TOTAL	**$7,534,030**	**$16,878,360**	**$58,813,511**	**$59,662,911**	**$67,425,735**	**$68,934,718**	**$69,046,718**	**15.73%**
BUDGET BY FUND								
General Fund	$5,696,819	$5,258,751	$6,000,682	$6,850,082	$7,050,534	$8,479,362	$8,521,362	24.40%
General Renewal & Replacement Func	310,006	137,642	547,375	547,375	286,653	136,653	136,653	(75.03%)
Metro Capital Fund	421,401	425,172	2,152,124	2,152,124	8,373,800	8,598,800	8,668,800	302.80%
Natural Areas Fund	0	9,629,161	49,427,392	49,427,392	51,141,248	51,146,403	51,146,403	3.48%
Open Spaces Fund	915,804	1,427,634	590,938	590,938	573,500	573,500	573,500	(2.95%)
Smith & Bybee Lakes Fund	190,000	0	95,000	95,000	0	0	0	(100.00%)
TOTAL	**$7,534,030**	**$16,878,360**	**$58,813,511**	**$59,662,911**	**$67,425,735**	**$68,934,718**	**$69,046,718**	**15.73%**
FULL-TIME EQUIVALENTS (FTE)	45.15	45.71	55.65	55.65	63.40	64.40	64.90	16.62%

Regional Parks and Greenspaces

The department's primary purpose is to work cooperatively with our partners to develop and maintain a regional system of interconnected natural areas, parks, trails and greenways for wildlife and people that:

- Contributes to the region's quality of life and economic prosperity.
- Reflects leadership in regional protection of natural systems.
- Manages in a manner that sustains natural systems over time.
- Balances human use with the need to protect habitat diversity.
- Provides recreational opportunities integrating nature and cultural resources.
- Provides educational opportunities throughout the region that inspire stewardship of natural resources.
- Maintains and operates in a manner that is fiscally responsible.

Primary policy direction is provided by the Regional Framework Plan, the Metropolitan Greenspaces Master Plan, Regional Urban Growth Goals and Objectives and the Region 2040 Growth Concept. In addition, the 1995 Open Spaces, Parks, and Streams bond measure and the 2006 Natural Areas bond measure include legal requirements and covenants.

ABOUT THE DEPARTMENT

The Regional Parks and Greenspaces department contributes directly to the preservation of the region's livability and supports the goals and objectives developed by the Metro Council. Department programs focus on the provision of accessible regional open spaces, parks and trails and the maintenance and enhancement of environmental quality. The department implements elements of the 2040 Growth Concept related to open spaces, parks, trails and stream corridors through (1) the acquisition of natural areas, trail and greenway corridors; (2) development of programs and plans related to the implementation of the Regional Framework Plan; and (3) management of more than 12,000 acres of regional parks and natural areas.

The department actively pursues partnerships with other park and natural area providers, state and federal natural resource management agencies, nonprofit and citizen groups and a variety of recipients of restoration and education grants. The department provides and promotes natural history interpretive programs, hands-on stewardship activities and outdoor recreation opportunities. It also develops management/master plans for Metro sites that strive to involve stakeholders and leverage limited financial resources.

The work of the department is divided into four primary areas.

Parks and Natural Areas Management

The purpose of Parks and Natural Areas Management is to provide efficient and cost effective management of regional parks and natural areas including visitor service, maintenance and resolution of adjacent land owners' issues and concerns. The division is also responsible for the enforcement of Metro Title 10 regulations for the protection of existing regional parks, cemeteries, golf courses, marine facilities, wildlife and natural areas and the day-to-day management of rental home properties and agricultural and commercial leases.

Natural Areas Acquisition

The purpose of this program is to administer the $227.4 million Natural Areas bond measure passed by voters in November 2006. This program includes the acquisition of regionally significant natural areas in identified target areas to protect lands around local rivers and streams, preserve significant fish and wildlife habitat, enhance trails and wildlife corridors and connect urban areas with nature. Additionally, this program includes a Local Share component, where cities, counties and park districts within Metro's jurisdiction will complete more than 100 locally significant projects, and a Capital Grants component that will fund neighborhood projects that enhance natural features and their ecological functions on public lands.

Planning and Development

The purpose of these programs is to enhance Metro Regional Parks and Greenspaces facilities and properties through investments in park improvements in compliance with adopted master plans. The effort is to design, obtain land use approvals and building permits and construct four new natural area sites for public use. In addition, other projects at Metro's parks and natural areas will be undertaken as funding allows or as partners step forward with projects on properties owned by Metro and managed in partnership with other agencies or nonprofit organizations.

Community Involvement

The purpose of this program area is to engage local governments, natural resource agencies and groups, citizens and volunteers in a cooperative effort to establish an interconnected, regional system of parks, natural areas, trails and greenways for fish, wildlife and people. This program area includes an extensive volunteer services program focused on restoration, native plantings and wildlife monitoring, and an environmental education program delivering hands-on education to adults and children at natural areas throughout the region.

MAJOR ACCOMPLISHMENTS IN FY 2007–08

- Continued the implementation of the Natural Areas bond measure by developing refinement plans within target areas, developing the acquisition strategies, executing intergovernmental agreements for distribution of Local Share funds, and creating detailed criteria for participation in the Nature in Neighborhoods Capital Grants program.
- Acquired 480 acres of natural area under the new 2006 Natural Areas Bond Measure.
- Conducted extensive restoration projects at Gales Creek and Graham Oaks Nature Park.
- Completed construction of the Mount Talbert Nature Park and opened it for public use.
- Completed design and engineering of the Cooper Mountain Nature Park.
- Conducted the Integrating Habitats Design Competition, highlighting ways to overcome design challenges in habitat sensitive development areas.
- Finished the bridge feasibility study, as part of the Smith and Bybee Lakes Trail project.
- Completed environmental assessments for the Nature in Golf Learning Center at Blue Lake Regional Park.
- Continued master planning for the Tonquin Regional Trail.
- Began master planning of Lone Fir Cemetery to incorporate the Morrison property into the cemetery.
- Operated and maintained parks, natural areas and recreation facilities levels and provided direct services to more than 1.2 million visitors.
- Reached 12,046 people through education programs (January to December 2007). These included school field trips, Oxbow campfire program, GreenScene natural history interpretive programs and our roving naturalist program.
- Supported approximately 494 volunteers who donated 14,384 hours of their time and talent (calendar year 2007) participating in activities at of Metro parks, natural areas and historic pioneer cemeteries (valued at $268,247).

SERVICE LEVEL CHANGES FROM FY 2007–08

Cooper Mountain Nature Park– The new Cooper Mountain Nature Park construction will be completed in spring 2009, and the park will be opened for public use. This budget includes appropriations for operating expenses and first-year start up costs to run this facility.

New Natural Area Maintenance and Restoration– When the 2006 Natural Areas Acquisition measure was approved by voters, Metro took actions to create a reserve for the maintenance and restoration of lands that would be purchased under this program. This budget moves $210,000 from that reserve to the Parks and Natural Areas Management Program's Science and Stewardship team for restoration and maintenance of these new properties.

Trails Planning– Additional trails planning support has been included in this budget, with the anticipation that it would be funded from MTIP support. It will take some time to go through the MTIP process, and there is no guarantee that this proposal will be funded. The new trails planner will not be hired unless and until MTIP support has been secured.

Small Capital Improvements– Several small, one-time only projects are included in the budget. They include installing a walk-off mat around the new Spray ground at Blue Lake Park, designed to reduce the dirt getting into the water filtering system; new landscaping at Douglass Cemetery around the "niche wall" columbarium to improve niche sales; monument repair at Lone Fir Cemetery; and fire-resistant file cabinets for the cemetery records.

Special Parks District Forum– Metro, in partnership with Portland Parks and Recreation and the Tualatin Hills Park and Recreation District, will host the

Special Parks District Forum in September 2008. The budget includes expenses related to this forum, with registration and sponsorship revenues sufficient to cover these expenses.

Maintenance Support– The budget includes one additional maintenance position for the parks opened for public use. This position will focus on the maintenance of fixed systems (irrigation, wastewater treatment, etc.) and mobile equipment, freeing up rangers to focus on customer service needs and restoration maintenance activities.

Cemetery Program Support– The cemetery program has shown a solid trend of increased sales and services over the last 18 months. The increased activity makes it harder for one staff person overseeing sales and service to keep up with demand. In addition, a recent audit of the program identified several internal control issues and made a series of recommendations around separation of duties and compliance with state rules governing cemetery operations. The budget added 1.0 FTE to provide additional staff support to the program to address these concerns.

MAJOR OBJECTIVES FOR FY 2008–09

- Continue to work on the Connecting Green initiative.
- Finish construction at Cooper Mountain Nature Park near Beaverton and open the park for general public use.
- Continue habitat restoration, facility design and trail planning at Graham Oaks Nature Park in Wilsonville.
- Complete several small capital projects, including landscaping at Douglass Cemetery and installing a walk-off mat around the Sprayground at Blue Lake Park.
- Complete a variety of renewal and replacement (capital maintenance) projects.
- Make several grants under the new Nature in Neighborhoods Capital Grants Program.
- Continue planning and designing the Nature in Golf Learning Center at Blue Lake Park.
- Complete construction for Phase II of the M. James Gleason Memorial Boat Ramp project.
- Provide natural resource stewardship services on approximately 8,100 acres located across the tri-county metropolitan region.
- Continue to provide natural history, environmental education and special events at locations throughout the region.
- Complete Tonquin Trail master planning and Lake Oswego-to-Milwaukie Trail planning.

PROGRAMS FOR FY 2008-09

Great Communities

Parks Design and Construction– Enhance Metro's Regional Parks and Greenspaces through investments in park facilities that comply with adopted master plans.

Parks and Natural Areas Management– Provide efficient and cost effective management of parks, cemeteries, open spaces and natural areas owned or managed by Metro.

Regional Trails Planning and Implementation– Focus on feasibility and alignment study, master planning, design development and construction of multi-modal trails that are part of the Greenspaces Regional Trails Plan and the Regional Trails component of the Regional Transportation Plan.

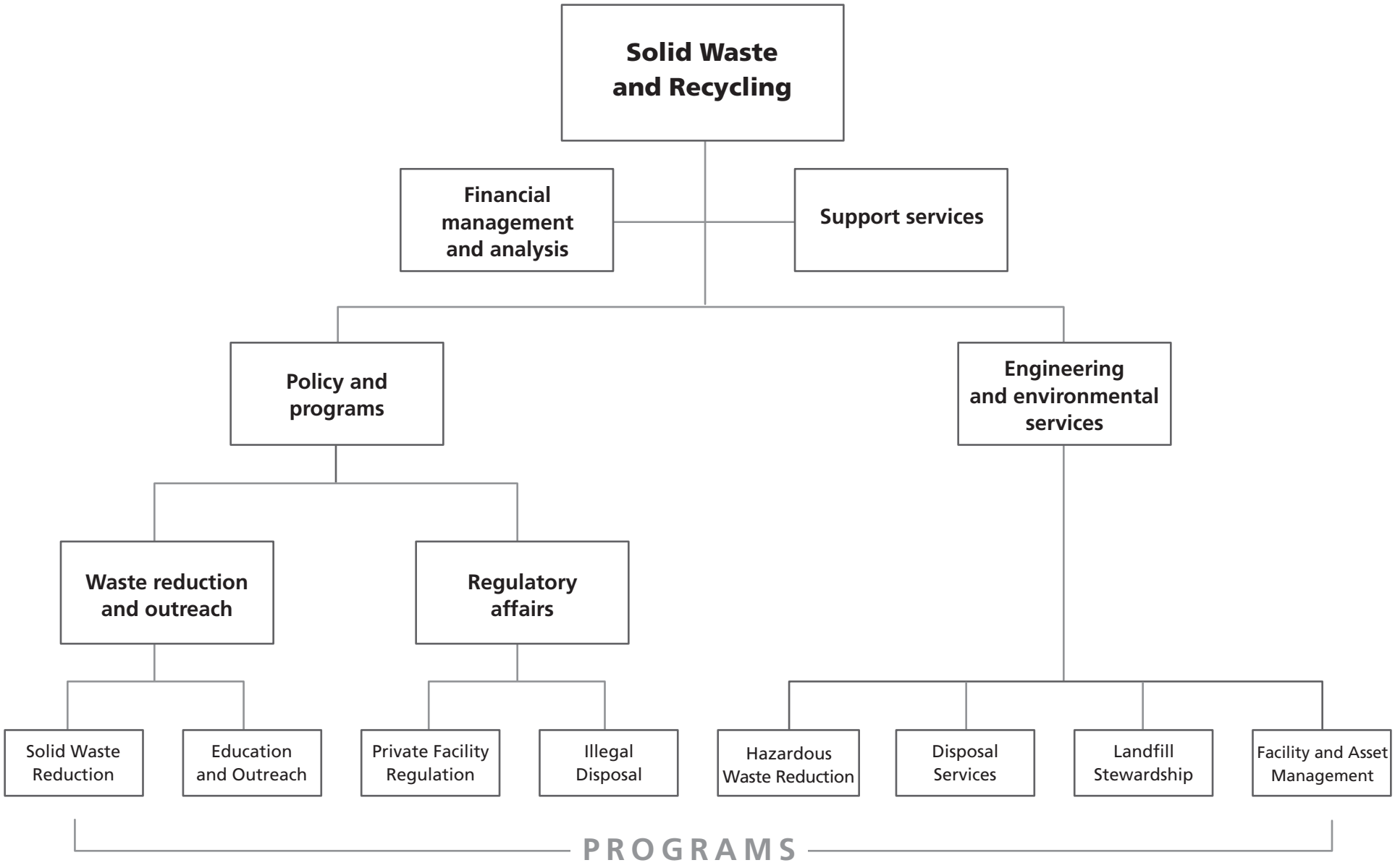
Healthy Environment

Natural Areas Acquisition– Acquire and restore regionally significant natural areas for the protection of riparian and upland habitat and water quality.

Nature in Neighborhoods– Serve as a multi-disciplinary, collaboration-based program that offers expert assistance, brokering of data and information and funding and other support for restoration activities.

Parks Community Involvement– Coordinate and/or support the bulk of community involvement activities in Metro's parks and natural areas.

Regional Greenspaces System Planning– Oversee continued regional efforts to establish an interconnected system of natural areas, parks, trails and greenways for fish and wildlife habitat and for people.


Solid Waste and Recycling
Financial management and analysis
Support services
Policy and programs
Engineering and environmental services
Waste reduction and outreach
Regulatory affairs
Solid Waste Reduction
Education and Outreach
Private Facility Regulation
Illegal Disposal
Hazardous Waste Reduction
Disposal Services
Landfill Stewardship
Facility and Asset Management
PROGRAMS

Solid Waste and Recycling

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$8,712,821	$8,927,204	$9,649,698	$9,649,698	$10,376,717	$10,376,717	$10,376,717	7.53%
Materials and Services	36,377,444	38,081,939	38,407,526	41,194,526	45,306,200	44,580,200	44,680,200	8.46%
Capital Outlay	753,861	1,117,742	2,607,900	2,607,900	2,075,800	2,498,800	2,498,800	(4.18%)
Debt Service	2,344,862	2,348,013	1,335,513	1,335,513	2,348,482	2,348,482	2,348,482	75.85%
TOTAL	**$48,188,988**	**$50,474,898**	**$52,000,637**	**$54,787,637**	**$60,107,199**	**$59,804,199**	**$59,904,199**	**9.34%**
BUDGET BY DIVISION								
Office of the Director	$1,847,030	$1,790,836	$2,022,238	$2,022,238	$2,291,554	$2,291,554	$2,291,554	13.32%
Environmental & Engineering Services	39,867,984	41,442,730	41,465,881	44,252,881	48,766,489	46,889,489	46,889,489	5.96%
Waste Red., Planning & Outreach	3,851,592	4,700,998	5,601,875	5,601,875	5,973,156	7,547,156	7,647,156	36.51%
Financial Management & Analysis	1,765,965	1,532,868	1,620,227	1,620,227	1,667,064	1,667,064	1,667,064	2.89%
Regulatory Affairs	856,417	1,007,466	1,290,416	1,290,416	1,408,936	1,408,936	1,408,936	9.18%
TOTAL	**$48,188,988**	**$50,474,898**	**$52,000,637**	**$54,787,637**	**$60,107,199**	**$59,804,199**	**$59,904,199**	**9.34%**
BUDGET BY FUND								
Solid Waste Revenue Fund	$47,765,933	$50,070,013	$51,495,269	$54,282,269	$59,580,229	$59,277,229	$59,377,229	9.39%
Rehabilitation & Enhancement Fund	423,055	404,885	505,368	505,368	526,970	526,970	526,970	4.27%
TOTAL	**$48,188,988**	**$50,474,898**	**$52,000,637**	**$54,787,637**	**$60,107,199**	**$59,804,199**	**$59,904,199**	**9.34%**
FULL-TIME EQUIVALENTS (FTE)	106.20	106.75	106.75	106.75	109.00	109.00	109.00	2.11%

Solid Waste and Recycling

The mission of the department is to manage the region's waste stream sustainably. The department implements its mission through two complementary strategies:

- First, to reduce the amount and toxicity of solid waste generated and disposed.
- Second, to ensure environmentally sound and cost-efficient disposal of waste that cannot be prevented or recovered.

ABOUT THE DEPARTMENT

To carry out its strategies for reducing the amount and toxicity of waste, the department promotes the sustainable management of resources through school and adult education, grants, demonstration projects and targeted waste reduction activities; develops and administers a solid waste management plan for the region; works cooperatively with local governments on the delivery of recycling services; conducts hazardous waste collection events in the community and at two permanent sites; and recovers latex paint, fuels and recyclable materials collected through the hazardous waste events and at Metro-owned transfer stations. These functions are delivered primarily though the Solid Waste Reduction, Hazardous Waste Reduction and Waste Reduction Education and Outreach programs.

To carry out its strategies for the environmentally sound disposal of waste, the department owns and manages two transfer stations and two hazardous waste processing facilities, contracts for disposal of solid waste and hazardous waste, regulates private solid waste facilities to meet environmental and operational standards, monitors illegal dumpsites and cleans up illegally-disposed waste and maintains and monitors the region's two largest inactive landfills. These functions are delivered primarily though the Disposal Services, Private Solid Waste Facility Regulation, Illegal Disposal Cleanup and Enforcement, Landfill Stewardship and Hazardous Waste Reduction programs.

MAJOR ACCOMPLISHMENTS IN FY 2007–08

- Adopted the Regional Solid Waste Management Plan, which will guide management of the regional solid waste system for the next 10 years.
- Completed the procurement process for a new waste transport contract, and commenced contract negotiations with the preferred proposer.
- Established a policy framework for allocating wet waste among privately-owned facilities and licensees.
- Completed the scoping for an initiative to retrofit a portion of the region's collection fleet with diesel particulate filters.
- Adopted the Enhanced Dry Waste Recovery program, which will boost material recovery by requiring that all waste from construction, demolition and similar activities must be processed before landfilling. Under this program, credits against Regional System Fees and Excise Taxes will be eliminated in 2009, saving over $800,000.
- Adopted an expanded approach to the Recycle at Work program designed to increase waste prevention and recycling from businesses generators. See also "Service Level Changes" below.
- Rebranded MetroPaint, including a new look for the paint labels, ads and brochures. This rebranding is designed to support Metro's increased emphasis on green consumers, building markets and sustainability in general.
- Established a new brand "Regional Illegal Dumping (RID) Patrol," which will focus effort on collaborating with local partners to prevent illegal disposal.

SERVICE LEVEL CHANGES FROM FY 2007–08

Sustainability

The department's activities in sustainability will increase significantly in FY 2008-09. There are three areas of focus:

- **Sustainable Operations Work Group–** The Regional Solid Waste Management Plan includes 23 objectives designed to make the operation of the regional solid waste system more sustainable. Beginning in FY 2007-08 and continuing into FY 2008-09, the department will convene a regional work group charged with generating options, recommendations and a timetable for implementing these 23 sustainability objectives.
- **Diesel Retrofit–** Based on planning completed in FY 2007-08, the department will begin working with haulers and local governments to

retrofit approximately half of the region's waste collection fleet with diesel filters and related improvements. The primary purpose of this initiative is to improve environmental health by reducing diesel particulate emissions from the solid waste collection fleet by 24 percent—which could reduce overall regional diesel particulate emissions by up to 2.5 percent. This is a $7 million commitment implemented over a 3-year period. The initial phase of this initiative will include a federal grant application to the U.S. Environmental Protection Agency. Metro Council set aside $400,000 in the General Fund as potential grant match, subject to approval of the grant application plan and subsequent grant award. No appropriations are included in the FY 2008-09 Solid Waste department budget for this initiative. Initial activities also will include evaluation of options for funding and assessment of strategies to move to full program implementation after the initial grant phase.

- **Metro Sustainability Coordinator–** A senior planner has been added to the Office of the Director and charged with working to make the entire agency's operations more sustainable. In addition to general duties, the coordinator will be directly responsible for (1) implementing a sustainability management system; (2) staffing and implementing the annual work plan for Metro's Environmental Action Teams; (3) establishing liaisons and preparing an annual report on sustainability for the region; and, as appropriate, (4) staffing a citizens' or technical advisory committee on sustainability to the Metro Council.
- The Sustainable Operations Work Group and Metro Sustainability Coordinator will be managed by the Office of the Director. The Diesel Retrofit initiative is managed within the Disposal Services program.

Business Recycling

- The FY 2008-09 budget includes $1 million for the Recycle at Work Technical Assistance program—an increase of more than 40 percent over the base budget in this area. The additional resources will be used by local governments to increase their recycling specialist staff and undertake additional education, outreach and technical assistance to businesses. The assistance is designed to reduce obstacles to recycling for businesses (e.g., lack of information on how and what to recycle). The enhancement is needed to increase business recycling to help reach the region's waste reduction goal of 64 percent by the end of 2009.

Enhanced Conservation Education

- $1.4 million to be used by local school districts to increase the level of waste reduction awareness of sixth graders in the region attending Outdoor School in a natural environment, allowing for the students to understand the immediate connection between waste reduction and their role in conservation and protecting the natural environment.

MAJOR OBJECTIVES FOR FY 2008–09

Sustainability

- Develop recommendations and a timeline for implementing the sustainability objectives of the Regional Solid Waste Management Plan.
- Develop and initiate a pilot project for the Diesel Retrofit Program.
- Hire a sustainability coordinator, establish liaisons with sustainability coordinators throughout the region, develop a sustainability management system for Metro and annual work plans for ENACT and, as appropriate, establish a citizens' or technical advisory committee on sustainability.
- Adopt and implement new policies on pricing and service provision for self-haulers.
- Update the department's Strategic Plan, guided by the new Regional Solid Waste Management Plan.
- Award a contract to a new transporter and bring on board to ensure a smooth transition on Jan. 1, 2010.
- Initiate procurement of a new station operations contract to replace the current contract which expires in March 2010.
- Renew wet waste franchises and licenses pursuant to the policies established in FY 2007-08 for allocating wet waste.
- Play a lead role in instituting Regional Leadership Initiative tools and methods throughout the agency.

PROGRAMS FOR FY 2008–09

Healthy Environment

Disposal Services– The primary purpose of this program is to provide comprehensive solid waste disposal services to commercial haulers and the public. Metro's two transfer stations are managed within this program.

Facility and Asset Management– The primary purpose of this program is to establish and implement sound engineering and business practices in the management of the department's existing and new physical capital assets.

Hazardous Waste Reduction– This program contributes toward reducing the toxicity of the waste stream and reducing the amount of hazardous materials that enter the environment. To achieve these goals, this program provides education and information on non-toxic alternatives, collects hazardous wastes from households and small commercial generators, recovers latex paint, fuels, and other materials and disposes of hazardous waste in an environmentally sound manner.

Illegal Disposal Cleanup and Enforcement– This program focuses on the clean up of illegal dump sites and preventing the illegal disposal of solid waste.

Landfill Stewardship– This program is the steward of the region's two largest inactive solid waste landfills. It ensures compliance with all federal, state and local regulations applicable to landfill closure operations and post-closure requirements. Within this program, commercial quantities of landfill gas (methane) are recovered and sold to an end-user.

Private Solid Waste Facility Regulation– The primary purpose of this program is to minimize and mitigate impacts to the public and the environment from activities at solid waste facilities. To achieve this goal, the program is designed to ensure that privately-owned solid waste facilities meet environmental, regulatory, operational and fiscal standards.

Solid Waste Reduction– Metro's responsibilities under state recycling laws, the Regional Solid Waste Management Plan and related state legislation are implemented through this program. At the core, these responsibilities are to ensure that an opportunity to recycle is provided for all generators of post-consumer waste within the region. This program also fulfills Metro's responsibility for implementing a waste reduction program that addresses the solid waste management hierarchy (reduce, reuse, recycle) and achieves the material recovery requirements of state law (64 percent by 2009).

Waste Reduction Education and Outreach– The principal purposes of this program are to (1) promote *Opportunities to Recycle* through environmental education and information; (2) integrate resource conservation concepts into school curriculum and classroom activities; and (3) directly promote waste prevention through demonstration projects and other approaches. The Recycling Information Center, School Education Program, Earth Day Billboard Contest and Natural Gardening Tour are among the major functions within this program.

Metro

Non-departmental summary

Non-departmental

	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	% Change from Amended FY 2007-08
BUDGET BY CLASSIFICATION								
Personal Services	$506,374	$425,290	$457,060	$461,460	$0	$0	$0	(100.00%)
Materials and Services	31,942,917	9,055,155	14,073,392	14,276,357	13,502,898	13,502,998	13,502,998	(5.42%)
Capital Outlay	0	0	100,000	100,000	0	15,000	15,000	(85.00%)
Debt Service	20,379,082	20,736,563	38,106,009	38,106,009	38,192,273	38,192,273	38,192,273	0.23%
Interfund Reimbursements	6,143,872	6,505,456	7,626,574	7,626,574	8,031,932	8,031,932	8,031,932	5.32%
Internal Service Charges	536,471	677,798	931,416	931,416	1,016,635	1,016,635	1,016,635	9.15%
Fund Equity Transfers	7,463,425	6,996,258	12,042,446	12,388,446	6,132,683	6,440,253	6,465,253	(47.81%)
TOTAL	**$66,972,141**	**$44,396,520**	**$73,336,897**	**$73,890,262**	**$66,876,421**	**$67,199,091**	**$67,224,091**	**(9.02%)**
BUDGET BY FUND								
General Fund	$32,084,801	$9,613,393	$17,661,636	$18,202,001	$9,765,985	$9,976,481	$10,001,481	(45.05%)
General Obligation Bond Debt Service Fund	18,039,361	18,035,601	35,239,800	35,239,800	35,275,958	35,275,958	35,275,958	0.10%
General Renewal & Replacement Func	181,000	0	125,000	125,000	375,000	390,000	390,000	212.00%
General Revenue Bond Fund	1,988,292	1,502,064	1,515,311	1,515,311	1,504,342	1,504,342	1,504,342	(0.72%)
MERC Fund	3,359,270	3,080,922	3,510,962	3,510,962	3,617,795	3,617,795	3,617,795	3.04%
Metro Capital Fund	615	0	29,750	29,750	0	97,174	97,174	226.64%
Natural Areas Fund	0	60,971	911,496	911,496	1,160,922	1,160,922	1,160,922	27.36%
Open Spaces Fund	327,711	301,716	0	0	0	0	0	0.00%
Rehabilitation & Enhancement Fund	29,101	30,015	29,395	29,395	30,085	30,085	30,085	2.35%
Risk Management Fund	7,049,515	7,258,842	9,522,935	9,522,935	9,964,418	9,964,418	9,964,418	4.64%
Smith & Bybee Lakes Fund	21,700	20,000	21,700	21,700	119,980	119,980	119,980	452.90%
Solid Waste Revenue Fund	3,890,775	4,492,996	4,768,912	4,781,912	5,061,936	5,061,936	5,061,936	5.86%
TOTAL	**$66,972,141**	**$44,396,520**	**$73,336,897**	**$73,890,262**	**$66,876,421**	**$67,199,091**	**$67,224,091**	**(9.02%)**
FULL-TIME EQUIVALENTS (FTE)	3.75	4.00	4.50	4.50	0.00	0.00	0.00	(100.00%)

Non-departmental summary

The expenditures listed in the non-departmental summary are non-operating expenses such as general obligation debt service and interfund transfers. Non-departmental expenditures also include items such as special appropriations that cannot be easily tied to the program of any single department or office. It also includes costs such as election expenses that do not occur every year.

Highlights of the FY 2008–09 non-departmental budget are:

- Debt service on general obligation bonds totaling $35.3 million.
- Debt service on pension obligation bonds of $1.4 million.
- $8 million in interfund reimbursements for agency-wide central service functions such as accounting, legal services, risk management and Metro Regional Center management.
- Transfer of $1.14 million from the General Fund to the General Renewal and Replacement Fund to support renewal and replacement needs of the General Fund departments.
- Transfer of $1.9 million from the General Fund to the General Revenue Bond Fund to fund debt service payments on the Metro Regional Center and Washington Park Parking Lot bonds.
- Transfer of $1.2 million from the MERC Fund to the General Revenue Bond Fund for debt service on outstanding bonds.
- Transfer of approximately $692,000 from the General Fund to MERC to support projects at the Oregon Convention Center designed to increase the competitiveness of the facility.
- Transfer of approximately $986,000 from various departments to the General Fund as reimbursement for activities directly supporting these departments.
- Transfers of approximately $464,000 for services provided by Data Resource Center to other Metro departments.
- Transfer of approximately $445,000 from the Solid Waste Revenue Fund to the Rehabilitation and Enhancement Fund for dedicated enhancement fees received through the Solid Waste disposal fee.

General Fund special appropriations

- $165,750 for November election costs.
- $50,000 for public notice requirements under voter-approved ballot measures or required by Metro Code.
- $25,000 for contribution to the Regional Arts and Culture Council.
- $18,750 for water consortium dues.
- $90,225 for Metro's outside financial audit contract.
- $13,755 for Lloyd District Business Improvement District payment.
- $25,000 for general Metro sponsorship account.
- $2.1 million derived from Construction Excise Tax to provide grants to local governments for concept planning.

Nature in Neighborhoods

Historically this section also included the Nature in Neighborhoods project team, a multi-disciplinary, cross-departmental team of staff brought together to implement the Council's Nature in Neighborhoods Initiative.

Nature in Neighborhoods is a regional habitat protection, restoration and greenspaces initiative designed to inspire, strengthen, coordinate and focus the activities of individuals and organizations with a role and stake in the region's fish and wildlife habitat, natural beauty, clean air and water and outdoor recreational opportunities. Metro plays a lead role in Nature in Neighborhoods, but recognizes that the protection and restoration of fish and wildlife habitat and the integration of greenspaces into the urban environment is a task of scope and magnitude beyond the reach of any one organization; it will take the coordinated and strategic action of many.

The staff and general project costs have been transferred to the Regional Parks and Greenspaces Department. However, the grant function, designed to inspire integration of nature in the neighborhood level, remains in this section. Grant awards are budgeted at $1.05 million in FY 2008-09.

Metro

Fund summaries

Summary of all funds G-2
General Fund G-5
General Obligation Bond Debt Service Fund G-13
General Renewal and Replacement Fund G-17
General Revenue Bond Fund G-23
Metro Capital Fund G-29
Metropolitan Exposition Recreation Fund G-35
Natural Areas Fund G-41
Open Spaces Fund G-45
Pioneer Cemetery Perpetual Care Fund G-49
Rehabilitation and Enhancement Fund G-53
Risk Management Fund G-57
Smith and Bybee Lakes Fund G-61
Solid Waste Revenue Fund G-65

Summary of all funds

	General Fund	General Obligation Bond Debt Service Fund	General Renewal & Replacement Fund	General Revenue Bond Fund	MERC Fund	Natural Areas Fund	Metro Capital Fund
RESOURCES							
Beginning Fund Balance	*$23,789,778*	*$12,757,430*	*$7,745,889*	*$201,000*	*$22,091,164*	*$84,672,803*	*$7,553,788*
Current Revenues							
Real Property Taxes	10,936,572	34,622,944	0	0	0	0	0
Excise Tax	16,604,863	0	0	0	0	0	0
Other Derived Tax Revenue	0	0	0	0	0	0	0
Grants	16,403,590	0	0	0	0	0	2,779,537
Local Government Shared Revenues	561,967	0	0	0	11,158,640	0	0
Contributions from other Governments	250,314	0	0	0	962,449	0	0
Enterprise Revenue	23,275,596	0	0	0	30,428,569	0	0
Interest Earnings	994,972	200,000	317,000	8,500	860,366	3,400,000	110,854
Donations	1,310,895	0	0	0	423,500	0	3,698,027
Other Misc. Revenue	1,582,973	0	0	0	109,000	0	2,751,919
Interfund Transfers:							
Interfund Reimbursements	6,552,223	0	0	0	0	0	0
Internal Service Transfers	986,549	0	0	0	0	0	0
Fund Equity Transfers	97,174	0	1,139,274	3,098,663	758,083	0	735,000
Subtotal Current Revenues	79,557,688	34,822,944	1,456,274	3,107,163	44,700,607	3,400,000	10,075,337
TOTAL RESOURCES	**$103,347,466**	**$47,580,374**	**$9,202,163**	**$3,308,163**	**$66,791,771**	**$88,072,803**	**$17,629,125**
REQUIREMENTS							
Current Expenditures							
Personal Services	$43,852,365	$0	$0	$0	$18,285,681	$1,455,719	$179,631
Materials and Services	36,247,438	0	824,994	0	20,918,215	10,786,782	540,000
Capital Outlay	316,000	0	1,168,794	201,200	2,228,871	38,903,902	14,160,759
Debt Service	1,450,486	35,275,958	0	3,098,663	17,805	0	0
Interfund Transfers:							
Interfund Reimbursements	695,052	0	0	0	2,425,563	1,032,409	0
Internal Service Transfers	0	0	0	0	0	128,513	0
Fund Equity Transfers	4,355,876	0	375,000	0	1,192,232	0	97,174
Contingency	7,692,952	0	290,000	0	9,794,169	15,000,000	2,293,857
Subtotal Current Expenditures	94,610,169	35,275,958	2,658,788	3,299,863	54,862,536	67,307,325	17,271,421
Ending Fund Balance	*8,737,297*	*12,304,416*	*6,543,375*	*8,300*	*11,929,235*	*20,765,478*	*357,704*
TOTAL REQUIREMENTS	**$103,347,466**	**$47,580,374**	**$9,202,163**	**$3,308,163**	**$66,791,771**	**$88,072,803**	**$17,629,125**
FULL-TIME EQUIVALENTS (FTE)	433.15	0.00	0.00	0.00	191.00	15.03	2.00

Summary of all funds, *continued*

	Open Spaces Fund	Pioneer Cemetery Perpetual Care Fund	Rehab. & Enhancement Fund	Risk Management Fund	Smith & Bybee Lakes Fund	Solid Waste Revenue Fund	Total
RESOURCES							
Beginning Fund Balance	*$415,000*	*$250,132*	*$2,038,664*	*$1,070,146*	*$4,030,709*	*$42,100,946*	*$208,717,449*
Current Revenues							
Real Property Taxes	0	0	0	0	0	0	45,559,516
Excise Tax	0	0	0	0	0	0	16,604,863
Other Derived Tax Revenue	0	22,000	0	0	0	0	22,000
Grants	150,000	0	0	30,000	0	0	19,363,127
Local Government Shared Revenues	0	0	0	0	0	0	11,720,607
Contributions from other Governments	0	0	0	0	50,000	0	1,262,763
Enterprise Revenue	0	0	0	7,994,541	1,700	60,020,526	121,720,932
Interest Earnings	8,500	9,275	81,547	301,146	161,228	1,656,158	8,109,546
Donations	0	0	0	0	0	0	5,432,422
Other Misc. Revenue	0	0	0	67,903	0	33,000	4,544,795
Interfund Transfers:							
Interfund Reimbursements	0	0	0	1,479,710	0	0	8,031,933
Internal Service Transfers	0	0	0	0	0	30,085	1,016,634
Fund Equity Transfers	0	0	444,971	0	91,740	100,348	6,465,253
Subtotal Current Revenues	158,500	31,275	526,518	9,873,300	304,668	61,840,117	249,854,391
TOTAL RESOURCES	**$573,500**	**$281,407**	**$2,565,182**	**$10,943,446**	**$4,335,377**	**$103,941,063**	**$458,571,840**
REQUIREMENTS							
Current Expenditures							
Personal Services	$0	$0	$0	$162,887	$0	$10,376,717	$74,313,000
Materials and Services	165,719	0	526,970	9,964,418	0	44,153,230	124,127,766
Capital Outlay	407,781	0	0	0	0	2,498,800	59,886,107
Debt Service	0	0	0	0	0	2,348,482	42,191,394
Interfund Transfers:							
Interfund Reimbursements	0	0	0	0	0	3,878,908	8,031,932
Internal Service Transfers	0	0	30,085	0	119,980	738,057	1,016,635
Fund Equity Transfers	0	0	0	0	0	444,971	6,465,253
Contingency	0	0	300,000	0	200,000	15,933,781	51,504,759
Subtotal Current Expenditures	573,500	0	857,055	10,127,305	319,980	80,372,946	367,536,846
Ending Fund Balance	*0*	*281,407*	*1,708,127*	*816,141*	*4,015,397*	*23,568,117*	*91,034,994*
TOTAL REQUIREMENTS	**$573,500**	**$281,407**	**$2,565,182**	**$10,943,446**	**$4,335,377**	**$103,941,063**	**$458,571,840**
FULL-TIME EQUIVALENTS (FTE)	0.00	0.00	0.00	1.80	0.00	109.00	751.98

Metro

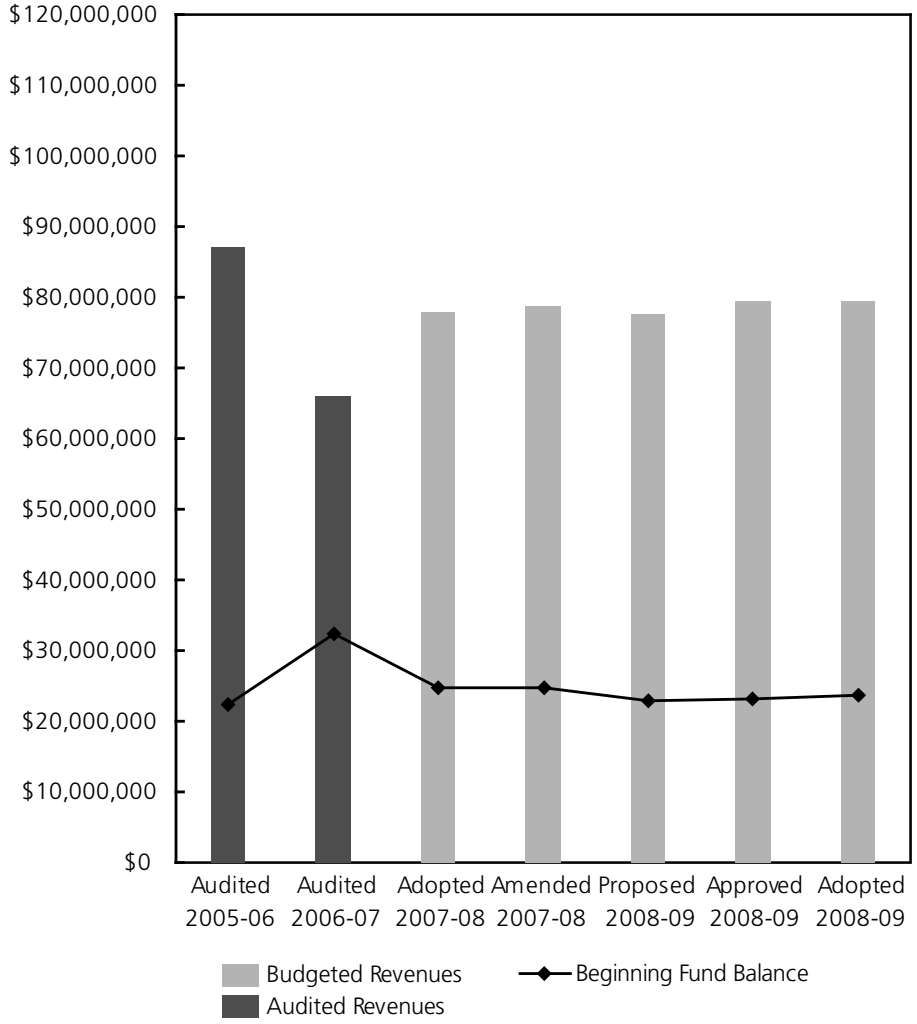
General Fund

General Fund

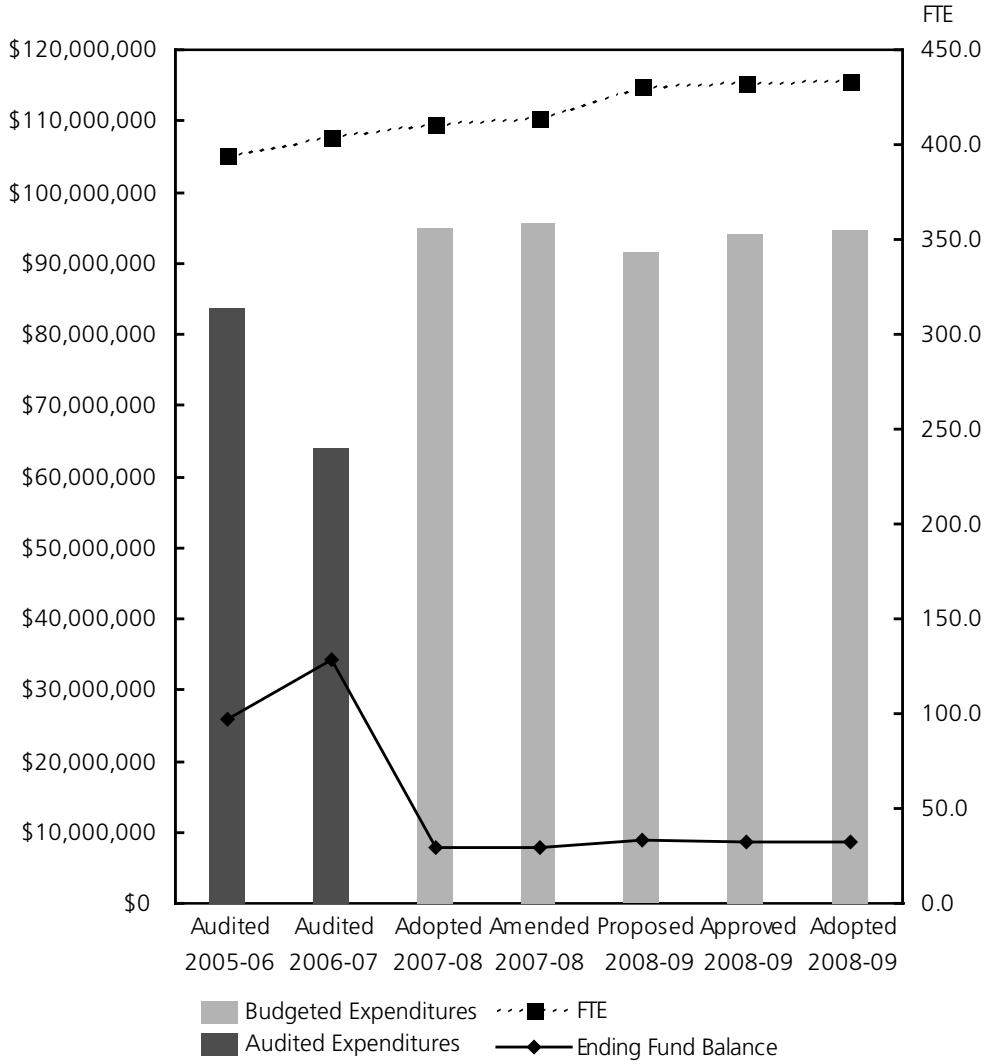
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$22,310,265*	*$32,436,932*	*$24,678,747*	*$24,678,747*	*$22,866,217*	*$23,261,217*	*$23,789,778*	*(3.60%)*
Current Revenues								
Real Property Taxes	9,399,548	9,885,890	10,270,275	10,270,275	10,936,572	10,936,572	10,936,572	6.49%
Excise Tax	14,243,252	16,640,732	17,677,197	17,677,197	16,532,543	16,604,863	16,604,863	(6.07%)
Grants	10,675,649	7,997,004	19,793,107	20,237,507	14,842,290	16,403,590	16,403,590	(18.94%)
Local Government Shared Revenues	547,512	519,463	519,973	519,973	534,490	561,967	561,967	8.08%
Contributions from other Governments	0	60,000	20,157	245,157	20,157	250,314	250,314	2.10%
Enterprise Revenue	18,733,914	19,733,038	19,573,950	19,515,950	23,240,721	23,275,596	23,275,596	19.26%
Interest Earnings	1,143,161	1,774,940	842,690	842,690	994,972	994,972	994,972	18.07%
Donations	1,528,104	1,441,776	1,000,100	1,183,635	1,310,895	1,310,895	1,310,895	10.75%
Other Misc. Revenue	1,147,689	1,428,403	1,506,322	1,506,322	1,582,973	1,582,973	1,582,973	5.09%
Bond and Loan Proceeds	24,313,286	592,500	0	0	0	0	0	0.00%
Interfund Transfers:								
Interfund Reimbursements	4,815,872	5,177,455	5,904,234	5,904,234	6,552,223	6,552,223	6,552,223	10.97%
Internal Service Transfers	482,370	647,783	902,021	902,021	986,549	986,549	986,549	9.37%
Fund Equity Transfers	181,615	38,625	0	0	0	97,174	97,174	0.00%
Subtotal Current Revenues	**87,211,972**	**65,937,609**	**78,010,026**	**78,804,961**	**77,534,385**	**79,557,688**	**79,557,688**	**0.96%**
TOTAL RESOURCES	**$109,522,237**	**$98,374,541**	**$102,688,773**	**$103,483,708**	**$100,400,602**	**$102,818,905**	**$103,347,466**	**(0.13%)**
REQUIREMENTS								
Current Expenditures								
Personal Services	$32,608,849	$34,705,544	$39,135,985	$39,792,134	$43,482,900	$43,781,855	$43,852,365	10.20%
Materials and Services	43,448,985	21,496,700	32,675,587	34,954,439	33,533,570	35,766,167	36,247,438	3.70%
Capital Outlay	897,190	395,763	557,800	674,835	356,000	316,000	316,000	(53.17%)
Debt Service	825,907	1,228,148	1,876,661	1,876,661	1,450,486	1,450,486	1,450,486	(22.71%)
Interfund Transfers:								
Interfund Reimbursements	630,383	598,915	900,273	900,273	695,052	695,052	695,052	(22.80%)
Internal Service Transfers	25,000	0	0	0	0	0	0	0.00%
Fund Equity Transfers	5,203,735	5,593,977	10,419,948	10,752,948	4,120,480	4,330,876	4,355,876	(59.49%)
Contingency	0	0	9,223,297	6,633,196	7,928,162	7,741,172	7,692,952	15.98%
Subtotal Current Expenditures	**83,640,049**	**64,019,047**	**94,789,551**	**95,584,486**	**91,566,650**	**94,081,608**	**94,610,169**	**(1.02%)**
Endi Ending Fund Balance	*25,882,188*	*34,355,494*	*7,899,222*	*7,899,222*	*8,833,952*	*8,737,297*	*8,737,297*	*10.61%*
TOTAL REQUIREMENTS	**$109,522,237**	**$98,374,541**	**$102,688,773**	**$103,483,708**	**$100,400,602**	**$102,818,905**	**$103,347,466**	**(0.13%)**
FULL-TIME EQUIVALENTS (FTE)	394.08	403.83	410.81	413.90	430.30	432.65	433.15	4.65%

General Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



General Fund

Historically, the General Fund included only the costs of the general government functions of the elected Metro Council and Council President, their staffs, the Public Affairs and Government Relations department, and non-departmental special appropriations, such as election expenses and public notices required under the provisions of Ballot Measure 56.

During FY 2004–05, Metro initiated a multi-year Strategic Budgeting Initiative to identify important regional goals and to create strategies to address them. The initiative required fundamental cultural changes to the budgeting process. The Metro Council spent more than forty hours in a series of meetings, developing and prioritizing goals and objectives. These goals and objectives provide strategic direction to the departments and a framework for program development.

Commencing in FY 2005–06, Metro launched major changes to its budget process, beginning the transformation from an organizational-based budget to a multi-year, program-based budget that is closely tied to Metro Council's strategic goals and objectives. This transformation is expected to take several years to complete. In order to provide the decision makers increased fiscal flexibility in the allocation of resources to the highest priority programs the number of funds was reduced from 20 to 12 by consolidating all funds that did not have legal or strategic constraints.

In FY 2005–06, the Zoo Operating Fund, Regional Parks Operating Fund, Planning Fund, Support Services Fund and Building Management Fund were consolidated into the General Fund. The expanded General Fund now includes the operating costs of the Council Office, Office of Metro Attorney, Office of Metro Auditor, Finance and Administrative Services, Human Resources, Information Technology, Oregon Zoo, Planning, Public Affairs and Government Relations, Regional Parks and Greenspaces and non-departmental special appropriations.

CURRENT REVENUES

Property taxes

Metro receives property tax revenues from a tax levy originally approved by voters in May 1990. Ballot Measure 50, approved by the voters in May 1997, converted the tax levy to a general operating permanent rate levy. Metro's permanent rate is $0.0966 per $1,000 of assessed value and cannot be increased even by the voters. Metro expects to receive 95 percent of the property tax levied and approximately $319,000 in delinquent taxes.

Excise tax

The primary general government source of revenue for the General Fund is an excise tax on the purchase of Metro goods and services. The FY 2008-09 budget includes an excise tax rate of 7.5 percent on non-solid waste generated revenues and a flat fee of $8.92 on solid waste tonnage. The budget eliminates the collection of excise tax on revenues generated by the Oregon Zoo effective Sept. 1, 2008. This is the next step in the consolidation of the General Fund and was also recommended by the Zoo Future Vision committee to provide additional incentive to improve zoo operations. This reduces excise tax revenue generated by approximately $1 million during the year with an annualized impact of approximately $1.4 million. The general excise tax will be approximately $15.1 million in FY 2008-09.

In March 2006 the Metro Council established a Construction Excise Tax to provide funding for regional and local planning that is required to make land ready for development after its inclusion in the Urban Growth Boundary. The tax will sunset when a total of $6.3 million has been collected, anticipated to be sometime in FY 2008-09. The Construction Excise Tax is expected to generate about $1.5 million in FY 2008-09.

Grants

The Planning department receives approximately $15 million in grant funds, about 91 percent of all General Fund grants. The department relies on federal, state and local grants to fund most of its transportation planning programs. The Regional Parks and Greenspaces department receives about $1.2 million in grants primarily for restoration projects on Metro-owned natural areas, and the Oregon Zoo receives about $159,000 in grants. Grants at the Oregon Zoo support conservation projects performed in cooperation with other jurisdictions. Grant funding fluctuates annually based on project need.

Intergovernmental revenues

This category includes local government shared revenues derived from registration fees for recreational vehicles, county marine fuel taxes and

payments from other governmental agencies for services provided by Regional Parks and Greenspaces. In FY 2008-09 revenues received from state shared sources are expected to increase slightly based on projections from the State of Oregon.

Enterprise revenues

These are revenues derived from the income producing activities of the General Fund such as the Oregon Zoo and Regional Parks and Greenspaces. They include admission fees, parking fees, food and beverage sales, gift shop sales, train rides, education fees, rental income, greens fees at Glendoveer Golf Course and sales and contracted services generated through the Data Resource Center of the Planning department. Most revenue estimates at the Oregon Zoo are based upon per capita revenue projections combined with an estimated attendance of 1.5 million. Revenues in Regional Parks and Greenspaces are estimated based on a three-year rolling average. Approximately 91 percent of all enterprise revenues is generated at either the Oregon Zoo or Regional Parks and Greenspaces and is heavily dependent on weather conditions. The remaining 9 percent is generated through rental income and parking fees at Metro Regional Center and the adjoining parking structure and contracts and sales through the Data Resource Center.

Enterprise revenues in FY 2008-09 are increasing more than 19 percent, about $3.7 million, over FY 2007-08. Almost 90 percent of this increase is expected at the Oregon Zoo. The Oregon Zoo has experienced record-breaking attendance the last two years. The adopted budget projects an annual attendance of 1.5 million, an increase of 100,000 over the more conservative FY 2007-08 budget assumptions. In addition, the budget includes a $0.25 increase to adult, senior and youth admission prices; an increase in the first Tuesday of each month's prices from $2.00 to $2.50; an increase in the non-member parking fee from $1.00 to $2.00 per car; the establishment of a fee for the temporary dinosaur exhibit ranging from $2.00 to $4.00; and other increases to education camp classes and lectures. Also, the Oregon Zoo is increasing its marketing efforts on the shoulder seasons of early spring and late fall, expected to generate even greater attendance during those times. Finally, the elimination of the excise tax on Oregon Zoo revenues effective September 1, 2008, has the net effect of increasing enterprise revenues while decreasing excise tax. The ten-month fiscal impact of this action is approximately $1 million, with an annualized impact of approximately $1.4 million.

The adopted budget also recognizes increased usage at the Metro Regional Center parking structure and proposes a $1.00 increase in the parking rate. Enhanced aerial photography and associated agreements with local jurisdictions will raise an additional $174,000 for the Data Resource Center of the Planning department. No fee increases are anticipated at regional park facilities.

Interest earnings

Interest is earned on the unspent portion of the fund balance. Earnings are based on the current rate of Metro's average investment portfolio. In FY 2008-09, the budget assumes an interest rate of 4 percent and will generate almost $1 million to the General Fund.

Donations

This category includes contributions from individuals and organizations in support of general operations or specific projects. Anticipated revenues in FY 2008-09 include $1.3 million from the Oregon Zoo Foundation for zoo operations and incorporate a $13,000 transfer from the *Predators of the Serengeti* reserve. The Oregon Zoo Foundation holds a permanent reserve dedicated to the support of the *Predators of the Serengeti* exhibit. Contributions will be made from earnings on the reserve.

Interfund transfers

Metro's central services, including Finance and Administrative Services, Building Management, Human Resources, Information Technology, Metro Attorney, Creative Services division of Public Affairs and Government Relations Department and Metro Auditor, are budgeted in the General Fund. Costs of these services are allocated to operating departments through an approved cost allocation plan. Operating departments that are budgeted outside the General Fund transfer approximately $6.6 million in reimbursements. In addition, the Planning department charges for services and maintenance associated with the Data Resource Center; Solid Waste and Recycling and Regional Parks and Greenspaces pay the majority of the charges. Also, to provide more efficient services to departments and the public, several finance and public affairs positions have been transferred to the centralized department. The originating department pays for these services

through a direct transfer to the General Fund.

CURRENT EXPENDITURES

Personal services

This category includes salary, wage and fringe benefits for the 433.15 Full-Time Equivalent (FTE) in the various departments of the General Fund. Overall FTE have increased by 19.25 since the FY 2007-08 Amended Budget. A detailed discussion can be found in the budget summary. In addition to increased staffing, all departments have experienced increases in personal services costs related to salary increases and health and welfare costs. The budget assumptions reviewed by Council included a variety of anticipated salary adjustments for cost of living, merit pay, annual step and other possible changes related to collective bargaining and classification studies. Also, the budget assumes a 10 percent increase in Metro's contribution to health and welfare premiums as provided for in collective bargaining agreements. A complete list of general budget assumptions is included in the Budget and Financial Structure section.

Materials and services

Expenditures in this category for basic operations, maintenance and administration have increased approximately 3.2 percent over FY 2007-08. Much of this increase is due to increased attendance at regional facilities such as the Oregon Zoo and regional parks. Costs associated with restoration projects at regional parks will fluctuate from year to year based on available funding and are anticipated to increase about $315,000 in FY 2008-09. Planning expenditures are closely tied to grant funding. More than 91 percent of Planning department costs, about $13.8 million, is for contracted professional services, Transit Oriented Development land purchases or pass-through of grant funds to other governments.

Capital outlay

All major capital projects and most renewal and replacement projects have been moved to the Metro Capital Fund or the General Renewal and Replacement Fund. The purchases that remain are primarily for minor capital items that do not meet the threshold of a capital project for the five-year capital budget.

Debt service

In fall 2005 Metro joined with a pool of other local governments in Oregon to issue limited tax pension obligation bonds to fund its share of the Oregon Public Employees Retirement System's unfunded actuarial liability. Metro's share of the total principal will be repaid over a period of 22 years through assessments on departments in exchange for a lower pension cost. Annual principal and interest costs are funded through assessments to departments based on eligible salary and are paid through the non-departmental section of the General Fund. Debt service also includes a small interest payment on an outstanding loan made for the Transit Oriented Development program of the Planning department. The Debt Summary section of the budget describes these obligations more completely.

Transfers

There are two types of transfers from the General Fund: (1) interfund reimbursements for risk management services and (2) fund equity transfers of resources. Transfers of resources account for almost 86 percent of expenditures in this category including:

- The transfer of approximately $1.1 million in annual renewal and replacement contributions to the Metro Capital Fund.
- The transfer of approximately $1.9 million to the General Revenue Bond Fund for debt service.
- The transfer of $746,000 in excise tax to the Metro Exposition Recreation Commission provided to the Oregon Convention Center under the Metro Tourism Opportunity and Competitiveness Account.

Contingency

A contingency provides for unforeseen needs throughout the year. Expenditures from contingency may be made only through Council adoption of an ordinance amending the budget. Any transfer from contingency throughout the year that would exceed a cumulative amount greater than 15 percent of expenditures requires a full supplemental budget amendment, including public review by the Tax Supervising and Conservation Commission. The FY 2008-09 contingency is made up of several accounts: (1) a general contingency and reserve to provide for unforeseen events through the year, (2) an "opportunity" account to allow the Council to take advantage of strategic opportunities should they arise, (3) specific amounts set aside for future needs designated through Council action, Ordinance 07-1160B adopted in September 2007 and

(4) the recovery rate stabilization reserve that includes general revenues in an amount equal to excise tax earned on solid waste tonnage above the amount budgeted. Contingency and reserves are budgeted in accordance with Council approved financial policies.

FUND BALANCE

The fund balance of the General Fund is the combined balance for several major operating departments — Oregon Zoo, Planning and Regional Parks and Greenspaces — as well as all general government and central service functions such as Metro Council, Metro Attorney, Metro Auditor, Finance and Administrative Services, Human Resources, Information Technology and Public Affairs and Government Relations. It includes several dedicated reserves such as the remaining PERS Reserve for pension liability and a reserve for future debt service on the full faith and credit bonds issued to refinance Metro Regional Center. It also includes reserves for cash flow and fund stabilization. Last year Metro performed a comprehensive review of fund balance needs in the General Fund. Based on this analysis, approved policies call for a minimum of 7 percent of operating revenues be set aside in either a contingency or stabilization reserve to guard against unexpected downturns in revenues and to stabilize resulting budget action. The target was set to provide a 90 percent confidence level that revenues might dip below this amount only once in a 10 year period.

Metro

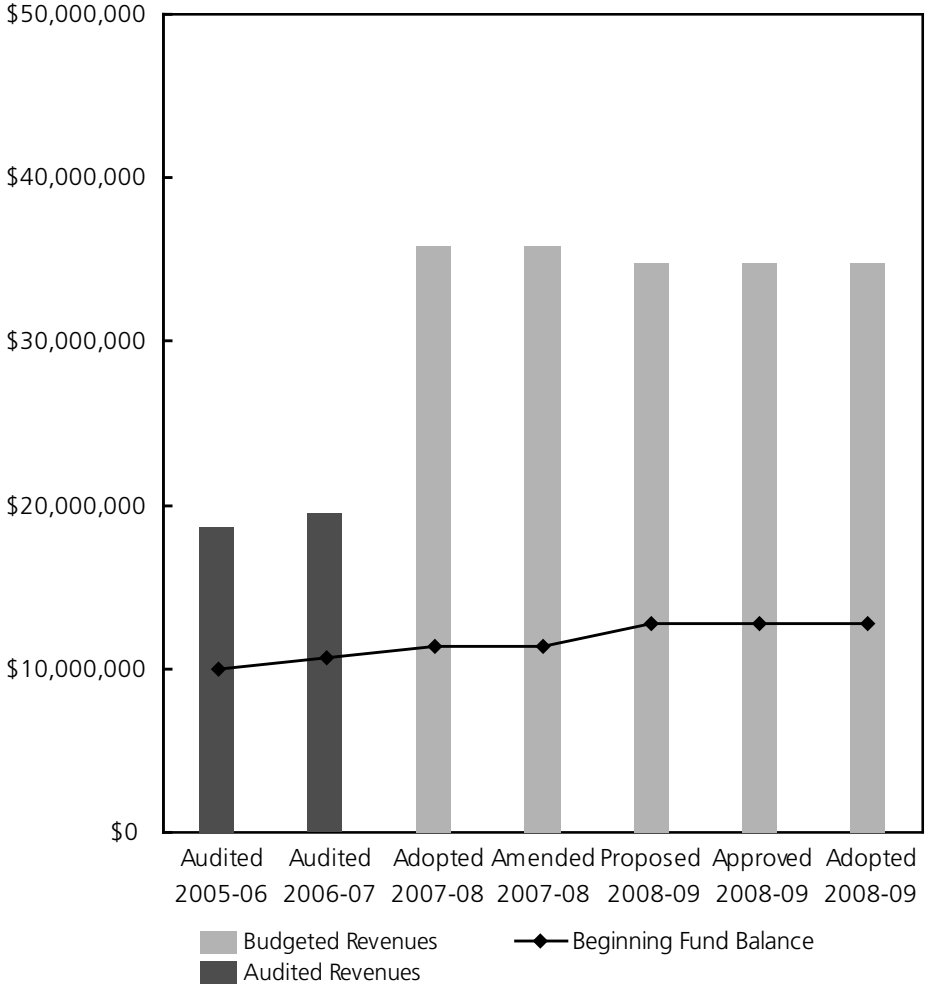
General Obligation Bond Debt Service Fund

General Obligation Bond Debt Service Fund

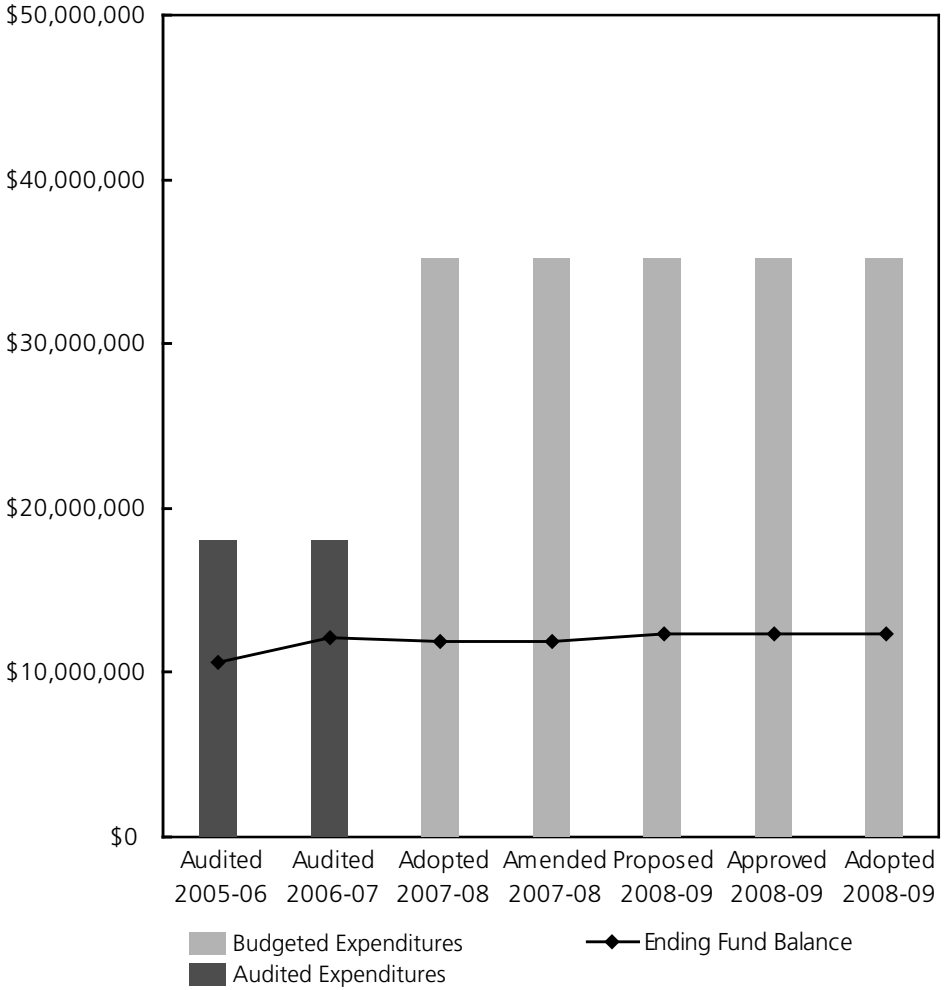
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$10,004,443*	*$10,680,405*	*$11,355,405*	*$11,355,405*	*$12,757,430*	*$12,757,430*	*$12,757,430*	*12.35%*
Current Revenues								
Real Property Taxes	18,451,278	18,783,637	35,714,800	35,714,800	34,622,944	34,622,944	34,622,944	(3.06%)
Interest Earnings	264,045	653,989	100,000	100,000	200,000	200,000	200,000	100.00%
Subtotal Current Revenues	**18,715,323**	**19,437,626**	**35,814,800**	**35,814,800**	**34,822,944**	**34,822,944**	**34,822,944**	**(2.77%)**
TOTAL RESOURCES	**$28,719,766**	**$30,118,031**	**$47,170,205**	**$47,170,205**	**$47,580,374**	**$47,580,374**	**$47,580,374**	**0.87%**
REQUIREMENTS								
Current Expenditures								
Debt Service	$18,039,361	$18,035,601	$35,239,800	$35,239,800	$35,275,958	$35,275,958	$35,275,958	0.10%
Subtotal Current Expenditures	**18,039,361**	**18,035,601**	**35,239,800**	**35,239,800**	**35,275,958**	**35,275,958**	**35,275,958**	**0.10%**
Ending Fund Balance	*10,680,405*	*12,082,430*	*11,930,405*	*11,930,405*	*12,304,416*	*12,304,416*	*12,304,416*	*3.13%*
TOTAL REQUIREMENTS	**$28,719,766**	**$30,118,031**	**$47,170,205**	**$47,170,205**	**$47,580,374**	**$47,580,374**	**$47,580,374**	**0.87%**
FULL-TIME EQUIVALENTS (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

General Obligation Bond Debt Service Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



General Obligation Bond Debt Service Fund

The General Obligation Bond Debt Service Fund receives property tax revenue from voter-approved levies and pays principal and interest due holders of Metro's outstanding general obligation bonds. The fund contains debt service payments for each of Metro's existing general obligation bond series.

The Convention Center Project Debt Service Account pays the principal and interest due on the 2001 Series A general obligation refunding bonds (Oregon Convention Center project). In FY 2008–09 $5,401,545 is due.

In July 2001 Metro refinanced the 1992 Series A Convention Center refunding bonds, saving approximately $4.2 million in interest payments over the next 10 years.

In November 2002 Metro refinanced the 1995 Series A and C Open Spaces, Parks and Streams bonds. The refinancing resulted in a net present value savings of $6.1 million. In FY 2008–09 the total due is $10,439,688, which includes debt service on the 1995 Series B bonds.

In May 2005 Metro refinanced the callable portion of the 1996 Series A Oregon Project general obligation bonds, resulting in net present value savings of $1,427,412. In FY 2008–09 the total due is $2,252,075.

In November 2006 the voters approved the $227.4 million Natural Areas general obligation bonds. The first series under this authorization was issued in April 2006. The debt service due in FY 2008–09 is $17,182,650.

CURRENT REVENUES

Property taxes

Property taxes are levied to meet the outstanding requirements of the general obligation bonds. The levy amount is the amount needed to pay debt obligations assuming a 95 percent collection rate.

Interest

Interest is earned on the average cash balance of the fund. Earnings are based on the current rates of Metro's investment portfolio. In FY 1999–00, Metro implemented Rule #31 of the Governmental Accounting Standards Board (GASB 31), which requires that interest earnings be adjusted to reflect market value of investments. As a result, interest earnings will be less predictable and result in greater variability from year to year. The interest earnings rate is expected to average approximately 4.0 percent and raises $200,000.

CURRENT EXPENDITURES

Debt service

Principal and interest payments on the outstanding general obligation bonds are based on the actual debt service schedules for each issue. Debt service payments are made semi-annually.

FUND BALANCE

All of Metro's existing general obligation bonds have payments due early in the fiscal year, before property tax payments are received. All accounts, therefore, have ending fund balances of sufficient size to carry funds over to the following fiscal year to make the first debt service payment. Ending balances are adjusted over time to meet the requirements of debt obligations. The increase in fund balance is related to cash flow for the Natural Areas bonds.

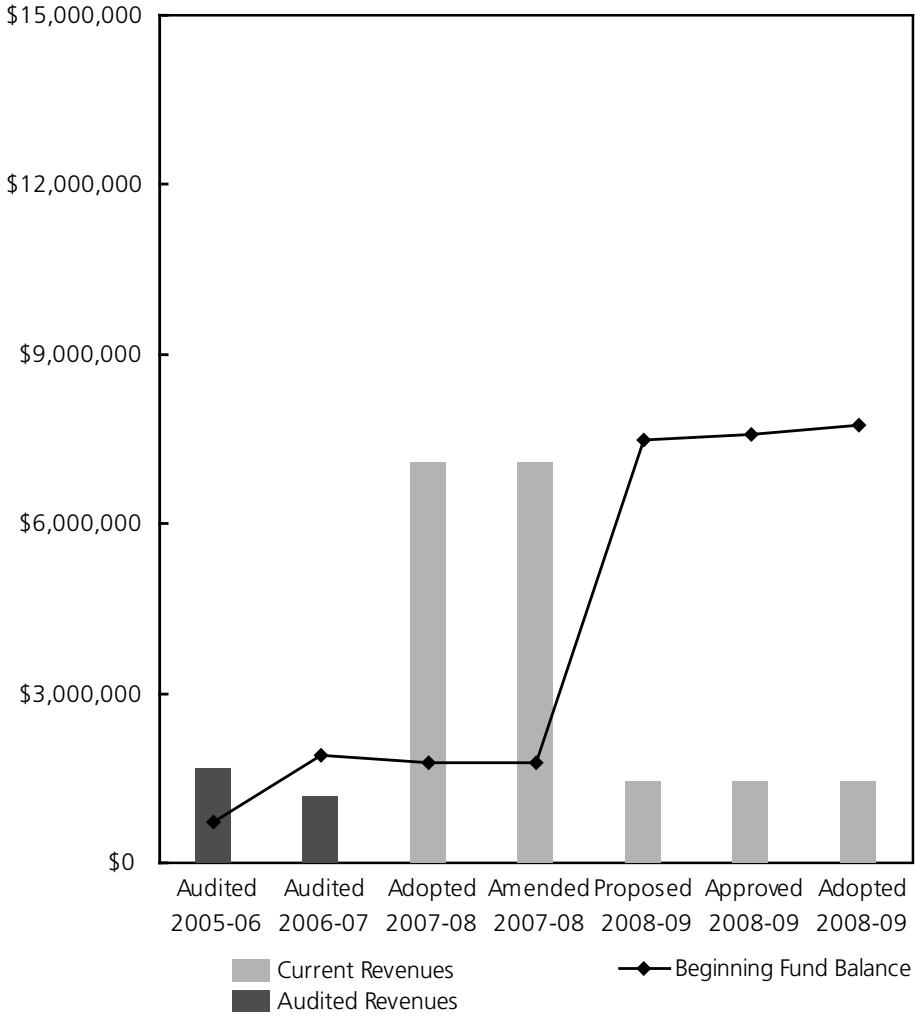
General Renewal and Replacement Fund

General Renewal and Replacement Fund

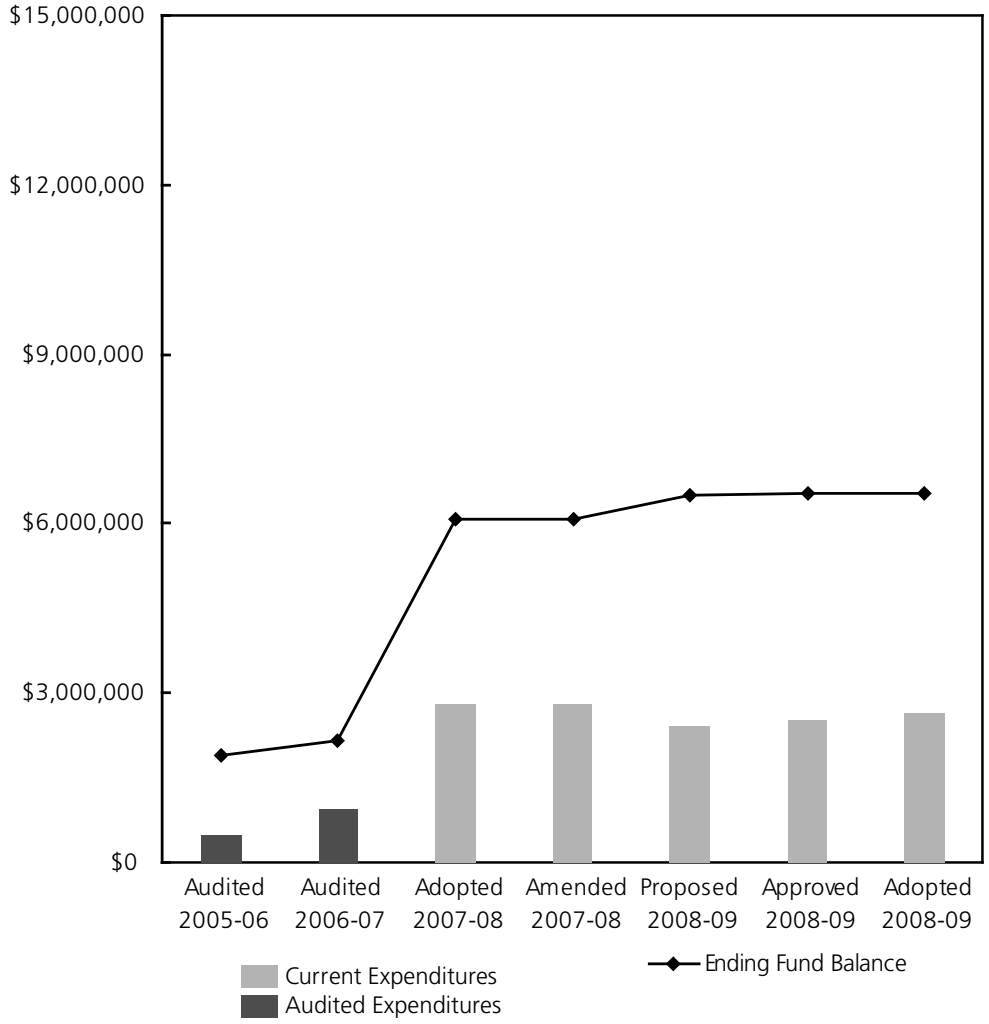
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$708,715*	*$1,889,280*	*$1,782,157*	*$1,782,157*	*$7,485,589*	*$7,593,589*	*$7,745,889*	*334.64%*
Current Revenues								
Grants	0	0	63,764	63,764	0	0	0	(100.00%)
Interest Earnings	110,839	65,638	107,289	107,289	317,000	317,000	317,000	195.46%
Donations	0	0	3,000	3,000	0	0	0	(100.00%)
Interfund Transfers:								
Fund Equity Transfers	1,560,732	1,119,202	6,914,500	6,914,500	1,139,274	1,139,274	1,139,274	(83.52%)
Subtotal Current Revenues	**1,671,571**	**1,184,840**	**7,088,553**	**7,088,553**	**1,456,274**	**1,456,274**	**1,456,274**	**(79.46%)**
TOTAL RESOURCES	**$2,380,286**	**$3,074,120**	**$8,870,710**	**$8,870,710**	**$8,941,863**	**$9,049,863**	**$9,202,163**	**3.74%**
REQUIREMENTS								
Current Expenditures								
Materials and Services	$131,938	$137,642	$422,375	$422,375	$136,653	$244,653	$824,994	95.32%
Capital Outlay	178,068	795,064	1,587,959	1,587,959	1,626,835	1,596,835	1,168,794	(26.40%)
Interfund Transfers:								
Fund Equity Transfers	181,000	0	0	0	375,000	375,000	375,000	0.00%
Contingency	0	0	796,566	796,566	290,000	290,000	290,000	(63.59%)
Subtotal Current Expenditures	**491,006**	**932,706**	**2,806,900**	**2,806,900**	**2,428,488**	**2,506,488**	**2,658,788**	**(5.28%)**
Ending Fund Balance	*1,889,280*	*2,141,414*	*6,063,810*	*6,063,810*	*6,513,375*	*6,543,375*	*6,543,375*	*7.91%*
TOTAL REQUIREMENTS	**$2,380,286**	**$3,074,120**	**$8,870,710**	**$8,870,710**	**$8,941,863**	**$9,049,863**	**$9,202,163**	**3.74%**
FULL-TIME EQUIVALENTS (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

General Renewal and Replacement Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



General Renewal and Replacement Fund

The General Renewal and Replacement Fund is a new fund established in FY 2008-09 to provide for Metro's general assets including all General Fund departments. When first set up in FY 2007-08 it was included as an account in the Metro Capital Fund. Previously, renewal and replacement was budgeted in a variety of places for specific dedicated purposes. For comparative purposes all prior years have been included.

The consolidated General Renewal and Replacement Fund is the next step in a process that began two years ago. While developing the FY 2007-08 budget development, Metro undertook a comprehensive review of General Fund reserve needs. The analysis included a preliminary study of renewal and replacement requirements of Metro's existing general assets. The preliminary study, based on historical accounting data, estimated the financial investment necessary — both one-time and ongoing — to provide fully for current and future needs of existing assets. In the FY 2007-08 budget, the Metro Council directed $5.7 million in general reserves for a one-time contribution to renewal and replacement and $1.1 million for annual ongoing contributions. In addition, to confirm the financial investment estimates of the preliminary study, the budget appropriated $100,000 to perform a detailed on-site inventory of assets and develop a 25 year renewal and replacement schedule. Anticipating the successful completion of this project, the variety of specific dedicated reserves was consolidated into one Renewal and Replacement Account in the Metro Capital Fund.

An engineering firm performed the study with the help of facility managers, the Capital Budget Coordinator and several interns, developing a comprehensive list of renewal and replacement requirements. The engineering firm provided or verified cost estimates and produced a schedule of needs. The comprehensive study validated the financial investment estimates initially developed in the preliminary study. The schedule of needs will be reviewed and updated on a regular basis, at least once every five years. Annual financial contributions will be adjusted if necessary to meet changing requirements. Renewal and replacement needs will be budgeted in accordance with the schedule. All projects greater than $50,000 are listed individually in the five-year capital budget. All other projects below $50,000 are aggregated as a single renewal and replacement project within each department.

In spring 2008 a comprehensive examination of all Metro assets was completed, conforming to GASB 34.

CURRENT REVENUES

Interest earnings

Interest is earned on the unused portion of the fund balance. Earnings are based on the current rates of Metro's average investment portfolio. For FY 2008-09 an interest rate of 4.0 percent will raise $317,000.

Interfund transfers

Annual ongoing contributions to the renewal and replacement reserve are necessary to meet scheduled requirements. The General Fund contributes approximately $1.1 million from a variety of sources. Annual contributions should remain relatively constant but may be adjusted according to the schedule of needs.

CURRENT EXPENDITURES

Materials and services

Expenditures in this category reflect potential renewal and replacement projects that do not meet the threshold of major capital improvement and which, by definition, are considered capital maintenance. These projects are aggregated by department and included in the renewal and replacement schedule.

Capital outlay

This category represents renewal and replacement projects approved in Metro's capital budget. All projects are included in the Capital Improvement Plan. Those projects over $50,000 are called out separately in the plan. All other projects are aggregated by department into one general renewal and replacement project. For additional information see the Five-Year Capital Budget section of the budget document.

Interfund transfers

Major capital construction projects may include a portion that is considered renewal and replacement. The Regional Parks and Greenspaces department

is undertaking a major renovation of the M. James Gleason Memorial Boat Ramp. Primary funding for the project is through grants from the Oregon State Marine Board, although a portion of the project is considered renewal and replacement. Funds are transferred from the General Renewal and Replacement Fund to the Metro Capital Fund for the capital project.

Contingency

A contingency provides for unforeseen needs throughout the year. Expenditures from contingency may be made only through Council adoption of an ordinance amending the budget. Any transfer from contingency throughout the year that would exceed a cumulative amount greater than 15 percent of expenditures requires a full supplemental budget amendment, including public review by the Tax Supervising and Conservation Commission.

FUND BALANCE

This represents the balance of the general renewal and replacement reserve. The reserve amount will fluctuate from year to year based on project needs. The current financial plan for renewal and replacement provides for a positive balance in the reserve for the next 20 years. The schedule of needs and financial plan will be reviewed annually and updated at least every five years, and adjusted accordingly.

Metro

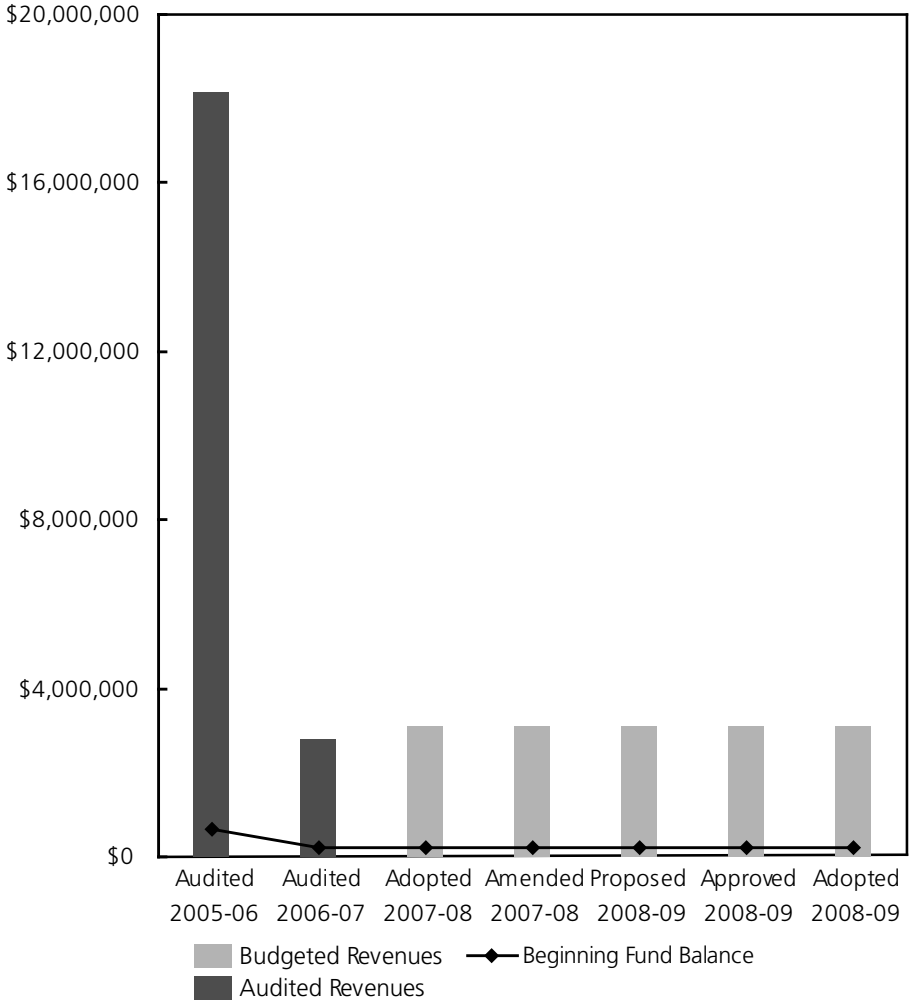
General Revenue Bond Fund

General Revenue Bond Fund

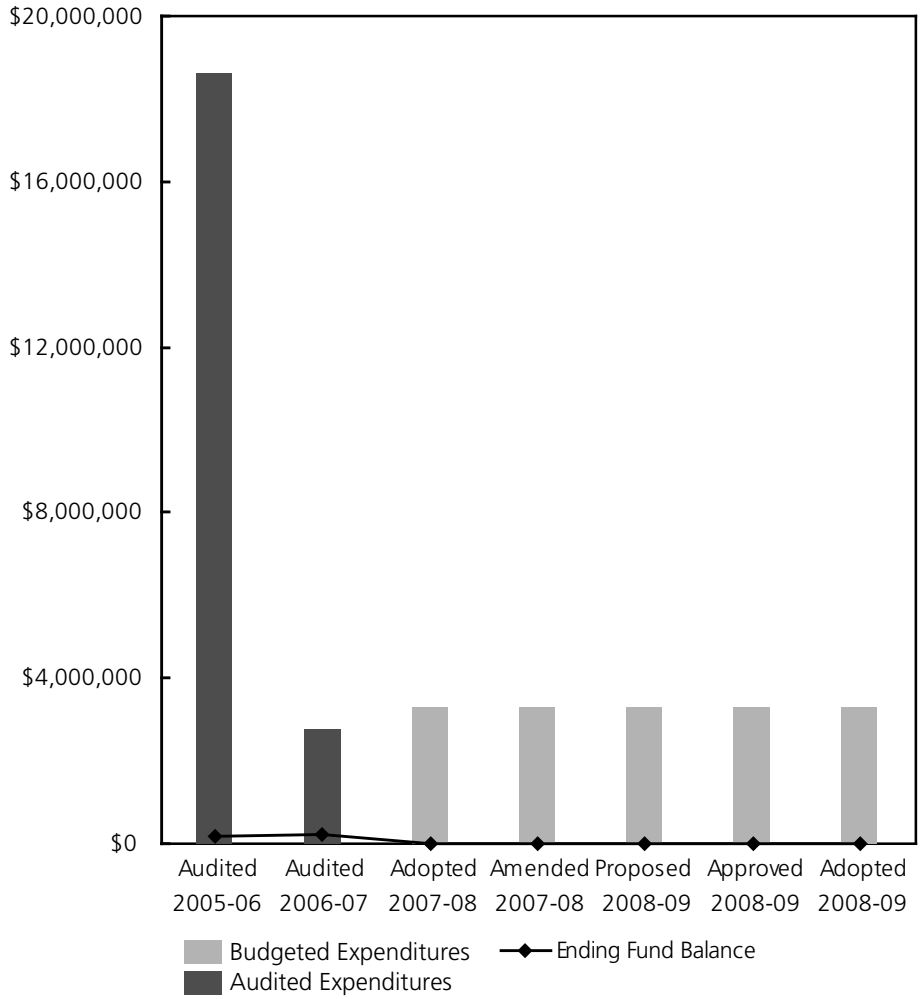
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$658,388*	*$198,214*	*$208,400*	*$208,400*	*$201,000*	*$201,000*	*$201,000*	*(3.55%)*
Current Revenues								
Interest Earnings	14,304	19,949	9,800	9,800	8,500	8,500	8,500	(13.27%)
Bond and Loan Proceeds	15,016,970	0	0	0	0	0	0	0.00%
Interfund Transfers:								
Fund Equity Transfers	3,132,012	2,762,028	3,102,404	3,102,404	3,098,663	3,098,663	3,098,663	(0.12%)
Subtotal Current Revenues	**18,163,286**	**2,781,977**	**3,112,204**	**3,112,204**	**3,107,163**	**3,107,163**	**3,107,163**	**(0.16%)**
TOTAL RESOURCES	**$18,821,674**	**$2,980,191**	**$3,320,604**	**$3,320,604**	**$3,308,163**	**$3,308,163**	**$3,308,163**	**(0.37%)**
REQUIREMENTS								
Current Expenditures								
Materials and Services	$192,319	$0	$0	$0	$0	$0	$0	0.00%
Capital Outlay	0	0	205,500	205,500	201,200	201,200	201,200	(2.09%)
Debt Service	17,956,663	2,762,027	3,102,404	3,102,404	3,098,663	3,098,663	3,098,663	(0.12%)
Interfund Transfers:								
Fund Equity Transfers	474,478	0	8,000	8,000	0	0	0	(100.00%)
Subtotal Current Expenditures	**18,623,460**	**2,762,027**	**3,315,904**	**3,315,904**	**3,299,863**	**3,299,863**	**3,299,863**	**(0.48%)**
Ending Fund Balance	*198,214*	*218,164*	*4,700*	*4,700*	*8,300*	*8,300*	*8,300*	*76.60%*
TOTAL REQUIREMENTS	**$18,821,674**	**$2,980,191**	**$3,320,604**	**$3,320,604**	**$3,308,163**	**$3,308,163**	**$3,308,163**	**(0.37%)**
FULLTIME EQUIVALENTS (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

General Revenue Bond Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



General Revenue Bond Fund

The General Revenue Bond Fund was established to account for bond proceeds used to construct Metro Regional Center and the assessments against Metro departments to pay debt service on those bonds. In FY 1995–96 the fund was expanded to include loan proceeds for the Washington Park parking lot renovation and a contribution to TriMet for the Oregon Zoo light rail station. In FY 1999–2000 the fund was again amended to include loan proceeds from the Oregon Economic and Community Development Department (OECDD) used to replace Hall D at the Portland Expo Center. In the future, this financing method and fund could be used to pay for other general purpose capital items.

Project account

This account was created in FY 1995–96 to provide for expenditures related to the Washington Park parking lot renovation and the contribution to TriMet for the zoo light rail station. Beginning in FY 1999–2000 it was also used to account for expenses associated with the Hall D Replacement Project.

Debt service account

This account is used to pay principal and interest due on the outstanding debt. In FY 2003–04 the Metro Regional Center general revenue bonds and Washington Park parking lot OECDD loans were refinanced with full faith and credit bonds. The refinancing resulted in a net present value savings of almost $2.5 million, or 10 percent. Debt service on the Metro Regional Center bonds is paid from assessments allocated to the operations and activities of Metro that use the Metro Regional Center and from fees and charges for the use of the attached parking structure. Debt service on the outstanding obligation for the Washington Park parking lot is paid by zoo revenues. In April 2006 Metro issued full faith and credit bonds to refund the outstanding OECDD loan for the replacement of Hall D at the Expo Center. The refinancing resulted in a net present value savings of almost $759,000 or 5.05 percent. Debt service on these refunding bonds will be paid by Expo Center revenues.

Renewal and replacement account

This account was established to provide for the renewal and replacement needs of Metro Regional Center headquarters building. Seed funding for the account was provided from reimbursed costs associated with the original Metro Regional Center general revenue bond issue in 1991. Through FY 2003–04, interest earnings on the balance in the account have been the primary source of revenue. Beginning in FY 2004–05, annual renewal and replacement contributions were made in conformance with the Metro Council's adopted Capital Asset Management Policies. Transfers out of this fund to Building Management were made as projects were identified and authorized in the budget. In FY 2005–06 this account was transferred to the Metro Capital Fund.

Debt reserve account

The general revenue bonds issued to construct Metro Regional Center required the establishment of a debt reserve equal to the maximum annual debt service on the outstanding bonds. This reserve was initially funded with revenue bond proceeds. Interest earned on the reserve was released from the account on an annual basis and used to offset debt service payments. In FY 2003–04 the general revenue bonds were refunded with the issuance of full faith and credit bonds. A debt reserve was no longer required and the proceeds in this account were used to pay down the outstanding bonds prior to refunding.

CURRENT REVENUES

Bond and loan proceeds

In FY 2005–06 Metro refinanced the Expo Center OECDD loan. Proceeds from this refinancing were recorded in full in FY 2005–06.

Interest earnings

Interest is earned on the unused portion of the fund balance. Earnings are based on the current rates of Metro's average investment portfolio. For FY 2008–09, average interest rates are assumed at 4.0 percent.

Interfund transfers

Debt service on the full faith and credit bonds for Metro Regional Center is paid from assessments allocated to the operations and activities of Metro that use Metro Regional Center, and fees and charges for the use of the attached parking structure. The fees, charges and assessments are collected within the General Fund and are transferred to the General Revenue Bond Fund for payment of debt service. Debt service for the Washington Park parking lot obligations is repaid by revenues transferred from zoo operations. Debt service on the obligations for Hall D is repaid by Expo revenues transferred from the MERC Fund.

CURRENT EXPENDITURES

Capital outlay

Capital outlay requirements in this fund are dependent on anticipated projects and vary from year to year. A small amount continues to be carried forward and budgeted for completion of the auxiliary lot at the Washington Park parking lot, should it be allowed by the City of Portland.

Debt service

This category contains principal and interest due on the outstanding full faith and credit bonds. Debt service payments are made semi-annually and are tied to the debt service schedule. The Metro Regional Center revenue bonds and the Washington Park parking lot OECDD loans were refinanced in FY 2003–04. The 2003 series full faith and credit refinancing bonds will be repaid over 20 years and will fully mature in 2022. The 2006 series full faith and credit bonds will be repaid over 18 ½ years, the remaining life of the former OECDD loan, and will retire in 2024.

Interfund transfers

A renewal and replacement account has been established for future capital needs of Metro Regional Center. In prior years, funds were transferred to the former Building Management Fund to pay for renewal and replacement projects authorized in the Capital Budget. In FY 2005–06 the balance in the renewal and replacement account was transferred to the Metro Capital Fund to establish a new Metro Regional Center Renewal and Replacement account. A small residual amount remained and was transferred in FY 2007–08.

Contingency

The fund is now primarily a debt service fund. Since debt costs can be easily estimated based on debt service schedules, no contingency is provided for the fund.

FUND BALANCE

The former Metro Regional Center general revenue bonds required a debt reserve in an amount equal to the maximum annual debt service on the outstanding bonds. This amount was held in fund balance (under the General Expenses category) on an annual basis. In FY 2003–04 the bonds were refinanced with full faith and credit bonds, no longer requiring the retention of a debt reserve. The existing debt reserve was used to buy down the outstanding debt at the time it was refinanced. In addition, the unexpended portion of the renewal and replacement account was transferred to the newly created Metro Capital Fund. All that remains in the fund balance is a small amount in the debt service account and the amount that is carried forward for the Washington Park parking lot project.

Metro

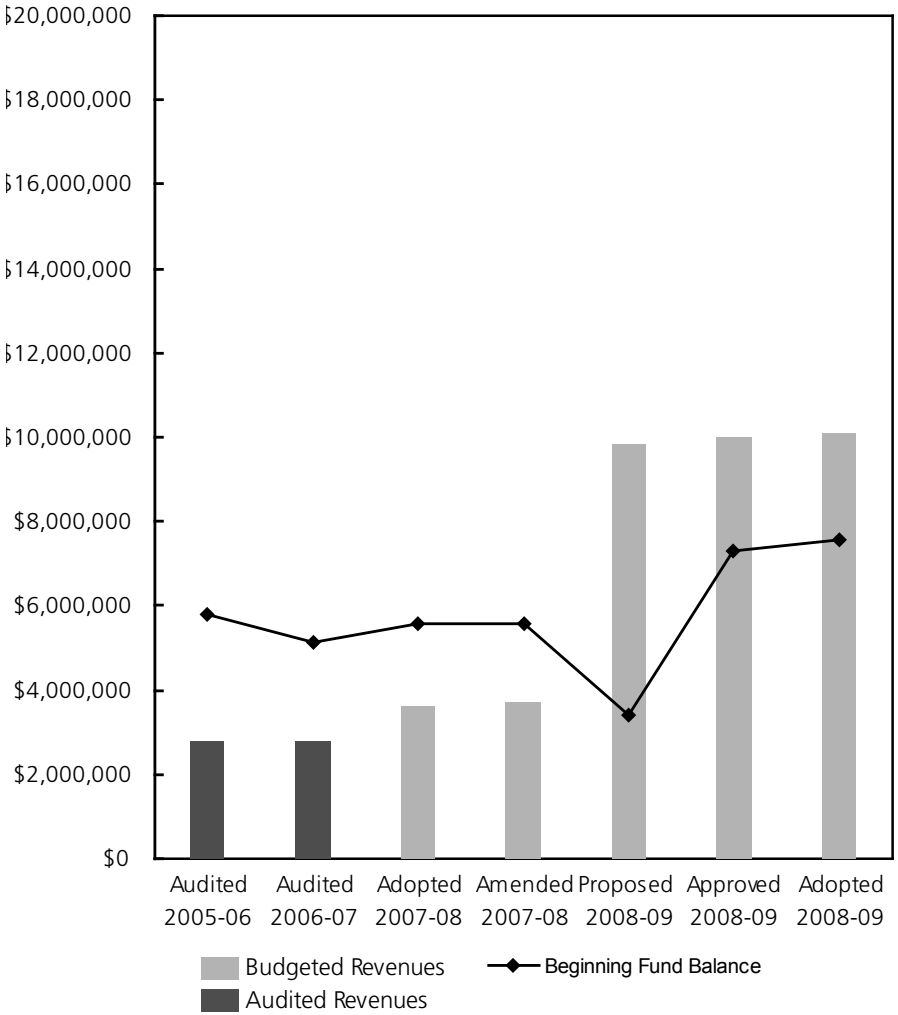
Metro Capital Fund

Metro Capital Fund

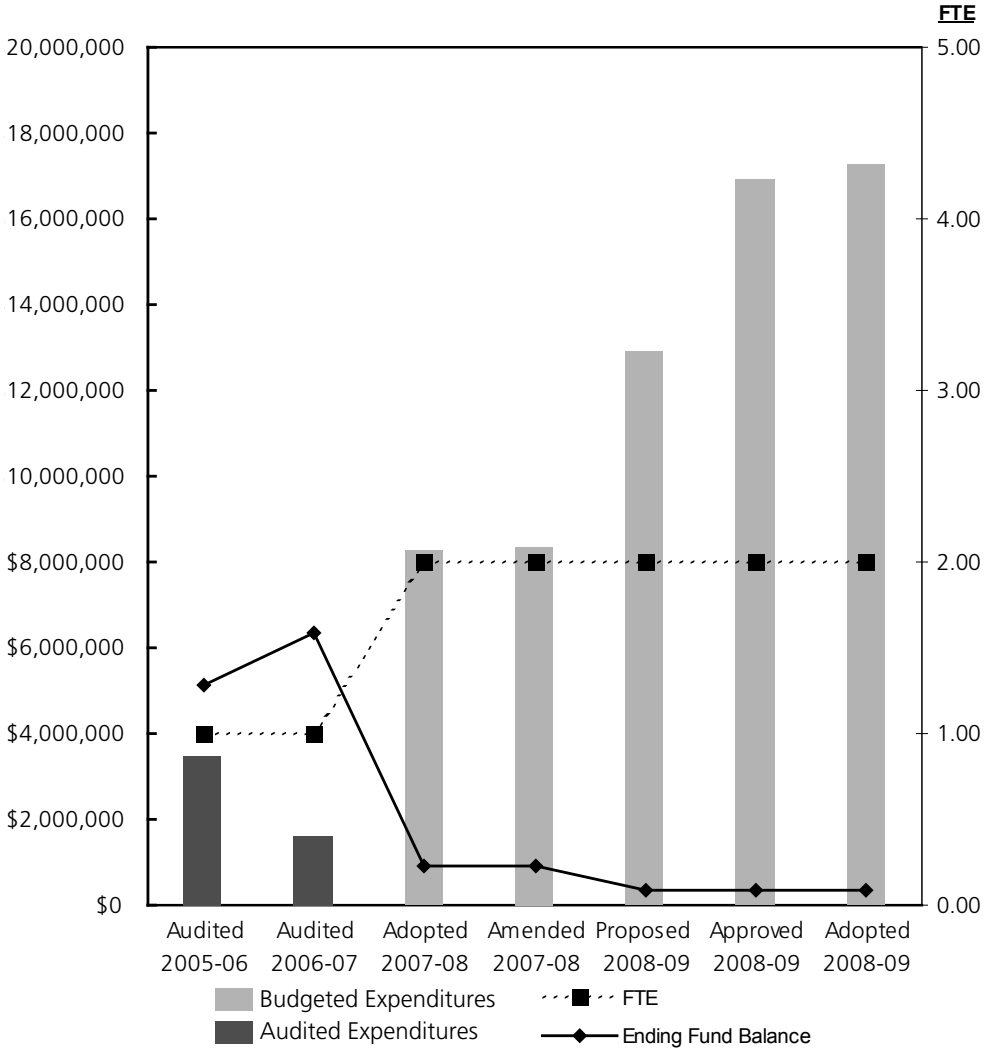
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$5,815,187*	*$5,149,853*	*$5,561,819*	*$5,561,819*	*$3,427,419*	*$7,299,593*	*$7,553,788*	*35.82%*
Current Revenues								
Grants	87,000	18,832	1,320,000	1,320,000	2,625,773	2,715,773	2,779,537	110.57%
Contributions from other Governments	0	282,540	0	0	0	0	0	0.00%
Interest Earnings	185,456	342,000	84,537	84,537	110,854	110,854	110,854	31.13%
Donations	494,521	1,252,310	2,000,000	1,767,000	3,695,027	3,695,027	3,698,027	109.28%
Other Misc. Revenue	0	0	0	0	2,751,919	2,751,919	2,751,919	0.00%
Interfund Transfers:								
Internal Service Transfers	25,000	0	0	0	0	0	0	0.00%
Fund Equity Transfers	2,007,660	880,725	230,000	563,000	645,000	710,000	735,000	30.55%
Subtotal Current Revenues	**2,799,637**	**2,776,407**	**3,634,537**	**3,734,537**	**9,828,573**	**9,983,573**	**10,075,337**	**169.79%**
TOTAL RESOURCES	**$8,614,824**	**$7,926,260**	**$9,196,356**	**$9,296,356**	**$13,255,992**	**$17,283,166**	**$17,629,125**	**89.63%**
REQUIREMENTS								
Current Expenditures								
Personal Services	$95,909	$86,526	$119,572	$119,572	$179,631	$179,631	$179,631	50.23%
Materials and Services	117,191	144,100	324,124	324,124	270,000	335,000	540,000	66.60%
Capital Outlay	3,251,256	1,363,887	5,848,000	6,198,000	10,154,800	14,019,800	14,160,759	128.47%
Interfund Transfers:								
Internal Service Transfers	0	0	29,750	29,750	0	0	0	(100.00%)
Fund Equity Transfers	615	0	0	0	0	97,174	97,174	0.00%
Contingency	0	0	1,945,963	1,695,963	2,293,857	2,293,857	2,293,857	35.25%
Subtotal Current Expenditures	**3,464,971**	**1,594,513**	**8,267,409**	**8,367,409**	**12,898,288**	**16,925,462**	**17,271,421**	**106.41%**
Ending Fund Balance	*5,149,853*	*6,331,747*	*928,947*	*928,947*	*357,704*	*357,704*	*357,704*	*(61.49%)*
TOTAL REQUIREMENTS	**$8,614,824**	**$7,926,260**	**$9,196,356**	**$9,296,356**	**$13,255,992**	**$17,283,166**	**$17,629,125**	**89.63%**
FULL-TIME EQUIVALENTS (FTE)	1.00	1.00	2.00	2.00	2.00	2.00	2.00	0.00%

Metro Capital Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



Metro Capital Fund

The Metro Capital Fund was created in FY 2005–06 as part of the fund consolidation that occurred with the implementation of the Strategic Budgeting Initiative. The fund combined the Regional Parks Capital Fund, the Regional Parks Special Accounts Fund and the Zoo Capital Fund into the consolidated capital fund. Several renewal and replacement reserves formerly held in various other funds were also transferred to this new fund to create dedicated reserves. In FY 2008-09 a new fund is created for renewal and replacement projects.

The Metro Capital Fund is structured into two capital project accounts and two special project accounts transferred from Multnomah County. The consolidated renewal and replacement account was established in FY 2007-08, (now in its own separate fund), by combining five individual accounts formerly designated for specific purposes into one account designed to meet the needs of all departments in the General Fund.

The full purpose of this fund is still evolving. Additional accounts may be added as other capital expenditures are consolidated into this fund.

Oregon Zoo Capital Projects Account

Provides for major capital projects of the Oregon Zoo (formerly budgeted in the Zoo Capital Fund).

Regional Parks Capital Projects Account

Provides for major capital projects of the Regional Parks facilities (formerly budgeted in the Regional Parks Capital Fund).

Regional Parks Capital Blue Lake Special Account

Metro received dedicated funds from Multnomah County when it accepted the transfer of park facilities and operations. The account was initially dedicated to the development of a concert stage at the park. However, that project has since been deemed infeasible and the funding was transferred to the development of a water play structure at Blue Lake Regional Park (formerly budgeted in the Regional Parks Special Accounts Fund).

Regional Parks Capital Oxbow Park Nature Center Account

Metro received dedicated funds from Multnomah County when it accepted the transfer of park facilities and operations. The account is dedicated to the development of a nature center at Oxbow Regional Park (formerly budgeted in the Regional Parks Special Accounts Fund).

All other Capital

This category includes new capital projects for the Metro Regional Center and the Information Technology department.

CURRENT REVENUES

Grants

Grants received are project specific. In FY 2008-09 $2.06 million is anticipated from the State Marine Board and the Oregon Department of Fish and Wildlife to complete Phases I and II renovations at the M. James Gleason Memorial Boat Ramp. Another $550,000 from other sources is identified for the Blue Lake Park Nature and Golf Learning Center project, $104,973 is expected for the zoo's *Predators of the Serengeti* project and $63,764 to be received for audio/visual upgrades in the Council Chamber.

Government contributions

These revenues represent contributions from various governments to support a particular capital project. No government contributions are expected in FY 2008-09.

Interest earnings

Interest is earned on the unused portion of the fund balance. Earnings are based on the current rates of Metro's average investment portfolio. For FY 2008-09 an interest rate of 4.0 percent was assumed for the budget.

Donations

This category is donations either to support a particular project or support the capital needs of a specific department. The Oregon Zoo Foundation has committed $2.0 million in FY 2008-09 to finance the *Predators of the Serengeti* exhibit at the zoo. The Blue Lake Park Nature and Golf Learning Center anticipates receiving $1,800,000.

Miscellaneous Revenue

This category is to support a particular project or support the capital needs of a specific department. Regional Parks expects to obtain about $2.3 million in sponsorships from a currently unidentified source for the Blue Lake Park Nature and Golf Learning Center project.

Interfund transfers

Interfund transfers are received for a variety of purposes. Some of these transfers are one-time in nature. Others will be ongoing, although the amount may vary from year-to-year based on need.

CURRENT EXPENDITURES

Personal services

The capital budget includes a project manager and an exhibits technician to oversee various projects at the Oregon Zoo.

Materials and services

Expenditures in this category include several restoration projects in the Regional Parks Capital Account. In previous years it included potential renewal and replacement projects that do not meet the threshold of major capital improvement and which, by definition, are considered capital maintenance.

Capital outlay

This category represents capital construction projects approved in Metro's Capital Budget. All capital projects that are over $50,000 and have a useful life of more than five years are included in the capital budget. In FY 2009-10 that threshold increases to $100,000. Significant projects for Regional Parks in FY 2008-09 include M. James Gleason Memorial Boat Ramp improvements and development of a Golf Learning Center at Blue Lake Park. Projects for the Oregon Zoo include the *Predators of the Serengeti* and *Red Ape Reserve* exhibits, additions to the Family Farm exhibit and a stormwater improvement project. Metro Regional Center anticipates a remodel of the third floor and potential purchase of a budget module.

Contingency

A contingency is provided to meet unforeseen needs throughout the year. Expenditures from contingency may be made only through Council adoption of an ordinance amending the budget. Any transfer from contingency throughout the year that would exceed a cumulative amount greater than 15 percent of expenditures requires a full supplemental budget amendment, including public review by the Tax Supervising and Conservation Commission.

FUND BALANCE

The fund balance includes a variety of dedicated reserves associated with the accounts established in the fund. Balances in the fund will fluctuate based on project needs.

Metro

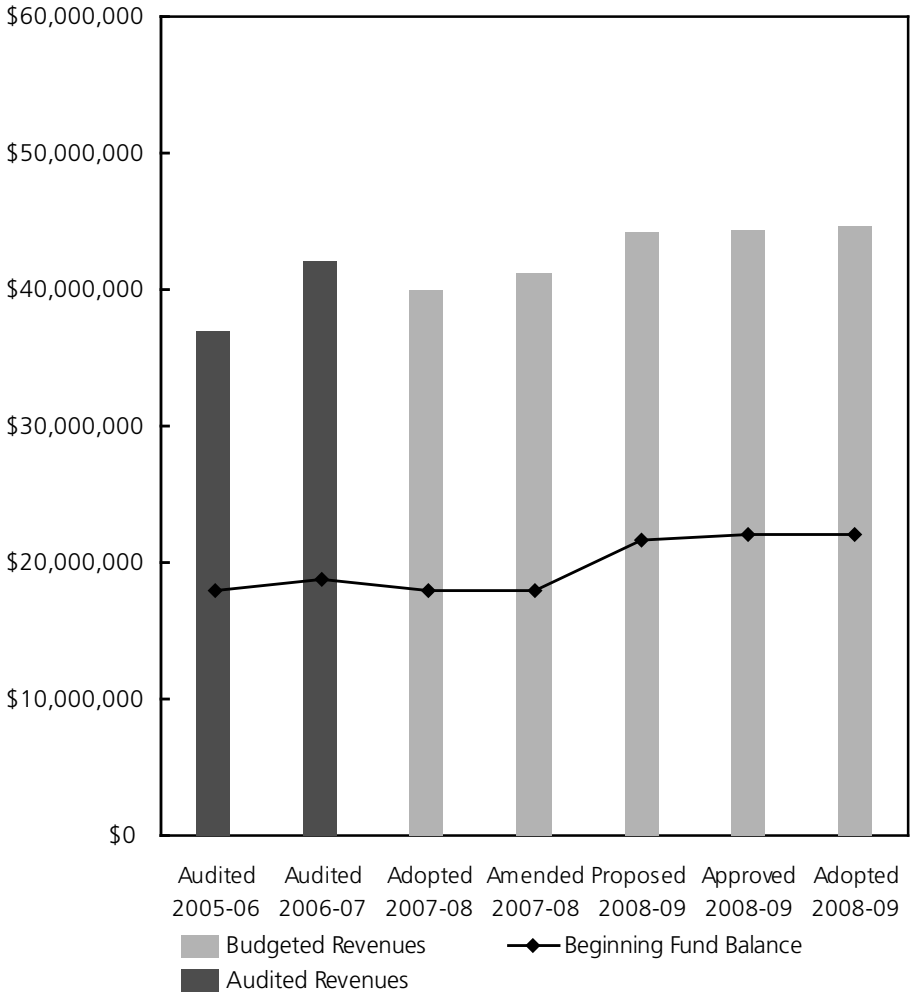
Metropolitan Exposition Recreation Commission Fund

Metropolitan Exposition Recreation Commission Fund

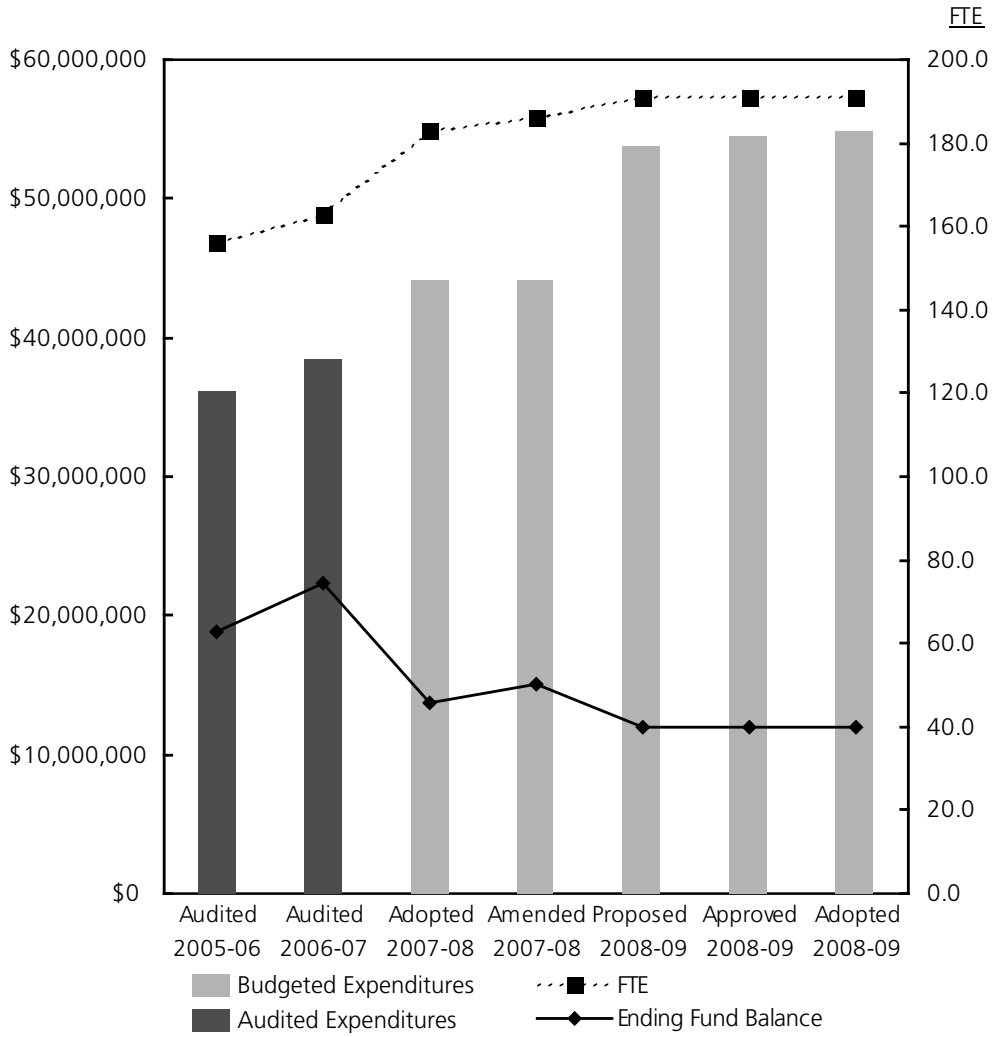
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$17,951,307*	*$18,791,360*	*$17,955,833*	*$17,955,833*	*$21,590,720*	*$22,031,164*	*$22,091,164*	*23.03%*
Current Revenues								
Grants	0	18,753	0	0	0	0	0	0.00%
Local Government Shared Revenues	8,852,246	10,020,510	9,463,204	9,463,204	10,998,640	10,998,640	11,158,640	17.92%
Contributions from other Governments	917,181	689,082	711,375	711,375	737,449	737,449	962,449	35.29%
Enterprise Revenue	25,971,350	28,745,161	27,343,233	28,673,291	30,428,569	30,428,569	30,428,569	6.12%
Interest Earnings	716,919	1,061,467	664,336	664,336	860,366	860,366	860,366	29.51%
Donations	190,076	67,465	300,852	300,852	423,500	423,500	423,500	40.77%
Other Misc. Revenue	134,890	144,024	104,530	104,530	109,000	109,000	109,000	4.28%
Interfund Transfers:								
Fund Equity Transfers	192,943	1,324,462	1,357,976	1,357,976	704,427	758,083	758,083	(44.18%)
Subtotal Current Revenues	**36,975,605**	**42,070,924**	**39,945,506**	**41,275,564**	**44,261,951**	**44,315,607**	**44,700,607**	**8.30%**
TOTAL RESOURCES	**$54,926,912**	**$60,862,284**	**$57,901,339**	**$59,231,397**	**$65,852,671**	**$66,346,771**	**$66,791,771**	**12.76%**
REQUIREMENTS								
Current Expenditures								
Personal Services	$14,485,855	$14,740,414	$16,697,663	$16,829,051	$18,265,681	$18,285,681	$18,285,681	8.66%
Materials and Services	16,275,176	18,490,883	17,899,491	19,200,213	20,331,215	20,533,215	20,918,215	8.95%
Capital Outlay	1,995,806	2,180,239	2,397,402	2,447,402	1,796,771	2,168,871	2,228,871	(8.93%)
Debt Service	19,445	18,895	18,352	18,352	17,805	17,805	17,805	(2.98%)
Interfund Transfers:								
Interfund Reimbursements	2,074,728	2,159,528	2,321,030	2,321,030	2,425,563	2,425,563	2,425,563	4.50%
Internal Service Transfers	69,408	68,594	0	0	0	0	0	0.00%
Fund Equity Transfers	1,215,134	852,800	1,189,932	1,189,932	1,192,232	1,192,232	1,192,232	0.19%
Contingency	0	0	3,640,972	2,158,862	9,794,169	9,794,169	9,794,169	353.67%
Subtotal Current Expenditures	**36,135,552**	**38,511,353**	**44,164,842**	**44,164,842**	**53,823,436**	**54,417,536**	**54,862,536**	**24.22%**
Ending Fund Balance	*18,791,360*	*22,350,931*	*13,736,497*	*15,066,555*	*12,029,235*	*11,929,235*	*11,929,235*	*(20.82%)*
TOTAL REQUIREMENTS	**$54,926,912**	**$60,862,284**	**$57,901,339**	**$59,231,397**	**$65,852,671**	**$66,346,771**	**$66,791,771**	**12.76%**

Metropolitan Exposition Recreation Commission Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



Metropolitan Exposition Recreation Commission Fund

This fund contains the revenues and expenditures of the facilities managed by the Metropolitan Exposition Recreation Commission (MERC). The commission through its staff manages the Oregon Convention Center (OCC) and the Portland Expo Center, both of which are owned by Metro. The commission also manages the Portland Center for the Performing Arts (PCPA) through an intergovernmental agreement with the City of Portland, which owns these facilities. Beginning in FY 2007–08 the MERC Pooled Capital Fund was absorbed into the MERC Operating Fund to create the MERC Fund.

CURRENT REVENUES

Local government shared revenues

The revenues recorded in this classification are the transient lodging taxes and auto rental taxes collected by Multnomah County to support operations of OCC and PCPA. This source of revenue is expected to grow approximately 18 percent, an indication of the continued health of the travel industry and an adjustment to actual collections, as well as the request from visitor development funding for OCC operating support of $1,060,000, up from $400,000 in FY 2007-08.

Contributions from other governments

These revenues represent a contribution from the City of Portland to support the operations of the PCPA. The contribution is increased by 3.67 percent, a Consumer Price Index growth agreed upon by intergovernmental agreement. In addition, the City of Portland is providing $225,000 to evaluate the future alternatives for upgrading the Arlene Schnitzer Concert Hall.

Enterprise revenues

MERC charges various fees for the use of its facilities, including rental fees, concession revenues, catering, parking and other enterprise activities. Enterprise revenue is projected to grow 6 percent. This increase is the result of increased local events and the first full year of a 10 percent rental increase at OCC, a 3.0 percent rental rate increase at the Portland Expo Center, an expected exceptional Broadway series with anticipated increased merchandising and utility services.

Interest

Interest is calculated on the fund balance. The anticipated interest earnings are 4.0 percent in FY 2008-09 and will generate $860,000.

Donations and bequests

In the past, donations received for capital improvements were recorded in the MERC Pooled Capital Fund to match the contributions with the capital projects that they fund. For FY 2007–08 the MERC Pooled Capital Fund was merged with the MERC Operating Fund. Donations are expected to increase about 41 percent.

Interfund transfers

This category includes approximately $746,000 in excise tax provided to the OCC from the General Fund under the Metro Tourism Opportunity and Competitiveness Account.

CURRENT EXPENDITURES

Personal services

The increase in this classification is a result of the addition of normal merit and cost of living increases as well as the addition of 5.00 FTE. Three positions support operations at OCC including a Sustainability Coordinator and two new utility workers; two support operations at PCPA including a maintenance worker and a Ticket Services Coordinator. During FY 2007-08 three positions were added: a painter for PCPA, an administrative assistant for Construction and an administrative assistant in MERC Administration.

Materials and services

This category includes spending for goods and services required to operate and market the facilities. The major expenditures in this category are for food service contracts, utilities, marketing services and facility maintenance expenses. Expenditures are expected to grow about 9 percent over the FY 2007-08 Amended Budget. The increases are to support additional marketing, additional food and beverage expenses and an external audit.

Capital Outlay

Overall spending on capital projects is declining about 9 percent. OCC outlays include replacement of tables, concept design to rework the Dragon Café into a brew pub and an unidentified Metro Tourism Opportunity and Competitiveness Account (MTOCA) project. The MTOCA funds may be used to support the Headquarters Hotel project. PCPA expected to replace the house sound system in the Arlene Schnitzer Concert Hall in FY 2007-08 but is carrying that project forward. PCPA plans to replace the concert hall screens and projection equipment, with half of the cost raised by private funding. Numerous projects under $100,000 are planned for OCC, all normal replacement projects. Expo expects to complete roof repair at Halls A, B and C.

Debt service

This category is the debt service for a Local Improvement District (LID) assessment from the City of Portland for the Steel Bridge Pedestrian Walkway project.

Interfund transfers

In FY 2008-09 this fund contains three interfund transfers. Transfers to the General Fund are for central service charges as allocated through the cost allocation plan. Transfers to the Risk Management Fund represent MERC's costs associated with property, liability and worker compensation insurance, claims and reserves. The transfer to the General Revenue Bond Fund is for principal and interest payments on Oregon Local Governments Full Faith and Credit bonds that refunded the OECDD loan, which provided financing for the Expo Center Hall D replacement.

FUND BALANCE

The beginning fund balance represents funds carried over from the previous year. These funds are used to maintain cash flow at the beginning of the fiscal year, preserve operating flexibility and provide cash reserves in the event of unexpected business downturns. The beginning fund balance is projected to be $22.1 million. MERC expects to substantially maintain this fund balance in FY 2008-09. When combined with contingency, ending fund balance reserves are anticipated to be $21.7 million.

Metro

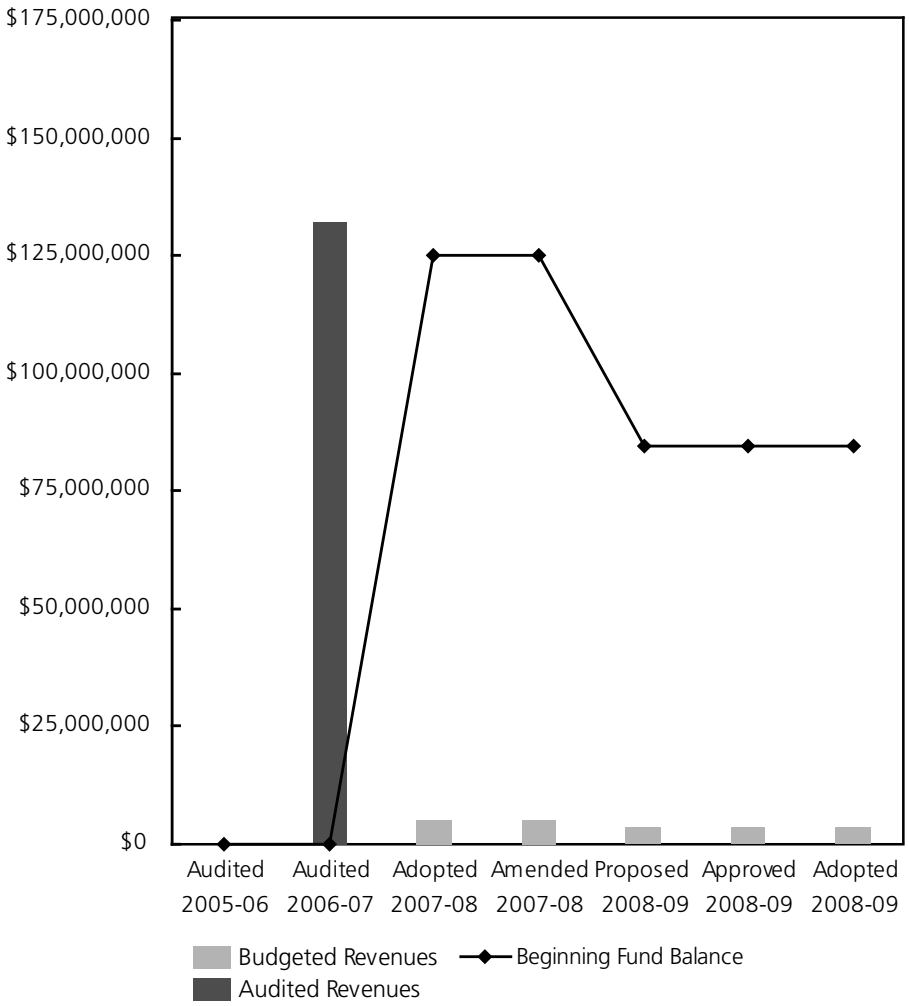
Natural Areas Fund

Natural Areas Fund

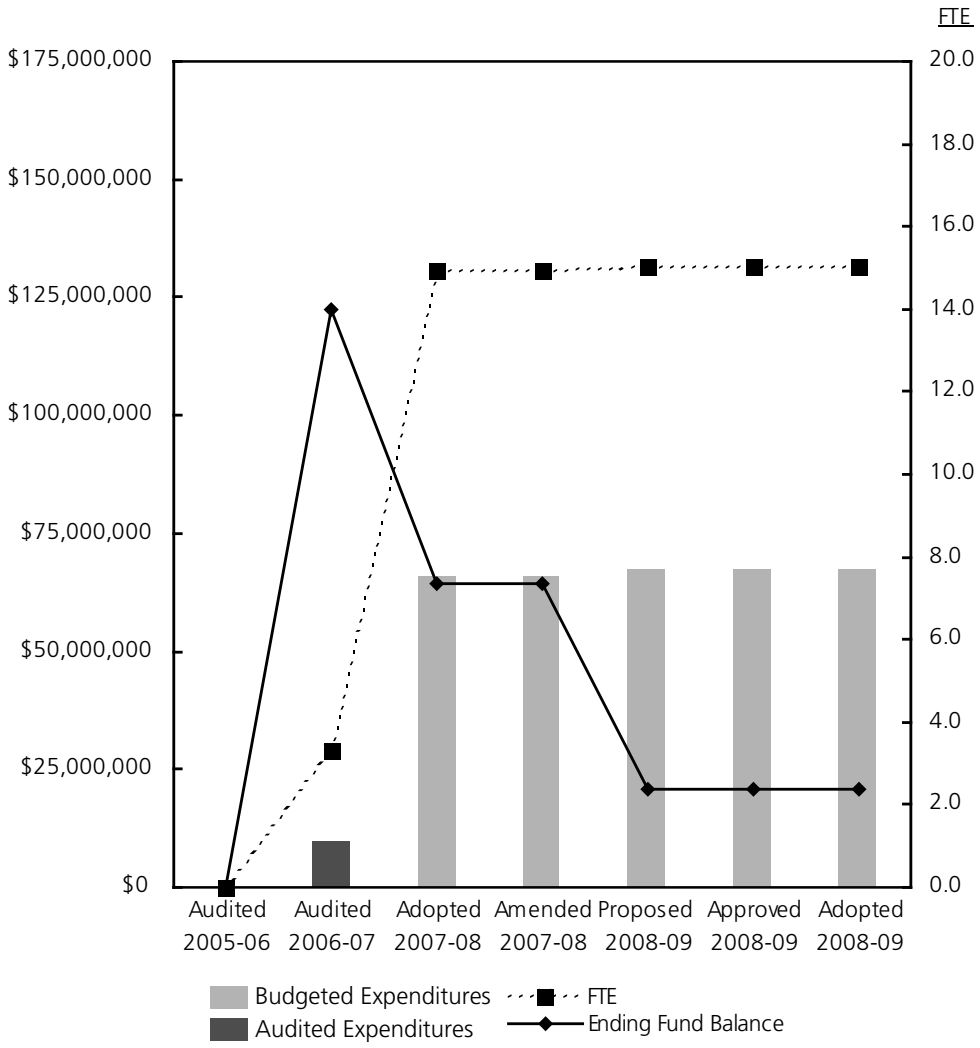
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$0*	*$0*	*$125,001,075*	*$125,001,075*	*$84,672,803*	*$84,672,803*	*$84,672,803*	*(32.26%)*
Current Revenues								
Interest Earnings	0	1,301,230	5,120,341	5,120,341	3,400,000	3,400,000	3,400,000	(33.60%)
Other Misc. Revenue	0	10,000	0	0	0	0	0	0.00%
Bond and Loan Proceeds	0	130,678,369	0	0	0	0	0	0.00%
Subtotal Current Revenues	**0**	**131,989,599**	**5,120,341**	**5,120,341**	**3,400,000**	**3,400,000**	**3,400,000**	**(33.60%)**
TOTAL RESOURCES	**$0**	**$131,989,599**	**$130,121,416**	**$130,121,416**	**$88,072,803**	**$88,072,803**	**$88,072,803**	**(32.31%)**
REQUIREMENTS								
Current Expenditures								
Personal Services	$0	$369,825	$1,302,290	$1,302,290	$1,450,564	$1,455,719	$1,455,719	11.78%
Materials and Services	0	1,215,881	8,696,200	8,696,200	10,786,782	10,786,782	10,786,782	24.04%
Capital Outlay	0	8,043,455	39,428,902	39,428,902	38,903,902	38,903,902	38,903,902	(1.33%)
Interfund Transfers:								
Interfund Reimbursements	0	0	775,571	775,571	1,032,409	1,032,409	1,032,409	33.12%
Internal Service Transfers	0	60,971	135,925	135,925	128,513	128,513	128,513	(5.45%)
Contingency	0	0	15,395,924	15,395,924	15,000,000	15,000,000	15,000,000	(2.57%)
Subtotal Current Expenditures	**0**	**9,690,132**	**65,734,812**	**65,734,812**	**67,302,170**	**67,307,325**	**67,307,325**	**2.39%**
Ending Fund Balance	*0*	*122,299,467*	*64,386,604*	*64,386,604*	*20,770,633*	*20,765,478*	*20,765,478*	*(67.75%)*
TOTAL REQUIREMENTS	**$0**	**$131,989,599**	**$130,121,416**	**$130,121,416**	**$88,072,803**	**$88,072,803**	**$88,072,803**	**(32.31%)**
FULL-TIME EQUIVALENTS (FTE)	0.00	3.31	14.95	14.95	15.03	15.03	15.03	0.54%

Natural Areas Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



Natural Areas Fund

In November 2006 the voters of the Metro region authorized the sale of $227.4 million in general obligation bonds for the purpose of preserving natural areas and stream frontages, maintaining and improving water quality and protecting of fish and wildlife habitat. The $227.4 million total voter authorization included three elements:

- $168.4 million regional component to purchase regionally significant natural areas in 27 target areas.
- $44 million local share component to be provided directly to local cities, counties and park providers to allow flexibility for each community to meets its own needs and offer citizens improved access to nature in neighborhoods.
- $15 million Nature in Neighborhoods Capital Grant program to complement the regional and local share portions of the 2006 bond measure by providing opportunities for the community to actively protect fish and wildlife habitat and water quality near where people live and work.

The first series of bonds under the 2006 authorization was issued in April 2007 for $124,295,000. The remaining authorization is anticipated to be issued in 2010. The Natural Areas Fund is used to account for proceeds and expenditures related to the Natural Areas general obligation bonds.

CURRENT REVENUES

Interest earnings

Interest of $3.4 million will be earned on the unexpended balance of bond proceeds and other resources. Bond proceeds are invested in compliance with bond and arbitrage requirements.

CURRENT EXPENDITURES

Personal services

This category includes salaries and benefits for 15.03 FTE to implement the goals of the Natural Areas program as approved by the voters in November 2006. With the approval of the bond measure the Metro Council approved the addition of 13 new positions to support the acquisition, stabilization, local share and community grant elements of the program. In addition, portions of several existing positions were transferred from the Regional Parks and Greenspaces operating department and former Open Spaces program to provide administrative and other support to the program. Legal and due diligence staff associated with the program are budgeted in the Office of Metro Attorney in the General Fund.

Materials and services

The majority of funds, approximately 94 percent, are budgeted for local share payments to other jurisdictions and community grants. The remaining amount is allocated for contracted and property services related to the acquisition of land such as appraisals and environmental assessments.

Capital outlay

The capital outlay budget provides for the acquisition of land and the capital improvements of several existing properties as authorized under the bond measure. The Natural Areas program is a willing seller program. Actual expenditures are dependent on available property. The budget allows the flexibility to meet a more aggressive acquisition goal should the opportunities arise.

Interfund transfers

Expenditures in this category include transfers to the General and Risk Management funds for central services, rent and insurance costs incurred on behalf of the Natural Areas program. These charges are allocated based on an approved central services cost allocation plan. There is also a transfer to the Planning department for mapping services provided by the Data Resource Center, as well as smaller transfers for direct public affairs and finance support not provided as part of the indirect plan.

Contingency

Contingency funds are provided to meet unforeseen needs or other emergencies throughout the fiscal year. The Metro Council must authorize the appropriation and expenditure of contingency by ordinance.

FUND BALANCE

The fund balance represents unexpended bond proceeds plus interest earned. The balance will decrease as the program goals are achieved.

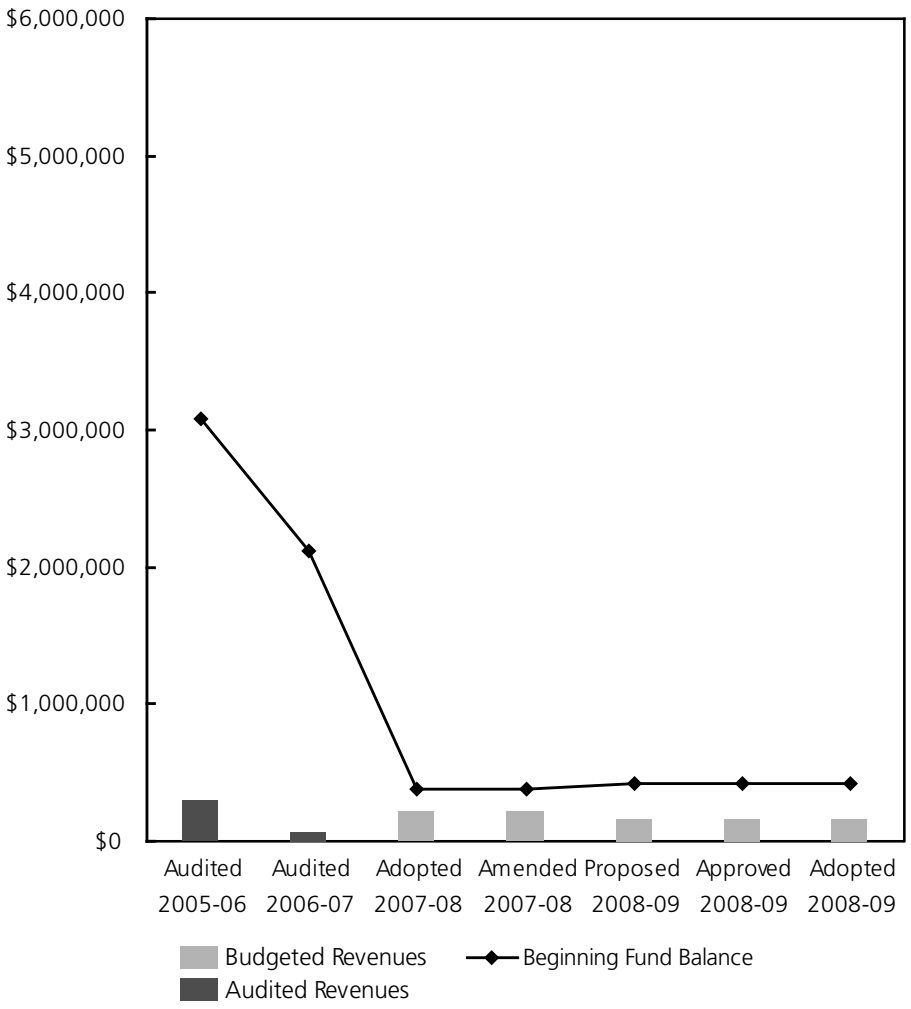
Open Spaces Fund

Open Spaces Fund

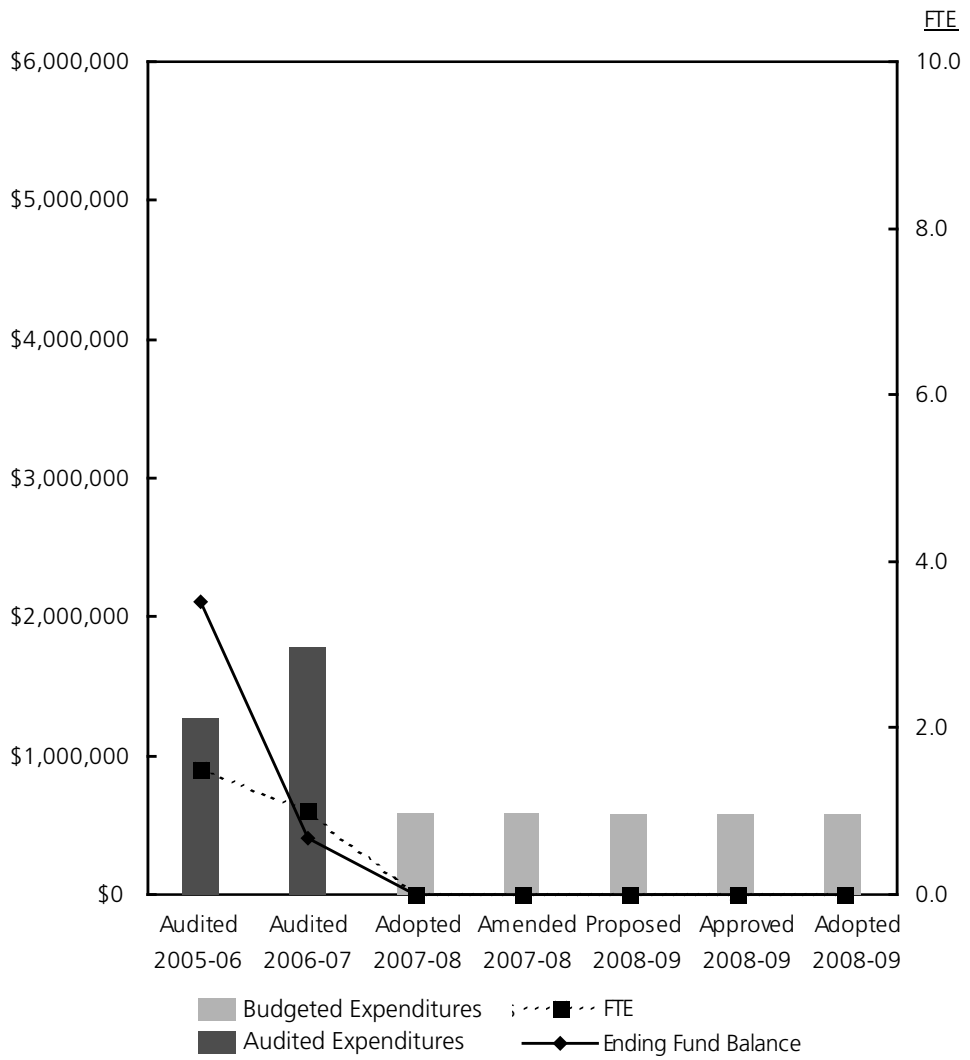
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$3,087,047*	*$2,112,538*	*$375,000*	*$375,000*	*$415,000*	*$415,000*	*$415,000*	*10.67%*
Current Revenues								
Grants	0	0	200,000	200,000	150,000	150,000	150,000	(25.00%)
Enterprise Revenue	61,868	3,476	0	0	0	0	0	0.00%
Interest Earnings	131,768	69,003	15,938	15,938	8,500	8,500	8,500	(46.67%)
Other Misc. Revenue	100,195	0	0	0	0	0	0	0.00%
Subtotal Current Revenues	**293,831**	**72,479**	**215,938**	**215,938**	**158,500**	**158,500**	**158,500**	**(26.60%)**
TOTAL RESOURCES	**$3,380,878**	**$2,185,017**	**$590,938**	**$590,938**	**$573,500**	**$573,500**	**$573,500**	**(2.95%)**
REQUIREMENTS								
Current Expenditures								
Personal Services	$84,026	$49,825	$0	$0	$0	$0	$0	0.00%
Materials and Services	490,792	72,973	282,226	282,226	165,719	165,719	165,719	(41.28%)
Capital Outlay	365,811	1,360,114	308,712	308,712	407,781	407,781	407,781	32.09%
Interfund Transfers:								
Interfund Reimbursements	295,915	301,031	0	0	0	0	0	0.00%
Internal Service Transfers	31,796	0	0	0	0	0	0	0.00%
Fund Equity Transfers	0	685	0	0	0	0	0	0.00%
Subtotal Current Expenditures	**1,268,340**	**1,784,628**	**590,938**	**590,938**	**573,500**	**573,500**	**573,500**	**(2.95%)**
Ending Fund Balance	*2,112,538*	*400,389*	*0*	*0*	*0*	*0*	*0*	*0.00%*
TOTAL REQUIREMENTS	**$3,380,878**	**$2,185,017**	**$590,938**	**$590,938**	**$573,500**	**$573,500**	**$573,500**	**(2.95%)**
FULL-TIME EQUIVALENTS (FTE)	1.50	1.00	0.00	0.00	0.00	0.00	0.00	0.00%

Open Spaces Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



Open Spaces Fund

In July 1992 Metro adopted the Metropolitan Greenspaces Master Plan. Among other strategies, the master plan called for the acquisition of regionally significant open spaces. The Open Spaces Fund has been used to account for bond proceeds and expenditures related to the Open Spaces, Parks and Streams 1995 general obligation bonds.

The fund includes the Open Spaces Acquisition Program managed by the Regional Parks and Greenspaces department. Historically the fund also managed and paid for the Due Diligence program. As purchases waned, the Due Diligence program switched emphasis to "owned" land agency-wide. As a result, the Due Diligence program was fully absorbed in the Metro Attorney Office and costs allocated agency-wide as appropriate.

The funds have been used to purchase regionally significant open spaces in 14 target areas and six regional trails and greenway areas, construct two regional trails and fund approximately 90 local government parks projects through the local greenspaces project element of the bond measure.

As the acquisition program funded by this bond measure nears completion, staff have been reduced or transferred to the Regional Parks operating department for long-term maintenance of the properties.

CURRENT REVENUES

Enterprise revenue

The department previously contracted with other jurisdictions to provide real estate services. Revenue generated funded a portion of the salary of one real estate negotiator.

Grants

Grants have been received for various stabilization projects. In FY 2008–09, the department anticipates a grant from the National Fish and Wildlife Foundation for stabilization activities.

Interest earnings

Interest is earned on the unexpended balance of bond proceeds and other resources. Bond proceeds are invested in compliance with bond and arbitrage requirements. Interest earnings decline as the balance of bond proceeds is expended.

CURRENT EXPENDITURES

Personal services

Historically this category included salary and benefits for staff hired to carry out the goals of the bond measure; as bond proceeds declined, staff was reduced or transferred to operations and maintenance.

Materials and services

The majority of funds are budgeted for completion of stabilization projects on lands purchased under the bond measure.

Capital Outlay

The capital outlay appropriation reflects the final remaining amount available for the purchase of land.

Interfund transfers

Historically expenditures in this category included transfers to the General and Risk Management funds for central services, rent and insurance costs incurred on behalf of the Open Spaces Program. These charges are allocated based on an approved central services cost allocation plan. It also included local share bond proceeds transferred to the Regional Parks Capital Account in the Metro Capital Fund. Under the intergovernmental agreement with Multnomah County transferring the regional parks to Metro completed in March 1996, Metro assumed management responsibility for the Multnomah County open spaces local share proceeds; in prior years these transfers supported such projects. There was also a transfer to the Planning Fund for mapping services provided by the Data Resource Center in the Planning Department.

FUND BALANCE

The fund balance represents unexpended bond proceeds plus interest earned. The balance has decreased as the program goals are achieved. All funds are expected to be spent by the end of FY 2008–09.

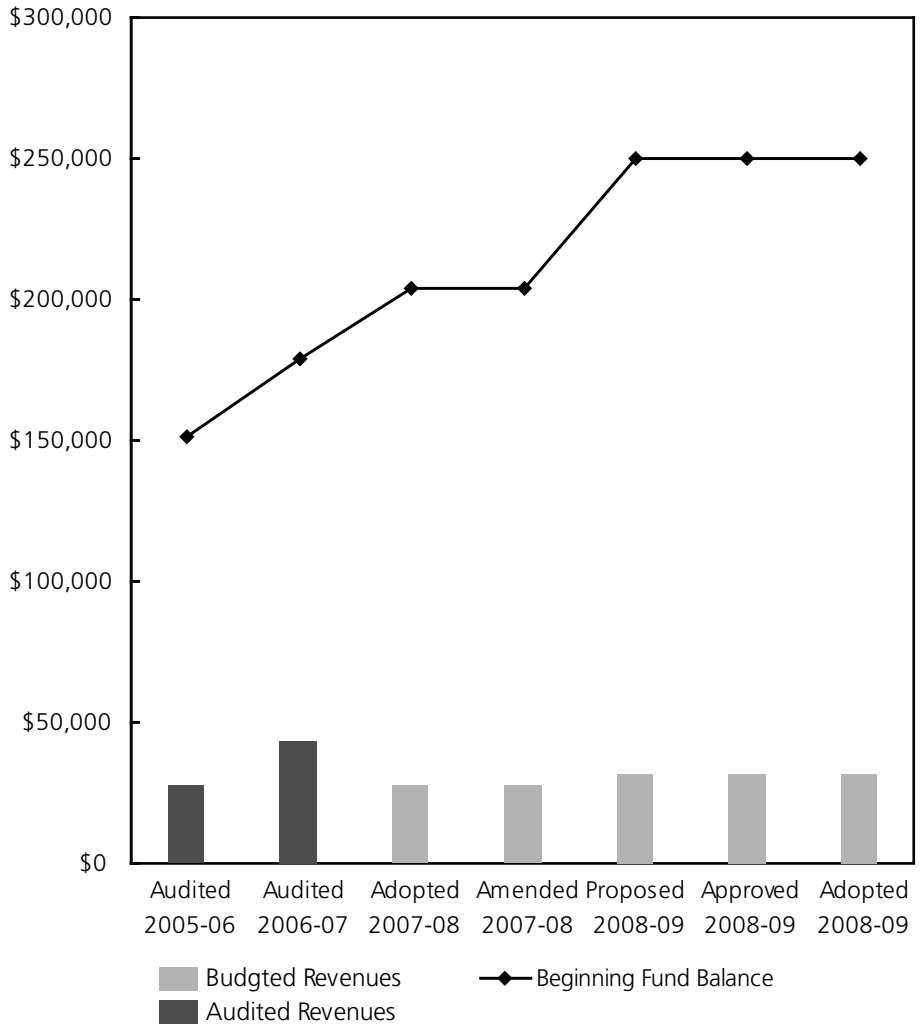
Pioneer Cemetery Perpetual Care Fund

Pioneer Cemetery Perpetual Care Fund

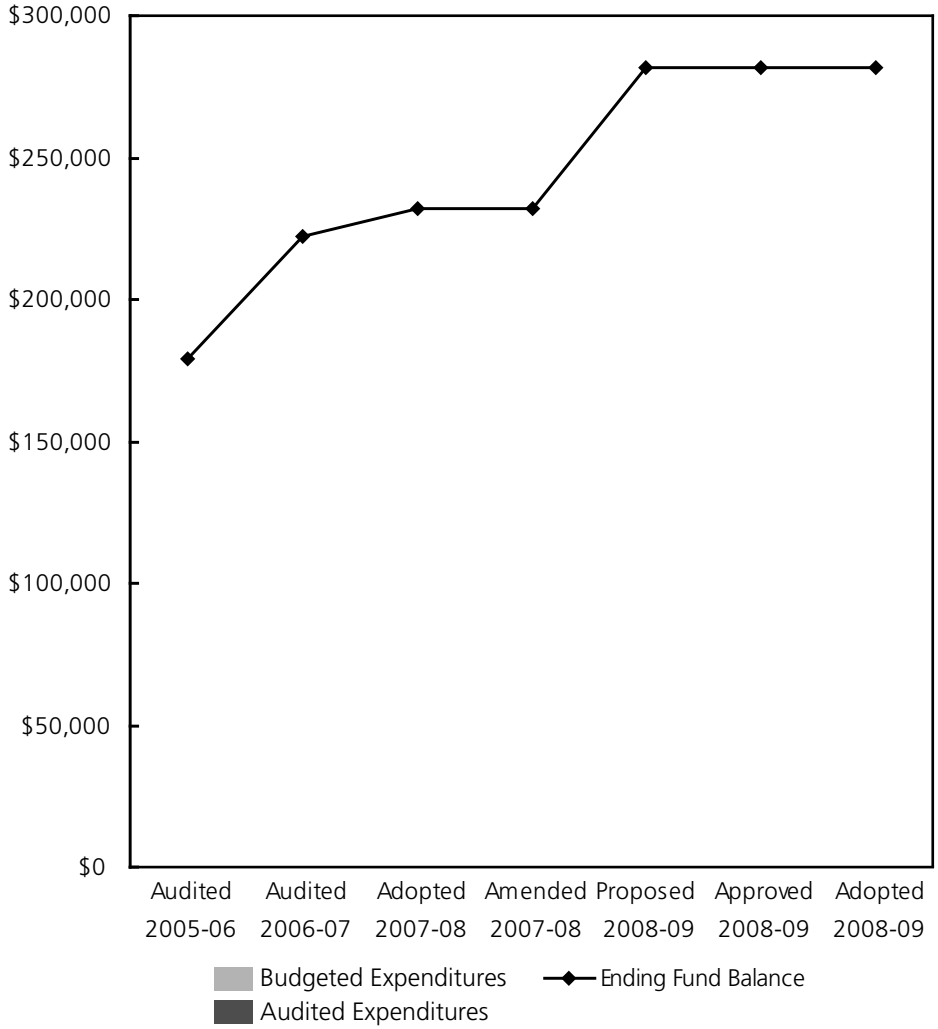
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$151,288*	*$178,943*	*$204,203*	*$204,203*	*$250,132*	*$250,132*	*$250,132*	*22.49%*
Current Revenues								
Other Derived Tax Revenue	21,395	33,000	19,000	19,000	22,000	22,000	22,000	15.79%
Interest Earnings	6,260	10,509	8,679	8,679	9,275	9,275	9,275	6.87%
Subtotal Current Revenues	**27,655**	**43,509**	**27,679**	**27,679**	**31,275**	**31,275**	**31,275**	**12.99%**
TOTAL RESOURCES	**$178,943**	**$222,452**	**$231,882**	**$231,882**	**$281,407**	**$281,407**	**$281,407**	**21.36%**
REQUIREMENTS								
Ending Fund Balance	*$178,943*	*$222,452*	*$231,882*	*$231,882*	*$281,407*	*$281,407*	*$281,407*	*21.36%*
TOTAL REQUIREMENTS	**$178,943**	**$222,452**	**$231,882**	**$231,882**	**$281,407**	**$281,407**	**$281,407**	**21.36%**
FULL-TIME EQUIVALENTS (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

Pioneer Cemetery Perpetual Care Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



Pioneer Cemetery Perpetual Care Fund

The Pioneer Cemetery Perpetual Care Fund was created in FY 2003–04 to provide financial support for the long-term maintenance of the Metro Pioneer Cemeteries after the cemeteries are no longer receiving revenue from grave sales and burial services. The fund receives revenue from a 15 percent surcharge on grave sales. No expenditures are anticipated from this fund until grave sites are exhausted at the cemeteries. Current estimates indicate that all grave sites will be sold around the year 2058.

The fund was seeded with a transfer of the Willamina Farmer Family account from the Regional Parks Specials Accounts Fund. This account was a bequest from the family to provide for the long-term maintenance and upkeep of the Farmer Family plot and the Pioneer Cemeteries.

CURRENT REVENUES

Other derived tax revenue

A 15 percent surcharge is added to every grave sale to provide a contribution to the long-term perpetual care of the plot.

Interest earnings

Interest will be earned on the balance of the fund. Interest is projected at 4.0 percent of the cash balance.

FUND BALANCE

No expenditures are planned from this fund until such time as the department runs out of grave sites to sell. The fund balance will continue to grow annually with additional contributions from grave sales and interest earnings.

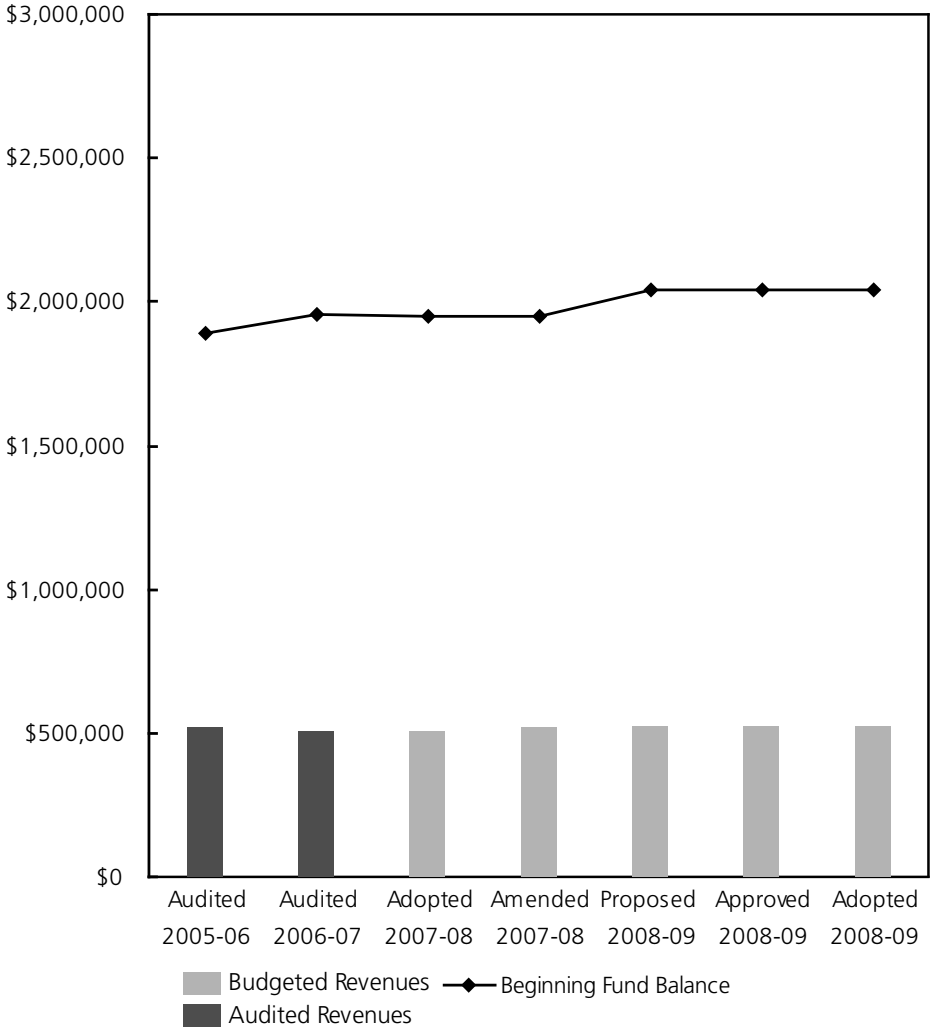
Rehabilitation and Enhancement Fund

Rehabilitation and Enhancement Fund

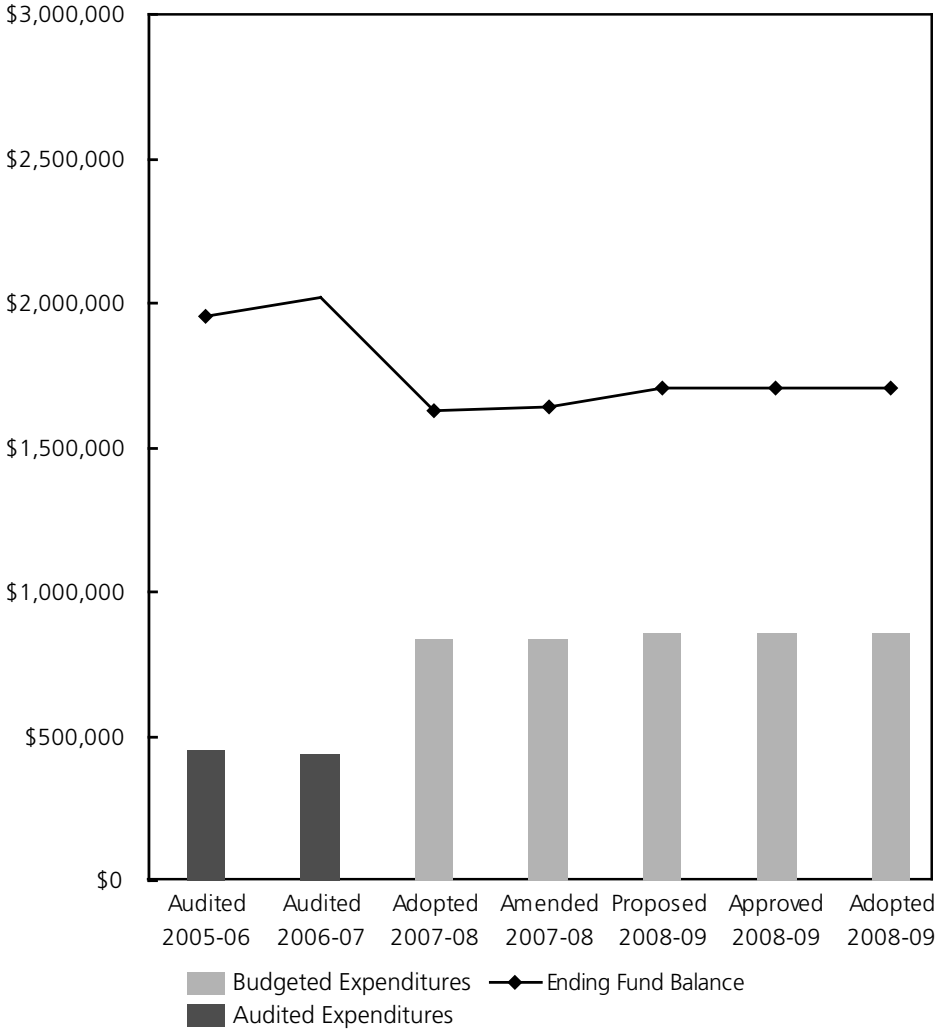
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$1,890,019*	*$1,954,527*	*$1,951,985*	*$1,951,985*	*$2,038,664*	*$2,038,664*	*$2,038,664*	*4.44%*
Current Revenues								
Enterprise Revenue	54,000	0	0	0	0	0	0	0.00%
Interest Earnings	74,201	106,013	82,960	82,960	81,547	81,547	81,547	(1.70%)
Interfund Transfers:								
Fund Equity Transfers	388,463	396,216	424,566	437,566	444,971	444,971	444,971	1.69%
Subtotal Current Revenues	**516,664**	**502,229**	**507,526**	**520,526**	**526,518**	**526,518**	**526,518**	**1.15%**
TOTAL RESOURCES	**$2,406,683**	**$2,456,756**	**$2,459,511**	**$2,472,511**	**$2,565,182**	**$2,565,182**	**$2,565,182**	**3.75%**
REQUIREMENTS								
Current Expenditures								
Materials and Services	$423,055	$404,885	$505,368	$505,368	$526,970	$526,970	$526,970	4.27%
Interfund Transfers:								
Internal Service Transfers	29,101	30,015	29,395	29,395	30,085	30,085	30,085	2.35%
Contingency	0	0	300,000	300,000	300,000	300,000	300,000	0.00%
Subtotal Current Expenditures	**452,156**	**434,900**	**834,763**	**834,763**	**857,055**	**857,055**	**857,055**	**2.67%**
Ending Fund Balance	*1,954,527*	*2,021,856*	*1,624,748*	*1,637,748*	*1,708,127*	*1,708,127*	*1,708,127*	*4.30%*
TOTAL REQUIREMENTS	**$2,406,683**	**$2,456,756**	**$2,459,511**	**$2,472,511**	**$2,565,182**	**$2,565,182**	**$2,565,182**	**3.75%**
FULL-TIME EQUIVALENTS (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

Rehabilitation and Enhancement Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



Rehabilitation and Enhancement Fund

The Rehabilitation and Enhancement Fund was established to comply with Senate Bill 662, enacted by the Oregon Legislature in 1985. The fund accounts for rehabilitation and enhancement fees ($0.50 per ton of solid waste material processed) collected at the Metro Central, Metro South and Forest Grove transfer stations. Funds are used for community enhancement projects in the vicinity of each of these solid waste facilities, including administration of:

- **North Portland Community Enhancement Program:** Assists the North Portland Community Enhancement Committee in selecting and funding projects to rehabilitate and enhance North Portland areas surrounding the St. Johns Landfill. Because the landfill no longer generates fees, revenue for this program comes from interest earnings on the fund balance for this account. On a one-time basis, a portion of the St. Johns Landfill gas recovery revenue was dedicated to this program in FY 2005–06. This dedication was to offset the impact of low interest earnings and allow the committee to formulate a long range spending plan for these funds during FY 2005–06. The committee decided to continue the policy of spending only anticipated interest earnings. Anticipated earnings over the budgeted amount will be maintained to enable the committee to fund more grants during periods of lower interest yields. The proposed budget indicates expected spending of $67,920, at about $22,000 less than anticipated interest earnings.
- **Oregon City Community Enhancement Program:** Receives funds from community enhancement fees at Metro South Station in Oregon City. Funds are paid to Oregon City on a quarterly basis and are used for local community enhancement projects.
- **Metro Central Community Enhancement Program:** Receives funds from community enhancement fees at Metro Central Station. Funds are used for community enhancement projects in the vicinity of Metro Central Station in Northwest Portland, as recommended by a seven-member citizen committee.
- **Forest Grove Community Enhancement Program:** Receives fees collected at a privately owned transfer station in Forest Grove. Funds are paid to the City of Forest Grove on a quarterly basis and are used for local community enhancement projects.

CURRENT REVENUES

Interest

This represents interest earned on the fund balances designated for the North Portland Community Enhancement and Metro Central Enhancement Accounts.

Interfund transfers

These funds are the community enhancement fees collected at the solid waste facilities and transferred from the Solid Waste Revenue Fund. Transfers vary from year to year depending upon the solid waste tonnage received.

CURRENT EXPENDITURES

Materials and services

About 56 percent of the materials and services expenditures in this fund is for grants and contractual services. The North Portland and Metro Central community enhancement committees administer programs through grants and contracts with community organizations and others. Most of the remaining expenditures are direct payments to Oregon City and Forest Grove.

Contingency

Of the $300,000 budgeted in FY 2008–09, $200,000 is allocated for the North Portland Community Enhancement Program, which has consistently maintained a higher contingency to provide greater flexibility to finance projects during the fiscal year. The Metro Council, through ordinance, must authorize use of contingency funds.

Interfund transfers

This represents funds transferred to the Solid Waste Revenue Fund for personal services costs associated with employee staffing of the North Portland and Metro Central community enhancement committees. This staff support comes from the Solid Waste and Recycling department.

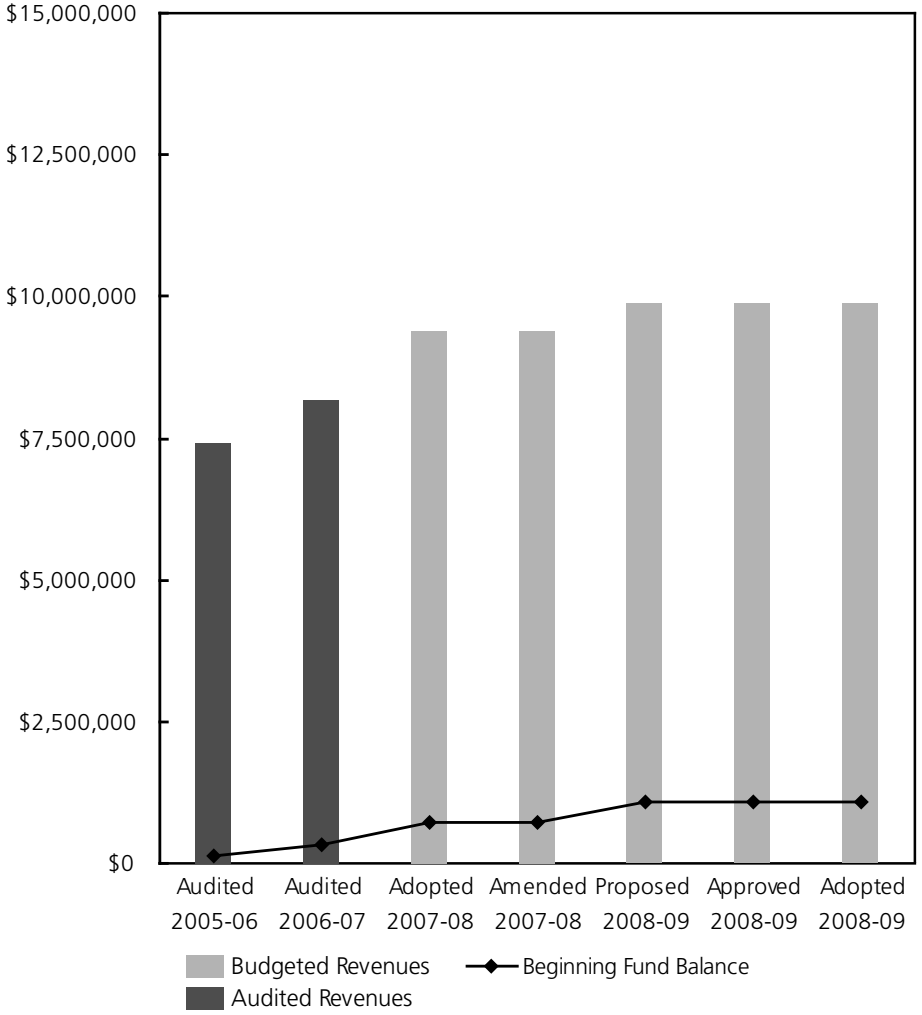
Risk Management Fund

Risk Management Fund

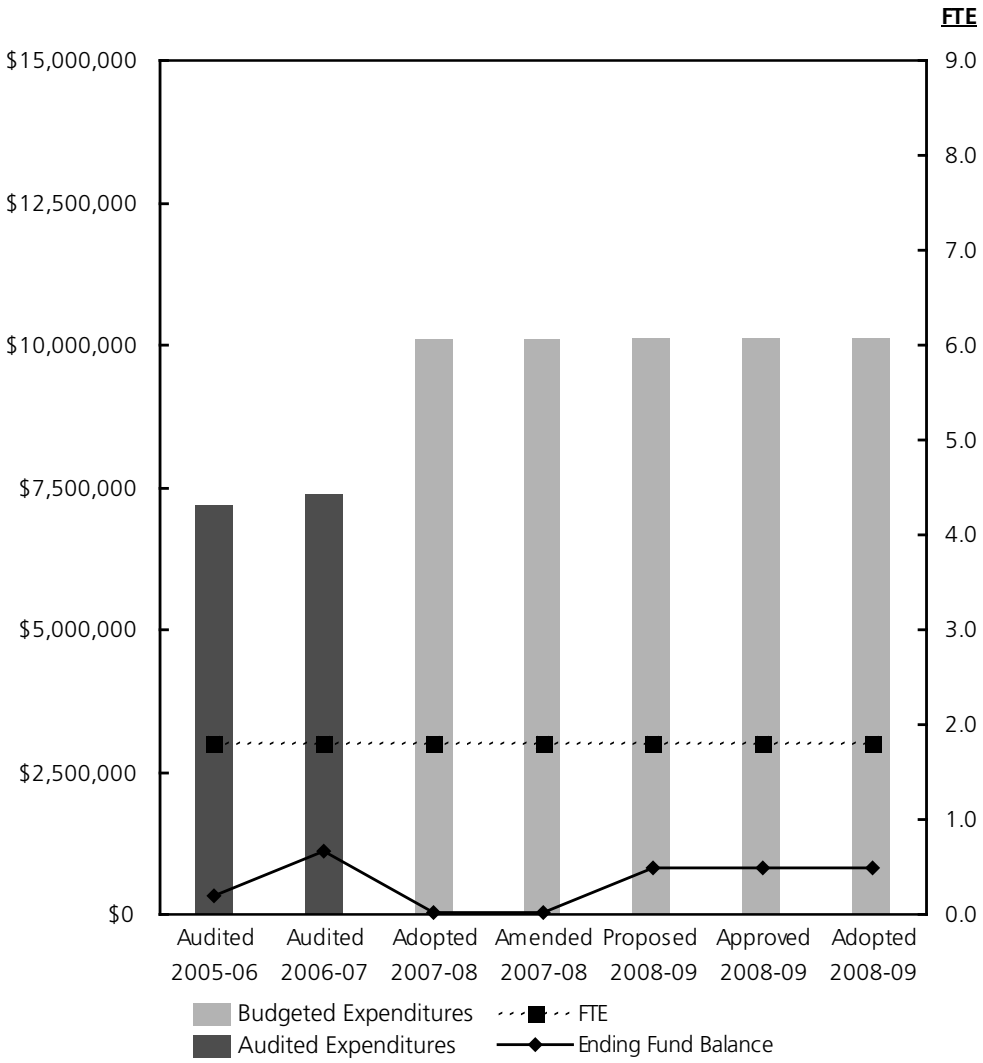
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$136,671*	*$342,551*	*$723,562*	*$723,562*	*$1,070,146*	*$1,070,146*	*$1,070,146*	*47.90%*
Current Revenues								
Grants	46,872	51,381	30,000	30,000	30,000	30,000	30,000	0.00%
Enterprise Revenue	5,777,422	5,896,618	7,157,952	7,157,952	7,994,541	7,994,541	7,994,541	11.69%
Interest Earnings	236,651	390,575	300,126	300,126	301,146	301,146	301,146	0.34%
Other Misc. Revenue	19,526	16,280	184,500	184,500	67,903	67,903	67,903	(63.20%)
Interfund Transfers:								
Interfund Reimbursements	1,328,000	1,328,000	1,722,340	1,722,340	1,479,710	1,479,710	1,479,710	(14.09%)
Fund Equity Transfers	0	475,000	0	0	0	0	0	0.00%
Subtotal Current Revenues	**7,408,471**	**8,157,854**	**9,394,918**	**9,394,918**	**9,873,300**	**9,873,300**	**9,873,300**	**5.09%**
TOTAL RESOURCES	**$7,545,142**	**$8,500,405**	**$10,118,480**	**$10,118,480**	**$10,943,446**	**$10,943,446**	**$10,943,446**	**8.15%**
REQUIREMENTS								
Current Expenditures								
Personal Services	$153,076	$140,427	$152,384	$152,384	$162,887	$162,887	$162,887	6.89%
Materials and Services	7,049,515	7,258,842	9,522,935	9,522,935	9,964,418	9,964,418	9,964,418	4.64%
Contingency	0	0	424,362	424,362	0	0	0	(100.00%)
Subtotal Current Expenditures	**7,202,591**	**7,399,269**	**10,099,681**	**10,099,681**	**10,127,305**	**10,127,305**	**10,127,305**	**0.27%**
Ending Fund Balance	*342,551*	*1,101,136*	*18,799*	*18,799*	*816,141*	*816,141*	*816,141*	*4241.41%*
TOTAL REQUIREMENTS	**$7,545,142**	**$8,500,405**	**$10,118,480**	**$10,118,480**	**$10,943,446**	**$10,943,446**	**$10,943,446**	**8.15%**
FULL-TIME EQUIVALENTS (FTE)	1.80	1.80	1.80	1.80	1.80	1.80	1.80	0.00%

Risk Management Fun

Current revenues and fund balance



Current expenditures and full-time equivalents



Risk Management Fund

This fund accounts for the revenues and expenditures related to administration of Metro's Risk Management program and Employee Health and Wellness program. Costs are assessed to all departments based on past claims experience and exposure. The fund is managed by the Finance and Administrative Services department.

CURRENT REVENUES

Grants

A grant of $30,000 is provided to pay for modifications to work sites for injured employees. Grant reimbursement is available from the State of Oregon Workers' Compensation Division.

Enterprise revenues

The enterprise revenues include internal charges for service to departments for insurance premiums related to unemployment and health and welfare. The increase in employee health insurance is lower than market trends due to a negotiated cap on Metro's obligation for insurance costs.

Interest on investments

Interest on investments is forecast at more than $300,000 for FY 2008–09. The interest is earned on the fund reserves, including those reserves that have been expensed for probable environmental exposure. The environmental exposure expense is explained in greater detail in the Fund Balance section of this page.

Interfund transfers

These transfers represent payments from other Metro departments for their assessed costs of the Risk Management program. In FY 2007-08 Risk Management increased its resources and reserves, changing the assessment method to 1) more accurately transfer insurance costs to the departments utilizing the different lines of insurance and 2) increase resources for total claims costs to ensure funding in accordance with the most recent actuarial report. Claim costs can vary significantly from year to year; in the current year liability claims have tapered off significantly. In summer 2008 Metro will receive the next scheduled independent actuarial report which will test whether the fund meets the 85 percent confidence goal established by Council.

CURRENT EXPENDITURES

Personal services

Costs associated with the Risk Management Fund include personnel costs for 1.8 FTE.

Materials and services

This classification includes the costs for the Health and Wellness, Liability/Property, Workers' Compensation and Unemployment programs. Each area has experienced an increase in costs over the past several years. In addition, in FY 2006–07 Metro expanded the opportunity for represented employees to "opt out" of Metro's health insurance program under certain restrictive conditions. Savings are to be used toward the benefit of member employees.

FUND BALANCE

The Risk Management Fund is required to operate on an actuarially sound basis. Generally accepted accounting principles require that exposure liabilities, once known, be expensed. Although this action reduces the available fund balance, the funds remain with Metro since the liability is "probable" and not yet actually spent. In addition to the available fund balance, the Risk Fund currently includes $5.23 million for probable environmental exposure, based on the FY 2003-04 independent evaluation of its environmental impairment risks. This will be reviewed again in FY 2008-09, just prior to the implementation of new accounting standards for pollution remediation. In addition, just over $1 million has been expensed for the probable final costs of worker compensation, general liability and property claims. This will be reviewed at the end of FY 2007-08, using a recommended two year actuarial cycle.

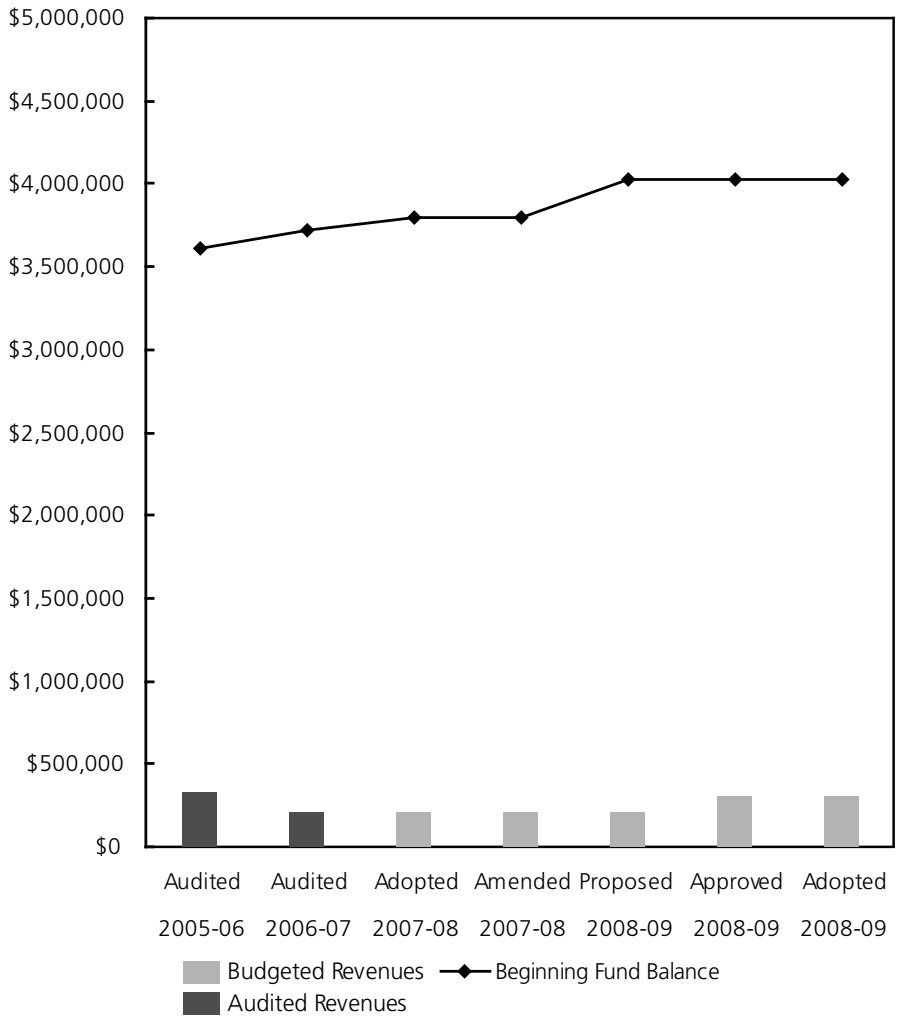
Smith and Bybee Lakes Fund

Smith and Bybee Lakes Fund

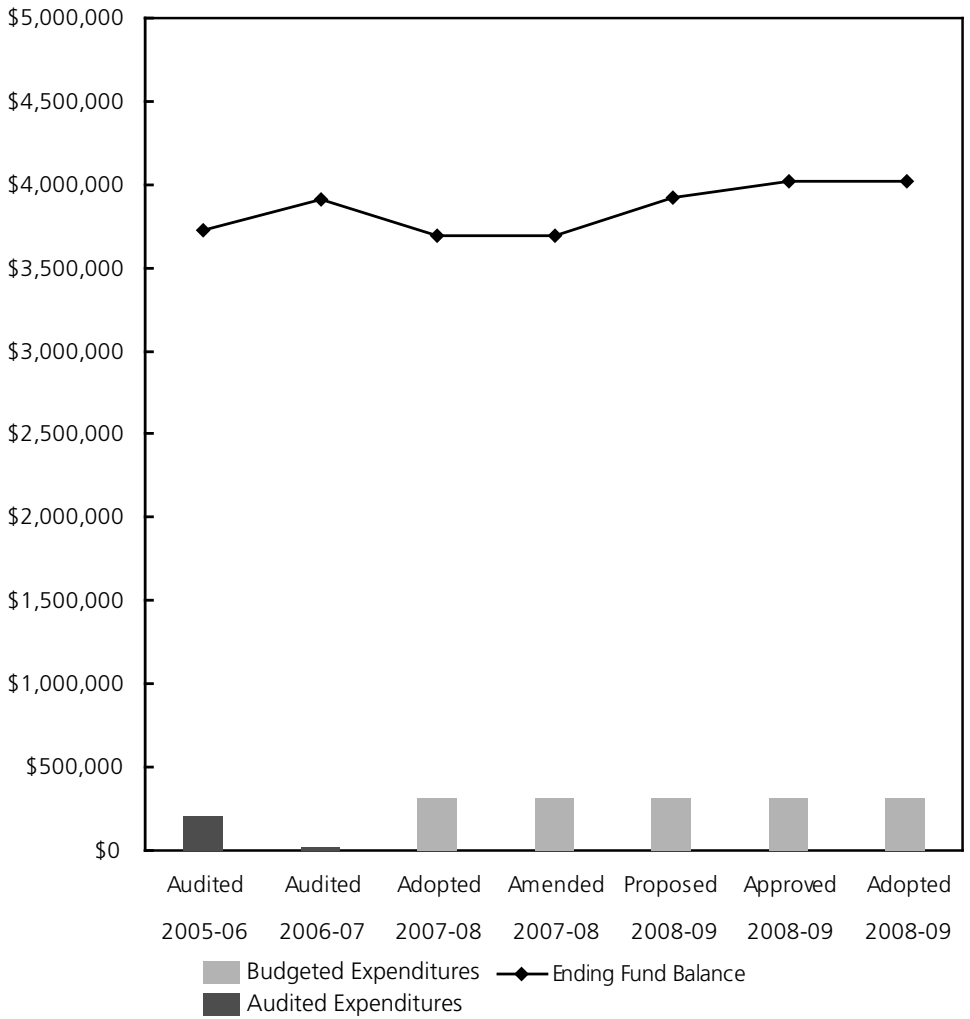
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$3,606,760*	*$3,724,944*	*$3,799,959*	*$3,799,959*	*$4,030,709*	*$4,030,709*	*$4,030,709*	*6.07%*
Current Revenues								
Contributions from other Governments	0	0	50,000	50,000	50,000	50,000	50,000	0.00%
Enterprise Revenue	1,593	1,041	1,700	1,700	1,700	1,700	1,700	0.00%
Interest Earnings	138,291	202,838	159,586	159,586	161,228	161,228	161,228	1.03%
Donations	190,000	0	0	0	0	0	0	0.00%
Interfund Transfers:								
Fund Equity Transfers	0	0	0	0	0	91,740	91,740	0.00%
Subtotal Current Revenues	**329,884**	**203,879**	**211,286**	**211,286**	**212,928**	**304,668**	**304,668**	**44.20%**
TOTAL RESOURCES	**$3,936,644**	**$3,928,823**	**$4,011,245**	**$4,011,245**	**$4,243,637**	**$4,335,377**	**$4,335,377**	**8.08%**
REQUIREMENTS								
Current Expenditures								
Materials and Services	$0	$0	$95,000	$95,000	$0	$0	$0	(100.00%)
Capital Outlay	190,000	0	0	0	0	0	0	0.00%
Interfund Transfers:								
Internal Service Transfers	21,700	20,000	21,700	21,700	119,980	119,980	119,980	452.90%
Contingency	0	0	200,000	200,000	200,000	200,000	200,000	0.00%
Subtotal Current Expenditures	**211,700**	**20,000**	**316,700**	**316,700**	**319,980**	**319,980**	**319,980**	**1.04%**
Ending Fund Balance	*3,724,944*	*3,908,823*	*3,694,545*	*3,694,545*	*3,923,657*	*4,015,397*	*4,015,397*	*8.68%*
TOTAL REQUIREMENTS	**$3,936,644**	**$3,928,823**	**$4,011,245**	**$4,011,245**	**$4,243,637**	**$4,335,377**	**$4,335,377**	**8.08%**
FULL-TIME EQUIVALENTS (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

Smith and Bybee Lakes Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



Smith and Bybee Lakes Fund

This fund was established as a dedicated endowment fund for development and management of the Smith and Bybee Wetlands Natural Area as required by the Smith and Bybee Lakes Natural Resource Management Plan. The plan was adopted by the City of Portland, Port of Portland and Metro Council in 1990. The plan, along with the St. Johns Landfill closure and purchase assurance agreement, designated Metro as the lead agency establishing and managing the fund and implementing the plan.

The plan calls for Smith and Bybee Lakes to be managed as environmental and recreational resources for the region. The lakes are to be preserved in a manner faithful to their original condition as historical remnants of the Columbia River riparian and wetland system.

The fund is managed by the Regional Parks and Greenspaces department.

CURRENT REVENUES

Government contributions

Includes funding from the Port of Portland through to U.S. Army Corps of Engineers to pay for a small restoration project in one nature park.

Enterprise revenues

The fund receives a small amount from fees collected from educational program users at the nature area.

Interest earnings

Interest is earned on the unused portion of the fund balance. Earnings are based on the current rates of Metro's average investment portfolio. For FY 2008–09 the budget assumes an interest rate of 4.0 percent and will generate more than $160,000 in earnings.

Interfund transfers

In FY 2005-06 Metro received reimbursement for environmental restoration activities performed at Smith and Bybee Wetlands Natural Area. The payment was deposited in the Parks Operating Department. It should have been coded to this fund. This action corrects the error.

CURRENT EXPENDITURES

Materials and services

Expenditures in this category depend on the special nature of projects to be completed under the Smith and Bybee Lakes Management Plan. At this time, no projects are planned for FY 2008-09.

Capital outlay

Capital expenditures for the program are tied to the goals of the management plan. Major capital projects are budgeted in accordance with the adopted Capital Improvement Plan. In FY 2008–09 the department does not anticipate any capital improvements.

Transfers

The fund reimburses the Regional Parks Operating Department for costs associated with management and oversight of the natural areas including a small portion of an environmental educator and a natural resource scientist.

FUND BALANCE

Other than interest earnings, the fund has no continuous source of funding. The fund was established as an endowment fund to enable the development and management of the Smith and Bybee Wetlands Natural Area. However, it was known at the time of the development of the management plan that the existing fund balance would be insufficient to fund fully all current and long-term needs. The fund balance has been stable for several years and will show fluctuations depending on specific program needs.

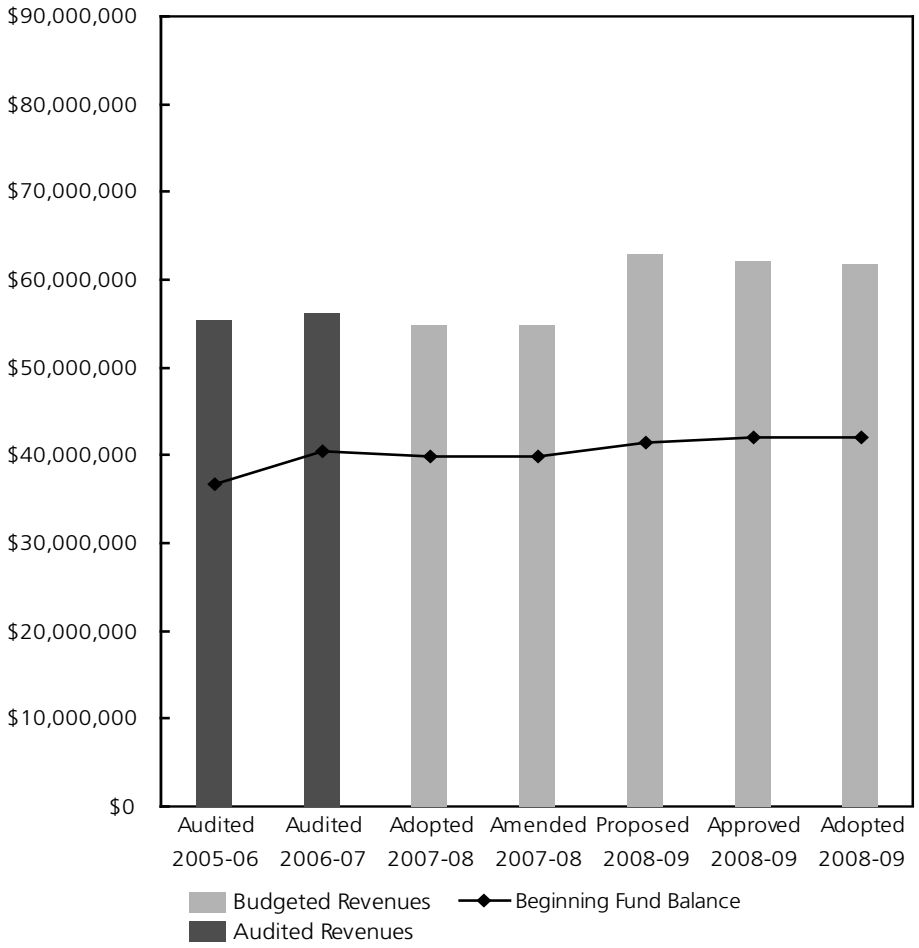
Solid Waste Revenue Fund

Solid Waste Revenue Fund

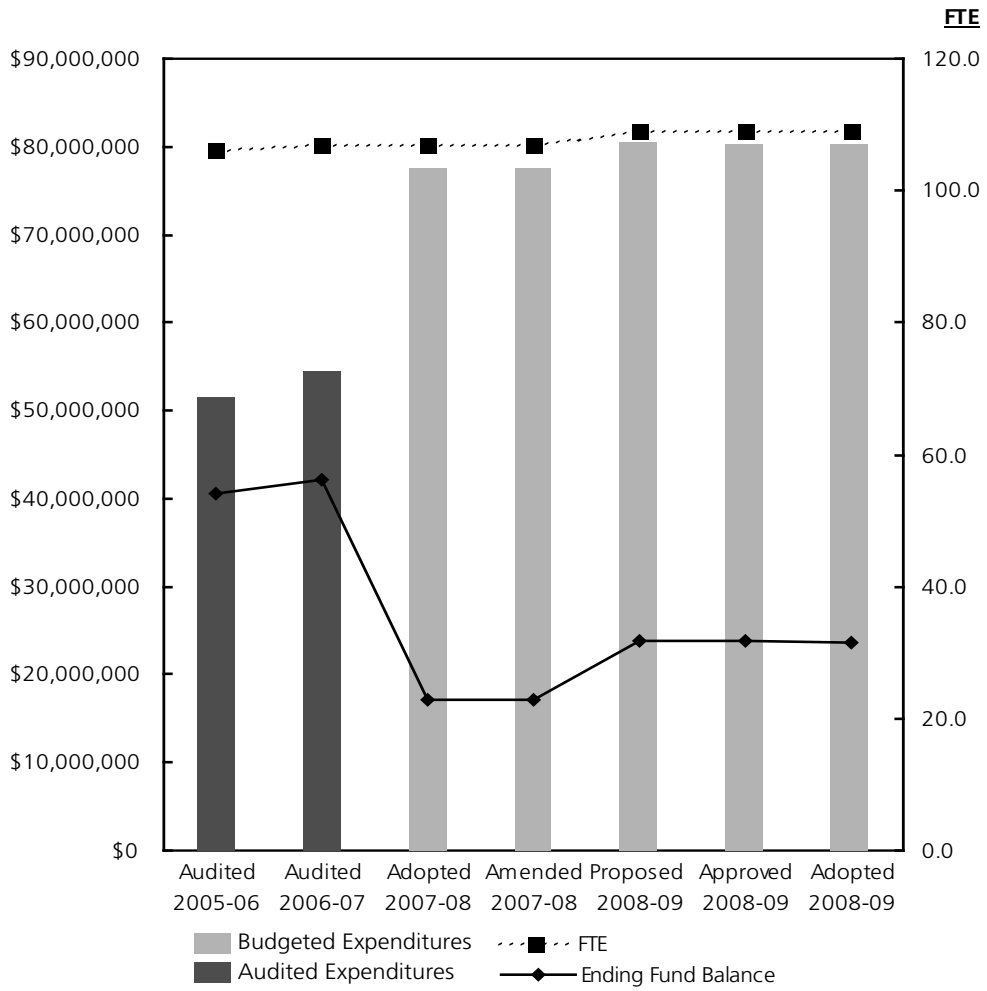
	Audited FY 2005-06	Audited FY 2006-07	Adopted FY 2007-08	Amended FY 2007-08	Proposed FY 2008-09	Approved FY 2008-09	Adopted FY 2008-09	Change from FY 2007-08 Amended
RESOURCES								
Beginning Fund Balance	*$36,783,682*	*$40,492,488*	*$39,804,897*	*$39,804,897*	*$41,403,946*	*$42,000,946*	*$42,100,946*	*5.77%*
Current Revenues								
Grants	67,103	3,064	16,677	16,677	0	0	0	(100.00%)
Enterprise Revenue	53,858,130	54,005,957	53,201,659	53,201,659	61,154,734	60,254,734	60,020,526	12.82%
Interest Earnings	1,361,749	2,074,614	1,630,600	1,630,600	1,656,158	1,656,158	1,656,158	1.57%
Other Misc. Revenue	49,431	109,448	15,000	15,000	33,000	33,000	33,000	120.00%
Interfund Transfers:								
Internal Service Transfers	29,101	30,015	29,395	29,395	30,085	30,085	30,085	2.35%
Fund Equity Transfers	0	0	13,000	13,000	100,348	100,348	100,348	671.91%
Subtotal Current Revenues	**55,365,514**	**56,223,098**	**54,906,331**	**54,906,331**	**62,974,325**	**62,074,325**	**61,840,117**	**12.63%**
TOTAL RESOURCES	**$92,149,196**	**$96,715,586**	**$94,711,228**	**$94,711,228**	**$104,378,271**	**$104,075,271**	**$103,941,063**	**9.75%**
REQUIREMENTS								
Current Expenditures								
Personal Services	$8,712,821	$8,927,204	$9,649,698	$9,649,698	$10,376,717	$10,376,717	$10,376,717	7.53%
Materials and Services	35,954,389	37,677,054	37,902,158	40,689,158	44,779,230	44,053,230	44,153,230	8.51%
Capital Outlay	753,861	1,117,742	2,607,900	2,607,900	2,075,800	2,498,800	2,498,800	(4.18%)
Debt Service	2,344,862	2,348,013	1,335,513	1,335,513	2,348,482	2,348,482	2,348,482	75.85%
Interfund Transfers:								
Interfund Reimbursements	3,142,846	3,445,982	3,629,700	3,629,700	3,878,908	3,878,908	3,878,908	6.87%
Internal Service Transfers	359,466	498,218	714,646	714,646	738,057	738,057	738,057	3.28%
Fund Equity Transfers	388,463	548,796	424,566	437,566	444,971	444,971	444,971	1.69%
Contingency	0	0	21,239,612	18,439,612	15,933,781	15,933,781	15,933,781	(13.59%)
Subtotal Current Expenditures	**51,656,708**	**54,563,009**	**77,503,793**	**77,503,793**	**80,575,946**	**80,272,946**	**80,372,946**	**3.70%**
Ending Fund Balance	*40,492,488*	*42,152,577*	*17,207,435*	*17,207,435*	*23,802,325*	*23,802,325*	*23,568,117*	*36.96%*
TOTAL REQUIREMENTS	**$92,149,196**	**$96,715,586**	**$94,711,228**	**$94,711,228**	**$104,378,271**	**$104,075,271**	**$103,941,063**	**9.75%**
FULL-TIME EQUIVALENTS (FTE)	106.20	106.75	106.75	106.75	109.00	109.00	109.00	2.11%

Solid Waste Revenue Fund

Current revenues and fund balance



Current expenditures and full-time equivalents



Solid Waste Revenue Fund

The Solid Waste Revenue Fund is an enterprise fund established to account for Metro revenues and expenses related to the operation and management of the region's solid waste disposal system.

Metro Ordinance No. 89-319, known as the Master Bond Ordinance and adopted in 1989, placed restrictions on the uses of this fund as a condition of issuing $28 million in revenue bonds to finance major capital components of Metro's solid waste system. The ordinance set up the following accounts within the fund to facilitate compliance with bond covenants: operating, debt service, debt service reserve, landfill closure, construction, renewal and replacement and general account. The budget for this fund follows this account structure.

The primary sources of enterprise revenue for the fund are fees and charges on landfill waste. More than 94 percent of the fund's current revenues consists of these fees and charges. Solid waste fees are variable because they are proportional to solid waste tonnage, which is influenced by economic activity and waste recovery efforts. The population and economic development within the region in recent years has resulted, for the most part, in a steady growth of waste generation. Revenue tonnage is expected to increase in the future consistent with long-term historical trends of about 2 percent. A rate slightly below the long-term trend is expected for FY 2008-09 with regional tonnage growing only 0.8 percent over the FY 2007-08 budget forecast.

About 40 percent of current expenditures (including contingency) is linked to solid waste tonnage at Metro facilities. In FY 2008–09 $32.2 million will be spent on processing, transporting and landfilling of approximately 626,000 tons of waste, excluding yard debris and food waste. This 9.7 percent increase from FY 2007-08 is from the delay in the expected diversion of about 40,000 tons to a new private facility. The FY 2007-08 budget assumed Columbia Environmental, a new private facility, would divert about 40,000 tons from Metro facilities. However, this facility did not open in FY 2007-08, and the FY 2008-09 tonnage forecast assumes that it will not become operational during this fiscal year. Fee reimbursements are included in the FY 2008-09 budget to continue the regional system fee credit program. Through this performance-based credit program, a portion of the regional system fee paid by a facility may be credited to that facility, depending on the facility's waste recovery rate. Direct operating costs not related to tonnage increase about $3 million from FY 2008-09, to $22 million. The $3 million increase includes a $1.4 million expenditure for a regional conservation education program.

About $2.5 million of total current expenditures will be spent on capital projects, as scheduled in Metro's Capital Budget. No one project dominates this fiscal year's capital expenditures. The largest project is an expenditure of about $600,000 of a one million dollar project to replace a compactor at Metro Central transfer station.

CURRENT REVENUES

Enterprise Revenues

Metro's solid waste system is funded largely through three types of user fees: the Regional System Fee, the Metro Tip Fee, and a flat fee (the Transaction Fee) charged for each transaction at Metro transfer stations. Recommended by the Rate Review Committee for adoption by the Metro Council, the rates, described as follows, were considered for FY 2008-09.

The Regional System Fee is imposed on all waste generated in the Metro region and ultimately disposed of for a fee. The Metro Tip Fee is a user charge collected only at Metro transfer stations, and includes the Regional System Fee. The proposed set of rates included a $0.96 increase in the Regional System Fee to $15.04 per ton and a $3.61 increase in the Metro Tip Fee to $74.75 per ton. Subsequent to the Rate Review Committee's recommendation, Metro Council added $1.00 per ton to the Regional System Fee for conservation education. All other rate components were adopted. The Council changes resulted in an adopted Regional System Fee of $16.04 per ton, a $1.96 increase and a $4.61 increase to the Metro Tip Fee to $75.75 per ton.

The Transaction Fee is a flat fee charged on each load of solid waste accepted at the Metro transfer stations to cover costs that do not vary with the load size, such as scalehouse expenses. Metro implemented in FY 2006-07 a split transaction fee based on two customer classes to allocate more accurately scalehouse costs among users. The transaction fee at the staffed scales (scalehouses) will remain at the FY 2007-08 level, $8.50 per transaction. The charge will also remain at the FY 2007-08 level, $3.00 per transaction, at the automated scales.

Total enterprise revenues are projected to increase about 13 percent ($6.8 million) from the FY 2007-08 budget. Metro tonnage is expected to grow, while there is an expected decline in non-Metro tonnage. The reason is the delay in the startup of an approved new transfer station franchise for Columbia Environmental, which will draw its tonnage primarily from Metro. This facility is expected to be in operation in late 2009. Regional tonnage is expected to grow 0.8 percent.

Interest

Interest earnings were calculated using the current rate of return on Metro's investment portfolio and are expected to produce a modest increase of $26,000, to $1.66 million.

CURRENT EXPENDITURES

Personal Services

The 109.00 FTE budgeted total represents a 2.25 FTE increase over the prior fiscal year. The FY 2008-09 budget includes 1.25 new FTE Hazardous Waste Technicians, who would replace paid interns currently supplied by Mt. Hood Community College (MHCC). The MHCC contract will be reduced accordingly. In addition one FTE sustainability coordinator for Metro as a whole will be housed in the Solid Waste department.

Materials and Services

Materials and services are budgeted to increase by approximately $3.5 million from the amended budget. This increase is predominantly driven by tonnage at Metro transfer stations, prices set by contract and for the Council addition of $1.4 million for a new regional conservation education program.

Capital Outlay

This category includes the purchase of equipment and capital improvements at Metro solid waste facilities. Capital improvements are scheduled in Metro's five-year capital budget.

Capital expenditures are segregated into three categories. The Solid Waste General Account expenditures are typically new capital assets intended to improve the efficiency and effectiveness of Metro's two transfer stations. Projects for FY 2008-09 include wood staging and processing improvements to Metro South and a locker room remodel and rainwater harvesting implementation at Metro Central.

The projects in the renewal and replacement account are to realize the optimal life span of capital assets. FY 2008-09 projects are work on the compactors, scales, truckwash and HHW chiller replacement at Metro Central. The Metro South outdoor lighting is scheduled for replacement.

The projects funded by the Landfill Closure account are limited to projects needed to close St. Johns Landfill or implement post-closure monitoring. Projects for FY 2008-09 are predominantly established, ongoing projects including monitoring groundwater and perimeter stabilization.

Debt Service

The debt service category includes the necessary payments for the Solid Waste and Recycling department's bonded debt. The last payment will be made on July 1, 2009.

Transfers

Transfers to other funds include internal service charges for central services and for Geographic Information System (GIS) services provided by the Planning department.

Contingency

The operating contingency, designed to meet short-term, unanticipated needs, is funded to cover unanticipated cost spikes or tonnage (revenue) losses. For FY 2008-09 the operating contingency, which represents 12.6 percent of total contingency, is budgeted at $2.0 million, a reduction of $5.2 million. The remaining 87.4 percent in contingency consists of restricted funds representing projected ending balances in the renewal and replacement and St. Johns Landfill accounts.

Fund Balance

The unappropriated ending fund balance consists of designated and restricted funds. Approximately 33 percent of the balance is reserved for rate stabilization and available as working capital to meet cash flow needs. Twenty percent is restricted to prepaid debt service and debt service reserves. The capital reserve account represents 23 percent of the total fund balance. Six percent of the ending fund balance is the amount that remains designated in the PERS reserve. The remaining 18 percent is undesignated balance.

Metro

Five-Year Capital Budget

Acknowledgments H-2

User's guide and calendar H-3

Adopting Resolution H-5

Overview and summary H-7

Department summaries and analysis H-13
- Finance and Administrative Services H-15
- Information Technology H-19
- The Oregon Zoo H-23
- Planning H-29
- Regional Parks and Greenspaces H-33
- Solid Waste and Recycling H-37

List of unfunded projects H-43

Current project status reports H-46

Capital Asset Management Policies H-48

Metro

Adopted
Five-Year Capital Budget
Fiscal Year 2008–09 through FY 2012–13

Prepared by

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User's guide and capital budget calendar

This section describes the capital budgeting process, the organization of this section of the budget document and the calendar to prepare the agency's five-year capital budget.

OVERVIEW OF PROCESS

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

Phase 1– Departmental submissions

The foundation for the capital budget is the departments' capital project requests. To develop these requests, departments inventory existing capital assets, prepare a status report on current capital projects and assess future capital needs. The capital project requests, status report, list of unfunded projects and major assets inventory comprise a department's capital budget submission.

Phase 2– Financial forecasts

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

Phase 3– Chief Operating Officer review, capital budget development

After the departments submit project requests, the information is reviewed by the Chief Operating Officer. This includes:

- Technical review by the Financial Planning division of projects submitted by departments, including an assessment of Metro's capacity to fund the requested projects based on five-year forecasts.
- Review of projects by the Chief Operating Officer.
- Presentation to Council of recommended projects for final decision and inclusion in the proposed capital budget.

Phase 4– Council review and capital budget adoption

The Metro Council reviews the proposed capital projects and acts on the proposed capital budget following a public hearing. Projects in the capital budget for FY 2008–09 are included in the budget.

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

OVERVIEW OF DOCUMENT

This capital budget section contains Metro's plan for FY 2008–09 through FY 2012–13. It also includes summaries for any project costs incurred prior to FY 2008–09. The document is divided into the following sections:

Capital budget overview and summary

This section presents summary information on sources of capital project funding and uses.

Departmental summaries and analysis

The departmental summary and analysis of the department's funding capacity for adopted capital projects are found in this section.

Lists of unfunded projects

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

Current projects status reports

This section presents information on the status of capital projects which were previously authorized and scheduled for completion by the end of FY 2008–09.

Appendices

Included in this section is information pertinent to the review and adoption of the capital budget.

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

CAPITAL BUDGET CALENDAR

Key Tasks	Task Completion
Financial Planning division issues capital budget instructions	October 15
Departments submit capital project requests, current projects status reports and list of unfunded projects	November 8
Financial Planning division completes evaluation of department requests and prepares financial projections	December–January
Chief Operating Officer and Council President review and discussion	January
Proposed capital budget document forwarded to Council	April
Budget review meetings	April
Council holds public hearing and adopts capital budget	June
Adopted first year projects incorporated into FY 2008–09 adopted budget	June

Adopting resolution

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE CAPITAL BUDGET FOR FISCAL YEARS 2008-09 THROUGH 2012-13; RAISING THE INDIVIDUAL PROJECT REPORTING LIMIT; AND THE AMENDMENT AND READOPTION OF METRO'S FINANCIAL POLICIES	))))))	RESOLUTION NO. 08-3941A Introduced by Michael Jordan, Chief Operating Officer with concurrence of the Council President

WHEREAS, Metro recognizes the need to prepare a long-range plan estimating the timing, scale and cost of its major capital projects & equipment purchases;

WHEREAS, Metro departments have inventoried existing major capital assets, prepared status reports on current capital projects and assessed future capital needs;

WHEREAS, a review of the minimum reporting limit of $50,000 established in FY 1997-98 for a capital project indicates the need to increase that limit to $100,000; and

WHEREAS, Metro's Chief Operating Officer has directed the preparation of a Capital Budget for fiscal years 2008-09 through 2012-13 that projects Metro's major capital spending needs over the next five years, assesses the impact of capital projects on the forecasted financial condition of Metro funds, and assesses the impact on operating costs; and

WHEREAS, the Metro Council has reviewed the FY 2008-09 through FY 2012-2013 Capital Budget; and

WHEREAS, the Metro Council Adopted Comprehensive Financial Policies for Metro by Resolution No. 04-3465 that calls for annual review and adoption of Metro's Comprehensive Financial Policies; and

WHEREAS, Metro's Finance Team has reviewed the Comprehensive Financial Policies; and

WHEREAS, Metro Council has reviewed the Comprehensive Financial Policies; and

WHEREAS, the Metro Council has conducted a public hearing on the FY 2008-09 through FY 2012-13 Capital Budget; now, therefore

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

1. That the FY 2008-09 through FY 2012-13 Capital Budget, summarized on Exhibit A, is hereby adopted.

2. That the Metro Council is requested to include the FY 2008-09 capital projects from the FY 2008-09 through FY 2012-13 Capital Budget in the FY 2008-09 budget.

3. That Metro's Financial Policies section "Capital Asset Management Policies", number 4 be amended to read: "Capital improvement projects are defined as facility or equipment purchases or construction which results in a capitalized asset costing more than $100,000 and having a useful (depreciable life) of five years or more. Also included are major maintenance projects of $100,000 or more that have a useful life of at least five years."

4. That the Comprehensive Financial Polices, included as Exhibit B to this Resolution, are adopted and included in the FY 2008-09 budget.

ADOPTED by the Metro Council this 26th day of June 2008.

David Bragdon, Metro Council President

Approved as to Form:

Daniel B. Cooper, Metro Attorney

Officially Approved Approvato Ufficialmente Consiglio Metropolitano METRO COUNCIL Metro Council

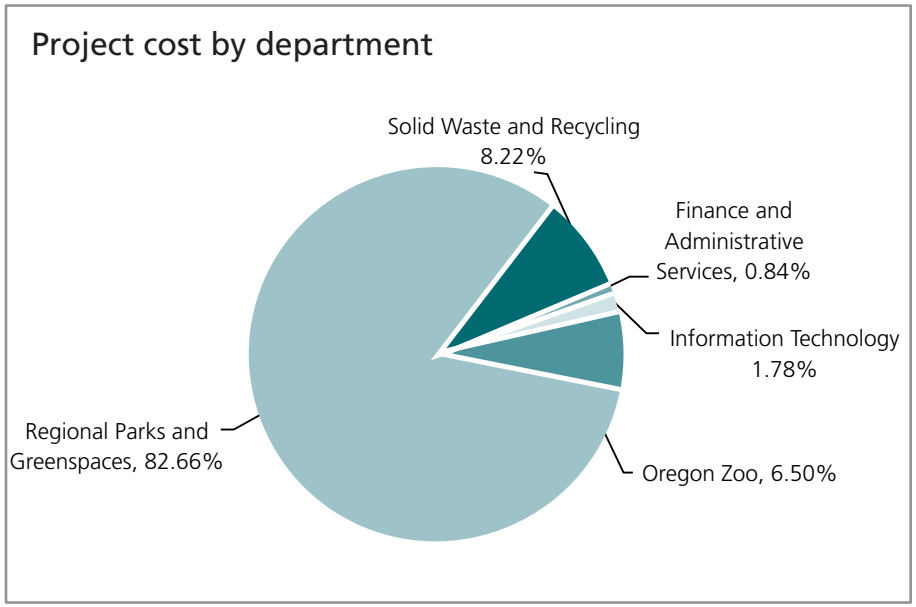
Metro

Overview and summary

Capital projects are defined in the capital budget as any physical asset acquired or constructed by Metro with a total capital cost of $50,000 and more and a useful life of at least five years. Effective, July 1, 2009, the project cost for a project to be included in the capital budget will increase to $100,000. The capital budget for FY 2008-09 through FY 2012-13 includes 92 capital projects at a total cost of about $181.8 million. The summary table below presents the capital costs of these projects by fiscal year. The "Total" column represents the total project costs, including expenditures in prior years.

This year's adopted capital budget decreases by $27 million, and the number of projects increases by 12 from the prior year capital budget. Of the $27 million, most is related to the expected spend down of the Natural Areas bond measure passed in November 2006. The majority of the prior years' total spending was the result of the earlier 1995 Open Spaces Bond Measure and the expected spending of the new funding for Natural Areas.

The increased number of projects and annual spending are related to the Metro Council's approval of $5.7 million of undesignated reserves to fund fully the identified renewal and replacement requirements of the consolidated General Fund. This fulfills both the Council's capital asset policy and the "pay ourselves" first financial policy. Twenty-three renewal and replacement projects now appear in this capital budget across the consolidated General Fund for the Metro Regional Center, Information Technology, Oregon Zoo and Regional Parks and Greenspaces. The capital budget also includes Solid Waste and Recycling projects, fully funded from accumulated reserves and fees. The capital budget does not include the Metropolitan Exposition and Recreation Commission projects.



Project cost by department

	Total Projects	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	TOTAL
Finance and Administrative Services	8	$401,457	$608,759	$324,406	$177,468	$162,957	$246,387	$1,921,434
Information Technology	9	2,030,565	1,026,128	632,666	563,937	522,594	486,881	5,262,771
Oregon Zoo	21	8,071,959	6,556,407	1,367,592	2,248,273	786,018	856,348	19,886,597
Regional Parks and Greenspaces	14	168,609,419	48,117,136	38,139,978	36,431,599	25,474,697	2,095,388	318,868,217
Solid Waste and Recycling	40	1,699,091	2,388,800	3,708,000	3,180,000	2,668,000	3,001,000	16,644,891
TOTAL	**92**	**$180,812,491**	**$58,697,230**	**$44,172,642**	**$42,601,277**	**$29,614,266**	**$6,686,004**	**$362,583,910**

FIVE YEAR TOTAL, FY 2008-09 through FY 2012-13	**$181,771,419**

Overall, the majority of capital project expenditures during the five years are in three Metro departments:

- Regional Parks and Greenspaces (82.7 percent)
- Solid Waste and Recycling (8.2 percent)
- Oregon Zoo (6.5 percent)

Excluding the 1995 Open Spaces and the 2006 Natural Areas bond measures, the distribution is:

- Regional Parks and Greenspaces (29.4 percent)
- Solid Waste and Recycling (33.5 percent)
- Oregon Zoo (26.5 percent)
- Information Technology (7.2 percent)

SOURCES OF FUNDS

Overview

The financing sources for these capital projects vary by project and by department.

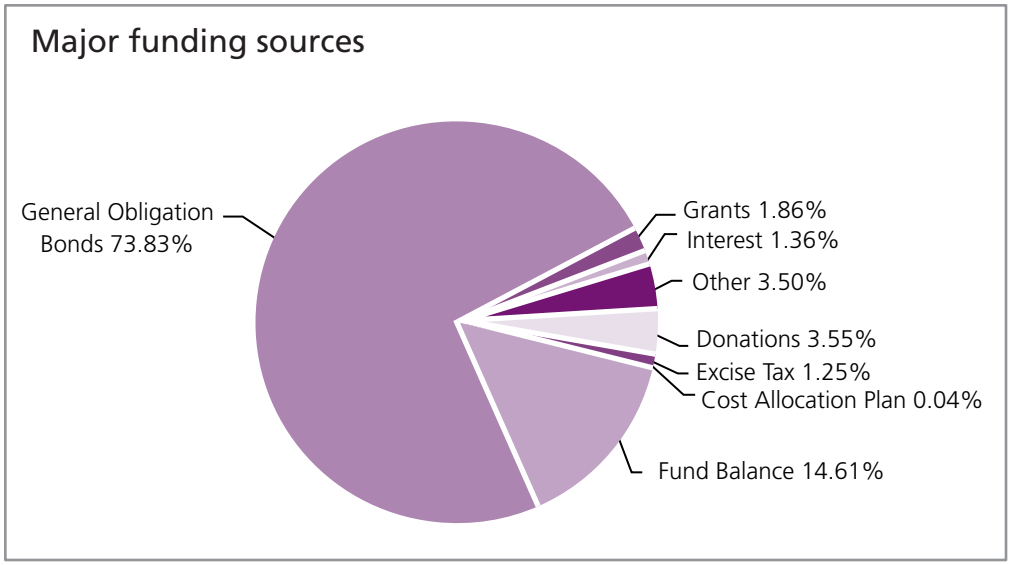
Solid Waste and Recycling generally relies on fund balance or capital reserve accounts. Funding for these projects is considered when setting the disposal rate. These reserves are kept in three accounts: General Account for new projects; Renewal and Replacement; and Landfill Closure for projects associated with the closed St. Johns Landfill.

Oregon Zoo projects have usually been funded from fund balance and donations. The zoo relies on the fundraising efforts of the Oregon Zoo Foundation for 39 percent of its capital projects funding needs; 45 percent of the funding is from the new consolidated General Renewal and Replacement Fund; and 26 percent is from remaining Capital Fund fund balance. Much of the Capital Fund balances are from prior year donations.

Regional Parks and Greenspaces expenditures are predominantly funded by the general obligation bonds (89 percent). Donations, grants, General Renewal and Replacement Fund and intergovernmental revenues provide for remaining funding.

Information Technology relies on central services cost allocation or direct cost allocation to operating departments to fund its new projects. Funding to replace existing assets comes from the consolidated renewal and replacement funding.

Finance and Administrative Services implemented a renewal and replacement contribution in FY 2004-05 from Metro Regional Center revenues to maintain level annual contributions and to avoid the cyclical peaks when projects are funded on a “pay as you go” basis. These contributions are now part of the consolidated renewal and replacement funding.



General Obligation Bond

The Natural Areas bond proceeds provide for 74 percent of the funding for the five-year capital budget projects.

Fund balance

The second largest source of funds for capital projects, about 15 percent of total funds, is fund balance. This funding source has increased as a percentage of the total with the establishment of the General Renewal and Replacement Fund. Fueled by the $5.7 million transfer in FY 2007-08, the budget now

Major funding sources

	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	TOTAL
Donations	$3,313,606	$5,368,027	$0	$1,000,000	$75,000	$0	$9,756,633
Capital Lease	696,919	0	0	0	0	0	696,919
Cost Allocation Plan	120,285	0	0	71,101	0	0	191,386
Excise Tax	781,550	2,100,000	100,000	75,000	0	0	3,056,550
Fund Balance and Reserves	4,594,902	6,103,864	5,950,642	5,498,176	4,444,066	4,567,041	31,158,691
G.O. Bonds	147,822,384	38,903,902	35,000,000	35,300,000	25,000,000	0	282,026,286
Grants	945,583	2,779,537	0	600,000	0	0	4,325,120
Interest	17,769,219	407,781	0	0	0	2,070,963	20,247,963
Intergovernment Revenue	193,500	0	0	0	0	0	193,500
Other - OECDD Loan	4,406,795	201,200	0	0	0	0	4,607,995
Other	167,748	2,832,919	3,122,000	57,000	95,200	48,000	6,322,867
TOTAL	**$180,812,491**	**$58,697,230**	**$44,172,642**	**$42,601,277**	**$29,614,266**	**$6,686,004**	**$362,583,910**

provides for a level annual contribution for all General Fund departments, no matter what projects are starting in any given year. This financing technique is particularly well suited for small-to medium-sized projects with a useful life of less than 20 years.

Donations

The majority of donations are made for the zoo's capital budget and Regional Parks and Greenspaces. *Predators of the Serengeti* and the California Condor Captive Breeding Facility projects at the Oregon Zoo are expected to be funded through donations from individual and group fund raising efforts. A portion of the Golf Learning Center at Blue Lake Park will be funded by donations and/or sponsorships.

Cost Allocation Plan

This funding source is for central services projects whose funding is derived from allocation to the operating departments. The category represents less than one percent of project funding.

Excise tax

This category is general fund excise tax allocated for department use. In FY 2004–05, Council adopted an additional levy of $1.50 per ton of disposed solid waste for the benefit of Regional Parks and Greenspaces, for a total of $2.50 per ton and $0.50 to aid MERC in pursuing marketing opportunities for Oregon Convention Center. Adjusted annually by CPI, the FY 2008–09 amount is $3.33 per ton and allocated for the use of Regional Parks and Greenspaces, MERC, and general renewal and replacement.

Grants

Grants comprise about 1.9 percent of total funding for capital projects and are tied directly to specific projects. Regional Parks and Greenspaces has the majority of grants.

Interest

This category is generally interest earned on bond proceeds from Open Spaces and Natural Areas. Interest can also be earnings on specified reserves for a project. This source makes up about 1.4 percent of overall project funding.

Other

Other financing sources represent 3.5 percent of the total funds allocated to capital projects. The majority of this category is an as yet unidentified funding source for the Golf Learning Center at Blue Lake Park.

USES OF FUNDS

Capital projects in the capital budget consist of facilities (purchase, construction, or improvements), land acquisitions and equipment purchases of $50,000 or more. Of the 92 projects, 85 percent of expenditures are for new construction or acquisition, one percent is expansion or remodeling projects and 13 percent is for replacement projects. The "Funding by Project Type" chart displayed here demonstrates this use distribution.

Facilities

About 21 percent of total funds are allocated to a variety of facility projects. These projects include the replacement, renovation, expansion or new construction of buildings, exhibits, roadways, trails and other infrastructure. As with other capital projects, these capital assets must have a minimum useful life of five years to be considered. This eliminates routine maintenance and repair projects, which are treated as operating expenses. Regional Parks and Greenspaces' projects account for about 48 percent of the total projects in this category, followed by the Solid Waste and Recycling at 23 percent and the Oregon Zoo at 27 percent.

Equipment

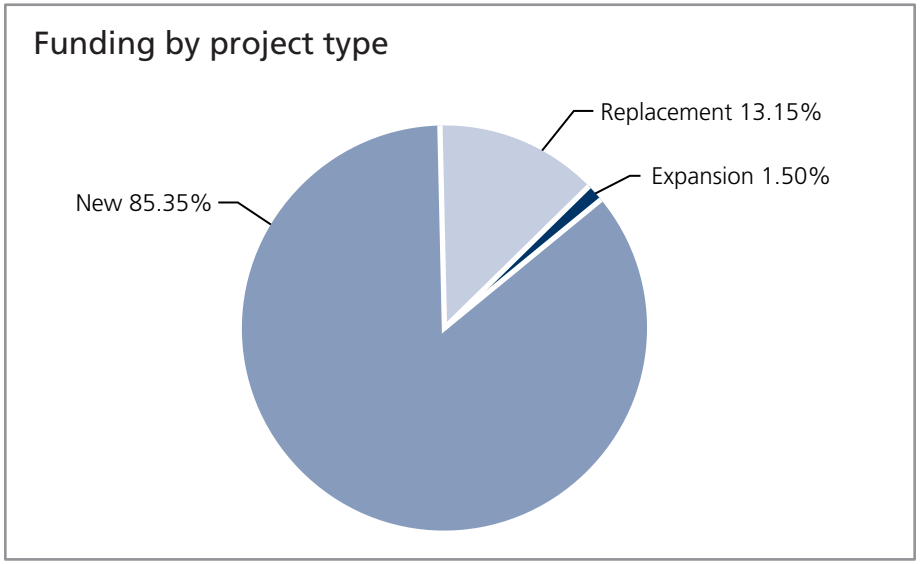
About six percent of funds for capital projects are allocated to stand-alone equipment and furnishings. As with other capital projects, equipment can only qualify for capital budget consideration if it costs $50,000 or more and has a useful life of five years or more. Equipment required for new facilities is reflected in the costs of those facilities. About 62 percent of the equipment category relates to Solid Waste and Recycling improvements. Information Technology projects are the next highest at about 30 percent.

Land

The remaining $132.4 million (74 percent) is allocated to land acquisition or improvements and is funded by bond proceeds.

Restoration

A small amount of Regional Parks and Greenspace capital budget is devoted to restoration, which is usually grant funded.



Funding by project type

	Total Projects	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	TOTAL
Expansion	9	$364,528	$480,959	$100,000	$0	$150,000	$2,003,851	$3,099,338
New	31	175,073,980	48,482,383	40,518,020	37,900,923	26,109,957	2,124,751	330,210,014
Replacement	52	5,373,983	9,733,888	3,554,622	4,700,354	3,354,309	2,557,402	29,274,558
TOTAL	**92**	**180,812,491**	**$58,697,230**	**$44,172,642**	**$42,601,277**	**$29,614,266**	**$6,686,004**	**$362,583,910**

FIVE YEAR TOTAL, FY 2008-09 through FY 2012-13	**$181,771,419**

ANNUAL OPERATING BUDGET IMPACT SUMMARY

Each department estimates the net impact on operating costs resulting from each capital project. The impact is shown in 2008 dollars for the first full year of operation following completion of the project. The table below is a summary by major budget category for all projects in the capital budget.

The next chart lists the projects with operating impact by department. Nine projects are expected to produce positive cash flows, three in Regional Parks, and six at the Oregon Zoo. Metro, overall, will have an additional cost of $705,412 in FY 2008-09 and a net contribution to operations of $1,007,315 to $1,654,322 per year from these projects. The net contribution to operations for four of the five years of the capital budget is the result of increased attendance and revenue at the zoo.

Annual operating budget impact

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	TOTAL
Revenues	$0	$2,619,360	$3,654,505	$4,079,783	$3,510,690	$13,864,338
Expenditures						
Personal Services	255,412	482,347	492,415	502,739	513,324	2,246,237
Materials and Services	400,000	558,138	1,620,510	1,771,922	1,839,251	6,189,821
Renewal and Replacement	50,000	133,300	133,300	150,800	150,800	618,200
TOTAL EXPENDITURES	**705,412**	**1,173,785**	**2,246,225**	**2,425,461**	**2,503,375**	**9,054,258**
NET CONTRIBUTION (Cost)	**($705,412)**	**$1,445,575**	**$1,408,280**	**$1,654,322**	**$1,007,315**	**$4,810,080**

Annual net operating impact by project

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	TOTAL
INFORMATION TECHNOLOGY						
Develop Enterprise Business Applications Software	$0	($30,000)	($30,000)	($30,000)	($30,000)	($30,000)
Enterprise Productivity Platform Upgrade and Licensing	$0	$0	$0	($86,983)	($86,983)	($173,966)
TOTAL INFORMATION TECHNOLOGY	**0**	**(30,000)**	**(30,000)**	**(116,983)**	**(116,983)**	**(203,966)**
OREGON ZOO						
California Condor Breeding Facility & Exhibit	(196,000)	(200,000)	(200,000)	100,000	40,000	(456,000)
Family Farm Addition	0	51,000	41,000	31,000	20,000	143,000
Mandrill Exhibit	0	0	300,000	240,000	180,000	720,000
Polar and Sun Bear Exhibit Renovation	0	0	0	500,000	400,000	900,000
Predators of the Serengeti	0	2,006,000	1,502,000	1,199,000	896,000	5,603,000
Primate Building - Forests of the World Exhibit	0	0	400,000	320,000	240,000	960,000
Red Ape Reserve "Orangutan"	0	388,360	188,382	139,064	101,568	817,374
TOTAL OREGON ZOO	**(196,000)**	**2,245,360**	**2,231,382**	**2,529,064**	**1,877,568**	**8,687,374**
REGIONAL PARKS AND GREENSPACES						
Blue Lake Water System Upgrade - Phase 2	6,000	6,240	6,490	6,814	7,087	32,631
Nature and Golf Learning Center at Blue Lake Park	0	0	77,730	153,956	182,571	414,257
Cooper Mountain Natural Area Development	(215,412)	(219,546)	(225,250)	(231,165)	(237,233)	(1,128,606)
Graham Oaks Nature Area Development	0	(219,546)	(225,250)	(231,165)	(237,233)	(913,194)
Howell Territorial Park Restroom & Kitchen Upgrade	0	2,500	2,500	2,500	2,500	10,000
M. James Gleason Boat Ramp - Phase III & IV	0	0	0	(17,500)	(17,500)	(35,000)
M. James Gleason Boat Ramp Renovation Phase I & II	0	(33,427)	(33,427)	(33,427)	(33,427)	(133,708)
Natural Areas Acquisition	(300,000)	(306,006)	(395,895)	(407,772)	(420,035)	(1,829,708)
TOTAL REGIONAL PARKS AND GREENSPACES	**(509,412)**	**(769,785)**	**(793,102)**	**(757,759)**	**(753,270)**	**(3,583,328)**
TOTAL	**($705,412)**	**$1,445,575**	**$1,408,280**	**$1,654,322**	**$1,007,315**	**$4,810,080**

Department summaries and analysis

The following is an overview of the five-year capital budget by department.

The summary information addresses the following:

Total projects summary by year

Each department section begins with a complete listing, in priority order, of the projects contained in the current capital budget. The chart shows the expected expenditures by year. The last line in the chart shows the total number of projects and the expected cost during the five-year budgeting period.

Overview of projects

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

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

Current project status

The status of projects budgeted in the current fiscal year.

Project funding

This section of the narrative discusses the sources of funding for the various projects and any significant funding issues. This section refers to the Major Funding Source Detail chart provided for each department.

Operational impact

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

Unfunded projects

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

Metro

Finance and Administrative Service

Finance and Administrative Services

Total projects summary by year

	ID	Priority	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	TOTAL
GENERAL FUND CAPITAL FUND - 612									
Council Chamber Audio/Visual Upgrades	01511	1	0	100,959	0	0	0	140,851	241,810
Council/COO Building Space Remodel	01510	2	4,664	150,000	0	0	0	0	154,664
TOTAL GENERAL CAPITAL FUND - 612			**4,664**	**250,959**	**0**	**0**	**0**	**140,851**	**396,474**
GENERAL RENEWAL AND REPLACEMENT FUND									
Rebuild Metro Regional Center planters	01505	1	$70,849.00	$90,800.00	$0.00	$0.00	$0.00	$0.00	$161,649
Parking Structure Waterproofing	01301	2	0	100,000	25,000	0	0	0	125,000
Copier Replacement	65110	3	290,544	47,000	52,020	50,923	51,957	50,788	543,232
Carpet Replacement	56180	4	0	75,000	100,000	100,000	111,000	0	386,000
Replace Metro Regional Center telephone system	01500	5	35,400	30,000	65,000	0	0	0	130,400
Renewal and Replacement Property Services	TEMP308	6	0	15,000	82,386	26,545	0	54,748	178,679
TOTAL GENERAL FUND RENEWAL AND REPLACEMENT FUND			**396,793**	**357,800**	**324,406**	**177,468**	**162,957**	**105,536**	**1,524,960**
TOTAL FINANCE AND ADMINISTRATIVE SERVICES			**401,457**	**608,759**	**324,406**	**177,468**	**162,957**	**246,387**	**1,921,434**
FIVE-YEAR TOTAL, FY 2008-09 through FY 2012-13			**1,519,977**		**Total number of projects 8**				

Finance and Administrative Services

Finance and Administrative Services' capital projects are managed by the Property Services division, which is responsible for the operations and maintenance of the Metro Regional Center, the attached parking garage and the operation of the print shop at Metro. Prior to FY 2008-09, Finance and Administrative Services also managed Information Technology, which is now a department and reported separately in this capital budget.

OVERVIEW OF PROJECTS

Finance and Administrative Services' projects are generally renewal and replacement projects aimed at maintaining the Metro Regional Center. In addition, any new remodeling or renovation needs for the center are managed by Property Services. The full asset inventory completed in FY 2007-08 enables an accurate assessment of continuing renewal and replacement needs for the Metro Regional Center and is included in this capital budget.

The projects financed in this area are those that maintain the Metro Regional Center to insure employee safety and maximize the useful life of the assets within the center.

The FY 2008-09 through FY 2012-13 Finance and Administrative Services capital budget contains eight Metro Regional Center capital projects; two are new and six are continued from prior fiscal years.

The new capital projects are:

- A general renewal and replacement project that includes all projects that are individually under $50,000.
- The Council chamber audio/visual upgrades, including renewal and replacement costs in FY 2012-13.

One project, the replacement of the Metro Center roof, included in the prior year capital budget is extended beyond the five-year time frame of the capital budget and therefore is not displayed.

CURRENT PROJECT STATUS

Two current projects are carried forward into the coming year. The Council/COO Building Space Remodel was carried forward pending updated design decisions, while the Council Chamber audio/visual upgrades were pushed into FY 2008-09 by potential equipment delivery delays.

PROJECT FUNDING

Primary financing for projects is derived from a combination of costs allocated to Metro departments and transfers from several enterprise revenue sources to fund the renewal and replacement reserve. A grant and small in-kind donation funds a portion of the Council chamber audio/visual upgrades.

OPERATIONAL IMPACT

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

UNFUNDED PROJECTS

Three projects are included in the unfunded list; of these only one is listed as a high priority, the purchase of an emergency generator for the Metro Regional Center.

Major funding sources– Finance and Administrative Services

	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Donations	$0	$3,000	$0	$0	$0	$0
Fund Balance	383,457	541,995	324,406	177,468	162,957	246,387
Grants	0	63,764	0	0	0	0
Other	18,000	0	0	0	0	0
TOTAL FINANCE AND ADMINISTRATIVE SERVICES	**$401,457**	**$608,759**	**$324,406**	**$177,468**	**$162,957**	**$246,387**

Metro

Information Technology

Information Technology

Total projects summary by year

	ID	Priority	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Total
ALL FUNDS									
Replace/Acquire Desktop Computers	IT1	1	$539,966	$80,000	$80,000	$80,000	$80,000	$80,000	$939,966
TOTAL ALL FUNDS			**539,966**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**939,966**
GENERAL FUND CAPITAL FUND - 612									
Develop Enterprise Business Application Software	56135	1	$334,528	$150,000	$0	$0	$0	$0	$484,528
TOTAL ALL FUNDS			**334,528**	**150,000**	**0**	**0**	**0**	**0**	**484,528**
GENERAL RENEWAL AND REPLACEMENT FUND									
Net Appliance Alex File Server	01515	1	0	132,600	0	0	0	143,531	276,131
Upgrade of Business Enterprise Software (PeopleSoft)	65612	2	128,514	68,340	65,025	71,101	67,652	73,973	474,605
Enterprise Productivity Platform Upgrade and Licensing	56137	3	162,890	231,700	197,200	197,200	10,000	0	798,990
Information Technology R&R Projects Under $50,000	TEMP311	4	0	182,988	168,441	158,636	269,742	141,377	921,184
Single Uninterruptible Power Source (UPS) for Computer Room	01514	5	0	99,500	0	0	0	0	99,500
TOTAL RENEWAL AND REPLACEMENT FUND			**291,404**	**715,128**	**430,666**	**426,937**	**347,394**	**358,881**	**2,570,410**
PLANNING FUND									
Regional Land Information System (RLIS)	94403/94404	1	795,667	56,000	42,000	32,000	27,000	23,000	975,667
Transportation Modeling Services Cluster Upgrade	43990	2	69,000	25,000	80,000	25,000	68,200	25,000	292,200
TOTAL PLANNING FUND			864,667	81,000	122,000	57,000	95,200	48,000	1,267,867
TOTAL INFORMATION TECHNOLOGY			**$2,030,565**	**$1,026,128**	**$632,666**	**$563,937**	**$522,594**	**$486,881**	**$5,262,771**

FIVE-YEAR TOTAL, FY 2008-09 through FY 2012-13	**$3,232,206**	**Total number of projects 9**

Information Technology

All Metro Information Technology projects, regardless of funding source, are included in this section. Information Technology, previously a division of Finance and Administrative Services, is organized as a separate department in FY 2008-09.

OVERVIEW OF PROJECTS

The FY 2008-09 though FY 2012-13 Information Technology Capital Budget contains nine projects, three new and six ongoing projects continued from the current capital budget.

The new projects include:

- Replacement of a file server at the Metro Regional Center.
- Aggregate funding for IT-related renewal and replacement projects that are individually under $50,000.
- Enterprise productivity platform upgrades to enhance maintenance of Metro's desktop applications.

Ongoing projects support preservation of Metro's various technology systems and include upgrades to business and planning software, and funding for the agency's uninterruptible power source.

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

Several projects from last year's capital budget have been reclassed from separate projects to renewal and replacement projects, most notably Server Management and Upgrade Network Infrastructure.

CURRENT PROJECT STATUS

One current project, the Budget Module (Develop Enterprise Business Application Software), is carried forward due to the complexity of defining system requirements and implementation.

PROJECT FUNDING

The financing for projects is derived from a combination of costs allocated to Metro departments and transfers from several enterprise revenue sources to fund the renewal and replacement reserve.

OPERATIONAL IMPACT

The operational impact for most of these projects is the ongoing cost to fund renewal and replacement. Other projects have specific savings or costs as described on the next page.

UNFUNDED PROJECTS

One new high priority Information Technology project is unfunded: the zoo network equipment replacement. High priority projects that remain unfunded include an upgrade to the Tower Records and Information Management (TRIM) software and a zoo network infrastructure replacement.

Major funding sources– Information Technology

	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Fund Balance - Capital Reserve	$935,099	$230,000	$80,000	$80,000	$80,000	$80,000
Fund Balance - Renewal and Replacement	128,514	715,128	430,666	355,836	347,394	358,881
Other	167,748	81,000	122,000	57,000	95,200	48,000
Other - Cost Allocation Plan	102,285	0	0	71,101	0	0
Other Capital Lease	696,919	0	0	0	0	0
Total Information Technology	**$2,030,565**	**$1,026,128**	**$632,666**	**$563,937**	**$522,594**	**$486,881**

Annual net impact on operating costs- Information Technology

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Information Technology					
Develop Enterprise Business Applications Software	0	(30,000)	(30,000)	(30,000)	(30,000)
Enterprise Productivity Platform Upgrade and Licensing	0	0	0	(86,983)	(86,983)
TOTAL	**$0**	**($30,000)**	**($30,000)**	**($116,983)**	**($116,983)**

The Oregon Zoo

The Oregon Zoo

Total projects summary by year

	ID	Priority	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	TOTAL
GENERAL REVENUE BOND (ZOO)									
Washington Park Parking Lot Renovation	TEMP188	1	$4,406,795	$201,200	$0	$0	$0	$0	$4,607,995
TOTAL GENERAL REVENUE BOND FUND- ZOO			**4,406,795**	**201,200**	**0**	**0**	**0**	**0**	**4,607,995**
ZOO CAPITAL PROJECTS FUND									
Storm Water Connection to Big Pipe	ZOO22	1	125,000	125,000	0	0	0	0	250,000
Predators of the Serengeti	ZAR19	2	380,730	3,670,000	0	0	75,000	0	4,125,730
Red Ape Reserve "Orangutan"	ZPR12	3	225,000	1,575,000	0	0	0	0	1,800,000
Primate Building Roof Replacement	ZPR13	4	0	120,000	0	0	0	0	120,000
Veterinary Hospital and Quarantine Design	ZAH03	5	70,000	30,000	0	0	0	0	100,000
Family Farm Addition	ZGN03	6	0	51,000	0	0	0	0	51,000
Primate Building - Forests of the World Exhibit	ZOO5	7	875,478	0	400,000	0	0	0	1,275,478
Mandrill Exhibit	TEMP333	8	0	0	300,000	0	0	0	300,000
California Condor Breeding Facility & Exhibit	ZCON	9	1,928,956	0	0	1,000,000	0	0	2,928,956
Polar and Sun Bear Exhibit Renovation	TEMP326	10	0	0	0	500,000	0	0	500,000
TOTAL ZOO CAPITAL PROJECTS FUND			**3,605,164**	**5,571,000**	**700,000**	**1,500,000**	**75,000**	**0**	**11,451,164**
GENERAL RENEWAL AND REPLACEMENT FUND									
Campus Radio Replacement	ZOO25	1	0	229,500					229,500
Perimeter USDA Fence	ZOO24	2	0	55,080	0	0	0	0	55,080
FY 2008-09 Zoo Renewal and Replacement Projects	ZOO26	3	0	367,627	0	0	0	0	367,627
AfriCafe HVAC Controls Replacement	ZAC05	4	0	51,000	0	0	0	0	51,000
Primate Building HVAC Controls Replacement	ZPR15	5	0	51,000	0	0	0	0	51,000
Primate Climbing Structure Replacement	ZPR14	6	60,000	30,000	0	0	0	0	90,000
FY 2009-10 Zoo Renewal and Replacement Projects	TEMP317	7	0	0	667,592	0	0	0	667,592
FY 2010-11 Zoo Renewal and Replacement Projects	TEMP318	8	0	0	0	748,273	0	0	748,273
FY 2011-12 Zoo Renewal and Replacement Projects	TEMP320	9	0	0	0	0	711,018	0	711,018
FY 2012-13 Zoo Renewal and Replacement Projects	TEMP322	10	0	0	0	0	0	856,348	856,348
TOTAL GENERAL RENEWAL AND REPLACEMENT FUND			**60,000**	**784,207**	**667,592**	**748,273**	**711,018**	**856,348**	**3,827,438**
TOTAL OREGON ZOO			**$8,071,959**	**$6,556,407**	**$1,367,592**	**$2,248,273**	**$786,018**	**$856,348**	**$19,886,597**
FIVE-YEAR TOTAL, FY 2008-09 through FY 2012-13			**$11,814,638**		**Total number of projects 21**				

The Oregon Zoo

The FY 2008-09 through FY 2012-13 Oregon Zoo Capital Budget includes 21 projects —14 new and seven continued from FY 2007-08.

OVERVIEW OF PROJECTS

There are 14 new capital projects for the Oregon Zoo:

Campus Radio Replacement ($229,500): The Federal Communications Commission is phasing out use of the current analog UHF radio spectrum in the United States. To replace the critical communication functionality provided by the analog radios, the zoo must convert to a new digital radio format. This project entails replacing hundreds of zoo radio handsets, as well as the two base repeater antennas. This project is funded from the Metro General Renewal and Replacement Fund.

Perimeter USDA Containment Fence ($55,080): This project replaces a degraded portion of the zoo's containment fence. The containment fence is required by the United States Department of Agriculture to hold and exhibit exotic animals. Perimeter fence replacement is a multi-year effort, and this first year will replace the most degraded sections. This project is funded from the Metro General Renewal and Replacement Fund.

Family Farm Addition ($51,000): This project expands the Family Farm exhibit to accommodate one or more additional species that interact with visitors. Farm pigs and a cow are the current species identified for the addition. Furthermore, changes to the exhibit will better demarcate the Family Farm portion from the Cascade Canyon portion of the Great Northwest exhibit, increasing visitor awareness that the exhibit was designed to simulate traveling from the peaks of the Cascade Mountains to the waves of the Pacific Ocean. The project is funded from zoo capital account fund balance.

AfriCafe HVAC Controls Replacement ($51,000) and Primate Building HVAC Controls Replacement ($51,000): Existing HVAC energy controls are at the end of their useful lives and the current configuration provides no central control for energy management. Modern technology for these controls allows centralized management and increased efficiency due to zoning ability. With existing controls, the HVAC system is either on or off, resulting in disparate temperatures throughout the building. This project is funded from the Metro General Renewal and Replacement Fund.

Fiscal Year 2009 to 2013 Zoo Renewal and Replacement Projects (Five-year total of $3,737,438): Five years of umbrella projects are shown, each of which contains multiple renewal and replacement projects across the zoo. Funding for these zoo projects is from the Metro General Renewal and Replacement Fund.

Primate Building – Forests of the World ($400,000): This project repurposes the old orangutan and mandrill exhibit spaces into a South American tropical rainforest. The species and mix of animals is to be decided. The project is funded from zoo capital account fund balance.

Mandrill Exhibit ($300,000): This project will repurpose the existing Kongo Ranger Station space with a mandrill exhibit. The project is funded from zoo capital account fund balance.

California Condor Exhibit ($1,000,000): This exhibit will hold a non-breeding pair of California condors for public viewing. The exhibit will show-case the zoo's successful off-site condor breeding and recovery program. This future project will be funded from donations.

Polar and Sun Bears Exhibits Renovation ($500,000): This project will refurbish the existing polar and sun bears exhibits, which were constructed in the mid-1980s. Emphasis will be placed on animal health, visitor interpretive elements and education. The project is funded from zoo capital account fund balance.

There are seven projects continued from the FY 2007-08 capital budget:

***Predators of the Serengeti* exhibit ($3,670,000):** This $4 million project is the zoo's most significant capital project in FY 2008–09. Work entails converting the Alaska Tundra exhibit into additional African themed exhibits, including lions, wild dogs, cheetahs and caracals. The zoo expects to complete the exhibit in FY 2008–09 and the exhibit will open in summer 2009. The Oregon Zoo Foundation is championing a campaign to finance the project's estimated $4 million total construction cost. In addition, the foundation is raising $1 million to fund an exhibit operating reserve to offset increased zoo operating costs associated with the exhibit.

***Red Ape Reserve* "Orangutan" exhibit ($1,575,000):** This $1.8 million project constructs a new indoor exhibit; new holding/shift rooms; and renovates existing outdoor exhibits for the zoo's orangutans. This project continues the

multi-year strategy to upgrade the zoo's primate building and replace/upgrade exhibits. The primate building constructed in 1959 is past its useful life and does not conform to the zoo's desire for visitors to view, and animals to occupy, naturalistic exhibits. The project is funded from redeployed reserves.

Primate Building Roof Replacement ($120,000): This is the second project targeted at the primate building. The project includes reroofing the primate building after removing existing compromised green roof materials and extensively repairing roof substrate damage due to prolonged leak and water damage. This project is funded from the Metro General Renewal and Replacement Fund.

Storm Water Connection to Big Pipe ($125,000): This project connects two storm water drainage areas of the zoo to the City of Portland's combined sewer overflow system on Highway 26. The project entails installing an arterial storm water line to a 30-inch main that runs down a ravine on the south edge of zoo property. The project is funded from the zoo capital account fund balance.

Veterinary Hospital and Quarantine Design ($30,000): The present veterinary facilities are inadequate and non-compliant with the Association of Zoos and Aquariums' accreditation standards. This project completes the design and consulting engineering services for replacement facilities.

Primate Climbing Structure Replacement ($30,000): This project replaces the existing chimpanzee structure that has reached the end of its useful life. This project is funded from the Metro General Renewal and Replacement Fund.

Washington Park Parking Lot Renovation ($201,200): Moving forward on this project is contingent upon obtaining land use permits from the City of Portland. Metro management continues to work through this process with stakeholders. The project is funded from remaining bond proceeds restricted to parking lot renovation.

CURRENT PROJECTS STATUS

Of the nine capital projects in the FY 2007–08 budget, the zoo expects to complete two: fire alarm system replacement and fluorescent light fixture replacement. Three others: primate climbing structure replacement, veterinary hospital and quarantine design, and storm water connection, will be complete by mid-summer. The *Red Ape Reserve* (orangutan exhibit renovation) experienced construction delays due to permitting difficulties and contracting set-backs. The exhibit is slated to open fall 2009. The *Predators of the Serengeti* is budgeted into the FY 2008–09 capital budget and is expected to open in summer 2009. The parking lot renovation is carried over to FY 2008–09.

PROJECT FUNDING

Of the zoo projects totaling $11.8 million in the FY 2008–09 through FY 2012-13 capital budget, $4.6 million (39 percent) is funded from donations and is dependent upon the success of the fund raising efforts. The Oregon Zoo Foundation's successful fundraising record makes this a reliable estimate.

The newly established Metro General Renewal and Replacement Fund provides $3.7 million (32 percent) for projects. The remaining projects totaling approximately $3.1 million (27 percent) are funded from existing zoo capital account fund balance. Finally, the Washington Park parking lot renovation of $201,200 (2 percent) is funded from remaining Washington Park parking lot bond proceeds issued a few years ago.

OPERATIONAL IMPACT

The California Condor Breeding Facility and Exhibit has the most significant projected operating cost. However, the majority of the projected impact is for the continuing operation of the offsite breeding facility rather than the FY 2010-11 exhibit portion of the project. The Oregon Zoo Foundation, through its fundraising efforts, will raise $1 million to fund an operating reserve to help offset the projected operating costs of $94,000 per year for the *Predators of the Serengeti* exhibit.

Significant revenues associated with the *Predators of the Serengeti* and *Red Ape Reserve* exhibits will provide healthy support to the zoo's attendance and enterprise revenues over this five year period.

UNFUNDED PROJECTS

Unfunded projects are those identified by the zoo as important but of lower priority than those listed in the active capital budget. The zoo's current unfunded list includes nine projects. These projects are predominantly infrastructure renewal and replacement and will be tackled in future years using funds from the Metro General Renewal and Replacement Fund.

The most significant unfunded project faced by the zoo is replacement of the veterinary hospital and animal quarantine facility. Based on information from other zoos that have built similar facilities in recent years, the scope and estimated costs vary widely. Completion of the veterinary hospital and quarantine design project will provide the necessary information to budget this future project.

The veterinary hospital project and other animal exhibit enhancements are part of a $125 million bond measure request that will be before Metro's voters on the November 2008 ballot.

Major funding sources- The Oregon Zoo

	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Donations	$2,380,750	$3,565,027	$0	$1,000,000	$75,000	$0
Fund Balance - Capital Reserve	1,144,414	1,901,000	700,000	500,000	0	0
Grants	80,000	104,973	0	0	0	0
Other	4,406,795	201,200	0	0	0	0
Fund Balance - Renewal and Replacement	60,000	784,207	667,592	748,273	711,018	856,348
TOTAL FUNDING SOURCES	**$8,071,959**	**$6,556,407**	**$1,367,592**	**$2,248,273**	**$786,018**	**$856,348**

Annual net impact on operating costs- The Oregon Zoo

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
California Condor Breeding Facility & Exhibit	($196,000)	($200,000)	($200,000)	$100,000	$40,000
Family Farm Addition	0	51,000	41,000	31,000	20,000
Mandrill Exhibit	0	0	300,000	240,000	180,000
Polar and Sun Bear Exhibit Renovation	0	0	0	500,000	400,000
Predators of the Serengeti	0	2,006,000	1,502,000	1,199,000	896,000
Primate Building - Forests of the World Exhibit	0	0	400,000	320,000	240,000
Red Ape Reserve "Orangutan"	0	388,360	188,382	139,064	101,568
TOTAL NET OPERATING IMPACT BY PROJECT	**($196,000)**	**$2,245,360**	**$2,231,382**	**$2,529,064**	**$1,877,568**

Metro

Planning

Metro

Planning

The Planning department serves as the metropolitan region's transportation planning organization and is responsible for urban growth management and land-use planning. The Research and Modeling Services division of the department consists of two sections: Transportation Research and Modeling and the Data Resource Center.

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

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

All computer projects are included in a consolidated Information Technology proposal. Refer to Information Technology section for detail of the projects.

Metro

Regional Parks and Greenspaces

Regional Parks and Greenspaces

Total projects summary by year

	ID	Priority	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	TOTAL
NATURAL AREAS FUND									
Natural Areas Acquisition	TEMP98	1	$35,000,000	$35,000,000	$35,000,000	$35,000,000	$25,000,000	$2,070,963	$167,070,963
Mount Talbert Nature Park	70470	2	1,689,905	50,000	0	0	0	0	1,739,905
Cooper Mountain Nature Park	70460	3	205,663	2,523,500	100,000	75,000	0	0	2,904,163
Graham Oaks Nature Park	70480	4	277,507	1,600,402	0	0	0	0	1,877,909
Willamette Cove Nature Park	TEMP186	5	0	0	0	300,000	0	0	300,000
TOTAL NATURAL AREAS FUND			**37,173,075**	**39,173,902**	**35,100,000**	**35,375,000**	**25,000,000**	**2,070,963**	**173,892,940**
OPEN SPACES FUND									
Open Spaces Land Acquisition	TEMP4	1	129,516,675	407,781	0	0	0	0	129,924,456
TOTAL OPEN SPACES FUND			**129,516,675**	**407,781**	**0**	**0**	**0**	**0**	**129,924,456**
REGIONAL PARKS CAPITAL FUND									
Nature and Golf Learning Center at Blue Lake	70160	1	691,149	5,758,000	3,000,000	0	0	0	9,449,149
M. James Gleason Boat Ramp - Phase I & II	70170	2	1,188,520	2,435,800	0	0	0	0	3,624,320
M. James Gleason Boat Ramp - Phase III & IV	TEMP147	3	0	0	0	800,000	0	0	800,000
Stafford Field Station Office	70512	4	0	70,000	0	0	0	0	70,000
Howell Territorial Park Restroom and Kitchen	71901	5	30,000	65,000					95,000
Blue Lake Water System Upgrade - Phase 2	70227	6	10,000	70,000					80,000
TOTAL REGIONAL PARKS CAPITAL FUND			**1,919,669**	**8,398,800**	**3,000,000**	**800,000**	**0**	**0**	**14,118,469**
GENERAL RENEWAL AND REPLACEMENT FUND									
Regional Parks Renewal and Replacement	TEMP321	1	0	60,153	39,978	256,599	474,697	24,425	855,852
Brainard Retaining Wall	CEM151	2	0	76,500	0	0	0	0	76,500
TOTAL GENERAL FUND RENEWAL AND REPLACEMENT FUND			**0**	**136,653**	**39,978**	**256,599**	**474,697**	**24,425**	**932,352**
TOTAL REGIONAL PARKS AND GREENSPACES			**$168,609,419**	**$48,117,136**	**$38,139,978**	**$36,431,599**	**$25,474,697**	**$2,095,388**	**$318,868,217**
FIVE-YEAR TOTAL, FY 2008-09 through FY 2012-13			**$150,258,798**		**Total number of projects 14**				

Regional Parks and Greenspaces

The department's primary purpose is to work cooperatively with our partners to develop and maintain a regional system of interconnected natural areas, parks, trails and greenways for wildlife and people that:

- Contributes to the region's quality of life and economic prosperity.
- Reflects leadership in regional protection of natural systems.
- Manages in a manner that sustains natural systems over time.
- Balances human use with the need to protect habitat diversity.
- Provides recreational opportunities integrating nature and cultural resources.
- Provides educational opportunities throughout the region that inspire stewardship of natural resources.
- Maintains and operates in a manner that is fiscally responsible.

The FY 2008-09 through FY 2012-13 Regional Parks Capital Budget includes 14 projects: two new and 12 continued from the current capital budget.

OVERVIEW OF PROJECTS

The two new projects are funded from the new consolidated General Renewal and Replacement Fund. This fund provides for the renewal and replacement of capital assets associated with the departments in the General Fund. All projects greater than $50,000 are listed individually in the capital improvement plan. All other projects below $50,000 are aggregated as one project. The two new projects include:

- Brainard Cemetery retaining wall.
- Regional Parks renewal and replacement.

Twelve projects were previously included in the capital budget. Only one project – the M. James Gleason Memorial Boat Ramp Renovation phases I and II – shows significant cost changes. The Gleason Boat Ramp Renovation phases I and II increases 56 percent from $2.32 million to $3.62 million. The Oregon State Marine Board and Army Corp of Engineers required redesign of several aspects of the project. Dedicated state grants will be received to cover the cost increases.

There are no significant changes in the other projects continued over from the previous year's capital budget.

CURRENT PROJECTS STATUS

Six projects included in the current capital budget are expected to be completed in FY 2007-08. They include the Blue Lake Park concession building renovations, the Multnomah channel basin reconnection project, the Gales Creek/Tualatin River Confluence project, the Lone Fir Cemetery project, the Metro Regional Center first floor remodel for Regional Parks and the general parks renewal and replacement.

PROJECT FUNDING

Capital projects associated with the department are primarily funded by dedicated funding sources. Of the 14 projects included in the FY 2008-09 through FY 2012-13 Capital Budget, 91 percent are funded by general obligation bond proceeds, 2 percent by grants and 1 percent by donations. Another 4 percent is anticipated in private partnerships or sponsorships and 2 percent is provided by dedicated reserves for capital or renewal and replacement.

OPERATIONAL IMPACT

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

UNFUNDED PROJECTS

Seven projects remain on the department's unfunded list. All projects have been identified as important to the mission of the department but are of lower priority than those listed in the active capital budget. These projects include improvements at Blue Lake and Howell Territorial Parks as well as the development of a nature center at Oxbow Park. One project was added to the unfunded list in FY 2007-08, a Smith and Bybee Lakes south shore trail alignment and bridge feasibility study. This project addresses a high Council priority for which funding has not yet been identified.

Major funding source detail- Regional Parks and Greenspaces

	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Donations	$932,856	$0	$0	$0	$0	$0
Donations - Reg Parks	0	1,800,000	0	0	0	0
Excise Tax	556,550	405,000	100,000	75,000	0	0
Fund Balance - Capital Reserve	438,169	726,081	0	0	0	0
Fund Balance - Renewal and Replacement	31,158	511,653	39,978	456,599	474,697	24,425
G.O. Bonds - Local Share	561,289	0	0	0	0	0
G.O. Bonds - Open Spaces	147,261,095	38,903,902	35,000,000	35,300,000	25,000,000	0
Grants	441,100	450,000	0	0	0	0
Grants - OR Fish & Wildlife	40,000	0	0	0	0	0
Grants - State Marine Board	384,483	2,060,800	0	600,000	0	0
Grants - State Parks	0	100,000	0	0	0	0
Interest on Bond	17,769,219	407,781	0	0	0	2,070,963
Multnomah County	120,000	0	0	0	0	0
Other	0	2,751,919	3,000,000	0	0	0
Other Gov Contributions	73,500	0	0	0	0	0
TOTAL REGIONAL PARKS AND GREENSPACES	**$168,609,419**	**$48,117,136**	**$38,139,978**	**$36,431,599**	**$25,474,697**	**$2,095,388**

Annual net impact on operating costs- Regional Parks and Greenspaces

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Cooper Mountain Nature Park	($215,412)	($219,546)	($225,250)	($231,165)	($237,233)
Graham Oaks Nature Park	0	(219,546)	(225,250)	(231,165)	(237,233)
Howell Territorial Park Restroom and Kitchen		2,500	2,500	2,500	2,500
M. James Gleason Boat Ramp - Phase III & IV	0	0	0	(17,500)	(17,500)
M. James Gleason Boat Ramp Renovation Phase I & II	0	(33,427)	(33,427)	(33,427)	(33,427)
Natural Areas Acquisition	(300,000)	(306,006)	(395,895)	(407,772)	(420,035)
Nature and Golf Learning Center at Blue Lake Park	0	0	77,730	153,956	182,571
TOTAL REGIONAL PARKS AND GREENSPACES	**($515,412)**	**($776,025)**	**($799,592)**	**($764,573)**	**($760,357)**

Solid Waste and Recycling

Solid Waste and Recycling

Total projects summary by year

	ID	Priority	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	TOTAL
SOLID WASTE GENERAL ACCOUNT									
Metro Central - Seismic Cleanup	76963	1	$100,000	$75,000	$0	$0	$0	$0	$175,000
Metro Central - Chimney Removal	76964	2	135,000	30,000	0	0	0	0	$165,000
Metro Central - Locker room/restroom remodel	76967	3	0	165,000	0	0	0	0	165,000
Metro Central - Rainwater Harvesting	76973	4	0	150,000	160,000	0	0	0	310,000
Metro South - Wood Staging Structure	76932	5	0	80,000	570,000	0	0	0	650,000
Metro South - Wood Processing Capacity	76931	6	53,500	60,000	595,000	150,000	0	0	858,500
Metro South - Natural Lighting Improvements	TEMP267	7	0	0	75,000	0	0	0	$75,000
Metro South - New Operations Supervisors' Office	TEMP273	8	0	0	100,000	0	0	0	100,000
Metro Central - Tarping Station	TEMP264	9	0	0	200,000	0	0	0	200,000
Power Surge Protection for scalehouses at MSS & MCS	TEMP332	10	0	0	150,000	0	0	0	150,000
Sort Line for Metro Central Station	TEMP329	11	0	0	0	864,000	0	0	864,000
Expansion of MCS-HHW facility	TEMP330	12	0	0	0	0	0	863,000	863,000
Improvements to Metro South truck entrance/exit	TEMP331	13	0	0	110,000	0	0	0	110,000
Reader Board at MSS entrance	TEMP328	14	0	0	200,000	0	0	0	200,000
Metro South HHW - Extend Canopy	TEMP268	15	0	0	0	0	75,000	0	75,000
Metro Central HHW - Extend Canopy	TEMP266	16	0	0	0	0	75,000	0	75,000
Metro South - Install High Capacity Baler	76929	17	0	0	0	255,000	375,000	0	630,000
Metro South- Install of Compactor for Public Unloading Area	TEMP103	18	0	0	0	200,000	680,000	0	880,000
Future Master Facility Plan Improvements	TEMP175	19	0	0	0	0	0	1,000,000	1,000,000
TOTAL SOLID WASTE GENERAL ACCOUNT			**288,500**	**560,000**	**2,160,000**	**1,469,000**	**1,205,000**	**1,863,000**	**7,545,500**
SOLID WASTE LANDFILL CLOSURE									
St. John's - Groundwater Monitoring Wells	76984	1	200,000	10,800	0	0	0	0	210,800
St John's - Perimeter Dike Stabilization and Seepage Control	76986	2	323,622	400,000	6,000	6,000	3,000	3,000	741,622
St. John's - Re-establish Proper Drainage	76982	3	621,331	0	252,000	5,000	5,000	0	883,331
St. John's - Landfill Bridge Repairs	76988	4	30,000	120,000	0	0	0	0	150,000
St. John's - Landfill Remediation	TEMP158	5	0	0	0	1,000,000	1,000,000	1,000,000	3,000,000
TOTAL SOLID WASTE LANDFILL CLOSURE			**1,174,953**	**530,800**	**258,000**	**1,011,000**	**1,008,000**	**1,003,000**	**4,985,753**

	ID	Priority	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	TOTAL
SOLID WASTE RENEWAL AND REPLACEMENT ACCOUNT									
Metro Central - Transfer Trailer Scale Replacement	76966	1	0	190,000	0	0	0	0	190,000
Metro Central HHW - Chiller Replacement	76965	2	32,000	68,000	0	0	0	0	100,000
Metro Central - Compactor Replacement	76971	3	200,000	700,000	0	0	0	0	900,000
Metro Central- Scalehouse A Outbound scale	76970	4	0	90,000	0	0	0	0	90,000
Metro Central - Truckwash	76969	5	0	35,000	285,000	0	0	0	320,000
Metro Central-HHW- Ventilation System Replacement	76968	6	0	140,000	0	0	0	0	140,000
Metro South - Compactor Replacement	76933	7	3,638	0	600,000	600,000	0	0	1,203,638
Metro South- Replace Ventilation System Components	TEMP156	8	0	0	140,000	0	0	0	140,000
Metro Central - Scalehouse A Inbound scale	TEMP263	9	0	0	90,000	0	0	0	90,000
Metro Central - Scalehouse "C" Scale Replacement	TEMP306	10	0	0	0	100,000	0	0	100,000
Metro South - Outdoor/Site Lighting	76972	11	0	75,000	0	0	0	0	75,000
Metro Central - Replace metal wall system	TEMP259	12	0	0	0	0	170,000	0	170,000
Metro Central - Roll-up Doors	TEMP260	13	0	0	0	0	65,000	0	65,000
Metro Central Standby Power Generator	TEMP307	14	0	0	0	0	0	135,000	135,000
Metro Central - Baler Conveyor	TEMP262	15	0	0	0	0	220,000	0	220,000
Metro South - Modify Entry Way to Operations Bld.	TEMP271	16	0	0	175,000	0	0	0	175,000
TOTAL SW RENEWAL & REPLACEMENT ACCOUNT			**235,638**	**1,298,000**	**1,290,000**	**700,000**	**455,000**	**135,000**	**4,113,638**
TOTAL SOLID WASTE AND RECYCLING			**$1,699,091**	**$2,388,800**	**$3,708,000**	**$3,180,000**	**$2,668,000**	**$3,001,000**	**$16,644,891**
FIVE YEAR TOTAL, FY 2008-09 through FY 2012-13			**$14,945,800**		**Total number of projects 40**				

Metro

Solid Waste and Recycling

The primary purpose of the department is to contribute to livability and conservation of the Metro region's environmental resources by taking actions that reduce and manage the region's solid waste in an effective, economical and environmentally sound manner.

There are two complementary elements of the department's mission:

- Waste Reduction, with the goal of reducing the amount and toxicity of solid waste generated and disposed.
- Solid Waste Disposal, with the goal of ensuring environmentally sound and cost-efficient disposal of waste that cannot be prevented or recovered.

OVERVIEW OF PROJECTS

Projects financed through the Solid Waste and Recycling General Account are typically new capital assets designed to increase the efficiency and effectiveness of Metro's two transfer stations: Metro Central and Metro South. The majority of these projects are outlined in detail in a Master Facility Plan for the transfer stations, originally completed in April 1998 and updated in FY 2001–02. The Master Facility Plan and this capital budget are based on the following goals:

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

General Account

The FY 2008-09 though FY 2012–13 Solid Waste and Recycling General Account contains 17 projects: five new and 12 continued from the current capital budget.

The new capital projects include:

- Adding a reader board at the Metro South entrance.
- The addition of a sort line for the Metro Central Station to improve material recovery.
- Improvements to operations areas improving the Metro South station truck entrance and exit.
- Improvements to operations areas by adding a power surge protection for the scalehouses at both Metro South and Metro Central.

Two additional projects that were to be completed in FY 2007-08 are carried forward into FY 2008-09, seismic cleanup and the chimney removal at Metro Central. Several changes have been made to the five projects that were carried forward from the prior fiscal year's capital budget. The locker room/restroom remodel at Metro Central increased $50,000 in expected cost at design to $165,000. The start date of several is changed from their original expected start. Two projects at Metro South, the wood staging structure and the compactor for public unloading are delayed one year and the installation of a high capacity baler is delayed two years. One project at Metro Central, the addition of a tarping station is pushed out one year and the rainwater harvesting project will be completed a year earlier than expected.

CURRENT PROJECT STATUS

One project is completed as scheduled, the Metro South hazardous household waste drum storage capacity.

Renewal and Replacement Account

Projects financed through the Renewal and Replacement Account are replacements of equipment and rehabilitation of facilities necessary to realize the optimal lifespan of capital components. Under bond covenants, Metro is required to maintain adequate reserves to finance capital asset replacements. Every three years, the department contracts with an engineering firm to assess the condition of equipment and facilities and calculate annual contribution amounts to the Renewal and Replacement Account. The latest study was completed April 2005, and this capital budget reflects the findings of the study. These bonds will be paid off on July 1, 2009. Prior to the pay-off of the bonds that require this account, the department will re-evaluate its renewal and replacement policies and procedures.

The FY 2008–09 though FY 2012–13 Solid Waste and Recycling Renewal and Replacement Account contains 15 projects, three new and 12 projects continued from the current capital budget.

All new projects are at Metro Central and are scheduled replacement items including the replacement of Scalehouse A outbound scale; the replacement of Scalehouse C scale and the replacement of the standby power generator.

Several changes have been made to the three projects that were carried forward or included in the prior fiscal year's capital budget. The expected timing of the compactor replacements has changed with the Metro Central compactor being replaced prior to the Metro South compactor. The Scalehouse A inbound scale replacement and the modification to the entry of Metro South are delayed by one year. The expected cost of the Metro Central Hazardous Waste chiller increased $25,000 and the modification of the Metro South entry way is expected to cost $100,000 more than originally estimated.

CURRENT PROJECT STATUS

The Metro South replacement of the dust suppression system and the repairs to the commercial tip floor upon closer examination are determined not to be needed. The transfer of the trailer scale replacement is carried forward to FY 2008-09.

Landfill Closure

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

There are no new projects in the Landfill Closure capital budget, however there is one timing change extending the start date of the reestablishment of proper drainage by one year. In addition it has been determined though the feasibility studies that the expected remediation cost is doubling from $1.5 million to $3.0 million.

PROJECT FUNDING

The financing for Solid Waste projects is derived from a combination of tip fee contributions and capital reserves. Current projects show that a combination of fund balance and rate support is available to finance all the department's capital projects.

OPERATIONAL IMPACT

Many of these projects have operational impact, however those impacts are not absorbed by Metro but rather by the contracted operator of the facilities. At the time the operating contracts are renegotiated, competitive bids are made to Metro based on the expected cost to operate the facilities so cost savings can come at this time. Generally, the only operational impacts to Metro are renewal and replacement issues. Most changes made are to increase material recovery, financial impact is not the only consideration. The Solid Waste and Recycling department consistently completes feasibility studies prior to design and construction of any project.

Major funding source detail- Solid Waste and Recycling

	Prior Years	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Fund Balance - Capital Reserve	$288,500	$560,000	$2,160,000	$1,469,000	$1,205,000	$1,863,000
Fund Balance - Landfill Closure	1,174,953	530,800	258,000	1,011,000	1,008,000	1,003,000
Fund Balance - Renewal and Replacement	235,638	1,298,000	1,290,000	700,000	455,000	135,000
TOTAL SOLID WASTE AND RECYCLING	**$1,699,091**	**$2,388,800**	**$3,708,000**	**$3,180,000**	**$2,668,000**	**$3,001,000**

Unfunded projects and project status reports

Unfunded Projects

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

Key To Unfunded Lists

Project Title: Name given to project by the department.

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

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

Estimated Project Cost: Preliminary estimate of capital costs for the project expressed in 2007 dollars. A blank field here means the cost is unknown.

		Type	Priority	Estimated Cost
FINANCE AND ADMINISTRATIVE SERVICES				
56190	Emergency Generator	New	High	370,000
TEMP151	Signs on Metro Regional Center	New	Medium	65,000
TEMP51	Air Rights (Housing) Project over Metro Parking Garage (no cost to Metro)	New	Low	25,000,000
TOTAL FINANCE AND ADMINISTRATIVE SERVICES				**$25,435,000**
INFORMATION TECHNOLOGY				
TEMP248	Upgrade of Records Management (TRIM) Software	Expansion	High	144,267
TEMP131	Zoo Network Equipment Replacement	New	High	120,000
TEMP129	Zoo Network Infrastructure Upgrade	Expansion	High	233,000
TEMP126	Connect PeopleSoft Accounts Payable and TRIM	New	Medium	100,000
TEMP130	Eagle Salmon Infrastructure	New	Medium	116,000
TEMP127	Webcasting of Public Meetings (primarily Metro Council)	New	Medium	100,000
TEMP132	Zoo food cart network integration for central cash management	New	Medium	100,000
TEMP309	Oracle GIS Database Software	Replacement	Low	54,122
TOTAL INFORMATION TECHNOLOGY				**$967,389**

		Type	Priority	Estimated Cost
OREGON ZOO				
TEMP92	Elevator Replacements	Replacement	High	90,000
TEMP277	Irrigation System Leak Repair and Install Modern Controls	Replacement	High	75,000
TEMP281	Security Camera System Replacement	Replacement	High	65,000
TEMP285	Storm Water Sewer Repairs and Upgrades	Replacement	High	120,000
TEMP282	Telephone Cabling Replacement from Copper to Fiber	Replacement	High	110,000
TEMP11	Elephant Walls/Structural Upgrades	Replacement	Medium	100,000
Z004	Insect Zoo	Replacement	Medium	125,000
TEMP121	AfriCafe Terrace Permanent Cover	New	Low	100,000
TEMP123	Cascade Grill and Sunset Room Remodel	Replacement	Low	100,000
TOTAL OREGON ZOO				**$885,000**
REGIONAL PARKS AND GREENSPACES				
TEMP66	Blue Lake Park Improvements Phase 1	New	High	8,900,000
TEMP298	Smith and Bybee South Shore Trail and Bridge	New	High	1,323,750
TEMP67	Blue Lake Park Improvements Phase 2	New	Medium	3,000,000
71772	Oxbow Park - Diack Environmental Education Center	New	Medium	1,767,645
54030	Howell Territorial Park - Phase I and II Improvements	Expansion	Low	1,075,000
70270	Howell Territorial Park - Wildlife Interpretive Trail	New	Low	172,000
TEMP68	Oxbow Park Capital Improvements	Expansion	Low	3,400,000
TOTAL REGIONAL PARKS AND GREENSPACES				**$19,638,395**

Current projects status reports

The Current Projects Status Report is used to report on the progress toward completion of existing projects and to assist with preparing the capital budget. Included are previously approved projects that were expected to be completed by the end of FY 2007–08. Status reports are grouped by department.

Key to status reports

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

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

Project Status: The status of the project is identified by the following: Completed, On Schedule, Incomplete, Canceled.

Completion Date: The actual completion date for projects designated as Completed, or the expected completion date for projects designated as Incomplete. The date listed for canceled projects is the original date projected for completion.

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

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

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

		Year First Authorized	Project Status	Completion Date	Original Cost Estimate	Revised Cost Estimate	Actual Expenditures
FINANCE AND ADMINISTRATIVE SERVICES							
1510	Council/COO Building Space Remodel	2007-08	Carried forward	6/30/08	120,000		4,664
TEMP128	Replace main computer room specialized HVAC systems	2007-08	Carried forward	6/30/08	25,000		-
65616	Asset Assessment - Inventory, Appraisal & Condition	2007-08	Complete	6/30/08	100,000	100,000	-
INFORMATION TECHNOLOGY							
56135	Develop Enterprise Business Applications Software	1998-99	Carried Forward	Ongoing	193,000		0
OREGON ZOO							
TEMP13	Administration Building Upgrades	2001-02	Cancelled	6/1/08	135,000		-
TEMP15	Steller Cove Upgrades	2001-02	Cancelled	6/1/08	100,000		-
ZAH04	Animal Hospital X-Ray Machine	2006-07	Complete	6/30/08	70,000	100,000	-
ZOO19	Fire Alarm System Replacement	2007-08	On Schedule	6/30/08	55,000		-
ZOO20	Fluorescent Light Fixture Replacement	2006-07	On Schedule	6/30/08	55,000		50,000
ZPR12	Red Ape Reserve "Orangutan"	2007-08	Carried Forward	6/30/08	1,800,000		-
ZPR13	Primate Building Roof Replacement	2007-08	Carried Forward	6/30/08	120,000		-
ZPR14	Primate Climbing Structure Replacement	2007-08	Carried Forward	6/30/08	90,000		-

		Year First Authorized	Project Status	Completion Date	Original Cost Estimate	Revised Cost Estimate	Actual Expenditures
REGIONAL PARKS AND GREENSPACES							
70216	Blue Lake Park Concession Building Renovations	2006-07	On Schedule	8/31/07	195,000	100,000	75,000
70326	Multnomah Channel Basin Reconnection Project	2005-06	On Schedule	3/30/08	378,700	384,400	-
70451	Gales Creek/Tualatin River Confluence Project	2004-05	On Schedule	12/31/07	216,872	497,532	426,532
TEMP297	Lone Fir Cemetery Entry (Morrison Building Site)	2007-08	On Schedule	6/30/08	80,000		-
TEMP303	MRC First Floor Remodel	2007-08	Complete	12/1/07	658,000	367,000	-
TEMP294	Blue Lake Water System Upgrade - Phase 2	2007-08	Carried Forward	6/30/08	80,000		-
TEMP296	Howell Territorial Park Restroom & Kitchen Upgrade	2007-08	Carried Forward	6/30/08	50,000		-
TEMP302	Parks Renewal & Replacement	2007-08	On Schedule	Ongoing	75,000		-
TEMP335	Stafford Field Station Office	2007-08	Carried Forward	6/30/08	70,000	0	-
SOLID WASTE AND RECYCLING							
76934	Metro South - Repair Commercial Tip Floor	1997-98	Cancelled	2/1/08	189,300	197,900	-
76935	Metro South-Replace Dust Suppression System Components	2004-05	Cancelled	Ongoing	50,000		-
76936	Metro South HHW - Drum Storage Capacity	2007-08	On Schedule	6/30/08	50,000		-
76955	Metro Central - Office Addition	1998/99	Cancelled	6/30/08	132,950	125,000	-
76963	Metro Central - Seismic Cleanup	2003-04	Carried forward	6/30/08	200,000		-
76964	Metro Central - Chimney Removal	2002-03	Carried forward	12/1/07	175,000		-
76966	Metro Central - Transfer trailer Scale Replacement	2007-08	Carried forward	6/30/08	90,000		-
TEMP337	St. Johns Landfill - Streaked Horned Lark Habitat	2007-08	Incomplete	6/30/08	90,000		-

Capital Asset Management Policies

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

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

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

CAPITAL ASSET MANAGEMENT POLICIES

The following policies provide guidance for current practices and a framework for evaluation of proposals for future projects. These policies also seek to improve Metro's financial stability by providing a consistent approach to fiscal strategy. Adopted financial policies show the credit rating industry and prospective investors (bond buyers) the agency's commitment to sound financial management and fiscal integrity. Adherence to adopted policies ensures the integrity and clarity of the financial planning process and can lead to improvement in bond ratings and lower cost of capital.

1. Metro shall operate and maintain its physical assets in a manner that protects the public investment and ensures achievement of their maximum useful life.

   Ensuring the maximum useful life for public assets is a primary agency responsibility. Establishing clear policies and procedures for monitoring, maintaining, repairing and replacing essential components of facilities is central to good management practices. It is expected that each Metro department will have written policies and procedures that address:

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

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

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

3. Metro shall prepare, adopt and update at least annually a five-year Capital Improvement Plan (hereto referred as the capital budget). The Plan will identify and set priorities for all major capital assets to be acquired or constructed by Metro. The first year of the adopted capital budget shall be included in the proposed budget.

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

4. Capital improvement projects are defined as facility or equipment purchases or construction which results in a capitalized asset costing more than $50,000 and having a useful (depreciable life) of five years or more. Also included are major maintenance projects of $50,000 or more that have a useful life of at least five years.*

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

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

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

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

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

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

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

8. To the extent possible, improvement projects and major equipment purchases will be funded on a pay-as-you-go basis from existing or foreseeable revenue sources. Fund Balances above established reserve requirements may be used for one-time expenditures such as capital equipment or financing of capital improvements.

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

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

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

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

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

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

    Note: Beginning with FY 2005-06, the Capital Improvement Plan (CIP) is referred to as the five-year capital budget.

* Effective July 1, 2009, capital asset threshold will increase to $100,000 in accordance with Metro Resolution 08-3941A.

Metro

Debt summary

Debt summary I-3

Summary of planned debt I-4

Outstanding debt issues I-5

Debt ratios I-6

Debt limitation comparison I-6

Debt service payments I-8

Debt schedules

- Oregon Convention Center, 2001 Series A I-12
- Open Spaces, Parks and Streams, 2002 and 1995 Series B I-13
- Metro Washington Park Zoo Oregon Project, 2005 Series I-14
- Natural Areas Program, 2007 Series I-15
- Full Faith and Credit Refunding Bonds, 2003 Series I-16
- Full Faith and Credit Refunding Bonds, 2006 Series I-17
- Limited Tax Pension Obligation Bonds, 2005 Series I-18
- Metro Central Transfer Station Project, 2003 Series I-19
- Oregon Convention Center, Steel Bridge LID Installment Contract I-20
- Transit-Oriented Development Program Loan, 2007 ..... I-21

Metro

Debt summary

Metro uses long and short-term debt to finance capital projects and some capital equipment. The following pages provide a summary of Metro's overall debt level as well as an explanation of Metro's outstanding and planned debt by type and issue.

In March 2007 Metro was awarded underlying Aaa/AAA ("double triple") ratings for its general obligation debt issues by Moody's Investors Services and Standard & Poor's Ratings Services, the highest ratings available and issued to only one other jurisdiction in Oregon.

SUMMARY OF OVERALL DEBT

Metro has a relatively low level of outstanding debt. As of July 1, 2008, Metro has nine debt issues, one privately placed loan, and one long-term installment contract outstanding, totaling $285,428,082. In November 2006 Metro received authorization from the voters to issue $227.4 million in general obligation bonds. The first series of bonds under this authorization was issued in April 2007. Metro plans to issue the remaining authorization in 2010.

The graphs and charts on the following pages summarize Metro's total outstanding and planned debt by fiscal year as well as total debt as a percentage of real market value and assessed value. In addition, the Debt Ratios table shows Metro's level of outstanding debt on a per capita basis and as compared to the estimated real market value of the Metro region. With the passage of Ballot Measure 50 in May 1997 assessed values were rolled back to FY 1994-95 levels less 10 percent and capped at no more than a 3 percent annual increase. In the 11 years since passage of the measure, real market values have risen significantly faster than assessed values resulting in a significant discrepancy between the two. Overall, real market values are approximately 88 percent higher than assessed values.

Periodically, Metro will refund bond issues to take advantage of lower interest rates. Metro currently has six refunding bond issues outstanding. The net present value of the savings from refunding is calculated when the new bonds are issued and is included on the debt service schedules later in this section.

General Obligation Debt: $221,976,671 outstanding

Metro's Charter and Oregon state law require Metro to obtain voter approval prior to issuing any general obligation bonds. To date, voters have approved four general obligation bond issues: $65 million for the Oregon Convention Center issued in 1987, refunded in 1992 and 2001; $135.6 million for Open Spaces, Parks and Streams issued in three series in 1995, with two of the three series refunded in 2002; $28.8 million for improvements to the Oregon Zoo issued in 1996 and refunded in 2005; and $227.4 million for Natural Areas, the first series of which was issued in April 2007.

State law establishes a limit of 10 percent of real market value on Metro's total general obligation indebtedness. Metro's general obligation debt is 0.10 percent of the allowable limit. The Metro Debt Limitation Comparison table (page I-6) shows a comparison of Metro's outstanding general obligation bonds to the statutory debt limit.

Full Faith and Credit Bonds: $34,000,000 outstanding

Metro issued full faith and credit refunding bonds in 2003, refunding obligations for Metro Regional Center construction and loans to the Oregon Zoo. The Metro Regional Center obligation had been a General Revenue Bond issued in 1993, backed by assessments to Metro departments occupying Metro's headquarters building. The zoo obligations had been loans from the Oregon Economic and Community Development Department issued in 1995 and 1996 to pay Metro's share of Westside MAX light rail construction and reconfiguration of the Washington Park parking lot used by zoo patrons. These loans were paid from zoo revenues.

In April 2006 Metro joined with two other Oregon local governments to issue full faith and credit refunding bonds to refund the outstanding obligation remaining on an Oregon Economic Development Department, Special Public Works Fund loan. In April 2000 Metro obtained a loan from the Oregon Bond Bank through the Oregon Economic Development Department, Special Public Works Fund to pay for the construction of a new building to replace the existing Hall D at the Portland Expo Center. The loan was divided into two parts with the first being used to finance the construction of the Hall D replacement. The second part of the loan was for infrastructure improvements associated with the new building. The loan was paid from Metro Expo Center revenues.

The Full Faith and Credit bonds are backed by a broader pledge of Metro revenues, including property taxes used to support operations, and excise

taxes levied on users of certain Metro services. The prior funding sources will continue to be used to pay debt service on the Full Faith and Credit bonds, but the additional backing from other Metro revenues provides greater security for bondholders.

Pension Obligation Bonds: $24,130,000 outstanding

In the fall of 2005, Metro joined with a pool of other local governments in the State of Oregon to issue limited tax pension obligation bonds to fund its share of the Oregon Public Employees Retirement System unfunded actuarial liability. Metro's share of the total principal will be repaid over a period of 22 years through assessments on departments in exchange for a lower pension cost.

Revenue Bonds: $4,585,000 outstanding

Metro uses revenue bonds to pay for capital projects and equipment for enterprise activities on an as-needed basis. Debt service on revenue bonds is paid from revenues generated by the particular enterprise activity being financed; there is no recourse to property taxes to pay for these bonds.

In 1990 Metro issued $28,500,000 in revenue bonds to pay for construction of the Metro Central solid waste transfer station. A portion of that issue was refunded in 1993, and again in 2003. Debt service on these bonds is paid from the revenues of the solid waste system, primarily tipping fees and the regional system fee.

Other Debt: $736,411 outstanding

In 2002 the City of Portland made a Local Improvement District assessment on the Oregon Convention Center for the construction of a pedestrian walkway across the Willamette River (Steel Bridge LID Installment Contract). MERC has chosen to repay the assessment over time through a 20-year installment contract with the city. Contract payments are made from Oregon Convention Center revenues.

In 2007 the Transit-Oriented Development program entered into a taxable loan arrangement with a private partner to purchase property. The loan will be repaid in full in FY 2009-10.

Summary of planned debt

In November 2006 voters of the Metro region approved a $227.4 million general obligation bond measure for natural areas. In April 2007 the first series of bonds under the authorization was issued for $124,295,000. A second series for the balance of the authorization is expected to be issued in 2010.

The Metro Council has authorized the placement of a $125 million general obligation bond measure on the November 2008 ballot. If successful, the first series of bonds under this authorization is anticipated to be issued in the early spring of 2009.

Outstanding debt issues

	Original Amount	Original Issue Date	Principal Outstanding	Final Maturity	Source of Payment
GENERAL OBLIGATION BONDS					
General Obligation Refunding Bonds					
Oregon Convention Center 2001 Series A	$47,095,000	6/15/01	$23,905,000	1/1/2013	Property Taxes
Open Spaces, Parks and Streams 2002 Series	92,045,000	10/30/02	66,990,000	9/1/2015	Property Taxes
Metro Washington Park Zoo Oregon Project 2005 Series	18,085,000	5/12/05	16,350,000	1/15/2017	Property Taxes
General Obligation Bonds					
Open Spaces, Parks and Streams 1995 Series B	5,219,923	9/29/95	716,671	9/1/2010	Property Taxes
Natural Areas 2007 Series	124,295,000	4/3/07	114,015,000	6/1/2026	Property Taxes
TOTAL GENERAL OBLIGATION BONDS OUTSTANDING			**$221,976,671**		
FULL FAITH AND CREDIT BONDS					
Full Faith and Credit Refunding Bonds					
2003 Series	$24,435,000	10/16/03	$19,985,000	8/1/2022	General Revenues
2006 Series	14,700,000	4/20/06	14,015,000	12/1/2024	General Revenues
TOTAL FULL FAITH & CREDIT BONDS OUTSTANDING			**$34,000,000**		
PENSION OBLIGATION BONDS					
Limited Tax Pension Obligation Bonds					
Series 2005	$24,290,000	9/13/05	$24,130,000	6/1/2028	Department Assessments
TOTAL PENSION OBLIGATION BONDS OUTSTANDING			**$24,130,000**		
REVENUE BONDS					
Waste Disposal System Revenue Refunding Bonds					
Metro Central Transfer Station, 2003 Series	4,990,000	5/27/03	4,585,000	7/1/2009	Solid Waste Revenues
TOTAL REVENUE BONDS OUTSTANDING			**$4,585,000**		
OTHER DEBT					
Transit Oriented Development Program Loan					
2007	592,500	1/26/07	592,500	1/26/2010	Program Revenues
City of Portland, Local Improvement District Installment Contracts					
OCC, Steel Bridge	205,588	1/13/02	143,911	1/13/2022	OCC Revenues
TOTAL OTHER DEBT OUTSTANDING			**$736,411**		
GRAND TOTAL – METRO DEBT OUTSTANDING			**$285,428,082**		

Debt ratios as of July 1, 2008

FY 2008-09 Estimated Real Market Value	**$219,903,194,619**
2008 Estimated Population	**1,609,304**

(Estimated growth rate of 1.0% Source:Metro Data Resource Center)

	Debt Outstanding	Debt per Capita	Debt as % of Real Market Value
General Obligation Debt	$221,976,671	$137.93	0.10%
Full Faith and Credit Bonds	34,000,000	21.13	0.02%
Pension Obligation Bonds	24,130,000	14.99	0.01%
Revenue Bonds	4,585,000	2.85	0.00%
Other Debt	736,411	0.46	0.00%
TOTAL METRO DEBT	**$285,428,082**	**$177.36**	**0.13%**

Debt ratios as of June 30, 2009

	Debt Outstanding	Debt per Capita	Debt as % of Real Market Value
General Obligation Debt	$197,536,896	122.75	0.09%
Full Faith & Credit Bonds	$32,225,000	20.02	0.01%
Pension Obligation Bonds	$23,910,000	14.86	0.01%
Revenue Bonds	$2,320,000	1.44	0.00%
Other Debt	$726,132	0.45	0.00%
TOTAL METRO DEBT	**$256,718,028**	**$159.52**	**0.12%**

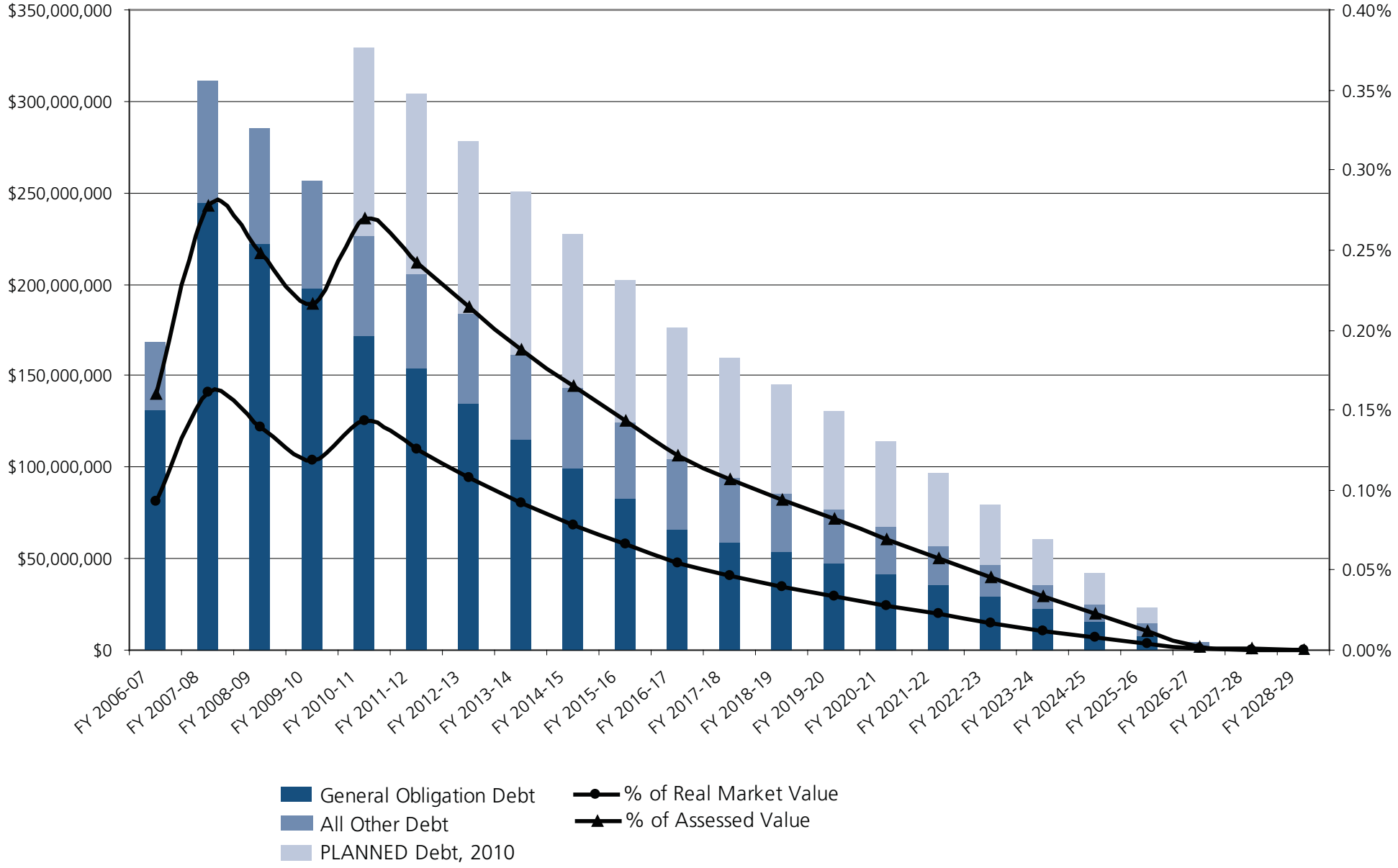
Debt limitation comparison

Statutory general obligation bond limit – 10% of Real Market Value

FY 2008-09 Estimated Real Market Value*	219,903,194,619
Times General Obligation Debt Limit Percentage	10%
Statutory General Obligation Bond Limit	$21,990,319,462
Less General Obligation Debt Outstanding	$221,976,671
General Obligation Bond Limit Remaining	$21,768,342,791
Metro's General Obligation Debt Percentage	0.10%

* FY 2007-08 Real Market Value of $207,455,843,980 plus 6% growth

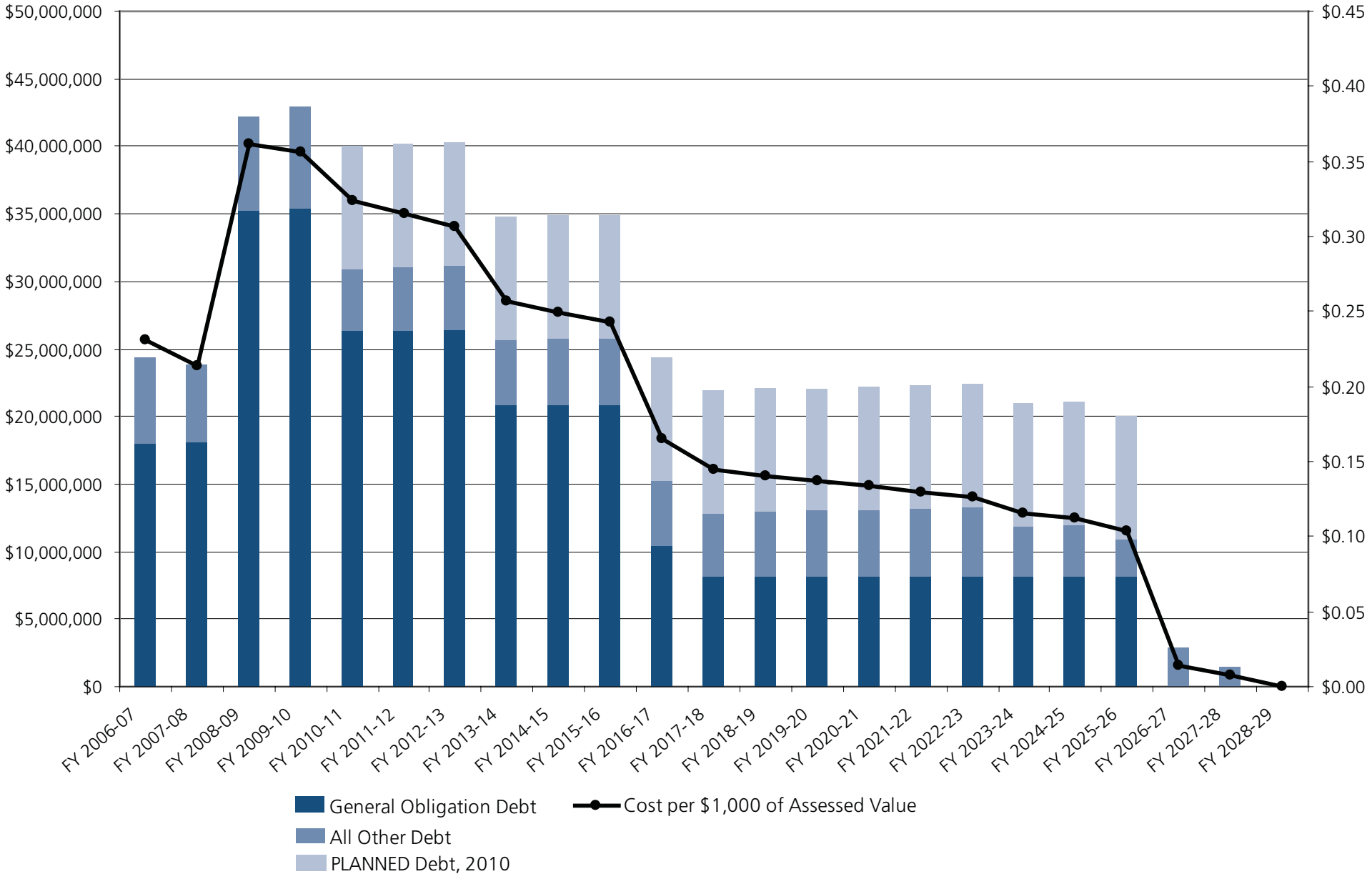
Outstanding and planned debt by fiscal year



FY 2008–09, Summary of debt service payments

	Principal	Interest	Fiscal Year Debt Service
General Obligation Refunding Bonds			
Oregon Convention Center, 2001 Series A	$4,270,000	$1,131,545	$5,401,545
Open Spaces, Parks and Streams, 2002 Series	6,685,000	3,254,688	9,939,688
Metro Washington Park Zoo Oregon Project, 2005 Series	1,480,000	772,075	2,252,075
General Obligation Bonds			
Open Spaces, Parks and Streams, 1995 Series B	254,775	245,225	500,000
Natural Areas, Series 2007	11,750,000	5,432,650	17,182,650
Full Faith & Credit Refunding Bonds			
2003 Series	1,195,000	711,431	1,906,431
2006 Series	580,000	612,231	1,192,231
Limited Tax Pension Obligation Bonds, Series 2005	220,000	1,191,973	1,411,973
Waste Disposal System Revenue Refunding Bonds			
Metro Central Transfer Station, 2003 Series	2,265,000	83,481	2,348,481
Transit Oriented Development Program Loan			
2007	0	38,513	38,513
City of Portland, Local Improvement District Installment Contract	10,279	7,525	17,805
TOTAL FY 2008-09 DEBT SERVICE PAYMENTS	**$28,710,054**	**$13,481,336**	**$42,191,391**

Debt service payments by fiscal year



Metro

Debt schedules

General Obligation Refunding Bonds, Oregon Convention Center, 2001 Series A

Amount issued	$47,095,000
Issue date	June 15, 2001
Original issue True Interest Rate (TIC)	4.323%
Ratings as of date of issuance	
Moody's	Aa1
Standard & Poor's	AA+
Principal outstanding balance as of July 1, 2007	$23,905,000

The Oregon Convention Center general obligation bonds were issued in 1987 for the construction of the Oregon Convention Center facility. The project opened for business in September 1990. Refunding bonds dated March 15, 1992, were issued for $65,760,000 in order to refund the $61,855,000 balance of the original issue. This bond issue was again refunded in 2001, resulting in a net present value savings of $4,370,955.

Semi-annual debt service schedule

Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total F/Y Debt Service
7-1-08	4.375%		565,772.50	565,772.50	
1-1-09	5.000%	4,270,000.00	565,772.50	4,835,772.50	5,401,545.00
7-1-09	5.000%		459,022.50	459,022.50	
1-1-10	5.000%	4,525,000.00	459,022.50	4,984,022.50	5,443,045.00
7-1-10	5.000%		345,897.50	345,897.50	
1-1-11	4.300%	4,785,000.00	345,897.50	5,130,897.50	5,476,795.00
7-1-11	4.300%		243,020.00	243,020.00	
1-1-12	4.400%	5,035,000.00	243,020.00	5,278,020.00	5,521,040.00
7-1-12	4.400%		132,250.00	132,250.00	
1-1-13	5.000%	5,290,000.00	132,250.00	5,422,250.00	5,554,500.00
TOTAL		**$23,905,000.00**	**$3,491,925.00**	**$27,396,925.00**	**$27,396,925.00**

General Obligation Bonds, Open Spaces, Parks, and Streams, 2002 Refunding and 1995 Series B

	2002 Refunding	1995 Series B
Amount issued	$92,045,000	$5,219,923
Issue date	October 30, 2002	September 9, 1995
Original issue True Interest Rate (TIC)	3.696%	5.259%
Ratings as of date of issuance		
Moody's	Aa1	Aa1
Standard & Poor's	AA+	AA+
Principal outstanding balance as of July 1, 2007	$66,990,000	$716,671

The Open Spaces, Parks and Streams general obligation bonds were authorized by the voters on May 16, 1995. The original bonds were issued in three series between September 1 and October 15, 1995, to facilitate compliance with federal regulations regarding expenditures and investment of bond proceeds. Bond proceeds are used to purchase regionally significant open spaces and to provide funds for local governments to purchase, construct and improve local parks. Series A and C of the original bonds were refunded in 2002 resulting in a net present value savings of $6,104,077.

Semi-annual debt service schedule

Due	Refunding Interest Rate	Refunding Principal Due	Refunding Interest	Series B Interest Rate	Series B Principal Due	Series B Interest	Total Principal Due	Total Interest Due	Total Debt Service	Fiscal Year Debt Service
9-1-08	5.000%	6,685,000.00	1,710,906.25	5.300%	254,775.00	245,225.00	6,939,775.00	1,956,131.25	8,895,906.25	
3-1-09			1,543,781.25					1,543,781.25	1,543,781.25	10,439,687.50
9-1-09	5.000%	7,030,000.00	1,543,781.25	5.400%	238,540.00	261,460.00	7,268,540.00	1,805,241.25	9,073,781.25	
3-1-10			1,368,031.25					1,368,031.25	1,368,031.25	10,441,812.50
9-1-10	5.000%	7,395,000.00	1,368,031.25	5.500%	223,355.82	277,644.18	7,618,355.82	1,645,675.43	9,264,031.25	
3-1-11			1,183,156.25					1,183,156.25	1,183,156.25	10,447,187.50
9-1-11	5.000%	8,265,000.00	1,183,156.25				8,265,000.00	1,183,156.25	9,448,156.25	
3-1-12			976,531.25					976,531.25	976,531.25	10,424,687.50
9-1-12	5.000%	8,690,000.00	976,531.25				8,690,000.00	976,531.25	9,666,531.25	
3-1-13			759,281.25					759,281.25	759,281.25	10,425,812.50
9-1-13	5.250%	9,140,000.00	759,281.25				9,140,000.00	759,281.25	9,899,281.25	
3-1-14			519,356.25					519,356.25	519,356.25	10,418,637.50
9-1-14	5.250%	9,630,000.00	519,356.25				9,630,000.00	519,356.25	10,149,356.25	
3-1-15			266,568.75					266,568.75	266,568.75	10,415,925.00
9-1-15	5.250%	10,155,000.00	266,568.75				10,155,000.00	266,568.75	10,421,568.75	10,421,568.75
TOTAL		$66,990,000.00	$14,944,318.75		$716,670.82	$784,329.18	$67,706,670.82	$15,728,647.93	$83,435,318.75	$83,435,318.75

General Obligation Bonds, Metro Washington Park Zoo Oregon Project, 2005 Series

Amount issued	$18,085,000
Issue date	May 12, 2005
Original issue True Interest Rate (TIC)	3.689%
Ratings as of date of issuance	
Moody's	Aa1
Standard & Poor's	AAA
Principal outstanding balance as of July 1, 2007	$16,350,000

The Oregon Zoo (formerly the Metro Washington Park Zoo) Oregon Project bonds were authorized by voters on September 17, 1996. The original general obligation bonds were issued November 1, 1996. Bond proceeds were used to fund a variety of improvements, new exhibits and support facilities at the Oregon Zoo. The callable portion of the 1996 Series A bonds was refunded in 2005 resulting in a net present value savings of $1,427,412.

Semi-annual debt service schedule

Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service
7-15-08		0.00	386,037.50	386,037.50	
1-15-09	5.000%	1,480,000.00	386,037.50	1,866,037.50	2,252,075.00
7-15-09		0.00	349,037.50	349,037.50	
1-15-10	3.500%	1,555,000.00	349,037.50	1,904,037.50	2,253,075.00
7-15-10		0.00	321,825.00	321,825.00	
1-15-11	5.000%	1,620,000.00	321,825.00	1,941,825.00	2,263,650.00
7-15-11		0.00	281,325.00	281,325.00	
1-15-12	5.000%	1,710,000.00	281,325.00	1,991,325.00	2,272,650.00
7-15-12		0.00	238,575.00	238,575.00	
1-15-13	5.000%	1,795,000.00	238,575.00	2,033,575.00	2,272,150.00
7-15-13		0.00	193,700.00	193,700.00	
1-15-14	5.000%	1,890,000.00	193,700.00	2,083,700.00	2,277,400.00
7-15-14		0.00	146,450.00	146,450.00	
1-15-15	5.000%	1,995,000.00	146,450.00	2,141,450.00	2,287,900.00
7-15-15		0.00	96,575.00	96,575.00	
1-15-16	5.000%	2,095,000.00	96,575.00	2,191,575.00	2,288,150.00
7-15-16		0.00	44,200.00	44,200.00	
1-15-17	4.000%	2,210,000.00	44,200.00	2,254,200.00	2,298,400.00
TOTAL		**$16,350,000.00**	**$4,115,450.00**	**$20,465,450.00**	**$20,465,450.00**

General Obligation Bonds, Natural Areas, 2007 Series

Amount issued	$124,295,000
Issue date	April 3, 2007
Original issue True Interest Rate (TIC)	4.0759%
Ratings as of date of issuance	
Moody's	Aaa
Standard & Poor's	AAA
Principal outstanding balance as of July 1, 2007	$114,015,000

In November 2006 the region's voters approved Measure 26-80, a $227.4 million bond measure that directed Metro to acquire natural areas, parks and streams to protect open spaces and water quality, enhance the region's network of trails and provide greater access to nature. The first series of bonds for $124,295,000 was issued April 3, 2007. The remaining portion of the bond authorization will be issued in approximately 2010. Debt service will be paid from property taxes assessed on real property within the Metro region.

Semi-annual debt service schedule

Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service	Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service
12/1/2008			2,716,325.00	2,716,325.00		12/1/2017			1,395,750.00	1,395,750.00	
6/1/2009	5.00%	11,750,000	2,716,325.00	14,466,325.00	17,182,650.00	6/1/2018	5.00%	5,350,000	1,395,750.00	6,745,750.00	8,141,500.00
12/1/2009			2,422,575.00	2,422,575.00		12/1/2018			1,262,000.00	1,262,000.00	
6/1/2010	5.00%	12,340,000	2,422,575.00	14,762,575.00	17,185,150.00	6/1/2019	5.00%	5,615,000	1,262,000.00	6,877,000.00	8,139,000.00
12/1/2010			2,114,075.00	2,114,075.00		12/1/2019			1,121,625.00	1,121,625.00	
6/1/2011	4.00%	3,910,000	2,114,075.00	6,024,075.00	8,138,150.00	6/1/2020	5.00%	5,895,000	1,121,625.00	7,016,625.00	8,138,250.00
12/1/2011			2,035,875.00	2,035,875.00		12/1/2020			974,250.00	974,250.00	
6/1/2012	4.00%	4,070,000	2,035,875.00	6,105,875.00	8,141,750.00	6/1/2021	5.00%	6,190,000	974,250.00	7,164,250.00	8,138,500.00
12/1/2012			1,954,475.00	1,954,475.00		12/1/2021			819,500.00	819,500.00	
6/1/2013	4.00%	4,230,000	1,954,475.00	6,184,475.00	8,138,950.00	6/1/2022	5.00%	6,500,000	819,500.00	7,319,500.00	8,139,000.00
12/1/2013			1,869,875.00	1,869,875.00		12/1/2022			657,000.00	657,000.00	
6/1/2014	5.00%	4,400,000	1,869,875.00	6,269,875.00	8,139,750.00	6/1/2023	4.50%	6,825,000	657,000.00	7,482,000.00	8,139,000.00
12/1/2014			1,759,875.00	1,759,875.00		12/1/2023			503,437.50	503,437.50	
6/1/2015	5.00%	4,620,000	1,759,875.00	6,379,875.00	8,139,750.00	6/1/2024	4.50%	7,130,000	503,437.50	7,633,437.50	8,136,875.00
12/1/2015			1,644,375.00	1,644,375.00		12/1/2024			343,012.50	343,012.50	
6/1/2016	5.00%	4,850,000	1,644,375.00	6,494,375.00	8,138,750.00	6/1/2025	4.50%	7,455,000	343,012.50	7,798,012.50	8,141,025.00
12/1/2016			1,523,125.00	1,523,125.00		12/1/2025			175,275.00	175,275.00	
6/1/2017	5.00%	5,095,000	1,523,125.00	6,618,125.00	8,141,250.00	6/1/2026	4.50%	7,790,000	175,275.00	7,965,275.00	8,140,550.00
						TOTAL		$114,015,000.00	$50,584,850.00	$164,599,850.00	$164,599,850.00

Full Faith and Credit Refunding Bonds, 2003 Series

Amount issued	$24,435,000
Issue date	October 16, 2003
Original issue True Interest Rate (TIC)	3.793%
Ratings as of date of issuance	
Moody's	Aa2
Standard & Poor's	AA+
Principal outstanding balance as of July 1, 2007	$19,985,000

These bonds were issued October 2003 to refund outstanding obligations for Metro Regional Center acquisition and construction, and for loans from the Oregon Economic and Community Development Department's (OECDD) Special Public Works Fund to the Oregon Zoo for Metro's share of Light Rail station construction and Washington Park parking lot improvements in 1995 and 1996. Bonds to finance Metro Regional Center were originally issued in 1991, and refunded in 1993 as revenue bonds to be paid by assessments to Metro departments. The OECDD loans were paid from Zoo revenues. The 2003 refunding broadened the pool of funds to back payment of the obligations by pledging Metro's general revenues including excise taxes and permanent rate property tax levy. The refunding bonds produced net present value savings of $2,462,082.

Semi-annual debt service schedule

Due	Interest Rate	Metro Reg. Ctr. Principal Due	Metro Reg. Ctr. Interest Due	Oregon Zoo Principal Due	Oregon Zoo Interest Due	Total Principal Due	Total Interest Due	Total Debt Service	Total F/Y Debt Service
8-1-08	2.625%	885,000	315,478.75	310,000	48,078.75	1,195,000	363,557.50	1,558,557.50	
2-1-09			303,863.13		44,010.00	0	347,873.13	347,873.13	1,906,430.63
8-1-09	2.625%	905,000	303,863.13	320,000	44,010.00	1,225,000	347,873.13	1,572,873.13	
2-1-10			291,985.00		39,810.00	0	331,795.00	331,795.00	1,904,668.13
8-1-10	3.000%	935,000	291,985.00	330,000	39,810.00	1,265,000	331,795.00	1,596,795.00	
2-1-11			277,960.00		34,860.00	0	312,820.00	312,820.00	1,909,615.00
8-1-11	3.125%	960,000	277,960.00	340,000	34,860.00	1,300,000	312,820.00	1,612,820.00	
2-1-12			262,960.00		29,547.50	0	292,507.50	292,507.50	1,905,327.50
8-1-12	3.300%	990,000	262,960.00	350,000	29,547.50	1,340,000	292,507.50	1,632,507.50	
2-1-13			246,625.00		23,772.50	0	270,397.50	270,397.50	1,902,905.00
8-1-13	3.500%	1,025,000	246,625.00	360,000	23,772.50	1,385,000	270,397.50	1,655,397.50	
2-1-14			228,687.50		17,472.50	0	246,160.00	246,160.00	1,901,557.50
8-1-14	3.600%	1,060,000	228,687.50	380,000	17,472.50	1,440,000	246,160.00	1,686,160.00	
2-1-15			209,607.50		10,632.50	0	220,240.00	220,240.00	1,906,400.00
8-1-15	3.700%	1,090,000	209,607.50	395,000	10,632.50	1,485,000	220,240.00	1,705,240.00	
2-1-16			189,442.50		3,325.00	0	192,767.50	192,767.50	1,898,007.50
8-1-16	3.800%	1,150,000	189,442.50	175,000	3,325.00	1,325,000	192,767.50	1,517,767.50	
2-1-17			167,592.50			0	167,592.50	167,592.50	1,685,360.00
8-1-17	4.000%	1,210,000	167,592.50			1,210,000	167,592.50	1,377,592.50	
2-1-18			143,392.50			0	143,392.50	143,392.50	1,520,985.00
8-1-18	4.000%	1,255,000	143,392.50			1,255,000	143,392.50	1,398,392.50	
2-1-19			118,292.50			0	118,292.50	118,292.50	1,516,685.00
8-1-19	4.100%	1,305,000	118,292.50			1,305,000	118,292.50	1,423,292.50	
2-1-20			91,540.00			0	91,540.00	91,540.00	1,514,832.50
8-1-20	4.200%	1,360,000	91,540.00			1,360,000	91,540.00	1,451,540.00	
2-1-21			62,980.00			0	62,980.00	62,980.00	1,514,520.00
8-1-21	4.300%	1,420,000	62,980.00			1,420,000	62,980.00	1,482,980.00	
2-1-22			32,450.00			0	32,450.00	32,450.00	1,515,430.00
8-1-22	4.400%	1,475,000	32,450.00			1,475,000	32,450.00	1,507,450.00	1,507,450.00
TOTAL		**$17,025,000**	**$5,570,235.01**	**$2,960,000**	**$454,938.75**	**$19,985,000**	**$6,025,173.76**	**$26,010,173.76**	**$26,010,173.76**

Full Faith and Credit Refunding Bonds, 2006 Series

Amount issued	$14,700,000
Issue date	April 20, 2006
Original Issue True Interest Rate (TIC)	4.3278%
Ratings as of date of issuance	
Moody's	A2
Insured to:	Aaa
Principal Outstanding Balance as of July 1, 2007	$14,015,000

In April 2000 Metro obtained a loan from the Oregon Bond Bank through the Oregon Economic Development Department (OEDD) Special Public Works Fund (SPWF) to pay for the construction of a new building to replace the existing Hall D at the Expo Center. The loan was divided into two parts with the first being used to finance the construction of the Hall D replacement. The second part of the loan was for infrastructure improvements associated with the new building. In April 2006 Metro joined with two other Oregon local governments to issue full faith and credit refunding bonds to refund the outstanding obligation remaining on the loan. The refunding realized a net present value savings of $758,683, 5.05 percent of refunding proceeds.

Semi-Annual Debt Service Schedule

Due	InterestRate	Principle Due	Interest Due	Total Debt Service	Total FY Debt Service	Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service
12-1-08	4.00%	580,000.00	311,915.63	891,915.63		12-1-16	4.38%	795,000.00	202,459.38	997,459.38	
6-1-09			300,315.63	300,315.63	1,192,231.26	6-1-17			185,068.75	185,068.75	1,182,528.13
12-1-09	4.00%	600,000.00	300,315.63	900,315.63		12-1-17	5.00%	830,000.00	185,068.75	1,015,068.75	
6-1-10			288,315.63	288,315.63	1,188,631.26	6-1-18			164,318.75	164,318.75	1,179,387.50
12-1-10	4.00%	625,000.00	288,315.63	913,315.63		12-1-18	5.00%	870,000.00	164,318.75	1,034,318.75	
6-1-11			275,815.63	275,815.63	1,189,131.26	6-1-19			142,568.75	142,568.75	1,176,887.50
12-1-11	4.00%	650,000.00	275,815.63	925,815.63		12-1-19	5.00%	915,000.00	142,568.75	1,057,568.75	
6-1-12			262,815.63	262,815.63	1,188,631.26	6-1-20			119,693.75	119,693.75	1,177,262.50
12-1-12	4.00%	675,000.00	262,815.63	937,815.63		12-1-20	5.00%	960,000.00	119,693.75	1,079,693.75	
6-1-13			249,315.63	249,315.63	1,187,131.26	6-1-21			95,693.75	95,693.75	1,175,387.50
12-1-13	4.25%	705,000.00	249,315.63	954,315.63		12-1-21	4.25%	1,010,000.00	95,693.75	1,105,693.75	
6-1-14			234,334.38	234,334.38	1,188,650.01	6-1-22			74,231.25	74,231.25	1,179,925.00
12-1-14	4.25%	735,000.00	234,334.38	969,334.38		12-1-22	4.25%	1,055,000.00	74,231.25	1,129,231.25	
6-1-15			218,715.63	218,715.63	1,188,050.01	6-1-23			51,812.50	51,812.50	1,181,043.75
12-1-15	4.25%	765,000.00	218,715.63	983,715.63		12-1-23	5.00%	1,095,000.00	51,812.50	1,146,812.50	
6-1-16			202,459.38	202,459.38	1,186,175.01	6-1-24			24,437.50	24,437.50	1,171,250.00
						12-1-24	4.25%	1,150,000.00	24,437.50	1,174,437.50	1,174,437.50
						TOTAL		**$14,015,000.00**	**$6,091,740.71**	**$20,106,740.71**	**$20,106,740.71**

Limited Tax Pension Obligation Bonds, 2005 Series

Amount Issued	$24,290,000
Issue date	September 13, 2005
Original issue True Interest Rate (TIC)	5.0420%
Ratings as of date of issuance	
Moody's	A3
Insured to	Aaa
Principal outstanding balance as of July 1, 2007	$24,130,000

Metro joined in a pool with other local governments in the State of Oregon to issue limited tax pension bonds to fund its share of the Oregon Public Employee Retirement System unfunded actuarial liability. The taxable bonds were issued on September 13, 2005. Debt service will be repaid through assessments to departments in exchange for a lower pension cost. The underlying Moody's rating is A3. The issue was insured to receive a Aaa rating.

Semi-annual debt service schedule

Due	InterestRate	Principle Due	Interest Due	Total Debt Service	Total FY Debt Service	Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service
12-1-08		0	595,986.43	595,986.43		12-1-18		0	452,793.65	452,793.65	
6-1-09	4.379%	220,000	595,986.43	815,986.43	1,411,972.86	6-1-19	4.859%	1,185,000	452,793.65	1,637,793.65	2,090,587.30
12-1-09		0	591,169.53	591,169.53		12-1-19		0	424,004.08	424,004.08	
6-1-10	4.437%	290,000	591,169.53	881,169.53	1,472,339.06	6-1-20	4.859%	1,325,000	424,004.08	1,749,004.08	2,173,008.16
12-1-10		0	584,735.88	584,735.88		12-1-20		0	391,813.20	391,813.20	
6-1-11	4.516%	360,000	584,735.88	944,735.88	1,529,471.76	6-1-21	5.004%	1,480,000	391,813.20	1,871,813.20	2,263,626.40
12-1-11		0	576,607.08	576,607.08		12-1-21		0	354,783.60	354,783.60	
6-1-12	5.500%	435,000	576,607.08	1,011,607.08	1,588,214.16	6-1-22	5.004%	1,645,000	354,783.60	1,999,783.60	2,354,567.20
12-1-12		0	564,644.58	564,644.58		12-1-22		0	313,625.70	313,625.70	
6-1-13	4.613%	525,000	564,644.58	1,089,644.58	1,654,289.16	6-1-23	5.004%	1,820,000	313,625.70	2,133,625.70	2,447,251.40
12-1-13		0	552,535.45	552,535.45		12-1-23		0	268,089.30	268,089.30	
6-1-14	4.665%	615,000	552,535.45	1,167,535.45	1,720,070.90	6-1-24	5.004%	2,010,000	268,089.30	2,278,089.30	2,546,178.60
12-1-14		0	538,190.58	538,190.58		12-1-24		0	217,799.10	217,799.10	
6-1-15	4.859%	710,000	538,190.58	1,248,190.58	1,786,381.16	6-1-25	5.004%	2,210,000	217,799.10	2,427,799.10	2,645,598.20
12-1-15		0	520,941.13	520,941.13		12-1-25		0	162,504.90	162,504.90	
6-1-16	4.859%	820,000	520,941.13	1,340,941.13	1,861,882.26	6-1-26	5.004%	2,430,000	162,504.90	2,592,504.90	2,755,009.80
12-1-16		0	501,019.23	501,019.23		12-1-26		0	101,706.30	101,706.30	
6-1-17	4.859%	930,000	501,019.23	1,431,019.23	1,932,038.46	6-1-27	5.004%	2,660,000	101,706.30	2,761,706.30	2,863,412.60
12-1-17		0	478,424.88	478,424.88		12-1-27		2,660,000	35,153.10	35,153.10	
6-1-18	4.859%	1,055,000	478,424.88	1,533,424.88	2,011,849.76	6-1-28	5.004%	2,660,000	35,153.10	1,440,153.10	1,475,306.20
						TOTAL		**$24,130,000.00**	**$16,453,055.40**	**$40,583,055.40**	**$40,583,055.40**

Waste Disposal System Revenue Bonds
Metro Central Transfer Station Project, 2003 Series

	2003 Series
Amount issued	$4,990,000
Issue date	May 27, 2003
Original issue Net Interest Rate (NIC)	
Original issue Total Interest Rate (TIC)	2.381%
Ratings as of date of issuance	
Moody's	A2
Standard & Poor's:	A
Principal outstanding balance as of July 1, 2007	$4,585,000

**2003 Series Bonds are insured to produce Aaa/AAA ratings.*

The Waste Disposal System revenue bonds were issued in 1990 to build the Metro Central solid waste transfer station. Debt service on the bonds is paid from solid waste revenues (primarily the solid waste tipping fee). Refunding bonds were issued August 15, 1993, for $12,895,000 in order to refund $11,370,000 par value of the original bonds. The net present value savings were $668,200. Bonds from both series with maturity dates of July 1, 2003, January 1, 2004, and July 1, 2004, were defeased on February 28, 2003, to ensure compliance with debt coverage ratios. Refunding bonds for the remaining 1993 Series A bonds were issued on May 27, 2003, at a par value of $4,990,000, to take advantage of lower interest rates. These bonds produced net present value savings of $1,106,626. In addition, the 2003 Series used debt service reserves to buy down principal and interest payments; the term was also shortened, with the 2003 Series scheduled to be retired in 2009, two years earlier than the 1993 Series. Finally, Metro insured the 2003 Series bonds to receive AAA ratings. The underlying ratings are A from Standard & Poor's and A2 from Moody's.

Semi-annual debt service schedule

Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total F/Y Debt Service
7-1-08	2.25%	2,265,000.00	54,481.25	2,319,481.25	
1-1-09			29,000.00	29,000.00	2,348,481.25
7-1-09	2.50%	2,320,000.00	29,000.00	2,349,000.00	2,349,000.00
TOTAL		**$4,585,000.00**	**$112,481.25**	**$4,697,481.25**	**$4,697,481.25**

Oregon Convention Center, Steel Bridge LID Assessment Installment Contract

Amount issued	$205,588
Issue date	January 13, 2002
Original issue True Interest Rate (TIC)	5.32%
Installment period	20 years
Payment frequency	Semi-annual
Ratings as of date of issuance	Not rated
Principal outstanding balance as of July 1, 2007	$143,911

The City of Portland has made a local improvement district assessment on the Oregon Convention Center for the construction of a pedestrian walkway across the Willamette River. MERC has chosen to repay the assessment through a 20-year installment contract at a rate of 5.32%.

Semi-annual debt service schedule

Due	Interest Rate	Principal Due	Interest Due	Trans. Fee	Total Debt Service	Total FY Debt Service	Due	Interest Rate	Principal Due	Interest Due	Trans. Fee	Total Debt Service	Total FY Debt Service
7/13/08	5.32%	5,139.69	3,828.04	3.00	8,970.73		7/13/15	5.32%	5,139.69	1,914.02	3.00	7,056.71	
1/13/09	5.32%	5,139.69	3,691.33	3.00	8,834.02	17,804.75	1/13/16	5.32%	5,139.69	1,777.31	3.00	6,920.00	13,976.71
7/13/09	5.32%	5,139.69	3,554.61	3.00	8,697.30		7/13/16	5.32%	5,139.69	1,640.59	3.00	6,783.28	
1/13/10	5.32%	5,139.69	3,417.90	3.00	8,560.59	17,257.89	1/13/17	5.32%	5,139.69	1,503.88	3.00	6,646.57	13,429.85
7/13/10	5.32%	5,139.69	3,281.18	3.00	8,423.87		7/13/17	5.32%	5,139.69	1,367.16	3.00	6,509.85	
1/13/11	5.32%	5,139.69	3,144.47	3.00	8,287.16	16,711.03	1/13/18	5.32%	5,139.69	1,230.44	3.00	6,373.13	12,882.98
7/13/11	5.32%	5,139.69	3,007.75	3.00	8,150.44		7/13/18	5.32%	5,139.69	1,093.73	3.00	6,236.42	
1/13/12	5.32%	5,139.69	2,871.03	3.00	8,013.72	16,164.16	1/13/19	5.32%	5,139.69	957.01	3.00	6,099.70	12,336.12
7/13/12	5.32%	5,139.69	2,734.32	3.00	7,877.01		7/13/19	5.32%	5,139.69	820.30	3.00	5,962.99	
1/13/13	5.32%	5,139.69	2,597.60	3.00	7,740.29	15,617.30	1/13/20	5.32%	5,139.69	683.58	3.00	5,826.27	11,789.26
7/13/13	5.32%	5,139.69	2,460.89	3.00	7,603.58		7/13/20	5.32%	5,139.69	546.87	3.00	5,689.56	
1/13/14	5.32%	5,139.69	2,324.17	3.00	7,466.86	15,070.44	1/13/21	5.32%	5,139.69	410.15	3.00	5,552.84	11,242.40
7/13/14	5.32%	5,139.69	2,187.46	3.00	7,330.15		7/13/21	5.32%	5,139.69	273.43	3.00	5,416.12	
1/13/15	5.32%	5,139.69	2,050.74	3.00	7,193.43	14,523.58	1/13/22	5.32%	5,139.69	136.72	3.00	5,279.41	10,695.53
							TOTAL		**$143,911.32**	**$55,506.68**	**$84.00**	**$199,502.00**	**$199,502.00**

Transit-Oriented Development Program Loan, 2007

Amount issued	$592,500
Issue date	January 26, 2007
Original issue True Interest Rate (TIC)	6.500%
Ratings as of date of issuance	Not rated
Principal outstanding balance as of July 1, 2007	$592,500

Metro's Transit Oriented Development program entered into an agreement with a private party to purchase property in the City of Gresham for $1,185,000. The intent is to sell the property in the future for a TOD development. As part of this purchase transaction, Metro entered into a financing arrangement dated January 26, 2007, in partial consideration of this purchase. The promissory note carries an interest rate of 6.5%.

Semi-annual debt service schedule

Due	Interest Rate	Principal Due	Interest Due	Total Debt Service
1-26-09	6.50%	0	38,513	38,513
1-26-10	6.50%	592,500	38,513	631,013
TOTAL		$592,500	$77,025	$669,525

Metro

Appendices

Adopting ordinance J-3
Schedule of appropriations J-4
Budget notes J-7
Property tax J-8
Budget transfers J-9
Excise tax J-13
Charter limitation on expenditures J-15
Fringe benefit rate calculation J-16
Cost allocation plan J-19
Contracts J-21
Chart of accounts J-39
Compensation plans J-51
Glossary J-69

Adopting ordinance

I HEREBY CERTIFY THAT THE FOREGOING IS A COMPLETE AND EXACT COPY OF THE ORIGINAL THEREOF.

Rebecca V. Shoemaker
METRO COUNCIL ARCHIVIST

BEFORE THE METRO COUNCIL

ADOPTING THE ANNUAL BUDGET FOR FISCAL YEAR 2008-09, MAKING APPROPRIATIONS, LEVYING AD VALOREM TAXES, AND DECLARING AN EMERGENCY	)))))	ORDINANCE NO. 08-1181B Introduced by Michael Jordan, Chief Operating Officer, with the concurrence of Council President David Bragdon

WHEREAS, the Multnomah County Tax Supervising and Conservation Commission held its public hearing on the annual Metro budget for the fiscal year beginning July 1, 2008, and ending June 30, 2009; and

WHEREAS, recommendations from the Multnomah County Tax Supervising and Conservation Commission have been received by Metro (attached as Exhibit A and made a part of the Ordinance) and considered; now, therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

1. The "Fiscal Year 2008-09 Metro Budget," in the total amount of FOUR HUNDRED FIFTY EIGHT MILLION FIVE HUNDRED SEVENTY ONE THOUSAND EIGHT HUNDRED FOURTY DOLLARS ($458,571,840), attached hereto as Exhibit B, and the Schedule of Appropriations, attached hereto as Exhibit C, are hereby adopted.

2. The Metro Council does hereby levy ad valorem taxes, as provided in the budget adopted by Section 1 of this Ordinance, at the rate of $0.0966 per ONE THOUSAND DOLLARS ($1,000) of assessed value for operations and in the amount of THIRTY FIVE MILLION FOUR HUNDRED SIXTY FOUR THOUSAND ONE HUNDRED FIFTY ONE DOLLARS ($35,464,151) for general obligation bond debt, said taxes to be levied upon taxable properties within the Metro District for the fiscal year 2008-09. The following allocation and categorization subject to the limits of Section 11b, Article XI of the Oregon Constitution constitute the above aggregate levy.

SUMMARY OF AD VALOREM TAX LEVY

	Subject to the General Government Limitation	Excluded from the Limitation
Operating Tax Rate Levy	$0.0966/$1,000	
General Obligation Bond Levy		$35,464,151

3. In accordance with Section 2.02.040 of the Metro Code, the Metro Council hereby authorizes positions and expenditures in accordance with the Annual Budget adopted by Section 1 of this Ordinance, and hereby appropriates funds for the fiscal year beginning July 1, 2008, from the funds and for the purposes listed in the Schedule of Appropriations, Exhibit C.

4. The General Renewal & Replacement Fund is hereby created for the purpose of accounting for renewal and replacement projects and reserves for Metro facilities. Major revenue sources for the fund include but are not limited to grants, donations, contributions from the General Fund, and other revenues or contributions identified for renewal and replacement purpose. In the event of the elimination of this fund, the fund balance shall revert to any fund(s) designated for similar purpose.

5. The Chief Financial Officer shall make the filings as required by ORS 294.555 and ORS 310.060, or as requested by the Assessor's Office of Clackamas, Multnomah, and Washington Counties.

6. This Ordinance being necessary for the health, safety, or welfare of the Metro area, for the reason that the new fiscal year begins July 1, 2008, and Oregon Budget Law requires the adoption of a budget prior to the beginning of the fiscal year, an emergency is declared to exist and the Ordinance takes effect upon passage.

ADOPTED by the Metro Council on this 26th day of June 2008.

David Bragdon, Council President

ATTEST:

Chris Billington, Recording Secretary

Approved as to Form:

Daniel B. Cooper, Metro Attorney

Approvato Ufficialmente
Officially Approved
METRO COUNCIL
Consiglio Metropolitano
Metro Council

Schedule of appropriations

GENERAL FUND	
Council Office	2,254,278
Finance & Administrative Services	5,489,506
Human Resources	1,737,211
Information Technology	2,808,244
Metro Auditor	651,286
Office of Metro Attorney	1,981,157
Oregon Zoo	26,677,562
Planning	24,768,035
Public Affairs & Government Relations	1,988,582
Regional Parks & Greenspaces	8,521,362
Special Appropriations	3,538,480
Former ORS 197.352 Claims & Judgments	100
Non-Departmental	
Debt Service	1,450,486
Interfund Transfers	5,050,928
Contingency	7,692,952
Unappropriated Balance	8,737,297
TOTAL FUND REQUIREMENTS	**$103,347,466**

GENERAL OBLIGATION BOND DEBT SERVICE FUND	
Debt Service	35,275,958
Unappropriated Balance	12,304,416
TOTAL FUND REQUIREMENTS	**47,580,374**

GENERAL RENEWAL AND REPLACEMENT FUND	
Renewal & Replacement Program	1,993,788
Non-Departmental	
Interfund Transfers	375,000
Contingency	290,000
Unappropriated Balance	6,543,375
TOTAL FUND REQUIREMENTS	**$9,202,163**

GENERAL REVENUE BOND FUND	
Project Account	
Capital Outlay - Washington Park Parking Lot	201,200
SUBTOTAL	201,200
Debt Service Account	
Debt Service - Metro Regional Center	1,504,342
Debt Service - Expo Center Hall D	1,192,232
Debt Service - Washington Park Parking Lot	402,089
SUBTOTAL	3,098,663
Unappropriated Balance	8,300
TOTAL FUND REQUIREMENTS	**$3,308,163**

MERC FUND	
MERC	41,432,767
Non-Departmental	
Debt Service	17,805
Interfund Transfers	3,617,795
Contingency	9,794,169
Unappropriated Balance	11,929,235
TOTAL FUND REQUIREMENTS	**$66,791,771**

METRO CAPITAL FUND	
Capital Program	14,880,390
Non-Departmental	
Interfund Transfers	97,174
Contingency	2,293,857
Unappropriated Balance	357,704
TOTAL FUND REQUIREMENTS	**$17,629,125**

NATURAL AREAS FUND	
Regional Parks Department	51,146,403
Non-Departmental	
Interfund Transfers	1,160,922
Contingency	15,000,000
Unappropriated Balance	20,765,478
TOTAL FUND REQUIREMENTS	**$88,072,803**

OPEN SPACES FUND	
Regional Parks Department	573,500
TOTAL FUND REQUIREMENTS	**$573,500**

PIONEER CEMETERY PERPETUAL CARE FUND	
Unappropriated Balance	281,407
TOTAL FUND REQUIREMENTS	**$281,407**

REHABILITATION & ENHANCEMENT FUND	
Materials & Services	526,970
Interfund Transfers	30,085
Contingency	300,000
Unappropriated Balance	1,708,127
TOTAL FUND REQUIREMENTS	**$2,565,182**

RISK MANAGEMENT FUND	
Finance & Administrative Services	10,127,305
Non-Departmental	
Unappropriated Balance	816,141
TOTAL FUND REQUIREMENTS	**$10,943,446**
SMITH AND BYBEE LAKES FUND	
Non-Departmental	
Interfund Transfers	119,980
Contingency	200,000
Unappropriated Balance	4,015,397
TOTAL FUND REQUIREMENTS	**$4,335,377**
SOLID WASTE REVENUE FUND	
Operating Account	
Solid Waste & Recycling Department	54,197,947
SUBTOTAL	54,197,947
Debt Service Account	
Debt Service	2,348,482
SUBTOTAL	2,348,482
Landfill Closure Account	
Solid Waste & Recycling Department	862,800
Subtotal	862,800
Renewal and Replacement Account	
Solid Waste & Recycling Department	1,398,000
SUBTOTAL	1,398,000
General Account	
Solid Waste & Recycling Department	570,000
Subtotal	570,000
General Expenses	
Interfund Transfers	5,061,936
Contingency	15,933,781
Subtotal	20,995,717
Unappropriated Balance	23,568,117
TOTAL FUND REQUIREMENTS	**$103,941,063**
TOTAL BUDGET	**$458,571,840**

Metro

Budget notes

The Council approved the following notes in the adopted budget. They provide additional direction to staff in carrying out the programs or functions of the agency and serve as statements of legislative intent.

Budget Note 1: Diesel Retrofit

The Council is supportive of the intended outcome, subject to some additional program definition and controls. Prior to submitting a federal grant application to the Environmental Protection Agency, the Solid Waste and Recycling Director will return to Council with a program plan describing both the initial grant phase of the program and the strategy for full implementation over time. The program plan will include program objectives and desired outcomes, the size of the grant request and its proposed match and the strategies to move beyond the initial grant phase to full program implementation. The Council will set aside an earmarked contingency as potential grant match, subject to approval of the grant application plan and subsequent grant award. In addition Solid Waste and Recycling will work with the Office of Metro Attorney and Government Relations staff to evaluate the legal risks, barriers and potential statutory changes that would enable the use of regional system fees now precluded under the interpretation of current law.

Budget Note 2: Integrating Habitats

The Council is supportive of sustaining the momentum generated by the 2008 Integrating Habitats design competition. It is the Council's intent that Metro's Transit Oriented Development (TOD) and Natural Areas Capital Grants programs work together to include integrating habitat as a high priority in soliciting and evaluating potential projects which are consistent with and meet the other mandatory requirements and criteria for program consideration.

The Chief Operating Officer will evaluate and report prior to the adoption of the FY 2008-09 budget what interdepartmental resources can be deployed to provide public outreach on "Integrating Habitat" as part of other outreach programs such as "Making the Greatest Place."

FY 2008–09 Property tax calculations

Tax rate levy

FY 2007-08 ASSESSED VALUE	**$111,760,381,863**
Assessed Value Increase:	
Statutory 3% allowable	3,352,811,456
Estimate for new construction @1.5%	1,676,405,728
ESTIMATED FY 2007-08 ASSESSED VALUE	**$116,789,599,047**
Tax Rate	$0.0966 /$1000
FY 2008-09 TAX RATE LEVY (estimated assessed value x tax rate)	$11,281,875
Less: Loss due to Measure 5 compression	($100,000)

General Obligation Bond Debt Service Fund

FY 2008-09 REQUIREMENTS	
07/01/08 payment (Oregon Convention Center)	$565,773
07/15/08 payment (Oregon Zoo)	386,038
09/01/08 payment (Open Spaces)	8,895,906
12/01/08 payment (Natural Areas)	2,716,325
01/01/09 payment (Oregon Convention Center)	4,835,773
01/15/09 payment (Oregon Zoo)	1,866,038
03/01/09 payment (Open Spaces)	1,543,781
06/01/09 payment (Natural Areas)	14,466,325
07/01/09 payment (Oregon Conv Center-cash flow)	459,023
07/15/09 payment (Oregon Zoo-cash flow)	349,038
09/01/09 payment (Open Spaces-cash flow)	9,073,781
12/1/09 payment (Natural Areas- cash flow)	2,422,575
TOTAL REQUIREMENTS	$47,580,374
Sources available for cash flow:	
Fund balance	$12,757,430
Prior years taxes	932,000
Interest earned, FY 2008-09	200,000
Total non-tax sources	$13,889,430
Tax resources required	$33,690,944
Levy (assume 95% collectable rate)	$35,464,151
Estimated FY 2008-09 Assessed Value	$116,789,599,047
Levy rate per $1000	$0.3037
On $100,000 property	$30.37

FY 2008–09 Budget transfers

Interfund transfers are a significant part of the annual budget. Generally, transfers are made between funds when the revenue is received in one fund for an expenditure that occurs in another fund. Another primary reason for transfers is for a fund to pay for services provided by another fund (for example, the Solid Waste Revenue Fund transfers money to the Risk Management Fund for insurance coverage).

A transfer is an expenditure to the fund that is transferring the money out or buying services. A transfer is a resource to the fund that is receiving the money or selling the services. For every expenditure transfer there is a corresponding resource transfer. (For example, the expenditure of "Transfer to Risk Management Fund" in the Solid Waste Revenue Fund would show as a resource "Transfer from Solid Waste Revenue Fund" in the Risk Management Fund.) The corresponding transfers must show the same dollar amount. The various types of interfund transfers (e.g., indirect costs, transfer of resources, etc.) as shown in the line item detail of the budget are defined in the Chart of Accounts. Since the internal transfers are complex and can be difficult to understand and trace through the budget document, the following explanation is provided for each transfer, by fund.

From (Expenditures)	To (Resources)	Type	$ Amount	Purpose
General Fund	Risk Management Fund	Indirect	$695,052	Charges for insurance premiums, reserves and related costs associated with the agency's liability, property and workers' compensation programs.
	General Revenue Bond Fund (Debt Service Account)	Resource	$1,906,431	Charges for debt service payments on Metro Regional Center and the parking structure. Charges are included in each department's indirect transfer to the General Fund and passed through to the General Revenue Bond Fund when debt service payments are due. Also includes transfer from the Oregon Zoo to repay debt issued to reconfigure parking lot and contribute to light rail station.
	MERC Operating Fund	Resource	$11,937	Transfer to subsidize MERC central service transfers.
	MERC Capital Fund (Tourism Opportunity and Competitiveness Account)	Resource	$746,146	Transfer of Solid Waste excise tax levy designated for the Metro Tourism Opportunity and Competitiveness Account designed to assist the Oregon Convention Center's competitiveness in the pursuit of conventions from outside the region. Includes final reconciliation of prior year's transfers.
	General Renewal & Replacement Fund	Resource	$1,139,274	Annual renewal and replacement contribution to provide for General Fund assets including Metro Regional Center, Oregon Zoo, Regional Parks and Information Technology.
	Metro Capital Fund (Solid Waste levy)	Resource	$270,000	Transfer of the designated capital portion of the Solid Waste excise tax levy.
	Metro Capital Fund (FAS/IT Capital Projects)	Resource	$90,000	Transfer to support capital projects related to Metro Regional Center and Information Technology.

From (Expenditures)	To (Resources)	Type	$ Amount	Purpose
General Fund (continued)	Solid Waste Revenue Fund	Resource	$100,348	Transfer to support agency Sustainability Coordinator.
	Smith & Bybee Lakes Fund	Resource	$91,740	Reimbursement of funding for remediation activities at Smith & Bybee. Revenue inadvertently coded to Regional Parks operations instead of Smith & Bybee.
General Renewal and Replacement Fund	Metro Capital Fund (Regional Parks Account)	Resource	$375,000	Renewal & Replacement contribution to the M. James Gleason Boat Ramp Phase I and II renovation capital project.
MERC Operating Fund	General Fund	Indirect	$1,842,802	Charges for services provided, including but not limited to, accounting, human resources, legal, and information technology support. Also includes charges for office and shared space, such as conference rooms, as well as a share of the Chief Operating Officer and archives program.
	Risk Management Fund	Indirect	$582,761	Charges for insurance premiums, reserves and related costs associated with the agency's liability, property and workers' compensation programs.
	General Revenue Bond Fund (Debt Service Account)	Resource	$1,192,232	Transfer from Expo Center operations to pay debt service on outstanding revenue bonds issued to refund the OECDD loan for the Expo Center Hall D construction.
Metro Capital Fund	General Fund	Resource	$97,174	Transfer of funding for planning work related to Lone Fir Cemetery. Funding provided by City of Portland for work originally believed to be capital in nature.
Natural Areas Fund	General Fund	Indirect	$1,028,311	Charges for services provided, including but not limited to, accounting, human resources, legal, and information technology support. Also includes charges for office and shared space, such as conference rooms, as well as a share of the Chief Operating Officer and archives program.
	Risk Management Fund	Indirect	$4,098	Charges for insurance premiums, reserves and related costs associated with the agency's liability, property and workers' compensation programs.
	General Fund	Direct	$52,075	Charges for services provided by Finance and Public Affairs not included in the indirect pool.

From (Expenditures)	To (Resources)	Type	$ Amount	Purpose
Natural Areas Fund (continued)	General Fund (Planning Department)	Direct	$69,938	Charges for services provided by the Data Resource Center.
	General Fund (Regional Parks Department)	Direct	$6,500	Charges for services provided by Regional Parks department staff.
Rehabilitation and Enhancement Fund	Solid Waste Revenue Fund	Direct	$30,085	Charges for Solid Waste and Recycling department staff support to the various advisory committees.
Smith and Bybee Lakes Fund	General Fund (Regional Parks Department)	Direct	$119,980	Charges for Regional Parks department staff managing operations and providing education at Smith and Bybee Lakes.
Solid Waste Revenue Fund	General Fund	Indirect	$3,681,110	Charges for services provided, including but not limited to, accounting, human resources, legal, and information technology support. Also includes charges for office and shared space, such as conference rooms, as well as a share of the Chief Operating Officer and archives program.
	Risk Management Fund	Indirect	$197,798	Charges for insurance premiums, reserves and related costs associated with the agency's liability, property and workers' compensation programs.
	General Fund (Planning Department)	Direct	$393,840	Charges for services provided by the Data Resource Center and travel forecasting section of the Planning department. Includes a fee for maintaining databases.
	General Fund (Regional Parks Department)	Direct	$3,308	Charges for service incurred on behalf of and directly related to solid waste issues.
	General Fund	Direct	$340,909	Charges for services provided by Finance and Public Affairs not included in the indirect pool.
	Rehabilitation and Enhancement Fund	Resource	$444,971	Fee collected on each ton of solid waste dedicated to rehabilitation and enhancement of the areas affected by the solid waste facilities.
	Total Transfers		**$15,513,820**	

Metro

Excise tax

Chapter III Section 10 of the Metro Charter authorizes Metro to levy and collect taxes except as prohibited by law or restricted by the Charter. The Metro Code Chapter 7.01.020 imposes a tax on each user for the privilege of using the facilities, equipment, systems, functions, services or improvements owned, operated, franchised or provided by Metro. Certain exemptions to the tax are specified in Section 7.01.050 of the Code. The tax is not applied to the Portland Center for the Performing Arts under terms of the Consolidation Agreement with the City of Portland. The adopted budget reflects one new exemption: effective Sept. 1, 2008, Oregon Zoo operations will be exempt from excise tax.

The excise tax is Metro's primary General Fund revenue source. It supports the Council Office and transfers of indirect costs of associated central services. The tax also supports various planning and parks facility activities. The excise tax rate for FY 2008–09 will be 7.5 percent for all facilities subject to the excise tax with the exception of solid waste facilities.

Concurrent with the adoption of the FY 2000–01 budget, the Council adopted an ordinance to amend the excise tax. The change took effect Dec. 1, 2000. Almost 81 percent of all excise tax is generated on solid waste revenue. To increase revenue predictability, the Council changed the method by which the solid waste excise tax is calculated from a percentage of the tipping fee to a per ton fee. For budgeting purposes, the revenue raised increases at the same rate as the Consumer Price Index. The Council may exceed the Consumer Price Index limitation if additional resources are deemed necessary during the budget review and adoption process.

In addition to the base rate, Metro Code previously had additional dedicated per-ton provisions. Beginning in FY 2002–03, the Council implemented the addition of $1.00 per ton excise tax dedicated to the Regional Parks Department. The FY 2004–05 budget increased that amount to $2.50 a ton effective Sept. 1, 2004. In addition, $0.50 a ton was levied starting Sept. 1, 2004, to establish a Tourism Opportunity and Competitiveness Account in the General Fund contingency to provide assistance to Metropolitan Exposition Recreation Committee in marketing the Oregon Convention Center.

For the FY 2006–07, the dedications were removed from Metro code. The per-ton rate for FY 2008–09 is $8.97. The new rate included $5.63 per-ton base excise tax, and an inflation-adjusted "additional tax" of $3.34 per ton.

Excise tax generated by facility

	Adopted
Building Management	$ 56,058
Oregon Zoo	396,449
Solid Waste and Recycling	12,782,057
Planning	16,800
Oregon Convention Center	1,221,319
Portland Expo Center	444,063
Regional Parks and Greenspaces	190,163
TOTAL	**$15,106,909**

History of Excise tax collections

FY 2001–02 through FY 2008–09

Total Excise tax collected by facility

EXCISE TAX RATE: 7.50%*	Actual FY 2001-02	Actual FY 2002-03	Actual FY 2003-04	Actual FY 2004-05	Actual FY 2005-06	Actual FY 2006-07	Budgeted FY 2007-08	Budgeted FY 2008-09
Oregon Zoo**	$867,287	$861,896	$954,630	$978,285	$1,079,554	$1,168,953	$1,131,278	$396,449
Planning	12,100	12,843	13,111	14,532	16,719	15,909	16,800	16,800
Regional Parks and Greenspaces	168,739	185,352	189,266	178,956	188,388	195,284	184,736	190,163
Portland Expo Center	368,078	385,461	403,106	425,423	404,403	413,543	437,126	444,063
Building Management	9,244	10,569	27,044	42,758	51,195	53,344	43,683	56,058
Oregon Convention Center	545,333	751,099	1,064,350	1,143,791	996,113	1,183,805	1,084,166	1,221,319
Solid Waste - Metro Facilities	3,031,008	3,641,235	7,854,574	4,700,086	4,923,062	5,072,874	4,624,732	5,530,900
Solid Waste - Non-Metro Facilities	2,920,371	3,973,533	0	6,094,060	6,583,818	6,731,009	7,154,676	7,251,157
TOTAL EXCISE TAX EARNED	**$7,922,160**	**$9,821,988**	**$10,506,081**	**$13,577,891**	**$14,243,252**	**$14,834,721**	**$14,677,197**	**$15,106,909**

* In December 2000, the Council converted the excise tax levied on solid waste activities from 8.5% to a per ton rate. The per ton rate is set annually during the budget process. The FY 2008-09 proposed budget excise tax rate is $8.97 per ton.

** The budget assumes the Oregon Zoo Operations will be exempt from excise tax effective September 1, 2008.

Charter limitation on expenditures

In November 1992, the voters of the region approved a charter for Metro. Section 14 of the Charter places limitations on the expenditures of certain tax revenues as follows:

Section 14. Limitations on Expenditures of Certain Tax Revenues

1. Generally, except as provided in this section, for the first fiscal year after this charter takes effect Metro may make no more than $12,500,000 in expenditures on a cash basis from taxes imposed and received by Metro and interest and other earnings on those taxes. This expenditure limitation increases in each subsequent fiscal year by a percentage equal to (a) the rate of increase in the Consumer Price Index, All Items, for Portland-Vancouver (All Urban Consumers) as determined by the appropriate federal agency or (b) the most nearly equivalent index as determined by the council if the index described in (a) is discontinued.
2. Exclusions from limitation. This section does not apply to (a) taxes approved by the voters of Metro for the Metropolitan Service District and interest and other earnings on those taxes, (b) payroll taxes specified in section 11 of this charter, and (c) tax increment financing charges on property.

The following table reflects the dollar limitation on expenditures from these tax revenues for each fiscal year. The Consumer Price Index (CPI) is calculated using the latest calendar year-end data available at budget adoption time and comparing that with the prior year. Data is from the U.S. Department of Labor, Bureau of Labor Statistics.

The Consumer Price Index for All Urban Consumers (CPI-U), Portland-Salem CMSA now stands at 210.5 on the 1982–84=100 reference base.

Fiscal Year	CPI Prior Year End	% Change	Limit
1993–94	140.90	---	$12,500,000
1994–95	145.80	3.50%	12,938,000
1995–96	150.10	2.90	13,313,000
1996–97	153.90	2.50	13,646,000
1997–98	160.00	4.00	14,192,000
1998–99	165.50	3.40	14,675,000
1999–00	168.10	1.60	14,910,000
2000–01	174.40	3.70	15,462,000
2001–02	179.50	2.90	15,910,000
2002–03	183.60	2.30	16,276,000
2003–04	184.00	0.20	16,309,000
2004–05	186.50	1.40	16,537,000
2005–06	192.50	3.20	17,066,000
2006–07	197.50	2.60	17,510,000
2007–08	202.50	2.50	17,948,000
2008-09	210.50	4.00	18,666,000

Fringe benefit rate calculation

The base fringe rate calculation is split into two components: a fixed rate per FTE and a variable rate to be applied to estimated salaries and wages. The variable rate includes all portions of the fringe benefits that are calculated on a straight percentage of salaries/wages—Oregon Public Employees Retirement System (PERS), FICA, TriMet payroll tax and long-term disability. The fixed rate per FTE includes all other benefits—health and welfare (medical, dental, vision), life insurance, dependent life insurance, accidental death insurance, worker compensation tax, employee assistance program and TriMet passport program. All benefits are explained in detail below.

There is an additional variable rate fringe component called "PERS Bond Recovery." In FY 2005–06 Metro financed its unfunded liability with the PERS through the issuance of pension obligation bonds. Metro received a 4.04 percent reduction in its direct pension costs to PERS, substituting an annual debt service payment on the outstanding pension bonds. The funding to pay the debt costs will be recovered from departments in lieu of higher direct pension costs. The PERS Bond Recovery rate is applied against estimated salaries to recover the amount needed to fund the annual debt service payments. The rate will vary from year to year depending on the annual debt payments and the estimated salaries.

Some departments have temporary or seasonal employees who, while not eligible for full benefits, receive PERS benefits. Departments include in fringe benefits a calculation for these employees. There is a fixed component for all temporary and seasonal employees.

Explanation of individual benefits

FICA (Social Security tax): The total tax rate is 15.30 percent of salary with half paid by the employer and half paid by the employee. The employer-paid tax is included in the benefit rate calculation. The tax is divided into two components: Medicare at 1.45 percent of salary and Old Age, Survivor and Disability Insurance at 6.20 percent of salary.

TriMet Payroll Tax: Tax charged on all salaries and wages paid to TriMet, the local mass transit provider. The tax is calculated at 0.6718 percent of salary.

Long-Term Disability: Benefit paid to employees in the event of qualified non-work related injury or illness. Benefit is calculated at 0.55 percent of eligible salaries and wages.

Pension: Metro's pension is provided through Oregon Public Employee Retirement System (PERS). PERS contribution rates are divided into two components: employee contribution and employer contribution. For most pension eligible employees, Metro pays the employee contribution on behalf of the employee in lieu of a salary increase. One collective bargaining group opted to receive the salary increase and forgo the 6 percent employee pick-up. The employee contribution rate, known as the employee pick-up, is set at 6 percent and does not vary from year to year. The employer rate is subject to actuarial evaluation every two years and will vary based on the results. For FY 2008–09 Metro's average composite employer rate is estimated at 6 percent. Metro's functions employ a number of temporary, seasonal or event-related part-time employees. While these employees may not be benefit eligible under Metro regulations, they may be PERS eligible if they meet certain criteria.

PERS Bond Recovery Rate: Percent applied against pension eligible salaries to fund the annual debt service payments on the pension obligation bonds calculated at 3.2 percent.

Worker Compensation Tax: State tax calculated at $0.014 per hour worked.

Life Insurance: Benefit paid on behalf of all regular employees. Calculated at $0.14 per $1,000 of eligible salary up to a maximum of $50,000.

Accidental Death Insurance: Benefit paid on behalf of all regular employees. Calculated at $0.03 per $1,000 of eligible salary up to a maximum of $50,000.

Dependent Life Insurance: Benefit paid on behalf of all regular employees. Calculated at $0.35 per employee per month.

Employee Assistance Program: Benefit paid on behalf of all regular employees. Calculated at $1.78 per employee per month.

TriMet Passport Program: Benefit paid on behalf of all regular employees. Provides annual pass for use on mass transit system. Participating agencies must meet certain criteria for eligibility for the program. Annual pass costs are based on facility location, participation rates and access to mass transit. The Metropolitan Exposition Recreation Commission contracts with TriMet for a similar program at OCC.

Health and Welfare Program: Costs paid by Metro on behalf of the employee

for medical, dental and vision coverage. The Metro cost is subject to a monthly cap set by the Metro Council for non-represented employees and through collective bargaining for represented employees. Monthly premium costs above the cap are paid by the employee. The current monthly cap is $839.00 per employee per month.

The following table summarizes the fringe benefit rate components. Where applicable, fixed cost benefit calculations assume an average salary of $33,333 and 2088 hours worked per year.

Variable rate components

	Regular employees with pick-up	Regular employees without pick-up	Pension eligible temporary/ seasonal employees	Non-pension eligible temporary/ seasonal employees
FICA	7.65%	7.65%	7.65%	7.65%
TriMet Payroll Tax	0.67%	0.67%	0.67%	0.67%
Long Term Disability	0.55%	0.55%	0.00%	0.00%
Pension (PERS) Employee Pick-up	6.00%	0.00%	6.00%	0.00%
Pension (PERS)- Employer Rate	6.00%	6.00%	6.00%	0.00%
TOTAL VARIABLE RATE COMPONENT	**20.87%**	**14.87%**	**20.32%**	**8.32%**
PERS BOND RECOVERY RATE	**3.20%**	**3.20%**	**3.20%**	**0.00%**

Fixed rate components (annual cost), Regular employees by work site

	Metro Regional Center	Oregon Zoo	Solid Waste and Regional Parks off-site facilites	Metropolitan Exposition-Recreation Commission	Temporary/ seasonal
Worker Comp Tax	$29	$29	$29	$29	$29
Life Insurance	90	90	90	90	0
Accidental Death Insurance	18	18	18	18	0
Dependent Life Insurance	4	4	4	4	0
Employee Assistance	21	21	21	21	0
TriMet Passport	211	247	25	0	0
Health and Welfare	10,068	10,068	10,068	10,068	0
TOTAL FIXED RATE COMPONENT	**$10,441**	**$10,477**	**$10,255**	**$10,438**	**$29**

* MERC's TriMet Passport benefit includes only the Oregon Convention Center site. Costs are not included in the fringe benefit rate calculation but are paid separately through contract.

Note: Rates and costs shown above are used for purposes of calculating the annual budget. Actual expenses may vary based on final rates received from benefit vendors.

Metro

Cost allocation plan for federal grant purposes

	Planning	Solid Waste	Zoo Operations	General Fund	MERC Operations	Nature in Neighbor.	Regional Parks	Natural Areas Bond	TOTAL ALLOCATED COSTS	Direct Costs	Disallowed Costs	TOTAL COSTS
GENERAL FUND- ALLOCATION OF SPECIFIC COSTS												
Council Office												
Chief Operating Officer	$32,438	$73,460	$41,625	$34,157	$52,909	$0	$15,328	$5,105	$255,022	$0	$0	$255,022
Archives Program	24,475	16,580	3,158	11,843	5,527	0	7,895	12,632	82,111	0	0	82,111
Non-Dept Special Appropriations	10,051	29,007	14,133	3,680	20,018	927	3,470	1,734	83,021	0	0	83,021
Subtotal Specific Costs - General Fund	66,965	119,047	58,916	49,680	78,453	927	26,694	19,471	420,154	0	0	420,154
ALLOCATION OF POOLED COSTS	10,604	15,623	10,940	3,934	9,116	709	4,081	4,865	59,873	0	0	59,873
TOTAL GENERAL FUND TRANSFERS	**$77,569**	**$134,670**	**$69,857**	**$53,613**	**$87,570**	**$1,636**	**$30,775**	**$24,336**	**$480,027**	**$0**	**$0**	**$480,027**
SUPPORT SERVICES FUND- ALLOCATION OF SPECIFIC COSTS												
Finance & Administrative Services Department												
Accounting	$142,999	$412,675	$201,068	$52,349	$284,789	$13,195	$49,369	$24,669	$1,181,112	$0	$0	$1,181,112
Financial Planning	46,492	105,287	59,660	48,956	75,832	0	21,970	7,317	365,514	0	0	365,514
Office of the CFO	62,005	147,496	80,966	57,466	82,553	1,051	27,850	9,931	469,318	555,811	0	1,025,129
Office Services	78,930	39,061	23,340	38,589	1,624	4,491	20,415	11,692	218,142	0	35,535	253,677
Property Services	67,737	39,182	0	35,556	0	3,795	19,041	5,494	170,805	0	0	170,805
Contract Services	117,418	115,701	87,640	6,417	3,893	14,191	57,010	45,140	447,410	0	0	447,410
Sustainability	0	0	0	0	0	0	0	0	0	54,034	90,051	144,085
Information Technology	445,564	700,459	605,332	173,137	341,563	18,680	234,184	41,498	2,560,416	0	211,703	2,772,119
Human Resources	196,829	267,357	496,115	38,308	312,138	4,234	88,866	28,438	1,432,285	0	0	1,432,285
Office of Metro Attorney	375,440	375,440	110,925	68,262	196,253	0	59,729	605,824	1,791,872	0	0	1,791,872
Auditor's Office	72,556	209,386	102,019	26,561	144,498	6,695	25,049	12,517	599,282	0	0	599,282
Public Affairs												
Creative Services	96,988	76,569	0	61,255	0	51,046	51,046	0	336,904	84,426	53,813	475,143
SUBTOTAL- SUPPORT SERVICES FUND	$1,702,958	$2,488,612	$1,767,065	$606,855	$1,443,144	$117,378	$654,529	$792,518	$9,573,059	$694,271	$391,102	$10,658,432
ALLOCATION OF POOLED COSTS												
Support Services	$237,744	$350,272	$245,274	$88,189	$204,387	$15,891	$91,505	$109,070	$1,342,331	$0	$62,781	$1,405,112
Building Mgmt - Regional Center	81,554	120,155	84,137	30,252	70,112	5,451	31,389	37,415	460,466	0	183,050	643,516
Risk Mgmt - Liability/Property	6,599	9,723	6,808	2,448	5,673	441	2,540	3,028	37,260	0	0	37,260
Risk Mgmt - Workers' Comp	2,031	2,993	2,096	754	1,746	136	782	932	11,470	0	0	11,470
SUBTOTAL- SUPPORT SERVICES FUND	$327,928	$483,143	$338,315	$121,642	$281,919	$21,920	$126,216	$150,444	$1,851,526	$0	$245,831	$2,097,357
SUPPORT SERVICES FUND TRANSFER	**$2,030,886**	**$2,971,754**	**$2,105,380**	**$728,497**	**$1,725,063**	**$139,298**	**$780,745**	**$942,962**	**$11,424,585**	**$694,271**	**$636,933**	**$12,755,789**
BLDG MGMT TRANSFER - Regional Center	**$463,848**	**$273,346**	**$0**	**$300,305**	**$0**	**$23,551**	**$63,560**	**$30,593**	**$1,155,203**	**$0**	**$459,230**	**$1,614,433**
RISK MGMT TRANSFER - Liability/Property	**$32,672**	**$76,555**	**$159,984**	**$12,909**	**$429,822**	**$1,667**	**$64,741**	**$4,098**	**$782,448**	**$0**	**$0**	**$782,448**
RISK MGMT TRANSFER - Workers' Comp	**$18,148**	**$121,243**	**$286,408**	**$6,856**	**$152,939**	**$0**	**$62,936**	**$0**	**$648,530**	**$0**	**$0**	**$648,530**
TOTAL TRANSFERS	**$2,623,123**	**$3,577,568**	**$2,621,629**	**$1,102,180**	**$2,395,394**	**$166,152**	**$1,002,757**	**$1,001,990**	**$14,490,794**	**$694,271**	**$1,096,163**	**$16,281,228**
TOTAL DEPARTMENT DIRECT COSTS *(Total Personal Services)*	**$9,618,600**	**$10,376,717**	**$15,941,286**	**$3,213,984**	**$18,285,681**	**$482,084**	**$4,225,346**	**$1,455,719**	**$63,599,417**			
CENTRAL SERVICE COST RATE	**27.27%**	**34.48%**	**16.45%**	**34.29%**	**13.10%**	**34.47%**	**23.73%**	**68.83%**	**22.78%**			
DISALLOWED (not included in above)	**$326,922**	**$301,339**	**$107,052**	**$178,583**	**$30,169**	**$24,291**	**$97,388**	**$30,420**	**$1,096,163**			

Metro

Contracts

The following list contains all known, existing or anticipated contracts for FY 2008–09 with a total value of $50,000 or more. This list has been prepared in accordance with Metro Code Section 2.04.028:

2.04.028 Council Information Reports

(a) Prior to adoption of the annual budget, the Chief Operating Officer shall provide the Council with a list of proposed contracts and proposed applications of Metro for grant funding over $50,000 to be entered into or sought during the next fiscal year. Following the adoption of the annual budget, if the Chief Operating Officer proposes (1) to enter into a contract that will commit Metro to the expenditure of appropriations not provided for in the current fiscal year budget in an amount greater than $50,000 that the Council has not considered during the annual budget process; or (2) to seek any individual grant funding in an amount greater than $50,000 that the Council has not considered during the annual budget process, the Chief Operating Officer shall inform the Council President in writing of such contract or grant proposal.

The contracts are organized by department and/or division. All contracts have been classified into one or more of the following types:

Agreement: Non-standard agreement IGA: Intergovernmental agreement CONST: Construction PROC: Procurement PS: Personal Services

PUB: Public contract REV: Revenue

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
FINANCE AND ADMINISTRATIVE SERVICES- Financial Services						
928336	US Bank	Banking and Merchant Services	PS	12/01/07 – 11/30/10	65,000	10,000
927434	Seattle-Northwest Securities Corp.	Financial Advisory Services for Special Projects	PS	09/15/06 – 09/15/09	300,000	50,000
923102	Abitrage Compliance Specialists	Abitrage Calculations	PS	07/01/01 – 06/30/09	60,000	10,000
New	TriMet	Employee annual transit passes	PS	09/01/08 – 08/31/09	80,000	80,000
FINANCE AND ADMINISTRATIVE SERVICES- Property Services						
928221	State of Oregon Motor Pool	Fleet vehicles	IGA	07/01/07 – 06/30/09	120,000	45,000
New	To be determined	Parking structure waterproofing	PUB	07/01/08 – 06/30/09	100,000	100,000
New	Portland Habilitation Center	Janitorial services	PUB	07/01/08 – 06/30/11	576,000	192,000
New	Ikon Office Solutions	Copier maintenance print shop	PUB	04/01/08 – 04/01/11	120,000	40,000
926969	Ikon Office Solutions	Copier maintenance satellite	PUB	01/01/06 – 12/31/09	130,000	40,000
928012	Star Park	External parking garage operator	REV	07/01/07 – 06/30/10	1,290,000	430,000
926419	Joyful Noise	Operate Metro Kids daycare	REV	07/01/05 – 06/30/09 (amending for one year)	72,000	24,000
New	To be determined	Rebuild planters at Metro Regional Center	PUB	07/01/08 – 06/30/09	78,000	78,000
New	To be determined	Council/COO Building space remodel	PUB	07/01/08 – 06/30/09	120,000	120,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
FINANCE AND ADMINISTRATIVE SERVICES- Procurement Services						
925652	Domtar Paper Company, LLC	Recycled paper, Metro-wide	PUB	05/01/04 – 12/23/08	150,000	30,000
New	To be determined	Recycled Paper, Metro-wide	PUB	To be determined	150,000	
923464	Office Max	State of Oregon office supplies	PUB	10/01/01 – 03/31/09	650,000	75,000
925799	Reliant Elevator	Elevator maintenance at Oregon Zoo, Metro Regional Center, Portland Center for the Performing Arts, Portland Expo Center	PUB	06/01/04 – 06/30/08 (to be extended)	283,000	58,000
927766	DePaul Industries	Temporary staffing services	PS	10/01/07 – 09/30/10	100,000	25,000
New	Galt Foundation	Temporary staffing services	PS	10/01/07 – 09/30/10	50,000	
FINANCE AND ADMINISTRATIVE SERVICES- Risk Management						
927688	Beecher Carlson Insurance Company, LLC. (formerly JBL and K)	Property and casualty Agent of Record	PS	03/01/07 – 02/29/12	125,000	10,000
HUMAN RESOURCES- Recruitment and Retention						
926756	Oregonian	Employment advertising	PS	Annual	50,000	50,000
HUMAN RESOURCES- Benefits						
925950	Vanguard Group	Trust Services, 401K Plan	PS	07/01/04 – 06/30/14	260,000	26,000
INFORMATION TECHNOLOGY						
New	Microsoft	Enterprise licensing for server CALS, exchange, Office 2007 and OS.	MS	07/01/08 – 06/30/10	620,964	206,988
924071	Oracle	PeopleSoft maintenance agreement	MS	On-going	790,308	169,344
928612	Marquam Group	Exchange/Sharepoint implementation services	PS	07/01/08 – 10/31/08	-	50,000
New	To Be Determined	Contracted application development services	PS	07/01/08 – 06/30/10	600,000	200,000
METRO AUDITOR'S OFFICE						
927943	Moss Adams LLP	Financial audit services	PS	05/18/07 – 06/30/10	456,136	155,000
OFFICE OF METRO ATTORNEY- General						
New	To Be Determined	Bond Counsel	PS	07/01/08 – 06/30/11	100,000	25,000
New	Orrick, Herrington & Sutcliffe LLP	Tax Counsel	PS	04/01/08 – 08/31/08	100,000	100,000
925793	Miller Nash	401K Counsel	PS	06/01/04 – 06/30/09	50,000	10,000
OFFICE OF METRO ATTORNEY- Open Spaces and Natural Areas Acquisitions						
927719	Integra Realty Resources	Appraisal services	PS	03/15/07 – 03/14/12	100,000	150,000
927720	David Evans & Associates	Appraisal services	PS	03/15/07 – 03/14/12	100,000	
927721	Moscato, Ofner & Henningsen, Inc.	Appraisal services	PS	03/15/07 – 03/14/12	100,000	
927722	PGP Valuation, Inc.	Appraisal services	PS	03/15/07 – 03/14/12	100,000	
927723	Real Property Consultants, Inc.	Appraisal services	PS	03/15/07 – 03/14/12	100,000	
927724	Zell & Associates	Appraisal services	PS	03/15/07 – 03/14/12	100,000	
927725	Arvidson & Associates	Appraisal services	PS	03/15/07 – 03/14/12	100,000	
927726	RP Herman & Associates	Appraisal services	PS	03/15/07 – 03/14/12	100,000	
927727	Williams Associates	Appraisal services	PS	03/15/07 – 03/14/12	100,000	

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
OFFICE OF METRO ATTORNEY- Open Spaces and Natural Areas Acquisitions continued						
927729	Day Appraisal Company, Inc.	Appraisal services	PS	03/15/07 – 03/14/12	100,000	
927730	Real Estate Services Group, Inc.	Appraisal services	PS	03/15/07 – 03/14/12	100,000	
927732	RD Anderson & Associates	Appraisal services	PS	03/15/07 – 03/14/12	100,000	
927733	Northwest Forestry Services	Appraisal services	PS	03/15/07 – 03/14/12	100,000	
927746	First Real Estate Consulting	Appraisal services	PS	03/15/07 – 03/14/09	100,000	
921549	Miller Nash	Environmental regulations	PS	08/10/99 – 12/31/08	100,000	
927710	PBS Engineering & Environment	Environmental assessments	PS	03/15/07 – 03/14/12	100,000	
927711	Kleinfelder, Inc.	Environmental assessments	PS	03/15/07 – 03/14/12	100,000	
927712	Professional Services Industries	Environmental assessments	PS	03/15/07 – 03/14/12	100,000	
927713	Wohlers Environmental Services, Inc.	Environmental assessments	PS	03/15/07 – 03/14/12	100,000	
927714	Bergeson-Boese & Associates, Inc.	Environmental assessments	PS	03/15/07 – 03/14/12	100,000	200,000
927715	Assessment Associates, Inc.	Environmental assessments	PS	03/15/07 – 03/14/12	100,000	
927716	Hahn and Associates, Inc.	Environmental assessments	PS	03/15/07 – 03/14/12	100,000	
927717	EnviroLogic Resources, Inc.	Environmental assessments	PS	03/15/07 – 03/14/12	100,000	
927718	URS Corporation	Environmental assessments	PS	03/15/07 – 03/14/12	100,000	
927728	ERM-West, Inc.	Environmental assessments	PS	03/15/07 – 03/14/12	100,000	
922649	Stuntzner Engineering & Forestry	Surveyors	PS	01/01/01 – 06/30/09	50,000	
927734	Kurahashi & Associates, Inc.	Surveyors	PS	03/15/07 – 03/14/12	100,000	
927735	Olson Engineering, Inc.	Surveyors	PS	03/15/07 – 03/14/12	100,000	
927736	Kent W. Cox and Associates, Inc.	Surveyors	PS	03/15/07 – 03/14/12	100,000	
927737	W&H Pacific	Surveyors	PS	03/15/07 – 03/14/12	100,000	
927738	AKS Engineering & Forestry, LLC	Surveyors	PS	03/15/07 – 03/14/12	100,000	
927739	Westlake Consultants, Inc.	Surveyors	PS	03/15/07 – 03/14/12	100,000	100,000
927740	OTAK	Surveyors	PS	03/15/07 – 03/14/12	100,000	
927741	Alpha Community Development	Surveyors	PS	03/15/07 – 03/14/12	100,000	
927742	Compass Engineering	Surveyors	PS	03/15/07 – 03/14/12	100,000	
927743	Ferguson Land Surveying, Inc.	Surveyors	PS	03/15/07 – 03/14/12	100,000	
927781	WRG Design, Inc.	Surveyors	PS	03/15/07 – 03/14/12	100,000	
927783	Tom Nelson & Associates, LLC	Surveyors	PS	03/15/07 – 03/14/12	100,000	
OREGON ZOO- Capital						
920924	TriMet	Supplemental water system	IGA	09/18/98 – 09/17/18	65,000	0
921648	City of Portland	Project permit program	IGA	09/01/99 – 12/31/09	70,000	10,000
New	To be determined	Geotechnical Consultants/Exhibits	PS	07/01/08 – 06/30/10	200,000	100,000
New	To be determined	Structural Engineers/Exhibits	PS	07/01/08 – 06/30/10	200,000	100,000
928170	Billings Productions	Lease Agreement- Dinosaurs	PS	08/10/07 – 12/31/08	330,000	100,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
OREGON ZOO- Capital continued						
New	To be determined	General Contractor- Red Ape Reserve	PUB	05/01/08 – 12/31/08	2,000,000	2,000,000
New	To be determined	Mesh Installer- Red Ape Reserve	PS	05/01/08 – 12/31/08	500,000	500,000
New	To be determined	Rockwork Contractor- Red Ape Reserve	PS	05/01/08 – 12/31/08	200,000	200,000
928048	Peck, Smiley Ettlin	Architectural/Engineering Firm- Red Ape Reserve	PS	07/01/07 – 12/31/08	200,000	75,000
New	To be determined	Primates climbing structure	PUB	07/01/08 – 06/30/09	90,000	30,000
928041	Peck, Smiley Ettlin	Architects/Engineers - Predators of Serengeti	PS	07/01/08 – 06/30/10	350,000	150,000
New	To be determined	Engineering Firms- Predators of Serengeti	PS	07/01/08 – 06/30/10	300,000	100,000
New	To be determined	Geotechnical Investigation- Predators of Serengeti	PS	07/01/08 – 06/30/10	200,000	100,000
New	To be determined	General Contractor- Predators of Serengeti	PUB	05/01/08 – 06/30/10	4,000,000	2,500,000
928487	Oregon Earth Enterprises	General Contractor - Stormwater Improvements	PUB	03/10/08 – 10/31/08	149,254	125,000
OREGON ZOO- Animal management						
New	To be determined	Forage hay for elephants, hoofstock	PROC	07/01/08 – 06/30/09	75,000	75,000
New	To be determined	Animal feed for herbivore, omnivore, waterfowl, polar bear	PROC	07/01/08 – 06/30/09	100,000	100,000
New	To be determined	Feeder mice	PROC	07/01/08 – 06/30/09	100,000	75,000
New	To be determined	Food for marine mammals, including fish and shellfish	PROC	07/01/08 – 06/30/09	50,000	50,000
925145	Xanadu Seafoods, Inc.	Seafood for animals	PROC	07/15/03 – 07/14/08	90,000	25,000
925146	Atlantic Pacific Products, Inc.	Seafood for animals	PROC	07/15/03 – 07/14/08	200,000	75,000
New	To be determined- multiple	Seafood for animals	PROC	07/15/08 – 07/14/13	400,000	130,000
926857	Nelson's Wasp Control	Pest control	PUB	11/01/05 – 10/31/08	75,900	25,000
New	To be determined	Pest control	PUB	11/01/08 – 10/31/11	90,000	30,000
OREGON ZOO- Construction and maintenance						
925443	XO	Telecommunications services	PUB	12/01/03 – 11/30/09	300,000	150,000
New	Qwest	Telecommunications services	PUB	05/01/08 – 04/30/09	750,000	200,000
927464	Progressive Telephone	Telecommunications maintenance	PUB	09/20/06 – 09/19/09	85,000	25,000
New	To be determined	Telecommunications maintenance	PUB	09/20/08 – 09/19/09	100,000	75,000
927552	ESC Automation	Building Automation Zoo-wide	PUB	11/15/06 – 11/14/09	149,254	50,000
New	To Be Determined	Building Automation Zoo-wide	PUB	11/15/08 – 11/14/09	100,000	50,000
New	To be determined	General Contractor- Swamp and Rainforest Upgrade	PUB	07/01/08 – 06/30/09	100,000	100,000
New	To be determined	Replace Fire Alarm Systems	PUB	07/01/07 – 06/30/09	55,000	55,000
New	To be determined	Primate Power Distribution Change Out	PUB	07/01/07 – 06/30/09	60,000	60,000
New	To be determined	Upgrade Irrigation Control Systems	PUB	07/01/08 – 06/30/09	75,000	75,000
New	To be determined	Upgrades at FM Buildings	PUB	07/01/08 – 06/30/09	100,000	100,000
927244	Anderson Roofing	Roof replacements/repairs, various	PUB	06/01/06 – 05/31/09	82,975	40,000
New	To be determined	Roof replacements/repairs, various	PUB	06/01/09 – 05/31/11	200,000	100,000
928420	Cemrock	Rockwork as needed	PUB	01/25/08 – 12/31/08	95,000	50,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
OREGON ZOO- Construction and maintenance continued						
927554	Carrick Electric	Electrical Repairs as needed	PUB	11/15/06 – 11/14/08	120,000	25,000
New	To be determined	Electrical Repairs as needed	PUB	11/15/08 – 11/14/11	300,000	100,000
New	To be determined	Miscellaneous fencing repairs	PUB	05/10/08 – 05/09/11	200,000	50,000
New	To be determined	Miscellaneous asphalt repairs	PUB	07/01/08 – 06/30/11	150,000	50,000
New	To be determined	Miscellaneous concrete repairs	PUB	07/01/08 – 06/30/11	150,000	50,000
New	To be determined	Miscellaneous asphalt repairs	PUB	07/01/08 – 06/30/10	200,000	100,000
New	To be determined	Miscellaneous rockwork	PUB	07/01/08 – 06/30/10	200,000	100,000
OREGON ZOO- Marketing						
New	To be determined	Advertising Agency to produce and place print, radio and TV advertising	PS	07/01/08 – 06/30/13	1,500,000	300,000
927028	Bear Concerts LLC	Produce concerts for Zoo Concert Series	PS	01/15/06 – 01/11/11	3,500,000	700,000
925539	Unkeles Family	Warehouse lease	PUB	03/01/04 – 02/28/09	121,727	25,000
New	To be determined	Warehouse lease	PUB	03/01/09 – 02/28/14	150,000	5,000
OREGON ZOO- Guest services						
926132	Waste Management	Refuse hauling	PUB	11/01/04 – 10/31/09	350,000	115,000
928348	Waxie Sanitary Supply	Custodial supplies	PUB	01/01/08 – 07/30/10	450,000	150,000
New	To be determined	Provide food service coffee and espresso	PROC	05/01/08 – 04/30/13	500,000	125,000
926150	Columbia Distributing	Provide beer and remote beer system	PROC	11/01/04 – 10/31/09	350,000	100,000
926149	Mt. Hood Beverage	Provide beer and remote beer system	PROC	11/01/04 – 10/31/09	350,000	100,000
926152	Signature Wines, Inc.	Provide wine for concerts	PROC	11/01/04 – 10/31/09	250,000	75,000
926155	McClaskey Wine Distributors	Provide wine for concerts	PROC	11/01/04 – 10/31/09	250,000	75,000
926153	Yamhill Valley Vineyard	Provide wine for concerts	PROC	11/01/04 – 10/31/09	250,000	75,000
926154	Galaxy Wines	Provide wine for concerts	PROC	11/01/04 – 10/31/09	250,000	75,000
926158	The Merchant of Vino LLC	Provide wine for concerts	PROC	11/01/04 – 10/31/09	250,000	75,000
926151	Maletis Beverage Supply	Provide wine for concerts	PROC	11/01/04 – 10/31/09	250,000	75,000
926159	Willamette Valley Vineyards	Provide wine for concerts	PROC	11/01/04 – 10/31/09	250,000	75,000
928114	American Convenience Foods	Provide food service animal shaped french fries	PROC	07/01/07 – 06/30/10	150,000	50,000
924593	Roadrunner Home Bake Pizza	Provide food service pizza and frozen cookies	PROC	01/01/03 – 12/31/08	170,000	50,000
New	To be determined	Provide food service pizza and frozen cookies	PROC	01/01/09 – 12/31/13	250,000	50,000
921520	Dreyers Grand Ice Cream	Provide food service ice cream and frozen yogurt	PROC	08/04/99 – 08/03/08	150,000	30,000
New	To be determined	Provide food service ice cream and frozen yogurt	PROC	08/04/08 – 08/03/13	250,000	50,000
924638	Najdek Produce Co. Inc	Provide food service produce	PROC	01/01/03 – 12/31/08	1,500,000	300,000
924641	Graziano Foodservice	Provide food service produce	PROC	01/01/03 – 12/31/08	1,000,000	300,000
New	To be determined- multiple	Provide food service produce	PROC	01/01/09 – 12/31/13	3,000,000	300,000
New	To be determined	Provide food service concession items	PROC	07/01/08 – 06/30/11	100,000	30,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
OREGON ZOO- Guest services continued						
926333	United States Bakery	Provide food service bakery and specialty breads	PROC	03/01/05 – 02/28/10	150,000	50,000
928087	Beaverton Bakery	Provide food service bakery and specialty breads	PROC	07/01/07 – 06/30/10	300,000	100,000
926332	Columbia Empire Meat	Provide food service beef patties, hot dogs, and meat	PROC	03/01/05 – 02/28/10	550,000	100,000
928398	Ocean Beauty Seafood	Provide food service seafood	PROC	01/01/08 – 12/31/10	100,000	35,000
926397	Pacific Seafood	Provide food service seafood	PROC	01/01/08 – 12/31/10	100,000	35,000
926330	Food Services of America	Provide food service food for resale	PROC	03/01/05 – 02/28/10	500,000	150,000
926331	Sysco Foodservice	Provide food service food for resale	PROC	03/01/05 – 02/28/10	1,500,000	500,000
New	To be determined	Provide Snowcone syrup	PROC	07/01/08 – 06/30/10	100,000	40,000
926385	Desserts of Distinction	Provide desserts for resale	PROC	04/01/05 – 03/31/10	65,000	10,000
New	To be determined	Provide catering foods	PROC	07/01/08 – 06/30/11	75,000	25,000
928399	Peterson Company	Provide catering foods	PROC	01/01/08 – 12/31/10	50,000	10,000
New	To be determined	Provide candy for resale	PROC	07/01/08 – 06/30/11	75,000	20,000
924879	Sipper Products, Inc.	Beverage cart lease agreement	PROC	04/10/03 – 04/09/08	54,000	10,000
New	To be determined	Beverage cart lease agreement	PROC	04/10/08 – 04/09/13	100,000	20,000
927575	New Systems Laundry	Rental linen for catered events	PROC	12/01/06 – 11/30/09	200,000	75,000
927695	1st Student	Shuttle bus service	PUB	04/01/07 – 03/31/10	375,000	100,000
New	To be determined	Supply custom printed food service paper items	PROC	07/01/08 – 06/30/09	200,000	200,000
927162	McDonald Wholesale Company	Supply plain paper products for food service	PROC	05/15/06 – 05/14/09	175,000	50,000
New	To be determined	Supply plain paper products for food service	PROC	05/15/09 – 05/14/12	250,000	75,000
928169	Coca-Cola Bottling Co.	Supply food service soda	PROC	08/01/07 – 07/31/12	750,000	150,000
New	To be determined	Assorted contracts to supply merchandise for resale for food service	PROC	07/01/08 – 06/30/11	800,000	800,000
925420	C&S Fire Safe	Hood/vent service and fire suppression	PUB	12/01/03 – 11/30/08	54,000	5,000
New	To be determined	Hood/vent service and fire suppression	PUB	12/01/08 – 11/30/11	75,000	25,000
New	To be determined	Carpet cleaning services	PUB	08/01/08 – 07/31/11	60,000	20,000
927101	Iwerks Entertainment	Lease Agreement Simulation Theater	PUB	05/01/06 – 12/31/08	1,250,000	200,000
New	To be determined	Temporary Exhibit	PROC	07/01/08 – 06/30/10	300,000	200,000
New	To be determined	Temporary Exhibit, Animal Focus	PROC	07/01/08 – 06/30/10	300,000	200,000
925886	Peregrin Technologies Inc.	ATM Service	PUB	08/01/04 – 07/31/09	50,000	175,000
New	To be determined	ATM Service	PUB	08/01/09 – 07/31/12	75,000	25,000
New	To be determined	Provide printed zoo maps	PUB	02/01/08 – 01/31/11	75,000	25,000
New	To be determined	Provide zoo uniforms	PUB	06/01/08 – 05/31/11	150,000	50,000
New	To be determined	Point-of-sale ticketing system	PUB	07/01/08 – 06/30/11	300,000	100,000
925081	Aramark/Giacometti	Retail Operations Services	REV	08/15/03 – 08/14/08	2,825,000	500,000
New	To be determined	Retail Operations Services	REV	08/15/08 – 08/14/13	3,500,000	700,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
OREGON ZOO- Guest services continued						
New	To be determined	Staff uniforms	PROC	07/01/08 – 06/30/11	100,000	50,000
New	To be determined	Coffee and beverages	PROC	07/01/08 – 06/30/13	750,000	150,000
927977	Bureau of Land Mgmt	Urban Nature Overnights Program Grant	GRANT	07/01/05 – 09/30/10	200,000	40,000
928390	Oregon Dept. of State Lands	Silverspot Butterflies	GRANT	01/01/08 – 12/31/08	10,000	5,000
928192	Northwest Service Academy	LINKS AmeriCorps Program	GRANT	08/31/07 – 08/30/08	6,100	500
928092	US Forest Service	Urban Nature Overnights Program	GRANT	Annual – likely into future	16,000	16,000
928089	Bureau of Land Mgmt	Celebrating Wildflowers	GRANT	Annual – likely into future	5,000	5,000
928332	Washington Dept. of Fish and Wildlife	Mardon Skipper and Taylor's Checkerspot Butterflies	GRANT	05/15/06 – 07/31/08	31,300	28,000
928333	Washington Dept. of Fish and Wildlife	Mardon Skipper Captive Rearing	GRANT	05/01/07 – 07/31/08	8,150	8,150
928161	US Fish and Wildlife	Silverspot Butterflies	GRANT	08/08/07 – 06/30/12	28,000	28,000
New	Parks Canada	Butterflies	GRANT	Through 2008	12,000	12,000
New	Assoc. of Zoos & Aquariums	Butterflies	GRANT	CY 2008	13,722	13,722
PLANNING- Administration						
New	ODOT, PL/STP/Support	General Planning funds for transportation projects	IGA, REV	07/01/08 – 06/30/09	4,329,583	4,329,583
928094	ODOT, Sec. 5303	General Planning funds for transportation projects	IGA, REV	07/01/07 – 06/30/09	194,081	194,081
New	ODOT, Sec. 5303	General Planning funds for transportation projects	IGA, REV	07/01/08 – 06/30/10	410,673	410,673
New	TriMet	General Planning funds for transportation projects	IGA, REV	07/01/08 – 06/30/09	225,000	225,000
PLANNING- Regional Planning						
New	To be determined	Consultant services for Rural/Urban Reserves Technical Analysis	PS	07/01/08 – 06/30/09	201,500	201,500
928432	Kearns & West	Reserves Steering Committee Facilitator	PS	02/01/08 – 06/30/09	286,000	230,000
New	To be determined	Consultant services for Technical Assistance for Placemaking activities	PS	07/01/08 – 06/30/09	150,000	150,000
927567	Environmental Protection Agency	Brownfields cooperative agreement	GRANT, REV	10/01/06 – 12/31/08	200,000	80,000
New	Environmental Protection Agency	Brownfields cooperative agreement	GRANT, REV	10/01/08 – 10/31/11	200,000	20,000
927883	Ash Creek Associates	Consultant services for Brownfields technical assistance and environmental site Assessment and remediation plan services	PS	04/25/07 – 12/31/08	160,000	75,000
New	To be determined	Consultant services for Brownfields technical assistance and environmental site Assessment and remediation plan services	PS	10/01/08 – 10/31/11	179,815	20,000
926975	ECONorthwest	Regional Transportation Plan Update	PS	02/21/06 – 12/31/08	482,705	55,000
927902	City of Gresham	CET: Area 13	GRANT, EXP	05/02/07 – 06/30/12	90,000	90,000
927914	Washington County	CET: Area 67 (Cooper Mtn)	GRANT, EXP	05/02/07 – 06/30/12	191,700	191,700
927915	Multnomah County	CET: Area 93	GRANT, EXP	05/02/07 – 06/30/12	202,500	202,500
927907	City of Sherwood	CET: Quarry Area Portion	GRANT, EXP	05/02/07 – 06/30/12	208,440	208,440
927905	City of Oregon City	CET: South End	GRANT, EXP	05/02/07 – 06/30/12	292,500	292,500

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
PLANNING- Regional Planning Continued						
927911	City of Tualatin	CET: Tualatin (Areas 47/49)	GRANT, EXP	05/02/07 – 06/30/12	365,278	365,278
927916	City of Damascus	CET: Comp Plan	GRANT, EXP	05/02/07 – 06/30/12	524,724	524,724
927913	Washington County	CET: Areas 63/64 (Bull Mtn)	GRANT, EXP	05/02/07 – 06/30/12	670,500	268,200
928160	City of Portland	Aerial Consortium Photo Purchases	IGA, REV	06/01/07 – 05/31/12	75,000	15,000
927540	Washington County	CET: North Bethany	GRANT, EXP	10/26/06 – 09/15/08	1,170,000	234,000
PLANNING- Transportation implementation						
927453	Multnomah County	Sellwood Bridge project	IGA, REV	07/01/06 – 06/30/09	100,000	40,000
927469	Federal Transit Administration	Portland Streetcar Corridor	GRANT, REV	06/01/06 – 12/31/08	2,985,000	1,475,970
927475	City of Portland	Portland Streetcar Corridor Study	IGA	07/01/06 – 12/31/08	1,492,500	797,000
925507	Clackamas County	Sunrise corridor	IGA, REV	07/01/05 – 12/31/08	415,440	85,000
New	To be determined	Sunrise Parkway/Highway 212/Damascus	IGA, REV	07/01/08 – 12/31/09	94,000	94,000
New	TriMet	Milwaukie supplemental draft environmental impact statement (DEIS)	IGA, REV/EXP	06/01/08 – 09/30/11	850,000	850,000
928514	ODOT	Milwaukie supplemental DEIS	IGA, REV	07/01/08 – 09/30/11	300,000	300,000
927790	City of Portland	Milwaukie supplemental DEIS	IGA, REV	07/01/08 – 09/30/11	600,000	600,000
927696	City of Milwaukie	Milwaukie supplemental DEIS	IGA, REV	10/01/06 – 09/30/11	300,000	100,000
927937	Clackamas County	Milwaukie supplemental DEIS	IGA, REV	10/01/06 – 09/30/11	400,000	200,000
927868	TriMet	South Corridor: I-205 to Portland Mall	IGA, REV	07/01/06 – 06/30/12	100,000	1,500
New	TriMet	Milwaukie Light Rail Project FEIS	IGA, REV	07/01/08 – 06/30/09	2,000,000	2,000,000
New	To be determined	Milwaukie Light Rail FEIS - Environmental Consultant	PS	07/01/08 – 06/30/09	1,000,000	1,000,000
New	TriMet	Lake Oswego to Portland Transit Corridor DEIS	IGA, REV	01/01/09 – 06/30/10	500,000	250,000
New	City of Portland	Lake Oswego to Portland Transit Corridor DEIS	IGA, REV	01/01/09 – 06/30/10	500,000	250,000
New	City of Lake Oswego	Lake Oswego to Portland Transit Corridor DEIS	IGA, REV	01/01/09 – 06/30/10	500,000	250,000
New	To be determined	Lake Oswego to Portland Transit Corridor DEIS - Environmental Consultant	PS	01/01/09 – 06/30/10	950,000	475,000
New	To be determined	Lake Oswego to Portland Transit Corridor DEIS - Transportation Analysis Consultant	PS	01/01/09 – 06/30/10	300,000	150,000
New	To be determined	Lake Oswego to Portland Transit Corridor DEIS - Public Involvement Consultant	PS	01/01/09 – 06/30/10	350,000	175,000
New	To be determined	Lake Oswego to Portland Transit Corridor DEIS - Financial Analysis Consultant	PS	01/01/09 – 06/30/10	150,000	75,000
New	TriMet	Lake Oswego to Portland Transit Corridor DEIS	IGA	01/01/09 – 06/30/10	1,500,000	750,000
New	City of Portland	Lake Oswego to Portland Transit Corridor DEIS	IGA	01/01/09 – 06/30/10	150,000	75,000
New	City of Lake Oswego	Lake Oswego to Portland Transit Corridor DEIS	IGA	01/01/09 – 06/30/10	100,000	50,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
PLANNING- Transportation implementation continued						
New	ODOT	Lake Oswego to Portland Transit Corridor DEIS	IGA	01/01/09 – 06/30/10	100,000	50,000
New	To be determined	Transportation Analysis Support	PS	07/01/08 – 06/30/11	150,000	50,000
New	To be determined	Traffic Engineering Support	PS	07/01/08 – 06/30/11	150,000	50,000
New	To be determined	Conceptual Design Support	PS	07/01/08 – 06/30/11	150,000	50,000
New	To be determined	Financial Analysis Support	PS	07/01/08 – 06/30/11	150,000	50,000
New	To be determined	Public Involvement Support	PS	07/01/08 – 06/30/11	150,000	50,000
New	To be determined	Regional High Capacity Transit System Plan - Planning and Technical Services	PS	07/01/08 – 06/30/09	500,000	500,000
New	To be determined	Regional Transportation Plan Financing - Public Involvement	PS	06/01/08 – 06/30/09	215,000	210,000
New	WSDOT	Columbia River Crossing project	IGA, REV	11/01/07 – 01/31/09	552,160	552,160
928595	Federal Transit Administration	07 5339 - Travel Forecasting Model Improvements	GRANT, REV	07/01/07 – 06/30/08	100,000	100,000
926754	ODOT, Washington County	I-5/99W	IGA, REV	11/25/05 – 11/24/09	290,000	100,000
New	Federal Transit Administration	Regional Travel Options activities	GRANT, REV	10/01/06 – 06/30/10	1,580,915	1,580,915
New	Federal Transit Administration	Regional Travel Options activities	GRANT, REV	07/01/07 – 06/30/10	1,952,229	1,800,000
927702	City of Portland	SmartTrips Milwaukie	IGA	03/01/06 – 12/31/08	72,439	13,000
927880	Portland State University	Bicycle parking structure	IGA	03/01/06 – 07/31/09	55,722	55,722
927892	Westside Transportation Alliance	Employment Transportation Coordinator training course	PS	03/01/06 – 12/31/08	66,162	53,814
927952	Oregon Department of Energy	Business Energy Tax Credit/Telework promotion	PS	05/18/07 – 06/30/09	55,135	48,952
New	Oregon Department of Transportation	Mass marketing campaign	PS	12/01/07 – 12/31/09	1,102,700	1,000,000
New	Clark County, Washington	Vanpool program funding	IGA, REV	05/18/07 – 06/30/09	200,000	200,000
926509	PacWest	Marketing consultant, Regional Travel Options	PS	05/01/05 – 06/30/09	1,880,025	1,000,000
927380	VPSI	Vanpool vendor leases, Regional Travel Options	PS	07/01/06 – 06/30/09	130,000	140,000
927381	Enterprise Rent-A-Car	Vanpool vendor leases, Regional Travel Options	PS	07/01/06 – 06/30/09	130,000	130,000
927382	Flexcar	Vanpool vendor leases, Regional Travel Options	PS	07/01/06 – 06/30/09	130,000	93,710
New	To be determined	Contract(s) for Individualized Marketing Project (to be determined through the RTO solicitation process)	IGA	07/01/08 – 06/30/10	500,000	500,000
New	To be determined	Contracts/GRANTs to carry out Regional Travel Options strategic plan goals (to be determined through the RTO GRANT solicitation process)	PS/IGA	07/01/08 – 06/30/10	488,790	488,790
New	Portland State University	Conduct survey and measurement work related to RTO program	PS/IGA	07/01/08 – 06/30/10	70,000	70,000
PLANNING- Development program division						
921761	TriMet	Local program funds for Transit-Oriented Development activities	IGA, REV	10/22/99 – 12/31/11	26,846,000	5,850,670
New	To be determined	Purchase of the Crown Motel Transit-Oriented Development easement	Agreement	07/01/08 – 06/30/09	365,000	365,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
PLANNING- Development program division continued						
New	To be determined	Purchase of the Crossings I Urban Living Infrastructure Transit-Oriented Development easement	Agreement	07/01/08 – 06/30/09	40,000	40,000
New	To be determined	Purchase of Hillsboro Theatre-Café Transit-Oriented Development easement	Agreement	07/01/08 – 06/30/09	250,000	250,000
New	To be determined	Purchase of North Main Village Transit-Oriented Development easement	Agreement	07/01/08 – 06/30/09	80,000	80,000
New	To be determined	Purchase of Project X Transit-Oriented Development easement	Agreement	07/01/08 – 06/30/09	150,000	150,000
New	To be determined	Purchase of 400 Roberts Place Transit-Oriented Development easement	Agreement	07/01/08 – 06/30/09	265,000	265,000
New	To be determined	Purchase of Gresham Civic Plaza Transit-Oriented Development easement	Agreement	07/01/08 – 06/30/09	2,000,000	2,000,000
New	To be determined	Purchase of Killingsworth Transit-Oriented Development easement	Agreement	07/01/08 – 06/30/09	250,000	250,000
New	To be determined	Purchase of the Prescott Transit-Oriented Development easement	Agreement	07/01/08 – 06/30/09	300,000	300,000
New	To be determined	Purchase of Steed Creek Transit-Oriented Development easement	Agreement	07/01/08 – 06/30/09	300,000	300,000
New	To be determined	Hollywood Transit Center Plan	IGA	07/01/08 – 06/30/09	75,000	75,000
PLANNING- Research and modeling services: Data Resource Center						
New	To be determined	FY 2009 and FY 2010 Aerial photo contract	PS	07/01/08 – 06/30/10	421,000	211,000
New	To be determined	LiDAR Derivatives	PS	07/01/08 – 06/30/09	200,000	200,000
PLANNING- Transportation research and modeling services						
923485	USDOT, Sec. 5309 Transportation Analysis	Simulation System (TRANSIMS II)	IGA, REV	10/15/01 – 06/30/09	1,850,000	129,000
PUBLIC AFFAIRS AND GOVERNMENT RELATIONS						
928083	Mt. Hood Cable Regulatory Commission	Technological Improvements	GRANT	06/21/08 – 12/31/08	63,764	63,764
928475	ISITE Design	Web site design and development	PS	12/10/07 – 12/01/09	50,000	25,000
928369	Squishymedia	Web design and development	PS	12/10/07 – 12/01/09	50,000	25,000
928413	Thompson Typographics	design/production	PS	12/10/07 – 12/01/09	75,000	37,500
928365	Formations Inc	fabricate, design exhibits	PS	12/10/07 – 12/01/09	100,000	50,000
928377	Hot Pepper Inc	photography, consultation	PS	12/03/07 – 12/01/09	125,000	62,500
928352	Jeanne Galick	Design Services	PS	12/05/07 – 12/01/09	75,000	37,500
927649	Hot Pepper Inc	Web Design Services	PS	01/15/07 – 03/31/08	100,000	50,000
REGIONAL PARKS AND GREENSPACES- Science and Stewardship division						
Multiple	Ducks Unlimited	Killin Wetland, Gales Creek restoration projects	GRANT	11/08/02 – 11/07/32	56,586	0
926844	Clean Water Services	Gales Creek riparian enhancement	IGA, REV	10/21/05 – 10/20/15	140,000	23,000
925903	Port of Portland	Smith and Bybee Terminal 6 diesel spill	IGA, REV	07/01/04 – 10/20/15	113,740	20,000
928284	Aquatic Contracting	Woody debris installation at Smith Bybee	PS	10/15/07 – 12/31/10	68,500	50,000
926761	Natural Resources Conservation Services, Wildlife Habitat Incentives Program, Wetland Reserve Program	Multnomah Channel Basin restoration project	GRANT	09/15/05 – 09/30/10	150,000	150,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
REGIONAL PARKS AND GREENSPACES- Science and Stewardship division continued						
927546	Ducks Unlimited	Restoration Multnomah Channel Basin Project	PS	11/08/06 – 11/07/16	259,000	69,000
925141	U.S. Deparment of Agriculture Natural Resources Conservation Services	Gales Creek Wetland restoration	GRANT, REV	07/18/03 – 06/23/13	220,000	90,000
926472	Ashcreek Forest Management	Lovejoy restoration	PS	05/02/05 – 12/31/09	306,692	55,500
925499	U.S. Department of Agriculture Wetland Reserve Program	Lovejoy Restoration	GRANT, REV	06/24/03 – 06/23/13	220,000	220,000
928563	Oregon Watershed Enhancement Board	Sandy River wild and scenic	GRANT, REV	10/01/08 – 10/31/10	97,000	90,000
926657	City of Portland/Bureau of Environmental	Reforestation services	IGA	07/01/05 – 06/30/09	150,000	131,985
928586	U.S. Department of Agriculture Wetland	Tualatin River restoration (Munger phase I)	GRANT, REV	04/30/06 – 06/30/09	131,985	42,000
928574	Tualatin Soil & Water Conservation District - Veg Bacc	Tualatin River restoration	GRANT, REV	04/23/08 – 03/31/10	62,694	62,694
924520	Ducks Unlimited	Gotter Prairie Phase II restoration	PUB	11/08/02 – 11/07/32	50,000	50,000
924222	Oregon Divison of State Lands	Gotter Prairie Phase II restoration	GRANT, REV	04/30/06 – 06/30/08	92,897	92,897
927991	Tualatin Riverkeepers	Gotter Prairie Phase II restoration	PS	07/01/07 – 06/30/10	Donated	60,000 Value
928387	USDA Wetland Rererve Program	Gotter South	GRANT, REV	01/01/08 – 12/31/08	94,850	75,000
New	To be determined	Herbicide application	PUB	07/01/07 – 06/30/09	200,000	26,000
927866	Oregon Watershed Enhancement Board/U.S.	Canemah Bluff restoration	GRANT, REV	09/01/06 – 01/31/09	52,550	50,000
928180	R Franco Restoration	Manual Vegetation Maintenance	PUB	09/01/07 – 06/30/09	250,000	150,000
New	USDA- NRCS	Forest Grove Floodplain restoration	GRANT, REV	05/01/08 – 12/31/11	104,000	80,000
New	Miscellaneous	Native Bareroot plants for projects	G & S	07/01/08 – 06/30/09	80,000	80,000
928179	MQ Franco Reforestation	Manual Vegetation Maintenance	PUB	09/01/07 – 06/30/09	100,000	15,000
928571	RJ Consulting	Mechanical Mowing	PUB	04/01/08 – 12/31/08	50,000	30,000
928154	RJ Consulting	Mechanical Vegetation Maintenance	PUB	08/01/07 – 12/31/09	175,000	50,000
924521	Ducks Unlimited	Coffee Lake Restoration	PUB	11/08/02 – 11/07/32	163,224	163,224
928217	R Franco Restoration	Planting services	PUB	09/15/07 – 06/30/09	200,000	60,000
923895	Ducks Unlimited	Smith and Bybee Restoration	PUB	12/01/00 – 11/31/30	97,603	97,603
924508	US Army Corp of Engineers	Jones v. Thorne Settlement (Port of Portland)	IGA, REV	07/01/03 – 06/30/15	285,000	15,000
924496	National Fish and Wildlife Foundation	Wild Heritage Fund	GRANT	10/30/02 – 10/29/08	400,000	200,000
928461	National Fish and Wildlife Foundation	Graham Oaks Restoration	GRANT, REV	10/01/07 – 09/30/08	110,000	10,000
REGIONAL PARKS AND GREENSPACES- Parks and natural areas						
903766	Glisan Street Recreation	Maintenance around perimeter of Glendoveer Golf Course	PS	07/01/03 – 06/30/12	273,000	20,000
903768	Glisan Street Recreation Inc	Operations and improvements of Glendoveer Golf Course	PS	07/17/06 – 12/31/12	273,000	20,000
924525	Oregon Wilbert Vault Company	Grave opening and closing services	PUB	12/01/02 – 11/30/08	540,112	95,000
926529	City of Fairview	Police services: Chinook Landing and Blue Lake Park	IGA	07/01/05 – 06/30/08	150,000	25,000
925757	Willy Make It	Portable restrooms rental and services	PUB	07/01/04 – 06/30/08	54,394	15,000
926495	River Trails	Boat rental concession at Blue Lake	PS, REV	04/01/05 – 04/30/09	60,000	20,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
REGIONAL PARKS AND GREENSPACES- Parks and natural areas continued						
925887	Eastside Jewish Community of Portland	Grave Sales from Metro to Eastside Jewish Community of Portland	PS, REV	07/08/04 – 07/07/14	384,000	75,000
927444	3D Electrical	On call Electrical Services	PUB	09/08/06 – 09/07/09	60,000	10,000
New	To Be determined	Hazardous materials building - Blue Lake Park	PUB	07/01/08 – 06/30/09	50,000	50,000
New	To Be determined	Grave opening & closing services	PUB	12/01/08 – 11/30/09	550,000	95,000
REGIONAL PARKS AND GREENSPACES- Parks capital fund						
928183	Oregon State Marine Board	M. James Gleason Boat Ramp attenuator grant	GRANT, REV	08/22/07 – 06/20/09	1,170,800	1,170,800
New	Oregon State Marine Board	M. James Gleason Boat Ramp construction grant	GRANT, REV	07/01/08 – 06/30/09	600,000	600,000
927823	Oregon State Marine Board	M. James Gleason Boat Ramp project	GRANT, REV	03/17/07 – 12/01/08	90,000	40,000
927789	KPFF	M. James Gleason design and engineering Phase II	PS	03/07/07 – 03/31/09	196,584	80,000
New	To be determined	M. James Gleason Boat Ramp construction	CONST	07/01/08 – 06/30/09	2,150,000	2,150,000
New	To be determined	Howell Territorial Park renewal and replacement: barn bathroom and kitchen	CONST	05/01/08 – 06/30/09	95,000	85,000
New	To be determined	Blue Lake Park Nature and Golf Learning Center design and engineering	PS	07/01/07 – 03/31/09	808,000	808,000
928105	Environment and Turf Services	Blue Lake Park Nature and Golf Learning Center environmental risk assessment	PS	07/23/07 – 07/01/08	50,300	1,500
928312	OB Sports	Blue Lake Park Nature and Golf Learning Center operations and management plan	PS	07/01/07 – 07/31/08	50,000	27,000
New	To Be Determined	Blue Lake Park Nature and Golf Learning Center Operation and Management consulting	PS	10/01/08 – 06/30/09	50,000	50,000
New	To be determined	Blue Lake solar mixing device for water quality	PS	07/01/08 – 06/30/09	75,000	75,000
927647	Formations Inc.	Signage design project	PS	12/05/06 – 06/30/09	88,872	39,000
REGIONAL PARKS AND GREENSPACES- Regional system and facility planning						
New	To be determined	Westside Trail Master Plan	PS	07/01/06 – 06/30/08	50,000	50,000
New	Federal Highway Administration	Westside Trail/Metropolitan Transportation Improvement Program (MTIP) Grant	GRANT/REV	01/01/09 – 06/30/10	300,000	300,000
New	Federal Highway Administration	Lake Oswego to Milwaukie bike-pedestrian bridge/MTIP grant	GRANT/REV	07/01/08 – 06/30/09	100,000	100,000
New	Regional Trails Congressional earmark	Gresham/Fairview Trail, Trolley Trail, Sellwood Gap	GRANT/REV	06/30/07 – 06/30/10	5,000,000	0
New	To be determined	Tonquin Trail Master Plan	PS	07/01/08 – 06/30/09	208,157	208,157
New	To be determined	Lake Oswego to Milwaukie bike & pedestrian bridge study	PS	07/01/08 – 06/30/09	100,000	100,000
New	To be determined	Mt. Scott Scouters / Mountain Master Plan	PS	06/30/07 – 06/30/09	100,000	50,000
New	Federal Highway Administration	US DOT Metropolitan Transportation Improvement Program - Tonquin Trail	GRANT, REV	07/01/06 – 06/30/09	188,000	188,000
New	To be determined	Trail Planning Services	PS	07/01/08 – 06/30/13	100,000	40,000
New	Oregon Parks and Recreation Department	Graham Oaks Natural Area Construction	GRANT, REV	06/01/09 – 07/31/10	750,000	0
927559	ExcelTech Inc	Smith and Bybee Bridge feasibility	PS	11/20/06 – 10/31/08	50,415	15,000
New	Oregon Department of Transportation	Smith and Bybee Trail D&E and Construction	GRANT	05/01/08 – 04/30/12	1,400,000	85,205
New	To be determined	Design and engineering Smith and Bybee Trail	PS	07/01/08 – 06/30/09	85,205	
New	To be determined	Construction Smith and Bybee Trail	CONST	05/31/08 – 06/30/10	1,300,000	10,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
REGIONAL PARKS AND GREENSPACES- Community outreach: Nature in Neighborhoods						
New	To be determined, multiple	Various Nature in Neighborhood Year 3 grant awards	GRANT, PS	07/01/08 – 06/30/11	250,000	65,500
927570	Oregon Department of Environmental Quality	Water Quality Investment in the Greater Portland Area	GRANT, REV	11/30/07 – 11/30/09	90,000	40,000
928060	The Nature Conservancy	NIN Grant	GRANT, PS	06/28/07 – 06/30/10	60,000	40,000
927210	Clackamas River Basin Council	Nature in Neighborhoods Grant	GRANT, PS	07/01/06 – 06/30/09	72,854	52,000
REGIONAL PARKS AND GREENSPACES- Community outreach: Natural Areas program						
927676	JD Walsh & Associates	Landscape architecture services	PS	02/13/07 – 02/12/12	100,000	20,000
927677	Dean Apostal	Landscape architecture services	PS	02/13/07 – 02/12/12	100,000	20,000
927678	Walker Macy	Land-use planning services	PS	02/13/07 – 02/12/12	100,000	20,000
927679	Mayer Reed	Landscape architecture services	PS	02/13/07 – 02/12/12	100,000	20,000
927680	W&H Pacific	Land-use planning and landscape architecture service	PS	02/13/07 – 02/12/12	100,000	20,000
927681	Alta Planning & Design	Landscape architecture services	PS	02/13/07 – 02/12/12	100,000	20,000
927682	Vigil Agrimis	Landscape architecture services	PS	02/13/07 – 02/12/12	100,000	20,000
927683	Greenworks PC	Landscape architecture services	PS	02/13/07 – 02/12/12	100,000	20,000
927684	Lango Hansen Landscape Architects	Landscape architecture services	PS	02/13/07 – 02/12/12	100,000	20,000
927686	NW Woodland Services	Landscape architecture services	PS	02/13/07 – 02/12/12	100,000	20,000
927687	Parati	Land-use planning services	PS	02/13/07 – 02/12/12	100,000	20,000
927688	Winterbrook Planning	Land-use planning services	PS	02/13/07 – 02/12/12	100,000	20,000
927689	The Bookin Group, LLC	Land-use planning services	PS	02/13/07 – 02/12/12	100,000	20,000
927690	Angelo Planning Group	Landscape architecture services	PS	02/13/07 – 02/12/12	100,000	20,000
927691	WRG Design	Landscape architecture services	PS	02/13/07 – 02/12/12	100,000	20,000
927693	Adolfson & Associates	Land-use planning services	PS	02/13/07 – 02/12/12	100,000	20,000
927700	Vigil Agrimis	Cooper Mountain facility design, engineering, land-use	PS	02/12/07 – 04/30/09	375,000	218,237
927951	Oregon Parks and Recreation	Cooper Mountain facility grant	REV/GRANT	04/01/07 – 08/31/09	500,000	500,000
New	To be determined	Cooper Mountain facility construction services phase I	CONST	03/31/08 – 03/30/09	1,300,000	750,000
New	To be determined	Cooper Mountain facility construction services phase II	CONST	03/31/08 – 03/30/09	1,000,000	500,000
928315	Greenworks	Graham Oaks design and engineering, land-use	PS	11/09/07 – 10/31/09	263,507	219,000
New	To be determined	Graham Oaks construction	CONST	05/31/08 – 10/31/09	1,300,000	1,300,000
New	Oregon Parks & Recreation	Graham Oaks Facility Grant	REV/GRANT	04/01/09 – 10/31/09	500,000	500,000
New	To be determined, multiple	Nature in Neighborhoods capital grants	PS/IGA	TBD	2,250,000	2,250,000
927829	Clackmas County	Local Share	IGA	04/01/07 – 06/30/27	1,937,528	193,753
927828	City of Beaverton	Local Share	IGA	04/01/07 – 06/30/27	2,616,143	261,610
927830	City of Cornelius	Local Share	IGA	04/01/07 – 06/30/27	319,553	31,955
927831	City of Damascus	Local Share	IGA	04/01/07 – 06/30/27	724,997	72,500
927833	City of Fairview	Local Share	IGA	04/01/07 – 06/30/27	460,730	46,073
927834	City of Forest Grove	Local Share	IGA	04/01/07 – 06/30/27	604,474	60,447

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
REGIONAL PARKS AND GREENSPACES- Community outreach: Natural Areas program continued						
927835	City of Gladstone	Local Share	IGA	04/01/07 – 06/30/27	387,716	38,772
927836	City of Gresham	Local Share	IGA	04/01/07 – 06/30/27	2,607,304	260,730
927837	City of Happy Valley	Local Share	IGA	04/01/07 – 06/30/27	482,280	48,228
927838	City of Hillsboro	Local Share	IGA	04/01/07 – 06/30/27	2,516,751	251,675
927840	City of King City	Local Share	IGA	04/01/07 – 06/30/27	66,114	6,611
927841	City of Lake Oswego	Local Share	IGA	04/01/07 – 06/30/27	1,222,510	122,251
927842	City of Milwaukie	Local Share	IGA	04/01/07 – 06/30/27	657,751	65,775
927843	North Clackamas Park District	Local Share	IGA	04/01/07 – 06/30/27	2,406,149	240,615
927844	City of Oregon City	Local Share	IGA	04/01/07 – 06/30/27	988,728	98,873
927845	City of Portland	Local Share	IGA	04/01/07 – 06/30/27	15,267,410	1,526,741
927847	City of Sherwood	Local Share	IGA	04/01/07 – 06/30/27	446,744	44,674
927848	Tualatin Hills Park and Recreation	Local Share	IGA	04/01/07 – 06/30/27	4,089,265	408,927
927849	City of Tigard	Local Share	IGA	04/01/07 – 06/30/27	1,405,716	140,572
927850	City of Troutdale	Local Share	IGA	04/01/07 – 06/30/27	591,096	59,110
927851	City of Tualatin	Local Share	IGA	04/01/07 – 06/30/27	786,506	78,651
927852	Washington County	Local Share	IGA	04/01/07 – 06/30/27	1,368,251	136,825
927853	City of West Linn	Local Share	IGA	04/01/07 – 06/30/27	872,098	87,210
927854	City of Wilsonville	Local Share	IGA	04/01/07 – 06/30/27	806,521	80,652
927855	City of Wood Village	Local Share	IGA	04/01/07 – 06/30/27	293,118	29,312
SOLID WASTE AND RECYCLING- Office of the director: Operating account						
New	SOLV	SOLV–IT Event	PS	07/01/08 – 06/30/09	71,000	71,000
SOLID WASTE AND RECYCLING- Office of the director: Rehabilitation and enhancement						
901195	City of Forest Grove	Pass-through host fees	IGA	01/01/89 – open	1,467,241	82,192
927565	City of Oregon City	Pass-through host fees	IGA	01/01/07 – 12/31/11	708,067	145,778
New	To be determined, multiple	Enhancement Grants awarded by North Portland Enhancement Committee	PS	07/01/08 – 06/30/09	60,000	60,000
New	To be determined, multiple	Enhancement Grants Awarded by Metro Central Enhancement Committee	PS	01/01/09 – 12/30/09	237,100	87,100
SOLID WASTE AND RECYCLING- Regulatory affairs: Operating account						
New	Multnomah County Sheriff	Cleanup of illegal dumpsites	IGA	07/01/08 – 06/30/09	230,000	230,000
New	Multnomah County Sheriff	Solid Waste Investigations	IGA	07/01/08 – 06/30/09	112,000	112,000
New	Tigard Police Department	Solid Waste Investigations	IGA	07/01/08 – 06/30/09	216,000	216,000
SOLID WASTE AND RECYCLING- Engineering and environmental services: Operating account						
900607	Oregon Waste Systems, Inc.	Waste disposal services	PUB	04/11/88 – 12/31/14	627,924,451	11,003,025
900848	CSU Transport, Inc.	Waste transport services	PUB	03/27/89 – 12/31/09	276,700,425	8,451,388

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
SOLID WASTE AND RECYCLING- Engineering and environmental services: Operating account continued						
New	To be determined	Waste transport services	PUB	08/01/08 – 12/31/19	190,000,000	0
926140	Cedar Grove Compost, Inc.	Transport, process and compost organic waste	PUB	01/01/05 – 12/31/09	6,342,553	522,600
901368	Marion County	Transport and disposal at waste-to-energy facility	IGA	02/23/90 – 12/31/09	3,110,000	195,000
926063	BFI Waste Systems/North America, Inc.	Transfer operations	PUB	04/01/05 – 05/31/10	37,959,653	8,031,040
924708	Devin Oil Co.	Supply diesel fuel, tax-exempt	PUB	02/23/03 – 12/31/09	16,172,500	3,223,514
926991	CyberSource Corp.	Credit card transactions	PUB	02/13/06 – 02/12/09	55,900	12,800
New	To be determined	Credit card transactions	PUB	02/13/09 – 06/30/11	52,000	6,400
927919	Norseman Plastics Limited	Home composting bins for resale	PUB	05/03/07 – 09/30/08	84,930	15,000
New	To be determined	Home composting bins for resale	PUB	10/01/08 – 09/30/10	100,000	35,000
New	City of Oregon City	Training and equipment for emergency response	IGA	01/01/08 – 12/31/13	60,000	12,000
925538	Oregon Park Development, LLC	Warehouse rental for latex paint	PUB	03/01/04 – 02/28/11	769,260	104,030
927514	TPR Industrial, Inc.	Supply disposable protective gear	PROC	11/01/06 – 10/31/08	377,342	62,890
New	To be determined	Supply disposable protective gear	PROC	11/01/08 – 10/31/10	452,810	150,936
927580	CH2M Hill	Waste transport consulting services	PS	11/29/06 – 12/31/08	149,000	5,000
New	To be determined	HVAC maintenance repair	PUB	01/01/09 – 12/31/11	53,000	13,250
927255	Walter E. Nelson	Supply absorbent	PROC	08/01/06 – 07/31/08	73,555	3,065
New	To be determined	Supply absorbent	PROC	08/01/08 – 07/31/10	73,555	33,715
924857	TestAmerica	Laboratory services, environmental monitoring	PS	04/23/03 – 04/19/09	385,920	75,000
926710	Philip Services Corp.	Hazardous waste disposal	PUB	09/01/05 – 08/31/08	766,070	63,839
New	To be determined	Hazardous waste disposal	PUB	09/01/08 – 08/31/10	766,070	319,196
928264	Chemical Distributors Inc.	Supply plastic pails for latex paint	PROC	10/15/07 – 10/14/09	171,975	85,988
926871	A-1 Scale Sales	Truck and axle scale maintenance at transfer stations	PUB	12/01/05 – 01/31/09	51,900	7,500
New	To be determined	Truck and axle scale maintenance at transfer stations	PUB	02/01/09 – 01/31/11	55,000	8,500
928212	Burlington Environmental	Wastewater disposal	PUB	10/01/07 – 09/30/08	89,700	22,425
New	To be determined	Wastewater disposal	PUB	10/01/08 – 09/30/09	89,700	67,275
928086	Multnomah County	Litter collection for Metro Central Station Area	IGA	07/01/07 – 06/30/09	75,000	37,500
New	Clackamas County	Litter collection for Metro South Station Area	IGA	07/01/08 – 06/30/10	75,000	37,500
New	Information Systems, Inc.	Consulting services for WeighMaster System	PS	07/01/08 – 06/30/12	120,000	40,000
New	To be determined	Landscape services for transfer stations	PS	05/01/09 – 04/30/11	59,000	29,000
928532	Troy Chemical	Supply Latex Paint Preservative	PUB	04/15/08 – 06/30/09	65,349	58,088
928581	Seattle Barrel Company	Supply steel drums	PROC	06/01/08 – 05/31/10	388,550	194,275
New	Mt. Hood Community College	College internship program	IGA	07/01/08 – 06/30/09	99,840	99,840
New	DePaul Industries	Latex paint processing support	PS	07/01/08 – 06/30/09	393,760	393,760
New	To be determined	Diesel filter project implementation assistance	PS	07/01/08 – 06/30/09	100,000	100,000
New	To be determined	Transfer Station RFP consulting services	PS	02/01/09 – 03/01/10	50,000	25,000
927459	Emissions Advantage LLC	Evaluate Emission Reduction	PUB	09/20/06 – 12/31/08	62,372	14,348

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
SOLID WASTE AND RECYCLING- Engineering and environmental services: General account						
New	To be determined	Metro South - Wood processing capacity study	PS	07/01/08 – 06/30/11	858,000	60,000
New	To be determined	Metro Central - Seismic cleanup	CONST	07/01/08 – 06/30/11	175,000	75,000
New	To be determined	Metro Central - Locker Room remodel	CONST	07/01/08 – 06/30/10	165,000	165,000
New	To be determined	Metro Central - Rainwater Harvesting	CONST	07/01/08 – 06/30/11	310,000	150,000
New	To be determined	Metro South - Wood staging structure	CONST	07/01/08 – 06/30/11	650,000	80,000
SOLID WASTE AND RECYCLING- Engineering and environmental services: Closure account						
905719	Portland LFG Joint Venture	Sale of landfill gas	PUB, REV	05/01/97 – 04/30/12	1,406,637	40,000
New	To be determined	Landfill bridge repairs	CONST	07/01/08 – 06/30/10	150,000	120,000
904902	State of Oregon	Site response program	IGA	03/15/96 – 06/30/10	165,000	30,000
926565	CH2M Hill	Perform remedial investigation, including site characterization, review of monitoring results, modeling and risk assessment, and a study of feasible options for remediation	PS	06/22/05 – 09/10/09	1,200,000	275,000
New	To be determined	Perimeter dike stabilization and seepage control engineering	PS	07/01/08 – 06/30/09	100,000	100,000
New	To be determined	Perimeter dike stabilization and seepage control	CONST	07/01/08 – 06/30/09	812,000	200,000
SOLID WASTE AND RECYCLING- Engineering and environmental services: Renewal and replacement account						
New	To be determined	Metro Central - Compactor refurbishment #3	CONST	05/01/08 – 06/30/10	900,000	600,000
New	To be determined	Unanticipated extraordinary repair/replacement of capital assets	PUB	07/01/08 – 06/30/09	100,000	100,000
New	To be determined	Metro Central - Transport trailer scale replacement	CONST	07/01/08 – 06/30/09	190,000	190,000
New	To be determined	Metro Central - Scalehouse "A" outbound scale replacement	CONST	07/01/08 – 06/30/09	90,000	90,000
New	To be determined	Metro Central - HHW ventilation system replacement	CONST	07/01/08 – 06/30/10	140,000	140,000
New	To be determined	Metro South - Outdoor / site lighting	CONST	07/01/08 – 06/30/09	75,000	75,000
928449	SSI Shredding Systems Inc	Metro Central - Refurbishment Compactor #1	CONST	03/01/08 – 02/01/09	380,445	100,000
928547	Suh's Equipment	Metro South HHW - HVAC Chiller Replacement	CONST	04/14/08 – 12/31/08	58,891	58,891
928620	URS	Consulting services for renewal and replacement account study	PSA	06/30/08 – 06/30/09	62,280	62,280
SOLID WASTE AND RECYCLING- Waste reduction and outreach: Operating account						
New	To be determined	Organics Recovery Support	PS	07/01/08-06/30/09	100,000	100,000
928266	Clear Channel	Billboard space	PUB	01/01/08 – 12/31/10	217,000	71,000
927631	Glen Andresen	Natural gardening education	PS	02/01/07 – 01/31/09	60,000	15,000
927581	Thinking People's Theater	Education assembly program	PS	12/01/06 – 06/30/09	72,000	23,000
928516	Salesforce.com Inc.	Recycle At Work Data Application Maintenance	PS	04/14/08 – 06/30/12	184,500	36,900
928382	Portland State University (CES)	Residential Outreach	IGA	07/01/07 – 12/31/08	150,000	74,000
New	To be determined	Residential Outreach	IGA or PS	01/01/09 – 06/30/09	150,000	150,000
New	To be determined	Education theater	PS	07/01/08 – 06/30/09	89,000	37,000
New	To be determined	Natural gardening education	PS	02/01/09 – 01/31/11	60,000	15,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2008-09 amount
SOLID WASTE AND RECYCLING- Waste reduction and outreach: Operating account continued						
New	To be determined	Business outreach campaign	PS	05/01/08 – 04/30/09	270,000	200,000
New	To be determined	Business waste sampling	PS	07/01/08 – 06/30/09	60,000	60,000
New	To be determined, multiple	Business tools and resources	PS	07/01/08 – 06/30/09	55,500	55,500
New	To be determined	Measurement materials recovery facilities sampling	PS	07/01/08 – 06/30/09	55,000	55,000
New	To be determined	Multi-family outreach campaign	PS	07/01/08 – 06/30/09	75,000	75,000
New	To be determined	Construction/demolition salvage and recycling education project	PS	07/01/08 – 06/30/09	60,000	60,000
New	To be determined, multiple	Local government waste reduction program implementation	IGA	07/01/08 – 06/30/09	695,851	695,851
New	To be determined	Local government Recycle-at-Work technical assistance	IGA	07/01/08 – 06/30/09	1,000,000	1,000,000
New	To be determined, multiple	Product stewardship initiatives	PS	07/01/08 – 06/30/09	50,000	50,000
New	To be determined	Organics: collection program development	GRANT	07/01/08 – 06/30/09	120,000	120,000
New	To be determined, multiple	Special projects	GRANT	07/01/08 – 06/30/09	75,000	75,000
New	City of Portland	Regional Green Development Resource Center	IGA	07/01/08 – 06/30/09	70,000	70,000
New	Oregon Dept. Environmental Quality	Waste Characterization Study	IGA	07/01/08 – 06/30/09	75,000	75,000
New	Portland State University (CES)	Technical Assistance Recycle at School	IGA	07/01/08 – 06/30/09	55,000	55,000
New	To be determined	Outdoor School Conservation Education Initiative	PS	07/01/08 – 06/30/09	1,400,000	1,400,000

Metro

Chart of Accounts

The objective of this chart of accounts is to:

1. Conform to generally accepted accounting principles (GAAP) and GAAFR (Governmental Accounting Auditing and Financial Reporting) standards.
2. Establish concise account chartfields that will be consistent in all funds and departments.
3. Permit full grant and project accounting.
4. Meet specific accounting and reporting needs of all Metro departments.
5. Allow "roll-up" to higher summary levels for managerial analysis and public review.

Metro's chart of accounts is currently made up of the following chartfield components: Fund, Department, Account, Program, Class and ProjectID and when placed together are referred to as a chartfield combination. For budgetary compliance reporting, the Fund, Department and Account chartfields are required. The remainder (Program, Class and ProjectID) are used for internal management reporting needs. An additional chartfield (currently referred to as SPPB) has been reserved for future use by Metro in its program budgeting efforts.

Only definitions for the Account chartfield (and specifically, only the budgeted resources/revenues and uses/expenditures) are presented below. Fund definitions can be found in the adopted budget document fund narratives, as can many of the departmental definitions.

The chart of accounts presented below conforms to the requirements of Governmental Accounting Standards Board (GASB) Statement No. 34 and subsequent pronouncements.

ACCOUNT CHARTFIELD

The various account chartfields are presented below and are identifiable as a four digit number beginning with the digit 4 for revenues (or resources) and 5 for expenditures (or uses). Reporting roll-up relationships are represented on tree structures contained in Metro's PeopleSoft financial management system; trees are structured to conform to the presentation (order) required by GAAP. The order of appearance of the account chartfields below is based upon their order of presentation for budget purposes, which generally follows a numerical sequence.

RESOURCES

GENERAL REVENUES

All revenues are general revenues unless they are required to be reported as program revenues (see category below). All taxes, even those levied for a specific purpose, are general revenues.

General Property Taxes: General property taxes are ad valorem taxes levied on an assessed valuation of real and/or personal property. The distinguishing characteristics of general property taxes are that the revenues are (1) derived from taxes, (2) levied by the government reporting entity and (3) assessed on the general property.

4010 Real Property Taxes–Current Year: Revenues received from ad valorem taxes assessed on real property within the Metro area, which is collected by the counties and remitted to Metro. This account reflects the collections assessed for the current fiscal year.

4015 Real Property Taxes–Prior Year: Revenues received from ad valorem taxes assessed on real property within the Metro area, which is collected by the counties and remitted to Metro. This account reflects the collections on prior year assessments.

4018 Payments In Lieu of Property Taxes: Revenues received from the counties in lieu of property taxes (for example, Western Oregon Timber Tax, etc.).

4019 Interest and Penalties–Real Property Taxes: Interest earned on property tax receipts while in the county's treasury and remitted to Metro, as well as interest and penalties assessed to the taxpayer which are remitted to Metro.

Excise Taxes

4050 Excise Tax: Taxes imposed on Metro services and Metro-related revenues as defined in Metro Code to fund general government functions as prescribed.

4051 Excise Tax Rebates: A contra revenue account to segregate amounts collected on excise tax that are rebated to the taxpayer in accordance with any Metro Code approved rebate criteria. The balance of this account reduces the total reported for Excise Tax revenue in Metro's financial reports.

4055 Construction Excise Tax: An excise tax imposed on construction within the district as defined in Metro code.

Other Derived Tax Revenues

4060 Cemetery Revenue Surcharge: Amount assessed on cemetery revenues to provide funding for perpetual care of Metro's Pioneer Cemeteries.

Local Government Shared Revenues

4130 Hotel/Motel Tax: Revenue received through the City of Portland from Multnomah County based upon the agreed upon percentage of transient lodging taxes collected.

4132 Vehicle Rental Tax: This account records the amounts received as intergovernmental shared revenues from the Multnomah County Vehicle Rental Tax, a portion of which is shared by the County under the terms of an intergovernmental agreement—the Visitor Development Initiative (VDI).

4135 Marine Board Fuel Tax: Tax revenues from the State of Oregon and Multnomah County from sales of marine fuel.

4139 Other Local Government Shared Revenue: Miscellaneous other tax revenue shared by another government with Metro.

4140 Local Government Service Fees: Revenues received from local governments for services provided under contract, such as Data Resource Center services.

PROGRAM REVENUES

Program revenues derive directly from the program itself or from parties outside Metro's taxpayers or citizenry, as a whole; and they reduce the net cost of the function to be financed from Metro's general revenues. This classification includes three categories of revenue: charges for services, program-specific operating grants and contributions and program-specific capital grants and contributions.

Program Operating Grants and Contributions: This revenue category includes program-specific operating grants and contributions.

Intergovernmental Revenue: Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes. The grant revenues identified below must be analyzed closely to determine the appropriate classification of the revenue. Federal Grants consist of grant funds provided by the federal government, whereas State and Local Grants are funds provided by those respective jurisdictions from their own funds. Operating grants are contributions from another government to be used or expended for a specified purpose or activity. Capital grants are restricted by the grantor for the acquisition and/or construction of fixed assets. A grant may be received either directly from the granting government or indirectly as a pass-through from another government. Departments are cautioned to determine if money received from state or local governments is actually federal grant funds being passed through or used to fund the activity. Categorical grants are grants received from agencies whose programs are listed in the Catalogue of Federal Domestic Assistance (CFDA).

Grants

4100 Federal Grants–Direct

4105 Federal Grants–Indirect

4110 State Grants–Direct

4115 State Grants–Indirect

4120 Local Grants–Direct

4125 Local Grants–Indirect

Contributions From Other Governments

4145 Government Contributions: Funds provided to Metro by other governments not associated with grant, tax and other sources and used for operating purposes.

Contributions and Donations/Private Sources

4750 Donations and Bequests: Special gifts or bequests given in support of Metro functions and activities, including funds received to sponsor Metro events (e.g., Oregon Zoo concerts).

Program Capital Grants and Contributions: This revenue category includes program-specific capital grants and contributions.

4108 Federal Capital Grants: Direct Funds provided to Metro by the federal government for specific capital outlay expenditures.

4755 Capital Donations and Contributions: Donations and contributions provided for specific capital projects.

Charges for Services: Revenues derived from services performed by Metro for other individuals or entities for which there is a fee or assessed charge.

Governmental Fees

4200 Urban Growth Boundary Fees: Non-refundable fees paid by applicants for processing Urban Growth Boundary (UGB) amendments.

4210 Documents and Publications: Sale of maps, reports and other documents.

4220 Conferences and Workshops: Fees received for Metro-sponsored conferences, workshops and seminars.

4230 Product Sales: Revenues derived from various work products produced by Metro to specific customer specifications, such as census data, maps, and reports, etc.

Solid Waste Fees and Charges

4300 Disposal Fees: Fees charged customers at Metro solid waste disposal sites to cover the costs of disposal.

4301 Disposal Fees–Direct Haul: Fees charged to customers who are authorized by Metro to haul waste directly to a Metro designated disposal site.

4302 Disposal Fees–Unspecified: Revenues received from disposal charges where the components of the fee have not been designated by Council action in the rate-setting process.

4305 Regional System Fee: Fees charged to customers at Metro solid waste disposal sites to cover the costs of administering the Solid Waste program. This fee may also be assessed at non-Metro operated sites on waste generated within Metro's boundaries.

4310 Metro Facility Fee: Fees charged customers at Metro disposal sites to cover the cost of the Metro disposal system such as capital items directly related to these facilities.

4315 Regional Transfer Charge: Fees charged customers at Metro solid waste disposal sites to cover the cost of operating the transfer station system. This fee may also be assessed at non-Metro operated sites on waste generated within Metro's boundaries.

4325 Rehabilitation and Enhancement Fee: Fees required by state law (or Metro Code) to be collected to rehabilitate and enhance the areas surrounding the landfill or other disposal site.

4330 Transaction Fee–Manual: A fee assessed at Metro's disposal facilities on a per transaction basis when using a "manual" transaction processing methodology at the scalehouse.

4331 Transaction Fee–Automation: A fee assessed at Metro's disposal facilities on a per transaction basis when using an "automated scale" transaction processing methodology at the scalehouse.

4333 Uncovered Surcharge: A fee charged transfer station customers for arriving at scalehouse with an uncovered load.

4335 Host Fee: Fees assessed per Metro Code at non-Metro disposal facilities and remitted to Metro for pass-through to entities in the area where disposal facilities are sited.

4340 Tire Disposal Fee: Fees assessed for disposal of tires at Metro transfer station facilities.

4342 Organics Fee: Fees assessed for disposal of organic wastes at Metro transfer stations.

4345 Yard Debris Disposal Fee: Fees assessed for disposal of yard debris at Metro transfer station facilities.

4346 Curbside Yard Debris Fee: Fees collected for curbside yard debris; a subcategory of 4345.

4350 Orphan Site Account Fee: Fees collected to pay off debt incurred by the State of Oregon to clean up orphaned waste sites (assessed only on landfill waste).

4355 Department of Environmental Quality Promotion Fee: Fees collected to fund state-wide promotion of recycling by the State of Oregon's Department of Environmental Quality (assessed on waste disposed at all sites).

4360 Refrigeration Unit Disposal Fee: Fees collected at Metro facilities for disposal of refrigeration units.

4365 Household Hazardous Waste Disposal Fee: Fees charged for the disposal of household hazardous waste at Metro facilities.

4368 Paint Recycling Fees: Fees charged to customers for recycling paint.

4370 Conditionally Exempt Generator Fees: Revenues received for hazardous waste disposal from entities that generate small quantities of such waste as defined by Metro policy.

4400 Salvage Revenue: Revenue received from the sale of recyclable material.

4410 Franchise Fees: Fees assessed to Metro Council authorized franchised disposal site operators.

Culture and Recreation Fees

4160 Boat Ramp Use Permits: Revenues derived from permits for use of Metro boat ramps.

4165 Boat Launch Fees: Revenues derived from services provided for boat launches at marine facilities.

4500 Admissions Fees: Fees charged for admittance to Metro facilities and/or events.

4501 Conservation Surcharge: A Metro Council authorized surcharge on Oregon Zoo admission that is dedicated for payment (grant) to third parties in support of wildlife conservation efforts.

4510 Rentals: Revenue received from the rental of strollers, wheelchairs and other conveyances; from temporary rental of building facilities (not those under longer term sublease arrangements); rental of building office space; and rental of equipment, such as audio-visual devices, recorders, speakers, microphones, etc.

4511 Rental Refunds: A contra revenue account to reflect refunds of rental fees to reflect net rental income in combination with account 4510.

4550 Food Service Revenue: Revenue received from food sales in concession activities.

4551 Food Catering Revenue: Revenues generated through food service catering not associated with food revenues generated through contracted services.

4560 Retail Sales: Revenue received from the sale of retail (non-food) goods (for example, zoo gift shop items).

4570 Merchandising: Sale of souvenirs, novelty items, programs related to trade, exhibit and other spectator events, but unrelated to facility specific gift shop revenue.

4575 Advertising Revenue: Revenue received from customers for placement of advertising of Metro activities.

4580 Utility Services Revenue: Revenue received from contractors to cover the cost of electric power for lighting or other utility services used in Metro facilities for show purposes, for electrical and other utility-related services provided to customers in the ordinary course of business, including telephone services or equipment, supplying air, water or gas, supplying labor to provide other utility services in connection with activities or events, supplying audio/visual utility services, supplying lighting equipment and services and for supplying utility services not specifically identified in the account series noted above.

4581 Utility Services Revenue–Contra: A contra revenue account to segregated refunds or other reductions in utility service revenue authorized by facility management, and when netted with account 4580 reflects net utility services revenue.

4590 Commissions: Commissions received on box office ticket sales.

4635 Exhibit Shows: Revenue received for providing traveling or other zoo related exhibits.

4640 Railroad Rides: Admission/ticket revenue for the zoo railroad ride.

4645 Reimbursed Services: Amounts received from outside entities under contractual agreement to pay for specific labor and other charges associated with an event.

4646 Reimbursed Services–Contra: A contra revenue account to segregate amounts returned to outside entities as agreed to by facility management against prior charges under contractual agreement to pay for specific labor and other charges associated with an event.

4647 Reimbursed Services Contract: Amounts received in reimbursement for services provided to the customer by a party with which Metro has contracted to provide the service on Metro's behalf.

4760: Sponsorship Revenue: Revenues received from entities that receive contractual rights for associating their names with Metro activities.

Other Fees and Charges

4150 Contractors' Business License: Revenues from businesses that must be licensed before doing business within Metro's jurisdiction according to the requirements of the "passport" contractor licensing program.

4180 Contract and Professional Services: Revenues derived for services performed by Metro under contract, not identified in another object code category (for example, transportation studies).

4280 Grave Openings: Revenue from the public for services performed.

4285 Grave Sales: Revenue received from the public for cemetery plots.

4420 Natural Gas Recovery Revenue: Revenue generated from sales of natural gas produced by the St. Johns Landfill.

4450 Insurance Recovery Revenue: Amounts received upon settlement of insurance claims.

4600 Administrative Fee: Fees received for managing activities or events for the benefit of others.

4610 Contract Revenue: Share of revenue received from operations contracts, and concessions such as golf courses, under contract.

4620 Parking Fees: Revenues generated from parking fees charged for public and employee parking at Metro facilities.

4630 Tuition and Lectures: Fees received for classes and lectures sponsored by Metro organizations.

4650 Miscellaneous Charges for Services: Miscellaneous other revenues received for services not described above.

4651 Miscellaneous Charges for Services–Contra: A contra account for management's use to segregate refunds of previously billed or received miscellaneous other revenues for which management desires such identification.

Internal Charge for Services

4455 Insurance Premiums–Unemployment: Amounts charged, due to and earned by the Risk Management Fund for insurance services provided to Metro's operating units to cover unemployment claims.

4460 Insurance Premiums–Health and Welfare: Amounts charged, due to and earned by the Risk Management Fund for insurance services provided to Metro's operating units for employee related health benefits.

4670 Charges for Services: Charges for services provided by one Metro department (fund) to another, such as conference room rentals, etc.

Miscellaneous Other Revenues

4142 Intergovernmental Miscellaneous Revenue: Revenues received from other governments that are service related and not associated with grant programs or on-going revenue sharing arrangements.

4170 Fines and Forfeits: Includes monies derived from fines and penalties imposed for the violation of lawful administrative rules, ordinances and/or regulations. Forfeits include monies derived from confiscating deposits held as performance guarantees.

4800 Cash Over and Short: Amounts deposited in bank in excess of/ under sales revenue recorded (usually resulting from error). This account is specifically used for management analysis purposes.

4805 Other Financing Transactions: Revenues derived from financing customers over periods of time, such as finance charges, credit card fees, etc.

4808 Loan Principal Receipts: Amounts received that are in repayment of principal on loans issued by Metro to other parties (e.g., TOD program loans). On a budgetary basis these are reflected as revenues and reclassified on a GAAP basis as a reduction of the corresponding loan receivable.

4809 Loan Interest Receipts: Amounts received that are in payment of interest on loans issued by Metro to other parties (e.g., TOD program loans).

4810 Sale of Fixed Assets: Proceeds from the sale of Metro capital assets (also referred to as "fixed assets").

4815 Pass Through Debt Service Receipts: Amounts received under contract from third parties to pay off debt incurred on their behalf (conduit debt).

4820 Program Income: Revenues derived from specified program sources that must be counted against revenues from grant sources.

4890 Other Miscellaneous Revenue: Revenue for which no other account exists should be coded to this account.

4891 Refunds and Reimbursements: Amounts received as refunds or reimbursements for amounts previously paid or damages incurred for non-recurring events.

4895 Other Special Items: Infrequent and non-recurring revenues that meet the definition of a "special item" under GASB requirements. Accounting Services determines this classification of revenue on a case-by-case basis.

4898 Extraordinary Items: Amounts received that are both infrequent in occurrence and not subject to management's control, as provided in FASB Statement 5.

Interest and Other Earnings on Investments

Interest on Investments

4700 Interest on Investments: Interest earned on investments made with cash balances in excess of immediate needs. Interest is allocated to each fund based upon its respective average periodic cash balance.

Change in Investment Value

4710 Change in Investment Value: Earnings, other than interest, from investments. This category includes gains and/or losses on the sale of investments (the difference between financial inflows and the carrying value of the disposed investments).

4719 Unrealized Gain/Loss–Fair Market Value Adjustment: Adjustment to investment value to reflect market value at period end as required by GASB Statement 31. This unrealized gain or loss is reversed in a subsequent period as Metro's investment policy requires investments to be held to maturity.

OTHER FINANCING SOURCES–BOND AND LOAN PROCEEDS

Bond and Loan Proceeds

4900 General Obligation Bond Proceeds: Financial resources provided by the issuance of general obligation bonds.

4905 Revenue Bond Proceeds: Financial resources provided by the issuance of revenue bonds (bonds which are payable from specified revenue).

4910 State Bond Bank Proceeds: Financial resources provided by bonds issued by the State which are benefiting Metro programs.

4915 Premium on Bond Sales: Proceeds in excess of the par value of the bonds sold.

4920 Loan Proceeds: Proceeds from loans provided by other entities.

4925 Capital Lease Obligation Proceeds: Proceeds from capital leases entered into for the financing of the acquisition of assets. (Capital leases are, in essence, financing arrangements as opposed to operating leases, which convey no ownership interest in the underlying asset and, therefore, would constitute rent. Operating lease payments should be coded to account 5510).

4930 Bond Anticipation Note Proceeds: Proceeds of notes issued in anticipation of bond sale proceeds, to be repaid by those bonds.

INTERFUND TRANSFERS

Interfund Loans

4960 Interfund Loan–Principal: Transfers received for repayment of interfund loan principal.

4965 Interfund Loan–Interest: Transfers received in payment of interest on interfund loans.

Internal Service Transfers

4980 Transfer of Direct Costs: Resources received for services provided to another fiscal entity (fund), the services of which can be specifically identified and billed to the benefiting entity (fund).

Interfund Reimbursements

4975 Transfer of Indirect Costs (Reimbursements): Transfers received for services provided which have been allocated based upon an approved cost allocation plan. The allocation of incidental costs, such as overhead, should be treated as a reimbursement rather than as interfund services provided or used.

Fund Equity Transfers

4970 Transfer of Resources: Transfers of resources from one fund to another which are not based upon a cost allocation plan or any expectation of a payment for services provided; rather this transfer represents the transfer of a resource for another use.

4985 Residual Equity Transfer: Non-recurring or non-routine transfers of equity between funds, including transfers of residual balances of discontinued funds.

Intrafund Clearing Accounts

4899 Subfund Eliminations Account: Amounts are recorded here when

a "subfund" is used and the overall result for the fund-level financial statements is required to net to zero but for which management desires an "in and out" to be reflected within each subfund.

4990 Intrafund Clearing Transfer: Amounts transferred from one related subfund to another for internal management purposes, but for which a zero net result is required at the fund-level financial statements.

4991 Intrafund Clearing Transfer–Resources: Amounts transferred from one related subfund to another for internal management purposes and related to resources, but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

4992 Intrafund Clearing–Indirect: Amounts transferred from one related subfund to another for internal management purposes and related to indirect costs incurred in one subfund and "charged" to another subfund, but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

4993 Intrafund Clearing–Direct: Amounts transferred from one related subfund to another for internal management purposes and related to direct costs incurred in one subfund and "charged" to another subfund, but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

4994 Intrafund Clearing–Loan: Amounts transferred from one related subfund to another for internal management purposes and related to loan amounts between subfunds, but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

USES

Department Expenditures: A budgetary appropriation category that combines the totals of Operating Expenditures and Capital Outlay.

Operating Expenditures: Operating Expenditures is an accumulation of all expenditures in the Personal Services and Materials and Services budgetary categories shown below.

Personal Services

Salaries and Wages

5000 Salaries–Elected Officials: Salaries paid to elected officials of the district.

5010 Salaries–Regular Employees (full-time, Exempt): Salaries paid to exempt employees who are full-time.

5015 Wages–Regular Employees (full-time, Non-exempt): Wages paid to hourly (non-exempt) employees who work a full-time schedule.

5020 Salaries–Regular Employees (part-time, Exempt): Salaries paid to exempt employees who work less than a full-time schedule.

5025 Wages–Regular Employees (part-time, Non-exempt): Wages paid to hourly (non-exempt) employees who work less than a full-time schedule.

5030 Wages–Temporary Employees: Wages paid to employees who are hired on a temporary basis.

5040 Seasonal Employees: Wages paid to temporary, seasonal employees who do not receive benefits.

5043 Non-reimbursable Labor: Wages paid to employees whose costs are not reimbursable by event promoters.

5045 Reimbursable Labor: Wages paid to employees whose costs are reimbursable by event promoters.

5080 Overtime: Wages paid for overtime work performed.

5085 Premium Pay (MERC only): Wages paid to MERC employees, over and above regular wages, for working specific shifts or events.

5089 Merit/Bonus Pay: Remuneration paid to staff for performance as either a merit or bonus amount in accordance with policy.

Fringe Benefits

5100 Fringe Benefits: Fringe benefit expenditures for employees, including health insurance, retirement, etc.

5190 Pension Obligation Bonds Contribution: Amounts assessed to departments for their share of debt service on the Pension Obligation Bonds (budgetary basis account). Amounts in this account are reclassified to interfund transfers for GAAP reporting purposes.

Materials and Services: Goods include articles and commodities that are consumed or significantly altered when used and have a per unit cost generally less than $5,000. Goods are identified in the accounts by type as outlined below.

Supplies

5201 Office Supplies: Pencils, forms, note pads, staples, small office equipment and other consumable office supplies with a unit cost of less than $5,000, including personal computers.

5205 Operating Supplies: Operating supplies includes landscape, custodial, veterinarian and medical supplies, graphic and reprographic supplies and other supplies used for operating activities.

5210: Subscriptions and Dues: Subscriptions to professional periodicals, papers, newsletters and dues to professional organizations for which Metro gains benefit through publications, seminars, professional exchanges and related activities. This account also includes agency memberships.

5214 Fuels and Lubricants: Diesel, gasoline, oil, propane and other related goods.

5215 Maintenance and Repair Supplies: Building materials and supplies; paints and painting supplies; steel, iron, and other metals; plumbing supplies; electrical supplies; motor vehicle repair materials and supplies; replacement parts and other related items which generally cost less than $500 per unit.

5219 Purchasing Card Expenditures: Optional account for use of tracking purchases made through this method where details are not desired. In accordance with purchasing procedures, this is the default account where all charges will reside should the holder not submit receipts and other required documentation (for other classification) on a timely basis.

Merchandise for Resale
Goods purchased solely for resale as defined below.

5220 Food: Food items purchased for resale to customers, such as soft drinks pop, hot dogs, french fries, etc.

5225 Retail: Goods purchased for resale to customers which are non-food, such as postcards, puzzles, souvenirs, film, etc.

Services: Services that by their nature can be performed only by persons or firms with specialized skills and knowledge. The primary reason for the purchase is the service provided, such as architects, engineers, auditors, physicians, attorneys and consultants. Expenditures included in this category are those which are not capitalized as a cost of a fixed asset.

5240 Contracted Professional Services: Includes services such as fees paid for audit or other accounting services, attorneys for legal services rendered, professional fees paid to firms for promotion and/or public relations (marketing) services provided under contract and fees paid to management consulting firms for services rendered. The account may be used in combination with the appropriate classification chartfield (e.g., Legal, Printing, Auditing, etc.) to identify more detailed professional services expenditures.

5245 Marketing: Significant professional services expenditures made under contract with marketing agencies. This account is intended to segregate significant contractual amounts for this service (e.g., POVA) from those coded to account 5240, which is used in combination with the appropriate Classification chartfield (e.g., Promotion, Advertising, etc.) to identify more detailed marketing type expenditures.

5246 Sponsorship Expenditures: Expenditures made which associate Metro's or MERC's name (or any of its operations or programs) with support of another entity, activity or event that is independent of Metro/MERC, and for which Metro derives an indirect or direct public benefit that supports Metro's goals and objectives. The expenditures made may leverage other dollars in achieving these goals and objectives and increase the visibility and public awareness of Metro and/or its programs and to build relationships. These expenditures do NOT include grants, which require a formal award process. Nor does this account include dues or memberships paid to other organizations. (Grants, dues, and memberships have their own account chartfields found elsewhere.)

5247 Visitor Development Expenditures: Expenditures made to develop increased visitors to Metro facilities and the region.

5250 Contracted Property Services: Services purchased to operate, repair, maintain and rent property owned or used by Metro. These services are those performed by other than Metro employees. The primary reason for the purchase is the service provided. The expenditures reflected here are not capitalized as costs to capital assets, i.e., costs for renovation and/or remodeling are not included here, but should be reflected in a capital outlay account.

5251 Utility Services: Utility Services includes charges for the use of electrical energy provided by the utility vendor, for telephone services, for the use of water and sewer services, natural gas provided by the vendor, purchase of fuel used to heat buildings and charges for solid waste pick up/disposal provided by non-Metro personnel.

5255 Cleaning Services: Charges for services purchased to clean buildings and grounds (apart from services provided by Metro employees).

5260 Maintenance and Repair Services: Expenditures for repair and maintenance services not provided directly by Metro personnel. These expenditures include contracts and agreements covering the upkeep of buildings; expenditures under contract or agreement for the upkeep of grounds, vehicles, equipment, and railroad facilities, and expenditures incurred by MERC resulting from exhibitor actions which are not reimbursed.

5265 Rentals: Charges for renting equipment, on a short-term basis, the intent of which is not to acquire the asset, land or building, or lease payments made under a lease agreement where there is no evidence of future ownership of the property.

5270 Insurance: Expenditures for all types of insurance coverage, including property, liability and fidelity. Additional accounts for benefit-related premiums are:

5271 Insurance–Benefit Plans

5272 Kaiser HMO

5273 Other medical providers

5274 Dental insurance

5275 Long-term disability insurance

5276 Group term life insurance

5280 Other Purchased Services: Amounts paid for services rendered by firms or personnel who are not employees of Metro. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided, advertising, printing services, typesetting and repro-graphic services, delivery services and expenditures for services provided by temporary help services where the individual assigned is not an employee of Metro (e.g., DePaul Industries, Galt Foundation, etc.).

5281 Other Purchased Services–Reimbursed: Services contracted out by Metro on behalf of the customer, for which the customer pays Metro reimbursement.

5290 Operations Contracts: Expenditures for services provided under contract to perform operational services at Metro. Examples include solid waste disposal facilities, expenditures for transporting solid waste between facilities under contract, fees paid to non-Metro solid waste facilities for disposal of solid waste, charges incurred for the disposal of special or hazardous waste as part of Metro's solid waste system, expenditures to contractors for performance of services related to concession sales and/or catering for Metro facilities and operations, and for expenditures to contractors for services provided in managing Metro-owned or operated parking facilities.

5291 Food and Beverage Services: A subdivision of account 5290 to specifically account for operations contracts that provide food and beverage services to Metro's customers under contract with Metro or MERC.

5292 Parking Services: A subdivision of account 5290 to specifically account for operations contracts entered into for management of Metro or MERC parking facilities.

Capital Maintenance

5261 Capital Maintenance–CIP: Expenditures for repair and maintenance services not provided directly by Metro personnel which are of such significant dollar size to meet the established thresholds for inclusion in Metro's Capital Improvement Planning (CIP) process. The costs are those not to be capitalized to a fixed (capital) asset due to Metro's capitalization policies under GAAP.

5262 Capital Maintenance–Non-CIP: Expenditures for repair and maintenance services not provided directly by Metro personnel which are not of such significant dollar size to meet the established thresholds for inclusion in Metro's Capital Improvement Planning (CIP) process. The costs are those not to be capitalized to a fixed (capital) asset due to Metro's capitalization policies under GAAP.

Intergovernmental Expenditures: Includes expenditures made by one level or unit of government to another government in support of government activities, administered by the recipient unit. This category includes non-payroll related taxes assessed on, and paid by, Metro.

5300 Payments to Other Agencies: Charges and amounts paid or payable to other governmental agencies for fees or other contributions.

5305 Election Expense: Expenditures made to the various counties for the cost of elections attributable to Metro issues/candidates.

5310 Taxes (Non-payroll): Expenditures for real property taxes on realty not used for Metro's governmental purposes (for example, subleased property), and federal arbitrage rebate on bonds.

5315 Grants to Other Governments: Payments to and expenditures incurred by other governmental entities under grant agreements.

5320 Government Assessments: Payments made to other governments based upon assessments received, (e.g., Local Improvement District).

Internal Charges for Services

5400 Charges for Services: Services performed by one Metro department for another.

5405 Payment in Lieu of Rent: Expenditures for internal Metro department use of internally managed facilities.

5410 Employer Premium Assessment: Charges for workers' compensation, health and other insurance premiums assessed to operating units of Metro and owed to the Risk Management Fund for services and coverage provided.

Other Expenditures

5440 Program Purchases: Amounts expended in accordance with a program's specific or grant guidelines for goods or property consumed or used in the program (e.g., transit oriented development redevelopment property purchases).

5445 Grants and Loans: Amounts provided to non-governmental entities for program purposes. On a GAAP full-accrual basis, amounts reflected here representing loans are subsequently reclassified as loans receivable for financial statement presentation.

5450 Travel: Expenditures for transportation, meals, hotel and other expenses associated with staff travel for Metro. Payments for per diem in lieu of reimbursements for meals also are charged here.

5455 Staff Development: Registration fees for conferences, classes and seminars attended by Metro staff; books and other training materials provided are included here.

5470 Council Costs: Expenditures made by Councilors in the course of performing their official duties, including expenditures for attendance at Metro-related meetings as allowed per Council resolution or ordinance and annual expense accounts to cover Council business-related costs incurred by each Councilor.

5475 Claims Paid (Self Insurance): Expenditures for insurable losses incurred by Metro and paid from the Risk Management Fund.

5476 Actuarial Claims Expense: Expenses determined by actuarial estimates reflecting incurred but not reported (IBNR) claims and reserves in accordance with GASB Statement 10 requirements.

5479 Claims (former ORS 197.352): Expenditures for claims under the requirements of ORS 197.352 as authorized by Metro Council action.

5480 Fee Reimbursements: Reimbursements to non-Metro disposal facilities based on the recovery rate achieved by the facility.

5490 Miscellaneous Other Charges: Expenditures that are not defined elsewhere in the chart of accounts or may include minor amounts of expenditures of those other categories if the amount is not significant enough to warrant separate classification.

GAAP Accounts

5500 Other GAAP Accounts–Depreciation: An expense that represents the usage of Metro-owned capital assets in providing services and the allocation of the assets cost to its period of use.

5510 Other GAAP Accounts–Amortization: An expense that represents the usage of Metro-owned intangible assets in providing services and the allocation of the assets cost to its period of use or benefit.

5520 Other GAAP Accounts–Bad Debt Expense: An expense that represents the amount determined by either specific identification or a formulaic estimate based upon an analysis of accounts receivable history and written off as the amount estimated to be uncollected. Such amounts will generally have been submitted to Metro's designated collection agency for further action.

Debt Service Expenditures: Budgetary accounts which reflect interest and principal payments on long-term debt.

Capital Lease Payments

5600 Capital Lease Payments–Principal: Principal amounts paid on capital lease obligations. A capital lease is a lease the substance of which is a financing arrangement leading to ownership of the asset. (FASB 13

requirements.) If the arrangement is solely rent payments with no future ownership, the amounts should be coded to rentals or operating lease accounts.

5605 Capital Lease Payments Interest: Amounts paid for interest on leases noted above.

Loan Payments

5610 Loan Payments–Principal: Payments which reduce the outstanding principal balances of loans.

5615 Loan Payments Interest: Payments of interest on outstanding principal balances on loans.

General Obligation Bond Payments

5620 General Obligation Bond–Principal: Payments which reduce the outstanding principal balance of bonds which are backed by the full faith and credit of Metro and which have been authorized by the voters.

5625 General Obligation Bond–Interest: Payments of interest on the outstanding principal balance of bonds which are backed by the full faith and credit of Metro and which have been authorized by the voters.

Revenue Bond Payments

5630 Revenue Bond–Principal: Payments which reduce the outstanding principal balance of bonds which are backed or secured by a revenue source or sources as identified in the bond covenant.

5635 Revenue Bond–Interest: Payments of interest on the outstanding principal balance of bonds which are backed or secured by a revenue source or as identified in the bond covenant.

Other Debt Payments

5650 Defeasance Payments to Escrow Agent: Payments made to trustees and escrow agents to defease an outstanding bond issue.

Capital Outlay: Expenditures for acquiring or adding to fixed (capital) assets (cost greater than or equal to capital threshold in accordance with Capital Asset Management Policy). Acquisitions and construction are coded by the type of asset as identified below. Expenditures are categorized by inclusion in Metro's Capital Improvement Plan (CIP) or not (non-CIP). CIP distinction discontinued in FY 2008-09.

5700	Land
5710	Improvements Other than Buildings
5720	Buildings and Related
5730	Exhibits and Related
5740	Equipment and Vehicles
5750	Office Furniture and Equipment
5760	Railroad Equipment and Facilities
5770	Leasehold Improvements
5788	Art and Collections
5790	Property Easements

INTERFUND TRANSFERS (see GASB Codification Section 1800.102)

Reciprocal Interfund Activity: These accounts are the internal counterpart to exchange and exchange-like transactions and include:

Internal Service Transfers

5820 Transfer of Direct Costs: A payment for services provided to a funding source by another funding source, which services can be specifically identified and billed to the recipient entity.

Interfund Loans

5860 Interfund Loan–Principal: A transfer to another fund in repayment of an interfund loan's principal balance.

5865 Interfund Loan–Interest: A transfer to another fund in payment of interest on an interfund loan.

Non-Reciprocal Interfund Activity: These accounts are the internal counterpart to non-exchange transactions and include:

Interfund Reimbursements

5800: Transfer for Indirect Costs (Reimbursements): Transfers made by the benefiting funding source for services provided by the recipient funding source which are allocated based upon an approved cost allocation plan. The allocation of incidental costs, such as overhead, should be treated as a reimbursement.

Fund Equity Transfers

5810 Transfer of Resources: Transfers of resources from one fund to another which are not based upon a cost allocation plan or any expectation of a payment for services provided; rather, this transfer represents the transfer of a resource for another use.

5830 Residual Equity Transfer: Non-recurring or non-routine transfers of equity between funds, including transfers of residual balances of discontinued funds.

Intrafund Clearing Accounts

5891 Intrafund Clearing–Resources: Amounts transferred from one related subfund to another for internal management purposes and related to resources – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

5892 Intrafund Clearing–Indirect: Amounts transferred from one related subfund to another for internal management purposes and related to indirect costs – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements

5893 Intrafund Clearing–Direct: Amounts transferred from one related subfund to another for internal management purposes and related to direct costs – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements

5894 Intrafund Clearing–Loan: Amounts transferred from one related subfund to another for internal management purposes and related to a intra-subfund “loan” – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements

Contingency

5999 Contingency: A budgetary account from which Council approved appropriation transfers may be made to any of the expenditure accounts noted above. No actual amounts are expended in this account.

Unappropriated

5990 Unappropriated Fund Balance: Funds reserved for future purposes and not available for spending in the current fiscal year. Purposes include designated capital projects, renewal and replacement and debt service.

FUNDS—BUDGETARY BASIS

010 General Fund

251 General Obligation Bond Debt Service Fund

300 Metro Capital Fund

350 Open Spaces Fund

351 Natural Areas Fund

413 General Revenue Bond Fund

531 Solid Waste Revenue Fund

555 MERC Fund

611 General Renewal and Replacement Fund

615 Risk Management Fund

740 Cemetery Perpetual Care Fund

761 Smith and Bybee Lakes Fund

768 St. Johns Rehabilitation and Enhancement Fund

Compensation Plans

FY 2008-09 Non-represented employee pay schedule, full–time positions

Pay range	Job code	Job classification	Minimum rate	1st quartile	2nd quartile	3rd quartile	Maximum rate	
527	1120	Administrative Assistant I *	14.88	16.00	17.12	18.24	19.37	Hourly
			30,963	33,293	35,622	37,952	40,281	Annual
528		Vacant Grade	15.79	16.98	18.15	19.34	20.51	Hourly
			32,840	35,299	37,757	40,217	42,676	Annual
529	1130	Administrative Assistant II *	16.73	17.99	19.24	20.49	21.76	Hourly
			34,802	37,412	40,022	42,632	45,242	Annual
530		Vacant Grade	36,744	39,785	42,827	45,868	48,909	Annual
531	1140	Administrative Assistant III *	18.91	20.47	22.04	23.60	25.15	Hourly
	1550	Research Coordinator I	39,332	42,578	45,825	49,071	52,317	Annual
532	1170	Council Support Specialist	42,083	45,555	49,027	52,501	55,973	Annual
533	1245	Legal Secretary *	21.57	23.51	25.46	27.40	29.35	Hourly
	1250	Paralegal I *	44,865	48,909	52,954	56,997	61,042	Annual
	1210	Program Analyst I						
	1300	Service Supervisor I						
534	1520	Event Coordinator	23.30	25.39	27.49	29.59	31.68	Hourly
	1252	Paralegal II *	48,467	52,824	57,181	61,538	65,895	Annual
	1220	Program Analyst II						
	1310	Service Supervisor II						
535	1230	Program Analyst III	52,339	57,051	61,764	66,477	71,190	Annual
	1560	Research Coordinator II						
536	1405	Deputy Conservation Manager	55,812	61,257	66,704	72,150	77,597	Annual

* These classifications are non-exempt. Hourly rates are calculated on a 2,080 hour work year.

Effective: 03/01/2008 (3.9% trending)

Revised 03/17/2008

Compensation Plans

FY 2008-09 Non-represented employee pay schedule, full–time positions

Pay range	Job code	Job classification	Minimum rate	1st quartile	2nd quartile	3rd quartile	Maximum rate	
537	1240	Program Analyst IV	60,838	66,769	72,701	78,633	84,564	Annual
	1360	Program Supervisor I						
	1320	Service Supervisor III						
	1580	Veterinarian I						
538	1242	Program Analyst V	66,305	72,776	79,247	85,718	92,188	Annual
	1370	Program Supervisor II						
	1570	Research Coordinator III						
	1330	Service Supervisor IV						
539	1270	Legal Counsel I	71,384	78,880	86,375	93,872	101,367	Annual
	1410	Manager I						
540	1420	Manager II	77,801	85,976	94,151	102,326	110,501	Annual
	1590	Veterinarian II						
54A	1415	Transit Project Manager I	81,691	90,276	98,859	107,443	116,026	Annual
541	1640	Legal Counsel II	85,577	94,572	103,566	112,561	121,556	Annual
542	1710	Program Director I	92,998	103,458	113,920	124,382	134,842	Annual
	1425	Transit Project Manager II						
543	1495	Deputy Metro Attorney	102,294	113,802	125,309	136,817	148,323	Annual
	1450	Director I						
	1720	Program Director II						
	1725	Transit Program Director I						
544	1460	Director II	112,519	125,180	137,841	150,502	163,164	Annual
	1728	Transit Program Director II						

* These classifications are non-exempt. Hourly rates are calculated on a 2,080 hour work year.

Effective: 03/01/2008 (3.9% trending)

Revised 03/17/2008

Compensation Plans

FY 2008-09 AFSCME 3580 employee pay schedule, full-time positions

Pay range	Job code	Job classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step7
01N	6012* 6003*	Office Assistant Visitor Services Worker III	11.14	11.67	12.25	12.88	13.50	14.17	14.88
02N		Open	11.67	12.25	12.88	13.50	14.17	14.88	15.62
03N	0050*	Printing/Mail Services Clerk	12.25	12.88	13.50	14.17	14.88	15.62	16.39
04N	0037* 6019*	Accounting Technician I Payroll Technician I	12.88	13.50	14.17	14.88	15.62	16.39	17.20
05N	6005*	Administrative Specialist I	13.50	14.17	14.88	15.62	16.39	17.20	18.05
06N	0040* 6026* 0013*	Program Assistant I Safety and Security Officer Scalehouse Technician	14.17	14.88	15.62	16.39	17.20	18.05	18.94
07N	0038* 0006* 0012* 6020* 0330*	Accounting Technician II Food Service/Retail Specialist Latex Retail Technician Payroll Technician II Planning Technician	14.88	15.62	16.39	17.20	18.05	18.94	19.91
08N	6006* 0015* 0051*	Administrative Specialist II Building Service Worker Printing/Mail Services Lead	15.62	16.39	17.20	18.05	18.94	19.91	20.87
09N	6007* 0014* 0042*	Administrative Specialist III Lead Scalehouse Technician Program Assistant II	16.39	17.20	18.05	18.94	19.91	20.87	21.94
10N	0036* 6018* 0005*	Accounting Specialist Payroll Specialist Storekeeper	17.20	18.05	18.94	19.91	20.87	21.94	23.00
11N	6034*	Property Management Technician	18.05	18.94	19.91	20.87	21.94	23.00	24.14
11E	6030	Zoo Registrar	37,718.95	39,577.49	41,545.58	43,591.84	45,780.28	48,027.83	50,436.70

* Non-exempt classification
Employees in this class are eligible to receive overtime compensation
Effective: 07/01/2008 – 06/30/2009
Revised 07/01/2008
COLA: 2.95% (07/01/2008)

Compensation Plans

FY 2008-09 AFSCME 3580 employee pay schedule, full-time positions

Pay range	Job code	Job classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step7
12N	6001*	Accountant I	18.94	19.91	20.87	21.94	23.00	24.14	25.39
	6031	Assistant Visual Communication Designer							
	0054*	Education Coordinator I							
	6016*	GIS Technician							
	0055*	Landfill & Environmental Technician							
	0052*	Latex Operations Technician							
	0053*	SW&R Facilities Maintenance Technician							
13N	6008*	Administrative Specialist IV	19.91	20.87	21.94	23.00	24.14	25.39	26.63
	0331*	Hazardous Waste Technician							
	6024*	Program Assistant III							
	0057*	Technical Specialist I							
13E	6008	Administrative Specialist IV	41,545.58	43,591.84	45,780.28	48,027.83	50,436.70	52,983.31	55,589.58
	6024	Program Assistant III							
	0639	Video and Photography Technician							
14N	0016*	Building Service Technician	20.87	21.94	23.00	24.14	25.39	26.63	27.95
	0059*	Technical Specialist II							
	0058*	Volunteer Coordinator I							
14E	0333	Assistant Management Analyst	43,591.84	45,780.28	48,027.83	50,436.70	52,983.31	55,589.58	58,356.06
	0338	Assistant Public Affairs Specialist							
	6032	Associate Visual Communication Designer							
	0060	Education Coordinator II							
	0056	Records & Information Analyst							
15N	0063*	Latex Operations Specialist	21.94	23.00	24.14	25.39	26.63	27.95	29.35
15E	6002	Accountant II	45,780.28	48,027.83	50,436.70	52,983.31	55,589.58	58,356.06	61,293.85
	0062	Systems Administrator I							
	0061	Systems Analyst I							
16N	0332*	Hazardous Waste Specialist	23.00	24.14	25.39	26.63	27.95	29.35	30.81
	0064*	Landfill & Environmental Specialist							

* Non-exempt classification

Employees in this class are eligible to receive overtime compensation

Effective: 07/01/2008 – 06/30/2009

Revised 07/01/2008

COLA: 2.95% (07/01/2008)

Compensation Plans

FY 2008-09 AFSCME 3580 employee pay schedule, full-time positions

Pay range	Job code	Job classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step7
16E	6004	Accountant III	48,027.83	50,436.70	52,983.31	55,589.58	58,356.06	61,293.85	64,313.92
	0306	Assistant Engineer							
	6009	Assistant GIS Specialist							
	6000	Assistant Natural Resource Scientist							
	0354	Assistant Regional Planner							
	0343	Assistant Solid Waste Planner							
	6011	Assistant Transportation Modeler							
	0348	Assistant Transportation Planner							
	0334	Associate Management Analyst							
	0339	Associate Public Affairs Specialist							
	6033	Senior Visual Communication Designer							
	0065	Volunteer Coordinator II							
17E	0067	Systems Administrator II	50,436.70	52,983.31	55,589.58	58,356.06	61,293.85	64,313.92	67,527.47
	0066	Systems Analyst II							
18E	0307	Associate Engineer	52,983.31	55,589.58	58,356.06	61,293.85	64,313.92	67,527.47	70,878.83
	6013	Associate GIS Specialist							
	6014	Associate Natural Resource Scientist							
	0355	Associate Regional Planner							
	0344	Associate Solid Waste Planner							
	6015	Associate Transportation Modeler							
	0349	Associate Transportation Planner							
	6025	Property Management Specialist							
	0335	Senior Management Analyst							
19E	6017	Investment Coordinator	55,589.58	58,356.06	61,293.85	64,313.92	67,527.47	70,878.83	74,423.46
	0340	Senior Public Affairs Specialist							
20E	0476	Construction Coordinator	58,356.06	61,293.85	64,313.92	67,527.47	70,878.83	74,423.46	78,105.67
	0365	Real Estate Negotiator							
	0070	Systems Administrator III							
	0069	Systems Analyst III							
	0068	Web Master							
21E	0308	Senior Engineer	61,293.85	64,313.92	67,527.47	70,878.83	74,423.46	78,105.67	82,002.89
	6027	Senior GIS Specialist							
	6028	Senior Natural Resource Scientist							
	0356	Senior Regional Planner							
	0345	Senior Solid Waste Planner							
	6029	Senior Transportation Modeler							
	0350	Senior Transportation Planner							
22E	6021	Principal GIS Specialist	64,313.92	67,527.47	70,878.83	74,423.46	78,105.67	82,002.89	86,086.13
	6022	Principal Natural Resource Scientist							
	0357	Principal Regional Planner							
	0346	Principal Solid Waste Planner							
	6023	Principal Transportation Modeler							
	0351	Principal Transportation Planner							
	0072	Systems Administrator IV							
	0071	Systems Analyst IV							
	0077	Transportation Engineer							

* Non-exempt classification

Employees in this class are eligible to receive overtime compensation

Effective: 07/01/2008 – 06/30/2009

Revised 07/01/2008

COLA: 2.95% (07/01/2008)

Compensation Plans

FY 2008-09 Elected official pay schedule

Job code	Office	Annual salary
0998	Council President	114,468
0997	Councilor	38,156
0999	Auditor	91,574

FY 2008-09 Positions not in the classification system pay schedule

Pay range	Job code	Job classification	Minimum rate	1st quartile	2nd quartile	3rd quartile	Maximum rate
109	5110	Confidential Secretary	40,543	43,784	47,285	50,592	53,920
115	5112	Council President Policy Coordinator	48,467	52,824	57,181	61,538	65,895
120	5109	Assistant to Council President	63,878	70,112	76,345	82,580	88,814
201	4300	Auditor's Administrative Assistant					
	1480	Chief Operating Officer					
	1490	Metro Attorney					
	3100	Senior Management Auditor					
	3105	Principal Management Auditor					

Effective: 03/01/2008 (3.9% trending)
Revised 03/17/2008

FY 2008-09 Visitor service worker pay schedule, seasonal pay ranges (hourly rates)

Job code	Job classification	Beginning rate	Maximum rate
0001*	Visitor Services Worker 1	7.95	11.00
0002*	Visitor Services Worker 2	7.95	12.50
0003*	Visitor Services Worker 3	7.95	13.50

Merit increases will average four to six percent using the following scale. The maximum rate will not be reached prior to 60 months of service. This table is coordinated with the State Minimum Wage and is eligible for adjustment in January.
0-3% Meets standards, some improvement can be made.
4-6% Meets all standards, and exceeds some
7-8% Outstanding performance, exceeds all standards.
* Non-exempt classifications. Employees in these classifications are eligible to receive overtime compensation

Compensation Plans

FY 2008-09 LIU, Local 483 pay schedule, regular employees hired before Dec. 1, 2006

Pay range	Job code	Job classification	Entrance rate	After six months	After one year
360	0019*	Typist-Receptionist **	11.26	13.57	16.29
361	0461*	Stationmaster **	11.57	13.60	15.65
321	3021*	Typist-Receptionist Lead **	11.81	14.26	17.10
362	0035*	Clerk/Bookkeeper	11.82	14.60	17.34
364	0444*	Custodian **	12.28	14.36	16.42
346	0451	Lead Cash Office Clerk	12.38	15.34	18.19
344	3020*	Clerk/Stenographer	12.65	15.54	18.50
366	0470*	Animal Keeper ** #	16.71	19.64	22.57
359	0465*	Gardener 1 ** #	16.71	18.81	21.72
359	0533*	Nutrition Technician I ** #	16.71	18.81	21.72
366	0535*	Nutrition Technician II ** #	16.71	19.64	22.57
366	0536*	Veterinary Technician ** #	16.71	19.64	22.57
367	0445*	Maintenance Worker 1 ** #	17.26	19.30	21.33
368	0466*	Gardener 2 ** #	17.59	20.24	22.86
358	0452*	Natural Resource Technician ** #	18.49	20.69	22.86
358	0450*	Park Ranger ** #	18.49	20.69	22.86
363	0449	Exhibits Technician II ** #	19.19	21.74	24.31
363	0446*	Maintenance Worker 2 ** #	19.19	21.74	24.31
369	0478*	Work Center Coordinator #	20.14	22.96	25.81
357	0468*	Arborist ** #	20.23	23.06	25.92
357	3450	Park Ranger Lead ** #	20.23	23.06	25.92
357	0467*	Senior Gardener ** #	20.23	23.06	25.92
370	0447*	Maintenance Worker 3 ** #	20.34	23.04	25.74
375	0448*	Maintenance Technician ** #	22.55	25.20	28.56
371	0471*	Sr. Animal Keeper ** #	22.69	23.27	24.66
372	0454	Exhibits Lead ** #	23.59	26.72	29.83
372	0455*	Maintenance Lead ** #	23.59	26.72	29.83
372	0456*	Master Mechanic ** #	23.59	26.72	29.83
374	0457*	Maintenance Electrician ** #	33.77	---------	---------
376	3456	Project Coordinator #	57,660.77	64,404.28	71,147.79

* Non-exempt

** Includes 3 cents for uniform laundering

Includes 5 cents boot allowance

7-8% Outstanding performance, exceeds all standards.

Effective 07/01/2008 – 06/30/2009, Revised: 07/01/2008, COLA: 3.25% (07/01/2008)

Compensation Plans

FY 2008-09 LIU, Local 483 pay schedule, regular employees hired after Dec. 1, 2006

Pay range	Job code	Job classification	Entrance rate	After six months	After 18 months	After 30 months
361	0461*	Stationmaster **	12.37	13.46	14.57	15.65
360	0019*	Typist-Receptionist **	12.88	14.00	15.15	16.29
364	0444*	Custodian **	13.01	14.16	15.31	16.42
321	3021*	Typist-Receptionist Lead **	13.51	14.70	15.90	17.10
362	0035*	Clerk/Bookkeeper	13.69	14.91	16.12	17.34
346	0451	Lead Cash Office Clerk	14.36	15.64	16.92	18.19
344	3020*	Clerk/Stenographer	14.62	15.91	17.21	18.50
367	0445*	Maintenance Worker 1 ** #	16.88	18.38	19.88	21.33
359	0465*	Gardener 1 ** #	17.19	18.72	20.24	21.72
359	0533*	Nutrition Technician I ** #	17.19	18.72	20.24	21.72
366	0470*	Animal Keeper ** #	17.86	19.45	21.03	22.57
366	0535*	Nutrition Technician II ** #	17.86	19.45	21.03	22.57
366	0536*	Veterinary Technician ** #	17.86	19.45	21.03	22.57
368	0466*	Gardener 2 ** #	18.09	19.69	21.29	22.86
368	0452*	Natural Resource Technician ** #	18.09	19.69	21.29	22.86
368	0450*	Park Ranger ** #	18.09	19.69	21.29	22.86
363	0449	Exhibits Technician II ** #	19.23	20.93	22.63	24.31
363	0446*	Maintenance Worker 2 ** #	19.23	20.93	22.63	24.31
371	0471*	Sr. Animal Keeper ** #	19.50	21.23	22.95	24.66
370	0447*	Maintenance Worker 3 ** #	20.36	22.17	23.97	25.74
369	0478*	Work Center Coordinator #	20.39	22.20	24.01	25.81
357	0468*	Arborist ** #	20.50	22.32	24.13	25.92
357	3450	Park Ranger Lead ** #	20.50	22.32	24.13	25.92
357	0467*	Senior Gardener ** #	20.50	22.32	24.13	25.92
375	0448*	Maintenance Technician ** #	22.59	24.59	26.60	28.56
372	0454	Exhibits Lead ** #	23.60	25.69	27.77	29.83
372	0455*	Maintenance Lead ** #	23.60	25.69	27.77	29.83
372	0456*	Master Mechanic ** #	23.60	25.69	27.77	29.83
374	0457*	Maintenance Electrician ** #	33.77	---------	---------	---------
376	3456	Project Coordinator #	56,206.75	61,187.10	66,167.44	71,147.79

* Non-exempt

** Includes 3 cents for uniform laundering

Includes 5 cents boot allowance

7-8% Outstanding performance, exceeds all standards.

Effective 07/01/2008 – 06/30/2009, Revised: 07/01/2008, COLA: 3.25% (07/01/2008)

Compensation Plans

FY 2008-09 LIU, Local 483 pay schedule, temporary employees hired before Dec. 1, 2006

Pay range	Job code	Job classification	Hourly rate
408	4008*	Ticket Seller **	10.22
463	4430*	Laborer ** #	10.37
460	4019*	Typist-Receptionist **	11.26
464	4461*	Stationmaster **	11.57
461	4035*	Clerk/Bookkeeper	11.82
444	4444*	Custodian **	12.28
462	4020*	Clerk/Stenographer	12.65
467	4470*	Animal Keeper ** #	16.71
467	4465*	Gardener 1 ** #	16.71
467	4535*	Nutrition Technician ** #	16.71
467	4536*	Veterinary Technician ** #	16.71
445	4445*	Maintenance Worker 1 ** #	17.26
468	4466*	Gardener 2 ** #	17.59
450	4450*	Park Ranger ** #	18.49
446	4449*	Exhibit Technician II ** #	19.19
446	4446*	Maintenance Worker 2 ** #	19.19
457	4478*	Work Center Coordinator #	20.14
470	4468*	Arborist ** #	20.23
470	4467*	Senior Gardener ** #	20.23
469	4447*	Maintenance Worker 3 ** #	20.34
475	4448*	Maintenance Technician ** #	22.55
471	4471*	Senior Animal Keeper ** #	22.69
472	4455*	Maintenance Lead ** #	23.59
472	4456*	Master Mechanic ** #	23.59
474	4457*	Maintenance Electrician ** #	33.77

* Non-exempt

** Includes 3 cents for uniform laundering

Includes 5 cents boot allowance

7-8% Outstanding performance, exceeds all standards.

Effective 07/01/2008 – 06/30/2009, Revised: 07/01/2008, COLA: 3.25% (07/01/2008)

Compensation Plans

FY 2008-09 LIU, Local 483 pay schedule, temporary employees after Dec. 1, 2006

Pay range	Job code	Job classification	Hourly rate
408	4008*	Ticket Seller **	10.22
463	4430*	Laborer ** #	10.37
464	4461*	Stationmaster **	12.37
460	4019*	Typist-Receptionist **	12.88
444	4444*	Custodian **	13.01
461	4035*	Clerk/Bookkeeper	13.69
462	4020*	Clerk/Stenographer	14.62
445	4445*	Maintenance Worker 1 ** #	16.88
465	4465*	Gardener 1 ** #	16.88
467	4470*	Animal Keeper ** #	17.86
467	4535*	Nutrition Technician ** #	17.86
467	4536*	Veterinary Technician ** #	17.86
450	4466*	Gardener 2 ** #	18.09
450	4450*	Park Ranger ** #	18.09
446	4449*	Exhibit Technician II ** #	19.23
446	4446*	Maintenance Worker 2 ** #	19.23
471	4471*	Senior Animal Keeper ** #	19.50
469	4447*	Maintenance Worker 3 ** #	20.36
457	4478*	Work Center Coordinator #	20.39
470	4468*	Arborist ** #	20.50
470	4467*	Senior Gardener ** #	20.50
475	4448*	Maintenance Technician ** #	22.59
472	4455*	Maintenance Lead ** #	23.60
472	4456*	Master Mechanic ** #	23.60
474	4457*	Maintenance Electrician ** #	33.77

* Non-exempt

** Includes 3 cents for uniform laundering

Includes 5 cents boot allowance

7-8% Outstanding performance, exceeds all standards.

Effective 07/01/2008 – 06/30/2009, Revised: 07/01/2008, COLA: 3.25% (07/01/2008)

Compensation Plans

FY 2008-09 MERC Non-represented employee pay schedule, full-time, non-exempt

Pay range	Job code	Job classification	Minimum rate	2nd quartile	Midpoint	3rd quartile	Maximum rate
210		Open	11.50	12.36	13.22	14.08	14.95
211	8015	Accounting Technician I	12.65	13.59	14.54	15.49	16.44
	8010	Secretary					
212	8494	EXPO Center Utility Lead	13.90	14.94	15.99	17.03	18.07
	8262	Lead Stagedoor Watchperson					
213	8046	Administrative Assistant	14.93	16.24	17.55	18.85	20.16
	8023	Box Office Coordinator					
214	8021	Accounting Technician II	16.37	17.80	19.23	20.66	22.09
	8045	Executive Assistant					
	8128	Services Sales Coordinator I					
215	8510	Audio visual Technician	18.31	19.91	22.51	23.12	24.72
	8004	Painter					
216	8250	Telecom and Information Systems Technician	20.03	22.04	24.04	26.04	28.04
217		Open	22.44	24.68	26.92	29.17	31.41

Effective 07/01/2007
Revised: 12/14/2007

Compensation Plans

FY 2008-09 MERC Non-represented employee pay schedule, full-time, exempt

Pay range	Job code	Job classification	Minimum rate	2nd quartile	Midpoint	3rd quartile	Maximum rate
320	open		33,333	36,667	40,000	43,333	46,667
321	8013	Accountant	38,000	41,800	45,600	49,400	53,200
	8511	Audio Visual Technician Lead					
	8230	Computer Systems Administrator					
	8507	Services Sales Coordinator II					
	8125	Volunteer Services Coordinator					
322	8350	Account Executive	42,367	47,134	51,900	56,666	61,433
	8370	Admissions Staffing Manager					
	8481	Assistant Ticket Services Manager					
	8180	Event Manager					
	8402	Graphic Designer					
	8014	Procurement Analyst					
	8035	Sales Manager					
	8245	Setup & Operations Supervisor					
323	8317	Assistant Operations Manager - Expo Center	48,163	53,582	59,000	64,418	69,837
	8509	Audio Visual Supervisor					
	8252	Facility & Technical Services Supervisor					
	8210	Facility Maint & Construction Supervisor					
	8168	Maintenance Supervisor					
	8215	Senior Event Manager					
	8185	Senior Set-up Supervisor - OCC					
	8410	Stage Supervisor					
	8480	Ticket Services Manager					
324	8314	Assistant Operations Manager - PCPA	54,694	60,847	67,000	73,153	79,306
	8220	Assistant Event Services Manager					
	8018	Business System Analyst					
	8288	Construction Project Manager					
	8028	Marketing & Web Services Manager					
	8162	Operations Manager - Housekeeping & Setup					
	8163	Operations Manager - Technical Services					
	8515	Security Manager					
	8234	Ticketing & Parking Services Manager					

Effective 07/01/2007
Revised: 02/06/2008

Compensation Plans

FY 2008-09 MERC Non-represented employee pay schedule, full–time positions

Pay range	Job code	Job classification	Minimum rate	2nd quartile	Midpoint	3rd quartile	Maximum rate
325	8011	Budget Manager	62,400	70,200	78,000	85,800	93,600
	8290	Construction Division Manager					
	8012	Controller					
	8302	Director of Event Services					
	8303	Director of Sales and Marketing					
	8205	Events Services Manager - PCPA	62,400	70,200	78,000	85,800	93,600
	8158	Human Resources Manager - MERC					
	8232	Information Technology Manager					
	8164	Operations Manager - Expo Center					
	8027	Public Affairs Manager					
	8034	Sales & Booking Manager - PCPA					
	8057	Sales & Events Manager					
326	8306	Director of Operations	72,400	81,450	90,500	99,550	108,600
	8165	Operations Manager - PCPA					
327	8039	Assistant Executive Director - PCPA	84,000	94,500	105,000	115,500	126,000
	8307	Assistant Executive Director -OCC					
	8601	Director of Communications and Strategic Development					
328	8295	Director - Expo Center	97,600	109,800	122,000	134,200	146,400
	8304	Deputy General Manager					
329	8475	Executive Director - OCC	113,600	127,800	142,000	156,200	170,400
	8110	Executive Director - PCPA					

Effective 07/01/2007
Revised: 02/06/2008

Compensation Plans

FY 2008-09 MERC Non-represented employee pay schedule, part-time, non-exempt

Pay range	Job code	Position	Entry rate	1 year rate	2 year rate
120	8285	Custodian	11.36	11.69	12.02
	8030	Event Receptionist			
	8255	Stagedoor Watchperson			
121		Open	12.50	12.86	13.22
122	8040	Administrative Assistant - PT	13.75	14.15	14.54
	8120	Medical Specialist			
123	8639	Marketing & Promotions Coordinator I	15.41	15.85	16.30
124	8150	Audio Visual Production Assistant	17.26	17.75	18.25
	8005	Marketing & Promotions Coordinator II			
	8140	Ticket Services Supervisor			
	8375	Volunteer Services Coordinator			
125	8200	House/Event Manager	19.33	19.88	20.43

Effective 09/01/2007
Revised: 08/16/2007

Compensation Plans

FY 2008-09 MERC, IATSE Local B-20 employee pay schedule

Pay range	Job code	Job classification	Hourly rate
865	8270	Checkroom Attendant	11.28
865	8265	Elevator Operator	11.28
865	8080	Gate Attendant	11.28
865	8070	Usher	11.28
820	8075	Ticket Seller	12.44
815	8065	Show Seller	14.23
855	8090	Admissions Lead	15.09

Effective 07/01/2008 – 06/30/2009
Revised: 07/01/2008
COLA: 3.0% (07/01/2008)

FY 2008-09 MERC, IATSE Local B-20 temporary employee pay schedule

Pay range	Code	Classification	Rate
865	8271	Checkroom Attendant - Temp	11.28
865	8555	Elevator Operator - Temp	11.28
865	8325	Gate Attendant - Temp	11.28
865	8540	Usher - Temp	11.28
820	8076	Ticket Seller - Temp	12.44
815	8066	Show Seller - Temp	14.23
855	8355	Admissions Lead - Temp	15.09

Effective 07/01/2008 – 06/30/2009
Revised: 07/01/2008
COLA: 3.0% (07/01/2008)

Compensation Plans

FY 2008-09 MERC, IATSE Local 28 employee pay schedule

Job code	Job classification	Hourly rate
8430	Department Head Stagehand - General	23.07
8435	Department Head Stagehand - Properties	23.07
8440	Department Head Stagehand - Carpentry	23.07
8445	Department Head Stagehand - Electrician	23.07
8450	Department Head Stagehand - Sound	23.07
8455	Department Head Stagehand - Flyrail	23.07

Effective 07/01/2006
Revised: 07/27/2006

FY 2008-09 MERC, ILWU Local 28 employee pay schedule, non-exempt

Pay range	Job code	Job classification	Entrance rate	After six months rate	After 40 shifts rate
200	8260	Facility Security Agent	14.26	15.86	
200	8132	Relief Facility Security Agent, On-Call	14.26		15.86

Compensation Plans

FY 2008-09** MERC, IUOE Local 701 employee pay schedule

Pay range	Job code	Job classification	Step 1	Step 2	Step 3
172	8196	Apprentice Operating Engineer	22.29	23.62	24.92
176	8420	Apprentice Electrician	24.48	25.93	27.34
170	8195	Operating Engineer	26.21		
147	8505	Operating Engineer (part time)	26.21		
171	8160	Lead Operating Engineer	27.53		
173	8240	Electrician	28.79		
175	8390	Lead Electrician	31.00		

Effective 07/01/2007 – 06/30/2008
Revised: 07/01/2007
COLA: 3.3% (07/01/2007)
boot allowance: $0.05
** Information regarding this compensation plan for FY 2008-09 was not available at the time of publication

FY 2008-09 MERC, IUOE Local 701-1 employee pay schedule

Pay range	Job code	Job classification	Step 1	Step 2
110	8610	Event Custodian	11.96	13.51
130	8632	Utility Maintenance Technician	16.07	17.53
134	8636	Utility Lead	17.72	18.55

Effective 07/01/2008 – 06/30/2009
Revised: 07/01/2008
COLA: 4.0% (07/01/2008)

Compensation Plans

FY 2008-09 MERC, AFSCME Local 3580-1 utility workers employee pay schedule

Pay range	Job code	Job classification	Probation step	Regular step
970	8485	Event Custodian	11.77	13.31
951	8190	Utility Worker I	13.78	15.52
952	8500	Utility Worker II	14.89	16.77
849	8170	Utility Maintenance Technician	15.83	17.26
941	8490	Utility Grounds Maintenance	16.17	18.39
961	8495	Utility Lead	17.45	18.27
950	8175	Utility Maintenance	18.03	20.31
962	8300	Utility Maintenance Specialist	19.14	20.97
972	8385	Utility Maintenance Lead	20.63	21.75

Effective 07/01/2008 – 06/30/2009
Revised: 07/01/2008
COLA: 3.0% (07/01/2008)

Glossary

2040: See *Metro 2040 Growth Concept*.

AA: Affirmative Action.

Accrual Basis of Accounting: Accounting method in which revenue is recognized when it is earned, regardless of when cash is received; expenses are recognized when the associated liability is incurred, regardless of when cash is paid.

ADA: Americans with Disabilities Act.

Ad Valorem Tax: A tax based on the assessed value of taxable property.

Advance Disposal Fee: A fee on a product that is intended to capture the cost of waste disposal of that product.

AFSCME: See *American Federation of State, County, and Municipal Employees*.

American Federation of State, County, and Municipal Employees (AFSCME): An organized labor bargaining unit.

A/P: Accounts Payable.

Appropriation: Authorization granted by the Metro Council to spend money. Metro appropriates expenditure authority by department within each fund.

A/R: Accounts Receivable.

Arbitrage: Interest earned from the proceeds of bond issues in which the rate of interest earned is greater than the interest rate owed on the bonds.

Arbitrage Rebate: Money owed to the Internal Revenue Service from interest earnings on bond proceeds that exceed the interest (bond yield) owed on the bonds.

Assessed Value: The value set by a county assessor on real and personal taxable property as a basis for levying taxes.

Ballot Measure 5: Amendment to the Oregon Constitution approved by the voters in 1990, which limits property tax rates. This is now Article XI, Section 11(b) of the Oregon Constitution.

Ballot Measure 37: Constitutional amendment approved by voters in November 2004. Measure 37 requires that governments pay owners, or waive enforcement by repealing, changing or not applying restrictions, when certain land use restrictions reduce owners' property value.

Ballot Measure 47: Constitutional amendment approved by voters in November 1996. Ballot Measure 47 rolled back property taxes on individual properties to either the FY 1994–95 tax or the FY 1995–96 tax less 10 percent, whichever was less. The measure allowed increases of no more than 3 percent per year in property tax bills in ensuing years and limited fee increases without voter approval. Ballot Measure 47 was to take effect in FY 1997–98, but was repealed in May 1997 by Ballot Measure 50.

Ballot Measure 50: A Constitutional amendment referred to the voters by the Legislature in May 1997. Ballot Measure 50 repealed and replaced Ballot Measure 47. Ballot Measure 50 rolled assessed values back to FY 1994–95 levels less 10 percent and allows them to increase no more than 3 percent per year. Existing operating tax levies (including tax bases and levies approved in November 1996) were reduced by a statewide average of 17 percent and were converted to rate-based levies. Ballot Measure 50 took effect in FY 1997–98.

Beginning Fund Balance: Net resources (cash and non-cash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

Bonds: A written promise to pay a sum of money at a future date, with interest paid at an agreed rate on a set schedule. Bonds are typically used by governments to finance long-term capital improvements.

Brownfield: An urban development site that has been previously built on or environmentally contaminated and is currently unusable or abandoned.

Budget: A plan for receiving and spending money in a fiscal year. The budget is the financial plan for Metro's allocation of resources to provide services, accomplish Metro's objectives and perform activities.

Budget Calendar: The schedule of key dates and major events in the budget process.

Budget Committee: The Metro Council sits as a special committee under Oregon Budget Law to review the Chief Operating Officer's proposed budget and to adopt the budget for the following fiscal year.

Budget Phases: Metro's annual budget is developed in four phases, as follows:

Requested: Requests from departments for the following year's budget.

Proposed: The Chief Operating Officer's recommended budget, which is reviewed by the Council Budget Committee.

Approved: The budget and tax levy as approved by the Council that is forwarded to the Multnomah County Tax Supervising and Conservation Commission for its certification.

Adopted: The budget as adopted by the Council in the annual budget ordinance, following certification by the Tax Supervising and Conservation Commission.

CAFR: See *Comprehensive Annual Financial Report*.

Capital Budget: See *Five-Year Capital Budget*.

Capital Budget Document: The official document presenting Metro's Five-Year Capital Budget. The document is included in the agency budget document and contains information on Metro's capital funding capacity, unfunded capital needs and a status report on current capital projects. The capital budget and the annual operating budget document are presented to the Council by the Chief Operating Officer for its consideration and adoption.

Capital Improvement Plan (CIP): See *Five-Year Capital Budget*.

Capital Outlay: A major expenditure category that includes appropriations for the purchase or improvement of land and buildings, and for furniture and equipment with a cost of more than $5,000 and a useful life of one or more years.

Capital Project: A capital project is any physical asset acquired, constructed or financed by Metro, with a total capital cost of $50,000 or more and a useful life of at least five years. It can include land, facilities, trails, roads, other infrastructure, major equipment and parts thereof. It can include renewal and replacement projects as well as new acquisitions and construction projects. Acquisition or construction of a capital project may be staged over several years.

Cash Basis of Accounting: Accounting method under which transactions are recognized when cash changes hands.

Central Services: Services provided internally to Metro departments by another Metro department or departments. These are primarily business services, such as accounting, risk management, information services, human resources and legal services.

CET: See *Construction Excise Tax*.

CFO: Chief Financial Officer.

Challenge Grants: Grants to local jurisdictions to support their waste reduction programs to help meet state and regional waste reduction goals.

Chart of Accounts: A coding framework that categorizes various financial information into a logical structure which is the basis and foundation for all financial reporting within the agency.

CIP: Capital Improvement Plan, See *Five-Year Capital Budget*.

CMS: Congestion Management Study.

COLA: Cost of Living Adjustment.

Commission: An appointed body established in the Metro Code responsible for daily operations of a Metro operation (specifically MERC).

Compensation Plan: A listing of all Metro position classifications, their classification number and the rates of pay authorized. The document is updated annually and adopted by the Council.

Component Unit: Legally separate organization for which elected officials of the primary government are financially accountable. In addition, a component unit can be another organization for which the nature and significance of its relationship with a primary government is such that exclusion would cause the reporting entity's statements to be misleading or incomplete, in accordance with GASB Statements 14 and 39.

Comprehensive Annual Financial Report (CAFR): The official public record of Metro's financial condition and results of operations, prepared at the close of each fiscal year, subject to audit.

Compression: The effect produced if the combined (and otherwise authorized) property tax rates of all non-school jurisdictions in a taxing area exceed the limit of $10 tax per $1000 in assessed value, as required by the Oregon Constitution since the passage of Ballot Measure 5. The result of such an excess is reduced proportionally to each general government jurisdiction's rate so the total rate does not exceed $10.

Concept Plan: See *Metro Region 2040 Growth Concept*.

Connecting Green: Connecting Green is an emerging effort to create this country's best parks and trails system. Guided by a vision of making parks, trails and natural spaces as important to our core infrastructure as roads,

power, sewage and schools, the effort plans to deliver a healthier, happier population, sustainable, vibrant metropolitan expansion and a cleaner, richer ecosystem.

Construction Excise Tax (CET): Effective July 1, 2006, Metro imposed a 0.12 percent Construction Excise Tax on eligible construction throughout the region to fund concept planning for areas brought into the Urban Growth Boundary in 2002 and 2004. All jurisdictions issuing permits have signed intergovernmental agreements to collect the tax on Metro's behalf.

Contingency: A major expenditure category that includes appropriations set aside for unforeseen expenses. The Council must approve, by ordinance, any transfers from a contingency account to an expenditure account.

Contract: An agreement in writing between two parties where there is an exchange of goods or services. A contract is enforceable by law.

COO: Chief Operating Officer.

Cost Allocation Plan: A document prepared each fiscal year that identifies costs for central services and assigns them to operating units based on the best estimate of use or benefit received. The plan is used in preparing the annual budget to determine the amount of interfund transfers for the central service funds.

CPI: Consumer Price Index.

CRAG: Columbia Region Association of Governments.

Data Resource Center (DRC): The division of Metro's Planning Department that supplies economic and demographic information for Metro's planning functions, and that manages the Regional Land Information System (RLIS).

DBE: See *Disadvantaged Business Enterprise*.

Debt Service: 1. Payment of principal and interest on bonds, interest-bearing warrants and short-term notes; 2. A major expenditure category that includes all categories of debt service payments.

DEIS: Draft Environmental Impact Statement.

Department: A functional unit of Metro.

Department of Environmental Quality–Oregon (DEQ): The Oregon Department of Environmental Quality, a state agency, which regulates Metro's solid waste disposal system and aspects of Metro planning operations such as air quality and water quality.

DEQ: See *Department of Environmental Quality.*

Direct Costs: The amount of charges to a department for specific services provided by another department.

Disadvantaged Business Enterprise (DBE): A for-profit, small business concern 1. that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged or, in which 51 percent of the stock is owned by one or more such individual; and 2. whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it.

DRC: See *Data Resource Center.*

Dry Waste: Non-putrescible (does not decay) waste, including demolition debris.

EEO: Equal Employment Opportunity.

Emerging Small Business (ESB): There are two tiers for certification as an ESB in the State of Oregon: 1. Tier 1 program participation is restricted to Oregon-based firms with 20 or fewer employees whose average annual gross receipts over the last three years have not exceeded $1.5 million for construction firms and $600,000 for non-construction related firms. Tier 2 program participation is restricted to Oregon-based firms with 30 or fewer employees whose average annual gross receipts over the last three years have not exceeded $3 million for construction firms and $1 million for non-construction related firms. An ESB must be properly licensed, legally registered and an independently-owned Oregon firm.

Employee Fidelity Coverage: Insurance covering loss in the event of theft by an employee.

Ending Fund Balance: Unspent and unobligated net resources at the end of a fiscal year. Usually generated by cash reserves and under-spending of appropriations.

Enhancement Grants: Grants for community projects made to local communities that contain major solid waste disposal facilities. There are four such grant programs (for Forest Grove, Metro Central, Metro South and St. Johns), funded out of the Rehabilitation and Enhancement Fund by a surcharge of $0.50 per ton on waste deposited at the facility.

Enterprise Activity: Business conducted by Metro in which a customer pays a fee or charge for a service or product.

Enterprise Revenues: Revenues earned through the sale of Metro goods or services, including admission fees, building rentals, food and drink at Metro facilities, etc.

EPA: Environmental Protection Agency (Federal agency).

ESB: See *Emerging Small Business*.

Excise Tax: A tax that is paid by users of Metro facilities for the privilege of the use of the facilities, equipment, systems, or services owned, licensed, franchised or operated by Metro. For additional information, see Appendices, Excise Tax.

Expenditure: The actual outlay of, or obligation to pay, cash.

Expo: *Portland Metropolitan Exposition Center; The Expo Center;* located at 2060 North Marine Drive in Portland, consists of 333,000 square feet of flat floor space in four adjacent buildings for public exhibits and shows.

Expo Center: See *Expo*.

***Ex Situ* research:** Research conducted on wildlife that are not in their native range.

FAS: Finance and Administrative Services.

Fiscal Year: Metro's annual budget and accounting period, from July 1 through June 30.

Five-Year Capital Budget: a long-range plan prepared annually to identify capital projects to be funded over a five-year period. The five-year capital budget identifies each project, the year in which it will be started or acquired, the yearly expenditures of the project and proposed method of financing. The capital budget is reviewed and approved by the Chief Operating Officer and the Metro Council. Projects approved for the first year of the plan become part of Metro's budget for the ensuing year and may be modified in subsequent years.

FMLA: Family Medical Leave Act.

Fringe Benefits: Non-salary employee benefits provided in accordance with state and federal law, union contracts and/or Council policy. Such benefits for regular employees include pension plans (including PERS and Social Security); medical, dental, vision and life insurance; vacation, holiday and sick leave; workers' compensation and unemployment insurance. Temporary employees receive only those benefits mandated by law, such as Social Security, workers' compensation and unemployment insurance.

FTA: Federal Transit Administration (formerly UMTA, Urban Mass Transit Administration).

FTE: See *Full-time Equivalent*.

Full-time Equivalent (FTE): The ratio of time expended in any position to that of a full-time position. One person working full-time for one year is one FTE.

Functional Plan: Urban Growth Management Functional Plan.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts that is segregated for the purpose of carrying on specific activities or attaining certain objectives. Metro maintains several types of funds, including:

General: Revenues may be spent for any legitimate Metro purpose.

Enterprise: A fiscal and budgeting entity that accounts for a specific Metro operation that earns a substantial portion of its money through enterprise activities. An example of a Metro enterprise funds is the Solid Waste Revenue Fund.

Special Revenue: Resources are restricted to expenditures for specific purposes, generally in support of the department that manages the fund.

Capital Projects: Dedicated to acquisition, construction or improvement of the fixed assets managed by a particular department.

Internal Service: Accounts for the financing of goods or services provided by a central service department, with revenues coming from benefiting departments on a cost-reimbursement basis.

Debt Service: Dedicated to paying debt service obligations.

Trust: Expenditures are dedicated to a specified purpose, as stipulated by the entity or entities that provided money to establish the fund.

Fund Balance: The difference between a fund's assets and its liabilities; a fund's net resources.

FY: Fiscal Year.

GAAP: See *Generally Accepted Accounting Principles*.

GASB: See *Governmental Accounting Standards Board*.

General Fund: See description under *Fund*.

General Obligation Bonds: Bonds that are backed by the full faith and credit of the issuing government. General obligation bonds must be approved by the voters, and are paid through property taxes.

General Renewal and Replacement Fund: The General Renewal and Replacement Fund is created as a separate fund in FY 2008-09 to provide for Metro's general assets including the Oregon Zoo, Regional Parks, Metro Regional Center and Information Technology.

Generally Accepted Accounting Principles (GAAP): A standard established by the Accounting Practices Board of the American Institute of Certified Public Accountants. These rules, conventions and procedures define accepted accounting practices.

GFOA: Government Finance Officers Association.

GIS: Geographical Information System.

Governmental Accounting Standards Board (GASB): A private, non-profit organization established in 1984; responsible for setting generally accepted accounting principals for state and local governments.

GPAC: Greenspaces Policy Advisory Committee.

Grant: A contribution of assets by one entity to another. Grants are generally designated for a specific expenditure or project.

Greenspaces: Open areas, usually in public ownership, that are available for public use. While mostly undeveloped or developed only minimally, greenspaces may include parks, cemeteries natural areas, and golf courses.

Greenspaces Master Plan: The Council-adopted document that establishes policies and lays out long-range plans and goals for Metro's program of acquiring, preserving and developing open spaces for public use and protection of wildlife habitat.

Growth Concept: See *Metro 2040 Growth Concept*.

HCT: *See High Capacity Transit*.

HCTF: See *Housing Choice Task Force*.

High Capacity Transit (HTC): High capacity transit includes any form of public transit that has an exclusive right of way, a non-exclusive right of way or a possible combination of both. High capacity transit includes options such as light rail, commuter rail and bus rapid transit; these and others will be examined as part of the High Capacity Transit System Plan.

Household Hazardous Waste: Any discarded chemical materials or products that are or may be hazardous or toxic to the public or the environment and are commonly used in or around households.

Housing Choice Task Force (HCTF): Directed by the Metro Council to consider financial, physical, market, political and regulatory barriers to increasing particularly affordable workforce housing supply in various communities and 2040 centers and corridors.

HR: Human Resources Department.

IATSE: See *International Alliance of Theatrical State Employees*.

International Alliance of Theatrical State Employees (IATSE): An organized labor bargaining unit.

IGA: See *Intergovernmental Agreement*.

Indirect Costs: The central overhead costs (i.e., payroll, accounts payable, legal counsel) necessary for the operation of a department or execution of a grant and not directly attributable to a specific function or grant. These costs are computed and charged to the appropriate department or grant based on a cost allocation plan.

***In Situ* research:** Research conducted with wildlife in their native range.

Interfund Transfer: 1. An amount of money distributed from one fund to finance activities in another fund. The most common types of interfund transfers are for central services, payment for specific services performed, or for general financial support. 2. A major expenditure category that accounts for all movement of money from one fund to another.

Intergovernmental Agreement (IGA): A signed agreement between two or more units of government, and approved by their governing bodies, that provides for the exchange of goods or services between the governments.

Intergovernmental Revenue: Funds received from a unit of government other than Metro in support of a Metro activity.

Interstate MAX: A light rail line from the Rose Quarter to the Columbia River along Interstate Avenue operated by TriMet.

IT: Information Technology.

Joint Policy Advisory Committee on Transportation (JPACT): This committee consists of elected and appointed officials from jurisdictions throughout the region who are charged with developing and approving regional transportation plans.

JPACT: See *Joint Policy Advisory Committee on Transportation*.

KFD: Killingsworth Fast Disposal (landfill site).

Latex Processing Facility: The part of a solid waste transfer station that treats, recycles and disposes of latex paint.

Leadership in Energy and Environmental Design (LEED): A Green Building Rating System; a voluntary, consensus-based national standard for developing high-performance, sustainable buildings; developed by U.S. Green Building Council, representing all segments of the building industry.

LEED: See *Leadership in Energy and Environmental Design*.

Line Item: An object of expenditure. See *Chart of Accounts*.

Line Item Budget: The traditional form of government budgeting in which proposed expenditures are based on individual objects of expenditure within a fund or department.

LIU: Laborers International Union.

M & S: See *Materials and Services*.

Major Expenditure Category: One of six classifications of spending, including personal services, materials and services, debt service, capital outlay, interfund transfers, and contingency.

Making the Greatest Place: A comprehensive effort the Metro Council is undertaking, in collaboration with local governments and the private sector, to implement the region's more effective long-range growth management plan, the 2040 Growth Concept. The effort is focused on generating new, more efficient ways to manage the region's land and transportation infrastructure and leverage market forces to create better urban areas.

Master Plan: A comprehensive plan for a program or facility that establishes policies and goals for the program or facility, for a period of five years or longer.

Material Recovery Facility (MRF): A waste facility that receives commingled loads of waste and sorts them into recyclable and non-recyclable components.

Materials and Services: A major expenditure category that includes contractual and other services, materials, supplies and other charges.

MAX: TriMet's Light Rail system, Metropolitan Area Express, connects Portland, Gresham, Beaverton, Hillsboro and the Portland Airport.

MBE: See *Minority Business Enterprise*.

MCCI: Metro Committee for Citizen Involvement.

Minority Business Enterprise (MBE): A business concern 1. that is at least 51 percent owned by one or more minority individuals, or, in the case of a publicly owned business, at least 51 percent of the stock is owned by one or more minority individuals; and 2. whose daily business operations are managed and directed by one or more of the minority owners.

Measure 5, Measure 37, Measure 47, Measure 50: See *Ballot Measures*.

MERC: See *Metropolitan Exposition Recreation Commission*.

Metropolitan Exposition Recreation Commission (MERC): An appointed seven-member board and its staff, which is responsible for daily operations of the Oregon Convention Center, Portland Center for the Performing Arts and the Portland Expo Center.

Metro 2040 Growth Concept: Defines regional growth and development in the Portland Metropolitan region. The growth concept was adopted in the Region 2040 planning and public involvement process in December 1995.

Metro Central: Metro's solid waste transfer station at 6161 NW 61st Avenue, Portland.

MetroPaint: A high quality, affordable, 100 percent recycled latex paint produced in Portland, Oregon, since 1992. Metro produces and sells recycled latex paint in 5-gallon pails and 1-gallon cans.

Metro Recycling Information Center: The clearinghouse for waste reduction, recycling and solid waste disposal information in the region.

Metro Regional Center: Metro's governmental headquarters, located at 600 NE Grand Avenue, Portland.

MetroScope: MetroScope is a set of decision support tools used by Metro and the City of Portland to model changes in measures of economic, demographic, land use and transportation activity. MetroScope comprises four models and a set of GIS (geographic information system) tools that keep track of the location of development activities and produce visual representations (maps) from the models' output.

Metro South: Metro's solid waste transfer station at 2001 Washington St., Oregon City.

Modified Accrual Basis of Accounting: The accrual basis of accounting adapted to the governmental fund type under which revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are generally recognized when the related fund liability is incurred.

MPAC: Metro Policy Advisory Committee.

MPO: Metropolitan Planning Organization.

MRF: See *Material Recovery Facility.*

MTAC: Metro Technical Advisory Committee.

MTIP: Metropolitan Transportation Improvement Program.

MTOCA: Metropolitan Tourism Opportunity and Competitiveness Account.

MTP: Metropolitan Transportation Plan (Clark County, Washington).

Natural Areas Program (2006): Program designed to conserve a regional system that protects the very best remaining fish and wildlife habitats, lands around local rivers and streams that are important to water quality and natural areas threatened by urban development. It establishes target areas for protection by incorporating some of the target areas established in the 1995 open spaces, parks and streams bond measure and adding new areas that have been recognized as priorities during the past decade.

Natural Areas Bond Measure: A voter-approved bond measure passed in November 2006. The $227.4 million bond measure protects natural areas and lands near rivers and streams throughout the metro region, safeguarding the quality of our water while managing the impacts of growth and maintaining the area's quality of life for future generations.

Nature in Neighborhoods: A regional habitat protection, restoration and greenspaces program that inspires, strengthens, coordinates and focuses the activities of individuals and organizations with a stake in the region's fish and wildlife habitat, natural beauty, clean air and water and outdoor recreation.

New Look at Regional Choices: See *Making the Greatest Place*.

OCC: See *Oregon Convention Center.*

OCI: Office of Citizen Involvement (located within the Public Affairs and Government Relations department of Metro).

ODOT: See *Oregon Department of Transportation*.

OECDD: See *Oregon Economic and Community Development Department*.

OMA: Office of Metro Attorney.

One-time Revenue: A source of funding that cannot reasonably be expected to recur. Examples include single-purpose grants, use of reserves, and proceeds from the sale of property or other assets.

Open Spaces: Undeveloped land, preserved for its natural, environmental or recreational benefits.

Open Spaces Acquisition Program: Metro's program of acquiring and preserving open spaces and natural areas. The program is administered by the Regional Parks and Greenspaces Department and funded by bond proceeds through the Open Spaces Fund.

Open Spaces Acquisition Work Plan: The plan guiding the work of the Open Spaces Acquisition Division of the Regional Parks and Greenspaces Department, which establishes the division's development of refinement plans and acquisition of open spaces.

Open Spaces Bond Measure: The Metro bond measure approved by the voters in 1995, authorizing $135.6 million for public acquisition of open spaces and natural areas in and near the Metro region.

Oregon Convention Center (OCC): The Oregon Convention Center, located at 777 N.E. Martin Luther King Jr. Boulevard in Portland, consists of 50 meeting rooms and 255,000 square feet of exhibition space.

Oregon Department of Transportation (ODOT): A department of the Oregon state government responsible for systems and transportation.

Oregon Economic and Community Development Department (OECDD): Invests lottery, federal and other funds to help communities and regions build a healthy business climate that stimulates employment, enhances quality of life and sustains Oregon's long-term prosperity.

ORS: Oregon Revised Statute.

PAGR: Public Affairs and Government Relations (Metro).

Pass-through: Money given by a government or organization to another government or organization with a requirement that it be given to a third government or organization.

PCPA: See *Portland Center for the Performing Arts*.

PDC: Portland Development Commission.

PeopleSoft: Metro's management information system software which provides centralized accounting, payroll, human resource and budgeting information.

Performance Audit: Investigation of a program, operation or department that is designed to determine whether the subject of the audit is properly, efficiently and effectively managed. Metro's elected Auditor is responsible for conducting performance audits for Metro.

Performance Measures: Objective standards for determining work loads, effectiveness and efficiency of Metro departments and programs.

PERS: See *Public Employees Retirement System*.

PERS Reserve: An amount set aside for potential future pension cost liabilities. In the spring of 2003, the Oregon legislature enacted sweeping changes to the Public Employees Retirement System (PERS). All changes were legally challenged. The reserve, equal to the difference between the PERS rate prior to the changes and the PERS rate after the changes—approximately 6.65 percent of salaries and wages have been set aside. New contributions were discontinued in FY 2007–08.

Population and Employment Allocations: Estimates of the number of residents and the number of jobs projected for each jurisdiction in the region in a given year.

Portland Metropolitan Exposition Center: See *Expo*.

Portland Center for the Performing Arts (PCPA): This leading cultural institution encompasses four acclaimed theaters that include Keller Auditorium, Arlene Schnitzer Concert Hall, and the Newmark Theater, Dolores Winningstad Theater and Brunish Hall, all located in the Antoinette Hatfield Hall.

Position: A budgeted authorization for employment, which can be full-time or part-time. One position may be budgeted as any fraction of an FTE but cannot be budgeted in excess of one FTE.

Post-closure Activities: The planning, execution and environmental monitoring of activities associated with the closure of the St. Johns Landfill.

PP&L Finanswer Loan: A special loan offered by Pacific Power & Light Co. to help finance energy conservation measures. Used by Metro to pay for energy conservation measures in the construction of Metro Regional Center.

Preliminary Audit Plan: The Metro Auditor's work plan periodically developed, reviewed and updated to guide future audit work.

Program: Related activities and projects that seek to accomplish a specific objective. Programs are budgeted at the department level.

Program Budget: A plan for expenditure of money that is based on objectives and the cost to realize those objectives, rather than on individual line items.

Public Employees Retirement System (PERS): The retirement benefit package offered by most public jurisdictions in the state.

Rate Stabilization Reserve: A reserved fund balance established to stabilize solid waste rates from unanticipated fluctuations.

Records and Information Management (RIM): Provides for Metro's professional management of information from the time records are received or created through their processing, distribution, use and placement in a storage or retrieval system until their eventual destruction or permanent archival retention.

Recovery Rate: The percent of solid waste that is recovered from the total municipal solid waste stream.

Recycling Information Center: See *Metro Recycling Information Center.*

Refinement Plan: One of several plans of the Open Spaces Acquisition division of the Regional Parks and Greenspaces department that identifies specific parcels of land to be acquired within a larger target area.

Region: The area inside Metro's boundary.

Region 2040: Metro's growth management planning document that establishes policies to manage regional growth over a 50-year period and to guide development of the Regional Framework Plan. See *Metro 2040 Growth Concept*.

Regional Framework Plan: The growth management planning document mandated in the 1992 Metro Charter that prescribe's guidelines to be observed by local governments in establishing their local land-use plans in conformance with regional goals. The plan was adopted by the Council in 1997.

Regional Land Information System (RLIS): Metro's computerized mapping system, which has the capability to apply demographic, topographic, land-use, infrastructure and other information in map form.

Regional Solid Waste Management Plan (RSWMP): A policy and planning document adopted by the Metro Council in ordinance form that establishes policies for managing the disposal of solid waste from the region.

Regional Solid Waste Reduction Plan: The 10-year plan established to comply with state mandated waste recovery goals.

Regional System Fee (RSF): Solid waste revenue raised from all customers system wide to find regional solid waste programs. Rate is set annually by the rate review process.

Regional Transportation Plan (RTP): The plan required by the federal government, in order to receive federal transportation funds, that includes

regional transportation policies and goals as well as a list of major transportation projects contemplated for a six-year period. This plan must be approved by the Joint Policy Advisory Committee on Transportation and the Metro Council.

Regional Travel Options (RTO): Promotes and supports the transportation choices available in the region to reduce the number of drive-alone trips. Reducing the number of vehicles on the road cuts vehicle emissions, decreases congestion, extends the life cycle of existing roadways and promotes a healthier community.

Regional Urban Growth Goals and Objectives: A policy and planning document approved by the Metro Council in ordinance form that establishes policies to guide growth management planning in the region.

REIN: Regional Environmental Information Network.

Requirements: Total budgeted expenditures (including contingency) plus the amount of unappropriated balance.

Resources: All financial assets of a fund, including anticipated revenues plus cash available at the start of the fiscal year.

Restoration/Education Grants: Grants administered by the Regional Parks and Greenspaces Department for funding projects of public education on natural resource preservation or in support of restoring land to its natural state.

Revenue: Assets earned or received by a Metro fund during a fiscal year.

RFB: Request for Bid.

RFP: Request for Proposal.

RFQ: Request for Qualifications.

RIC: See *Metro Recycling Information Center.*

RIM: See *Records and Information Management*.

RLIS: See *Regional Land Information System*.

RSF: *See Regional System Fee (credit program)*.

RSWMP: See *Regional Solid Waste Management Plan*.

RTC: Regional Transportation Council (of southwest Washington, formerly IRC).

RTO: See *Regional Travel Options*.

RTP: See *Regional Transportation Plan*.

SAFETEA-LU: See *Safe, Accountable, Flexible, Efficient Transportation Equity Act*.

Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU): Authorizes the Federal surface transportation programs for highways, highway safety, and transit for the 5-year period 2005-2009.

St. Johns Landfill: A 238-acre parcel of land in North Portland used as the region's principal general purpose landfill for more than fifty years until its closure in 1991. Metro manages activity at the facility, which primarily consists of implementing an approved closure plan.

Satellite Collection Events: Temporary household hazardous waste collection activities at sites remote from permanent household hazardous waste facilities.

Smith and Bybee Wetlands Natural Area: The area including Smith and Bybee Lakes and surrounding property in North Portland that is managed as an environmental and recreational resource for the region.

Solid Waste Information System: The data base maintained by Metro staff providing statistical analyses of the region's solid waste generation, recovery and disposal characteristics.

SOV: Single Occupancy Vehicle.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources (other than expendable trust or capital projects) that are legally restricted to expenditure for specified purposes.

Supplemental Budget: A change to an adopted budget that is undertaken during the fiscal year a budget is in effect, as defined by Oregon local budget law. A supplemental budget is required if resources greater than those identified in the budget are to be used, or if additional expenditures greater than the amount in contingency, or greater than 15 percent of total appropriations are required. A supplemental budget that is greater than 10 percent of appropriated expenditures requires TSCC review and certification, and Council adoption by ordinance. A supplemental budget less than 10 percent of appropriated expenditures requires Council adoption.

Sustainablity: Using, developing and protecting resources in a manner that enables people to meet current needs while ensuring that future generations can also meet their needs, from the joint perspective of environmental,

economic and community objectives.

Target Area: An area containing regionally significant open spaces that are to be preserved through public acquisition.

Tax Base: Property taxes dedicated to the annual financial support of a government or a government operation, authorized by voter approval.

Tax Supervising and Conservation Commission (TSCC): Review body composed of citizens appointed by the governor, whose charge under state law is to review the budgets of all jurisdictions headquartered in Multnomah County and determine whether they comply with Oregon's local government budget law. The TSCC reviews the approved budget and supplemental budgets of Metro prior to Council adoption, in order to certify compliance.

TOD: See *Transit-Oriented Development*.

TPAC: Transportation Policy Alternatives Committee.

Transfer: See *Interfund Transfer.*

Transfer Station: A facility that receives solid waste from commercial haulers and private citizens and ships the material to an appropriate disposal facility.

Transit-Oriented Development (TOD): Development of property near major transit stations that supports reduced dependence on automobile use by mixing housing, retail and commercial activity with access to transit.

TRIM: Tower Records and Information Management.

TriMet: Provides public transportation in the Portland, Oregon, metropolitan area, including most of Clackamas, Multnomah and Washington counties.

TSCC: See *Tax Supervising and Conservation Commission*.

Unappropriated Balance: A line item in the budget that represents amounts set aside to be carried over to the following fiscal year. Unappropriated balances may not be spent in the current fiscal year.

UGA: Urban Growth Area.

UGB: See *Urban Growth Boundary.*

UPWP: Unified Planning Work Program.

UNIX: Computer operating system.

Urban Growth Boundary (UGB): A line delineating the area within the Metro region that may be developed at urban density levels.

VDI: See *Visitor Development Initiative*.

Visitor Development Initiative (VDI): The initiative to fund the expansion of the Oregon Convention Center, and capital improvements to the Portland Center for the Performing Arts and PGE Park (Civic Stadium).

WBE: See *Women-Owned Business Enterprise*.

Women Owned Business Enterprise (WBE): A woman-owned business enterprise as defined by the State of Oregon is a proprietorship, partnership, corporation or joint-venture that is 51% owned, operated and controlled by United States citizens that are female. The female owner must not be inextricably associated nor dependent upon a non-disadvantaged firm(s) or individual(s), interest must have managerial and operational control over all aspects of the business and must have made a real and substantial contribution of capital or expertise to the business, which is commensurate with their ownership interest.

Waste Characterization Studies: Studies conducted to determine the content of solid waste generated in the region.

Westside Light Rail: A light rail line, an extension of MAX, connecting downtown Portland with Hillsboro. See *MAX*.

Willing Seller: A land owner who freely agrees to sell land to Metro for its Natural Areas Acquisition program.

WSDOT: Washington State Department of Transportation.