

FY 2010-11 Proposed Budget – PDF User’s Guide

This guide is intended to assist readers in finding information in the Adobe Acrobat® Portable Document Format (PDF) version of the FY 2010-11 Metro proposed budget. This PDF has several features to assist readers in locating information quickly including: bookmarks and searchable text.

Bookmarks

The Bookmarks provided in this document on the left side of the window represent each section of the budget. To navigate using a bookmark:

Click the Bookmarks tab on the left side of the window, or choose View> Navigate> Tabs> Bookmark

To go to a section by using its bookmark, click the bookmark. If applicable, you can also click the plus sign (+) next to the bookmark to expand the bookmark to display more detailed divisions in each section. Click the minus sign (-) next to the bookmark to hide its contents.

Searchable text

You can use the Search PDF window to locate words, phrases and partial words within the document. To search for words using the Search PDF window:

Click the search button (Binoculars icon), or the search field.

Type the words, phrase or partial word you want to locate. To perform an Advanced Search click the Use Advance Search options on the bottom of the Search PDF window.

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The budget and other financial information is available at www.oregonmetro.gov/budget.



www.oregon**metro.gov**



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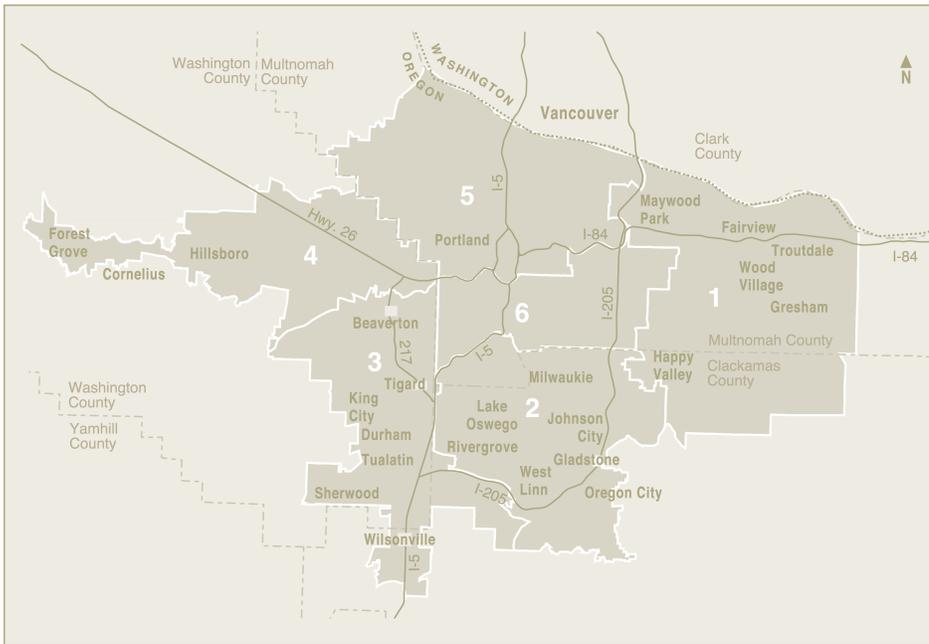
2010-11

PROPOSED BUDGET

Program Budget



Metro | *People places. Open spaces.*



Your Metro representatives

Council President
David Bragdon
 503-797-1889

District 1
Rod Park
 503-797-1547

District 2
Carlotta Collette
 503-797-1887

District 3
Carl Hosticka
 503-797-1549

District 4
Kathryn Harrington
 503-797-1553

District 5
Rex Burkholder
 503-797-1546

District 6
Robert Liberty
 503-797-1552

Auditor
Suzanne Flynn, CIA
 503-797-1891

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.

2010-11

PROPOSED BUDGET – PROGRAM BUDGET

Printed on recycled paper.

Great Communities

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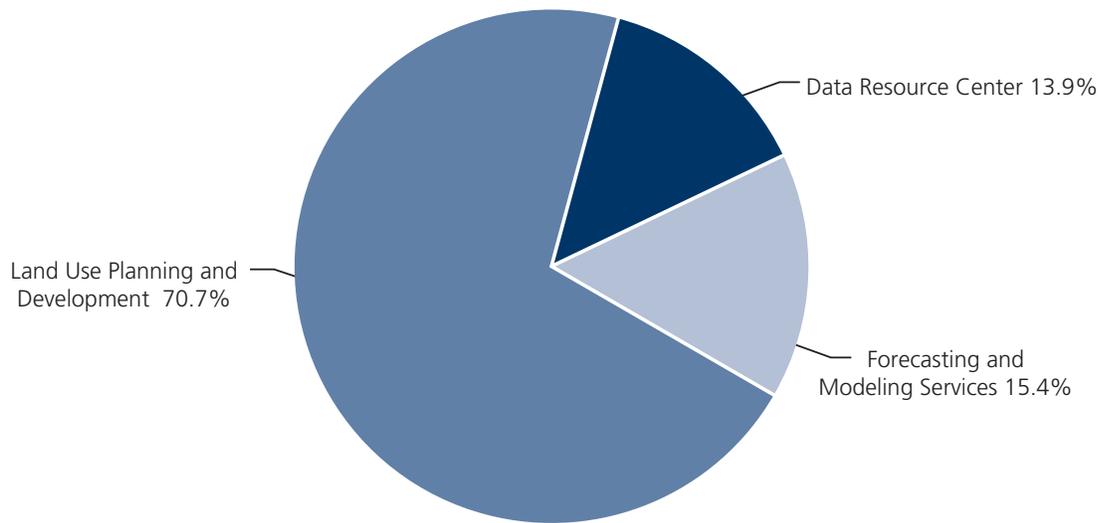


Great Communities

Goal 1: Guide growth in a sustainable and compact metropolitan structure.

Directing regional growth toward more sustainable patterns leads to the use of fewer natural resources and less energy for our homes, businesses and transportation needs and creates more affordable living choices.

Goal 1: FY 2010-11 program expenditures



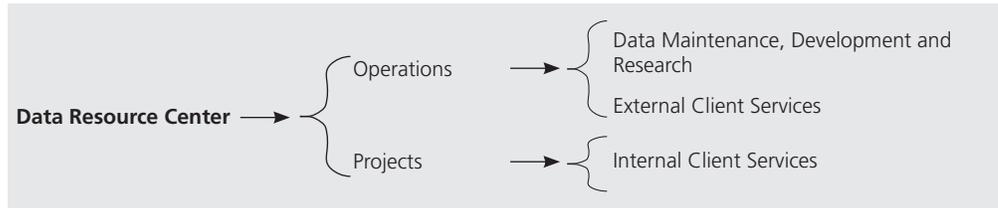
Data Resource Center	\$1,964,000
Forecasting and Modeling Services	2,183,000
Land Use Planning and Development	10,025,000
TOTAL GOAL 1	\$14,172,000

Goal 1: Five-year forecast, all associate programs

	Actual FY 2007-08	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
PROGRAM RESOURCES							
Enterprise	\$215,851	\$300,039	\$66,308	\$60,694			
Grants and Donations	\$1,032,114	\$1,141,287	\$1,287,973	\$2,488,667			
Governmental Resources	\$1,027,894	\$844,235	\$1,522,213	\$2,653,442			
Other Resources- Fund Balance	\$3,400,467	\$2,323,472	\$6,446,925	\$4,914,322			
TOTAL PROGRAM RESOURCES	5,676,326	4,609,034	9,323,419	10,117,126			
PROGRAM OUTLAYS							
Operating Costs	6,965,441	6,231,940	13,179,634	12,152,193			
Capital	0	0	0	0			
Department Administration and Overhead	157,177	76,148	340,114	415,975			
Central Administration and Overhead	1,251,007	1,526,499	1,378,404	1,605,127			
TOTAL PROGRAM OUTLAYS	8,373,624	7,834,587	14,898,152	14,173,295			
NET PROGRAM REVENUE (COST)	(2,697,298)	(3,225,554)	(5,574,733)	(4,056,169)			
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	2,418,975	2,663,260	3,919,736	3,474,774			
Current Revenues	0	0	0	0			
Reserves	178,323	562,295	1,654,997	581,395			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	2,597,298	3,225,555	5,574,733	4,056,169			
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$100,000)	\$0	\$0	-\$0			
PROGRAM FTE	40.45	44.02	46.23	44.60			

Data Resource Center

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



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

Specific services include:

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

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

Regulatory/statutory requirements

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

Changes from FY 2009-10 current service levels

- Eliminates 1.15 limited duration GIS positions from the Data Resource Center.
- Adds 0.53 limited duration Principal Regional Planner to Director’s Office for Regional Indicators.

Issues and challenges

In FY 2010-11 the DRC will focus on increasing the efficiency of our data collection, maintenance and distribution process. This will be accomplished through developing direct network connections with partners, streamlining our maintenance processes and cultivating relationships with data providers and other partners at the state and local level.

The DRC will also focus on reducing barriers to accessing information. Barriers might be reduced through changes to pricing, development of intuitive tools and adoption of creative approaches to illustrating information at both the regional and local scale.

Performance measures

Quality of the research and analysis, measured by an annual survey of clients.

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

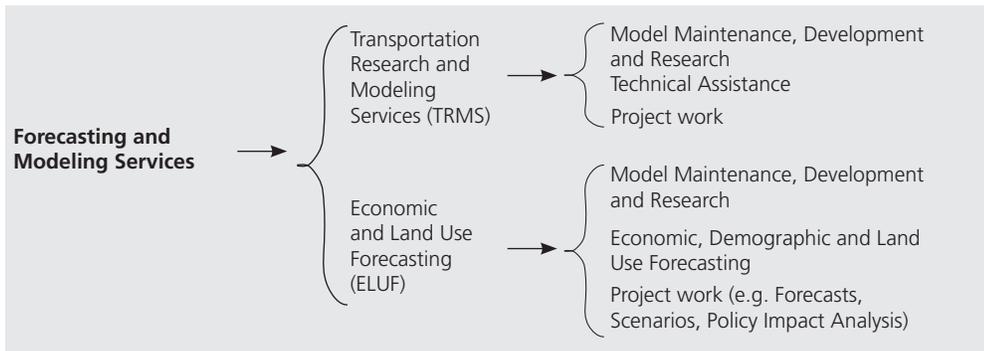
Capability of the Regional Land Information System (RLIS) to provide relevant information for analytical needs, measured by an annual survey of clients.

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

Five-year forecast

	Actual FY 2007-08	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
PROGRAM RESOURCES							
Enterprise	\$209,774	\$300,039	\$62,927	\$56,664			
Grants and Donations	236,979	258,175	220,098	313,936			
Governmental Resources	970,752	727,343	1,401,865	1,034,549			
Other Resources- Fund Balance	56,208	104,717	286,454	95,890			
TOTAL PROGRAM RESOURCES	1,473,713	1,390,274	1,971,344	1,501,039			
PROGRAM OUTLAYS							
Operating Costs	1,428,967	1,321,517	2,044,794	1,401,396			
Capital	0						
Department Administration and Overhead	42,901	19,359	163,548	176,605			
Direct Service Transfers	0						
Central Administration and Overhead	353,218	386,384	312,527	386,392			
TOTAL PROGRAM OUTLAYS	1,825,086	1,727,259	2,520,869	1,964,393			
NET PROGRAM REVENUE (COST)	(351,373)	(336,985)	(549,525)	(463,354)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	343,373	336,986	518,160	419,779			
Current Revenues	0	0					
Reserves	8,000	0	31,365	43,575			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	351,373	336,986	549,525	463,354			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	-\$0			
PROGRAM FTE	11.04	11.19	12.01	11.52			





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

Principal activities include:

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

Regulatory/statutory requirements

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

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

Climate change/sustainability

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

Changes from FY 2009–10 current service levels

The proposed budget assumes funding will be available from the State of Oregon (HB 2001) to allow greenhouse gas scenario planning.

Issues and challenges

In FY 2010-11 the Research Center will encounter multiple issues and challenges including:

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

Forecasting and Modeling Services

Organization Unit:

Research Center

Program Manager:

Richard Walker

Program Status:

Existing

tours, non-auto mode choices and routes, traffic assignments that respond to tolls or pricing. A regional travel behavior survey is planned for FY 2010-11. Extensive regional collaboration is required to ensure that the funding plan is in place.

- MetroScope is the regional land use allocation model. This analysis tool will be released as an open-source software. This step will ensure its sustainability and permit the introduction of model improvements by academics and other knowledgeable parties.
- Mid-Willamette Valley Council of Governments will be Metro’s first test case of the open-source MetroScope software. HB 2001 and 2186 directs Metro to provide land use forecasting expertise to Lane County and other local Metropolitan Planning Organizations (MPOs) in the state. This will require devoting additional existing resources to improving model documentation for MetroScope operations.
- Forecasting procedures will be refined and updated as 2010 Census information is released. Model calibration and setting up the protocols to do so will require extensive collaboration.

Program performance measures

Transportation Research and Modeling Services

Travel Demand Model capability, as measured by annual survey of clients.

Continuous scale – 1.0 is poor, 5.0 is excellent.

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

Quality of the data produced by the model, as measured by annual survey of clients.

Continuous scale – 1.0 is poor, 5.0 is excellent.

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

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

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

Economic and Land Use Forecasting

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
*	TBD						

Quality of the data produced by the models, as measured by annual survey of clients.

Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
*	TBD						

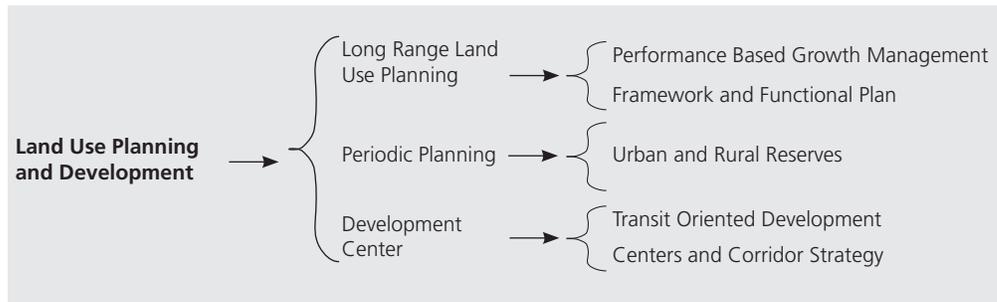
* Survey instrument will be developed and implemented as part of the Research Center strategic planning process in FY 2009-10.

Five-year forecast

	Actual FY 2007-08	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
PROGRAM RESOURCES							
Enterprise	\$6,077	\$0	\$3,381	\$4,030			
Grants and Donations	624,683	634,406	704,635	1,867,751			
Governmental Resources	57,142	116,893	120,348	118,893			
Other Resources- Fund Balance	83,301	53,316	50,340	54,313			
TOTAL PROGRAM RESOURCES	771,203	804,615	878,704	2,044,987			
PROGRAM OUTLAYS							
Operating Costs	686,874	741,330	769,342	1,702,037			
Capital	0	0	0	0			
Department Administration and Overhead	26,656	12,027	97,353	156,419			
Direct Service Transfers	0	0	0	0			
Central Administration and Overhead	207,245	253,873	177,118	325,040			
TOTAL PROGRAM OUTLAYS	920,775	1,007,231	1,043,813	2,183,496			
NET PROGRAM REVENUE (COST)	(149,572)	(202,616)	(165,109)	(138,509)			
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	147,523	154,665	165,109	99,915			
Current Revenues	0	0	0	0			
Reserves	2,050	47,951	0	38,594			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	149,572	202,616	165,109	138,509			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0			
PROGRAM FTE	6.86	6.95	7.15	10.20			

Land Use Planning and Development

Organization Unit:
Planning and Development
Program Manager:
Robin McArthur
Program Status:
Existing



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

Long Range Land Use Planning is responsible for development of long-range strategies to implement the 2040 vision and accomplish desired regional outcomes, including the outcomes-based urban growth report. Program staff also are responsible for land monitoring, management and performance activities and technical assistance that implement the Council’s adopted policies in the Framework Plan, Urban Growth Management Functional Plan, respond to Oregon statutes and support Council in revising Metro policies to respond to new needs for regional growth management. The Brownfields grant program is also housed in this division. Long Range Land Use Planning staff will be very involved in Metro’s work to address regional investment needs and climate change.

The Development Center supports and fosters 2040 sustainable and innovative development patterns and practices throughout the region via technical assistance, financial incentives and education/outreach. The center houses a variety of programs including the Transit Oriented Development program and technical assistance for centers and corridors. These activities also include direct investments of regional funds by Metro, in partnership with developers and local jurisdictions, into new projects that will serve as catalysts and market comparables for others in centers and help increase transit ridership in transit oriented developments. The center also uses tools as educational forums, inspirational tours and technical assistance to work directly with local elected officials, staff and community leaders to demonstrate alternative new approaches that focus investment in centers and corridors and protect sensitive habitat. The center also serves to coordinate and facilitate collaborative placemaking initiatives throughout Planning and Development.

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

Regulatory/statutory requirements

Metro Code, Oregon Statutes.

Climate Change/Sustainability

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

Changes from FY 2009-10 current service levels

- Transfers 1.0 FTE and related materials and supplies from Development Center to Sustainability Center, related to the Nature in Neighborhoods program.
- Eliminates 0.8 Program Assistant II limited duration position on Urban and Rural Reserves work.
- Adds 0.5 FTE limited duration Records Analyst position to compile and maintain the legal record of the Council's 2010 growth management decision related to maintaining a 20 year supply of land inside the Urban Growth Boundry.

Issues and challenges

Long Range Land Use Planning/Periodic Planning

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

Development Center

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

Performance measures

Long Range Land Use Planning/Periodic Planning

Percent of local jurisdictions that have adopted policies that implement Metro's Framework Plan and Urban Growth Management Functional Plan policies and implement these policies through land use and investment actions.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
0	90%	100%	100%	100%	100%	100%	100%

Creation of a long-term roadmap for growth management in the region via designation of Urban and Rural Reserves process within adopted budget and timeframe.

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

Number of jurisdictions in compliance with Title 13 and barrier removal at the local level.

<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
23	28	28	28	28	28	28	28

Development Center

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

<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
2	2	2	2	2	2	2	2

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

<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
10	15	20	20	20	20	20	20

Five-year forecast

	Actual FY 2007-08	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0			
Grants and Donations	170,451	248,706	363,240	306,980			
Governmental Resources	0	0	0	1,500,000			
Other Resources- Fund Balance	3,260,959	2,165,439	6,110,131	4,764,120			
TOTAL PROGRAM RESOURCES	3,431,410	2,414,145	6,473,371	6,571,100			
PROGRAM OUTLAYS							
Operating Costs	4,849,600	4,169,093	10,365,498	9,048,761			
Capital	0	0	0	0			
Department Administration and Overhead	87,619	44,763	79,213	82,951			
Direct Service Transfers	0	0	0	0			
Central Administration and Overhead	690,544	886,241	888,759	893,695			
TOTAL PROGRAM OUTLAYS	5,627,764	5,100,097	11,333,470	10,025,406			
NET PROGRAM REVENUE (COST)	(2,196,354)	(2,685,953)	(4,860,099)	(3,454,307)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,928,080	2,171,609	3,236,467	2,955,080			
Current Revenues	0	0	0	0			
Reserves	168,273	514,344	1,623,632	499,226			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	2,096,353	2,685,953	4,860,099	3,454,307			
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$100,000)	\$0	\$0	\$0			
PROGRAM FTE	22.55	25.87	27.07	22.88			



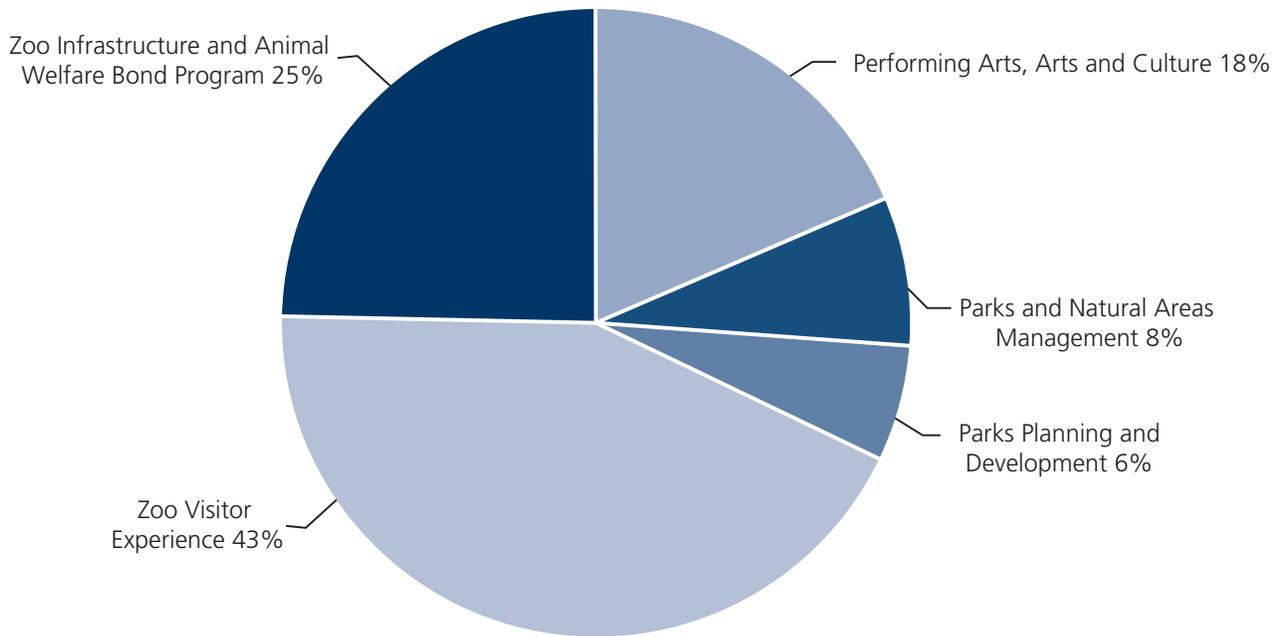


Great Communities

Goal 2: Provide great cultural and recreational opportunities.

Cultural experiences, recreational activities and access to nature enhance the health and quality of life for people and communities.

Goal 2: FY 2010-11 program expenditures

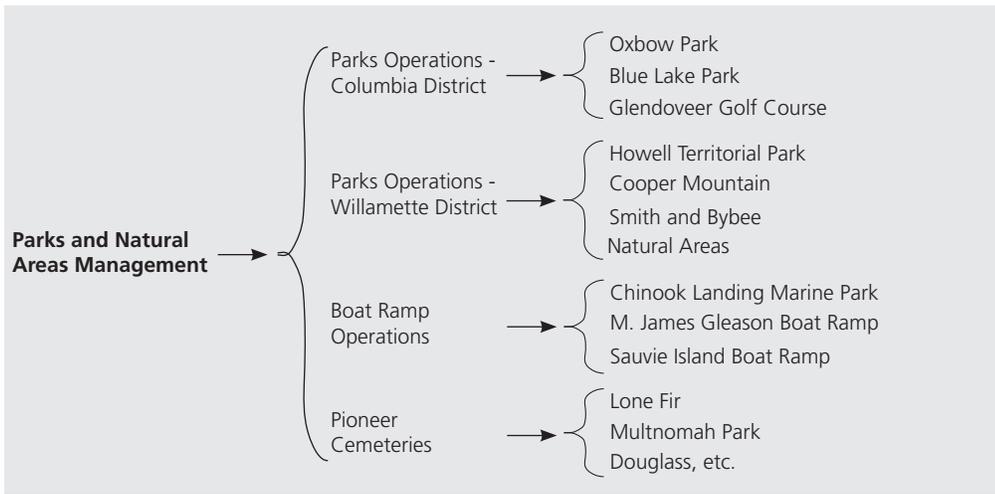


Parks and Natural Areas Management	\$4,939,000
Parks Planning and Development	3,747,000
Performing Arts, Arts and Culture	11,701,000
Zoo Infrastructure and Animal Welfare Bond	15,651,000
Zoo Visitor Experience	27,339,000
TOTAL GOAL 2	\$63,377,000

Goal 2: Five-year forecast, all associate programs

	Actual FY 2007-08	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
PROGRAM RESOURCES							
Enterprise	\$25,294,086	\$28,259,198	\$28,768,791	\$27,857,797			
Grants and Donations	\$3,043,952	\$3,923,659	\$3,423,635	\$2,172,622			
Governmental Resources	\$3,399,892	\$3,351,900	\$3,595,723	\$3,226,258			
Other Resources	\$1,101,651	\$6,026,538	\$21,721,888	\$15,702,297			
TOTAL PROGRAM RESOURCES	32,839,581	41,561,295	57,510,037	48,958,974			
PROGRAM OUTLAYS							
Operating Costs	\$34,408,551	\$35,965,030	\$39,967,067	\$37,778,022			
Capital/ Renewal and Replacement	\$3,076,142	\$12,191,430	\$30,188,677	\$18,499,011			
Department Administration and Overhead	\$1,957,913	\$2,237,303	\$1,909,365	\$1,994,705			
Direct Service Transfers	\$86,018	\$300,248	\$155,350	\$292,438			
Central Administration and Overhead	\$3,689,904	\$3,828,159	\$4,280,853	\$4,409,319			
Debt Service	\$405,161	\$402,089	\$403,820	\$404,670			
TOTAL PROGRAM OUTLAYS	43,623,689	54,924,259	76,905,132	63,378,165			
NET PROGRAM REVENUE (COST)	(10,784,108)	(13,362,964)	(19,395,095)	(14,419,191)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	\$11,579,152	\$11,620,267	\$10,423,968	\$12,144,873			
Current Revenues	\$33,888	\$130,304	\$120,824	\$43,033			
Reserves	\$3,632,568	\$7,030,667	\$11,691,828	\$3,722,698			
Allocated and Other	\$0	\$0	\$0	\$0			
TOTAL NON-PROGRAMMATIC RESOURCES	15,245,608	18,781,238	22,236,620	15,910,604			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$4,461,500	\$5,418,274	\$2,841,525	\$1,491,413			
PROGRAM FTE	213.30	215.52	234.54	226.54			





Parks and Natural Areas Management

Organization Unit:
Parks and Environmental Services

Program Manager:
Mike Brown

Program Status: Existing

The purpose of Parks and Natural Areas Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course, 14 Pioneer cemeteries and 9,173 acres of natural areas acquired under the 1995 and 2006 Natural Areas Acquisition bond measures.

This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region. For natural areas and open spaces, the program protects, restores and enhances the resources and manage natural resources for future opportunities for low impact recreation.

Regulatory/statutory requirements

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

Climate Change/Sustainability

The program contributes to the environmental health of the region through the active maintenance of natural areas. This management is necessary to ensure that land purchased and restored in the Natural Areas budget program continues to serve the sustainability and climate change goals that program actively pursues. Many sustainability initiatives are in place in the parks and natural areas, including aggressive recycling efforts and a shift toward fewer maintenance and operations vehicles powered by gasoline or diesel fuels. Additional practices include minimal use of chemicals to control weeds, and efforts are under way to reduce electricity and water consumption through the use of programmable irrigation systems and light cells. Parks and Environmental Services is working with the Sustainability Center to identify a food waste composting system at the parks.

Changes from FY 2009–10 current service levels

The FY 2010-11 budget includes several enhancements or changes from FY 2009-10 service levels:

- As Graham Oaks Nature Park is anticipated to be opened this fiscal year, the budget includes the first year of operating expenses associated with this new park, but with slightly fewer resources than originally planned.

- Natural area technicians currently in Parks and Environmental Services (5.0 FTE), who handle day-to-day management of natural areas, will be shifted to the Sustainability Center.
- Renewal and replacement projects include Blue Lake shelter roof replacements as well as signage throughout the properties and the purchase of new firefighting truck mounted equipment for Oxbow Park. The upcoming year will present several challenges in the natural areas with the acquisition of the 1100 acre Chehalem site as well as the completion and public opening of Graham Oaks facility with current staffing and funding levels.

Issues and challenges

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

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

Performance measures

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
61%	67.7%	67%	66.5%	65.5%	65%	64.5%	64%

Percentage of renewal and replacement projects completed as scheduled.

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

Recycling rate for Blue Lake and Oxbow parks.

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

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

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

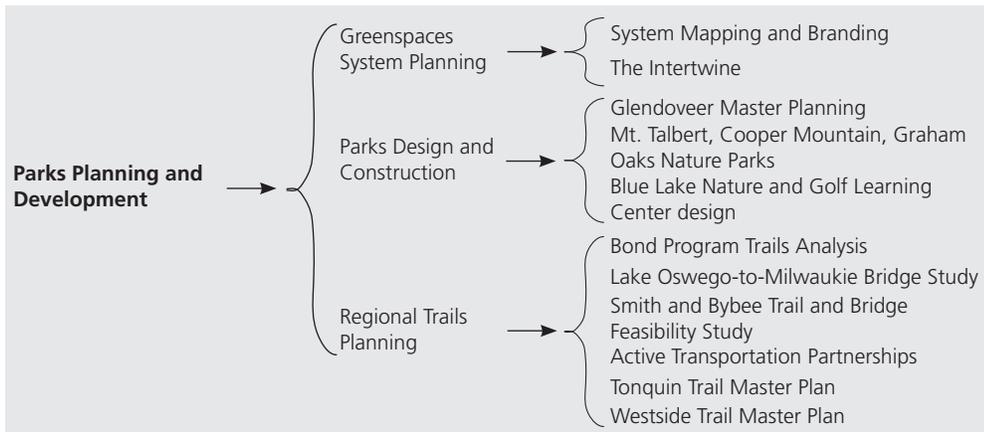
Gallons of fuel used annually.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
14,900	14,522	13,827	13,137	12,481	11,797	11,207	10,647

Five-year forecast

	Actual FY 2007-08	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
PROGRAM RESOURCES							
Enterprise	\$2,553,530	\$2,452,757	\$2,742,948	\$2,750,635			
Grants and Donations	55,291	8,146	30,000	100,000			
Governmental Resources	592,154	484,446	622,895	611,000			
Other Resources	209,940	239,691	60,628	36,800			
TOTAL PROGRAM RESOURCES	3,410,915	3,185,040	3,456,471	3,498,435			
PROGRAM OUTLAYS							
Operating Costs	3,383,245	3,524,171	4,030,599	3,813,011			
Capital/Renewal and Replacement	253,333	43,975	209,267	263,568			
Department Administration and Overhead	374,097	330,675	247,421	269,653			
Direct Service Transfers	21,700	150,124	79,709	40,722			
Central Administration and Overhead	720,987	460,179	736,002	552,208			
TOTAL PROGRAM OUTLAYS	4,753,362	4,509,124	5,302,998	4,939,162			
NET PROGRAM REVENUE (COST)	(1,342,447)	(1,324,084)	(1,846,527)	(1,440,727)			
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	1,055,291	1,193,780	1,260,231	1,053,694			
Current Revenues	33,888	130,304	110,289	43,033			
Reserves	253,268	0	476,007	344,000			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	1,342,447	1,324,084	1,846,527	1,440,727			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0			
PROGRAM FTE	28.48	25.92	33.23	28.23			





Parks Planning and Development

Organization Unit

Sustainability Center

Program Manager:

Mary Anne Cassin

Program Status:

Existing

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

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

Regulatory/statutory requirements

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

Climate Change/Sustainability

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

Changes from FY 2009-10 current service levels

Efforts will move from park construction to focus exclusively on longer term planning. Work on The Intertwine will be focused on furthering the efforts to develop the Regional Investment Strategy. The Active Transportation Partnerships will be incorporated into this effort. The materials and services budget for The Intertwine has been carefully managed and as much as \$100,000 from the FY 2009-10 budget will be carried forward, supplemented by an additional \$80,000 for consultant work and outreach efforts. Web development was purposefully delayed to take advantage of a potential state grant that will leverage the funds. The second year of a two-year effort to prepare a master plan for Glendoveer Golf Course will be completed in FY 2010-

11.

Issues and Challenges

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

Performance measures

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

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

Develop and open new nature parks to the public.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	1	1	0	0	0	0	0

Define principles for a viable regional park system.

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

Five-year forecast

	Actual FY 2007-08	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0			
Grants and Donations	12,500	897,892	1,211,710	1,295,792			
Governmental Resources	99,963	266,319	40,314	0			
Other Resources	69,492	0	10,650,000	75,058			
TOTAL PROGRAM RESOURCES	181,955	1,164,211	11,902,024	1,370,850			
PROGRAM OUTLAYS							
Operating Costs	955,625	753,854	1,507,222	1,289,427			
Capital	1,501,812	3,216,949	14,457,828	1,489,000			
Department Administration and Overhead	105,667	70,735	159,073	269,653			
Direct Service Transfers	64,318	150,124	75,641	147,079			
Central Administration and Overhead	203,649	460,179	207,501	552,208			
TOTAL PROGRAM OUTLAYS	2,831,071	4,651,841	16,407,265	3,747,367			
NET PROGRAM REVENUE (COST)	(2,649,116)	(3,487,630)	(4,505,241)	(2,376,517)			
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	2,004,816	1,447,779	1,219,372	1,800,927			
Current Revenues	0	0	10,535	0			
Reserves	644,300	2,039,851	3,275,334	575,590			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	2,649,116	3,487,630	4,505,241	2,376,517			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0			
PROGRAM FTE	8.30	8.18	8.60	8.60			



Performing Arts, Arts and Culture



Portland Center for the Performing Arts

Performing Arts, Arts and Culture

Organization Unit:

Metropolitan
Exposition
Recreation
Commission

Program Manager:

Robyn Williams

Program Status:

Existing

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

This leading cultural institution encompasses three venues: the Keller Auditorium, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Hall.

PCPA is also home to the region's premier performance companies: Oregon Ballet Theatre, Oregon Children's Theatre, Oregon Symphony Orchestra, Portland Opera, Portland Youth Philharmonic, White Bird and Tears of Joy Puppet Theater.

Regulatory/statutory requirements

None.

Climate Change/Sustainability

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

Changes from FY 2009-10 current service levels

- Thirteen weeks of Broadway are booked for FY 2010-11, reflecting an increase from nine weeks booked in FY 2009-10. The Broadway Series is an important source of revenue for PCPA but also increases expenses in utilities and event labor. Some dates opened up by the ballet and opera increase the opportunity of booking more commercial shows which will have a positive financial impact on PCPA.
- Complete the first year of a two-year project to repair the parapet wall at Arlene Schnitzer Concert Hall.

Issues and challenges

- Aging facilities, specifically the Arlene Schnitzer Concert Hall, will require major refurbishing in the near future.
- Recent lodging industry occupancy and room rate data show declines in FY 2009-10. Regional stakeholders are forecasting a 2-4 percent increase in FY 2010-11. Although the region has booked a greater number of room nights there are more rooms available with the recent addition of new hotels. The resulting competition has driven room rates down and may continue to do so over the next year, which may result in a decrease in transient lodging tax revenues for PCPA.

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

Performance measures

PCPA number of performances.

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

PCPA attendance at events (thousands).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
930,841	850,000	900,000					

PCPA total weeks of Broadway.

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

Total commercial shows.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
281	200						

Estimated economic impact in metropolitan region (millions).

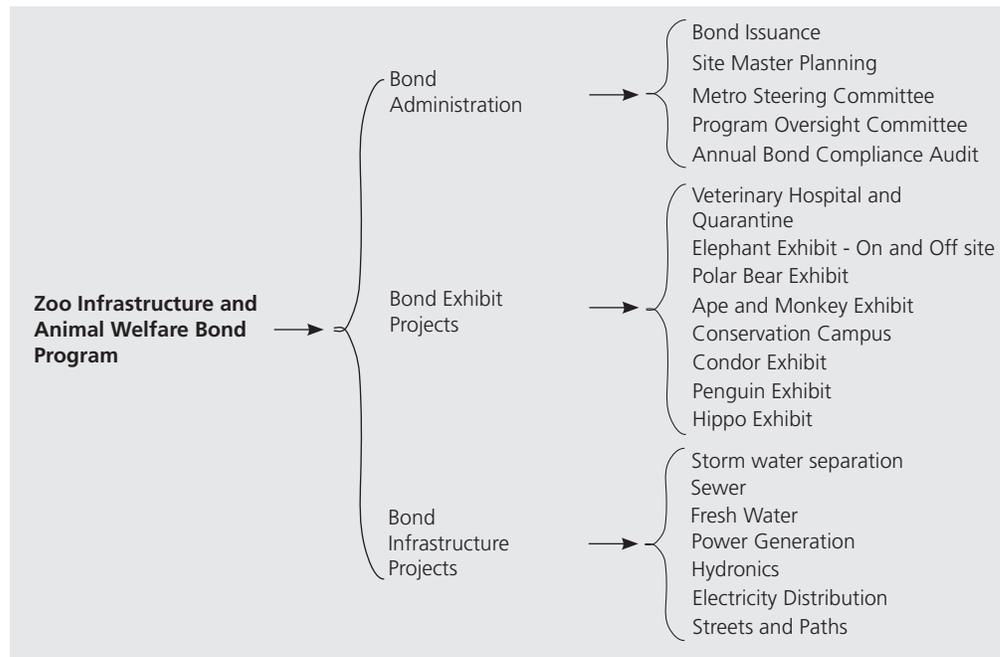
08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$65.0							

Five-year forecast

	Actual FY 2007-08	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
PROGRAM RESOURCES							
Enterprise	\$7,461,731	\$9,262,240	\$7,582,843	\$8,247,762			
Grants and Donations	0	8,075	216,925	0			
Governmental Resources	2,707,775	2,601,135	2,932,514	2,615,258			
Other Resources	448,225	481,989	457,123	443,926			
TOTAL PROGRAM RESOURCES	10,617,731	12,353,439	11,189,405	11,306,946			
PROGRAM OUTLAYS							
Operating Costs	8,189,265	9,031,360	9,492,933	9,174,032			
Capital	162,662	233,647	468,925	678,000			
Department Administration and Overhead	877,025	1,047,699	1,096,947	1,010,539			
Direct Service Transfers	0	0	0	0			
Central Administration and Overhead	701,862	781,337	872,750	838,267			
TOTAL PROGRAM OUTLAYS	9,930,814	11,094,043	11,931,555	11,700,838			
NET PROGRAM REVENUE (COST)	686,917	1,259,396	(742,150)	(393,892)			
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	0	0	0	0			
Current Revenues	0	0	0	0			
Reserves and Fund Balance	0	0	742,150	394,061			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	742,150	394,061			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$686,917	\$1,259,396	\$0	\$169			
PROGRAM FTE	51.96	53.96	54.32	54.32			

Zoo Infrastructure and Animal Welfare Bond Program

Organization Unit:
Oregon Zoo
Program Manager:
Craig Stroud
Program Status:
Existing



The Zoo Infrastructure and Animal Welfare Bond program represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Bond proceeds will finance multiple capital projects within the zoo's existing campus, as well as fund capital improvements for an off-site elephant facility. The program includes 6.25 FTE to administer upcoming projects. Initial projects include overall capital project master planning, zoo campus land-use planning, replacing the zoo's veterinary medical center and quarantine facilities, upgrading the penguin exhibit filtration system, replacing the zoo's main water backflow and pressure reducing valve, planning work for the elephant on-site exhibit expansion and site selection and possible development of an off-site elephant reserve.

Regulatory/statutory requirements

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

City of Portland land-use plan and agreement.

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

Association of Zoos & Aquariums exhibit standards and recommendations.

Citizen oversight committee for bond activities.

External audits of bond activities.

Occupational Health and Safety Act requirements.

Climate Change/Sustainability

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

Changes from FY 2009-10 current service levels

The Zoo Infrastructure and Animal Welfare Bond Program FTE decreased 0.55 to more appropriately reflect program needs and staff skill sets. The total bond program

dedicated FTE will be 6.25 in FY 2010-11. An additional position in Communications will be funded with bond proceeds to assist with public involvement and the land use process.

Issues and challenges

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

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

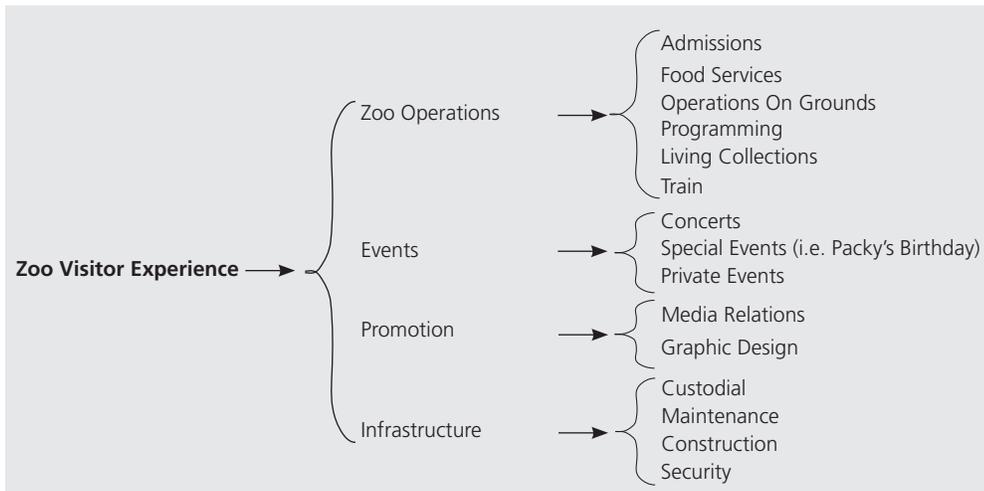
Progress significantly on construction of the Veterinary Medical Center.

Complete the Penguin Water Filtration upgrade.

Five-year forecast

	Actual FY 2007-08	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0			
Grants and Donations	0	0	0	0			
Governmental Resources	0	0	0	0			
Other Resources- Interest, Bond Revenue	0	5,037,280	10,362,821	15,021,213			
TOTAL PROGRAM RESOURCES	0	5,037,280	10,362,821	15,021,213			
PROGRAM OUTLAYS							
Operating Costs	0	101,178	684,142	659,562			
Capital	0	777,224	11,350,000	14,696,830			
Department Administration and Overhead	0	0	0	0			
Direct Service Transfers	0	0	0	104,637			
Central Administration and Overhead	0	0	0	190,278			
Debt Service	0	0	0	0			
TOTAL PROGRAM OUTLAYS	0	878,402	12,034,142	15,651,307			
NET PROGRAM REVENUE (COST)	0	4,158,878	(1,671,321)	(630,094)			
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	0	0	0	0			
Current Revenues	0	0	0	0			
Reserves	0	0	4,512,846	2,121,338			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	4,512,846	2,121,338			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$4,158,878	\$2,841,525	\$1,491,244			
PROGRAM FTE	0.00	0.00	6.80	6.25			





Zoo Visitor Experience

Organization Unit:

Oregon Zoo

Program Manager:

Mike Keele

Program Status:

Existing

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

Regulatory/statutory requirements

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

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

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

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

Association of Zoos & Aquariums Accreditation Guidelines.

Health Department Regulations.

Oregon Liquor Control Commission Regulations.

Climate Change/Sustainability

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

Changes from FY 2009-10 current service levels

The zoo's FY 2010-11 operating budget is primarily focused on maximizing existing programs, offerings and staff resources. The operating budget includes budget reductions of materials and services, temporary staffing and 2.0 FTE positions as a result of changing the focus of the Construction and Maintenance division to a Facilities Maintenance division. The *Predators of the Serengeti* and *Red Ape Reserve* exhibits will be completed and future capital construction at the zoo will be managed by a program team dedicated to completing the zoo bond projects. In addition, 1.0 FTE catering position has been temporarily removed from the budget due to reduced catering demand as a result of the economy and 0.55 FTE is moved from the Zoo Infrastructure and Animal Welfare Bond program back to zoo operations to better segregate and manage the activities.

Issues and challenges

Identify new sources of earned revenue.

Open the *Red Ape Reserve* exhibit.

Successfully market and open a temporary dinosaur exhibit for the summer season and open a temporary exhibit in the spring.

Grow non-peak season attendance and revenue.

Manage guest vehicle parking, including securing off-site parking and continued public transportation incentives.

Continue sustainability activities for energy and natural resource consumption.

Performance measures

Percent of zoo guests who strongly or somewhat agree with “The zoo has an important role to play in inspiring the community to create a better future for wildlife.”

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
86%	>95%	>95%	>95%	>95%	>95%	>95%	>95%

Zoo Attendance (millions).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1.62	1.62	1.60	1.61	1.61	1.61	1.62	

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

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

Five-year forecast

	Actual FY 2007-08	Actual FY 2008-09	Adopted FY 2009-10	Proposed FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
PROGRAM RESOURCES							
Enterprise	\$15,278,825	\$16,544,201	\$18,443,000	\$16,859,400			
Grants and Donations	2,976,161	3,009,546	1,965,000	776,830			
Governmental Resources	0	0	0	0			
Other Resources- Interest, Misc. Revenue	373,994	267,578	191,316	125,300			
TOTAL PROGRAM RESOURCES	18,628,980	19,821,325	20,599,316	17,761,530			
PROGRAM OUTLAYS							
Operating Costs	21,880,416	22,554,467	24,252,171	22,841,990			
Capital / Renewal and Replacement	1,158,335	7,919,635	3,702,657	1,371,613			
Department Administration and Overhead	601,124	788,194	405,924	444,860			
Direct Service Transfers	0	0	0	0			
Central Administration and Overhead	2,063,406	2,126,464	2,464,600	2,276,358			
Debt Service	405,161	402,089	403,820	404,670			
TOTAL PROGRAM OUTLAYS	26,108,442	33,790,849	31,229,172	27,339,491			
NET PROGRAM REVENUE (COST)	(7,479,462)	(13,969,524)	(10,629,856)	(9,577,961)			
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	8,519,045	8,978,708	7,944,365	9,290,252			
Current Revenues	0	0	0	0			
Reserves	2,735,000	4,990,816	2,685,491	287,709			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	11,254,045	13,969,524	10,629,856	9,577,961			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$3,774,583	\$0	\$0	\$0			
PROGRAM FTE	124.56	127.46	131.59	129.14			

