

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

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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.oregonmetro.gov



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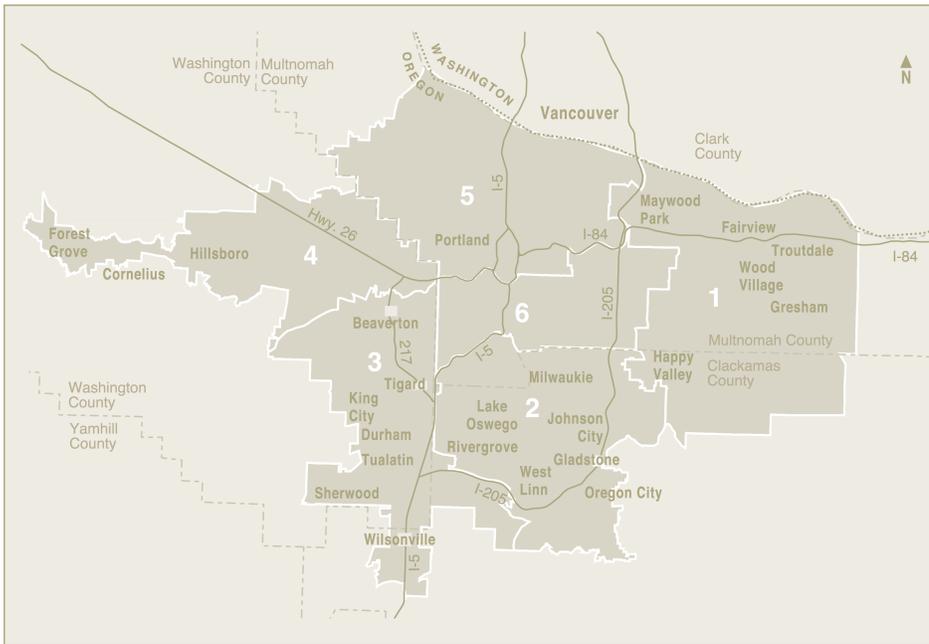
2010-11

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.

Vital Economy

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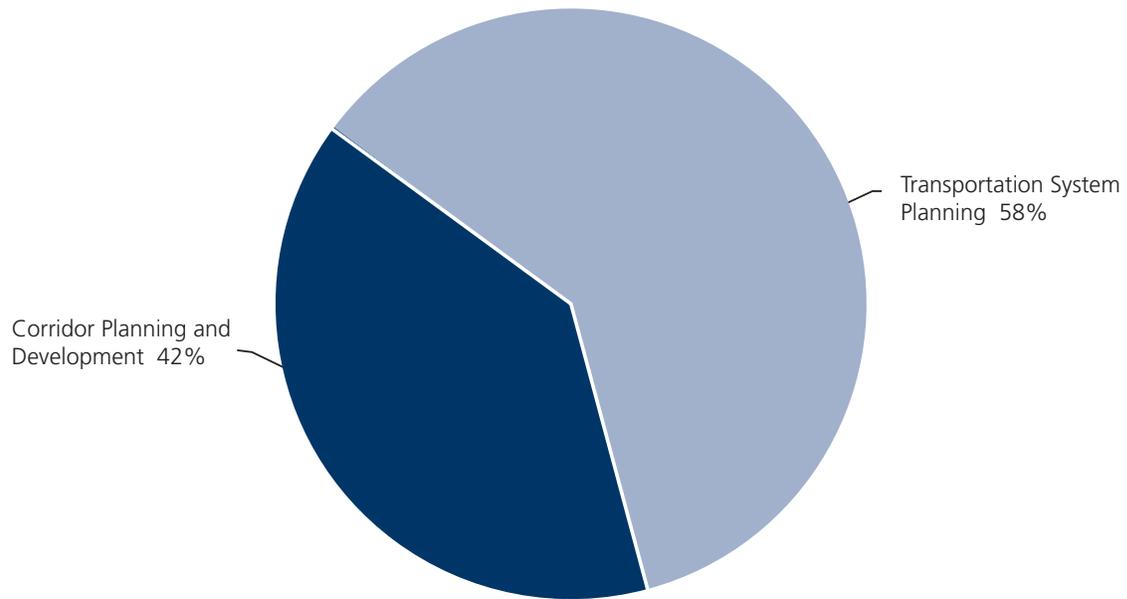


Vital Economy

Goal 5: Provide efficient access to jobs, services, centers and industrial areas.

Efficient access to jobs, services, centers and industrial areas is important to connect people to places and goods to market. By reducing average trip length and vehicle travel time, and encouraging multi-modal transportation usage, the economy of the region becomes more time and resource efficient.

Goal 5: FY 2010-11 program expenditures

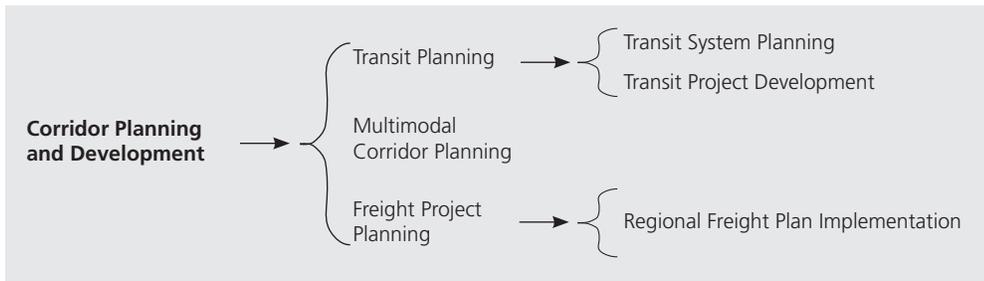


Corridor Planning and Development	\$4,105,000
Transportation System Planning	5,560,000
TOTAL Goal 5	\$9,665,000

Goal 5: 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	\$5,000	\$16,779	\$0	\$0			
Grants and Donations	\$10,221,850	\$7,379,336	\$10,612,254	\$8,660,297			
Governmental Resources	\$0	\$5,534	\$82,371	\$0			
Other Resources	\$168,318	\$1,648,616	\$231,686	\$322,881			
TOTAL PROGRAM RESOURCES	10,395,168	9,050,265	10,926,311	8,983,178			
PROGRAM OUTLAYS							
Operating Costs	\$9,435,590	\$8,045,985	\$9,814,185	\$7,780,612			
Capital	\$0	\$0	\$0	\$0			
Department Administration and Overhead	\$144,993	\$86,605	\$129,360	\$155,059			
Direct Service Transfers	\$0	\$0	\$0	\$0			
Central Administration and Overhead	\$1,494,609	\$2,056,160	\$1,571,843	\$1,729,106			
TOTAL PROGRAM OUTLAYS	11,075,192	10,188,750	11,515,388	9,664,777			
NET PROGRAM REVENUE (COST)	(680,024)	(1,138,485)	(589,077)	(681,600)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	\$480,024	\$1,056,448	\$589,077	\$681,600			
Current Revenues	\$0	\$0	\$0	\$0			
Reserves	\$200,000	\$82,036	\$0	\$0			
Allocated and Other	\$0	\$0	\$0	\$0			
TOTAL NON-PROGRAMMATIC RESOURCES	680,024	1,138,484	589,077	681,600			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	(\$1)	\$0	\$0			
PROGRAM FTE	46.28	52.29	52.78	49.75			





This program includes three major focus areas for FY 2010-11: transit project planning, multimodal corridor planning and freight planning. Three new transit and multimodal corridors will be undertaken this year, including the Southwest High Capacity Transit Corridor, East Metro Refinement Plan and the I-5/Barbur Refinement Plan. Metro will work with TriMet to secure a Record of Decision for the Milwaukie to Portland Light Rail Project and successfully enter the Final Design phase of the FTA New Starts process. In addition, the Metro Council will be asked to select the Locally Preferred Alternative for the Lake Oswego to Portland Transit Corridor and, with TriMet, substantially complete a Final Environmental Impact Statement and enter the FTA New Starts Preliminary Engineering phase of project development.

Transit project planning includes planning, public involvement and environmental services to meet the Federal Transit Administration's New Starts requirements and secure federal funding to implement light rail, streetcar, commuter rail projects and other high capacity transit projects in the region. In FY 2009-10, the Regional High Capacity Transit Plan and System Expansion Policy was adopted by the Metro Council and incorporated into the RTP. The Southwest High Capacity Transit Corridor was selected by the Metro Council as the region's next priority transit project after the Portland to Milwaukie Light Rail Project and Lake Oswego to Portland Transit Project. Staff will also continue to support the Columbia River Crossing Preliminary Engineering and Final EIS work led by ODOT and WSDOT.

Metro will continue to support projects led by others including the Sunrise Corridor FEIS, I-5/99W Connector FEIS, Sunrise Parkway/ Damascus Highway 212 and Sellwood Bridge FEIS projects.

Regulatory/statutory requirements

National Environmental Policy Act (NEPA), Federal Transit Administration New Starts and Small Starts guidance and regulations, Region 2040 Growth Concept and Regional Transit Plan.

Changes from FY 2009-10 current service level

- Eliminates vacant, unfunded 1.0 FTE Senior Transportation Planner (NEPA Specialist).

Issues and challenges

- Local demand for our services continues to exceed the revenue available to provide them.
- New approach to Corridor Planning through implementation of the Mobility Corridor Concept will engage and involve staff throughout Planning and Development in place-making around transportation investments.
- Need to secure long-term stable funding for local match component of project planning phases, given local governments' tightening budgets.
- Need to solidify the flow of federal grant funds to maintain current staff levels and maintain high levels of service to the region, given the delays in federal reauthorization.

Corridor Planning and Development

Organization Unit:

Planning and Development

Program Manager:

Ross Roberts

Program Status:

Existing

- The Corridor Planning work program will be scaled to match the flow of local, state and federal revenues, given uncertainties in the availability and timing of key funding sources.
- The Corridor Planning work program will develop interim stand-alone products and milestones that advance projects at the speed with which revenue is acquired.
- Given the funding climate within which this program will operate this fiscal year, priority will be given to funding Metro staff first, with consultants being hired only if adequate revenue is committed. Projects may proceed at a slower pace if it is not possible to “ramp up” as quickly as traditional corridor plans and transit alternatives analyses have done in previous years.
- Understanding the pressures on the General Fund this year, and the key role that fund plays in cash flow for federally funded projects, it is important that Metro not embark on subsequent project phases without a solid commitment from our local, state and federal partners to provide needed revenue in a timely manner.

Performance measures

Milwaukie LRT Project EIS – Percentage Completion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
66%	100%						

Lake Oswego to Portland Transit Corridor EIS – Percentage Completion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
20%	80%	100%					

Number of 2040 centers served by high capacity and/or rail transit.

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

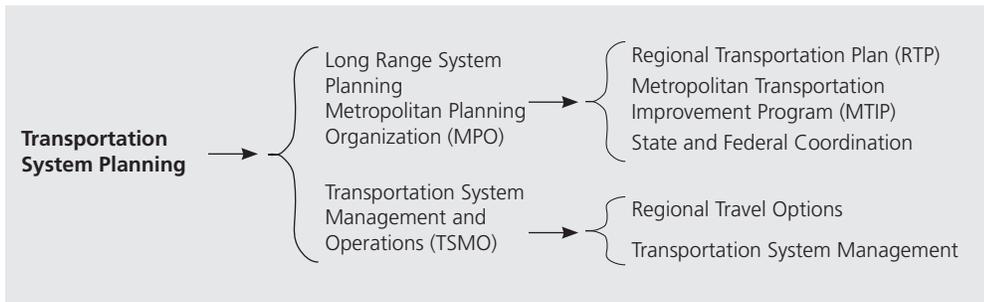
Number of Metro Council and federal project approval decisions that advance projects toward design and construction, for example – adoption of transit and highway locally preferred alternatives, adoption of the HCT System Plan, and adoption of corridor plans.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
6	4	3	5	3	3	3	

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	5,748,266	2,457,985	4,737,706	3,689,601			
Governmental Resources	0	0	0	0			
Other Resources- Fund Balance	1,584	1,360,820	126,325	139,359			
TOTAL PROGRAM RESOURCES	5,749,850	3,818,805	4,864,031	3,828,960			
PROGRAM OUTLAYS							
Operating Costs	5,062,916	3,455,591	4,259,447	3,291,409			
Capital	0	0	0	0			
Department Administration and Overhead	85,530	42,352	72,560	78,866			
Direct Service Transfers	0	0	0	0			
Central Administration and Overhead	692,861	899,030	783,564	734,809			
TOTAL PROGRAM OUTLAYS	5,841,306	4,396,973	5,115,571	4,105,085			
NET PROGRAM REVENUE (COST)	(91,457)	(578,167)	(251,540)	(276,125)			
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	42,947	578,167	251,540	276,125			
Current Revenues	0	0	0	0			
Reserves	48,510	0	0	0			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	91,457	578,167	251,540	276,125			
equals: RESOURCES: ADDITIONAL/(NEEDED)	-\$0	-\$0	\$0	-\$0			
PROGRAM FTE	22.01	24.48	24.80	21.75			





Transportation System Planning

Organization Unit:
 Planning and Development
Program Manager:
 Tom Kloster
Program Status:
 Existing

The Transportation System Planning program provides a broad scope of transportation planning services that assure Metro’s compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas:

- The Regional Transportation Plan (RTP) 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 RTP 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.
- The Metropolitan Transportation Improvement Program (MTIP) 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 MTIP allocates funds to specific projects based upon technical and policy considerations that weigh the ability of individual projects to implement regional goals. The MTIP is a critical tool for implementing the Regional Transportation Plan (RTP) and 2040 Growth Concept.
- Metro is designated by the federal government as a Metropolitan Planning Organization (MPO) for the purpose of leading the region’s transportation planning and funding activities, such as the MTIP and RTP. Ongoing administration of the MPO includes grant administration, consultation and compliance reviews with federal regulatory agencies and MPO-related support for a range of Metro’s policy advisory and technical committees. Metro belongs to the Oregon MPO Consortium, a coordinating body made up of representatives from all six Oregon MPO boards.
- The Regional Travel Options (RTO) 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. Public and private partners carry out strategies through grant agreements. Collaboration among partners is emphasized to leverage resources, avoid duplication and maximize program impacts. Metro administers the regional program, measures results, manages the regional Drive Less/Save More marketing campaign and provides rideshare services to employers and commuters.
- The Transportation System Management and Operations (TSMO) program is a new activity, closely coordinated with the RTO program and aimed at improving operational efficiencies on the transportation system that can help delay or avoid major capital investments in the future.

Regulatory/statutory requirements

Most of the activities within the program fall within state and federal planning requirements and are substantially supported by ongoing federal transportation planning grants. The U.S. Department of Transportation requires that the MTIP and RTP be updated regularly (on two and four year cycles, respectively) and that Metro be annually certified for meeting federal requirements. The RTP is also regulated at the state level through separate programs in the Oregon Department of Transportation and Department of Land Conservation and Development.

The TSMO program is not directly mandated, but encompasses a number of required activities called out in federal regulations as well as in state and regional strategies for better managing infrastructure.

The RTO program is not a regulated activity, but is closely aligned with the TSMO program, and aimed at meeting state mandates to reduce reliance on the automobile and promote alternative modes of travel.

At the regional level, these programs are all important tools in implementing the 2040 Growth Concept through a coordinated set of regional standards, funding and financial incentives and best practice tools that help implement the regional transportation vision at the local level.

Climate Change/Sustainability

In FY 2010-11, the Transportation System Planning program will take on a special Climate Change project. This work is in response to new state legislation requiring Metro to develop a series of regional growth strategies that cope with the effects of global warming. This work will continue into 2012, and largely draws from existing Metro staff normally assigned to the Regional Transportation Plan during the three-year Climate Change timeline.

Changes from FY 2009–10 current service levels

Transfers 1.0 FTE Manager II from Regional Travel Options to Communications.

Issues and challenges

The region is at a crossroads on transportation. All aspects of the transportation planning program are aimed at helping the region move beyond the conventional congestion-based measures of success and toward an outcomes-based approach to decision making. Metro is breaking new ground in this effort as the region is at the forefront of a national effort to move to a more sustainable transportation policy.

Delays in federal reauthorization have significantly reduced federal planning grants, stretching available resources for meeting core federal transportation planning requirements. At the same time, demands for transportation planning services are increasing. Therefore, in this budget, several core programs are scaled back or have extended timelines to cope with the shortfall in the near term, with the assumption that reauthorization will occur in FY 2010-11, and program will be backfilled and restored. These include slowing the pace of local implementation of the newly adopted Regional Transportation Plan for up to three years, dropping our cooperative project development program that Metro and ODOT recently initiated and moving from the present two-year update cycle for the Metropolitan Transportation Improvement Program (MTIP) to a four-year cycle.

Program performance measures

Adopt regularly updated transportation plans and processes that meet state and federal regulations, and ensure continued implementation of the 2040 Growth Concept.

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

Successfully implement regional transportation system management programs that continue to optimize existing infrastructure and investments, while promoting alternatives to the automobile.

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

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	\$5,000	\$16,779	\$0	\$0			
Grants and Donations	4,473,585	4,921,351	5,874,548	4,970,696			
Governmental Resources	0	5,534	82,371	0			
Other Resources- Fund Balance	166,734	287,796	105,361	183,522			
TOTAL PROGRAM RESOURCES	4,645,319	5,231,460	6,062,280	5,154,218			
PROGRAM OUTLAYS							
Operating Costs	4,372,674	4,590,394	5,554,738	4,489,203			
Capital	0	0	0	0			
Department Administration and Overhead	59,464	44,253	56,800	76,193			
Direct Service Transfers	0	0	0	0			
Central Administration and Overhead	801,748	1,157,130	788,279	994,297			
TOTAL PROGRAM OUTLAYS	5,233,886	5,791,777	6,399,817	5,559,693			
NET PROGRAM REVENUE (COST)	(588,567)	(560,317)	(337,537)	(405,475)			
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	437,078	478,281	337,537	405,475			
Current Revenues	0						
Reserves	151,490	82,036	0	0			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	588,568	560,317	337,537	405,475			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	-\$0	\$0	\$0			
PROGRAM FTE	24.26	27.81	27.98	28.00			



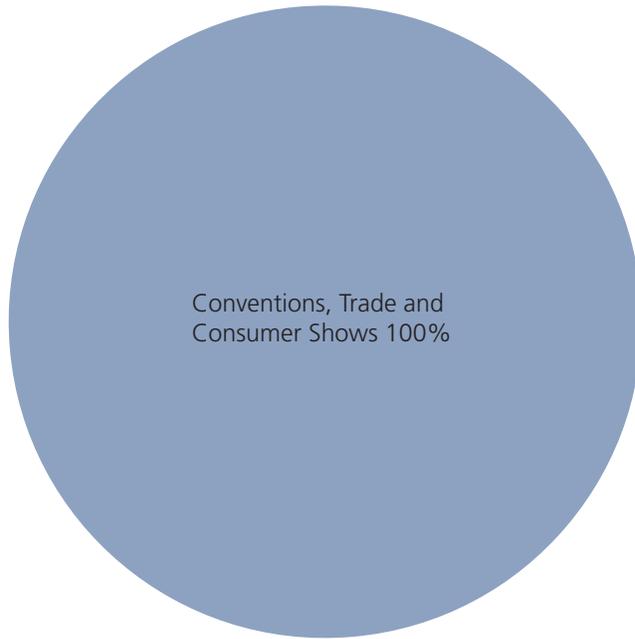


Vital Economy

Goal 6: Support the development of a sustainable economy.

A sustainable economy provides for the current economic needs of the people and businesses in the region while preserving or creating economic opportunities for future generations.

Goal 6: FY 2010-11 program expenditures



Conventions, Trade and Consumer Shows	\$34,450,000
TOTAL Goal 6	\$34,450,000

Goal 6: 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	\$22,940,576	\$20,723,207	\$22,368,795	\$22,047,823			
Grants and Donations	\$0	\$0	\$0	\$0			
Governmental Resources	\$9,115,656	\$8,800,202	\$8,975,971	\$8,700,202			
Other Resources	\$1,290,690	\$1,136,698	\$2,216,060	\$628,283			
TOTAL PROGRAM RESOURCES	33,346,922	30,660,107	33,560,826	31,376,308			
PROGRAM OUTLAYS							
Operating Costs	\$25,759,820	\$25,939,948	\$27,570,672	\$26,526,786			
Capital	\$595,025	\$845,286	\$2,787,490	\$3,203,460			
Department Administration and Overhead	\$1,628,759	\$1,862,575	\$1,950,128	\$1,876,714			
Direct Service Transfers	\$1,189,932	\$1,192,232	\$1,188,632	\$1,189,132			
Central Administration and Overhead	\$1,367,156	\$1,577,881	\$1,643,475	\$1,654,230			
TOTAL PROGRAM OUTLAYS	30,540,692	31,417,922	35,140,397	34,450,322			
NET PROGRAM REVENUE (COST)	2,806,230	(757,815)	(1,579,571)	(3,074,014)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	\$0	\$0	\$0	\$0			
Current Revenues	\$0	\$0	\$0	\$0			
Reserves and Fund Balance	\$0	\$757,815	\$1,579,571	\$3,074,014			
Allocated and Other	\$0	\$0	\$0	\$0			
TOTAL NON-PROGRAMMATIC RESOURCES	0	757,815	1,579,571	3,074,014			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$2,806,230	\$0	\$0	\$0			
PROGRAM FTE	134.04	137.04	139.68	137.68			

Conventions, Trade and Consumer Shows

Organization Unit:

Metropolitan
Exposition
Recreation
Commission

Program Manager:

Jeff Blosser and Chris
Bailey

Program Status:

Existing

**Conventions, Trade and
Consumer Shows**



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

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

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

The Portland Expo Center has served as the Portland region’s primary destination for public events and consumer shows for more than 30 years. The conveniently located 52-acre campus provides an exceptional destination for approximately 475,000 visitors that come to enjoy nearly 110 shows each year.

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

Regulatory/statutory requirements

None.

Climate Change/Sustainability

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

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

Some other highlights worth noting include:

OCC:

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

- Purchases the equivalent of 40 percent of its electricity usage through Pacific Power's Blue Sky renewable energy program and purchases carbon offsets totaling the remaining 60 percent through NW Natural's Smart Energy Program.
- First in the nation to earn Salmon-Safe certification, achieved through building features and design to protect water quality and Pacific salmon habitat.
- Earned BEST (Business for an Environmentally Sustainable Tomorrow) award for innovative rain garden storm water management system.
- Executed solar panel contract with SunEdison to erect a 1.18 megawatt solar power plant on the southern roof of the Center and sell power to OCC for its operations at a guaranteed rate for 20 years, saving the operation \$75,000 per year in operating costs for electricity.

Expo:

- Conducting a Ride Thru Green Retrofit, an upgrade of the 57 emergency 1000w lights in Halls E and D, eliminating battery maintenance and disposal.
- Unveiled more than 20 Clearstream Recycling Stations for all events.
- Designated by the City of Portland as "Recycling at Work Certified."

Changes from FY 2009-10 current service levels

- Decreases OCC staffing by 2.5 FTE reflecting the elimination of the Headquarters Hotel project and the need to cut expenses due to the economic downturn in business, revenues and hotel/motel tax collections.
- Thirty nine national/regional conventions are booked for FY 2010-11, reflecting a decrease of two from the current year.

Issues and challenges

- 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 OCC.
- Despite the worsening national and local economy, the number of events booked at OCC remains higher than last year.
- While OCC's booked business remains strong, there is concern that fewer people will attend, which could impact food and beverage revenue and margins.
- The Portland Expo Center is required to use its operating revenue to fund \$1.2 million annual debt service payments for the construction and replacement of Hall D. The Expo Center continues to be fully self-supporting and receives no transient lodging tax revenues or other government support.
- Planning for Expo Center's Conditional Use Master Plan update is currently underway.

Program performance measures

Number of conventions and tradeshow.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
140	150	147					

Number of consumer and public shows.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
112	110	108					

Attendance (millions).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1.10	1.15	1.05					

Estimated economic impact in metropolitan region (millions).

OCC

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$475.0	\$485.0	\$460					

EXPO

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$35.4	\$38.0	\$36.0					

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	\$22,940,576	\$20,723,207	\$22,368,795	\$22,047,823			
Grants and Donations	0	0	0	0			
Governmental Resources	9,115,656	8,800,202	8,975,971	8,700,202			
Other Resources	1,290,690	1,136,698	2,216,060	628,283			
TOTAL PROGRAM RESOURCES	33,346,922	30,660,107	33,560,826	31,376,308			
PROGRAM OUTLAYS							
Operating Costs	25,759,820	25,939,948	27,570,672	26,526,786			
Capital	595,025	845,286	2,787,490	3,203,460			
Department Administration and Overhead	1,628,759	1,862,575	1,950,128	1,876,714			
Direct Service Transfers	1,189,932	1,192,232	1,188,632	1,189,132			
Central Administration and Overhead	1,367,156	1,577,881	1,643,475	1,654,230			
TOTAL PROGRAM OUTLAYS	30,540,692	31,417,922	35,140,397	34,450,322			
NET PROGRAM REVENUE (COST)	2,806,230	(757,815)	(1,579,571)	(3,074,014)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0			
Current Revenues	0	0	0	0			
Reserves and Fund Balance	0	757,815	1,579,571	3,074,014			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	0	757,815	1,579,571	3,074,014			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$2,806,230	\$0	\$0	\$0			
PROGRAM FTE	134.04	137.04	139.68	137.68			

