

# Healthy Environment

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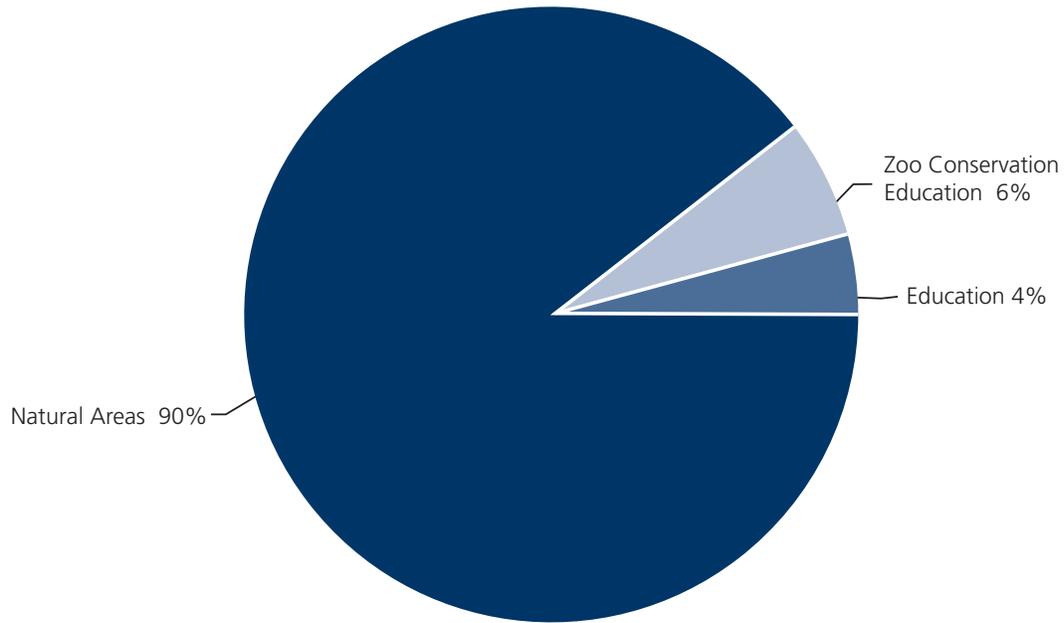


## **Healthy Environment**

### **Goal 3: Protect and enhance the region's natural assets.**

Protecting and enhancing the region's natural assets will ensure that those resources are available for the future generations to enjoy. Those assets include clean air and water and quality habitat for fish, wildlife and people.

### Goal 3: FY 2010-11 program expenditures



Education	2,342,000
Natural Areas	49,627,000
Zoo Conservation Education	3,456,000
<b>TOTAL GOAL 3</b>	<b>\$55,425,000</b>

### Goal 3: Five-year forecast, all associate programs

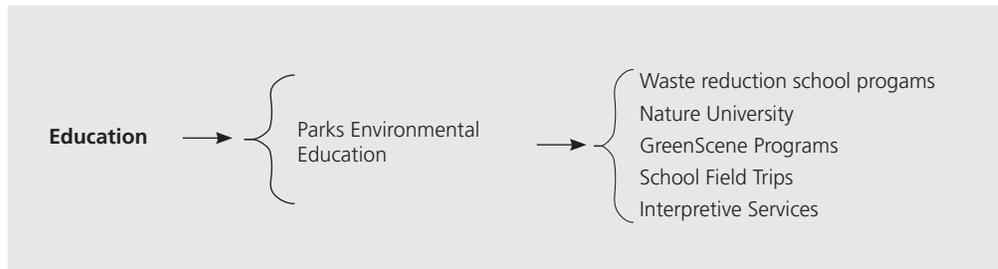
	<b>Actual FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Adopted FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$1,436,751	\$1,573,103	\$1,292,981	\$1,357,445	\$1,425,128	\$1,496,194	\$1,570,810
Grants and Donations	\$707,900	\$883,239	\$712,832	\$746,469	\$751,787	\$788,871	\$827,810
Governmental Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Resources	\$4,846,957	\$461,146	\$305,000	\$308,050	\$311,131	\$314,242	\$317,385
<b>TOTAL PROGRAM RESOURCES</b>	<b>6,991,608</b>	<b>2,917,488</b>	<b>2,310,813</b>	<b>2,411,963</b>	<b>2,488,047</b>	<b>2,599,307</b>	<b>2,716,004</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	\$11,477,463	\$18,764,209	\$20,858,216	\$15,980,059	\$13,249,696	\$8,361,605	\$8,625,442
Capital	\$14,435,112	\$41,827,910	\$32,135,721	\$20,005,264	\$11,292,644	\$0	\$0
Department Administration and Overhead	\$216,015	\$526,965	\$536,774	\$557,566	\$579,170	\$601,617	\$624,940
Direct Service Transfers	\$172,906	\$447,405	\$284,515	\$295,896	\$307,732	\$320,041	\$332,843
Central Administration and Overhead	\$1,718,823	\$1,798,839	\$1,610,466	\$1,690,989	\$1,775,538	\$1,908,703	\$2,051,855
<b>TOTAL PROGRAM OUTLAYS</b>	<b>28,020,319</b>	<b>63,365,328</b>	<b>55,425,692</b>	<b>38,529,774</b>	<b>27,204,780</b>	<b>11,191,966</b>	<b>11,635,085</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(21,028,711)</b>	<b>(60,447,840)</b>	<b>(53,114,879)</b>	<b>(36,117,811)</b>	<b>(24,716,734)</b>	<b>(8,592,659)</b>	<b>(8,919,081)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	\$4,296,355	\$3,695,990	\$4,935,915	\$5,175,337	\$5,304,687	\$5,514,897	\$5,665,434
Current Revenues	\$2,549,490	\$1,883,863	\$1,879,243	\$2,106,650	\$1,849,500	\$1,592,453	\$1,595,590
Reserves	\$14,182,866	\$54,867,987	\$46,299,721	\$28,819,450	\$17,536,825	\$1,424,605	\$1,577,510
Allocated and Other	\$0	\$0	\$2,321,832	\$2,386,724	\$2,458,976	\$2,543,813	\$2,620,843
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>21,028,711</b>	<b>60,447,840</b>	<b>55,436,711</b>	<b>38,488,161</b>	<b>27,149,988</b>	<b>11,075,768</b>	<b>11,459,377</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,321,832</b>	<b>\$2,370,351</b>	<b>\$2,433,254</b>	<b>\$2,483,109</b>	<b>\$2,540,296</b>
<b>PROGRAM FTE</b>	58.37	56.29	66.86	66.86	66.86	53.06	53.06

# Education

**Organization Unit:**  
Sustainability Center

**Program Manager:**  
John Sheehan

**Program Status:**  
Existing



This program provides education and interpretive services that engage and inspire citizens to expand environmental stewardship in the region.

## Regulatory/statutory requirements

Chapter 3 of the Regional Framework Plan, Greenspaces Master Plan.

## Climate Change/Sustainability

The program contributes to climate change goals and sustainability by providing opportunities for people to learn about nature and enhance the environment through conservation activities, including the removal of invasive species and the growth and planting of natives. These activities directly improve air and water quality, while inspiring a sustainable lifestyle among volunteers and those in education and interpretation programs.

## Changes from FY 2009-10 current service levels

There is a further realignment of staffing within this program, continuing some of the goals started with last year’s Sustainable Metro Initiative. Educators focusing on Metro park sites such as the Smith and Bybee Wetlands Natural Area and Oxbow Regional Park will be combined under common management with the youth educators focusing on recycling and solid waste reduction, including the Outdoor School program. Coordination with education programs at the Oregon Zoo will increase to better serve the public, build Metro’s capacity for youth education and maximize the talents and knowledge of existing staff.

## Issues and Challenges

Realignment of staff and organizational change always bring an adjustment period. However, bringing together direct providers of Metro’s youth education programs should also generate new ideas and increase opportunities for collaboration. The conversation with the zoo should be enhanced by this new structure, although that too will take time working with the new Zoo Director and senior staff. The move of a senior Strategy Center member to full-time assignment within the education division of the Sustainability Center will significantly increase capacity and accelerate the transformation of Metro’s education programs.

## Performance measures

Number of annual education/interpretive program contact hours.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
62,000	64,000	66,000	68,000	68,000	68,000	68,000	68,000

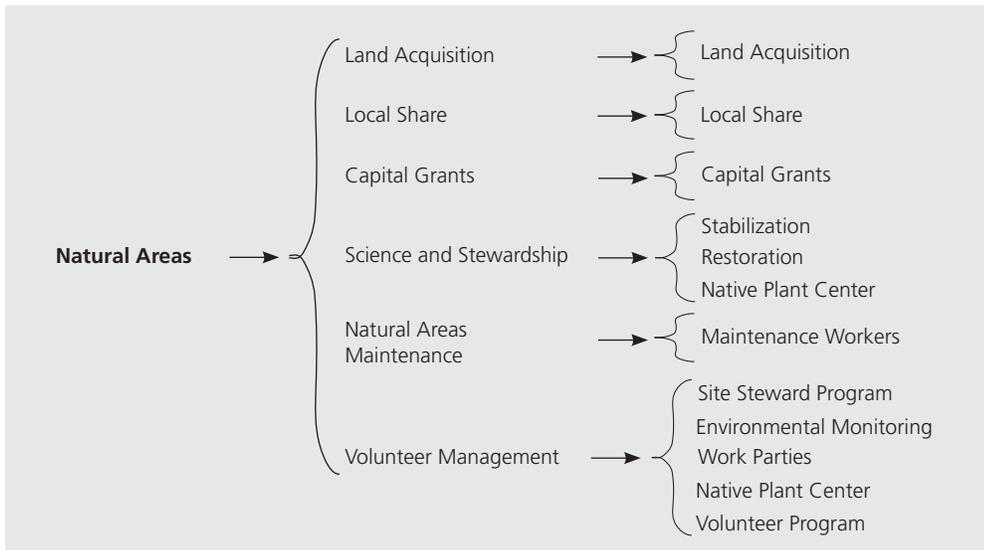
Number of parks, cemeteries and natural areas served by at least one education or interpretive program.

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

## Five-year forecast

	<b>Actual FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Adopted FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$21,278	\$6,950	\$5,300	\$5,380	\$5,460	\$5,542	\$5,625
Grants and Donations	0	10,100	10,100	10,100	10,100	10,100	10,100
Governmental Resources	0	0	0	0	0	0	0
Other Resources	51,581	52,257	5,000	5,050	5,101	5,152	5,204
<b>TOTAL PROGRAM RESOURCES</b>	<b>72,859</b>	<b>69,307</b>	<b>20,400</b>	<b>20,530</b>	<b>20,661</b>	<b>20,794</b>	<b>20,929</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	567,655	550,776	1,931,301	1,993,498	2,055,125	2,146,414	2,212,808
Capital	0	53,000	0	0	0	0	0
Department Administration and Overhead	53,264	106,048	134,826	140,219	145,828	151,661	157,727
Direct Service Transfers	75,063	175,580	0	0	0	0	0
Central Administration and Overhead	230,090	169,555	276,105	289,910	304,406	327,236	351,779
<b>TOTAL PROGRAM OUTLAYS</b>	<b>926,072</b>	<b>1,054,959</b>	<b>2,342,232</b>	<b>2,423,627</b>	<b>2,505,359</b>	<b>2,625,311</b>	<b>2,722,314</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(853,213)</b>	<b>(985,652)</b>	<b>(2,321,832)</b>	<b>(2,403,098)</b>	<b>(2,484,698)</b>	<b>(2,604,517)</b>	<b>(2,701,385)</b>
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	853,213	932,652	951,528	980,074	1,009,476	1,039,760	1,070,953
Current Revenues	0	0	1,370,304	1,406,650	1,449,500	1,504,053	1,549,890
Reserves	0	53,000	0	0	0	0	0
Allocated and Other	0	0	2,321,832	2,386,724	2,458,976	2,543,813	2,620,843
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>853,213</b>	<b>985,652</b>	<b>2,321,832</b>	<b>2,386,724</b>	<b>2,458,976</b>	<b>2,543,813</b>	<b>2,620,843</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$16,374)</b>	<b>(\$25,722)</b>	<b>(\$60,704)</b>	<b>(\$80,542)</b>
<b>PROGRAM FTE</b>	6.32	7.00	9.00	9.00	9.00	9.00	9.00





## Natural Areas

**Organization Unit:**  
Sustainability Center

**Program Manager:**  
Kathleen  
Brennan-Hunter

**Program Status:**  
Existing

This program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality, as well as local share projects and Nature in Neighborhoods initiatives. Land purchased under any of the program elements will be on a willing seller basis exclusively.

**Regional Natural Areas Acquisition** – Metro will purchase between 3,500 and 4,500 acres of land over the life of the 2006 bond measure in identified regional target areas to protect lands around rivers and streams, preserve significant fish and wildlife habitat, enhance trails and wildlife corridors and connect urban areas with nature using \$168.4 million in bond proceeds. To date Metro has acquired more than 2,300 acres.

**Local Share** – Local cities, counties and park districts within Metro’s jurisdiction will complete more than 100 projects that protect water quality, improve parks, preserve natural areas and provide access to nature for people all over the region using \$44 million in bond proceeds.

**Nature in Neighborhoods** – Metro will continue to develop and implement multi-disciplinary, collaborative efforts to increase support for effective habitat protection. Within this program, Metro’s capital grants program (\$15 million) will fund neighborhood projects that enhance natural features and their ecological functions on public lands. Schools, neighborhood associations, cities, counties, park providers, nonprofit organizations and other community groups will be invited to apply.

**Science and Stewardship** – Metro will protect, restore and enhance natural resources through active natural area restoration and management.

### Regulatory/statutory authorities

Greenspaces Master Plan (1992), Metro Code Title XIII, bond covenants and target area refinement plans.

### Climate Change/Sustainability

This program directly contributes to climate change goals and sustainability practices through its direct purchase of natural resource lands, restoration of those lands to their highest ecological function and provision of grants for restoration activities throughout the region. These activities sequester carbon in the forest trees and floor, improve water quality through reduced erosion and enhanced biofiltration, and enhance air quality.

### Changes from FY 2009-10 current service levels

The primary focus this year will be increasing Metro's capacity to manage its ever-growing portfolio of properties. To accomplish this, the 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. Under the new system, all major elements of Metro's natural areas program – acquisition, restoration, planning and management – will be combined in one center. In addition, the volunteer staff will be merged with the natural areas maintenance staff to maximize the capacity and coordination of volunteer activities around natural areas.

### Issues and Challenges

Natural areas acquisition is supported entirely by voter-approved general obligation bonds, which are restricted to capital expenditures as described in the authorizing resolution. Long-term stewardship of lands acquired under the bond program must be financed from other, non-bond sources. Efforts are underway to identify opportunities for stable, long-term funding.

### Performance measures

Acres of land acquired for protection each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
312	1428						

Percent of refinement plan goals achieved.

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

\*New measure.

Miles of stream frontage protected annually.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3.5	4.49						

Percent of Metro natural area land restored or currently under restoration efforts to improve and maintain habitat qualities.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
35%	TBD						

Percent of property owners who rated their interactions with negotiators as "good" or better.

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

Percent of program costs spent on administration.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
6.1%	3.8%						

Percent of land acquisition transactions that included donations or non-Metro financial contributions.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
19%	19%	TBD					

Number of Metro properties receiving a minimum of 50 hours of volunteer service annually.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
26	23	30	30	30	30	30	30

Number of groups volunteering more than 50 hours annually.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	93	44	44	44	44	44	44

Number of individuals volunteering more than 20 hours annually.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
100	115	110	115	120	125	130	135

Acres of property transitioning into maintenance status from stabilization efforts.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
350	400	450	500	1600	500	500	500

## Five-year forecast

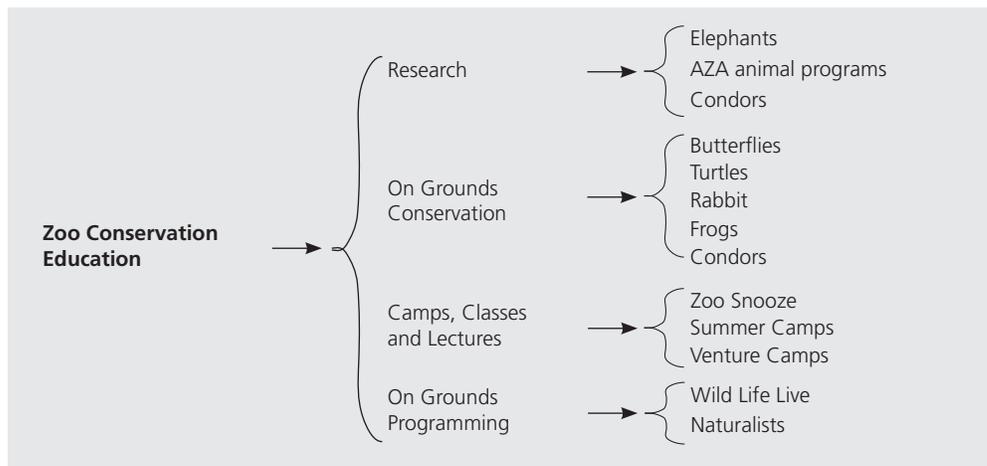
	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	165,000	30,000	30,000	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	4,795,376	408,889	300,000	303,000	306,030	309,090	312,181
<b>TOTAL PROGRAM RESOURCES</b>	<b>4,795,376</b>	<b>598,889</b>	<b>330,000</b>	<b>333,000</b>	<b>306,030</b>	<b>309,090</b>	<b>312,181</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	7,545,740	15,157,958	15,989,397	10,839,379	7,947,180	2,798,443	2,886,943
Capital	14,400,112	41,774,910	32,135,721	20,005,264	11,292,644	0	0
Department Administration and Overhead	0	352,343	334,080	347,443	361,341	375,795	390,827
Direct Service Transfers	97,843	271,825	284,515	295,896	307,732	320,041	332,843
Central Administration and Overhead	969,315	1,212,932	883,646	927,828	974,219	1,047,285	1,125,831
<b>TOTAL PROGRAM OUTLAYS</b>	<b>23,013,010</b>	<b>58,769,968</b>	<b>49,627,359</b>	<b>32,415,810</b>	<b>20,883,116</b>	<b>4,541,564</b>	<b>4,736,444</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(18,217,634)</b>	<b>(58,171,079)</b>	<b>(49,297,359)</b>	<b>(32,082,810)</b>	<b>(20,577,086)</b>	<b>(4,232,474)</b>	<b>(4,424,263)</b>
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise and Other Taxes	1,485,278	1,472,229	2,488,699	2,563,360	2,640,261	2,719,469	2,801,053
Current Revenues	2,549,490	1,883,863	508,939	700,000	400,000	88,400	45,700
Reserves	14,182,866	54,814,987	46,299,721	28,819,450	17,536,825	1,424,605	1,577,510
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>18,217,634</b>	<b>58,171,079</b>	<b>49,297,359</b>	<b>32,082,810</b>	<b>20,577,086</b>	<b>4,232,474</b>	<b>4,424,263</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	23.53	29.70	38.27	38.27	38.27	24.47	24.47

# Zoo Conservation Education

**Organization Unit:**  
Oregon Zoo

**Program Manager:**  
Mike Keele

**Program Status:**  
Existing



The conservation aspect of this program identifies and implements *in situ* and *ex situ* wildlife conservation through direct fieldwork, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with Association of Zoos & Aquariums and the Northwest Zoo & Aquarium Alliance, the zoo participates in species survival plans and partners with several other conservation groups to conserve endangered and threatened species in our care and in nature.

The education aspect of this program provides learning opportunities to people of all ages and cultures. 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.

## Regulatory/statutory requirements

The zoo is regulated by animal welfare regulations, including:

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.

Washington Department of Fish and Wildlife permits: Scientific Taking.

U.S. Department of Agriculture: Animal Welfare License, Invertebrate Species.

Association of Zoos & Aquariums Accreditation Guidelines.

## Climate Change/Sustainability

The Zoo Conservation Education program wholly exists to support climate change and sustainability activities and education.

## Changes from FY 2009-10 current service levels

For FY 2010-11 a substantial portion of the conservation surcharge will be used to fund the zoo's internal conservation activities.

## Issues and challenges

Strengthening partnerships and leveraging outside resources to expand conservation education programs inside and outside the zoo campus.

Identifying resources to address sudden, critical needs is important for the zoo to respond quickly and maintain its position as a leader in regional conservation. The zoo has developed several conservation partnerships that have helped to provide funding for conservation efforts.

## Program performance measures

Percentage of conservation education program participants who report their zoo visit taught them one or more personal actions to create a better future for wildlife.

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

Total conservation education program attendance (thousands).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
302	304	308	312	316	320	324	

Percentage of conservation program stakeholders and partners who strongly or somewhat agree with the statement, "The zoo is effective at leading and convening stakeholders around regional conservation initiatives."

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	25%	40%	60%	80%			

## Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
<b>PROGRAM RESOURCES</b>							
Enterprise	\$1,415,473	\$1,541,153	\$1,287,681	\$1,352,065	\$1,419,668	\$1,490,652	\$1,565,184
Grants and Donations	707,900	708,139	672,732	706,369	741,687	778,771	817,710
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>2,123,373</b>	<b>2,249,292</b>	<b>1,960,413</b>	<b>2,058,434</b>	<b>2,161,355</b>	<b>2,269,423</b>	<b>2,382,894</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	3,364,068	3,055,475	2,937,518	3,147,182	3,247,391	3,416,748	3,525,691
Capital	35,000	0	0	0	0	0	0
Department Administration and Overhead	162,751	68,574	67,868	69,904	72,001	74,161	76,386
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	519,418	416,352	450,715	473,251	496,913	534,182	574,245
<b>TOTAL PROGRAM OUTLAYS</b>	<b>4,081,237</b>	<b>3,540,401</b>	<b>3,456,101</b>	<b>3,690,337</b>	<b>3,816,305</b>	<b>4,025,091</b>	<b>4,176,323</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,957,864)</b>	<b>(1,291,109)</b>	<b>(1,495,688)</b>	<b>(1,631,903)</b>	<b>(1,654,950)</b>	<b>(1,755,668)</b>	<b>(1,793,429)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	1,957,864	1,291,109	1,495,688	1,631,903	1,654,950	1,755,668	1,793,428
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,957,864</b>	<b>1,291,109</b>	<b>1,495,688</b>	<b>1,631,903</b>	<b>1,654,950</b>	<b>1,755,668</b>	<b>1,793,428</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	28.52	19.59	19.59	19.59	19.59	19.59	19.59



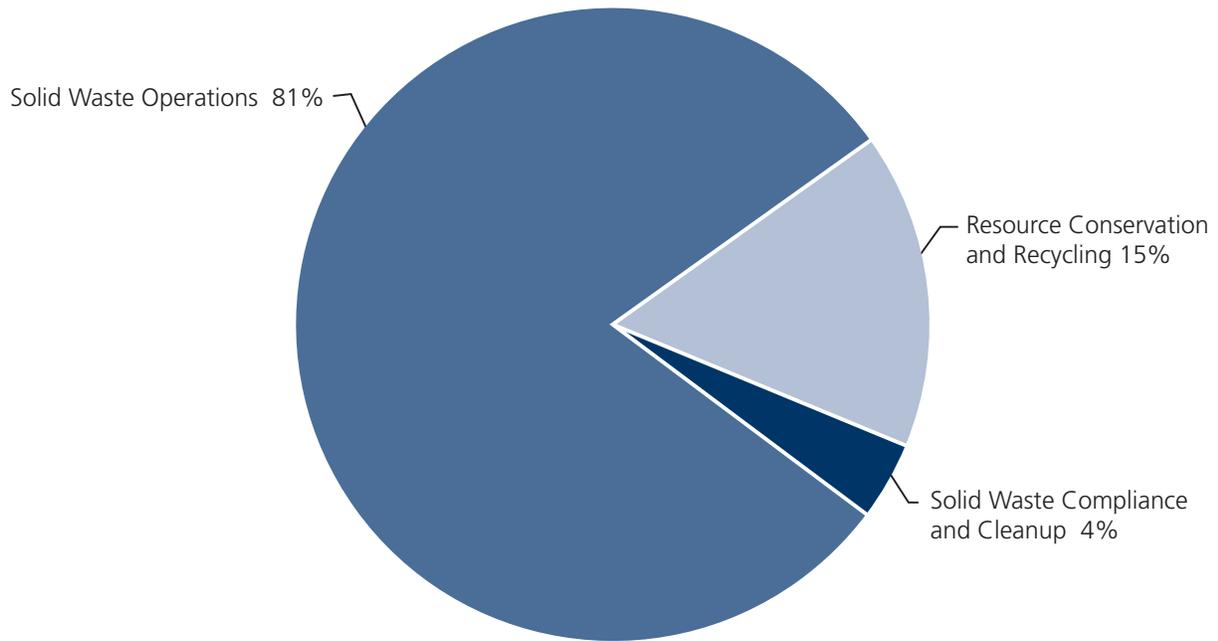


## **Healthy Environment**

### **Goal 4: Reduce and manage waste generated and disposed.**

The region's solid waste system should be managed first, to reduce the amount and toxicity of solid waste generated and disposed; and second, to ensure environmentally sound and cost efficient disposal of waste that cannot be prevented or recovered.

## Goal 4: FY 2010-11 program expenditures



Resource Conservation and Recycling	\$9,245,000
Solid Waste Compliance and Cleanup	2,445,000
Solid Waste Operations	49,078,000
<b>TOTAL GOAL 4</b>	<b>\$60,768,000</b>

## Goal 4: Five-year forecast, all associated programs

	<b>Actual FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Adopted FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$28,757,087	\$29,842,147	\$33,747,696	\$34,335,524	\$35,619,855	\$37,045,721	\$38,847,363
Grants and Donations	\$2,387	\$1,094,105	\$0	\$0	\$0	\$0	\$0
Governmental Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Resources	\$2,530,714	\$2,585,376	\$4,212,083	\$2,980,588	\$3,003,041	\$3,067,076	\$3,169,502
<b>TOTAL PROGRAM RESOURCES</b>	<b>31,290,188</b>	<b>33,521,628</b>	<b>37,959,779</b>	<b>37,316,112</b>	<b>38,622,896</b>	<b>40,112,797</b>	<b>42,016,865</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	\$44,981,100	\$49,221,027	\$49,599,699	\$50,306,309	\$52,678,469	\$55,339,707	\$58,411,055
Capital	\$1,142,558	\$5,066,583	\$4,444,283	\$2,388,000	\$4,046,000	\$613,000	\$613,000
Department Administration and Overhead	\$2,165,593	\$131,452	\$130,651	\$135,878	\$141,312	\$146,965	\$152,844
Direct Service Transfers	\$725,304	\$2,081,233	\$2,179,858	\$2,267,053	\$2,357,735	\$2,452,044	\$2,550,126
Central Administration and Overhead	\$3,473,362	\$4,341,374	\$4,414,430	\$4,635,153	\$4,866,909	\$5,231,929	\$5,624,320
Debt Service	\$4,697,481	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>57,185,398</b>	<b>60,841,669</b>	<b>60,768,921</b>	<b>59,732,393</b>	<b>64,090,425</b>	<b>63,783,645</b>	<b>67,351,348</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(25,895,210)</b>	<b>(27,320,041)</b>	<b>(22,809,142)</b>	<b>(22,416,281)</b>	<b>(25,467,529)</b>	<b>(23,670,848)</b>	<b>(25,334,483)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	\$0	\$126,304	\$184,167	\$189,692	\$195,383	\$201,244	\$207,282
Current Revenues	\$18,676,514	\$19,995,838	\$17,380,771	\$17,720,998	\$18,453,972	\$19,236,654	\$20,187,245
Reserves	\$6,081,079	\$6,289,841	\$4,703,169	\$2,688,500	\$4,349,650	\$919,485	\$922,037
Allocated and Other	\$1,137,617	\$908,058	\$541,035	\$546,444	\$551,910	\$557,428	\$563,004
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>25,895,210</b>	<b>27,320,041</b>	<b>22,809,142</b>	<b>21,145,634</b>	<b>23,550,915</b>	<b>20,914,811</b>	<b>21,879,568</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,270,647)</b>	<b>(\$1,916,614)</b>	<b>(\$2,756,037)</b>	<b>(\$3,454,915)</b>
<b>PROGRAM FTE</b>	87.45	88.95	86.95	86.95	86.95	86.95	86.95

# Resource Conservation and Recycling

**Organization Unit:**

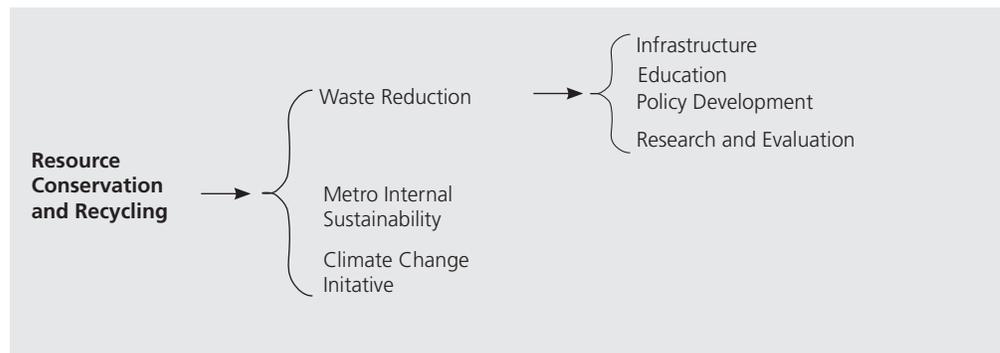
Sustainability Center

**Program Manager:**

Matt Korot

**Program Status:**

Existing



This program advances the region’s efforts to reduce greenhouse gas emissions, conserve natural resources and protect the environment and human health. Resource Conservation and Recycling (RCR) includes three primary interrelated sub-programs:

- Waste Reduction.
- Metro Internal Sustainability.
- Climate Change Initiative.

Each program deals with a number of complex issues and an extensive array of stakeholders. In FY 2009-10 each was focused on developing a more strategic framework for identifying and implementing its work plan. Those frameworks, which enable better prioritization of resources, clearer identification of roles relative to those of partners and a more clear focus on key strategies and actions, will begin to be applied in FY 2010-11.

**Waste Reduction** – In FY 2010-11 the Waste Reduction program will continue previous work and implement new strategies and actions to minimize the environmental and human health impacts from the extraction, production, consumption and end-of-life management of goods used by the area’s residents and businesses. Strategies to be pursued by the program include:

- Regional policies adopted by the Metro Council.
- Statewide policies, such as product stewardship or regulation of toxics, adopted by the Oregon Legislature.
- Reuse and recycling capacity increased through actions such as developing a collection, transfer and processing infrastructure for the region’s food waste.
- Youth education in schools and camps and adult education enhanced using community-based social marketing principles.
- Local capacity built through funding for local government waste reduction programs and partnerships with organizations such as Outdoor School and Oregon State University Extension.

**Internal Sustainability** – In FY 2010-11 the program will put into action a strategic approach for integrating sustainable practices into Metro’s operations, moving the agency toward its five internal sustainability goals. A comprehensive sustainability plan developed in FY 2009-10 will identify and prioritize actions Metro can take to reduce greenhouse gas emissions, water use, toxics and solid waste from its operations, as well as maintain healthy and productive habitat on its properties. This program is coordinated by RCR, but it is an across-the-agency initiative involving staff and projects at all Metro facilities.

**Climate Change Initiative** – The Climate Change Initiative is coordinated by the RCR, with responsibility and funding for implementation shared by staff and programs across Metro. For the past year and a half the Climate Change Initiative focused on

shaping the initiative's strategic direction, developing tools to calculate greenhouse gas emissions and assess and prioritize reduction options, developing the regional Climate Prosperity Strategy, engaging in efforts to identify the local impacts of climate change, and integrating greenhouse gas emission mitigation strategies into significant Metro initiatives such as Making the Greatest Place. With this foundation, the Climate Change Initiative will strive to achieve the following in FY 2010-11:

- Develop land-use and transportation scenarios to meet a greenhouse gas emissions target established by the State of Oregon, as required by Oregon House Bill 2001.
- Apply in-house protocols to evaluate the greenhouse gas impact of Metro policies and programs.
- Make decisions about Metro's investment in the Climate Prosperity Strategy, Lower Willamette Climate Adaptation Plan and other regional collaborations.

### **Climate Change/Sustainability**

RCR's three primary programs are completely oriented to helping Metro and the region meet their goals related to climate change and sustainability.

### **Regulatory/statutory requirements**

Under state law Metro is responsible for developing, implementing and ensuring the effectiveness of a regional waste reduction program. The program ensures that Metro meets the requirements of the State of Oregon's 1983 Opportunity to Recycle Act, the 1991 Recycling Act and related legislation, including a 64 percent waste recovery rate.

### **Changes from FY 2009-10 current service levels**

RCR's two youth educators will move to a new unified education division and the Recycling Information Center supervisor position is eliminated and converted into a section manager position, reducing a layer of management. In materials and services, the budget includes \$250,000 to support regional efforts to reduce emissions from solid waste collection vehicles and an additional \$64,000 for implementation of Metro's internal sustainability plan.

The RCR budget reflects a considerable reduction in materials and services' expenditures compared to FY 2009-10. Education activities including the Waste Reduction Education at Outdoor School program have been budgeted to reflect actual participation rates after two years. One-time funds for the business sector areas have been eliminated: the program has reached its outreach objectives successfully, and the business sampling projects are concluded. Certain Department of Environmental Quality (DEQ) fees are required only every two years. Other program areas have been reviewed and sized appropriately to reflect actual expenditure requirements.

### **Issues and Challenges**

A strategic planning process completed by the RCR late in FY 2009-10 will lead to implementation of new actions and reprioritization of some existing ones. Among these actions, more staff resources will be allocated to product stewardship initiatives, which will require close collaboration with the Chief Operating Officer and Metro Council. The program will also work with local government partners and the Oregon DEQ to address the region's response if its 2009 recovery rate does not meet the statutory goal as expected.

For the internal sustainability program, the challenges will be in implementing and evaluating priorities and ensuring accountability across departments and facilities. For climate change, the challenges will be in managing the complexity of the initiative, integrating mitigation and adaptation strategies into all of Metro's planning initiatives and helping advance regional initiatives with external stakeholders.

**Performance measures**

Regional per capita solid waste generation (in pounds).

<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>
3,016	3,016	3,016	3,016	3,016	3,016	3,016	3,016

Regional recovery rate.

<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>
57%	64%	64%	64%	64%	64%	64%	64%

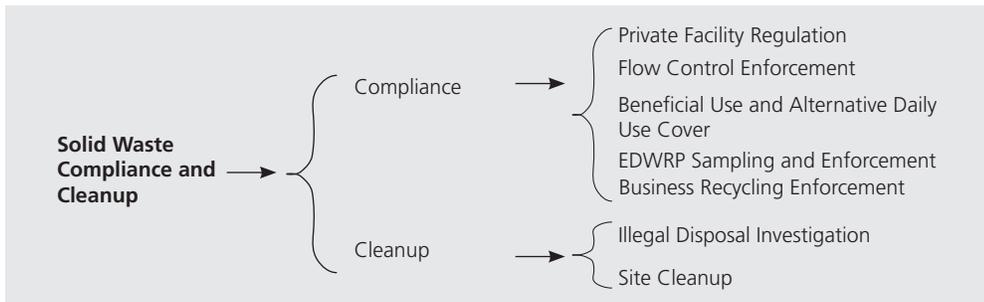
Metric tons of carbon dioxide equivalent reduced by waste education activities (in millions of metric tons).

<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>
2.1	TBD						

## Five-year forecast

	<b>Actual FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Adopted FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>	<b>Forecast FY 2014-15</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	2,387	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	155,411	242,375	649,509	336,840	341,893	347,021	352,226
<b>TOTAL PROGRAM RESOURCES</b>	<b>157,798</b>	<b>242,375</b>	<b>649,509</b>	<b>336,840</b>	<b>341,893</b>	<b>347,021</b>	<b>352,226</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	5,715,642	7,890,937	6,964,974	6,329,611	6,542,555	6,762,810	6,990,632
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	333,969	20,272	20,148	20,954	21,792	22,664	23,571
Direct Service Transfers	241,410	809,020	811,860	844,335	878,108	913,232	949,761
Central Administration and Overhead	1,156,071	1,687,585	1,448,181	1,520,590	1,596,619	1,716,366	1,845,093
<b>TOTAL PROGRAM OUTLAYS</b>	<b>7,447,092</b>	<b>10,407,814</b>	<b>9,245,163</b>	<b>8,715,490</b>	<b>9,039,074</b>	<b>9,415,072</b>	<b>9,809,057</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(7,289,294)</b>	<b>(10,165,439)</b>	<b>(8,595,654)</b>	<b>(8,378,650)</b>	<b>(8,697,181)</b>	<b>(9,068,051)</b>	<b>(9,456,831)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	126,304	184,167	189,692	195,383	201,244	207,282
Current Revenues	6,965,771	8,796,226	7,260,824	7,402,954	7,709,154	8,036,119	8,433,230
Reserves	184,542	1,131,973	1,065,991	0	0	0	0
Allocated and Other	138,981	110,936	84,672	85,518	86,376	87,237	88,110
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>7,289,294</b>	<b>10,165,439</b>	<b>8,595,654</b>	<b>7,678,164</b>	<b>7,990,913</b>	<b>8,324,600</b>	<b>8,728,622</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$700,486)</b>	<b>(\$706,268)</b>	<b>(\$743,451)</b>	<b>(\$728,209)</b>
<b>PROGRAM FTE</b>	19.00	22.00	21.00	21.00	21.00	21.00	21.00





# Solid Waste Compliance and Cleanup

**Organization Unit:**

Finance and Regulatory Services

**Program Manager:**

Roy Brower

**Program Status:**

Existing

The primary purpose of the Solid Waste Compliance and Cleanup program is to minimize and mitigate impacts to the public and the environment from solid waste within the Metro region. To achieve this goal, the program ensures that solid waste facilities meet regulatory, operational, environmental and financial assurance standards. The program cleans up, monitors and investigates illegal disposal sites and prosecutes persons illegally disposing waste. The program also monitors and enforces compliance with Metro Code, administrative procedures, performance standards, Metro-granted authorizations (solid waste licenses and franchises) and flow control instruments (non-system licenses and designated facility agreements).

The program performs the following functions:

- Cleans up and monitors illegal disposal sites.
- Investigates and prosecutes persons who illegally dispose of solid waste.
- Licenses and franchises solid waste facilities and activities inside the region.
- Administers and monitors flow control agreements and grant authorizations allowing solid waste to be managed outside the region.
- Inspects, monitors and investigates solid waste facilities to assure compliance with Metro requirements.
- Initiates formal enforcement, including issuing monetary penalties, when appropriate.
- Coordinates activities with state and local regulators.

**Regulatory/statutory requirements**

Implement regulatory authority in Oregon Revised Statutes Chapter 268 and Metro Charter.

Implement the regulatory elements of the Regional Solid Waste Management Plan.

Implement Metro Code (primarily Chapters 5.01, 5.02, 5.05 and 5.09 of Title V and Chapter 701) and associated administrative procedures and performance standards.

**Climate Change/Sustainability**

In addition to ensuring that solid waste facilities meet regulatory, operational, environmental and fiscal standards, the program works to mitigate chronic dump sites in sensitive areas (e.g. near wildlife habitat and waterways); assist other local governments in cleaning up solid waste generated by transient camps; and align regulatory incentives to improve sustainability performance at regulated facilities including Metro’s transfer stations.

**Changes from FY 2009-10 current service levels**

None.

**Issues and challenges**

The number of solid waste facilities subject to inspection has stabilized, allowing Metro solid waste facility inspectors to spend time more effectively at regulated sites. Inspectors gain a greater knowledge of the facility operations and increase the

thoroughness of general inspections and sampling programs. Inspectors also have more time to help facility operators understand and comply with Metro requirements. Economic pressures, global competition and volatile commodity markets have local solid waste industrial players seeking new waste management approaches and special exemptions from payment of Metro fees and taxes that are historically based on disposal. Current exemptions for “useful material,” “beneficial use,” “alternative daily cover,” and “on-site or captive disposal” are complicating tax policy, planning efforts and other policy considerations. At this time no increase in staff is anticipated.

The budget maintains the resources necessary to clean up the current number of reported illegal dump sites within one to two days. There are continuing concerns that illegal dumping may persist because of the economic recession and rising disposal costs. Metro will monitor closely its intergovernmental agreement with the Multnomah County Sheriff’s Office to provide corrections deputies and inmate workers as contracted cleanup crews.

**Program performance measures**

Number of facility inspections/site visits conducted each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
283	324	275	275	275	275	275	

Percent of informal actions (non-compliance advisory letters and potential violations identified during inspections) where a noted violation is corrected without escalation to formal enforcement.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
50%	86%	50%	50%	50%	50%		

Number of random EDWRP sampling events conducted at MRFs as part of a facility inspection.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
19	48	36	36	36	36	36	

Percent of random EDWRP samples that comply with requirements.

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

Number of illegal disposal sites cleaned up each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3,353	3,629	3,000	3,000	3,000	3,000	3,000	3,000

Tons of solid waste cleaned up from illegal disposal sites each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
292	245	150	150	150	150	150	150

Number of illegal disposal sites with potentially hazardous waste cleaned up each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
176	114	100	100	100	100	100	

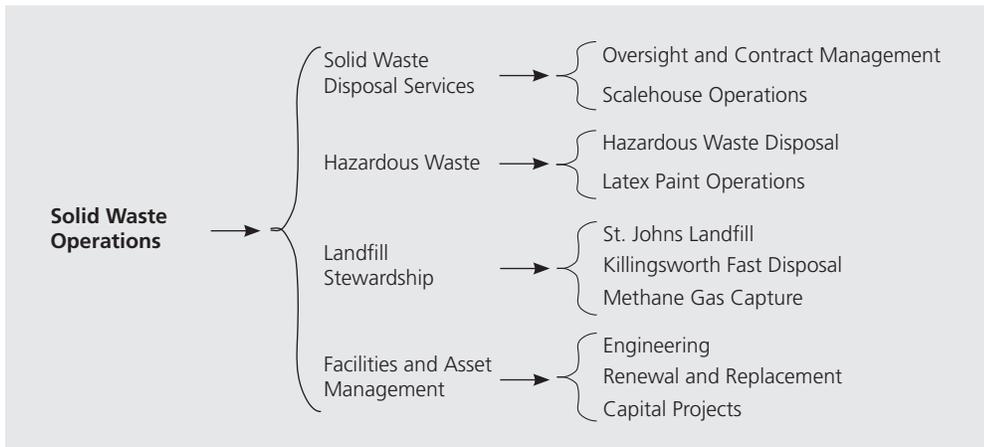
Percent of illegal disposal sites where cleanup is complete within two days of discovery.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
99%	99%	85%	85%	85%	85%	85%	

## Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	23,650	15,000	15,000	15,150	15,302	15,455	15,609
<b>TOTAL PROGRAM RESOURCES</b>	<b>23,650</b>	<b>15,000</b>	<b>15,000</b>	<b>15,150</b>	<b>15,302</b>	<b>15,455</b>	<b>15,609</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,336,193	1,532,221	1,560,544	1,598,073	1,648,096	1,729,726	1,783,905
Capital	0	0	18,000	0	0	0	0
Department Administration and Overhead	95,822	0	0	0	0	0	0
Direct Service Transfers	87,066	246,903	281,106	292,351	304,044	316,206	328,855
Central Administration and Overhead	416,945	616,571	585,803	615,094	645,848	694,287	746,358
<b>TOTAL PROGRAM OUTLAYS</b>	<b>1,936,026</b>	<b>2,395,695</b>	<b>2,445,453</b>	<b>2,505,518</b>	<b>2,597,988</b>	<b>2,740,219</b>	<b>2,859,119</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,912,376)</b>	<b>(2,380,695)</b>	<b>(2,430,453)</b>	<b>(2,490,368)</b>	<b>(2,582,686)</b>	<b>(2,724,764)</b>	<b>(2,843,510)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	1,833,898	2,236,081	2,395,085	2,441,969	2,542,973	2,650,828	2,781,820
Reserves	44,765	117,704	18,000	0	0	0	0
Allocated and Other	33,713	26,910	17,368	17,542	17,717	17,894	18,073
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,912,376</b>	<b>2,380,695</b>	<b>2,430,453</b>	<b>2,459,511</b>	<b>2,560,690</b>	<b>2,668,722</b>	<b>2,799,893</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$30,857)</b>	<b>(\$21,996)</b>	<b>(\$56,042)</b>	<b>(\$43,617)</b>
<b>PROGRAM FTE</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>





# Solid Waste Operations

**Organization Unit:**

Parks and Environmental Services

**Program Manager:**

Paul Ehinger

**Program Status:**

Existing

The primary purpose of the Solid Waste Operations program is to provide comprehensive solid and hazardous waste disposal services to commercial haulers and the public. This program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region.

This program consists of four work areas:

- **Solid Waste Disposal Services** – These services are accomplished, in part, through owning and managing two regional transfer stations (Metro Central Station and Metro South Station), and the private contract for their operations. This program is also responsible for managing transportation and disposal contracts for the waste generated at these stations.
- **Hazardous Waste Disposal Services** – This program collects and manages hazardous waste from households and small commercial generators in an environmentally sound manner. Two permanent hazardous waste facilities are located at Metro’s transfer stations, and approximately 34 days of off-site collection events are conducted each year.
- **Landfill Stewardship** – This program operates, maintains and monitors environmental improvements at two closed landfills: St. Johns and Killingsworth Fast Disposal (KFD). St. Johns is owned and operated by Metro and KFD is operated by Metro under contract to the property owner (City of Portland).
- **Facility and Asset Management** – This group is responsible for establishing and implementing sound engineering and business practices in the management of Metro’s capital assets that are used for solid waste operations.

**Regulatory/statutory requirements**

The Solid Waste Operations program implements authorities set forth in state law to:

- Own, operate or regulate landfills, transfer stations and resource recovery facilities.
- Receive, accept, process, recycle, reuse and transport solid waste.

The Hazardous Waste Disposal program operates under a number of laws and regulations:

- Satisfy the state law requirement to establish permanent hazardous waste depots.
- Satisfy the state law requirement to encourage the use of hazardous waste collection opportunities.
- Fulfill contract obligations to divert “unacceptable waste” from solid waste sent to Columbia Ridge Landfill.

The Landfill Stewardship group operates the St. Johns and KFD landfills under the terms of a variety of regulatory permits.

## **Climate Change/Sustainability**

The program implements many different strategies to reach sustainability goals and reduce its impact on climate change. At the St. Johns Landfill, methane gas is burned or diverted to nearby businesses to offset their fuel use, resulting in a reduction of approximately 95 percent of the carbon equivalents from methane gas produced on-site. The contract for waste transport includes the use of at least 5 percent biofuel blend and all trucks will have state-of-the-art particulate filters installed. During the term of the contract, the tractors are required to be replaced with newer models, which will result in reduction of greenhouse gas emissions. At the transfer stations all equipment is required to have installed particulate filters. Additionally, the buildings will soon use rainwater collection to feed the dust suppression systems, and all landscaped areas are managed using updated Integrated Pest Management plans. The Household Hazardous Waste program vehicles use biodiesel fuel blends, and the Latex Paint facility, through its paint recycling and reuse activities, contributes to lower greenhouse gas emissions.

Metro awarded long term contracts to operate its two transfer stations in April 2010. The selection criteria for this procurement gave significant weight to environmental, economic and social factors, the triple bottom line of sustainability.

Metro staff continues to evaluate methods to improve sustainability and to reduce Metro's carbon footprint.

### **Changes from FY 2009-10 current service levels**

The budget includes a significant change to the Hazardous Waste Program. Both the collection program and the MetroPaint, the latex paint recycling facility, will be significantly affected by the implementation of the paint product stewardship law in Oregon. Metro will be a contracted service provider for PaintCare, the paint industry's nonprofit corporation for managing the state's left over paint.

### **Issues and challenges**

As required by a DEQ-issued closure permit, Solid Waste Operations staff is currently working on a remedial investigation to identify any remaining risks associated with St. Johns Landfill. Metro's consultant for this project has completed a site characterization and is now performing a risk assessment. If risks are identified, DEQ will require an evaluation of feasible options for remediation, which would likely be completed by late 2010. Based on that evaluation DEQ would issue a Record of Decision, including its recommendations for remedial action. Estimated costs associated with actions required by that decision range from \$3 to \$7 million, which would be expended over a three to four year period, commencing approximately FY 2011-12. Solid waste tonnage has flattened due to the recent economic downturn, with the current tonnage estimate considered very low compared to historical figures. The current trend seems on track for slow but steady upward growth. Metro staff continues to investigate ways of reducing costs to prevent significant rate increases that may result due to low tonnage levels.

## Program performance measures

Material recovery rate at Metro's transfer stations.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
16%	16.7%	17%	20.4%	26%	28.1%	28.1%	28.1%

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
82%	80%	80%	80%	80%	80%	80%	80%

Percentage of hazardous waste disposed of at landfills.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	37%	n/a	n/a	n/a	33%	n/a	n/a

## Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
<b>PROGRAM RESOURCES</b>							
Enterprise	\$28,757,087	\$29,842,147	\$33,747,696	\$34,335,524	\$35,619,855	\$37,045,721	\$38,847,363
Grants and Donations	0	1,094,105	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	2,351,653	2,328,001	3,547,574	2,628,598	2,645,846	2,704,600	2,801,667
<b>TOTAL PROGRAM RESOURCES</b>	<b>31,108,740</b>	<b>33,264,253</b>	<b>37,295,270</b>	<b>36,964,122</b>	<b>38,265,701</b>	<b>39,750,321</b>	<b>41,649,030</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	37,929,265	39,797,869	41,074,181	42,378,625	44,487,818	46,847,171	49,636,518
Capital / Renewal and replacement	1,142,558	5,066,583	4,426,283	2,388,000	4,046,000	613,000	613,000
Department Administration and Overhead	1,735,802	111,180	110,503	114,924	119,520	124,301	129,273
Direct Service Transfers	396,828	1,025,310	1,086,892	1,130,367	1,175,583	1,222,606	1,271,510
Central Administration and Overhead	1,900,346	2,037,218	2,380,446	2,499,469	2,624,442	2,821,276	3,032,869
Debt Service	4,697,481	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>47,802,280</b>	<b>48,038,160</b>	<b>49,078,305</b>	<b>48,511,385</b>	<b>52,453,363</b>	<b>51,628,354</b>	<b>54,683,170</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(16,693,540)</b>	<b>(14,773,907)</b>	<b>(11,783,035)</b>	<b>(11,547,263)</b>	<b>(14,187,662)</b>	<b>(11,878,033)</b>	<b>(13,034,140)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	9,876,845	8,963,531	7,724,862	7,876,075	8,201,845	8,549,707	8,972,195
Reserves	5,851,772	5,040,164	3,619,178	2,688,500	4,349,650	919,485	922,037
Allocated and Other	964,923	770,212	438,995	443,384	447,817	452,297	456,821
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>16,693,540</b>	<b>14,773,907</b>	<b>11,783,035</b>	<b>11,007,959</b>	<b>12,999,312</b>	<b>9,921,489</b>	<b>10,351,053</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$539,304)</b>	<b>(\$1,188,350)</b>	<b>(\$1,956,544)</b>	<b>(\$2,683,087)</b>
<b>PROGRAM FTE</b>	60.45	58.95	57.95	57.95	57.95	57.95	57.95

