

Organizational summary

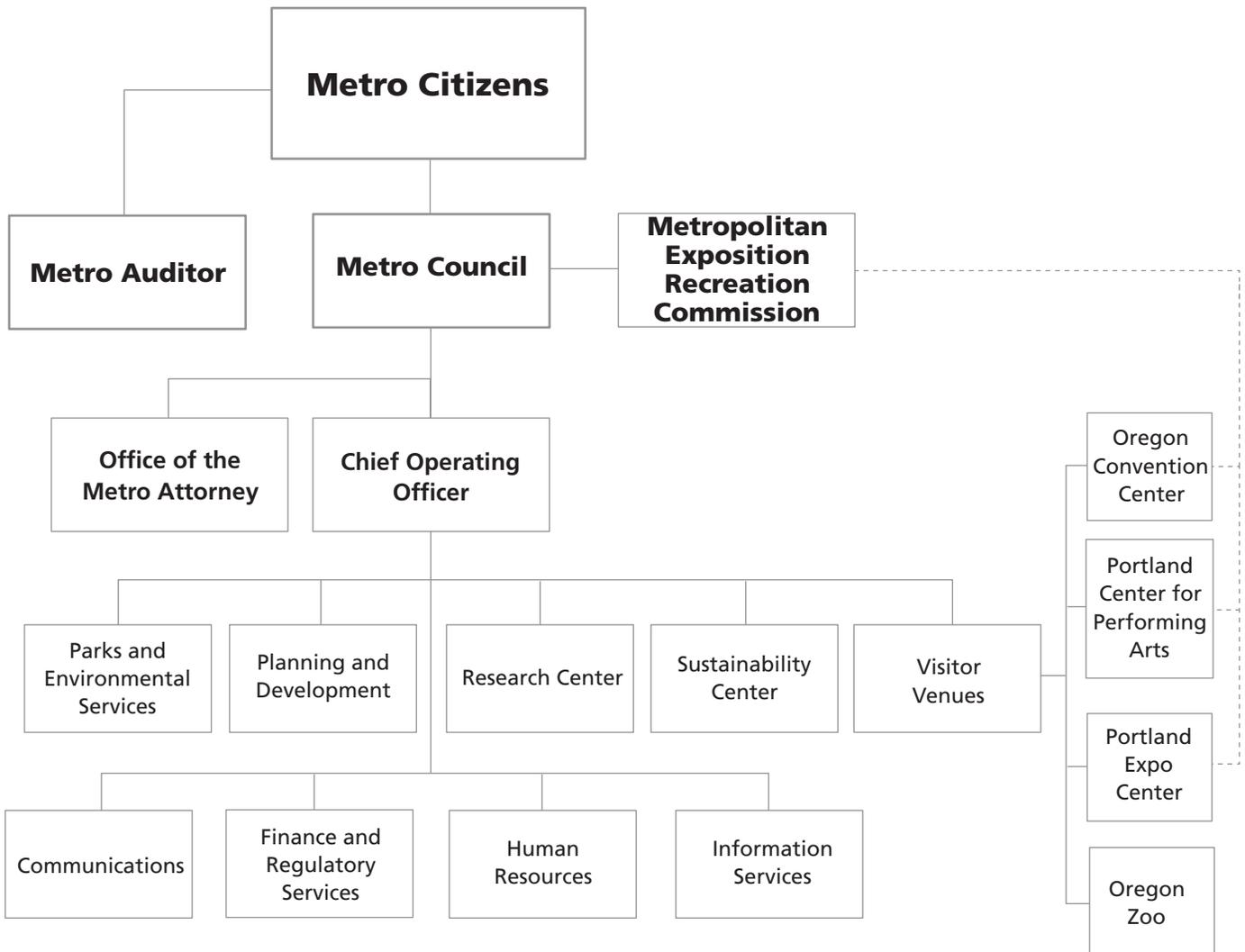
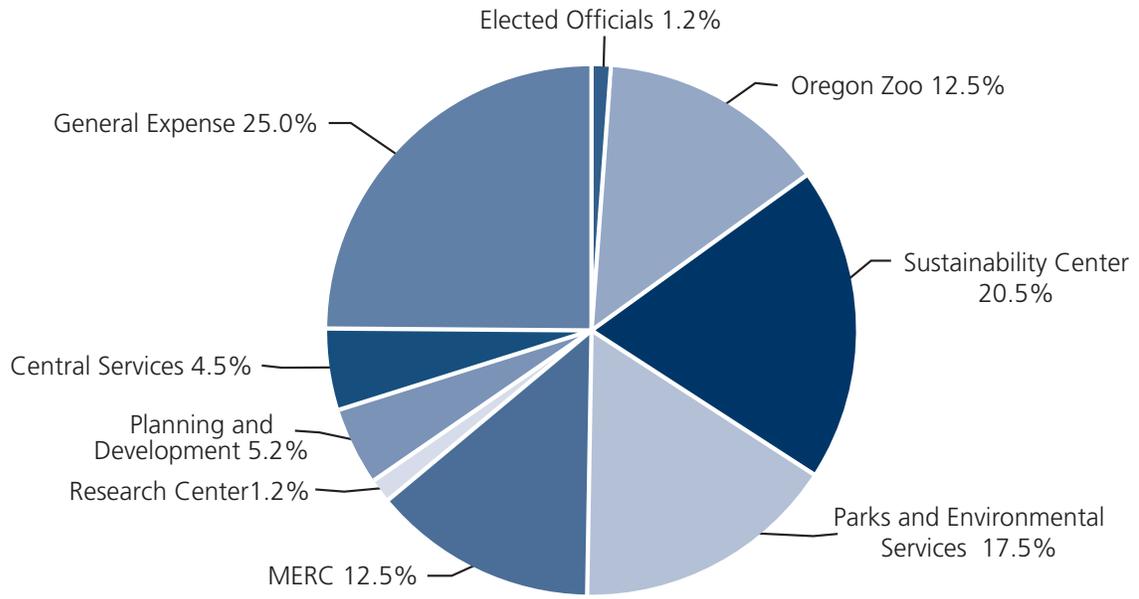
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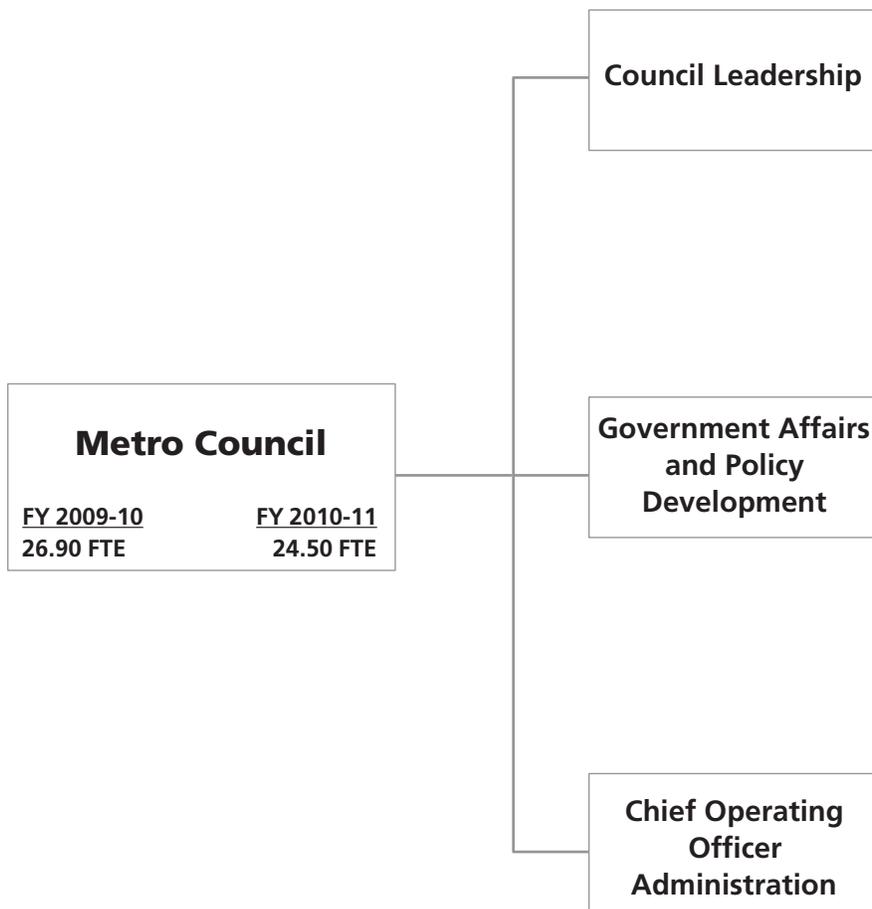
Summary of organizational structure

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | Amended FY 2009-10 | % Change from |
|--|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|-----------------------|------------------|
| BUDGET BY CLASSIFICATION | | | | | | | | | |
| Personal Services | \$64,653,039 | \$70,830,852 | \$76,552,050 | \$76,639,289 | \$76,717,193 | \$76,876,510 | \$76,661,194 | | 0.03% |
| Materials and Services | 99,588,010 | 92,362,661 | 121,793,629 | 122,785,804 | 118,479,978 | 120,811,921 | 122,107,946 | | (0.55%) |
| Capital Outlay | 30,599,093 | 31,655,025 | 80,378,286 | 72,800,236 | 59,854,158 | 60,602,552 | 62,131,378 | | (14.65%) |
| Debt Service | 41,572,723 | 45,100,347 | 45,115,921 | 45,250,921 | 41,954,002 | 41,954,002 | 41,954,002 | | (7.29%) |
| Interfund Reimbursements | 6,849,722 | 7,474,080 | 8,212,657 | 8,212,657 | 8,396,573 | 8,396,573 | 8,396,573 | | 2.24% |
| Internal Service Charges | 870,760 | 944,972 | 2,847,999 | 2,896,582 | 3,122,488 | 3,122,488 | 3,122,488 | | 7.80% |
| Interfund Loan | 0 | 0 | 10,916,250 | 0 | 0 | 0 | 0 | | 0.00% |
| Fund Equity Transfers | 11,760,993 | 6,389,113 | 6,587,953 | 6,780,323 | 10,637,853 | 10,765,853 | 10,765,853 | | 58.78% |
| TOTAL | \$255,894,340 | \$254,757,050 | \$352,404,745 | \$335,365,812 | \$319,162,245 | \$322,529,899 | \$325,139,434 | | (3.05%) |
| BUDGET BY FUND | | | | | | | | | |
| General Fund | \$78,352,355 | \$71,256,493 | \$89,040,947 | \$89,178,138 | \$85,680,625 | \$86,603,622 | \$87,657,539 | | (1.71%) |
| Gen. Obligation Bond Debt Service Fund | 35,239,797 | 35,275,958 | 40,533,022 | 40,533,022 | 37,325,783 | 37,325,783 | 37,325,783 | | (7.91%) |
| Gen. Renewal & Replacement Fund | 945,647 | 1,920,497 | 2,455,906 | 4,743,287 | 2,305,053 | 3,236,825 | 3,547,506 | | (25.21%) |
| Gen.I Revenue Bond Fund | 3,855,847 | 6,098,184 | 13,709,080 | 4,080,831 | 3,317,837 | 3,387,337 | 3,402,337 | | (16.63%) |
| MERC Fund | 40,325,475 | 42,543,780 | 46,457,863 | 47,141,352 | 46,208,300 | 46,208,300 | 47,350,737 | | 0.44% |
| Metro Capital Fund | 1,187,767 | 7,088,316 | 3,937,608 | 3,995,144 | 440,000 | 440,000 | 475,000 | | (88.11%) |
| Natural Areas Fund | 33,951,556 | 24,727,549 | 60,015,529 | 60,039,248 | 48,005,529 | 48,205,529 | 48,205,529 | | (19.71%) |
| Open Spaces Fund | 94,502 | 7,017 | 788,378 | 788,378 | 622,131 | 622,131 | 622,131 | | (21.09%) |
| Oregon Zoo Infrastructure & Animal Welfare Fund | 0 | 777,224 | 12,034,142 | 12,034,142 | 15,651,307 | 15,651,307 | 15,651,307 | | 30.06% |
| Rehabilitation & Enhancement Fund | 426,641 | 446,768 | 485,311 | 485,311 | 442,601 | 442,601 | 442,601 | | (8.80%) |
| Risk Management Fund | 7,564,237 | 8,124,566 | 11,434,039 | 11,434,039 | 17,723,637 | 17,723,637 | 17,723,637 | | 55.01% |
| Smith & Bybee Lakes Fund | 108,828 | 0 | 391,639 | 391,639 | 241,379 | 241,379 | 241,379 | | (38.37%) |
| Solid Waste Revenue Fund | 53,841,688 | 56,490,698 | 71,121,281 | 60,521,281 | 61,198,063 | 62,441,448 | 62,493,948 | | 3.26% |
| TOTAL | \$255,894,340 | \$254,757,050 | \$352,404,745 | \$335,365,812 | \$319,162,245 | \$322,529,899 | \$325,139,434 | | (3.05%) |
| Contingency | 0 | 0 | 51,168,293 | 53,165,737 | 30,473,585 | 30,454,222 | 32,455,006 | | (38.96%) |
| Unappropriated Balance | 230,965,428 | 214,223,352 | 58,019,042 | 64,788,745 | 75,479,170 | 74,400,238 | 72,843,606 | | 12.43% |
| TOTAL BUDGET | \$486,859,768 | \$468,980,402 | \$461,592,080 | \$453,320,294 | \$425,115,000 | \$427,384,359 | \$430,438,046 | | (5.05%) |
| FULL-TIME EQUIVALENTS (FTE) | 725.40 | 753.06 | 761.98 | 762.84 | 752.60 | 754.60 | 753.94 | | (1.17%) |

Summary of organizational structure







Summary of Metro Council

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$1,606,142 | \$2,561,046 | \$3,019,273 | \$3,019,273 | \$2,698,303 | \$2,698,303 | \$2,646,386 | (12.35%) |
| Materials and Services | 111,353 | 167,112 | 389,004 | 389,004 | 857,027 | 857,027 | 850,527 | 118.64% |
| TOTAL | \$1,717,495 | \$2,728,158 | \$3,408,277 | \$3,408,277 | \$3,555,330 | \$3,555,330 | \$3,496,913 | 2.60% |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$1,717,495 | \$2,728,158 | \$3,408,277 | \$3,408,277 | \$3,555,330 | \$3,555,330 | \$3,496,913 | 2.60% |
| TOTAL | \$1,717,495 | \$2,728,158 | \$3,408,277 | \$3,408,277 | \$3,555,330 | \$3,555,330 | \$3,496,913 | 2.60% |
| FULL-TIME EQUIVALENTS (FTE) | 20.42 | 24.83 | 26.90 | 26.90 | 25.10 | 25.10 | 24.50 | (8.92%) |

The Metro Council is the governing body of Metro. Council authority is defined in the Metro Charter, enacted by voters in 1992 and amended in 2000. The Council provides regional governance and leadership through ongoing, innovative planning, focusing on issues that cross local boundaries and require collaborative solutions. It provides oversight to attain the regional goals of guiding growth and creating livable communities, and works to promote economic, cultural and environmental balance. The Council develops long range plans for existing and future Metro activities. It assures the financial integrity of Metro through adoption of the budget and levying of taxes, user charges and other revenue measures.

ABOUT THE COUNCIL OFFICE

The Council consists of seven elected officials: six Councilors elected from distinct geographic districts and one Council President elected from the metropolitan region at large. The Council Office's budget includes three programs: Council Leadership, Government Affairs and Policy Development and the Chief Operating Officer Administration.

Council Leadership

The Council Leadership program includes the seven Councilors and administrative and policy support to these Councilors as individuals, as well as to the Council as a whole in its role as a legislative body whose procedures and formalities are conducted under the charter and law. Council policy, legislative and administrative staff supports Council as a professional resource, acting as liaisons between Council and Metro staff and external stakeholders, initiating and developing Councilors' policies and research projects, managing Council meetings and other public engagement forums and facilitating general communication. Support provided to the Metro Council is also provided to the Office of the Chief Operating Officer and Government Affairs and Policy Development. It includes personnel administration, budgeting and fiscal control, meeting support, calendar management and maintenance and archiving of records.

Government Affairs and Policy Development

The Government Affairs and Policy Development group is the maturing of the Strategy Center to support current Council and agency objectives and to review and advise Council on emerging policies and initiatives. Active Transportation, a programmatic aspect of the Strategy Center, has been moved to the Sustainability Center to align with trail planning and The Intertwine project, a regional network of parks, trails and natural areas. The Strategy Center team leader will also move to the Sustainability Center to manage the education division for The Intertwine project and integrate youth education programs at all Metro facilities.

Chief Operating Officer Administration

The Chief Operating Officer serves at the pleasure of Council to enforce Metro ordinances; execute the policies of the Metro Council; provide day-to-day administration of Metro's resources, programs, enterprise businesses, facilities and workforce; and prepare the proposed budget for Council consideration.

MAJOR ACCOMPLISHMENTS IN FY 2009-10

- Continued implementation of the Sustainable Metro Initiative.
- Developed the Community Investment Strategy.
- Prepared and executed a state legislative agenda for special session.

- Realigned zoo operations and corresponding bond oversight.
- Restructured the relationship between the Metropolitan Exposition Recreation Commission, the Metro Council and agency staff.
- Identified and implemented service improvements between Exposition, Convention and Arts facilities with those of other Metro centers and services.
- Implemented a new agency-wide legislative process.
- Executed the Active Transportation initiative.
- Assisted Council on Making the Greatest Place policy strategy and implementation.

SERVICE LEVEL CHANGES FROM FY 2009-10

A number of positions are transferred from the Council Office to other centers as part of the maturing of the Sustainable Metro Initiative reorganization. An administrative position is transferred to Parks and Environmental Services, two former Strategy Center positions are moved to the Sustainability Center to augment The Intertwine initiative, and the remaining four Strategy Center positions are reformed as the Government Affairs and Policy Development program in the Council Office. The budget contains an appropriation for enhancing the agency's federal presence. A new agency-wide three-year initiative, the Community Investment Strategy, which is featured in the budget message, will be launched from the Council Office. Three limited duration positions will provide both the internal and external coordination of this primary initiative, working with staff throughout Planning and Development, the Research Center, the Sustainability Center and other areas of the agency. Staff assigned to the Columbia River Crossing project is funded through September 2010. One time costs for Sustainable Metro Initiative transition projects are eliminated; individual Councilor's budgets are reduced from \$3,500 to \$3,000 annually.

MAJOR OBJECTIVES FOR FY 2010-11

- Develop and execute the 2011 legislative agenda.
- Manage the Community Investment Strategy for the incorporation of a strategy within the Capacity Ordinance, to be adopted by Council in 2010, and develop a legislative agenda to be executed in winter/spring 2011.
- Work with the Senior Leadership Team and Council to analyze the need for a more robust federal presence.
- Direct the execution of requirements from House Bill 2001 for greenhouse gas scenario planning.

PROGRAMS FOR FY 2010-11

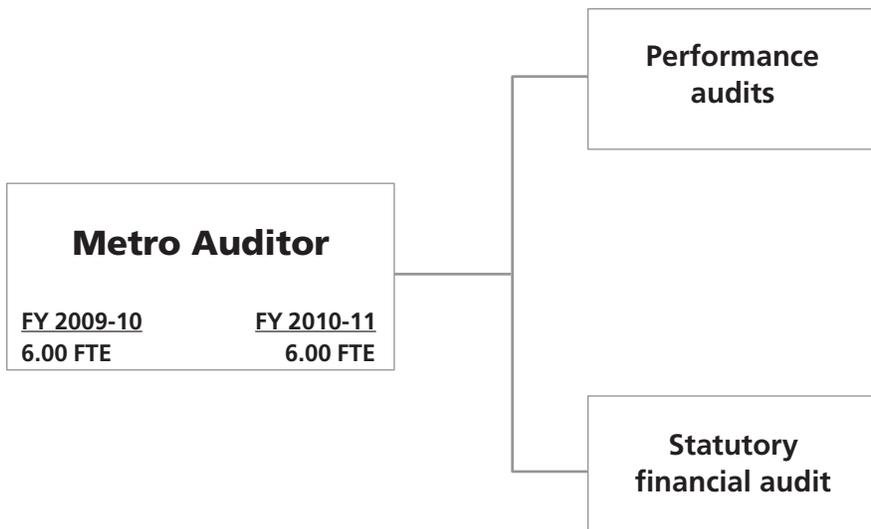
Responsible Operations

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

Government Affairs and Policy Development– This program provides strategic analysis, assistance to technical programs, and regional engagement strategies and implementation that best leverage agency and regional outcomes.

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

Metro Auditor



Summary of Metro Auditor

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$423,460 | \$552,706 | \$629,278 | \$629,278 | \$632,082 | \$632,082 | \$632,082 | 0.45% |
| Materials and Services | 40,185 | 32,447 | 40,155 | 40,155 | 39,351 | 39,351 | 39,351 | (2.00%) |
| TOTAL | \$463,645 | \$585,153 | \$669,433 | \$669,433 | \$671,433 | \$671,433 | \$671,433 | 0.30% |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$463,645 | \$585,153 | \$669,433 | \$669,433 | \$671,433 | \$671,433 | \$671,433 | 0.30% |
| TOTAL | \$463,645 | \$585,153 | \$669,433 | \$669,433 | \$671,433 | \$671,433 | \$671,433 | 0.30% |
| FULL-TIME EQUIVALENTS (FTE) | 5.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 0.00% |

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

ABOUT THE METRO AUDITOR

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

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

Annually, the Metro Auditor decides which audits will be conducted in the next fiscal year. Topics may be selected in response to specific concerns or requests, and reviews cover the full spectrum of Metro organizational units and activities. The following factors are considered in selecting projects:

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

MAJOR ACCOMPLISHMENTS IN FY 2009–10

- Received Knighton Gold Award for best audit in 2009 in the small audit shop category from the Association of Local Government Auditors for the audit on the Oregon Zoo Capital Construction.
- Successfully passed a review of audit operations conducted by the Association of Local Government Auditors. Determined to be in compliance with government auditing standards.
- Completed first annual report for the Ethics Line.
- Completed five audits:
 - Oregon Zoo Capital Construction.
 - Natural Areas Audit Follow-up.
 - Tracking Transportation Project Outcomes.
 - Functional Plan Compliance Audit Follow up
 - Financial Condition of Metro FY 1999-2000 to FY 2008-09.

SERVICE LEVEL CHANGES FROM FY 2009–10

None.

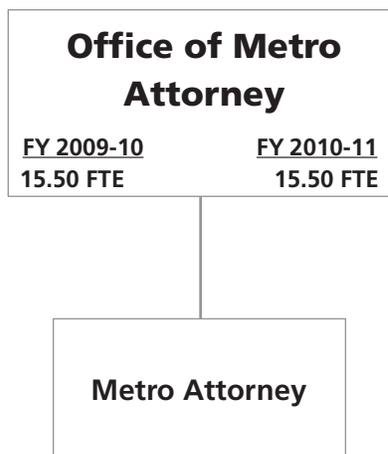
MAJOR OBJECTIVES FOR FY 2010–11

- Design educational materials on ethics.
- Design method to gather input from local officials on audits to be included in schedule.
- Continue to follow-up on previous audits and improve audit effectiveness.

PROGRAMS FOR FY 2010-11

Responsible Operations

Office of Metro Auditor – The Office conducts performance auditing according to auditing standards and assesses how well Metro services and activities are performing.



Summary of the Office of Metro Attorney

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$1,696,016 | \$1,862,602 | \$1,933,712 | \$1,933,712 | \$1,951,684 | \$1,951,684 | \$1,951,684 | 0.93% |
| Materials and Services | 72,577 | 55,620 | 61,982 | 61,982 | 61,202 | 61,202 | 61,202 | (1.26%) |
| TOTAL | \$1,768,593 | \$1,918,222 | \$1,995,694 | \$1,995,694 | \$2,012,886 | \$2,012,886 | \$2,012,886 | 0.86% |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$1,768,593 | \$1,918,222 | \$1,995,694 | \$1,995,694 | \$2,012,886 | \$2,012,886 | \$2,012,886 | 0.86% |
| TOTAL | \$1,768,593 | \$1,918,222 | \$1,995,694 | \$1,995,694 | \$2,012,886 | \$2,012,886 | \$2,012,886 | 0.86% |
| FULL-TIME EQUIVALENTS (FTE) | 15.00 | 15.50 | 15.50 | 15.50 | 15.50 | 15.50 | 15.50 | 0.00% |

The Office of Metro Attorney is created in the Metro Code pursuant to the Metro Charter. The Metro Code states that the Metro Attorney has full charge and control of all legal business of all operating units and commissions of Metro where legal services are required. The duties and responsibilities of the Office of Metro Attorney are to provide clear and concise legal advice to policymakers in making informed decisions in the public interest; to ensure to the maximum extent possible that Metro's written documents are clear and precise statements in order to avoid misunderstandings and possible litigation; to represent Metro, both formally and informally, consistent with the goals of Metro and in a manner that represents a responsible contribution to the administration of the courts and the justice system; and to fully comply with the highest professional and ethical standards of the Oregon State Bar, the Oregon Supreme Court and the legal profession.

ABOUT THE OFFICE OF METRO ATTORNEY

The Office of Metro Attorney provides legal services to the entire Metro organization, including all centers and services, commissions, the Chief Operating Officer, the Council and the Auditor. These legal services include research, evaluation, analysis and advice regarding legal issues affecting Metro; review of contracts, requests for proposals and bid documents; negotiations regarding contractual agreements; and advice and assistance on legislative matters. The Metro elected officials are the official representatives of our client and, as such, are entitled to be the paramount client as opposed to individual centers, services, commissions or officers and administrators.

The Office of Metro Attorney provides written opinions, drafts contracts and intergovernmental agreements, reviews ordinances and resolutions, and provides legal advice to Metro officers and employees. The Metro Attorney may initiate, defend or appeal litigation on behalf of Metro when requested by the Metro Council, Chief Operating Officer, the Auditor or any Metro commission.

The Office of Metro Attorney staff includes the agency's lead attorney (the Metro Attorney); a Deputy Metro Attorney; six and one-half full-time equivalent (FTE) senior attorneys; one FTE assistant attorney; two paralegals; and four administrative clerical support positions, who provide ongoing legal services to:

| | |
|--|--|
| Metro Council | Metro Auditor |
| Metropolitan Exposition Recreation Commission | Chief Operating Officer |
| Communications | Oregon Zoo |
| Human Resources | Research Center |
| Planning and Development | Sustainability Center |
| Parks and Environmental Services | Information Services |
| Finance and Regulatory Services | Government Affairs and Policy Development |

The Office of Metro Attorney also provides legal services in furtherance of Metro bond measures passed by the voters of the Metro area, including the Natural Areas Acquisition bond measure in May 2006 and the Oregon Zoo bond measure in November 2008.

Consistent with the efficient provision of legal services, actual work assignments are often organized on a team basis. Attorneys, paralegals and clerical staff are given work assignments based on areas of expertise and the varying levels of legal work being generated by the various Metro programs. Legal work does not flow into the

office at a “steady state” or in relatively the same ratio per operating program. The Office of Metro Attorney places all of its resources at the disposal of the entire agency on an as-needed basis.

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

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

MAJOR ACCOMPLISHMENTS IN FY 2009-10

The office has achieved the following significant results:

- Provided legal services for Metro’s Natural Areas program, including the purchase of the 1143-acre Chehalem Ridge property.
- Provided legal services needed for creation and implementation of the Oregon Zoo bond measure including sale of an initial series of debt and work to obtain development approvals for construction of a first phase.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in creating and implementing the Sustainable Metro Initiative. This included extensive legal review and effort to insure that all staff reassignments and restructuring were accomplished with acceptable levels of legal risk.
- Provided legal services related to the Metro Council’s efforts to develop the region as a “greatest place,” including review and advice on developing new ways to estimate the range of expected growth and how it may be accommodated in a manner that is expected to minimize the need to utilize pressure for growth at the edge, while at the same time the region seeks to create urban reserves and rural reserves.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in extending the Construction Excise Tax.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in assessing regional infrastructure needs and identifying legally feasible methods of financing.
- Provided legal services needed for all transit oriented development/Urban Centers transactions.
- Provided legal services needed to enable Metro Council to achieve policy and administrative goals.
- Provided legal services needed to analyze the feasibility of continued efforts to develop a headquarters hotel for the Oregon Convention Center, including negotiations of key agreements, and legal analysis of alternatives if a headquarters hotel is not feasible.
- Supported negotiations for the selection of two new operators for Metro’s solid waste transfer stations.

SERVICE LEVEL CHANGES FROM FY 2009-10

None.

MAJOR OBJECTIVES FOR FY 2010-11

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

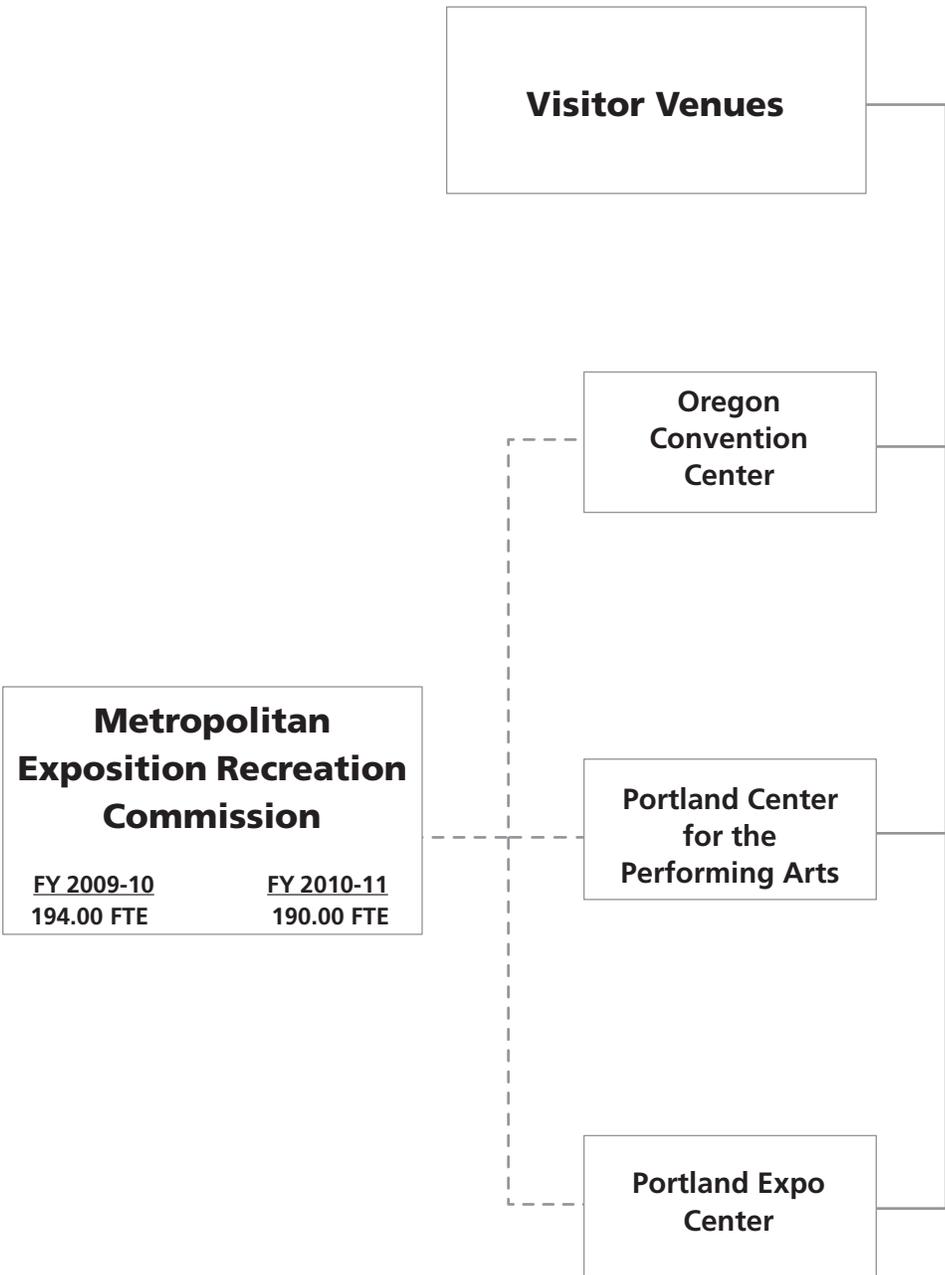
PROGRAMS FOR FY 2010-11

Responsible Operations

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



Metropolitan Exposition Recreation Commission



Summary of Metropolitan Exposition Recreation Commission

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$15,808,463 | \$17,507,657 | \$18,534,604 | \$18,534,604 | \$18,287,048 | \$18,287,048 | \$17,989,676 | (2.94%) |
| Materials and Services | 20,213,636 | 20,230,591 | 20,776,654 | 21,343,218 | 20,256,162 | 20,256,162 | 20,580,326 | (3.57%) |
| Capital Outlay | 1,028,477 | 1,236,534 | 3,424,490 | 3,406,415 | 3,983,460 | 3,983,460 | 5,099,105 | 49.69% |
| Debt Service | 1,208,280 | 1,209,779 | 1,205,890 | 1,340,890 | 1,189,132 | 1,189,132 | 1,189,132 | (11.32%) |
| TOTAL | \$38,258,856 | \$40,184,561 | \$43,941,638 | \$44,625,127 | \$43,715,802 | \$43,715,802 | \$44,858,239 | 0.52% |
| BUDGET BY FUND | | | | | | | | |
| General Revenue Bond Fund | 1,189,931 | 1,192,231 | 1,188,632 | 1,188,632 | 1,189,132 | 1,189,132 | 1,189,132 | 0.04% |
| MERC Fund | 37,068,925 | 38,992,330 | 42,753,006 | 43,436,495 | 42,526,670 | 42,526,670 | 43,669,107 | 0.54% |
| TOTAL | \$38,258,856 | \$40,184,561 | \$43,941,638 | \$44,625,127 | \$43,715,802 | \$43,715,802 | \$44,858,239 | 0.52% |
| FULL-TIME EQUIVALENTS (FTE) | 186.00 | 191.00 | 194.00 | 194.00 | 192.00 | 192.00 | 190.00 | (2.06%) |

ABOUT MERC COMMISSION

The Metropolitan Exposition Recreation Commission (MERC) and venues serve as a catalyst and advocate for community, culture and economic development in the Portland metropolitan region. The seven-member commission shares a commitment to promoting the region as a visitor destination, creating ongoing economic development opportunities, and protecting the public investment in the regional venues under its management.

ABOUT MERC VENUES

The MERC venues include Oregon Convention Center (OCC), Portland Center for the Performing Arts (PCPA) and the Portland Expo Center (Expo). Combined, the MERC venues generate significant economic impact to the region, nearly \$522 million in FY 2008–09, by hosting popular local, regional and national conventions, consumer trade shows and performances.

These venues are host to nearly two million people at 1,700 events each year and offer a wide range of experiences for visitors and residents that contribute to making the Portland metropolitan area a great place.

MERC manages 1.5 million square feet of contemporary and historic public facilities and is responsible for maintenance and capital construction improvements to ensure each venue meets the needs and expectations of a wide range of customers, event producers, performers, audiences and visitors well into the future. A General Manager of Visitor Venues leads the MERC venues and the Oregon Zoo, reporting to Metro's Chief Operating Officer. The MERC venues are supported by a business administration unit that provides all accounting, financial management and reporting, capital asset maintenance and development, purchasing, contract administration, information system management human resources and communication. During FY 2010-11 the MERC business group will align more closely with the business services at Metro, providing a consistent agency-wide approach to best management practices.

Oregon Convention Center

The OCC serves as a significant economic activity generator for the region and state by attracting out-of-town visitors to national conventions, tradeshow, meetings and special events. From 2002 through 2009, OCC generated \$3.5 billion in regional economic activity. Its booking policies and management philosophy reflect the national convention business as its primary objective. To achieve this, the center must maintain sufficient operating revenues to manage the facility's first-class condition and adequately fund and support sales and marketing efforts. The Oregon Convention Center hosts approximately 600 events and nearly 600,000 visitors annually.

The OCC is the largest convention center in the Pacific Northwest. The 2003 building expansion nearly doubled the size by adding 407,000 square feet to the original 500,000 square feet. The center offers 255,000 square feet of exhibit space, two grand ballrooms sized at 34,500 and 25,200 square feet respectively, 50 meeting rooms, an 820-space covered parking garage, 21 loading bays, food and beverage concession spaces, generous lobby and pre-function areas, and full-service kitchen facilities capable of serving up to 10,000 meals. The OCC added Stir cocktail lounge in 2009 to offer higher quality, innovative and local food and beverage options to customers and the public. Event services including maintenance, event set-up and tear down and housekeeping functions are provided by OCC staff. Parking and food and beverage

management services are provided by outside contractors.

Portland Center for the Performing Arts

PCPA provides superior, responsibly managed performance spaces that foster an environment in which diverse performing arts, events and audiences flourish. Three buildings house five theatres: the Arlene Schnitzer Concert Hall (a historic 1928 vaudeville and movie house, restored in 1984), Keller Auditorium (formerly the “Civic” Auditorium, built in 1917 and modernized in 1968), and the Antoinette Hatfield Hall (built in 1989), which houses the Newmark Theatre, Dolores Winingstad Theatre and Brunish Hall. PCPA is host to 1,000 events and nearly one million visitors each year. PCPA offers in-house catering for special events and meetings and also operates the Art Bar and Bistro and Keller Martini Bar. All PCPA food and beverage operations are performed by MERC’s contractor, ARAMARK.

Portland Expo Center

Expo is a multi-purpose facility that has become the region’s primary destination for consumer public shows, trade shows and special feature events. Significant upgrades and renovations updated the complex into a modern facility offering two column-free exhibition halls. The 52-acre campus includes five connected buildings comprising nearly 333,000 square feet of exhibit space, ten meeting rooms, a full service commercial kitchen, parking for 2,500 vehicles and a convenient connection to TriMet’s Interstate MAX light rail system. Expo is host to approximately 110 events and 475,000 visitors each year and stands out as a premiere facility of its kind on the West Coast.

MAJOR ACCOMPLISHMENTS IN FY 2009-10

Oregon Convention Center

- Secured, through an extensive RFP and interview process, a five-year food and beverage management services contract with the joint partnership of ARAMARK/ Giacommetti Partners for all the MERC venues.
- Secured, through RFP process, a contract with SunEdison to erect 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 an anticipated \$75,000 per year in operating costs for electricity. While OCC secured the contract, the state legislature changed the BETC credit formula which was a primary financing component of the contract so this project has been put on hold until OCC and the contractor can work out the financing/project details or project will be re-bid in FY 2010-11.
- Replaced the kitchen dishwasher to improve efficiencies and determined major renovations to the kitchen to enhance performance and customer service satisfaction levels, a \$900,000 project funded from the capital investment dollars obtained as part of the new food service agreement.
- Constructed and opened Stir cocktail lounge to offer clients, attendees, exhibitors and the area businesses a high quality, seasonal and innovative eating and drinking alternative.
- Performed community outreach with the Kinship House, a neighborhood nonprofit organization dedicated to helping foster children, through an all OCC staff retreat at which employees repaired, cleaned, painted the interiors and exteriors of two houses and landscaped the property. It was a great team building experience and opportunity to give back to the community we work in daily.

- Completed the annual economic and fiscal impact study for OCC.

Portland Center for the Performing Arts

- Completed annual economic and fiscal impact study for PCPA.
- Participated in International Association of Assembly Managers performing arts center operations benchmark study.
- Obtained funding and launched schematic design development for improvements to the Arlene Schnitzer Concert Hall and the conceptual design for a new adjacent iconic structure on Main Street.
- Lowered facility rental rates and user fees for all resident arts companies to provide financial assistance in a challenging economic downturn.
- Implemented new computer software to effectively schedule admissions staff.
- Collaborated with Handmade Northwest to create an artists market during the annual Summer Arts on Main series.

Portland Expo Center

- Participated in the Columbia River Crossing planning project, in partnership with Metro staff, and contributed to a successful resolution of the Marine Drive Alignment decision.
- Proposed an Urban Design Concept for the Expo Center Site.
- Received a Portland State University Graduate School of Management study on the Future of the Exposition Industry called “A Plan for the Future” for Expo Center.
- Began the Expo Center Conditional Use Master Plan process, working in coordination with Metro Planning staff.
- Completed annual economic and fiscal impact study for Expo.
- Unveiled more than 20 Clearstream Recycling Stations for all events.
- Designated by the City of Portland as “Recycling at Work Certified.”
- Implemented the activation of three social media sites – MySpace, Facebook and Twitter.
- Implemented the distribution of Expo newsletters and postcards via eROI e-mail marketing campaigns.

Administration

- Participated actively in the MERC/Metro Business Practice Study and assisted with Metro Code Title VI amendments.
- Continued process improvement project for MERC Event Business Management System (EBMS).
- Completed external audit of MERC’s third year of accounting activity on EBMS; no material weaknesses or significant deficiencies noted, contributing to Metro’s unqualified opinion.

SERVICE LEVEL CHANGES FROM FY 2009-10

Oregon Convention Center

- Decreased staffing by 2.0 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.

Portland Center for the Performing Arts

- 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 to book more commercial shows which will have a positive financial impact on PCPA.

Portland Expo Center

- Meeting Room D-103 will be converted to a full service bar/lounge to include a specialty food menu. This new service amenity will include exterior patio seating and provide a comfortable and relaxing atmosphere for both event participants and attendees.

Administration

- Two full time management positions are eliminated for a savings to venues of \$179,000. The balance is reallocated to contracted professional services and remains a resource for the General Manager of Visitor Venues.

MAJOR OBJECTIVES FOR FY 2010-11

Oregon Convention Center

- Increase recycling diversion rates with a goal of 60 percent for FY 2010-11.
- Finish new kitchen improvements to improve OCC's food and beverage capacity for all functions.
- Finish major re-lamping project expected to decrease the facility's electrical consumption by 15 percent.
- Complete the first year of a two-year project refurbishing all of the meeting room divider walls to enhance customer comfort and meet service needs.
- Construct, open and operate the new Convention Center Plaza located across from OCC on Martin Luther King Jr. Boulevard by March 2011.

Portland Center for the Performing Arts

- Start the first of a two year building maintenance repair project to preserve the exterior on the Arlene Schnitzer Concert Hall.
- Continue to seek opportunities to increase revenues in a soft economy and identify operational efficiencies while maintaining a high level of customer service and satisfaction.
- Work with the Friends of PCPA on a fundraising plan for the Schnitzer/Main Street Project.

Portland Expo Center

- Continue to execute identified action items compatible with the American Red Cross/MERC interagency agreement.
- Finalize updates to the Conditional Use Master Plan, in coordination with Metro Planning staff.
- Continue participation in the Columbia River Crossing planning project, in partnership with Metro staff.
- Convert Meeting Room D-103 to a bar/lounge.

Administration

- Continue development and implementation of critical financial and administrative management policies, procedures and processes resulting from the MERC/Metro Business Practices Study.
- Emphasize training and business process improvement, especially for users of EBMS.
- Develop performance standards based on industry benchmarks.

PROGRAMS FOR FY 2010-11

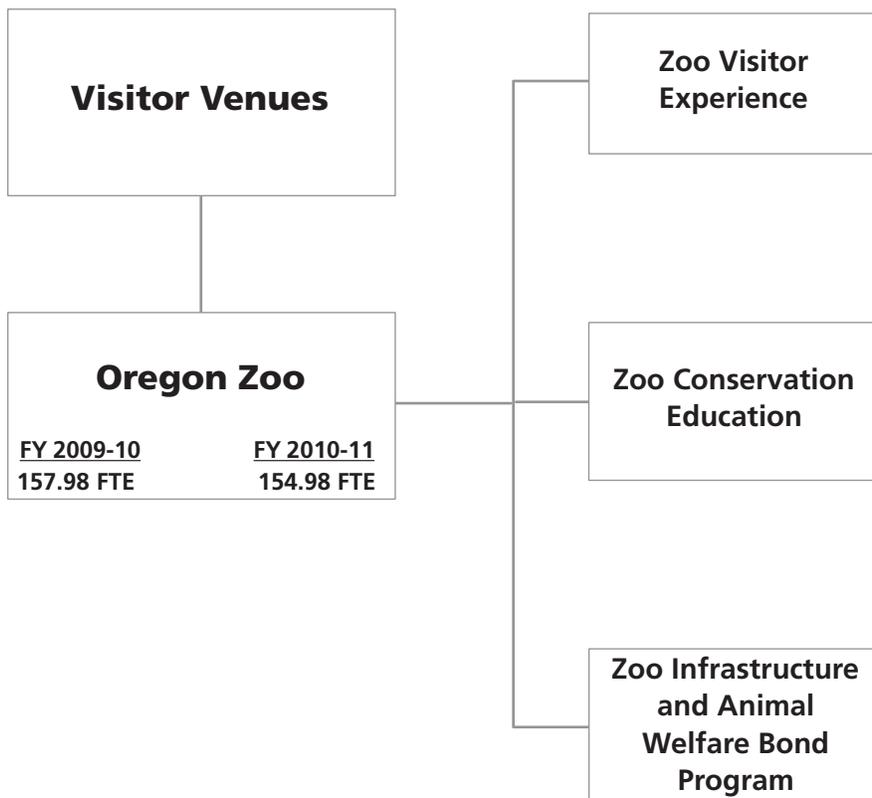
Great Communities

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

Vital Economy

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





Summary of the Oregon Zoo

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$14,630,582 | \$15,871,712 | \$17,044,096 | \$17,044,096 | \$16,824,690 | \$16,850,690 | \$16,850,690 | (1.13%) |
| Materials and Services | 11,047,103 | 10,690,096 | 11,600,838 | 11,600,838 | 10,724,047 | 11,088,834 | 11,088,834 | (4.41%) |
| Capital Outlay | 1,104,558 | 8,288,349 | 15,093,178 | 15,179,131 | 16,212,694 | 16,216,613 | 16,272,294 | 7.20% |
| Debt Service | 405,161 | 402,089 | 403,820 | 403,820 | 404,670 | 404,670 | 404,670 | 0.21% |
| TOTAL | \$27,187,404 | \$35,252,246 | \$44,141,932 | \$44,227,885 | \$44,166,101 | \$44,560,807 | \$44,616,488 | 0.88% |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$25,348,618 | \$26,051,845 | \$27,636,683 | \$27,636,683 | \$26,803,192 | \$27,204,192 | \$27,204,192 | (1.56%) |
| General Renewal & Replacement Fund | 275,608 | 1,029,946 | 1,065,492 | 1,097,492 | 1,032,757 | 1,026,463 | 1,082,144 | (1.40%) |
| General Revenue Bond Fund | 405,161 | 402,089 | 622,987 | 622,987 | 623,760 | 623,760 | 623,760 | 0.12% |
| Metro Capital Fund | 1,158,017 | 6,991,142 | 2,782,628 | 2,836,581 | 350,000 | 350,000 | 350,000 | (87.66%) |
| Oregon Zoo Infrastructure & Animal Welfare Fund | 0 | 777,224 | 12,034,142 | 12,034,142 | 15,356,392 | 15,356,392 | 15,356,392 | 27.61% |
| TOTAL | \$27,187,404 | \$35,252,246 | \$44,141,932 | \$44,227,885 | \$44,166,101 | \$44,560,807 | \$44,616,488 | 0.88% |
| FULL-TIME EQUIVALENTS (FTE) | 151.96 | 155.98 | 157.98 | 157.98 | 154.98 | 154.98 | 154.98 | (1.90%) |

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

ABOUT THE OREGON ZOO

The Oregon Zoo contributes significantly to the livability of the Portland metropolitan area. The zoo is an important conservation education asset, providing learning opportunities for people of all ages. The zoo strives to motivate people to care and act on behalf of wildlife by providing opportunities for observation, discovery and engagement. The zoo serves as a regional conservation, education and recreation resource, enhancing the quality of life and assisting in economic development as a tourist attraction and community asset. As the top paid attraction in the state, the zoo is expected to draw more than 1.6 million visitors in FY 2010-11, providing fun, affordable and safe entertainment for families.

The zoo contributes to wildlife conservation through camps, classes and lectures, as well as direct conservation field work. Conservation education programs include summer camp, ZooSnooze and "Wild Life Live" shows. The zoo researches and shares techniques for improving animal husbandry, exhibit environments, animal management and captive propagation. The zoo also cooperates with The Association of Zoos & Aquariums' Species Survival Plans and other conservation efforts to house and breed endangered and threatened species.

In November 2008 the Metro region voters approved a \$125 million bond measure authorizing Metro to issue general obligation bonds to protect animal health and safety and to conserve and recycle water. The bonds will finance multiple capital projects within the zoo's existing campus and are planned to fund the capital improvements for an off-site elephant facility. Major projects or initiatives underway include the Veterinary Medical Center, Penguin Water Filtration Upgrade, Land-Use Engagement, Overall Program Master Planning for Bond Project Scope and Sequencing, Waste and Storm Water Master Planning, and Water Main Pressure Reducing and Double Check Assembly Replacement.

The Oregon Zoo activity is budgeted in four funds: the General Fund, the Metro Capital Fund, General Renewal and Replacement Fund and the Zoo Infrastructure and Animal Welfare Bond Fund. It is organized into divisions, including Living Collections, Conservation, Volunteer Resources, Guest Services, Facilities Management, Marketing, Administration and bond program.

MAJOR ACCOMPLISHMENTS IN FY 2009–10

- Reached record-breaking calendar year attendance of 1,634,978 million guests.
- Opened the *Predators of the Serengeti* exhibit in summer 2009.
- Partnered in species recovery projects for California condor, western pond turtle, Oregon silverspot butterfly, Taylor's checkerspot butterfly, Mardon skipper, Columbia Basin pygmy rabbit and Oregon spotted frog.
- Hosted the Association of Zoos & Aquariums National Conference.
- Served more than 900,000 people in 1,700 conservation education programs, including ZooCamp for more than 5,000 children.
- Decreased electricity usage by 2.25 percent from the prior year.
- Opened a temporary dinosaur exhibit.

SERVICE LEVEL CHANGES FROM FY 2009–10

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. This change can be managed because *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, 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. For FY 2010-11 a substantial portion of the conservation surcharge will be used to fund the zoo's internal conservation activities.

The zoo forecasts attendance of more than 1.6 million guests driven by the opening the *Red Ape Reserve* exhibit, a temporary dinosaur exhibit in the summer and a temporary exhibit in spring 2011. Providing quality customer service to this record number of guests will continue to challenge the efficiency and effectiveness of all zoo operating divisions.

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.

The Oregon Zoo is one of the principal venues overseen by the General Manager of Visitor Venues who reports to the Chief Operating Officer.

MAJOR OBJECTIVES FOR FY 2010–11

In FY 2010-11 the zoo will:

- Open the *Red Ape Reserve* exhibit.
- Successfully market a temporary dinosaur exhibit for summer 2010 and open a temporary exhibit in spring 2011.
- Implement findings from the MERC/Metro Business Practices study.
- Continue the zoo's successful conservation and education programs and efforts, including leveraging other Metro resources and activities.
- Complete substantial overall planning for the bond funded capital projects, including a master site plan and land-use engagement with key stakeholders and the City of Portland.
- Engage the City of Portland, neighboring zoo institutions and other stakeholders in land-use discussions and processes for the zoo campus. The land-use plan must be finalized prior to completing the majority of bond funded capital improvements.
- 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.
- Progress significantly on construction of the Veterinary Medical Center.

PROGRAMS FOR FY 2010-11

Great Communities

Zoo Infrastructure and Animal Welfare Bond Program – The Zoo Infrastructure and Animal Welfare Bond program represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. The program includes 6.25 FTE to administer upcoming bond funded 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 work on an off-site elephant reserve.

Zoo Visitor Experience – The Zoo Visitor Experience program represents the primary activities that occur at the zoo campus. Supporting the zoo's mission, 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, cafeteria venues, marketing and the zoo railway.

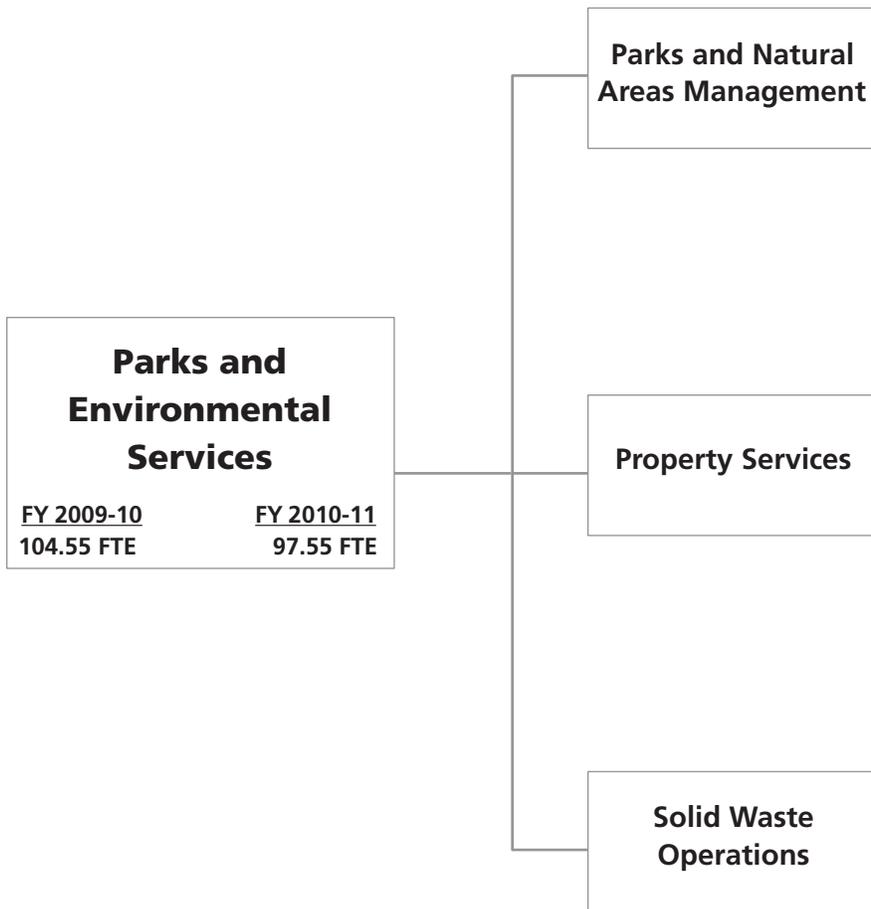
Healthy Environment

Zoo Conservation Education – The Zoo Conservation Education 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 for 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.



Parks and Environmental Services



Summary of Parks and Environmental Services

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$9,209,393 | \$9,409,656 | \$9,548,996 | \$9,548,996 | \$9,325,883 | \$9,325,883 | \$9,325,883 | (2.34%) |
| Materials and Services | 37,787,206 | 35,089,241 | 37,022,586 | 37,300,697 | 37,316,186 | 38,487,542 | 38,487,542 | 3.18% |
| Capital Outlay | 1,455,024 | 4,176,620 | 15,013,632 | 7,367,704 | 5,280,698 | 5,545,238 | 5,867,738 | (20.36%) |
| Debt Service | 1,335,513 | 4,697,481 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| TOTAL | \$49,787,136 | \$53,372,998 | \$61,585,214 | \$54,217,397 | \$51,922,767 | \$53,358,663 | \$53,681,163 | (0.99%) |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$5,106,651 | \$5,057,180 | \$6,831,562 | \$6,964,113 | \$6,782,305 | \$6,942,305 | \$6,942,305 | (0.31%) |
| General Renewal & Replacement Fund | 287,121 | 174,166 | 639,703 | 2,895,084 | 535,408 | 1,051,360 | 1,306,360 | (54.88%) |
| General Revenue Bond Fund | 745,444 | 2,999,522 | 10,396,612 | 768,363 | 0 | 69,500 | 84,500 | (89.00%) |
| Smith & Bybee Lakes Fund | 87,128 | 0 | 266,740 | 221,740 | 130,000 | 130,000 | 130,000 | (41.37%) |
| Solid Waste Revenue Fund | 43,560,792 | 45,142,130 | 43,450,597 | 43,368,097 | 44,475,054 | 45,165,498 | 45,217,998 | 4.27% |
| TOTAL | \$49,787,136 | \$53,372,998 | \$61,585,214 | \$54,217,397 | \$51,922,767 | \$53,358,663 | \$53,681,163 | (0.99%) |
| FULL-TIME EQUIVALENTS (FTE) | 107.55 | 112.80 | 104.55 | 104.55 | 97.55 | 97.55 | 97.55 | (6.70%) |

Parks and Environmental Services' primary purpose is to operate Metro's parks, natural areas, solid waste facilities and the Metro Regional Center building and associated services efficiently and sustainably.

ABOUT PARKS AND ENVIRONMENTAL SERVICES

Parks and Environmental Services contributes directly to the preservation of the region's livability and supports the goals and objectives developed by the Metro Council by providing for the safe, efficient and effective disposal of solid and household hazardous waste, and by providing places for the residents of the region to hike, fish, picnic, birdwatch, golf, swim and play while engaging in their natural surroundings. Parks and Environmental Services is divided into three budgetary programs: Parks and Natural Areas Management, Property Services and Solid Waste Operations.

To carry out its strategies to provide safe and enjoyable places for the public to engage in nature-based recreational activities, Parks and Environmental Services maintains and operates, either directly or through service contracts, Oxbow Regional Park, Blue Lake Regional Park, Howell Territorial Park, Chinook Landing Marine Park, M. James Gleason Boat Ramp, Sauvie Island Boat Ramp, Smith and Bybee Wetlands Nature Park, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course and thousands of acres of natural areas throughout the Portland metropolitan area. In addition, 14 pioneer cemeteries are actively managed for the use of residents in the region.

To carry out its strategies for the environmentally sound disposal of waste, Parks and Environmental Services manages two transfer stations and two hazardous waste processing facilities, a latex paint recycling facility, contracts for disposal of solid waste and hazardous waste and monitors the region's two largest inactive landfills (St. Johns Landfill and Killingsworth Fast Disposal Landfill).

Property Services (Building and Security Services and Office Services) provides efficient and effective customer-driven services in support of operating units to successfully achieve their business goals. Property Services also provides centralized Metro Fleet services.

MAJOR ACCOMPLISHMENTS IN FY 2009–10

- Completed a survey and inventory of available gravesites at Lone Fir and Multnomah Cemeteries.
- Completed several small capital projects, including new shelter roofs at Blue Lake Park, Lone Fir block 14 fencing, lighting and asphalt removal and engineering geo-technical reports of Brainard retaining wall.
- Completed construction of Phase III of the M. James Gleason Memorial Boat Ramp Project.
- Installed a Point of Sale system at Blue Lake and Oxbow parks and the Metro Store for improved cash control.
- Maintained 10,960 acres of natural areas purchased under the Open Spaces and Natural Areas bond programs.
- Operated and maintained parks, natural areas and recreation facilities and provided direct services to more than 1.2 million visitors.
- Won first state contract to recycle latex paint under a new state law effective July 2009.
- Renovated compactors at the Metro Central Transfer Station.

- Concluded first year of an exclusive agreement with Miller Paint to sell Metro's recycled latex paint.
- Implemented new solid waste transport contract successfully and awarded new contracts for transfer station operations.

SERVICE LEVEL CHANGES FROM FY 2009–10

The Parks and Natural Areas Management program budget includes several enhancements or changes from FY 2009-10 service levels.

- With the opening of Graham Oaks Nature Park, the budget includes the first year of operating expenses associated with this new park, but with slightly fewer resources than originally planned.
- The Natural Areas Technicians (5.0 FTE) are shifted from PES to the Sustainability Center to provide day to day management of natural areas.
- The public areas of Graham Oaks, Smith and Bybee Wetlands and Howell Territory parks are transferred to parks responsibility.

The Property Services program incorporates the following changes:

- Parking fee increases will generate additional revenue to support current parking upgrades and maintenance.
- Beginning in FY 2010-11 the copy center activities that have been provided by Metro Building Services will be provided by an outside vendor.

The Solid Waste Operations program incorporates the following changes:

- Metro will transition fully to new transfer station operations contracts.
- Metro will implement the new PaintCare contract for latex paint.
- Metro Central Stormwater improvements: This project is to improve the removal of solids from Metro Central's storm water discharge by constructing a filtration system to treat the water and reintroduce into the collection system downstream.
- Metro South access lane improvements: This project is to relocate some utilities and provide a bypass lane around scale #4 at Scalehouse C.

MAJOR OBJECTIVES FOR FY 2010–11

- Begin operations of the Graham Oaks Nature Park near Wilsonville.
- Implement the audit recommendations for Metro's fleet.
- Complete Irving Street parking garage renovation.
- Rebuild Blue Lake Park sewage pumps.
- Implement PaintCare contract at the Metro Latex Paint facility.
- Make necessary repairs at Metro Central Transfer Station to accommodate the organics transfer operation.

PROGRAMS FOR FY 2009-10

Great Communities

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

Environmental Health

Solid Waste Operations – The Solid Waste Operations program includes three specific service areas:

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

Hazardous Waste Reduction– This service area contributes toward reducing the toxicity of the waste stream and reducing the amount of hazardous materials that enters the environment. To achieve these goals, this service area collects hazardous wastes from households and small commercial generators, recovers latex paint, fuels, and other materials and disposes of hazardous waste in an environmentally sound manner.

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

Responsible Operations

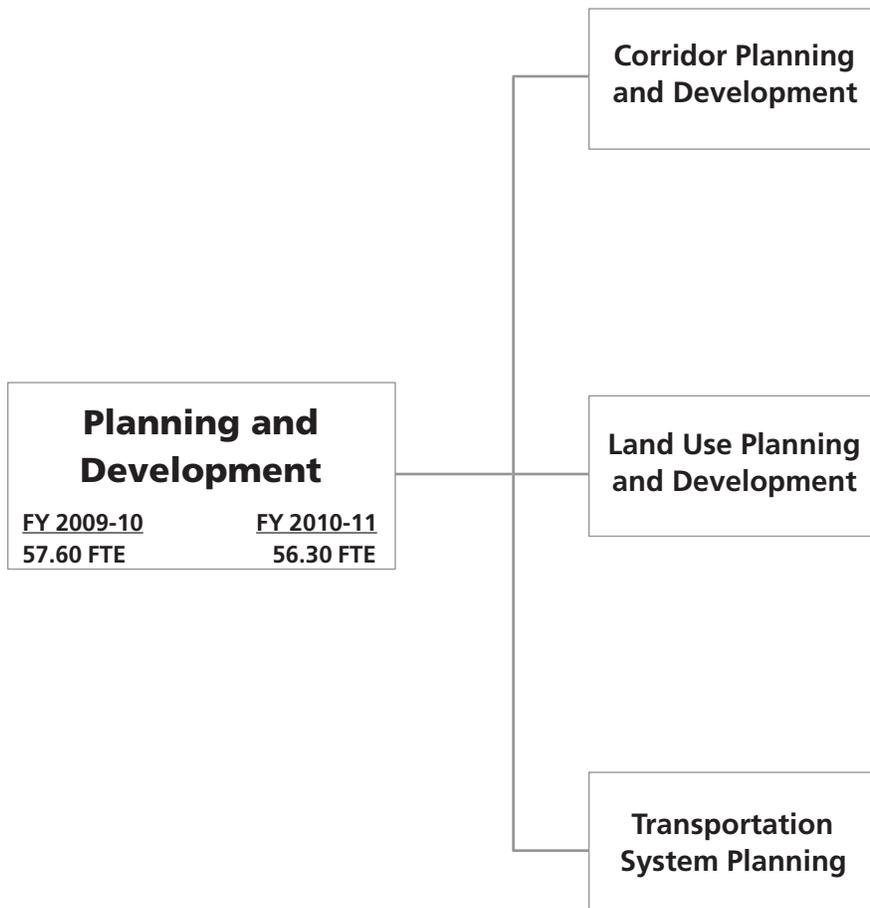
Property Services – Property Services provides efficient and effective customer-driven services in support of operating units to achieve their business goals successfully. The program maintains safe and healthy operations within the Metro Regional Center and Irving Street Parking Structure. The Property Services budget program includes two services: building and security services and office services.

Building and Security Services – manages the physical operations of the Metro Regional Center for employees, centers, services, tenants and visitors. Services include construction management, space planning and remodeling, maintenance and janitorial services, telecommunications support, fleet vehicle operations and employee and visitor parking. Integration of sustainable features and management practices remains a priority. It also provides security operations, access control, fire protection and emergency response. This section provides centralized mail and courier service to all facilities and serves as central receiving for deliveries to the Metro Regional Center.

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



Planning and Development



Summary of Planning and Development

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$7,870,166 | \$5,699,845 | \$6,262,433 | \$6,015,382 | \$6,007,662 | \$6,087,179 | \$6,087,179 | 1.19% |
| Materials and Services | 8,139,180 | 3,656,244 | 11,919,791 | 11,847,478 | 9,182,689 | 9,182,689 | 9,327,050 | (21.27%) |
| Debt Service | 517,763 | 598,725 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| TOTAL | \$16,527,109 | \$9,954,814 | \$18,182,224 | \$17,862,860 | \$15,190,351 | \$15,269,868 | \$15,414,229 | (13.71%) |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$16,527,109 | \$9,954,814 | \$18,182,224 | \$17,862,860 | \$15,190,351 | \$15,269,868 | \$15,414,229 | (13.71%) |
| TOTAL | \$16,527,109 | \$9,954,814 | \$18,182,224 | \$17,862,860 | \$15,190,351 | \$15,269,868 | \$15,414,229 | (13.71%) |
| FULL-TIME EQUIVALENTS (FTE) | 82.08 | 54.15 | 59.60 | 57.60 | 55.30 | 56.30 | 56.30 | (2.26%) |

Planning and Development works with communities throughout the region to foster placemaking and development in centers, corridors and employment areas consistent with the Region 2040 Growth Concept. It also staffs the Portland Metro area's Metropolitan Planning Organization, a federally designated responsibility for regional transportation related planning, funding and project selection.

ABOUT PLANNING AND DEVELOPMENT

Planning and Development provides services that support placemaking, including:

- Long range land use, transportation and community development planning.
- Technical assistance, education and outreach.
- Transportation project funding.
- Financing transit oriented development projects and activities in centers and corridors.
- Advancing high capacity transit and multimodal transportation projects with our regional partners.

Planning and Development has three divisions:

- **Corridor Planning and Development** – including development of the Regional High Capacity Transit System Plan; advancing federally funded major transit projects such as light rail, commuter rail and streetcar through planning and environmental phases of development; and mobility corridor plan implementation including auto, freight, bike, and pedestrian capital projects and system management solutions to mobility problems.
- **Land Use Planning and Development** – which focuses on implementation of the regional 2040 vision through direct investment, education and technical assistance programs provided by the Development Center and long-range planning programs, compliance monitoring and outreach activities provided by Long Range Planning, including urban and rural reserves, performance-based growth management and brownfields.
- **Transportation System Planning** – including all functions critical to Metro's role as the federally designated Metropolitan Planning Organization, gaining regional consensus on transportation funding priorities and developing the 20-year Regional Transportation Plan, including leading the Transportation System Management and Operations program to more effectively provide mobility.

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

MAJOR ACCOMPLISHMENTS IN FY 2009-10

Planning and Development accomplished the following in FY 2009-10:

- Developed Chief Operating Officer's Recommendation on "Making the Greatest Place" Initiative (September 2009): an outcomes-based document that offers an investment blueprint to achieve a more sustainable and prosperous region.
- Developed Urban and Rural Reserves (Council adopted in June 2010): Collaborated with counties, cities and a wide variety of stakeholders to reach agreements on the Urban and Rural Reserves.

- Completed update to the Regional Transportation Plan (Council adopted in June 2010): an innovative outcomes-based blueprint to guide future planning and investment in the Region’s transportation system management and operations, and an updated freight plan for high capacity transit.
- Completed Urban Growth Report (Council adoption December 2009): an innovative outcomes-based assessment of this region’s ability to accommodate growth over the next 20 years.
- Initiated Development Opportunity Fund projects (ongoing): Initiated development feasibility studies on publicly owned sites in Tigard, Oregon City, and Gresham.
- Performance Measures (ongoing): Initiated development of performance measures – linked to the Regional Indicators project – to assess existing and future investment and growth management decisions.
- Provided leadership, education and advocacy (ongoing): to promote development in centers and corridors to inspire local government and private sector initiatives.
- Transit Oriented Development (TOD) (ongoing): Continued negotiations on 11 Transit Oriented Development projects, of which seven are under construction.
 - Completed construction on five TOD projects, totaling 285 housing units and 30,000 square feet of commercial space.
 - Initiated construction on one new TOD project and secured funding approval for four new TOD projects.
 - Developed preliminary designs for construction for the new Gresham Civic light rail station.
 - Initiated a strategic plan for the TOD Program to guide future investments.
 - Hosted a successful Mayor’s Institute on City Design, attended by the Mayors of Beaverton, Hillsboro, Lake Oswego and Gresham, along with four other mayors and an expert panel of eight urban design professionals.
- Completed process to support awards by Council of Community Development and Planning Grants to local jurisdictions.
- Concept Planning (ongoing): Participated in concept planning efforts around the region, which are supported by the Construction Excise Tax.
- Brownfields Program (ongoing): Worked with local governments and private property owners to promote site clean-up and redevelopment opportunities.
- Documented Local Aspirations (Fall 2009): In partnership with local jurisdictions, documented development aspirations for communities throughout the region.
- Drive Less/Save More Marketing Campaign-Promoting linking trips and reducing auto use (ongoing): Achieved a market penetration rate of more than 33 percent, with half of respondents reporting taking action to reduce their single-person car trips.
- “Walk There” Guidebook (2009): Marketed guidebook that promotes walking and community; book became fifth best-selling book at Powell’s downtown Portland bookstore throughout summer 2009. 800 people participated in Walk There! tours and learned about great places to walk in their communities.
- Completed the Milwaukie Light Rail Final Environmental Impact Statement: Project advanced through Federal Transportation Administration (FTA) New Starts funding and ranking process. Providing assistance to TriMet in the preparation of their Final Design application.

- Regional High Capacity Transit Plan (fall 2009): Adopted plan identifies priority corridors and a guide to transit expansion in the region for the next 30 years.
- Columbia River Crossing (ongoing): Continued to work with regional partners to advance the Columbia River Crossing project through Preliminary Engineering, Final Environmental Impact Statement and the FTA New Starts process.
- Metropolitan Transportation Improvement Program (fall 2009): Completed the allocation phase of the FY 2009-12 Metropolitan Transportation Improvement Program.
- Allocated Federal Economic Stimulus dollars (summer 2009).

SERVICE LEVEL CHANGES FROM FY 2009-10

Planning and Development staff support for the Community Investment Strategy – This involves integrating existing transit oriented development, capacity ordinance and community development project work with the Community Investment Strategy. This work will be a re-orientation of existing activities rather than a redeployment of resources.

Delays in federal reauthorization of transportation funds 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.

Due to delay in federal reauthorization and other constraints in state and local funding, the Corridor Planning work program may proceed at a slower pace and in phases that produce interim, stand-alone products and milestones that advance projects at the speed with which revenue is acquired. Metro will not be able to embark on subsequent project phases unless or until there is a solid commitment from our local, state and federal partners.

Specific service level changes for FY 2010-11 are:

- Transfers 1.0 FTE Manager II from Regional Travel Options (RTO) to Communications – This will enhance communications and marketing activities for the RTO program, parks and sustainability.
- Eliminates 1.0 FTE Senior Transportation Planner- National Environmental Protection Act (NEPA) Specialist position – this is a vacant, unfunded position.
- Eliminates 0.8 Program Assistant II limited duration position on Urban and Rural Reserves work – much of this work will be completed by the time this position ends. Remaining record keeping and analysis work will be transferred to 0.5 FTE limited duration Records Analyst position – see below.
- Adds 0.5 FTE limited duration Records Analyst position – position will allow agency to compile and maintain the legal records associated with the urban and rural reserves decision and urban growth boundary decisions made in FY 2010-11.

MAJOR OBJECTIVES FOR FY 2010–11

Support the alignment of local and regional actions that leverage private investment to create the vibrant and prosperous communities envisioned in the 2040 Growth Concept. This includes:

- Heighten efforts to inspire local jurisdictions to implement policies and tools that increase capacity and create vibrant communities in centers and corridors.
- Better align funding, land supply and investment decisions into a performance based, outcome-oriented framework.
- Provide technical and financial assistance to communities to complete concept plans for 2,000–3,000 acres and adopt them into local comprehensive plans; continue support for planning more than 12,000 acres in the Damascus area.
- Provide an outcomes-based assessment of growth management options to support the Council's upcoming decisions to resolve the capacity gap identified in the Urban Growth Report.
- Work with the Government Affairs and Policy Development group to provide leadership to develop a regional transportation finance strategy to include state, federal and regional funding to address significant gaps in the region's transportation and other infrastructure.
- Provide technical assistance to communities to address financial and regulatory barriers and promote sustainability in centers, corridors and employment areas, consistent with local aspirations and the region's 2040 Growth Concept.
- Complete intergovernmental agreements with local jurisdictions to authorize funding for community development and planning grants, monitor and assist in these efforts that lead to on-the-ground development.
- Initiate land use and transportation planning for two new corridor planning projects: the Southwest Corridor and the East Metro Corridor refinement plans.
- With TriMet, 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.
- 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.
- With project partners, continue to advance the Columbia River Crossing project highway and light rail components through Preliminary Engineering, Final Environmental Impact Statement and the FTA New Starts process.
- Complete the TOD Program Strategic Plan to guide future program investments
- Construct and open new Gresham Civic light rail station.
- Implement three to five new transit oriented development projects to advance program goals to encourage and catalyze development along transit and in centers.
- Continue to implement Development Opportunity Fund projects to support on the ground implementation of the 2040 framework plan by funding two types of initiatives: 1) innovative green demonstration projects, and 2) pre-development studies with local governments on opportunity sites.

PROGRAMS FOR FY 2010-11

Great Communities

Land Use Planning and Development – 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 Region 2040 vision. This program comprises three areas: Long Range Land Use Planning, Periodic Planning and the Development Center.

Long Range Land Use Planning – This division 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. Division staff are also responsible for land monitoring, management and performance activities and technical assistance that implement the Council's adopted policies in the Framework Plan, respond to Oregon statutes and support Council in revising Metro policies to respond to new needs for regional growth management. 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.

Development Center – This center supports and fosters 2040 Growth Concept sustainable and innovative development patterns and practices throughout the region via technical assistance, financial incentives and education/outreach.

Periodic Planning – This division has 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.

Vital Economy

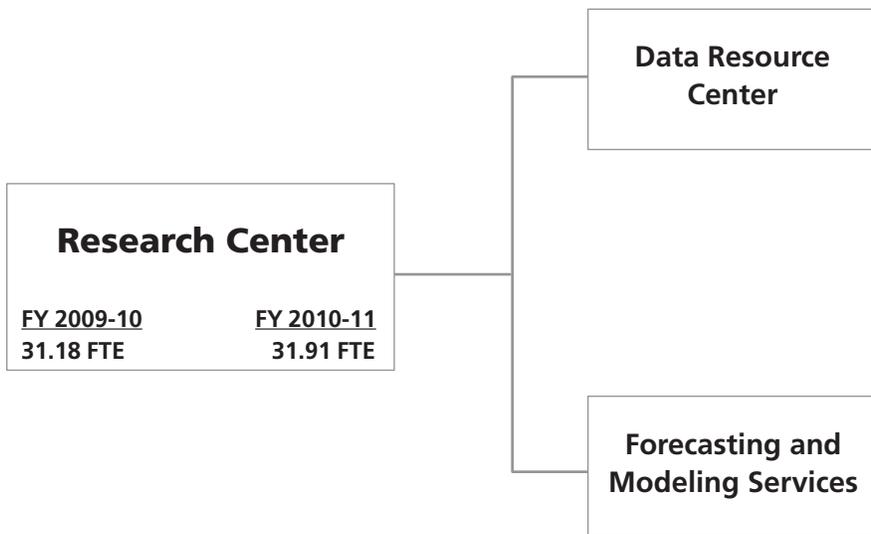
Corridor Planning and Development – This program includes three major focus areas: transit project planning, multimodal corridor planning and freight planning. Ultimately, all of the projects developed by this program – transit, multimodal, and freight – result in jobs within the region, either through capital construction or through jobs that are created in station areas and in well functioning multimodal corridors with strong land use planning. Freight planning and projects are critical for commerce in the region and are dependent on access to well-functioning transportation facilities.

Transportation System Planning – The Transportation System Planning program provides a broad scope of transportation planning services that assures Metro's compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas: Regional Transportation Plan, Metropolitan Transportation Improvement Program, and the Transportation System Management and Operations program that includes the Regional Travel Options and Regional Mobility activities.

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 (HB 2001) 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 currently assigned to the Regional Transportation Plan during the three-year Climate Change timeline.



Research Center



Summary of the Research Center

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$0 | \$2,877,435 | \$3,200,219 | \$3,263,739 | \$3,291,599 | \$3,291,599 | \$3,425,572 | 4.96% |
| Materials and Services | 0 | 600,344 | 1,000,624 | 1,015,624 | 1,114,173 | 1,164,173 | 1,206,173 | 18.76% |
| TOTAL | \$0 | \$3,477,779 | \$4,200,843 | \$4,279,363 | \$4,405,772 | \$4,455,772 | \$4,631,745 | 8.23% |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$0 | \$3,477,779 | \$4,200,843 | \$4,279,363 | \$4,405,772 | \$4,455,772 | \$4,631,745 | 8.23% |
| TOTAL | \$0 | \$3,477,779 | \$4,200,843 | \$4,279,363 | \$4,405,772 | \$4,455,772 | \$4,631,745 | 8.23% |
| FULL-TIME EQUIVALENTS (FTE) | 0.00 | 29.50 | 30.65 | 31.18 | 29.97 | 29.97 | 31.91 | 2.34% |

The Research Center supports the Metro Council, Metro staff, external clients and the public by providing accurate and reliable data, information, mapping and technical services to support public policy and regulatory compliance. The center coordinates data and research activities with local government partners, academic institutions and the private sector. In addition, the regional economic and travel forecasts provided by the Research Center meet federal and state requirements for consistent, accurate and reliable data and forecasting tools.

ABOUT THE RESEARCH CENTER

The Research Center is responsible for the following major functional areas:

- Monitor and forecast travel patterns, land use, economic and demographic trends.
- Maintain current models, develop new models and conduct research relating to economic, land use and travel forecasting.
- Provide transportation, economic and land use modeling services to clients.
- Research and develop new land use metrics and performance indicators.
- Collect and maintain data for the Regional Land Information System (RLIS).
- Provide support for Metro programs and projects, providing information, research and Geographic Information Systems (GIS) mapping.
- Provide services to local governments, business and the public, selling maps, aerial photos, GIS products and general research services.

The center has developed intergovernmental agreements or working relationships with a number of local governments and agencies such as TriMet, Oregon Department of Transportation (ODOT), the Port of Portland, Regional Transportation Council of SW Washington and the Oregon Transportation Research and Education Consortium. These relationships foster consistent use of data, collaboration on projects of mutual interest and cost efficiencies for key regional products such as aerial photos of the Portland metropolitan region.

MAJOR ACCOMPLISHMENTS IN FY 2009-10

The Research Center accomplished the following in FY 2009-10:

- Completed a draft Research Center Strategic Plan intended to better define the purpose, role, responsibilities and research priorities of the center in order to fully implement the Sustainable Metro Initiative.
- Provided mapping resources and projections which contributed to a number of Planning and Development projects; and information and data for the Sustainability Center, Finance and Regulatory Services and Parks and Environmental Services.
- Completed a systems-based greenhouse gas inventory for the Metro area.
- Developed a greenhouse gas procedures manual for the use in evaluating policy choices and public investments for their effectiveness in reducing greenhouse gases at the plan, program, project, activity and facility analysis level.
- Secured resources and initiated a Regional Indicators Project with Portland State University's (PSU) Institute of Metropolitan Studies and other regional partners.
- Completed the vegetative cover map layer that will be used to track changes to the urban forest canopy over time.

- Completed a number of innovative land use metrics and products for the Urban Growth Report, including a probabilistic population and economic forecast, housing needs analysis, large-lot industrial analysis, residential urban growth report, non-residential employment urban growth report.
- Completed the Buildable Land Inventory, Brownfields inventory and the first regional Affordable Housing Inventory.
- Completed data and mapping for the 2008 State of the Watersheds Report.
- Continued partnership with PSU to initiate development of a dynamic tour-based model and integrated the use of Visum (travel demand modeling software) travel times into the travel demand model.
- Transit Model Enhancement: Worked with a consultant to complete Stated Preference survey of Portland residents and recode model to reflect differing perceptions in travel and wait time depending on transit mode and station type. Implemented new park and ride model algorithm to work in conjunction with the Visum assignment software.
- Provided modeling services to support the Regional Transportation Plan Update, the Milwaukie Light Rail Final Environmental Impact Statement and Lake Oswego Streetcar Draft Environmental Impact Statement, and the Columbia River Crossing.
- Initiated effort to create detailed network for use in Dynamic Traffic Assignment, the next generation of algorithms developed for modeling the allocation of traffic demand on the roadway. It encompasses a variety of enhanced properties.
- Completed joint project with PSU to complete a refined bicycle forecasting model for the region.
- Model Maintenance: review and updated the Modeling Network Attributes, as necessary.
- Collaborated with Mid-Willamette Valley Council of Governments on the open source translation of MetroScope to the Salem-Keizer Metropolitan Planning Organization planning area.
- Completed the regional 2030 and 2060 Range Forecast for Population and Employment, adopted by Metro Council. Developed 90 percent confidence intervals and added “middle-third” growth projection value range; incorporated these new forecast ranges into the urban growth report and reserves analysis.
- Completed the technical parts of the urban growth report which was accepted by resolution by Metro Council—including developing first-time “residential supply tranches,” “non-residential supply tranches,” revamped the large-lot industrial land need analysis methodology, refinement of the housing needs analysis; urban growth report (housing and employment) that includes new innovations that better recognize market feasibility factors.
- Completed analysis and mapping for Urban and Rural Reserves.
- Provided GIS support to the Bi-State Trails Program.
- Launched GIS consultation for The Intertwine – a multi-year project.
- Enabled end products/services to bring the RLIS dataset in line with industry standards, and positioned the Data Resource Center to better utilize modern web and database technologies.
- Coordinated consortium purchase of accurate stream locations, two-foot contours, and building footprints using the LiDAR imagery as the primary source.
- Completed and distributed the 2008 vacant lands inventory.
- Created new trails and multi-family GIS feature classes.

SERVICE LEVEL CHANGES FROM FY 2009-10

- Research Center staff support on the Community Investment Strategy – This involves integrating the HB 2001 Greenhouse Gas research and model enhancement project work with the Community Investment Strategy related to data collection, spatial analysis, mapping and visualization.
- Eliminates 1.15 limited duration GIS positions associated with urban and rural reserves work.
- Adds 0.53 limited duration Principal Regional Planner to Director’s Office for Regional Indicators.
- Adds two part time FTE (1.34 FTE) GIS Technicians to Data Resource Center to provide contract services to the State of Oregon.

MAJOR OBJECTIVES FOR FY 2010-11

- Implement greenhouse gas analysis for Metro projects, programs and activities through the use of the Climate Procedures Manual.
- Finish first comprehensive regional indicators report in conjunction with PSU and local partners, define methodology, finalize indicators and desired outcomes or trends and distribute results. Indicators will measure progress consistent with Metro Council Goals and through a triple-bottom line sustainability “lens.”
- Complete economic feasibility and modeling analysis effort to determine the likely amount of residential and non-residential development in the new urban reserves.

Transportation Research and Modeling Services:

- Survey and Research –The Metro regional household survey will begin in the fall of 2010.
- The dynamic tour based model will be completed in FY 2010-11.
- Dynamic Traffic Assignment methods will be implemented.
- Model Maintenance – The data used within the travel demand model, MetroScope and regional econometric model, are continually refined to keep current with infrastructure and demographic attributes. Data most often in need of review include roadway capacity, transit routings and headways, parking costs and household and employment assumptions for the travel demand model. Release of 2010 Census data and the update in federal data will prompt additional modeling research and updates.
- Technical Assistance – provide transportation data and modeling services for projects that are of interest to local entities. Clients of this program include Metro planners, regional cities and counties, TriMet, ODOT, Port of Portland, private sector businesses and the general public.

Economic and Land Use Forecasting:

- Provide land use forecasting and analysis services to help complete the Urban and Rural Reserves effort.
- Develop new greenhouse gas module combined in MetroScope and calibrate to greenhouse gas climate calculator.
- Assist long range land use planning in developing new urban efficiency evaluation tool(s), including hedonic equations to estimate the potential impact of policy actions or investments which could increase achievable rents and/or increase residential land use densities in centers and corridors.
- Provide technical support in modeling and forecasting future small area geographic growth projections including districts and centers.

- Analyze the dynamic impact of policy investments or actions with respect to new urban reserves and to determine the most efficacious means of satisfying urban efficiency objectives for assessing Urban Growth Boundry capacity requirements of Making the Greatest Place work program.
- Contribute economic and land use impact analysis and forecasting information to the Columbia River Crossing project.

Data Resource Center:

- Continue GIS support for The Intertwine.
- Complete GIS work for Making the Greatest Place.
- Develop regional 3D buildings, including floor/area ratios and related data.
- Maintain the information in RLIS, providing quarterly updates to subscribers.
- Develop high-speed wide-area network connections with regional partners to add efficiency in data sharing and maintenance.
- Complete and distribute the 2009 vacant lands inventory.
- Coordinate annual consortium purchase of aerial photography.
- Process city and special district annexation requests.
- Maintain streets and other map information for emergency service providers.
- Improve coordination with the State of Oregon Geospatial Enterprise Office.
- Update the Regional Parks System inventory.

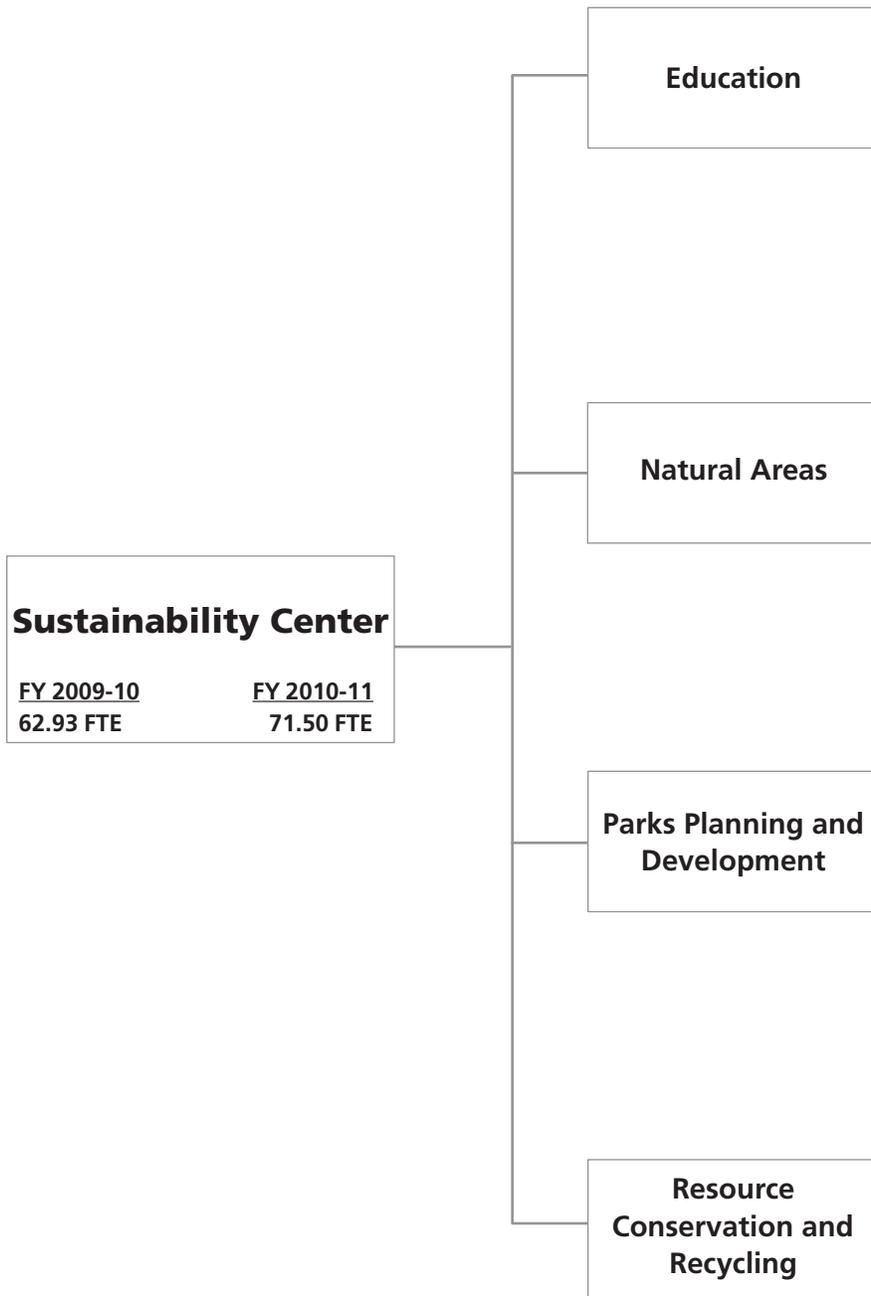
PROGRAMS FOR FY 2010-11

Great Communities

Data Resource Center – The Data Resource Center is Metro’s source for Geographic Information System data. Data Resource Center staff employ this information to provide spatial analysis and mapping products for internal and external clients.

Forecasting and Modeling Services – As a result of the Sustainable Metro Initiative reorganization, the Transportation Research and Modeling Services division combined with the Economic and Land Use Forecasting division to create the new Forecasting and Modeling Services division within the Research Center. 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. The DRC provides a Regional Land Information System (RLIS) and associated services that are agile enough to adapt to the evolving needs of our clients.

Sustainability Center



Summary of the Sustainability Center

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$4,630,758 | \$5,463,469 | \$6,092,752 | \$6,221,277 | \$7,196,119 | \$7,196,119 | \$7,196,119 | 15.67% |
| Materials and Services | 9,708,645 | 9,848,564 | 20,349,785 | 20,422,098 | 19,499,323 | 20,162,264 | 20,284,264 | (0.67%) |
| Capital Outlay | 26,726,564 | 17,617,061 | 45,907,990 | 45,907,990 | 33,624,721 | 33,824,721 | 33,824,721 | (26.32%) |
| TOTAL | \$41,065,967 | \$32,929,094 | \$72,350,527 | \$72,551,365 | \$60,320,163 | \$61,183,104 | \$61,305,104 | (15.50%) |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$2,735,490 | \$3,271,576 | \$4,490,128 | \$4,667,247 | \$5,238,794 | \$5,348,794 | \$5,470,794 | 17.22% |
| Natural Areas Fund | \$33,200,105 | \$23,660,391 | 58,543,237 | 58,566,956 | 46,503,288 | 46,703,288 | 46,703,288 | (20.26%) |
| Open Spaces Fund | \$94,502 | \$7,017 | 788,378 | 788,378 | 622,131 | 622,131 | 622,131 | (21.09%) |
| Rehabilitation & Enhancement Fund | \$397,246 | \$416,683 | 452,649 | 452,649 | 409,639 | 409,639 | 409,639 | (9.50%) |
| Solid Waste Revenue Fund | \$4,638,624 | \$5,573,427 | 8,076,135 | 8,076,135 | 7,546,311 | 8,099,252 | 8,099,252 | 0.29% |
| TOTAL | \$41,065,967 | \$32,929,094 | \$72,350,527 | \$72,551,365 | \$60,320,163 | \$61,183,104 | \$61,305,104 | (15.50%) |
| FULL-TIME EQUIVALENTS (FTE) | 56.85 | 61.85 | 61.60 | 62.93 | 71.50 | 71.50 | 71.50 | 13.62% |

Metro's Sustainability Center aims to demonstrate and inspire sustainable stewardship of the region's natural resources. The center has several strategies for accomplishing this mission:

- Work with partners to develop and support a regional system of interconnected natural areas, parks, trails and greenways for wildlife and people.
- Work with local governments and other partners to plan and implement waste prevention and recycling programs.
- Provide educational and volunteer opportunities throughout the region that inspire waste and toxics reduction, and understanding and stewardship of natural resources.
- Purchase, restore and enhance habitats and natural areas throughout the region identified in the 1995 and 2006 Open Spaces and Natural Areas bond measures.
- Balance human use with habitat protection through thoughtful natural area, trail and park planning.
- Provide grants to engage residents in bringing nature back into their neighborhoods.
- Make Metro's facilities and operations more sustainable.
- Lead and coordinate Metro's multi-disciplinary approach to climate change issues and greenhouse gas reductions to meet the goals established by the State of Oregon.

ABOUT THE SUSTAINABILITY CENTER

The Sustainability Center contributes directly to the preservation of the region's livability and supports the goals and objectives developed by the Metro Council, including Making the Greatest Place. The Sustainability Center focuses on providing accessible regional natural areas, parks and trails, and maintaining and enhancing environmental quality. It also promotes sustainable resource management through waste reduction initiatives, hands-on interpretive programs, youth and adult education, grants, demonstration projects and volunteer opportunities.

MAJOR ACCOMPLISHMENTS IN FY 2009–10

- Continued implementing the natural areas bond measure by acquiring an additional 1,500 acres, guided by established refinement plans and acquisition strategies; brought total acquisitions to 2,300 acres.
- Launched The Intertwine, complete with logo, phase one web site and widespread regional support.
- Distributed funds and provided support to several local share projects.
- Issued five Nature in Neighborhoods capital grants.
- Convened a regional partnership to develop a conservation framework: a regional strategy to identify critical habitats and protect and restore areas that are important for wildlife.
- Completed development of a stewardship classification tool for Metro-owned natural areas.
- Launched an update of the Smith and Bybee Lakes Natural Resources Management Plan.
- Planted a meadow at Smith and Bybee Wetlands Natural Area with 5,800 critically imperiled Columbia Sedge plants, produced in Metro's Native Plant Center.

- Started convening local partners and citizens to develop a federally-funded master plan for the Tonquin Trail.
- Expanded restoration along the Tualatin River at Gotter Prairie, with cooperation of three private landowners, creating breeding habitat for red-legged frogs and planting endangered Nelson's checkermallow and pale larkspur.
- Closed two old logging roads at Cooper Mountain and planted thousands of native bunchgrasses and wildflowers produced by the Native Plant Center, including the state-endangered pale larkspur.
- Provided scientific guidance on regional conservation issues, including Metro's urban and rural reserves process, Tualatin Basin Water Supply Project, Lower Columbia Salmon Recovery Plan, West Hayden Island Technical Advisory Pool and Tualatin National Wildlife Refuge Management Plan.
- Transitioned to a new web based volunteer database that allows staff to access records from any internet-connected computer and will allow volunteers to schedule and record their time online.
- Recorded nearly 20,000 volunteer hours, a 6 percent increase over last year; number of individuals and groups volunteering with Metro increased 17 percent, to 520.
- Increased total attendance in education and interpretive programs by 19 percent, to 11,700; total contact hours increased 7 percent, to 69,750.
- Oversaw final construction at Graham Oaks Nature Park, with completion and opening scheduled for late summer 2010.
- Convened a regional partnership to explore long-term funding needs and opportunities for a regional system and developed consensus with our partners around framing principles.
- Secured a \$1.4 million grant to construct a pedestrian/bike bridge to connect North Portland with Smith and Bybee Wetlands Natural Area.
- Completed first full year of the Outdoor School waste reduction education program, which reached 11,900 students.
- Implemented the first phase of a collaborative project with local governments, the Oregon Department of Environmental Quality and solid waste haulers to reduce environmental and human health impacts from diesel emissions by retrofitting solid waste collection vehicles.
- Provided 149 schools with waste reduction presentations designed to be integrated into science and social studies curricula, reaching approximately 48,000 students.
- Provided information on waste reduction and proper waste management to more than 95,000 callers to the Recycling Information Center.
- Completed Metro's internal sustainability plan, which identifies and prioritizes actions Metro can take to meet adopted goals 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.
- Completed a regional greenhouse gas emissions inventory and developed tools and guidelines to evaluate the greenhouse gas impacts of Metro policies and programs under the Climate Change Initiative.
- Played a significant role in development of a regional Climate Prosperity Strategy that outlines specific actions to align the region's economic development efforts with its climate protection strategies.

- Developed in partnership with the University of Oregon's Climate Leadership Initiative, a climate change adaptation planning framework for the region.
- Hosted a climate change retreat for Joint Policy Advisory Committee on Transportation and Metro Policy Advisory Committee members to develop a common understanding of the current policy context and science of climate change; identified and prioritized key policy themes and strategies to be tested during the House Bill 2001 greenhouse gas scenario planning process.
- Evaluated the first year of the Enhanced Dry Waste Recovery Program.

SERVICE LEVEL CHANGES FROM FY 2009–10

Education – 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 serve the public better, build Metro's capacity for youth education and maximize the talents and knowledge of existing staff. In addition, a senior staff member from the former Strategy Center team has been reassigned to this work group to manage environmental education for The Intertwine project. The goal over time will be to create a more unified Metro environmental curriculum that encompasses waste reduction, climate change, species recovery, conservation, natural area protection and interpretation.

Natural Areas –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 who handle day-to-day management of natural areas will be shifted to the Sustainability Center. Under the new structure, 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. This is a shift of 5.0 FTE from Parks and Environmental Services to the Sustainability Center. In addition, the Metro Council approved an additional cycle of Nature in Neighborhoods small grants.

Parks Planning and Development – With immediate construction projects drawing to a close at Graham Oaks, the focus will shift in FY 2010-11 to longer-range financial needs for Metro's growing land base and The Intertwine system. This is supported by research and mapping analysis, but also by close work with regional partners to explore options for operational needs and on-the-ground organization. This work will be integrally aligned with the Community Investment Strategy, and work programs and outreach efforts are mutually supportive. More than \$230,000 from the FY 2009-10 budget has been carried forward, supplemented by an additional \$80,000 for consultant work and outreach efforts. The budget also includes consultant support to continue a small master planning process for Glendoveer Golf Course in anticipation of the operations contract ending in December 2012 and the need to develop a new request for proposals for future operations.

Resource Conservation and Recycling (RCR)– RCR's two youth educators move to a new unified education division. Coupled with efforts to strengthen connections between project teams and balance management roles, this will lead RCR to realign its structure into policy, program and outreach sections. The number of management positions will stay the same, but a layer will be eliminated by converting the Recycling Information Center supervisor position into a section manager position.

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 outdoor Enhanced Waste Reduction 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 Oregon Department of Environmental Quality fees are required only every two years. Other program areas have been reviewed and sized appropriately to reflect actual expenditure requirements.

MAJOR OBJECTIVES FOR FY 2010-11

- Continue to implement 2006 Natural Areas bond with acquisition in all target areas.
- Implement major oak restoration initiative with funding support from the Oregon Watershed Enhancement Board.
- Initiate management planning at Chehalem Ridge Natural Area.
- Open Graham Oaks Nature Park to the public and develop on-site programming for environmental education and site stewardship.
- Develop The Intertwine branding products: phase two web site and map; install Intertwine signage at various parks and trails.
- Complete a regional conservation framework with partners.
- Initiate strategic planning process for the new unified education division.
- Integrate regional park system and Nature in Neighborhoods efforts into the Community Investment Strategy.
- Work with local partners to define specific funding priorities for the Community Investment Strategy.
- Frame options for long-term service delivery of regional park services.
- Finish the Tonquin Regional Trail Master Plan.
- Complete the Smith and Bybee Natural Resources Management Plan.
- Complete design of the North Portland bridge connection to the Smith and Bybee Wetlands Natural Area.
- Complete key decision-making on Metro's role in expanding the regional food waste recycling program.
- Work closely with other stakeholders to develop product stewardship initiatives for consideration by the 2011 Oregon Legislature.
- Implement the second and larger phase of the regional effort to reduce diesel particulate emissions for the solid waste collection fleet.
- Develop a climate action framework to integrate climate change adaptation and mitigation strategies at the local and regional levels.
- Implement key projects of Metro's sustainability plan, which include improving energy efficiency at Metro facilities.
- Develop new performance measures for solid waste reduction strategies, programs and projects.
- Launch the federally-funded effort to develop a master plan for the Westside Trail.
- Launch the federally funded effort to develop a master plan for Scouter Mountain Trail.

PROGRAMS FOR FY 2010-11

Great Communities

Parks Planning and Development – This program enhances Metro parks facilities and properties by investing in improvements in compliance with adopted master plans. The program focuses on feasibility and alignment study, master planning, design development and construction of multi-modal trails that are part of the Greenspaces Regional Trails Plan and the Regional Trails component of the Regional Transportation Plan. The program also oversees The Intertwine, a regional effort to establish an interconnected and cooperative multi-agency system of natural areas, parks, trails and greenways for fish, wildlife habitat and people.

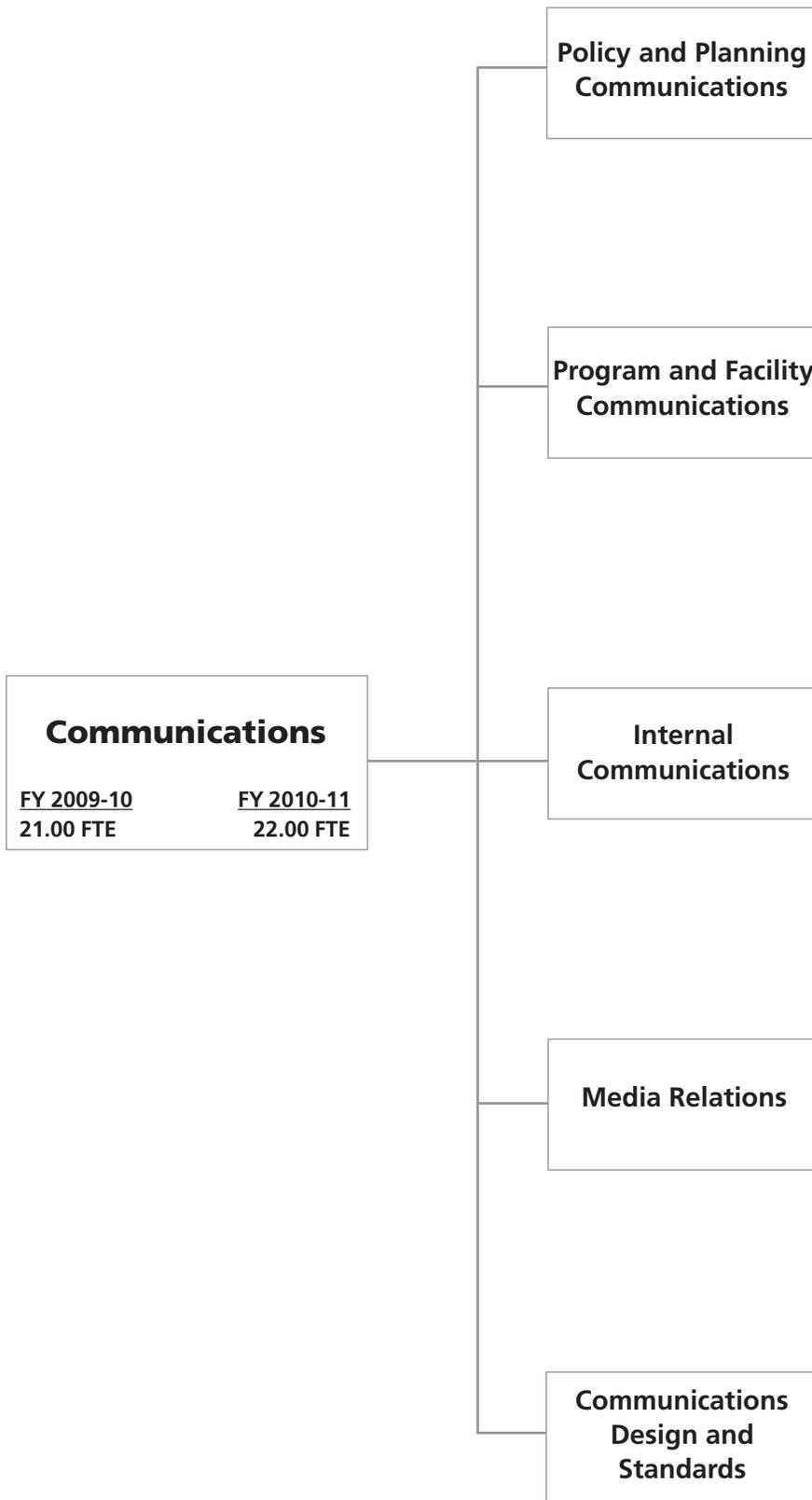
Healthy Environment

Education – This program provides education and interpretive services that engage and inspire citizens to expand stewardship in the region. Educators focusing on Metro parks and natural areas will be combined under common management with 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.

Natural Areas – This program protects, restores and manages natural areas throughout the region. To this end, staff implements and administers the \$227.4 million natural areas bond measure passed by voters in November 2006. This includes the acquisition of regionally significant natural areas in identified target areas to protect lands around local rivers and streams, preserve significant fish and wildlife habitat, enhance trails and wildlife corridors and connect urban areas with nature. This program also includes a Local Share component, where cities, counties and park districts within Metro's jurisdiction will complete more than 100 locally significant projects, and a capital grants component that will fund neighborhood projects that enhance natural features and their ecological functions on public lands. Science and stewardship activities within this program focus on the preservation, restoration and enhancement of natural area habitats for fish and wildlife, including the use of volunteers who assist with stewardship of natural areas. Nature in Neighborhoods initiatives and restoration grants are also included in this program.

Resource Conservation and Recycling – The Resource Conservation and Recycling division advances the region's efforts to reduce greenhouse gas emissions, conserve natural resources and protect the environment and human health. RCR's three primary interrelated programs – waste reduction, internal sustainability and the climate change initiative – engage in a range of complex policies and programs with extensive arrays of stakeholders. In FY 2009-10 each 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 sharper focus on key strategies and actions, will begin to be applied in FY 2010-11.





Summary of Communications

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$1,795,429 | \$2,052,073 | \$1,955,961 | \$2,098,206 | \$2,220,057 | \$2,220,057 | \$2,220,057 | 5.81% |
| Materials and Services | 169,382 | 84,978 | 223,010 | 223,010 | 294,618 | 294,618 | 294,618 | 32.11% |
| TOTAL | \$1,964,811 | \$2,137,051 | \$2,178,971 | \$2,321,216 | \$2,514,675 | \$2,514,675 | \$2,514,675 | 8.33% |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$1,964,811 | \$2,137,051 | \$2,178,971 | \$2,321,216 | \$2,514,675 | \$2,514,675 | \$2,514,675 | 8.33% |
| TOTAL | \$1,964,811 | \$2,137,051 | \$2,178,971 | \$2,321,216 | \$2,514,675 | \$2,514,675 | \$2,514,675 | 8.33% |
| FULL-TIME EQUIVALENTS (FTE) | 20.09 | 22.25 | 20.00 | 21.00 | 22.00 | 22.00 | 22.00 | 4.76% |

The purpose of Communications is to provide communication services to advance Metro Council policy initiatives and planning and stewardship efforts, public involvement and education campaigns, facilities and services.

ABOUT COMMUNICATIONS

Communications serves Metro in five areas:

- Policy and Planning Communications.
- Program and Facility Communications.
- Internal Communications.
- Media Relations.
- Communications Design and Standards.

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

MAJOR ACCOMPLISHMENTS IN FY 2009–10

- Implemented a new management structure and processes and supported a unified Metro identity that is consistent with Sustainable Metro Initiative organizational objectives and Council goals.
- Supported all components of Metro's Making the Greatest Place initiative, generating thousands of public comments and extensive positive media coverage of Metro's work.
- Developed and implemented new media outreach and engagement tools including news feeds, Facebook, Twitter and trackable formatted email.
- Managed successful public involvement for Milwaukie Light Rail, Lake Oswego Streetcar and the selection of new high capacity transit corridor priorities.
- Improved coordination among the zoo, Metro and MERC venues, including joint communications around the holidays, spring break and other events.
- Provided marketing and outreach for Metro Sustainability Center programs, including Recycling Information, natural gardening, toxics and waste reduction, environmental education and MetroPaint.
- Supported the close out of the Headquarters Hotel project and the reorganization of the Metro/MERC relationship.
- Launched The Intertwine brand.
- Promoted several major land acquisitions.
- Completed the first agency-wide inventory of communications needs to inform budget development.
- Completed four strategic hires to improve web and writing capacity within the service.

SERVICE LEVEL CHANGES FROM FY 2009–10

While there is no change in overall service levels, there will be several changes in the focus of staff in Communications based on shifting programmatic priorities. One FTE will shift from long range planning work (reserves process) to assisting with public involvement on the Zoo Bond program and the zoo's land use needs with the City of Portland. In addition, approximately 1.0 FTE

will shift from parks planning and general management work to support a more robust focus on climate change, in particular work on Metro's Climate Action Plan. To support implementation of work mandated by HB 2001, additional communications management and staff resources will be shifted to support long-range climate, land use and transportation scenario development. Resources formally dedicated to Making the Greatest Place will shift to support the new Community Investment Strategy. During FY 2009-10 a Manager II moved from Planning and Development to Communications. In addition, an Associate Public Affairs Specialist moves from Parks and Environmental Services to Communications. Both positions were moved to streamline Metro's communications efforts.

MAJOR OBJECTIVES FOR FY 2010–11

- Improve and expand use of new media to improve transparency and public engagement.
- Build a regional case for the need for additional investment in building compact urban communities to make the most of our existing cities and neighborhoods, protect farm and forestland, and provide good jobs now and in the future.
- Implement recommendations that will come from the ongoing transparency and engagement performance audit.
- Develop broad regional support for Metro legislative agenda; pass legislation to further implement regional growth management initiatives.
- Meet federal requirements and achieve goals of Metro's federally supported transportation projects.
- Recruit and appoint new members to Metro Committee for Citizen Involvement.
- Create a unified marketing strategy for all Sustainable Living programs and projects.
- Create a unified marketing strategy for all Metro visitor venues.
- Create an integrated program for managing and tracking contacts with local governments and key stakeholders.

PROGRAMS FOR FY 2010-11

Responsible Operations

Communications serves Metro through five areas:

Policy and Planning Communications – This section raises the visibility and profile of Council efforts to inspire and engage community leaders about regional issues through meetings, forums, roundtables, seminars, events, competitions, publications and web sites. The program builds relationships with regional opinion leaders and decision makers and advocates for regional legislative priorities at the state and federal levels. The work supports the Metro Committee for Citizen Involvement, transportation corridor planning, park and trail site planning, high capacity transit, the Regional Transportation Plan, MTIP and regional flexible fund allocation, urban and rural reserves, The Intertwine and other Council policy work.

Program and Facility Communications – This section is responsible for providing marketing support to a variety of Metro programs, centers and services, including nature-friendly development, transit oriented development, community investment tool kits, Research Center products and services. This program also supports marketing campaigns aimed at waste reduction, natural gardening, toxics reduction, MetroPaint, recycling and environmental education and regional travel options.

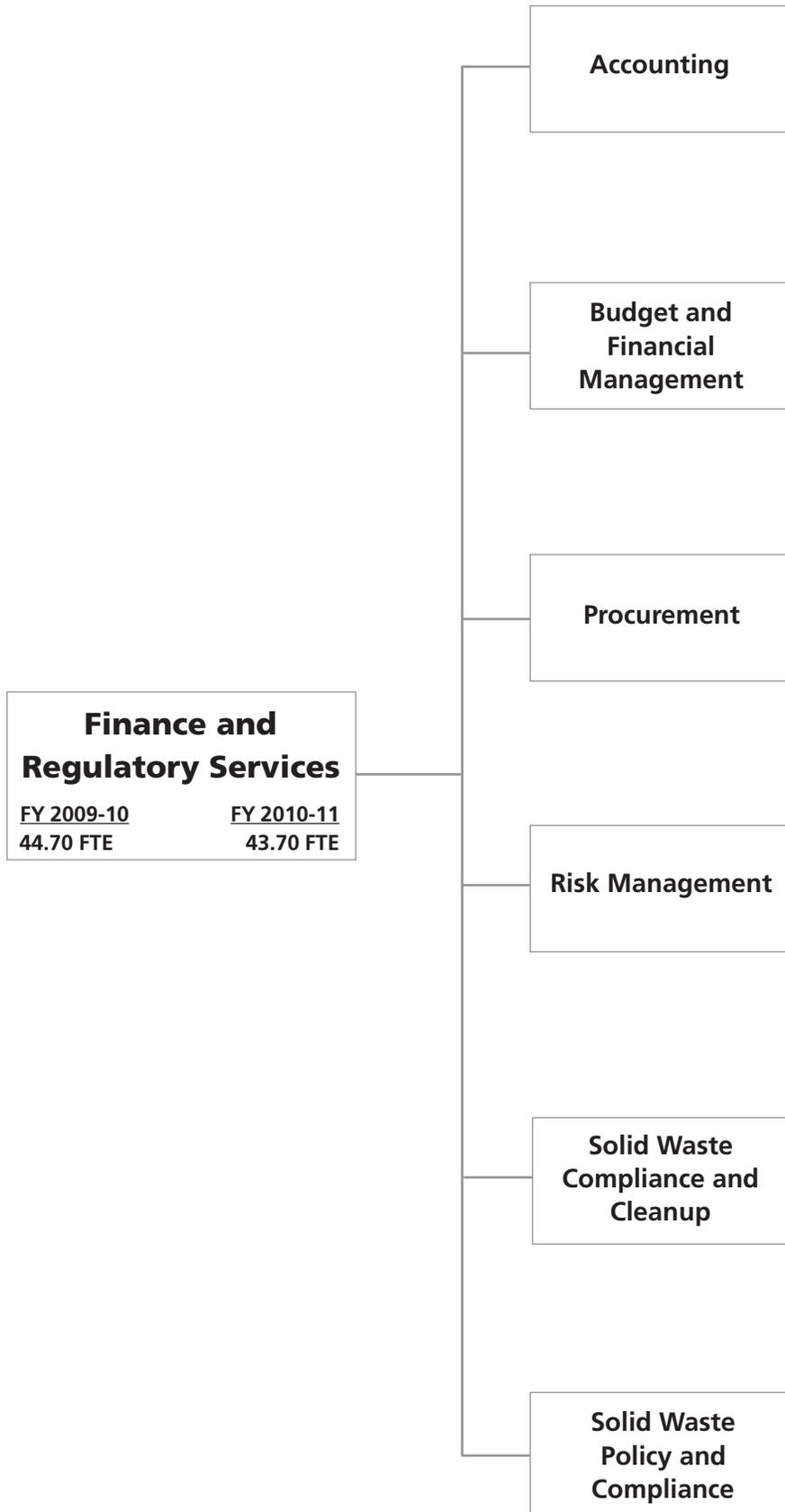
Internal Communications – This section is responsible for assisting with workforce communications regarding management practices and policies, the Regional Leadership Initiative, human resources, employee benefits, information services, contact and mailing management and other internal agency matters.

Media Relations – The media team is responsible for managing proactive and reactive work with regional news media and for assisting all Metro employees and Councilors with media relations.

Communications Design and Standards – This section provides support for brand management, web site content management and design, other online tools, editorial standards, tools and oversight, writing, design standards, events practices and tools, graphic design, newsletters, image asset management and other services.



Finance and Regulatory Services



Summary of Finance and Regulatory Services

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$3,321,428 | \$3,739,793 | \$4,441,494 | \$4,441,494 | \$4,523,947 | \$4,523,947 | \$4,523,947 | 1.86% |
| Materials and Services | 980,365 | 900,887 | 1,267,172 | 1,399,672 | 1,283,087 | 1,283,087 | 1,283,087 | (8.33%) |
| TOTAL | \$4,301,793 | \$4,640,680 | \$5,708,666 | \$5,841,166 | \$5,807,034 | \$5,807,034 | \$5,807,034 | (0.58%) |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$2,960,028 | \$3,239,962 | \$3,334,056 | \$3,334,056 | \$3,358,417 | \$3,358,417 | \$3,358,417 | 0.73% |
| Risk Management Fund | 152,751 | 163,677 | 258,640 | 258,640 | 267,152 | 267,152 | 267,152 | 3.29% |
| Solid Waste Revenue Fund | 1,189,014 | 1,237,041 | 2,115,970 | 2,248,470 | 2,181,465 | 2,181,465 | 2,181,465 | (2.98%) |
| TOTAL | \$4,301,793 | \$4,640,680 | \$5,708,666 | \$5,841,166 | \$5,807,034 | \$5,807,034 | \$5,807,034 | (0.58%) |
| FULL-TIME EQUIVALENTS (FTE) | 38.70 | 41.70 | 44.70 | 44.70 | 43.70 | 43.70 | 43.70 | (2.24%) |

Finance and Regulatory Services (FRS) provides financial management and administrative and operational services to Metro's elected officials, operating centers and services, employees and the public. In addition, Finance and Regulatory Services licenses small contractors and regulates and sets rates for solid waste disposal facilities. The operation is guided by its mission: to provide essential services in support of its customers.

ABOUT FINANCE AND REGULATORY SERVICES

Finance and Regulatory Services provides the primary business services for the agency and oversight of the regional solid waste system. FRS provides accountability in revenue collection and expenditure processing, cash management and financial reporting. FRS coordinates the preparation, adoption and execution of the agency's annual budget and capital improvement plan, including debt management and long-range financial planning. FRS administers Metro's Risk Management program and coordinates the agency's decentralized procurement system, overseeing Metro's contracting and managing the minority, women and emerging small business (MWESB) activities. FRS also regulates solid waste facilities to protect the public and the environment and to assure financial responsibility. FRS directs solid waste rate setting and monitors tax compliance; and authorizes solid waste facilities, cleans up illegal disposal sites, and investigates Metro Code violations related to solid waste. In FY 2010-11 FRS will integrate the Metropolitan Exposition Recreation Commission business functions within its operations. Finance and Regulatory Services is funded by transfers from the operating centers and programs, offset by earned revenues for licensing. Each Metro operating center is assessed for central services based on Metro's federally approved indirect cost allocation plan. Risk management assessments are based on claims history and actuarial standards. Solid Waste rate setting and regulation are directly funded by Solid Waste revenues.

MAJOR ACCOMPLISHMENTS IN FY 2009-10

- Steered and protected Metro's financial position through second year of revenue decline and economic uncertainty.
- Implemented the Governmental Accounting Standards Board (GASB) Statement #49 Pollution Remediation standard and received an unqualified audit opinion.
- Completed internal control reviews over cash procedures at all Parks and Environmental Services' locations and issued recommendations for improvement.
- Assisted Oregon Zoo in designing and implementing accounting structures for the zoo's bond-related projects to increase accountability and transparency in reporting to the voters.
- Revised and implemented written safety program guidance.
- Awarded three major, multi-year solid waste system contracts – two contracts to operate Metro's transfer stations and the transport contract for hauling solid waste from Metro's transfer stations to Columbia Ridge Landfill.
- Received Council approval for changes to Metro Code that strengthen sheltered market and other purchasing opportunities for minority-owned, women-owned and emerging small businesses; raised agency profile in small business community through regional involvement; Metro staff received the Chairman's Award from Oregon Association of Minority Entrepreneurs in 2009; in 2010 Metro received an Oregon Association of Minority Entrepreneurs award for sustainability and equity.

- Assessed business processes related to solid waste fee and tax collection and specified requirements for software application and data structures to support the process.
- Revised solid waste rate setting process to improve transparency, align with best practices and better meet the needs of the Metro Council.

SERVICE LEVEL CHANGES FROM FY 2009-10

The FY 2010-11 budget eliminates one administrative position in Accounting, a reduction that is mitigated in part by the opening of the Metro Store which now accepts walk-in payments formerly directed to the FRS customer counter. Routine payment questions and contractor's business license inquiries are also routed to the store. The reduction will slow reminder calls for past due accounts and delay until next day bank deposits that are received after mid-afternoon. Response to credit card refunds and other problems experienced at transfer stations may be delayed. Centers and services seeking advice from Metro's Financial Advisor will be required to pay any associated fees from their own resources.

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

MAJOR OBJECTIVES FOR FY 2010-11

- Execute sound budget plan that balances sustainable financial policies and momentum as region wrestles its way toward economic recovery.
- Implement new GASB policies for intangible assets and fund balances; and achieve unqualified audit.
- Conduct biennial actuarial studies of Risk Management Fund and Other Post Employment Benefits (GASB 45).
- Put into action new sustainable procurement policy that aligns with Council's sustainability goals.
- Standardize contracting practices agency-wide and strengthen contract management practices.
- Procure and implement a software and data base system that addresses the business requirements and integrity of fee and tax collection systems for the Solid Waste Revenue Fund.
- Undertake a review of rate policies and implement any changes adopted by the Metro Council in the solid waste rates for FY 2011-12.
- Integrate MERC business functions within operations and plan any budgetary changes for FY 2011-12.

PROGRAMS FOR FY 2010-11

Healthy Environment

Solid Waste Compliance and Cleanup – The Solid Waste Compliance and Cleanup program works to minimize and mitigate impacts to the public and the environment from solid waste within the Metro region. The program ensures that solid waste facilities meet regulatory, operational, environmental and financial assurance

standards. The program also cleans up, monitors and investigates illegal disposal sites and prosecutes persons illegally disposing waste. The program 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).

Responsible Operations

Finance and Regulatory Services comprises four different areas:

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

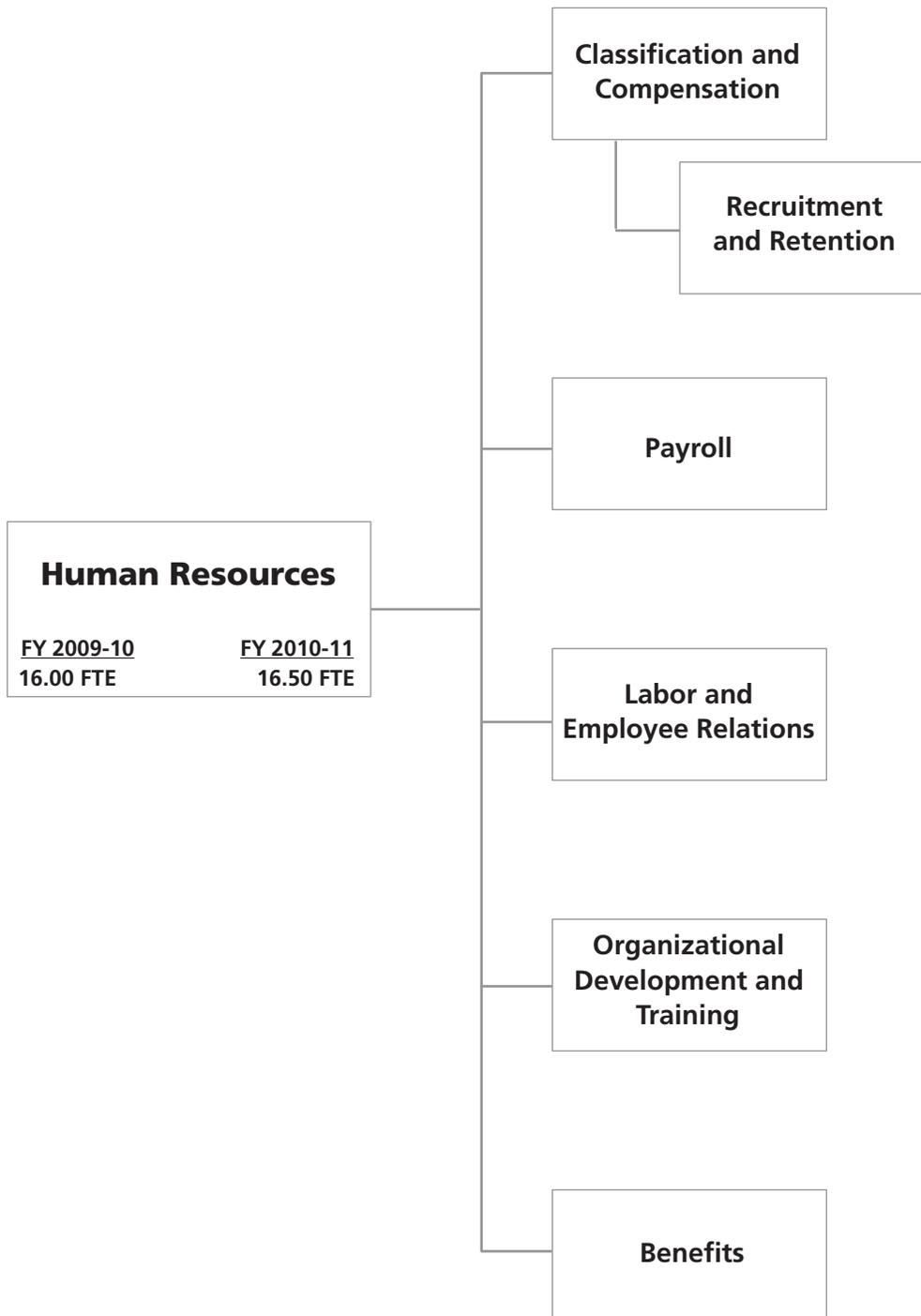
Solid Waste Policy and Compliance – Analysts monitor and audit solid waste system facilities assuring that Metro collects all applicable tax and fee revenues; and regulated facilities remain in compliance with tonnage-related limits and requirements. The group manages comprehensive disposal system databases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

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

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



Human Resources



Summary of Human Resources

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$1,255,754 | \$1,341,289 | \$1,502,381 | \$1,502,381 | \$1,451,290 | \$1,505,090 | \$1,505,090 | 0.18% |
| Materials and Services | 257,272 | 303,393 | 401,709 | 401,709 | 263,037 | 331,717 | 331,717 | (17.42%) |
| TOTAL | \$1,513,026 | \$1,644,682 | \$1,904,090 | \$1,904,090 | \$1,714,327 | \$1,836,807 | \$1,836,807 | (3.53%) |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$1,513,026 | \$1,644,682 | \$1,904,090 | \$1,904,090 | \$1,714,327 | \$1,836,807 | \$1,836,807 | (3.53%) |
| TOTAL | \$1,513,026 | \$1,644,682 | \$1,904,090 | \$1,904,090 | \$1,714,327 | \$1,836,807 | \$1,836,807 | (3.53%) |
| FULL-TIME EQUIVALENTS (FTE) | 15.00 | 15.00 | 16.00 | 16.00 | 15.50 | 16.50 | 16.50 | 3.13% |

Human Resources serves as a strategic partner to the organization as a whole, to its operating centers and to individuals within the organization. Human Resources' mission is to provide creative leadership and consistent and sustainable management systems to support programs and services which carry out the goals and mission of Metro Council. Human Resources is committed to providing strategic leadership, building collaborative relationships, promoting diversity and operating in a professional, efficient and effective manner.

ABOUT THE SERVICE

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

Classification and Compensation

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

Recruitment and Retention

Recruitment and retention staff works to attract, select and retain an exceptionally competent, productive, diverse and motivated workforce. Staff administers the employee service awards and conducts new employee orientation.

Payroll

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

Labor and Employee Relations

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

Organizational Development and Training

Organization development staff leads and/or provides support to organization change initiatives in support of business goals. Staff provides assistance in change management, teambuilding, group facilitation, leadership and management development, and staff development. Staff maintains the Metro Learning Center, the on-line learning management application.

Benefits

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

MAJOR ACCOMPLISHMENTS IN FY 2009-10

- Made revisions to the Performance Appraisal Cycle Evaluation (PACe) based on feedback from employees following the initial trial period.
- Offered project management training and sponsor training as part of the Regional Leadership Initiative.
- Initiated a brown bag training series for managers.

- Purchased and brought on line a learning management system.
- Conducted an RFP and purchased an online applicant tracking system.
- Developed a set of organizational values.
- Commenced negotiating a successor bargaining agreement with LIUNA.
- Participated in the MERC/Metro best practices study analyzing the Human Resources function and making recommendations.
- Completed a needs analysis for management training and began developing a management training program.
- Revised application form to capture more fully pertinent applicant information.
- Began development of an updated set of personnel policies and procedures.
- Developed a new compensation system for non-represented employees.
- Conducted an audit of PERS related processes and implemented changes.
- Began working with Office of Metro Attorney to implement background checks for finalists to positions.

SERVICE LEVEL CHANGES FROM FY 2009-10

- Hired a staff member who specializes in organization development and training in order to provide training for staff to further implement the Sustainable Metro Initiative and Best Practices.
- Expanded Human Resources services to the zoo by holding weekly office hours there.
- Eliminated one supervisor position and redeployed resources to increase effectiveness in service delivery.
- Reduced payroll services by 0.5 FTE.
- Added a one year limited duration 1.0 FTE position to support startup of the Metro Learning Center.

MAJOR OBJECTIVES FOR FY 2010-11

- Implement results of LIU classification and compensation study and negotiations.
- Integrate more fully the organization's values and competencies into the culture of the organization.
- Continue study and implementation of results related to the MERC/Metro best practices study.
- Continue to develop the use and integration of a learning management system.
- Continue developing a set of personnel policies and procedures consistent with goals of Metro, federal and state law and best business practices.
- Begin updating new employee orientation with the focus on moving to a more comprehensive on-boarding program.
- Implement results of the Auditor's Office study of the payroll/benefit processes.
- Finalize implementation of an online application system.
- Negotiate a collective bargaining agreement with AFSCME 3580.
- Work with the Office of Metro Attorney to implement background checks for finalists to positions.

- Implement a management development program in support of Regional Leadership Initiative.

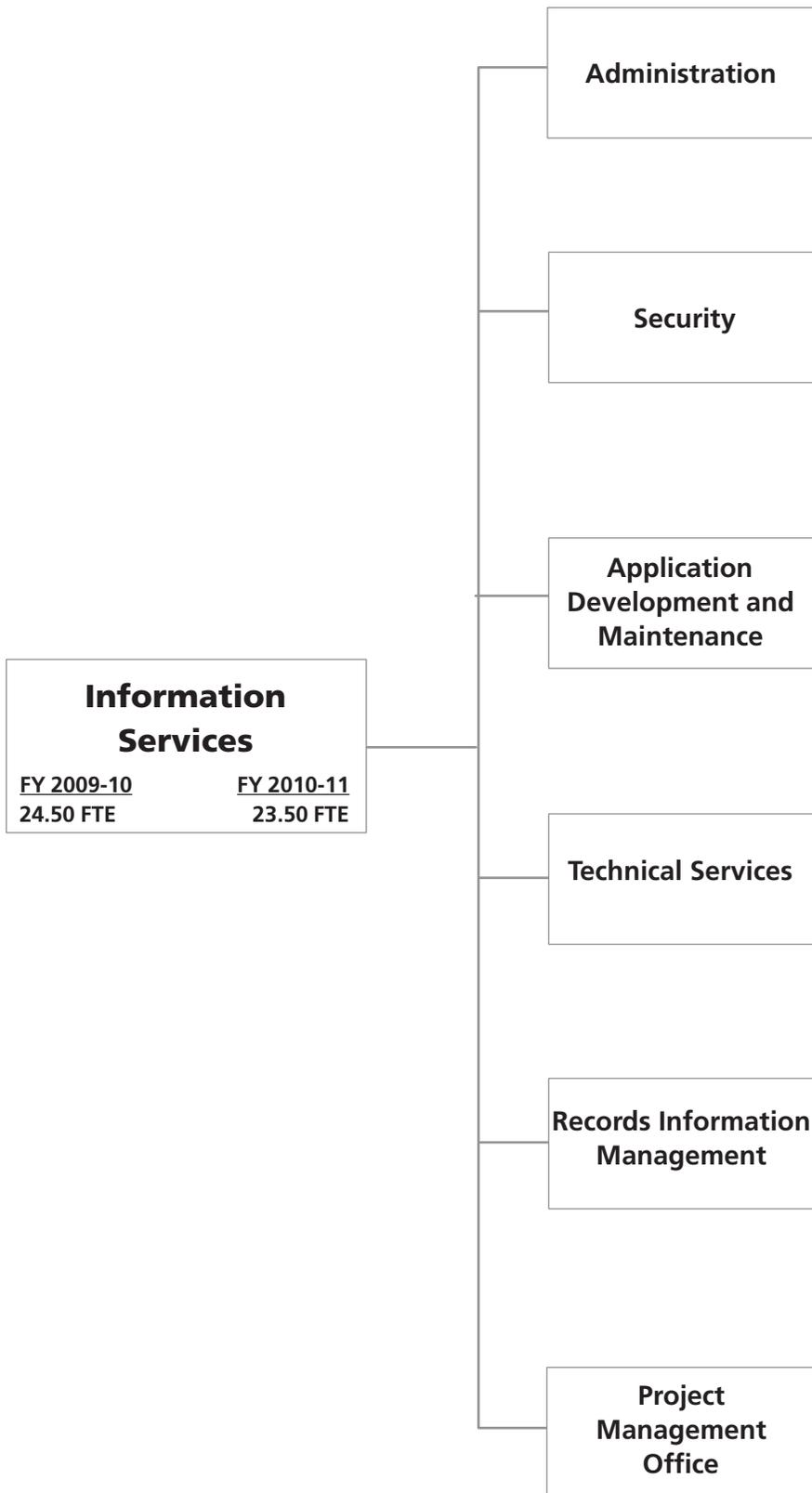
PROGRAMS FOR FY 2010-11

Responsible Operations

Human Resources – Human Resources is responsible for the six core service areas: classification and compensation, recruitment and retention, payroll, labor and employee relations, organization development and training and benefits.



Information Services



Summary of Information Services

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$1,953,434 | \$1,891,569 | \$2,386,851 | \$2,386,851 | \$2,306,829 | \$2,306,829 | \$2,306,829 | (3.35%) |
| Materials and Services | 530,932 | 699,886 | 843,528 | 843,528 | 795,854 | 810,033 | 840,033 | (0.41%) |
| Capital Outlay | 284,470 | 336,461 | 938,996 | 938,996 | 752,585 | 1,032,520 | 1,067,520 | 13.69% |
| Fund Equity Transfers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| TOTAL | \$2,768,836 | \$2,927,916 | \$4,169,375 | \$4,169,375 | \$3,855,268 | \$4,149,382 | \$4,214,382 | 1.08% |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$2,484,366 | \$2,586,531 | \$3,170,764 | \$3,170,764 | \$3,028,380 | \$3,028,380 | \$3,058,380 | (3.54%) |
| General Renewal & Replacement Fund | 284,470 | 341,385 | 750,711 | 750,711 | 736,888 | 1,031,002 | 1,031,002 | 37.34% |
| Metro Capital Fund | 0 | 0 | 247,900 | 247,900 | 90,000 | 90,000 | 125,000 | (49.58%) |
| TOTAL | \$2,768,836 | \$2,927,916 | \$4,169,375 | \$4,169,375 | \$3,855,268 | \$4,149,382 | \$4,214,382 | 1.08% |
| FULL-TIME EQUIVALENTS (FTE) | 22.25 | 22.50 | 24.50 | 24.50 | 23.50 | 23.50 | 23.50 | (4.08%) |

Information Services provides technology-based leadership and solutions to support Metro's goals and business through the development, implementation, support and management of information systems.

ABOUT INFORMATION SERVICES

Information Services delivers technology infrastructure and communications, database, application, and records information management as well as hardware and software support. The service comprises six sections, including: Administration, Security, Application Development and Maintenance, Technical Services, Records Information Management and the Project Management Office. Information Services serves as a centralized area for the development and support of applications, desktop and software purchasing and network infrastructure. These offerings provide Metro staff, stakeholders and the public high availability of systems and appropriate access to Metro information. Information Services promotes the effective and efficient use of technological resources and looks toward future technologies to provide even greater returns on investment with an emphasis on accessibility and collaboration.

Administration and Security

These two sections include the Office of the Director and the Security Systems Analyst. Together, they are responsible for the development of data and technology-related policies and procedures in the agency. The Administration section is responsible for development of medium and long-range strategic planning in the area of information technology. Administration also provides for overall policy, office and personnel management, development and implementation of the annual budget and purchasing and contract management.

Application Development and Maintenance

This section is responsible for the development, enhancement and maintenance of applications used agency-wide within Metro as well as specific applications necessary to support business processes unique to each center or service. This includes PeopleSoft HR and Payroll, PeopleSoft Finance, KRONOS timekeeping, SharePoint development and deployment, TRIM records management, CM Tool web content management system and web tools and infrastructure. Application development and maintenance also provides professional database management throughout the agency, including secure backups, performance monitoring and log management. In addition, this section assists in support for unique applications by developing custom software in support of specific program needs that cannot be met through purchase of commercial software.

Technical Services

Technical Services is responsible for all systems infrastructure, including hardware, software and communication transport necessary to maintain an efficient and effective computer network. This includes desktop support and maintenance of all productivity tools for computer users such as e-mail, calendaring, file services, desktop spreadsheet and word processing. This section develops and maintains Metro's core network ensuring standardization, interoperability and scalability. Technical Services manages all of the technical infrastructure and support requirements from the desktop through the network to the application being accessed by the user.

Records Information Management

This section provides for agency policies, procedures and practice of professional management of information. This includes the management from the time records are received or created through their processing, distribution, use and placement in a storage or retrieval system until their eventual destruction or permanent retention.

Project Management Office

The Project Management Office is responsible for new project intake, scoping and resource utilization on projects, training, developing and employing project management standards for IS as well as responsibility for customer interface and user groups and standards committees.

MAJOR ACCOMPLISHMENTS IN FY 2009–10

- Successfully completed upgrade from KRONOS 5.2 to 6.1.
- Successfully completed implementation of high-speed network between nine Metro and MERC facilities in cooperation with MERC IT and stakeholders.
- Successfully completed implementation of Learning Management System environment.
- Began migration to Windows 7 desktop.
- Began implementation of Microsoft Office SharePoint Server collaboration environment.
- Continued implementation of network infrastructure standardization and enhancement.
- Continued policy and procedure revision.
- Began development of standards for Voice over Internet Protocol and networking hardware.
- Completed Phase I assessment, with Finance and Regulatory Services, of business practices related to the solid waste fee and tax collection and specified requirement for software application and data structures to support the process.
- Completed RFP Process for off-site records management.

SERVICE LEVEL CHANGES FROM FY 2009–10

As part of budget balancing measures, one supervisory position in the Technical Services division is eliminated. While this change helps to align better desktop and network services, it also reduces available technical resources. Information Services will also begin implementing recommendations from the MERC/Metro best practices study to consolidated and integrate all agency technology services.

MAJOR OBJECTIVES FOR FY 2010–11

- Complete SharePoint Pilot projects and continue development of SharePoint collaboration workspaces.
- Standardize and enhance network infrastructure.
- Complete policy revision for network access and use.
- Begin implementation of recommendations from MERC-Metro Best Practices study, including unification of separate MERC-Metro Computer Networks.

PROGRAMS FOR FY 2010-11

Responsible Operations

Information Services delivers technology infrastructure and communications, database, application, and records information management as well as hardware and software support. The service comprises six sections, including: Administration, Security, Application Development and Maintenance, Technical Services, Records Information Management and the Project Management Office. Information Services serves as a centralized area for the development and support of applications, desktop and software purchasing and network infrastructure. These offerings provide Metro staff, stakeholders and the public high availability of systems and appropriate access to Metro information. Information Services promotes the effective and efficient use of technological resources and looks toward future technologies to provide even greater returns on investment with an emphasis on accessibility and collaboration.



**General
expense
summary**



Summary of General Expense

| | Audited FY 2007-08 | Audited FY 2008-09 | Adopted FY 2009-10 | Amended FY 2009-10 | Proposed FY 2010-11 | Approved FY 2010-11 | Adopted FY 2010-11 | % Change from Amended FY 2009-10 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|-----------------------|---|
| BUDGET BY CLASSIFICATION | | | | | | | | |
| Personal Services | \$452,014 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| Materials and Services | 10,530,174 | 10,003,258 | 15,896,791 | 15,896,791 | 16,793,222 | 16,793,222 | 17,433,222 | 9.67% |
| Debt Service | 38,106,006 | 38,192,273 | 43,506,211 | 43,506,211 | 40,360,200 | 40,360,200 | 40,360,200 | (7.23%) |
| Interfund Reimbursements | 6,849,722 | 7,474,080 | 8,212,657 | 8,212,657 | 8,396,573 | 8,396,573 | 8,396,573 | 2.24% |
| Internal Service Charges | 870,760 | 944,972 | 2,847,999 | 2,896,582 | 3,122,488 | 3,122,488 | 3,122,488 | 7.80% |
| Interfund Loan | 0 | 0 | 10,916,250 | 0 | 0 | 0 | 0 | 0.00% |
| Fund Equity Transfers | 11,760,993 | 6,389,113 | 6,587,953 | 6,780,323 | 10,637,853 | 10,765,853 | 10,765,853 | 58.78% |
| TOTAL | \$68,569,669 | \$63,003,696 | \$87,967,861 | \$77,292,564 | \$79,310,336 | \$79,438,336 | \$80,078,336 | 3.60% |
| BUDGET BY FUND | | | | | | | | |
| General Fund | \$15,762,523 | \$8,603,540 | \$11,038,222 | \$10,964,342 | \$10,404,763 | \$10,404,763 | \$11,044,763 | 0.73% |
| General Obligation Bond Debt Service Fund | \$35,239,797 | \$35,275,958 | \$40,533,022 | \$40,533,022 | \$37,325,783 | \$37,325,783 | \$37,325,783 | (7.91%) |
| General Renewal & Replacement Fund | 98,448 | 375,000 | 0 | 0 | 0 | 128,000 | 128,000 | n/a |
| General Revenue Bond Fund | 1,515,311 | 1,504,342 | 1,500,849 | 1,500,849 | 1,504,945 | 1,504,945 | 1,504,945 | 0.27% |
| MERC Fund | 3,256,550 | 3,551,450 | 3,704,857 | 3,704,857 | 3,681,630 | 3,681,630 | 3,681,630 | (0.63%) |
| Metro Capital Fund | 29,750 | 97,174 | 907,080 | 910,663 | 0 | 0 | 0 | (100.00%) |
| Natural Areas Fund | 751,451 | 1,067,158 | 1,472,292 | 1,472,292 | 1,502,241 | 1,502,241 | 1,502,241 | 2.03% |
| Oregon Zoo Infrastructure & Animal Welfare Fund | 0 | 0 | 0 | 0 | 294,915 | 294,915 | 294,915 | n/a |
| Rehabilitation & Enhancement Fund | 29,395 | 30,085 | 32,662 | 32,662 | 32,962 | 32,962 | 32,962 | 0.92% |
| Risk Management Fund | 7,411,486 | 7,960,889 | 11,175,399 | 11,175,399 | 17,456,485 | 17,456,485 | 17,456,485 | 56.20% |
| Smith & Bybee Lakes Fund | 21,700 | 0 | 124,899 | 169,899 | 111,379 | 111,379 | 111,379 | (34.44%) |
| Solid Waste Revenue Fund | 4,453,258 | 4,538,100 | 17,478,579 | 6,828,579 | 6,995,233 | 6,995,233 | 6,995,233 | 2.44% |
| TOTAL | \$68,569,669 | \$63,003,696 | \$87,967,861 | \$77,292,564 | \$79,310,336 | \$79,438,336 | \$80,078,336 | 3.60% |
| FULL-TIME EQUIVALENTS (FTE) | 4.50 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00% |

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

Highlights of the FY 2010-11 general expense budget are:

- Debt service on general obligation bonds totaling \$37.3 million.
- Debt service on pension obligation bonds of \$1.5 million.
- Interfund reimbursements of \$7.9 million for agency-wide central service functions such as accounting, legal services, risk management and Metro Regional Center management.
- Transfer of \$1.26 million from the General Fund to the General Renewal and Replacement Fund to support renewal and replacement needs of the General Fund centers and services.
- Transfer of \$1.9 million from the General Fund to the General Revenue Bond Fund to fund debt service payments on the Metro Regional Center and Washington Park Parking Lot bonds.
- Transfer of \$1.2 million from the MERC Fund to the General Revenue Bond Fund for debt service on outstanding bonds.
- Transfer of approximately \$475,000 from the General Fund to MERC to support projects at the Oregon Convention Center designed to increase the competitiveness of the facility.
- Transfer of \$5.225 million from the Risk Fund to the Solid Waste Fund to remove an environmental liability from the Risk Fund and record the liability in the relevant operational department, in conformance with GASB Statement 49.
- Transfers of approximately \$646,000 for services provided by Data Resource Center to other Metro centers and services.
- Transfer of approximately \$368,000 from the Solid Waste Revenue Fund to the Rehabilitation and Enhancement Fund for dedicated enhancement fees received through the Solid Waste disposal fee.
- Transfer of approximately \$1.23 million from the Solid Waste Revenue Fund to the General Fund for budget, finance and administrative support provided by Parks and Environmental Services and the Sustainability Center.
- Payment of approximately \$9.6 million to various providers for the cost of Metro's health and welfare program for all regular benefit eligible employees.
- Payment of approximately \$1.3 million for claims from Metro's Risk Management liability, property and workers' compensation programs.
- Payment of approximately \$713,000 in purchased insurance for Metro's Risk Management liability, property and workers' compensation programs.
- Increase in Rail-Volution contribution by \$15,000 for one time co-sponsorship of the annual conference held in Portland during FY 2010-11.

General Fund special appropriations

- \$350,000 for November 2010 election costs.
- \$50,000 for public notice requirements under voter-approved ballot measures or required by Metro Code.
- \$25,000 for contribution to the Regional Arts and Culture Council.
- \$40,000 for general agency dues.
- \$125,000 for Metro's outside financial audit contract.
- \$40,000 for general Metro sponsorship account.
- \$131,000 for the TriMet passport program.
- \$4.1 million derived from Construction Excise Tax to provide grants to local governments for concept planning.
- \$325,000 in awarded Nature in Neighborhoods community grants not yet completed.