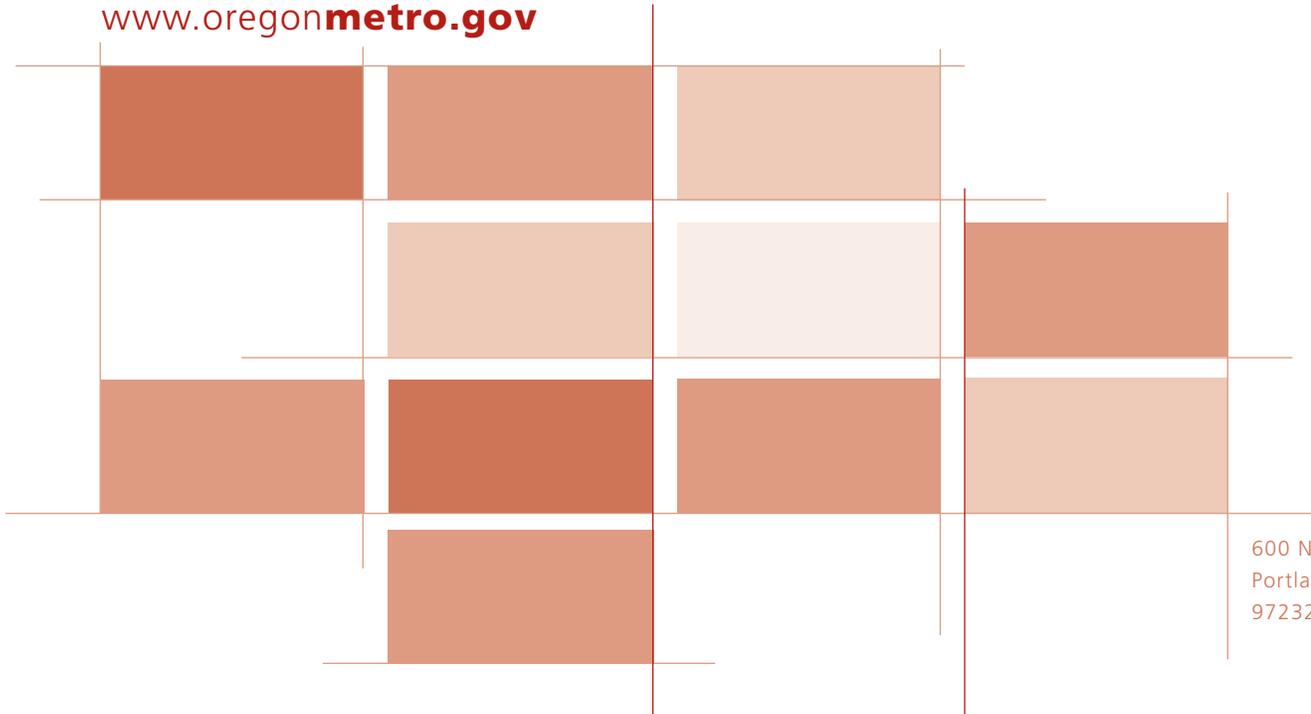


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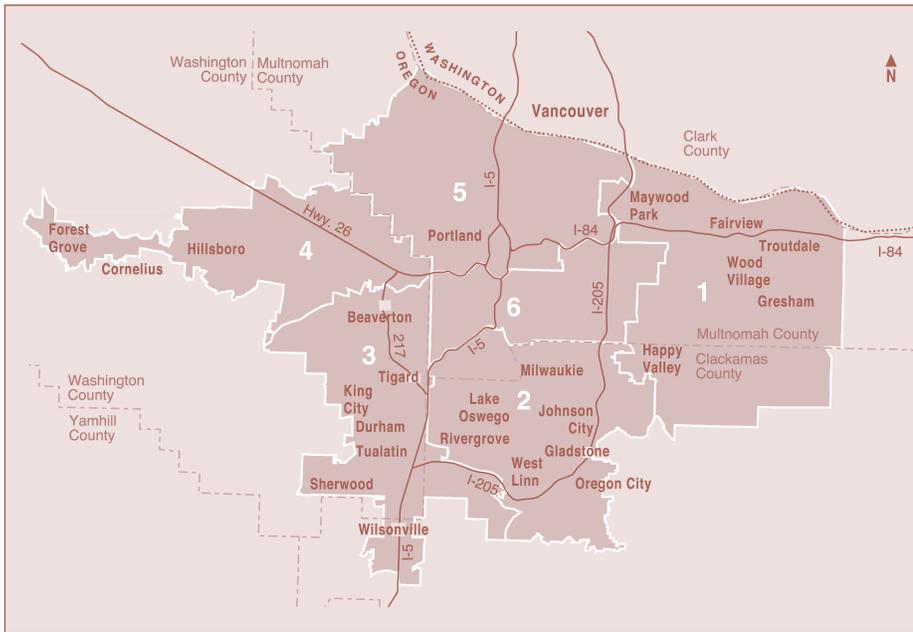
2011-12

PROPOSED BUDGET

Program Budget



Metro | *Making a great place*



**Your Metro
representatives**

Council President

Tom Hughes
503-797-1889

District 1

Shirley Craddick
503-797-1547

District 2

Carlotta Collette
503-797-1887

District 3

Carl Hosticka
503-797-1549

District 4

Kathryn Harrington
503-797-1553

District 5

Rex Burkholder
503-797-1546

District 6

Barbara Roberts
503-797-1552

Auditor

Suzanne Flynn, CIA
503-797-1891

Metro

Making a great place

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy and good transportation choices for people and businesses in our region. Voters have asked Metro to help with the challenges that cross those lines and affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to protecting open space, caring for parks, planning for the best use of land, managing garbage disposal and increasing recycling. Metro oversees world-class facilities such as the Oregon Zoo, which contributes to conservation and education, and the Oregon Convention Center, which benefits the region's economy.

2011-12

PROPOSED BUDGET – PROGRAM BUDGET

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Healthy Environment

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Solid Waste Operations.....	C-21
Zoo Conservation Education	C-25



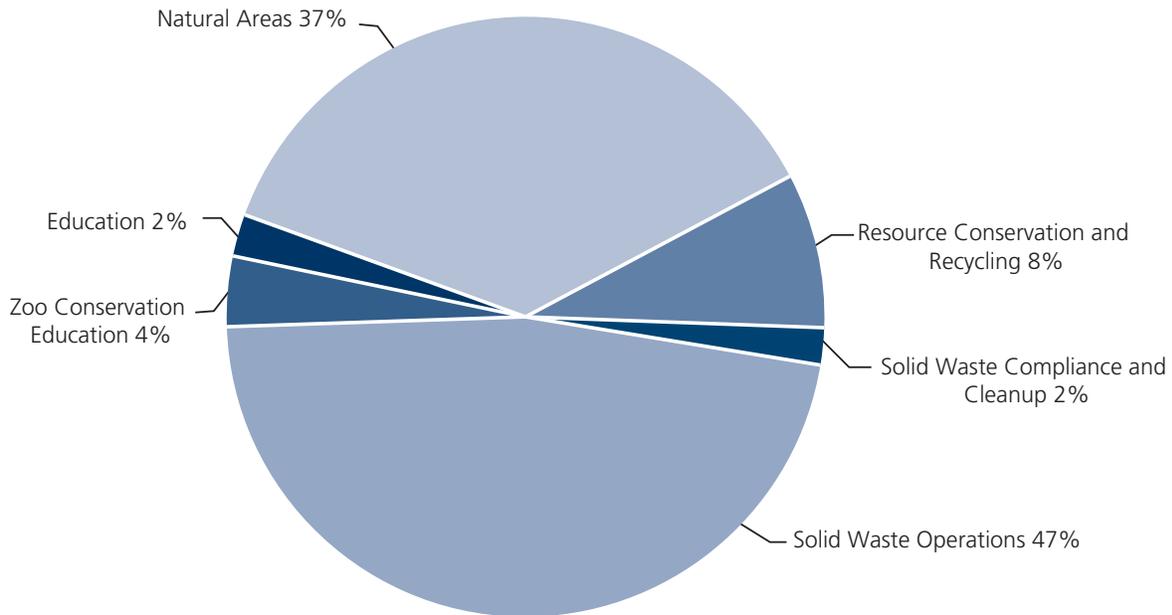




Healthy Environment

Protect and enhance the region's natural assets and ensure that we reduce waste.

Healthy Environment FY 2011-12 program expenditures



Education	\$2,370,000
Natural Areas	38,228,000
Resource Conservation and Recycling	8,707,000
Solid Waste Compliance and Cleanup	2,086,000
Solid Waste Operations	48,860,000
Zoo Conservation Education	3,954,000
TOTAL GOAL 2	\$104,205,000

Healthy Environment Five-year forecast, all associate programs

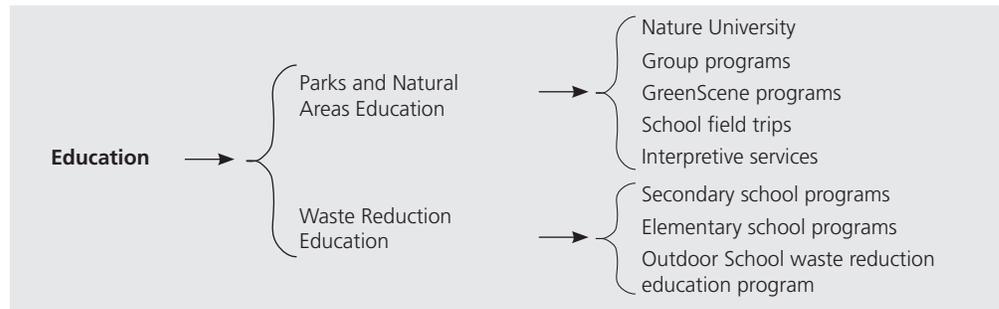
	Actual FY 2008-09	Actual FY 2009-10	Adopted FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$30,193,838	\$29,796,127	\$35,040,677	\$35,454,045			
Grants and Donations	710,287	921,307	712,832	697,594			
Governmental Resources	0	0	0	0			
Other Resources	7,377,671	2,553,396	4,517,083	3,100,867			
TOTAL PROGRAM RESOURCES	38,281,796	33,270,830	40,270,592	39,252,506			
PROGRAM OUTLAYS							
Operating Costs	56,458,563	56,999,713	70,457,915	69,949,232			
Capital	15,577,670	11,817,670	36,580,004	23,354,876			
Department Administration and Overhead	2,378,230	664,046	745,406	815,577			
Direct Service Transfers	898,210	2,287,664	2,464,373	2,253,709			
Central Administration and Overhead	5,192,185	5,990,144	6,028,896	7,832,398			
TOTAL PROGRAM OUTLAYS	85,202,339	77,759,237	116,276,594	104,205,792			
NET PROGRAM REVENUE (COST)	(46,920,543)	(44,488,407)	(76,006,002)	(64,953,286)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	4,296,355	4,303,642	5,124,082	5,683,077			
Current Revenues	21,222,626	19,630,460	19,337,995	19,016,095			
Reserves	20,263,945	19,759,187	51,002,890	39,666,393			
Allocated and Other	1,137,617	795,118	541,035	587,721			
TOTAL NON-PROGRAMMATIC RESOURCES	46,920,543	44,488,407	76,006,002	64,953,286			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0			
PROGRAM FTE	152.99	145.24	152.96	152.27			

Education

Organization Unit:
Sustainability Center

Program Manager:
John Sheehan

Program Status:
Existing



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

Regulatory/statutory requirements

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

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

The Sustainable Metro Initiative in 2008 identified the need to consolidate all conservation education at Metro. A proposed plan for consolidating the human and financial resources of Education staff at both the Sustainability Center and the Oregon Zoo begins in this budget. The overall vision is to create a region wide program that creates environmental stewardship in our community through classes, camps, school curriculum and youth leadership programming. By combining the staff from the Resource Conservation and Recycling programs in the Sustainability Center, zoo and community programs given by parks' naturalists, a framework will be created to provide real behavior change by centering programming at the zoo which already has an audience of more than 1.6 million people and an award winning youth program. A common classification for educators across all programs is underway. In FY 2011-12 we will undertake a one-to-two year transition to create a unified set of curricula that serves K-12 children in a variety of programs designed to increase environmental awareness and future consumer behaviors and lifestyles. This transition will be led by the Sustainability Center and the Oregon Zoo with staff eventually reporting to the zoo management team, dovetailing with the planning and eventual opening of the new Conservation Education facility, an important zoo bond project. A new Education Manager will be responsible for meeting specific benchmarks to achieve the integration and vision during the transition period.

Issues and Challenges

Realignment of staff and organizational change always bring an adjustment period. However, bringing together direct providers of Metro's youth education programs should also generate new ideas and increase opportunities for collaboration. The conversation with the zoo should be enhanced by this new structure, although that too will take time working with the new zoo director and senior staff.

Performance measures

Number of participants in K-12 school presentations and assemblies.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
42,000	36,000	35,000	37,500	31,450	37,500	37,500	37,500

Average score received from teacher evaluations on 1-5 scale.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
N/A	N/A	4	4	4	4	4	4

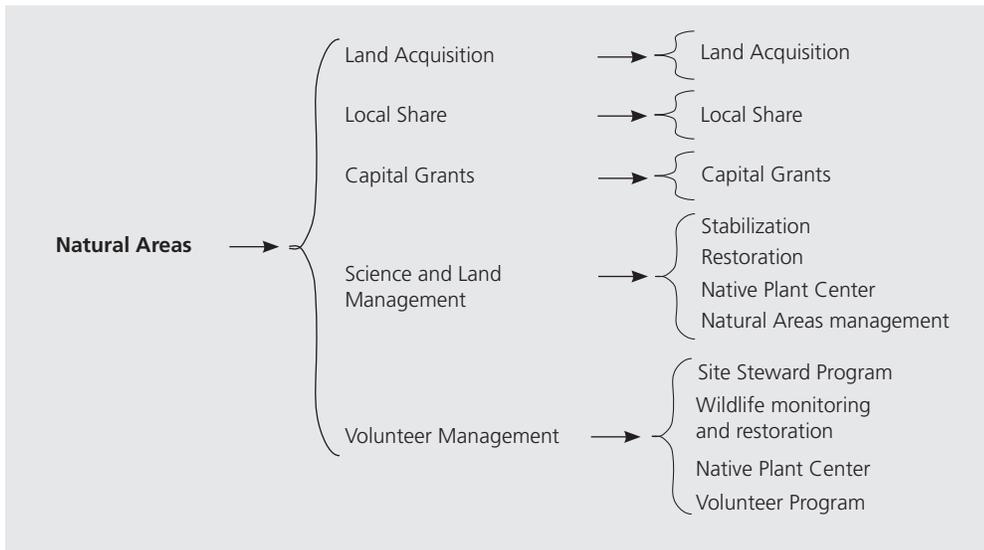
Number of annual contact hours in parks and natural areas education/interpretive programs.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
72,000	79,900	72,000	66,000	68,000	68,000	68,000	68,000

Five-year forecast

	Actual FY 2008-09	Actual FY 2009-10	Adopted FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$21,278	\$10,254	\$5,300	\$5,300			
Grants and Donations	0	0	10,100	0			
Governmental Resources	0	0	0	0			
Other Resources	51,581	1,490	5,000	34,253			
TOTAL PROGRAM RESOURCES	72,859	11,744	20,400	39,553			
PROGRAM OUTLAYS							
Operating Costs	567,655	498,800	1,931,301	1,926,737			
Capital	0	0	0	0			
Department Administration and Overhead	53,264	166,248	134,826	164,639			
Direct Service Transfers	75,063	81,628	0	0			
Central Administration and Overhead	230,090	139,620	280,105	278,735			
TOTAL PROGRAM OUTLAYS	926,072	886,296	2,346,232	2,370,111			
NET PROGRAM REVENUE (COST)	(853,213)	(874,552)	(2,325,832)	(2,330,558)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	853,213	874,552	955,528	975,705			
Current Revenues	0	0	1,370,304	1,354,853			
Reserves	0	0	0	0			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	853,213	874,552	2,325,832	2,330,558			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0			
PROGRAM FTE	6.32	7.00	9.00	9.00			





Natural Areas

Organization Unit:
Sustainability Center

Program Manager:
Kathleen
Brennan-Hunter

Program Status:
Existing

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

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

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

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

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

Volunteer Management – The volunteer management group provides educational and volunteer opportunities throughout the region that inspire waste and toxics reduction, and understanding and stewardship of natural resources.

Regulatory/statutory authorities

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

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

Two FTE dedicated to the Nature in Neighborhoods program have been eliminated; one of those, however is shifting to work on the Corridors and Community Investment Strategy projects, specifically to ensure the integration of Nature in Neighborhoods principles (urban habitat protection; low impact design, etc.) into those efforts.

Issues and Challenges

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

Performance measures

Acres of land acquired for protection each year.

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

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

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

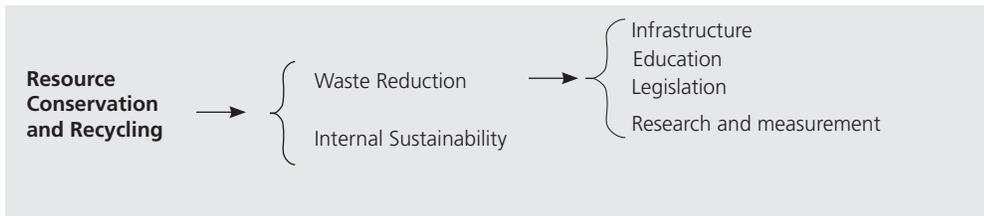
Number of hours volunteered at Metro natural areas.

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

Five-year forecast

	Actual FY 2008-09	Actual FY 2009-10	Adopted FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0			
Grants and Donations	0	423,586	30,000	257,594			
Governmental Resources	0	0	0	0			
Other Resources	4,795,376	63,251	300,000	0			
TOTAL PROGRAM RESOURCES	4,795,376	486,837	330,000	257,594			
PROGRAM OUTLAYS							
Operating Costs	7,545,740	8,536,730	15,989,397	16,113,757			
Capital	14,400,112	11,268,406	32,135,721	20,336,876			
Department Administration and Overhead	0	347,318	334,080	338,553			
Direct Service Transfers	97,843	205,944	284,515	142,237			
Central Administration and Overhead	969,315	826,712	883,646	1,296,115			
TOTAL PROGRAM OUTLAYS	23,013,010	21,185,110	49,627,359	38,227,538			
NET PROGRAM REVENUE (COST)	(18,217,634)	(20,698,273)	(49,297,359)	(37,969,944)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
Excise and Other Taxes	1,485,278	1,365,779	2,488,699	2,401,800			
Current Revenues	2,549,490	944,254	508,939	185,251			
Reserves	14,182,866	18,388,240	46,299,721	35,382,893			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	18,217,634	20,698,273	49,297,359	37,969,944			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0			
PROGRAM FTE	30.70	29.70	37.27	35.02			





Resource Conservation and Recycling

Organization Unit:

Sustainability Center

Program Manager:

Matt Korot

Program Status:

Existing

This program advances the region’s efforts to reduce the environmental and human health impacts associated with the production, consumption and end-of-life management of goods used by the region’s residents and businesses, and improve the sustainability of Metro’s own operations. Resource Conservation and Recycling (RCR) includes two primary interrelated sub-programs: Waste Reduction and Internal Sustainability.

Each program deals with a number of complex issues and an extensive array of stakeholders. In FY 2010-11 both began to implement new strategic action plans, which enable better prioritization of resources, clearer identification of roles relative to those of partners and a clearer focus on key strategies and actions.

Waste Reduction – In FY 2011-12 the Waste Reduction program will continue to carry out Metro’s responsibilities under the Regional Solid Waste Management Plan by implementing waste reduction and toxics reduction programs in partnership with local governments and other key partners. Strategies to be pursued by the program include:

- Using targeted education messages and delivery tools to influence consumer practices.
- Preventing waste and reducing environmental and human health impacts through the adoption of statewide policies, such as product stewardship or regulation of toxics.
- Increasing the region’s reuse and recycling capacity for priority items such as food waste and construction materials.
- Leveraging Metro’s resources by helping to build and maintain local capacity through funding for city/county waste reduction programs and partnerships with organizations such as Outdoor School and Oregon State University Extension.

Internal Sustainability – In FY 2011-12 the program will continue to implement a strategic approach for integrating sustainable practices into Metro’s operations, moving the agency toward meeting its five internal sustainability goals related to greenhouse gas emissions, water use, toxics and solid waste and maintaining healthy and productive habitat on Metro properties. This program is coordinated by RCR, but it is a cross-agency initiative involving staff and projects at all Metro facilities. In its coordination role, RCR will focus on tracking implementation of the Sustainability Plan and evaluating results, managing specific agency-wide projects, developing new policies and carrying out employee training.

Climate Change/Sustainability

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

Regulatory/statutory requirements

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

Changes from FY 2010-11 current service levels

The focus of the Climate Change Initiative is shifting to the Climate Smart Communities work managed in Planning and Development and Research Center. The staff dedicated for the past two years to the centralized project management for the Climate Change work has been reassigned to the Community Investment Strategy and there is a cut to related materials and services expenditures. The program has substantially completed the objectives established for it by Council with the completion of the Climate Prosperity Greenprint and the creation of the Greenhouse Gas lens and measurement tools.

There is a substantial reduction in the materials and services budget for the internal sustainability program. With the completion of the Sustainability Plan, most of the budgetary and operational responsibility for implementing its actions resides with the departments that manage each Metro facility.

Issues and Challenges

The Waste Reduction program will continue to balance the at-times competing needs associated with maintaining and growing regional recycling programs, expanding its “upstream” efforts to prevent waste and reduce the toxicity of products, meet service demands from the public and key stakeholders, and implement projects that require the approval or cooperation of others, such as the Oregon legislature, DEQ, local governments, product manufacturers and private solid waste management companies. For the internal sustainability program, the challenges will continue to be finding the budgetary resources to implement Sustainability Plan actions that have a longer term return on investment, as well as ensuring accountability for implementing these actions across departments and facilities. Tracking performance data across the organization will also continue to be challenging, although significant strides were made in FY 2010-11 in establishing the management systems necessary to do this effectively.

Performance measures

No annual increase in regional per capita solid waste generation (in pounds).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3,047	2,697	2,697					

Regional recovery rate.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
56%	57%	64%	64%	64%	64%	64%	64%

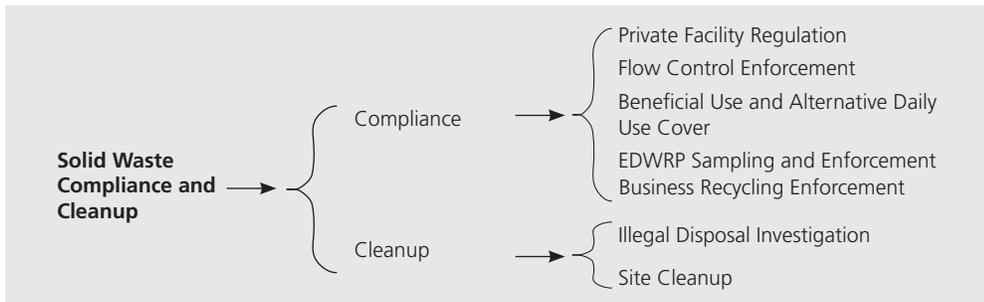
Greenhouse gas emissions reduced by waste reduction activities (in million metric tons of carbon dioxide equivalent). Targets are linked to regional recovery rate target and informed by assumptions about regional waste generation through 2015-16.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
2.1	1.9	2.4	2.4	2.4	2.4	2.4	2.4

Five-year forecast

	Actual FY 2008-09	Actual FY 2009-10	Adopted FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0			
Grants and Donations	2,387	0	0	0			
Governmental Resources	0	0	0	0			
Other Resources	155,411	141,357	649,509	553,993			
TOTAL PROGRAM RESOURCES	157,798	141,357	649,509	553,993			
PROGRAM OUTLAYS							
Operating Costs	5,715,642	6,407,154	6,964,974	6,670,808			
Capital	0	0	0	30,000			
Department Administration and Overhead	333,969	7,326	20,148	19,786			
Direct Service Transfers	241,410	777,478	811,860	548,983			
Central Administration and Overhead	1,156,071	1,694,255	1,448,181	1,437,384			
Debt Service	0	0	0	0			
TOTAL PROGRAM OUTLAYS	7,447,092	8,886,213	9,245,163	8,706,961			
NET PROGRAM REVENUE (COST)	(7,289,294)	(8,744,856)	(8,595,654)	(8,152,968)			
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	0	117,214	184,167	0			
Current Revenues	6,965,771	8,118,632	7,260,824	7,741,870			
Reserves	184,542	411,872	1,065,991	319,120			
Allocated and Other	138,981	97,138	84,672	91,978			
TOTAL NON-PROGRAMMATIC RESOURCES	7,289,294	8,744,856	8,595,654	8,152,968			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0			
PROGRAM FTE	19.00	22.00	21.15	20.00			





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

The program performs the following functions:

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

Regulatory/statutory requirements

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

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

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

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

None.

Issues and challenges

The number of solid waste facilities subject to inspection has stabilized, allowing Metro solid waste facility inspectors to spend time more effectively at regulated

Solid Waste Compliance and Cleanup

Organization Unit:

Finance and Regulatory Services

Program Manager:

Roy Brower

Program Status:

Existing

sites. Inspectors gain a greater knowledge of the facility operations and increase the thoroughness of general inspections and sampling programs. Inspectors also have more time to help facility operators understand and comply with Metro requirements. Economic pressures, global competition and volatile commodity markets have local solid waste industrial players seeking new waste management approaches and special exemptions from payment of Metro fees and taxes that are historically based on disposal. Fourteen exempt facilities are monitored for their waste processing activities to assure that they are complying with current standards. One new facility, Columbia Biogas, will be constructed by the end of calendar year 2013 and will require special monitoring during its construction and start-up because of a variety of concerns raised by the Cully neighborhood. Current exemptions for “useful material,” “beneficial use,” “alternative daily cover” and “on-site or captive disposal” are complicating tax policy, planning efforts and other policy considerations. At this time no increase in staff is anticipated.

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

Program performance measures

Number of facility inspections/site visits conducted each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
283	324	300	275	275	275	275	275

Percent of informal actions (non-compliance advisory letters) where a noted violation is corrected without escalation to formal enforcement.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
50%	86%	75%	75%	75%	75%	75%	75%

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
19	48	40	36	36	36	36	36

Percent of random EDWRP samples that comply with requirements.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW	100%	98%	90%	90%	90%	90%	90%

Number of illegal disposal sites cleaned up each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3,353	3,629	2,800	2,800	2,800	2,800	2,800	2,800

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
292	245	200	200	200	200	200	200

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
176	114	70	70	70	70	70	70

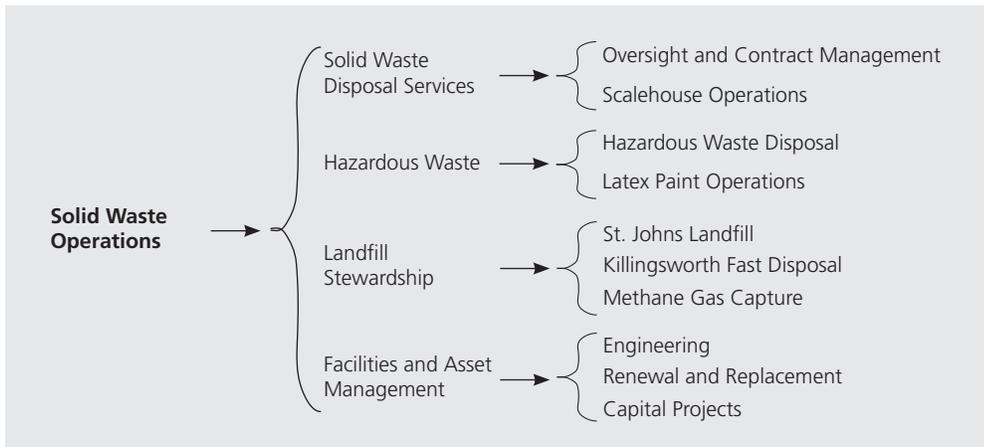
Percent of illegal disposal sites where cleanup is complete within two days of discovery.

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

Five-year forecast

	Actual FY 2008-09	Actual FY 2009-10	Adopted FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0			
Grants and Donations	0	0	0	0			
Governmental Resources	0	0	0	0			
Other Resources	23,650	16,100	15,000	15,000			
TOTAL PROGRAM RESOURCES	23,650	16,100	15,000	15,000			
PROGRAM OUTLAYS							
Operating Costs	1,336,193	1,384,774	1,560,544	1,591,454			
Capital	0	0	18,000	30,000			
Department Administration and Overhead	92,444	51,657	77,981	82,963			
Direct Service Transfers	87,066	237,277	281,106	105,573			
Central Administration and Overhead	416,945	517,065	585,803	276,420			
TOTAL PROGRAM OUTLAYS	1,932,648	2,190,773	2,523,434	2,086,410			
NET PROGRAM REVENUE (COST)	(1,908,998)	(2,174,673)	(2,508,434)	(2,071,410)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0			
Current Revenues	1,830,520	2,151,110	2,473,066	1,966,944			
Reserves	44,765	0	18,000	85,600			
Allocated and Other	33,713	23,563	17,368	18,866			
TOTAL NON-PROGRAMMATIC RESOURCES	1,908,998	2,174,673	2,508,434	2,071,410			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0			
PROGRAM FTE	8.00	8.00	8.00	8.00			





Solid Waste Operations

Organization Unit:

Parks and Environmental Services

Program Manager:

Paul Ehinger

Program Status:

Existing

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

This program consists of four work areas:

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

Regulatory/statutory requirements

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

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

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

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

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

Climate Change/Sustainability

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

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

Changes from FY 2010-11 current service levels

The proposed budget reinstates a modest user-fee (\$5) for customers of the Household Hazardous Waste facilities at Metro South and Metro Central. Off site collection days will remain free.

The Solid Waste Road Map project looks at managing a sustainable, affordable, equitable and responsible solid waste system. Private industry competition, changing technologies for processing waste and a greater emphasis on product stewardship are creating practical alternatives to disposal. The project will examine the increasing tension between Metro's programmatic goals and its financial sustainability.

Issues and challenges

As required by a DEQ-issued closure permit, Solid Waste Operations staff is currently working on a remedial investigation to identify any remaining risks associated with St. Johns Landfill. Metro's consultant for this project has completed a site characterization and a draft risk assessment, which is being reviewed by DEQ. Metro anticipates that a feasibility study will be required to determine which options for remediation should be used to mitigate the identified risks. Based on that evaluation DEQ would issue a Record of Decision, including its recommendations for remedial action. Estimated costs associated with actions required by that decision range from \$3 to \$7 million, which would be expended over a three to four year period, commencing approximately FY 2012-13. Solid waste tonnage has flattened due to the recent economic downturn, with the current tonnage estimate considered very low compared to historical figures. The current trend seems on track for slow but steady upward growth. Metro staff continues to investigate ways of reducing costs to prevent significant rate increases that may result due to low tonnage levels.

Program performance measures

Material recovery rate at Metro Central Transfer Station.

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

Material recovery rate at Metro South Transfer Station.

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

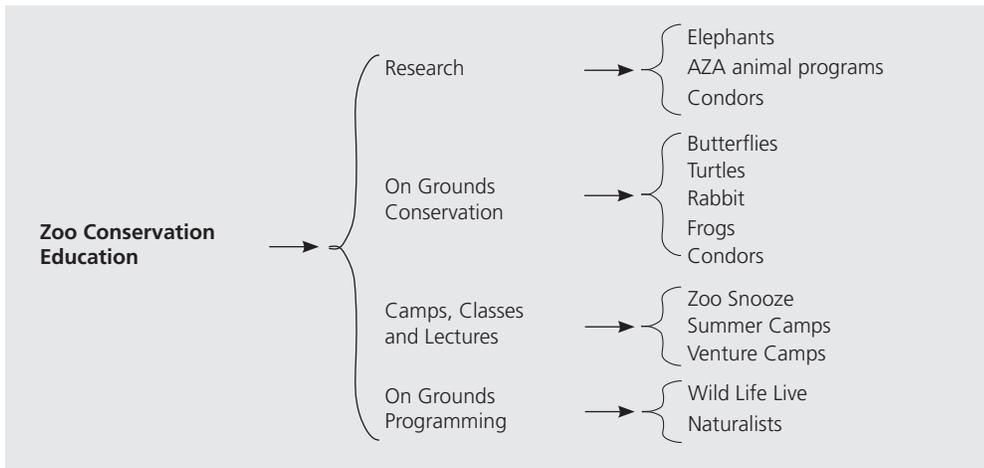
Revenues as a percentage of total expenses at MetroPaint.

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

Five-year forecast

	Actual FY 2008-09	Actual FY 2009-10	Adopted FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$28,757,087	\$28,650,153	\$33,747,696	\$34,239,858			
Grants and Donations	0	0	0	0			
Governmental Resources	0	0	0	0			
Other Resources	2,351,653	2,331,198	3,547,574	2,497,621			
TOTAL PROGRAM RESOURCES	31,108,740	30,981,351	37,295,270	36,737,479			
PROGRAM OUTLAYS							
Operating Costs	37,929,265	36,992,453	41,074,181	40,173,420			
Capital / Renewal and replacement	1,142,558	549,264	4,426,283	2,958,000			
Department Administration and Overhead	1,735,802	40,182	110,503	108,514			
Direct Service Transfers	396,828	985,337	1,086,892	1,456,916			
Central Administration and Overhead	1,900,346	2,464,071	2,380,446	4,163,463			
Debt Service	4,697,481	0	0	0			
TOTAL PROGRAM OUTLAYS	47,802,280	41,031,307	49,078,305	48,860,313			
NET PROGRAM REVENUE (COST)	(16,693,540)	(10,049,956)	(11,783,035)	(12,122,834)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0			
Current Revenues	9,876,845	8,416,464	7,724,862	7,767,177			
Reserves	5,851,772	959,075	3,619,178	3,878,780			
Allocated and Other	964,923	674,417	438,995	476,877			
TOTAL NON-PROGRAMMATIC RESOURCES	16,693,540	10,049,956	11,783,035	12,122,834			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0			
PROGRAM FTE	60.45	58.95	57.95	59.05			





Zoo Conservation Education

Organization Unit:
Oregon Zoo

Program Manager:
Kim Smith

Program Status:
Existing

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

The education aspect of this program provides learning opportunities to people of all ages and cultures. The zoo develops leaders and community relationships, encourages growth and inspires change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

Regulatory/statutory requirements

The zoo is regulated by animal welfare regulations, including:

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

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

Washington Department of Fish and Wildlife permits: Scientific Taking.

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

Association of Zoos & Aquariums Accreditation Guidelines.

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

The Sustainable Metro Initiative in 2008 identified the need to consolidate all conservation education at Metro. A proposed plan for consolidating the human and financial resources of Education staff at both the Sustainability Center and the Oregon Zoo begins in this budget. The overall vision is to create a region wide program that creates environmental stewardship in our community through classes, camps, school curriculum and youth leadership programming. By combining the staff from the Resource Conservation and Recycling programs in the Sustainability Center, zoo and community programs given by parks' naturalists, a framework will be created to provide real behavior change by centering programming at the zoo which already has an audience of more than 1.6 million people and an award winning youth program.

A common classification for educators across all programs is underway. In FY 2011-12 we will undertake a one-to-two year transition to create a unified set of curricula that serves K-12 children in a variety of programs designed to increase environmental awareness and future consumer behaviors and lifestyles. This transition will be led by the Sustainability Center and the Oregon Zoo with staff eventually reporting to the zoo management team, dovetailing with the planning and eventual opening of the new Conservation Education facility, an important zoo bond project. A new Education Manager will be responsible for meeting specific benchmarks to achieve the integration and vision during the transition period. In addition, a temporary position in the Education Animal House will be replaced by a 0.6 FTE Program Assistant to better meet the needs of the program, and both revenues and materials and services budgets in Conservation Education increase to organize the International Conference for Environmental Enrichment.

Issues and challenges

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

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

Program performance measures

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

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

Total conservation education program attendance (thousands).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
902	917	900	900	900	900	900	900

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	25%	40%	60%	80%	85%	85%	85%

Five-year forecast

	Actual FY 2008-09	Actual FY 2009-10	Adopted FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$1,415,473	\$1,135,720	\$1,287,681	\$1,208,887			
Grants and Donations	707,900	497,721	672,732	440,000			
Governmental Resources	0	0	0	0			
Other Resources	0	0	0	0			
TOTAL PROGRAM RESOURCES	2,123,373	1,633,441	1,960,413	1,648,887			
PROGRAM OUTLAYS							
Operating Costs	3,364,068	3,179,802	2,937,518	3,473,056			
Capital	35,000	0	0	0			
Department Administration and Overhead	162,751	51,315	67,868	101,122			
Direct Service Transfers	0	0	0	0			
Central Administration and Overhead	519,418	348,421	450,715	380,281			
Debt Service	0	0	0	0			
TOTAL PROGRAM OUTLAYS	4,081,237	3,579,538	3,456,101	3,954,459			
NET PROGRAM REVENUE (COST)	(1,957,864)	(1,946,097)	(1,495,688)	(2,305,572)			
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,957,864	1,946,097	1,495,688	2,305,572			
Current Revenues	0	0	0	0			
Reserves	0	0	0	0			
Allocated and Other	0	0	0	0			
TOTAL NON-PROGRAMMATIC RESOURCES	1,957,864	1,946,097	1,495,688	2,305,572			
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0			
PROGRAM FTE	28.52	19.59	19.59	21.20			

