

ADOPTED BUDGET

CITY OF PORTLAND



FISCAL YEAR 1995-1996

VOLUME 2

CAPITAL BUDGET
PORTLAND DEVELOPMENT COMMISSION



Your City - Your Choice

City of Portland FY 1995-1996 Adopted Budget

Volume I of the Adopted Budget document contains the budget information that is typically of most interest to the public. The Budget includes the following sections:

- The Mayor's Budget Message
- An introductory **User's Guide** to the budget;
- An **Overview** of the contents and major policy decisions in the 1995-1996 budget;
- **Financial Summaries** that present in table form some condensed budget figures for the overall City; and
- **Service Area Details** that presents and discusses the budget for individual bureaus and associated funds for each of the City's six service areas:

Public Safety
Parks, Recreation & Culture
Public Utilities
Community Development & Services
Transportation & Parking
Legislative/Administrative & Support Services

Volume II of the Adopted Budget document presents:

- The **Portland Development Commission (PDC)** budget, a quasi-independent City Agency that operates subject to City charter but has a separate budget.
- The **Capital Budget**, which outlines the City's five-year plan for major capital investment both in summary and project-by-project format.
- **Appendices** that contain supplemental information for the reader's reference.

The subjects printed in bold type above area marked in the document with separate tabs.

**Adopted Budget
City of Portland
Fiscal Year 1995-1996
Volume II
Capital Budgets and PDC**

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INTRODUCTION

The five-year capital planning and budgeting process was initiated by the City of Portland in FY1974-75. Over the years, the focus of the process has varied from a review of city-wide capital policies and requirements to one focusing on a very detailed project-by-project review in order to identify scheduling and other conflicts between bureaus. Allocation of the General Fund capital set-aside has gradually become one of the major functions of this process. The FY1995-96 capital budget continues to build upon these objectives.

Fiscal constraints continue to make it imperative that the City assess its capital needs and resources carefully, ensuring that high priority projects are funded first with an emphasis on maintaining existing capital assets. Despite this careful scrutiny, the capital backlog continues to grow.

Limited resources coupled with the rapid changes in municipal financing mechanisms highlight the need for a comprehensive and long-range capital financing plan. The impact of capital budget plans on rates charges, credit rating, and financing bonding requirements must be assessed carefully, particularly in light of proposed service extensions to newly-annexed areas, as well as new State and Federal environmental mandates requiring large capital outlays.

PUBLIC FACILITIES PLANS

Public Facilities Plans (PFP's) were completed for the Bureaus of Environmental Services, Water, and Transportation in 1989, in accordance with State administrative rules. In FY1991-92, Public Facilities Plans were also completed for each major capital bureau (Parks, Fire, Police, General Services). The PFPs outlined capital requirements over a twenty year time frame. Projects submitted to the Capital Review Committee (CRC) during the capital budgeting development process were reviewed in light of their relationship to the PFPs.

In order to address the City's future capital needs, the PFP for Parks, Fire, Police, and General Services concluded that the City of Portland needed to establish a new, citywide capital funding source, possibly general obligation (G.O.) bonds or dedication of a new funding source to capital improvements.

During development of the FY1994-95 capital budget, substantial discussion regarding such funding sources occurred at the Council level, resulting in the referral of a \$58.8 million General Obligation (G.O.) bond measure to City voters in November 1994, which was successfully approved by a substantial margin. The bonds were sold in March 1995 and the proceeds will be used during the next several years to make long-needed renovation and rehabilitation improvements to the City's park system, while also supporting the construction of new community and aquatics centers.

The success of this bond referenda suggests that other high priority capital projects may receive similar levels of support from voters in the future. Additional G.O. bond measures may well be considered to fund City capital projects in the future.

PROCESS OBJECTIVES

The City's annual Capital Improvement Plan (CIP) is intended to provide guidance in constructing budgets and subsequently implementing projects in a coordinated manner by the City's capital bureaus. Specifically, the capital planning process is intended to accomplish the following objectives:

- Ensure coordination among City bureaus in planning and implementing capital projects.
- Ensure that available capital resources, especially for General Fund bureaus, are allocated to the City's highest priority projects.
- Identify for the Council both short and long-term problems, opportunities, and policy issues resulting from bureau capital expenditure plans.
- Assess the short and long-term financial impact of capital projects both upon individual bureaus and the City as a whole. This includes an assessment of the impact upon rates, debt, and revenue, as well as operation and maintenance costs.
- Insure that annual capital improvement submissions are consistent with legally required capital public facility plans.

The capital budgeting process exists in order to address these objectives.

CAPITAL DEFINITIONS

Projects which must be submitted within the CIP are those fitting the following definitions:

- Facility projects with a total expenditure equal to or exceeding \$10,000.
- Equipment with a cost of \$50,000 or more with a useful life of ten or more years.
- Maintenance and renovation projects totaling \$10,000 or more and having a life expectancy of ten or more years.

An exception to the Capital Project definition has been made in the case of the Office of Transportation's repaving program, which is not included in the capital budget because of the size and cost of individual projects. These projects are maintenance in orientation with no net impact on the value of City fixed assets. The Office of Transportation includes specific information on the repaving program as part of its annual operating budget request.

CAPITAL PROCESS BACKGROUND

Beginning in FY1989-90 an inter-bureau group, referred to as the Capital Review Committee, began the task of redesigning the capital budgeting process, a task which continues today. Over the years changes to the process have been made to ensure achievement of the aforementioned objectives. Notable among these changes have been the following:

- Capital recommendations are made in early January to allow for incorporation into the budget process and review by the Council during the annual budget hearings.
- Greater emphasis is placed on the ongoing financial impact of proposed capital projects, particularly on the consideration of increased or reduced maintenance and operating costs stemming from projects.
- Increased emphasis is placed on long term public facility plans, which span 20 years. All bureaus having major, recurring capital requirements have now completed these plans. The plans serve as guides for the five year capital process and assist in identifying long-term financial needs. These plans will continue to be updated on a periodic basis in coordination with the Bureau of Financial Planning.
- Because the FY1994-95 budget process was designed to produce a two-year budget authorization, commitment of General Fund capital monies had to address the two-year budgeting cycle. The initial General Fund commitment for each of the budget years totaled \$3 million. In developing the actual capital budget, the use of General Fund capital monies in FY1995-96 was limited to \$1.8 million, thus providing Council with some flexibility in adjusting funding and project priorities in the second year of the two-year budget cycle. In addition to General Fund capital set-aside monies, the General Fund's commitment to the bureaus in support of Master Lease payments enables an additional \$2.25 million of capital projects to be funded during each year of the two-year budget cycle.

In conjunction with deliberations over the FY1995-96 budget, the City Council increased its commitment of General Fund support of on-going City capital projects to include the River District development plan (\$709,000), various transportation projects (\$940,000), and support for the construction of new and renovated police precincts (\$4.36 million). In addition, the Council committed long-term General Fund support to limited tax revenue bonds that will be used to finance City Hall renovation costs.

During FY1992-93, Council adopted the Comprehensive Financial Management Policy, which includes a Capital Funding Policy. This policy is intended to provide Council direction on future capital priorities and the use of annual General Fund resources as well as debt to meet identified needs.

The Council, over the years, has also taken action to ensure that capital requirements are met in other than the General Fund. Rates for the City's enterprise activities have been set at levels necessary to meet long-term capital needs. Additional gas tax revenues have been secured to help fund transportation projects. Long- and intermediate-term debt has been prudently used in a cost-effective manner.

The Council's commitment to maintaining the City's capital infrastructure is one of the reasons that the City has maintained a Aaa bond rating for the last 20 years, the highest level attainable by a municipality.

CAPITAL REVIEW COMMITTEE (CRC) PROCESS

OVERVIEW

The CRC is convened each year to develop recommendations on the capital budget for Council review. Historically, committee membership consisted of representatives from each of the bureaus regularly submitting capital requests. For the FY1995-96 capital budget, the CRC did not include representatives from the Water Bureau or the Bureau of Environmental Services. These bureaus do not compete directly for General Fund set-aside monies to fund their capital projects, and their capital budgets are subject to independent review by the Bureau of Financial Planning's Utilities Review Team.

The CRC is jointly staffed by the OF&A's Debt Management Group and the Bureau of Financial Planning. The former acts as the facilitator with the Director of the Bureau of Financial Planning serving as both a convener and member of the committee.

The Committee completes the following tasks:

- Reviews all CIP submissions to identify priorities and ensure inter-bureau coordination of projects.
- Ensures technical compliance with capital definitions and capital manual requirements.
- Identifies for Council major issues arising from the capital requests. Issues typically arise from long-term financial and operating impact, competing requirements for resources, conflicts between projects, intergovernmental coordination problems, project prioritization, rate impacts, etc.
- Recommends allocation of the General Fund set-aside and Master Lease to eligible bureau projects using clearly identified criteria.

Following its review process, the CRC prepares a report containing its findings and recommendations, and submits the report to Council for review and discussion. This year, the CRC recommendations were submitted to the Mayor for inclusion in the Proposed Budget.

During the budget hearings, a specific hearing is set to hear public testimony regarding the capital budget. The Council then modifies the CRC report and recommendations as appropriate, and the Capital Improvement Budget is incorporated into the City's Adopted Budget.

CAPITAL PRIORITIES

The following define the categories in rank order which were used by the CRC to prioritize General Fund Capital projects in making its recommendations to Council:

1. Mandated - the project addresses a legal mandate.
2. Major Council Objective - the project meets one or more of the major Council objectives established at the Council retreat.

3. Decrease City's Unfunded Liability - the project reduces the city's capital maintenance backlog identified in the public facility plans.
4. Return on Investment - the project shows a favorable return on investment or significantly reduces future costs.
5. Multi-Year Projects - the project addresses a prior-year commitment for funding.
6. Safety-Oriented - the project is oriented towards safety of employees and/or the public.
7. Labor Intensive/Economically Disadvantaged - the project provides for significant job creation, employment opportunities for minorities or impacts economically disadvantaged areas of the city.
8. Community Plan Priority - the project is shown as a high priority in a given community plan.

Projects were sorted into these categories to assist the CRC in reviewing priorities. In addition, the CRC took into consideration Bureau priorities in developing its capital projects recommendations.

As a result of utilizing these criteria, some requested projects were not approved or funded in the FY1995-96 Capital Budget because they met fewer of the criteria than other projects. However, because of the City Council's commitment to long-term financing of City Hall improvements, the funding shortfall totaled less than \$6 million. This is substantially less than funding shortfalls experienced in prior years.

OVERVIEW OF FY1996-2000 CAPITAL BUDGET

SUMMARY

A total of 14 Capital Improvement Budget requests were received by the Bureau of Financial Planning. Included with the 14 submissions was a request from the Portland Development Commission (PDC), the City's urban renewal organization. PDC submits a separate budget for inclusion within the City's budget. Because of the inter-relationship of its programs with other City capital projects, PDC fully participates in the annual capital budgeting process.

FY1995-96 capital expenditures will total \$207.4 million. Summary details of the FY1995-96 capital budget are shown in the tables at the end of this section. Additional project detail and discussion of bureau capital budget submittals are presented in subsequent sections of this report. Project details for individual capital projects are contained in a separate report document.

CAPITAL PROCESS REVISIONS

As part of the budget discussion in prior years, the City Council has requested that the Office of Finance and Administration work with City bureaus to develop a more comprehensive assessment of the City's immediate and long-term capital needs, along with a plan for funding these needs. Specific areas for development that have been identified by the City Council include:

Capital Financing Plan. Development of a comprehensive plan for financing future capital projects, in conformance with the City's Comprehensive Financial Policy. Part of this analysis will be the use of general obligation bonds and other debt obligations to meet these needs.

Capital Budgeting Process. Review and modify the existing capital budgeting process to accommodate the following changes:

- Converting to a true five year plan in which Council authorizes multi-year projects and annual adjustments to the plan. This will improve bureau planning and result in a more efficient process.
- Uniform direction to bureaus on the level and depth of cost-benefit analysis that must be performed in developing five year capital plans. This direction should be provided within the Capital Budget manual.
- The establishment of criteria for defining "legal mandates," which is often cited in justifying capital projects.
- Reinforcement of the policy that major capital projects should not be approved outside of the normal budget process. Such action makes it impossible to weigh priorities across programmatic lines for the allocation of limited resources.
- Changes in process based upon the needs of enterprise operations.

Impact on Maintenance. The Capital Review Committee should identify the expected increases and decreases in maintenance as a result of the capital improvement and use the information as a consideration in selecting projects. Also, OF&A should adjust the base budgets accordingly following completion of the project.

In response to these budget notes, much work has been undertaken to revise the capital process to meet the goals set forth by the Council, including:

1. The role of the Capital Review Committee has been revised to focus specifically on the allocation of General Fund capital dollars.
2. Review of capital budgets and financing plans for the City's water and sewer utilities is now undertaken by the City's Utilities Review Team and the Public Utilities Review Board.
3. An initial assessment of long-term capital needs was undertaken by Commissioner Hale's office (see discussion below) and provided important information regarding the future capital and funding needs facing the City.
4. Revised debt management policies have been prepared that explicitly identify debt ratios and limits that should be followed by the City. These policies will be submitted to the City Council in the near future for review and approval.

However, during the past year it has become apparent that evolving the capital budget process will necessarily be a multi-year process. Although one of the key Council goals has been achieved during the last year, development of a G.O. bond package for voter consideration, developing a more complete capital budgeting and financing program will be the focus of the Debt Management Group during the next year.

CITY-WIDE ASSESSMENT OF CAPITAL NEEDS

During the past 18 months Commissioner Hales' office has been working with the Office of Finance and Administration to develop a comprehensive assessment of the City's capital investment needs, and to identify options for funding these needs. Initial efforts focused on the City's park system and its backlog of capital renovation and rehabilitation needs. This initial effort resulted in the development of a \$58.8 million G.O. bond measure that was submitted to and approved by voters in November 1994.

After completing work on the Parks Bureau's capital needs, the assessment effort was extended to all bureaus throughout the City. In preparing the assessment of City-wide capital needs, bureaus were instructed to submit capital lists based on capital needs that were linked to Public Facilities Plans, Master Plans, or other types of planning documents that resulted in the development of capital needs based on identified service level standards and objectives for the period FY1995-96 through FY1999-2000. Preparation of these capital lists was not to be constrained by the availability of funding resources.

City-Wide Capital Needs

The results of the survey of capital needs showed that the City could expect to invest approximately \$1.2 billion in capital projects over the next five years, subject to funding availability. Of this amount, almost 44 percent or \$532 million could be accounted for by the Bureau of Environmental Services. Other large capital programs included the Office of Transportation (\$316.2 million), the Parks Bureau (\$141.6 million), the Water Bureau (\$94.6 million), and the Bureau of General Services (\$78.5 million).

Capital Funding Plan

Capital costs submitted by the bureaus were analyzed and funding sources identified for each project based on the type of project being undertaken, historical funding practices, self-supporting nature of the activity, etc. The funding status of each project was then evaluated to determine whether or not the project was likely to be funded or unfunded. Based on this analysis, approximately \$300 million of capital projects did not have a secure source of funding.

The largest amount of unfunded capital projects was in the area of transportation projects, where in the latter years of the capital forecast as much as \$250 million of capital projects could go unfunded. For these projects, receipt of pass-through grants from the State of Oregon and the Federal Highway Administration, future increases in the gas tax, or other revenue sources will be needed to fully fund expected capital needs. In the absence of these funds, capital projects will have to be reduced and/or deferred with an expected decrease in service levels and system performance.

Other areas that remain unfunded included planned capital expenditures in FY1999-2000 for park system improvements and planned outlays for new fire stations and related public safety outlays.

Based on the revised debt policies that will be submitted to Council this summer, limitations on the City's unlimited tax and limited tax general obligation bonds currently provide the City with approximately \$250 million of long-term debt capacity. With the planned issuance of limited tax bonds to fund improvements to City Hall and the use of the General Fund to secure portions of the long-term debt issued to fund elements of the Arena project, the City would still have about \$200 million of capacity available to fund needed capital over the next five years. This capacity would be available only if voters approved additional property tax-supported G.O. bonds.

The assessment of City capital needs over the next five years identifies a funding gap that will need to be closed using several approaches, including:

1. Reducing/eliminating projects by lowering service standards.
2. Seeking voter approval for additional G.O. bonds to fund activities that are not self-supporting in nature.
3. Continuing to look for ways to leverage funds by including the private sector in the City's capital investment program.

It should also be noted that a substantial portion of the City's capital needs over the next five years will be funded through the issuance of self-supporting revenue bonds. The financing costs of these future bond issues will need to be incorporated in the financial plans that are presented to City Council for approval.

HIGHLIGHTS OF GENERAL FUND SUPPORTED FY1995-96 CAPITAL BUDGET

GENERAL FUND SUPPORTED CAPITAL EXPENDITURES

General Fund capital projects may be funded from the General Fund set aside, from new Master Lease borrowings, or from additional General Fund allocations made by Council. If the source of funding is from any of the above categories, the project is considered a General Fund project. As a result the total cost of General Fund capital projects is greater than the General Fund set-aside. Table 1 reconciles the General Fund capital expenditures to the various funding sources.

**Table 1
Summary of General Fund Capital Support**

TYPE OF FUNDING	AMOUNT
General Fund Set-Aside Projects:	
Bureau of General Services	\$50,000
Police Bureau	32,432
Bureau of Fire, Rescue & Emerg. Svcs.	1,097,226
Bureau of Parks and Recreation	<u>584,250</u>
Subtotal--General Fund Set-Aside	\$1,763,908
 Master Lease Funding:	
New Master Lease Borrowings	<u>\$2,253,163</u>
Subtotal--Master Lease	\$2,253,163
 Carryover From Prior Years:	
Police Bureau	\$414,584
Bureau of Fire, Rescue & Emerg. Svcs.	1,507,056
Bureau of Parks and Recreation	<u>4,553,385</u>
Subtotal--Carryovers	\$6,475,025
 General Fund Special Appropriations:	
Office of Transportation	\$940,000
Bureau of General Services	4,359,600
Portland Development Commission	<u>709,106</u>
Subtotal--Special Appropriations	\$6,008,706
Total Funding	\$16,500,802

Bureau of General Services

The following projects were approved by the CRC for funding from General Fund set-aside and/or Master Lease Funds:

- | | |
|--------------------------------------|-----------|
| 1. Regional Police Training Facility | \$50,000 |
| 2. Archives Building Maintenance | \$32,800 |
| 3. Emergency Operations Center Imp. | \$40,000 |
| 4. Police Property Warehouse Remodel | \$28,800 |
| 5. Mounted Patrol Arena Cover | \$105,400 |

Projects funded by the Council from discretionary General Fund monies totaled \$4.36 million for renovations to and construction of new police precincts.

Office of the City Attorney

FY1995-96 capital outlays total \$42,756 representing second year costs of a four-year computer system project totaling \$145,843. Funding for this project will be provided through the City's Master Lease program.

Bureau of Planning

FY1995-96 capital outlays total \$39,318 representing second year costs of a multi-year computer system project totaling \$776,803. Funding for this project will be provided through the City's Master Lease program.

Metropolitan Human Rights Commission

FY1995-96 capital outlays total \$16,400 representing costs of a computer system upgrade project. Funding for this project will be provided through the City's Master Lease program.

Bureau of Police

The CRC recommended that seven projects be funded through General Fund set-aside and/or Master Lease funds, summarized as follows:

- | | |
|--------------------------------------|-----------|
| 1. Traffic Enforcement/Education | \$32,432 |
| 2. Handgun Acquisitions | \$50,000 |
| 3. Computer Network | \$79,000 |
| 4. Specialized Fleet Requirements | \$34,000 |
| 5. Explosives Disposal Package | \$180,525 |
| 6. Investigative Enhancement Package | \$58,383 |
| 7. TESS Payroll System | \$60,000 |

In addition, prior year capital carryovers totaling \$414,584 will be supported by the General Fund.

Bureau of Fire, Rescue, and Emergency Services

The CRC recommended that eight Fire Bureau projects totaling \$2,260,007 be funded through capital set-aside and Master Lease monies.

Specific projects included in the area of Emergency Response for FY1995-96 are as follows:

1. Apparatus Replacement	\$885,781
2. Skyline Fire Station	\$400,000
3. Phase 5 of the New Training Facility	\$351,380

Specific projects in the program area Support for Emergency Response are summarized as follows:

1. Linnton Oil Fire Training Grounds Cleanup	\$350,000
2. Installation of Fire Sprinkler Systems	\$198,096
3. Emergency Generators	\$200,000
4. Earthquake Preparedness	\$133,000
5. Apparatus Bay Ventilation	\$77,000
6. Plumbing & Asbestos Removal	\$64,750

In addition, prior year capital carryovers totaling \$1,517,056 will be supported by the General Fund.

Bureau of Parks and Recreation

The CRC recommended that eight projects be funded through General Fund set-aside and/or Master Lease funds, summarized as follows:

1. Rhododendron Garden Bridge	\$155,000
2. ISTEPA Eastbank	\$100,000
3. Columbia Pool	\$229,250
4. Pioneer Square Rehabilitation	\$100,000
5. Dishman Community Center	\$30,000
6. Tennis Center Furnace Replacement	\$45,000
7. Columbia Pool HVAC	\$80,000
8. Computer Upgrades	\$40,000

In addition, prior year capital carryovers totaling \$4,553,385 will be supported by the General Fund.

Portland Development Commission

The CRC recommended that the Portland Development Commission's Walnut Park signage and sewer improvement project in the amount of \$48,000 be funded through Master Lease funds. In addition, a special General Fund appropriation for \$709,106 was provided for first year costs associated with the River District Plan.

Office of Transportation

The CRC recommended that street light purchases and conversions by the Office of Transportation in areas that have been annexed to the City in the amount \$80,000 be funded through Master Lease funds. In addition, a special General Fund appropriation for \$940,000 million was provided to fund various neighborhood transportation projects.

HIGHLIGHTS OF OTHER FUND CAPITAL PROJECTS

BUREAU OF ENVIRONMENTAL SERVICES

The Bureau of Environmental Services submitted a capital improvement budget totaling \$105.7 million. Project totals by program area include:

Mid-County Sewer Project	\$32.8 million
Sewage Treatment Systems	21.1 million
Maintenance & Reliability	10.5 million
Drainage & Stormwater Quality	5.9 million
Combined Sewage Overflow	23.3 million
System Development	11.7 million
Environmental Remediation	<u>.4 million</u>
	\$105.7 million

GOLF OPERATIONS

The Bureau of Parks and Recreation submitted a request for five capital projects to be funded from the Golf Operations Fund. Total cost is \$545,800.

Eastmoreland Parking Expansion	\$280,000
Progress Downs Course Remodel	135,000
Rose City Walking Trail	20,000
West Delta Dike Improvement	85,000
Eastmoreland Sidewalk Improvement	<u>25,800</u>
	\$545,800

OFFICE OF TRANSPORTATION

The Office of Transportation submitted a Capital Improvement Budget Request totaling \$16.6 million. Project totals by program area include:

Street Improvement Program	\$7.1 million
Transit Program	4.5 million
Alternative Modes Program	3.8 million
Preservation/Rehabilitation	<u>1.2 million</u>
	\$16.6 million

BUREAU OF WATER

The Bureau of Water Works submitted a capital request totaling \$20.4 million. Project totals by program area include:

Customer Service Program	\$.4 million
Distribution Program	13.9 million
Quality Program	3.3 million
Supply Program	<u>2.8 million</u>
	\$20.4 million

PORTLAND DEVELOPMENT COMMISSION

PDC submitted a capital improvement budget totaling \$2.8 million. Project totals by program area include:

Downtown/Old Town	\$110,000
Central Eastside	1,100,000
Airport Way/Columbia Corridor	90,000
Inner Northeast	228,000
North Macadam/South Waterfront	468,000
River District/Union Station	<u>850,106</u>
	\$2,846,106

ARENA PROJECT

Arena project construction continues for the City's investment in public improvements that will serve the new spectator facility. FY1995-96 expenditures total \$7.5 million and will be funded through advances on a line of credit that has been established for interim financing of these improvements.

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Total Cost by Year**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-2000	Project Total
City Support Facilities							
<u>Bureau of General Services</u>							
City Hall	1,025,600	9,421,300	10,446,900	0	0	0	20,893,800
City Auditor's Archives Building	0	32,800	26,300	0	151,800	0	210,900
Police	975,300	7,460,000	109,600	4,496,100	436,700	222,200	13,699,900
Sesimic Upgrades	0	0	189,600	2,030,400	2,030,400	2,030,400	6,280,800
Portland Building	866,300	761,400	1,107,400	747,700	557,600	618,600	4,659,000
Fleet Services	0	0	0	0	359,400	0	359,400
Parking Garages	768,400	4,748,100	12,132,800	576,050	1,484,600	11,230,500	30,940,450
Communications Services	0	1,723,000	135,000	0	0	0	1,858,000
Portland Communications Center	0	100,000	0	0	0	0	100,000
Space Planning	0	50,000	0	0	0	0	50,000
Printing/Distribution Services	150,000	406,500	0	0	0	0	556,500
<i>Total General Services</i>	3,785,600	24,703,100	24,147,600	7,850,250	5,020,500	14,101,700	79,608,750
<u>Office of the City Auditor</u>	0	3,500,000	0	0	0	0	3,500,000
<u>Office of the City Attorney</u>	47,222	42,756	44,226	11,639	0	0	145,843
<u>Bureau of Planning</u>	341,985	39,318	220,500	0	0	175,000	776,803
<u>Public Safety Outlays</u>	7,753,812	531,894	0	0	0	0	8,285,706
<u>Metropolitan Human Rights Commission</u>	0	16,400	0	0	0	0	16,400
<u>Police Bureau</u>	431,000	975,694	50,000	50,000	0	0	1,506,694
<u>Bureau of Fire, Rescue, & Emergency Svcs.</u>							
Emergency Response	4,989,893	1,637,161	4,487,739	4,071,794	4,178,973	1,296,871	20,662,431
Support for Emergency Response	1,714,104	1,022,846	3,595,000	3,031,000	460,000	300,000	10,122,950
Prior Year Carryovers	0	1,507,056	0	0	0	0	1,507,056
<i>Total Fire</i>	6,703,997	4,167,063	8,082,739	7,102,794	4,638,973	1,596,871	32,292,437
Subtotal City Support Facilities	19,063,616	33,976,225	32,545,065	15,014,683	9,659,473	15,873,571	126,132,633
Cultural and Recreation							
<u>Bureau of Parks and Recreation</u>							
Acquisitions	0	0	8,888,000	3,280,000	360,000	400,000	12,928,000
ADA Requirements	3,106,845	0	803,655	0	0	0	3,910,500
Aquatics	0	309,250	21,000	0	0	5,060,000	5,390,250
Automation	0	40,000	135,975	72,765	76,403	80,223	405,366
Facilities	0	75,000	810,935	6,512,000	13,000,000	14,000,000	34,397,935
General Obligation Bond Projects	0	14,028,113	15,773,683	14,499,102	14,499,102	0	58,800,000
Golf	647,500	545,800	285,400	0	0	0	1,478,700
Natural Areas	0	100,000	2,181,749	1,850,000	0	2,100,000	6,231,749
Parks	1,371,000	738,333	1,802,883	2,182,386	1,577,288	7,927,039	15,598,929
PIR	0	70,000	0	0	0	0	70,000
Prior Year Carryovers	0	4,558,385	0	0	0	0	4,558,385
<i>Total Parks</i>	5,125,345	20,464,881	30,703,280	28,396,253	29,512,793	29,567,262	143,769,814
<u>Arena Construction</u>	28,692,330	7,500,000	0	0	0	0	36,192,330
Subtotal Cultural and Recreation	33,817,675	27,964,881	30,703,280	28,396,253	29,512,793	29,567,262	179,962,144

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Total Cost by Year**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-2000	Project Total
<u>Bureau of Environmental Services</u>							
Mid-County Project	23,619,762	32,788,293	26,113,368	4,010,279	0	0	86,531,702
Sewage Treatment Systems	44,254,360	21,097,320	21,566,390	21,387,200	12,687,200	12,637,000	133,629,470
Maintenance & Reliability	29,863,252	10,486,478	18,504,721	14,039,826	14,619,496	17,642,936	105,156,709
Drainage & Stormwater	20,225,316	5,864,830	5,817,330	5,844,830	5,881,600	5,915,560	49,549,466
Combined Sewer Overflow	33,379,068	23,308,684	31,409,316	57,197,254	68,075,180	63,299,169	276,668,671
System Development	9,095,276	11,709,500	8,215,000	4,240,000	3,265,000	4,090,000	40,614,776
Environmental Remediation	0	367,300	0	0	0	0	367,300
Subtotal Environmental Services	160,437,034	105,622,405	111,626,125	106,719,389	104,528,476	103,584,665	692,518,094
<u>Office of Transportation</u>							
Street Improvements	21,151,679	7,114,224	12,888,442	38,675,723	98,113,600	59,692,200	237,635,868
Transit Program	8,642,269	4,516,010	15,321,136	21,103,014	3,424,332	2,680,136	55,686,897
Alternative Modes	2,820,730	3,754,333	3,709,000	12,536,469	5,041,500	3,721,500	31,583,532
Preservation/Rehabilitation	1,635,959	1,211,710	4,107,197	3,561,500	8,478,000	3,770,000	22,764,366
Transportation Facilities	0	0	0	1,274,000	1,036,000	1,152,000	3,462,000
Subtotal Office of Transportation	34,250,637	16,596,277	36,025,775	77,150,706	116,093,432	71,015,836	351,132,663
<u>Water Bureau</u>							
Customer Service Program	200,000	400,000	0	0	0	0	600,000
Distribution Program	13,968,010	13,859,000	7,039,000	7,810,000	6,710,000	9,738,000	59,124,010
Quality Program	4,059,597	3,280,000	2,840,000	810,000	0	0	10,989,597
Supply Program	5,066,124	2,871,000	4,669,000	8,140,000	9,850,000	1,190,000	31,786,124
Subtotal Water Bureau	23,293,731	20,410,000	14,548,000	16,760,000	16,560,000	10,928,000	102,499,731
<u>Portland Development Commission</u>							
Downtown/Old Town	0	110,000	250,000	2,000,000	0	0	2,360,000
Central Eastside	0	1,100,000	6,200,000	3,100,000	0	0	10,400,000
Airport Way/Columbia Corridor	0	90,000	90,000	0	0	0	180,000
Inner Northeast	0	228,000	1,580,000	900,000	80,000	0	2,788,000
North Macadam/South Waterfront	0	468,000	1,000,000	0	0	0	1,468,000
River District/Union Station	0	850,106	3,937,000	3,750,000	800,000	760,000	10,097,106
Subtotal Portland Dev. Commission	0	2,846,106	13,057,000	9,750,000	880,000	760,000	27,293,106
TOTAL ALL PROJECTS	\$270,862,693	\$207,415,894	\$238,505,245	\$253,791,031	\$277,234,174	\$231,729,334	\$1,479,538,371

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Funding Sources**

Bureau/Program/Project	General Fund	Bureau Specific	Rates/Charges/Contracts	Federal/State/Local	Other	Total Budget
<u>City Support Facilities</u>						
<u>Bureau of General Services</u>						
City Hall	0	0	0	0	9,421,300	9,421,300
City Auditor's Archives Building	32,800	0	0	0	0	32,800
Police	5,392,800	0	299,000	0	1,768,200	7,460,000
Seismic Upgrades	0	0	0	0	0	0
Portland Building	0	0	389,000	0	372,400	761,400
Fleet Services	0	0	0	0	0	0
Parking Garages	0	0	900,100	0	3,848,000	4,748,100
Communications Services	0	0	1,613,000	0	110,000	1,723,000
Portland Communications Center	40,000	0	60,000	0	0	100,000
Space Planning	0	0	0	0	50,000	50,000
Printing/Distribution Services	0	0	296,500	0	110,000	406,500
<i>Total General Services</i>	5,465,600	0	3,557,600	0	15,679,900	24,703,100
<u>Office of the City Auditor</u>	0	0	0	0	3,500,000	3,500,000
<u>Office of the City Attorney</u>	42,756	0	0	0	0	42,756
<u>Bureau of Planning</u>	39,318	0	0	0	0	39,318
<u>Public Safety Outlays</u>	0	0	0	0	531,894	531,894
<u>Metropolitan Human Rights Commission</u>	16,400	0	0	0	0	16,400
<u>Police Bureau</u>	909,194	0	0	0	66,500	975,694
<u>Bureau of Fire, Rescue, & Emergency Svcs.</u>						
Emergency Response	1,637,161	0	0	0	0	1,637,161
Support for Emergency Response	1,022,846	0	0	0	0	1,022,846
Prior Year Carryovers	1,507,056	0	0	0	0	1,507,056
<i>Total Fire</i>	4,167,063	0	0	0	0	4,167,063
Subtotal City Support Facilities	10,640,331	0	3,557,600	0	19,778,294	33,976,225
<u>Cultural and Recreation</u>						
<u>Bureau of Parks and Recreation</u>						
Acquisition	0	0	0	0	0	0
ADA Requirements	0	0	0	0	0	0
Aquatics	309,250	0	0	0	0	309,250
Automation	40,000	0	0	0	0	40,000
Facilities	75,000	0	0	0	0	75,000
General Obligation Bond Projects	0	0	0	0	14,028,113	14,028,113
Golf	0	0	0	0	545,800	545,800
Natural Areas	0	0	0	100,000	0	100,000
Parks	355,000	0	0	100,000	283,333	738,333
PIR	0	0	0	0	70,000	70,000
Prior Year Carryovers	4,558,385	0	0	0	0	4,558,385
<i>Total Parks</i>	5,337,635	0	0	200,000	14,927,246	20,464,881
<u>Arena Construction</u>	0	0	0	0	7,500,000	7,500,000
Subtotal Cultural and Recreation	5,337,635	0	0	200,000	22,427,246	27,964,881

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Funding Sources**

Bureau/Program/Project	General Fund	Bureau Specific	Rates/Charges/Contracts	Federal/State/Local	Other	Total Budget
<u>Bureau of Environmental Services</u>						
Mid-County Project	0	0	32,788,293	0	0	32,788,293
Sewage Treatment Systems	0	0	21,097,320	0	0	21,097,320
Maintenance & Reliability	0	0	10,486,478	0	0	10,486,478
Drainage & Stormwater	0	0	5,864,830	0	0	5,864,830
Combined Sewer Overflow	0	0	23,308,684	0	0	23,308,684
System Development	0	0	11,709,500	0	0	11,709,500
Environmental Remediation	0	0	367,300	0	0	367,300
Subtotal Environmental Services	0	0	105,622,405	0	0	105,622,405
<u>Office of Transportation</u>						
Street Improvements	620,000	1,860,890	471,774	2,602,472	1,559,088	7,114,224
Transit Program	0	3,021,827	612,862	881,321	0	4,516,010
Alternative Modes	0	3,119,742	0	634,591	0	3,754,333
Preservation/Rehabilitation	400,000	736,172	0	75,538	0	1,211,710
Transportation Facilities	0	0	0	0	0	0
Subtotal Office of Transportation	1,020,000	8,738,631	1,084,636	4,193,922	1,559,088	16,596,277
<u>Water Bureau</u>						
Customer Service Program	0	0	400,000	0	0	400,000
Distribution Program	0	0	13,859,000	0	0	13,859,000
Quality Program	0	0	3,280,000	0	0	3,280,000
Supply Program	0	0	2,871,000	0	0	2,871,000
Subtotal Water Bureau	0	0	20,410,000	0	0	20,410,000
<u>Portland Development Commission</u>						
Downtown/Old Town	0	110,000	0	0	0	110,000
Central Eastside	0	0	0	0	1,100,000	1,100,000
Airport Way/Columbia Corridor	0	90,000	0	0	0	90,000
Inner Northeast	48,000	0	0	0	180,000	228,000
North Macadam/South Waterfront	0	0	0	0	468,000	468,000
River District/Union Station	709,106	141,000	0	0	0	850,106
Subtotal Portland Dev. Commission	757,106	341,000	0	0	1,748,000	2,846,106
TOTAL ALL PROJECTS	\$17,755,072	\$9,079,631	\$130,674,641	\$4,393,922	\$45,512,628	\$207,415,894

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Operating and Maintenance Costs**

Bureau/Program/Project	Five-Year Costs	FY 95-96 Costs	ANNUAL			
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	Net Financial Impact
City Support Facilities						
<u>Bureau of General Services</u>						
City Hall	19,868,200	9,421,300	0	0	0	0
City Auditor's Archives Building	210,900	32,800	0	20,000	0	20,000
Police	12,724,600	7,460,000	0	381,000	0	381,000
Seismic Upgrades	6,280,800	0	0	0	0	0
Portland Building	3,792,700	761,400	0	0	0	0
Fleet Services	359,400	0	0	0	0	0
Parking Garages	30,172,050	4,748,100	(1,853,000)	1,226,000	(10,000)	(637,000)
Communications Services	1,858,000	1,723,000	0	40,500	0	40,500
Portland Communications Center	100,000	100,000	0	0	0	0
Space Planning	50,000	50,000	0	0	0	0
Printing/Distribution Services	406,500	406,500	0	0	0	0
<i>Total General Services</i>	75,823,150	24,703,100	(1,853,000)	1,667,500	(10,000)	(195,500)
<u>Office of the City Auditor</u>	3,500,000	3,500,000	0	0	0	0
<u>Office of the City Attorney</u>	98,621	42,756	0	0	0	0
<u>Bureau of Planning</u>	434,818	39,318	(4,677)	0	0	(4,677)
<u>Public Safety Outlays</u>	531,894	531,894	0	0	531,894	531,894
<u>Metropolitan Human Rights Commission</u>	16,400	16,400	0	0	0	0
<u>Police Bureau</u>	1,075,694	975,694	0	0	0	0
<u>Bureau of Fire, Rescue, & Emergency Svcs.</u>						
Emergency Response	15,672,538	1,637,161	0	580,000	(14,000)	566,000
Support for Emergency Response	8,408,846	1,022,846	0	0	(1,000)	(1,000)
Prior Year Carryovers	1,507,056	1,507,056	0	0	0	0
<i>Total Fire</i>	25,588,440	4,167,063	0	580,000	(15,000)	565,000
Subtotal City Support Facilities	107,069,017	33,976,225	(1,857,677)	2,247,500	506,894	896,717
Cultural and Recreation						
<u>Bureau of Parks and Recreation</u>						
Acquisition	12,928,000	0	0	0	0	0
ADA Requirements	803,655	0	0	0	0	0
Aquatics	5,390,250	309,250	0	0	0	0
Automation	405,366	40,000	0	7,900	0	7,900
Facilities	34,397,935	75,000	0	0	0	0
General Obligation Bond Projects	58,800,000	14,028,113	0	0	0	0
Golf	831,200	545,800	0	0	0	0
Natural Areas	6,231,749	100,000	0	0	0	0
Parks	14,227,929	738,333	0	16,000	0	16,000
PIR	70,000	70,000	0	0	0	0
Prior Year Carryovers	4,558,385	4,558,385	0	0	0	0
<i>Total Parks</i>	138,644,469	20,464,881	0	23,900	0	23,900
<u>Arena Construction</u>	7,500,000	7,500,000	0	0	0	0
Subtotal Cultural and Recreation	146,144,469	27,964,681	0	23,900	0	23,900

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Operating and Maintenance Costs**

Bureau/Program/Project	Five-Year Costs	FY 95-96 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
Bureau of Environmental Services						
Mid-County Project	62,911,940	32,788,293	0	137,031	0	137,031
Sewage Treatment Systems	33,797,200	3,832,200	0	0	(293,350)	(293,350)
Maintenance & Reliability	40,898,000	5,472,000	0	216,750	0	216,750
Drainage & Stormwater	3,169,130	1,766,130	0	116,000	(1,000)	115,000
Combined Sewer Overflow	137,910,126	13,927,726	0	112,000	0	112,000
System Development	13,402,500	6,052,500	0	45,162	0	45,162
Environmental Remediation	0	367,300	0	0	0	0
Subtotal Environmental Services	292,088,896	64,206,149	0	626,943	(294,350)	332,593
Office of Transportation						
Street Improvements	216,649,189	7,279,224	0	203,948	0	203,948
Transit Program	47,044,628	4,516,010	0	500	0	500
Alternative Modes	28,762,802	3,754,333	0	93,109	0	93,109
Preservation/Rehabilitation	27,486,134	1,875,240	0	2,797	0	2,797
Transportation Facilities	3,462,000	0	0	0	0	0
Subtotal Office of Transportation	323,404,753	17,424,807	0	300,354	0	300,354
Water Bureau						
Customer Service Program	400,000	400,000	0	0	0	0
Distribution Program	45,156,000	13,859,000	0	10,000	0	10,000
Quality Program	6,930,000	3,280,000	0	700,000	(100,000)	600,000
Supply Program	26,580,000	2,871,000	0	0	(50,000)	(50,000)
Subtotal Water Bureau	79,066,000	20,410,000	0	710,000	(150,000)	560,000
Portland Development Commission						
Downtown/Old Town	2,360,000	110,000	0	0	0	0
Central Eastside	10,400,000	1,100,000	0	0	0	0
Airport Way/Columbia Corridor	180,000	90,000	0	0	0	0
Inner Northeast	2,788,000	228,000	0	0	0	0
North Macadam/South Waterfront	1,468,000	468,000	0	0	0	0
River District/Union Station	10,097,106	850,106	0	0	0	0
Subtotal Portland Dev. Commission	27,293,106	2,846,106	0	0	0	0
TOTAL ALL PROJECTS	\$975,066,241	\$166,828,168	(\$1,857,677)	\$3,908,697	\$62,544	\$2,113,564

Capital Improvement Program Overview

CITY SUPPORT FACILITIES SYSTEM

Fiscal Year 1995-96 to 1999-2000

BUREAU OF GENERAL SERVICES

The Bureau of General Services' (BGS) Capital Improvement Program responds to the needs and requirements of BGS and various client agencies whose capital requirements do not warrant separate plans. The CIP proposals were gathered from several sources: from client bureaus, from the direction and advice of the City Council and from needs identified by the Bureau's Facilities Maintenance and Project Management staff. Working with client bureaus, BGS has spent several months defining and clarifying their facilities' needs. The facilities maintenance staff identifies a number of deficiencies and needs during the course of their daily maintenance of City facilities. BGS's staff members are experienced in cost effective management of facility construction and maintenance programming. A number of outside consultants were also contacted for additional information and estimates.

Coordination With Public Facilities Plan (PFP)

This document was coordinated with the PFP where possible. Many of the items in the PFP were completed during previous years. City Hall renovation, the most immediate and urgent need outlined in the PFP, is advanced for construction during FY1995-96. The need for additional facilities was a major topic of the PFP. In response to this, BGS has advanced the siting and construction of a new policing facility to serve East Portland and additional office and parking capacity in the Central City. BGS has now clearly identified the need for a space study for City bureaus, triggered by the need to make prudent rearrangements of City offices as City Hall is vacated for renovation.

The PFP, although now somewhat dated, was an important step toward creating effective planning for BGS capital resources. It reinforced the movement from emergency repair of failed building components or systems to coordinated long term capital asset management programs. This approach extends the effective life of the facilities and produces significant savings. With the renovation of City Hall BGS will have made significant progress towards catching up on its backlog of deferred maintenance needs. BGS recommends that the City Council continue this fiscally sound asset management approach.

System Need Ranking

Capital project have been prioritized according to the following scale and explanation.

1. Life threatening, safety, health or code violation issues.
2. Repair of serious damage or building deterioration where delay would cause significant increases in cost.
3. Preventative maintenance items where delay would cause significant increase in risk or damage.
4. Projects that are economically advantageous to do at this time.
5. Projects that will improve internal operations and service to the public.

Annual Project Revenue, Operation and Maintenance Costs or Savings, and Net Financial Impact

This information, referred to as Asset Management, is vital to decision making for Capital Improvement Programs. This is especially important in the City's building analysis because most of City facilities involve long-term occupancy and ownership.

Since the Bureau of General Services is a service provider to other government agencies, BGS projects are frequently requests to accommodate others. Therefore, the financial impact of some of these projects is reflected in the programs of those other agencies.

Major Maintenance

For FY1995-96 City Council has agreed to increase the Police Bureau's target budget to cover a major maintenance component in the rental rate for its facilities. This major maintenance component goes to support projects in the CIP that are of a maintenance nature. Therefore, these projects do not need to compete against other projects for the limited General Fund Capital Set Aside. The General Fund Capital Set Aside can then be used to fund projects that upgrade or expand the City's capital system.

Fiscal Overview

The Public Facilities Plan emphasizes the need to look at funding as part of a more stable, long range plan. It recommends the establishment of a City-wide capital funding program to meet deferred and continuing maintenance needs as well as to provide for replacement and growth. By moving forward, BGS can provide the stable funding base to consistently improve the City of Portland's facilities, reduce maintenance and repair costs, and provide for changes and growth in a timely manner.

The adopted CIP totals \$75.3 million over the five-year period from FY1995-96 through FY1999-2000. Of this amount, \$24.2 million has been appropriated in the FY1995-96 budget.

Appropriation was allocated to the following programs:

Communications Services

Communication Services provides for the communication needs of the City. This Division designs, purchases, installs and maintains all communication and electronic systems including radios, pagers and telephones. Communication Services is utilizing new technologies to improve efficiency and service for both internal and external customers. The new 800 Mhz Trunked Radio System has provided effective and interconnected radio communications for City bureaus and County agencies.

Projects included in the CIP continue and expand this highly successful system including communication towers at the periphery of the region: Vancouver, Cornelius Pass, Forest Heights, and Mt. Hood. In addition, three new radio sites are planned in downtown Portland to simulcast channel 28, thereby enhancing radio coverage in the downtown's high rise corridors. The introduction of video conferencing is also proposed to increase the City's capacity to service the public. The design and siting of video conference centers are also proposed to permit face to face interaction between staff at various locations.

In addition, prior year capital carryovers totaling \$494,000 will be expended on the 800 MHz radio system.

City Hall

This 100-year old building does not meet current fire and building codes and is seismically unsafe. As to be expected, it has also experienced considerable wear and tear after serving as the active center of local government for the last century.

Based on City Council direction of May 1994, plans for City Hall renovation are now well underway. The planned renovation will solve the Building's code and seismic problems, provide efficient, modern spaces for city offices, and restore the original features of this historic landmark. Reconstruction is currently scheduled to begin in Spring 1996, with completion in late 1997.

Police

The Police Bureau faces many challenges to effectively serve the needs of a growing and changing urban population. The Bureau of General Services has been working with the Police Bureau for several years to accommodate their changing facility needs.

Last year the Police Bureau moved into the NE Community Policing Facility on NE Killingsworth at MLK Boulevard. During last year's budget process, the City Council provided resources to cover planning, engineering, and architectural work for the renovation of both St. Johns Precinct and SE Precinct. During FY1995-96 capital funds are requested to achieve these planned renovations.

To respond to the City's geographic and population growth in East Portland, last year the City Council also directed that work begin on siting and designing quarters for the East Precinct. Capital funds are requested in FY1995-96 to construct this precinct.

In addition to these major facilities, the capital budget also requests authority to carry out major maintenance activities in the Justice Center, the Police Property Warehouse on SW 17th and Jefferson, and for the Mounted Patrol.

Parking Garages

The Bureau of General Services is responsible for maintaining the City owned Parking Garages. Currently the City has seven garages in the "Smart Park" system: Third and Alder; Tenth and Yamhill; Fourth and Yamhill; First and Jefferson; Front and Davis; O'Bryant Square; and The Portland Building.

The long term maintenance program for the garages spreads and minimizes costs to most effectively protect the City's investment in these assets. Cleaning, sealing, and painting the exteriors of the garages is spread throughout this five year plan. Elevator lobby floors and stair treads are on a traction improvement cycle to improve customer safety and service.

Major maintenance projects for the parking garages in FY1995-96 include: improved interior signage, a new gate at the Front and Davis Garage, continued upgrades to the revenue control system, and elevator controls at First and Jefferson and 10th and Yamhill.

To meet growing demand and capture increased revenue, construction of two new floors at Fourth and Yamhill is proposed as well as the addition of two floors of commercial space to the Front and Davis Garage. At the end of this five-year budget, the construction of a new garage is identified. The need and benefit of these longer term parking investments are currently being identified through the development of a Public Parking Plan.

Portland Building

The projects for the Portland Building consist of maintenance and repairs to protect the City's investment in this asset and meet changing conditions, standards and needs.

The long term maintenance program for the Portland Building spreads and minimizes costs to most effectively protect and maintain the asset. Painting interior spaces, rest room renovation, and carpet replacement are all ongoing maintenance projects. Longer cycle time maintenance projects include maintaining exterior tiles, cleaning and balancing the air system, and replacing the main roof. The recurring problem of water leaks through the south and north side walls and the loggia roofs must be dealt with to avoid further damage and more costly repairs.

HVAC work will eventually be needed to improve internal air quality, meet revised fresh air standards and adequately handle the changing office environment. Electrical capacity must be expanded as well to accommodate the growing numbers of computers and electronic office equipment. The chillers must be renovated to utilize new environmentally acceptable refrigerants and meet current standards.

During FY1995-96, a renovation and upgrade of the second floor meeting rooms is scheduled to increase the usefulness and comfort of Portland Building meeting rooms. With the renovation of City Hall, the Portland Building will likely become interim City Council Chambers.

Fleet Services

Fleet Services supplies and maintains vehicles and equipment for various Bureaus within the City. They have facilities at Kerby Garage, Interstate Garage, Powell Garage, First Avenue Garage, East Precinct and Mount Tabor Garage. In FY1998-99 the roof is scheduled to be replaced on the Kerby Garage.

Portland Communications Center

The Portland Communications Center, completed in late 1993, houses the City's Emergency Communications, Communications Services, and Operations Emergency Center. Two improvements requested for the building will enhance the emergency capacity of the building.

The first project will upgrade emergency power for all tenants of the building. Recent power failures have demonstrated the need for all building electrical power to be on back-up generators, rather than just selected portions of the service.

The second project is to make electrical and HVAC improvements to the Emergency Operations Center (EOC) space within the building. Because of uncertainty about the EOC's final location during construction of the building, the space was not constructed to meet their program needs. Now that it has been determined that the EOC will remain in the Portland Communications Center for at least some years, the space needs to be improved to meet their needs.

OFFICE OF THE CITY AUDITOR

FY1995-96 capital outlays for the City Auditor's Office total \$3.5 million and cover various types of public infrastructure built throughout the City via the local improvement district process. These outlays are funded entirely by property owner assessments and through the issuance of special assessment bonds.

OFFICE OF THE CITY ATTORNEY

FY1995-96 capital outlays total \$42,756 representing second year costs of a four-year computer system project totaling \$145,843. Funding for this project will be provided through the City's Master Lease program.

BUREAU OF PLANNING

FY1995-96 capital outlays total \$39,318 representing second year costs of a multi-year computer system project totaling \$776,803. Funding for this project will be provided through the City's Master Lease program.

PUBLIC SAFETY OUTLAYS

City voters in 1989 approved a special three-year property tax levy to fund capital improvements to the City's emergency communications system. FY1991-92 was the third and final year of this levy. Expenditures in FY1995-96 total \$531,894 and will complete the communications upgrade program. These expenditures will be funded through expenditure of fund balances that resulted from the earlier levy of property taxes.

METROPOLITAN HUMAN RIGHTS COMMISSION

FY1995-96 capital outlays total \$16,400 representing costs of a computer system upgrade project. Funding for this project will be provided through the City's Master Lease program.

BUREAU OF POLICE

In addition to Police-related facilities projects undertaken by the Bureau of General Services, FY1995-96 capital projects total \$560,840. The CRC recommended that seven projects be funded through General Fund set-aside and/or Master Lease funds, summarized as follows:

1. Traffic Enforcement/Education	\$32,432
2. Handgun Acquisitions	\$50,000
3. Computer Network	\$79,000
4. Specialized Fleet Requirements	\$34,000
5. Explosives Disposal Package	\$180,525
6. Investigative Enhancement Package	\$58,383
7. TESS Payroll System	\$60,000

In addition, prior year capital carryovers totaling \$414,584 will be supported by the General Fund.

BUREAU OF FIRE, RESCUE, AND EMERGENCY SERVICES

FY1995-96 capital projects total \$2,660,007. The CRC recommended that eight Fire Bureau projects totaling \$2,260,007 be funded through capital set-aside and Master Lease monies.

Specific projects included in the area of Emergency Response for FY1995-96 are as follows:

- | | |
|---|-----------|
| 1. Apparatus Replacement | \$885,781 |
| 2. Skyline Fire Station | \$400,000 |
| 3. Phase 5 of the New Training Facility | \$351,380 |

Specific projects in the program area Support for Emergency Response are summarized as follows:

- | | |
|--|-----------|
| 1. Linnton Oil Fire Training Grounds Cleanup | \$350,000 |
| 2. Installation of Fire Sprinkler Systems | \$198,096 |
| 3. Emergency Generators | \$200,000 |
| 4. Earthquake Preparedness | \$133,000 |
| 5. Apparatus Bay Ventilation | \$77,000 |

In addition, prior year capital carryovers totaling \$1,517,056 will be supported by the General Fund.

CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Total Cost by Year

Capital System: City Support

Bureau/Program/Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Project Total
Public Safety Outlays							
Public Safety Communications	7,753,812	531,894	0	0	0	0	8,285,706
Total Public Safety Outlays	7,753,812	531,894	0	0	0	0	8,285,706
Metropolitan Human Rights Commission							
Computer Upgrade	0	16,400	0	0	0	0	16,400
Total Metropolitan Human Rights Commission	0	16,400	0	0	0	0	16,400
Police Bureau							
Traffic Enforcement/Education	0	32,432	0	0	0	0	32,432
Handguns	50,000	50,000	50,000	50,000	0	0	200,000
Specialized & Other Fleet Requirements	311,000	34,000	0	0	0	0	345,000
Bureau-Wide Computer Network	70,000	79,000	0	0	0	0	149,000
Explosive Disposal Package	0	180,525	0	0	0	0	180,525
Investigative Enhancement Package	0	58,383	0	0	0	0	58,383
TESS Payroll System	0	60,000	0	0	0	0	60,000
Precinct Furnishings	0	66,500	0	0	0	0	66,500
Prior Year Carryovers	0	414,854	0	0	0	0	414,854
Total Police Bureau	431,000	975,694	50,000	50,000	0	0	1,506,694
Bureau of Fire, Rescue & Emerg. Services							
EMERGENCY RESPONSE							
Apparatus Replacement	3,000,000	885,781	974,359	1,071,794	1,178,973	1,296,871	8,407,778
Training Center Phase VI	1,889,893	351,380	351,380	0	0	0	2,592,653
Skyline Fire Station	0	400,000	0	0	0	0	400,000
Boat House Station 6	0	0	162,000	0	0	0	162,000
Station Location Study Implementation	100,000	0	3,000,000	3,000,000	3,000,000	0	9,100,000
SUPPORT FOR EMERGENCY RESPONSE							
Linnton Oil Grounds Cleanup	732,822	350,000	350,000	0	0	0	1,432,822
Fire Sprinkler Systems	298,096	198,096	20,000	71,000	0	0	587,192
Firefighter Privacy Accommodations	0	0	150,000	0	0	0	150,000
Plumbing & Asbestos Removal	250,250	64,750	75,000	60,000	60,000	0	510,000
Apparatus Bay Ventilation Systems	276,000	77,000	100,000	100,000	100,000	0	653,000
Emergency Operations Support Space	0	0	100,000	0	0	0	100,000
Emergency Generators	33,936	200,000	0	0	0	0	233,936
Earthquake Preparedness	123,000	133,000	300,000	300,000	300,000	300,000	1,456,000
Emergency Operations Center (EOC)	0	0	2,500,000	2,500,000	0	0	5,000,000
PRIOR YEAR CARRYOVERS	0	1,507,056	0	0	0	0	1,507,056
Total Bureau of Fire, Rescue & Emerg. Services	6,703,997	4,167,063	8,082,739	7,102,794	4,638,973	1,596,871	32,292,437
TOTAL CITY SUPPORT	\$19,063,616	\$33,976,225	\$32,545,065	\$15,014,683	\$9,659,473	\$15,873,571	\$126,132,633

CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Total Cost by Year

Capital System: City Support

Bureau/Program/Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Project Total
Bureau of General Services							
CITY HALL							
Renovation	1,025,600	9,421,300	10,446,900	0	0	0	20,893,800
CITY AUDITOR'S ARCHIVES BUILDING							
Build Out Remaining Section of Basement	0	0	0	0	151,800	0	151,800
Maintain Exteriors	0	32,800	0	0	0	0	32,800
Repave Parking Lot	0	0	26,300	0	0	0	26,300
POLICE							
Southeast Precinct Improvements	255,300	2,246,200	0	0	0	0	2,501,500
North Precinct Improvements	351,000	849,000	0	0	0	0	1,200,000
Construct New East Precinct	223,700	3,881,600	0	0	0	0	4,105,300
Mounted Patrol - Arena Cover	0	105,400	0	0	0	0	105,400
Mounted Patrol - Paddock Drainage	0	37,600	0	0	0	0	37,600
Regional Police Training Facility	0	50,000	30,000	3,774,600	0	0	3,854,600
Police Property Warehouse Major Maintenance	0	28,800	39,800	19,800	56,200	0	144,600
Police Property Warehouse - Remodel Second Floor	0	28,800	39,800	19,800	56,200	0	144,600
Justice Center - UPS Replacement	0	41,800	0	0	0	0	41,800
Justice Center - Paint Interiors	19,600	0	0	31,400	31,400	31,400	113,800
Justice Center - Carpet Replacement	125,700	94,400	0	94,400	94,400	94,400	503,300
Justice Center - Partition Replacement	0	96,400	0	96,400	96,400	96,400	385,600
Justice Center - Replace Main Roof	0	0	0	417,800	0	0	417,800
Justice Center - Seal Exterior	0	0	0	41,900	0	0	41,900
Justice Center - Renovate Chiller	0	0	0	0	102,100	0	102,100
SEISMIC UPGRADES							
Seismic Upgrades of City Facilities	0	0	189,600	2,030,400	2,030,400	2,030,400	6,280,800
PORTLAND BUILDING							
Expand Electrical Capacity	19,300	0	51,800	93,000	0	0	164,100
ADA Requirements	0	0	0	72,000	0	0	72,000
Paint Interiors	105,800	0	41,900	41,900	41,900	41,900	273,400
Rest Room Renovations	63,700	0	19,900	19,900	19,900	19,900	143,300
Carpet Replacement	457,100	74,400	122,400	122,400	122,400	122,400	1,021,100
Replace Loggia Roofs	123,200	0	283,600	0	373,400	0	780,200
Eliminate Exterior Wall Leaks	82,000	314,600	0	0	0	434,400	831,000
Replace Main Roof	0	0	0	259,100	0	0	259,100
Upgrade Second Floor Meeting Rooms	0	372,400	0	0	0	0	372,400
Renovate Chillers	0	0	139,400	139,400	0	0	278,800
HVAC Improvements	15,200	0	448,400	0	0	0	463,600
FLEET SERVICES							
Kerby Garage - Replace Roof	0	0	0	0	359,400	0	359,400

CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Total Cost by Year

Capital System: City Support

Bureau/Program/Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Project Total
PARKING GARAGES							
Tenth and Yamhill - HVAC Upgrade	0	0	0	0	138,900	0	138,900
Maintain Exteriors of Parking Garages	0	0	321,200	140,400	223,600	0	685,200
First and Jefferson - Structural Improvements Phase II	0	0	0	0	1,032,200	0	1,032,200
Install Interior Signage	0	34,800	0	0	0	0	34,800
Front and Davis - Gate Replacement	0	46,800	0	0	0	0	46,800
Elevator Lobby Floors	65,700	0	0	0	89,900	0	155,600
Replace Stair Treads	82,600	0	0	134,300	0	0	216,900
Replace Attendant Booths	0	0	142,400	175,150	0	0	317,550
O'Bryant Square - Repair Leaks	0	0	13,200	126,200	0	0	139,400
Fourth and Yamhill - Add Two Parking Levels	0	3,187,200	0	0	0	0	3,187,200
Front and Davis - Add Two Floors for Commercial Space	0	660,800	11,484,800	0	0	0	12,145,600
First and Jefferson - Install Elevator	0	0	0	0	0	400,400	400,400
Elevator Control Replacement	425,700	738,500	0	0	0	0	1,164,200
Upgrade Revenue Control Equipment	194,400	80,000	171,200	0	0	245,100	690,700
Construct New Garage	0	0	0	0	0	10,585,000	10,585,000
COMMUNICATIONS SERVICES							
Vancouver Communications Tower, Facility, and Equipment	0	972,000	0	0	0	0	972,000
Mt Hood Tower, Facility, and Equipment	0	110,000	0	0	0	0	110,000
Video Conference Centers	0	0	135,000	0	0	0	135,000
HVAC for Tower Control Rooms	0	85,200	0	0	0	0	85,200
Back Up Generator for Council Crest	0	61,800	0	0	0	0	61,800
Prior Year Carryovers	0	494,000	0	0	0	0	494,000
PORTLAND COMMUNICATIONS CENTER							
Upgrade Emergency Power at Portland Comm Center	0	60,000	0	0	0	0	60,000
Emergency Operations Center Improvements	0	40,000	0	0	0	0	40,000
SPACE PLANNING							
City-wide Space Planning	0	50,000	0	0	0	0	50,000
PRINTING/DISTRIBUTION SERVICES							
Remodel Autoport Space	150,000	406,500	0	0	0	0	556,500
Total Bureau of General Services	3,785,600	24,703,100	24,147,600	7,850,250	5,020,500	14,101,700	79,608,750
Office of the City Auditor							
LID Construction	0	3,500,000	0	0	0	0	3,500,000
Total Office of the City Auditor	0	3,500,000	0	0	0	0	3,500,000
Office of the City Attorney							
Local Area Computer Network	47,222	42,756	44,226	11,639	0	0	145,843
Total Office of the City Attorney	47,222	42,756	44,226	11,639	0	0	145,843
Bureau of Planning							
Local Area Computer Network	341,985	39,318	220,500	0	0	175,000	776,803
Total Bureau of Planning	341,985	39,318	220,500	0	0	175,000	776,803

**CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Funding Sources**

Capital System: City Support

Bureau/Program/Project	General Fund	Transp.	Rates/Charges/Contracts	Federal/State/Local	Other	Total Budget
Bureau of General Services						
CITY HALL						
Renovation	0	0	0	0	9,421,300	9,421,300
CITY AUDITOR'S ARCHIVES BUILDING						
Build Out Remaining Section of Basement	0	0	0	0	0	0
Maintain Exteriors	32,800	0	0	0	0	32,800
Repave Parking Lot	0	0	0	0	0	0
POLICE						
Southeast Precinct Improvements	478,000	0	0	0	1,768,200	2,246,200
North Precinct Improvements	849,000	0	0	0	0	849,000
Construct New East Precinct	3,881,600	0	0	0	0	3,881,600
Mounted Patrol - Arena Cover	105,400	0	0	0	0	105,400
Mounted Patrol - Paddock Drainage	0	0	37,600	0	0	37,600
Regional Police Training Facility	50,000	0	0	0	0	50,000
Police Property Warehouse Major Maintenance	0	0	28,800	0	0	28,800
Police Property Warehouse - Remodel Second Floor	28,800	0	0	0	0	28,800
Justice Center - UPS Replacement	0	0	41,800	0	0	41,800
Justice Center - Paint Interiors	0	0	0	0	0	0
Justice Center - Carpet Replacement	0	0	94,400	0	0	94,400
Justice Center - Partition Replacement	0	0	96,400	0	0	96,400
Justice Center - Replace Main Roof	0	0	0	0	0	0
Justice Center - Seal Exterior	0	0	0	0	0	0
Justice Center - Renovate Chiller	0	0	0	0	0	0
SEISMIC UPGRADES						
Seismic Upgrades of City Facilities	0	0	0	0	0	0
PORTLAND BUILDING						
Expand Electrical Capacity	0	0	0	0	0	0
ADA Requirements	0	0	0	0	0	0
Paint Interiors	0	0	0	0	0	0
Rest Room Renovations	0	0	0	0	0	0
Carpet Replacement	0	0	74,400	0	0	74,400
Replace Loggia Roofs	0	0	0	0	0	0
Eliminate Exterior Wall Leaks	0	0	314,600	0	0	314,600
Replace Main Roof	0	0	0	0	0	0
Upgrade Second Floor Meeting Rooms	0	0	0	0	372,400	372,400
Renovate Chillers	0	0	0	0	0	0
HVAC Improvements	0	0	0	0	0	0

**CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Funding Sources**

Capital System: City Support

Bureau/Program/Project	General Fund	Transp.	Rates/Charges/Contracts	Federal/State/Local	Other	Total Budget
FLEET SERVICES						
Kerby Garage - Replace Roof	0	0	0	0	0	0
PARKING GARAGES						
Tenth and Yamhill - HVAC Upgrade	0	0	0	0	0	0
Maintain Exteriors of Parking Garages	0	0	0	0	0	0
First and Jefferson - Structural Improvements Phase II	0	0	0	0	0	0
Install Interior Signage	0	0	34,800	0	0	34,800
Front and Davis - Gate Replacement	0	0	46,800	0	0	46,800
Elevator Lobby Floors	0	0	0	0	0	0
Replace Stair Treads	0	0	0	0	0	0
Replace Attendant Booths	0	0	0	0	0	0
O'Bryant Square - Repair Leaks	0	0	0	0	0	0
Fourth and Yamhill - Add Two Parking Levels	0	0	0	0	3,187,200	3,187,200
Front and Davis - Add Two Floors for Commercial Space	0	0	0	0	660,800	660,800
First and Jefferson - Install Elevator	0	0	0	0	0	0
Elevator Control Replacement	0	0	738,500	0	0	738,500
Upgrade Revenue Control Equipment	0	0	80,000	0	0	80,000
Construct New Garage	0	0	0	0	0	0
COMMUNICATIONS SERVICES						
Vancouver Communications Tower, Facility, and Equipment	0	0	972,000	0	0	972,000
Mt Hood Tower, Facility, and Equipment	0	0	0	0	110,000	110,000
Video Conference Centers	0	0	0	0	0	0
HVAC for Tower Control Rooms	0	0	85,200	0	0	85,200
Back Up Generator for Council Crest	0	0	61,800	0	0	61,800
Prior Year Carryovers	0	0	494,000	0	0	494,000
PORTLAND COMMUNICATIONS CENTER						
Upgrade Emergency Power at Portland Comm Center	0	0	60,000	0	0	60,000
Emergency Operations Center Improvements	40,000	0	0	0	0	40,000
SPACE PLANNING						
City-wide Space Planning	0	0	0	0	50,000	50,000
PRINTING/DISTRIBUTION SERVICES						
Remodel Autoport Space	0	0	296,500	0	110,000	406,500
Total Bureau of General Services	5,465,600	0	3,557,600	0	15,679,900	24,703,100
Office of the City Auditor						
LID Construction	0	0	0	0	3,500,000	3,500,000
Total Office of the City Auditor	0	0	0	0	3,500,000	3,500,000
Office of the City Attorney						
Local Area Computer Network	42,756	0	0	0	0	42,756
Total Office of the City Attorney	42,756	0	0	0	0	42,756
Bureau of Planning						
Local Area Computer Network	39,318	0	0	0	0	39,318
Total Bureau of Planning	39,318	0	0	0	0	39,318

**CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Funding Sources**

Capital System: City Support

Bureau/Program/Project	General Fund	Transp.	Rates/Charges/Contracts	Federal/State/Local	Other	Total Budget
Public Safety Outlays						
Public Safety Communications	0	0	0	0	531,894	531,894
Total Public Safety Outlays	0	0	0	0	531,894	531,894
Metropolitan Human Rights Commission						
Computer Upgrade	16,400	0	0	0	0	16,400
Total Metropolitan Human Rights Commission	16,400	0	0	0	0	16,400
Police Bureau						
Traffic Enforcement/Education	32,432	0	0	0	0	32,432
Handguns	50,000	0	0	0	0	50,000
Specialized & Other Fleet Requirements	34,000	0	0	0	0	34,000
Bureau-Wide Computer Network	79,000	0	0	0	0	79,000
Explosive Disposal Package	180,525	0	0	0	0	180,525
Investigative Enhancement Package	58,383	0	0	0	0	58,383
TESS Payroll System	60,000	0	0	0	0	60,000
Precinct Furnishings	0	0	0	0	66,500	66,500
Prior Year Carryovers	414,854	0	0	0	0	414,854
Total Police Bureau	909,194	0	0	0	66,500	975,694
Bureau of Fire, Rescue & Emerg. Services						
EMERGENCY RESPONSE						
Apparatus Replacement	885,781	0	0	0	0	885,781
Training Center Phase VI	351,380	0	0	0	0	351,380
Skyline Fire Station	400,000	0	0	0	0	400,000
Boat House Station 6	0	0	0	0	0	0
Station Location Study Implementation	0	0	0	0	0	0
SUPPORT FOR EMERGENCY RESPONSE						
Linnton Oil Grounds Cleanup	350,000	0	0	0	0	350,000
Fire Sprinkler Systems	198,096	0	0	0	0	198,096
Firefighter Privacy Accommodations	0	0	0	0	0	0
Plumbing & Asbestos Removal	64,750	0	0	0	0	64,750
Apparatus Bay Ventilation Systems	77,000	0	0	0	0	77,000
Emergency Operations Support Space	0	0	0	0	0	0
Emergency Generators	200,000	0	0	0	0	200,000
Earthquake Preparedness	133,000	0	0	0	0	133,000
Emergency Operations Center (EOC)	0	0	0	0	0	0
PRIOR YEAR CARRYOVERS	1,507,056	0	0	0	0	1,507,056
Total Bureau of Fire, Rescue & Emerg. Services	4,167,063	0	0	0	0	4,167,063
TOTAL CITY SUPPORT	\$10,640,331	\$0	\$3,557,600	\$0	\$19,778,294	\$33,976,225

**CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Operating and Maintenance Costs**

Capital System: City Support

Bureau/Program/Project	Five-Year Costs	FY 95-96 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
Bureau of General Services						
CITY HALL						
Renovation	19,868,200	9,421,300	0	0	0	0
CITY AUDITOR'S ARCHIVES BUILDING						
Build Out Remaining Section of Basement	151,800	0	0	20,000	0	20,000
Maintain Exteriors	32,800	32,800	0	0	0	0
Repave Parking Lot	26,300	0	0	0	0	0
POLICE						
Southeast Precinct Improvements	2,246,200	2,246,200	0	0	0	0
North Precinct Improvements	849,000	849,000	0	0	0	0
Construct New East Precinct	3,881,600	3,881,600	0	216,000	0	216,000
Mounted Patrol - Arena Cover	105,400	105,400	0	0	0	0
Mounted Patrol - Paddock Drainage	37,600	37,600	0	0	0	0
Regional Police Training Facility	3,854,600	50,000	0	165,000	0	165,000
Police Property Warehouse Major Maintenance	144,600	28,800	0	0	0	0
Police Property Warehouse - Remodel Second Floor	144,600	28,800	0	0	0	0
Justice Center - UPS Replacement	41,800	41,800	0	0	0	0
Justice Center - Paint Interiors	94,200	0	0	0	0	0
Justice Center - Carpet Replacement	377,600	94,400	0	0	0	0
Justice Center - Partition Replacement	385,600	96,400	0	0	0	0
Justice Center - Replace Main Roof	417,800	0	0	0	0	0
Justice Center - Seal Exterior	41,900	0	0	0	0	0
Justice Center - Renovate Chiller	102,100	0	0	0	0	0
SEISMIC UPGRADES						
Seismic Upgrades of City Facilities	6,280,800	0	0	0	0	0
PORTLAND BUILDING						
Expand Electrical Capacity	144,800	0	0	0	0	0
ADA Requirements	72,000	0	0	0	0	0
Paint Interiors	167,600	0	0	0	0	0
Rest Room Renovations	79,600	0	0	0	0	0
Carpet Replacement	564,000	74,400	0	0	0	0
Replace Loggia Roofs	657,000	0	0	0	0	0
Eliminate Exterior Wall Leaks	749,000	314,600	0	0	0	0
Replace Main Roof	259,100	0	0	0	0	0
Upgrade Second Floor Meeting Rooms	372,400	372,400	0	0	0	0
Renovate Chillers	278,800	0	0	0	0	0
HVAC Improvements	448,400	0	0	0	0	0
FLEET SERVICES						
Kerby Garage - Replace Roof	359,400	0	0	0	0	0

**CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Operating and Maintenance Costs**

Capital System: **City Support**

Bureau/Program/Project	Five-Year Costs	FY 95-96 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
PARKING GARAGES						
Tenth and Yamhill - HVAC Upgrade	138,900	0	0	0	0	0
Maintain Exteriors of Parking Garages	685,200	0	0	0	0	0
First and Jefferson - Structural Improvements Phase II	1,032,200	0	0	0	0	0
Install Interior Signage	34,800	34,800	0	0	0	0
Front and Davis - Gate Replacement	46,800	46,800	0	0	0	0
Elevator Lobby Floors	89,900	0	0	0	0	0
Replace Stair Treads	134,300	0	0	0	0	0
Replace Attendant Booths	317,550	0	0	0	0	0
O'Bryant Square - Repair Leaks	139,400	0	0	0	0	0
Fourth and Yamhill - Add Two Parking Levels	3,187,200	3,187,200	(365,000)	164,000	0	(201,000)
Front and Davis - Add Two Floors for Commercial Space	12,145,600	660,800	(588,000)	630,000	0	42,000
First and Jefferson - Install Elevator	400,400	0	0	0	0	0
Elevator Control Replacement	738,500	738,500	0	0	(10,000)	(10,000)
Upgrade Revenue Control Equipment	496,300	80,000	0	0	0	0
Construct New Garage	10,585,000	0	(900,000)	432,000	0	(468,000)
COMMUNICATIONS SERVICES						
Vancouver Communications Tower, Facility, and Equipment	972,000	972,000	0	21,000	0	21,000
Mt Hood Tower, Facility, and Equipment	110,000	110,000	0	12,000	0	12,000
Video Conference Centers	135,000	0	0	5,000	0	5,000
HVAC for Tower Control Rooms	85,200	85,200	0	1,500	0	1,500
Back Up Generator for Council Crest	61,800	61,800	0	1,000	0	1,000
Prior Year Carryovers	494,000	494,000	0	0	0	0
PORTLAND COMMUNICATIONS CENTER						
Upgrade Emergency Power at Portland Comm Center	60,000	60,000	0	0	0	0
Emergency Operations Center Improvements	40,000	40,000	0	0	0	0
SPACE PLANNING						
City-wide Space Planning	50,000	50,000	0	0	0	0
PRINTING/DISTRIBUTION SERVICES						
Remodel Autoport Space	406,500	406,500	0	0	0	0
Total Bureau of General Services	75,823,150	24,703,100	(1,853,000)	1,667,500	(10,000)	(195,500)
Office of the City Auditor						
LID Construction	3,500,000	3,500,000	0	0	0	0
Total Office of the City Auditor	3,500,000	3,500,000	0	0	0	0
Office of the City Attorney						
Local Area Computer Network	98,621	42,756	0	0	0	0
Total Office of the City Attorney	98,621	42,756	0	0	0	0
Bureau of Planning						
Local Area Computer Network	434,818	39,318	(4,677)	0	0	(4,677)
Total Bureau of Planning	434,818	39,318	(4,677)	0	0	(4,677)

**CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Operating and Maintenance Costs**

Capital System: **City Support**

Bureau/Program/Project	Five-Year Costs	FY 95-96 Costs	ANNUAL			
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	Net Financial Impact
Public Safety Outlays						
Public Safety Communications	531,894	531,894	0	0	531,894	531,894
Total Public Safety Outlays	531,894	531,894	0	0	531,894	531,894
Metropolitan Human Rights Commission						
Computer Upgrade	16,400	16,400	0	0	0	0
Total Metropolitan Human Rights Commission	16,400	16,400	0	0	0	0
Police Bureau						
Traffic Enforcement/Education	32,432	32,432	0	0	0	0
Handguns	150,000	50,000	0	0	0	0
Specialized & Other Fleet Requirements	34,000	34,000	0	0	0	0
Bureau-Wide Computer Network	79,000	79,000	0	0	0	0
Explosive Disposal Package	180,525	180,525	0	0	0	0
Investigative Enhancement Package	58,383	58,383	0	0	0	0
TESS Payroll System	60,000	60,000	0	0	0	0
Precinct Furnishings	66,500	66,500	0	0	0	0
Prior Year Carryovers	414,854	414,854	0	0	0	0
Total Police Bureau	1,075,694	975,694	0	0	0	0
Bureau of Fire, Rescue & Emerg. Services						
EMERGENCY RESPONSE						
Apparatus Replacement	5,407,778	885,781	0	0	(14,000)	(14,000)
Training Center Phase VI	702,760	351,380	0	0	0	0
Skyline Fire Station	400,000	400,000	0	580,000	0	580,000
Boat House Station 6	162,000	0	0	0	0	0
Station Location Study Implementation	9,000,000	0	0	0	0	0
SUPPORT FOR EMERGENCY RESPONSE						
Linnton Oil Grounds Cleanup	700,000	350,000	0	0	0	0
Fire Sprinkler Systems	289,096	198,096	0	0	0	0
Firefighter Privacy Accommodations	150,000	0	0	0	0	0
Plumbing & Asbestos Removal	259,750	64,750	0	0	(1,000)	(1,000)
Apparatus Bay Ventilation Systems	377,000	77,000	0	0	0	0
Emergency Operations Support Space	100,000	0	0	0	0	0
Emergency Generators	200,000	200,000	0	0	0	0
Earthquake Preparedness	1,333,000	133,000	0	0	0	0
Emergency Operations Center (EOC)	5,000,000	0	0	0	0	0
PRIOR YEAR CARRYOVERS	1,507,056	1,507,056	0	0	0	0
Total Bureau of Fire, Rescue & Emerg. Services	25,588,440	4,167,063	0	580,000	(15,000)	565,000
TOTAL CITY SUPPORT	\$107,069,017	\$33,976,225	(\$1,857,677)	\$2,247,500	\$505,894	\$896,717

Capital Improvement Program Overview
CULTURAL AND RECREATION SYSTEM

Fiscal Year 1995-96 to 1999-2000

BUREAU OF PARKS AND RECREATION

The Bureau of Parks and Recreation's Capital Improvements Program is directed towards: 1) restoring and maintaining the existing park and recreation system; 2) promoting recreational opportunities; 3) adding to the City's beauty and economic well being,; and 4) preserving and enhancing natural areas.

The Parks Bureau manages a large inventory of land and facilities including approximately 9,500 acres of land (about half of this within Forest park); 195 parks; 11 community centers; 13 swimming pools (owned or maintained by the Parks Bureau); two tennis centers; three specialty gardens; the Hoyt Arboretum; seven special are, theater, and museum buildings; four golf courses; the Portland International Raceway.

The Bureau of Parks and Recreation's FY1995-96 capital budget includes 16 projects totaling \$15,906,496, exclusive of prior year capital carryovers. Of this amount, \$779,250 will be funded by the General Fund. The remaining \$15,056,496 will be funded through golf fees, other outside funds, and proceeds from the recent Park System General Obligation bond issue. In preparing the five-year Capital Improvement Program, four objectives were followed:

- Make better use of existing resources
- Initiate a major park and facilities renovation program
- Replace outdated and inadequate recreational facilities to meet today and tomorrow's needs
- Establish an integrated network of parks, natural areas, trails, and recreation corridors

In establishing the first through the fifth year of capital projects, the Parks Bureau relied heavily on Park Futures, the Public Facilities Plan, the Parks Assessment Summary, and the Facilities Assessment Summary. Of these reports, the new assessments were most helpful because they reflect fall 1993 assessments of parks and facilities.

The Portland park system is large and relatively old. The average age of the community centers is 60 years, with two-thirds of them built before the 1940's. As a result of age and the limited amount of funding that has been available to maintain, improve, or expand the park system, the demand for improvements have outweighed the available resources. Because of this gap in requirements and resources, the Bureau of Parks and Recreation has established priorities for CIP project rankings based on such criteria as:

- Safety - compliance with code requirements, other regulations and mandates, and correction of hazardous conditions within parks and facilities.
- Resource Preservation - evaluation of life cycle and determination whether preventative maintenance investments would offset future replacement costs.

- Compliance - compliance with bureau plans, neighborhood plans, and applicable plans of the Bureau of Planning.
- Public Benefit - service to projected users, year-round use.
- Financial - examination of whether a project generates revenues and/or increase or decreases maintenance requirements, or if the project can be leveraged or funded by a source other than the General Fund.

Listed below are Bureau of Parks and Recreation FY1995-96 capital program areas and projects included within the Cultural and Recreation System.

Aquatics

The FY1995-96 Capital Budget includes project costs totaling \$309,250 for improvements to the Columbia Pool HVAC and filtering system. This project will be funded with General Fund capital set-aside and Master Lease monies.

Automation

The FY1995-96 Capital Budget includes project costs totaling \$40,000 for computer automation improvements. This project will be funded with General Fund Master Lease monies.

Facilities

The FY1995-96 Capital Budget includes \$75,000 for replacement of the furnace at the Tennis Center and for replacement of the water tank at the Dishman Community Center. Funding for these projects will be provided from General Fund Master Lease monies.

General Obligation Bond Projects

The FY1995-96 Capital Budget includes General Obligation bonds projects totaling \$14,028,113. These projects will be funded from proceeds of voter-approved General Obligation Bonds that were issued in March 1995.

Golf

The Golf program includes capital projects for the City's four golf courses and their associated clubhouse facilities. Golf operations is a self-supporting activity which pays for all costs through fees charged to users. The FY1995-96 Capital Budget includes the following golf system projects.

Eastmoreland Parking Expansion	\$280,000
Progress Downs Course Remodel	135,000
Rose City Walking Trail	20,000
West Delta Dike Improvement	85,000
Eastmoreland Sidewalk Improvement	<u>25,800</u>
	\$545,800

Natural Areas

The Bureau of Parks and Recreation and the City's Office of Transportation are jointly developing the first phase of the Springwater corridor. This first phase includes the acquisition of trail and trailheads from Gresham to S.E. McLoughlin Blvd. Most of the funding for this project is from federal ISTEA funds. FY1995-96 project costs total \$150,000, of which \$100,000 and will be paid from General Fund capital set-aside monies.

Parks

The Bureau of Parks and Recreation administer a park system of approximately 200 parks, over 120 of which are fully developed. As a result of the age of the system and a lack of capital investment, many of these parks need to completely rehabilitated. Although the G.O. bond program discussed earlier is designed to address a substantial amount of the system's rehabilitation needs, several projects need to begin immediately in order to fulfill Council commitments or to leverage available private funds. FY1995-96 capital outlays for parks total \$738,333 as detailed below:

Rhododendron Low Bridge Replacement.	\$155,000
ISTEA Eastbank	\$100,000
Harney Park Development	\$150,000
Pioneer Square Rehabilitation	\$333,333

Funding for these projects will be provided from General Fund capital set-aside monies and other matching funds.

Prior Year Carryovers

Prior year capital carryovers totaling \$4,553,385 for will be supported by the General Fund. These monies will be used to fund a variety of capital projects that have previously been approved by the City Council but have not yet been completed.

ARENA PROJECT

In 1993 the City concluded negotiations with the Portland Trail Blazers for the construction of a new arena to be constructed adjacent to the existing Memorial Coliseum. Although most of the project will be built with public funds, the City agreed to construct about \$34.5 million of related public infrastructure and parking garage facilities that will serve the new arena, the existing Memorial Coliseum, and the related entertainment complex.

Arena project construction continues for the City's investment in public improvements that will serve the new spectator facility. The project will be completed in FY1995-96 with expenditures totaling \$7.5 million. Construction costs will be funded through advances on a line of credit that has been established for interim financing of these improvements.

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System: Cultural/Recreation

Bureau/Program/Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-2000	Project Total
PORTLAND PARKS & RECREATION							
ACQUISITIONS							
Sellwood Bridge to SE 17th Springwater	0	0	210,000	0	0	0	210,000
SE 136th Maintenance Facility Acquisition	0	0	1,428,000	0	0	0	1,428,000
Natural Areas Land Acq	0	0	300,000	330,000	360,000	400,000	1,390,000
Forest Park Inholdings	0	0	1,500,000	0	0	0	1,500,000
Powell Butte	0	0	500,000	0	0	0	500,000
Oaks Crossing	0	0	1,000,000	0	0	0	1,000,000
Johnson Creek Park	0	0	3,000,000	0	0	0	3,000,000
Terwilliger/Marquam	0	0	950,000	0	0	0	950,000
Leach Botanical Garden	0	0	0	200,000	0	0	200,000
Hoyt Arboretum	0	0	0	750,000	0	0	750,000
NE Park Site	0	0	0	1,000,000	0	0	1,000,000
SW Park Site	0	0	0	1,000,000	0	0	1,000,000
AMERICANS WITH DISABILITIES							
Indoor & Outdoor Facilities	3,106,845		803,655				3,910,500
AQUATICS							
Columbia Pool HVAC, Filtration & Deep End Shallowing	0	309,250	0	0	0	0	309,250
NW Aquatics Facility	0	0	0	0	0	5,000,000	5,000,000
Dishman Therapy Pool	0	0	0	0	0	60,000	60,000
Wilson Pool Heat Exchanger	0	0	21,000	0	0	0	21,000
AUTOMATION							
Computer Upgrades	0	40,000	69,300	72,765	76,403	80,223	338,691
Data Base Server	0	0	66,675	0	0	0	66,675
FACILITIES							
Hoyt Arboretum Visitor's Ctr & Trails, HAFF Match	0	0	258,247	0	0	0	258,247
Multnomah Art Center Double G. Windows	0	0	82,688	0	0	0	82,688
Tennis Center Furnace Replacement	0	45,000	0	0	0	0	45,000
Dishman CC Hot Water Tank Replacement	0	30,000	0	0	0	0	30,000
Westmoreland District Office	0	0	270,000	0	0	0	270,000
Buckman Fieldhouse Renovation	0	0	200,000	0	0	0	200,000
Downtown Maintenance Headquarters	0	0	0	250,000	0	0	250,000
Westmoreland Maintenance Headquarters	0	0	0	250,000	0	0	250,000
South Auditorium Shellar Removal	0	0	0	12,000	0	0	12,000
ML Tabor Yard Removal	0	0	0	2,000,000	4,000,000	0	6,000,000
North Community Center & Pool	0	0	0	4,000,000	5,000,000	0	9,000,000
N.E. Community Center & Pool	0	0	0	0	2,000,000	7,000,000	9,000,000
Inter S.E. Community Center & Pool	0	0	0	0	2,000,000	7,000,000	9,000,000
GENERAL OBLIGATION BOND PROJECTS							
Parks 2000	0	14,028,113	15,773,683	14,499,102	14,499,102	0	58,800,000
GOLF							
Eastmoreland Parking Expansion	0	280,000	0	0	0	0	280,000
Progress Downs Course Remodel	280,000	135,000	275,400	0	0	0	690,400
Rose City Walking Trail	10,000	20,000	10,000	0	0	0	40,000
West Delta Dike Improvements	357,500	85,000	0	0	0	0	442,500
Eastmoreland Sidewalk Improvement	0	25,800	0	0	0	0	25,800
NATURAL AREAS							
Powell Butte Trails & Facilities Improvements	0	0	59,850	0	0	0	59,850
Peninsula Crossing Trail Development ISTEAll Match	0	100,000	1,278,149	0	0	0	1,378,149
Crystal Springs NRMP	0	0	56,700	0	0	0	56,700
Forest Park, Access to US 30	0	0	509,850	0	0	0	509,850
Hoyt Arboretum Trail	0	0	277,200	250,000	0	0	527,200
Trails in West Delta	0	0	0	1,600,000	0	0	1,600,000
Springwater, Phase III Development	0	0	0	0	0	1,600,000	1,600,000
Wildwood Trail, Burnside Crossing	0	0	0	0	0	500,000	500,000
PARKS							
*Play Equipment Replacement	225,000	0	172,500	130,000	140,000	160,000	827,500
*Rhodo. Low Bridge Friends Group Match	0	155,000	0	0	0	0	155,000
*Cross Connection Control Compliance	0	0	131,250	0	0	0	131,250
Wading Pool Replacement	0	0	80,000	85,000	90,000	96,000	351,000
Wilamette Park Boat Ramp & Parking St. Marine Bd.	0	0	110,250	0	0	0	110,250
Irigation System Replacement (Sites to be determined)	774,000	0	315,000	330,000	347,288	366,987	2,133,275
Soft Cushion Surface Under Whirlys	0	0	224,700	0	0	0	224,700
*Eastbank Riverfront Path ISTEAll Match	100,000	100,000	100,000	0	0	0	300,000
Hamey Park Development BCD Funding	200,000	150,000	150,000	0	0	0	500,000
136th/Springwater Trailhead Development	72,000	0	185,850	0	0	0	257,850
NE Parkland Acquisition & Development	0	0	0	0	1,000,000	0	1,000,000
SW Parkland Acquisition & Development	0	0	0	0	0	1,000,000	1,000,000
Development of 5 underdeveloped Parks	0	0	0	0	0	5,000,000	5,000,000
Sewallcrest Playground irr. paths	0	0	0	91,787	0	91,787	183,574
Lillis Albina Playground irr. renovation	0	0	0	112,265	0	0	112,265
Mill Park development	0	0	0	500,000	0	500,000	1,000,000
Memiefield Park Playground, irr. paths	0	0	0	400,000	0	400,000	800,000
Richmond Mini Park	0	0	0	200,000	0	200,000	400,000
Pioneer Square Rehabilitation	0	333,333	333,333	333,334	0	0	1,000,000
PIR							
Repsave Straightaway	0	70,000	0	0	0	0	70,000
PRIOR YEAR CARRYOVERS		4,558,385	0	0	0	0	4,558,385
OREGON ARENA PROJECT							
Project Construction	28,692,330	7,500,000	0	0	0	0	36,192,330
TOTAL	\$33,617,675	\$27,964,661	\$30,703,260	\$26,356,253	\$29,512,793	\$29,567,262	\$179,962,144

City of Portland, Oregon - FY 1995-96 Adopted Budget

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Funding Sources (CB Table 2)**

Capital System: Cultural/Recreation

Bureau/Program/Project	General Fund	Transp.	Rate/Charges/Contracts	Federal/State/Other Local	Other	Total Budget	Non-Budget
PORTLAND PARKS & RECREATION							
ACQUISITIONS							
Selwood Bridge to SE 17th Springwater	0	0	0	0	0	0	0
SE 136th Maintenance Facility Acquisition	0	0	0	0	0	0	0
Natural Areas Land Acq	0	0	0	0	0	0	0
Forest Park inholdings	0	0	0	0	0	0	0
Powell Butte	0	0	0	0	0	0	0
Oaks Crossing	0	0	0	0	0	0	0
Johnson Creek Park	0	0	0	0	0	0	0
Terwilliger/Marquam	0	0	0	0	0	0	0
Leach Botanical Garden	0	0	0	0	0	0	0
Hoyt Arboretum	0	0	0	0	0	0	0
NE Park Site	0	0	0	0	0	0	0
SW Park Site	0	0	0	0	0	0	0
AMERICANS WITH DISABILITIES							
Indoor & Outdoor Facilities	0	0	0	0	0	0	0
AQUATICS							
Columbia Pool HVAC, Filtration & Deep End Shallowing	309,250	0	0	0	0	309,250	0
NW Aquatics Facility	0	0	0	0	0	0	0
Dishman Therapy Pool	0	0	0	0	0	0	0
Wilson Pool Heat Exchanger	0	0	0	0	0	0	0
AUTOMATION							
Computer Upgrades	40,000	0	0	0	0	40,000	0
Data Base Server	0	0	0	0	0	0	0
FACILITIES							
Hoyt Arboretum Visitor's Ctr & Trails, HAFF Match	0	0	0	0	0	0	0
Mulholland Art Center Double G. Windows	0	0	0	0	0	0	0
Tennis Center Furnace Replacement	45,000	0	0	0	0	45,000	0
Dishman CC Hot Water Tank Replacement	30,000	0	0	0	0	30,000	0
Westmoreland District Office	0	0	0	0	0	0	0
Buckman Fieldhouse Renovation	0	0	0	0	0	0	0
Downtown Maintenance Headquarters	0	0	0	0	0	0	0
Westmoreland Maintenance Headquarters	0	0	0	0	0	0	0
South Auditorium Shelter Removal	0	0	0	0	0	0	0
Mt. Tabor Yard Removal	0	0	0	0	0	0	0
North Community Center & Pool	0	0	0	0	0	0	0
N.E. Community Center & Pool	0	0	0	0	0	0	0
Inlet S.E. Community Center & Pool	0	0	0	0	0	0	0
GENERAL OBLIGATION BOND PROJECTS							
Parks 2000	0	0	0	0	14,028,113	14,028,113	0
GOLF							
Eastmoreland Parking Expansion	0	0	0	0	280,000	280,000	0
Progress Downs Course Remodel	0	0	0	0	135,000	135,000	0
Rose City Walking Trail	0	0	0	0	20,000	20,000	0
West Della Dike Improvements	0	0	0	0	85,000	85,000	0
Eastmoreland Sidewalk Improvement	0	0	0	0	25,800	25,800	0
NATURAL AREAS							
Powell Butte Trails & Facilities Improvements	0	0	0	0	0	0	0
Peninsula Crossing Trail Development ISTEAll Match	0	0	0	100,000	0	100,000	0
Crystal Springs NRMP	0	0	0	0	0	0	0
Forest Park, Access to US 30	0	0	0	0	0	0	0
Hoyt Arboretum Trail	0	0	0	0	0	0	0
Trails In West Della	0	0	0	0	0	0	0
Springwater, Phase III Development	0	0	0	0	0	0	0
Wildwood Trail, Burnside Crossing	0	0	0	0	0	0	0
PARKS							
*Play Equipment Replacement	0	0	0	0	0	0	0
*Rhodo. Low Bridge Friends Group Match	155,000	0	0	0	0	155,000	0
*Cross Connection Control Compliance	0	0	0	0	0	0	0
Wading Pool Replacement	0	0	0	0	0	0	0
Wilamette Park Boat Ramp & Parking St. Marine Bd.	0	0	0	0	0	0	0
Irrigation System Replacement (Sites to be determined)	0	0	0	0	0	0	0
Soft Cushion Surface Under Whirlpools	0	0	0	0	0	0	0
*Eastbank Riverfront Path ISTEAll Match	100,000	0	0	0	0	100,000	0
Hamey Park Development BCD Funding	0	0	0	0	150,000	150,000	0
136th/Springwater Trailhead Development	0	0	0	0	0	0	0
NE Parkland Acquisition & Development	0	0	0	0	0	0	0
SW Parkland Acquisition & Development	0	0	0	0	0	0	0
Development of 5 underdeveloped Parks	0	0	0	0	0	0	0
Sewallcrest Playground in. paths	0	0	0	0	0	0	0
Lillis Albina Playground in. renovation	0	0	0	0	0	0	0
Mill Park development	0	0	0	0	0	0	0
Memfield Park Playground, in. paths	0	0	0	0	0	0	0
Richmond Mini Park	0	0	0	0	0	0	0
Pioneer Square Rehabilitation	100,000	0	0	100,000	133,333	333,333	0
PIR							
Repave Straightaway	0	0	0	0	70,000	70,000	0
PRIOR YEAR CARRYOVERS							
	4,558,385	0	0	0	0	4,558,385	0
OREGON ARENA PROJECT							
Project Construction	0	0	0	0	7,500,000	7,500,000	0
TOTAL	\$5,337,635	\$0	\$0	\$200,000	\$22,427,246	\$27,964,881	\$0

City of Portland, Oregon - FY 1995-96 Adopted Budget

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Operating and Maintenance Costs (CB Table 3)**

Capital System: Cultural/Recreation

Bureau/Program/Project	Five-Year Cost	FY1995-96 Costs	ANNUAL			
			Revenue Generated	Operating/Maint Costs (+)	Operating/Maint Savings (-)	Net Financial Impact
PORTLAND PARKS & RECREATION						
ACQUISITIONS						
Selwood Bridge to SE 17th Springwater	210,000	0	0	0	0	0
SE 136th Maintenance Facility Acquisition	1,428,000	0	0	0	0	0
Natural Areas Land Acq	1,390,000	0	0	0	0	0
Forest Park Inholdings	1,500,000	0	0	0	0	0
Powell Butte	500,000	0	0	0	0	0
Oaks Crossing	1,000,000	0	0	0	0	0
Johnson Creek Park	3,000,000	0	0	0	0	0
TenWijger/Marquam	950,000	0	0	0	0	0
Leach Botanical Garden	200,000	0	0	0	0	0
Hoyt Arboretum	750,000	0	0	0	0	0
NE Park Site	1,000,000	0	0	0	0	0
SW Park Site	1,000,000	0	0	0	0	0
AMERICANS WITH DISABILITIES						
Indoor & Outdoor Facilities	803,655	0	0	0	0	0
AQUATICS						
Columbia Pool HVAC, Filtration & Deep End Shallowing	309,250	309,250	0	0	0	0
NW Aquatics Facility	5,000,000	0	0	0	0	0
Dishman Therapy Pool	60,000	0	0	0	0	0
Wilson Pool Heat Exchanger	21,000	0	0	0	0	0
AUTOMATION						
Computer Upgrades	338,691	40,000	0	7,900	0	7,900
Data Base Server	66,675	0	0	0	0	0
FACILITIES						
Hoyt Arboretum Visitor's Ctr & Trails, HAFF Match	258,247	0	0	0	0	0
Multnomah Art Center Double G. Windows	82,688	0	0	0	0	0
Tennis Center Furnace Replacement	45,000	45,000	0	0	0	0
Dishman CC Hot Water Tank Replacement	30,000	30,000	0	0	0	0
Westmoreland District Office	270,000	0	0	0	0	0
Buckman Fieldhouse Renovation	200,000	0	0	0	0	0
Downtown Maintenance Headquarters	250,000	0	0	0	0	0
Westmoreland Maintenance Headquarters	250,000	0	0	0	0	0
South Auditorium Shelter Removal	12,000	0	0	0	0	0
Mt. Tabor Yard Removal	6,000,000	0	0	0	0	0
North Community Center & Pool	9,000,000	0	0	0	0	0
N.E. Community Center & Pool	9,000,000	0	0	0	0	0
Inter S.E. Community Center & Pool	9,000,000	0	0	0	0	0
GENERAL OBLIGATION BOND PROJECTS						
Parks 2000	58,800,000	14,028,113	0	0	0	0
GOLF						
Eastmoreland Parking Expansion	280,000	280,000	0	0	0	0
Progress Downs Course Remodel	410,400	135,000	0	0	0	0
Rose City Walking Trail	30,000	20,000	0	0	0	0
West Delta Dike Improvements	85,000	85,000	0	0	0	0
Eastmoreland Sidewalk Improvement	25,800	25,800	0	0	0	0
NATURAL AREAS						
Powell Butte Trails & Facilities Improvements	59,850	0	0	0	0	0
Peninsula Crossing Trail Development ISTEAll Match	1,378,149	100,000	0	0	0	0
Crystal Springs NRMP	56,700	0	0	0	0	0
Forest Park, Access to US 30	509,850	0	0	0	0	0
Hoyt Arboretum Trail	527,200	0	0	0	0	0
Trails in West Delta	1,600,000	0	0	0	0	0
Springwater, Phase III Development	1,600,000	0	0	0	0	0
Wildwood Trail, Burnside Crossing	500,000	0	0	0	0	0
PARKS						
*Play Equipment Replacement	602,500	0	0	0	0	0
*Rhodo. Low Bridge Friends Group Match	155,000	155,000	0	0	0	0
*Cross Connection Control Compliance	131,250	0	0	0	0	0
Wading Pool Replacement	351,000	0	0	0	0	0
Wilamette Park Boat Ramp & Parking St. Marine Bd.	110,250	0	0	0	0	0
Irrigation System Replacement (Sites to be determined)	1,359,275	0	0	0	0	0
Soft Cushion Surface Under Whirlpools	224,700	0	0	0	0	0
*Eastbank Riverfront Path ISTEAll Match	200,000	100,000	0	0	0	0
Hamey Park Development BCD Funding	300,000	150,000	0	16,000	0	16,000
136th/Springwater Trailhead Development	185,850	0	0	0	0	0
NE Parkland Acquisition & Development	1,000,000	0	0	0	0	0
SW Parkland Acquisition & Development	1,000,000	0	0	0	0	0
Development of 5 underdeveloped Parks	5,000,000	0	0	0	0	0
Sewallcrest Playground irr. paths	183,574	0	0	0	0	0
Lillis Albina Playground irr. renovation	224,530	0	0	0	0	0
Mill Park development	1,000,000	0	0	0	0	0
Merriemfield Park Playground, irr. paths	800,000	0	0	0	0	0
Richmond Mini Park	400,000	0	0	0	0	0
Pioneer Square Rehabilitation	1,000,000	333,333	0	0	0	0
PIR						
Repave Straightway	70,000	70,000	0	0	0	0
PRIOR YEAR CARRYOVERS						
	4,558,385	4,558,385	0	0	0	0
OREGON ARENA PROJECT						
Project Construction	7,500,000	7,500,000	0	0	0	0
TOTAL	\$146,144,469	\$27,964,881	\$0	\$23,900	\$0	\$23,900

City of Portland, Oregon - FY 1995-96 Adopted Budget

Capital Improvement Program Overview

ECONOMIC DEVELOPMENT SYSTEM

Fiscal Year 1995-96 to 1999-2000

PORTLAND DEVELOPMENT COMMISSION

OVERVIEW

The Portland Development Commission (PDC) has submitted a proposed five-year CIP totaling \$27.3 million. This is about \$5.8 million less than last year's five-year capital plan. Reductions in PDC's capital program continue to reflect the loss of tax increment financing as the City's predominant source of urban renewal and economic development financing.

PDC's CIP is broken down into six program areas. These program areas and their FY1995-96 capital project outlays are summarized as follows:

1. Downtown/Old Town	\$110,000
2. Central Eastside	1,100,000
3. Airport Way/Columbia Corridor	90,000
4. Inner Northeast	228,000
5. North Macadam/South Waterfront	468,000
6. River District/Union Station	<u>850,106</u>
	\$2,846,106

Expected funding for the \$2.84 million of capital outlays in FY1995-96 will come from several sources, including PDC resources (\$1,158,000), federal and state revenues (\$314,000), proceeds from City borrowings (\$450,000) capital set-aside and other General Fund support (\$834,106), and the Parks Trust Fund (\$90,000).

**PORTLAND DEVELOPMENT COMMISSION
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 TO 1999-2000 PROJECTS
Total Cost by Year**

Capital System: Economic Development Bureau/Program/Project	Fiscal Year 1995-96	Fiscal Year 1996-97	Fiscal Year 1997-98	Fiscal Year 1998-99	Fiscal Year 1999-2000	Project Total
Portland Development Commission						
DOWNTOWN						
Block 50 Redevelopment	110,000	250,000	2,000,000	0	0	2,360,000
Subtotal Downtown	110,000	250,000	2,000,000	0	0	2,360,000
CENTRAL EASTSIDE DISTRICT						
Water Avenue Extension LD	450,000	2,500,000	0	0	0	2,950,000
Eastbank Riverfront Park	50,000	3,100,000	3,100,000	0	0	6,250,000
Central Eastside Redevelopment	600,000	600,000	0	0	0	1,200,000
Subtotal Central Eastside District	1,100,000	6,200,000	3,100,000	0	0	10,400,000
AIRPORT WAY/COLUMBIA CORRIDOR						
40-Mile Loop Trail	90,000	90,000	0	0	0	180,000
Subtotal Airport Way/Columbia Corridor	90,000	90,000	0	0	0	180,000
INNER NORTHEAST						
MLK DOS Implementation	180,000	180,000	100,000	80,000	0	540,000
MLK Streetscape Plan	0	600,000	0	0	0	600,000
MLK Retail Site Development	48,000	800,000	800,000	0	0	1,648,000
Subtotal Inner Northeast	228,000	1,580,000	900,000	80,000	0	2,788,000
NORTH MACADAM/SOUTH WATERFRONT						
South Waterfront River Parkway	268,000	0	0	0	0	268,000
Greenway Development	200,000	1,000,000	0	0	0	1,200,000
Subtotal North Macadam/South Waterfront	468,000	1,000,000	0	0	0	1,468,000
RIVER DISTRICT						
Union Station Restoration	114,000	107,000	0	0	0	221,000
River District - Public Infrastructure	709,106	3,830,000	3,750,000	800,000	760,000	9,849,106
Reopen NW 8th Avenue	27,000	0	0	0	0	27,000
Subtotal River District	850,106	3,937,000	3,750,000	800,000	760,000	10,097,106
TOTAL	2,846,106	13,057,000	9,750,000	880,000	760,000	27,293,106

**PORTLAND DEVELOPMENT COMMISSION
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 TO 1999-2000 PROJECTS
Funding Sources**

Capital System: Economic Development Bureau/Program/Project Portland Development Commission	PDC Resources	Parking Revenue Bonds	LID	Parks Trust Fund	General Fund	General Obligation Bonds	Return on Investment Tax Inc.	Federal/ State/ Other	Other City Funds	Total Budget
DOWNTOWN										
Block 50 Redevelopment	110,000	2,250,000								2,360,000
Subtotal Downtown	110,000	2,250,000	0	0	0	0	0	0	0	2,360,000
CENTRAL EASTSIDE DISTRICT										
Water Avenue Extension LID			2,950,000							2,950,000
Eastbank Riverfront Park						6,000,000		200,000	50,000	6,250,000
Central Eastside Redevelopment	1,200,000									1,200,000
Subtotal Central Eastside District	1,200,000	0	2,950,000	0	0	6,000,000	0	200,000	50,000	10,400,000
AIRPORT WAY/COLUMBIA CORRIDOR										
40-Mile Loop Trail				180,000						180,000
Subtotal Airport Way/Columbia Corridor	0	0	0	180,000	0	0	0	0	0	180,000
INNER NORTHEAST										
MLK DOS Implementation								540,000		540,000
MLK Streetscape Plan					600,000					600,000
MLK Retail Site Development					1,648,000					1,648,000
Subtotal Inner Northeast	0	0	0	0	2,248,000	0	0	540,000	0	2,788,000
NORTH MACADAM/SOUTH WATERFRONT										
South Waterfront River Parkway	134,000							134,000		268,000
Greenway Development	200,000						1,000,000			1,200,000
Subtotal North Macadam/South Waterfront	334,000	0	0	0	0	0	1,000,000	134,000	0	1,468,000
RIVER DISTRICT										
Union Station Restoration	221,000									221,000
River District Public Infrastructure					9,849,106					9,849,106
Reopen NW 8th Avenue									27,000	27,000
Subtotal River District	221,000	0	0	0	9,849,106	0	0	0	27,000	10,097,106
TOTAL	1,865,000	2,250,000	2,950,000	180,000	12,097,106	6,000,000	1,000,000	874,000	77,000	27,293,106

City of Portland, Oregon - FY 1995-96 Adopted Budget
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Capital Improvement Program Overview

SEWER SYSTEM

Fiscal Year 1995-96 to 1999-2000

BUREAU OF ENVIRONMENTAL SERVICES

INTRODUCTION

The Bureau of Environmental Services' 5-year capital improvement program has been updated and continues to address policy goals and strategic objectives first proposed in FY1992-93. In the Combined Sewer Overflow and Mid County Project program areas, the CIP plan includes projects outlined within facility plans and regulatory documents previously approved by City Council. Overall, the 5-year CIP plan continues to be driven by environmental mandates imposed by state and federal laws and Clean River Program elements developed by the bureau.

The proposed CIP has been incorporated into the Bureau's financial planning model to determine resource requirements over the five-year forecast interval. The forecast of inflation, investment earnings rates, and debt issuance costs are consistent with financial planning guidelines developed by the City's Office of Finance and Administration. Other assumptions underlying the five-year forecast are detailed separately in the Financial Plan.

THE SEWER SYSTEM

The City owns, operates and maintains the wastewater collection, transport, treatment and disposal systems within its boundaries, including stormwater drainage systems. The drainage area served by these systems encompasses approximately 85,000 acres. The City also provides sanitary sewer and treatment services to approximately 9,000 acres outside the City corporate limits. The City's sanitary sewer and stormwater utilities serve approximately 425,000 people, numerous commercial and industrial facilities, and several wholesale contract customers located adjacent to Portland.

The existing Sewer System consists of a network of piping in excess of 1,900 miles, ranging in diameter from 4 inches to 12 feet. There are storm and sanitary sewers, each dedicated to carrying separate waste streams, and combined sewer lines that carry both stormwater runoff and sanitary waste. The System is served by 105 pumping stations and two sewage treatment plants, which have a combined secondary treatment capacity of 108 million gallons per day (mgd). The replacement cost of existing assets in current dollars is estimated to be approximately \$1.5 billion.

STRATEGIC PLAN

The Bureau's limited resources do not allow all potentially worthwhile projects to be included in the capital budget. To help guide the project selection process, the Bureau has adopted strategic objectives for the CIP. These guide capital project proposals toward those areas that best serve the Bureau's mission. The list of strategic objectives is updated annually. Current strategic objectives are as follows:

- Maintain acceleration of sewer construction within the Mid County Sewer Project, completing installation of the collection system in FY 1997-98.
- Comply full with regulatory requirements imposed by permits, state and federal directives and orders, memoranda of agreement, and other agreements entered into by the City in response to regulatory requirements.
- Using findings and recommendations of drainage, collection, and treatment system maintenance studies, implement a maintenance program that ensures compliance with regulatory requirements and preserves the City's investment in sewer and drainage system infrastructure.
- Give priority to capital improvements that conserve or reduce operating and maintenance costs.
- Give priority to capital improvements that create significant water quality benefits.
- Design sewer system facilities to be compatible with the surrounding community, seeking cost effective multiple objectives that support City goals relating to water quality and land use.
- Accommodate economic and residential growth within the City.

CIP CRITERIA FOR SELECTING AND RANKING PROJECTS

The list of proposed projects consistent with CIP strategic objectives must generally be further narrowed during the planning process. Proposals are ranked for selection with respect to the following criteria:

- The project responds to or seeks to prevent catastrophic failure of the system.
- The project is necessary to maintaining an accelerated construction schedule for the Mid County Sewer Project.
- The project is needed to meet regulatory requirements or agreements.
- The project is critical to system operations and safety.
- The project reduces operating costs, reduces future capital costs, or conserves resources.
- The project supports economic development in a manner consistent with the Bureau's mission statement.
- The project supports making the sewer system compatible with the surrounding community.

SOURCES AND USES OF CONSTRUCTION FUNDING

Planned CIP outlays total \$532 million (FY1995 constant dollars) over the five-year forecast interval. Based on current planning assumptions, the Bureau's five-year CIP request will require \$374.7 million (nominal dollars) in additional borrowings over the five-year forecast interval, plus \$131 million of bond proceeds carried over from FY1994-95. A brief description of the resources required to finance these requirements follows:

- Fees, Charges, and Permits. This source of funding includes an estimate of reimbursements for engineering, administration, and construction management services charged for permit sewer construction.
- Line and Branch Charges. Charges in lieu of assessment will be used to fund CIP outlays. Line and branch charge revenues which are projected to total \$36.9 million over the current and five-year forecast interval, are an offset to future borrowing requirements.
- Cash Transfers from the Sewer System Operating Fund. Current sewer system net income from service fees and charges will also be used to fund CIP outlays. The availability of current income to fund CIP expenditures is the result of meeting debt service coverage requirements on outstanding bonds. For planning purposes, the Bureau maintains a 1.50 coverage ratio and an ongoing reserve of ten percent of operating expenses for unforeseen financial needs. After making debt service payments, funds in excess of those required for the ten percent operating reserve are available to fund capital improvements. Cash transfers from the Operating Fund to the Construction Fund are projected to total \$62.2 million over the current and five-year forecast interval.
- Bond Proceeds. Proceeds from the sale of Sewer System Revenue Bonds will be necessary to support the CIP. Debt service requirements for future bond sales have been calculated assuming level debt service (principal and interest payments payable semiannually on July 1st and January 1st). The forecast assumes an average annualized coupon rate of 7.5 percent, and a 1.20 coverage requirement. As noted above, the Bureau uses a 1.50 coverage ratio for planning purposes.
- Investment Income. Investment or interest income is earned on all Sewer System Funds administered by the City Treasurer. Any investment income earned on balances within Sewer System Funds helps offset future borrowing requirements.
- Beginning Fund Balances. The last source of working capital in support of the CIP is the balance within the Sewer System Funds forecast to be available at the beginning of each fiscal year. Initial balances in all years are forecast to be relatively small.

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM
Five Year Capital Plan**

Capital System: Sewage		Appropriation Unit:					Environmental Services	
Project Title	Prior Yrs. Estimate	Year 1 1995-96	Year 2 1996-97	Year 3 1997-98	Year 4 1998-99	Year 5 1999-00	5 Year Total	Total
MID COUNTY SEWER PROJECT								
1994-1995 Sewer Projects	19,867,297	17,492,093					17,492,093	37,359,390
Burnside Central								
Cliffgate								
Wellington								
Bloomington								
Parkrosa								
Essex								
Flavel Park								
1995-1996 Sewer Projects	928,386	14,378,115	14,229,263				28,607,378	29,535,764
Windmere								
Sacajawea								
Darlington								
Lincoln Park								
Maywood Park								
Robinwood								
Fairfield								
1996-1997 Sewer Projects	14,680	738,085	11,784,105	4,010,279			16,532,469	16,547,149
Eastmont								
Lymann Park								
Brentwood								
Minor Sewer Extensions	2,809,399	180,000	100,000				280,000	3,089,399
Total Mid County Project	23,619,762	32,788,293	26,113,368	4,010,279	0	0	62,911,940	86,531,702
SEWAGE TREATMENT SYSTEMS								
CBWTP Headworks	16,711,968	10,022,400	2,000,000				12,022,400	28,734,368
Inverness Force Main	1,083,207	1,172,200	7,986,000	9,982,500	1,996,500		21,137,200	22,220,407
CBWTP Lagoon Renovation	12,801,868	2,500,000	2,500,000	2,500,000	1,250,000	1,250,000	10,000,000	22,801,868
CBWTP Odor Control Projects	856,300	612,000	320,000	1,132,500	1,132,500	1,020,000	4,217,000	5,073,300
Repair, Rehab, Mts	3,609,164	1,440,400	1,885,000	2,500,000	2,500,000	2,500,000	10,825,400	14,434,564
Pump Station Improvement Pgm	5,258,379	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	17,758,379
CBWTP Pneumatic Conveyance	633,762	140,000	1,495,750				1,635,750	2,269,512
CBWTP Secondary Bypass Relief	36,400	398,320					398,320	434,720
CBWTP Reuse Water Syste	824,651	580,000					580,000	1,404,651
CBWTP Facilities Plan Update	416,012	116,000					116,000	532,012
Pre-Design Studies	31,200	31,200	31,200	31,200	31,200	35,000	159,800	191,000
CBWTP Automation Projects	1,071,820	405,600	295,000	145,000	45,000	250,000	1,140,600	2,212,420
TCWTP Digester Modifications	53,581	233,000					233,000	286,581
CBWTP Secondary Scum Removal	0	41,600	440,000	616,000			1,097,600	1,097,600
CBWTP Primary Clarifier Auto	106,671	639,600	615,000				1,254,600	1,361,271
Land Application Scales	0	265,000					265,000	265,000
TCWTP Odor Control-Sludge	0		336,000				336,000	336,000
CBWTP Prim Chair/Flights Repl	759,377		429,040	430,000			859,040	1,618,417
CBWTP Digester Modifications	0		118,400	750,000			868,400	868,400
Dechlorination/Sampling Imp	0		25,000	300,000	2,575,000		2,900,000	2,900,000
CBWTP Outfall Line Repair	0		590,000				590,000	590,000
TCWTP Facility Plan Update	0			500,000			500,000	500,000
TCWTP Headworks Reconst	0				457,000	2,626,000	3,083,000	3,083,000
Compost Equipment Elevator	0				200,000		200,000	200,000
Maintenance Management Upgrade	0					260,000	260,000	260,000
CBWTP Outfall Retrofit	0					2,196,000	2,196,000	2,196,000
Total Sewage Treatment Systems	44,254,360	21,097,320	21,566,390	21,387,200	12,687,200	12,637,000	89,375,110	133,629,470

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM
Five Year Capital Plan**

Project Title	Appropriation Unit:						Environmental Services	
	Prior Yrs. Estimate	Year 1 1995-96	Year 2 1996-97	Year 3 1997-98	Year 4 1998-99	Year 5 1999-00	5 Year Total	Total
MAINTENANCE & RELIABILITY								
Maintenance Capital-Contract	696,506	2,025,812	2,633,555	2,836,160	2,996,600	3,000,000	13,492,127	14,188,633
Maintenance Capital-Construction	2,513,559	843,666	843,666	843,666	843,666	843,666	4,218,330	6,731,889
Alder Basin Relief and Reconstruction	5,757,826	1,000,000	2,847,500	3,020,000	2,583,230	5,799,270	15,250,000	21,007,826
NW CBD Sewer Reconstruction	433,012	575,000	580,000	580,000	520,000	400,000	2,655,000	3,088,012
Sump Reconstruction & Upgrade	12,263,537	3,000,000	2,000,000	1,000,000			6,000,000	18,263,537
Tryon Creek I & I Abatement	477,914	100,000	300,000	100,000	100,000	100,000	700,000	1,177,914
Maintenance Capital-Equipment	712,550	500,000	500,000	500,000	500,000	250,000	2,250,000	2,962,550
MTS Inventory & Condition Plan	1,856,534	992,000					992,000	2,848,534
Sediment Processing & Recycling	200,000	200,000				300,000	500,000	700,000
Fanno Creek PS Installation	473,308	200,000	4,950,000	300,000			5,450,000	5,923,308
Basement Flooding Relief	4,478,506	550,000	3,600,000	4,700,000	4,796,000	4,510,000	18,156,000	22,634,506
Collection System Facilities Plan Update	0	500,000	250,000				750,000	750,000
Inverness Pressure Line Corrosion Prot	0				200,000	200,000	400,000	400,000
Hayden Island Sanitary System Recons	0			40,000	560,000	250,000	850,000	850,000
Hayden Island Storm System Recons	0			70,000	530,000	810,000	1,410,000	1,410,000
NE Sandy Blvd Sanitary Trunk Relief	0			50,000	840,000		890,000	890,000
Inverness Basin Sanitary Relief	0				150,000	1,180,000	1,330,000	1,330,000
Total Maintenance & Reliability	29,863,252	10,486,478	18,504,721	14,039,826	14,619,496	17,642,936	75,293,457	105,156,709
SURFACE WATER MANAGEMENT								
Columbia Slough Watershed	4,341,390	435,000	387,000	360,000	392,000	400,000	1,974,000	6,315,390
Stormwater Program Dev	3,219,773	409,000	399,500	300,000	326,770	360,730	1,796,000	5,015,773
Col. Slough Sediment Evaluation	1,444,892	371,500	288,500	289,000	160,000	1,560,000	2,669,000	4,113,892
US Army Corp of Engineers	0	200,000	254,630	100,000	100,000	100,000	754,630	754,630
122nd Ave Sub-Basin	0	251,000	163,000	55,000	48,000	30,000	547,000	547,000
Fanno Creek Basin Management	2,897,369	260,500	150,000	100,000	95,000	80,000	685,500	3,582,869
Johnson Creek Res Mgt. Plan	3,831,939	471,000	50,000	50,000			571,000	4,402,939
Johnson Creek Enhancements	2,744,605	230,000	230,000	225,000	195,000	185,000	1,065,000	3,809,605
Streambank Restor-Col. Slough	0	15,000	20,000	25,000	35,000	40,000	135,000	135,000
Balch Creek Pilot Project	589,075	375,000					375,000	964,075
Early Action Site 1- Sediments	0	259,000	249,000				508,000	508,000
SW Early Action Projects	0	25,000	249,500	210,000	180,000	170,000	834,500	834,500
162nd Foster Detention Fac	0	440,000	800,000	0	0	0	1,240,000	1,240,000
Balch Creek Facility Planning	902,522	122,200	122,200	100,200	62,200	41,000	447,800	1,350,322
Tryon Creek Pilot/Stewardship	0	271,000	276,000	266,000	180,000	162,000	1,155,000	1,155,000
Brookside Wetland	0	100,000	500,000				600,000	600,000
Pollution Reduction Fac - Pruitt	0	10,000	135,000	310,000			455,000	455,000
Pollution Reduction Fac-Galitzki	0	1,025,000	1,025,000	170,000			2,220,000	2,220,000
Johnson Creek Blvd at 45th	0	445,000					445,000	445,000
Early Action Site 2-Sediments	0	93,000	133,000				226,000	226,000
SW Hamilton E. of 58th	153,751	56,630	200,000				256,630	410,381
Streambank Restor-Fanno Creek	0		85,000	120,000	150,000	178,000	533,000	533,000
Channel Restoration/SW Detention	0			190,000	160,000	150,000	500,000	500,000
Tryon Creek - Land Acquisition	0			254,000	254,000	204,000	712,000	712,000
SW Pollution Reduction Facilities	100,000			280,000	255,000	255,000	790,000	890,000
Early Action Site 3-Sediments	0			92,000	133,000		225,000	225,000
Hillview Rd. Detention Facility	0		50,000	750,000	510,000	405,000	1,715,000	1,715,000
Hogan Road Detention Facility	0		50,000	450,000	580,000	805,000	1,885,000	1,885,000
Moderate Priority Site Evaluation	0			150,000	357,500	200,000	707,500	707,500
Lents Bypass Storage	0			998,630	1,708,130	589,830	3,296,590	3,296,590
Total Surface Water Management	20,225,316	5,864,830	5,817,330	5,844,830	5,881,600	5,915,560	29,324,150	49,549,466

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM
Five Year Capital Plan**

Project Title	Appropriation Unit:						Environmental Services	
	Prior Yrs. Estimate	Year 1 1995-96	Year 2 1996-97	Year 3 1997-98	Year 4 1998-99	Year 5 1999-00	5 Year Total	Total
COMBINED SEWER OVERFLOW								
CSO Planning	0	802,900	647,000	559,200	527,100	524,900	3,061,100	3,061,100
SLRT Calibration	326,079	356,700	146,400				503,100	829,179
Diversion Reconstruction	839,149	178,400					178,400	1,017,549
Columbia Slough Conduit	1,006,627	4,459,900	9,588,400	17,666,000	24,889,600	30,164,600	86,768,500	87,775,127
Columbia Slough WWTF	0	786,316	631,432	1,363,730	5,201,708	4,830,348	12,813,534	12,813,534
Wet Weather Treatment Facility	921,555	511,400	1,620,600	7,829,100	6,451,700		16,412,800	17,334,355
Columbia Slough WWTF Pump Station	0	180,342	341,284	593,224	3,362,800	2,790,450	7,268,100	7,268,100
Ramsey Lake Storm Trunk	2,404,279	3,532,300			0	0	3,532,300	5,936,579
Ramsey Lake Storm Wetlands	595,859	1,070,300	22,400	21,300	21,100	20,900	1,156,000	1,751,859
St. Johns "A" CSO Project	2,012,819	3,710,700					3,710,700	5,723,519
Oswego Basin Separation	6,362	65,400	1,992,000	5,059,600			7,117,000	7,123,362
Stormwater Infiltration Sumps	20,129,491	4,019,800	3,803,800	3,600,300	3,563,200	3,548,200	18,535,300	38,664,791
Downspout Disconnection Program	2,081,619	2,212,000	7,787,800	10,800,900	10,489,300	9,006,900	40,296,900	42,378,519
Willamette Site Acquisition	0	83,200					83,200	83,200
Tanner Creek Nicolai	300,000	577,826		5,432,400	6,630,900	7,327,300	19,968,426	20,268,426
St. Johns "B" Separation - Ph2	0	35,700	33,800				69,500	69,500
Cathedral Park WQ Facility	0	701,700					701,700	701,700
Fiske "B" Basin: Local Separation	2,309,983		3,826,400				3,826,400	6,136,383
Sellwood Basin: Local Separation	400,000		821,600	3,461,900	2,867,400		7,150,900	7,550,900
NW 110th Ave Separation	45,246	23,800	33,800	596,600			654,200	699,446
Western Half Lents I Separation	0		112,600	213,000	210,800		536,400	536,400
Carolina Basin Stream Diversion	0				94,900	52,500	147,400	147,400
Woods/Sheridan Stream Diversion	0				274,100	146,900	421,000	421,000
California St. Storage	0				927,700	1,291,200	2,218,900	2,218,900
California Consolidation Conduit	0				35,900	35,700	71,600	71,600
Ankeny/Balch Cons Conduit	0				696,100	1,078,233	1,774,333	1,774,333
Balch Pump Station	0				1,493,467	2,187,033	3,680,500	3,680,500
Balch River Crossing	0				337,405	294,005	631,410	631,410
Total Combined Sewer Overflow	33,379,068	23,308,684	31,409,316	57,197,254	68,075,180	63,299,169	243,289,603	276,668,671
SYSTEMS DEVELOPMENT								
Pollution Control Laboratory	4,153,967	6,000,000	3,000,000				9,000,000	13,153,967
Pollution Control Lab Equipment	171,588	600,000	1,000,000				1,600,000	1,771,588
Longview City Laundry Remed	0	367,300					367,300	367,300
Hydra Contingency/Redundancy	0	97,000					97,000	97,000
Keypoint Monitoring Program	113,202	52,500					52,500	165,702
Storm Facilities Monitoring	0	50,000					50,000	50,000
Sewer Extension Program	1,713,527	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000	8,713,527
Permits	752,511	360,000	400,000	425,000	450,000	475,000	2,110,000	2,862,511
BTE Interagency	257,545	190,000	115,000	115,000	115,000	115,000	650,000	907,545
NE 158th/148th Ave Sanitary Sewer	478,490	200,000					200,000	678,490
Drainage Improvement Program	713,920	500,000	500,000	500,000	500,000	500,000	2,500,000	3,213,920
South Airport Sanitary Trunk Sewer	0	750,000	1,000,000	1,000,000			2,750,000	2,750,000
NE 63rd Ave Pump Station	0	510,000	0				510,000	510,000
Permit Reimbursement	224,228	200,000	200,000	200,000	200,000	200,000	1,000,000	1,224,228
Sanitary System Improvement	216,298	100,000	100,000	100,000	100,000	100,000	500,000	716,298
Sewerage Facilities Program	0	400,000				1,000,000	1,400,000	1,400,000
Geographic Information System	300,000	300,000	500,000	500,000	500,000	300,000	2,100,000	2,400,000
Total Systems Development	9,095,276	12,076,800	8,215,000	4,240,000	3,265,000	4,090,000	31,886,800	40,982,076
BUREAU TOTAL	160,437,034	105,622,405	111,626,125	106,719,389	104,528,476	103,584,665	532,081,060	692,518,094

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System: Sewage

Bureau/Program/Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	5 Year Total	Total Project Cost
Bureau of Environmental Services								
MID COUNTY SEWER PROJECTS								
1994-1995 Sewer Projects	19,867,297	17,492,093					17,492,093	37,359,390
Burnside Central								
Cliffgate								
Wellington								
Bloomington								
Parkrose								
Essex								
Flavel Park								
1995-1996 Sewer Projects	928,386	14,378,115	14,229,263				28,607,378	29,535,764
Windmere								
Sacajawea								
Darlington								
Lincoln Park								
Maywood Park								
Robinwood								
Fairfield								
1996-1997 Sewer Projects	14,680	738,085	11,784,105	4,010,279			16,532,469	16,547,149
Eastmont								
Lymann Park								
Brentwood								
Minor Sewer Extensions	2,809,399	180,000	100,000				280,000	3,089,399
SEWAGE TREATMENT SYSTEMS								
CBWTP Headworks	16,711,968	10,022,400	2,000,000				12,022,400	28,734,368
Inverness Force Main	1,083,207	1,172,200	7,986,000	9,982,500	1,996,500		21,137,200	22,220,407
CBWTP Lagoon Renovation	12,801,868	2,500,000	2,500,000	2,500,000	1,250,000	1,250,000	10,000,000	22,801,868
CBWTP Odor Control Projects	856,300	612,000	320,000	1,132,500	1,132,500	1,020,000	4,217,000	5,073,300
Repair, Rehab, Mts	3,609,164	1,440,400	1,885,000	2,500,000	2,500,000	2,500,000	10,825,400	14,434,564
Pump Station Improvement Pgm	5,258,379	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	17,758,379
CBWTP Pneumatic Conveyance	633,762	140,000	1,495,750				1,635,750	2,269,512
CBWTP Secondary Bypass Relief	36,400	398,320					398,320	434,720
CBWTP Reuse Water Syste	824,651	580,000					580,000	1,404,651
CBWTP Facilities Plan Update	416,012	116,000					116,000	532,012
Pre-Design Studies	31,200	31,200	31,200	31,200	31,200	35,000	159,800	191,000
CBWTP Automation Projects	1,071,820	405,600	295,000	145,000	45,000	250,000	1,140,600	2,212,420
TCWTP Digester Modifications	53,581	233,000					233,000	286,581
CBWTP Secondary Scum Removal		41,600	440,000	616,000			1,097,600	1,097,600
CBWTP Primary Clarifier Auto	106,671	639,600	615,000				1,254,600	1,361,271
Land Application Scales		265,000					265,000	265,000
MAINTENANCE & RELIABILITY								
Maintenance Capital-Contract	696,506	2,025,812	2,633,555	2,836,160	2,996,600	3,000,000	13,492,127	14,188,633
Maintenance Capital-Construction	2,513,559	843,666	843,666	843,666	843,666	843,666	4,218,330	6,731,889
Alder Basin Relief and Reconstruction	5,757,826	1,000,000	2,847,500	3,020,000	2,583,230	5,799,270	15,250,000	21,007,826
NW CBD Sewer Reconstruction	433,012	575,000	580,000	580,000	520,000	400,000	2,655,000	3,088,012
Sump Reconstruction & Upgrade	12,263,537	3,000,000	2,000,000	1,000,000			6,000,000	18,263,537
Tryon Creek I & I Abatement	477,914	100,000	300,000	100,000	100,000	100,000	700,000	1,177,914
Maintenance Capital-Equipment	712,550	500,000	500,000	500,000	500,000	250,000	2,250,000	2,962,550
MTS Inventory & Condition Plan	1,856,534	992,000					992,000	2,848,534
Sediment Processing & Recycling	200,000	200,000				300,000	500,000	700,000
Fanno Creek PS Installation	473,308	200,000	4,950,000	300,000			5,450,000	5,923,308
Basement Flooding Relief	4,478,506	550,000	3,600,000	4,700,000	4,796,000	4,510,000	18,156,000	22,634,506
Collection System Facilities Plan Update		500,000	250,000				750,000	750,000

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System: Sewage

Bureau/Program/Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	5 Year Total	Total Project Cost
SURFACE WATER MANAGEMENT								
Columbia Slough Watershed	4,341,390	435,000	387,000	360,000	392,000	400,000	1,974,000	6,315,390
Stormwater Program Dev	3,219,773	409,000	399,500	300,000	326,770	360,730	1,796,000	5,015,773
Col. Slough Sediment Evaluation	1,444,892	371,500	288,500	289,000	160,000	1,560,000	2,669,000	4,113,892
US Army Corp of Engineers		200,000	254,630	100,000	100,000	100,000	754,630	754,630
122nd Ave Sub-Basin		251,000	163,000	55,000	48,000	30,000	547,000	547,000
Fanno Creek Basin Management	2,897,369	260,500	150,000	100,000	95,000	80,000	685,500	3,582,869
Johnson Creek Res Mgt. Plan	3,831,939	471,000	50,000	50,000			571,000	4,402,939
Johnson Creek Enhancements	2,744,605	230,000	230,000	225,000	195,000	185,000	1,065,000	3,809,605
Streambank Restor-Col. Slough		15,000	20,000	25,000	35,000	40,000	135,000	135,000
Balch Creek Pilot Project	589,075	375,000					375,000	964,075
Early Action Site 1- Sediments		259,000	249,000				508,000	508,000
SW Early Action Projects		25,000	249,500	210,000	180,000	170,000	834,500	834,500
162nd Foster Detention Fac		440,000	800,000	0	0	0	1,240,000	1,240,000
Balch Creek Facility Planning	902,522	122,200	122,200	100,200	62,200	41,000	447,800	1,350,322
Tryon Creek Pilot/Stewardship		271,000	276,000	266,000	180,000	162,000	1,155,000	1,155,000
Brookside Wetland		100,000	500,000				600,000	600,000
Pollution Reduction Fac - Pruitt		10,000	135,000	310,000			455,000	455,000
Pollution Reduction Fac-Galitzki		1,025,000	1,025,000	170,000			2,220,000	2,220,000
Johnson Creek Blvd at 45th		445,000					445,000	445,000
Early Action Site 2-Sediments		93,000	133,000				226,000	226,000
SW Hamilton E. of 58th	153,751	56,630	200,000				256,630	410,381
COMBINED SEWER OVERFLOW								
CSO Planning		802,900	647,000	559,200	527,100	524,900	3,061,100	3,061,100
SLRT Calibration	326,079	356,700	146,400				503,100	829,179
Diversion Reconstruction	839,149	178,400					178,400	1,017,549
Columbia Slough Conduit	1,006,627	4,459,900	9,588,400	17,666,000	24,889,600	30,164,600	86,768,500	87,775,127
Columbia Slough WWTF		786,316	631,432	1,363,730	5,201,708	4,830,348	12,813,534	12,813,534
Wet Weather Treatment Facility	921,555	511,400	1,620,600	7,829,100	6,451,700		16,412,800	17,334,355
Columbia Slough WWTF Pump Station		180,342	341,284	593,224	3,362,800	2,790,450	7,268,100	7,268,100
Ramsey Lake Storm Trunk	2,404,279	3,532,300			0	0	3,532,300	5,936,579
Ramsey Lake Storm Wetlands	595,859	1,070,300	22,400	21,300	21,100	20,900	1,156,000	1,751,859
St. Johns "A" CSO Project	2,012,819	3,710,700					3,710,700	5,723,519
Oswego Basin Separation	6,362	65,400	1,992,000	5,059,600			7,117,000	7,123,362
Stormwater Infiltration Sumps	20,129,491	4,019,800	3,803,800	3,600,300	3,563,200	3,548,200	18,535,300	38,664,791
Downspout Disconnection Program	2,081,619	2,212,000	7,787,800	10,800,900	10,489,300	9,006,900	40,296,900	42,378,519
Willamette Site Acquisition		83,200					83,200	83,200
Tanner Creek Nicolai	300,000	577,826		5,432,400	6,630,900	7,327,300	19,968,426	20,268,426
St. Johns "B" Separation - Ph2		35,700	33,800				69,500	69,500
Cathedral Park WQ Facility		701,700					701,700	701,700
NW 110th Ave Separation	45,246	23,800	33,800	596,600			654,200	699,446
SYSTEMS DEVELOPMENT								
Pollution Control Laboratory	4,153,967	6,000,000	3,000,000				9,000,000	13,153,967
Pollution Control Lab Equipment	171,588	600,000	1,000,000				1,600,000	1,771,588
Longview City Laundry Remed		367,300					367,300	367,300
Hydra Contingency/Redundancy		97,000					97,000	97,000
Keypoint Monitoring Program	113,202	52,500					52,500	165,702
Storm Facilities Monitoring		50,000					50,000	50,000
Sewer Extension Program	1,713,527	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000	8,713,527
Permits	752,511	360,000	400,000	425,000	450,000	475,000	2,110,000	2,862,511
BTE Interagency	257,545	190,000	115,000	115,000	115,000	115,000	650,000	907,545
NE 158th/148th Ave Sanitary Sewer	478,490	200,000					200,000	678,490
Drainage Improvement Program	713,920	500,000	500,000	500,000	500,000	500,000	2,500,000	3,213,920
South Airport Sanitary Trunk Sewer		750,000	1,000,000	1,000,000			2,750,000	2,750,000
NE 63rd Ave Pump Station		510,000	0				510,000	510,000
Permit Reimbursement	224,228	200,000	200,000	200,000	200,000	200,000	1,000,000	1,224,228
Sanitary System Improvement	216,298	100,000	100,000	100,000	100,000	100,000	500,000	716,298
Sewerage Facilities Program		400,000				1,000,000	1,400,000	1,400,000
Geographic Information System	300,000	300,000	500,000	500,000	500,000	300,000	2,100,000	2,400,000
TOTAL	156,867,674	105,622,405	105,182,085	97,619,859	87,971,074	88,190,264	484,585,687	641,453,361

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Funding Sources (CB Table 2)**

Capital System: Sewage

Bureau/Program/Project	General Fund	Remediation Fee	Service Reimbursements	Rates/Charges Contracts	Federal/State/Other Local	Other	Total Budget	Non-Budget
Bureau of Environmental Services								
MID COUNTY SEWER PROJECTS								
1994-1995 Sewer Projects				17,492,093			17,492,093	
1995-1996 Sewer Projects				14,378,115			14,378,115	
1996-1997 Sewer Projects				738,085			738,085	
Minor Sewer Extensions				180,000			180,000	
Total Mid County Project	0	0	0	32,788,293	0	0	32,788,293	0
SEWAGE TREATMENT SYSTEMS								
CBWTP Headworks				10,022,400			10,022,400	
Inverness Force Main				1,172,200			1,172,200	
CBWTP Lagoon Renovation				2,500,000			2,500,000	
CBWTP Odor Control Projects				612,000			612,000	
Repair, Rehab, Mts				1,440,400			1,440,400	
Pump Station Improvement Pgm				2,500,000			2,500,000	
CBWTP Pneumatic Conveyance				140,000			140,000	
CBWTP Secondary Bypass Relief				398,320			398,320	
CBWTP Reuse Water Syste				580,000			580,000	
CBWTP Facilities Plan Update				116,000			116,000	
Pre-Design Studies				31,200			31,200	
CBWTP Automation Projects				405,600			405,600	
TCWTP Digester Modifications				233,000			233,000	
CBWTP Secondary Scum Removal				41,600			41,600	
CBWTP Primary Clarifier Auto				639,600			639,600	
Land Application Scales				265,000			265,000	
Total Sewage Treatment Systems	0	0	0	21,097,320	0	0	21,097,320	0
MAINTENANCE & RELIABILITY								
Maintenance Capital-Contract				2,025,812			2,025,812	
Maintenance Capital-Construction				843,666			843,666	
Alder Basin Relief and Reconstruction				1,000,000			1,000,000	
NW CBD Sewer Reconstruction				575,000			575,000	
Sump Reconstruction & Upgrade				3,000,000			3,000,000	
Tryon Creek I & I Abatement				100,000			100,000	
Maintenance Capital-Equipment				500,000			500,000	
MTS Inventory & Condition Plan				992,000			992,000	
Sediment Processing & Recycling				200,000			200,000	
Fanno Creek PS Installation				200,000			200,000	
Basement Flooding Relief				550,000			550,000	
Collection System Facilities Plan Update				500,000			500,000	
Total Maintenance & Reliability	0	0	0	10,486,478	0	0	10,486,478	0
SURFACE WATER MANAGEMENT								
Columbia Slough Watershed				435,000			435,000	
Stormwater Program Dev				409,000			409,000	
Col. Slough Sediment Evaluation				371,500			371,500	
US Army Corp of Engineers				200,000			200,000	
122nd Ave Sub-Basin				251,000			251,000	
Fanno Creek Basin Management				260,500			260,500	
Johnson Creek Res Mgt. Plan				471,000			471,000	
Johnson Creek Enhancements				230,000			230,000	
Streambank Restor-Col. Slough				15,000			15,000	

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Funding Sources (CB Table 2)**

Capital System: Sewage

Bureau/Program/Project	General Fund	Remediation Fee	Service Reimbursements	Rates/Charges Contracts	Federal/State/Other Local	Other	Total Budget	Non-Budget
Balch Creek Pilot Project				375,000			375,000	
Early Action Site 1- Sediments				259,000			259,000	
SW Early Action Projects				25,000			25,000	
162nd Foster Detention Fac				440,000			440,000	
Balch Creek Facility Planning				122,200			122,200	
Tryon Creek Pilot/Stewardship				271,000			271,000	
Brookside Wetland				100,000			100,000	
Pollution Reduction Fac - Pruitt				10,000			10,000	
Pollution Reduction Fac-Galitzki				1,025,000			1,025,000	
Johnson Creek Blvd at 45th				445,000			445,000	
Early Action Site 2-Sediments				93,000			93,000	
SW Hamilton E. of 58th				56,630			56,630	
Total Surface Water Management	0	0	0	5,864,830	0	0	5,864,830	0
COMBINED SEWER OVERFLOW								
CSO Planning				802,900			802,900	
SLRT Calibration				356,700			356,700	
Diversion Reconstruction				178,400			178,400	
Columbia Slough Conduit				4,459,900			4,459,900	
Columbia Slough WWTF				786,316			786,316	
Wet Weather Treatment Facility				511,400			511,400	
Columbia Slough WWTF Pump Station				180,342			180,342	
Ramsey Lake Storm Trunk				3,532,300			3,532,300	
Ramsey Lake Storm Wetlands				1,070,300			1,070,300	
St. Johns "A" CSO Project				3,710,700			3,710,700	
Oswego Basin Separation				65,400			65,400	
Stormwater Infiltration Sumps				4,019,800			4,019,800	
Downspout Disconnection Program				2,212,000			2,212,000	
Willamette Site Acquisition				83,200			83,200	
Tanner Creek Nicolai				577,826			577,826	
St. Johns "B" Separation - Ph2				35,700			35,700	
Cathedral Park WQ Facility				701,700			701,700	
NW 110th Ave Separation				23,800			23,800	
Total Combined Sewer Overflow	0	0	0	23,308,684	0	0	23,308,684	0
SYSTEMS DEVELOPMENT								
Pollution Control Laboratory				6,000,000			6,000,000	
Pollution Control Lab Equipment				600,000			600,000	
Longview City Laundry Remed		367,300					367,300	
Hydra Contingency/Redundancy				97,000			97,000	
Keypoint Monitoring Program				52,500			52,500	
Storm Facilities Monitoring				50,000			50,000	
Sewer Extension Program				1,400,000			1,400,000	
Permits				360,000			360,000	
BTE Interagency			190,000				190,000	
NE 158th/148th Ave Sanitary Sewer				200,000			200,000	
Drainage Improvement Program				500,000			500,000	
South Airport Sanitary Trunk Sewer				750,000			750,000	
NE 63rd Ave Pump Station				510,000			510,000	
Permit Reimbursement				200,000			200,000	
Sanitary System Improvement				100,000			100,000	
Sewerage Facilities Program				400,000			400,000	
Geographic Information System				300,000			300,000	
Total Systems Development	0	367,300	190,000	11,519,500	0	0	12,076,800	0
BES TOTAL	0	367,300	190,000	105,065,105	0	0	105,622,405	0

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Operating and Maintenance Costs (CB Table 3)**

Capital System: Sewage

Program/Project	Five-Year Costs	FY 95-96 Costs	ANNUAL			
			Revenue Generated (-)	Operating/Maint Costs	Operating/Maint Savings	Net Financial Impact
Bureau of Environmental Services						
MID COUNTY SEWER PROJECT						
1994-1995 Sewer Projects	17,492,093	17,492,093		59,345		59,345
1995-1996 Sewer Projects	28,607,378	14,378,115		50,686		50,686
1996-1997 Sewer Projects	16,532,469	738,085		26,468		26,468
Minor Extension Program	280,000	180,000		532		532
Total Mid County Projects	62,911,940	32,788,293	0	137,031	0	137,031
SEWAGE TREATMENT SYSTEMS						
Inverness Force Main	21,137,200	1,172,200			(12,000)	(12,000)
Repair, Rehab, Maintenance	10,825,400	1,440,400			(151,350)	(151,350)
CBWTP Reuse Water System	580,000	580,000			(85,000)	(85,000)
CBWTP Primary Clarifier Automation	1,254,600	639,600			(45,000)	(45,000)
Total Sewerage Treatment Systems	33,797,200	3,832,200	0	0	(293,350)	(293,350)
MAINTENANCE & RELIABILITY						
Alder Basin Relief & Reconstruction	15,250,000	1,000,000		2,000		2,000
Sump Reconstruction & Upgrade	6,000,000	3,000,000		42,750		42,750
Maintenance Inventory & Condition Pla	992,000	992,000		20,000		20,000
Sediment Processing & Recycling	500,000	200,000		150,000		150,000
Basement Flooding Relief	18,156,000	550,000		2,000		2,000
Total Maintenance & Reliability	40,898,000	5,742,000	0	216,750	0	216,750
SURFACE WATER MANAGEMENT						
122nd Ave Sub-Basin Project	547,000	251,000		3,000	(1,000)	2,000
Fanno Creek Basin Management	685,500	260,500		5,000		5,000
Johnson Creek Resource Mgt Plan	571,000	471,000		21,000		21,000
Balch Creek Pilot Project	375,000	375,000		5,000		5,000
Early Action Site 1	508,000	259,000		40,000		40,000
Early Action Site 2	226,000	93,000		40,000		40,000
SW Hamilton E. of 58th	256,630	56,630		2,000		2,000
Total Surface Water Management	3,169,130	1,766,130	0	116,000	(1,000)	115,000
COMBINED SEWER OVERFLOW						
Columbia Slough Consolidation Condu	86,768,500	4,459,900		30,000		30,000
Ramsey Lake Storm Wetlands	1,156,000	1,070,300		10,000		10,000
St Johns "A" CSO Project	3,710,700	3,710,700		10,000		10,000
Oswego Basin Separation	7,117,000	65,400		10,000		10,000
Stormwater Infiltration Sumps	18,535,300	4,019,800		40,000		40,000
Tanner Creek/Nicolai	19,968,426	577,826		2,000		2,000
NW 110th Ave Pump Station Remodel	654,200	23,800		10,000		10,000
Total Combined Sewer Overflow	137,910,126	13,927,726	0	112,000	0	112,000
SYSTEMS DEVELOPMENT						
Pollution Control Laboratory	13,350,000	6,000,000		162		162
Keypoint Monitoring Program	52,500	52,500		45,000		45,000
Total Systems Development	13,402,500	6,052,500	0	45,162	0	45,162
BES TOTAL	292,088,896	64,108,849	0	626,943	(294,350)	332,593

Capital Improvement Program Overview

TRANSPORTATION SYSTEM

Fiscal Year 1995-96 to 1999-2000

OFFICE OF TRANSPORTATION

INTRODUCTION

Transportation's Capital Improvement Program (CIP) identifies improvements to be considered for FY1994-95 through FY1998-99, consistent with our mission to:

“ Provide for the safe and efficient movement of people, goods and services to enhance the economic vitality and livability of the City of Portland.”

This document also includes capital projects undertaken by the Office of Transportation in City rights-of-way, under the direction of Tri-Met and the Oregon Department of Transportation. The Bureaus of Transportation Engineering, Traffic Management, Maintenance, and the Office of Transportation Director are responsible for managing these projects.

SUBMISSION STATUS

Projects included in this program are generally consistent with the City of Portland's Office of Finance and Administration definition of items to be included in the capital planning process. The CIP reflects priorities and projects outlined in the Transportation Public Facilities Plan and Transportation's Status and Condition Report. Future projects beyond FY1999-2000, are developed from the Transportation Public Facilities Plan. The Preservation/Rehabilitation Program of the CIP reflects the needs identified in the Status and Condition Report.

The Office of Transportation Capital Improvement Program process starts in the summer with requests to the Business and Neighborhood Associations for projects, the bureau project managers develop projects in the Management Information System, and the CIP Committee reviews new projects, ranks the projects, and prepares the CIP information. Once the CIP project ranked list is developed, the Bureau Managers reviews the list cutting and adding projects to stay within the funding targets.

This proposed Capital Improvement Program represents projects approved for FY1995-1996 as a part of last year's two year budget. This year we are proposing a new list of projects for FY1996-97 that will become committed as a part of the next budget. The proposed capital program for FY1997-98 and beyond will be included in this review, approval and adoption process only when programs become budgeted, current-year projects.

ORGANIZATION

The CIP document is organized into six program areas that address the City's goals for transportation, economic development, public safety and neighborhood revitalization: The CIP submittal is broken down into five program areas, each of which contain varying numbers of subprograms. A summary of these program areas and their FY1995-96 CIP outlay is as follows:

1. Street Improvement:	\$7,114,224
2. Transit Program:	\$4,516,010
3. Alternative Modes Program:	\$3,754,333
4. Preservation/Rehabilitation:	\$1,211,710
5. Transportation Facilities:	\$0

A brief description of these program areas follows.

Street Improvement

The Street Improvement Program consists of eight subprograms: The Regional Trafficways, the Major City Traffic Streets, the Neighborhood Collector Streets, Local Neighborhood Street System, the Local Commercial-Industrial Streets, Traffic Safety, the Traffic Signal System and the Street Lighting System.

Transit

The Transit Program consists of two subprograms: the Regional Transitway System and the Major Transit Street System. They include transit capital projects affecting City rights-of-way. Projects include the Westside Light Rail Project, the Regional Rail Program, a Central City Trolley System, Transit Transfers, Transit Preferential Streets, Willamette Shore Trolley, and the North Mall Extension and Restoration.

Alternative Modes

Alternative Modes include projects that reduce demand for roadway construction, manage graphic flows to increase arterial carrying capacity and/or divert traffic from local streets. These non capital and low cost capital projects reduce the need for major capacity expansion of the highway/street system. Included in this program are the following subprograms: Traffic Management, Bicycles, Pedestrians, and Advanced Traffic Management Systems.

Preservation/Rehabilitation

The Preservation program includes identifying and eliminating structural deficiencies, or restoring facilities to their original condition. Road rehabilitation, restoration of structures, and signal and street lighting replacements are included in this program. These needs are identified in Portland's Transportation System: Status and Condition Report, 1992, an annual assessment of Transportation's infrastructure.

Transportation Facilities

The Transportation Facilities program includes productivity improvement capital projects to support Bureau of Maintenance operations.

PUBLIC FACILITIES PLAN COORDINATION

The proposed Capital Improvements Program (CIP) identifies transportation capital improvements to be considered over five years. The CIP reflects priorities and projects outlined in the Transportation Public Facilities Plan (PFP) and Transportation's Status and Conditions Report (whose recommendations are listed in the PFP). The CIP includes projects to be carried out in the first five years. Future projects in the CIP originate from neighborhood needs requests or from the PFP.

The PFP project list is updated annually to precede CIP development. Consequently, during CIP development, projects listed in the six to 20-year period of the Transportation PFP may be annually evaluated for inclusion in the CIP. Projects within the one to five year time frames of the Transportation PFP are already included in the CIP.

To evaluate Transportation PFP projects for inclusion in the CIP, it is recommended that long-term Transportation PFP projects be evaluated using a two-tiered evaluation. The first evaluation assigns projects to a class based upon transportation system needs. During the CIP process, only Class I and Class II projects are assigned points if the project is still relevant. Relative needs are also examined and points assigned. The projects are then ranked within CIP sub-programs. PFP six to twenty-year needs are identified as Class III projects. It is recommended that these long-term needs, plus any other newly identified needs be evaluated annually. The projects would then again be ranked with remaining, already identified CIP projects. All projects in this Capital Improvement Program are in the Public Facilities Plan except those that are exempt such as those oriented towards operations and maintenance and bicycle, pedestrian, safety, Traffic Calming, and studies. The following new projects need to be included in the Public Facility Plan:

River Access Phases I and II, SW 4th/Barbur Blvd. Bicycle Lanes, Oregon Arena Project, Burnside Bridge East Access, NE 15th/16th Phases I and II, NE Bikeway Street Improvements, River District, N. Macadam District, Transit Preferential Streets, Columbia/Lombard - Rivergate South Entrance.

SERVICE STANDARDS

The Office of Transportation sets service standards by subprogram area. Many of the projects the Office of Transportation addresses are regional in nature. Service standards for regional projects are set by the lead agency such as Metro/Tri-Met for Westside Light Rail, or ODOT for the Sunset Highway improvements. Service Standards for the City of Portland Transportation System are in part documented in the Status and Conditions Report, in the asset management systems for the various programs such as street lighting, Pavement Management System, Signal System. Finally there are specific policy directions in the Transportation Element of the Comprehensive Plan for alternative Modes, and traffic calming.

CIP PROJECT RANKING

Projects are now ranked for the entire Capital Improvement Program. The Office of Transportation did not change the ranking criteria from the FY1994-95 version. In 1989, the Office of Transportation selected a ranking methodology used by the City of Dayton, Ohio. Dayton's nationally recognized Capital Improvement Program was innovative in using City policy directives as criteria for the ranking system. In 1995, the Office of Transportation will consider revisions to the ranking criteria used for the past few years.

OPERATIONS AND MAINTENANCE COSTS

The Office of Transportation has prepared estimates of future Operating and Maintenance (O and M) costs for projects that are maintained by the City of Portland. It is important to note that these costs are average annual costs, based on the anticipated life of the improvement. Estimates were prepared for only those projects that added new elements to the transportation system.

Projects maintained by others, or that is in preliminary stages of design do not have estimated future O and M costs.

Two methods as shown in the worksheets, were used to calculate O and M costs. The first method for new improvements, such as Airport Way, uses a lane mile multiplier to determine the cost. The second method, for projects on existing streets where new elements are added to the system, uses a worksheet with unit cost multipliers. Both procedures produce an estimated cost that suggests a relative change in operations and maintenance. These costs should not be used to estimate a budget increase in any one year.

FINANCIAL ANALYSIS

The Office of Transportation anticipates some revenues to be derived from the Office of Transportation Projects from permit fees and parking meter revenues. Gas Tax Revenues support a revenue bond for the Oregon Arena Project and the 15th/16th Avenue Project. The Office of Transportation normally does not anticipate significant revenues to be generated from transportation projects. Therefore, our net financial impact is the typically small cost of added operating and maintenance.

As a part of the regional process for inclusion of projects within the Metro Transportation Improvement Program, the projects must demonstrate that they are efficient and effective. The financial analysis is developed at various stages depending upon the type of project. The Environmental Impact process is the standard vehicle where benefits and costs are reviewed.

On local projects the individual programs have service standards, and a financial analysis is undertaken during project development.

FISCAL OVERVIEW

Consistent with a balanced two-year budget approach, the proposed five-year CIP is balanced for FY1995-96 and FY1996-97. The General Transportation Revenue (GTR) funding level is \$7.6 million for FY1995-96 and \$7.9 million for FY1996-97. The Transportation Financial Plan that will be presented to Council in December will describe our future financial forecast.

A major expenditure of the CIP is the road rehabilitation program. This program allows us to provide major reconstruction of streets within the city. The last completed project was Beaverton/Hillsdale. Currently we have a backlog of \$11.4 million of capital street work in this category. In previous years, this program was supported with federal funds, but the grant funds ended with the approval of ISTEA. In FY1994-95, we cut this program within the GTR requirements of the CIP to fund the Westside LRT local match. This year, there are no federal funds available to restart the Road Rehabilitation program.

Like last fiscal year, the CIP will include funding for bicycle and pedestrian projects at a higher level than in previous years. In addition, a new program was added last year focusing on the safety of school children around elementary schools. These important continuing programs are intended to be funded at current levels.

ASSET MANAGEMENT

Annually, PDOT reports on the status and condition of the transportation system. The 1994 report notes that most of the transportation systems are in good or very good condition. The replacement cost of the City transportation system is estimated at approximately \$8 billion. A detailed inventory of traffic signals, and a sidewalk inventory is underway. The Information Management System will provide additional information on inventories once it is completed. Conditions vary widely among the various subsystems, and some inventories are not yet complete. Further information is contained in Portland's Transportation System: Status and Conditions Report 1994.

The Office of Transportation uses a separate committee and process in identifying Computer and Automation/Information System Needs. This process occurs outside the CIP because computers are operating expenditures. This year the Office of Transportation is completing an Information Management System Plan that will identify the priority projects needed within the Transportation Bureaus.

URBAN SERVICES

As in the FY1994-95 CIP, the City is continuing the purchase of annexed street lights and the conversion of street light fixtures in annexed areas. Non first year projects are represented by the proposed SE Foster-Barbara Welch - Jenne; N. Hayden Island Drive; SE Jenne - 174th/Foster to Powell Blvd.; Powell Butte Mt. Scott Collectors; Powell Butte Mt. Scott Intersections; NE Halsey; 122nd to 162nd; and the Satellite Maintenance Facility projects all would provide important improvements to recently annexed parts of the city.

MASTER LEASE PAYMENTS

The Office of Transportation has not used the master lease agreement for capital purchases. Transportation uses the Master Lease to obtain computer equipment. Computer equipment does not meet the definition of Capital since it does not have a useful life of more than ten years, and individual purchases do not exceed \$50,000.

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System - Transportation

Program / Subprogram / Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Project Total
Street Improvement Program							
<u>Regional Trafficway</u>							
SUNSET HIGHWAY SUPPORT	295,985	103,108	104,298	64,298	0	0	567,689
I-5 GREELEY BANFIELD PH 2	24,947	25,940	53,344	53,344	27,900,000	3,000,000	31,057,575
I-405 RECON	45,060	65,040	0	0	0	0	110,100
I-5 GREELEY BANFIELD PH 3	0	0	0	0	0	21,500,000	21,500,000
MCLOUGHLIN/GRAND/KING STR.	0	0	0	0	0	22,000,000	22,000,000
<i>Subtotal</i>	365,992	194,088	157,642	117,642	27,900,000	46,500,000	75,235,364
<u>Major Traffic Streets</u>							
RIVER ACCESS PHASE I	439,040	263,266	0	0	0	0	702,306
OREGON ARENA PROJECT	163,726	36,765	0	0	0	0	200,491
15TH/16TH PHASE II	145,555	60,374	0	0	0	0	205,929
RIVER DISTRICT	300,859	1,911,181	5,206,000	5,205,000	1,735,000	735,000	15,093,040
N. MARINE DR- RIVERGATE	8,657,274	182,191	0	0	0	0	8,839,465
NORTH MACADAM	0	0	0	0	0	0	0
NE AIRPORT WAY	7,333,691	56,854	50,000	50,000	50,000	0	7,540,545
SOUTH PORTLAND CIRC STUDY	156,850	160,122	400,000	350,000	0	0	1,066,972
NE 148TH: SANDY-MARINE	163,743	61,764	50,000	0	0	0	275,507
COLUMBIA/LOMBARD RIVERGATE SO.	51,612	154,640	200,000	2,350,000	250,000	0	3,006,252
NW 13TH, JOHNSON TO SAVIER	22,089	50,803	385,000	760,000	0	0	1,217,892
NW INTERSECTIONS	227,321	21,297	0	0	0	0	248,618
MLK SIGNAL	240,000	23,504	0	0	0	0	263,504
NE 158TH: SANDY TO MARINE DR	0	126,441	50,000	4,000,000	0	0	4,176,441
NE 138TH: SANDY-MARINE	0	60,904	50,000	0	0	0	110,904
LOWER ALBINA OVERCROSSING	0	11,892	60,000	0	0	0	71,892
WEST HAYDEN ISLAND	0	36,308	350,000	350,000	350,000	700,000	1,786,308
NE 148TH/ SANDY RR X-ING	0	36,592	0	0	0	0	36,592
TERMINAL 2 RR CROSSING	0	21,315	0	0	0	0	21,315
SE 1ST AVE RAIL CORRIDOR	0	82,572	0	0	0	0	82,572
BARBUR HAMILTON TO CAPITAL	0	0	0	0	0	3,000,000	3,000,000
SANDY BV. 101ST TO 185TH	0	0	0	4,870,000	0	0	4,870,000
W BURNSIDE AT 5TH/6TH AVENUES	0	0	1,000,000	0	0	0	1,000,000
N MARINE DR-COL.SL. TO 2.5MI E	0	0	100,000	170,000	2,511,450	0	2,781,450
BELMONT/KING RAMP/SIGNALS	0	0	150,000	200,000	850,000	0	1,200,000
RIVER ACCESS PHASE II	0	0	1,896,000	0	0	0	1,896,000
CLAY/KING INT. IMPROVEMENTS	0	0	0	250,000	0	0	250,000
SE FOSTER/145TH-JENNE RD	0	0	0	103,000	0	0	103,000
SW MULTNOMAH BLVD, BARBUR-45TH	0	0	0	300,000	1,800,000	0	2,100,000
NORTH CHERRY ST. IMPROVEMENTS.	0	0	0	45,000	300,000	0	345,000
GRAND AVE. BRIDGEHEADS	0	0	0	500,000	3,500,000	0	4,000,000
NW/SW FRONT AVENUE, DAVIS-MRKT	0	0	0	300,000	3,800,000	0	4,100,000
DIVISION/11TH/12TH RR XING	0	0	0	50,000	350,000	0	400,000
NE 92ND - HALSEY TO FREMONT	0	0	0	125,000	1,125,000	0	1,250,000
N FLINT/ARENA ACCESS CONN.	0	0	0	44,000	256,000	0	300,000
N BURGARD LOOP, LOMB TO COLUMB	0	0	0	260,000	2,674,650	0	2,934,650
SE 82ND AVE, SCHILLER-CRYS SPG	0	0	0	330,000	4,900,000	0	5,230,000
WESTERN EDGE PHASE 2	0	0	0	0	50,000	0	50,000
NE COLUMBIA/LOMBARD AT 33RD	0	0	0	50,000	50,000	500,000	600,000
INNER E. BURNSIDE	0	0	0	50,000	150,000	0	200,000

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System - Transportation

Program / Subprogram / Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Project Total
N HAYDEN ISLAND DRIVE/JANTZEN	0	0	0	285,381	40,000	0	325,381
MLK AT NE COLUMBIA BLVD	0	0	0	200,000	0	0	200,000
BROADWAY/WEIDLER INTERSECTIONS	0	0	0	40,000	360,000	0	400,000
NE 92ND AVE & COL BR RR XING	0	0	0	720,000	9,100,000	0	9,820,000
SOUTH RIVERGATE RAIL XING	0	0	0	510,000	510,000	510,000	1,530,000
PORT AREA INTERSECTION IMROV.	0	0	0	17,300	575,700	0	593,000
NE 185TH, SANDY TO MARINE DR	0	0	0	800,000	6,000,000	0	6,800,000
RIGHT OF WAY OPPORTUNITIES	0	0	0	100,000	100,000	100,000	300,000
MLK STREETScape	0	0	0	0	50,000	0	50,000
SW MACADAM, BANCROFT-ROSS IS B	0	0	0	300,000	3,000,000	0	3,300,000
NE 122ND, SANDY TO MARINE DR	0	0	0	250,000	250,000	0	500,000
POWELL/8th INTERSECTION	0	0	0	200,000	0	0	200,000
SANDY BLVD./PARKROSE PKG PLAN	0	0	0	75,000	15,000	1,500,000	1,590,000
MACADAM AVE ACCESS PLAN	0	0	0	75,000	0	0	75,000
<i>Subtotal</i>	17,901,760	3,358,785	9,947,000	24,284,681	44,702,800	7,045,000	107,240,026
<u>Neighborhood Collectors</u>							
NE 33RD AVE. MULTI-MODAL IMPR.	50,000	350,000	0	0	0	0	400,000
MCCLOUGHLIN NEIGHBORHOODS PROJ.	0	125,261	0	125,000	125,000	125,000	500,261
SE JOHNSON CREEK: 32-45TH	307,358	158,614	0	0	0	0	465,972
SE TACOMA: 28TH - 32ND	0	62,232	50,000	0	0	0	112,232
SE 17TH AND OCHOCO	0	33,632	0	0	0	0	33,632
ALDERWOOD/CORNFOOT	0	0	0	200,000	50,000	150,000	400,000
COLUMBIA/47TH/ALDERWOOD	0	0	0	1,000,000	150,000	150,000	1,300,000
CORNFOOT RD./47TH-ALDERWOOD	0	0	0	1,650,000	330,000	330,000	2,310,000
NE 57TH AVE/CULLY BLVD	0	0	0	740,000	3,600,000	0	4,340,000
SW TAYLORS FY, TERRW-SPRG GRDN	0	0	0	120,000	1,300,000	0	1,420,000
CIP/NE MARINE DR. I-5 TO 47TH	0	0	0	30,000	200,000	150,000	380,000
SW GARDEN HOME, MULT-SCHOLLS	0	0	0	840,000	4,500,000	0	5,340,000
SE JENNE/174-FOSTER TO POWELL	0	0	0	100,000	200,000	0	300,000
SW DOSCH ROAD, PATTON TO B/H	0	0	0	150,000	2,100,000	0	2,250,000
SE HOLGATE - 28TH TO 82ND AVE	0	0	0	160,000	1,350,000	0	1,510,000
NW TRAFFIC CIRCULATION PH 2	0	0	0	29,850	0	0	29,850
SE RAIL CROSSING IMPROVEMENTS	0	0	0	125,000	250,000	875,000	1,250,000
GARDEN HOME OLESON TO MULT.	0	0	0	50,000	50,000	400,000	500,000
SOUTHERN TRIANGLE CIRC IMP	0	0	0	800,000	800,000	0	1,600,000
NE MARINE DR/33RD AVE.	0	0	0	25,000	655,000	0	680,000
NE MARINE DR/122ND AVE.	0	0	0	128,600	1,157,400	0	1,286,000
NE 11TH - 13TH AVE CONNECTION	0	0	0	766,250	3,449,000	0	4,215,250
NE ARGYLE: MLK - 33RD	0	0	0	1,000,000	0	0	1,000,000
POWELL BUTTE/MT SCOTT COL.	0	0	0	0	100,000	0	100,000
BELMONT MORRISON DECOUPLE	0	0	0	100,000	500,000	0	600,000
<i>Subtotal</i>	357,358	729,739	50,000	8,139,700	20,866,400	2,180,000	32,323,197
<u>Local Neighborhood Streets</u>							
MINOR PERMIT STREETS	143,269	71,480	69,500	71,600	73,800	76,000	505,649
LID - STREET DESIGN	444,189	310,224	312,400	328,000	344,400	361,600	2,100,813
I&D SUBSIDY	0	60,000	60,000	60,000	60,000	60,000	300,000
SW PASADENA/37TH DISTRICT	0	38,232	0	0	0	0	38,232
SE VALENTINE DRIVE	0	1,834	0	0	0	0	1,834
SW 41ST	0	1,834	0	0	0	0	1,834

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System - Transportation

Program / Subprogram / Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Project Total
SW PALATINE: BOONES FY-WEST	0	2,376	0	0	0	0	2,376
SW 47TH/PALATINE DISTRICT	0	11,445	0	0	0	0	11,445
NE MASON DRIVE	0	11,131	0	0	0	0	11,131
SW PALATINE: 43-45	0	21,274	0	0	0	0	21,274
SW DOLPH: 8-9TH	0	9,297	0	0	0	0	9,297
SW VESTA/37TH DISTRICT	0	28,069	0	0	0	0	28,069
SW TEXAS/26TH DISTRICT	0	43,685	0	0	0	0	43,685
SE ANKENY: 97-99TH	0	10,739	0	0	0	0	10,739
WATER AVENUE LID	0	64,208	45,400	0	0	0	109,608
HARNEY PARK HCD	0	200,260	3,000	0	0	0	203,260
SE LAFAYETTE HCD	0	2,669	0	0	0	0	2,669
HCD REPLACEMENT CAPITAL	19,038	20,462	20,000	22,000	24,000	26,000	131,500
HCD - STREET DESIGN	70,276	32,884	75,400	79,200	77,900	81,800	417,460
PERFORMANCE/SUBSTANDARD STS	180,708	179,878	189,000	198,500	208,400	218,900	1,175,386
SUBDIVISION STREET PROJECTS	480,750	199,435	186,800	192,400	198,200	204,200	1,461,785
NEIGHBORHOOD ENHANCEMENT	0	424,700	424,700	450,000	450,000	450,000	2,199,400
NW 18TH/19TH DECOUPLE	0	0	0	30,000	150,000	0	180,000
NW EVERETT GLISAN DECOUPLE	0	0	0	30,000	50,000	600,000	680,000
<i>Subtotal</i>	<i>1,338,230</i>	<i>1,746,116</i>	<i>1,386,200</i>	<i>1,461,700</i>	<i>1,636,700</i>	<i>2,078,500</i>	<i>9,647,446</i>
<u>Local Commercial-Industrial Streets</u>							
COMM/INDUSTRIAL PROJECTS	617,661	269,172	312,600	322,000	331,700	341,700	2,194,833
DEFICIENCY CORRECTIONS PROGRAM	242,598	35,000	50,000	170,000	175,000	175,000	847,598
<i>Subtotal</i>	<i>860,259</i>	<i>304,172</i>	<i>362,600</i>	<i>492,000</i>	<i>506,700</i>	<i>516,700</i>	<i>3,042,431</i>
<u>Traffic Safety</u>							
DIVISION STREET/LIVABLE CITY	0	50,000	0	300,000	0	0	350,000
LENTS	50,000	350,000	0	500,000	500,000	0	1,400,000
LOMBARD/FESSENDEN BRIDGE RAIL	0	165,000	0	0	0	0	165,000
COMBINED HES PROJECTS	63,080	23,874	0	0	0	0	86,954
HES Safety Improv / SE & NE	0	97,851	0	0	0	0	97,851
SW MULTNOMAH / GARDEN HOME	0	0	0	850,000	0	0	850,000
STARK/WASHINGTON CORRIDOR	0	0	0	375,000	0	0	375,000
TRAFFIC OPER. IMPROVEMENTS	0	0	0	439,000	736,000	500,000	1,675,000
CORRIDOR SAFETY IMPROV.	0	0	0	375,000	0	375,000	750,000
INTERS. SAFETY IMPROV. PROJ.	0	0	0	452,000	436,000	436,000	1,324,000
HES SAFETY PROJECTS	0	0	0	79,000	69,000	61,000	209,000
W BURNSIDE/SKYLINE INTRSECTNS	145,000	0	0	75,000	750,000	0	970,000
<i>Subtotal</i>	<i>258,080</i>	<i>686,725</i>	<i>0</i>	<i>3,445,000</i>	<i>2,491,000</i>	<i>1,372,000</i>	<i>8,252,805</i>
<u>Traffic Signal System</u>							
SCHOOL BEACONS	50,000	50,000	0	0	0	0	100,000
SW CLAY/2ND - PED/VEH SIGNAL	0	0	0	100,000	0	0	100,000
NE 122ND/MARX-TRAFFIC SIGNAL	0	0	0	125,000	0	0	125,000
<i>Subtotal</i>	<i>50,000</i>	<i>50,000</i>	<i>0</i>	<i>225,000</i>	<i>0</i>	<i>0</i>	<i>325,000</i>
<u>Street Lighting System</u>							
OCC/LLOYD LIGHTING	0	24,599	0	0	0	0	24,599
PURCHASE ANNEXED LIGHTS OPT A	20,000	20,000	10,000	10,000	10,000	0	70,000
SKIDMORE/OLD TOWN	0	0	500,000	500,000	0	0	1,000,000
CBD INSTALLS/9TH AND PARK	0	0	225,000	0	0	0	225,000

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System - Transportation

Program / Subprogram / Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Project Total
FRONT AVE. TWIN INSTALL	0	0	250,000	0	0	0	250,000
<i>Subtotal</i>	20,000	44,599	985,000	510,000	10,000	0	1,569,599
Total Street Improvement Program	21,151,679	7,114,224	12,888,442	38,675,723	98,113,600	59,692,200	237,635,868
Transit							
<u>Regional Transitways</u>							
WESTSIDE LIGHT RAIL-LS4C	5,975,530	1,677,380	1,134,500	1,061,600	1,000,000	0	10,849,010
WESTSIDE LIGHT RAIL-LS5 TUNNEL	113,989	32,420	41,500	0	0	0	187,909
REGIONAL RAIL PROGRAM	897,226	624,205	385,136	385,136	385,136	385,136	3,061,975
CASCADIA INTERCITY PASS RAIL	0	0	0	3,952,062	0	0	3,952,062
<i>Subtotal</i>	6,986,745	2,334,005	1,561,136	5,398,798	1,385,136	385,136	18,050,956
<u>Major Transit Streets</u>							
TRANSIT MALL RESTORATION	475,074	677,683	0	0	0	0	1,152,757
CENTRAL CITY STREETCAR	1,075,258	1,400,000	13,376,000	14,776,000	1,000,000	0	31,627,258
TRANSIT PREFERENTIAL STREETS	105,192	99,696	150,000	150,000	250,000	250,000	1,004,888
TRI-MET FAST LINK PROGRAM	0	4,626	234,000	667,000	667,000	667,000	2,239,626
BARBUR BV TSM	0	0	0	0	0	100,000	100,000
SE 17TH MILWAUKIE CONNECTOR	0	0	0	100,000	100,000	300,000	500,000
MORRISON STREET BUS LANE	0	0	0	11,216	22,196	978,000	1,011,412
<i>Subtotal</i>	1,655,524	2,182,005	13,760,000	15,704,216	2,039,196	2,295,000	37,635,941
Total Transit	8,642,269	4,516,010	15,321,136	21,103,014	3,424,332	2,680,136	55,686,897

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System - Transportation

Program / Subprogram / Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Project Total
Alternative Modes							
<u>Advance Transp Management Systems</u>							
EXPAND CITYWIDE SIG SYS	501,517	181,000	200,000	825,000	825,000	825,000	3,357,517
PDX RETIMING	67,781	67,521	68,000	69,000	70,000	71,000	413,302
82ND AVE SIGNAL OPS (CMAQ)	0	60,213	0	0	0	0	60,213
ARTERIAL SURVEILLANCE	0	0	0	200,000	0	0	200,000
TRANSIT SIGNAL PRIORITY UNIT 1	0	0	0	50,000	50,000	50,000	150,000
CONGESTION MGMT MONITORING	0	0	0	0	0	200,000	200,000
<i>Subtotal</i>	569,298	308,734	268,000	1,144,000	945,000	1,146,000	4,381,032
<u>Traffic Management</u>							
SE GLADSTONE	48,672	172,000	0	0	0	0	220,672
N DENVER	50,000	50,000	0	0	0	0	100,000
SE 76TH	72,910	66,000	0	0	0	0	138,910
SE MARKET	45,670	65,500	151,500	0	0	0	262,670
ATCP PROJECT #4	0	27,000	48,500	42,000	0	0	117,500
N WILLAMETTE	33,065	61,000	376,000	0	0	0	470,065
STREAMLINED BUMP PROJECTS	170,836	150,000	150,000	150,000	150,000	150,000	920,836
ATCP TEST PROJECTS	58,174	84,400	0	0	0	0	142,574
SE 17TH	21,074	80,000	195,000	0	0	0	296,074
SW CORBETT (SOUTH)	81,355	209,500	6,500	0	0	0	297,355
NEW TCP PROJECTS	0	49,500	150,000	951,500	1,000,000	1,000,000	3,151,000
LLOYD TRANSP. MGMT. ASSN.	135,708	116,399	0	0	0	0	252,107
NEIGHBORHOOD RIDESHARE	40,000	39,000	0	0	0	0	79,000
NE 21ST/24TH	148,753	6,500	0	0	0	0	155,253
SCHOOL SAFETY PROJECTS	362,200	394,500	425,500	425,500	425,500	425,500	2,458,700
MIDDLE SCHOOL SAFETY PROJECTS	0	0	0	200,000	200,000	200,000	600,000
BEAUMONT/WILSHIRE	0	0	0	50,000	50,000	300,000	400,000
VANCOUVER/WILLIAMS DECOUPLE	0	0	0	46,000	111,000	0	157,000
<i>Subtotal</i>	1,268,417	1,571,299	1,503,000	1,865,000	1,936,500	2,075,500	10,219,716
<u>Bicycle Program</u>							
SW 4TH/BARBUR BICYCLE LANES	10,232	70,000	0	0	0	0	80,232
CENTRAL CITY BIKE LANES.	190,000	190,000	100,000	0	0	0	480,000
BIKE CENTRAL PARKING PROJECT	102,417	100,000	0	0	0	0	202,417
SE BIKEWAY SIGN AND IMPROVE	409	250,000	0	0	0	0	250,409
ARTERIAL BIKE LANE RETROFIT	143,500	143,500	0	0	0	0	287,000
SW MULTNOMAH BLVD BIKEWAY	204,580	37,920	0	0	0	0	242,500
WILLAMETTE RIV. BRIDGES ACCESS	0	0	208,000	0	0	0	208,000
N.GREELEY AVE. BIKEWAY CONN.	0	0	105,000	0	0	0	105,000
PLAN & IMPLEMENT WEST BIKEWAYS	0	0	250,000	350,000	200,000	0	800,000
NW CORNELL BIKEWAY	0	0	0	95,000	200,000	250,000	545,000
NE BIKEWAYS STREET IMPROVEMENT	0	0	0	65,000	360,000	0	425,000
OUTER EAST BIKEWAY SIGN/IMP	0	0	0	0	100,000	250,000	350,000
<i>Subtotal</i>	651,138	791,420	663,000	510,000	860,000	500,000	3,975,558
<u>Pedestrian Program</u>							
PED ACCESS TO TRANSIT- 3&4	0	106,821	500,000	500,000	0	0	1,106,821
HILLSDALE PEDESTRIAN DISTRICT	63,314	20,242	125,000	500,000	0	0	708,556
SE HAWTHORNE BLVD:32ND TO 39TH	0	68,942	50,000	75,000	450,000	0	643,942

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System - Transportation

Program / Subprogram / Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Project Total
SW CAP HWY/49TH TO BARBUR BROADWAY/WEIDLER PED	131,266	450,000	0	0	0	0	581,266
PED ACCESS TO TRANSIT - 1&2	0	86,874	150,000	6,000,000	0	0	6,236,874
SE WOODSTOCK: 39TH TO 49TH	0	200,000	0	0	0	0	200,000
SW CAPITOL/BARBUR-HILLSDALE	0	0	50,000	200,000	0	0	250,000
PED CROSSING DEMO PROJECTS	96,918	0	100,000	350,000	500,000	0	1,046,918
PED DEMO CROSSINGS DEMO PROJ	10,000	0	175,000	0	0	0	185,000
WEST BURNSIDE: TICHNER TO SKYL	0	150,001	0	0	0	0	150,001
NW CORNELL AT AUDUBON HOUSE	30,379	0	75,000	200,000	0	0	305,379
NE KILLINGSWORTH: 42ND-CULLY	0	0	50,000	210,000	0	0	260,000
CENTRAL CITY PED ENHANCEMENT	0	0	0	338,469	0	0	338,469
NE HALSEY - 122ND TO 162	0	0	0	50,000	0	0	50,000
SW 35TH: LURADEL TO DICKINSON	0	0	0	464,000	350,000	0	814,000
	0	0	0	130,000	0	0	130,000
<i>Subtotal</i>	331,877	1,082,880	1,275,000	9,017,469	1,300,000	0	13,007,226
Total Alternative Modes	2,820,730	3,754,333	3,709,000	12,536,469	5,041,500	3,721,500	31,583,532
Preservation/Rehabilitation							
<u>Structures</u>							
SEISMIC RISK ANALYSIS	124,226	456,000	233,000	594,000	1,128,000	500,000	3,035,226
N PORTLAND ROAD OVER UPRR	279,832	190,971	2,364,197	0	0	0	2,835,000
NE 138TH OVER COLUMBIA SLOUGH	0	16,559	875,000	0	0	0	891,559
NW THURMAN ST BRIDGE	0	0	0	0	275,000	2,475,000	2,750,000
N VANCOUVER AT COLUMBIA SLOUGH	0	0	0	270,000	2,430,000	0	2,700,000
BYBEE BLVD OVER MCLOUGHLIN	0	0	0	187,500	1,875,000	0	2,062,500
<i>Subtotal</i>	404,058	663,530	3,472,197	1,051,500	5,708,000	2,975,000	14,274,285
<u>Traffic Signals</u>							
SIGNAL SAFETY REMODELS	300,000	300,000	300,000	500,000	500,000	500,000	2,400,000
REMODELS FOR MAINT.	270,744	170,000	270,000	270,000	270,000	270,000	1,520,744
REMODELS UNIT 3/4	515,000	18,180	0	0	0	0	533,180
<i>Subtotal</i>	1,085,744	488,180	570,000	770,000	770,000	770,000	4,453,924
<u>Street Lighting</u>							
CONVERSIONS IN ANNEXED AREAS	146,157	60,000	65,000	40,000	25,000	25,000	361,157
<i>Subtotal</i>	146,157	60,000	65,000	40,000	25,000	25,000	361,157
<u>Streets</u>							
ROAD REHABILITATION	0	0	0	1,700,000	1,975,000	0	3,675,000
<i>Subtotal</i>	0	0	0	1,700,000	1,975,000	0	3,675,000
Total Preservation/Rehabilitation	1,635,959	1,211,710	4,107,197	3,561,500	8,478,000	3,770,000	22,764,366

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System - Transportation

Program / Subprogram / Project	Est. Prior Years	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Project Total
Facilities							
<u>Transportation Facilities</u>							
RECYCLING EQUIPMENT REPLACEMENT	0	0	0	250,000	250,000	250,000	750,000
MAJOR NEW EQUIPMENT	0	0	0	389,000	389,000	389,000	1,167,000
SATELLITE FACILITIES	0	0	0	334,000	334,000	334,000	1,002,000
KERBY/ALBINA FACILITY	0	0	0	301,000	63,000	179,000	543,000
<i>Subtotal</i>	0	0	0	1,274,000	1,036,000	1,152,000	3,462,000
Total Facilities	0	0	0	1,274,000	1,036,000	1,152,000	3,462,000
<u>Grand Total Office of Transportation</u>	34,250,637	16,596,277	36,025,775	77,150,706	116,093,432	71,015,836	351,132,663

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Funding Sources (CB Table 2)**

Capital System - Transportation

Program / Subprogram / Project	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Total Budget	Non-Budget
Street Improvement Program							
<u>Regional Trafficway</u>							
SUNSET HIGHWAY SUPPORT	0	0	0	103,108	0	103,108	0
I-5 GREELEY BANFIELD PH 2	0	0	0	25,940	0	25,940	0
I-405 RECON	0	0	0	65,040	0	65,040	0
I-5 GREELEY BANFIELD PH 3	0	0	0	0	0	0	0
MCLOUGHLIN/GRAND/KING STR.	0	0	0	0	0	0	0
<i>Subtotal</i>	0	0	0	194,088	0	194,088	0
<u>Major Traffic Streets</u>							
RIVER ACCESS PHASE I	0	40,000	0	0	223,266	263,266	1,300,000
OREGON ARENA PROJECT	0	0	36,765	0	0	36,765	0
15TH/16TH PHASE II	0	0	0	0	60,374	60,374	0
RIVER DISTRICT	0	208,681	0	1,702,500	0	1,911,181	0
N. MARINE DR- RIVERGATE	0	182,191	0	0	0	182,191	0
NORTH MACADAM	0	0	0	0	0	0	0
NE AIRPORT WAY	0	56,854	0	0	0	56,854	0
SOUTH PORTLAND CIRC STUDY	0	32,024	0	128,098	0	160,122	0
NE 148TH: SANDY-MARINE	0	61,764	0	0	0	61,764	0
COLUMBIA/LOMBARD RIVERGATE SO.	0	77,320	0	77,320	0	154,640	0
NW 13TH, JOHNSON TO SAVIER	0	50,803	0	0	0	50,803	0
NW INTERSECTIONS	0	0	0	0	21,297	21,297	0
MLK SIGNAL	0	23,504	0	0	0	23,504	0
NE 158TH: SANDY TO MARINE DR	0	0	0	0	126,441	126,441	0
NE 138TH: SANDY-MARINE	0	30,452	0	0	30,452	60,904	0
LOWER ALBINA OVERCROSSING	0	11,892	0	0	0	11,892	0
WEST HAYDEN ISLAND	0	0	0	36,308	0	36,308	0
NE 148TH/ SANDY RR X-ING	0	0	0	36,592	0	36,592	0
TERMINAL 2 RR CROSSING	0	0	0	21,315	0	21,315	0
SE 1ST AVE RAIL CORRIDOR	0	0	0	82,572	0	82,572	0
BARBUR HAMILTON TO CAPITAL	0	0	0	0	0	0	0
SANDY BV. 101ST TO 185TH	0	0	0	0	0	0	0
W BURNSIDE AT 5TH/6TH AVENUES	0	0	0	0	0	0	0
N MARINE DR-COL.SL. TO 2.5MI E	0	0	0	0	0	0	0
BELMONT/KING RAMP/SIGNALS	0	0	0	0	0	0	0
RIVER ACCESS PHASE II	0	0	0	0	0	0	0
CLAY/KING INT. IMPROVEMENTS	0	0	0	0	0	0	0
SE FOSTER/145TH-JENNE RD	0	0	0	0	0	0	0
SW MULTNOMAH BLVD, BARBUR-45TH	0	0	0	0	0	0	0
NORTH CHERRY ST. IMPROVEMENTS.	0	0	0	0	0	0	0
GRAND AVE. BRIDGEHEADS	0	0	0	0	0	0	0
NW/SW FRONT AVENUE, DAVIS-MRKT	0	0	0	0	0	0	0
DIVISION/11TH/12TH RR XING	0	0	0	0	0	0	0
NE 92ND - HALSEY TO FREMONT	0	0	0	0	0	0	0
N FLINT/ARENA ACCESS CONN.	0	0	0	0	0	0	0
N BURGARD LOOP, LOMB TO COLUMB	0	0	0	0	0	0	0
SE 82ND AVE, SCHILLER-CRYS SPG	0	0	0	0	0	0	0
WESTERN EDGE PHASE 2	0	0	0	0	0	0	0
NE COLUMBIA/LOMBARD AT 33RD	0	0	0	0	0	0	0
INNER E. BURNSIDE	0	0	0	0	0	0	0

**CAPITAL SYSTEM
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FISCAL YEAR 1995-1996 PROJECTS
Funding Sources (CB Table 2)**

Capital System - Transportation

Program / Subprogram / Project	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Total Budget	Non-Budget
N HAYDEN ISLAND DRIVE/JANTZEN	0	0	0	0	0	0	0
MLK AT NE COLUMBIA BLVD	0	0	0	0	0	0	0
BROADWAY/WEIDLER INTERSECTIONS	0	0	0	0	0	0	0
NE 92ND AVE & COL BR RR XING	0	0	0	0	0	0	0
SOUTH RIVERGATE RAIL XING	0	0	0	0	0	0	0
PORT AREA INTERSECTION IMPROV.	0	0	0	0	0	0	0
NE 185TH, SANDY TO MARINE DR	0	0	0	0	0	0	0
RIGHT OF WAY OPPORTUNITIES	0	0	0	0	0	0	0
MLK STREETScape	0	0	0	0	0	0	0
SW MACADAM, BANCROFT-ROSS IS B	0	0	0	0	0	0	0
NE 122ND, SANDY TO MARINE DR	0	0	0	0	0	0	0
POWELL/8th INTERSECTION	0	0	0	0	0	0	0
SANDY BLVD./PARKROSE PKG PLAN	0	0	0	0	0	0	0
MACADAM AVE ACCESS PLAN	0	0	0	0	0	0	0
Subtotal	0	775,485	36,765	2,084,705	461,830	3,358,785	1,300,000
Neighborhood Collectors							
NE 33RD AVE. MULTI-MODAL IMPR.	300,000	50,000	0	0	0	350,000	0
MCCLOUGHLIN NEIGHBORHOODS PROJ.	0	125,261	0	0	0	125,261	0
SE JOHNSON CREEK: 32-45TH	0	79,307	0	79,307	0	158,614	471,138
SE TACOMA: 28TH - 32ND	0	9,335	0	0	52,897	62,232	0
SE 17TH AND OCHOCO	0	0	0	33,632	0	33,632	0
ALDERWOOD/CORNFOOT	0	0	0	0	0	0	0
COLUMBIA/47TH/ALDERWOOD	0	0	0	0	0	0	0
CORNFOOT RD./47TH-ALDERWOOD	0	0	0	0	0	0	0
NE 57TH AVE/CULLY BLVD	0	0	0	0	0	0	0
SW TAYLORS FY, TERRW-SPRG GRDN	0	0	0	0	0	0	0
CIP/NE MARINE DR. I-5 TO 47TH	0	0	0	0	0	0	0
SW GARDEN HOME, MULT-SCHOLLS	0	0	0	0	0	0	0
SE JENNE/174-FOSTER TO POWELL	0	0	0	0	0	0	0
SW DOSCH ROAD, PATTON TO B/H	0	0	0	0	0	0	0
SE HOLGATE - 28TH TO 82ND AVE	0	0	0	0	0	0	0
NW TRAFFIC CIRCULATION PH 2	0	0	0	0	0	0	0
SE RAIL CROSSING IMPROVEMENTS	0	0	0	0	0	0	0
GARDEN HOME OLESON TO MULT.	0	0	0	0	0	0	0
SOUTHERN TRIANGLE CIRC IMP	0	0	0	0	0	0	0
NE MARINE DR/33RD AVE.	0	0	0	0	0	0	0
NE MARINE DR/122ND AVE.	0	0	0	0	0	0	0
NE 11TH - 13TH AVE CONNECTION	0	0	0	0	0	0	0
NE ARGYLE: MLK - 33RD	0	0	0	0	0	0	0
POWELL BUTTE/MT SCOTT COL.	0	0	0	0	0	0	0
BELMONT MORRISON DECOUPLE	0	0	0	0	0	0	0
Subtotal	300,000	263,903	0	112,939	52,897	729,739	471,138
Local Neighborhood Streets							
MINOR PERMIT STREETS	0	20,729	50,751	0	0	71,480	225,000
LID - STREET DESIGN	0	85,500	0	0	224,724	310,224	0
I&D SUBSIDY	0	60,000	0	0	0	60,000	0
SW PASADENA/37TH DISTRICT	0	0	0	0	38,232	38,232	0
SE VALENTINE DRIVE	0	0	0	0	1,834	1,834	0
SW 41ST	0	0	0	0	1,834	1,834	0

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FISCAL YEAR 1995-1996 PROJECTS
Funding Sources (CB Table 2)**

Capital System - Transportation

Program / Subprogram / Project	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Total Budget	Non-Budget
SW PALATINE: BOONES FY-WEST	0	0	0	0	2,376	2,376	0
SW 47TH/PALATINE DISTRICT	0	0	0	0	11,445	11,445	0
NE MASON DRIVE	0	0	0	0	11,131	11,131	0
SW PALATINE: 43-45	0	0	0	0	21,274	21,274	0
SW DOLPH: 8-9TH	0	0	0	0	9,297	9,297	0
SW VESTA/37TH DISTRICT	0	0	0	0	28,069	28,069	0
SW TEXAS/26TH DISTRICT	0	0	0	0	43,685	43,685	0
SE ANKENY: 97-99TH	0	0	0	0	10,739	10,739	0
WATER AVENUE LID	0	0	0	0	64,208	64,208	0
HARNEY PARK HCD	0	0	0	0	200,260	200,260	0
SE LAFAYETTE HCD	0	0	0	0	2,669	2,669	0
HCD REPLACEMENT CAPITAL	0	20,462	0	0	0	20,462	0
HCD - STREET DESIGN	0	0	0	0	32,884	32,884	0
PERFORMANCE/SUBSTANDARD STS	0	179,878	0	0	0	179,878	0
SUBDIVISION STREET PROJECTS	0	35,898	163,537	0	0	199,435	1,633,500
NEIGHBORHOOD ENHANCEMENT	0	85,000	0	0	339,700	424,700	0
NW 18TH/19TH DECOUPLE	0	0	0	0	0	0	0
NW EVERETT GLISAN DECOUPLE	0	0	0	0	0	0	0
<i>Subtotal</i>	0	487,467	214,288	0	1,044,361	1,746,116	1,858,500
<u>Local Commercial-Industrial Streets</u>							
COMM/INDUSTRIAL PROJECTS	0	48,451	220,721	0	0	269,172	2,441,600
DEFICIENCY CORRECTIONS PROGRAM	0	35,000	0	0	0	35,000	0
<i>Subtotal</i>	0	83,451	220,721	0	0	304,172	2,441,600
<u>Traffic Safety</u>							
DIVISION STREET/LIVABLE CITY	0	50,000	0	0	0	50,000	0
LENTS	300,000	50,000	0	0	0	350,000	0
LOMBARD/FESSENDEN BRIDGE RAIL	0	16,500	0	148,500	0	165,000	0
COMBINED HES PROJECTS	0	6,500	0	17,374	0	23,874	0
HES Safety Improv / SE & NE	0	52,985	0	44,866	0	97,851	432,540
SW MULTNOMAH / GARDEN HOME	0	0	0	0	0	0	0
STARK/WASHINGTON CORRIDOR	0	0	0	0	0	0	0
TRAFFIC OPER. IMPROVEMENTS	0	0	0	0	0	0	0
CORRIDOR SAFETY IMPROV.	0	0	0	0	0	0	0
INTERS. SAFETY IMPROV. PROJ.	0	0	0	0	0	0	0
HES SAFETY PROJECTS	0	0	0	0	0	0	0
W BURNSIDE/SKYLINE INTRSECTNS	0	0	0	0	0	0	0
<i>Subtotal</i>	300,000	175,985	0	210,740	0	686,725	432,540
<u>Traffic Signal System</u>							
SCHOOL BEACONS	0	50,000	0	0	0	50,000	0
SW CLAY/2ND - PED/VEH SIGNAL	0	0	0	0	0	0	0
NE 122ND/MARX-TRAFFIC SIGNAL	0	0	0	0	0	0	0
<i>Subtotal</i>	0	50,000	0	0	0	50,000	0
<u>Street Lighting System</u>							
OCC/LLOYD LIGHTING	0	24,599	0	0	0	24,599	250,000
PURCHASE ANNEXED LIGHTS OPT A	20,000	0	0	0	0	20,000	0
SKIDMORE/OLD TOWN	0	0	0	0	0	0	0
CBD INSTALLS/9TH AND PARK	0	0	0	0	0	0	0

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Funding Sources (CB Table 2)**

Capital System - Transportation

Program / Subprogram / Project	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Total Budget	Non-Budget
FRONT AVE. TWIN INSTALL	0	0	0	0	0	0	0
<i>Subtotal</i>	20,000	24,599	0	0	0	44,599	250,000
Total Street Improvement Program	620,000	1,860,890	471,774	2,602,472	1,559,088	7,114,224	6,753,778
Transit							
<u>Regional Transitways</u>							
WESTSIDE LIGHT RAIL-LS4C	0	1,000,000	602,380	75,000	0	1,677,380	0
WESTSIDE LIGHT RAIL-LS5 TUNNEL	0	0	10,482	21,938	0	32,420	0
REGIONAL RAIL PROGRAM	0	624,205	0	0	0	624,205	0
CASCADIA INTERCITY PASS RAIL	0	0	0	0	0	0	0
<i>Subtotal</i>	0	1,624,205	612,862	96,938	0	2,334,005	0
<u>Major Transit Streets</u>							
TRANSIT MALL RESTORATION	0	677,683	0	0	0	677,683	500,000
CENTRAL CITY STREETCAR	0	700,000	0	700,000	0	1,400,000	0
TRANSIT PREFERENTIAL STREETS	0	19,939	0	79,757	0	99,696	0
TRI-MET FAST LINK PROGRAM	0	0	0	4,626	0	4,626	0
BARBUR BV TSM	0	0	0	0	0	0	0
SE 17TH MILWAUKIE CONNECTOR	0	0	0	0	0	0	0
MORRISON STREET BUS LANE	0	0	0	0	0	0	0
<i>Subtotal</i>	0	1,397,622	0	784,383	0	2,182,005	500,000
Total Transit	0	3,021,827	612,862	881,321	0	4,516,010	500,000

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Funding Sources (CB Table 2)**

Capital System - Transportation

Program / Subprogram / Project	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Total Budget	Non-Budget
Alternative Modes							
<u>Advance Transp Management Systems</u>							
EXPAND CITYWIDE SIG SYS	0	181,000	0	0	0	181,000	0
PDX RETIMING	0	37,521	0	30,000	0	67,521	0
82ND AVE SIGNAL OPS (CMAQ)	0	6,021	0	54,192	0	60,213	0
ARTERIAL SURVEILLANCE	0	0	0	0	0	0	0
TRANSIT SIGNAL PRIORITY UNIT 1	0	0	0	0	0	0	0
CONGESTION MGMT MONITORING	0	0	0	0	0	0	0
Subtotal	0	224,542	0	84,192	0	308,734	0
<u>Traffic Management</u>							
SE GLADSTONE	0	172,000	0	0	0	172,000	0
N DENVER	0	50,000	0	0	0	50,000	0
SE 76TH	0	66,000	0	0	0	66,000	0
SE MARKET	0	65,500	0	0	0	65,500	0
ATCP PROJECT #4	0	27,000	0	0	0	27,000	0
N WILLAMETTE	0	61,000	0	0	0	61,000	0
STREAMLINED BUMP PROJECTS	0	150,000	0	0	0	150,000	0
ATCP TEST PROJECTS	0	84,400	0	0	0	84,400	0
SE 17TH	0	80,000	0	0	0	80,000	0
SW CORBETT (SOUTH)	0	209,500	0	0	0	209,500	0
NEW TCP PROJECTS	0	49,500	0	0	0	49,500	0
LLOYD TRANSP. MGMT. ASSN.	0	0	0	116,399	0	116,399	0
NEIGHBORHOOD RIDESHARE	0	0	0	39,000	0	39,000	0
NE 21ST/24TH	0	6,500	0	0	0	6,500	0
SCHOOL SAFETY PROJECTS	0	394,500	0	0	0	394,500	0
MIDDLE SCHOOL SAFETY PROJECTS	0	0	0	0	0	0	0
BEAUMONT/WILSHIRE	0	0	0	0	0	0	0
VANCOUVER/WILLIAMS DECOUPLE	0	0	0	0	0	0	0
Subtotal	0	1,415,900	0	155,399	0	1,571,299	0
<u>Bicycle Program</u>							
SW 4TH/BARBUR BICYCLE LANES	0	70,000	0	0	0	70,000	0
CENTRAL CITY BIKE LANES.	0	100,000	0	90,000	0	190,000	0
BIKE CENTRAL PARKING PROJECT	0	20,000	0	80,000	0	100,000	0
SE BIKEWAY SIGN AND IMPROVE	0	250,000	0	0	0	250,000	0
ARTERIAL BIKE LANE RETROFIT	0	143,500	0	0	0	143,500	0
SW MULTNOMAH BLVD BIKEWAY	0	12,920	0	25,000	0	37,920	0
WILLAMETTE RIV. BRIDGES ACCESS	0	0	0	0	0	0	0
N.GREELEY AVE. BIKEWAY CONN.	0	0	0	0	0	0	0
PLAN & IMPLEMENT WEST BIKEWAYS	0	0	0	0	0	0	0
NW CORNELL BIKEWAY	0	0	0	0	0	0	0
NE BIKEWAYS STREET IMPROVEMENT	0	0	0	0	0	0	0
OUTER EAST BIKEWAY SIGN/IMP	0	0	0	0	0	0	0
Subtotal	0	596,420	0	195,000	0	791,420	0
<u>Pedestrian Program</u>							
PED ACCESS TO TRANSIT- 3&4	0	106,821	0	0	0	106,821	0
HILLSDALE PEDESTRIAN DISTRICT	0	20,242	0	0	0	20,242	0
SE HAWTHORNE BLVD:32ND TO 39TH	0	68,942	0	0	0	68,942	0

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Funding Sources (CB Table 2)**

Capital System - Transportation

Program / Subprogram / Project	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Total Budget	Non-Budget
SW CAP HWY/49TH TO BARBUR	0	450,000	0	0	0	450,000	0
BROADWAY/WEIDLER PED	0	86,874	0	0	0	86,874	0
PED ACCESS TO TRANSIT - 1&2	0	0	0	200,000	0	200,000	0
SE WOODSTOCK: 39TH TO 49TH	0	0	0	0	0	0	0
SW CAPITOL/BARBUR-HILLSDALE	0	0	0	0	0	0	0
PED CROSSING DEMO PROJECTS	0	0	0	0	0	0	0
PED DEMO CROSSINGS DEMO PROJ	0	150,001	0	0	0	150,001	0
WEST BURNSIDE: TICHNER TO SKYL	0	0	0	0	0	0	0
NW CORNELL AT AUDUBON HOUSE	0	0	0	0	0	0	0
NE KILLINGSWORTH: 42ND-CULLY	0	0	0	0	0	0	0
CENTRAL CITY PED ENHANCEMENT	0	0	0	0	0	0	0
NE HALSEY - 122ND TO 162	0	0	0	0	0	0	0
SW 35TH: LURADEL TO DICKINSON	0	0	0	0	0	0	0
<i>Subtotal</i>	0	882,880	0	200,000	0	1,082,880	0
Total Alternative Modes	0	3,119,742	0	634,591	0	3,754,333	0
Preservation/Rehabilitation							
<u>Structures</u>							
SEISMIC RISK ANALYSIS	340,000	116,000	0	0	0	456,000	0
N PORTLAND ROAD OVER UPRR	0	130,336	0	60,635	0	190,971	0
NE 138TH OVER COLUMBIA SLOUGH	0	1,656	0	14,903	0	16,559	0
NW THURMAN ST BRIDGE	0	0	0	0	0	0	0
N VANCOUVER AT COLUMBIA SLOUGH	0	0	0	0	0	0	0
BYBEE BLVD OVER MCLOUGHLIN	0	0	0	0	0	0	0
<i>Subtotal</i>	340,000	247,992	0	75,538	0	663,530	0
<u>Traffic Signals</u>							
SIGNAL SAFETY REMODELS	0	300,000	0	0	0	300,000	0
REMODELS FOR MAINT.	0	170,000	0	0	0	170,000	0
REMODELS UNIT 3/4	0	18,180	0	0	0	18,180	0
<i>Subtotal</i>	0	488,180	0	0	0	488,180	0
<u>Street Lighting</u>							
CONVERSIONS IN ANNEXED AREAS	60,000	0	0	0	0	60,000	0
<i>Subtotal</i>	60,000	0	0	0	0	60,000	0
<u>Streets</u>							
ROAD REHABILITATION	0	0	0	0	0	0	0
<i>Subtotal</i>	0	0	0	0	0	0	0
Total Preservation/Rehabilitation	400,000	736,172	0	75,538	0	1,211,710	0

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Funding Sources (CB Table 2)**

Capital System - Transportation

Program / Subprogram / Project	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Total Budget	Non-Budget
Facilities							
<i>Transportation Facilities</i>							
RECYCLING EQUIPMENT REPLACEMENT	0	0	0	0	0	0	0
MAJOR NEW EQUIPMENT	0	0	0	0	0	0	0
SATELLITE FACILITIES	0	0	0	0	0	0	0
KERBY/ALBINA FACILITY	0	0	0	0	0	0	0
<i>Subtotal</i>	0	0	0	0	0	0	0
Total Facilities	0	0	0	0	0	0	0
<u>Grand Total Office of Transportation</u>	1,020,000	8,738,631	1,084,636	4,193,922	1,559,088	16,596,277	7,253,778

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Operating and Maintenance (CB Table 3)**

Capital System - Transportation

Program / Subprogram / Project	Five-Year Costs	Fiscal Year 95-96	Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
Street Improvement Program						
<u>Regional Trafficway</u>						
SUNSET HIGHWAY SUPPORT	271,704	103,108	0	0	0	0
I-5 GREELEY BANFIELD PH 2	31,032,628	25,940	0	0	0	0
I-405 RECON	65,040	65,040	0	0	0	0
I-5 GREELEY BANFIELD PH 3	21,500,000	0	0	0	0	0
MCLOUGHLIN/GRAND/KING STR.	22,000,000	0	0	0	0	0
<i>Subtotal</i>	74,869,372	194,088	0	0	0	0
<u>Major Traffic Streets</u>						
RIVER ACCESS PHASE I	263,266	263,266	0	0	0	0
OREGON ARENA PROJECT	36,765	36,765	0	0	0	0
15TH/16TH PHASE II	60,374	60,374	0	16,228	0	16,228
RIVER DISTRICT	14,792,181	1,911,181	0	0	0	0
N. MARINE DR- RIVERGATE	182,191	182,191	0	0	0	0
NORTH MACADAM	0	0	0	0	0	0
NE AIRPORT WAY	206,854	56,854	0	50,000	0	50,000
SOUTH PORTLAND CIRC STUDY	910,122	160,122	0	0	0	0
NE 148TH: SANDY-MARINE	111,764	61,764	0	0	0	0
COLUMBIA/LOMBARD RIVERGATE SO.	2,954,640	154,640	0	0	0	0
NW 13TH, JOHNSON TO SAVIER	1,195,803	50,803	0	0	0	0
NW INTERSECTIONS	21,297	21,297	0	14	0	14
MLK SIGNAL	23,504	23,504	0	5,434	0	5,434
NE 158TH: SANDY TO MARINE DR	4,176,441	126,441	0	0	0	0
NE 138TH: SANDY-MARINE	110,904	60,904	0	0	0	0
LOWER ALBINA OVERCROSSING	71,892	11,892	0	15,438	0	15,438
WEST HAYDEN ISLAND	1,786,308	36,308	0	5,379	0	5,379
NE 148TH/ SANDY RR X-ING	36,592	36,592	0	0	0	0
TERMINAL 2 RR CROSSING	21,315	21,315	0	0	0	0
SE 1ST AVE RAIL CORRIDOR	82,572	82,572	0	0	0	0
BARBUR HAMILTON TO CAPITAL	3,000,000	0	0	0	0	0
SANDY BV. 101ST TO 185TH	4,870,000	0	0	0	0	0
W BURNSIDE AT 5TH/6TH AVENUES	1,000,000	0	0	0	0	0
N MARINE DR-COL.SL. TO 2.5MI E	2,781,450	0	0	0	0	0
BELMONT/KING RAMP/SIGNALS	1,200,000	0	0	0	0	0
RIVER ACCESS PHASE II	1,896,000	0	0	0	0	0
CLAY/KING INT. IMPROVEMENTS	250,000	0	0	0	0	0
SE FOSTER/145TH-JENNE RD	103,000	0	0	0	0	0
SW MULTNOMAH BLVD, BARBUR-45TH	2,100,000	0	0	0	0	0
NORTH CHERRY ST. IMPROVEMENTS.	345,000	0	0	0	0	0
GRAND AVE. BRIDGEHEADS	4,000,000	0	0	0	0	0
NW/SW FRONT AVENUE, DAVIS-MRKT	4,100,000	0	0	0	0	0
DIVISION/11TH/12TH RR XING	400,000	0	0	0	0	0
NE 92ND - HALSEY TO FREMONT	1,250,000	0	0	0	0	0
N FLINT/ARENA ACCESS CONN.	300,000	0	0	0	0	0
N BURGARD LOOP, LOMB TO COLUMB	2,934,650	0	0	0	0	0
SE 82ND AVE, SCHILLER-CRYS SPG	5,230,000	0	0	0	0	0
WESTERN EDGE PHASE 2	50,000	0	0	0	0	0
NE COLUMBIA/LOMBARD AT 33RD	600,000	0	0	0	0	0
INNER E. BURNSIDE	200,000	0	0	0	0	0

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Operating and Maintenance (CB Table 3)**

Capital System - Transportation

Program / Subprogram / Project	Five-Year Costs	Fiscal Year 95-96	Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
N HAYDEN ISLAND DRIVE/JANTZEN	325,381	0	0	0	0	0
MLK AT NE COLUMBIA BLVD	200,000	0	0	0	0	0
BROADWAY/WEIDLER INTERSECTIONS	400,000	0	0	0	0	0
NE 92ND AVE & COL BR RR XING	9,820,000	0	0	0	0	0
SOUTH RIVERGATE RAIL XING	1,530,000	0	0	0	0	0
PORT AREA INTERSECTION IMROV.	593,000	0	0	0	0	0
NE 185TH, SANDY TO MARINE DR	6,800,000	0	0	0	0	0
RIGHT OF WAY OPPORTUNITIES	300,000	0	0	0	0	0
MLK STREETScape	50,000	0	0	0	0	0
SW MACADAM, BANCROFT-ROSS IS B	3,300,000	0	0	0	0	0
NE 122ND, SANDY TO MARINE DR	500,000	0	0	0	0	0
POWELL/8th INTERSECTION	200,000	0	0	0	0	0
SANDY BLVD/PARKROSE PKG PLAN	1,590,000	0	0	0	0	0
MACADAM AVE ACCESS PLAN	75,000	0	0	0	0	0
Subtotal	89,338,266	3,358,785	0	92,493	0	92,493
Neighborhood Collectors						
NE 33RD AVE. MULTI-MODAL IMPR.	350,000	350,000	0	0	0	0
MCCLOUGHLIN NEIGHBORHOODS PROJ.	500,261	125,261	0	0	0	0
SE JOHNSON CREEK: 32-45TH	158,614	158,614	0	1,827	0	1,827
SE TACOMA: 28TH - 32ND	112,232	62,232	0	804	0	804
SE 17TH AND OCHOCO	33,632	33,632	0	0	0	0
ALDERWOOD/CORNFOOT	400,000	0	0	0	0	0
COLUMBIA/47TH/ALDERWOOD	1,300,000	0	0	0	0	0
CORNFOOT RD./47TH-ALDERWOOD	2,310,000	0	0	0	0	0
NE 57TH AVE/CULLY BLVD	4,340,000	0	0	0	0	0
SW TAYLORS FY, TERRW-SPRG GRDN	1,420,000	0	0	0	0	0
CIP/NE MARINE DR. I-5 TO 47TH	380,000	0	0	0	0	0
SW GARDENHOME, MULT-SCHOLLS	5,340,000	0	0	0	0	0
SE JENNE/174-FOSTER TO POWELL	300,000	0	0	0	0	0
SW DOSCH ROAD, PATTON TO B/H	2,250,000	0	0	0	0	0
SE HOLGATE - 28TH TO 82ND AVE	1,510,000	0	0	0	0	0
NW TRAFFIC CIRCULATION PH 2	29,850	0	0	0	0	0
SE RAIL CROSSING IMPROVEMENTS	1,250,000	0	0	0	0	0
GARDEN HOME OLESON TO MULT.	500,000	0	0	0	0	0
SOUTHERN TRIANGLE CIRC IMP	1,600,000	0	0	0	0	0
NE MARINE DR/33RD AVE.	680,000	0	0	0	0	0
NE MARINE DR/122ND AVE.	1,286,000	0	0	0	0	0
NE 11TH - 13TH AVE CONNECTION	4,215,250	0	0	0	0	0
NE ARGYLE: MLK - 33RD	1,000,000	0	0	0	0	0
POWELL BUTTE/MT SCOTT COL.	100,000	0	0	0	0	0
BELMONT MORRISON DECOUPLE	600,000	0	0	0	0	0
Subtotal	31,965,839	729,739	0	2,631	0	2,631
Local Neighborhood Streets						
MINOR PERMIT STREETS	362,380	71,480	0	0	0	0
LID - STREET DESIGN	1,656,624	310,224	0	0	0	0
I&D SUBSIDY	300,000	60,000	0	0	0	0
SW PASADENA/37TH DISTRICT	38,232	38,232	0	3,063	0	3,063
SE VALENTINE DRIVE	1,834	1,834	0	1,213	0	1,213
SW 41ST	1,834	1,834	0	575	0	575

City of Portland, Oregon - FY 1995-96 Adopted Budget

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Operating and Maintenance (CB Table 3)**

Capital System - Transportation

Program / Subprogram / Project	Five-Year Costs	Fiscal Year 95-96	Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
SW PALATINE: BOONES FY-WEST	2,376	2,376	0	2,517	0	2,517
SW 47TH/PALATINE DISTRICT	11,445	11,445	0	6,671	0	6,671
NE MASON DRIVE	11,131	11,131	0	1,340	0	1,340
SW PALATINE: 43-45	21,274	21,274	0	1,340	0	1,340
SW DOLPH: 8-9TH	9,297	9,297	0	575	0	575
SW VESTA/37TH DISTRICT	28,069	28,069	0	1,608	0	1,608
SW TEXAS/26TH DISTRICT	43,685	43,685	0	2,538	0	2,538
SE ANKENY: 97-99TH	10,739	10,739	0	575	0	575
WATER AVENUE LID	109,608	64,208	0	6,509	0	6,509
HARNEY PARK HCD	203,260	200,260	0	19,144	0	19,144
SE LAFAYETTE HCD	2,669	2,669	0	1,149	0	1,149
HCD REPLACEMENT CAPITAL	112,462	20,462	0	0	0	0
HCD - STREET DESIGN	347,184	32,884	0	0	0	0
PERFORMANCE/SUBSTANDARD STS	994,678	179,878	0	0	0	0
SUBDIVISION STREET PROJECTS	981,035	199,435	0	34,064	0	34,064
NEIGHBORHOOD ENHANCEMENT	2,199,400	424,700	0	2,325	0	2,325
NW 18TH/19TH DECOUPLE	180,000	0	0	0	0	0
NW EVERETT GLISAN DECOUPLE	680,000	0	0	0	0	0
<i>Subtotal</i>	8,309,216	1,746,116	0	85,206	0	85,206
<u>Local Commercial-Industrial Streets</u>						
COMM/INDUSTRIAL PROJECTS	1,577,172	269,172	0	17,184	0	17,184
DEFICIENCY CORRECTIONS PROGRAM	605,000	35,000	0	0	0	0
<i>Subtotal</i>	2,182,172	304,172	0	17,184	0	17,184
<u>Traffic Safety</u>						
DIVISION STREET/LIVABLE CITY	350,000	50,000	0	0	0	0
LENTS	1,350,000	350,000	0	0	0	0
LOMBARD/FESSENDEN BRIDGE RAIL	165,000	165,000	0	0	0	0
COMBINED HES PROJECTS	23,874	23,874	0	5,434	0	5,434
HES Safety Improv / SE & NE	97,851	97,851	0	0	0	0
SW MULTNOMAH / GARDEN HOME	850,000	0	0	0	0	0
STARK/WASHINGTON CORRIDOR	375,000	0	0	0	0	0
TRAFFIC OPER. IMPROVEMENTS	1,675,000	0	0	0	0	0
CORRIDOR SAFETY IMPROV.	750,000	0	0	0	0	0
INTERS. SAFETY IMPROV. PROJ.	1,324,000	0	0	0	0	0
HES SAFETY PROJECTS	209,000	0	0	0	0	0
W BURNSIDE/SKYLINE INTRSECTNS	825,000	0	0	0	0	0
<i>Subtotal</i>	7,994,725	686,725	0	5,434	0	5,434
<u>Traffic Signal System</u>						
SCHOOL BEACONS	50,000	50,000	0	1,000	0	1,000
SW CLAY/2ND - PED/VEH SIGNAL	100,000	0	0	0	0	0
NE 122ND/MARX-TRAFFIC SIGNAL	125,000	0	0	0	0	0
<i>Subtotal</i>	275,000	50,000	0	1,000	0	1,000
<u>Street Lighting System</u>						
OCC/LLOYD LIGHTING	24,599	24,599	0	0	0	0
PURCHASE ANNEXED LIGHTS OPT A	50,000	20,000	0	0	0	0
SKIDMORE/OLD TOWN	1,000,000	0	0	0	0	0
CBD INSTALLS/9TH AND PARK	225,000	0	0	0	0	0

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Operating and Maintenance (CB Table 3)**

Capital System - Transportation

Program / Subprogram / Project	Five-Year Costs	Fiscal Year 95-96	Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
FRONT AVE. TWIN INSTALL	250,000	0	0	0	0	0
<i>Subtotal</i>	1,549,599	44,599	0	0	0	0
Total Street Improvement Program	216,484,189	7,114,224	0	203,948	0	203,948
Transit						
<u>Regional Transitways</u>						
WESTSIDE LIGHT RAIL-LS4C	4,873,480	1,677,380	0	0	0	0
WESTSIDE LIGHT RAIL-LS5 TUNNEL	73,920	32,420	0	0	0	0
REGIONAL RAIL PROGRAM	2,164,749	624,205	0	0	0	0
CASCADIA INTERCITY PASS RAIL	3,952,062	0	0	0	0	0
<i>Subtotal</i>	11,064,211	2,334,005	0	0	0	0
<u>Major Transit Streets</u>						
TRANSIT MALL RESTORATION	677,683	677,683	0	0	0	0
CENTRAL CITY STREETCAR	30,552,000	1,400,000	0	0	0	0
TRANSIT PREFERENTIAL STREETS	899,696	99,696	0	0	0	0
TRI-MET FAST LINK PROGRAM	2,239,626	4,626	0	500	0	500
BARBUR BV TSM	100,000	0	0	0	0	0
SE 17TH MILWAUKIE CONNECTOR	500,000	0	0	0	0	0
MORRISON STREET BUS LANE	1,011,412	0	0	0	0	0
<i>Subtotal</i>	35,980,417	2,182,005	0	500	0	500
Total Transit	47,044,628	4,516,010	0	500	0	500

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Operating and Maintenance (CB Table 3)**

Capital System - Transportation

Program / Subprogram / Project	Five-Year Costs	Fiscal Year 95-96	Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
Alternative Modes						
<u>Advance Transp Management Systems</u>						
EXPAND CITYWIDE SIG SYS	2,856,000	181,000	0	0	0	0
PDX RETIMING	345,521	67,521	0	0	0	0
82ND AVE SIGNAL OPS (CMAQ)	60,213	60,213	0	0	0	0
ARTERIAL SURVEILLANCE	200,000	0	0	0	0	0
TRANSIT SIGNAL PRIORITY UNIT 1	150,000	0	0	0	0	0
CONGESTION MGMT MONITORING	200,000	0	0	0	0	0
<i>Subtotal</i>	3,811,734	308,734	0	0	0	0
<u>Traffic Management</u>						
SE GLADSTONE	172,000	172,000	0	3,000	0	3,000
N DENVER	50,000	50,000	0	0	0	0
SE 76TH	66,000	66,000	0	2,000	0	2,000
SE MARKET	217,000	65,500	0	3,000	0	3,000
ATCP PROJECT #4	117,500	27,000	0	2,000	0	2,000
N WILLAMETTE	437,000	61,000	0	8,000	0	8,000
STREAMLINED BUMP PROJECTS	750,000	150,000	0	25,000	0	25,000
ATCP TEST PROJECTS	84,400	84,400	0	5,000	0	5,000
SE 17TH	275,000	80,000	0	6,000	0	6,000
SW CORBETT (SOUTH)	216,000	209,500	0	6,500	0	6,500
NEW TCP PROJECTS	3,151,000	49,500	0	0	0	0
LLOYD TRANSP. MGMT. ASSN.	116,399	116,399	0	0	0	0
NEIGHBORHOOD RIDESHARE	39,000	39,000	0	0	0	0
NE 21ST/24TH	6,500	6,500	0	4,000	0	4,000
SCHOOL SAFETY PROJECTS	2,096,500	394,500	0	0	0	0
MIDDLE SCHOOL SAFETY PROJECTS	600,000	0	0	0	0	0
BEAUMONT/WILSHIRE	400,000	0	0	0	0	0
VANCOUVER/WILLIAMS DECOUPLE	157,000	0	0	0	0	0
<i>Subtotal</i>	8,951,299	1,571,299	0	64,500	0	64,500
<u>Bicycle Program</u>						
SW 4TH/BARBUR BICYCLE LANES	70,000	70,000	0	3,212	0	3,212
CENTRAL CITY BIKE LANES.	290,000	190,000	0	6,450	0	6,450
BIKE CENTRAL PARKING PROJECT	100,000	100,000	0	0	0	0
SE BIKEWAY SIGN AND IMPROVE	250,000	250,000	0	12,627	0	12,627
ARTERIAL BIKE LANE RETROFIT	143,500	143,500	0	6,320	0	6,320
SW MULTNOMAH BLVD BIKEWAY	37,920	37,920	0	0	0	0
WILLAMETTE RIV. BRIDGES ACCESS	208,000	0	0	0	0	0
N.GREELEY AVE. BIKEWAY CONN.	105,000	0	0	0	0	0
PLAN & IMPLEMENT WEST BIKEWAYS	800,000	0	0	0	0	0
NW CORNELL BIKEWAY	545,000	0	0	0	0	0
NE BIKEWAYS STREET IMPROVEMENT	425,000	0	0	0	0	0
OUTER EAST BIKEWAY SIGN/IMP	350,000	0	0	0	0	0
<i>Subtotal</i>	3,324,420	791,420	0	28,609	0	28,609
<u>Pedestrian Program</u>						
PED ACCESS TO TRANSIT- 3&4	1,106,821	106,821	0	0	0	0
HILLSDALE PEDESTRIAN DISTRICT	645,242	20,242	0	0	0	0
SE HAWTHORNE BLVD:32ND TO 39TH	643,942	68,942	0	0	0	0

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Operating and Maintenance (CB Table 3)**

Capital System - Transportation

Program / Subprogram / Project	Five-Year Costs	Fiscal Year 95-96	Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
SW CAP HWY/49TH TO BARBUR	450,000	450,000	0	0	0	0
BROADWAY/WEIDLER PED	6,236,874	86,874	0	0	0	0
PED ACCESS TO TRANSIT - 1&2	200,000	200,000	0	0	0	0
SE WOODSTOCK: 39TH TO 49TH	250,000	0	0	0	0	0
SW CAPITOL/BARBUR-HILLSDALE	950,000	0	0	0	0	0
PED CROSSING DEMO PROJECTS	175,000	0	0	0	0	0
PED DEMO CROSSINGS DEMO PROJ	150,001	150,001	0	0	0	0
WEST BURNSIDE: TICHNER TO SKYL	275,000	0	0	0	0	0
NW CORNELL AT AUDUBON HOUSE	260,000	0	0	0	0	0
NE KILLINGSWORTH: 42ND-CULLY	338,469	0	0	0	0	0
CENTRAL CITY PED ENHANCEMENT	50,000	0	0	0	0	0
NE HALSEY - 122ND TO 162	814,000	0	0	0	0	0
SW 35TH: LURADEL TO DICKINSON	130,000	0	0	0	0	0
<i>Subtotal</i>	12,675,349	1,082,880	0	0	0	0
Total Alternative Modes	28,762,802	3,754,333	0	93,109	0	93,109
Preservation/Rehabilitation						
<u>Structures</u>						
SEISMIC RISK ANALYSIS	2,911,000	456,000	0	0	0	0
N PORTLAND ROAD OVER UPRR	2,555,168	190,971	0	2,152	0	2,152
NE 138TH OVER COLUMBIA SLOUGH	891,559	16,559	0	645	0	645
NW THURMAN ST BRIDGE	2,750,000	0	0	0	0	0
N VANCOUVER AT COLUMBIA SLOUGH	2,700,000	0	0	0	0	0
BYBEE BLVD OVER MCLOUGHLIN	2,062,500	0	0	0	0	0
<i>Subtotal</i>	13,870,227	663,530	0	2,797	0	2,797
<u>Traffic Signals</u>						
SIGNAL SAFETY REMODELS	2,100,000	300,000	0	0	0	0
REMODELS FOR MAINT.	1,250,000	170,000	0	0	0	0
REMODELS UNIT 3/4	18,180	18,180	0	0	0	0
<i>Subtotal</i>	3,368,180	488,180	0	0	0	0
<u>Street Lighting</u>						
CONVERSIONS IN ANNEXED AREAS	215,000	60,000	0	0	0	0
<i>Subtotal</i>	215,000	60,000	0	0	0	0
<u>Streets</u>						
ROAD REHABILITATION	3,675,000	0	0	0	0	0
<i>Subtotal</i>	3,675,000	0	0	0	0	0
Total Preservation/Rehabilitation	21,128,407	1,211,710	0	2,797	0	2,797

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-1996 PROJECTS
Operating and Maintenance (CB Table 3)**

Capital System - Transportation

Program / Subprogram / Project	Five-Year Costs	Fiscal Year 95-96	Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
Facilities						
<u>Transportation Facilities</u>						
RECYCLING EQUIPMENT REPLACEMENT	750,000	0	0	0	0	0
MAJOR NEW EQUIPMENT	1,167,000	0	0	0	0	0
SATELLITE FACILITIES	1,002,000	0	0	0	0	0
KERBY/ALBINA FACILITY	543,000	0	0	0	0	0
<i>Subtotal</i>	3,462,000	0	0	0	0	0
Total Facilities	3,462,000	0	0	0	0	0
<u>Grand Total Office of Transportation</u>	316,882,026	16,596,277	0	300,354	0	300,354

Capital Improvement Program Overview

WATER SYSTEM

Fiscal Year 1995-96 to 1999-2000

BUREAU OF WATER WORKS

INTRODUCTION

The FY1995-96 CIP continues the past history of the Bureau in placing emphasis on maintaining and improving the water system to better serve our citizens while planning for future system growth. Fifty-seven percent of the total 10-year CIP budget is allocated to maintaining the water system while 31% is assigned to projects that expand or enhance service to existing customers. Projects which expand the water system's water supply sources are listed in the CIP, but are not funded because their timing and need will not be determined until after the regional water supply plan is completed in the Fall of 1995.

The Bureau of Water Works manages its CIP to meet the City's need for a safe, reliable and affordable supply of water. This goal underlies several other City and Bureau goals: public safety, economic development activities, energy conservation and protection of the environment. Meeting these goals not only means providing a safe and reliable supply 365 days a year, but it also means maintaining the system of dams, conduits, reservoirs, mains and treatment facilities for the long run. The CIP addresses itself beyond today's operations -- to prolong the life of the system and prevent breakdown, to replace obsolete facilities, to forecast future needs, and to plan and implement projects to meet those needs. The plan provides for the construction of facilities consistent with the most recent edition of the Public Facilities Plan.

The 10-year plan contains nearly 143 identified projects with 66 of those receiving funding in FY1995-96 the second year of this two year budget period. The majority of these projects address a specific maintenance problem or deficiency in the water system. The most significant projects over the next ten years are:

Mains Program - By far the largest project with an average annual funding over the next ten years of \$4,700,000, the Mains Program maintains, renews and extends the 1,700 miles of distribution piping system that serve customers within the City. The project installs nearly 12 miles of main each year.

Powell Butte Reservoir 2 - This \$13,875,000 project will construct a second 50 million gallons reservoir on Powell Butte. The reservoir is needed to allow major maintenance on or replacement of the 100-year-old reservoirs on Mt. Tabor & Washington Park while still maintaining storage capacity to safely operate the water system and provide fire protection.

Regional Water Supply Plan Phase 2 - FY1995-96 will see the conclusion of this most significant study. A joint project with 26 other regional water providers, this three-year project will guide how the region will develop its drinking water sources and what impact that might have on the Water Bureau and its CIP.

Corrosion Control Regulation Compliance - In response to the Lead and Copper rule, the Bureau is constructing a new treatment facility at a cost of about \$4,618,000 million (\$1,825,000 in FY1995-

96). When completed in late 1996, the Bureau will begin operation of this new facility at a cost of \$0.7 million per year (over \$0.5 million in chemical and energy costs).

Supply Mains Program - The Mains Program provides funding for the maintenance, renewal and extension of the smaller distribution mains. The Supply Mains program provides funds for the maintenance, renewal and extension of mains larger than 12 inch. Because of the level of expenditure, the individual mains are shown in the CIP. Construction of the supply mains will provide for increased fire flow, reduction of pressure problems, and increased reliability for the system. Certain supply mains, such as the Northeast Supply have been constructed in phases over the past fifteen years. Other supply mains are being constructed as the result of commitments made at the time of annexation. Finally, growth in certain areas (like the west hills) has made it necessary to increase the supply to those areas. Among the projects included in the Supply Mains Program are: Parkrose Supply Main, Transmission Mains Maintenance, West Side Supply Main, East County Supply Main, and the Northeast Supply Main. This ten year CIP provides more than \$32,000,000 for the Supply Mains Program.

The Bureau's 10-year CIP increases funding requirements over previous years. This increase is due primarily to improvements required to upgrade annexed water systems to minimum Bureau standards, increasing maintenance/replacement costs of the Bureau's aging water system, and increasing regulatory requirements for water quality improvements.

The CIP contains funding for projects totaling \$20,410,000 for the second year (FY1995-96) of the two-year CIP, \$94,137,000 for the first five years, and \$187,593,000 for the full ten-year period.

PROJECT RATING SYSTEM

In order to identify those capital projects which contribute most to its mission, the Water Bureau established a method of ranking projects for funding and scheduling priority using a multi-step process to fulfill identified needs of the water system and the community it serves while taking project costs into consideration. A Bureau-wide review committee rated all projects against six identified water system needs, with the exception of those mandatory projects for which the Bureau had no option but to fund. (Mandatory projects are either required by State or Federal regulations or are obligations by contract from prior year projects.) These mandatory projects are placed in a separate "Mandatory" category and given the highest priority for funding. The remaining projects are divided into two groups for funding, "Allocated" and "Non-Allocated", and ranked for priority within each of those groups. The second priority Allocated group includes those projects which best meet each of the Bureau's identified needs. These projects are assured of funding as their schedules allow. The third Non-Allocated group includes the remaining lower priority projects. They are prioritized and funded only to the degree that Bureau funds are available.

WATER SUPPLY PLANNING AND EXPANSION

Projects which are primarily intended to significantly expand the system's water supply have been removed and are not included in the funded CIP. The need and timing for these projects are dependent upon decisions to be made by the City and 26 other regional water providers based on the findings provided by the Regional Water Supply Plan Phase 2 in the fall of 1995.

CONSERVATION

The sizing of all projects was reviewed in light of recent conservation and demand reduction experience of the Water Bureau and its wholesale customers. Projects included in the funded CIP are intended primarily to address transmission and distribution problems within Portland, usually in areas recently annexed to the City. Sizing for those projects is normally determined by fire protection and system reliability criteria, not customer water use criteria that is reduced by conservation measures. The biggest impact of conservation efforts on the Bureau's CIP needs will come in reductions in size or delay in timing of supply expansion projects that are being considered in the Regional Water Supply Plan Phase 2.

The Water Bureau places a high priority on conservation and environmental ideals and projects. This 10-year CIP allocates \$2,014,000 to projects supporting those ideals. That total represents a small percentage of the total CIP project due to most of the Bureau's conservation efforts being funded from the Bureau Base Budget. Most of the Bureau's conservation measures cannot be capitalized and are therefore not included in the CIP.

PROJECT REPORTING

The Water Bureau has developed an internal project tracking and reporting system to compliment the City Trimester reporting process. The Bureau reporting system consists of at least the following elements:

- Before the start of each fiscal year, objectives for the project for the coming year are prepared along with a detailed expenditure projection by Trimester, by line items, and by City & Bureau organizational units.
- The Bureau generates an individual project expenditure analysis each accounting period. This is a detailed analysis showing charges made to each project and allows rapid identification of schedule and funding variances and/or billing errors.
- At each Trimester, a report is prepared detailing progress toward the project objectives. This report also includes a report on how actual expenditures compare to budgeted expenditures and explains requested budget changes that are to be requested in the Bureau's Trimester Report.

APPROVED PROJECTS

The Bureau of Water Works submitted a capital request totaling \$20.4 million. Project totals by program area include:

Customer Service Program	\$.4 million
Distribution Program	13.9 million
Quality Program	3.3 million
Supply Program	<u>2.8 million</u>
	\$20.4 million

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System: Water

Bureau/Program/Project	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
Bureau of Water Works							
Customer Service							
Customer Billing & Info System	200,000						200,000
Total Customer Service Program	200,000						200,000
Distribution							
Bridge Pipe Evaluation	25,000						25,000
Capital Hwy Pump Station	106,105						106,105
Control Systems Improvement	31,957	25,000	25,000	25,000	25,000		131,957
Corrosion Control External	315,293	100,000	100,000	200,000	200,000		915,293
Demand Model Proj Implement. (0-1 Yr)	36,000						36,000
Downtown Improvements	110,000	115,000	115,000	115,000	115,000		570,000
Emergency Pumps	25,000	100,000					125,000
Forest Park Reservoir	407,760			150,000	1,050,000		1,607,760
Fountain Improvements	417,000	100,000	100,000	100,000	100,000		817,000
Hayden Island Crossing	80,000						80,000
Hazardous Spoils Disposal Study	10,000	10,000					20,000
Infrastructure Master Plan	50,000	50,000	50,000				150,000
Interstate Site Plan Implementation	20,000						20,000
Large Valve Program	55,000	55,000	55,000	55,000	55,000		275,000
Mains Program	8,020,483	4,749,000	4,540,000	4,740,000	4,768,000		26,817,483
North/South LRT	10,000	200,000	2,000,000	500,000			2,710,000
ODOT Adjustments	918,627	625,000	625,000	625,000	625,000		3,418,627
Parkrose Supply Mains	270,000				2,700,000		2,970,000
Pipe Design & Life Study							
Pump & Control Maintenance	75,000	75,000	75,000	175,000	75,000		475,000
Record System Maintenance							
SE Hamey Main	15,000	210,000					225,000
Seismic Assessment Studies	190,000	100,000	100,000				390,000
Standards for Facility Design	25,000	25,000					50,000
SW Supply Improvements	180,000						180,000
Training Facility							
Underground Tank Removal/Compliance	102,000	25,000	25,000	25,000	25,000		202,000
West Side Header	397,421	475,000					872,421
West Side Light Rail Transit	2,075,364						2,075,364
Total Distribution Program	13,968,010	7,039,000	7,810,000	6,710,000	9,738,000		45,265,010
Quality							
Bull Run Lake Maintenance	86,784	390,000					476,784
Corrosion Control Regulation Compl.	1,583,236	1,990,000					3,573,236
Cryptosporidium Study	50,000						50,000
Finish Downstairs of Water Control Cen.	700,000						700,000
Flow Test/Flushing Tanker							
Groundwater Disinfection Improvements	50,000	100,000	550,000				700,000
Groundwater Treatment Study	230,300						230,300
Management of DBPs in Distrib Sys.	30,000						30,000
Tank Overflow Evaluation	75,000						75,000
Water Quality Sample Upgrade	67,738						67,738
Wellfield Remediation-East Mult. County	1,186,539	360,000	260,000				1,806,539
Total Quality Program	4,059,597	2,840,000	810,000				7,709,597

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Total Cost by Year (CB Table 1)**

Capital System: Water

Bureau/Program/Project	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
Supply							
Building Maintenance - General	350,000	200,000	200,000	300,000	200,000		1,250,000
Bull Run Bridge Maintenance	118,570	230,000	30,000	160,000	30,000		568,570
Conduit 5 - Preliminary Design		100,000					100,000
Conduit 5 Right Of Way	50,000	20,000	50,000	50,000	15,000		185,000
Conduit Blowoff and Access Maint	150,054	50,000	45,000	145,000	345,000		735,054
Conduit Relocation - Sandy River		1,400,000					1,400,000
Conduit Relocations-Mt. Hood Express.		439,000					439,000
Demand Model Proj Implem. (1-20 Yr)	60,000	230,000	150,000				440,000
Headworks Screenhouse #2 & Intake	50,000	100,000	500,000	460,000			1,110,000
Microwave Communications System		80,000	80,000				160,000
Monitoring Well Installation		75,000	75,000				150,000
Open Reservoirs Study	185,000						185,000
Penridge Tank Replacement				280,000			280,000
Powell Butte Master Plan	50,000	50,000					100,000
Powell Butte Reservoir #2		825,000	6,000,000	7,000,000			13,825,000
Regional Water Supply Plan Phase 2	3,160,369						3,160,369
Reservoir Maintenance	583,178	300,000	300,000	300,000	300,000		1,783,178
System Metering	47,382	25,000	25,000	25,000	25,000		147,382
Upper Whitwood Tank Replace.		60,000	380,000				440,000
Washington Park 30" Pipelines Rehab		150,000					150,000
Water Control Center Maintenance	25,000	25,000	25,000	750,000	25,000		850,000
Watershed Dams Maintenance	73,571	50,000	50,000	50,000	50,000		273,571
Wellfield Contaminant Threat Ident		60,000	30,000	30,000			120,000
Wellfield Maintenance	163,000	200,000	200,000	300,000	200,000		1,063,000
Total Supply Program	5,066,124	4,669,000	8,140,000	9,850,000	1,190,000		28,915,124
TOTAL	23,293,731	14,548,000	16,760,000	16,560,000	10,928,000		82,089,731

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Funding Sources (CB Table 2)**

Capital System: Water

Bureau/Program/Project	Rates/ Charges	Water Constr Fund	Contribution	Grants	Other	Total Budget	Non-Budget
Bureau of Water Works							
Customer Service							
Customer Billing & Info System	400,000					400,000	
Total Customer Service Program	400,000					400,000	
Distribution							
Underground Tank Removal/Compliance	25,000					25,000	
North/South LRT	10,000					10,000	
ODOT Adjustments	312,500			312,500		625,000	
West Side Light Rail Transit	8,000			392,000		400,000	
Hazardous Spoils Disposal Study	10,000					10,000	
Pipe Design & Life Study	30,000					30,000	
Record System Maintenance	50,000					50,000	
Standards for Facility Design	25,000					25,000	
Training Facility	50,000					50,000	
Large Valve Program	55,000					55,000	
Interstate Site Plan Implementation	400,000					400,000	
Bridge Pipe Evaluation	25,000					25,000	
Control Systems Improvement	25,000					25,000	
Hayden Island Crossing	291,000					291,000	
Infrastructure Master Plan	50,000					50,000	
Capital Hwy Pump Station	635,000					635,000	
SW Supply Improvements	1,573,000					1,573,000	
SE Hamey Main	210,000					210,000	
Seismic Assessment Studies	135,000					135,000	
Mains Program	4,087,000		728,000			4,815,000	
Demand Model Proj Implementation (0-1 Yr)	20,000					20,000	
Emergency Pumps	100,000					100,000	
Parkrose Supply Mains	2,750,000					2,750,000	
Downtown Improvements	115,000					115,000	
Fountain Improvements	130,000					130,000	
West Side Header	80,000					80,000	
Forest Park Reservoir	975,000					975,000	
Pump & Control Maintenance	150,000					150,000	
Corrosion Control External	100,000					100,000	
Total Distribution Program	12,426,500		728,000	704,500		13,859,000	
Quality							
Corrosion Control Regulation Compliance	1,825,000					1,825,000	
Cryptosporidium Study	250,000					250,000	
Groundwater Treatment Study	125,000					125,000	
Flow Test/Flushing Tanker	75,000					75,000	
Management of DBPs in Distribution System	30,000					30,000	
Wellfield Remediation-East Multnomah Count	465,000					465,000	
Tank Overflow Evaluation	75,000					75,000	
Water Quality Sample Upgrade	75,000					75,000	
Groundwater Disinfection Improvements	100,000					100,000	
Bull Run Lake Maintenance	160,000					160,000	
Finish Downstairs of Water Control Center	100,000					100,000	
Total Quality Program	3,280,000					3,280,000	

**CAPITAL SYSTEM
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Funding Sources (CB Table 2)**

Capital System: Water

Bureau/Program/Project	Rates/ Charges	Water Constr Fund	Contribution	Grants	Other	Total Budget	Non-Budget
Supply							
Regional Water Supply Plan Phase 2	280,000					280,000	
Conduit Relocations-Mt. Hood Expressway	100,000					100,000	
Monitoring Well Installation	75,000					75,000	
Wellfield Contaminant Threat Identification	60,000					60,000	
Conduit 5 - Preliminary Design	200,000					200,000	
Bull Run Bridge Maintenance	150,000					150,000	
Upper Whitwood Tank Replace.	10,000					10,000	
Powell Butte Master Plan	300,000					300,000	
Microwave Communications System	80,000					80,000	
Conduit 5 Right Of Way	15,000					15,000	
Washington Park 30" Pipelines Rehab	21,000					21,000	
Open Reservoirs Study	295,000					295,000	
Conduit Relocation - Sandy River	100,000					100,000	
Demand Model Proj Implementation (1-20 Yr)	130,000					130,000	
System Metering	30,000					30,000	
Powell Butte Reservoir #2	50,000					50,000	
Penridge Tank Replacement	100,000					100,000	
Headworks Screenhouse #2 & Intake	100,000					100,000	
Water Control Center Maintenance	25,000					25,000	
Watershed Dams Maintenance	50,000					50,000	
Reservoir Maintenance	300,000					300,000	
Conduit Blowoff and Access Maint	100,000					100,000	
Wellfield Maintenance	200,000					200,000	
Building Maintenance - General	100,000					100,000	
Total Supply Program	2,871,000					2,871,000	
TOTAL	18,977,500		728,000	704,500		20,410,000	

**CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Operating and Maintenance Costs (CB Table 3)**

Capital System: Water

Bureau/Program/Project	Five-Year Costs	FY 1995-96 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
Bureau of Water Works						
Customer Service						
Customer Billing & Info System	400,000	400,000				0
Total Customer Service Program	400,000	400,000	0	0	0	0
Distribution						
Underground Tank Removal/Compliance	125,000	25,000				0
North/South LRT	2,710,000	10,000				0
ODOT Adjustments	3,125,000	625,000				0
West Side Light Rail Transit	400,000	400,000				0
Hazardous Spoils Disposal Study	20,000	10,000				0
Pipe Design & Life Study	30,000	30,000				0
Record System Maintenance	50,000	50,000				0
Standards for Facility Design	50,000	25,000				0
Training Facility	50,000	50,000		10,000		10,000
Large Valve Program	275,000	55,000				0
Interstate Site Plan Implementation	400,000	400,000				0
Bridge Pipe Evaluation	25,000	25,000				0
Control Systems Improvement	125,000	25,000				0
Hayden Island Crossing	291,000	291,000				0
Infrastructure Master Plan	150,000	50,000				0
Capital Hwy Pump Station	635,000	635,000				0
SW Supply Improvements	1,573,000	1,573,000				0
SE Hamey Main	420,000	210,000				0
Seismic Assessment Studies	335,000	135,000				0
Mains Program	23,612,000	4,815,000				0
Demand Model Proj Implementation (0-1 Yr)	20,000	20,000				0
Emergency Pumps	200,000	100,000				0
Parkrose Supply Mains	5,450,000	2,750,000				0
Downtown Improvements	575,000	115,000				0
Fountain Improvements	530,000	130,000				0
West Side Header	555,000	80,000				0
Forest Park Reservoir	2,175,000	975,000				0
Pump & Control Maintenance	550,000	150,000				0
Corrosion Control External	700,000	100,000				0
Total Distribution Program	45,156,000	13,859,000	0	10,000	0	10,000

**CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEAR 1995-96 PROJECTS
Operating and Maintenance Costs (CB Table 3)**

Capital System: Water

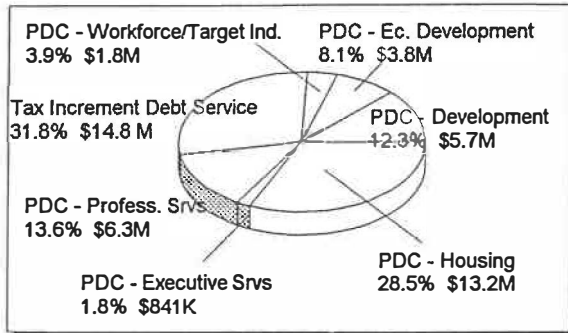
Bureau/Program/Project	Five-Year Costs	FY 1995-96 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
Quality						
Corrosion Control Regulation Compliance	3,815,000	1,825,000		700,000		700,000
Cryptosporidium Study	250,000	250,000				0
Groundwater Treatment Study	125,000	125,000				0
Flow Test/Flushing Tanker	75,000	75,000				0
Management of DBPs in Distribution System	30,000	30,000				0
Wellfield Remediation-East Multnomah Count	1,085,000	465,000				0
Tank Overflow Evaluation	75,000	75,000				0
Water Quality Sample Upgrade	75,000	75,000				0
Groundwater Disinfection Improvements	750,000	100,000				0
Bull Run Lake Maintenance	550,000	160,000				0
Finish Downstairs of Water Control Center	100,000	100,000			(100,000)	(100,000)
Total Quality Program	6,930,000	3,280,000	0	700,000	(100,000)	600,000
Supply						
Regional Water Supply Plan Phase 2	280,000	280,000				
Conduit Relocations-Mt. Hood Expressway	539,000	100,000				
Monitoring Well Installation	225,000	75,000				
Wellfield Contaminant Threat Identification	180,000	60,000				
Conduit 5 - Preliminary Design	300,000	200,000				
Bull Run Bridge Maintenance	600,000	150,000				
Upper Whitwood Tank Replace.	450,000	10,000				
Powell Butte Master Plan	350,000	300,000				
Microwave Communications System	240,000	80,000				
Conduit 5 Right Of Way	150,000	15,000				
Washington Park 30" Pipelines Rehab	171,000	21,000				
Open Reservoirs Study	295,000	295,000				
Conduit Relocation - Sandy River	1,500,000	100,000				
Demand Model Proj Implementation (1-20 Yr)	510,000	130,000				
System Metering	130,000	30,000				
Powell Butte Reservoir #2	13,875,000	50,000			(50,000)	(50,000)
Penridge Tank Replacement	380,000	100,000				
Headworks Screenhouse #2 & Intake	1,160,000	100,000				
Water Control Center Maintenance	850,000	25,000				
Watershed Dams Maintenance	250,000	50,000				
Reservoir Maintenance	1,500,000	300,000				
Conduit Blowoff and Access Maint	685,000	100,000				
Wellfield Maintenance	1,100,000	200,000				
Building Maintenance - General	1,000,000	100,000				
Total Supply Program	26,580,000	2,871,000	0	0	(50,000)	(50,000)
TOTAL	79,066,000	20,410,000	0	710,000	(150,000)	560,000



Portland Development Commission & Tax Increment Debt Service

PROGRAM AREA OVERVIEW

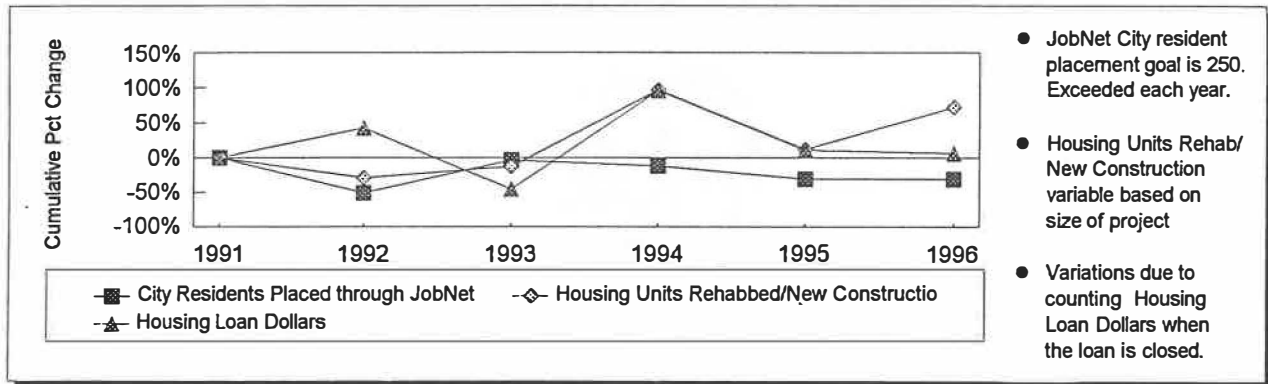
EXPENDITURES



BUDGET DATA

1995-96 Budget	\$46.4 M
Change from 94-95:	-\$16.4 M
Change per Capita:	-29.5%
1995-96 Positions:	110
Change from 94-95:	3 FTE
Change per Thousand	-1.9%

HISTORICAL TRENDS



SIGNIFICANT BUDGET ISSUES

- In FY95-96, Tax Increment Debt Funds total \$14.7 million for the payment of existing debt. Primary resources are fund balances and transfers from the General Fund. The Adopted Budget includes the certification of a \$2.5 million in tax increment levy with an expected actual revenue of \$2.4 million, to be used to pay existing urban renewal debt. This collection is contingent on actual assessed value growth. If assessed value growth can generate a \$2.4 million collection, within the \$10 local government cap, \$2.4 million will be available in the General Fund. It is planned to be used for affordable housing.
- PDC's FY95-96 net budget is \$31.7 million, with 110.3 full-time equivalent staff, as compared to the revised FY94-95 budget of \$39.3 million. Three new positions are due to new Housing programs: Private Lender Investment Program (PLIP) and PDC's single-family rehabilitation loan program in SE Portland.
- PDC's budget receives \$2,323,106 from the City's General Fund. This includes \$1,098,132 for business development, NE workforce center, and business districts services; \$709,106 for River District infrastructure improvements associated with housing project; \$48,000 for Walnut Park Lighting/Signage (CIP); and \$145,515 from General Fund's Livable City special appropriation for Housing Council administration costs. There is also \$322,353 for a new Business Development Loan program; the proposed allocation of \$507,353 was reduced by \$185,000.



PDC

PORTLAND

DEVELOPMENT

COMMISSION

Adopted Budget
Fiscal Year 1995-96

July 1, 1995

COMMISSIONERS

Vern B. Ryles, Jr.

Gale Castillo

John Eskildsen

E. Kay Stepp

Carl B. Talton

EXECUTIVE DIRECTOR

Janet S. Burreson

DIRECTOR OF PROFESSIONAL SERVICES

Ronald D. Jackson

Adopted Budget
Fiscal Year 1995-96

July 1, 1995

Guide to the 1995-96 Budget

Portland Development Commission

About PDC

The Portland Development Commission (PDC) was created in 1958 by popular vote to serve as the City's agency for urban renewal, housing and economic development. The agency is a department of the City of Portland, and is governed by a five-member commission of local citizens appointed by the Mayor and approved by the City Council. Commission business is conducted at monthly public meetings.

Urban renewal plans, major projects and programs are developed with the community to respond to adopted City policy and priorities. PDC serves as an implementing agency working in coordination with a broad range of public and private partners.

In carrying out City policy, PDC has developed and managed projects and programs which have played a major role in keeping Portland one of America's most liveable and viable cities. During the last 35 years PDC has taken forward sixteen urban renewal plans, has worked extensively in Portland's neighborhoods to deliver a broad range of housing and neighborhood improvement programs and has carried out a comprehensive range of economic development programs aimed at creating jobs for city residents.

PDC's Mission and Goals

In recent years the City has developed a series of new policies and plans to help guide it into the future. The financial environment has changed with the loss of tax increment funding, traditionally the Commission's major source of financing.

As a result, the Commission has carefully redefined its role in delivering critical programs and projects which respond to adopted City policy and community plans. The Commission began with an examination of the critical roles which PDC must play in the future and a discussion of its priority goals. This resulted in the following new mission statement and four goals which guide every program and project which the agency will undertake.

"We bring together community resources to achieve Portland's vision of a vital economy with healthy neighborhoods and quality jobs for all citizens."

Four goals are key to accomplishment of the PDC mission:

- o Maintain and expand a full range of housing opportunities
- o Maintain and increase economic base
- o Stimulate job creation and retention and link jobs to city residents
- o Integrate all program delivery to revitalize targeted areas

Portland Development Commission Budget Guide for 1995-96

This budget describes the funding needed to carry out PDC's mission for the fiscal year, which begins July 1, 1995 and ends June 30, 1996. The adopted expenditure budget is \$31.7 million, excluding debt service funds and interfund transfers.

Budget Philosophy

The philosophy embodied in this budget reflects two main themes: 1) the Five Year Business Plan is the template for PDC's future activities and should be used as a guide for budgeting in 1995-96; and 2) hold the line on staff and administration. PDC avoided items with uncertain resources, or items that would be desirable but unlikely to occur within the boundaries of the 1995-96 fiscal year. The goal was a realistic, achievable budget for next year.

As can be seen in the budget document, that goal has been achieved. The 1995-96 budget is \$31.7 million, with 110.3 full-time equivalent staff. The dollar level can be compared with \$50.6 million in actual expenditures in fiscal year 1993-94, and a revised budget of \$39.3 million for 1994-95. The staff number is a net increase of three from the current staffing level for the agency, and all the increased staff are due to new programs in Housing.

This budget in its complete form contains some items in addition to the \$31.7 million. These are transfers between funds, contingency, and budgets for debt service funds. Although these are part of the legal budget, they are not expenditures and are not key to PDC's plan for 1995-96. Thus, when we describe the budget, we refer to the \$34.3 million figure.

PDC's Five Year Business Plan

One of the key work elements that was developed during the prior year's budget process was the Five Year Business Plan. This plan was the result of an extensive strategic planning effort initiated to respond to changing policies and a new financial environment. The Plan was discussed with the public through a series of public hearings and was forwarded to City Council and adopted by them. The Plan serves as a framework to allow the Commission to respond to change, to plan for the future, and to discuss its ongoing programs and activities with the community. The performance indicators in the plan are reviewed monthly by the Commission, and status reports are sent to the Council. On a quarterly basis, the Commission board meets with the City Council to update them on the progress in meeting goals.

As a result of its new mission and goals, PDC will focus its resources on targeted geographic areas of the City. These are areas where the agency believes it can best achieve results which respond to City policy priorities. Within these targeted areas PDC will deliver housing, economic

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Budget Guide for 1995-96**

development and workforce and development activities in an integrated manner, bringing together all of the agency's resources in a coordinated way.

A number of these targeted geographic areas have been PDC urban renewal areas, or areas where we have been working with the Bureau of Housing and Community Development (BHCD). They are selected to respond to community requests. The targeted areas and their respective objectives are as follows:

Airport Way/Columbia Corridor - Provide infrastructure and marketing activities necessary to leverage new development which provides opportunities for job growth.

Central Eastside - Support neighborhood, business and property owner goals of maintaining the vitality and facilitating the continued growth of the Central Eastside as a major employment center.

N.E. Cully and Killingsworth Area - Capitalize on multi-family redevelopment (Villa de Clara Vista) and improve the surrounding residential neighborhood.

Downtown - Enhance downtown as the state's largest employment, business and cultural center by planning and developing projects which contribute to improved transportation; balance and increase housing for all markets; and stimulate a major recreation/entertainment, retail and historic core to attract people and investment.

Inner Northeast Area - Assist the community to achieve its vision for the Northeast area by carrying out projects and activities which increase community wealth through local ownership and local employment, preserve and create home ownership and rental housing opportunities for Northeast, and meet community needs for local goods and services.

Lloyd District - Revitalize the district to build employment and housing opportunities, capitalize on major public and private investments, and make transportation and related improvements.

North Macadam/South Waterfront - Pursue housing and employment opportunities, including the cleanup and redevelopment of former industrial sites and improvement of transportation access.

River District - Generate new private investment and an improved tax base on vacant and underutilized land by developing a wide range of new housing units, new commercial opportunities and open space oriented to the Willamette River. Retain and enhance Union

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Station's function as a critical public asset and transportation hub for the regional transit system.

Outer Southeast - Assist in community activities that lead to redevelopment and improvement of the business district and residential neighborhood. Capitalize on parks and infrastructure (sewers, sidewalks, streets) investment in Brentwood-Darlington to improve residential neighborhood.

Transit Station Areas - Maximize job and residential development at sites adjacent to designated transit stations to efficiently utilize the city and region's developable land resources, minimize traffic congestion and maintain air quality standards.

City-Wide - In addition, a number of efforts continue to be important to address on a city-wide basis. These include housing strategies, workforce strategies, business retention and recruitment, and business districts.

PDC 1995-96 Goals

Housing

Housing programs and projects are funded by local, federal and Commission resources.

The budget for 1995-96, includes goals set out in the Five Year Business Plan and is also intended to meet the goals of the Comprehensive Housing Affordability Strategy (CHAS), the River District Plan, Livable City Housing Initiative, and the needs of the Central City 2000 effort.

Neighborhood Housing Preservation programs provide rehabilitation assistance and home ownership opportunities to low and moderate income families. Base production goals will be achieved in City-identified target areas through several specific programs, including Home Rehabilitation Loans; Home Rehabilitation Refinance Loans; Neighborhood Improvement Incentive Program; Emergency Repair Loans; and the Portland Homestead Program.

In addition, a new initiative will begin in 1995-96, the Private Lender Investment Program (PLIP). Agreements with private lenders have been initiated to allow PDC to originate and provide services leading to up to 100 loans totalling \$3 million to improve owner-occupied homes and finance purchase by first-time home buyers at or below 80 percent of area median income. All costs will be recovered from origination fees, so this program requires no public subsidy.

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Rental Housing Development programs provide assistance to investors and non-profit corporations to develop new or renovate existing rental housing in City-identified target areas. Base production goals will be achieved through the following programs:

The Rental Housing Development Program provides financial assistance for acquisition, refinancing, rehabilitation, and new construction of affordable rental housing. Included in this program is pre-development and equity "gap" assistance specifically for non-profit developers.

The Non-Profit Facility Rehabilitation Loan Program provides loans for rehabilitation of non-housing projects (child care facilities, senior centers) approved by BHCD. Funding has been requested by the Brentwood-Darlington Center in outer southeast Portland, and PDC anticipates proceeding with this activity.

Downtown Housing Preservation programs have been intended to preserve and increase the supply of non-profit owned housing for tenants with special needs. In the Five Year Plan, it was intended that the program complete its last project (Hamilton replacement, second project) beginning in 1995-96. For 1995-96 the program includes:

The Rothchild building conversion will be completed, and the project will be closed out.

The 13th & Market building will be completed.

Sit acquisition and development proposal selection leading to replacement of the remaining Hamilton Hotel units will be DHPP's final project.

In the **Downtown** Target Area work will continue on the Gallery Park II Mixed Income Housing Project. The Commission budget also includes funding in the **River District** for pre-development and financial assistance to a selected developer to construct a 500-600 unit mixed income housing project south of the Broadway Bridge.

Other project activities focus on developing community-based housing in the Inner N/NE target area and implementing two special City plans. They include Walnut Park Housing Redevelopment; N.E. Wygant and Martin Luther King, Jr. Boulevard site; N.E. Garfield and Fremont site; Shelter Reconfiguration Plan; and the Kennedy School Master Plan.

Other housing programs include technical support in the form of environmental reviews for projects developed by non-profit organizations and monitoring federal Davis-Bacon regulations for selected projects. The Livable City Project Development program will provide review of

Portland Development Commission Budget Guide for 1995-96

housing project proposals and technical assistance in structuring appropriate "gap" financing to organizations working to achieve the City's housing goals. PDC is also pursuing a strategy of using mortgage revenue bonds to assist in financing multi-family housing development throughout the City.

Economic Development

The Economic Development program budget for 1995-96 is a continuation of the programs and projects which began in 1994-95. This budget is the second year of a previously approved two-year cycle. The Commission will use *Prosperous Portland* for policy and strategy direction, with an emphasis on delivering the following: Policy 4 - Sustaining an aggressive business development program; Policy 5 - Supporting community-based economic development; Policy 6 - Emphasizing efforts that support and nurture the retention and growth of small businesses; Policy 7 - leading the City in enhancing its international position; and Policy 8 - Supporting and participating in a strong regional partnership for marketing and business attraction. PDC's Five Year Business Plan sets the performance measures for achieving results in these programs.

The basic programs in **Business Development** and **Community Economic Development** will be maintained. The **Workforce Development** and **JobNet** functions which were previously in the Economic Development Department are now part of the new Workforce and Target Industries Department. The two departments will continue to work very closely together to bring the benefits of new investment and job creation to community residents, with the goal of increasing per capita income and decreasing unemployment in targeted communities in the City.

The major funding sources for the department's programs are the City General fund; the Housing and Community Development Block Grant contract; regional contracts for services; the private sector; and residual dollars from the Airport Way Urban Renewal District.

City Business Development will focus on maintaining and creating jobs and economic activity through the retention and expansion of existing city firms, and the recruitment of new investment to Airport Way, the Enterprise Zone, and the Central City.

Jobs will be targeted to low and moderate income residents in the Inner Northeast and Outer Southeast target areas. A review and analysis of existing small business programs, as called for in *Prosperous Portland*, will be undertaken in concert with the Portland Metropolitan Chamber of Commerce, the Small Business Administration, the Small Business Development Center, Oregon Economic Development Department and others to ensure that small businesses are receiving the services and resources necessary to grow in the city.

Portland Development Commission Budget Guide for 1995-96

An expanded effort will be undertaken to better integrate PDC business development services with the activities of other City bureaus, including Licenses, Environmental Services, Energy and others.

An aggressive effort will be focused on the Airport Way area to identify and assist firms to build new facilities in that target area and create quality jobs which will be connected to Northeast and Outer Southeast residents. The new Development Assistance Fund, capitalized from savings on the refinance of the Airport Way urban renewal bonds, while envisioned as a City-wide tool, will aid in this effort.

The Commission will continue to work with others in the City, and to investigate other programs, to develop sustainable development initiatives which will continue Portland's leadership in innovative business development strategies.

Community Economic Development will continue to focus on job creation, physical redevelopment, and creating community resident ownership of businesses. These will be accomplished through direct lending programs, the provision of technical assistance to firms and community-based organizations, and implementation of the Martin Luther King, Jr. Boulevard Development Opportunity Strategy.

Community economic development efforts will continue to be delivered in partnership with community groups - in Northeast with the Northeast Economic Development Alliance and others working to implement the Albina Community Plan; and in Outer Southeast with the emerging business coalition to assist in planning and strategy development for economic development. In Outer Southeast, these planning efforts will begin to move toward implementation in 1995-96 with more complete implementation occurring the following year. Block Grant funding has been slightly reduced, which will result in smaller amounts of business lending being provided.

The most significant financial change in this portion of the budget is a reduction of over \$2 million as a result of the completion of the Walnut Park retail project. New resources will be sought for community economic development through capitalizing on the Enterprise Community designation and implementing strategies identified in the ACP and EC application. An additional new effort will be the implementation of a supplier strategy for smaller firms in the City's Enterprise Zone to capitalize on the economic spinoff from new investments in the Zone.

Bringing new jobs and investment to the region, which benefit city firms and residents, will continue through the **Regional Marketing and Business Recruitment** program. This program will continue to broaden its funding base and program support through regional contracts for services with other governments, and with the private sector through the Ambassador Program.

Portland Development Commission Budget Guide for 1995-96

Leveraging resources will be the operational method by which PDC will look to key regional partners to share in the staffing and program delivery of this regional effort. Portland will continue to be showcased to national and international firms, bringing about an increase in jobs, continued stability of the economic base, and a furthering of Portland's reputation for quality and livability.

Workforce and Target Industries

PDC's efforts in the area of job creation, retention, and linking jobs to City residents fall into two major efforts: **JobNet**, through which jobs created through economic development processes are filled with local residents; and **Workforce Development**, through which the skill training infrastructure of the region is aligned with the needs of growing industries. These projects are administered through the Workforce and Target Industries Department.

JobNet seeks to fill new jobs with target area residents, particularly the unemployed and underemployed. JobNet will continue to target jobs to Inner Northeast Portland residents, and will increase its efforts in Outer Southeast. JobNet's efforts also encompass strategies to ensure that target area residents have direct access to new jobs by helping community partners limit barriers to employment, such as transportation. In the 1995-96 budget, JobNet's efforts within the City remain at the same level as last year, funded principally through the Community Development Block Grant program.

Workforce Development efforts are centered around the semiconductor and metals industries, in addition to continuing interests in the construction industry. Workforce development efforts include setting up training programs at local colleges and high schools, disseminating career information about target industries, and related efforts to raise the skill levels of target area residents in these industries, from the K-12 institutions through adult training efforts. These efforts are funded through the Multnomah and Washington County Regional Strategies program, which PDC administers. (Note: Regional Strategies also funds business development initiatives, both within and outside PDC.)

Development

In the **Airport Way/Columbia Corridor** target area, PDC will work with City agencies and the development community to develop mechanisms and programs to finance needed infrastructure in the Airport Way area, which will increase the number of acres of serviced land available for development. The budget also includes funding to design and construct key trail segments along the Columbia Slough and capital funds to close out the Airport Way landscaping project.

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The **Central Eastside** target area's main activity is completing the redevelopment of a four-block site along SE MLK Boulevard between Belmont and Main streets. Funding is also budgeted to develop a plan to extend Water Avenue from OMSI to Division Place; for work with the Park Bureau on the Riverfront Park; and on design and construction of bicycle and pedestrian improvements and landscaping. PDC also has budgeted funds to work with KPTV to relocate their headquarters and production facilities.

The budget for the **Downtown** target area includes implementation of a University District Plan, assisting PSU administrative staff with a residential development strategy. PDC will continue to work with the Rouse Company to develop Block 50 into the fourth block of the Pioneer Place project.

In the **Lloyd District** target area, PDC's budget includes construction management and the undertaking of Phase II of the Memorial Coliseum improvements. Also included in PDC's budget is participation in the Oregon Arena Corporation's Riverfront Master Plan.

In the **North Macadam/South Waterfront** target area is a continuation of the Pacific Gas Transmission (PGT) project; completion of the Waterfront Park Master Plan; and Marquam Bridge parking lot improvements; and the completion of SW River Parkway. PDC will use land proceeds to work on Greenway development and prepare remaining undeveloped parcels for sale and development.

In the **River District** target area, City funds have been allocated to make improvements to Front Avenue from the Steel Bridge to 9th Avenue; land acquisition and improvements along the Willamette riverfront to create new public access and open space; application to the PUC for approval of Third Avenue and pedestrian crossings at Union Station; and coordination and participation on the Task Force and public meeting process and overall project management.

Also included in PDC's Business Plan is the continuation of the North Downtown Facade Program; the Old Town Lighting program; and acquisition and management of the Old Post Office Building at Hoyt and Broadway. The budget includes proceeding with renovation design and construction to bring Union Station up to seismic code.

PDC plans to enter into several contracts and receive grants to explore development opportunities around **Transit Station Sites**. The budget includes funding for the NE 60th & Glisan Redevelopment; the Congestion Mitigation Air Quality/Transit Oriented Development (CMAQ/TOD) project; Butler Block; Goose Hollow Station Area Planning; and working with PDOT on a South/North Light Rail neighborhood impact study.

Portland Development Commission Budget Guide for 1995-96

PDC's Budget Process

PDC's budget process meets the City Charter requirement to prepare a budget and submit it to the City of Portland at least 50 days before the beginning of the new fiscal year for inclusion as a part of the total City budget. The intent of PDC's budget process and document is to involve the staff, decision makers, and the public in budget choices, and to provide good descriptive and financial information about PDC's plans for the future.

The following describes the general steps involved in preparation of the budget:

1. Update the Five Year Business Plan.
2. Prepare annual work plans, stemming from the Business Plan.
3. Update financial forecasts. Forecast loan collections for all funds.
4. Provide opportunities for all departments to plan together to ensure an adequate level of technical and administrative support for programs and projects.
5. Prepare project budgets. Generally, the department whose overall responsibility it is to manage the project budgets all direct costs. Exceptions are some line items (such as telephones) which are budgeted centrally, and staff (which is budgeted by the department where the individual staff person is assigned).
6. Submit the annual request for Housing and Community Development Block Grant (CDBG) and HOME funding to the Bureau of Community Development (BHCD). Participate in the BHCD funding process by submitting proposals, budgets, project descriptions and other materials. Work with citizens, BHCD staff, and Commissioner Kafoury's office to formulate budget.
7. After staff budget review, the PDC Commission serves as Budget Committee and reviews the budget. The Budget Committee holds the formal hearing required by Oregon law. Then, acting in its role as governing body, the Commission approves the budget and adopts it following a hearing by the Tax Supervising and Conservation Commission.
8. In addition to conducting the PDC budget process required by the City Charter and state law, PDC participates in the City of Portland budget process by submitting budget documents, attending and testifying at City Council budget hearings, and communicating

Portland Development Commission Budget Guide for 1995-96

with the City Council members in order to ensure understanding of PDC's budget and program for the upcoming year.

The Legal Budget

Oregon Budget Law requires that PDC appropriate its budget by funding source and major line item category. Each fund budget shows how resources and requirements are balanced, and the detail of line items.

In conformance with state budget law, PDC appropriates its budget within each fund using the following categories: Personal Services, Materials & Services, Capital Outlay, Loans to Borrowers, Debt Service, Cash Transfers Out, Service Reimbursements, and Contingency.

After the budget is adopted each year in late June, it may be changed by official action of the Commission. If a fund requires a larger appropriation accompanied by an increase in resources, or if an amount greater than 15 percent of the total appropriation for a fund is moved from contingency to another category, a supplemental budget is required. A supplemental budget requires Commission approval, public notice and a hearing by the Tax Supervising and Conservation Commission.

Definitions of Funds

PDC uses 13 funds to account for financial activity at the agency. In municipal accounting, funds are used to separate revenues which are restricted in the way they must be used.

The Urban Redevelopment Fund is PDC's general fund. It accounts for the financial resources of the Commission that are restricted only by PDC's charter. Principal resources are reimbursements for services to other funds, contract fees for services provided to other agencies, miscellaneous grants and donations, and interest earnings. Primary expenditures are for personal services, operational expenses, and furniture and equipment.

The Housing and Community Development (HCD) Contract Fund accounts for the contract with the City of Portland Bureau of Housing and Community Development to administer a portion of the City's Community Development Block Grant.

The South Auditorium Fund accounts for proceeds from the sale of property acquired with a U.S. Department of Housing and Urban Development (HUD) grant for the redevelopment of this urban renewal area.

Portland Development Commission Budget Guide for 1995-96

The **Other Federal Grants Fund** accounts for monies received from the HUD N/NE Business Assistance grant, the HUD Rental Rehabilitation program, the HUD HOME program, the HUD Hamilton Hotel replacement program, and the Economic Development Administration NE Planning program.

Tax increment funds account for activities associated with the respective urban renewal areas. Resources include tax increment bond sales and other debt proceeds, advances from the Urban Redevelopment Fund, interest earnings and related program income. Primary expenditures are for property acquisition, capital improvements and loans. These funds include the **Airport Way Fund**, the **Central Eastside Fund**, the **Convention Center Urban Renewal Fund**, the **South Park Blocks Fund**, the **St. Johns Project Fund**, and the **Waterfront Renewal Bond Redevelopment Fund**.

The **Enterprise Loans Fund** accounts for the activities of the private lender loan programs. It also accounts for program income from loan repayments in the Economic Development Administration (EDA), Rental Rehab and Urban Development Action Grant (UDAG) Revolving Loan funds.

The **Arena Fund** accounts for PDC's contract with the City of Portland to manage the Oregon Arena project. PDC provides project management and other coordination services for the public development aspect of the Rose Garden arena, and is reimbursed by the City through the City's contract with the Oregon Arena Corporation.

The **Regional Strategies Fund** accounts for PDC's activities as administrative agent for the State Regional Strategies program. Any programs which the Regional Strategies Board approves for funding to PDC are also accounted for in this fund.

In addition to the above funds, the Commission maintains an **Economic Development Consolidated Debt Service Fund** for budgetary purposes only, for Economic Development Revenue Bonds (EDRB's) issued by the city. The proceeds of these bonds are used by private developers to finance capital expansion. The fund accounts for the payment of principal and interest on outstanding City of Portland EDRB's. Resources are lease receipts from properties constructed with bond proceeds.

Urban Renewal in Portland

In Oregon, urban renewal is carried out through the formation of a district. A formal urban renewal plan, developed for a particular blighted or underdeveloped area, is adopted by the City

Portland Development Commission Budget Guide for 1995-96

Council. The city may then sell redevelopment (tax increment) bonds to finance area improvements.

As a result of the publicly-funded efforts such as infrastructure improvements, area development becomes feasible for private developers. Developments consistent with the city's urban renewal plan are then allowed to go forward.

The new development increases property values and produces additional property tax revenues.

The City of Portland has six urban renewal areas: Airport Way, Central Eastside, Convention Center, St. Johns, South Park Blocks, and Downtown Waterfront. The South Auditorium area was closed in 1974 when the project was completed. In 1992 the Northwest Front Avenue District was also closed when the final debt service payment was made on the \$14 million bonds issued in 1978.

The tax increment process is subject to several conditions and restrictions. The most recent change to the process is that debt service on the bonds must be paid from within the \$10 general government property tax limit. This change was engendered by Ballot Measure 5, a constitutional amendment passed in 1990 by the voters of Oregon.

In addition, the adoption of new urban renewal plans or amendments to existing plans require a public process with hearings before the Portland Development Commission, the Portland Planning Commission, and the City Council. A cap on district size and value restricts urban renewal districts to no more than 15 percent of the city's assessed property tax value and to no more than 15 percent of the city's total land area.

Tax increment financing is not related to tax abatement, the process which waives property taxes for new construction under certain circumstances. Within the urban renewal area, taxes are assessed and collected for the new development in the normal manner.

Important PDC Resource - the Private Lender Program

PDC relies upon private lender borrowing to accomplish its mission. The private lender resource consists of loans from banks to PDC, which uses the money to make loans for housing rehabilitation. PDC repays the banks with repayments from rehabilitation loans.

The Commission has entered into three separate funding agreements with local financial institutions. The Commission reloans the borrowed funds for rehabilitation of owner-occupied

Portland Development Commission Budget Guide for 1995-96

residential and affordable rental housing properties. The details of the three agreements follow.

Private Lender Participation Agreements (PLPA) - The Private Lender Participation Agreements are financing arrangements with the Bank of America Oregon (BAO) and U.S. Bank. Under the current agreements, these banks have made funds available to the Commission for the purpose of financing rehabilitation loans. The Commission blends these funds with HUD grant funds to finance below market rate loans to its borrowers.

Portland Homestead Loan Agreement - The Portland Homestead Loan Agreement is a financing arrangement with First Interstate Bank of Oregon (FIOR). Under the current agreement FIOR has made funds available to the Commission for the purpose of financing loans to acquire and rehabilitate residences for first-time homeowners. The note is collateralized by related loans receivable.

Public Interest Lenders (PIL) - The Public Interest Lenders program was a series of agreements with a consortium of local financial institutions. The agreements require amounts collected from individual borrowers to be paid monthly to the U.S. National Bank of Oregon, acting as agent. The agreements provide that the notes be collateralized by related loans receivable and by loan loss reserves invested in time certificates of deposit. No new loans are being made under this program.

Internal Cost Recovery Policies

PDC recovers costs from funding sources in two ways: directly, by coding the charge to the benefited fund; and indirectly, by applying an indirect recovery rate to direct personal services and materials and services charged to PDC funds.

The PDC indirect cost recovery rate is developed each year during the budget process. Actual costs from the prior year are tabulated, and the ratio of indirect to direct expenses becomes the rate for the upcoming year. The 1994-95 general indirect rate for PDC is 30 percent, applied to personal services and materials and services. The federal indirect rate is 20.3 percent.

As the budget is assembled, one of the tests applied is whether the indirect revenue produced by the rate covers the amount of the indirect budget. This provides a comparison that can be used as a control upon indirect costs, and to decide whether the indirect pool should be subsidized by the PDC Urban Redevelopment Fund. The indirect pool itself is a subsidiary fund within the Urban Redevelopment Fund.

Portland Development Commission Budget Guide for 1995-96

When the year commences, PDC's financial data processing system automatically applies the indirect rate to each fund, producing service reimbursement revenue to the indirect pool.

One of the features of the internal cost recovery system is that all furniture and equipment is purchased by the Urban Redevelopment Fund. The purchase price of the equipment and the department to which it is assigned are tracked, and the cost is reimbursed over a multi-year period. During the budget process the recovery amount is calculated and budgeted as an Equipment User Fee and charged to each department's administrative project code.

City of Portland General Fund Overhead

The Portland Development Commission pays overhead charges to the City of Portland annually for services such as treasury, grant management, City Council, and maintenance of the tax increment debt service funds.

The Office of Finance & Administration (OF&A) has established a General Fund Overhead committee, with members representing the agencies paying overhead fees. The committee is responsible for determining a reasonable basis for allocating overhead costs. PDC's policy is to pay a fair share for its use of city services, and to actively participate in the overhead committee.

How PDC Monitors Performance

PDC monitors its performance during the year using several tools, including budget-to-actual exception screening for individual transactions, monthly budget-to-actual reports, and the annual financial report. The agency also has implemented new performance reports which are presented monthly to the Commission and quarterly to the City Council. These reports summarize progress towards meeting performance goals by target areas.

In the financial arena, PDC's computer system is used to check whether adequate budget exists to encumber purchase orders, and to pay invoices. To meet the test, an item must have adequate budget in the section, fund, project and major appropriation category. Applicable major appropriation categories include materials and services, capital outlay, financial assistance, and debt service.

PDC also prepares a quarterly report to the Bureau of Housing and Community Development showing the status of its performance on the spending and performance goals of the Housing and Community Development Block Grant contract.

**Portland Development Commission
Budget Guide for 1995-96**

The annual financial report includes statistical data and financial statements for each PDC fund. It is prepared at the close of the fiscal year and the financial statements are audited by a firm of independent accountants. PDC's report has received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting since 1988.

PORTLAND DEVELOPMENT COMMISSION
Service Area: COMMUNITY DEVELOPMENT & SERVICES
Commissioner-In-Charge: Mayor Vera Katz

SUMMARY OF ALL FUNDS COMBINED

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
EXPENDITURES					
Personal Services	\$7,325,199	\$6,311,139	\$6,481,475	\$7,037,079	\$7,025,103
Materials & Services	3,603,127	9,214,368	6,464,224	4,832,887	4,726,226
Capital Outlay	11,497,558	4,325,166	8,569,632	4,564,535	4,219,609
Loans & Grants	11,021,998	29,434,685	15,069,587	16,071,248	14,143,249
Debt Service	881,815	1,325,677	2,689,616	1,546,718	1,546,718
TOTAL BUREAU EXPENSES	\$34,329,697	\$50,611,035	\$39,274,534	\$34,052,467	\$31,660,905
AUTHORIZED FULL-TIME POSITIONS					
Authorized Positions	139	115.1	107.3	110.3	110.3
General Fund Discretionary	2.0	4.4	1.7	7.2	7.2
SOURCE OF FUNDING					
Tax Increment	\$17,988,995	\$23,510,755	\$9,321,617	\$6,422,711	\$6,763,097
Block Grant	11,568,783	13,637,309	15,681,224	13,043,279	10,692,109
Other Grants	2,717,498	11,183,809	8,538,270	9,053,127	8,878,497
Contracts and Other	2,054,418	2,279,161	5,733,423	5,533,350	5,327,202
TOTAL FUNDING SOURCES	\$34,329,694	\$50,611,034	\$39,274,534	\$34,052,467	\$31,660,905
General Fund Discretionary	201,844	571,985	756,743	1,855,238	1,855,238
Other General Fund	0	0	0	652,868	467,868
DEPARTMENTS					
Development	\$11,317,134	\$8,270,368	\$8,345,501	\$5,374,950	\$5,701,005
Authorized Positions	22	15.0	15.0	15.0	15.0
Economic Development	2,266,461	2,858,582	4,216,674	3,952,210	3,756,174
Authorized Positions	20	19.0	14.6	14.6	14.6
Workforce and Target Industries	0	0	2,973,322	1,813,038	1,814,293
Authorized Positions	0	0	7.4	7.4	7.4
Housing	13,448,176	27,319,960	15,773,263	15,733,235	13,215,278
Authorized Positions	35	40.0	28.0	31.0	31.0
Professional Services	6,161,122	11,297,236	7,202,795	6,342,443	6,333,653
Authorized Positions	48	31.5	32.7	32.7	32.7
Executive	1,136,806	864,889	762,979	836,591	840,502
Authorized Positions	14	9.6	9.6	9.6	9.6
TOTAL DEPARTMENTS	\$34,329,699	\$50,611,035	\$39,274,534	\$34,052,467	\$31,660,905
Allocated General Fund Overhead Costs	351,446	178,877	150,818	193,689	193,689

PORTLAND DEVELOPMENT COMMISSION

Service Area: **COMMUNITY DEVELOPMENT & SERVICES**

Commissioner-in-Charge: **Mayor Vera Katz**

SUMMARY OF ALL FUNDS COMBINED

GENERAL DESCRIPTION and CHANGES FROM 1994-95

The Portland Development Commission (PDC) is a semi-autonomous agency operating under City Charter and is budgeted separately from the City. Its mission is to bring together community resources to achieve Portland's vision of a vital economy with healthy neighborhoods and quality jobs for all citizens.

In the FY 1994-95 budget year, PDC developed a Five-Year Business Plan that lays out PDC's goals, resources, and programs to achieve a new target area strategy for the development of the City. In response to City and Commission policy initiatives and the urban renewal funding dilemma, PDC re-engineered its organizational concept. The organization is newly aligned into a team orientation with emphasis on a multi-disciplinary strategy to work with community partners in geographic target areas.

For FY 1995-96, PDC's target areas include Airport Way/Columbia Corridor, Central Eastside, N.E. Cully and Killingsworth, Downtown, Inner Northeast, Lloyd District, North Macadam/South Waterfront, River District, Outer Southeast, and Transit Station Areas. PDC also conducts activities regionally and City-wide.

PDC's FY 1995-96 budget reflects two main themes: 1) the Five Year Business Plan is the template for PDC's future activities and was used as a guide for budgeting; and 2) hold the line on staff and administration.

The FY 1995-96 net budget is \$31.7 million, with 110.3 full-time equivalent staff. This can be compared with \$50.6 million in expenditures in FY 1993-94, and a revised budget of \$39.3 million for FY 1994-95. Staffing shows a net increase of three positions from the current staffing level; these additions are due to new programs in Housing: the Private Lender Investment Program (PLIP) and the deployment of PDC's single-family rehabilitation loan program in Harney Park, where the City is making park and other capital improvements.

Tax increment spending tapers off in FY 1995-96 as the last of bond proceeds from Airport Way are spent. Federal Block Grant funds are at a level roughly equivalent to actual spending in FY 1992-93 and FY 1993-94. The contract with the Bureau of Housing and Community Development totals approximately \$10 million for the Block Grant. Funding from the City General Fund in PDC's budget includes the following:

\$514,653	Business Development
430,620	Waterfront District Activities
101,638	Northeast Workforce Center
51,221	Business District Program
<hr/>	
\$1,098,132	Total Target Amount
\$709,106	River District Housing Infrastructure Improvements
48,000	Walnut Park Lighting/Signage (CIP)
<hr/>	
\$757,106	Total Additional Funding/CIP
\$322,353	Business Development Loan Fund
145,515	Livable City (special appropriation)
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\$467,868	Total Other Funding
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\$2,323,106	Grand Total

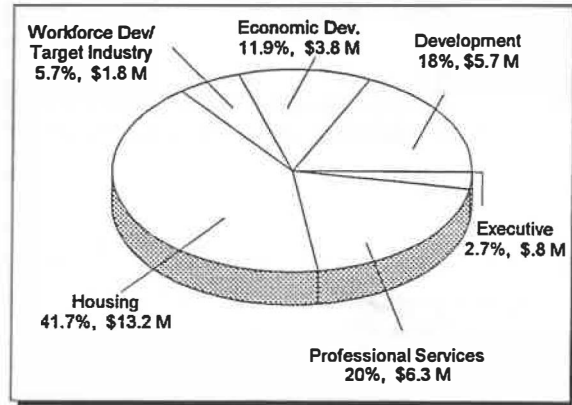
Aside from General Fund target amounts, PDC received funding for River District improvement projects associated with housing; and funding from the General Fund Master Lease for lighting and signage to increase safety in the parking garage at the Walnut Park shopping center/police precinct. Funding for the new city-wide business development loan program was reduced by \$185,000 from the proposed allocation of \$507,353 by the City Council.

PORTLAND DEVELOPMENT COMMISSION
Service Area: COMMUNITY DEVELOPMENT & SERVICES
Commissioner-in-Charge: Mayor Vera Katz
DESCRIPTION OF DEPARTMENTAL PROGRAMS

SUMMARY OF ALL FUNDS COMBINED
DEPARTMENT EXPENSES

Housing Department Program

The Housing budget for FY 1995-96 includes goals set out in the Five Year Business Plan and is also intended to meet the goals of the Comprehensive Housing Affordability Strategy (CHAS), the River District Plan, Livable City Housing Initiative, and the needs of Central City 2000. Major programs include Neighborhood Housing Preservation, Rental Housing Development, Downtown Housing Preservation, Mixed Income Housing, Community-Based Housing, and Livable City.



Economic Development Department Program

The Economic Development program budget for FY 1995-96 is a continuation of the programs and projects which began in FY 1994-95. Prosperous Portland provides policy and strategy direction, with an emphasis on delivering Policy 4 - sustaining an aggressive business development program; Policy 5 - supporting community-based economic development; Policy 6 - emphasizing efforts that support and nurture the retention and growth of small business; Policy 7 - leading the City in enhancing its international position; and Policy 8 - supporting and participating in a strong regional partnership for marketing and business attraction. PDC's Five Year Business Plan sets up measures for achieving results in these areas.

Workforce and Target Industries Department Program

PDC's efforts in the area of job creation, retention and linking jobs to City residents fall into two major efforts: JobNet, through which jobs created through economic development processes are filled with local residents; and Workforce Development, through which the skill training infrastructure of the region is aligned with the needs of growing industries. These projects are administered through the Workforce and Target Industries Department.

Development Department Program

PDC's efforts in improving and rehabilitating infrastructure, assembling land for redevelopment, and working with private partners to redevelop targeted areas of the City are the purview of this department. Key capital improvements planned for FY 1995-96 include the Columbia Slough trail in Airport Way, greenway development in South Waterfront, and public access to the riverfront in the River District. Land assembly and redevelopment efforts are planned in Central Eastside, Downtown, and at various transit station sites. Resources will also be devoted to preserving and improving important structures such as Union Station and the Old Post Office Building.

Professional Services and Executive Department Programs

These departments provide direct and indirect support to PDC programs. No loans or capital improvement programs are funded from these departments, but they provide staff to all PDC programs in the areas of finance, construction management, loan servicing, property management, real estate, computer services, legal, and office support. These departments provide leadership to the organization, and are responsible for PDC teams on Resource Development and Predevelopment. Professional Services is responsible for payment of rent, telephone, insurance, General Fund overhead, property taxes, and LID assessments. In FY 1995-96 PDC will pay \$870,800 for property management of Union Station and the Walnut Park shopping center. Debt service of \$1.5 million for housing finance programs is also included here.

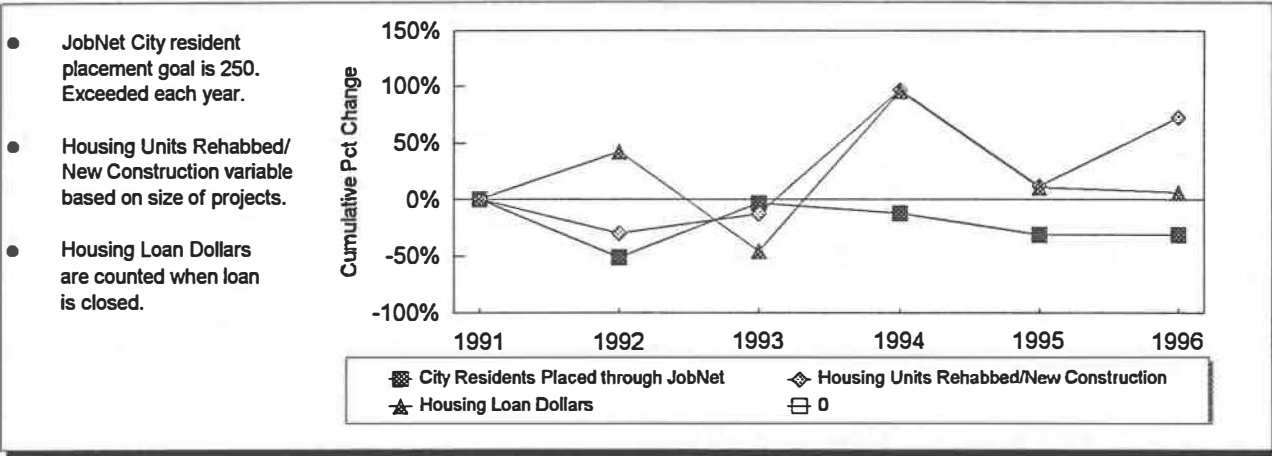
PORTLAND DEVELOPMENT COMMISSION
Service Area: COMMUNITY DEVELOPMENT & SERVICES
Commissioner-in-Charge: Mayor Vera Katz

MAJOR BUDGET NOTES

River District

A three-year funding allocation of \$4.8 million has been included within the General Fund Five Year Financial Plan. Out-year funding may be available from the 2040 Reserve.

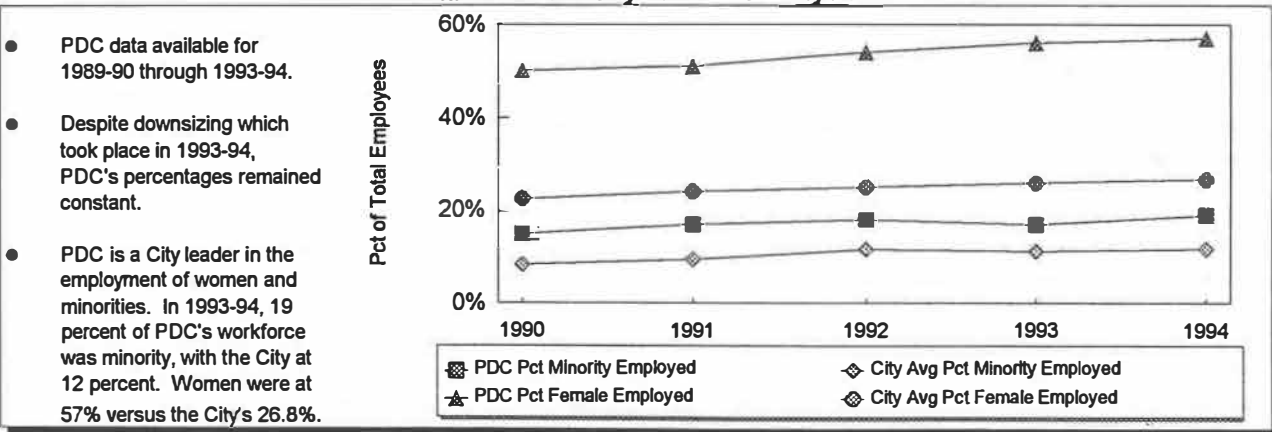
Performance Measures



PDC Loss Experience Vs. Citywide Loss Experience

PDC purchases insurance for its risk management needs, and its loss experience is not comparable to the rest of the City for that reason.

Workforce Diversity - PDC vs. Citywide



PORTLAND DEVELOPMENT COMMISSION

Service Area: **COMMUNITY DEVELOPMENT & SERVICES**

Commissioner-In-Charge: **Mayor Vera Katz**

SUMMARY OF BUREAU RESOURCES

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Service Charges and Fees					
Rent Payments	1,276,345	1,302,649	1,346,300	1,618,760	1,621,260
Sales of Publications	3,042	3,802	0	0	0
Contract Services	1,686,101	1,021,096	4,265,941	525,160	526,399
Loan Fees	101,463	114,946	31,166	419,846	419,846
Loan Late Charges	19,803	20,541	0	0	0
Total Service Charges	\$3,086,754	\$2,463,034	\$5,643,407	\$2,563,766	\$2,567,505
Federal Grants					
Community Development Block Grant	4,057,343	4,840,163	7,587,273	4,408,152	2,745,382
Other Federal Grants	874,785	6,537,034	4,680,020	4,611,071	4,445,600
Total Federal Grants	4,932,128	11,377,197	12,267,293	9,019,223	7,190,982
City of Portland General Fund					
Business Development	102,600	472,084	0	514,653	514,653
NE Workforce Center	94,360	99,216	99,216	101,638	101,638
River District	0	0	0	709,106	709,106
CIP Projects	0	0	54,000	48,000	48,000
Business District Program	0	0	50,000	51,221	51,221
Liveable City Housing	0	0	112,793	145,515	145,515
Business Development Loan Fund	0	0	0	507,353	322,353
DHPP Construction Bridge Loan	0	1,595,000	0	0	0
4th & Yamhill Garage Transfer	436,486	435,851	435,000	430,620	430,620
Total City General Fund	633,446	2,602,151	751,009	2,508,106	2,323,106
Miscellaneous Revenues					
Interest on Loans	2,030,276	1,531,355	1,436,621	1,827,550	1,827,550
Interest on Investments	1,457,060	956,699	449,514	605,979	605,979
Other Interest	66,539	60,306	0	0	0
Loan Principal Collections	7,433,103	8,977,593	10,315,777	5,273,969	6,273,969
Reimbursements	1,630,907	1,093,265	1,060,151	1,293,320	933,320
EDRB Lease Receipts	0	0	0	4,548,211	4,548,211
Private Grants & Donations	96,556	36,842	155,000	180,000	180,000
Sale of Real Property	1,580,302	2,957,617	2,200,000	908,000	548,000
Sale of Personal Property	3,825	2,767	0	0	0
Tax Increment Debt Proceeds	7,485,000	0	0	356,000	356,000
Private Lender Agreements	1,879,320	3,241,927	3,844,452	7,161,032	7,161,032
Miscellaneous	93,554	128,298	(14,000)	4,646	4,646
Total Miscellaneous	23,756,442	18,986,669	19,447,515	22,158,707	22,438,707
REVENUE SUBTOTAL	32,408,770	35,429,051	38,109,224	36,249,802	34,520,300
Transfers From Other Funds-					
Cash	17,866,357	15,796,168	15,815,051	15,462,996	15,462,996
Service Reimbursements	9,141,028	6,461,872	6,035,281	5,794,250	5,866,941
Total Transfers	27,007,385	22,258,040	21,850,332	21,257,246	21,329,937
Beginning Fund Balance	32,476,795	30,483,661	16,174,675	15,251,844	12,662,433
Total Resources	\$91,892,950	\$88,170,752	\$76,134,231	\$72,758,892	\$68,512,670

PORTLAND DEVELOPMENT COMMISSION

Service Area: COMMUNITY DEVELOPMENT & SERVICES

Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM BUDGET

Expenditure Classification	Actual 1992-93	Actual 1993-94	Revised 1994-95	Proposed 1995-96	Adopted 1995-96
PERSONAL SERVICES					
Full-time	\$5,399,911	\$3,869,394	\$4,664,323	\$5,059,419	\$5,050,741
Part-time	62,704	122,781	2,000	23,180	23,180
Benefits	1,862,583	2,318,964	1,815,152	1,954,480	1,951,182
TOTAL PERSONAL SERVICES	7,325,198	6,311,139	6,481,475	7,037,079	7,025,103
MATERIALS & SERVICES					
Professional Services	1,103,597	1,345,521	4,037,604	2,541,866	2,466,311
Legal Fees	390,959	19,963	100,400	81,350	81,350
City of Portland Overhead Charges	351,446	178,877	150,818	193,689	193,689
Temporary Services	61,556	162,215	87,350	61,415	61,326
Printing & Graphics	122,344	107,313	147,879	166,927	162,878
Underwriter Fees	5	0	0	0	0
General Office Expense	119,645	144,789	273,638	250,169	249,872
Software Applications	13,898	23,418	34,400	45,785	45,785
Postage & Delivery	43,265	41,143	65,770	60,314	59,364
Advertising	25,292	30,731	66,308	63,219	63,219
Publications & Dues	29,561	30,616	30,587	25,024	25,924
Education	32,252	45,731	121,291	103,600	101,408
Out of Town Travel	19,436	22,596	53,000	56,458	54,458
Mileage Reimbursements	12,413	8,524	13,090	10,197	9,486
Parking	48,644	22,939	21,365	21,165	21,040
Occupancy Costs	450,441	478,832	500,417	509,694	509,694
Telephone Services	163,396	149,516	139,406	120,185	120,185
Repairs & Maintenance	126,501	113,307	111,385	84,225	84,225
Leases & Rentals	927	985	860	250	250
Vehicle Maintenance	3,427	4,069	6,500	7,000	7,000
Loan Document Costs	51,029	58,721	91,575	103,476	95,316
Appraisals	28,294	69,691	113,911	118,400	105,250
Loan Foreclosure Costs	20,894	2,936	15,000	1,000	1,000
Insurance	277,167	105,294	146,750	116,360	116,360
Miscellaneous	106,738	6,046,641	134,920	91,119	90,836
TOTAL MATERIALS & SERVICES	3,603,127	9,214,368	6,464,224	4,832,887	4,726,226
CAPITAL OUTLAY					
Land	2,847,425	1,562,738	2,562,586	2,548,589	2,083,544
Improvements	8,486,337	2,628,118	5,891,546	1,911,606	2,031,725
Furniture & Equipment	81,796	134,310	115,500	104,340	104,340
Grants	82,000	0	0	0	0
TOTAL CAPITAL OUTLAY	11,497,558	4,325,166	8,569,632	4,564,535	4,219,609
OTHER					
Financial Assistance	11,021,998	29,394,685	14,258,070	15,311,365	13,404,866
Grants	0	40,000	811,517	759,883	738,383
Debt Service - Principal	492,495	869,590	2,217,492	876,128	876,128
Debt Service - Interest	389,320	456,087	472,124	670,590	670,590
TOTAL OTHER	11,903,813	30,760,362	17,759,203	17,617,966	15,689,967
TOTAL EXPENDITURES	\$34,329,696	\$50,611,035	\$39,274,534	\$34,052,467	\$31,660,905

PORTLAND DEVELOPMENT COMMISSION
Service Area: COMMUNITY DEVELOPMENT & SERVICES
Commissioner-In-Charge: Mayor Vera Katz

FULL-TIME POSITIONS

POSITION TITLE	Actual	Actual	Revised Budget		Proposed Budget		Adopted Budget	
	FY 1993	FY 1994	FY 1994-95		FY 1995-96		FY 1995-96	
	No.	No.	No.	Amount	No.	Amount	No.	Amount
DEVELOPMENT								
Development Director	1	1	1	82,100	1	88,492	1	88,492
Development Manager	1	1	1	72,484	3	215,088	3	215,088
Project Manager	3	2	3	192,888	1	50,248	1	50,248
Project/Program Coordinator II	10	7	6	292,160	6	290,836	6	290,836
Administrative Budget Coordinator	0	1	1	38,004	1	31,508	1	31,508
Program Development Specialist	2	0	0	0	0	0	0	0
Program Development Assistant	1	0	0	0	0	0	0	0
Administrative Specialist III	1	3	3	83,604	2	61,880	2	61,880
Administrative Specialist II	3	0	0	0	1	22,484	1	22,484
DEVELOPMENT TOTAL	22	15	15	761,240	15	760,536	15	760,536
ECONOMIC DEVELOPMENT								
Economic Development Director	1	1	1	75,432	1	71,524	1	71,524
Regional Marketing & Recruitment Mgr.	0	0	0	0	1	57,244	1	57,244
City Business Development Mgr.	0	0	0	0	1	58,708	1	58,708
Program/Project Manager	4	3	3	124,436	1	63,988	1	63,988
Project/Program Coordinator II	9	8	5	310,668	5	261,836	5	261,836
Project/Program Coordinator I	0	1	1	47,576	1	49,088	1	49,088
JobNet Assistant	0	1	0	0	0	0	0	0
Business Finance Specialist	0	1	1	37,984	1	38,952	1	38,952
Administrative Budget Coordinator	0	1	0.6	23,846	0.6	22,109	0.6	22,109
Research Specialist	0	1	1	40,008	1	42,356	1	42,356
Program Development Specialist	1	0	0	0	0	0	0	0
Program Development Assistant	1	0	0	0	0	0	0	0
Administrative Specialist III	0	0	0	0	1	23,328	1	23,328
Program Development Technician	1	0	0	0	0	0	0	0
Administrative Specialist II	3	2	2	50,480	1	29,112	1	29,112
ECONOMIC DEVELOPMENT TOTAL	20	19	14.6	710,430	14.6	718,245	14.6	718,245
WORKFORCE AND TARGET INDUSTRIES								
Workforce and Target Industries Director	0	0	1	58,852	1	69,928	1	69,928
Project Manager	0	0	2	96,924	2	109,748	2	109,748
Project Coordinator I	0	0	2	0	2	79,804	2	79,804
JobNet Program Assistant	0	0	1	28,904	1	31,108	1	31,108
Administrative Budget Coordinator	0	0	0.4	15,898	0.4	14,739	0.4	14,739
Administrative Specialist II	0	0	1	0	1	23,612	1	23,612
WORKFORCE & TARGET INDUSTRIES TOTAL	0	0	7.4	200,578	7.4	328,939	7.4	328,939
HOUSING								
Housing Director	1	1	1	71,804	1	84,796	1	84,796
Project/Program Manager	4	4	3	175,134	2	128,512	2	128,512
Project/Program Coordinator II	6	5.5	5	236,494	4	205,632	4	205,632
Project/Program Coordinator I	0	1	1	47,148	1	42,892	1	42,892
DHPP Specialist	0	1	1	38,136	0	0	0	0
Program Development Specialist	0	0	1	35,988	1	37,722	1	37,722
RHP Technician	0	1	1	28,376	0	0	0	0
NHP Technician	0	1	0	0	0	0	0	0
Program Development Technician	3	0	0	0	2	52,108	2	52,108
Rehabilitation Specialist	7	8	0	0	0	0	0	0
Housing Specialist	0	0	3	127,513	5.5	230,868	5.5	230,868
Underwriter/Income Property	0	0	0	0	1	43,580	1	43,580

PORTLAND DEVELOPMENT COMMISSION
Service Area: COMMUNITY DEVELOPMENT & SERVICES
Commissioner-In-Charge: Mayor Vera Katz

FULL-TIME POSITIONS

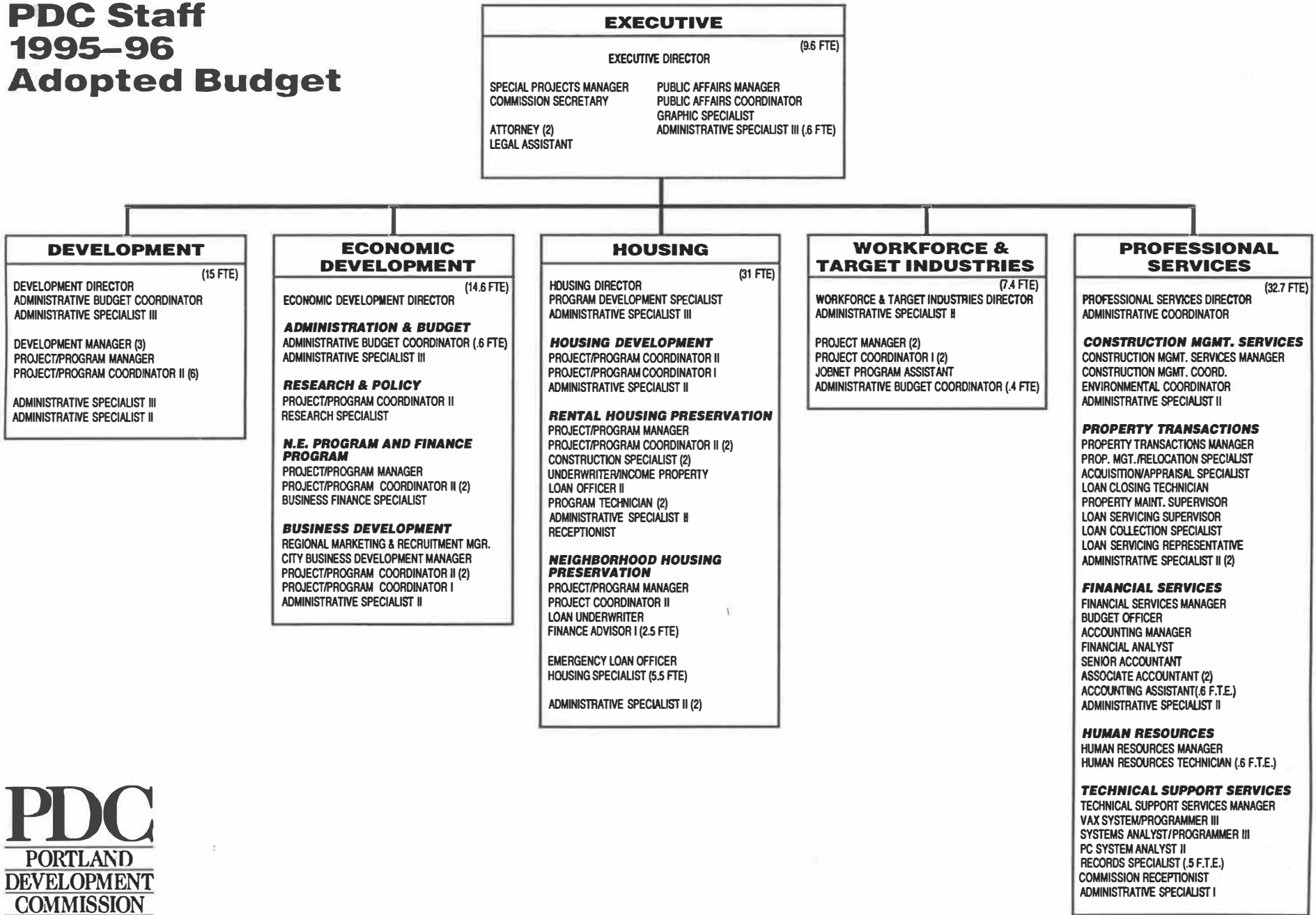
POSITION TITLE	Actual	Actual	Revised Budget	Proposed Budget	Adopted Budget	
	FY 1993	FY 1994	FY 1994-95	FY 1995-96	FY 1995-96	
	No.	No.	No. Amount	No. Amount	No.	Amount
Loan Underwriter	0	0	1 48,000	1 37,388	1	37,388
Finance Advisor II	1	1	0 0	0 0	0	0
Finance Advisor I	3	4	1 36,876	2.5 89,730	2.5	89,730
Emergency Repair Loan Officer	1	1	1 46,440	1 43,560	1	43,560
Loan Officer II	1	1	1 39,612	1 42,892	1	42,892
Loan Officer I	0	1	1 38,004	0 0	0	0
Construction Specialist	1	2	2 93,832	2 97,584	2	97,584
Administrative Coordinator	0	1	0 0	0 0	0	0
Housing Receptionist	0	1	0 0	1 25,628	1	25,628
Administrative Specialist III	1	0	1 25,784	1 28,776	1	28,776
Administrative Specialist II	4	5	4 92,256	4 100,836	4	100,836
Administrative Specialist I	2	0	0 0	0 0	0	0
HOUSING TOTAL	35	39.5	28 1,181,397	31 1,292,504	31	1,292,504
PROFESSIONAL SERVICES						
Professional Services Director	0	1	1 63,200	1 76,216	1	76,216
Director of Operations	1	0	0 0	0 0	0	0
Technical Support Services Manager	0	1	1 64,296	1 66,108	1	66,108
Information Systems Manager	1	0	0 0	0 0	0	0
VAX System/Programmer III	0	1	1 48,000	1 49,200	1	49,200
Systems Manager	1	0	0 0	0 0	0	0
Systems Analyst/Programmer III	1	1	1 48,000	1 49,200	1	49,200
PC Systems Analyst II	2	1	1 39,636	1 42,176	1	42,176
Systems Analyst/Programmer I	1	0	0 0	0 0	0	0
Records Management Coordinator	1	0	0 0	0.5 19,476	0.5	19,476
Records Specialist	0	0.5	0.5 19,002	0 0	0	0
Property Transactions Manager	0	1	1 66,148	1 69,720	1	69,720
Property Mgmt./Relocation Manager	1	0	0 0	0 0	0	0
Relocation Specialist	1	0	0 0	0 0	0	0
Property Mgmt./Relocation Specialist	0	2	1 38,736	1 40,064	1	40,064
Property Maintenance Supervisor	1	1	1 42,504	1 43,560	1	43,560
Real Estate Manager	1	0	0 0	0 0	0	0
Real Estate Specialist	1	0	0 0	0 0	0	0
Real Estate Technician	0	0	0 0	0 0	0	0
Appraisal/Acquisition Specialist	0	1	1 40,564	1 42,104	1	42,104
Loan Closing Technician	1	1	1 38,004	1 38,952	1	38,952
Chief, Loan Servicing	1	0	0 0	0 0	0	0
Loan Servicing Supervisor	0	1	1 42,796	1 45,404	1	45,404
Loan Servicing Specialist	1	0	0 0	0 0	0	0
Loan Collection Specialist	1	1	1 39,444	1 33,384	1	33,384
Loan Servicing Representative	1	1	1 29,096	1 36,048	1	36,048
Const. Mgmt. Services Manager	1	1	1 64,796	1 76,168	1	76,168
Project Engineer	1	0	1 48,000	0 0	0	0
Engineering Coordinator	0	0	0 0	0 0	0	0
Construction Management Coordinator	2	2	1 43,368	1 43,520	1	43,520
Environmental Coordinator	0	0	0 0	1 53,492	1	53,492
Chief, Administrative Services	1	0	0 0	0 0	0	0
Program Development Specialist	3	0	1 26,730	0 0	0	0
Director of Financial Services	1	0	0 0	0 0	0	0
Financial Services Manager	0	1	1 61,456	1 68,640	1	71,476

PORTLAND DEVELOPMENT COMMISSION
Service Area: COMMUNITY DEVELOPMENT & SERVICES
Commissioner-In-Charge: Mayor Vera Katz

FULL-TIME POSITIONS

POSITION TITLE	Actual	Actual	Revised Budget		Proposed Budget		Adopted Budget	
	FY 1993	FY 1994	FY 1994-95		FY 1995-96		FY 1995-96	
	No.	No.	No.	Amount	No.	Amount	No.	Amount
Accounting Manager	1	1	1	45,244	1	46,544	1	46,544
Budget Officer	1	1	1	53,488	1	57,096	1	57,096
Financial Analyst	0	0	0	0	1	46,724	1	46,724
Senior Management Analyst	1	0	0	0	0	0	0	0
Senior Accountant	1	1	1	33,388	1	33,852	1	33,852
Associate Accountant	3	2	2	58,048	2	61,844	2	61,844
Human Resources Tech./Acctg. Asst.	1	1	0	0	0	0	0	0
Accounting Assistant	0	0	0.6	11,988	0.6	14,670	0.6	14,670
Human Resources Technician	0	0	0.6	9,639	0.6	17,448	0.6	17,448
Human Resources Manager	0	1	1	50,200	1	52,960	1	52,960
Administrative Coordinator	0	0	0	0	1	32,024	1	32,024
Messenger	1	0	0	0	0	0	0	0
Administrative Specialist III	2	1	1	30,748	0	0	0	0
Administrative Specialist II	2	3	4	109,084	4	114,664	4	107,040
Administrative Specialist I	5	1	1	23,960	1	24,344	1	24,344
Commission Receptionist	0	1	1	19,824	1	21,320	1	21,320
PROFESSIONAL SERVICES TOTAL	45	31.5	32.7	1,309,387	32.7	1,416,922	32.7	1,412,134
EXECUTIVE								
Executive Director	1	1	1	87,092	1	88,220	1	88,220
Deputy Director	1	0	0	0	0	0	0	0
Special Projects Manager	0	1	1	55,704	1	64,600	1	64,600
Commission Secretary	1	1	1	34,200	1	40,160	1	40,160
Legal Counsel	1	1	1	83,588	0	0	0	0
Attorney	1	1	1	70,528	2	145,268	2	145,268
Manager, Public Affairs	1	1	1	48,448	1	62,484	1	64,668
Public Information Officer	1	0	0	0	0	0	0	0
Public Affairs Coordinator	0	0	0	0	1	48,968	1	48,968
Public Affairs Specialist	1	1	1	33,996	0	0	0	0
Publications Specialist	1	0	0	0	0	0	0	0
Graphic Designer	1	1	1	38,004	1	38,952	1	38,952
Graphics Assistant	1	0.6	0	0	0	0	0	0
Human Resources Director	1	0	0	0	0	0	0	0
Human Resources Generalist	1	0	0	0	0	0	0	0
Program Development Specialist	1	0	0	0	0	0	0	0
Legal Assistant	1	1	1	31,532	1	34,336	1	34,336
Administrative Specialist II	2	0	0	0	0	0	0	0
Administrative Specialist III	0	0.5	0.6	18,559	0.6	16,884	0.6	16,884
EXECUTIVE TOTAL	17	10.1	9.6	501,651	9.6	539,872	9.6	542,056
TOTAL FULL-TIME POSITIONS	139	115.1	107.3	4,664,683	110.3	5,057,018	110.3	5,054,414

PDC Staff 1995-96 Adopted Budget



Schedule of Post-Certification Changes to 1995-96 Budget Requirements

Fund	Budget Certified by TSCC	Increase (Decrease) Beginning Fund Balance	Minor Changes	Complete South Waterfront Roads	North Macadam Predevelopment	Block Grant/ HOME Contract Final Changes	City-Wide Loan Program Cut	Increase (Decrease) Revenue	Adjust Contingency To Balance	Budget to be Adopted
Airport Way	\$920,020	(\$316,405)	\$196	\$0	\$0	\$0	\$0	\$0	(\$196)	\$603,615
Central Eastside	1,274,983	(220,135)	0	0	0	0	0	0	0	1,054,848
Convention Center	4,528,018	3,990	0	0	0	0	0	0	0	4,532,008
St. Johns Project	3,444,435	(3,908)	0	0	0	0	0	0	0	3,440,527
South Park Urban Renew	3,939,147	(609,943)	12,987	0	0	0	0	1,000,000	(12,987)	4,329,204
Waterfront Renewal	10,191,081	(347,328)	41,532	200,000	77,674	0	0	0	(319,206)	9,843,753
Enterprise Loans	9,929,867	74,861	(10,609)	0	0	0	0	0	10,609	10,004,728
HCD Contract	14,006,877	(179,263)	0	0	0	(2,380,270)	0	0	0	11,447,344
Other Federal Grants	3,557,006	0	(3,915)	0	0	(161,556)	0	0	0	3,391,535
South Auditorium	370,516	0	0	0	0	0	0	0	0	370,516
Arena	203,634	0	0	0	0	0	0	0	0	203,634
Regional Strategies	1,076,065	0	0	0	0	0	0	0	0	1,076,065
Urban Redevelopment	14,769,032	(991,280)	72,691	0	0	0	(185,000)	1,239	0	13,666,682
Economic Dev Debt Serv	4,548,211	0	0	0	0	0	0	0	0	4,548,211
Total PDC Budget	\$72,758,892	(\$2,589,411)	\$112,882	\$200,000	\$77,674	(\$2,541,826)	(\$185,000)	\$1,001,239	(\$321,780)	\$68,512,670

PORTLAND DEVELOPMENT COMMISSION

Adopted Budget for Fiscal Year 1995-96

SUMMARY OF RESOURCES - ALL FUNDS

Funds:	Revenues	Transfers from Other Funds	Beginning Fund Balance	Total Resources
Tax Increment Funds:				
Airport Way	\$171,633	\$0	\$431,982	\$603,615
Central Eastside Industrial	1,054,848	0	0	1,054,848
Convention Center	56,000	4,381,498	94,510	4,532,008
St. Johns Project	12,400	3,300,000	128,127	3,440,527
South Park Urban Renewal	1,664,893	0	2,664,311	4,329,204
Waterfront Renewal Bond Redevelopmt.	2,293,268	4,381,498	3,168,987	9,843,753
	<u>5,253,042</u>	<u>12,062,996</u>	<u>6,487,917</u>	<u>23,803,955</u>
Federal Grants and Private Lenders Funds:				
Enterprise Loans	5,823,726	0	4,181,002	10,004,728
HCD Contract	10,965,868	0	481,476	11,447,344
Other Federal Grants	3,391,535	0	0	3,391,535
South Auditorium	42,000	0	328,516	370,516
	<u>20,223,129</u>	<u>0</u>	<u>4,990,994</u>	<u>25,214,123</u>
Other Funds:				
Arena Fund	203,634	0	0	203,634
Regional Strategies	1,051,065	0	25,000	1,076,065
Urban Redevelopment (General)	3,241,219	9,266,941	1,158,522	13,666,682
	<u>4,495,918</u>	<u>9,266,941</u>	<u>1,183,522</u>	<u>14,946,381</u>
SUBTOTAL	29,972,089	21,329,937	12,662,433	63,964,459
Bonded Debt Funds:				
Economic Development Revenue	4,548,211	0	0	4,548,211
GRAND TOTAL	\$34,520,300	\$21,329,937	\$12,662,433	\$68,512,670

PORTLAND DEVELOPMENT COMMISSION

Adopted Budget for Fiscal Year 1995-96

SUMMARY OF REQUIREMENTS - ALL FUNDS

Funds:	Expenditures	Transfers to Other Funds	Contingency/ Ending Fund Balance	Total Requirements
Tax Increment Funds:				
Airport Way	\$236,747	\$298,915	\$67,953	\$603,615
Central Eastside Industrial	841,483	165,156	48,209	1,054,848
Convention Center	29,339	4,383,582	119,087	4,532,008
St. Johns Project	2,803	3,407,107	30,617	3,440,527
South Park Urban Renewal	705,750	103,168	3,520,286	4,329,204
Waterfront Renewal Bond Redevelopmt.	3,408,818	5,343,225	1,091,710	9,843,753
	<u>5,224,940</u>	<u>13,701,153</u>	<u>4,877,862</u>	<u>23,803,955</u>
Federal Grants and Private Lenders Funds:				
Enterprise Loans	5,157,716	329,246	4,517,766	10,004,728
HCD Contract	7,137,190	3,554,919	755,235	11,447,344
Other Federal Grants	3,195,889	195,646	0	3,391,535
South Auditorium	0	0	370,516	370,516
	<u>15,490,795</u>	<u>4,079,811</u>	<u>5,643,517</u>	<u>25,214,123</u>
Other Funds:				
Arena Fund	56,398	147,236	0	203,634
Regional Strategies	974,328	101,737	0	1,076,065
Urban Redevelopment (General)	9,914,444	3,300,000	452,238	13,666,682
	<u>10,945,170</u>	<u>3,548,973</u>	<u>452,238</u>	<u>14,946,381</u>
SUBTOTAL	31,660,905	21,329,937	10,973,617	63,964,459
Bonded Debt Funds:				
Economic Development Revenue	4,548,211	0	0	4,548,211
GRAND TOTAL	\$36,209,116	\$21,329,937	\$10,973,617	\$68,512,670

PORTLAND DEVELOPMENT COMMISSION

RESOURCES-REQUIREMENTS FUND SUMMARY-HISTORICAL

1995-96

Funds:	Actual 1992-93	Actual 1993-94	Revised 1994-95	Proposed 1995-96	Adopted 1995-96
Tax Increment Funds:					
Airport Way	\$11,225,058	\$8,992,826	\$2,625,054	\$920,020	\$603,615
Central Eastside Industrial	2,428,751	756,009	1,120,013	1,274,983	1,054,848
Convention Center	4,810,362	4,461,463	4,509,082	4,528,018	4,532,008
NW Front Avenue Industrial Renewal	81,063	0	0	0	0
St Johns Project	3,939,092	3,878,863	3,711,877	3,444,435	3,440,527
South Park Urban Renewal	10,760,643	9,906,152	4,736,801	3,939,147	4,329,204
Waterfront Renewal Bond Redevelopm	22,136,173	15,248,173	12,919,104	10,191,081	9,843,753
	<u>55,381,142</u>	<u>43,243,486</u>	<u>29,621,931</u>	<u>24,297,684</u>	<u>23,803,955</u>
Federal Grants and Private Lenders Funds:					
Enterprise Loans	5,857,737	8,832,493	7,807,101	9,929,867	10,004,728
HCD Contract	11,722,370	14,123,348	16,371,064	14,006,877	11,447,344
North Mall Extension	234,979	0	0	0	0
Other Federal Grants	789,232	6,675,197	4,838,760	3,557,006	3,391,535
South Auditorium	16,233	25,182	328,516	370,516	370,516
	<u>18,620,551</u>	<u>29,656,220</u>	<u>29,345,441</u>	<u>27,864,266</u>	<u>25,214,123</u>
Other Funds:					
Arena Fund	1,247,219	642,586	857,609	203,634	203,634
Regional Strategies	0	0	1,840,932	1,076,065	1,076,065
Computer Services	529,551	0	0	0	0
Urban Redevelopment (General)	16,114,487	14,628,460	14,468,318	14,769,032	13,666,682
	<u>17,891,257</u>	<u>15,271,046</u>	<u>17,166,859</u>	<u>16,048,731</u>	<u>14,946,381</u>
SUBTOTAL	91,892,950	88,170,752	76,134,231	68,210,681	63,964,459
BONDED DEBT FUNDS					
Economic Development Revenue	5,373,186	5,162,746	5,777,442	4,548,211	4,548,211
GRAND TOTAL	\$97,266,136	\$93,333,498	\$81,911,673	\$72,758,892	\$68,512,670

PORTLAND DEVELOPMENT COMMISSION
 APPROPRIATION SCHEDULE
 FOR FY 1995-96

	<u>ADOPTED BUDGET</u>
AIRPORT WAY FUND	
Revenues	171,633
Cash Transfers	0
Service Reimbursements	0
Beginning Fund Balance	<u>431,982</u>
Total	603,615
Materials & Services	85,247
Capital Outlay	151,500
Financial Assistance	0
Debt Service	0
Cash Transfers Out	0
Service Reimbursements	298,915
Contingency	<u>67,953</u>
Total	603,615
Unapp. Ending Fund Balance	0
CENTRAL EASTSIDE FUND	
Revenues	1,054,848
Cash Transfers	0
Service Reimbursements	0
Beginning Fund Balance	<u>0</u>
Total	1,054,848
Materials & Services	23,765
Capital Outlay	784,500
Financial Assistance	0
Debt Service	33,218
Cash Transfers Out	0
Service Reimbursements	165,156
Contingency	<u>48,209</u>
Total	1,054,848
Unapp. Ending Fund Bal	0

PORTLAND DEVELOPMENT COMMISSION
 APPROPRIATION SCHEDULE
 FOR FY 1995-96

ADOPTED
 BUDGET

CONVENTION CENTER FUND

Revenues	56,000
Cash Transfers	4,381,498
Service Reimbursements	0
Beginning Fund Balance	<u>94,510</u>

Total 4,532,008

Materials & Services	114
Capital Outlay	29,225
Debt Service	0
Cash Transfers Out	4,381,498
Service Reimbursements	2,084
Contingency	<u>119,087</u>

Total 4,532,008

Unapp. Ending Fund Balance 0

ST. JOHNS FUND

Revenues	12,400
Cash Transfers	3,300,000
Service Reimbursements	0
Beginning Fund Balance	<u>128,127</u>

Total 3,440,527

Materials & Services	303
Capital Outlay	2,500
Debt Service	0
Cash Transfers Out	3,400,000
Service Reimbursements	7,107
Contingency	<u>30,617</u>

Total 3,440,527

Unapp. Ending Fund Balance 0

PORTLAND DEVELOPMENT COMMISSION
 APPROPRIATION SCHEDULE
 FOR FY 1995-96

	<u>ADOPTED BUDGET</u>
SOUTH PARK FUND	
Revenues	1,664,893
Cash Transfers	0
Service Reimbursements	0
Beginning Fund Balance	<u>2,664,311</u>
Total	4,329,204
Materials & Services	55,750
Capital Outlay	150,000
Financial Assistance	500,000
Cash Transfers Out	0
Service Reimbursements	103,168
Contingency	<u>3,520,286</u>
Total	4,329,204
Unapp. Ending Fund Balance	0
WATERFRONT FUND	
Revenues	2,293,268
Cash Transfers	4,381,498
Service Reimbursements	0
Beginning Fund Balance	<u>3,168,987</u>
Total	9,843,753
Materials & Services	356,393
Capital Outlay	1,992,425
Financial Assistance	1,060,000
Cash Transfers Out	4,381,498
Service Reimbursements	961,727
Contingency	<u>1,091,710</u>
Total	9,843,753
Unapp. Ending Fund Balance	0

PORTLAND DEVELOPMENT COMMISSION
 APPROPRIATION SCHEDULE
 FOR FY 1995-96

ADOPTED
 BUDGET

ENTERPRISE LOAN FUND

Revenues	5,823,726
Cash Transfers	0
Service Reimbursements	0
Beginning Fund Balance	<u>4,181,002</u>

Total 10,004,728

Materials & Services	169,216
Capital Outlay	0
Financial Assistance	3,475,000
Debt Service	1,513,500
Service Reimbursements	329,246
Cash Transfers Out	0
Contingency	<u>4,517,766</u>

Total 10,004,728

Unapp. Ending Fund Bal 0

HCD FUND

Revenues	10,965,868
Cash Transfers	0
Service Reimbursements	0
Beginning Fund Balance	<u>481,476</u>

Total 11,447,344

Materials & Services	928,553
Capital Outlay	359,819
Financial Assistance	5,848,818
Service Reimbursements	3,554,919
Contingency	<u>755,235</u>

Total 11,447,344

Unapp. Ending Fund Balance 0

PORTLAND DEVELOPMENT COMMISSION
 APPROPRIATION SCHEDULE
 FOR FY 1995-96

ADOPTED
 BUDGET

OTHER FED. GRANTS FUND	
Revenues	3,391,535
Cash Transfers	0
Service Reimbursements	0
Beginning Fund Balance	<u>0</u>
Total	3,391,535
Materials & Services	307,006
Capital Outlay	0
Financial Assistance	2,888,883
Service Reimbursements	195,646
Contingency	<u>0</u>
Total	3,391,535
Unapp. Ending Fund Balance	0
SOUTH AUDITORIUM FUND	
Revenues	42,000
Cash Transfers	0
Service Reimbursements	0
Beginning Fund Balance	<u>328,516</u>
Total	370,516
Materials & Services	0
Capital Outlay	0
Cash Transfers Out	0
Service Reimbursements	0
Contingency	<u>370,516</u>
Total	370,516
Unapp. Ending Fund Balance	0

PORTLAND DEVELOPMENT COMMISSION
 APPROPRIATION SCHEDULE
 FOR FY 1995-96

ADOPTED
 BUDGET

URBAN REDEVELOPMENT FUND

Revenues	3,241,219
Cash Transfers	3,400,000
Service Reimbursements	5,866,941
Beginning Fund Balance	<u>1,158,522</u>

Total 13,666,682

Personal Services	7,025,103
Materials & Services	1,769,153
Capital Outlay	749,640
Financial Assistance	370,548
Cash Transfers Out	3,300,000
Service Reimbursements	0
Contingency	<u>452,238</u>

Total 13,666,682

Unapp. Ending Fund Bal 0

ARENA FUND

Revenues	203,634
Cash Transfers	0
Service Reimbursements	0
Beginning Fund Balance	<u>0</u>

Total 203,634

Materials & Services	56,398
Capital Outlay	0
Cash Transfers Out	0
Service Reimbursements	147,236
Contingency	<u>0</u>

Total 203,634

Unapp. Ending Fund Bal 0

PORTLAND DEVELOPMENT COMMISSION
 APPROPRIATION SCHEDULE
 FOR FY 1995-96

ADOPTED
 BUDGET

REGIONAL STRATEGIES FUND

Revenues	1,051,065
Cash Transfers	0
Service Reimbursements	0
Beginning Fund Balance	<u>25,000</u>

Total 1,076,065

Materials & Services	974,328
Capital Outlay	0
Cash Transfers Out	0
Service Reimbursements	101,737
Contingency	<u>0</u>

Total 1,076,065

Unapp. Ending Fund Bal 0

SUMMARY TOTAL ALL OPERATING FUNDS:

Revenues	29,972,089
Cash Transfers	15,462,996
Service Reimbursements	5,866,941
Beginning Fund Balance	<u>12,662,433</u>

Total 63,964,459
 63,964,459

Personal Services	7,025,103
Materials & Services	4,726,226
Capital Outlay	4,219,609
Financial Assistance	14,143,249
Debt Service	1,546,718
Cash Transfers Out	15,462,996
Service Reimbursements	5,866,941
Contingency	<u>10,973,617</u>

Total 63,964,459
 63,964,459

Expenditure Subtotal 31,660,905

PORTLAND DEVELOPMENT COMMISSION
 APPROPRIATION SCHEDULE
 FOR FY 1995-96

	<u>ADOPTED BUDGET</u>
EDRB DEBT SERVICE FUNDS	
Revenues	4,548,211
Cash Transfers	0
Service Reimbursements	0
Beginning Fund Balance	<u>0</u>
Total	4,548,211
 Debt Service	 <u>4,548,211</u>
Total	4,548,211
 Unapp. Ending Fund Balance	 0
 GRAND TOTAL ALL FUNDS	 68,512,670

AIRPORT WAY FUND**FUND SUMMARY**

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Service Charges and Fees	\$20,000	\$24,000	\$24,000	\$24,000	\$24,000
Rent-Thriftly Car Rental	20,000	24,000	24,000	24,000	24,000
Miscellaneous Revenue	470,390	586,131	639,597	147,633	147,633
Interest on Investments	447,963	276,289	108,597	27,633	27,633
Interest on Loans	18,215	23,075	0	0	0
Other Contracts	0	0	135,000	120,000	120,000
Loan Principal Collections	0	111,481	396,000	0	0
Reimbursements	4,190	175,284	0	0	0
Publication Sales	22	2	0	0	0
Revenue Subtotal	490,390	610,131	663,597	171,633	171,633
Beginning Fund Balance	10,734,668	8,382,695	1,961,457	748,387	431,982
Total Resources	\$11,225,058	\$8,992,826	\$2,625,054	\$920,020	\$603,615
REQUIREMENTS					
Expenditures					
Materials and Services	\$1,871,197	\$6,487,314	\$1,637,309	\$236,747	\$236,747
Capital Outlay	115,181	6,336,242	176,817	85,247	85,247
Financial Assistance	1,356,016	151,072	1,460,492	151,500	151,500
	400,000	0	0	0	0
Transfers to Other Funds-					
Service Reimbursements	971,166	544,053	239,357	298,719	298,915
URF-General	915,948	544,053	239,357	298,719	298,915
Computer Services	55,218	0	0		
General Operating Contingency	0	0	748,388	384,554	67,953
Unappropriated Ending Balance	8,382,695	1,961,459	0	0	0
Total Requirements	\$11,225,058	\$8,992,826	\$2,625,054	\$920,020	\$603,615

This fund accounts for redevelopment activities in the Airport Way (formerly Columbia South Shore) urban renewal district.

The Capital Outlay budget includes \$43,000 for Airport Way landscaping; \$90,000 for greenway trail construction; and \$18,500 for property management costs.

PORTLAND DEVELOPMENT COMMISSION
Airport Way Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$104,656	\$333,358	\$125,204	\$20,050	\$20,050
Legal Fees	1,625	1,298	4,000	2,000	2,000
Temporary Services	209	1,315	0	500	500
Printing & Graphics	3,044	5,013	6,100	8,000	8,000
General Office Expense	1,110	4,470	9,050	9,650	9,650
Postage & Delivery	352	809	2,500	2,600	2,600
Advertising	2,398	283	850	16,544	16,544
Software Applications	0	0	500	0	0
Publications & Dues	75	3,009	0	0	0
Education	0	1,974	800	2,500	2,500
Out of Town Travel	0	611	10,000	10,000	10,000
Mileage Reimbursements	105	53	300	200	200
Parking	107	15	50	150	150
Occupancy Costs	0		13,613	11,253	11,253
Telephone Services	0	3,976	3,600	1,700	1,700
Leases & Rentals	0	0	250	0	0
Loan Documents	0	13	0	0	0
Vehicle Maintenance	0	15	0	0	0
Appraisals	1,500	6	0	0	0
Miscellaneous	0	5,980,024	0	100	100
TOTAL MATERIALS & SERVICES	115,181	6,336,242	176,817	85,247	85,247
CAPITAL OUTLAY					
Land	235,330	24,781	44,319	53,900	53,900
Improvements	1,120,686	126,291	1,416,173	97,600	97,600
TOTAL CAPITAL OUTLAY	1,356,016	151,072	1,460,492	151,500	151,500
OTHER					
Financial Assistance	400,000	0	0	0	0
TOTAL EXPENDITURES	1,871,197	6,487,314	1,637,309	236,747	236,747
INTERFUND TRANSFERS					
Personal Services - URF-General	336,677	208,616	142,009	208,805	208,955
Overhead - URF-General	579,271	332,137	95,648	88,214	88,260
Equipment Recovery - URF - General	0	3,300	1,700	1,700	1,700
Computer Services	55,218	0	0	0	0
TOTAL TRANSFERS	971,166	544,053	239,357	298,719	298,915
TOTAL EXPENDITURES & TRANSFE	\$2,842,363	\$7,031,367	\$1,876,666	\$535,466	\$535,662

AIRPORT WAY DEBT FUND (307)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Property Taxes					
Prior Year's Taxes	\$105,567	\$67,453	\$33,296	\$15,000	\$15,000
Miscellaneous Revenues					
Interest on Investment	144,580	55,861	582	27,750	27,750
Other Miscellaneous	0	5,980,000	1,817,248	0	0
Total External Revenues	250,147	6,103,314	1,851,126	42,750	42,750
Other Financing Sources					
Bond Proceeds	0	17,805,000	0	0	0
Cash Transfers from Other Fund					
General Fund	0	0	0	1,527,336	1,527,336
Total Other Financing Sources	0	17,805,000	0	1,527,336	1,527,336
Beginning Fund Balance	3,540,065	1,817,617	5,535	873,618	873,618
TOTAL RESOURCES	\$3,790,212	\$25,725,931	\$1,856,661	\$2,443,704	\$2,443,704
REQUIREMENTS					
Expenditures					
External Materials and Svcs	\$1,527,595	\$800,493	\$0	\$0	\$0
Total Expenditures	1,527,595	800,493	0	0	0
Other Requirements					
Debt Service					
Principal	445,000	0	100,000	680,000	680,000
Interest	0	0	1,096,661	1,008,704	1,008,704
	445,000	0	1,196,661	1,688,704	1,688,704
Other Financing Use					
Bond Defeasance	0	22,994,241	0	0	0
Ending Balance/Reserves					
Unappropriated Ending Balance	1,817,617	1,931,197	660,000	200,000	200,000
Unexpendable Reserve	0	0	0	555,000	555,000
	1,817,617	1,931,197	660,000	755,000	755,000
Total Other Requirements	2,262,617	24,925,438	1,856,661	2,443,704	2,443,704
TOTAL REQUIREMENTS	\$3,790,212	\$25,725,931	\$1,856,661	\$2,443,704	\$2,443,704
Line Item Detail - AU 286					
External Materials and Svcs					
545100 Interest	\$1,527,595	\$749,734	\$0	\$0	\$0
549000 Other Miscellaneous	0	50,759	0	0	0
Total External Materials and Svcs	1,527,595	800,493	0	0	0
TOTAL Bureau Expenses	\$1,527,595	\$800,493	\$0	\$0	\$0

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

This fund pays principal and interest on bonds issued to finance public improvements in the Airport Way Urban Renewal District. In the past, debt service was paid from taxes on the increase in assessed value of the district since its formation. In 1992, the Oregon Supreme Court ruled that tax increment collection for bonded debt service was not excluded from the tax rate limitation of Measure 5.

Therefore, tax increment debt service collection must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District. Consequently, debt service for FY 1995-96 will be paid from other available resources, including fund balance and a \$1,527,336 transfer from the General Fund.

AIRPORT WAY DEBT SERVICE FUND (307)

Tax Increment

DEBT REDEMPTION SCHEDULE

This fund pays principal and interest on tax increment bonds issued to finance public improvements in the Airport Way Urban Renewal District. The Airport Way Urban Renewal District, consisting of 2,880 acres along the Columbia River, was formed in 1986 to increase Portland's inventory of developable land and stimulate private investment within the area by providing public infrastructure.

In the past, debt service was paid from taxes on the increase in assessed value of the District since its formation. In 1992, the Oregon Supreme Court ruled that tax increment collection for tax increment bonded debt service was not excluded from the tax rate limitation of Measure 5. Therefore, tax increment collection for tax increment bonded debt service must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District.

Since the imposition of Measure 5 in FY 1991-92, the City has been restricted under the \$10 local government property tax limitation and has chosen not to collect tax increment during this period. The City will not certify a tax increment levy in FY 1995-96 for the Airport Way Urban Renewal District, and instead pay debt service on this urban renewal indebtedness from available resources.

In 1994, the City refunded the 1990 Series A and B Bonds to take advantage of lower interest rates, and to restructure bond covenants to conform to the requirements of Ballot Measure 5. The refunding saves a present value amount of \$527,000.

This schedule shows the remaining payments for principal and interest that the City owes to holders of these bonds.

<i>Bond Title</i>	<i>Amount Issued</i>	<i>Date Issued</i>	<i>Payment Due</i>	<i>Interest Rate</i>	<i>Principal Outstanding</i>	<i>Maturity FY 95-96</i>	<i>Interest FY 95-96</i>
Series 1994C	\$17,805,000	05/01/94	06/01/96	4.500%	\$680,000	\$680,000	\$30,600
			06/01/97	4.750%	710,000		33,725
			06/01/98	5.000%	735,000		36,750
			06/01/99	5.200%	775,000		40,300
			06/01/00	5.300%	815,000		43,195
			06/01/01	5.400%	860,000		46,440
			06/01/02	5.500%	905,000		49,775
			06/01/03	5.600%	955,000		53,480
			06/01/04	5.700%	1,005,000		57,285
			06/01/05	5.800%	1,065,000		61,770
			06/01/06	5.900%	1,630,000		96,170
			06/01/07	6.000%	1,725,000		103,500
			06/01/08	6.000%	1,835,000		110,100
06/01/09	6.125%	1,945,000	119,131				
06/01/10	6.125%	2,065,000	126,482				
TOTAL Airport Way Debt Service Fund					\$17,705,000	\$680,000	\$1,008,704

CENTRAL EASTSIDE INDUSTRIAL DISTRICT FUND

FUND SUMMARY

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Miscellaneous Revenue	\$67,313	\$375,449	\$855,625	\$1,054,848	\$1,054,848
Rent Income-Glacier Park Property	27,900	24,180	7,200	16,848	16,848
Land Sale Proceeds	0	341,203	600,000	248,000	248,000
Interest on Investments	27,413	9,866	8,425	0	0
Outside Contracts	0	0	240,000	0	0
Tax Increment Debt Proceeds	0	0	0	290,000	290,000
Reimbursements	12,000	200	0	500,000	500,000
Revenue Subtotal	67,313	375,449	855,625	1,054,848	1,054,848
Beginning Fund Balance	2,361,438	380,560	264,388	220,135	0
Total Resources	<u>\$2,428,751</u>	<u>\$756,009</u>	<u>\$1,120,013</u>	<u>\$1,274,983</u>	<u>\$1,054,848</u>
REQUIREMENTS					
Expenditures					
Materials and Services	\$97,432	\$324,303	\$822,187	\$841,483	\$841,483
Materials and Services	14,973	37,902	14,921	23,765	23,765
Capital Outlay	49,243	253,185	774,050	784,500	784,500
Debt Service	33,216	33,216	33,216	33,218	33,218
Transfers to Other Funds-					
Service Reimbursements	337,998	167,317	77,691	165,059	165,156
URF-General	332,881	167,317	77,691	165,059	165,156
Computer Services	5,117	0	0	0	0
Transfers to Other Funds-Cash-					
Loan Repayment	1,612,761	0	0	0	0
Waterfront Renewal Fund	1,612,761	0	0	0	0
General Operating Contingency	0	0	220,135	268,441	48,209
Unappropriated Ending Balance	380,560	264,389	0		
Total Requirements	<u>\$2,428,751</u>	<u>\$756,009</u>	<u>\$1,120,013</u>	<u>\$1,274,983</u>	<u>\$1,054,848</u>

This fund accounts for redevelopment activities in the Central Eastside Industrial District.

The Capital Outlay budget includes \$4,500 for property management; \$290,000 for land acquisition relocation and closing costs for land assembly on S.E. Martin Luther King, Jr. Boulevard; \$40,000 for acquisition and permits for the Eastbank Park project; and \$450,000 for design costs for the Water Avenue Phase II LID.

PORTLAND DEVELOPMENT COMMISSION
Central Eastside Industrial District Fund
Commissioner-In-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$11,073	\$10,440	\$2,745	\$11,300	\$11,300
Legal Fees	524	6,104	5,400	0	0
Temporary Services	0	6,865	0	400	400
Printing & Graphics	1,272	3,068	600	2,150	2,150
General Office Expense	169	1,493	300	950	950
Postage & Delivery	242	806	200	900	900
Advertising	843	224	300	800	800
Education	0	240	0	0	0
Out of Town Travel	786	0	600	200	200
Mileage Reimbursements	22	5	0	150	150
Parking	42	25	0	100	100
Occupancy Costs	0	0	3,276	5,815	5,815
Telephone Services	0	2,622	1,500	1,000	1,000
Appraisals	0	6,010	0	0	0
TOTAL MATERIALS & SERVICES	14,973	37,902	14,921	23,765	23,765
CAPITAL OUTLAY					
Land	31,243	168,835	521,000	314,500	314,500
Improvements	18,000	84,350	253,050	470,000	470,000
TOTAL CAPITAL OUTLAY	49,243	253,185	774,050	784,500	784,500
OTHER					
Debt Service - Principal	10,039	10,692	10,692	12,128	12,128
Debt Service - Interest	23,177	22,524	22,524	21,090	21,090
TOTAL OTHER	33,216	33,216	33,216	33,218	33,218
TOTAL EXPENDITURES	97,432	324,303	822,187	841,483	841,483
INTERFUND TRANSFERS					
Personal Services - URF-General	208,152	90,185	55,166	120,329	120,405
Overhead - URF-General	124,729	75,282	21,025	43,230	43,251
Equipment Recovery Charge - URF - Gen	0	1,850	1,500	1,500	1,500
Computer Services	5,117	0	0	0	0
Cash/Loan Repayment - Waterfront Ren	1,612,761	0	0	0	0
TOTAL TRANSFERS	1,950,759	167,317	77,691	165,059	165,156
TOTAL EXPENDITURES & TRANSFER	\$2,048,191	\$491,620	\$899,878	\$1,006,542	\$1,006,639

CENTRAL EASTSIDE DEBT FUND (310)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Property Taxes					
Current Year's Taxes	\$0	\$0	\$1,000,000	\$0	\$0
Prior Year's Taxes	56,190	41,967	22,904	25,000	25,000
Miscellaneous Revenues					
Interest on Investment	7,168	8,243	9,954	9,000	9,000
Other Miscellaneous	0	0	0	0	0
Total External Revenues	63,358	50,210	1,032,858	34,000	34,000
Beginning Fund Balance	1,150,576	213,744	204,242	213,744	213,744
TOTAL RESOURCES	\$1,213,934	\$263,954	\$1,237,100	\$247,744	\$247,744
REQUIREMENTS					
Expenditures					
External Materials and Svcs	\$190	\$0	\$80,000	\$0	\$0
Total Expenditures	190	0	80,000	0	0
Other Requirements					
Debt Service					
Principal	1,000,000	0	953,216	0	0
Interest	0	0	0	0	0
	1,000,000	0	953,216	0	0
Ending Balance/Reserves	213,744	263,954	203,884	247,744	247,744
Total Other Requirements	1,213,744	263,954	1,157,100	247,744	247,744
TOTAL REQUIREMENTS	\$1,213,934	\$263,954	\$1,237,100	\$247,744	\$247,744
Line Item Detail - AU 285					
External Materials and Svcs					
545100 Interest	\$190	\$0	\$80,000	\$0	\$0
TOTAL Bureau Expenses	\$190	\$0	\$80,000	\$0	\$0

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

This fund pays principal and interest on bonds issued to finance public improvements in the Central Eastside Urban Renewal District. There is no current outstanding indebtedness and no plan to issue debt in FY 1995-96.

CONVENTION CENTER AREA FUND

FUND SUMMARY

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Service Charges and Fees	\$4,060	\$5,000	\$0	\$0	\$0
Rent-Holladay Investors	4,050	5,000	0	0	0
Publication Sales	10	0	0	0	0
Miscellaneous Revenue	4,804	7,007	775	56,000	56,000
Interest on Investments	3,594	6,677	775	0	0
Reimbursements	0	30	0	0	0
Tax Increment Debt	0	0	0	56,000	56,000
Miscellaneous	1,210	300	0	0	0
Revenue Subtotal	8,864	12,007	775	56,000	56,000
Transfers From Other Funds-					
Cash-Loan	4,288,274	4,386,925	4,381,498	4,381,498	4,381,498
URF-General	0	5,427	0		
Waterfront Renewal	4,288,274	4,381,498	4,381,498	4,381,498	4,381,498
Beginning Fund Balance	513,224	62,530	126,809	90,520	94,510
Total Resources	\$4,810,362	\$4,461,462	\$4,509,082	\$4,528,018	\$4,532,008
REQUIREMENTS					
Expenditures					
Materials and Services	\$101,412	\$22,621	\$28,150	\$29,339	\$29,339
Capital Outlay	5,658	1,852	0	114	114
	95,754	20,769	28,150	29,225	29,225
Transfers to Other Funds-					
Service Reimbursements	75,536	23,759	3,487	2,084	2,084
URF-General	68,704	23,759	3,487	2,084	2,084
Computer Services	6,832	0	0	0	0
Transfers to Other Funds-Cash/					
Loan Repayment-Waterfront Renewal	4,570,884	4,288,274	4,386,925	4,381,498	4,381,498
Loan Repayment - URF - General	4,570,884	4,288,274	4,381,498	4,381,498	4,381,498
	0	0	5,427	0	0
General Operating Contingency	0	0	90,520	115,097	119,087
Unappropriated Ending Balance	62,530	126,809	0	0	0
Total Requirements	\$4,810,362	\$4,461,463	\$4,509,082	\$4,528,018	\$4,532,008

This fund accounts for redevelopment activities in the Convention Center urban renewal area.

The Convention Center Fund's Capital Outlay budget consists of \$29,225 for property management of PDC owned properties in the district.

**PORTLAND DEVELOPMENT COMMISSION
Convention Center Area Fund
Commissioner-in-Charge: Mayor Vera Katz**

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Legal Fees	\$5,562	\$1,726	\$0	\$0	\$0
Printing & Graphics	91	81	0	0	0
General Office Expense	0	15	0	0	0
Postage & Delivery	3	5	0	0	0
Mileage Reimbursements	2	2	0	0	0
Parking	0	7	0	0	0
Occupancy Costs	0	0	0	114	114
Appraisals	0	16	0	0	0
TOTAL MATERIALS & SERVICES	5,658	1,852	0	114	114
CAPITAL OUTLAY					
Land	22,525	17,416	25,150	26,225	26,225
Improvements	73,229	3,353	3,000	3,000	3,000
TOTAL CAPITAL OUTLAY	95,754	20,769	28,150	29,225	29,225
TOTAL EXPENDITURES	101,412	22,621	28,150	29,339	29,339
INTERFUND TRANSFERS					
Personal Services - URF-General	13,100	14,276	2,682	1,577	1,577
Overhead - URF-General	55,604	9,483	805	507	507
Computer Services	6,832	0	0	0	0
Cash/Loan Repayment-Waterfront Renewa	4,570,884	4,288,274	4,381,498	4,381,498	4,381,498
Cash/Loan Repayment - URF - General	0	0	5,427	0	0
TOTAL TRANSFERS	4,646,420	4,312,033	4,390,412	4,383,582	4,383,582
TOTAL EXPENDITURES & TRANSFERS	\$4,747,832	\$4,334,654	\$4,418,562	\$4,412,921	\$4,412,921

CONVENTION CENTER AREA DEBT FUND (312)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Property Taxes					
Current Year's Taxes	\$0	\$0	\$5,500,000	\$0	\$0
Prior Year's Taxes	26,443	16,955	11,437	12,716	12,716
Miscellaneous Revenues					
Interest on Investment	810	1,406	1,758	1,500	1,500
Other Miscellaneous	0	0	0	0	0
Total External Revenues	27,253	18,361	5,513,195	14,216	14,216
Beginning Fund Balance	20,716	32,985	29,444	51,346	51,346
TOTAL RESOURCES	\$47,969	\$51,346	\$5,542,639	\$65,562	\$65,562
REQUIREMENTS					
Expenditures					
External Materials and Svcs	\$489	\$0	\$440,000	\$0	\$0
Total Expenditures	489	0	440,000	0	0
Other Requiriements					
Debt Service					
Principal	14,495	0	5,060,000	0	0
Ending Balance\Reserves	32,985	51,346	42,639	65,562	65,562
Total Other Requirements	47,480	51,346	5,102,639	65,562	65,562
TOTAL REQUIREMENTS	\$47,969	\$51,346	\$5,542,639	\$65,562	\$65,562
Line Item Detail - AU 287					
External Materials and Svcs					
545100 Interest	\$489	\$0	\$440,000	\$0	\$0
TOTAL Bureau Expenses	\$489	\$0	\$440,000	\$0	\$0

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

This fund pays principal and interest on bonds issued to finance public improvements in the Convention Center Urban Renewal District. There is no current outstanding indebtedness and no plan to issue debt in FY 1995-96.

NORTHWEST FRONT AVENUE INDUSTRIAL RENEWAL FUND**FUND SUMMARY**

	Actual FY 1992-93	Actual FY 1993-94	Revised FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
Revenues					
Miscellaneous Revenue	\$2,822	\$0	\$0	\$0	\$0
Interest on Investments	2,822	0	0	0	0
Revenue Subtotal	2,822	0	0	0	0
Beginning Fund Balance	78,241	0	0	0	0
Total Resources	\$81,063	\$0	\$0	\$0	\$0
REQUIREMENTS					
Expenditures					
	\$0	\$0	\$0	\$0	\$0
Transfers to Other Funds-					
Service Reimbursements	55,395	0	0	0	0
URF-General	55,395	0	0	0	0
Unappropriated Ending Balance	25,668	0	0	0	0
Total Requirements	\$81,063	\$0	\$0	\$0	\$0

This fund was created in 1978 to account for the proceeds from the sale of tax increment bonds which were issued to finance land acquisition and improvements for the Wacker Siltronics plant. The final balance of \$81,063 was transferred to the Urban Redevelopment Fund at the beginning of 1993-94, and the fund was closed.

This fund reconciliation and detail is presented for historical information only.

PORTLAND DEVELOPMENT COMMISSION
Northwest Front Avenue Industrial Renewal Fund
Commissioner-In-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
TOTAL EXPENDITURES	0	0	0	0	0
INTERFUND TRANSFERS					
Personal Services - URF - General	28,235	0	0	0	0
Overhead - URF - General	27,160	0	0	0	0
TOTAL TRANSFERS	55,395	0	0	0	0
TOTAL EXPENDITURES & TRANSFERS	\$55,395	\$0	\$0	\$0	\$0

ST. JOHNS PROJECT FUND

FUND SUMMARY

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Miscellaneous Revenues	\$294,974	\$9,131	\$5,659	\$12,400	\$12,400
Interest on Investments	0	8,891	5,659	0	0
Publications Sales	130	90	0	0	0
Land Sale Proceeds (BES)	264,844	0	0	0	0
Rent - Parking Lot	0	0	0	2,400	2,400
Tax Increment Debt Proceeds	30,000	0	0	10,000	10,000
Miscellaneous	0	150	0	0	0
Revenue Subtotal	294,974	9,131	5,659	12,400	12,400
Transfers From Other Funds-Cash	3,646,628	3,567,874	3,400,000	3,300,000	3,300,000
URF-General-Interfund Loan	3,646,628	3,567,874	3,400,000	3,300,000	3,300,000
Beginning Fund Balance	(2,510)	301,858	306,218	132,035	128,127
Total Resources	\$3,939,092	\$3,878,863	\$3,711,877	\$3,444,435	\$3,440,527
REQUIREMENTS					
Expenditures					
Materials and Services	\$14,765	\$7,622	\$21,277	\$2,803	\$2,803
Capital Outlay	5,807	1,391	20,277	303	303
	8,958	6,231	1,000	2,500	2,500
Transfers to Other Funds-					
Service Reimbursements	6,296	13,849	16,221	7,107	7,107
URF-General	6,296	13,849	16,221	7,107	7,107
Transfers to Other Funds-Cash/ Loan Repayment-URF-General	3,616,173	3,551,173	3,646,628	3,400,000	3,400,000
	3,616,173	3,551,173	3,646,628	3,400,000	3,400,000
General Operating Contingency	0	0	27,751	34,525	30,617
Unappropriated Ending Balance	301,858	306,219	0	0	0
Total Requirements	\$3,939,092	\$3,878,863	\$3,711,877	\$3,444,435	\$3,440,527

This fund supports the efforts to sell the St. Johns site.

Capital Outlay consists of \$2,500 for miscellaneous property management costs.

PORTLAND DEVELOPMENT COMMISSION
St. Johns Project Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$5,600	\$0	\$19,500	\$0	\$0
Legal Fees	0	0	0	0	0
General Office Expense	34	0	0	0	0
Printing & Graphics	11	0	500	0	0
Postage & Delivery	3	0	0	0	0
Advertising	0	1,391	0	0	0
Mileage Reimbursements	10	0	0	0	0
Occupancy Costs	0	0	277	303	303
Repairs & Maintenance	149	0	0	0	0
TOTAL MATERIALS & SERVICES	5,807	1,391	20,277	303	303
CAPITAL OUTLAY					
Land	8,958	6,031	0	2,500	2,500
Improvements	0	200	1,000	0	0
TOTAL CAPITAL OUTLAY	8,958	6,231	1,000	2,500	2,500
TOTAL EXPENDITURES	14,765	7,622	21,277	2,803	2,803
INTERFUND TRANSFERS					
Personal Services - URF-General	6,296	8,206	7,798	5,397	5,397
Overhead - URF-General	0	5,643	8,423	1,710	1,710
Cash/Loan Repayment - URF-General	3,616,173	3,551,173	3,646,628	3,400,000	3,400,000
TOTAL TRANSFERS	3,622,469	3,565,022	3,662,849	3,407,107	3,407,107
TOTAL EXPENDITURES & TRANSFER	\$3,637,234	\$3,572,644	\$3,684,126	\$3,409,910	\$3,409,910

ST. JOHNS RIVERFRONT BOND REDEMPTION FUND (305)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Property Taxes					
Current Year's Taxes	\$0	\$0	\$0	\$0	\$0
Prior Year's Taxes	3,729	0	489	247	247
Miscellaneous Revenues					
Interest on Investment	971	190	58	139	139
Other Miscellaneous	0	3,289	0	0	0
Total External Revenues	4,700	3,479	547	386	386
Beginning Fund Balance	29,154	3,854	915	8,795	8,795
TOTAL RESOURCES	\$33,854	\$7,333	\$1,462	\$9,181	\$9,181
REQUIREMENTS					
Expenditures	\$0	\$0	\$0	\$0	\$0
Other Requirements					
Debt Service					
Principal	\$30,000	\$0	\$0	\$0	\$0
Interest	0	0	0	0	0
	30,000	0	0	0	0
Ending Balance/Reserves	3,854	7,333	1,462	9,181	9,181
Total Other Requirements	33,854	7,333	1,462	9,181	9,181
TOTAL REQUIREMENTS	\$33,854	\$7,333	\$1,462	\$9,181	\$9,181
Line Item Detail - AU 283					
TOTAL Bureau Expenses	\$0	\$0	\$0	\$0	\$0

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

This fund pays principal and interest on bonds issued to finance public improvements in the St. Johns Riverfront Development Area. There is no current outstanding indebtedness and no plan to issue debt in FY 1995-96.

SOUTH PARK URBAN RENEWAL FUND

FUND SUMMARY

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Miscellaneous Revenue	\$4,137,594	\$2,047,489	\$4,046,192	\$664,893	\$1,664,893
Loan Principal Collections	1,748,516	1,554,496	3,957,010	508,369	1,508,369
Interest on Loans	220,218	201,912	23,429	0	0
Interest on Investments	332,810	213,762	65,753	156,524	156,524
Tax Increment Debt Proceeds	1,191,000	0	0	0	0
Bond Sale Proceeds	464,000	0	0	0	0
Reimbursements	181,018	77,306	0	0	0
Miscellaneous	32	13	0	0	0
Revenue Subtotal	4,137,594	2,047,489	4,046,192	664,893	1,664,893
Beginning Fund Balance	6,623,049	7,858,663	690,609	3,274,254	2,664,311
Total Resources	\$10,760,643	\$9,906,152	\$4,736,801	\$3,939,147	\$4,329,204
REQUIREMENTS					
Expenditures					
Materials and Services	\$1,788,179	\$8,894,662	\$1,231,904	\$704,750	\$705,750
Capital Outlay	6,787	35,185	134,904	54,750	55,750
Financial Assistance	57,592	47,987	47,000	150,000	150,000
Computer Services	1,723,800	8,811,490	1,050,000	500,000	500,000
Transfers to Other Funds-					
Service Reimbursements	1,113,802	320,881	230,643	91,181	103,168
URF-General	992,247	320,881	230,643	91,181	103,168
Computer Services	121,555	0	0	0	0
General Operating Contingency	0	0	3,274,254	3,143,216	3,520,286
Unappropriated Ending Balance	7,858,662	690,609	0	0	0
Total Requirements	\$10,760,643	\$9,906,152	\$4,736,801	\$3,939,147	\$4,329,204

This fund accounts for redevelopment activities in the South Park urban renewal district.

Capital Outlay includes \$150,000 for loan predevelopment costs and option payments related to the Hamilton Replacement II Project.

PORTLAND DEVELOPMENT COMMISSION
South Park Urban Renewal Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$3,614	\$18,699	\$70,602	\$29,000	\$29,800
Legal Fees	170	365	11,000	11,000	11,000
Temporary Services	0	3,188	3,000	1,200	1,200
Printing & Graphics	784	470	2,950	200	300
General Office Expense	588	574	2,200	1,200	1,300
Postage & Delivery	248	141	400	150	150
Advertising	0	728	700	850	850
Publications & Dues	69	0	0	0	0
Education	0	120	16,590	1,100	1,100
Out of Town Travel	0	664	1,200	0	0
Mileage Reimbursements	5	0	0	0	0
Occupancy Costs	0	0	15,612	3,550	3,550
Telephone Services	0	6,336	1,650	2,000	2,000
Parking	4	0	0	0	0
Loan Document Costs	5	0	0	500	500
Appraisals	1,200	3,900	7,500	4,000	4,000
Insurance	0	0	1,500	0	0
Miscellaneous	100	0	0	0	0
TOTAL MATERIALS & SERVICES	6,787	35,185	134,904	54,750	55,750
CAPITAL OUTLAY					
Land	57,510	43,860	39,000	150,000	150,000
Improvements	82	4,127	8,000	0	0
TOTAL CAPITAL OUTLAY	57,592	47,987	47,000	150,000	150,000
OTHER					
Financial Assistance	1,723,800	8,811,490	1,050,000	500,000	500,000
TOTAL OTHER	1,723,800	8,811,490	1,050,000	500,000	500,000
TOTAL EXPENDITURES	1,788,179	8,894,662	1,231,904	704,750	705,750
INTERFUND TRANSFERS					
Personal Services - URF-General	226,553	188,534	145,900	57,119	66,109
Overhead - URF-General	765,694	131,547	84,243	33,562	36,559
Equipment Recovery Charge - URF-Gen	0	800	500	500	500
Computer Services	121,555	0	0	0	0
TOTAL TRANSFERS	1,113,802	320,881	230,643	91,181	103,168
TOTAL EXPENDITURES & TRANSFER	\$2,901,981	\$9,215,543	\$1,462,547	\$795,931	\$808,918

SOUTH PARK BLOCKS BOND REDEMPTION FUND (306)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Property Taxes					
Current Year's Taxes	\$0	\$0	\$0	\$0	\$600,000
Prior Year's Taxes	143,716	90,000	112,484	22,500	22,500
Miscellaneous Revenues					
Interest on Investment	219,113	108,426	19,225	58,990	58,990
Other Miscellaneous	0	0	0	0	0
Total External Revenues	362,829	198,426	131,709	81,490	681,490
Other Financing Sources					
Bond Proceeds	0	4,625,000	0	0	0
Cash Transfers from Other Fund					
General Fund	0	0	0	949,091	349,091
Total Other Financing Sources	0	4,625,000	0	949,091	349,091
Beginning Fund Balance	5,451,296	3,444,635	2,343,109	1,403,394	1,403,394
TOTAL RESOURCES	\$5,814,125	\$8,268,061	\$2,474,818	\$2,433,975	\$2,433,975
REQUIREMENTS					
Expenditures					
External Materials and Svcs	\$808,490	\$647,246	\$0	\$0	\$0
Total Expenditures	808,490	647,246	0	0	0
Other Requirements					
Debt Service					
Principal	1,561,000	575,000	575,000	495,000	495,000
Interest	0	0	598,908	559,174	559,174
	1,561,000	575,000	1,173,908	1,054,174	1,054,174
Other Financing Use					
Bond Defeasance	0	4,548,944	0	0	0
Ending Balance\Reserves					
Unappropriated Ending Balance	3,444,635	2,496,871	1,300,910	200,000	200,000
Unexpendable Reserve	0	0	0	1,179,801	1,179,801
	3,444,635	2,496,871	1,300,910	1,379,801	1,379,801
Total Other Requirements	5,005,635	7,620,815	2,474,818	2,433,975	2,433,975
TOTAL REQUIREMENTS	\$5,814,125	\$8,268,061	\$2,474,818	\$2,433,975	\$2,433,975
Line Item Detail - AU 284					
External Materials and Svcs					
545100 Interest	\$808,490	\$581,766	\$0	\$0	\$0
549000 Other Miscellaneous	0	65,480	0	0	0
Total External Materials and Svcs	808,490	647,246	0	0	0
TOTAL Bureau Expenses	\$808,490	\$647,246	\$0	\$0	\$0

SOUTH PARK BLOCKS BOND REDEMPTION FUND (306)

This fund pays principal and interest on bonds issued to finance public improvements in the South Park Blocks Urban Renewal Area.

Since the imposition of Measure 5 in FY 1991-92, the City has been restricted under the \$10 local government property tax limitation and chosen not to collect tax increment during this period. Measure 5 excluded tax increment collection for tax increment bonded debt service. Therefore, tax increment debt service collection must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District.

In FY 1995-96, assessed property value is projected to increase enough to lower the total government rate below the \$10 limit. The City anticipates that it will certify a portion of the available tax increment collection to be used to pay a portion of annual tax increment debt service. This reduces the amount of General Fund resources required to cover debt service. In September, if actual assessed values meet the projected levels, the City will finalize certification of the tax increment collection.

SOUTH PARK BLOCKS REDEMPTION FUND (306)**Tax Increment****DEBT REDEMPTION SCHEDULE**

This fund pays principal and interest on tax increment bonds issued to finance public improvements in the South Park Blocks Urban Renewal District. The South Park Blocks Urban Renewal District was formed in 1985 and currently comprises an area of approximately 134 acres in the heart of downtown. The District includes a fairly mix of commercial development and rental housing.

In the past, debt service was paid from taxes on the increase in assessed value of the District since its formation. In 1992, the Oregon Supreme Court ruled that tax increment collection for tax increment bonded debt service was not excluded from the tax rate limitation of Measure 5. Therefore, tax increment collection for tax increment bonded debt service must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District.

Since the imposition of Measure 5 in FY 1991-92, the City has been restricted under the \$10 local government property tax limitation and chosen not to collect tax increment during this period. In FY 1995-96, assessed property value is projected to increase enough to lower the total government rate below the \$10 limit. The City anticipates that it will certify a portion of the available tax increment collection to be used to pay a portion of the annual South Park Blocks bonds debt service.

In September, if actual assessed values meet the projected levels, the City will finalize certification of the tax increment collection. This reduces the amount of General Fund resources required to cover debt service in an amount of \$600,000.

In 1993, the City refunded the 1985 Series A Bonds to take advantage of lower interest rates, and to restructure bond covenants to conform to the requirements of Ballot Measure 5. The present value saving over the life of the issue is \$470,000.

This schedule shows the remaining payments for principal and interest that the City owes to holders of these bonds.

<i>Bond Title</i>	<i>Amount Issued</i>	<i>Date Issued</i>	<i>Payment Due</i>	<i>Interest Rate</i>	<i>Principal Outstanding</i>	<i>Maturity FY 95-96</i>	<i>Interest FY 95-96</i>
Series A	\$5,600,000	12/01/85	12/01/95	8.300%	\$235,000	\$235,000	\$9,754
Series B	\$5,600,000	12/01/85	12/01/95	8.300%	\$235,000	\$235,000	\$9,753
			12/01/96	8.400%	255,000		21,420
			12/01/97	8.500%	275,000		23,375
			12/01/98	8.600%	300,000		25,800
			12/01/99	8.700%	330,000		28,710
			12/01/00	8.800%	360,000		31,680
			12/01/01	8.900%	390,000		34,710
			12/01/02	9.000%	430,000		38,700
			12/01/03	9.000%	470,000		42,300
			12/01/04	9.000%	515,000		46,350
			12/01/05	9.000%	565,000		50,850
					\$4,125,000	\$235,000	\$353,648

SOUTH PARK BLOCKS REDEMPTION FUND (306)

Tax Increment

DEBT REDEMPTION SCHEDULE

<i>Bond Title</i>	<i>Amount Issued</i>	<i>Date Issued</i>	<i>Payment Due</i>	<i>Interest Rate</i>	<i>Principal Outstanding</i>	<i>Maturity FY 95-96</i>	<i>Interest FY 95-96</i>
Series C	\$4,625,000	08/01/93	12/01/95	3.400%	\$25,000	\$25,000	\$425
			12/01/96	3.750%	195,000		7,313
			12/01/97	3.900%	190,000		7,410
			12/01/98	4.100%	410,000		16,810
			12/01/99	4.300%	430,000		18,490
			12/01/00	4.450%	450,000		20,025
			12/01/01	4.600%	470,000		21,620
			12/01/02	4.700%	495,000		23,265
			12/01/03	4.800%	520,000		24,960
			12/01/04	4.900%	545,000		26,705
			12/01/05	5.000%	575,000		28,750
					<u>\$4,305,000</u>	<u>\$25,000</u>	<u>\$195,773</u>
TOTAL South Park Blocks Redemption Fund					<u>\$8,665,000</u>	<u>\$495,000</u>	<u>\$559,174</u>

WATERFRONT RENEWAL BOND REDEVELOPMENT FUND

FUND SUMMARY

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Service Charges and Fees	\$1,241,625	\$1,338,847	\$1,757,900	\$1,283,100	\$1,283,100
Rent-Amtrak/Union Station Tenants	789,491	734,916	850,000	850,000	850,000
Rent - Block 50 Parking Lot	375,053	379,644	360,000	360,000	360,000
Rent - Trailways Block	43,849	62,743	40,000	40,000	40,000
Lease - Cornerstone	8,001	8,001	8,100	8,100	8,100
PGT Parking Lease	0	0	10,500	0	0
Rent - Old Post Office Lot	0	0	25,000	25,000	25,000
Sales of Publications	2,291	1,176	0	0	0
Contract Services	600	3,837	4,300	0	0
Contract Services - ODOT	0	56,588	460,000	0	0
Water Bureau - South WF Streets Contract	0	91,131	0	0	0
Loan Fees	21,375	0	0	0	0
Loan Late Charges	965	811	0	0	0
Miscellaneous Revenues	9,843,496	3,420,905	1,755,553	1,010,168	1,010,168
Interest on Loans	320,484	16,863	50,050	50,400	50,400
Interest on Investments	356,271	226,223	122,552	128,648	128,648
Loan Principal Collections	1,318,255	1,105,191	125,800	100,500	100,500
Reimbursements-Water Bureau	57,899	82,317	0	0	0
Reimbursements-ODOT	34,128	0	0	0	0
Reimbursements-PDOT	287,000	0	22,151	0	0
Reimbursements-Multnomah County	21,642	0	0	0	0
Reimbursements-4th/Yamhill	436,486	435,851	435,000	430,620	430,620
Reimbursements-DHPP Program	378,750	188,136	0	0	0
Reimbursements-Amtrak	125,000	0	0	0	0
Reimbursements-Transit Mall Extension	54,346	0	0	0	0
Reimbursements-Old Town Lighting	0	0	0	0	0
Other Reimbursements	1,268	517	0	0	0
Sale of Real Property-North Terminal	645,939	0	0	0	0
Sale of Real Property-PGT	0	1,031,244	1,000,000	0	0
Sale of Real Property-Trammel Crow	0	332,087	0	0	0
Sale of Real Property - Ag Center	0	0	0	300,000	300,000
Sale of Personal Property	1,375	350	0	0	0
Tax Increment Debt Proceeds	5,800,000	0	0	0	0
Miscellaneous	4,653	2,126	0	0	0
Revenue Subtotal	11,085,121	4,759,752	3,513,453	2,293,268	2,293,268
Transfers From Other Funds-	6,183,645	4,288,274	4,381,498	4,381,498	4,381,498
Loan Repayment-Central Eastside	1,612,761	0	0	0	0
Loan Repayment-Convention Center	4,570,884	4,288,274	4,381,498	4,381,498	4,381,498
Beginning Fund Balance	4,867,407	6,200,147	5,024,153	3,516,315	3,168,987
Total Resources	\$22,136,173	\$15,248,173	\$12,919,104	\$10,191,081	\$9,843,753

WATERFRONT RENEWAL BOND REDEVELOPMENT FUND, Cont.

FUND SUMMARY

	Actual FY 92-93	Actual FY 93-94	Revised FY 95-96	Proposed FY 95-96	Adopted FY 95-96
REQUIREMENTS					
Expenditures	\$9,277,989	\$6,038,355	\$4,067,356	\$3,180,768	\$3,408,818
Materials and Services	266,203	264,102	758,808	338,343	356,393
Capital Outlay	7,312,945	2,687,030	2,323,799	1,782,425	1,992,425
Financial Assistance	1,698,841	3,087,223	984,749	1,060,000	1,060,000
Transfers to Other Funds-					
Service Reimbursements	\$2,369,763	\$677,168	\$953,935	\$870,571	\$961,727
URF-General	2,222,208	677,168	953,935	870,571	961,727
Computer Services	147,555	0	0	0	0
Transfers to Other Funds-Cash					
Convention Center	4,288,274	4,381,498	4,381,498	4,381,498	4,381,498
General Operating Contingency	0	0	3,516,315	1,758,244	1,091,710
Unappropriated Ending Balance	6,200,147	4,151,152	0	0	0
Total Requirements	\$22,136,173	\$15,248,173	\$12,919,104	\$10,191,081	\$9,843,753

This fund supports redevelopment activities to enhance the Portland waterfront and stimulate active use and private development of designated riverfront areas. Other goals include stabilizing and expanding the retail core and supporting off-hour use of the downtown; providing incentives for rehabilitation of historic structures and districts; and undertaking activities in the North Downtown that enhance the Union Station/Transportation Center areas.

The Waterfront Fund's Capital Outlay Budget consists of the following:

N. Macadam/South Waterfront

Parking Lot Construction	\$150,000
Property management, site costs	51,675
Greenway Construction	200,000
Completion of Road Construction in South Waterfront	200,000
	<u>601,675</u>

River District

Union Station Railroad Screening	257,000
Housing site preparation	47,000
Union Station Seismic Improvements	114,000
Agricultural Center Site Preparation	62,000
Union Station property management	650,000
Old Post Office Building property management/ tenant improvements	95,900
Trailways Block property management costs	45,300
Block 50 property management	109,550
Chinese Garden Design	10,000
	<u>1,390,750</u>

Total \$1,992,425

PORTLAND DEVELOPMENT COMMISSION
Waterfront Renewal Bond Redevelopment Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$200,394	\$190,161	\$601,901	\$229,280	\$240,780
Legal Fees	28,919	4,129	25,800	25,000	25,000
Temporary Services	6,384	5,616	9,400	1,300	1,300
Printing & Graphics	11,047	4,131	14,200	17,350	18,350
General Office Expense	1,657	17,395	8,300	10,150	10,300
Postage & Delivery	1,866	495	5,450	3,300	3,700
Advertising	5,012	3,559	5,150	1,400	1,400
Publications & Dues	483	411	2,325	1,100	1,100
Education	380	531	27,500	2,050	5,050
Out of Town Travel	100	992	5,900	5,750	6,750
Mileage Reimbursements	694	75	950	140	640
Parking	1,174	268	1,700	340	840
Occupancy Costs	0	10,078	37,882	31,983	31,983
Telephone Services	27	7,809	12,350	9,200	9,200
Repairs & Maintenance	10	0	0	0	0
Loan Document Costs	10	46	0	0	0
Appraisals	7,784	3	0	0	0
Loan Foreclosure Costs	262	0	0	0	0
Miscellaneous	0	18,403	0	0	0
TOTAL MATERIALS & SERVICES	266,203	264,102	758,808	338,343	356,393
CAPITAL OUTLAY					
Land	1,001,686	769,692	868,100	963,800	963,800
Improvements	6,311,259	1,917,338	1,455,699	818,625	1,028,625
TOTAL CAPITAL OUTLAY	7,312,945	2,687,030	2,323,799	1,782,425	1,992,425
OTHER					
Financial Assistance	1,698,841	3,087,223	984,749	1,060,000	1,060,000
TOTAL OTHER	1,698,841	3,087,223	984,749	1,060,000	1,060,000
TOTAL EXPENDITURES	9,277,989	6,038,355	4,067,356	3,180,768	3,408,818
INTERFUND TRANSFERS					
Personal Services-URF-General	\$968,796	\$325,420	\$555,454	\$588,352	\$654,310
Overhead-URF-General	1,253,412	346,548	394,281	278,019	303,217
Equipment Recovery Charge-URF-General	0	5,200	4,200	4,200	4,200
Cash/Loan-Convention Center	4,288,274	4,381,498	4,381,498	4,381,498	4,381,498
Computer Services	147,555	0	0	0	0
TOTAL TRANSFERS	6,658,037	5,058,666	5,335,433	5,252,069	5,343,225
TOTAL EXPENDITURES & TRANSFERS	\$15,936,026	\$11,097,021	\$9,402,789	\$8,432,837	\$8,752,043

WATERFRONT RENEWAL BOND SINKING FUND (303)

	Actual FY 1992-93	Actual FY 1993-94	Revised Budget FY 1994-95	Proposed FY 1995-96	Adopted FY 1995-96
RESOURCES					
External Revenues					
Property Taxes					
Current Year's Taxes	\$0	\$0	\$0	\$0	\$1,800,000
Prior Year's Taxes	535,745	309,458	458,109	75,000	75,000
Miscellaneous Revenues					
Interest on Investment	1,071,867	508,471	169,248	167,500	167,500
Other Miscellaneous	37,390	31,341	450,000	0	0
Total External Revenues	1,645,002	849,270	1,077,357	242,500	2,042,500
Other Financing Sources					
Cash Transfers from Other Fund					
Parking Facilities Fund	0	0	690,000	690,000	690,000
General Fund	0	0	310,000	2,849,137	1,049,137
Total Other Financing Sources	0	0	1,000,000	3,539,137	1,739,137
Beginning Fund Balance	26,039,691	15,839,696	10,375,087	5,769,863	5,769,863
TOTAL RESOURCES	\$27,684,693	\$16,688,966	\$12,452,444	\$9,551,500	\$9,551,500
REQUIREMENTS					
Expenditures					
External Materials and Svcs	\$2,974,997	\$2,774,960	\$0	\$15,000	\$15,000
Total Expenditures	2,974,997	2,774,960	0	15,000	15,000
Other Requirements					
Debt Service					
Principal	8,870,000	3,210,000	3,229,576	3,369,598	3,369,598
Interest	0	0	2,754,774	2,616,902	2,616,902
	8,870,000	3,210,000	5,984,350	5,986,500	5,986,500
Ending Balance/Reserves					
Unappropriated Ending Balance	15,839,696	10,704,006	6,468,094	200,000	200,000
Unexpendable Reserve	0	0	0	3,350,000	3,350,000
	15,839,696	10,704,006	6,468,094	3,550,000	3,550,000
Total Other Requirements	24,709,696	13,914,006	12,452,444	9,536,500	9,536,500
TOTAL REQUIREMENTS	\$27,684,693	\$16,688,966	\$12,452,444	\$9,551,500	\$9,551,500
Line Item Detail - AU 281					
External Materials and Svcs					
545100 Interest	\$2,919,950	\$2,774,960	\$0	\$15,000	\$15,000
549000 Other Miscellaneous	55,047	0	0	0	0
Total External Materials and Svcs	2,974,997	2,774,960	0	15,000	15,000
TOTAL Bureau Expenses	\$2,974,997	\$2,774,960	\$0	\$15,000	\$15,000

GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR

This fund pays principal and interest on bonds issued to finance public improvements in the Downtown Waterfront Urban Renewal District.

Since the imposition of Measure 5 in FY 1991-92, the City has been restricted under the \$10 local government property tax limitation and chosen not to collect tax increment during this period. Measure 5 excluded tax increment collection for tax increment bonded debt service. Therefore, tax increment debt service collection must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District.

WATERFRONT RENEWAL BOND SINKING FUND (303)

In FY 1995-96, assessed property value is projected to increase enough to lower the total government rate below the \$10 limit. The City anticipates that it will certify a portion of the available tax increment collection to be used to pay a portion of annual tax increment debt service. This reduces the amount of General Fund resources required to cover debt service. In September, if actual assessed values meet the projected levels, the City will finalize certification of the tax increment collection.

WATERFRONT RENEWAL BOND SINKING FUND (303)

Tax Increment

DEBT REDEMPTION SCHEDULE

This fund pays principal and interest on tax increment bonds issued to finance public improvements in the Downtown Waterfront Urban Renewal District. The District was formed in 1974 to stimulate private investment, increase the City's tax base and employment, and eliminate blight. The Downtown Waterfront Urban Renewal District currently comprises an area of approximately 270 acres on the west bank of the Willamette River.

In the past, debt service was paid from taxes on the increase in assessed value of the District since its formation. In 1992, the Oregon Supreme Court ruled that tax increment collection for tax increment bonded debt service was not excluded from the tax rate limitation of Measure 5. Therefore, tax increment collection for tax increment bonded debt service must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District.

Since the imposition of Measure 5 in FY 1991-92, the City has been restricted under the \$10 local government property tax limitation and chosen not to collect tax increment during this period. In FY 1995-96, assessed property value is projected to increase enough to lower the total government rate below the \$10 limit. The City anticipates that it will certify a portion of the available tax increment collection to be used to pay a portion of the annual Waterfront Urban Renewal bonds debt service.

In September, if actual assessed values meet the projected levels, the City will finalize certification of the tax increment collection. This reduces the amount of General Fund resources required to cover debt service in an amount of \$1.8 million.

In 1992, the City refunded the Series B,C, F,G, H, and I Bonds to take advantage of lower interest rates, and to restructure bond covenants to conform to the requirements of Ballot Measure 5. The present value savings over the life of the issue is \$1,654,368.

This schedule shows the remaining payments for principal and interest that the City owes to holders of these bonds.

<i>Bond Title</i>	<i>Amount Issued</i>	<i>Date Issued</i>	<i>Payment Due</i>	<i>Interest Rate</i>	<i>Principal Outstanding</i>	<i>Maturity FY 95-96</i>	<i>Interest FY 95-96</i>
Series J	\$13,196,453	11/01/88	11/01/95	6.600%	\$1,025,000	\$1,025,000	\$33,825
			11/01/96	6.700%	1,095,000		73,365
			11/01/97	6.800%	1,165,000		79,220
			11/01/98	6.900%	633,556		0
			11/01/99	6.950%	588,873		0
			11/01/00	7.000%	546,816		0
			11/01/01	7.050%	507,275		0
			11/01/02	7.100%	470,137		0
			11/01/03	7.150%	435,302		0
			11/01/04	7.200%	402,658		0
			11/01/05	7.250%	372,093		0
			11/01/06	7.250%	346,521		0
			11/01/07	7.250%	322,704		0
11/01/08	7.250%	300,518	0				
					\$8,211,453	\$1,025,000	\$186,410

WATERFRONT RENEWAL BOND SINKING FUND (303)
Tax Increment

DEBT REDEMPTION SCHEDULE

<i>Bond Title</i>	<i>Amount Issued</i>	<i>Date Issued</i>	<i>Payment Due</i>	<i>Interest Rate</i>	<i>Principal Outstanding</i>	<i>Maturity FY 95-96</i>	<i>Interest FY 95-96</i>	
Series K	\$4,597,251	11/01/88	11/01/95	6.550%	\$274,598	\$274,598	\$155,402	
			11/01/96	6.650%	255,484			0
			11/01/97	6.750%	237,240			0
			11/01/98	6.850%	219,872			0
			11/01/99	6.950%	203,386			0
			11/01/00	7.050%	187,772			0
			11/01/01	7.100%	174,111			0
			11/01/02	7.100%	162,376			0
			11/01/03	7.200%	149,262			0
			11/01/04	7.200%	139,071			0
			11/01/05	7.200%	129,571			0
			11/01/06	7.250%	119,682			0
			11/01/07	7.250%	111,456			0
11/01/08	7.250%	103,793	0					
					<u>\$2,467,674</u>	<u>\$274,598</u>	<u>\$155,402</u>	
Series L	\$45,010,000	03/01/92	06/01/96	4.900%	\$2,070,000	\$2,070,000	\$101,430	
			06/01/97	5.200%	2,170,000			112,840
			06/01/98	5.350%	2,285,000			122,248
			06/01/99	5.550%	2,405,000			133,478
			06/01/00	5.650%	2,540,000			143,510
			06/01/01	5.900%	2,680,000			158,120
			06/01/02	6.000%	2,840,000			170,400
			06/01/03	6.100%	3,010,000			183,610
			06/01/04	6.100%	3,195,000			194,895
			06/01/05	6.400%	3,390,000			216,960
			06/01/06	6.400%	3,605,000			230,720
			06/01/07	6.400%	3,835,000			245,440
			06/01/08	6.400%	4,085,000			261,440
					<u>\$38,110,000</u>	<u>\$2,070,000</u>	<u>\$2,275,090</u>	
TOTAL Waterfront Renewal Bond Sinking Fund					<u><u>\$48,789,127</u></u>	<u><u>\$3,369,598</u></u>	<u><u>\$2,616,902</u></u>	

ENTERPRISE LOANS FUND

FUND SUMMARY

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Service Charges and Fees	\$24,155	\$27,930	\$0	\$329,461	\$329,461
Loan Fees	15,600	20,394	0	329,461	329,461
Loan Late Charges	8,555	7,536	0	0	0
Local Government Sources					
City of Portland General Fund- ElderHope Construction Loan	0	1,595,000	0	0	0
Transfer from Model Cities Fund- City of Portland	0	158,808	0	0	0
Miscellaneous Revenue					
Interest on Loans	2,408,223	2,988,666	3,625,207	5,494,265	5,494,265
Interest on Investments	903,731	725,683	774,375	918,000	918,000
Loan Principal Collections	173,099	170,960	64,832	142,265	142,265
Reimbursements	1,284,765	2,089,500	2,786,000	1,434,000	1,434,000
Sale of Real Property	3,540	2,263	0	0	0
Publications Sales	7,056	0	0	0	0
Private Grants & Donations	0	260	0	0	0
Private Lender Agreements (PLPA)	36,032	0	0	0	0
	0	0	0	3,000,000	3,000,000
Revenue Subtotal	2,432,378	4,770,404	3,625,207	5,823,726	5,823,726
Beginning Fund Balance	3,425,359	4,062,088	4,181,894	4,106,141	4,181,002
Total Resources	\$5,857,737	\$8,832,492	\$7,807,101	\$9,929,867	\$10,004,728
REQUIREMENTS					
Expenditures					
Materials and Services	\$1,470,313	\$4,549,884	\$3,548,312	\$5,157,716	\$5,157,716
Capital Outlay	305,546	49,178	116,912	169,216	169,216
Financial Assistance	470	0	0	0	0
Debt Service	315,698	3,208,245	775,000	3,475,000	3,475,000
	848,599	1,292,461	2,656,400	1,513,500	1,513,500
Transfers to Other Funds-					
Service Reimbursements	234,273	100,083	152,648	339,855	329,246
URF-General	201,630	100,083	152,648	339,855	329,246
Computer Services	32,643	0	0	0	0
Transfers to Other Funds-Cash					
Residual Equity Transfer (HCD Func	18,856	630	0	0	0
	18,856	630	0	0	0
General Operating Contingency	0	0	4,106,141	4,432,296	4,517,766
Unappropriated Ending Balance	4,134,295	4,181,896	0	0	0
Total Requirements	\$5,857,737	\$8,832,493	\$7,807,101	\$9,929,867	\$10,004,728

This fund accounts for the Private Lender Participation, Public Interest Lender, Rental Rehab Reloan, PCRI Loan Servicing, EDA Revolving, EDA Industrial Sites, and Urban Development Action Grant loan programs.

PORTLAND DEVELOPMENT COMMISSION
Enterprise Loans Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$23,719	\$22,463	\$1,000	\$3,500	\$3,500
Temporary Services	0	4,430	0	1,000	1,000
Printing & Graphics	8,230	9,695	2,500	3,000	3,000
General Office Expense	351	157	700	200	200
Postage & Delivery	154	178	150	400	400
Advertising	891	264	3,600	2,600	2,600
Publications & Dues	210	41	250	250	250
Education	643	330	6,500	5,000	5,000
Out of Town Travel	1,216	1,272	0	0	0
Mileage Reimbursements	42	6	300	940	940
Occupancy Costs	0	0	7,599	11,026	11,026
Telephone Services	0	1,017	893	300	300
Parking	11	0	0	0	0
Loan Document Costs	1,613	861	500	23,000	23,000
Appraisals	0	3	0	20,000	20,000
Loan Foreclosure Costs	5	0	0	0	0
Insurance	6,295	7,166	8,000	8,000	8,000
Miscellaneous	262,166	1,295	84,920	90,000	90,000
TOTAL MATERIALS & SERVICES	305,546	49,178	116,912	169,216	169,216
CAPITAL OUTLAY					
Land	470	0	0	0	0
TOTAL CAPITAL OUTLAY	470	0	0	0	0
OTHER					
Debt Service - Principal	482,456	858,898	2,206,800	864,000	864,000
Debt Service - Interest	366,143	433,563	449,600	649,500	649,500
Financial Assistance	315,698	3,208,245	775,000	3,475,000	3,475,000
TOTAL OTHER	1,164,297	4,500,706	3,431,400	4,988,500	4,988,500
TOTAL EXPENDITURES	1,470,313	4,549,884	3,548,312	5,157,716	5,157,716
INTERFUND TRANSFERS					
Personal Services-URF-General	122,420	70,585	113,997	251,160	242,478
Overhead-URF-General	79,210	28,398	37,801	87,845	85,918
Equipment Recovery Charge-URF-Gen	0	1,100	850	850	850
Computer Services	32,643	0	0	0	0
Residual Equity Transfer to HCD Fund	18,856	630	0	0	0
TOTAL TRANSFERS	253,129	100,713	152,648	339,855	329,246
TOTAL EXPENDITURES & TRANSFER	\$1,723,442	\$4,650,597	\$3,700,960	\$5,497,571	\$5,486,962

HOUSING AND COMMUNITY DEVELOPMENT CONTRACT FUND

FUND SUMMARY

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Service Charges and Fees	\$34,111	\$38,840	\$2,500	\$12,795	\$15,295
Rent Income - Upshur House	2,500	2,500	2,500	0	0
Rent Income - Better Housing	5,500	3,625	0	0	0
Rent Income - Quad, Inc	1	1	0	0	0
Rent Income - Walnut Park Housing	0	2,340	0	0	0
Rent Income - Foreclosed Properties	0	7,825	0	12,795	15,295
Sales of Publications	226	1,453	0	0	0
Loan Fees	15,601	9,443	0	0	0
Loan Late Charges	10,283	11,653	0	0	0
Local Government Sources	4,057,343	4,840,163	7,587,273	4,408,152	2,745,382
HCD Contract (net of program income)	4,057,343	4,840,163	7,587,273	4,408,152	2,745,382
Miscellaneous Revenues	6,422,536	9,103,051	8,326,852	8,925,191	8,205,191
Interest on Loans	567,440	488,962	516,100	824,150	824,150
Interest on Investments	74,002	17,884	0	38,909	38,909
Other Interest	471	(14,546)	0	0	0
Loan Principal Collections	3,081,527	4,002,444	2,766,300	3,181,100	3,181,100
Reimbursements	76,319	114,723	600,000	360,000	0
Sale of Real Property	662,463	1,253,082	600,000	360,000	0
New Debt - Private Lenders	1,879,320	3,241,927	3,844,452	4,161,032	4,161,032
Miscellaneous	80,994	(1,425)	0	0	0
Revenue Subtotal	10,513,990	13,982,054	15,916,625	13,346,138	10,965,868
Transfers from Other Funds-					
Cash (PIL Program)					
Enterprise Loan Fund	18,855	630	0	0	0
Beginning Fund Balance	1,189,525	140,664	454,439	660,739	481,476
Total Resources	\$11,722,370	\$14,123,348	\$16,371,064	\$14,006,877	*****

HOUSING AND COMMUNITY DEVELOPMENT CONTRACT, Continued

	Actual FY 92-93	Actual FY 92-93	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
REQUIREMENTS					
Expenditures	\$8,185,603	\$9,632,596	\$12,156,716	\$9,502,793	\$7,137,190
Materials and Services	588,030	732,993	1,252,034	962,817	928,553
Capital Outlay	1,306,438	623,687	2,873,137	1,100,121	359,819
Financial Assistance	6,291,135	8,275,916	8,031,545	7,439,855	6,959,929
Transfers to Other Funds-					
Service Reimbursements	3,396,103	4,036,313	3,553,609	3,569,586	3,554,919
URF-General	3,280,839	4,036,313	3,553,609	3,569,586	3,554,919
Computer Services	115,264	0	0	0	0
General Operating Contingency	0	0	660,739	934,498	755,235
Unappropriated Ending Balance	140,664	454,439	0	0	0
Total Requirements	<u>\$11,722,370</u>	<u>\$14,123,348</u>	<u>\$16,371,064</u>	<u>\$14,006,877</u>	<u>\$11,447,344</u>

This fund accounts for PDC's contract with the Bureau of Community Development to administer a portion of the City's Community Development Block Grant Program.

The \$359,819 capital outlay budget consists of \$217,758 for land acquisition for the Shelter Reconfiguration project, \$100,000 in option payments for the Community-Based Housing Project, \$18,000 for LID payments on behalf of low-income property owners, and \$24,061 in closing and property costs for the Housing program.

PORTLAND DEVELOPMENT COMMISSION
Housing and Community Development Contract Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$185,074	\$254,316	\$510,715	\$337,874	\$324,319
Legal Fees	1,960	0	26,000	23,750	23,750
Temporary Services	37,632	71,053	31,000	16,807	16,816
Printing & Graphics	60,717	42,306	51,299	32,371	32,371
Underwriter Fees	5	0	0	0	0
General Office Expense	16,032	14,072	29,973	24,836	25,389
Software Applications	0	463	1,300	1,300	1,300
Postage & Delivery	19,668	17,951	29,063	14,089	14,089
Advertising	5,322	10,581	12,433	14,500	14,500
Publications & Dues	6,172	5,127	9,431	7,751	7,751
Education	5,419	22,583	22,920	27,900	27,400
Out of Town Travel	2,368	4,921	4,000	3,000	3,000
Mileage Reimbursements	10,911	7,929	6,545	6,368	5,757
Parking	10,587	9,964	9,925	10,000	9,900
Occupancy Costs	91,138	91,657	251,894	226,670	226,670
Telephone Services	27,833	55,595	49,250	51,765	51,765
Repairs & Maintenance	11,303	1,616	4,575	4,300	4,300
Leases & Rentals	71	309	0	0	0
Vehicle Maintenance	0	10	0	0	0
Loan Document Costs	48,224	53,640	88,550	71,776	63,616
Appraisals	10,388	53,004	89,911	83,400	71,500
Loan Foreclosure Costs	20,627	2,935	15,000	1,000	1,000
Insurance	3,496	12,164	8,250	3,360	3,360
Miscellaneous	13,083	797	0	0	0
TOTAL MATERIALS & SERVICES	588,030	732,993	1,252,034	962,817	928,553
CAPITAL OUTLAY					
Land	1,272,988	468,040	954,794	740,121	341,819
Improvements	33,450	155,647	1,918,343	360,000	18,000
Furniture & Equipment	0	0	0	0	0
TOTAL CAPITAL OUTLAY	1,306,438	623,687	2,873,137	1,100,121	359,819
OTHER					
Financial Assistance	6,289,135	8,275,916	7,684,420	7,095,855	5,526,318
Grants	2,000	0	347,125	344,000	322,500
TOTAL OTHER	6,291,135	8,275,916	8,031,545	7,439,855	5,848,818
TOTAL EXPENDITURES	8,185,603	9,632,596	12,156,716	9,502,793	7,137,190
INTERFUND TRANSFERS					
Personal Services - URF-General	2,536,784	2,991,619	2,615,589	2,780,573	2,774,164
Overhead-URF-General	744,055	1,013,094	908,920	759,913	751,655
Equipment Recovery Charges-URF-Genera	0	31,600	29,100	29,100	29,100
Computer Services	115,264	0	0	0	0
TOTAL TRANSFERS	3,396,103	4,036,313	3,553,609	3,569,586	3,554,919
TOTAL EXPENDITURES & TRANSFERS	\$11,581,706	\$13,668,909	\$15,710,325	\$13,072,379	\$10,692,109

NORTH MALL EXTENSION FUND**FUND SUMMARY**

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Tri-Met Contract (UMTA Grant)	\$115,451	\$0	\$0	\$0	\$0
Interest on Investments	8,681	0	0	0	0
Reimbursements	74,026	0	0	0	0
Revenue Subtotal	198,158	0	0	0	0
Beginning Fund Balance	36,821	0	0	0	0
Total Resources	\$234,979	\$0	\$0	\$0	\$0
REQUIREMENTS					
Expenditures					
Materials and Services	\$222,174	\$0	\$0	\$0	\$0
Capital Outlay	273	0	0	0	0
	221,901	0	0	0	0
Transfers to Other Funds-					
Service Reimbursements	12,805	0	0	0	0
URF-General	12,805	0	0	0	0
Unappropriated Ending Balance	0	0	0	0	0
Total Requirements	\$234,979	\$0	\$0	\$0	\$0

This fund accounted for the portion of the Transit Mall Extension project funded by the Urban Mass Transit Agency through Tri-Met.

This schedule is included for historical purposes only.

PORTLAND DEVELOPMENT COMMISSION
North Mall Extension Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Printing & Graphics	178	0	0	0	0
General Office Expense	52	0	0	0	0
Postage & Delivery	40	0	0	0	0
Parking	3	0	0	0	0
TOTAL MATERIALS & SERVICES	273	0	0	0	0
CAPITAL OUTLAY					
Improvements	221,901	0	0	0	0
TOTAL CAPITAL OUTLAY	221,901	0	0	0	0
TOTAL EXPENDITURES	222,174	0	0	0	0
INTERFUND TRANSFERS					
Personal Services - URF-General	12,805	0	0	0	0
TOTAL TRANSFERS	12,805	0	0	0	0
TOTAL EXPENDITURES & TRANSFERS	\$234,979	\$0	\$0	\$0	\$0

OTHER FEDERAL GRANTS FUND

FUND SUMMARY

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Federal Grants	\$772,186	\$6,537,034	\$4,660,600	\$3,497,006	\$3,331,535
Rental Rehab Program	316,231	621,816	0	0	0
N/NE Business Assistance Fund	166,219	902,609	1,265,788	1,356,087	1,352,172
EDA Planning Grant	54,323	100,011	100,000	101,281	101,281
HOME Grant	235,577	2,746,979	3,205,083	2,001,556	1,840,000
DHPP Special Projects Grant	0	2,165,619	89,729	38,082	38,082
Section 810 Homesteading	(164)	0	0	0	0
Miscellaneous Revenue	1,500	137,145	40,000	60,000	60,000
Loan Fees	812	5,260	0	0	0
Loan Late Charges	0	541	0	0	0
Loan Principal Collections	40	114,482	18,000	50,000	50,000
Interest on Loans	188	49,678	36,000	10,000	10,000
Contra Program Income	0	42,404	(14,000)	0	0
Interest on Investments	249	0	0	0	0
Reimbursements	211	9,588	0	0	0
Revenue Subtotal	773,686	6,674,179	4,700,600	3,557,006	3,391,535
Transfers From Other Funds-Cash					
Urban Redevelopment Fund (Gene	15,545	0	0	0	0
Beginning Fund Balance	1	1,018	138,160	0	0
Total Resources	\$789,232	\$6,675,197	\$4,838,760	\$3,557,006	\$3,391,535
REQUIREMENTS					
Expenditures	\$751,257	\$6,267,787	\$4,490,490	\$3,355,889	\$3,195,889
Materials and Services	64,447	215,976	320,197	307,006	307,006
Capital Outlay	92,286	0	12,000	0	0
Financial Assistance	594,524	6,051,811	3,763,901	3,048,883	2,888,883
Transfers to Other Funds-					
Service Reimbursements	36,956	267,955	348,270	201,117	195,646
URF-General	36,956	267,955	348,270	201,117	195,646
Transfers to Other Funds- Cash					
URF - General	0	1,292	0	0	0
General Operating Contingency	0	0	0	0	0
Unappropriated Ending Balance	1,019	138,163	0	0	0
Total Requirements	\$789,232	\$6,675,197	\$4,838,760	\$3,557,006	\$3,391,535

This fund accounts for the HUD Rental Rehabilitation grant, the HUD N/NE Business Assistance Fund, the EDA Planning grant, the HOME grant, and the Downtown Housing Preservation Program (DHPP) Special Projects grant.

PORTLAND DEVELOPMENT COMMISSION

Other Federal Grants Fund

Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$60,985	\$194,235	\$263,982	\$275,789	\$275,789
Legal	0	0	6,500	0	0
Temporary Services	0	11,223	14,050	3,018	3,018
Printing & Graphics	14	0	3,200	2,200	2,200
General Office Expense	7	158	900	1,600	1,600
Postage & Delivery	62	69	800	1,300	1,300
Advertising	1,046	118	5,300	5,300	5,300
Publications & Dues	0	0	0	200	200
Education	0	60	0	2,000	2,000
Out of Town Travel	0	0	0	2,780	2,780
Mileage Reimbursements	33	62	1,750	550	550
Parking	4	(11)	50	50	50
Occupancy Costs	0	0	3,590	6,269	6,269
Telephone Services	0	2,683	1,050	1,200	1,200
Leases & Rentals	0	347	0	0	0
Loan Document Costs	54	3,677	2,525	750	750
Appraisals	1,758	3,355	16,500	4,000	4,000
Miscellaneous	484	0	0	0	0
TOTAL MATERIALS & SERVICES	64,447	215,976	320,197	307,006	307,006
CAPITAL OUTLAY					
Land	12,286	0	12,000	0	0
Rehab Grants	80,000	0	0	0	0
TOTAL CAPITAL OUTLAY	92,286	0	12,000	0	0
FINANCIAL ASSISTANCE					
Loans to Borrowers	594,524	6,011,811	3,763,901	2,663,000	2,503,000
Grants	0	40,000	394,392	385,883	385,883
TOTAL FINANCIAL ASSISTANCE	594,524	6,051,811	4,158,293	3,048,883	2,888,883
TOTAL EXPENDITURES	751,257	6,267,787	4,490,490	3,355,889	3,195,889
INTERFUND TRANSFERS					
Personal Services-URF-General	27,689	184,941	239,611	131,962	127,415
Overhead - URF-General	9,267	82,214	108,059	68,555	67,631
Equipment Recovery Charge-URF-Gener	0	800	600	600	600
Cash - URF - General	0	1,292	0	0	0
TOTAL TRANSFERS	36,956	269,247	348,270	201,117	195,646
TOTAL EXPENDITURES & TRANSFERS	\$788,213	\$6,537,034	\$4,838,760	\$3,557,006	\$3,391,535

SOUTH AUDITORIUM FUND**FUND SUMMARY**

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Miscellaneous Revenues	\$0	\$25,182	\$303,334	\$42,000	\$42,000
Interest on Investments	0	0	0	17,000	17,000
Loan Principal Collections	0	0	266,667	0	0
Miscellaneous Interest on Loans	0	25,182	36,667	25,000	25,000
Revenue Subtotal	0	25,182	303,334	42,000	42,000
Transfers From Other Funds-Cash					
URF-General	179	0	0	0	0
Beginning Fund Balance	16,054	0	25,182	328,516	328,516
Total Resources	\$16,233	\$25,182	\$328,516	\$370,516	\$370,516
REQUIREMENTS					
Expenditures	\$0	\$0	\$0	\$0	\$0
Transfers to Other Funds-					
Service Reimbursements	233	0	0	0	0
URF-General	233	0	0	0	0
Transfers to Other Funds-Cash					
URF-General	16,000	0	0	0	0
Contingency	0	0	328,516	370,516	370,516
Unappropriated Ending Balance	0	25,182	0	0	0
Total Requirements	\$16,233	\$25,182	\$328,516	\$370,516	\$370,516

This fund supports activities in the South Auditorium redevelopment district and accounts for proceeds from the sale of properties acquired with U.S. Department of Housing and Urban Development (HUD) grant monies.

PORTLAND DEVELOPMENT COMMISSION
South Auditorium Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
TOTAL EXPENDITURES	0	0	0	0	0
INTERFUND TRANSFERS					
Personal Services - URF-General	233	0	0	0	0
Cash - URF-General	16,000	0	0	0	0
TOTAL TRANSFERS	16,233	0	0	0	0
TOTAL EXPENDITURES & TRANSFERS	\$16,233	\$0	\$0	\$0	\$0

OREGON ARENA FUND**FUND SUMMARY**

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Miscellaneous Revenue	\$1,247,219	\$621,514	\$851,403	\$203,634	\$203,634
Contract - City of Portland	1,245,964	614,090	851,403	203,634	203,634
Interest on Investments	1,255	7,424	0		
Revenue Subtotal	1,247,219	621,514	851,403	203,634	203,634
Beginning Fund Balance	0	21,072	6,206	0	0
Total Resources	\$1,247,219	\$642,586	\$857,609	\$203,634	\$203,634
REQUIREMENTS					
Expenditures					
Materials and Services	\$868,134	\$325,887	\$620,044	\$56,398	\$56,398
Capital Outlay	452,247	35,907	125,044	56,398	56,398
	415,887	289,980	495,000	0	0
Transfers to Other Funds-					
Service Reimbursements	358,013	310,493	237,565	147,236	147,236
URF - General	358,013	310,493	237,565	147,236	147,236
Unappropriated Ending Balance	21,072	6,206	0	0	0
Total Requirements	1,247,219	642,586	857,609	203,634	203,634

This fund accounts for the contract with the City of Portland to manage implementation of the Oregon Arena, and to construct seismic and other improvements to the Memorial Coliseum.

PORTLAND DEVELOPMENT COMMISSION
Oregon Arena Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$104,438	\$22,061	\$98,474	\$37,900	\$37,900
Legal Fees	340,877	2,124	1,000	0	0
Temporary Services	1,001	1,132	2,000	1,000	1,000
Printing & Graphics	3,376	177	2,000	5,000	5,000
General Office Expense	383	3,438	3,000	2,700	2,700
Postage & Delivery	536	228	700	500	500
Advertising	0	0	0	500	500
Publications & Dues	0	0	300	0	0
Education	0	0	500	0	0
Out of Town Travel	1,447	0	1,500	1,000	1,000
Mileage Reimbursements	135	29	300	200	200
Parking	33	2,501	900	200	200
Occupancy Costs	0	0	10,720	5,098	5,098
Telephone Services	7	4,217	3,650	2,300	2,300
Repairs & Maintenance	14	0	0	0	0
TOTAL MATERIALS & SERVICES	452,247	35,907	125,044	56,398	56,398
CAPITAL OUTLAY					
Land	0	538	0	0	0
Improvements	415,887	289,442	495,000	0	0
TOTAL CAPITAL OUTLAY	415,887	289,980	495,000	0	0
TOTAL EXPENDITURES	868,134	325,887	620,044	56,398	56,398
INTERFUND TRANSFERS					
Personal Services - URF-General	196,115	209,115	178,727	114,437	114,437
Overhead - URF-General	161,898	101,378	58,838	32,799	32,799
TOTAL TRANSFERS	358,013	310,493	237,565	147,236	147,236
TOTAL EXPENDITURES & TRANS	\$1,226,147	\$636,380	\$857,609	\$203,634	\$203,634

PORTLAND DEVELOPMENT COMMISSION
Regional Strategies Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$0	\$0	\$1,681,812	\$968,950	\$968,950
Temporary Services	0	0	326	0	0
Printing & Graphics	0	0	220	220	220
General Office Expense	0	0	350	350	350
Postage & Delivery	0	0	200	300	300
Advertising	0	0	0	600	600
Occupancy Costs	0	0	0	3,908	3,908
Advertising & Public Notices	0	0	200	0	0
TOTAL MATERIALS & SERVICES	0	0	1,683,108	974,328	974,328
TOTAL EXPENDITURES	0	0	1,683,108	974,328	974,328
INTERFUND TRANSFERS					
Personal Services - URF-General	0	0	101,769	77,030	77,030
Overhead - URF - General	0	0	31,055	24,707	24,707
TOTAL TRANSFERS	0	0	132,824	101,737	101,737
TOTAL EXPENDITURES & TRANS	\$0	\$0	\$1,815,932	\$1,076,065	\$1,076,065

PORTLAND DEVELOPMENT COMMISSION
Regional Strategies Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$0	\$0	\$1,681,812	\$968,950	\$968,950
Temporary Services	0	0	326	0	0
Printing & Graphics	0	0	220	220	220
General Office Expense	0	0	350	350	350
Postage & Delivery	0	0	200	300	300
Advertising	0	0	0	600	600
Occupancy Costs	0	0	0	3,908	3,908
Advertising & Public Notices	0	0	200	0	0
TOTAL MATERIALS & SERVICES	0	0	1,683,108	974,328	974,328
TOTAL EXPENDITURES	0	0	1,683,108	974,328	974,328
INTERFUND TRANSFERS					
Personal Services - URF-General	0	0	101,769	77,030	77,030
Overhead - URF - General	0	0	31,055	24,707	24,707
TOTAL TRANSFERS	0	0	132,824	101,737	101,737
TOTAL EXPENDITURES & TRANSFERS	\$0	\$0	\$1,815,932	\$1,076,065	\$1,076,065

COMPUTER SERVICES FUND**FUND SUMMARY**

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Miscellaneous Revenues	\$367	\$0	\$0	\$0	\$0
Interest on Investments	(66)	0	0	0	0
Personal Property Sales	30	0	0	0	0
Reimbursements	403	0	0	0	0
Revenue Subtotal	367	0	0	0	0
Transfers From Other Funds-					
Service Reimbursements	484,184	0	0	0	0
Airport Way	55,218	0	0	0	0
Central Eastside	5,117	0	0	0	0
Convention Center	6,832	0	0	0	0
Enterprise Loans	32,643	0	0	0	0
HCD Contract	115,264	0	0	0	0
South Park Blocks	121,555	0	0	0	0
Waterfront	147,555	0	0	0	0
Transfers From Other Funds-					
Cash/Loan - URF-General	19,546	0	0	0	0
Beginning Fund Balance	25,454	0	0	0	0
Total Resources	\$529,551	\$0	\$0	\$0	\$0
REQUIREMENTS					
Expenditures					
	\$246,139	\$0	\$0	\$0	\$0
Materials and Services	166,528	0	0	0	0
Capital Outlay	79,611	0	0	0	0
Transfers to Other Funds-					
Service Reimbursements	172,689	0	0	0	0
URF-General	172,689	0	0	0	0
Transfers to Other Funds-					
Cash/Loan Repayment - URF-Gen	61,512	0	0	0	0
General Operating Contingency	0	0	0	0	0
Unappropriated Ending Balance	49,211	0	0	0	0
Total Requirements	\$529,551	\$0	\$0	\$0	\$0

This internal service fund was merged with the Urban Redevelopment Fund. It included operating and equipment costs related to providing data processing support for the Commission.

PORTLAND DEVELOPMENT COMMISSION
Computer Services Fund
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
MATERIALS & SERVICES					
Professional Services	\$25,000	\$0	\$0	\$0	\$0
Other Service Contracts	2,269	0	0	0	0
General Office Expense	11,957	0	0	0	0
Software Applications	13,899	0	0	0	0
Postage & Delivery	53	0	0	0	0
Advertising	120	0	0	0	0
Publications & Dues	186	0	0	0	0
Education	2,450	0	0	0	0
Parking	1,080	0	0	0	0
Occupancy Costs	6,596	0	0	0	0
Telephone Services	1,505	0	0	0	0
Repairs & Maintenance	101,413	0	0	0	0
TOTAL MATERIALS & SERVICES	166,528	0	0	0	0
CAPITAL OUTLAY					
Furniture & Equipment	79,611	0	0	0	0
TOTAL CAPITAL OUTLAY	79,611	0	0	0	0
TOTAL EXPENDITURES	246,139	0	0	0	0
INTERFUND TRANSFERS					
Personal Services - URF-General	172,689	0	0	0	0
Cash - URF-General	61,512	0	0	0	0
TOTAL TRANSFERS	234,201	0	0	0	0
TOTAL EXPENDITURES & TRANSFERS	\$480,340	\$0	\$0	\$0	\$0

URBAN REDEVELOPMENT (GENERAL) FUND

FUND SUMMARY

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Service Charges and Fees	\$48,438	\$130,550	\$31,166	\$370,002	\$370,002
Sales of Publications	364	821	0	0	0
Loan Fees - EDRB's	48,074	79,850	31,166	90,385	90,385
Rent - Hamilton Hotel	0	30,229	0	0	0
Rent - Portland Building	0	19,650	0	39,617	39,617
Rent - Walnut Park	0	0	0	240,000	240,000
Contract Services	371,414	484,318	730,211	614,164	602,403
Portland Community College	789	0	0	0	0
City of Lake Oswego	6,558	920	100	130	130
City of Portland-Maintenance Site	2,132	0	0	0	0
City of Portland-Ed Benedict Park	6,371	9,154	0	0	0
City of Portland-BES Acquisition	1,830	0	0	0	0
Transit Oriented Development Contract	0	10,072	61,150	145,490	82,490
Butler Block Contract (Tri-Met)	0	0	65,809	53,000	53,000
Tri-Met Banfield LRT Development	27,034	1,726	62,119	0	0
Tri-Met Civic Stadium LRT Station Plan	16,876	56,385	76,816	53,000	53,000
Goose Hollow LRT	0	29,647	53,324	22,000	22,000
South - North Light Rail	0	0	0	28,000	29,239
60th and Glisan Housing	0	0	30,000	20,000	70,000
Multnomah County - Emergency Repair Loans	0	0	54,600	68,015	68,015
U.S. General Services Administration-					
Hamilton Hotel Relocation	196,057	60,247	0	0	0
PCRI Loan Servicing	7,434	5,996	2,103	3,360	3,360
Winmar Right-of-Way Acquisition	6,616	12,145	76,384	0	0
Broadway Historic Nomination	15,671	9,829	0	0	0
JobNet - Washington County	0	0	0	82,355	82,355
Port of St Helens Urban Renewal Plan	12,923	4,000	0	0	0
CHDI, Inc.	1,543	1,323	199	3,814	3,814
Others-Regional Agreements	13,250	96,000	188,760	120,000	120,000
Old Town Building Lighting	0	120,000	0	0	0
Metro - Oregon Convention Center Exp.	0	2,498	0	0	0
Multnomah County - 102nd/Burnside LRT	0	10,275	0	0	0
HAP - Hamilton Hotel Contract	0	33,512	0	0	0
Washington County Strategic Investment	0	0	43,847	0	0
Miscellaneous Contract Work	56,330	20,589	15,000	15,000	15,000
Local Government Sources	542,346	768,777	863,554	2,158,468	1,986,468
Special Public Works Grant-					
State of Oregon	310,137	(15,942)	0	0	0
State of Oregon-Regional Strategies	0	5,162	20,000	0	0
State of Oregon - MLK Revit.	10,000	0	0	0	0
State of Oregon - Regional Workforce Quality	0	25,534	83,296	0	0
State of Oregon - TGM Grant	0	0	0	0	13,000
City of Portland General Fund-					
Business Development	102,600	472,084	0	514,653	514,653
NE Workforce Center	94,360	99,216	99,216	101,638	101,638
Walnut Park	0	0	0	48,000	48,000
Central Eastside Riverfront Park	0	0	54,000	0	0
River District	0	0	0	709,106	709,106
Business District Program	0	0	50,000	51,221	51,221
Liveable City Housing	0	0	112,793	145,515	145,515
City School Liaison	4,884	0	11,468	6,843	6,843
Kennedy School	0	7,723	59,643	74,139	74,139
City Business Development & Loan Fund	0	0	0	507,353	322,353
City of Portland Facilities Fund-					
Walnut Park Commercial	20,365	175,000	373,138	0	0

URBAN REDEVELOPMENT (GENERAL) FUND, Cont.

FUND SUMMARY

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
Miscellaneous Revenues	193,696	158,114	249,921	282,346	282,346
Interest on Investments	93,459	92,088	72,921	95,000	95,000
Other Interest	1,575	1,487	0	0	0
Sale of Personal Property	2,420	2,417	0	0	0
Reimbursements	29,052	7,049	22,000	2,700	2,700
Private Grants & Donations					
Ambassador Program	0	44,342	155,000	180,000	180,000
IDRC Event	41,324	0	0	0	0
Five-Year Marketing Plan	19,200	0	0	0	0
Miscellaneous	6,666	10,731	0	4,646	4,646
Revenue Subtotal	1,155,894	1,541,759	1,874,852	3,424,980	3,241,219
RESOURCES					
Transfers From Other Funds-					
Cash-Interfund Loan Repayments	3,693,685	3,552,465	3,652,055	3,400,000	3,400,000
Computer Services	61,512	0	0	0	0
St Johns Project	3,616,173	3,551,173	3,646,628	3,400,000	3,400,000
South Auditorium	16,000	0	0	0	0
Convention Center	0	0	5,427	0	0
Other Federal Grants	0	1,292	0	0	0
Service Reimbursements	8,656,844	6,461,871	5,946,250	5,794,250	5,866,941
Airport Way	915,948	544,053	239,357	298,717	298,915
Central Eastside Ind. District	332,881	167,317	77,691	165,059	165,156
Convention Center Area	68,704	23,759	3,487	2,084	2,084
Northwest Front Ave. Ind.	55,395	0	0	0	0
St Johns Project	6,296	13,849	16,221	7,107	7,107
South Park Urban Renewal	992,247	320,881	230,643	91,181	103,168
Waterfront Renewal Bond	2,222,208	677,168	953,935	870,571	961,727
Enterprise Loans	201,630	100,083	152,648	339,855	329,246
HCD Contract	3,280,839	4,036,313	3,553,609	3,569,586	3,554,919
North Mall Extension	12,805	0	0	0	0
Other Federal Grants	36,956	267,955	348,270	201,117	195,646
South Auditorium	233	0	0	0	0
Computer Services	172,689	0	0	0	0
Regional Strategies	0	0	132,824	101,737	101,737
Arena Fund	358,013	310,493	237,565	147,236	147,236
Transfers Subtotal	12,350,529	10,014,336	9,598,305	9,194,250	9,266,941
Beginning Fund Balance	2,608,064	3,072,365	2,995,161	2,149,802	1,158,522
Total Resources	\$16,114,487	\$14,628,460	\$14,468,318	\$14,769,032	\$13,666,682

URBAN REDEVELOPMENT (GENERAL) FUND, Cont.**FUND SUMMARY**

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
REQUIREMENTS					
Expenditures	\$9,435,103	\$8,060,000	\$8,967,681	\$10,009,453	\$9,914,444
Personal Services	7,325,198	6,311,139	6,481,475	7,037,079	7,025,103
Materials and Services	1,611,448	1,503,636	1,861,202	1,860,600	1,769,153
Capital Outlay	498,457	245,225	555,004	564,264	749,640
Financial Assistance	0	0	70,000	547,510	370,548
Transfers to Other Funds-Cash	3,681,898	3,573,301	3,400,000	3,300,000	3,300,000
Computer Services	19,546	0	0	0	0
Convention Center	0	5,427	0	0	0
St Johns Project	3,646,628	3,567,874	3,400,000	3,300,000	3,300,000
South Auditorium	179	0	0	0	0
Other Federal Grants	15,545	0	0	0	0
General Operating Contingency	0	0	2,100,637	1,459,579	452,238
Unappropriated Ending Balance	2,997,486	2,995,159	0	0	0
Total Requirements	<u>\$16,114,487</u>	<u>\$14,628,460</u>	<u>\$14,468,318</u>	<u>\$14,769,032</u>	<u>\$13,666,682</u>

The Urban Redevelopment Fund is PDC's general fund. A one-time \$2 million tax levy provided the original working capital. This is the primary resource that is available for start-up costs during the planning and development phases of new target areas.

All PDC personnel and overhead costs are budgeted in this fund, and recovered from various other funds through service reimbursements. Contracts to provide services to other local governments are also budgeted in this fund.

In 1993-94, the Computer Services fund was eliminated and merged with this fund.

Capital Outlay includes \$220,800 for property management of the Walnut Park commercial space; \$34,500 for site preparation and design of the River District pedestrian access through the McCormick Pier site; \$380,000 for design work on Third and Front Avenues in the River District; \$10,000 for appraisals and other land acquisition costs related to the 60th and Glisan redevelopment; \$31,000 for general furniture and equipment, including the replacement of one fleet vehicle; and \$73,340 for replacements and upgrades to computer equipment.

PORTLAND DEVELOPMENT COMMISSION
Urban Redevelopment Fund (General)
Commissioner-in-Charge: Mayor Vera Katz

LINE ITEM DETAIL

Expenditure Classification	Actual 1992-93	Actual 1993-94	Revised 1994-95	Proposed 1995-96	Adopted 1995-96
PERSONAL SERVICES					
Full-time	\$5,399,911	\$3,869,394	\$4,664,193	\$5,059,419	\$5,050,741
Part-time	62,704	122,781	2,000	23,180	23,180
Benefits	1,862,583	2,318,964	1,815,282	1,954,480	1,951,182
TOTAL PERSONAL SERVICES	7,325,198	6,311,139	6,481,475	7,037,079	7,025,103
MATERIALS & SERVICES					
Professional Services	376,774	299,788	661,669	628,223	553,923
Legal Fees	11,322	4,217	20,700	19,600	19,600
City of Portland Overhead Charges	351,446	178,877	150,818	193,689	193,689
Temporary Services	16,331	57,393	27,574	36,190	36,092
Printing & Graphics	33,581	42,372	64,310	96,436	91,287
General Office Expense	87,305	103,016	218,865	198,533	197,433
Software Applications	0	22,955	32,600	44,485	44,485
Postage & Delivery	20,037	20,461	26,307	36,775	35,425
Advertising	9,660	13,583	37,775	20,125	20,125
Publications & Dues	22,365	22,027	18,281	15,723	16,623
Education	23,359	19,893	46,481	63,050	58,358
Out of Town Travel	13,518	14,136	29,800	33,728	30,728
Mileage Reimbursements	455	363	2,945	1,649	1,049
Parking	35,601	10,170	8,740	10,325	9,800
Occupancy Costs	352,707	377,097	155,954	203,705	203,705
Telephone Services	134,024	65,260	65,463	50,720	50,720
Repairs & Maintenance	13,612	111,691	106,810	79,925	79,925
Leases & Rentals	856	328	610	250	250
Vehicle Maintenance	3,427	4,044	6,500	7,000	7,000
Loan Document Costs	1,123	483	0	7,450	7,450
Appraisals	5,663	3,394	0	7,000	5,750
Insurance	96,947	85,965	129,000	105,000	105,000
Miscellaneous	1,335	46,123	50,000	1,019	736
TOTAL MATERIALS & SERVICES	1,611,448	1,503,636	1,861,202	1,860,600	1,769,153
CAPITAL OUTLAY					
Land	204,431	91,286	97,223	297,543	230,800
Improvements	291,842	19,629	342,281	162,381	414,500
Furniture & Equipment	2,184	134,310	115,500	104,340	104,340
TOTAL CAPITAL OUTLAY	498,457	245,225	555,004	564,264	749,640
OTHER					
Loans to Borrowers	0	0	0	517,510	340,548
Grants	0	0	70,000	30,000	30,000
TOTAL OTHER	0	0	70,000	547,510	370,548
TOTAL EXPENDITURES	9,435,103	8,060,000	8,967,681	10,009,453	9,914,444

PORTLAND DEVELOPMENT COMMISSION
Urban Redevelopment Fund (General)
Commissioner-in-Charge: Mayor Vera Katz

Expenditure Classification	Actual 1992-93	Actual 1993-94	Revised 1994-95	Proposed 1995-96	Adopted 1995-96
Cash-South Auditorium	\$179	\$0	\$0	\$0	\$0
Cash - Convention Center	0	5,427	0	0	0
Cash-St. Johns Project	3,646,628	3,567,874	3,400,000	3,300,000	3,300,000
Cash - Other Federal Grants	15,545	0	0	0	0
Operating - Computer Services	19,546	0	0	0	0
TOTAL TRANSFERS	3,681,898	3,573,301	3,400,000	3,300,000	3,300,000
TOTAL EXPENDITURES & TRANSFERS	\$13,117,001	\$11,633,301	\$12,367,681	\$13,309,453	\$13,214,444

ECONOMIC DEVELOPMENT REVENUE BONDS: DEBT SERVICE FUND

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
RESOURCES					
Revenues					
Interest on Investments					
Columbia Aluminum	\$12	\$90	\$0	\$0	\$0
Columbia Wire & Iron	1	0	0	0	0
MB Properties (Retired)	0	0	0	0	0
Oregon Public Broadcasting	2,573	104	0	0	0
Police Block Associates	1,158	1,035	0	0	0
REACH Community Dev Inc	161	0	0	0	0
Rose City Village	8	0	0	0	0
Skidmore Fountain Assoc	0	0	0	0	0
South Park Block Apts II (Refinanced)	3	0	0	0	0
St. James Project	0	67	0	0	0
Westwood Corporation	3,189	3,459	0	0	0
Total Interest	7,105	4,755	0	0	0
Lease Receipts					
Columbia Aluminum	107,190	421,248	343,000	129,000	129,000
Columbia Wire & Iron	279,809	323,352	324,886	312,532	312,532
Landa Inc	236,633	218,658	238,751	218,751	218,751
MB Properties (Retired)	(82)	0	0	0	0
Norcrest China Company	906,650	925,828	1,282,571	1,278,691	1,278,691
Oregon Public Broadcasting	690,800	643,221	226,800	190,800	190,800
Police Block Associates	217,334	222,106	212,028	301,704	301,704
Randolph L Miller Project	219,780	219,780	151,471	271,558	271,558
REACH Comm Dev (Retired)	668,692	0	0	0	0
REACH Laurelhurst	31,428	287,522	0	0	0
Rose City Village	605,040	607,778	610,515	612,145	612,145
Skidmore Fountain Asso(Retired)	(174)	0	0	0	0
South Park Block Project	341,001	315,047	828,750	446,250	446,250
South Park Block Apts II (Refinanced)	544,537	238,713	0	0	0
St. James Project	0	77,881	155,763	200,767	200,763
University Park Apartments (formerly South Park II)	0	101,492	1,101,750	279,110	279,110
Westwood Corporation	301,738	304,815	301,157	306,907	306,907
Total Lease Receipts	5,150,376	4,907,441	5,777,442	4,548,215	4,548,211
Revenue Subtotal	5,157,481	4,912,196	5,777,442	4,548,215	4,548,211

ECONOMIC DEVELOPMENT REVENUE BONDS: DEBT SERVICE FUND, Cont.

	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
BEGINNING FUND BALANCE					
Columbia Aluminum	\$45,313	\$0	\$0	\$0	\$0
Columbia Wire & Iron	0	1	0	0	0
Landa Inc.	0	2	0	0	0
MB Properties (Retired)	82	0	0	0	0
Oregon Public Broadcasting	0	19	0	0	0
Police Block Associates	44,395	48,821	0	0	0
REACH Community Dev Inc	5,077	0	0	0	0
Rose City Village	0	8	0	0	0
Skidmore Fountain Assoc	174	0	0	0	0
South Park Block Apts II	1	0	0	0	0
St. James Project	0	64,969	0	0	0
Westwood Corporation	121,281	136,730	0	0	0
Total Beginning Fund Balance	216,323	250,550	0	0	0
Total Resources	\$5,373,804	\$5,162,746	\$5,777,442	\$4,548,215	\$4,548,211
REQUIREMENTS					
Expenditures					
Debt Service	\$5,200,360	\$4,835,092	\$5,777,442	\$4,548,211	\$4,548,211
Unappropriated Ending Fund Balance	173,444	327,654	0	0	0
Total Requirements	\$5,373,804	\$5,162,746	\$5,777,442	\$4,548,211	\$4,548,211

	Expenditures				
Columbia Aluminum	\$152,502	\$421,349	343,000	\$129,000	\$129,000
Columbia Wire & Iron	279,809	323,352	324,886	312,532	312,532
Landa Inc	236,633	218,658	238,751	218,751	218,751
Norcrest China Company	906,650	925,828	1,282,571	1,278,691	1,278,691
Oregon Public Broadcasting	690,800	645,800	226,800	190,800	190,800
Police Block Associates	218,405	218,794	212,028	301,704	301,704
Randolph L Miller	219,780	219,780	151,471	271,558	271,558
REACH Comm Dev (Retired)	673,930	0	0	0	0
REACH Laurelhurst	31,428	287,522	0	0	0
Rose City Village	605,040	607,778	610,515	612,145	612,145
South Park Block (Edom)	341,001	315,047	828,750	446,250	446,250
South Park Block Apts II	544,538	238,713	0	0	0
St. James Project	0	12,980	155,763	200,763	200,763
University Park Apartments	0	101,491	1,101,750	279,110	279,110
Westwood Corporation	299,844	298,000	301,157	306,907	306,907
Totals	\$5,200,360	\$4,835,092	5,777,442	\$4,548,211	\$4,548,211

PORTLAND DEVELOPMENT COMMISSION
Economic Development Revenue Bonds: Debt Service
Commissioner-in-Charge: Mayor Vera Katz **LINE ITEM DETAIL**

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Revised FY 94-95	Proposed FY 95-96	Adopted FY 95-96
COLUMBIA ALUMINUM RECYCLING CORP					
Principal	\$0	\$300,000	\$0	\$0	\$0
Interest	152,502	121,349	343,000	129,000	129,000
Total Appropriation	152,502	421,349	343,000	129,000	129,000
COLUMBIA WIRE & IRON					
Principal	0	164,280	164,280	164,280	164,280
Interest	279,809	159,072	160,606	148,252	148,252
Total Appropriation	279,809	323,352	324,886	312,532	312,532
LANDA INC					
Principal	39,570	49,306	46,970	57,492	57,492
Interest	197,063	169,352	191,781	161,259	161,259
Total Appropriation	236,633	218,658	238,751	218,751	218,751
NORCREST CHINA COMPANY					
Principal	400,287	431,215	465,815	498,036	498,036
Interest	506,363	494,613	816,756	780,655	780,655
Total Appropriation	906,650	925,828	1,282,571	1,278,691	1,278,691
OREGON PUBLIC BROADCASTING					
Principal	500,000	500,000	0	0	0
Interest	190,800	145,800	226,800	190,800	190,800
Total Appropriation	690,800	645,800	226,800	190,800	190,800
POLICE BLOCK ASSOCIATES					
Principal	76,733	76,363	75,000	77,178	77,178
Interest	141,672	142,431	137,028	224,526	224,526
Total Appropriation	218,405	218,794	212,028	301,704	301,704
RANDOLPH L MILLER					
Principal	\$136,644	\$139,988	\$69,500	\$128,459	\$128,459
Interest	83,136	79,792	81,971	143,099	143,099
Total Appropriation	219,780	219,780	151,471	271,558	271,558
REACH COMMUNITY DEV INC/TRIO					
Principal	640,000	0	0	0	0
Interest	33,930	0	0	0	0
Total Appropriation	673,930	0	0	0	0

PORTLAND DEVELOPMENT COMMISSION
Economic Development Revenue Bonds: Debt Service, Continued
Commissioner-in-Charge: Vera Katz **LINE ITEM DETAIL**

Expenditure Classification	Actual FY 92-93	Actual FY 93-94	Adopted FY 94-95	Proposed FY 95-96	Adopted FY 95-96
REACH LAURELHURST					
Principal	2,107	260,617	0	0	0
Interest	29,321	26,905	0	0	0
Total Appropriation	31,428	287,522	0	0	0
ROSE CITY VILLAGE					
Principal	115,000	125,000	135,000	145,000	145,000
Interest	490,040	482,778	475,515	467,145	467,145
Total Appropriation	605,040	607,778	610,515	612,145	612,145
SOUTH PARK BLOCK (EDOM)					
Principal	0	0	0	0	0
Interest	341,001	315,047	828,750	446,250	446,250
Total Appropriation	341,001	315,047	828,750	446,250	446,250
SOUTH PARK BLOCK APARTMENTS II					
Principal	65,000	0	0	0	0
Interest	479,538	238,713	0	0	0
Total Appropriation	544,538	238,713	0	0	0
ST. JAMES PROJECT					
Principal	0	0	0	45,000	45,000
Interest	0	12,980	155,763	155,763	155,763
Total Appropriation	0	12,980	155,763	200,763	200,763
UNIVERSITY PARK APARTMENTS					
Principal	0	0	0	0	0
Interest	0	101,491	1,101,750	279,110	279,110
Total Appropriation	0	101,491	1,101,750	279,110	279,110
WESTWOOD CORPORATION					
Principal	185,000	200,000	220,000	245,000	245,000
Interest	114,844	98,000	81,157	61,907	61,907
Total Appropriation	299,844	298,000	301,157	306,907	306,907
Total Expenditures	5,200,360	4,835,092	5,777,442	4,548,211	4,548,211

PORTLAND DEVELOPMENT COMMISSION
 ECONOMIC DEVELOPMENT REVENUE BOND FUNDS
 STATEMENT OF BONDED INDEBTEDNESS
 FISCAL YEAR 1995-96

23-Jun-95

DESCRIPTION	MATURITY DATES (FY TOTALS)	INTEREST RATE	AMOUNT OUTSTANDING JULY 1, 1995	MATURITIES DURING 1995-1996	INTEREST FOR 1995-1996
COLUMBIA ALUMINUM RECYCLING CORPORATION (CARCO)					
<i>Issue amount:</i> \$4,900,000		<i>Variable-estimated based on current rate</i>			
<i>Redemption date:</i> October 1, 2011	2001-02	3.000%	900,000	0	27,000
<i>Issue date:</i> October 1, 1991	2006-07	3.000%	1,500,000	0	45,000
<i>Payment terms:*</i> Interest monthly	2011-12	3.000%	1,900,000	0	57,000
TOTAL COLUMBIA ALUMINUM			\$4,300,000	\$0	\$129,000
COLUMBIA WIRE & IRON WORKS, INC. PROJECT					
<i>Issue amount:</i> \$2,300,000		<i>Fixed</i>			
<i>Redemption date:</i> October 1, 2006	1995-96	7.520%	164,280	164,280	12,354
<i>Issue date:</i> October 1, 1991	1996-97	7.520%	164,280	0	12,354
<i>Payment terms:*</i> Principal & interest monthly	1997-98	7.520%	164,280	0	12,354
	1998-99	7.520%	164,280	0	12,354
	1999-00	7.520%	164,280	0	12,354
	2000-01	7.520%	164,280	0	12,354
	2001-02	7.520%	164,280	0	12,354
	2002-03	7.520%	164,280	0	12,354
	2003-04	7.520%	164,280	0	12,354
	2004-05	7.520%	164,280	0	12,354
	2005-06	7.520%	164,280	0	12,354
	2006-07	7.520%	164,360	0	12,360
TOTAL COLUMBIA WIRE & IRON WORKS, INC.			\$1,971,440	\$164,280	\$148,252
LANDA, INC.					
<i>Issue amount:</i> \$2,300,000		<i>Fixed</i>			
<i>Redemption date:</i> May 15, 2012	1995-96	7.982%	57,492	57,492	4,589
<i>Issue date:</i> May 15, 1987	1996-97	7.982%	62,766	0	5,010
<i>Payment terms:*</i> Principal & interest monthly	1997-98	7.982%	68,039	0	5,431
	1998-99	7.982%	73,754	0	5,887
	1999-00	7.982%	79,566	0	6,351
	2000-01	7.982%	86,633	0	6,915
	2001-02	7.982%	93,910	0	7,496
	2002-03	7.982%	101,798	0	8,126
	2003-04	7.982%	110,052	0	8,784
	2004-05	7.982%	119,593	0	9,546
	2005-06	7.982%	129,639	0	10,348
	2006-07	7.982%	140,528	0	11,217
	2007-08	7.982%	152,155	0	12,145
	2008-09	7.982%	165,113	0	13,179
	2009-10	7.982%	178,982	0	14,286
	2010-11	7.982%	194,017	0	15,486
	2011-12	7.982%	192,119	0	16,463
TOTAL LANDA INC			\$2,006,156	\$57,492	\$161,259

PORTLAND DEVELOPMENT COMMISSION
 ECONOMIC DEVELOPMENT REVENUE BOND FUNDS
 STATEMENT OF BONDED INDEBTEDNESS
 FISCAL YEAR 1995-96

23-Jun-95

DESCRIPTION	MATURITY DATES (FY TOTALS)	INTEREST RATE	AMOUNT OUTSTANDING JULY 1, 1995	MATURITIES DURING 1995-1996	INTEREST FOR 1995-1996
NORCREST CHINA COMPANY					
		<i>Varies 73.78%</i>			
<i>Issue amount:</i> \$13,000,000		<i>of Prime</i>			
<i>Redemption date:</i> January 2, 2001	1995-96	6.224%	498,036	498,036	38,598
<i>Issue date:</i> December 30, 1985	1996-97	6.224%	546,734	0	42,372
<i>Payment terms:*</i> Principal & Interest monthly	1997-98	6.224%	589,231	0	45,665
	1998-99	6.224%	634,411	0	49,167
	1999-00	6.224%	684,608	0	53,057
	2000-01	6.224%	7,303,406	0	551,796
TOTAL NORCREST CHINA COMPANY			\$10,256,426	\$498,036	\$780,655
OREGON PUBLIC BROADCASTING					
<i>Issue amount:</i> \$3,150,000		<i>Fixed</i>			
<i>Redemption date:</i> June 1, 2009	1997-98	7.200%	60,000	0	4,320
<i>Issue date:</i> August 1, 1989	1998-99	7.200%	165,000	0	11,880
<i>Payment terms:*</i> Interest semi-annually	1999-00	7.200%	175,000	0	12,600
	2000-01	7.200%	190,000	0	13,680
	2001-02	7.200%	200,000	0	14,400
	2002-03	7.200%	215,000	0	15,480
	2003-04	7.200%	230,000	0	16,560
	2004-05	7.200%	245,000	0	17,640
	2005-06	7.200%	265,000	0	19,080
	2006-07	7.200%	280,000	0	20,160
	2007-08	7.200%	300,000	0	21,600
	2008-09	7.200%	325,000	0	23,400
TOTAL OREGON PUBLIC BROADCASTING			\$2,650,000	\$0	\$190,800
POLICE BLOCK ASSOCIATES - Series A					
<i>Issue amount:</i> \$3,600,000		<i>Varies, 65%</i>			
		<i>of Prime</i>			
<i>Redemption date:</i> November 15, 2015	1995-96	5.525%	75,000	75,000	5,119
<i>Issue date:</i> November 15, 1985	1996-97	5.525%	75,000	0	5,119
<i>Payment terms:*</i> Interest monthly	1997-98	5.525%	75,000	0	5,119
	1998-99	5.525%	100,000	0	6,825
	1999-00	5.525%	100,000	0	6,825
	2000-01	5.525%	100,000	0	6,825
	2001-02	5.525%	100,000	0	6,825
	2002-03	5.525%	125,000	0	8,531
	2003-04	5.525%	125,000	0	8,531
	2004-05	5.525%	125,000	0	8,531
	2005-06	5.525%	125,000	0	8,531
	2006-07	5.525%	150,000	0	10,238
	2007-08	5.525%	150,000	0	10,238
	2008-09	5.525%	175,000	0	11,944
	2009-10	5.525%	175,000	0	11,944
	2010-11	5.525%	200,000	0	13,650
	2011-12	5.525%	200,000	0	13,650
	2012-13	5.525%	200,000	0	13,650
2013-14	5.525%	225,000	0	15,356	
2014-15	5.525%	250,000	0	17,062	
2015-16	5.525%	250,000	0	17,062	
TOTAL POLICE BLOCK ASSOCIATES - Series A			\$3,100,000	\$75,000	\$211,575

PORTLAND DEVELOPMENT COMMISSION
 ECONOMIC DEVELOPMENT REVENUE BOND FUNDS
 STATEMENT OF BONDED INDEBTEDNESS
 FISCAL YEAR 1995-96

23-Jun-95

DESCRIPTION	MATURITY DATES (FY TOTALS)	INTEREST RATE	AMOUNT OUTSTANDING JULY 1, 1995	MATURITIES DURING 1995-1996	INTEREST FOR 1995-1996
POLICE BLOCK ASSOCIATES - Series B					
<i>Issue amount:</i>					
		<i>Fixed</i>			
<i>Redemption date:</i>	November 15, 2015	1995-96	136,329	2,178	12,951
<i>Issue date:</i>	November 15, 1985				
<i>Payment terms:*</i>	Principal & Interest monthly				
TOTAL POLICE BLOCK ASSOCIATES - Series B			\$136,329	\$2,178	\$12,951
RANDOLPH L. MILLER					
<i>Issue amount:</i>	\$2,500,000				
		<i>Varies, 75% of Prime</i>			
<i>Redemption date:</i>	December 31, 1999	1995-96	128,459	128,459	6,771
<i>Issue date:</i>	December 28, 1984	1996-97	136,773	0	7,330
<i>Payment terms:*</i>	Principal & Interest monthly	1997-98	145,626	0	7,934
		1998-99	155,051	0	8,589
		1999-00	863,427	0	112,475
TOTAL RANDOLPH L MILLER			\$1,429,336	\$128,459	\$143,099
ROSE CITY VILLAGE LTD PARTNERSHIP					
<i>Issue amount:</i>	\$7,000,000				
		<i>Fixed Variable</i>			
<i>Redemption date:</i>	December 15, 2015	1995-96	145,000	145,000	9,135
<i>Issue date:</i>	December 15, 1990	1996-97	155,000	0	9,920
<i>Payment terms:*</i>	Interest semi-annually	1997-98	165,000	0	10,725
		1998-99	175,000	0	11,638
		1999-00	190,000	0	12,920
		2000-01	205,000	0	14,145
		2001-02	1,265,000	0	88,550
		2002-03	4,325,000	0	310,113
TOTAL ROSE CITY VILLAGE			\$6,625,000	\$145,000	\$467,145
SOUTH PARK BLOCKS (EDOM)					
<i>Issue amount:</i>	\$12,750,000				
		<i>Variable - estimated based on current rate</i>			
<i>Redemption date:</i>	December 1, 2011	2011-12	\$12,750,000	0	446,250
<i>Issue date:</i>	December 23, 1985				
<i>Payment terms:*</i>	Interest monthly				
TOTAL SOUTH PARK BLOCKS			\$12,750,000	0	\$446,250
ST. JAMES PROJECT					
<i>Issue amount:</i>	\$3,000,000				
		<i>Fixed Variable</i>			
<i>Redemption date:</i>	December 1, 1993	1995-96	45,000	45,000	1,665
<i>Issue date:</i>	January 1, 2010	1996-97	45,000		1,733
<i>Payment terms:*</i>	Interest annually	1997-98	50,000		2,025
		1998-99	50,000		2,125
		1999-00	55,000		2,475
		2000-01	55,000		2,530
		2001-02	60,000		2,820
		2002-03	60,000		2,880
		2003-04	65,000		3,185
		2004-05	65,000		3,250
		2009-10	2,450,000		131,075
TOTAL ST. JAMES PROJECT			3,000,000	45,000	155,763

PORTLAND DEVELOPMENT COMMISSION
 ECONOMIC DEVELOPMENT REVENUE BOND FUNDS
 STATEMENT OF BONDED INDEBTEDNESS
 FISCAL YEAR 1995-96

23-Jun-95

DESCRIPTION	MATURITY DATES (FY TOTALS)	INTEREST RATE	AMOUNT OUTSTANDING JULY 1, 1995	MATURITIES DURING 1995-1996	INTEREST FOR 1995-1996
UNIVERSITY PARK APARTMENTS					
<i>Issue amount:</i>	\$7,345,000				
<i>Redemption date:</i>	October 1, 2011				
<i>Issue date:</i>	October 1, 1993				
<i>Payment terms:*</i>	Interest monthly				
		<i>Variable - estimated based on current rate</i>			
	2011-12	3.800%	7,345,000	0	279,110
TOTAL UNIVERSITY PARK APARTMENTS			\$7,345,000	\$0	\$279,110
WESTWOOD CORPORATION					
<i>Issue amount:</i>	\$2,000,000				
<i>Redemption date:</i>	November 15, 1997				
<i>Issue date:</i>	December 19, 1985				
<i>Payment terms:*</i>	Interest semi-annually				
		<i>Fixed</i>			
	1995-96	8.750%	245,000	245,000	21,438
	1996-97	8.750%	265,000	0	23,187
	1997-98	8.750%	290,000	0	17,282
TOTAL WESTWOOD CORPORATION			\$800,000	\$245,000	\$61,907
TOTAL ECONOMIC DEVELOPMENT REVENUE BOND FUNDS			56,369,687	1,360,445	3,187,766

* Unless otherwise stated, principal is paid annually when due.

**OMSI PROJECT
DEBT SERVICE**

Tax Increment

DEBT REDEMPTION SCHEDULE

The City received a State of Oregon Economic Development Department Special Public Works Fund Loan to build infrastructure in the Central Eastside Urban Renewal District to stimulate development, create employment, and construct street, sewer, water and lighting improvements to allow public access to the new museum facility being built by the Oregon Museum of Science and Industry (OMSI), and to provide access to adjacent parcels.

In the past, debt service was paid from taxes on the increase in assessed value of the District since its formation. In 1992, the Oregon Supreme Court ruled that tax increment collection for tax increment bonded debt service was not excluded from the tax rate limitation of Measure 5. Therefore, tax increment collection for tax increment bonded debt service must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District.

Since the imposition of Measure 5 in FY 1991-92, the City has been restricted under the \$10 local government property tax limitation and has chosen not to collect tax increment during this period. The City will not certify a tax increment levy in FY 1995-96 for the Central Eastside Urban Renewal District, and instead pay debt service on this urban renewal indebtedness from available resources.

<i>Bond Title</i>	<i>Amount Issued</i>	<i>Date Issued</i>	<i>Payment Due</i>	<i>Principal Due</i>	<i>Interest Due</i>	<i>Total</i>
OMSI	\$621,033	09/19/91	1995-96	\$12,127	\$21,089	\$33,216
			1996-97	12,915	20,301	33,216
			1997-98	13,755	19,461	33,216
			1998-99	14,649	18,567	33,216
			1999-00	15,601	17,615	33,216
			2000-01	16,615	16,601	33,216
			2001-02	17,695	21,103	38,799
			2002-03	41,388	31,561	72,949
			2003-04	44,078	28,871	72,949
			2004-05	46,943	26,006	72,949
			2005-06	49,995	22,955	72,949
			2006-07	53,244	19,705	72,949
			2007-08	56,705	16,244	72,949
			2008-09	60,391	12,558	72,949
			2009-10	64,316	8,633	72,949
			2010-11	68,497	4,452	72,949
			TOTAL OMSI	\$588,915	\$305,723	\$894,638



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1851



1851

GENERAL FUND
FIVE YEAR FINANCIAL PLAN



Office of Finance & Administration

Current 5-Year Financial Forecast

City Of Portland-General Fund

March 10, 1995

**Revised MARCH Financial Forecast Reflects
Council's Proposed Budget and 5-Yr. Financial Plan**

Item	Previous: December 19	March Forecast	DIFFERENCE
Resources Available FY1995-96	\$227,120,350	\$225,029,639	(\$2,090,711)
Requirements:			
2nd Year Capital	\$1,764,226	\$3,012,908	\$1,248,682
Council Set-Asides	\$33,481,246	\$32,029,415	(\$1,451,831)
Bureaus, 2nd Year	\$187,189,571	\$189,987,312	\$2,797,741
Resources Less Re- quirements EQUALS	\$4,685,307	\$3	(\$4,685,304)
Proposed Allocation:			
Proposed, Programs	\$750,000	\$0	(\$750,000)
Proposed One-Time(*)	\$3,935,307	\$3	(\$3,935,304)

(*) Net of \$6.0 Million-Council set-asides, Precincts/City Hall, Dec 19 only..

MARCH Financial Forecast Reflects Proposed Financial Plan

- ◆ Resources are down \$2.1 million. Revenues are up \$0.6 million due to a lower delinquency rate and higher interest income. Beginning balance is down \$2.66 million, reflecting Council's decision to appropriate added FY95 property tax revenues. December's forecast assumed these revenues were left unappropriated and fell to balance.....
- Set-Asides Have Been Reconfigured By Council**
- ◆ Precincts/City Hall projects will be financed using a \$4.36 million set-aside, with the remainder of project costs financed over 17 years....
- ◆ A \$2.2 million set-aside has been created for housing investment....
- ◆ A \$1 million set-aside has been created for PDOT capital projects....
- ◆ Council's financial plan now includes \$4.66 million over the next three years for the River District project. About \$4.6 million is available, FY99 and FY00 for "2040 projects" or possibly further River District funding.....
- ◆ Council has allocated up to \$200,000 per year for five years to support "Cultural Tourism" projects in partnership with Portland Art Museum.....

Resource Outlook Unchanged

**5-Year Resource Picture
Unchanged From Dec 19th**

Revenues are up marginally, by about \$571,000 due to a lower property tax delinquency rate. Higher interest rates will generating added interest income.

Beginning balance is down by about \$2.66 million. This reflects Council's decision to appropriate \$3.66 million of added FY94-95 property tax revenues. The December forecast assumed these revenues fell to balance.

**Out of Compression, At
Least For FY1995-96**

The forecast uses 7% assessed value growth pending the County's April report. Assessed value growth in excess of 7% generates no new revenues. Rather the City will, for the first time in 5 years, receive taxbase property tax revenues on the City's full legal levy without much (if any) compression. In future years there may be capacity under the \$10 limit.

Some Key Forecast Assump- tions	Assessed Value Growth.....	7.00%	State Cigarette & Liquor	
	FY1995-96 General Fund		Tax Revenues To City.....	\$7,550,959
	Tax Base (Levy).....	\$125,507,495	CPI-W Increase (December '93	
	Levy Compression(%).....	-0.04%	To December '94).....	2.9%
	Delinquency/Discount (%)	-6.00%	Required F&PD&R Levy.....	\$41,603,608
Exemption Data	Actual Levy Revenues.....	\$117,935,410	Beginning General Fund	
	Exempt, Multi-Family,....AV-\$Mil.....	\$50,522	FY1994-95 Balance.....	\$7,649,258
	Revenue Loss, All Agencies, FY96:	\$2,380,881	Estimated Measure 5 GENERAL FUND	
	City Loss, FY1995-96, All Program:	\$933,120	Revenue Loss due to "5".....	(\$41,635)
	Council 5-Year Est. Expense.....	\$10,486,574	Current Forecast: FY1995-96 to FY1999-00	

Forecast FY1995-96 resources are down about \$2.1 million (-0.1%) when compared to the previous December 19, 1994 financial forecast. The largest change occurred in beginning fund balance revised down by \$2.66 million. This reflects Council's mid-year FY1994-95 decision to appropriate added FY1994-95 property tax revenues to support additional Fire Bureau appropriation with \$1.8 million allocated for Housing Investment. The December 19th financial forecast assumed that the additional FY95 property tax revenues remained unappropriated and fell to FY96's beginning balance. Other, revenue changes in the forecast were minor in nature, but interest income is up and the property tax delinquency rate has been lowered slightly.

- The forecast continues to assume receipt of about \$7.5 million per year in cigarette and liquor tax distributions from the State to the City's General Fund.

- The beginning balance is estimated at \$7.65 million. This estimate is "off of" financial data available through February 8th (Accounting Period 8 data). This estimate may be revised later this Spring using updated accounting data from periods 9, 10, and 11.

Some key revenue forecast assumptions are shown in the table to the right. The General Fund will levy a tax base of \$125.5 million on \$26.7 billion of assessed value. The levy is virtually identical to the December 19th, 1994 forecast. Measure 5 will reduce the levy by only \$41,000. Additional assessed value growth will not materially increase property tax revenues. Additional assessed value growth will result in a lower property tax rate, and will create "room" under the \$10 Measure 5 limit for added local government levy authority or City urban renewal collections.

The forecast continues to assume 7% assessed value growth. The County's next report on assessed value growth is due sometime in late March. To the extent that the County's forecast shows assessed value growth in excess of 7% the result will be added capacity available under the \$10 Measure limit. The City will have to coordinate with the County, Metro, and Port about the possible uses for this levy capacity, assuming that it grows to a material amount.

THE BOTTOM LINE:-The financial forecast continues a financial plan that brings annual PDC urban renewal debt service costs into the General Fund. This is being accomplished by slowing program growth while continuing to fund bureau current service level (CSL) requirements. The financial forecast continues to assume State cigarette and liquor tax revenues but does not incorporate the fiscal impacts of Measure 8 which may further complicate the General Fund's financial condition once the Courts clarify pension reform.

Revenue Forecast RECAP			
General Fund Revenue Category	FY1995-96		
	Previous 4/20	Current	Difference
Property Taxes.....	\$122,269,110	\$122,896,426	\$627,316
Transient Lodgings.....	\$7,950,149	\$7,951,149	\$1,000
Business Licenses.....	\$35,094,349	\$35,094,349	\$0
Utility License/Franchise....	\$36,225,075	\$36,071,024	(\$154,051)
State Revenues.....	\$7,550,959	\$7,550,959	(\$0)
Interest Income.....	\$1,492,108	\$1,692,303	\$200,195
Transfers.....	\$3,089,276	\$2,986,583	(\$102,693)
Miscellaneous.....	\$3,137,587	\$3,137,587	\$0
Revenue Forecast.....	\$216,808,613	\$217,380,381	\$571,767
Beginning FUND Balance...	\$10,311,738	\$7,649,258	(\$2,662,480)
Forecast Resources.....	\$227,120,351	\$225,029,639	(\$2,090,712)
% Change In Revenues.....		0.26%	
% Change In Resources.....		-0.92%	

Revenue Forecast ASSUMPTIONS	
Revenue Category	FY1995-96
Property Taxes.....	
Taxbase Levy.....	\$125,507,495
F&PD&R Levy.....	\$41,603,608
City Levy Authority	\$167,111,103
% Local Government.....	60.4%
Mult. County Serial Levies.....	\$29,151,121
Assessed Value Growth.....	7.0%
Discounts.....	-2.3%
Delinquency/Refunds.....	-4.5%
Accrual (% of Levy).....	0.8%
Levy Compression/LOSS.....	-0.0%
Portland Population.....	498,118
GDP Growth (WEFA).....	2.4%
Revenue Sharing (State).....	\$7,550,959

**Current (March) 5-Year REVENUE Forecast
General Fund Financial Model**

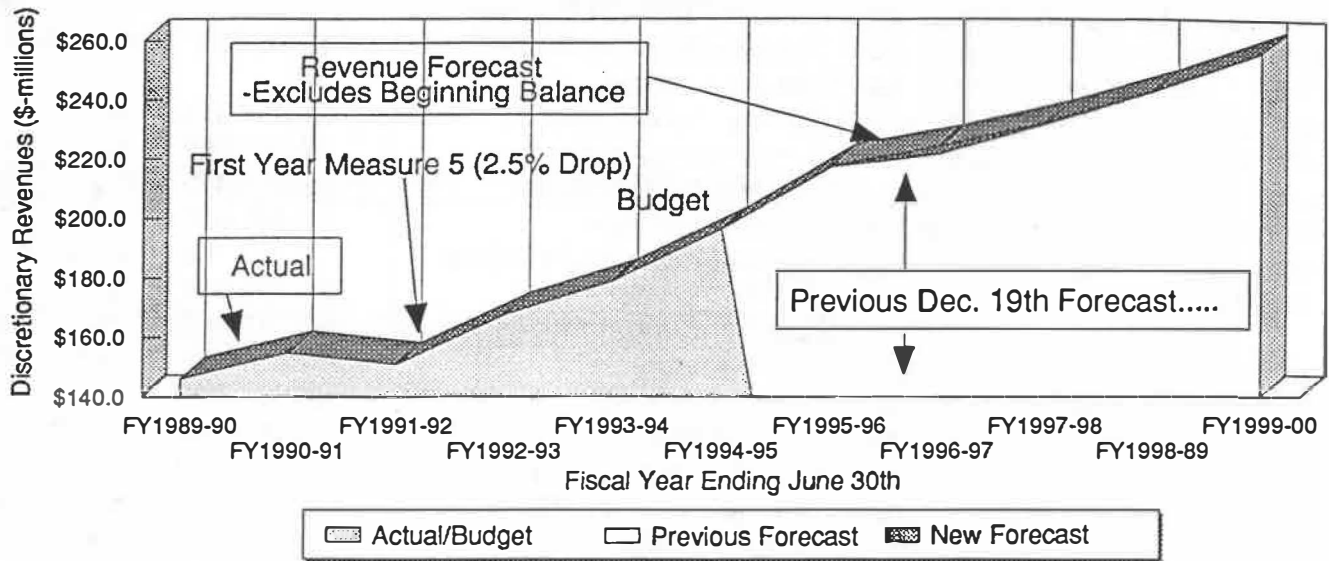


Figure 1-Current General Fund 5-Year Revenue Forecast

The City's levy authority will continue to total about 55% of local government levy authority. The key environmental assumption underlying the forecast continues to be national and regional economic growth. The forecast also assumes that the State continues to share Beer and Wine taxes with cities.

Figure 1, above summarizes 5 years of revenue history, shows budgeted FY1994-95 revenues, and graphs the 5-year revenue forecast for FY1995-96 through FY1999-00. Revenues, for the "Most Likely" case are forecast to grow by about 5.5% per year over the 5-year period. This reflects underlying property tax revenue growth of about 6.0% per year. Property taxes although initially reduced by Measure 5 still constitute over 50% of annual General Fund revenues available to Council for support of City services, programs, and Council priorities.

Financial forecast FY1995-96 General Fund requirements total \$225.02 million. Estimated bureau programs total \$186.48 million, set-asides are now assumed to total about \$35.02 million. Estimated FY1994-95 bureau requirements assume materials and services inflation of about 3.0% while internal materials and services costs are expected to escalate by about 3.4%. Other cost escalation factors used in estimating "bureau current service level" requirement are summarized in the table above and to the right. Inflation is about as forecast in December.

Estimated Current Service Level	
Assumptions	FY1995-96
Estimated Current Service Level (CSL) Forecast.....	\$186,479,399
Previous CSL Estimate.....	\$184,043,240
Difference In Estimates	\$2,436,159
General Inflation Rates.....	
GNP Price Deflator.....	3.3%
CPI-% (Dec.'93-Dec.'94).....	2.9%
Benefits Inflation.....	2.9%
Producer Price Index.....	3.3%
CPI-Services.....	3.7%
External M&S.....	
General-Overall.....	3.0%
Energy-Electricity.....	0.0%
Energy-Gas.....	-3.8%
Sewer.....	13.0%
Water.....	6.7%
Utilities-Overall.....	4.1%
Internal M&S.....	
General-Overall.....	3.4%
Risk/Workers' Comp.....	3.7%
Wage & Salary % Increase.....	
Public Safety.....	2.9%
All Other.....	2.9%

Council allocates a portion of forecast resources as "set-asides." Council set-asides now total \$35.02 million, about the same as in the December 19th forecast. Major changes have, however been made to set-asides. Set-asides now include a \$4.36 million for City Hall/Precincts versus the previous forecast's \$6 million. The remainder of project costs will be financed over a 17 year term versus the previous assumption of a shorter term.

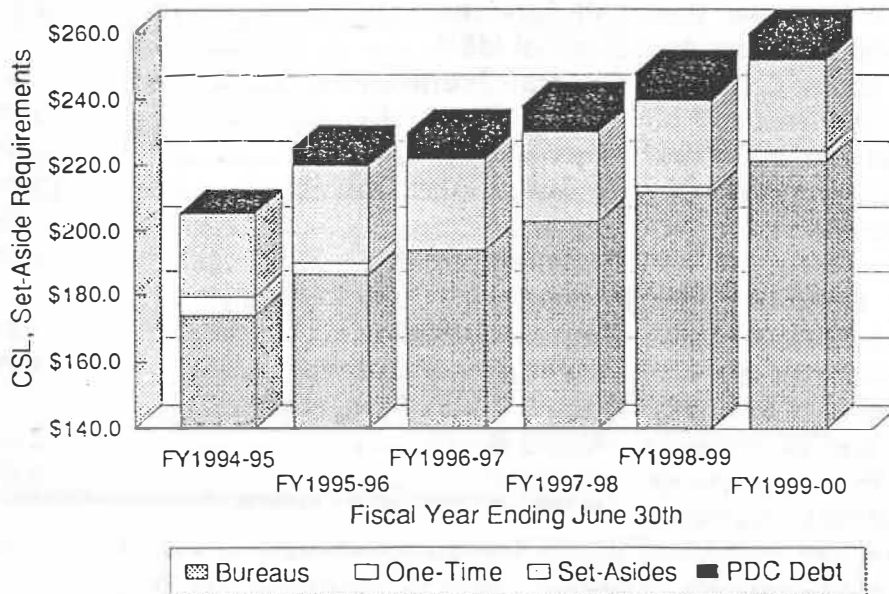
A Housing Investment set-aside of \$2.2 million has been created to go along with a \$1.8 commitment made during the current fiscal year. The two-year total is \$4 million for Housing Investment.

A \$1 million set-aside for priority PDOT capital projects has been added to set-asides and Council has committed up to \$200,000 per year for five years for Cultural Tourism. The Street Light O&M transfer is unchanged as is the compensation set-aside.

Balancing the General Fund to Council's Approved Budget resulted in a \$1.17 million contingency for FY1995-96.

Financial Plan Assumed Set-Asides		
Set-Aside Item	Budget	FY1995-96
	FY1994-95	Forecast
Transfer-F&PD&R Reserve	\$0	\$0
Compensation Set-Aside	\$5,687,784	\$4,933,701
Other Set-Asides		
General Contingency	\$1,066,413	\$1,172,133
Unforeseen & Inventory	\$2,000,000	\$2,000,000
Subtotal-Contingency	\$3,066,413	\$3,172,133
Capital Set-Aside	\$3,463,053	\$3,012,908
Precincts/City Hall Projects	\$0	\$4,360,000
Existing Master Lease	\$1,250,914	\$1,231,321
Subtotal-Capital Set-Aside	\$4,713,967	\$8,604,229
PDOT-Priority CIPs	\$0	\$1,000,000
Street Light O&M Transfer	\$4,637,986	\$5,565,004
Annex(FY96 only), River Dis.	\$553,400	\$709,106
Unemployment Insurance	\$200,000	\$200,000
Business License Refunds	\$2,030,154	\$2,110,661
Coliseum Debt	\$185,776	\$930,000
Tennis Debt	\$26,438	\$0
Transfer To General Reserve	\$5,110,000	\$0
Urban Renewal-Debt Service	\$0	\$5,325,564
Housing Investment	\$0	\$2,245,915
Miscellaneous Transfers	\$46,010	\$46,010
Cultural Tourism	\$0	\$200,000
Total Budgeted or Assumed Set-Asides	\$26,257,928	\$35,042,323
Previous Forecast Assumed Set-Asides.....		\$35,245,472
Difference Between Forecasts.....		(\$203,149)

**Forecast Current Service Level Requirements
General Fund Financial Model**



Other set-asides assumed in the forecast include a standard \$200,000 for unemployment insurance, Economic Improvement District (EID) fees of about 31,000, \$15,000 for miscellaneous transfers, and about \$930,000 for Coliseum debt.

The capital set-aside has been allocated to bureaus and now totals just over \$3 million.

"Master lease" debt service is down \$71,000 to \$1.23 million, FY1995-96. The tennis debt transfer has been zeroed out: the remaining year of debt service was retired this year using the debt service reserve.

Figure 2-Current Service Level Requirements
City of Portland, Oregon - FY 1995-96 Adopted Budget

The table to the right combines the FY1995-96 resource forecast with estimated bureau requirements and assumed set-asides. Total resources are forecast at \$225.02 million. Deducting forecast set-asides of \$32.03 million and second year capital as now allocated to bureaus leaves about \$189.98 million to support bureau current service level requirements. CSL requirements are \$189.98 million. The General Fund is balanced for FY1995-96. No residual resources remain to fund either additional one-time projects or new on-going programs.

Forecast Resources Compared To Requirements		
Item	December 19	FY1995-96
	FY1995-96	Forecast
Forecast FUND Revenues.....	\$216,808,612	\$217,380,381
Beginning FUND Balance.....	\$10,311,738	\$7,649,258
Total FUND RESOURCES	\$227,120,350	\$225,029,639
Less: Assumed Set-Asides.....	(\$33,481,246)	(\$32,029,415)
Less: 2nd Year Capital.....	(\$1,764,226)	(\$3,012,908)
EQUALS: AVAILABLE TO BUREAUS-PROGRAMS.....	\$191,874,878	\$189,987,316
Bureaus CSL Requirement.....	(\$187,189,571)	(\$189,987,312)
ESTIMATED DIFFERENCE.....	\$4,685,307	\$3
ON-GOING PROGRAMS.....	\$750,000	\$0
ONE-TIME PROJECTS.....	\$3,935,307	\$3

The 5-Year financial forecast continues to show that current service level (CSL) programs cannot be extended much while the General Fund at the same time takes on the added requirement of funding annual PDC urban renewal debt service principal and interest payments that will reach \$8 million per year by FY1996-97. This forecast continues to show, like last December's forecast, that draws on the excess reserves are required to transition urban renewal debt into on-going General Fund requirements while at the same time slowly expanding bureau program requirements. If the City does come out of Measure 5 levy compression, FY1995-96 and stays out, in subsequent years there may be added levy capacity available than can be used to reduce the General Fund's urban renewal debt service requirement.

**Forecast Difference Between Resources And CSL Requirements
General Fund Financial Model**

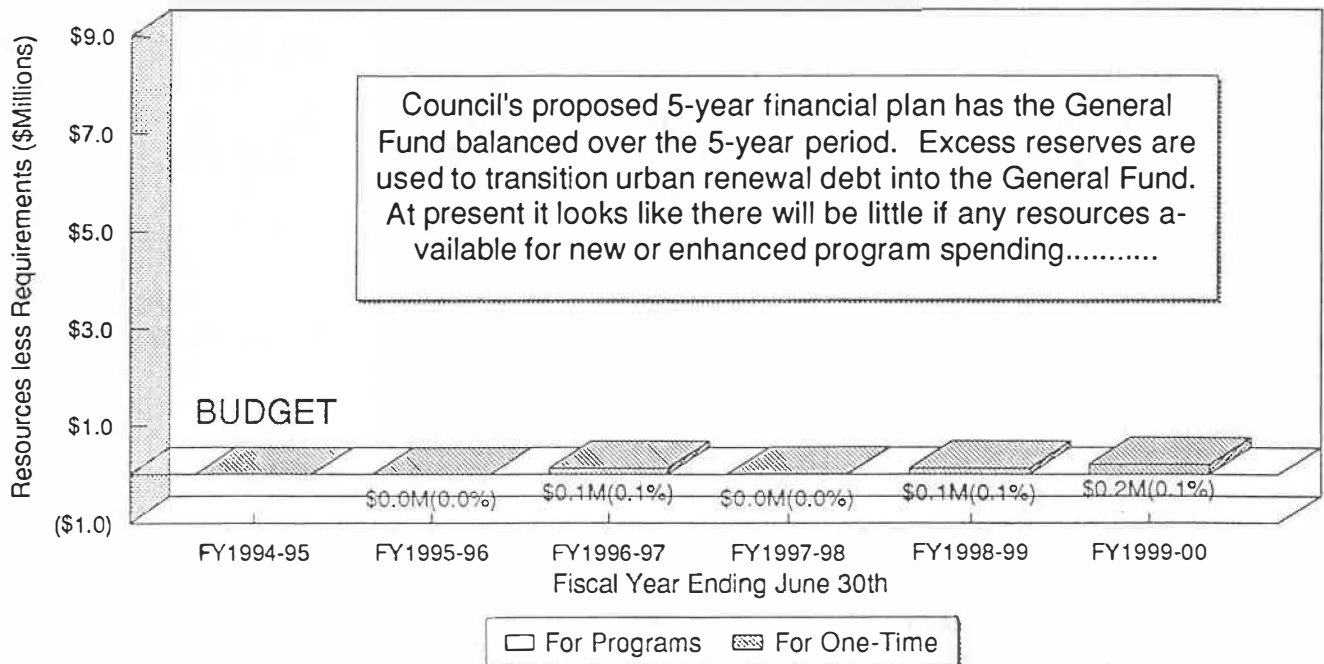


Figure 3-Financial Forecast Resources Compared To Requirements

2-YEAR FINANCIAL FORECAST RESOURCES & REQUIREMENTS DETAIL

The table below summarizes the full two-year financial forecast General Fund resources and requirements. The two-year budget forecast shows:

- * Resources totaling \$454.9 million over two years.....
- * Requirements totaling \$454.8 million over two years.....
- * The General Fund is balanced for FY1995-96 as well as the following 4 years....

Item-Category	Budget FY1994-95	2-Year Financial Forecast		
		FY1995-96	FY1996-97	Total
	\$205,104,881	\$225,029,639	\$229,870,424	\$454,900,063
Less: Assumed Set-Asides				
Transfer For F&PD&R Reserve	\$0	\$0	\$0	\$0
Compensation Set-Aside	\$5,687,784	\$4,933,701	\$6,105,112	\$11,038,814
Other Set-Asides				
Contingency	\$1,066,413	\$1,172,133	\$1,000,000	\$2,172,133
Unforeseen & Inventory	\$2,000,000	\$2,000,000	\$2,000,000	\$4,000,000
Subtotal-Contingency	\$3,066,413	\$3,172,133	\$3,000,000	\$6,172,133
Capital Set-Aside	\$3,463,053	\$3,012,908	\$3,000,000	\$6,012,908
City Hall/Precincts-Equity	\$0	\$4,360,000	\$0	\$4,360,000
Master Lease	\$1,250,914	\$1,231,321	\$1,317,227	\$2,548,548
Subtotal-Capital	\$4,713,967	\$8,604,229	\$4,317,227	\$12,921,456
City Hall/Precincts-Debt Service	\$0	\$0	\$2,205,393	\$2,205,393
Street Light O&M Transfer	\$4,637,986	\$5,565,004	\$5,841,989	\$11,406,993
Annex(FY95), River District(FY96, F97)	\$553,400	\$709,106	\$2,554,504	\$3,263,610
Unemployment Insurance	\$200,000	\$200,000	\$200,000	\$400,000
Business License Refunds	\$2,030,154	\$2,110,661	\$2,223,418	\$4,334,079
Coliseum Debt	\$185,776	\$930,000	\$930,810	\$1,860,810
Tennis Debt Service	\$26,438	\$0	\$0	\$0
Transfer To General Reserve	\$5,110,000	\$0	\$0	\$0
PDC-Urban Renewal Debt Service	\$0	\$5,325,564	\$7,957,541	\$13,283,105
Housing Investment/PDOT CIPs	\$0	\$3,245,915	\$0	\$3,245,915
Miscellaneous Transfers	\$46,010	\$46,010	\$135,010	\$181,020
Cultural Tourism	\$0	\$200,000	\$200,000	\$400,000
Subtotal, Assumed Set-Asides	\$26,257,928	\$35,042,323	\$35,671,004	\$70,713,328
LESS: Estimated Bureau Requirements	\$178,846,953	\$189,987,312	\$194,072,822	\$384,060,134
Difference: Fund Resources Less Bureau Requirements, Set-Asides	\$0	\$3	\$126,597	\$126,600
Assumed, On-Going Programs	\$0	\$0	\$0	\$0
Assumed, One-Time Projects	\$0	\$3	\$126,597	\$126,600

FY1995-96 Through FY1999-00 Financial Forecast

- * *This forecast recommends a small modest addition to current service levels not contemplated in Council's original financial plan for FY1995-96. A strong regional economy and good assessed value growth continue to improve the General Fund's financial condition allowing a modest crease in resources that have been made available for financing City Hall/Precincts capital projects without going to the voters for a G.O. Bond issue tax increase.*
- * *The financial forecast shows that reserve draws of \$5.6 million can safely be made over the next three years while maintaining a 10% reserve level as required by Council adopted policy. This, is due in large part to the recent run-up in interest rates which will double the reserve fund's interest income.*
- * *The General Fund is balanced, FY1995-96, and the out-years of this forecast. The used of excess reserves can be reassessed during the FY1996-97 budget process.*
- * *The scenario used for the 5-year plan is realistic. Legislative action that reduces revenues (for example cigarette and liquor revenues) will require creation of new 5-year plan.*

Out-Year Detail Of Proposed 5-Year Financial Forecast

The financial forecast shows that annual PDC debt service requirements can be transitioned into the General Fund if Council does not expand bureau budgets much beyond current service levels. This will allow Council to fund annual urban renewal debt service costs and provide fund for some major capital projects like Housing and City Hall/Precincts. Resources and requirements are balanced in out-years.

The table below summarizes the projected use of reserves. This use of reserves is revised from the the previous forecast which projected a reserve draws of \$2.5 million (FY1995-96). The General Fund's percentage point Countercyclical Reserve and 5% Emergency Reserve remain fully funded at the 10% level throughout the 5-year forecast window. In addition the last two out-years of the forecast earmark about \$4.6 million for "2040" related projects or possibly additional funding for the River District project.

Item	1996	1997	1998	1999	2000
Total Resources	\$222,529,639	\$227,213,424	\$237,283,753	\$247,578,869	\$259,991,701
Bureaus-Yr 2/Programs	\$189,987,312	\$194,072,822	\$202,735,583	\$211,758,947	\$221,234,889
River District.....	\$709,106	\$2,554,504	\$1,401,390	\$0	\$0
2040 or River District...	\$0			\$1,531,340	\$3,089,197
Council Set-Asides.....	\$34,333,217	\$34,961,898	\$35,150,842	\$34,440,479	\$35,529,428
Total Requirements	\$225,029,636	\$229,743,827	\$237,886,425	\$246,199,426	\$259,853,514
Difference	(\$2,499,997)	(\$2,530,403)	(\$602,672)	\$1,379,442	\$138,187
Transfer-IN From The GENERAL RESERVE	\$2,500,000	\$2,657,000	\$606,483	\$275,800	\$65,100
Reserve Fund As A Percent Net Revenues	10.70%	10.05%	10.10%	10.20%	10.30%
PDC Debt Service	\$5,325,564	\$7,957,541	\$7,929,925	\$8,179,620	\$8,185,938

Risks To The Financial Forecast

The March forecast continues to assume moderate State and regional economic growth. The State Economist's most recent 1995 forecast calls for moderate economic growth over the next 12 to 24 months. The WEFA Group forecasts that the national economy will also continue to grow moderately. Economic growth prospects appear unchanged from last Fall. On the other hand otherhand, the "K-12" funding problem remains and unfinished task for the legislature. Legislative remedies to the State's funding problem could result in loss of \$7.5 million in liquor and cigarette tax revenues that fund current service levels. Finally future ballots measures might easily include another tax or fee limitation measure that may, if passed, further reduce General Fund property tax revenues.

2-Year Forecast Resources-By Budget Category Detail			
<i>Category</i>	<i>FY1995-96</i>		<i>FY1996-97</i>
RESOURCES	December 19	Revised	Forecast
Property Taxes			
<i>Current Year Taxes</i>	\$117,308,094	\$117,935,410	\$121,096,901
<i>Prior Year Taxes</i>	\$4,573,618	\$4,573,618	\$4,210,630
<i>Payment in Lieu of Taxes</i>	\$387,398	\$387,398	\$387,398
Total Property Taxes	\$122,269,110	\$122,896,426	\$125,694,929
Other Taxes			
<i>Lodging Tax</i>	\$7,950,149	\$7,951,149	\$8,140,286
Licenses & Permits			
<i>Business Licenses</i>	\$35,094,349	\$35,094,349	\$36,973,627
<i>Utility License-External</i>	\$26,995,075	\$27,064,362	\$27,431,652
State Sources(*)			
<i>State Shared Revenue</i>	\$7,550,958	\$7,550,959	\$7,327,839
Local Government			
<i>Local Shared Revenue</i>	\$910,077	\$910,077	\$928,100
Miscellaneous Revenues			
<i>Refunds</i>	\$29,670	\$29,670	\$29,670
<i>Interest on Investments</i>	\$1,492,108	\$1,692,303	\$1,818,690
Other Misc. Revenues			
<i>Other Misc. Revenues</i>	\$197,840	\$197,840	\$197,840
<i>Unforeseen Reimbursable</i>	\$2,000,000	\$2,000,000	\$2,000,000
Transfers, Other Funds			
<i>Utility License-Internal</i>			
<i>Water Operating</i>	\$3,093,000	\$3,096,668	\$3,266,000
<i>Sewer Operating</i>	\$6,137,000	\$5,909,994	\$6,856,000
Miscellaneous			
<i>Parking Facil-Tax Offset</i>	\$135,830	\$122,864	\$124,492
<i>Hyro-Fund Transfer</i>	\$75,000	\$75,000	\$75,000
<i>Auto Port-Tax Offset</i>	\$36,068	\$32,560	\$32,560
<i>Refuse Disposal</i>	\$50,000	\$40,000	\$40,000
<i>HCD-Indirect</i>	\$247,378	\$194,424	\$194,424
<i>Federal Grants-Indirect</i>	\$45,000	\$21,735	\$21,735
<i>Transfer-General Reserve</i>	\$2,500,000	\$2,500,000	\$2,657,000
<i>From Short-Term Debt</i>	\$0	\$0	\$0
Subtotal-Transfers, Misc.	\$3,089,276	\$2,986,583	\$3,145,211
Beginning Fund Balance			
<i>Unencumbered</i>	\$10,311,738	\$7,649,258	\$6,060,581
TOTAL DISCRETIONARY	\$227,120,350	\$225,029,639	\$229,870,424
Checksum Total-Page 2	\$227,120,350	\$225,029,639	\$229,870,424
Checksum Difference	(\$0)	(\$0)	(\$0)

(*) Cigarette & liquor tax distributions to General Fund from State of Oregon

This table shows the resource forecast by budget categories as they appear in City's budget document. The italicized categories are identical to line items on the summary on page 2.

Local Shared Revenues and Miscellaneous Revenues are collapsed into one simplified category on page 2 (Misc. & Local Shared) but are shown here in budget detail.

Estimated Measure 5 Revenue Losses: FY1991-92 To FY1994-95

The table below estimates the 4-year impact of Measure 5 on the City of Portland. The table shows that:

- * *The first four year's of Measure 5 cost the General Fund alone is estimated at \$33.6 million.*
- * *The first year of Measure 5 cost the City about \$6.5 million in revenues on three serial levies (parks, street light, and public safety). The estimated 4 year loss rises of \$38.4 million if it is assumed that the Street Light levy would have been reauthorized at \$0.49 per \$1,000 of assessed value.*
- * *Rough estimates suggest that the Urban Renewal increment would have generated about \$104.9 million over the four year period ending FY1994-95. Collections for debt service during FY1991-92 totalled about \$15.5 million.*

Fiscal Year		General Fund Taxbase	Other-Serial Levies	Urban Renewal
Estimated Revenues, Actual or Forecast, With Measure 5				
FY1991-92	Audit	\$74,305,713	\$6,264,881	\$15,500,169
FY1992-93	Audit	\$85,939,529	\$0	\$0
FY1993-94	Unaudited	\$94,511,409	\$0	\$0
FY1994-95	Estimated	\$106,904,700	\$0	\$0
FY1995-96	Not Available	Not Available	Not Available	Not Available
Estimated Revenues Without Measure 5				
FY1991-92	Audit	\$88,034,242	\$12,832,368	\$28,282,305
FY1992-93	Audit	\$95,023,482	\$9,888,263	\$31,363,023
FY1993-94	Unaudited	\$103,570,815	\$10,628,529	\$31,340,280
FY1994-95	Estimated	\$109,378,385	\$11,336,568	\$30,862,040
FY1995-96	Not Available	Not Available	Not Available	Not Available
* Assumes reauthorization of street light levy at \$0.49 per \$1,0000				
Estimated Revenues Lost Due To Measure 5				
Estimated Total Revenue Loss Through FY1994-95.....				(\$179,113,896)
FY1991-92	Audit	(\$13,728,528)	(\$6,567,487)	(\$12,782,136)
FY1992-93	Audit	(\$9,083,953)	(\$9,888,263)	(\$31,363,023)
FY1993-94	Unaudited	(\$9,059,405)	(\$10,628,529)	(\$31,340,280)
FY1994-95	Estimated	(\$2,473,684)	(\$11,336,568)	(\$30,862,040)
FY1995-96	Not Available	Not Available	Not Available	Not Available
Revenue Loss To FY1994-95		(\$34,345,571)	(\$38,420,847)	(\$106,347,478)

The Financial Forecast is written and produced by D.S. Barden, Urban Economist, Kourosh Ghacmmaghami, Economist, Bureau of Financial Planning



BUREAU OF BUILDINGS
FIVE YEAR FINANCIAL PLAN



**BUREAU OF BUILDINGS
CITY OF PORTLAND**

FIVE-YEAR FINANCIAL PLAN

Fiscal Years 1995-96 through 1999-2000

June 26, 1995

Background

The Bureau of Buildings' mission is to ensure the life safety of the public through the enforcement of construction code requirements and to assist in the maintenance of neighborhood quality through the enforcement of zoning, housing maintenance, nuisance, and noise control regulations.

The bureau has the traditional "building department" functions of inspections, permit issuance, and review of architectural plans. These functions are funded through permit fees and charges. In addition, the bureau enforces the City's housing, nuisance, and noise control codes. The City's General Fund partially finances these programs.

In fiscal year 1988-89, the City Council established the operating fund for the Bureau of Buildings. At that time, the bureau was charged with fully supporting its construction functions through fees and charges. In addition, the bureau was to set up a reserve account which would supplement the bureau's budget when the economy was on a downturn and revenues did not meet expenses. Due to a booming construction industry and long-over-due fee increases in FY 88-89, the bureau succeeded in meeting the 100% cost recovery goal in just two years.

Ever since FY 88-89, the bureau has made five-year projections to assist in fiscal planning.

Policy Issues Affecting Bureau Programs and Services

In addition to more active involvement from our customers, we have begun to see other trends. These changes will transform the way that the bureau runs its programs. Some of the trends expected in the next several years include:

- An increasing need to specialize in certain areas in Plan Review and Commercial Inspections (eg., accessibility, energy code, specialized mechanical systems),
- Using technology to increase service levels (eg., imaging, electronic submission of architectural drawings),
- A demand to reduce construction regulations in order to hold the line on costs and fee increases,
- Increased housing density producing a greater demand for neighborhood quality code enforcement (zoning, housing, nuisance), and
- Greater public awareness of the importance of building codes and building inspections due to the Loma Prieta, Scotts Mills, Klamath Falls, and Northridge earthquakes as well as Hurricane Andrew.

Financial Planning Process

Each fall, preliminary revenue forecasts are prepared for the current year and four subsequent years. Projections for expenditures are made at the same time. Revenue and expenditures are compared to determine annual cost recovery rates and whether or not the bureau's reserve will be drawn down or increased. The Bureau Advisory Committee (BAC) reviews the level of service

to customers and recommends the budget for the subsequent budget period. They also review the revenue estimates and make recommendations on whether or not fees should be increased and by how much. Fee increases are set each year to maintain the bureau's financial integrity.

Expenditure Projections

The FY 95-96 budget carries over program enhancements to decrease the length of time for a plan review, to deal with the increased inspection workload, to conduct housing inspections in newly annexed areas, and to take care of additional nuisance abatement. The bureau will also be investigating the possibility of moving some of our permit processing operations to an eastside location to better serve our customers. A decision should be made in late 1995.

The expenditure projections include inflationary increases based on information from the City's economist who uses data from WEFA to project future inflation impacts.

Revenue Projections

Over the next five years, we expect revenues to increase by approximately 5% per year. This rate is based upon the bureau's revenue projection model. The 5% growth rate also mirrors the estimate prepared by the City's Office of Finance and Administration. We purposefully take a non-optimistic approach to setting revenue estimates, especially for a five-year forecast.

The bureau's revenue projection model has several components. Historical data on revenue growth is incorporated into the model. This historical growth is modified by several factors: information on large, upcoming projects, data on new single and multifamily housing starts from Metro, expected development trends from the Planning Bureau, and any known fee increases.

For the five-year forecast, we expect current trends to continue. Interest rates are expected to slowly drift upward over the next several years, however, the rise should be gradual. Construction permit revenues continue to be strong. Although the number of permits will remain stable, the project valuations will increase. There is nothing in the Portland area or the regional/national economic outlooks which would indicate that the bureau revenue forecasts should be different from the revenue forecasts for the City as a whole. Overall, the buildings fund will continue to meet expenses and maintain a healthy reserve.

Threats to the Forecast

If the assumptions made for the economic forecast do not materialize, then actual revenues may be higher or lower. Any sudden rise in interest rates would have negative impact on developers' ability to secure loans. We certainly felt the impact of the savings and loan crisis when less financing was available for large projects which do not have firm tenants. Although interest rates are low, financing is difficult. Several proposed projects have not been able to secure loans. If credit were even tighter, there could be a resurgence of inflation. There are no signs that this is an immediate threat, but it is always a possibility. On the positive side, promises have been made to create a better business climate in Portland and work is being done to increase density within the city. This may generate more construction than projected in the model.

Reserve Fund and Fee Increases

The construction business is very cyclical and the bureau needs to respond to those boom and bust times. One of the major financial issues that the bureau contends with is that revenues and workload to not increase and decrease at the same rate. Large projects generate high building fees and in a boom year revenues increase at a higher rate than the workload. However, in a year where there are more medium and small projects, revenues drop but the workload does not.

If the workload drops to the point where fewer staff are needed to make inspections and to review plans, then there should be staff reductions. But when revenues drop and the workload remains stable, funds are needed to maintain the service levels.

In FY 91-92 the bureau's BAC set specific guidelines and policies for the reserve fund. The approach used to calculate the reserve levels is a conservative one. It assumes that revenues collected in boom years will help pay for costs generated in future poorer years. The bureau has begun to revisit these conservative goals and will try to determine some more realistic goals which are expected to be lower than the current goals.

In addition to the reserve policy, the FY 91-92 BAC adopted a policy on fee increases. They recommended that revenue and expenditures be reviewed annually and that fees be increased to cover personnel and interagency costs. Consequently, fees are reviewed on an annual basis to determine the necessity for increases.

During FY 94-95, efforts were made to dramatically increase revenues to recover the costs of the zoning inspection program. Existing zoning inspection and home occupation permit fees were increased and a new system of code enforcement fees and penalties was started. The new fees charge violators of the zoning code after they have had adequate time to correct the violation or apply for a land use action. We will continue to focus on the cost recovery rate of this program. After revenue levels from the new fees have become more certain, we will determine whether or not additional fee increases are necessary. Also during FY 94-95, plumbing fees were increased by 5% to move the program to full cost recovery.

During FY 95-96 we will review the fee schedules to determine if there are any cross-subsidies inherent in the schedules. We believe that, for building permits, large projects may pay more than their share of costs and small projects may not pay their full costs. Also, we may eliminate the need for permits for some minor work which would decrease the bureau's revenues. We will also look at permit costs for projects with valuations over \$1,000,000. Any changes to the fee schedules would be reviewed for their overall impact on revenues.

Limitations on the Use of Revenues from Permit Fees

Since the adoption of the operating fund, the bureau has analyzed expenses and revenues by program. These programs are building/mechanical, electrical, plumbing, sign, noise, zoning, and General Fund. Revenues collected for each program stay within that program and are not used for any other program. State statute dictates this for the electrical program. ORS 479.845(3) states that "fees collected by a city or county for the enforcement or administration of the electrical specialty code and rules under ORS 479.730(1) shall be used only for the enforcement and administration of those laws."

Although there are no statutory limitations on the other programs, construction industry representatives have been very concerned that they pay for the services that they receive and not subsidize other programs. In addition, the BAC has been vigilant in protecting the integrity of each program's funding.

c:finplan

BUREAU OF BUILDINGS - RESERVES BY OPERATING FUND PROGRAM

June 27, 1995

Projected FY 94-95 plus FY 95-96 Adopted Budget

PROGRAM		PROGRAM COSTS	PROGRAM REVENUE	GEN FUND TRANSFER	RESERVES - ADD/(DRAW)	CUMULATIVE RESERVE	FEE INCR	COST RECOVERY
BUILDING/HVAC	FY 88-89 actual	3,170,726	3,913,794	748,084	1,491,152	1,491,152	19%	123%
	FY 89-90 actual	3,973,454	4,848,157	297,221	1,171,924	2,663,076	3%	122%
	FY 90-91 actual	4,754,195	5,668,843		914,648	3,577,724	0%	119%
	FY 91-92 actual	4,790,440	4,734,485		(55,955)	3,521,769	0%	99%
	FY 92-93 actual	5,055,214	5,294,255		239,041	3,760,810	4%	105%
	FY 93-94 actual	5,648,896	6,085,201		436,305	4,197,115	0%	108%
	FY 94-95 projected	6,557,769	6,369,064		(188,705)	4,008,410	0%	97%
	FY 95-96 budget	6,497,413	5,778,699		(718,714)	3,289,696	0%	89%
	FY 96-97 projected	6,758,162	6,067,626		(690,536)	2,599,160	0%	90%
	FY 97-98 projected	7,037,028	6,370,998		(666,030)	1,933,130	0%	91%
	FY 98-99 projected	7,325,316	6,689,539		(635,777)	1,297,353	0%	91%
FY 99-00 projected	7,627,191	7,024,006		(603,185)	694,168	0%	92%	
ELECTRICAL	FY 88-89 actual	963,182	871,566	224,425	132,809	132,809	9%	90%
	FY 89-90 actual	1,120,138	1,367,945	82,832	330,639	463,448	4%	122%
	FY 90-91 actual	1,177,812	1,685,698		507,886	971,334	0%	143%
	FY 91-92 actual	1,459,543	1,482,399		22,856	994,190	0%	102%
	FY 92-93 actual	1,536,351	1,451,236		(85,115)	909,075	0%	94%
	FY 93-94 actual	1,746,370	1,727,865		(18,505)	890,570	0%	99%
	FY 94-95 projected	1,924,162	1,845,623		(78,539)	812,031	0%	96%
	FY 95-96 budget	1,837,425	1,605,834		(231,591)	580,440	0%	87%
	FY 96-97 projected	1,911,033	1,686,125		(224,908)	355,532	0%	88%
	FY 97-98 projected	1,990,246	1,770,430		(219,816)	135,716	0%	89%
	FY 98-99 projected	2,071,539	1,858,951		(212,588)	(76,872)	0%	90%
FY 99-00 projected	2,157,314	1,951,897		(205,417)	(282,289)	0%	90%	
PLUMBING	FY 88-89 actual	938,936	737,293	236,893	35,250	35,250	9%	79%
	FY 89-90 actual	1,117,204	1,194,753	87,705	165,254	200,504	9%	107%
	FY 90-91 actual	1,007,890	1,153,470		145,580	346,084	0%	114%
	FY 91-92 actual	1,211,883	1,022,701		(189,182)	156,902	0%	84%
	FY 92-93 actual	1,299,250	1,133,698		(165,552)	(8,650)	15%	87%
	FY 93-94 actual	1,357,622	1,385,722		28,100	19,450	5%	102%
	FY 94-95 projected	1,604,116	1,649,704		45,588	65,038	5%	103%
	FY 95-96 budget	1,650,163	1,521,648		(128,515)	(63,477)	0%	92%
	FY 96-97 projected	1,716,368	1,597,730		(118,638)	(182,115)	0%	93%
	FY 97-98 projected	1,787,558	1,677,616		(109,942)	(292,057)	0%	94%
	FY 98-99 projected	1,860,623	1,761,496		(99,127)	(391,184)	0%	95%
FY 99-00 projected	1,937,817	1,849,570		(88,247)	(479,431)	0%	95%	
ENVIR. SOILS	FY 90-91 actual	198,480	317,614	0	119,134	119,134	0%	160%
	FY 91-92 actual	200,723	306,729	0	106,006	225,140	0%	153%
	FY 92-93 actual	184,055	301,546		117,491	342,631	0%	164%
	FY 93-94 actual	311,212	283,804		(27,408)	315,223	0%	91%
	FY 94-95 projected	362,159	305,086		(57,073)	258,150	0%	84%
	FY 95-96 budget	356,095	235,960		(120,135)	138,015	0%	66%
	FY 96-97 projected	370,418	247,758		(122,660)	15,355	0%	67%
	FY 97-98 projected	385,706	260,146		(125,560)	(110,205)	0%	67%
	FY 98-99 projected	401,511	273,153		(128,358)	(238,563)	0%	68%
FY 99-00 projected	418,099	286,810		(131,289)	(369,852)	0%	69%	

BUREAU OF BUILDINGS - RESERVES BY OPERATING FUND PROGRAM

June 27, 1995

Projected FY 94-95 plus FY 95-96 Adopted Budget

PROGRAM		PROGRAM COSTS	PROGRAM REVENUE	GEN FUND TRANSFER	RESERVES - ADD(DRAW)	CUMULATIVE RESERVE	FEE INCR	COST RECOVERY
SIGNS	FY 88-89 actual	64,090	57,045	12,468	5,423	5,423	0%	89%
	FY 89-90 actual	123,440	136,566	9,745	22,871	28,294	0%	111%
	FY 90-91 actual	138,149	152,956		14,807	43,101	0%	111%
	FY 91-92 actual	171,103	170,620		(483)	42,618	0%	100%
	FY 92-93 actual	169,983	150,954		(19,029)	23,589	0%	89%
	FY 93-94 actual	181,881	180,851		(1,030)	22,559	0%	99%
	FY 94-95 projected	200,501	182,349		(18,152)	4,407	0%	91%
	FY 95-96 budget	186,149	174,149		(12,000)	(7,593)	0%	94%
	FY 96-97 projected	193,612	182,857		(10,755)	(18,348)	0%	94%
	FY 97-98 projected	201,604	192,000		(9,604)	(27,952)	0%	95%
FY 98-99 projected	209,850	201,599		(8,251)	(36,203)	0%	96%	
FY 99-00 projected	218,500	211,679		(6,821)	(43,024)	0%	97%	
ZONING	FY 88-89 actual	113,256	171,226	24,936	82,906	82,906	0%	151%
	FY 89-90 actual	125,123	213,909	9,745	98,531	181,437	0%	171%
	FY 90-91 actual	254,269	261,187		6,918	188,355	0%	103%
	FY 91-92 actual	320,591	168,394		(152,197)	36,158	0%	53%
	FY 92-93 actual	304,445	194,210		(110,235)	(74,077)	20%	64%
	FY 93-94 actual	340,601	294,347		(46,254)	(120,331)	0%	86%
	FY 94-95 projected	438,867	284,828		(154,039)	(274,370)	*	65%
	FY 95-96 budget	406,550	400,000		(6,550)	(280,920)	0%	98%
	FY 96-97 projected	422,152	420,000		(2,152)	(283,072)	0%	99%
	FY 97-98 projected	439,119	441,000		1,881	(281,191)	0%	100%
FY 98-99 projected	456,540	463,050		6,510	(274,681)	0%	101%	
FY 99-00 projected	474,652	486,202		11,550	(263,131)	0%	102%	
TOTALS	FY 88-89 actual	5,250,190	5,750,924	1,246,807	1,747,541	1,747,541		110%
	FY 89-90 actual	6,459,359	7,761,330	487,248	1,789,219	3,536,760		120%
	FY 90-91 actual	7,530,795	9,239,768		1,708,973	5,245,733		123%
	FY 91-92 actual	8,154,283	7,885,328		(268,955)	4,976,778		97%
	FY 92-93 actual	8,549,298	8,525,899		(23,399)	4,953,379		100%
	FY 93-94 actual	9,586,582	9,957,790		371,208	5,324,587		104%
	FY 94-95 projected	11,087,574	10,636,654		(450,920)	4,873,667		96%
	FY 95-96 budget	10,933,795	9,716,290		(1,217,505)	3,656,162		89%
	FY 96-97 projected	11,371,745	10,202,096		(1,169,649)	2,486,513		90%
	FY 97-98 projected	11,841,261	10,712,190		(1,129,071)	1,357,442		90%
FY 98-99 projected	12,325,379	11,247,788		(1,077,591)	279,851		91%	
FY 99-00 projected	12,833,573	11,810,164		(1,023,409)	(743,558)		92%	

NOTES:

The FY 94-95 figures represent projected year-end expenditures and revenues. Expenditures include \$500,000 in one-time costs for expanding the bureau's space on the ninth floor.
 The FY 95-96 figures are those of the Adopted Budget.
 In future years, expenditures are increased using inflation figures from the budget office. Revenues are increased by 5% inflation in each year. No fee increases have been included. These figures are just conservative estimates. Actual revenues may be higher. In addition, expenditures will be reduced and/or fees will be increased in order to always maintain adequate reserves.

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BUREAU OF ENVIRONMENTAL SERVICES
FIVE YEAR FINANCIAL PLAN - EXECUTIVE SUMMARY



**Bureau of Environmental Services
Five Year Financial Plan - FY 1996 - 2000
March 15, 1995**

EXECUTIVE SUMMARY

INTRODUCTION

The Bureau of Environmental Services has completed the annual update of its Five-year Financial Plan. As in previous years, the Five-year Plan includes a discussion of significant policy and operating issues that will have substantial impact on the financial operations of the bureau. It also reflects continuing efforts to fully implement the Clean River Program, with emphasis on building partnerships with other agencies, municipalities, environmental advocates and citizens to improve water quality in Portland rivers and streams.

The Five-year Plan identifies all of the steps the Bureau is taking to control costs to keep rates as low as possible while providing the services necessary for Portland's quality of life and environmental needs. Four operating principles will be central to this effort: reducing costs wherever possible, finding ways to increase productivity, choosing the service approach that yields the greatest level of effectiveness, and continually reassessing the priority of specific services and programs.

SIGNIFICANT ISSUES

There are a number of significant issues that confront the Bureau. These are presented in brief below.

I. Funding for Drainage Services.

For the past 17 years, the City of Portland has operated a drainage utility, funded from user fees. Drainage services encompass a unique grouping of urban services essential to preserving the health, economic vitality, and safety of Portland's residences and businesses. They include managing the capital improvement program for new stormwater facilities and operating and maintaining existing stormwater facilities (storm sewers, sumps, drainage ditches, waterways, catch basins, culverts, and various flood control facilities). Stormwater services also include managing stormwater flows that enter the combined sewer system.

In recent years, the definition of drainage services has evolved to include a water quality focus. This has been driven by new regulatory requirements created by the Clean Water Act, as well as an increasing awareness that urban stormwater carries a substantial amount of pollutants and plays a significant role in degrading water quality within streams and rivers within the metropolitan area.

Meeting the environmental goals of the City will necessarily include a new emphasis on adequately planning and funding drainage services. The financial forecast indicates that funding these future requirements will be very difficult. Historically, the drainage utility has been funded from impervious area charges excluding the public right of way. Substantial increases to drainage fees imposed on residential and commercial customers will increase customer incentives to seek discounts through stormwater runoff mitigation measures, further exacerbating the financial stress

on the system. The Bureau cannot continue to waive that portion of charges necessary to serve the right of way without an alternative funding source or significantly higher rates.

2. Stormwater Permit Requirements.

In the 1987, amendments to the Clean Water Act Congress directed the Environmental Protection Agency (EPA) to issue regulations for municipal stormwater discharges. In 1990, EPA published the final National Pollutant Discharge Elimination System (NPDES) rules for municipal stormwater discharges. Portland was required to obtain a permit from the Oregon DEQ. BES submitted its permit application in May of 1993. The permit application is made up of a series of "Best Management Practices" or BMPs. These are activities ranging from public education and pollution prevention to structural facilities such as wetlands which would remove pollutants from urban stormwater before it reaches the rivers and creeks of Portland. The NPDES stormwater program applies to the separated sewer areas of Portland.

Because the BMPs are comprehensive and fall primarily in the category of operating services as opposed to capital facilities, the cost of implementing the stormwater NPDES permit and meeting regulatory requirements will impact drainage rates directly and compete for funding against other, high priority drainage services. This highlights the need to resolve long-term funding issues surrounding drainage and stormwater quality services, as discussed above.

3. Coastal Zone Management Designation.

The Coastal Zone Management Act is a federal law which governs the management of water quality in the coastal areas of the country. In 1994, the National Oceanic and Atmospheric Administration (NOAA) and the EPA recommended that the City of Portland and its Urban Service area be included in the coastal zone management area. Such inclusion would mean that many of the stormwater BMPs outlined in the City's stormwater NPDES permit would also apply to the combined sewer area. This would substantially increase the scope of the stormwater permit and related services and costs.

4. Resolving Service Responsibilities with Drainage Districts.

A portion of the Columbia south shore, north of Sandy Boulevard and between 13th Avenue and 185th, is provided drainage service by Multnomah County Drainage District #1 (MCDD). The District was formed in 1917 under provisions of state statutes governing drainage districts. It operates pumping facilities that pump water from the upper Columbia slough, discharging to the lower slough (on the west end of the District) and to the Columbia river (on the east end), as well as flood control dikes and other drainage systems. There are also two other drainage districts, Peninsula I and II.

Most of MCDD is within the boundaries of the City of Portland. Approximately ten percent of the area of the District extends beyond 185th and includes portions of unincorporated Multnomah County, the City of Gresham and the City of Fairview.

District operations are essential to preserving flood plain designations within the Columbia south shore and enabling development to occur. However, the District is faced with three significant problems. First, several major capital improvements must be made to enhance pumping capacity within existing pump stations as well as maintain the reliability of other facilities. Second, environmental regulations governing sediments and stormwater quality will soon impose additional operating and capital requirements on District operations. Some of these regulations result from

NPDES stormwater permit requirements, which the District will be subject to as a co-applicant with the City and other jurisdictions for stormwater discharge permits.

Finally, based on recent rulings by the State Department of Revenue, District assessments are now subject to property tax limitations imposed by ballot measure 5. Because of this, MCDD is able to collect only 80% of its current budget revenue requirements. Further, the financial cloud created by changes in how the District's assessments are treated under the tax limitation measure are making it virtually impossible for MCDD to acquire financing for capital improvements.

The MCDD board of supervisors proposed to District landowners in a meeting on December 1, 1994 that the District take several steps to change the way drainage services are provided in the Columbia South Shore area. They include:

1. District staff would provide drainage services to the area under contract to the City.
2. The District would discontinue imposing its drainage fee and the City would impose its fees.
3. The City would assume ownership of District assets.

The Board of District Supervisors has requested that the Bureau respond to this proposal.

Bureau staff have been evaluating service and funding issues associated with the transition of drainage functions from MCDD to the City. If this option comes to pass, we presume that the Peninsula I and II districts would follow suit. The analysis of a Bureau takeover of MCDD #1 shows that, at this time, the acquisition would be nearly revenue neutral. This is because the Bureau would begin imposing stormwater fees on properties within the new service area if services are transferred to the City. It appears that revenues produced from new drainage customers within the District's boundaries would be sufficient to fund current operation and maintenance costs for the existing level of service provided. However, for reasons cited above, it is likely that costs for drainage services within the Columbia south shore will soon begin to rise at a rate faster than inflation, reflecting new activities imposed by additional permit requirements and by equipment replacement needs. Additional information on the transition of drainage services and the five-year financial impact will be provided when the analysis is completed. The ultimate decision on acquisition will be made by the City Council.

5. EPA Lawsuit/TMDL Designations for All Surface Streams.

In November, 1994, Northwest Environmental Advocates and Northwest Environmental Defense Center brought suit against EPA, charging that EPA had failed to cause DEQ to identify all surface streams where the existing required pollution controls are not stringent enough to meet water quality standards. If the suit is successful, it could lead to new, more comprehensive regulatory requirements on every surface stream in Portland not currently listed as being water quality limited, including Balch Creek and many smaller tributaries. Generally, the regulatory process would be to first identify what pollutants existed, their source, and their impact on water quality, and then devise and implement all of the controls, regulations, and facilities necessary to restore and protect water quality. While the Bureau's long term goals are to accomplish these same objectives, the lawsuit could impose processes, requirements, and schedules that significantly increase costs of doing so.

SENSITIVITIES AND RISKS

Each of the issues outlined above has the ability to significantly affect the forecast. The precise effects of various regulatory regimes are difficult to quantify precisely, and we do not know at this time which regulations will be in force. Therefore, actual costs could be higher or lower than those included in the forecast.

Cost Components

Changes in inflation rates for various services can affect costs. The assumptions in the model (detailed in the Financial Forecast section) are the best available at this time, but actual inflationary cost changes may be greater or less than these amounts.

Interest rates can also affect forecast costs, by raising the cost of borrowed funds used to finance capital construction activities. Although interest earnings on fund balances will generally rise as interest rates rise, this will only be a partial offset to the increased cost of borrowing.

As we have stated previously, however, we will work to keep rate increases at or below forecast levels. Although large and unexpected costs may affect the plan, we will attempt to keep rate increases at or below the current forecast rate of 12.5% per year by funding cuts if necessary.

Vermont Basin

The City contracts with the Unified Sewerage Agency (USA) to provide treatment services for some customers in the western part of the City. A recent facilities planning exercise concluded that it would be more cost-effective to shut down several pump stations in the Vermont Creek basin, and let the sewage flow by gravity line to a USA facility for treatment. Under the current agreement with USA, this would involve a substantial increase in operating expenditures in the near term, in exchange for avoided long term capital expansion costs at the City's Tryon Creek Wastewater Treatment Plant.

These costs have not been included in first year of the current Five-year Plan, pending discussions on the contract between the City and USA. In the past, the relatively small number of properties involved has made the current retail arrangement, under which the City pays USA's rates less customer service and billing costs, workable. Substantially increasing flows to USA, however, argues for putting the contract on a utility basis. The costs are included in the out years of the Plan.

FORECAST RESULTS

Sewer System Costs and Revenue Requirements

Forecast revenue requirements from rates are displayed in Table 1 below. Revenues from rates are forecast to grow from \$64.7 for the current year to million to \$136.4 million by the end of the five year interval, a 16.1% average annual rate of increase. Of the \$71.7 million increase in rate revenues over the interval, approximately \$54.5 million is due to the rate increases, with the remaining \$17.2 million due to growth in the number of customer accounts. The rate of growth in customer accounts is expected to peak in FY 1998 as the Mid County project construction ends. After this, growth is forecast to fall back toward the base citywide level of approximately one half of one percent per year.

Capital outlay represents the largest element of system costs over the five year interval. CIP expenditures and debt service on revenue bonds issued to finance CIP activity account for approximately \$826 million of the \$1,191 million in annual system costs over the planning interval, or about 69% of this total. Transfers to the Rate Stabilization Fund for FYs 1995, 1996, and 1997 increase revenue requirements, and transfers from that fund in FYs 1998 and 1999 decrease them. It is important to note that the balance of the Rate Stabilization Fund is not drawn down to zero in 1999, because of the decision to use these funds to smooth potential rate increases in FYs 2000 through 2003. In the past, Bureau financial policy has been to take the balance of the Rate Stabilization Fund to zero by the end of the forecast interval. The current forecast is consistent with the policy chosen for last year's forecast. Without using Rate Stabilization Fund balance to offset revenue requirements, rate increases well in excess of 12.5% would be necessary in both FY 2001 and 2002. If last year's forecast had balanced only over the five year planning window and not over this longer interval, forecast rates for this year's plan would have exceeded 12.5%, even without a corresponding increase in forecast expenditures. By smoothing over a longer interval, we avoid a rate surprise when FY 2001 is added to next year's five year forecast.

Key inflation assumptions underlying the cost forecast include:

- 3.3% annual inflation for external materials and services for 1996 and 4.0% thereafter;
- 3.7% for personal services;
- 4.1% for internal materials and services;
- 5.5% for utilities;

Assumptions on customer growth include:

- The connection of approximately 30,000 additional properties in the Mid County area by the end of FY 2002; and
- Revenues from these new connections reflecting an assumed lag of 18 months between availability of connection and receipt of user fees; and
- a "background" growth rate of one half of one percent in the number of sewer accounts for the balance of the City.

Table 1
BUREAU OF ENVIRONMENTAL SERVICES
Revenue Requirements from Rates

	Actual	Current	Forecast	---			
Year Ending June 30,	1994	1995	1996	1997	1998	1999	2000
(In thousands of dollars)	(Unaudited)						
<u>O&M and CIP Expenses</u>							
Personal Services	\$17,441	\$16,600	\$17,480	\$18,127	\$18,797	\$19,493	\$20,214
Materials & Services - External	9,650	11,935	12,446	13,180	14,454	14,996	15,615
Materials & Services - Internal	18,109	16,320	16,490	17,166	17,870	18,603	19,365
Capital Outlay	85,493	104,811	104,556	121,402	121,005	122,698	127,083
Equipment Cash Transfers	79	48	48	50	52	54	56
Cash Transfers:							
General Fund Overhead	2,208	2,461	2,658	2,865	3,081	3,307	3,439
Utility Franchise Fees	4,423	4,943	5,905	6,856	8,031	9,239	10,668
Rate Stabilization Fund	7,145	2,750	5,625	2,525	-	-	-
Sewer Revolving Loan Fund	-	-	-	-	-	-	-
Other Funds	748	197	197	197	197	197	197
Prior Year's Expenditures (FMS Basis)	-	-	-	-	-	-	-
Total O&M and CIP Expenses	\$ 145,297	\$ 160,065	\$ 165,406	\$ 182,367	\$ 183,487	\$ 188,587	\$ 196,639
Cash Transfers to Debt Redemption Fund :							
Existing Debt Service	12,549	14,277	14,271	17,729	22,744	13,380	13,380
Projected New Debt Service	-	13,340	15,196	20,326	28,017	38,825	48,874
less Capitalized Interest Offset	-	(13,340)	(4,997)	-	-	-	-
Reserve for SRF Loan Repayments	1,198	1,222	1,232	(2,222)	(7,241)	-	-
Cash Transfers to Sewer Construction Fund :							
Cash Financed Capital Improvements	12,316	7,005	0	3,371	9,566	17,827	24,451
Annual System Costs	\$ 171,359	\$ 182,569	\$ 191,109	\$ 221,571	\$ 236,573	\$ 258,619	\$ 283,344
<u>Less: Other System Resources</u>							
CIP Reimbursement from Constr. Fd	\$ 89,191	\$ 109,422	\$ 110,006	\$ 126,834	\$ 126,418	\$ 128,092	\$ 132,456
Systems Development Charges	4,436	4,110	1,846	3,470	2,614	1,903	1,071
Wholesale Sewer Contracts	1,551	1,636	1,688	1,781	1,879	1,982	2,091
Other Service Charges	661	254	194	202	211	219	228
Service Reimbursements	715	487	566	589	613	638	664
Rate Stabilization Fund Transfer	-	-	-	-	1,125	6,500	9,225
Other Cash Transfers	124	949	419	159	165	172	179
Product Sales	25	49	18	19	19	15	16
Rents	133	50	186	194	202	210	219
Licenses and Permits	211	220	224	233	243	253	263
Interest on Investments	574	372	415	433	455	476	496
Miscellaneous	249	156	204	212	221	230	239
Decrease/(Increase) in Fund Balance (1)	17,023	215	(176)	(226)	(286)	(220)	(224)
Total Other Resources	\$ 114,895	\$ 117,920	\$ 115,591	\$ 133,899	\$ 133,878	\$ 140,471	\$ 146,923
Required Revenues from Rates	\$ 56,464	\$ 64,650	\$ 75,518	\$ 87,672	\$ 102,695	\$ 118,148	\$ 136,421
Forecast Revenues from FY94 Rates	\$ 56,464	\$ 58,930	\$ 60,958	\$ 62,661	\$ 64,707	\$ 66,043	\$ 67,312
Annual Forecast Surplus/(Deficit)	\$ -	\$ (5,720)	\$ (14,560)	\$ (25,011)	\$ (37,987)	\$ (52,105)	\$ (69,109)

Table 2 on the following page shows projected results of the Sewer System's financial operations for FY 1996 through FY 2000. In developing these projections, it has been assumed that additional Parity Bonds will be issued to fund, in part, capital program requirements. Assumptions underlying the debt service forecast include:

- Additional Parity Obligations issued in support of future years' capital improvement programs, in the following gross amounts:

<u>Fiscal Year</u>	<u>Amount</u>
1996	\$ 0
1997	67,642,000
1998	105,417,000
1999	101,254,000
2000	<u>105,665,000</u>
Total	<u>\$379,978,000</u>

- 7.5% interest rate on future debt issues.
- 20 year amortization on future debt issues.

The 7.5% interest rate on future debt issues is up from the 6.5% assumed in the Bureau's most recent plan. As previously mentioned, the increase in overall borrowing costs resulting from this shift has forced the Bureau to reduce the planned CIP to remain within the 12.5% guideline for annual rate increases.

Table 2
BUREAU OF ENVIRONMENTAL SERVICES
Sewer System
Forecast Operating Results

	Actual	Current	Forecast	---			
Year Ending June 30,	1994	1995	1996	1997	1998	1999	2000
(In thousands of dollars)	(Unaudited)						
GROSS REVENUES (1)							
Total Operating Revenues	\$60,080	\$67,634	\$78,736	\$91,046	\$106,232	\$121,851	\$140,304
Interest Earnings	2,062	11,186	10,848	6,363	5,231	4,923	4,562
System Development Charges	10,023	6,579	4,616	8,674	6,535	4,758	2,676
Cash Transfers In -							
Rate Stabilization Fund (2)	-	-	-	-	1,125	6,500	9,225
TOTAL GROSS REVENUES (1)	\$72,166	\$85,399	\$94,201	\$106,084	\$119,124	\$138,032	\$156,768
OPERATING EXPENSES (1)							
Operating Expenses (3)	51,832	52,258	54,980	58,193	62,232	65,637	69,302
Capitalized Overhead	(5,254)	(4,952)	(5,900)	(5,900)	(5,900)	(5,900)	(5,900)
Cash Transfers Out -							
Rate Stabilization Fund (2)	7,145	2,750	5,625	2,525	-	-	-
TOTAL OPERATING EXPENSES	\$53,722	\$50,056	\$54,705	\$54,818	\$56,332	\$59,737	\$63,402
NET REVENUES	\$18,444	\$35,342	\$39,496	\$51,266	\$62,791	\$78,295	\$93,365
GROSS DEBT SERVICE	\$12,361	\$27,189	\$29,045	\$34,179	\$41,869	\$52,206	\$62,255
DEBT SERVICE FOR COVERAGE (net of Capitalized Interest)	\$12,361	\$13,849	\$24,048	\$34,179	\$41,869	\$52,206	\$62,255
DEBT SERVICE COVERAGE	1.49	2.55	1.64	1.50	1.50	1.50	1.50

Notes: (1) As defined in 1987 bond ordinance.

(2) The Rate Stabilization Fund was created in fiscal year 1988, under the authority of the 1987 bond ordinance.

(3) Excluding depreciation expense.

Forecast Rates

Rate increases have been smoothed over the five year interval by transfers from the Operating Fund to the Rate Stabilization Fund in FYs 1996 and 1997, and transfers back in FYs 1998, 1999, and 2000.

The average single family residential monthly sewer bill is forecast to increase at 12.5% per year over the planning horizon, as is the commercial volume rate. Forecasts of individual rates are less certain, since these will depend on how costs are allocated among customer groups. These allocations will likely change in the next year or two based on the outcome of the ongoing Commercial/Industrial Class Charge Study and drainage service modifications.



CITY OF PORTLAND
OFFICE OF TRANSPORTATION
OPERATING PLAN 1995-1998



January, 1995



OFFICE OF TRANSPORTATION OPERATING PLAN 1995-1998

TWO YEAR BUDGET (1994-96)

The Office of Transportation's budget for FY 1994-96 is a significant departure from previous years. Unlike past years which had modest revenue growth, this budget finds us with less money and less ability to maintain what we are doing, let alone providing what citizens are demanding and deserve.

FY 1994-95 REVIEW

The annual budget for FY 1994-95 was primarily shaped by three factors. First, while there was a modest revenue increase due to the repeal of the gasohol exemption by the 1993 State Legislature, gas tax revenues do not keep up with the cost of inflation. Second, the decision to have Transportation's budget include PDC's prior obligation for Westside LRT match and 15th/16th improvements means that approximately 16% of the discretionary dollars in the capital budget are now earmarked exclusively for that purpose. Third, the Bureau of Environmental Services cut about \$2.4 million from the amount necessary to maintain the current level of drainage services, including street cleaning. As a result, Transportation cut \$950,000 from other activities to preserve the level of street cleaning services on the transit mall and the central business district.

Even though fewer dollars were available in the construction budget, we felt obligated to increase the allocation to multi-modal projects. This resulted in modifying the capital review process evaluation criteria to more adequately address the needs of bicyclists and pedestrians, and an increase in the number of bicycle, pedestrian and transit supportive projects.

However, the issue of financing future street construction projects remains to be solved. In the last ten years the City has spent over \$160 million for building or reconstructing our city streets. The federal dollars that funded this work are no longer available to us and now we must compete at the regional table or find some other revenue source. In our aging city, reconstruction becomes increasingly important and we simply do not have any available transportation dollars to support this effort.

FY 1995-96 OVERVIEW

While Council adopted a balanced FY 1994-95 Transportation budget in the two year budget process, it was acknowledged that the FY 1995-96 budget had a shortfall and would require an adjustment in the second year. At that time, the shortfall was estimated to be \$2.0 million. Our current projection is that we have a \$2.2 million shortfall for FY 1995-96.

The shortfall represents a 4.1% gap between the cost of providing current services and approved revenues. While the one year shortfall in isolation does not appear momentous, it is extremely serious when compiled with recent budget reductions. Recently, Transportation eliminated the paving backlog program and road rehabilitation program, street cleaning services on arterials were cut, and construction projects were deferred to accommodate the Westside LRT match payment and NE 15th and 16th debt requirements.

Knowing that we must prepare to cut the FY 1995-96 budget and knowing the shortfall will grow much larger after 1996 if the state gas tax is not increased by the 1995 State Legislature, the Office of Transportation embarked on a major "bottom to top" review of our services. This process to identify efficiencies and new ways to deliver services, entitled PDOT DESIGN'98, represents PDOT's initial efforts to participate in the city-wide CORE effort. A summary is attached. A separate report is available which describes this process and recommendations in detail. The recommendations from PDOT DESIGN'98 formed the basis for PDOT's approach to balance the FY 1995-96 budget. Extensive citizen feedback was integral to the process and obtained through a community-wide survey, focus groups and district workshops (see attachments).

THREE YEAR FINANCIAL STRATEGIES (1995-98)

Given our most current information regarding the status of revenues and expenditures, the following is the revenue necessary to continue Transportation's services at current levels:

	<u>FY 95-96</u>	<u>FY 96-97</u>	<u>FY 97-98</u>
New Revenue Needed To Sustain Current Services	\$2.2m	\$4.5m	\$6.4m

In the event the 1995 State Legislature does not increase the gas tax, we are preparing for reductions in service levels.

	<u>FY 95-96</u>	<u>FY 96-97</u>	<u>FY 97-98</u>
Percent Budget Reduction Without Additional Revenue	-4.1%	-8.5%	-12.7%

Strategies are outlined below to address both the possibility of service reductions as well as the possibility of increased revenue. These four strategies were discussed with the public at district workshops. As a result of those meetings some of our original proposals were modified.

FY 1995-96: STRATEGY WITH NO GAS TAX INCREASE

Current service level revenue shortfall	\$2.2 million
Adds resulting from public meeting	\$.2 million (see explanation)
TARGET SHORTFALL NOW \$2.4 MILLION	
Efficiencies and service economies	\$1.5 million (cut)
Increase meter rates 15 cents per hour	\$.9 million (add)
OFFSET EQUALS \$2.4 MILLION	

Explanation:

In general, the public agreed with the strategy for addressing the shortfall in FY 1995-96. A summary of the public response is Attachment A. There was agreement with the proposed efficiencies and economies with one exception. We proposed a \$200,000 cut in the regional rail program and the public was concerned about that deep a cut in the program. As a result we are now suggesting that the cut to the regional rail program be limited to \$100,000. Our original proposal for the meter rate increase was a three year phased program totaling a 25 cent per hour increase the third year (10+10+5). Many people suggested that we accelerate the increase. Some suggested that we immediately implement the 25 cent increase. As a result, we are modifying our recommendation to a two year proposal with a 15 cent per hour increase the first year and 10 cents per hour the second year. We are also recommending that we address public comments that we should be doing more for pedestrian safety. We are recommending an additional \$150,000 to implement findings from the Zegeer study which is currently underway. The study will recommend improvements to the public right of way for up to 8 demonstration sites where significant pedestrian crossing problems are known to exist. And last, we are proposing an additional \$50,000 to evaluate speed bump materials and construction methods to identify those that are the most cost effective. Specifically, we will investigate manufacturing techniques of rubberized and other materials currently used in Europe. The intent is to find a durable material that is faster and easier to install, therefore less expensive.

FY 1995-96: STRATEGY WITH 2 CENTS FOR 2 YEARS GAS TAX INCREASE: If the State Legislature approves the proposed increase, it will become effective in January 1996 and provide revenues for FY 1995-96 of \$1.9 million.

Restore local paving program cut as a service economy	\$.5 million
Restore program to reduce paving backlog	\$.5 million
Increase capital improvement program	\$.9 million
Total	\$1.9 million

Explanation:

If a gas tax increase is approved, we recommend adding back \$500,000 of the \$1.5 million of efficiencies and service economies identified in the "no gas tax" strategy. The local paving program would be restored. This means that over \$.9 million of the cuts would be permanent regardless of revenue availability. The second restoration would restore the program to reduce the paving backlog which was cut in FY 1994-95. The increase of the capital improvement program almost restores construction activity to the 1993 level not including the major projects (Airport Way, Marine Drive, etc.) financed by FAIX dollars. In general, the public agreed with this approach with many comments that capital improvements should be focused on bicycle, pedestrian and alternative transportation projects.

TWO YEAR BUDGET—FY 1996-98

Next year at this time we will know the results of the 1995 legislative session and whether or not additional gas tax revenues are available to continue transportation services. We will be preparing a two year budget based on those results.

STRATEGY WITH NO GAS TAX INCREASE: Current service level revenue shortfall (two years) is projected to be \$10.9 million.

Efficiencies and service economies	\$.8 million (cut)
Increase meter rates 10 cents per hour	\$1.3 million (add)
Reduce capital improvement program	\$7.0 million (cut)
Service reductions	\$1.8 million (cut)

OFFSETS EQUAL \$10.9 MILLION

Explanation:

We intend to continue the Design '98 effort to evaluate all recommendations for potential savings and to extend the analysis to administrative areas. We expect to realize an additional \$800,000 in savings. The second year of the phased increase for parking meter rates would be implemented. Service reductions of \$1.8 million would be required to balance the budget after reducing the capital budget to its minimum level. The capital improvement program would be significantly reduced on the assumption that we should not be building improvements that we can't afford to operate and maintain. This would cut the capital program by over 50% and would allow an annual budget of about \$3.5 million. The capital budget would only include resources to continue our obligations to light rail expansion, debt service, and local improvement district development; as well as about \$1.4 million for the highest priority safety improvements.

EXAMPLE OF MINIMUM CAPITAL IMPROVEMENT PROGRAM

Current Obligations	General Transportation Revenue
Westside Light Rail Project/Match	\$1,000,000
South/North Light Rail Coordination	\$ 300,000
Debt Service	\$ 595,000
Commitments: Local Improvement Districts	\$ 170,000
Subtotal	\$2,065,000
Funded Safety Projects	
Traffic Calming Safety Projects	\$ 475,000
Traffic Signal Safety Projects	\$ 475,000
Bicycle and Pedestrian Safety Program	\$ 485,000
Subtotal	\$1,435,000
TOTAL CIP PROGRAM 1996-97	\$3,500,000

The following list shows the projects which would likely be eliminated from the 1996-97 capital budget if we are required to make these cuts.

TITLE	CIP Funding Sources		
	GTR	OTHER	TOTAL
TRANSPORTATION PLANNING PROJECTS			
REGIONAL RAIL PROGRAM	339,864		339,864
TRANSIT PREFERENTIAL STREETS	30,000	120,000	150,000
SOUTH PORTLAND CIRCULATION STUDY	80,000	320,000	400,000
LOCAL IMPROVEMENT DISTRICTS			
PERFORMANCE/SUBSTANDARD STREETS	189,000		189,000
CHEAP AND SKINNY STREETS	85,000	365,000	450,000
TRAFFIC CALMING PROGRAM			
N WILLAMETTE	376,000		376,000
SE 17TH	195,000		195,000
SE MARKET	151,500		151,500
ATCP PROJECT #4	48,500		48,500
NEW TCP PROJECTS	150,000		150,000
SIGNALS			
EXPAND CITYWIDE SIGNAL SYSTEM	200,000		200,000
PORTLAND SIGNAL RETIMING PROJECT	68,000		68,000
PEDESTRIAN PROGRAM			
WEST BURNSIDE: TICHNER TO SKYLINE	75,000		75,000
SE HAWTHORNE BLVD:32ND TO 39TH	50,000		50,000
SW CAPITOL: BARBUR TO HILLSDALE	100,000		100,000
HILLSDALE PEDESTRIAN DISTRICT	125,000		125,000
SE WOODSTOCK: 39TH TO 49TH	50,000		50,000
NW CORNELL AT AUDUBON HOUSE	50,000		50,000
BROADWAY/WEIDLER PED	90,000		90,000
BICYCLE PROGRAM			
PLAN & IMPLEMENT WEST BIKEWAYS	250,000		250,000
ARTERIAL PROJECTS			
NE 148TH/SANDY-MARINE DRIVE	50,000		50,000
NE AIRPORT WAY	50,000		50,000
COLUMBIA/LOMBARD, RIVERGATE SOUTH ENTRANCE	50,000	150,000	200,000
NE 138TH: SANDY-MARINE	50,000		50,000
SE TACOMA: 28TH - 32ND	50,000		50,000
LOWER ALBINA OVERCROSSING	60,000		60,000
NE 158TH: SANDY TO MARINE DRIVE	50,000		50,000
CENTRAL CITY TRANSPORTATION PROJECTS			
CENTRAL CITY STREETCAR	100,000	13,276,000	13,376,000
RIVER DISTRICT	100,000	4,706,000	4,806,000
PERMIT PROJECTS			
DEFICIENCY CORRECTIONS PROGRAM	50,000		50,000
SUBDIVISION STREET PROJECTS	33,600	153,200	186,800
COMMERCIAL/INDUSTRIAL PROJECTS	62,500	250,100	312,600
MINOR PERMIT STREETS	22,900	46,600	69,500
STRUCTURAL IMPROVEMENTS			
SEISMIC RISK ANALYSIS	233,000		233,000
NE 138TH OVER COLUMBIA SLOUGH	87,500	787,500	875,000
N PORTLAND ROAD OVER UPRR	304,043	2,060,154	2,364,197
TOTAL 1996/97 CIP	4,056,407	22,234,554	26,240,961

In general, the public agreed with this approach. Most concerns were about cutting bicycle, pedestrian and traffic calming projects. Within the operating and maintenance budgets, we placed highest priority on safety, second priority on maintenance, third priority on activities to improve the operation of the system and last priority on activities which address community livability goals. Concern was expressed about "community livability" being viewed as the lowest priority for ranking transportation activities.

STRATEGY WITH 2 CENTS FOR 2 YEARS GAS TAX INCREASE: If the State Legislature approves the proposed increase, an additional \$13.3 million will be provided for the two year budget of FY 1996-98.

Service reductions would be avoided	\$2.1 million
The local paving program would be continued	\$1.0 million
Continue to reduce paving backlog	\$1.2 million
Restore and increase capital improvement program	\$7.5 million
Partially restore road rehabilitation (cut made in FY 1994-95)	\$1.5 million

Explanation:

In general the public agreed with these proposals and the priorities for restoration. While supportive of the paving activities, the public clearly expects us to continue our efforts to identify paving efficiencies. There was clear support to restore the road rehabilitation program. The combination of restoring paving programs and increasing capital spending would restore these programs to the equivalent of FY 1993-94.

SUMMARY

Six months from now, we will know whether a gas tax increase has been approved by the Oregon Legislature. In the interim, budget amendments will be submitted to OFA to reduce or offset a \$2.2 million revenue shortfall for FY 1995-96. If the gas tax increase is approved, \$1.9 million will be available to restore transportation programs to the level which the citizens expect.

Clearly the public expects additional transportation services, not less. Future livability is a high priority for Portland residents and they are articulate about the contribution transportation projects and services can make toward maintaining livability. While the district budget meeting participants were generally supportive of our methodology for cutting the budget, they expressed a strong desire for a higher level of service for pedestrians, bicyclists and transit riders. They also expressed the desire to maintain services PDOT currently provides.

A year from now, we will be preparing a two-year budget for FY's 1996-98. If a gas tax increase is not approved, Transportation programs will be cut approximately 14% from current service level. This 14% cut would be in addition to past service reductions to reallocate dollars to support street cleaning, Westside LRT, and 15th and 16th debt requirements. It would be in addition to cuts already taken to eliminate the paving backlog program and road rehabilitation program. Only if a gas tax increase is approved will the City be in a position to restore those needed services and provide funding to meet the complex challenges of managing growth and maintaining our livability into the next century.



BUREAU OF WATER WORKS
FIVE YEAR FINANCIAL PLAN - EXECUTIVE SUMMARY



BUREAU OF WATER WORKS
Five Year Financial Plan - FY 1996-2000

EXECUTIVE SUMMARY

The Bureau of Water Works is a major public water utility owned by the people of the City of Portland, serving more than one-quarter of Oregon's population. As an enterprise fund, the Bureau operates on a self sustaining basis, and is required to operate the water system within available resources and budget approved by the City Council. Water rates are established annually to ensure the collection of adequate revenues for the support of the water system as provided for in the City Charter.

Overall, the Bureau's mission is to act as a steward of our resource, our water system, our personnel, and the values of the community. Our operating goal is to ensure that a reliable and adequate system is available to provide sufficient quantities of high quality water, at standard pressures which satisfy the existing and future needs of the community on an equitable, efficient and self-sustaining basis.

Financial Planning Process

The Water Bureau faces the unique challenge of operating like a private enterprise while remaining a governmental agency, and providing an essential service at an affordable cost. Almost all of the Bureau's costs are recovered through user charges. Considering the massive capital investment and years of planning and construction necessary to create and deliver additional water supply, it is a formidable task to keep those user charges low.

The objective of the financial forecasting effort is to provide a multi-year framework within which the revenues, expenditures, and capital financing options of the Portland water system may be managed. Each year a new 5 year Financial Forecast is prepared for the active funds under the Bureau's care to reflect changing economic conditions as well as changes to the operating environment. The forecast is monitored closely throughout the year to address budgetary constraints, capital decisions, and cash flow requirements.

The Bureau's approach has been to create an interactive process which examines the large planning issues within the framework of the financial realities of the utility business. The

utility financial planning/rate making process is complex and dynamic, requiring a variety of inputs ranging from hard accounting data to strategic planning goals and policy decisions.

The following set of requirements shape our financial planning process and the objectives we emphasize each year:

- The need to preserve a sound fiscal position as measured by the presence of adequate capital investment, fund balances, operating income, and credit ratios.
- The need, as a governmental agency, to comply with City Charter mandates, and to be responsive to City Council direction and the Office of Finance & Administration budgetary requirements.
- The need to be financially self-sustaining by covering virtually all costs through user charges.
- The need to allocate equitable user charges between inside-City (retail) and outside-City (wholesale) customers, in accordance with wholesale contract terms.
- The need to accurately predict and meet demand, both through demand-side and supply-side management.
- The need to plan, construct, and finance massive and expensive capital facilities which take years to complete and must meet changing federal and state regulations.

Annual Financial Planning Process

As a result of the unique nature of the utility environment, the Bureau employs a fairly rigorous year-round financial planning process. The annual planning process has been summarized below to highlight the key financial activities of the Bureau and to provide the context from which this planning document was derived. The Bureau's financial planning process addresses both the governmental budgetary perspective as well as the utility rate setting/financial planning environment.

The basic elements of the Bureau's financial planning process include:

- Establishment of goals and program priorities by upper management
- Development of an internal budget manual and process
- Development of the Capital Improvement Program (CIP)
- Preparation of the cost-of-service rate model
- Development of Operating and Maintenance (O&M), and capital requirements for each Bureau Work Group
- Evaluation of new program requests and available funding including efficiencies in existing operations
- Forecast/rate scenarios to determine fiscal impacts of budget decisions
- Preliminary financial forecast analysis and plan publication
- Budget request publication
- Development and presentation of rate ordinance
- Final Financial Plan publication
- Development of Bureau quarterly financial plans and status reports
- Ongoing monitoring, analysis and reporting of utility and budgetary fiscal/operating performance
- Implement financial adjustments, as appropriate, to ensure the Bureau's financial plan is achieved.

Forecast Results

Revenue Requirements And Residential Bill

Fiscal Year	Total Change	In-city Change	Wholesale Increase	Residential Monthly Bill
1995-96	6.0%	4.5%	12.3%	\$13.29(10 ccf)
1995-00*	5.1%	4.9%	5.9%	

*Represents average annual projected increases over the 5 year forecast period.

The Bureau's total revenue requirement is forecast to increase from \$46.4 million in FY 1994-95 to \$49.2 million in FY 1995-96. That's an increase of approximately 6.0% which reflects increases in both O&M (inflation) and Capital (debt service) requirements. Total revenue requirements are projected to rise on average 5.1% over the 5 year forecast period.

The percentage change in the total revenue requirement is an aggregate figure, which cannot be interpreted as a rate increase. The revenue requirement is the total dollar amount collected from both wholesale and retail customers, without regard to the rate structure under which it must be collected. To determine the rate impacts of a revenue requirement increase, the revenue requirement must be allocated between wholesale and retail customers. The method of allocating costs to wholesale customers is mandated and limited by contractual provisions, and because of this the proportion of the total revenue requirement recoverable from them varies each year. Retail rates are set on what might be thought of as a "cash-residual" basis to recover whatever portion of the total revenue requirement is not allocable to wholesale customers.

FY 1995-96 Retail Bill Increases

The adopted FY 1995-96 average retail bill increase is 4.8% (resulting in a 10 ccf residential monthly bill of \$13.29). This increase is a result of the following:

FY 1994-95 Rate Ordinance Estimate

The FY 1994-95 Water Rate Ordinance (No. 167691) originally established FY 1995-96 water rates. The average retail bill increase was 6.5% or a 10 ccf residential monthly bill of \$13.50. This practice was consistent with the City's two year budget process. This increase was a result of the following:

- Continued per capita reductions in retail demand of 1%. Annual FY 1995-96 retail water demand projections were expected to decline to 29.1 million ccf from 29.4 million ccf in FY 1994-95. This reduction in demand would cause retail rates to increase approximately 1%..
- Increased debt service related to the July 1993 \$25 million revenue bond sale. As planned, water rates would be increased approximately 2% over 3 years ending with FY 1995-96 to cover debt service requirements resulting from this sale.
- Overall O&M revenue requirements would increase at estimated annual inflation of 4%.

FY 1995-96 Rate Ordinance Update

During the FY 1995-96 Budget process, the Bureau updated its cost estimates and fiscal assumptions. The overall effect on FY 1995-96 retail water rates was positive with the average residential increase dropping from 6.5% to 4.8%. This reduction was mainly the result of the following:

- Annual FY 1995-96 retail water demand projections increased to 29.7 million ccf from the original estimate of 29.1 million ccf . This was directly the result of unanticipated retail customer growth which is now estimated at over 155,000 retail accounts.

- Wholesale customer rate shift. As a direct result of increases in the rate of return from the original estimate of 4.5% to the actual calculated amount of 6.5%, retail rates were reduced over 1% for FY 1995-96, while wholesale rates increased on average approximately 8%.
- Overall O&M revenue requirements were reduced nearly \$250,000 as compared to original FY 1995-96 estimates. This occurred for a variety of reasons which included lower inflation estimates (now at 3.5%), and cost reductions in general fund overhead, energy, fleet services, and personal services.

Wholesale Water Rates

About \$9.8 million of the total \$49.2 million in FY 1995-96 revenue requirements is planned to come from wholesale customers. FY 1995-96 revenue to be generated from wholesale customers is up 12.3% or \$1.1 million from FY 1994-95, with an effective overall wholesale rate increase of 12.7%.

The less favorable wholesale rates (on average as compared to retail) have occurred because they are calculated using different methodologies from inside-City retail rates, and as such are subject to different influences. Wholesale rates are set on the Utility-Enterprise basis (as required by their various contracts) and fluctuate from year to year according to the allowable rate of return, and plant replacement indexes. As noted above, the change in the rate of return alone caused wholesale rates on average to increase 8%.

These wholesale contracts do continue to benefit the retail ratepayers as well as the wholesale purveyors. As well as providing our wholesale customers the ability to purchase inexpensive, high quality water, the wholesale contracts remain a very valuable supplemental income source to city rate payers. Without these contracts, retail rates would continue to be over 20% higher than those proposed.

Capital Investment: Historically, the Bureau's goal has been to cash-finance a level of capital investment approximately equal to depreciation on fixed assets to ensure adequate maintenance of the existing system. However, this policy was modified in the FY 1994-95 plan to take into account actual cash needs. Capital cash financing is now set at equal to

estimated annual repair and replacement capital costs. This new policy is consistently applied across the 5 year forecast, and does not jeopardize the Bureau's Aa revenue bond rating. For FY 1995-96, approximately one fourth of the total capital expenditures will be financed with current water sales.

Debt Service Coverage: Debt Service Coverage measures the Bureau's ability to meet its current debt service payments. Up until July 1993, the Water Bureau had issued only "double-barrelled" (revenue-backed) General Obligation bonds, which carry no coverage requirement since they are backed by the full faith and credit of the City. However, because the debt service on these bonds is wholly paid out of water revenues, the Bureau had made it a practice to target minimum coverage of 1.2 on all G.O. debt. For the 1993 revenue bonds, and all future parity revenue issues, the Bureau is required by bond ordinance to dedicate net water revenues to the payment of revenue bond debt service, and pass a coverage requirement test. Given the likelihood that it may no longer be feasible to sell G.O. debt, the Bureau has adopted the more conservative assumption that all future debt will be supported solely by net revenues of the water system. Since revenue bonds do carry a coverage requirement, and the Bureau desired as a policy to maintain its Aa revenue bond rating, the Bureau's minimum target coverage for overall (G.O. plus revenue) debt service was increased to 2.0. This target has now been reduced to 1.9 due to the change in city's equipment capitalization policy. The Bureau's overall target coverage is met or exceeded each year of the forecast.



PORTLAND DEVELOPMENT COMMISSION

FIVE YEAR FINANCIAL PLAN



WELCOME TO PDC'S FIVE YEAR BUSINESS PLAN

WHAT IS A BUSINESS PLAN AND WHY DID PDC DRAFT ONE?

The Portland Development Commission (PDC)'s Five year Business Plan is both a proposed work program and financial plan which specifies the programs and initiatives PDC would like to advance fulfilling our mission to bring jobs, infrastructure and affordable housing to the people of Portland.

We decided to construct a Five year Business Plan for two reasons.

First, we wanted to be certain our activities reflect what the people of our City want us to be doing. For guidance, we examined the new policies that the City Council and communities of Portland have adopted to help prepare us for the future.

These plans include: the Central City Plan, Future Focus, the Comprehensive Housing Affordability Strategy, the Albina Community Plan and, most recently, *Prosperous Portland*, the City's economic development strategy. In addition, citizens in outer southeast Portland are beginning to work on a plan to revitalize their area of the City. PDC's work will follow these community initiatives.

Second, with the loss of tax increment financing, (traditionally the Commission's major source of funding), we needed a plan to respond to changes in the financial environment.

To start this process, the Commission adopted a new mission and a new set of goals, established performance indicators to measure the results of our programs, developed a game plan to garner the financial resources to support our efforts, and devised a new internal organizational model to produce results more effectively.

The result of this effort, the Five year Business Plan, will serve as a framework to allow the Commission to respond to change, plan for the future, and discuss its ongoing activities with the community.

THE NEW MISSION AND GOALS FOR PDC

The Commission began the process of developing its plan with an examination of the critical issues the City needs PDC to address. This led to a new mission statement and four goals that will serve to guide every program and project the agency undertakes.

PDC's mission statement reads:

We bring together community resources to achieve Portland's vision of a vital economy with healthy neighborhoods and quality jobs for all citizens.

FOUR KEY GOALS TO ACHIEVE OUR MISSION:

- Maintain and expand a full range of housing opportunities.
- Maintain and increase the economic base.
- Stimulate job creation and retention and link jobs to city residents.
- Integrate all program delivery to revitalize targeted areas.

The first three of these goals address the three general functions of PDC — housing, development, and economic development.

PDC will make more quality affordable housing available for both low-income and moderate-income families to rent, own or maintain.

The agency will continue the urban renewal investments that lay the groundwork for growth of the City's tax base.

Finally, the Commission, as the City's lead agency for economic development, will recruit and retain businesses and connect new jobs with unemployed residents of Portland.

AN INTEGRATED APPROACH TO MEETING OUR GOALS

In many ways, the key to the future of PDC lies in the final goal — integrated program delivery and target areas. What does this mean?

In light of fiscal constraints facing the agency, PDC has had to find more effective ways to achieve its goals.

For greater impact, we decided to concentrate resources on ten target areas throughout the city where we can best realize community development priorities. We selected these target areas by reviewing numerous city and community plans.

Portland's ten target areas are: Airport Way/Columbia Corridor, Central Eastside District, Downtown/Old Town, Inner Northeast, the Lloyd District, North Macadam/South Waterfront, NE Cully & Killingsworth, Outer Southeast, River District/Union Station, and key light rail transit stations.

Within these targeted areas, PDC will deliver housing, economic development and development activities in an integrated approach, bringing all agency resources and expertise together in a comprehensive and coordinated effort.

To achieve this integration, PDC is starting fresh. The new PDC will organize around interdisciplinary teams for each target area.

These teams of experts will be flexible so we can seize opportunities as they arise. As with any business, the size of a team's staff will reflect the funding and amount of work projected for that area.

This new organizational approach will allow the agency to recognize and capitalize upon the unique opportunities and challenges that PDC and its community partners find in each target area.

Based on resources we hope to secure, we have estimated specific performance indicators for jobs, housing and investment in each target area. These indicators will allow policy makers and members of the community to measure our progress over the coming years.

While some of our activities will continue Citywide —the JobNet program which links new jobs to unemployed residents of Portland and our emergency home repair loan program— most of PDC's work will center on target areas.

PARTNERS WITH COMMUNITIES

The key ingredient required for PDC to reach its goals is partnership. We will work with community leaders in each target area to bring the types of housing, investment and jobs that the community wants.

Local businesspeople and residents are best at seeing the connections and relationships which weave the whole of our community together. They know how opportunities build on each other, such as how business loans and housing rehabilitations can best benefit a neighborhood.

PDC will partner with the business community in leveraging funds to finance programs that will make a difference. We have the expertise to put together the financing that will deliver more resources for our community.

FINANCIAL PLAN

The Five year Business Plan lays out the work we want to do. It also shows where we hope to find the dollars and what we plan to do with them.

The plan proposes a balanced work program that includes not only downtown development, but also affordable housing and business assistance programs for our neighborhoods. We will continue to seek federal Community Development Block Grant assistance to support affordable housing activities and community economic development.

The tables and details of the plan's financial elements are found in the Financial Resources Summary section of this document.

CONCLUSION: THE NEW PDC

The Five year Business Plan shows how PDC will continue to deliver jobs, infrastructure and affordable housing to the people of Portland. The balance of this plan contains an overview of the agency's prospective resources for the next five years as well as projects and initiatives we hope to deliver in each target area and Citywide.

The agency has a new mission and set of goals, as well as an increasing focus on community development at the neighborhood level. We have reorganized around teams for each of the ten target areas in the city. These teams will work as partners with community and business leaders to bring jobs and housing to the people of Portland.

PROPOSED PROGRAM

Economic Development

PDC will continue as the City's lead agency for economic development. PDC will work closely with neighborhoods and other City bureaus to design, finance and/or implement economic development programs which respond to city policies and community needs.

In addition to the Commission-wide focus of working in targeted areas, economic development efforts will concentrate on target industries. This will allow limited resources to be focused on recruiting industries holding the most promise for economic vitality and jobs. Business loan programs will also be focused in targeted areas with an emphasis on businesses which hire targeted area residents.

PDC's JobNet program will continue to link jobs created through PDC efforts to City residents, with an emphasis on residents of North/Northeast Portland and Outer Southeast Portland.

- As the City's lead agency for economic development, PDC will be the focal point for:
 - Planning and implementing economic development projects and programs.
 - Inter-Bureau coordination of economic development activities and related community outreach.
 - Coordination of City work force development activities.
- Greater emphasis will be placed on supporting community economic development which promotes community-based goals.
 - PDC will work in cooperation with the Bureau of Housing and Community Development (BHCD) in defining community economic development programs and community redevelopment and revitalization activities.
 - Community economic development programs and projects may be carried out by PDC directly or, when more efficient, through contracts with private businesses or nonprofit organizations including Community Development Corporations.
 - PDC will provide technical and financial assistance to business districts to develop and implement revitalization strategies and projects.
- PDC will focus its business development activities on targeted industries and targeted areas.
 - Office recruitment and retention activities will focus on corporate headquarters and in professional, financial, environmental and energy sectors.
 - Industrial recruitment and retention activities will focus on electronic and transportation equipment manufacturers, environmental services and equipment, health/bio technology firms, food processors, and warehouse and distribution sectors.
- Business development loan programs (\$11 million over the next five years) will focus on businesses located within targeted areas and/or those which hire residents of targeted areas.

- A new loan program for job-generating businesses will be implemented in targeted areas, with a major focus on Airport Way.
- Over the five year period, PDC business development activities will recruit or retain about 6,000 jobs. Some 5,000 of these jobs will be located within targeted areas. In addition to the business loan program, key elements of the job creation strategy include:
 - A major marketing and business recruitment/expansion program for the Airport Way/Columbia Corridor.
 - The development of commercial space in association with the new Oregon Arena, downtown (Block 50) near Pioneer Place, and in the South Waterfront vicinity.
 - The development of a Headquarters Hotel in conjunction with the expansion of the Convention Center.
 - The continuation of the Enterprise Zone Program.

Housing

- PDC's housing program is intended to achieve a "balanced" housing agenda which is consistent with City policies and neighborhood plans.
- PDC is currently responsible for implementing housing programs to achieve the goals of the Comprehensive Housing Affordability Strategy and the Central City Plan.
- PDC's role in meeting housing goals of the Future Focus agenda will be determined through an upcoming planning process.
- PDC will continue to be the lead agency, under contract to Tri-Met, for meeting transit-oriented development goals which include the development of high-density residential units in Light Rail Transit station areas.
- Over the next five years, the low/moderate income component of PDC's housing program will evolve from one which predominately focuses on using federal funds for rehabilitation of low-income housing units, to one with private funds aimed at stabilizing low/moderate-income neighborhoods through home ownership, structural rehabilitation and economic revitalization.
 - The production and rehabilitation of no/low/moderate-income housing units will focus on City-identified Target Areas: Inner North/Northeast, NE Cully/Killingsworth and Outer Southeast.
 - Housing activities in these Target Areas will be integrated with business and workforce development activities to produce a comprehensive community revitalization program.
- To address the goals of the Comprehensive Housing Affordability Strategy, PDC will increase its annual production of no/low/moderate income housing units over the next five years. In this context, "production" includes a variety of services including: loans to develop new units, rehabilitation loans, housing purchase or refinancing loans, and grants to subsidize Local Improvement District assessments.
- Federal housing funds (CDBG, HOME and other grants) will be fully leveraged with private funds through Private Lender Participation Agreements.

- PDC's production of no/low/moderate/mixed income housing units will grow from about 800 units in FY 95 to about 1,700 in FY 99.
- Over \$3.3 million of program income will be spent on Downtown Housing Preservation Programs (DHPP) (no/very low income housing) over the five year period. Of that total, about \$1 million is set aside for a revolving construction loan pool.
- To help implement its no/low/moderate income housing agenda, PDC will seek to increase its financial capacity through special arrangements with private lenders.
- PDC is negotiating to act as a mortgage broker for private lenders offering financing for low/moderate income rental and owner-occupied housing units. PDC would originate and service loans for the private lender and recoup its operating costs through origination fees. In return, the private lenders would make such loans more available for targeted areas.
- If this private lender approach is unsuccessful, PDC, in consultation with the City's Office of Finance and Administration (OFA) debt management group, will evaluate a strategy of using mortgage-backed revenue bonds with FNMA/GNMA insurance to produce/rehabilitate additional low/moderate income units.
- To fulfill the Future Focus and Central City Plan agendas to develop 50,000 new housing units in the City or, on average, 2,500 units per year (many of which would be mixed-income or market rate housing):
 - With the Bureau of Planning, and in cooperation with the private development and finance communities, PDC will help formulate housing development strategies for land assembly and project financing including the possible use of private lender agreements, credit enhancement programs and taxable/tax exempt revenue bonds.
 - During FY 95 and FY 96, PDC will focus on improving private/public lending agreements and the production of mixed income housing.
 - PDC will work with the private lenders to structure a \$20 million revolving fund to facilitate private housing development in the City.
 - PDC will provide technical support for organizations working to achieve the City's housing goals.
- PDC will assist community-based nonprofits to increase their capacity for housing and mixed-use development. Examples of this activity include:
 - PDC will transfer Homestead capacity to a community nonprofit organization.
 - PDC will fund a reserve account (for defaults) to assist nonprofit housing organizations secure privately financed lines of credit for land acquisition and holding capacity.
 - PDC will provide technical support to community-based organizations developing properties for home ownership.
- PDC will work with other bureaus including the Portland Department of Transportation, Bureau of Environmental Services and Bureau of Housing and Community Development (BHCD) to implement a combination sewer connection, street improvement and home repair financing program in the Brentwood-Darlington area.

- To implement the homeless shelter reconfiguration plan, PDC, in association with the City, is seeking federal grants for the development and/or rehabilitation of facilities.

Development

PDC will continue to implement its urban renewal plans for the purposes of expanding the City's jobs, economic and tax base and housing supply through significant new capital investment. Existing urban renewal plans are being reviewed in light of the loss of tax increment funding and revised as necessary.

- PDC will expend program income for development projects which foster physical development to increase the City's economic, job and tax bases.
 - Development projects which are on land owned by PDC, and which offer a maximum return on investment, will be prioritized.
- PDC will pursue public/private partnerships for the financing of public facilities.
- PDC will expend program income for mixed income housing projects for households in the Downtown and River District/Union Station areas.
- Properties owned by PDC, with minor exceptions, will be retained for future redevelopment.
 - Program income resulting from the sale of a currently owned parcel will be used to fund redevelopment activities.
- A "Return on Investment Financing" (ROIF) Policy will be proposed, in cooperation with OFA, to the City to pay for high priority projects for which program income is not currently available.
 - The ROIF policy will focus on the possible use of City General Funds for development projects and programs which have direct impact on the City's annual tax collections by increasing assessed value, business license fees, hotel tax proceeds, utility fees and/or other tax revenues.
- PDC will develop an enhanced in-house capacity for technical analysis of the financial feasibility of proposals presented to the City for ROIF and other programs.

TARGET AREA ACTIVITIES

Airport Way/Columbia Corridor

- PDC's effort in the Airport Way/Columbia corridor will focus on encouraging businesses
 - In particular the target industries identified in *Prosperous Portland*— to locate in the area through property marketing, business recruitment and pre-development assistance.
 - Approximately \$200,000 per year of Airport Way bond proceeds will be used for a major marketing effort during FY 95 through FY 97.
 - In addition, PDC will administer \$100,000 per year of EDA loans within the district over the five year period.
- A majority of the Airport Way bonds will be refunded.
- PDC will meet its existing financial commitments toward the completion of Airport Way, wetlands mitigation, street and utility design plan and the Local Improvement District safety net.
 - Publicly assisted infrastructure projects in the future will be funded through Local Improvement Districts, federal or state grants, Portland Department of Transportation, Bureau of Environmental Services, or Water Bureau or "Return-On-Investment" financing.
- PDC will continue to assist in the development and financing of the Columbia Slough Trail (part of the 40-Mile Loop) with an aim to have it mostly completed by FY 98.
- PDC will work with the Port of Portland and others to find an operator for the aircraft maintenance facilities at the Air Trans Center.
 - The aircraft maintenance training center will be constructed leveraging land owned by the Port, state funds, and Portland Community College bonds.
 - Resulting jobs will be targeted to Inner Northeast residents through JobNet.

Central Eastside

- PDC's activities in the Central Eastside will focus on job creation and retention through the provision of regulatory and development assistance to businesses.
- PDC will assemble new developable sites of 20,000 sq. ft. or larger for new and expanding businesses:
 - In FY 95, PDC has allocated over \$500,000 of its program income for this purpose.
- PDC, with the Parks Bureau, will develop the initial phase of the Eastbank Riverfront Park, connecting the Oregon Museum of Science and Industry (OMSI) with the Oregon Convention Center by 1997, with \$6 million in federal and state grant funds.
- PDC will work with Portland Community College to site the Central Workforce Development Center in the OMSI redevelopment area. Construction of the center will begin in 1995.

- PDC, with the Portland Department of Transportation, will finalize the alignment, design and financing of the extension of SE Water Avenue to serve the developing Portland General Electric Co. (PGE) property and southern Triangle area.
- Local Improvement District and state funds will provide the capital for construction.

N.E. Cully/Killingsworth

- The revitalization program proposed for NE Cully/Killingsworth capitalizes on the Villa de Clara Vista project to improve the surrounding area.
- Over the five year period, PDC will provide financial assistance to over 400 housing units in the neighborhood.

Downtown/Old Town

- In cooperation with the Association for Portland Progress (APP), PDC will expand business recruitment and retention efforts for Downtown (and, as discussed in the next subsection, the Lloyd District Target Area) to maintain these areas as the major employment and retail core of the region.
- Downtown-related business recruitment activities will focus on attracting new financial, environmental, insurance and energy companies from outside the region.
- PDC will provide special assistance to redevelop or rehabilitate and/or market chronically underutilized buildings.
- PDC will prepare and implement a Retail Development Strategy in FY 95 and FY 96.
- PDC will work with The Rouse Company to begin development of about 200,000 sq ft of new commercial space (retail/hotel) in FY 97 on Block 50 - between 3rd/4th and Morrison and Yamhill.
- Revitalize Old Town through the implementation of the Night Life District.
- Assist in designing and implementing a street lighting enhancement program.
- Complete the North Downtown Building Facade Loan program FY 95.
- Identify and procure a major public attractor for the Old Town area.
- PDC will continue to rehabilitate no/low/moderate income housing units in downtown. Over the five year period, about 1,000 units will be developed or rehabilitated in the area.
- PDC will continue to develop middle/mixed-income housing in downtown. The Five Year Plan includes \$1.3 million for mixed income housing units in the Central City area.

Inner Northeast Area

- The Inner Northeast area housing program is aimed at stabilizing the neighborhood through home ownership and structural rehabilitation.

- PDC activities will provide financial and/or technical assistance for nearly 1000 low/moderate income housing units in the district over the next five years.
- The primary target area for PDC's work force development activities over the next five years will be the Inner Northeast.
- PDC will administer almost \$1.1 million in job training grants to companies primarily hiring Inner Northeast residents.
- In addition, PDC will administer \$500,000 over five years to the NE Workforce Center.
- 1,000 Inner Northeast residents will be hired through JobNet over the next five years.
- The targeted business loan program for the Inner Northeast area will be extended.
- In total, PDC will administer about \$5.5 million in business loans and grants in the district over the next five years.
- This total includes about \$600,000 of facade improvement loans for commercial buildings over the next five years.
- In addition, PDC will provide \$350,000 in grants to business and community organizations for consulting, engineering and design activities related to the construction or rehabilitation of physical improvements.
- Loan programs will focus on small businesses owned by neighborhood residents and/or businesses which primarily employ neighborhood residents.
- To supplement federal loan programs, which will decrease over the next five years, private sector dollars for business loans through Private Lender Participation Agreements (PLPAs), will be sought.
- The MLK Development Opportunity Strategy will be implemented using federal and private funds for developing, expanding or rehabilitating commercial and industrial buildings.
- Of the total loan program in the area, PDC will administer \$1.5 million in loans over the next five years aimed at physical improvements which implement the MLK Development Opportunity Strategy.
- PDC will complete the Walnut Park revitalization project.
- Implement the retail and retail annex components of the project.
- Develop and rehabilitate the housing parcel adjacent to the site.
- Facilitate the Boys and Girls Club component of the project.
- PDC will work to ensure that Inner Northeast residents and businesses share in the wealth created by PDC investment in the area.
- The percentage of PDC contracts for projects in the Inner Northeast area which are awarded to consultants and contractors whose business and/or residence is located in the Inner Northeast area will grow from 10% to 30% over the five year period.
- On average, 30% of the PDC revitalization projects in the Inner Northeast area will be owned by residents of the area.

- PDC will seek to renew the state Enterprise Zone designation in FY 96
- PDC will seek a federal Enterprise Community designation in FY 96 to qualify the area for additional federal programs.

Lloyd District

- PDC will support Oregon Arena Corporation's efforts to construct the Oregon Arena Project, and prepare and implement an Arena Area Master Plan.
 - Complete the Oregon Arena in the Fall of 1995.
 - Complete Arena Area Master Plan by 1996/97.
 - Provide pre-development assistance in implementing of the Master Plan thereafter.
- PDC will coordinate the City's involvement in the development of the next phase of the Convention Center.
 - PDC will identify and assemble the land for the Headquarters Hotel.
 - PDC will recruit an operator for the Headquarters Hotel.
- Business development activities in the district will focus on recruiting financial, environmental, insurance and energy companies from outside the region.
- PDC will continue to offer financing for structural rehabilitation for low/moderate income households in an aim to maintain neighborhood stability.

North Macadam/South Waterfront

- PDC will complete the South Waterfront redevelopment program and initiate a limited role in redeveloping the North Macadam area.
- Actively promote corporate headquarters and other office development in South Waterfront.
 - Program income is used to prepare PDC owned property for sale (e.g. environmental studies, etc.). The business plan includes the sale of two such parcels.
- Secure funding for the Harrison Street connector.
- Secure a Waterfront Park extension grant from federal, state or nonprofit source.
 - PDC has set aside \$750,000 to serve as matching funds for such a grant.
- Other public infrastructure in North Macadam may be financed through property owners, Local Improvement Districts or special grants.
 - To the extent a public investment in North Macadam infrastructure is warranted, City bureau revenues or Return On Investment Financing (ROIF) would be sought.
 - Investigate the possibility of establishing a property tax abatement program to mitigate environmental cleanup costs.

- Provide financing for structural rehabilitation to low/moderate income households in an aim to stabilize neighborhood housing.

River District/Union Station

- At the request of district property owners, PDC will assume a lead coordinating role for the development of the district.
- PDC will implement a housing development program in the Union Station area beginning in FY 95.
 - 300 middle/mixed income housing units will be developed on the Union Station site.
- In addition, over the five year period, PDC will assist in securing financing for the development or rehabilitation of middle/mixed income units on privately held land in the district.
 - Assemble land in the River District for public amenities (needed to facilitate private development) consistent with the River District Development Plan, including land for public open space and access to the river from the Union Station parcels.
- Implement the Agricultural Marketing Center project in FY 95 and FY 96.
- Keep Union Station as a public asset for future redevelopment. Analyze its seismic needs during the five year period. Seismic retrofitting will occur in the post five year period.
- Redevelop the Trailways/Post Office block for commercial uses in FY 99.
- Redevelop the 511 NW Broadway Building (Old Post Office) including related improvements to NW 8th Avenue.

Outer Southeast

- The program proposed for the SE 92nd/Foster and SE 62nd/Flavel areas was established in absence of a completed Outer Southeast District Plan. At such time as this plan is completed, the proposed program will be refined.
- PDC will provide financial assistance to over 600 low/moderate income households in the Outer Southeast area for homeownership and structural rehabilitation.
 - To accomplish this level of production, PDC will originate about \$20 million in housing loans.
- The targeted business loan program will be extended to the Outer Southeast area.
 - PDC will establish and implement \$1.4 million in loan program (five year total) for businesses located in the district.
 - Of that total, \$6000,000 is set aside for an Outer Southeast commercial building facade improvement loan program.

- The Outer Southeast area will become a focus of PDC's workforce development activities.
- 150 Outer Southeast residents will be provided jobs through JobNet.

Transit Station Areas

- PDC will provide coordination and technical assistance in implementing the regional transit-oriented development program using funding from federal, Tri-Met and other third-party grants.
- PDC will be responsible for facilitating the private development of transit station area sites and, if necessary, may act as public developer.
- Financing for transit-oriented developments will come from private sources and federal transportation funds (Congestion Mitigation Air Quality and Surface Transportation programs).
- Provide financing for new construction and structural rehabilitation of over 110 rental housing units affordable to low/moderate income residents.

City-wide

- PDC will take the lead in implementing the economic development policy.
- The agency will recruit and retain 6,000 jobs through business development activities.
- The agency will implement target industries strategies identified in *Prosperous Portland*. These are: Electronic Equipment, Environmental Services and Equipment, Food Processing, Health Technology/Biotechnology, Professional Services, Transportation Equipment, Warehousing and Distribution.
- PDC will implement the business district program.
- The agency will initiate and support a nonprofit international business development council.
- PDC will continue to link new jobs to city residents through the JobNet program.
- PDC will increase annual production of housing units for no-, low-, and moderate-income families to address the goals of the Comprehensive Housing Affordability Strategy.
- The agency will support public/private efforts to develop a strategy to carry out the Livable City Housing Initiative.
- PDC will partner with community based nonprofits to increase their capacity for housing and mixed-unit development.
- The agency will continue emergency repair and rehabilitation housing loans to low and moderate-income families throughout the city.

- PDC will increase financial lending capacity through special partnerships with private lenders.
- PDC will pursue public/private partnerships to finance public facilities.

Regional

- The Commission will coordinate with other regional business recruitment jurisdictions.

RESOLUTION No. 35005

Adopt a Comprehensive Financial Management Policy

WHEREAS, the city has been recognized for excellence in financial management; and

WHEREAS, these achievements are the result of dedicated work by Elected Officials, operating bureaus, central support organizations, and others; and

WHEREAS, the City Council desires to enhance that management by documenting financial management policies; and

WHEREAS, the Council desires a mechanism to communicate financial policy to Citizens, City staff, and the financial community; and,

WHEREAS, Bureaus have had an opportunity to review and comment on the proposed policy,

NOW THEREFORE BE IT RESOLVED by the City Council of the City of Portland, Oregon that

1. The Comprehensive Financial Management Policy, attached hereto as Exhibit I, is hereby adopted.
2. The Office of Finance and Administration is directed to review the policy on a regular basis, especially as part of the budget development process, and recommend modifications and adjustments as necessary to keep the policy updated.

Adopted by the Council, JUN 17 1992

Mayor J.E. Bud Clark
SCB:RB:jb
June 11, 1992

BARBARA CLARK

Auditor of the City of Portland

By 

City of Portland, Oregon - FY 1995-96 Adopted Budget

Deputy

COMPREHENSIVE FINANCIAL MANAGEMENT POLICY

RELATION TO OVERALL CITY GOALS AND OBJECTIVES

The City's development of a mission statement and conforming goals and objectives are critical elements in the successful development, maintenance and operation of a Comprehensive Financial Management Policy (CFMP). Rather than driving the goals and objectives of the City, the finances are simply tools which are used to accomplish the City's mission.

The Comprehensive Financial Management Policy is a mechanism to ensure that the City is financially able to meet its immediate and long term service objectives. These policies also enhance financial planning and internal financial management of the City.

In addition, the City as an institution has multiple partners, including citizens, taxpayers, businesses, employees and other governments. As a major institutional, economic and service force in the region, it is important that the City strengthen its relationships with its partners by adopting clear and comprehensive financial policies.

PURPOSE

The City of Portland is accountable to its citizens for the use of public dollars. Municipal resources should be used wisely to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs. The CFMP is intended to serve as a blueprint to achieve the fiscal stability required to achieve the City's policy goals and objectives.

OBJECTIVES

In order to achieve the above purpose, the Comprehensive Financial Management Policy has the following objectives for the City's fiscal performance.

1. To guide Council and management policy decisions that have significant fiscal impact.
2. To set forth operating principles that minimize the cost of government and reduce financial risk.
3. To employ balanced and fair revenue policies that provide adequate funding for desired programs.
4. To maintain appropriate financial capacity for present and future needs.

5. To promote sound financial management by providing accurate and timely information on financial condition.
6. To protect and enhance the City's credit rating and prevent default on any municipal debts.
7. To ensure the legal use of financial resources through an effective system of internal controls.
8. To promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.

To achieve these objectives, the Comprehensive Financial Management Policy consists of twelve major sections:

- I. FINANCIAL PLANNING POLICIES
- II BUDGET POLICIES
- III. ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES
- IV REVENUE POLICIES
- V. OPERATING POLICIES
- VI. EMPLOYEE COMPENSATION AND SUPPORT POLICIES
- VII. CAPITAL PLANNING AND FINANCING POLICIES
- VIII. INTERGOVERNMENTAL REVENUES AND RELATIONS POLICIES
- IX. ACCOUNTING STRUCTURE POLICIES
- X. AFFILIATED AGENCIES
- XI. OTHER FINANCIAL POLICIES
- XII. APPENDICES

I. FINANCIAL PLANNING POLICIES

INTRODUCTION: A long range plan that estimates revenue and expenditure behavior of the City and regional and national economies is necessary to support the Council and community in decisions that they make about City services. This planning must recognize the effects of economic cycles on the demand for services and the City's revenues. City financial planning should ensure the delivery of needed services (many of which become more critical during

economic downturns) by increasing reserves during periods of a strong economy in order to support continued City services during economic downturns.

The City is a major force in a complex regional economic system. The City must understand how it affects and is affected by that system in order to maximize its positive contributions. The City must have the capacity to understand and anticipate changes in both regional and national economic systems in order to engage in strategic financial and management planning.

GENERAL FUND:

1. The City will prepare annually a five year financial plan for General Fund operations based on current service levels and current funding sources. If appropriate, needed additional resources to continue current service levels or identified service adjustments will be made.
2. The City will constantly test both its planning methodology and use of planning tools in order to provide information that is timely, accurate and widely disseminated to users throughout the City.
3. General Fund Bureaus will forecast and monitor their own revenues and expenditures. OF&A will assist bureaus in developing appropriate systems for such monitoring. OF&A will retain overall fiscal oversight responsibility for the General Fund.
4. The Office of Finance and Administration will publish regular General Fund status reports on revenues and expenditures during the course of each budget year.

ENTERPRISE FUNDS: Just as a forecasting effort is made for the City's General Fund, similar efforts will be made for Enterprise and major Special Revenue activities. Examples of such operations are be Water, Environmental Services, and Transportation. The purpose of these forecasts will be to allow the Council and Citizens to evaluate the impact of the financial needs of these programs on both the local and metropolitan regional economies; and to coordinate funding needs with those of the General Fund.

1. Enterprise/ Special Revenue activities will prepare annually, a five year financial forecast for operations and capital needs based on current service levels and current revenue sources.
2. The forecasts should rely on the same basic economic assumptions as the General Fund forecast. These forecasts will also identify other assumptions used in their preparation and the risks associated with them.
3. The forecasts must identify how they will impact rate structures.
4. The forecasts will discuss how standards for debt service coverage and operating reserves are established.

5. Enterprise and major Special Revenue activities will coordinate periodic status reports on expenditures and revenues within a fiscal year with the Office of Finance & Administration.

ALL FUNDS: The financial planning and subsequent budgeting for all funds will be based on the following principles:

1. Revenue estimates should be prepared on a conservative basis to minimize the possibility that economic fluctuations could imperil ongoing service programs during the upcoming budget year.
2. Expenditure estimates should anticipate contingencies that are reasonably predictable.

II. BUDGET POLICIES

INTRODUCTION: The Bureau of Financial Planning under the Office of Finance and Administration is responsible for coordinating the overall preparation and administration of the City's annual budget. This function is fulfilled in compliance with applicable State of Oregon Statutes governing local government budgeting practices.

1. **BUDGET PREPARATION:** Each year the Mayor will provide direction to the Office of Finance and Administration on the process for the development of the annual budget. The Office of Finance and Administration translates this direction into guidelines and rules for the preparation and review of bureau budget requests. The budget request format will be designed to identify major financial and service issues. It will include detailed budget and performance information for all City organizations, including the Portland Development Commission. This information will be compiled from Bureau submittals by the Office of Finance and Administration for inclusion in the budget document. The City will prepare and present its budget consistent with the criteria developed by GFOA for distinguished budget presentations.

Unless otherwise directed by the Mayor, the annual budget process will consist of the following phases:

- Issuance of budget preparation guidelines and schedules. The budget process will provide for the full participation of the City's budget advisory committees and ensure opportunities for public testimony and participation.
- Presentation to Council of five-year financial forecasts for the General and other major City funds.
- Preparation of bureau budget requests in a manner consistent with budget directives.

- The issuance of OFA reviews, summarizing each budget request and as necessary identifying related issues for Council consideration.
- Development of a proposed budget as required by ORS for presentation to the Council, sitting as the budget committee.
- Council budget hearings for the purpose of receiving public testimony and reaching final decisions necessary to balance the City's budget.
- Submission of the Council approved budget to the Multnomah County Tax Supervising and Conservation Commission for review.
- Adoption of the budget in accordance with Council directives, and Local Budget Law, and certification from the Tax Supervising and Conservation Commission.

2. **BUDGET MONITORING:** The Office of Finance and Administration will maintain a system for monitoring the City's budget during the fiscal year. This system will provide the Council with quarterly information on expenditures and performance at both the bureau and fund level. Included will be provisions for amending the budget during the year in order to address unanticipated needs, emergencies, or compliance with State of Oregon budgetary statutes. Budget adjustments requiring Council approval will occur through a process coordinated by the Bureau of Financial Planning.

3. **REVIEW OF COUNCIL ACTIONS:** The Office of Finance and Administration will review ordinances and significant administrative decisions submitted for Council actions. The objective of these reviews will be to ensure compliance with the budget and to identify for the Council financial and service issues. The Bureau of Financial Planning will distribute procedures and guidelines for the submission of fiscal impact statements on proposed ordinances.

III. ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

INTRODUCTION: The City must maintain a system of financial monitoring, control and reporting for all operations, funds and agencies in order to provide effective means of ensuring that overall City goals and objectives will be met and to assure the City's partners and investors that the City is well managed and fiscally sound.

1. The City will maintain its accounting records and report on its financial condition and results of operations in accordance with state and federal law and regulations, and Generally Accepted Accounting Principles (GAAP), and standards established by the Governmental Accounting Standards Board (GASB). Budgetary reporting will be in accordance with the State Local Budget Law.
2. An independent firm of certified public accountants will annually perform a financial and compliance audit of the City's financial statements. Their opinions will be contained

in the City's Comprehensive Annual Financial Report (CAFR), and the Report on Compliance with the Single Audit Act of 1984.

3. As an additional independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting. The CAFR will be presented in a way designed to communicate with citizens about the financial affairs of the City.

4. The City's elected Auditor will supervise and conduct a full range of performance and financial audits of City programs. In addition, the City's elected Auditor will prepare an annual report on service efforts and accomplishments.

IV. REVENUE POLICY

INTRODUCTION: The City must consider its General Fund discretionary revenues as defined in operating policies on page 7 as a group rather than in isolation. Both individual revenues and the total package must be viewed in the context of broader City goals. The City must be sensitive to the balance between the need for services and the City's ability to raise fees, charges and taxes to support City services. As much as is possible and feasible, City services that provide private benefit should be paid by fees and charges in order to provide maximum flexibility in use of general City taxes to meet the cost of services of broader public benefit.

1. Charges for services that benefit specific users should recover full costs, including all direct costs and bureau overhead, loss of interest, depreciation on capital plant and equipment, and general fund overhead. Bureaus that impose fees or service charges should prepare and periodically update cost-of-service studies for such service. When consistent with legal requirements, other City interests such as remaining competitive within the region or meeting other City objectives, may dictate a subsidy of a portion of the costs of such services. However, all services will be presumed to be 100% cost reimbursable unless the Council makes a specific exception in the ordinance adopting the charge. In some cases, with Council approval, it will be appropriate to meet this test on a program-wide basis in order to achieve administrative efficiencies and service equity. Current charges not meeting this standard will be reviewed within two years of the adoption of this policy.

2. The City should strive to diversify its revenues in order to maintain needed services during periods of declining economic activity. A base of property taxes and other stable revenues provide a reliable base of revenues during periods of economic downturn. Elastic revenues will allow the building of reserves during periods of strong economic performance. If the proportion of elastic City revenues increases, adjustments to reserve policies may be necessary as greater "swings" in resources may occur from year to year.

3. The City's overall revenue structure should be designed to recapture for the City some of the financial benefits resulting from City economic and community development investments.

4. The City will observe the following priorities in utilizing existing and obtaining additional resources:

a. The City will use as efficiently as possible the resources that it already collects.

b. The City will collect as efficiently as possible the resources to which it is already entitled.

c. The City will seek new resources, consistent with the policies in this document and other City goals.

5. The City will strive to keep a total revenue mix that encourages growth and keeps Portland competitive in the metropolitan area.

a. As part of the annual Financial Forecast or budget process, the revenue mix will be analyzed with an evaluation of the impact on the competitiveness of Portland within the metropolitan area, including Clark County. This comparison of costs for services will be used as baseline data for Council budget discussions.

b. The evaluation should include all local taxation and fees including those of overlapping jurisdictions.

V. OPERATING POLICIES

INTRODUCTION: The City should accommodate both one-time and on-going expenditures to current revenues, establish and adequately fund reserves, regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible, and constantly review City services for appropriateness and effectiveness. For purposes of this document, the City's General Fund "discretionary revenues" are defined as the property taxes within the tax base as may be compressed, 5 percentage points of lodging taxes, business license fees, utility license fees, interest income, state shared revenues, and beginning cash balances.

1. On-going revenues should be equal to or exceed on-going expenditures. Each City fund budget must identify on-going resources that at least match expected on-going annual requirements. One-time cash transfers and non-recurring ending balances will be applied to reserves or to fund one-time expenditures; they will not be used to fund on-going programs. Each year OF&A will provide Council with the amount of ending balance that is estimated to be non-recurring for the General Fund.

2. Unless otherwise stated explicitly by the Council, the City will not earmark discretionary revenues for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.

3. The City will maintain a system of financial monitoring and control. The major components of this system include:

a. Financial Accounting System and periodic Status Reports: Each Accounting Period the Office of Finance and Administration will publish a General Fund financial status report on the revenues and expenditures to date and estimated year end balance.

b. Quarterly budget review: Each quarter the Office of Finance and Administration will review all City financial operations, report to Council on financial results, and recommend financial management actions necessary to meet the adopted budget's financial planning goals.

4. The City will seek to optimize the efficiency and effectiveness of its services to reduce costs and improve service quality.

5. City operations will be run on an enterprise basis if doing so will increase efficiency of service delivery or recover the cost of providing the service by a user fee or charge.

6. The City will attempt to maintain cash reserves in order to reduce borrowing needed for General Fund operating purposes.

7. The City will not increase accruals and non-cash enhancements to revenues as a means to influence fund balances at year end.

8. All city agencies will maintain accurate inventories of physical assets, their condition, lifespan and cost. The Office of Finance and Administration will coordinate the master inventory of assets for the city.

9. The Treasury Division in the Office of Finance and Administration will develop, maintain and constantly seek to improve cash management systems which ensure the accurate and timely accounting, investment, and security of all cash assets. All cash received by City agencies will be deposited to Treasury accounts within twenty-four hours of receipt.

10. The City shall endeavor to reduce needless competition with other public and private providers and to ensure the most cost-effective and efficient provision of services.

11. General Fund overhead costs will be allocated according to consistent methodology developed in consultation between the Office of Finance and Administration and other fund managing bureaus.

12. The City will strive to ensure that City service priorities keep pace with the dynamic needs of the community by incorporating a service needs review as part of the budget process.

VI. EMPLOYEE COMPENSATION AND SUPPORT.

INTRODUCTION: Personal services costs comprise a significant percentage of the City's Operating Funds budget. The City of Portland is fortunate to have employees who are dedicated to the City and to public service. These employees are vital to the City's ability to meet its service demands. The City expects its workers to be highly productive. In return, the City must fairly compensate, train and equip its employees in order to attract and keep high quality, productive employees. Subject to collective bargaining law, as appropriate, it is the City's "Total Compensation Policy" that

1. Direct and indirect compensation (wages, premiums, health benefits, vacations, holidays, and other leaves, pensions, etc.) are to be considered collectively in determining appropriate levels of compensation for employees.
2. Wage and benefits packages are considered "externally competitive" if they approximate the average of the total compensation offered in applicable labor markets for similar work.
3. Other factors such as compression between classes and the ease or difficulty of recruitment of qualified employees may also be considered in establishing wages and benefits.
4. Annual adjustments to the compensation plan may be based upon a formula that considers the consumer price index and that is consistent with the cost of living formulas found in collective bargaining agreements.

VII. CAPITAL PLANNING AND FINANCING POLICIES

INTRODUCTION: The City must preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating costs associated with new capital improvements or major equipment budgeted as part of the CIP process.

The City must make the capital investment needed to support and enhance the delivery of basic services. This commitment is important because the demands for basic services (police officers on the street and fire fighters in the stations) often receive priority over infrastructure improvements (streets and fire stations and apparatus).

1. The City will maintain a strong bond rating that is consistent with other City goals.

2. Each bureau with major capital assets will develop and maintain five year capital plans. The actual bureau planning horizon for capital programs should relate to the useful life of capital assets, the term of financing, and industry standards for the particular type of asset. Since adopted citywide plans contain capital expenditure needs, bureaus will include projects from such plans in their capital plans. Capital plans will display proposed projects in a map format that can be included in the annual CIP.

3. The City will prepare, adopt and update annually a City five year Capital Improvement Plan that includes and prioritizes bureau needs for capital replacement and additions. The plan will include estimated project costs and identify funding sources.

4. The City will prepare an annual Capital Budget which will include current year capital expenditures based on the first year of the current Capital Improvement Plan.

5. As part of the annual Capital Budget, the City will identify and include full costs of future maintenance needs and operating costs of new capital improvements and equipment prior to funding as part of the annual Capital Budget.

6. In general, all assets will be maintained at a level that protects capital investment and minimizes future maintenance and replacement costs. The City will maintain accurate information on the condition, lifespan and estimated replacement cost of its major physical assets to assist in long term planning.

7. The budget will provide sufficient funding for adequate operations, maintenance and scheduled replacement and enhancements of capital plant and equipment. Whenever bureaus identify that there is a significant discrepancy between the need to maintain/modernize City infrastructure or facilities and the funds available for such improvements, the fund manager will prepare and present to Council a strategy for meeting such needs.

8. In general, maintenance and operations of capital facilities should be given priority over acquisition of new facilities, unless a cost/benefit analysis indicates to the contrary. In addition, State or federal mandates or new service demands may require acquisition of new facilities even when maintenance needs are not fully met.

9. A high priority should be placed on maintenance where deferring maintenance will result in greater costs to restore or replace neglected facilities.

10. The City may finance the improvement of transportation, water, wastewater, and other public improvements through creation of Local Improvements Districts (LIDs). Unless otherwise directed by Council, LID assessments will include all costs associated with the project, including but not limited to financing, and administrative costs. The City will take actions to ensure that financial risk to the City is minimized.

VIII. INTERGOVERNMENTAL REVENUES AND RELATIONS

INTRODUCTION: Many service costs of the City are influenced by other governments, either because of service overlap or service mandates imposed by State and Federal governments. The City must take advantage of opportunities to enhance service delivery through intergovernmental cooperation, shared revenues and grants while aggressively opposing mandates that distort local service priorities.

1. The City will avoid using grants to meet on-going service delivery needs. In the City's financial planning, grants will be treated in the same manner as all other temporary and uncertain resources and should not fund on-going, basic service needs.
2. All grant applications will be reviewed by the Grants Division of OF&A to ensure compliance with State, Federal and City regulations. This review must occur before a grant application submittal, or acceptance in cases of no application.
3. The City will budget expenditures for grant-funded programs only after grant award or letter of commitment, and only for the amount of grant award. Entitlement programs will be budgeted based on expected revenues. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted.
4. The City will aggressively oppose State or Federal actions that mandate expenditures which the Council considers unnecessary. The City will pursue intergovernmental funding to support the incremental cost of those mandates.
5. The City will work with other governments to identify the jurisdiction most capable and appropriate to provide specific public services. When the City cannot simply transfer responsibility for service delivery, it will consider intergovernmental agreements and contracts for service delivery.

IX. ACCOUNTING STRUCTURE POLICIES

INTRODUCTION: The City is a complex financial and service organization. Its financial operations are organized into three types of funds (Governmental, Proprietary, and Fiduciary). All funds and City operations must work to achieve the City's mission and goals.

1. The City manages all funds to meet the objectives of a single comprehensive long range financial plan.
2. Funds
 - A. The City will minimize the number of funds. The funds will be categorized by standard GAAP functional classifications but may also be referred to by City of Portland fund types.
 - B. Appendix A of this policy lists current Funds and their standard GAAP functional classification as well as their City fund type.

5. Purpose Statement for Funds

A. Each fund in the City will have a Statement of Purpose which includes the following items:

- 1) Purpose(s) of the fund
- 2) Source(s) of revenues to the fund.
- 3) A method of establishing annual contributions to the fund, if any
- 4) The Bureau responsible for managing the fund.
- 5) Size and use of contingency, if any. Contingency levels will be based on the uncertainties associated with the purposes of the fund.
- 6) Size, purpose and alternative means of meeting required reserves, if any. Required reserve levels will be based on long term operating needs of the fund and prudent management requirements.

B. The Internal Service funds will include additional information in the Statement of Purpose, as follows, if appropriate:

- 1) For purchase of capital items, a method for periodically testing the cost-effectiveness of prefunding capital replacement vs. leasing or lease purchasing. Each fund statement will indicate what level of purchases are suitable for either direct cash payment or financing
- 2) Clear equipment replacement policies and identifiable equipment reserves, where appropriate.
- 3) A method of clearly accounting for equipment reserves from and purchases for each bureau.
- 4) A policy and procedure for protecting capital reserves from being used for operating purposes.
- 5) A method for periodically testing the cost-effectiveness of internal provision of services vs. contracting out or direct purchase of all or part of the services provided by the fund. For insurance type funds this will mean a method for periodically testing the cost-effectiveness of self-insurance vs. purchase of all or part of the City's insurance needs; and internal or contracted claims and loss control services

C. Funds that receive a General Fund subsidy in addition to fees and charges or dedicated revenues will include a rationale for General Fund subsidy and a means for determining the annual level of that subsidy or conditions under which the subsidy should be eliminated.

D. Enterprise Funds will include:

- 1) Required level of debt service coverage for the fund.
- 2) Relationship between operating and construction funds,

E. Existing funds will be so described by fund managers, and adopted by Council resolution, within one year of the adoption of this policy.

6. The Office of Finance and Administration will do an annual review of all funds to determine if each is still serving a useful purpose and is needed.

7. New funds must be created by resolution of Council containing the above required descriptions. A review and report by OF&A will be required precedent to Council action.

X. AFFILIATED AGENCIES

INTRODUCTION: City Charter, Council action, inter-governmental agreements and state and federal laws have created a number of agencies which are affiliated with the City and which can have an adverse effect on the City if not managed to the same financial standards as direct City agencies. It is necessary to spell out standards of financial operations for these organizations in order to protect the City's fiscal status.

1. Affiliated Agencies will be accountable for financial compliance and reporting standards as established in this document.
2. The Criteria for defining Affiliated Agencies will include any of the following:
 - a. Created by City Charter or Council action
 - b. Leadership appointed by the City Council
 - c. A majority of funds are received from the City

XI. OTHER FINANCIAL POLICIES

INTRODUCTION: The City has adopted several other financial policies that guide City operations. It is necessary to recognize them as elements of this Comprehensive Financial Management Policy. The following City financial policies are incorporated as part of this policy:

1. Investment Policy
2. Debt Management Policy
3. Urban Services Policy
4. Transportation Funding Policy
5. Revenue Allocation Policy
6. Interagency Agreement Policy
7. Local Improvement District Financing Policy
8. Reserve Policy

12/06/91

APPENDIX I
CITY OF PORTLAND
IBIS FUND LISTING
BY CAFR FUND TYPE

<u>FUND</u> <u>#</u>	<u>FUND NAME</u>	<u>CITY</u> <u>TYPE</u>
<u>GENERAL</u>		
101	General Fund	OPERATING
301	Short-Term Debt Interest and Sinking	BONDED DEBT
202	General Reserve	SPECIAL REVENUE
<u>SPECIAL REVENUE</u>		
111	Northwest I-405 Recreation	OPERATING
112	Transportation Operating	OPERATING
113	Street Lighting	OPERATING
114	Assessment Collection	OPERATING
115	Emergency Communication	OPERATING
116	Buildings Fund	OPERATING
117	Economic Development Improvement District	OPERATING
118	Public Safety Fund	OPERATING
119	Parks System Improvements	OPERATING
201	Convention and Tourism	SPECIAL REVENUE
207	Street Light Replacement	SPECIAL REVENUE
252	Federal Grants	FEDERAL
254	Housing and Community Development	FEDERAL
<u>DEBT SERVICE</u>		
352	Tennis Facilities Bond Redemption	BONDED DEBT
302	Bonded Debt Interest and Sinking	BONDED DEBT
303	Waterfront Renewal Bond Sinking	BONDED DEBT
304	Northwest Front Avenue Industrial Renewal	BONDED DEBT
305	St. Johns Riverfront Bond Redemption	BONDED DEBT
306	South Park Renewal Debt Service	BONDED DEBT
307	Airport Way Debt Service	BONDED DEBT
308	Improvement Bond Interest and Sinking	BONDED DEBT
310	Central Eastside Industrial District Debt	BONDED DEBT
311	Bancroft Bond Fund	BONDED DEBT
312	Convention Center Area Debt Svc	BONDED DEBT
702	City Equipment Acquisition	INTERNAL WORKING CAP
710	Justice Center Operating	INTERNAL WORKING CAP
<u>CAPITAL PROJECTS</u>		
501	Transportation Construction	CONSTRUCTION
502	L I D Construction	CONSTRUCTION
<u>ENTERPRISE</u>		
151	Sewage System Operating Fund	OPERATING
206	Sewer System Debt Proceeds	SPECIAL REVENUE
351	Sewage Disposal Debt Redemption	BONDED DEBT
552	Sewer System Construction Fund	CONSTRUCTION
632	Sewer System Rate Stabilization	TRUST & AGENCY

12/06/91

CITY OF PORTLAND
IBIS FUND LISTING
BY CAFR FUND TYPE

<u>FUND</u> <u>#</u>	<u>FUND NAME</u>	<u>CITY</u> <u>TYPE</u>
633	Sewer System Safety Net	TRUST & AGENCY
152	Hydropower Operating Fund	OPERATING
354	Hydropower Bond Redemption	BONDED DEBT
635	Hydropower Renewal and Replacement	TRUST AND AGENCY
153	Water Fund	OPERATING
355	Water Bond Sinking	BONDED DEBT
356	Washington County Supply Bond Redemption	BONDED DEBT
554	Water Construction Fund	CONSTRUCTION
154	Golf Fund	OPERATING
353	Golf Revenue Bond Redemption	BONDED DEBT
156	Portland International Raceway	OPERATING
361	P I R Bond Redemption	BONDED DEBT
157	Refuse Disposal	OPERATING
158	Auto Port Fund	OPERATING
360	Downtown Parking Bond Redemption	BONDED DEBT
159	Parking Facilities Fund	OPERATING
357	Morrison Park West Bond Redemption	BONDED DEBT
358	Morrison Park East Bond Redemption	BONDED DEBT
359	Parking Facilities Bond Redemption	BONDED DEBT
362	Old Town Parking Bond Redemption	BONDED DEBT
631	Water Growth Impact Charge Trust	TRUST & AGENCY

INTERNAL SERVICE

701	Health Insurance	INTERNAL WORKING CAP
704	Facilities Services Fund	INTERNAL WORKING CAP
705	Fleet Services Operating	INTERNAL WORKING CAP
706	Print/Dist Services Operating	INTERNAL WORKING CAP
707	Communications Services Operating	INTERNAL WORKING CAP
708	Insurance and Claims Operating	INTERNAL WORKING CAP
709	Workers' Compensation Operating	INTERNAL WORKING CAP
711	Computer Services	INTERNAL WORKING CAP
712	D C T U BENEFITS	INTERNAL WORKING CAP

TRUST AND AGENCY

601	M C Economic Development Trust	TRUST & AGENCY
602	Portland Parks Memorial Trust Funds	TRUST & AGENCY
603	Sundry Trust Fundust Fund	TRUST & AGENCY
628	Portland Arts Trust Fund	TRUST & AGENCY
651	Fire & Police Disability & Retirement	RETIREMENT
652	Fire & Police Disability & Retirement Reserve	RETIREMENT
654	Supplemental Retirement Program Trust	RETIREMENT
911	Miscellaneous Non-Budget	NON BUDGETED
912	P D C Accounts	NON BUDGETED
913	Trustee Accounts	NON BUDGETED
914	Deferred Compensation	NON BUDGETED

GROUPS OF ACCOUNTS

801	General Fixed Assets Group	OTHER
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12/06/91

CITY OF PORTLAND
IBIS FUND LISTING
BY CAFR FUND TYPE

<u>FUND</u> <u>#</u>	<u>FUND NAME</u>	<u>CITY</u> <u>TYPE</u>
851	General Long Term Debt Group	OTHER
<u>TRUST</u>		
951	PAYROL CLEARING FUND	CLEARING FUND
952	GENERAL WARRANT CLEARING	CLEARING FUND
953	FIRE/POLICE CLEARING	CLEARING FUND
954	INTERAGENCY CLEARING FUND	CLEARING FUND
955	BENEFLEX CLEARING	CLEARING FUND
<u>CLOSED FUND</u>		
555	Washington County Supply Construction	CONSTRUCTION
634	St. Johns Landfill End Use	TRUST AND AGENCY
192	Expostion/Rec Commision	OPERATING
203	State Tax Street	SPECIAL REVENUE
204	Parking Meter	SPECIAL REVENUE
205	State Revenue Sharing	SPECIAL REVENUE
251	Federal Revenue Sharing	FEDERAL
253	C E T A	FEDERAL
309	System Development Interest and Sinking	BONDED DEBT
551	Performing Arts Center Construction	CONSTRUCTION
653	Fire & Police Supplemental Retirement	RETIREMENT
703	City Facilities Acquisition	INTERNAL WORKING CAP

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RESOLUTION No. 35006

Adopt a General Fund Revenue Policy. (Resolution)

WHEREAS, increasing emphasis is being placed on support of city programs through the implementation and use of fees, and

WHEREAS, bureaus have been encouraged to seek new and innovative means of supporting services which might otherwise be significantly reduced or eliminated because of their relative priority in comparison to other City services and the scarcity of General Fund discretionary resources and

WHEREAS, advancements in the use of fees and charges have been achieved in piecemeal manner and in the absence of City-wide policy,

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Portland, Oregon that:

1. The General Fund Revenue Policy, attached hereto as Exhibit I, is hereby adopted as the City of Portland's General Fund Revenue Policy.
2. This policy shall apply to all General Fund bureaus of the City of Portland.
3. This policy shall apply to "non-discretionary" General Fund revenues including permits, service charges and fees, and sales, and in some cases to contracts and interagency agreements.
4. Bureaus regularly budgeting fee revenue are required to complete a Cost of Service Study.
5. Revenues effected by this policy shall be dedicated to the bureaus in which they are generated.
6. Year-end revenue shortfalls and surpluses shall be allocated to the Bureau and the General Fund budgets in accordance with completed cost-of-service studies.

Adopted by the Council, JUN 17 1992

Mayor J.E. Bud Clark
SCB:TG:jb
June 11, 1992

BARBARA CLARK

Auditor of the City of Portland

By



Deputy

City of Portland, Oregon - FY 1995-96 Adopted Budget

GENERAL FUND REVENUE ALLOCATION POLICY
OFFICE OF FINANCE AND ADMINISTRATION

June 1992

POLICY OVERVIEW

The following principles underlay the City's General Fund Revenue Policy:

- City services that provide private benefit should be paid for by fees and charges. A "private benefit" should be viewed as one which benefits the user and whose quantity, quality, and/or number of units may be specified. Examples would include parks usage fees, plans review fees, site rental fees, etc. This will maximize flexibility in the use of general city taxes to meet the cost of broader public services.
- All bureaus charging fees are required to complete and present for review by OF&A and subsequently for action by Council fee studies based upon cost-of-service principles. These studies are to be updated at a minimum every two years.
- In performing fee studies and developing fee structures, bureaus shall take into account:
 - the degree to which a service provides a general benefit or public good in addition to the private good provided to a specific business, property, or individual;
 - the economic impact of new or expanded fees, especially in terms of comparability with other governmental jurisdictions within the metropolitan area;
 - the true or comprehensive cost of providing a service.
 - the impact of imposing or increasing the fee upon populations at risk and the achievement of other city goals.
- All fee revenues are dedicated to the Bureau in which they are generated.

SCOPE OF POLICY

This Policy applies to General Fund Bureaus. Because of their financial structure, both Enterprise and Operating Funds automatically dedicate revenues to their respective services. The methodology utilized by these funds in establishing fees and charges will continue to be reviewed in their respective financial plans as the initial step in the annual budget process. For General Fund bureaus, all bureau-specific revenues are dedicated to the bureaus through which they are generated. This means that bureaus are responsible for the preparation of revenue forecasts, the tracking of receipts, and the administration of all related changes during the fiscal year. Each Bureau is responsible for attaining revenue estimates. These are reported in the quarterly budget process, and adjustments are made to appropriations accordingly.

Revenue categories covered by this policy are permits, service charges and fees, and sales. Contracts and inter-agency agreements which result in surplus may also be included, provided that such surplus does not violate the conditions imposed under the contract or inter-agency agreement.

Excluded are the major non-Bureau specific General Fund revenue categories of Property Taxes, Utility License Fees, Franchise Fees, Business License Fees, Lodging Tax, Interest earnings, Local Government Sources, and State Sources. These resources will continue to be categorized as discretionary and be allocated to Bureaus as part of the annual budget process. Also excluded are donations and grants.

GUIDELINES

The following guidelines will be followed by bureaus in developing and updating fees:

Bureau Responsibilities

Each Bureau which produces revenues (as identified above) responsible for:

- Preparing annual revenue estimates as part of the annual budget request. These estimates should be developed after completion of a cost-of-service study. Annual review of fee schedules should include necessary adjustments to cover inflation.

- Monitoring actual revenue receipts throughout the fiscal year. Report on status within the quarterly budget reports.
- Adjusting budgets as necessary in response to total revenue shortfalls and surpluses occurring during the fiscal year. These adjustments will occur in conjunction with the quarterly review process. Bureaus will need to decrease appropriation when total Bureau specific resources are projected to be less than budgeted.

Bureau of Financial Planning Responsibilities

It is the responsibility of the Bureau of Financial Planning to work with the bureaus in developing, implementing, and monitoring fees in the following ways:

- The Bureau of Financial Planning is responsible for reviewing bureau rates and revenue estimates as well as monitoring the receipt of bureau revenues. Variances between planned and actual revenues are reported to Council in the Quarterly Budget Report along with recommended actions.
- All Bureau requests for adjustments related to revenues will require the review of the Office of Finance and Administration prior to Council action in accordance with procedures for the Council Calendar or Quarterly review process.
- Bureau of Financial Planning staff will provide assistance to bureaus in completing fee studies.

Revenue Surpluses

- Current year surplus revenues above the budgeted revenue estimate shall be available to the Bureau for appropriation through the quarterly ordinance process. Additional appropriation shall be used for activities supporting the sources generating the additional fees.

- Bureaus recognizing a revenue surplus may elect to establish a reserve or "rainy day fund" with all or part of the surplus. The Bureau will develop a policy for the creation and use of the fund. Use of funds from the reserve will be identified and justified in the quarterly or annual budget process, in accordance with the policy adopted by the bureau. Such reserve accounts will be budgeted as special appropriations.
- Year-end surpluses and shortfalls shall be treated in accordance with the ratio outlined in the bureau's cost of service study. In the absence of a cost of service study, the surplus shall be available or the shortfall absorbed at a level of 50% to the bureau and 50% to the General Fund.

Revenue Shortfalls

- It is the responsibility of each Bureau to achieve budgeted revenues. In the event of a projected total revenue shortfall, the Bureau is required to document other offsetting revenues, or reduce its budget within the quarterly budget report.
- Additional General Fund discretionary appropriation will not be transferred to cover revenue shortfalls without Council authorization.
- A five percent (5%) margin of error is established as acceptable for fee projection and collection. Bureaus will share any amount of surplus in the manner outlined in the section above. In the event of a shortfall, this policy shall take effect when the shortfall exceeds 5% of the total non-discretionary revenue. In such case, the bureau will reduce expenditures in non-discretionary funded programs by the same percentage identified in the cost of service study, or 50-50 in the absence of a cost of service study.

RESOLUTION NO. 33661

WHEREAS, the City of Portland issues debt to finance its various operating and capital needs; and

WHEREAS, it is critical that the debt management function be managed as efficiently and effectively as possible; and

WHEREAS, retention of the City's "Aaa" rating by Moody's Investors Service is essential to lower debt management costs; and

WHEREAS, the City's financial advisor in conjunction with the Office of Fiscal Administration has prepared a Debt Management Report, attached hereto as Exhibit A, which states that the City should establish debt management policies and practices critical to prudent and lower cost debt management;

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Portland that the City of Portland hereby adopts the following debt management policies and practices:

1. Negotiated Sales -- For all non-general obligation debt financings, the City may elect to sell such obligations on a negotiated basis. In order to sell non-general obligation debt on a negotiated basis, the City Council must find that the sale by negotiation provides significant cost advantages to the City.

In such instances where the City in a competitive bidding for its debt securities (whether general obligation or non-general obligation debt) shall deem the bids received as unsatisfactory or shall not have received bids, it may, at the election of the City Council, enter into negotiation for sale of the securities. Such a negotiated sale shall not be made less than fourteen calendar days after the date of the original competitive sale and any award through negotiation shall be subject to approval by the City Council.

2. Financing Proposals -- Any capital financing proposal to a City bureau, agency, or Commission involving a pledge or other extension of the City's credit through the sale of securities, execution of loans, or making of guarantees or otherwise involving directly the lending or pledging of the City's credit shall be referred to the Office of Fiscal Administration, which will be responsible for analyzing the proposal, responding to the proposal, and recommending to the Council the required action to be taken.
3. Comprehensive Capital Financing Plan -- The Office of Fiscal Administration shall be responsible for preparation of the Comprehensive Capital Financing Plan. Such Plan will be devised in conjunction with the City's capital planning and budgeting process. The Office of Fiscal Administration will be assisted by the Capital Budget Committee, consisting of the City bureaus with major capital

needs, in developing the Comprehensive Capital Financing Plan. The Plan will be submitted by the Office of Fiscal Administration to the City Council as part of the capital budget process. The Office of Fiscal Administration will be responsible for reporting on activities undertaken under the current-year portion of the plan on a quarterly basis and at such other times as may be deemed appropriate.

4. Method of Debt Authorization -- No City debt shall be authorized by the City Council unless it has been included in the Comprehensive Capital Financing Plan or until the Council has modified the plan. Such modification should occur only after the Council shall have received a report of the impact of the contemplated borrowing on the existing Capital Financing Plan and recommendations as to the financing arrangements from the Office of Fiscal Administration.
5. Bond Counsel Selection -- As part of its responsibility to oversee and coordinate the marketing of all City indebtedness, the Office of Fiscal Administration, with advice of a committee representing the City bureaus, agencies, and Commissions with capital financing needs, will make recommendations to the City Council regarding the selection of Bond Counsel to be employed and the duration of the employment for individual or a series of financings. The Council will make such selection, taking into consideration the recommendations of the Office of Fiscal Administration.
6. Establishing Financing Priorities -- It shall be the responsibility of the Office of Fiscal Administration, within the context of the Comprehensive Capital Financing Plan, to oversee and coordinate the timing and process of issuance and marketing of the City's borrowing and capital funding activities. In this capacity, the Office of Fiscal Administration will make necessary recommendations to the City Council regarding necessary and desirable actions and will keep it informed through regular and special reports as to the sectors of the current-year activities under the Capital Financing Plan.
7. Use of Variable-Rate Securities -- Where their use is judged prudent and advantageous to the City, the City should have the power to sell such securities. It is the opinion of recognized bond counsel that the City has the authority to issue such securities, for general obligation debt, that are permitted to fluctuate in accordance with formulas or other conditions agreed to at the time of their sale.
8. Lines and Letters of Credit -- Where their use is judged prudent and advantageous to the City, the City should have the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit that will provide the City with access to credit under terms and conditions as specified in such agreements. Any agreements with financial institutions for the acquisition of lines or letters of credit shall be approved by the City Council.

9. Pledge of Restricted Funds to Secure Debt -- The City should have the power to make an irrevocable pledge of security interest in an account created exclusively for the security of holders of City obligations.
10. Current Financing of Capital Outlays -- As part of its financing philosophy, the City will make contributions from its own current revenues to each capital project equal to at least 2.5% of its total capital cost.
11. Rapidity of Debt Repayment -- Generally, borrowing by the City should be of a duration that does not exceed the economic life of the improvement that it finances and where feasible should be shorter than the projected economic life. Moreover, to the extent possible, the City should design the repayment of debt so as to recapture rapidly its credit capacity for future use. The City has adopted a policy of repaying the principal of the total City long-term general obligation debt (both voter and non-voter approved) according to the following schedule: at least 25% in five years and 50% in ten years. Each new general obligation issue sold by the City will be structured so that the City can achieve this goal over the next several years.
12. Maintenance, Replacement and Renewal -- Consistent with its philosophy of keeping its capital facilities in good repair and to maximize the stock's useful life, the City should set aside sufficient current revenues to finance ongoing maintenance needs and to provide reserves for periodic replacement and renewal. The size of such reserves should be dependent on the economic nature of the facility and policy considerations regarding its future use and ultimate disposition; however, as a general rule, the annual contribution to such reserves should approximate 2 to 5 percent of a facility's replacement value depending on useful life.
13. Target Limitations on Non-Self-Supporting General Obligation Indebtedness -- The City should, as a matter of policy, conduct its finances so that the amount of direct, non-self-supporting, general obligation debt outstanding at any time that is subject to approval by the voters (excluding long-term, non-self-supporting leases) should not exceed 0.75% of the True Cash Value of taxable real estate.
14. Limitations on Lease-Purchase of Equipment and Furnishings -- The total outstanding amount of debt that has been incurred to acquire equipment and furnishings on an installment lease/purchase basis shall not exceed, at any time, one-twelfth of one percent of the City's True Cash Value. Individual items with a cost of less than \$5,000 shall be paid from current cash revenues.

15. Long-Term, Non-Self-Supporting Leases -- Where prudent and advantageous, the City may enter into long-term leases for non-self-supporting facilities that constitute a full faith and credit of the City. Such leases may be used for non-self-supporting facilities with a useful life greater than five years and an individual cost of over \$1,000,000. Such leases shall be considered and reported as part of the City's general indebtedness and shall not exceed, in aggregate, 0.75% of True Cash Value. In addition, the sum of all non-self-supporting general obligation debt and non-self-supporting long-term leases shall not exceed 1.50% of True Cash Value.
16. Interest Rates on Bancroft Improvement Loans -- The contract interest rate on loans made from the proceeds of Improvement Assessment (Bancroft) Bonds should be equal to the effective interest rate paid on the bonds sold to finance such loans plus .525 percent for servicing and self-insurance (i.e., .375 percent for servicing and .15 percent for a self-insurance reserve). The self-insurance reserve component of the servicing and self-insurance charge shall be adjusted annually based upon the historical Bancroft Bond collection history. The contract interest rate shall be determined on the day of the sale of Improvement Assessment Bonds for those property improvements financed with the sale.
17. Official Bid Form -- The City will design an official bid form to be made part of each official notice of sale that will be issued in connection with the sale of debt securities by the City.
18. Comprehensive Capital Financing Plan -- The City, in conjunction with its Capital Improvement Plan and Capital Budget, shall create and publish a Comprehensive Capital Financing Plan. The responsibility for the preparation of this Plan should reside with the Office of Fiscal Administration. This Plan will be for the coming five fiscal years and will be updated on an annual basis. Such Financing Plans will contain a comprehensive description of the sources of funds and the timing for the projects for future operating and capital budgets, effect of the projects on future debt sales, debt outstanding, and debt service requirements, and the impact on future debt burdens and current revenue requirements. In this latter regard, the Plan shall, by use of an "Affordability Analysis," analyze the conformance of the planned financing with policy targets regarding the (1) magnitude and composition of the City's indebtedness, and (2) the economic and fiscal resources of the City to bear such indebtedness over the next five years.

An affordability analysis prepared under the auspices of the Office of Fiscal Administration should measure the impact of the proposed financing plan on various measures of the City's fiscal and economic base (as established by historical performance and projected levels) and analyze its conformance with various policy targets regarding the magnitude and composition of City indebtedness.

RESOLUTION No.

19. Annual Audit of City -- The annual audit of the City shall describe in detail all funds and fund balances established as part of any direct or indirect debt financing of the City. The audit shall also contain a report detailing any financial covenants contained in any direct or indirect debt offering of the City and whether or not such covenants have been satisfied.

BE IT FURTHER RESOLVED that the Office of Fiscal Administration shall take the necessary steps to develop appropriate legislation required to implement the policies and practices contained herein.

Adopted by the Council, APR 25 1984

Mayor Ivancie
MSG:JT:rdh
April 19, 1984

JEWEL LANSING
Auditor of the City of Portland


Deputy

RESOLUTION No. 34766

Adopt: City of Portland Investment Policy.

WHEREAS, the City of Portland is allowed under State of Oregon law to invest its idle funds in U.S. government or Agency securities, time deposits and bankers' acceptances of financial institutions located within Oregon, in commercial paper of financial institutions and corporations within Oregon, and in the Local Government Investment Pool; and

WHEREAS, State of Oregon law (ORS 294.135) requires that the City of Portland annually adopt a formal Investment Policy; and

WHEREAS, there is a need to clearly define the criteria for operation of the City's investment portfolio; and

WHEREAS, the primary objective of the Investment Policy is to establish a conservative set of investment criteria that will prudently protect the City's principal sums and enable the City to generate a fair rate of return; and

WHEREAS, the Treasury Division of the Bureau of Administrative Services, Office of Finance and Administration, is charged with responsibility for managing the City's investments; and

WHEREAS, the Office of Finance and Administration has developed a formal Investment Policy after seeking the advice of the City's Investment Advisory Committee; and

WHEREAS, the City of Portland is required under State of Oregon law (ORS 294.135) to submit the Investment Policy for review by the State of Oregon Short-Term Fund Board;

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Portland, Oregon that:

1. The Investment Policy, attached hereto as Exhibit I, fulfills all State of Oregon, City Charter and Code mandated requirements, and is hereby adopted as the City of Portland's Investment Policy.
2. The City Treasurer shall submit the adopted Investment Policy to the State of Oregon Short-Term Fund Board for their review.
3. The City Treasurer shall be responsible for the implementation of the Investment Policy.
4. Amendments to the Investment Policy must be approved by the City Council.
5. This resolution shall remain in effect from the date of adoption unless a change is directed by Council.

Adopted by the Council, **AUG 29 1990**

Mayor Clark
SCB:DS:JT
August 15, 1990

BARBARA CLARK
Auditor of the City of Portland
By

Barbara Olson Deputy
City of Portland, Oregon - FY 1995-96 Adopted Budget

Exhibit I
INVESTMENT POLICY
CITY OF PORTLAND, OREGON

Purpose

This Policy sets forth current criteria for the operation of the investment portfolio. As economic conditions change, the Policy may need to be amended to reflect new trends and opportunities within the framework of this Policy. It will be recognized that the primary objective of the Investment Policy is to establish a conservative set of investment criteria that will prudently protect the City's principal sums and enable the City to generate a fair rate of return from its investment activities. This policy applies to all funds on deposit at the City's Treasury.

Responsibility

The City Treasurer will be responsible for the implementation of this Policy. Any amendments to this Policy must be approved by the City Council after seeking the advice of the Director of the Office of Finance and Administration, the City Treasurer, and the City's Investment Advisory Committee. The City Council will adopt a City Investment Policy annually.

Types of Investment and Diversification

The following types of investments will be permitted in the City's investment portfolio:

- (1) U.S. Treasury Debt Obligations
 - a. Maximum % of Portfolio 100%
 - b. Maximum Maturity 7 Yrs.
 - c. Securities held for safekeeping at the Trust Department of First Interstate Bank.
- (2) U.S. Agency Debt Obligations
 - a. Maximum % of Portfolio 50%
 - b. Maximum Maturity 2 Yrs.
 - c. Maximum % of Portfolio Per Issuer 25%
 - d. Securities held for safekeeping at the Trust Department of First Interstate Bank.

- (3) Repurchase agreements secured by U.S. Government and U.S. Agency Debt Obligations
- a. Maximum % of Portfolio 30%
 - b. Maximum Maturity 30 Days
 - c. Repurchase agreements with brokerage firms will only be executed with dealers from the list of Government Security Dealers reporting to the Market Reports Division of the Federal Reserve Bank of New York.
 - d. Repurchase agreements cannot exceed 2% of brokerage firm's liabilities.
 - e. A signed repurchase agreement will be obtained from brokerage firms.
 - f. Securities which serve as collateral for repurchase agreements with brokerage firms must be delivered to the City's Trust Account at the Head Office of First Interstate Bank of Oregon.
 - g. Securities which serve as collateral for repurchase agreements with Oregon financial institutions with assets in excess of \$5 billion may be held in safekeeping at the issuing institution. All other Oregon financial institutions must deliver the securities to the City's Trust Account at the Head Office of First Interstate Bank of Oregon.
- (4) Time deposits in State of Oregon financial institutions collateralized 25% by securities as required by Oregon Revised Statutes.
- a. Maximum % of Portfolio 35%
 - b. Maximum Maturity 1 Yr.
 - c. Securities held in vault at City's Treasury
- (5) Bankers' Acceptances guaranteed by Oregon financial institutions.
- a. Maximum % of Portfolio 50%
 - b. Maximum Maturity 6 Mos.
 - c. Maximum % of Portfolio Per Issuer 25%
 - d. Securities held for safekeeping at the Trust Department of First Interstate Bank.
- (6) The Local Government Investment Pool (\$20 million is maximum).

(7) Commercial Paper Issued by Oregon Financial Institutions or Corporations.

- | | | |
|----|--|---------|
| a. | Maximum % of Portfolio | 25% |
| b. | Maximum Maturity | 90 Days |
| c. | Investment Rating | P-1,A-1 |
| d. | Maximum % of Portfolio Per Issuer | 10% |
| e. | Securities held for safekeeping through the Trust Department of First Interstate Bank. | |

There is little need for diversification of investments by the issuer except in the case of time deposits, bankers' acceptances, and commercial paper. The maximum investment level that the City can reach with each financial institution and each issuer of commercial paper will be established by the Director of Finance and Administration after consulting with the City's Investment Advisory Committee and reviewing the current financial statements of each corporation. Diversification, by maturity, of the investments is illustrated below.

<u>Maturity</u>	<u>Percentage of Funds</u>
0 - 2 Yrs.	50% - 100%
2 - 7 Yrs.	0% - 50%

NOTE: The above maturity structure applies to the Treasury's estimate of the lowest cash balance that the portfolio will reach during the next seven years. If, for example, the projected lowest cash balance is \$100 million, then up to \$50 million may be invested in the two-to seven-year maturity range. All other funds must be invested in less than two-year maturities and must meet the City's cash flow requirements. Purchases of maturities beyond two years will not be made without consulting the City's Investment Advisory Committee.

Analysis and Execution of the Investment Policy

A. Risks

In analyzing the City's Investment Portfolio, there are three major risks that the City incurs through its investment activities. The first risk that the City faces is the interest rate risk. This risk is the uncertainty of future market values of securities and uncertainty of the size of future incomes from securities caused by fluctuations in the general level of interest rates in the capital markets. Interest rates have fluctuated dramatically over the last ten years and, therefore, the City's Investment Policy is designed to minimize the interest rate risk. This is accomplished by limiting investments to a maximum maturity of seven years, and by investing to meet the City's cash flow requirements.

The second risk that the City faces can be termed the purchasing power risk. This risk can be defined as the uncertainty of the purchasing power of interest and principal to be received in the future. It can be easily recognized that if the amount of income from a security in current dollars remains unchanged over a period of time while the price index is rising, then the amount of income in constant dollars declines and the constant value of the principal to be received also declines.

The final risk is the financial risk of not receiving principal and interest when due from an issuer. The design of the types of investments permitted by the Investment Policy seeks to minimize this risk by the conservative nature of the permissible investments and by establishing safe limits on the level of investments with Oregon financial institutions and issuers of commercial paper. A portfolio policy stressing a relatively short maturity services to additionally minimize the financial risk.

Thus, it is the conclusion that the shorter the portfolio is in maturity, the less risk the City is incurring with regard to the three major risks that it faces. The policy of keeping 100% of the funds in seven-year or less maturities leaves open the flexibility to earn capital gains on our holdings by shifting funds out to longer maturity when interest rates are falling, yet avoids the extreme amount of exposure to the interest rate risk and purchasing power risk that we would incur in an even longer term portfolio.

B. Investment Techniques

It is recognized that the future level of interest rates is almost impossible to predict, but the Investment Policy does permit a shifting in the maturity of debt obligations based on the historical trend in interest rates. When interest rates are at historically high levels, funds may be shifted to longer maturities to "lock into" these yields. When interest rates are at historically low levels, funds will be placed in short maturities (less than one year) to avoid "locking into" what may prove to be a lower future rate of return.

The shifting of funds to longer maturities during periods of high interest rates and then placing the funds in short maturities during periods of low interest rates will provide an opportunity to achieve an above average rate of return on the City's investment portfolio. When a major shift is being considered in the maturity structure of the investment portfolio, the City's Investment Advisory Committee will be informed of the proposed shift and their advice is sought as to whether it would be an appropriate time to restructure the portfolio's maturity. This strategy does not require forecasting future levels of interest rates but does require reacting to opportunities in the level of interest rates as they occur.

C. Brokerage Allocation

The Treasury will maintain a current list of all brokerage firms that have been approved by the Director of Finance and Administration to conduct investment business with the City. The allocation of brokerage business will be based upon which brokerage firm offers the lowest price to the City on that particular transaction. The Treasury will obtain a minimum of three bids from different brokers before it executes the transaction. Where two or more brokers have offered the same low bid, allocation will go to the lowest bidding broker that has provided the best service to the City.

D. Method of Accounting

1. Investments will be carried at cost.
2. Gains or losses from investment sales will be credited or charged to investment income at the time of sale.
3. Interest purchased from investment transactions will be capitalized until the first interest payment is received. Upon receipt of the first interest payment, the funds will be used to reduce the investment to its principal cost with the remaining balance credited to investment income.
4. Premiums paid on the purchase of government securities may be amortized over the maturity of the respective securities.

E. Reporting Requirements

The City Treasurer will provide the following reports on a monthly basis to the City's Investment Advisory Committee and the Director of the Office of Finance and Administration:

1. A list of securities held, priced at both cost and market.
2. A list of all investment transactions showing the net gain or loss on each investment.

Adopt a General Reserve Fund Use Policy. (Resolution)

WHEREAS, over the past three years, and continuing with the approved FY 1990-91 budget the City Council has endeavored to rebuild General Fund reserves; and

WHEREAS, as a result of annual transfers and one-time unexpected revenues Council was able to achieve a five percent General Reserve in just three years; and

WHEREAS, the Auditor's Annual Financial Condition Report has recommended establishment of reserve levels equal to 10 to 15 percent of annual General Fund operating revenues, and a written financial management policy that includes policies on reserve requirement; and

WHEREAS, an increase in the City's reserves decreases the City's need for short-term borrowing which is an indication of the City's financial health; and

WHEREAS, actions taken in the FY 1990-91 Approved Budget transfer \$2 million toward a second five percent reserve; and

WHEREAS, it is important for Council to adopt a policy governing Council's use of the General Reserve Fund; and

WHEREAS, based on the testimony before Council on May 3, 1990, a verbatim transcript which is attached as an Exhibit;

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Portland, Oregon that the attached General Fund Reserve Fund Use Policy (summarized below) be adopted:

1. The first five percent reserve is defined as an emergency reserve available to fund one-time, emergency, unanticipated expenditure requirements or offset unanticipated revenue fluctuations occurring within a fiscal year.
2. The emergency reserve will only be accessed when the result of emergency expenditures or an unexpected revenue reduction would likely result in a negative ending fund balance for the General Fund.
3. Emergency reserve resources must begin to be restored in the fiscal year following their use. Restoration will be consistent with Council's past practice of budgeting transfers totalling a minimum of \$1 million dollars a year to the General Reserve Fund.
4. The second five percent reserve is defined as a countercyclical reserve available to either maintain General Fund current service level programs or to adjust expenditure growth to match slower revenue growth during the first 18 to 24 months of a recession.
5. The countercyclical reserve may be used when basic revenue growth (where "basic revenue" is defined as the sum of General Fund property tax, business license, utility license/franchise fees, cigarette and liquor taxes, transient lodging taxes, and interest income falls to below 5.5 percent for two consecutive quarters or the Financial Forecast estimates basic revenue growth will be below 5.5 percent for the next fiscal year, and one or more of the following conditions occurs in conjunction with slower revenue growth:
 - * The Portland Metropolitan Area unemployment rate is reported above 6.5 percent for two consecutive quarters or the Financial Forecast estimates

RESOLUTION No.

unemployment will average in excess of 6.5 percent for the next fiscal year.

- * The property tax delinquency rate exceeds 8 percent.
 - * Actual business license year-to-year revenue growth falls below 5.5 percent for two consecutive quarters or the Financial Forecast estimates Business License revenue growth at less than 5.5 percent for the next fiscal year.
6. The Council should begin to restore countercyclical reserves within 24 months of their first use.
 7. Revenue shortfalls associated with bureau service reimbursement income, contract income, or cost recovery income may not be offset by a transfer of resources from the General Reserve Fund.

Adopted by the Council, MAY 03 1990

Mayor J.E. Bud Clark
April 26, 1990
SCB:TG:RR

BARBARA CLARK
Auditor of the City of Portland
By *Mary Hanagan* Deputy

RESOLUTION No. 34580

Adopt an Interagency Agreement Policy for the City of Portland. (Resolution)

WHEREAS, the numerous problems incurred in recent years and the increased usage of Interagency Agreements among bureaus/agencies of the City of Portland require Council direction in terms of a specific set of standards and guidelines for bureaus/agencies to follow for purposes of consistency when entering into an Interagency Agreement; and

WHEREAS, the Office of Fiscal Administration conducted a study and developed a draft document which provided a set of standards and guidelines for bureaus to utilize when entering into an Interagency Agreement; and

WHEREAS, the Office of Fiscal Administration facilitated an Interagency Agreement Task Force of concerned bureau representatives to finalize the Interagency Policy draft and to make it a usable City-wide document; and

WHEREAS, after several meetings of the Task Force, a more defined draft document was developed and sent to all bureau/agency managers for review and the opportunity for them to provide input for further improvement; and

WHEREAS, the Office of Fiscal Administration allowed a 90-day waiting period for the bureaus to respond and submit any comments or suggestions to be incorporated within the draft document; and

WHEREAS, after 90 days, the Office of Fiscal Administration finalized the Interagency Agreement Policy and distributed copies of the document to City Council and the bureau managers in its final form for review; and

WHEREAS, the Council of the City of Portland acknowledges a need for a policy consisting of a set of standards and guidelines governing the Interagency Agreement process throughout each fiscal year.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Portland, Oregon that:

1. The Interagency Agreement Policy (Exhibit I) shall be adopted by Council and shall be in full force and effect, beginning July 1, 1989.
2. All Interagency Agreements entered into by the bureaus/agencies of the City of Portland after June 30, 1989, shall follow the standards and guidelines set forth therein.

Adopted by the Council, JUN 21 1989

Mayor Clark
JEC:LS:pkh
June 13, 1989

BARBARA CLARK

Auditor of the City of Portland

By

Mary E. Newell Deputy

INTERAGENCY AGREEMENT POLICY

INTRODUCTION

The City of Portland has a budgeting process that establishes controls at organizational and programmatic levels called appropriation units. These units are cost centers that collect all the appropriate costs associated with the organization or program. Frequently, one organizational unit is better equipped either logistically or economically to provide services that fulfill the organizational or programmatic need of another organizational unit. Due to specific funding requirements and in order to hold managers responsible for the budgets, programs and organizations that they control, there is a need to insure that costs are allocated among appropriate cost centers. The method of assigning these costs is called an Interagency Agreement.

BACKGROUND

The Interagency Agreement was first implemented by the City of Portland during FY 1974-75. In its current form, an Interagency Agreement is akin to a contractual agreement between two city agencies/bureaus for either the provision of services or the purchase or replacement of equipment from any of the working capital funds. The receiver is a bureau of the City receiving specific services from another City bureau through an Interagency Agreement. The provider is a bureau of the City which provides specific services to another bureau of the City through an Interagency Agreement.

In theory, the receiver agency requests a specific level of service from a provider agency. Upon reaching a tentative agreement, the provider offers a cost estimate to the receiver. If the receiver agency is in agreement with the cost estimate of the provider agency for the services requested, the bureau manager signs and returns the Interagency Service Agreement (BUD 5) to the provider agency. Also, the fact that rates periodically change to reflect increased/decreased costs in materials and labor must be taken into consideration when providers/receivers are entering into new agreements. BUD 5's should provide a clear and detailed description of the services to be provided and received.

Further, the working capital funds were established by ordinance during FY 1974-75. Working capital fund interagencies are unique in that the working capital bureaus (i.e., Electronic Maintenance, Reproduction/Distribution, Fleet Maintenance, Insurance and Claims, Worker's Compensation, Justice Center) furnish receiver bureaus with a BUD 5 indicating the budgeted amount of service for the current fiscal year and an estimate based on the current level of service for the subsequent fiscal year. The Bureau of Computer Services, a General Fund bureau, operates similarly to the working capital bureaus in terms of establishing interagency agreements. Additionally, a Non-Working Capital fund was recently established for Buildings.

An internal working capital fund, the City Equipment Acquisition Fund, has been established for the acquisition of equipment under the Master Lease program. Additionally, a second internal working capital fund has been established, the City Facilities Acquisition Fund, for purposes of administering the 1984 Facilities Lease Purchase and future facilities lease purchase financing. These funds are managed by the Office of Fiscal Administration (OFA) and used to collect lease payments from bureaus financing acquisitions through these two programs. OFA's Accounting Division

is responsible for preparing BUD 5's for bureaus acquiring equipment and/or facilities under an existing Master Lease or the 1984 Facilities Lease Purchase.

Sometimes the receiver bureau wishes to obtain additional services or to delete existing services with the provider, generally after consultation. When this occurs, the receiver bureau makes the necessary changes on the BUD 5 and returns a copy to the provider bureau for its approval. After the provider bureau has agreed to these service changes and both bureaus have signed the agreement, the receiver bureau may then include the revised figure in its budget request. If the receiver agency does not agree with the provider agency's cost estimate, it must resolve the disagreement with the provider agency. In terms of the Budget Process calendar a two-week turnaround is provided for the receiver bureaus to notify the provider bureaus of any changes in service level requests.

In practice, because of the short time frame involved, the IAA process can break down due to:

1. the lateness of the Bud 5's to the receivers,
2. the bureaus not signing their interagency agreements,
3. disagreements as to the content of the agreement,
4. bureaus not informing each other when changes have occurred, etc.

When there are requests for new or replacement equipment from Fleet Maintenance, Reproduction/Distribution, or Electronic Maintenance, the receiver agency includes only the additional rental or replacement charges for that equipment in its interagency agreement for services. Also, on the bottom of the form, in the space provided, bureaus are able to provide a description of any equipment to be purchased and the purchase amount. This becomes a cash transfer. The amount for cash transfers is totalled at the bottom of the form, separately from services. The cost of purchasing the equipment is also listed on the Line Item Worksheet (BUD 1), Line Item 700 (cash transfers).

In summary, the Interagency Agreement establishes a mutually-agreed upon budget amount for anticipated services or equipment purchases to be provided and received.

Due to the numerous problems incurred in recent years and the ever-increasing usage of Interagency Agreements, it has become necessary to establish a formal policy citing standards and guidelines to allow for a more efficient and effective Interagency Agreement process.

It is the recommendation of the Task Force that the following guidelines be implemented during FY 1989-90.

GUIDELINE I: FORMAT OF THE INTERAGENCY AGREEMENT

The format of a completed Interagency Agreement (IAA) will include the following:

1. The IAA will be written, not verbal.
2. The IAA will reasonably define the service to be provided in quantitative terms and whenever possible, qualitative terms.
3. The IAA will clearly state the price and quantity or elements of the service(s) to be provided so that any necessary amendments/adjustments may be made easily. This will also assist bureaus in

reducing or increasing services to meet their program needs. This requirement may be fulfilled by making reference to procedures manuals or an indication that documentation is available upon request.

4. The IAA will define the process by which amendments/adjustments may be made to the original agreement.
5. In terms of an unanticipated mid-year amendment, the proper supporting documentation with respect to the changes will be provided. The newly-developed Interagency Service/Cash Transfer Agreement form will include columns labeled "original", "revised", and "adjustment" to accommodate the new policy requirements.
6. The IAA will define the billing process and schedule.

Interagency Agreements will only be accepted by the Office of Fiscal Administration-Budget Division if they have been completed according to the above requirements and if they have been signed by both the provider's and the receiver's authorized bureau representative, thus indicating they have entered into an agreement. However, if an Interagency Agreement is not received by OFA, it will not be put in the budget.

Copies of any subsequent signed IAA Change Forms to amend an agreement shall be sent to all parties involved, i.e., the provider, receiver, budget analyst, etc.

GUIDELINE II: RATE SETTING

Brief summary of RATE METHODOLOGY - Since there are no General Fund or other subsidies built into provider budgets, Inter-agency providers must charge the full cost of services provided. This includes not only current services, but also the planning for future provision of services.

Rates will be developed based on cost-of-services data. Each service category must be identified at a level which can be measured (in terms of cost and quantity) and, if possible, comparable to similar externally-provided services. Cost must include both direct and indirect costs. Indirect costs may include elements of both general fund and bureau administrative overhead.

As a result, every rate structure must be composed of two or more elements, with the elements dependent on the type of associated costs (fixed or variable) involved. The computation will also include direct and indirect administrative costs which are part of the rates. Direct costs cover the supervisory functions (i.e., personnel and related materials and supplies) directly associated with managing work production. Indirect costs include administrative support functions like accounting, budgeting, payroll, billing, rental space, personnel and the like. These tasks are performed by a central administrative staff within the providing bureau. (The Office of Fiscal Administration is nearing the completion of the Cost of Service Manual that describes rate setting methodologies and procedures. The anticipated distribution date is July 1, 1989.)

In the case of General Services, the Inter-Agency agreement (BUD 5) separately identifies

a charge for General Fund Overhead which has not been included as part of the service rate computations. The General Fund Overhead is a cost to a Working Capital Fund for certain centralized services not covered under Interagency Agreements. Services of this kind include central accounting, treasury, purchasing, payroll, legal services and personnel. General Fund Overhead will continue to be included, in some way, as part of the rate computations, denoting the true cost of all services provided to the receivers.

The basic premise of the rate development philosophy is that the rates of Inter-agency providers will reflect the cost of operations.

Each year, prior to the development of bureau budgets, and in conformance with the budget calendar, providers will contact receiving bureaus and present estimates of service costs. This contact will include the following:

1. Notification to receivers of any major changes in their rate methodology. Rate development by provider bureaus will be timed to meet the requirements of the fiscal year budget calendar considering the availability of overhead targets and budget costs.
2. An estimate of service quantity and quality that is to be provided in the subsequent year.
3. Providers will make available to receivers information concerning the development of their interagency rates. This includes detail concerning the methodology of rate construction and cost basis of rates. Upon request by receiver bureaus, other providers will also make this information available.
4. This information will provide the basis of discussions between the provider and receiver to arrive at a mutually agreeable level of service and associated costs.

Annually, after bureau budget submissions to OFA, providers will hold work sessions with receivers to review and explore modifications to rate methodologies for implementation in the following budget process. This rate methodology review will involve:

1. Notice of work sessions regarding the development of their rate methodology annually after submittal of the budget. Any agreed upon changes in methodology will apply to the following year's budget process.
2. Providers must develop rates in any one of several ways consistent with the provider's service: flat rates, fixed plus variable rates, rates based on prior experience, etc. Whatever the methodology chosen, the objective of the rate setting process must be a fair allocation of the providers costs among all receivers of a service.

GUIDELINE III: RATE APPLICATION

For each class of IAA receivers, rates will be uniformly applied. Special arrangements or any sort of exception from standard rates or components of rates for the provision services by provider bureaus will not be made unless otherwise directed by Council.

GUIDELINE IV: BILLING PROCEDURES

Billing documents and supporting data will be submitted to the Accounting Division in a timely manner and in conformance with the processing schedules set forth by the Office of Fiscal Administration. There will be a full description, in general terms, of the type of service provided, reference made to authorizing work order numbers, as well as a breakdown of either the quantity and rate being charged or the actual costs being billed. Billings will indicate the period of time during which the services were provided and the date of the billing transaction (within the current accounting period). All billings must have an appropriate authorized signature along with the name, position and telephone number of the person preparing the billing.

Billings fall into two categories. Direct billings are services charged on a cost recovery basis, and the billing amount will be variable depending on the quantity of services provided. Contract billings are charges for services at a predetermined fixed rate regardless of the actual services provided. In other words, charges for a specific service will be billed on an equal incremental basis or the same amount each billing period throughout the duration of the maintenance agreement; and the actual services provided have no bearing on the periodic billing amount upon which an agreement is made. Some billings may have elements of both fixed and variable amounts.

Documents submitted to record direct billings for a service, ie., printing service, telephone service, etc., must include the following:

1. Description of the service which was provided.
2. The price elements of the service(s) which was(were) provided including quantity and rates and any other direct and indirect charges applied.

The Accounting Division of the Office of Fiscal Administration will only accept or process billings which are billed in the same FY for which the services/purchases were provided/made. Therefore, the final billing of all internal services must be complete and submitted to the Accounting Division in time to be included in Period 13, Run 1. If actual amounts are not known in time for Run 1, then estimates may be substituted and adjusted to actuals in Run 2. If a receiver wants to challenge a billed amount, it must be filed and resolved prior to Run 2.

GUIDELINE V: DISPUTE-RESOLUTION PROCESS

There are two separate types of dispute resolution processes:

- A. Policy disputes - including rate methodology; and,
- B. Billing disputes - involving the application of set rates, and/or service provision within an existing Inter-Agency Agreement.

In both cases, disputes are encouraged to be resolved between the parties. However, experience has shown the need for a dispute resolution process.

In terms of disputes relating to policy issues such as rate methodology, for instance, either party may submit issues to the MRC or its successor for resolution. The MRC will issue a report of its findings and recommendations. Parties to the dispute will have ten (10) days to accept its recommendations. If not, the report and issues will be placed on the Council agenda for final resolution.

In the case of billing/service disputes, either party may request the Office of Fiscal Administration's intervention. The Office of Fiscal Administration-Budget Division will issue a report of its findings and recommendations. Parties to the dispute will have ten (10) days to accept its recommendations. If not, the report and issues will be placed on the Council agenda for final resolution.

Each party to the dispute must submit issue papers to OFA within ten (10) days of request which clearly:

- a. Defines the dispute.
- b. Provides relevant information in support of the bureau's position.
- c. States the steps that were taken to resolve the disputed issues.

Once this information has been submitted, OFA will review the issues and make findings and, if the parties do not agree to OFA's findings within ten (10) days, OFA will submit its report to Council for an ultimate decision.

NOTE: Again, it must be determined by OFA that the bureaus in dispute have taken all possible steps to resolve the disputed issues. Also, bureaus are encouraged to settle any and all apparent IAA disputes prior to the beginning of the Budget Process, either by stipulation or arbitration. Arbitration prior to the submission of the bureaus' budgets will yield a maximum level of agreement. However, once the Budget Process begins, time for arbitration of disputes will be very, very limited, if not non-existent.

RESOLUTION NO. 34847

Establish a Local Improvement District Financing Policy for evaluating, forming and financing local improvement projects. (Resolution)

THE COUNCIL OF THE CITY OF PORTLAND FINDS THAT

1. WHEREAS, the City of Portland forms, finances and constructs more than \$1 million in voluntary local improvement district projects, annually; and
2. WHEREAS, the City of Portland has provided financial security for local improvement projects by pledging the City's taxing authority; and
3. WHEREAS, Ballot Measure 5 imposes new restrictions and conditions on the use of the City's taxing authority by requiring City-wide voter approval of unlimited tax general obligation improvement bonds; and
4. WHEREAS, existing local improvement district financing policies do not address the changing requirements of Ballot Measure 5; and
5. WHEREAS, it is critical to the long-term financial health of the City to have financial policies which protect City resources, and provide adequate security for City bondholders; and
6. WHEREAS, the local improvement district program is an important method for financing local transportation, sewer, water and other capital improvements; and
7. WHEREAS, the City's local improvement district financing policy must be responsive to the varied financial requirements of each local improvement district; and
8. WHEREAS, the Auditor's Office convened a Policy Committee consisting of the Auditor's Office, Office of Transportation, Bureau of Environmental Services, Water Bureau, Office of Finance and Administration, and Public Financial Management, the City's financial advisor; and
9. WHEREAS, the Policy Committee reviewed the issues affecting the City's LID Program and developed recommendations to be included in the LID Financing Policy; and
10. WHEREAS, the Auditor's Office presented the Policy Committee recommendations to the Auditor's Office Budget Advisory Committee on April 23, 1991, and to City Council in informal session on April 30, 1991;

RESOLUTION NO.

NOW, THEREFORE, BE IT RESOLVED THAT

1. The City of Portland adopts the Local Improvement District Financing Policy, as set forth in Attachment A; and
2. The Local Improvement District Financing Policy governs all future local improvement projects, including projects which City Council has formed by ordinance, and for which City Council has not awarded a construction contract; and
3. The Local Improvement District Financing Policy supplements all existing City policies related to local improvement districts, assessments and assessment financing; and
4. The Auditor's Office is directed to work with participants on the Policy Committee, existing advisory bodies, property owners and other interested citizens to obtain public review and comment; and
5. The Auditor's Office is directed to prepare City Charter and Code amendments, as needed, to codify this policy after receiving public review and comment.

Adopted by the Council, **MAY 08 1991**

Barbara Clark, CPA
Auditor of the City of Portland
DGV/jrh/policy.aud
May 2, 1991

BARBARA CLARK, CPA
Auditor of the City of Portland

By: *Britta Olson*

Deputy

ATTACHMENT A

City of Portland
Local Improvement District Financing Policy

A. Purpose and Intent.

The LID Financing Policy is intended to facilitate the use of the local improvement district process in a manner which protects the City's financial condition. The Policy prescribes a process to (1) evaluate the financial feasibility of local improvement projects, (2) measure financial risk of project default, and (3) identify sources of financial security for long-term assessment financing. Through this process, the City will be able to make reasoned policy decisions about the purpose of the local improvement, the responsibilities of property owners, the contributions (if any) of City resources, and the means of responding to financial risk.

B. Findings.

1. The City of Portland forms, finances and constructs more than \$1 million in voluntary local improvement district projects, annually.
2. The City of Portland has provided financial security for local improvement projects by pledging the City's taxing authority.
3. Ballot Measure 5 imposes new restrictions and conditions on the use of the City's taxing authority by requiring City-wide voter approval of general obligation improvement bonds.
4. Existing local improvement district financing policies do not address the changing requirements of Ballot Measure 5.
5. It is critical to the long-term financial health of the City to have financial policies which protect City resources, and provide adequate security for City bondholders.
6. The local improvement district program is an important method for financing local transportation, sewer, water and other capital improvements.
7. The City's local improvement district financing policy must be responsive to the varied financial requirements of each local improvement district.

C. Responsibilities.

The following general responsibilities will govern the evaluation of a proposed local improvement project prior to City Council adoption of an ordinance to form a local improvement district:

1. The chief petitioners shall be responsible for responding to any financial concerns or conditions raised by the City as a result of a technical or financial evaluation of the proposed local improvement project.
2. The lead public works bureau shall be responsible for assisting property owners with the procedures to file a petition to form a local improvement district. To the greatest extent possible, the bureau should attempt to identify financing issues early in the petition process, and include the Auditor's Office in a review of possible financial options.
3. The Auditor's Office shall be responsible for evaluating the financial feasibility and measuring the financial risk of a proposed local improvement project based on this Policy.

C. Feasibility Tests.

The City Auditor shall use the following tests when evaluating the financial feasibility of a local improvement project. These tests, and any resulting financial security issues, shall be completed and addressed before the Auditor's Office prepares and files an ordinance to form a local improvement district. The Auditor's Office will perform the financial evaluation with assistance and involvement from public works bureaus, the Office of Finance and Administration, the Portland Development Commission, petitioners and other interested parties.

Feasibility Test	Standard or Condition
Value to Assessment Ratio	Individual properties must have a value to assessment ratio of 2:1 or greater. Exceptions to this standard will be accepted for aberrant ratios as noted under Waiver Criteria.
Aberrant Value to Assessment Ratio	Ratios below 2:1 will be accepted on properties representing no more than 5% of estimated assessments. No individual aberrant property may represent more than 2% of estimated assessments. No individual aberrant property may have a ratio less than 1.5:1.
Diversity of Ownership	The City will require additional security for projects where 3 or less property owners represent more than 50% of estimated assessments.
Diversity of Development	The City may require additional security for projects involving vacant property which represents more than 25% of total assessments.
Bankruptcy	The City will require additional security for properties which are involved in a bankruptcy proceeding.
Waiver Criteria	<ul style="list-style-type: none"> • Project involving less than 12 properties, and for which more than 75% of assessment estimates are on residential property. • The value to assessment and aberrant ratio standards may be waived if affected property owners file financial statements demonstrating ability to pay assessments, and if total real market property value exceeds total taxes and assessment liens. • Publicly owned property is exempt from all feasibility tests. • The project advances expressed City goals or objectives, and adequate security is identified by City Council. • The project is included in an urban renewal area, and is secured by the Portland Development Commission.
Conditions for Developer LIDs	<ul style="list-style-type: none"> • Developer/chief petitioner files current financial statements. • No delinquent property taxes or assessments. • Bond, letter of credit or other security equal to total project costs.

D. Improvement Bond Program Security and Structure

The City Council shall use the following security arrangements and bonding structure when approving long-term financing of local improvement assessments. These guidelines are intended to provide adequate financial securities to market limited general obligation improvement bonds at the lowest possible interest cost to property owners. In addition, the guidelines set forth the order of security to be provided in the event that a property owner defaults on a local improvement assessment loan.

Security or Structural Consideration	Standard or Condition
Lien Enforcement	The City shall use active collection and foreclosure practices to collect delinquent local improvement assessments.
Primary Security	The City places a municipal lien on property to secure local improvement assessments. Additional security is pledged by developers based on the value to lien ratio test of 2:1.
Secondary Security	The City shall adjust the interest rate on local improvement assessment loans to provide for insurance for improvement bonds. The adjustment shall be determined by City Council, based on a recommendation of the Office of Finance and Administration, the Auditor's Office and the City's financial advisor. The interest rate adjustment shall be fixed at the time the Auditor's Office sets the permanent interest rate on assessment loans, following a bond sale. Proceeds shall be deposited in a dedicated reserve account to be used to cover debt service payments in the event of an assessment loan default.
Ultimate Security	The General Fund shall be ultimately responsible for securing improvement bonds. In the event that a property owner default of an assessment loan requires debt service payments beyond the coverage established in improvement bond reserve account, City enterprise funds shall make payments on behalf of the General Fund as set forth in the bond sale ordinance. Participation by each enterprise fund shall be proportionate based on the types of local improvement projects involved in the bond sale.
Interest Rate Bump	The Auditor's Office and Office of Finance and Administration shall provide that the interest rate adjustment authorized by City Code is sufficient to administrative costs, cash flow requirements and the reserve requirements set forth in City Code and this Policy.
Contract versus Bond Length	The City shall structure improvement bonds to mature at least 2 years following the last scheduled installment payment of an assessment loan financed by the bond sale.
Bond Amortization Schedule	The City shall offer monthly and semi-annual installment plans for the convenience of property owners. The City shall encourage early payoff and prepayment of assessment loans and use of 10 year loan terms wherever possible.

E. Definitions

The following definitions are used for the purposes of this Policy:

Aberrant Value	Exceptions to set criteria.
Assessment	Share of public improvement costs apportioned to LID property based on the total Actual Cost (defined in HB 2550) less any project subsidy.
Bare Land LID	An LID which includes predominantly unimproved land.
Bond Reserve Fee	A separate fee (distinct from Financing Fees) charged to property owners to provide a separate reserve fund as additional security for the bonds issued to finance assessment contracts.
Contingent Liability	Potential debt service payments (including unrecovered principal repayment after the foreclosure and sale of property) to be paid if assessment payments are not made on a timely basis.
Developer LID	Local Improvement District formed to install public improvements (streets, sidewalks, lighting, sewers, or water) <u>before</u> private improvements are constructed or completed.
Financing Fees	Charges to LID participants who elect to finance assessments which cover the cost incurred by the City in the provision of such financing. These costs include, but are not limited to, fees to consultants, bond counsel, underwriters and paying agents, and the cost of preparing and printing the official statement.
Letters of Credit	An irrevocable commitment by a credit worthy bank or financial institution to make payments upon demand. Generally required by a developer wishing to proceed with an LID which does not conform to financial criteria established by the City. The Letter of Credit (LC) is generally posted for the estimated total cost of the improvements and subject to draw by the City without further approval.
Lien	Legally enforceable claim on the property second only to taxes and superior to other mortgage liens.
Property	Land; identified by a discrete tax lot number, plus any existing improvements to the land.
Property Value	Real Market Value as determined by Assessor in conformance with HB 2550 or an appraisal by a certified (MAI) appraiser of the market value of the property as of the completion of the public improvements.
Total Liens	All taxes due (current, deferred and delinquent), existing and proposed City assessments, mortgage, and any other legal claim on the property, regardless of lien position.
Value to Lien Ratio	The value of the property, less any taxes or co-equal liens, compared to the estimated LID assessment.

DECLARATION OF OFFICIAL INTENT

WHEREAS, the City of Portland, Multnomah, Washington and Clackamas Counties, Oregon (the "City") intends to issue tax-exempt obligations to reimburse the City for expenditures paid by the City prior to the date of delivery of the tax-exempt obligations;

WHEREAS, Internal Revenue Service has promulgated regulations (the "Regulations") that provide, in general, that governmental units may not use the proceeds of tax-exempt obligations to reimburse the governmental units for expenditures paid prior to the date of delivery of the tax-exempt obligations unless the expenditures were paid after the governmental units adopted an "official intent" to issue tax-exempt obligations in the future to reimburse the expenditures;

WHEREAS, the Regulations provide that "official intent" may be taken by the governing body of the governmental unit or by a person authorized or designated to declare official intent on behalf of the governmental unit; and

WHEREAS, the City Council of the City ordained in Ordinance No. 166869 that the Debt Manager of the City is authorized to declare official intent on behalf of the City pursuant to the Regulations and that official intent declarations made by the Debt Manager of the City shall constitute declarations of official intent by the City pursuant to the Regulations;

NOW THEREFORE, the Debt Manager of the City, pursuant to Ordinance No. 166869, declares as follows:

- Section 1.** The City reasonably expects to reimburse the expenditures described herein with the proceeds of debt to be incurred by the Issuer (the "Reimbursement Obligations").
- Section 2.** The maximum principal amount of Reimbursement Obligations expected to be issued is \$3,000,000.
- Section 3.** The expenditures with respect to which the City reasonably expects to be reimbursed from the proceeds of the Reimbursement Obligations will be incurred to provide funding of equipment and facilities necessary for the operation and maintenance of City services. None of the original expenditures to be reimbursed pursuant to this declaration were made more than 60 days prior to the date of this declaration.

Adopted this 22nd day of August, 1994.

CITY OF PORTLAND, OREGON

By: 

Kenneth L. Rust
Debt Manager

ORDINANCE No. 168971 ~~SUBSTITUTE~~

*Adopt the annual budget of the City of Portland and establish appropriations for the fiscal year beginning July 1, 1995. (Ordinance)

The City of Portland ordains:

Section 1. The Council finds that:

1. The Multnomah County Tax Supervising and Conservation Commission (TSCC) held its public hearing on the City of Portland's FY 1995-96 budget on June 7, 1995 and certified the City's FY 1995-96 budget and proposed levies on that date.
2. The FY 1995-96 Adopted Budget document presents the second year of a two year financial plan and budget. For FY 1995-96, the document provides specific position authorization and line item expenditure and revenue detail for all City bureaus and funds.
3. After the preparation, approval, public notice, and presentation to the TSCC of the City's Approved Budget, it is advisable to update the estimates of resources and requirements contained in the FY1995-96 Budget prior to final adoption as allowed under Oregon State budget statutes.
4. The changes to be incorporated in the Adopted Budget include:
 - a. \$355,000 in General Fund reallocation approved by Council on April 27, 1995.

Additional allocations were made which appropriated the remaining \$170,000 of the previously identified \$8.5 million additional resources. In addition, Council reduced the Business Development Loan Special Appropriation by \$185,000 in order to provide appropriation for other high priority items.

Those additional allocations are:

- \$150,000 to the Oregon Historical Society for interactive exhibit.
- \$150,000 to the Planning Bureau to begin the Inner SE Plan in January 1996.
- \$45,000 to Planning Bureau to develop the Environmental Zone handbook.
- \$5,000 to ONA/Commission on Aging for ongoing operations.
- \$5,000 to Metropolitan Human Relations Commission to help fund an Anti-Bias Conference.

ORDINANCE No.

- b. Certification of a \$2,500,000 tax increment collection, contingent upon actual assessed value growth;
 - c. As recommended by the Tax Supervising and Conservation Commission, increase the Fire and Police Disability and Retirement (FPD&R) fund resources and requirements to adequately fund the Oregon Legislature-mandated requirement to fully compensate retirees whose pensions prior to 1991 had been tax free. Fund resources and requirements are increased by \$4,838,390, from \$60,857,341 to \$65,695,731. To fund this increase, the FPD&R levy is increased by \$3,866,926, FPD&R contingencies and reserves will be used, and the \$1.2 million FPD&R reserve in the General Reserve Fund will be transferred to FPD&R.
 - d. The carryover of appropriations for certain activities or projects previously authorized in the FY 1994-95 Budget but not expected to be expended by June 30, 1995;
 - e. Technical adjustments including program revenue adjustments; updated estimates for interagency agreements; and numerous minor adjustments needed in order to make the resource and requirement estimates as up-to-date and technically accurate as possible prior to adoption of the FY1995-96 Budget.
5. The budget should be adopted so that there is no delay in establishing budget authority for conducting City business on July 1, 1995.

NOW, THEREFORE, the Council directs:

- a. The Fiscal Year 1995-96 budget of the City of Portland is hereby adopted.
- b. To authorize expenditures in accordance with the annual budget adopted in Section 1.a of this Ordinance, amounts are hereby appropriated for the fiscal year beginning July 1, 1995, from the funds and for the purposes listed in Exhibit A, attached hereto. This schedule of appropriations incorporates the amendments referred to in the Findings of this ordinance.
- c. The Mayor and the Auditor are hereby authorized to draw warrants on the appropriations made in Section 1.b of this Ordinance as provided in Section 2-508 of the City Charter.

ORDINANCE No.

- d. The number of authorized full-time positions is hereby limited to the number of such positions listed for each fund and bureau in the FY 1995-96 Adopted Budget unless otherwise authorized by Council.

The Mayor, the Commissioners and the Auditor, within their respective jurisdictions, are authorized to fill vacant positions in accordance with Chapter 4.04 of the Code of the City of Portland unless otherwise directed by Council. Salaries for each appointee shall be set in accordance with the Compensation Plan of the City of Portland unless otherwise directed by the Council.

- e. Special expenditure limitations are hereby established as follows:
- i. Expenditures may not exceed the amounts listed for the major object categories in the FY 1995-96 Adopted Budget, as amended throughout the fiscal year by the appropriate authority. The "major object categories" include personal services, external materials and services, internal materials and services, capital outlay, equipment cash transfers, contingency, fund-level cash transfers, debt retirement, and inventory increases.
 - ii. Bureau managers may adjust their line item budgets as needed, subject to the limitations described below.
 - (a) Line item budget adjustments may not change the appropriation amounts shown in Exhibit A except with approval from the City Council as provided for in ORS 294.450, 294.326, or 294.455 or through the Supplemental Budget process provided for in ORS 294.455 and ORS 294.480.
 - (b) Line item budget adjustments may only change the totals for the major object categories of the bureau program budget with written authorization from the Commissioner-in-Charge and subsequent reporting in the trimester Budget Monitoring Reports that bureaus submit to the Office of Finance and Administration.
 - iii. Expenditures for internal materials & services (line items 551000 through 559000) may only be used to obtain services from City of Portland agencies. Any line item budget adjustment that changes an internal materials & services amount must be agreed to by both the bureau providing the service and the bureau receiving the service, in accordance with the City's policy on interagency agreements adopted by the City Council on June 21, 1989 and revised on December 4, 1992.
 - iv. Fund-level cash transfers may not exceed the amounts detailed in the FY 1995-96 Adopted Budget without approval from the City Council.

ORDINANCE No.

- v. The capital outlay category is to be used for the purchase of "fixed assets," which are defined as tangible assets having a unit cost of at least \$5,000 and an expected life of at least one year. The capital outlay category is subdivided into land, buildings, improvements, and equipment/furniture. "Improvements" are fixed assets other than buildings that add value to land, cost at least \$10,000, and have an expected life of at least 10 years. "Equipment and furniture" (line item 564000) is defined as fixed assets other than land, buildings, and improvements.
- vi. Expenditures on Federal and State grant projects are limited to those grants which have been accepted and approved by the City Council.
- f. Special budget monitoring provisions are hereby authorized for FY 1995-96:

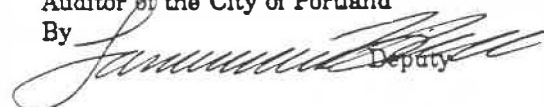
The Bureau of Financial Planning is directed to prepare a trimester report to Council regarding budgetary performance and fiscal status and is authorized to require City bureaus to submit such information as is necessary to prepare this report, including the status of budget notes included in the FY 1995-96 Adopted Budget.
- g. The FY 1995-96 Adopted Budget will be prepared in accordance with Council policy directions and state budget law.

Section 2. The Council declares that an emergency exists, as it necessary to adopt the Fiscal Year 1995-96 Budget and establish appropriation without delay in order to provide authority to transact the financial affairs of the City of Portland for the 1995-96 Fiscal Year; therefore, this ordinance shall be in force and effect from and after the start of the Fiscal Year beginning July 1, 1995.

Passed by the Council, JUN 21 1995

Mayor Katz
TG:cf
June 20, 1995

BARBARA CLARK
Auditor of the City of Portland
By


Deputy

APPROPRIATION SCHEDULE - 1995-96

Table 10

20-Jun-95	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increases	
GENERAL FUND						
	Office of the City Attorney	3,620,074	0	0	0	3,620,074
	Office of the City Auditor	4,240,970	0	0	0	4,240,970
	Office of Cable & Franchise Mgmt	1,450,204	0	0	0	1,450,204
	Office of Comm #1 - Public Utilities	608,053	0	0	0	608,053
	Office of Comm #2 - Public Works	593,535	0	0	0	593,535
	Office of Comm #3 - Public Affairs	572,000	0	0	0	572,000
	Office of Comm #4 - Public Safety	593,226	0	0	0	593,226
	Bureau of Community Development	3,428,449	0	0	0	3,428,449
	Energy Office	410,548	0	0	0	410,548
	Office of Finance & Administration	15,616,198	0	0	0	15,616,198
	Bureau of Fire, Rescue, and Emerg Svcs	60,354,092	0	0	0	60,354,092
	Bureau of General Services	1,253,484	0	0	0	1,253,484
	Office of Government Relations	536,993	0	0	0	536,993
	Bureau of Licenses	2,718,263	0	0	0	2,718,263
	Office of the Mayor	1,335,274	0	0	0	1,335,274
	Metropolitan Arts Commission	0	0	0	0	0
	Metropolitan Human Rights Commission	343,031	0	0	0	343,031
	Office of Neighborhood Associations	2,749,963	0	0	0	2,749,963
	Bureau of Parks and Recreation	34,023,933	0	0	0	34,023,933
	Bureau of Planning	5,509,045	0	0	0	5,509,045
	Bureau of Police	94,023,810	0	0	0	94,023,810
	Bureau of Purchases and Stores	1,140,914	0	0	0	1,140,914
	Total General Fund Bureaus	235,122,059	0	0	0	235,122,059
Special Appropriations						
Public Safety						
	Regional Drug Initiative - GF	30,732	0	0	0	30,732
	Regional Drug Initiative - Grant	209,970	0	0	0	209,970
	Sheriff Transfer Cost	525,356	0	0	0	525,356
	School Police	1,560,000	0	0	0	1,560,000
Community Development						
	Econ Impr District (EID) Assmnts	31,010	0	0	0	31,010
	Block-by-Block Weatherization	160,841	0	0	0	160,841
	Business Development (PDC)	945,273	0	0	0	945,273
	Business Districts(PDC)	51,221	0	0	0	51,221
	Economic Development Loan	322,353	0	0	0	322,353
	Downtown Services	554,706	0	0	0	554,706
	Special Opportunity/Workforce	374,780	0	0	0	374,780
	Northeast Workforce Center	101,638	0	0	0	101,638
	Livable Cities	605,720	0	0	0	605,720
	River District	709,106	0	0	0	709,106
Legislative/Administrative						
	City Council Local Area Network	82,730				82,730
	Civil Rights Ordinance Enforcement	35,854	0	0	0	35,854
	Customer Survey	50,000	0	0	0	50,000
	Management Council	4,943	0	0	0	4,943
	Emergency Funds of Council	7,000	0	0	0	7,000
	Leaders Roundtable	10,000	0	0	0	10,000
	Employee Empowerment Fund	50,000	0	0	0	50,000
	Quality Customer Service	191,990	0	0	0	191,990
	Citywide Computer Systems Review	100,300	0	0	0	100,300
	Unemployment Insurance	200,000	0	0	0	200,000
	Innovations Loan Program	179,986	0	0	0	179,986
	City Membership and Dues	288,446	0	0	0	288,446
	Water/Sewer Functional Analysis	60,500	0	0	0	60,500
	Business License Refunds	2,110,661	0	0	0	2,110,661
	Compensation Adjustments	5,053,701	0	0	0	5,053,701

APPROPRIATION SCHEDULE - 1995-96

Table 10

20-Jun-95	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increases	
GENERAL FUND - continued						
Parks/Recreation						
	Civic Stadium	50,000	0	0	0	50,000
	Cultural Tourism	200,000	0	0	0	200,000
	Oregon Historical Society	150,000	0	0	0	150,000
	Regional Arts/RACC	1,145,014	0	0	0	1,145,014
	Transportation					0
	Employee Transit Program	115,128	0	0	0	115,128
	Total Special Appropriations	16,268,959	0	0	0	16,268,959
	Fund Requirements	0	8,807,922	19,579,917		28,387,839
TOTAL GENERAL FUND		251,391,018	8,807,922	19,579,917	0	279,778,857
OTHER FUNDS						
Operating Funds						
	Assessment Collection	60,957	247,628	991	0	309,576
	Arena Operating	55,508	0	3,800,035	0	3,855,543
	Auto Port	871,747	1,147,482	839,884	0	2,859,113
	Buildings Operating	13,379,339	1,473,553	399,167	0	15,252,059
	Cable	2,001,032	5,074	31,978	0	2,038,084
	Economic Improvement District	2,322,468	0	0	0	2,322,468
	Emergency Communications	9,992,115	396,900	156,763	0	10,545,778
	Golf	4,502,744	612,619	440,600	0	5,555,963
	Hydroelectric Power	470,941	236,551	169,993	0	877,485
	Parking Facilities	7,035,349	4,576,233	1,565,719	0	13,177,301
	Parks System Improvements	2,988	10,000	0	0	12,988
	Portland International Raceway	697,452	256,864	37,500	0	991,816
	Public Safety Capital	531,894	0	0	0	531,894
	Refuse Disposal	2,233,666	914,577	300,405	0	3,448,648
	Sewer Operating	152,952,351	5,459,379	45,591,342	0	204,003,072
	Transportation	81,485,766	6,470,654	5,868,735	0	93,925,155
	Water	60,335,638	11,410,661	23,191,572	0	94,977,871
Internal Service Funds						
	Communications	7,994,939	1,528,803	331,848	336,400	10,191,990
	Computer Services	3,594,951	752,474	101,730	164,685	4,613,840
	Facilities Services	30,017,207	4,192,712	330,249	4,993,502	39,533,670
	Fleet Services	16,234,554	4,999,283	724,536	0	21,958,373
	Health Insurance	13,718,655	18,084,874	140,093	0	31,943,622
	Insurance & Claims	4,435,426	5,224,077	116,017	0	9,775,520
	Printing & Distribution	5,742,238	897,531	232,103	0	6,871,872
	Workers' Compensation	4,255,294	11,142,928	162,958	0	15,561,180
Agency and Trust Funds						
	Environmental Remediation	666,990	1,325,392	29,871	597,096	2,619,349
	Housing Investment	2,245,915	0	0	0	2,245,915
	Hydro Power Renewal & Replacement	0	7,099,000	180,000	0	7,279,000
	Portland Parks Trusts	2,053,056	1,066,773	0	0	3,119,829
	Sewer Rate Stabilization		31,263,000	5,000,000	0	36,263,000
	Sewer Revolving Loan	200,000	1,025,000	0	0	1,225,000
	Sewer Safety Net	1,720,000	2,775,161	0	0	4,495,161
	Water Growth Impact	0	0	0	0	0
Construction Funds						
	Arena Construction	7,502,104	0	3,810,848	0	11,312,952
	Capital Improvement Construction	50,000	10,799,900	15,272,370	0	26,122,270
	LID Construction	6,296,562	1,309,769	8,329,506	8,000,000	23,935,837
	Parks Bond Construction	14,028,113	46,918,760	0	0	60,946,873
	Sewer System Construction	0	44,472,140	111,642,717	0	156,114,857
	Water Construction	0	3,810,895	25,405,965	0	29,216,860

APPROPRIATION SCHEDULE - 1995-96

Table 10

20-Jun-95	Bureau Program Expenses	Fund Requirements				Total Appropriation	
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increases		
Debt Service Funds							
	Airport Way Debt Service	0	0	0	1,688,704	0	1,688,704
	Arena Debt Service	4,000,000	0	0	45,355,000	0	49,355,000
	Bancroft Bond Interest & Sinking	0	0	0	12,289,885	0	12,289,885
	Bonded Debt Interest & Sinking	0	0	0	8,834,675	0	8,834,675
	Central Eastside Debt Service	0	0	0	0	0	0
	Convention Center Area Debt Service	0	0	0	0	0	0
	Golf Revenue Bond Redemption	0	0	0	303,776	0	303,776
	Hydropower Bond Redemption	0	0	0	3,721,649	0	3,721,649
	Intermediate Debt Service	0	0	0	1,996,976	0	1,996,976
	Morrison Park East Bond Redemption	0	0	0	401,150	0	401,150
	Morrison Park West Bond Redemption	0	0	0	341,805	0	341,805
	Old Town Parking Bond Redemption	0	0	0	664,454	0	664,454
	PIR Bond Redemption	0	0	0	0	0	0
	Sewer System Debt Redemption	0	0	26,012,404	29,386,571	0	55,398,975
	St Johns Riverfront Bond Redemption	0	0	0	0	0	0
	Short Term Debt Interest & Sinking	0	0	0	0	0	0
	South Park Renewal Debt Service	0	0	0	1,054,174	0	1,054,174
	Tennis Facilities Bond Redemption	0	0	0	0	0	0
	Washington County Supply Bond Redemp.	0	0	0	1,490,059	0	1,490,059
	Water Bond Sinking	0	0	0	10,701,781	0	10,701,781
	Waterfront Renewal Bond Sinking	15,000	0	0	5,986,500	0	6,001,500
Federal Funds							
	Federal and State Grants	1,394,169	0	4,639,416	0	0	6,033,585
	HOME Grant	3,727,828	50,172	0	0	0	3,778,000
	Housing & Community Development	17,939,511	187,068	358,421	0	0	18,485,000
Retirement Funds							
	Fire & Police Disability & Retirement	55,933,750	409,210	20,621	9,332,150	0	65,695,731
	Fire & Police Disability & Retire. Reserve	0	0	750,000	0	0	750,000
	Supplemental Retirement Program Trust	15,000	0	0	0	0	15,000
Revenue and Reserve Funds							
	Convention & Tourism	1,592,027	0	4,173	0	0	1,596,200
	General Reserve	0	28,140,263	3,700,000	0	0	31,840,263
	Transportation Reserve	0	5,193,961	310,214	0	0	5,504,175
TOTAL APPROPRIATIONS - ALL FUNDS		795,696,262	274,695,243	309,580,661	147,640,992	140,000	1,527,753,158

ORDINANCE No. 168972 SUBSTITUTE

*Levying taxes for the City of Portland for the fiscal year beginning July 1, 1995, and directing the Director of Financial Planning to submit said tax levy and other certifications to the County Assessors of Multnomah, Clackamas, and Washington Counties. (Ordinance)

The City of Portland ordains:

Section 1. The City Council finds that:

1. The FY 1995-96 Budget for the City of Portland was adopted and appropriations made by the City Council on June 21, 1995 by Ordinance.
2. The Supreme Court rendered an opinion on September 3, 1992 that tax increment collections are subject to the \$10.00 limit specified by Measure 5. The City's Five-Year Financial Plan establishes the City's strategy for responding to the Supreme Court's decision without further compression of the City's other levies. For FY1995-96, the City has approved a \$2,500,000 tax increment collection in anticipation that increased assessed value growth in FY1995-96 will cause the combined local government tax levy to fall below the \$10 limit. This tax increment collection is contingent upon actual, assessed value growth. The collection will be used to pay existing urban renewal debt service requirements.
3. In June 1995, the Oregon Legislature mandated increased retirement benefits of 9.89%, plus interest for retroactive payments, to offset Oregon income taxation of pensions. The Fire and Police Disability and Retirement Fund had been estimating added pension amounts of 6.3% and sufficient funds had been set aside for this purpose. The actual increase was larger than anticipated requiring an increase in the Fire and Police Disability and Retirement tax levy over that amount incorporated into the Approved Budget which was submitted to the Tax Supervising and Conservation Commission. Subsequently, the Tax Supervising and Conservation Commission in its June 21, 1995 certification letter to the City of Portland directed that the Fire and Police Disability and Retirement Pension tax levy be increased by \$3,866,926 from \$41,603,608 to \$45,470,534. This amount was judged to be the maximum amount necessary to provide sufficient funding for FY 1995-96 to comply with Senate Bill 562. This maximum additional tax levy is consistent with an assessed value growth of 10.2%. Should actual assessed value growth exceed 10.2%, a lesser increase in the FPD&R tax levy will be certified to County assessors for FY 1995-96 collection.

ORDINANCE No.

4. The Department of Revenue has issued a Form "M-5 Certification to Assessor" in addition to the Notice of Property Tax Levy (Form LB-50), on which the City is required to categorize its levies as "Exclusive School," "General Government," or "Not Subject to Measure 5 Limits." The Form M-5 also requires the City to certify any special assessments, fees, or charges imposed on property that would be subject to Measure 5 limits. Finally, the Form M-5 requires the City Council to certify for each urban renewal district the amount of tax increment revenue to be excluded from the limitation, the amount subject to the General Government limitation, and the amount not to be collected. In no case will an urban renewal district receive more than the amount of increment revenue allowed under the statutory formula outlined in ORS 457.440.

NOW, THEREFORE, the Council directs:

- a. In accordance with the FY 1995-96 annual budget of the City of Portland and the June 7, 1995 certification by the Multnomah County Tax Supervising and Conservation Commission, taxes are hereby levied for municipal purposes for the fiscal year beginning July 1, 1995, on all taxable property, both real and personal, within the corporate limits of the City of Portland as follows:

For the payment of the general expenses of the City of Portland not otherwise provided for, to be categorized on Form M-5 as "General Government," to be credited to the GENERAL FUND, the sum of one hundred twenty-five million, five hundred twelve thousand, fourteen dollars.

\$125,512,014

For the purchase, payment or redemption of the bonded indebtedness of the City of Portland, not otherwise provided for, and for the payment of interest, not otherwise provided for, accruing on the bonded indebtedness of the City of Portland, to be categorized on Form M-5 as "Not Subject to Measure 5 Limits," to be credited to the BONDED DEBT INTEREST AND SINKING FUND, the sum of eight million, nine hundred sixty-two thousand, nine hundred sixty-six dollars.

\$ 8,962,966

For the benefit of sworn firefighting personnel and their families authorized under the provisions of the Charter of the City of Portland now in force, to be levied for the FIREMEN'S RELIEF AND PENSION FUND and to be credited to the FIRE AND POLICE DISABILITY AND RETIREMENT FUND, the amount of thirty cents per one thousand dollars shall be levied on the assessed valuation of the property in the City of Portland not exempt from taxation. (This amount shall be computed by the Multnomah County Assessor.)

ORDINANCE No.

For the benefit of sworn firefighting personnel and sworn police personnel for the payment of pensions and to provide for members eligible for retirement in the Bureau of Fire, Rescue, and Emergency Services and the Bureau of Police authorized under the provisions of the Charter of the City of Portland now in force, to be credited to the FIRE AND POLICE DISABILITY AND RETIREMENT FUND, the amount which when added to the levy for FIREMEN'S RELIEF AND PENSION FUND will total forty-five million, four hundred seventy thousand, five hundred thirty four dollars. (This amount shall be computed by the Multnomah County Assessor.)

Total of the two levies, to be categorized on Form M-5 as "General Government," to be credited to the FIRE AND POLICE DISABILITY AND RETIREMENT FUND.

\$45,470,534

TOTAL LEVIES: One hundred seventy-nine million, nine hundred forty-five thousand, five hundred fourteen dollars.

\$179,945,514

- b. The Director of Financial Planning is hereby directed to certify on the Form LB-50 the tax levies made in Section 1.a hereof to the Assessors of Multnomah, Clackamas, and Washington Counties.
- c. In order to continue the City's active urban renewal districts and provide for potential future tax revenue for obligations of the Waterfront Renewal Bond Sinking Fund, the Central Eastside Industrial District Debt Fund, the Airport Way Debt Service Fund, the St. Johns Riverfront Bond Redemption Fund, the South Park Renewal Debt Service Fund, and the Oregon Convention Center Area Debt Service Fund, the Assessors of Multnomah, Clackamas, and Washington Counties are hereby instructed to implement the procedures specified by ORS 457.420 to ORS 457.440 and other applicable state law relative to tax increment financing of urban renewal indebtedness, subject to the certifications contained in section 1.e.
- d. The Director of Financial Planning is hereby directed to certify on Form M-5 that the City of Portland will not be imposing any special assessments, fees, and charges on property that would be subject to Measure 5's limits during FY 1995-96.
- e. The Director of Financial Planning is hereby directed to certify that the City of Portland requests that tax increment revenue be collected for urban renewal bonded indebtedness in FY1995-96 for South Park Blocks and Downtown Waterfront debt service requirements as outlined below. This means that on Form M-5, the following amounts will be certified for urban renewal collections:

ORDINANCE No.

Urban Renewal District	Tax Increment Available for Urban Renewal Debt	Amount Certified	Amount Estimated to be Collected
Airport Way	\$ 4,196,900.00	\$0	\$0
Central Eastside	\$ 1,804,550.00	\$0	\$0
Convention Center	\$ 5,078,745.00	\$0	\$0
St. Johns Riverfront	\$ 62,087.00	\$0	\$0
South Park Blocks	\$ 5,567,159.00	\$625,000.00	\$600,000.00
Downtown Waterfront	\$ 14,779,404.00	\$1,875,000.00	\$1,800,000.00
Totals	\$ 31,488,845.00	\$2,500,000.00	\$2,400,000.00

Collection of the tax increment revenues is contingent on the actual assessed value growth. The City will certify and collect the tax increment revenues only if the increase in assessed value is sufficient to allow the tax increment collection without forcing the City's other levies into compression under the \$10 limit.

- f. The Multnomah County Assessor is hereby instructed, with respect to the tax code area defined in Ordinance 163210 as the "Oregon Steel Mills and Neighboring Properties," to calculate for FY 1995-96 a tax for city purposes at a rate that is 100% of the highest rate for city purposes elsewhere in the City, as provided for in ORS 222.111 and the associated Administrative Rules of the Oregon Department of Revenue, and as agreed to at the time of annexation by the City Council in Resolution 34585.

Resolution 34585 authorized a tax phase-in schedule in return for annexation consent for property owned by Oregon Steel Mills, Inc., located in the Rivergate Industrial District. The tax phase-in schedule is as follows:

<u>Tax Year</u>	<u>Ratio</u>
FY 1989-1990	0.0%
FY 1990-1991	16.67%
FY 1991-1992	33.33%
FY 1992-1993	50.00%
FY 1993-1994	66.67%
FY 1994-1995	83.33%
FY 1995-1996	100%

ORDINANCE No.

- g. The Multnomah County Assessor is hereby instructed, with respect to the tax code area defined in Ordinance 163210 as the "Ash Grove Cement West Property," to calculate for FY1995-96 a tax for city purposes at a rate that is 30% of the highest rate for city purposes elsewhere in the City, as provided for in ORS 222.111 and the associated Administrative Rules of the Oregon Department of Revenue, as agreed to at the time of annexation by the City Council in Resolution 34692.

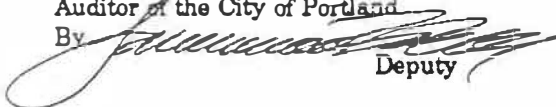
<u>Tax Year</u>	<u>Ratio</u>
FY 1990-1991	5%
FY 1991-1992	10%
FY 1992-1993	15%
FY 1993-1994	20%
FY 1994-1995	25%
FY 1995-1996	30%
FY 1996-1997	35%
FY 1997-1998	40%
FY 1998-1999	45%
FY 1999-2000	100%

Section 2. The Council declares that an emergency exists inasmuch as it is necessary to certify the above amounts to the County Assessors by July 15, 1995; therefore, this Ordinance shall be in force and effect from and after its passage.

Passed by the Council, JUN 21 1995

Mayor Katz
TG:cf
June 21, 1995

BARBARA CLARK
Auditor of the City of Portland

By  Deputy

ORDINANCE No. 168973

*Create two new funds in FY1995-96; close four City funds and transfer the remaining balances effective June 30, 1995. (Ordinance)

The City of Portland ordains:

Section 1. The Council finds:

1. Three new funds have been approved during FY1994-95 and are to be included in the FY1995-96 Budget:
 - a. The Parks Bond Construction Fund has been created in response to the November 1994 approval of a \$58.8 million bond measure for the renovation, upgrading, or developing of 106 existing parks and eight new facilities. This new fund was created to receive and distribute the bond proceeds for these projects.
 - b. The Housing Investment Fund was established to provide gap financing for housing projects that fulfill the goals of the Livable City Housing Council. The Livable City Housing Council will administer the Housing Investment Fund and will make recommendation to the City Council on the allocation of funds to housing projects.
 - c. The Capital Improvement Fund was created to account for governmental type expenditures for equipment and facility acquisition and the resources to cover these expenditures. These funds are earmarked for specific projects. In FY 1995-96, the bond proceeds for City Hall and Police precincts projects will be received in the Capital Improvement Fund and transferred to the Facilities Fund in accordance to projected cash flow requirements.
2. Four funds can be closed in FY1995-96:
 - a. Public Arts Trust Fund. In FY 1994-95, the Metropolitan Arts Commission (MAC) completed the transition to a non-profit organization, called the Regional Arts and Culture Commission (RACC). RACC continues MAC's charge of implementing Arts Plan 2000+, a strategic five year action plan that focuses on access to the arts, education programs, regional collaborations and public/private partnerships.

In January 1995, the City contracted with RACC to manage the City's Public Arts program in the same manner as MAC. 1.33% for Arts funds from City capital construction projects will now go directly to the RACC for the acquisition, siting and maintenance of public arts. As a part of the MAC transition, \$925,000, the bulk of the Public Arts Trust Fund's balance, has already been transferred to RACC. At the end of FY1994-95, any remaining balance will also be transferred to RACC and the fund can be closed.
 - b. Short Term Interest and Sinking Fund. This fund has been used to pay principal and interest on short-term notes issued to cover General Fund cash flow. There will not be any balance in the fund at the end of FY1994-95.

- c. NW I-405 Fund. The property was returned to the State of Oregon at the end of January 1994. In October 1994 the balance in the fund (except \$15,000 borrowed from Facilities Services in FY 1994-95) was paid to the Oregon Community Foundation per an agreement with the NW Neighborhood Association.
 - d. Tennis Facilities Bond Redemption Fund. This fund paid the principal and interest on bonds issued to construct the Portland Tennis Center. The debt service was paid from tennis fees collected by the General Fund. The bonds have now been paid off.
- 3. The City's independent auditors have consistently recommended that the City reduce the number of funds in order to streamline its financial management, and the closure of the above funds would move the City in the direction of that recommendation.
 - 4. The above funds to be closed have no resources or requirements included in the FY1995-96 Adopted Budget.

NOW, THEREFORE, the Council directs:

- a. The Parks Bond Construction Fund (Fund #504), the Housing Investment Fund (Fund #209) and the Capital Improvement Fund (Fund #503), approved in FY 1994-95, are to be created and included in the Adopted FY1995-96 Budget.
- b. Effective June 30, 1995, the Public Arts Trust Fund (Fund #628) is closed.
- c. Effective June 30, 1995, the Short Term Interest and Sinking Fund (Fund #301) is closed.
- d. Effective June 30, 1995, NW I-405 Fund (Fund #111) is closed.
- e. Effective June 30, 1995, Tennis Facilities Bond Redemption Fund (Fund #352) is closed.

Section 2. The Council declares that an emergency exists inasmuch as it is necessary to close the above City funds on the designated effective dates in order to properly transact the financial affairs of the City of Portland as budgeted for the FY 1995-96 and close the FY 1994-95 year; therefore, this ordinance shall be in force and effect from and after its passage by the Council.

Passed by the Council, JUN 21 1995

BARBARA CLARK
Auditor of the City of Portland

By  Deputy

City of Portland, Oregon - FY 1995-96 Adopted Budget

TAX SUPERVISING & CONSERVATION COMMISSION
MULTNOMAH COUNTY, OREGON

June 20, 1995

724 Mead Building 421 S.W. Fifth Avenue
Portland, Oregon 97204-2189 Voice (503) 248-3054
FAX (503) 248-3053 E Mail TSCC@aol.com

Mayor and Council
City of Portland
1220 SW 5th
Portland, Oregon 97204

Dear Mayor and Council Members:

The Tax Supervising and Conservation Commission met on June 7, 1995 to review, discuss and conduct a public hearing on the City of Portland 1995-96 Annual Budget. This hearing was conducted pursuant to ORS 294.605-705 to confirm compliance with applicable laws and to determine the adequacy of estimates necessary to support efficient and economical administration of the city.

The 1995-96 budget, filed May 15, 1995, is hereby certified with the following objection and recommendations. Aside from the exceptions noted, estimates were judged to be reasonable for the purposes shown and the document was found to be in substantial compliance with the law.

Objection:

1. Fire and Police Disability and Retirement Budget/Levy Amounts

-Budgeted fund requirements include additional amounts set aside in anticipation of remedies mandated by the Oregon legislature to fully compensate retirees whose pensions prior to 1991 had been tax free. Budgeted additional amounts averaged approximately 6.3 percent of benefit payments. Actual mandated amounts (Senate Bill 562) require local pension plans to increase benefits by 9.89 percent plus interest. As a result of the additional mandated costs, fund resources and requirements as well as the fire and police disability and retirement levy should be adjusted upward. Commission staff have reviewed the updated fund requirement estimates of City staff and find them reasonable. Please adjust fund resources and requirements by \$4,838,390, from \$60,857,341 to \$65,695,731. Also, please increase the amount to be levied by \$3,866,926, from \$41,603,608 to \$45,470,534.

Recommendations:

2. Bonded Debt Levy

-Budgeted general obligation park bond debt service resources and requirements were estimated prior to actual issuance. As a result, actual debt service requirements differ from the amounts budgeted by approximately \$348,000. We recommend you

Commissioners
Richard Anderson, Tom Novick, Clarence Parker,
Charles Rosenthal, Ann Sherman

2. Bonded Debt Levy -Continued

update future fund requirements and related levy amounts to match actual totals payable - assuming time permits. Also, we noted that the debt service for certain non general obligation debt (1995 Arena series -\$6m) is currently budgeted within the same fund that accounts for general obligation bond requirements and levies. It's best to keep the activities of tax supported and non tax supported debt separate from one another. The segregation makes accounting for the general obligation debt and related levies much simpler. We recommend the resources and requirements of non tax supported debt be moved to a different fund.

3. Adjustments to Second Year of Budget Plan

-The city went through an extensive public involvement process in year one of its two year budget cycle. Adjustments to the second year of the plan (95/96) were necessitated by a number of factors including legislation (FPD&R levy as noted above), emergencies (City Hall reconstruction), and unanticipated resources. We realize that adjustments such as these are inevitable. And, we compliment the city on the successful conversion to a two year budget cycle. We recommend you develop a mechanism that attempts to respond to unanticipated resources or requirements before they occur, in year one of your process. Examples would include a listing of projects/programs to be funded and/or cut in the event that unanticipated resources or shortfalls occur. Furthermore, you could establish a threshold for the dollar amount and duration of new initiatives such that amounts in excess of the parameters established would increase the level of involvement commensurate with the year one practice. We believe mechanisms such as these would reduce the amount of time necessary to effect year two changes and also more closely align these changes with the initial budget cycle's public involvement process.

4. Deferred Maintenance

-Former approaches to maintenance of facilities have sometimes led to deferral, secondary damage and increased costs. Also, the financing of these ongoing responsibilities leads to higher costs than "paying as you go." We support your study of maintenance funding strategies, and recommend you adopt policies/practices that ensure the upkeep and expected useful life of all facilities.

5. Measurement of Growth

-Growth in Portland and the region are major factors in planning and budgeting. It would be illuminating if your budgets and other plans stated the confidence you have in the estimates of growth, as well as your past success in forecasting these rates and their financial impacts.

We appreciate the open and candid discussion at our hearing. Our task was made easier this year by the advance discussions with City staff, and by your obvious preparation.

The certified budget estimates and tax levies are identified on the attached schedule.

Yours very truly,

TAX SUPERVISING & CONSERVATION COMMISSION



Charles W. Rosenthal, Commissioner



Richard Anderson, Commissioner



Ann Sherman, Commissioner



Roger McDowell, Commissioner

City of Portland 1995-96 Budget Certification
Schedule of Funds and Budget Estimates

	<u>Unappropriated Balances</u>	<u>Fund Totals Certified</u>
Budget Estimates:		
<i>Operating Funds:</i>		
General Fund		271,637,505
Water Fund		94,977,871
Sewer Operating Fund		204,003,072
Transportation Fund		93,442,382
Assessment Collection Fund		309,576
Arena Operating Fund		3,855,543
Auto Port Fund		2,859,113
Buildings Operating Fund		17,190,811
Unappropriated Balance	(2,684,242)	
Cable TV Fund		3,572,462
Unappropriated Balance	(1,534,378)	
Economic Improvement District Fund		2,322,468
Emergency Communications Fund		11,415,778
Unappropriated Balance	(870,000)	
Golf Fund		5,325,963
Hydroelectric Power Fund		877,485
Parking Facilities Fund		13,177,301
Parks System Improvements Fund		12,988
Portland International Raceway Fund		991,816
Public Safety Capital Fund		531,894
Refuse Disposal Fund		3,448,648
<i>Sub-Total Operating Funds</i>	(5,088,620)	729,952,676
<i>Internal Service Funds:</i>		
Communications Fund		11,229,876
Computer Services Fund		4,943,464
Facilities Services Fund		39,616,400
Fleet Services Fund		22,638,806
Unappropriated Balance	(975,000)	
Health Insurance Fund		31,943,622
Insurance and Claims Fund		9,775,520
Printing & Distribution Fund		6,871,872
Workers' Compensation Fund		15,561,180
<i>Sub-Total Internal Service Funds</i>	(975,000)	142,580,740
<i>Agency & Trust Funds:</i>		
Environmental Remediation Fund		3,219,349
Unappropriated Balance	(600,000)	

	<u>Unappropriated Balances</u>	<u>Fund Totals Certified</u>
Housing Investment Fund		2,245,915
Hydro Power Renewal & Replacement Fund		7,279,000
Portland Parks Trusts Fund		2,858,713
Unappropriated Balance	(22,505)	
Sewer Rate Stabilization Fund		36,263,000
Sewer Revolving Loan Fund		1,225,000
Sewer Safety Net Fund		4,495,161
Water Growth Impact Fund		1,173,499
Unappropriated Balance	(1,173,499)	
<i>Sub-Total Agency & Trust Funds</i>	(1,796,004)	58,759,637
<i>Construction Funds:</i>		
Arena Construction Fund		11,312,952
Capital Improvement Construction Fund		26,205,000
LID Construction Fund		23,935,837
Parks Bond Construction Fund		60,946,873
Sewer System Construction Fund		156,114,857
Water Construction Fund		52,969,311
Unappropriated Balance	(23,752,451)	
<i>Sub-Total Construction Funds</i>	(23,752,451)	331,484,830
<i>Debt Service Funds:</i>		
Airport Way Debt Fund		2,443,704
Unappropriated Balance	(755,000)	
Arena Debt Service Fund		49,355,000
Bancroft Bond Interest & Sinking Fund		12,677,600
Bonded Debt Interest & Sinking Fund		9,432,687
Unappropriated Balance	(250,000)	
Central Eastside Debt Fund		247,744
Unappropriated Balance	(247,744)	
Convention Center Area Debt Fund		65,562
Unappropriated Balance	(65,562)	
Golf Revenue Bond Redemption Fund		536,277
Unappropriated Balance	(232,501)	
Hydropower Bond Redemption Fund		7,772,540
Unappropriated Balance	(4,050,891)	
Intermediate Debt Service Fund		1,996,976
Morrison Park East Bond Redemption Fund		805,000
Unappropriated Balance	(399,450)	

	<u>Unappropriated Balances</u>	<u>Fund Totals Certified</u>
Morrison Park West Bond Redemption Fund		702,500
Unappropriated Balance	(359,700)	
Old Town Parking Bond Redemption Fund		809,389
Unappropriated Balance	(141,077)	
Sewer System Debt Redemption Fund		62,032,752
Unappropriated Balance	(6,623,777)	
St. Johns Riverfront Bond Redemption Fund		9,181
Unappropriated Balance	(9,181)	
South Park Block Bond Redemption Fund		2,433,975
Unappropriated Balance	(1,379,801)	
Washington County Supply Bond Redemption Fund		1,502,126
Water Bond Sinking Fund		10,757,648
Waterfront Renewal Bond Sinking Fund		9,551,500
Unappropriated Balance	(3,550,000)	
<i>Sub-Total Debt Service Funds</i>	(18,064,684)	173,132,161
<i>Federal Funds:</i>		
Federal and State Grants Fund		5,249,631
Home Grant		3,778,000
Housing and Community Development Fund		16,985,000
<i>Sub-Total Federal Funds</i>	0	26,012,631
<i>Retirement Funds:</i>		
Fire & Police Disability & Retirement Fund		65,695,731
Fire & Police Disability & Retirement Reserve Fund		750,000
Supplemental Retirement Program Trust Fund		429,208
Unappropriated Balance	(414,208)	
<i>Sub-Total Retirement Funds</i>	(414,208)	66,874,939
<i>Revenue & Reserves:</i>		
Convention & Tourism Fund		1,596,200
General Reserve Fund		31,840,263
Transportation Reserve Fund		5,504,175
<i>Sub-Total Revenue & Reserves</i>	0	38,940,638
Totals - City of Portland	(50,090,967)	1,567,738,252
 <i>Portland Development Commission:</i>		
Airport Way Fund		920,020
Central Eastside Industrial District Fund		1,274,983
Convention Center Area Fund		4,528,018

	<u>Unappropriated Balances</u>	<u>Fund Totals Certified</u>
St Johns Project Fund		3,444,435
South Park Urban Renewal Fund		3,939,147
Waterfront Renewal Bond Redevelopment Fund		10,191,081
Enterprise Loans Fund		9,929,867
Housing and Community Development Contract Fund		14,006,877
Other Federal Grants Fund		3,557,006
South Auditorium Fund		370,516
Oregon Arena Fund		203,634
Regional Strategies Fund		1,076,065
Urban Redevelopment Fund		14,769,032
Economic Development Revenue Bonds Debt Service Fund		4,548,211
Total	<u>0</u>	<u>72,758,892</u>
 Grand Total	 <u>(50,090,967)</u>	 <u>1,640,497,144</u>

Tax Levy:

General Fund - Tax Base	125,512,014 *
Bonded Debt Fund - Not Subject to Limit	8,962,966
Fire & Police Disability & Retirement - Outside Tax Base - Continuing Levy	45,470,534 **
Urban Renewal:	
South Park Blocks	625,000 **
Downtown Waterfront	1,875,000 **
Total Tax Levy	<u>182,445,514</u>

* The amount certified for the tax base levy is the maximum amount that can be levied. The actual amount of the levy will be adjusted when 1994-95 annexation values are received from the assessor. TSCC will certify the actual tax base to the assessor and to the City at that time.

** Urban Renewal and Fire & Police Disability amounts are conditionally certified. The levy amounts will be finalized in September along with the filing of related LB-50 and M-5 forms.