

# ADOPTED BUDGET

# CITY OF PORTLAND



FISCAL YEARS 1994-1996

VOLUME 2

PORTLAND DEVELOPMENT COMMISSION  
CAPITAL BUDGET



*Your City – Your Choice*

**Adopted Budget**  
**City of Portland, Oregon**  
**Fiscal Year 1994-1996**  
**Volume 2**  
**Capital Budgets, PDC, and Appendices**



**Approved by the Budget Committee**

*Mayor Vera Katz*  
*Commissioner Earl Blumenauer*  
*Commissioner Charlie Hales*  
*Commissioner Gretchen Kafoury*  
*Commissioner Mike Lindberg*  
*Auditor Barbara Clark*



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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 citywide 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 FY1994-95 - 1998/99 process 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 FY1994-95 capital budget, substantial discussion regarding such funding sources occurred at the Council level, resulting in the referral of a \$58.8 million G.O. bond measure to City voters in November 1994. This bond referendum, if successful, will provide a significant source of capital dedicated to the rehabilitation of much of the City's aging park system. Additionally, if this measure is successful further bond referenda will be considered in order to address other key City capital needs including public safety facilities needs, transportation projects, and renovation/rehabilitation of City Hall.

## **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:

- Insure coordination among City bureaus in planning and implementing capital projects.
- Insure 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 totalling \$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.
- In acknowledgment of a significant and increasing backlog of capital projects, Council has provided increased funding to support General Fund capital projects. In FY1990-91 Council as a matter of policy established a minimum annual capital allocation to \$1 million. In FY1991-92 this amount was increased to \$2 million. Additionally, during FY1991-92 Council allocated \$5 million on a one-time basis to support replacement of the City's radio system and to build a new emergency communications center. For FY1992-93, Council established \$4 million as an initial set-aside for General Fund capital requirements.

In FY1993-94 the set-aside was set at \$3 million. The Mayor's Proposed Budget included an additional \$1.8 million for the new Walnut Park Police Precinct, and \$500,000 to meet Federal ADA requirements. As a result, a total of \$5.3 million was included within the Adopted Budget for General Fund capital projects. This history of increased financial support recognizes the Council's commitment to maintaining the City's capital assets.

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 totalled \$3 million. In developing the actual capital budget, the use of General Fund capital monies in FY1995-96 was limited to \$2 million, thus providing Council with some flexibility in adjusting funding and project priorities in the second year of the two-year budget cycle. This flexibility is important given the uncertainty that the G.O. bond measure offered to voters in November 1994 will be approved. 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 \$1.8 million of capital projects to be funded during each year of the two-year budget cycle.

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 PROCESS**

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 FY1994-95 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.

## OVERVIEW OF FY1995-99 PROPOSED CAPITAL BUDGET

### Summary

FY1994-95 capital expenditures will total \$187.4 million. Of this amount, almost \$8.2 million represents projects to be undertaken by the Portland Development Commission (PDC) and about \$6.6 million is for carryover funding of projects initiated in prior years. The CRC focused primarily on those projects that were competing for General Fund support, and did not directly review the capital budgets of the City's utilities, the Office of Transportation, and the Portland Development Commission. Nevertheless, Council had thorough presentations regarding those projects, and the bureaus involved continue an active dialogue with other capital bureaus to ensure coordination of activities.

Summary details of the FY1994-95 capital budget is 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

During last year's budget process, the City Council identified several notes to the Capital Budget that they wanted to seem implemented. These included:

**Capital Financing Plan.** Prior to initiation of the next budget process, the Office of Finance and Administration in collaboration with City bureaus shall develop a comprehensive plan for financing future capital projects. The Plan will conform to the requirements identified within the Comprehensive Financial Policy. Part of this analysis will be the use of general obligation and debt to meet these needs. The plan should also recommend a policy governing the future allocation of discretionary revenues to meet capital requirements for all City funds.

**Capital Budgeting Process.** The current system for developing and reviewing capital budgets has been in effect for nearly seven years. The Capital Review Committee recommends review of the system with recommended changes submitted to the Council no later than September 1, 1993, prior to initiation of the next capital budgeting process. In conjunction with this review consideration should be given to the following proposed 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.

**Comprehensive Capital Management Strategy.** The Capital Review Committee will return to Council in September 1993 with a Comprehensive Management Strategy. The Strategy will include plans for coordination of projects among bureaus and other jurisdictions and governments to avoid duplications, and result in a coordinated workplan for all capital projects. The plan will also contain a strategy for funding capital improvements necessary for compliance with the Americans with Disabilities Act, as well as a proposed General Obligation Bond package sufficient to fund the backlog of other capital projects in the city.

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. 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.

### **Process 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.

General Fund capital projects may be funded from the General Fund set aside, from new Master Lease borrowings, from ordinary General Fund appropriation within the bureau budgets (this is the case with prior year master lease payments), 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 (exclusive of prior year capital carryover projects) to the various funding sources.

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

<u>TYPE OF FUNDING</u>	<u>AMOUNT</u>
General Fund Set-Aside Projects:	
Bureau of General Services	\$524,068
Police Bureau	310,000
Bureau of Fire, Rescue & Emerg. Svcs.	1,070,903
Bureau of Parks and Recreation	1,076,795
Portland Development Commission	<u>54,000</u>
Subtotal--General Fund Set-Aside	\$3,035,766
Master Lease Funding:	
New Master Lease Borrowings	1,801,555
Prior Year Master Lease Payments	<u>1,291,006</u>
Subtotal--Master Lease	\$3,092,561
ADA Funding:	
Bureau of Parks and Recreation	222,195
Subtotal--ADA Funding	<u>\$222,195</u>
Total Funding	\$6,350,522

As is the case every year, submitted requests far exceeded General Fund allocation for capital. General Fund CIP and Master Lease request for the two-year budget period FY1994-95 and FY1995-96 totalled in excess of \$26 million, compared to available funds totalling \$9.6 million.

### HIGHLIGHTS OF GENERAL FUND FY1994-95 PROPOSED CAPITAL BUDGET

#### Capital Priorities

The following define the categories in rank order which were used by the Capital Review Committee to prioritize the 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 FY1994-95 Capital Budget because they met fewer of the criteria than other projects. The following is an overview of the projects ultimately funded by Council for General Fund Bureaus.

#### ***OFFICE OF THE CITY AUDITOR***

FY1994-95 capital outlays for the City Auditor's Office total \$5,561,077 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 FINANCE AND ADMINISTRATION***

FY1994-95 capital outlays total \$137,000 representing continuing payments on prior year Master Lease draws that were used to fund the acquisition of computer equipment. Funding for this project will be provided through the General Fund as part of the OF&A budget request.

#### ***OFFICE OF THE CITY ATTORNEY***

FY1994-95 capital outlays total \$47,222, representing first year costs of a four-year computer system project totaling \$146,843. Funding for this project will be provided through the City's Master Lease program.

#### ***BUREAU OF PLANNING***

FY1994-95 capital outlays total \$141,985, representing first year costs of a multi-year computer system project totaling \$381,303. Funding for this project will be provided through the City's Master Lease program.

***BUREAU OF FIRE, RESCUE, AND EMERGENCY SERVICES***

The CRC recommended that nine Fire Bureau projects be funded, totalling \$3,258,353 (including funding of prior year Master Lease payment requirements). Of this amount, \$1,065,191 is supported by the Master Lease program. In addition, prior year capital carryovers were funded totalling \$1,073,062.

Specific projects included in the area of Emergency Response for FY1994-95, in order of priority, are as follows:

1. Apparatus Replacement	\$805,255
2. Phase 5 of the New Training Facility	\$300,057
3. Fire Boat	\$286,000
4. Prior Year Master Lease Payments	\$1,062,259

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

1. Linnton Oil Fire Training Grounds Cleanup	\$325,000
2. Installation of Fire Sprinkler Systems	\$198,096
3. Emergency Generators	\$33,000
4. Plumbing/Asbestos Removal	\$64,750
5. Apparatus Bay Ventilation	\$90,000

***BUREAU OF GENERAL SERVICES***

The following projects were approved by the CRC for funding from the General Fund set-aside:

1. Police Facilities Pre-design	\$500,000
2. Traffic Division/Front & Davis Garage	\$24,068

In addition to General Fund supported projects, a number of other capital projects managed by the Bureau of General Services will be funded through rents and revenues associated with various facilities managed by the Bureau. These projects, summarized by major category, are as follows:

1. Fleet Services	\$58,000
2. Parking Garages	\$815,830
3. Communications Services	\$1,061,600
4. Portland Building	\$491,880

In addition to the new projects described above, prior year capital carryovers were funded totalling \$1,023,812.

***BUREAU OF PARKS AND RECREATION***

The CRC recommended that seven projects be funded through the General Fund set-aside, summarized as follows:

1. Dishman Community Center Safety Imp.	\$199,200
2. Springwater Trail--Phase II	\$204,200
3. Neighborhood Parks	\$225,790
4. ISTEA Eastbank	\$102,100
5. Ed Benedict Park	\$141,900
6. Alberta Basketball Structure	\$143,900
7. Duniway Track Resurfacing	\$60,000

In addition, General Fund support was provided for prior year Master Lease payment obligations and ADA improvements in the aggregate amount of \$450,942. Additional funding was also provided for prior year capital carryover projects totalling \$3,582,060.

**HIGHLIGHTS OF OTHER FUND CAPITAL PROJECTS**

***BUREAU OF ENVIRONMENTAL SERVICES***

The Bureau of Environmental Services submitted a capital improvement budget totalling \$114.3 million. Project totals by program area include:

Mid-County Sewer Project	\$34.2 million
Sewage Treatment Systems	24.1 million
Maintenance & Reliability	13.7 million
Drainage & Stormwater Quality	6.6 million
Combined Sewage Overflow	26.4 million
System Development	7.9 million
Environmental Remediation	<u>1.4 million</u>
	\$114.3 million

***GOLF OPERATIONS***

The Bureau of Parks and Recreation submitted the a request for seven capital projects to be funded from the Golf Operations Fund. Total cost is \$850,000.

Eastmoreland New Maintenance Building	\$300,000
Rose City Walking Trails	20,000
Progress Downs Course Remodel	200,000
Heron Lakes Cart Paths	150,000
West Delta Dike Improvement	<u>180,000</u>
	\$850,000

**OFFICE OF TRANSPORTATION**

The Office of Transportation submitted a Capital Improvement Budget Request totalling \$16.1 million. Project totals by program area include:

Street Improvement Program	\$6.3 million
Transit Program	4.1 million
Alternative Modes Program	4.6 million
Preservation/Rehabilitation	<u>1.1 million</u>
	\$16.1 million

**BUREAU OF WATER**

The Bureau of Water Works submitted a capital request totalling \$14.8 million. Project totals by program area include:

Customer Service Program	\$1.3 million
Distribution Program	9.3 million
Quality Program	.8 million
Supply Program	<u>3.4 million</u>
	\$14.8 million

**PORTLAND DEVELOPMENT COMMISSION**

PDC submitted a capital improvement budget totalling \$8.2 million. Project totals by program area include:

Downtown/Old Town	\$154,050
Central Eastside	588,000
Airport Way/Columbia Corridor	1,656,500
Inner Northeast	2,583,350
Lloyd District	523,150
North Macadam/South Waterfront	560,700
River District/Union Station	916,200
Citywide--Outside Target Area	<u>215,453</u>
	\$8,197,403

**ARENA PROJECT**

Arena project construction continues for the City's investment in public improvements that will serve the new spectator facility. FY1994-95 expenditures total \$11.06 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 1994-95 PROJECTS  
Total Cost by Year**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>City Support Facilities</b>							
<u>Office of the City Auditor</u>	0	5,561,077	0	0	0	0	5,561,077
<u>Office of the City Attorney</u>	0	47,222	42,756	44,226	11,639	0	145,843
<u>Bureau of Planning</u>	200,000	141,985	39,318	0	0	0	381,303
<u><b>Bureau of Fire, Rescue, &amp; Emergency Svcs.</b></u>							
Emergency Response	1,649,836	1,391,312	1,237,161	3,262,739	1,871,794	1,178,973	10,591,815
Support for Emergency Response	909,322	804,782	847,846	664,500	415,000	305,000	3,946,450
Prior Year's Master Leases	8,053,188	1,062,259	490,615	0	0	0	9,606,062
Carryover From Prior Years	0	1,073,062	0	0	0	0	1,073,062
<i>Total Fire</i>	10,612,346	4,331,415	2,575,622	3,927,239	2,286,794	1,483,973	25,217,389
<u><b>Bureau of General Services</b></u>							
ADA Requirements	0	0	0	0	0	0	0
Police	0	524,068	0	0	0	0	524,068
Fleet Services	0	58,000	0	0	0	0	58,000
Parking Garages	0	815,830	341,090	205,280	363,650	0	1,725,850
Communications Services	10,833,158	1,061,600	130,000	0	0	0	12,024,758
Portland Building	213,964	491,880	235,040	235,040	235,040	111,800	1,522,764
Carryover From Prior Years	0	1,923,812	0	0	0	0	1,923,812
<i>Total General Services</i>	11,047,122	4,875,190	706,130	440,320	598,690	111,800	17,779,252
<u><b>Police</b></u>							
Neighborhood Policing	0	621,000	344,000	50,000	50,000	0	1,065,000
Support Services	0	70,000	112,200	0	0	0	182,200
<i>Total Police</i>	0	691,000	456,200	50,000	50,000	0	1,247,200
<u>Public Safety Outlays</u>	6,667,729	1,086,083	0	0	0	0	7,753,812
<u>QF&amp;A, Computer Services</u>	0	137,000	0	0	0	0	137,000
<b>Subtotal City Support Facilities</b>	<b>28,527,197</b>	<b>16,870,972</b>	<b>3,820,026</b>	<b>4,461,785</b>	<b>2,947,123</b>	<b>1,595,773</b>	<b>58,222,876</b>
<b>Cultural and Recreation</b>							
<u><b>Bureau of Parks and Recreation</b></u>							
ADA Requirements	2,884,650	222,195	0	803,655	0	0	3,910,500
Facilities	0	199,200	0	0	0	0	199,200
Golf	585,011	850,000	855,000	10,000	0	0	2,300,011
Master Lease	205,777	228,747	170,121	85,854	0	0	690,499
Natural Areas	0	204,200	0	0	0	0	204,200
Parks	345,000	673,395	675,000	322,237	130,000	140,000	2,285,632
Carryover From Prior Years	0	3,582,060	0	0	0	0	3,582,060
<i>Total Parks</i>	4,020,438	5,959,797	1,700,121	1,221,746	130,000	140,000	13,172,102
<u>Arena Construction</u>	11,834,093	11,055,300	11,610,607	0	0	0	34,500,000
<b>Subtotal Cultural and Recreation</b>	<b>15,854,531</b>	<b>17,015,097</b>	<b>13,310,728</b>	<b>1,221,746</b>	<b>130,000</b>	<b>140,000</b>	<b>47,672,102</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Total Cost by Year**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b><u>Bureau of Environmental Services</u></b>							
Mid-County Project	28,742,985	34,223,235	34,348,760	27,378,341	4,542,876	0	129,236,197
Sewage Treatment Systems	31,379,883	24,058,616	20,845,740	21,329,990	20,090,950	13,914,200	131,619,379
Maintenance & Reliability	22,195,014	13,733,619	11,683,478	18,117,221	16,279,826	18,286,266	100,295,424
Drainage & Stormwater	18,751,668	6,622,910	7,016,478	5,016,800	4,023,900	3,838,810	45,270,566
Combined Sewer Overflow	24,444,022	26,413,200	26,605,000	35,689,381	64,036,351	81,730,907	258,918,861
System Development	7,488,340	7,893,690	13,902,000	5,606,950	3,150,630	3,194,460	41,236,070
Environmental Remediation	5,209,917	1,430,000	0	0	0	0	6,639,917
<b>Subtotal Environmental Services</b>	<b>138,211,829</b>	<b>114,375,270</b>	<b>114,401,456</b>	<b>113,138,683</b>	<b>112,124,533</b>	<b>120,964,643</b>	<b>713,216,414</b>
<b><u>Office of Transportation</u></b>							
Street Improvements	20,774,479	6,341,914	6,584,522	25,099,965	26,164,792	40,718,200	125,683,872
Transit Program	9,041,437	4,114,303	3,868,387	19,208,642	15,960,600	30,000	52,223,369
Alternative Modes	2,586,161	4,593,333	3,856,096	2,796,000	3,329,500	3,675,000	20,836,090
Preservation/Rehabilitation	1,150,616	1,045,215	965,986	4,688,530	5,170,000	3,000,000	16,020,347
Transportation Facilities	0	0	0	973,000	1,274,000	1,036,000	3,283,000
<b>Subtotal Office of Transportation</b>	<b>33,552,693</b>	<b>16,094,765</b>	<b>15,274,991</b>	<b>52,766,137</b>	<b>51,898,892</b>	<b>48,459,200</b>	<b>218,046,678</b>
<b><u>Water Bureau</u></b>							
Customer Service Program	40,000	1,272,600	540,000	440,000	0	0	2,292,600
Distribution Program	3,245,639	9,335,000	11,870,000	9,870,000	8,260,000	8,040,000	50,620,639
Quality Program	2,894,691	780,000	2,805,000	1,275,000	75,000	0	7,829,691
Supply Program	4,022,992	3,455,750	3,760,000	3,815,000	7,870,000	9,385,000	32,308,742
<b>Subtotal Water Bureau</b>	<b>10,203,322</b>	<b>14,843,350</b>	<b>18,975,000</b>	<b>15,400,000</b>	<b>16,205,000</b>	<b>17,425,000</b>	<b>93,051,672</b>
<b><u>Portland Development Commission</u></b>							
Downtown/Old Town	0	154,050	22,000	260,000	2,000,000	0	2,436,050
Central Eastside	0	588,000	2,524,500	3,004,500	3,004,500	4,500	9,126,000
Airport Way/Columbia Corridor	0	1,656,500	118,000	0	0	0	1,774,500
Inner Northeast	0	2,583,350	0	0	0	0	2,583,350
Lloyd District	0	523,150	0	0	0	0	523,150
North Macadam/South Waterfront	0	560,700	210,000	120,000	580,000	5,950,000	7,420,700
River District/Union Station	0	916,200	1,370,000	1,230,000	1,220,000	2,220,000	6,956,200
Transit Station Areas	0	0	560,000	10,000	250,000	260,000	1,080,000
Citywide—Outside Target Areas	0	1,215,453	0	0	0	0	1,215,453
<b>Subtotal Portland Dev. Commission</b>	<b>0</b>	<b>8,197,403</b>	<b>4,804,500</b>	<b>4,624,500</b>	<b>7,054,500</b>	<b>8,434,500</b>	<b>33,115,403</b>
<b>TOTAL ALL PROJECTS</b>	<b>226,349,572</b>	<b>187,396,857</b>	<b>170,586,701</b>	<b>191,612,851</b>	<b>190,360,048</b>	<b>197,019,116</b>	<b>1,163,325,145</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources**

Bureau/Program/Project	General Fund	Bureau Specific	Rate/Chrg/Contracts	Fed/State/Other Local	Other	Total Budget
<b><u>City Support Facilities</u></b>						
<u>Office of the City Auditor</u>	0	0	0	0	5,561,077	5,561,077
<u>Office of the City Attorney</u>	47,222	0	0	0	0	47,222
<u>Bureau of Planning</u>	141,985	0	0	0	0	141,985
<b><u>Bureau of Fire, Rescue, &amp; Emergency Svcs.</u></b>						
Emergency Response	1,331,312	0	0	0	60,000	1,391,312
Support for Emergency Response	804,782	0	0	0	0	804,782
Prior Year's Master Leases	1,062,259	0	0	0	0	1,062,259
Carryover From Prior Years	1,073,062	0	0	0	0	1,073,062
<i>Total Fire</i>	4,271,415	0	0	0	60,000	4,331,415
<b><u>Bureau of General Services</u></b>						
ADA Requirements	0	0	0	0	0	0
Police	524,068	0	0	0	0	524,068
Fleet Services	0	0	0	0	58,000	58,000
Parking Garages	0	0	815,830	0	0	815,830
Communications Services	0	0	0	0	1,061,600	1,061,600
Portland Building	0	0	0	0	491,880	491,880
Carryover From Prior Years	1,923,812	0	0	0	0	1,923,812
<i>Total General Services</i>	2,447,880	0	815,830	0	1,611,480	4,875,190
<b><u>Police</u></b>						
Neighborhood Policing	621,000	0	0	0	0	621,000
Support Services	70,000	0	0	0	0	70,000
<i>Total Police</i>	691,000	0	0	0	0	691,000
<b><u>Public Safety Capital</u></b>	0	0	0	0	1,086,083	1,086,083
<b><u>OF&amp;A, Computer Services</u></b>	137,000	0	0	0	0	137,000
<b>Subtotal City Support Facilities</b>	<b>7,736,502</b>	<b>0</b>	<b>815,830</b>	<b>0</b>	<b>8,318,640</b>	<b>16,870,972</b>
<b><u>Cultural and Recreation</u></b>						
<b><u>Bureau of Parks and Recreation</u></b>						
ADA Requirements	222,195	0	0	0	0	222,195
Facilities	199,200	0	0	0	0	199,200
Golf	0	0	0	0	850,000	850,000
Master Lease	228,747	0	0	0	0	228,747
Natural Areas	204,200	0	0	0	0	204,200
Parks	673,395	0	0	0	0	673,395
Carryover From Prior Years	3,582,060	0	0	0	0	3,582,060
<i>Total Parks</i>	5,109,797	0	0	0	850,000	5,959,797
<b><u>Arena Construction</u></b>	0	0	0	0	11,055,300	11,055,300
<b>Subtotal Cultural and Recreation</b>	<b>5,109,797</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,905,300</b>	<b>17,015,097</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources**

Bureau/Program/Project	General Fund	Bureau Specific	Rate/Chrg/Contracts	Fed/State/Other Local	Other	Total Budget
<b><u>Bureau of Environmental Services</u></b>						
Mid-County Project	0	0	1,208,090	0	33,015,145	34,223,235
Sewage Treatment Systems	0	0	849,276	0	23,209,340	24,058,616
Maintenance & Reliability	0	0	484,801	0	13,248,819	13,733,620
Drainage & Stormwater	0	0	233,791	0	6,389,119	6,622,910
Combined Sewer Overflow	0	0	932,393	0	25,480,807	26,413,200
System Development	0	0	278,649	0	7,615,040	7,893,689
Environmental Remediation	0	0	0	0	1,430,000	1,430,000
<b>Subtotal Environmental Services</b>	<b>0</b>	<b>0</b>	<b>3,987,000</b>	<b>0</b>	<b>110,388,270</b>	<b>114,375,270</b>
<b><u>Office of Transportation</u></b>						
Street Improvements	20,000	2,501,459	1,472,942	1,895,155	452,358	6,341,914
Transit Program	0	2,129,192	1,271,824	713,287	0	4,114,303
Alternative Modes	0	3,940,130	0	653,203	0	4,593,333
Preservation/Rehabilitation	146,157	666,797	0	232,261	0	1,045,215
Transportation Facilities	0	0	0	0	0	0
<b>Subtotal Office of Transportation</b>	<b>166,157</b>	<b>9,237,578</b>	<b>2,744,766</b>	<b>3,493,906</b>	<b>452,358</b>	<b>16,094,765</b>
<b><u>Water Bureau</u></b>						
Customer Service Program	0	0	559,944	0	712,656	1,272,600
Distribution Program	0	0	3,474,052	1,776,700	4,084,248	9,335,000
Quality Program	0	0	511,200	0	268,800	780,000
Supply Program	0	0	1,865,330	358,000	1,232,420	3,455,750
<b>Subtotal Water Bureau</b>	<b>0</b>	<b>0</b>	<b>6,410,526</b>	<b>2,134,700</b>	<b>6,298,124</b>	<b>14,843,350</b>
<b><u>Portland Development Commission</u></b>						
Downtown/Old Town	0	127,050	0	27,000	0	154,050
Central Eastside	54,000	534,000	0	0	0	588,000
Airport Way/Columbia Corridor	0	1,156,500	0	500,000	0	1,656,500
Inner Northeast	0	0	0	512,000	2,071,350	2,583,350
Lloyd District	0	28,150	0	0	495,000	523,150
North Macadam/South Waterfront	0	560,700	0	0	0	560,700
River District/Union Station	0	916,200	0	0	0	916,200
Transit Station Areas	0	0	0	0	0	0
Citywide--Outside Target Areas	0	0	0	1,215,453	0	1,215,453
<b>Subtotal Portland Dev. Commission</b>	<b>54,000</b>	<b>3,322,600</b>	<b>0</b>	<b>2,254,453</b>	<b>2,566,350</b>	<b>8,197,403</b>
<b>TOTAL ALL PROJECTS</b>	<b>13,066,456</b>	<b>12,560,178</b>	<b>13,958,122</b>	<b>7,883,059</b>	<b>139,929,042</b>	<b>187,396,857</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs**

Bureau/Program/Project	Five-Year Costs	FY 94-95 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b><u>City Support Facilities</u></b>						
<b><u>Office of the City Auditor</u></b>	5,561,077	5,561,077	0	0	0	0
<b><u>Office of the City Attorney</u></b>	145,843	47,222	0	0	0	0
<b><u>Bureau of Planning</u></b>	181,303	141,985	(19,373)	0	0	(19,373)
<b><u>Bureau of Fire, Rescue, &amp; Emergency Svcs.</u></b>						
Emergency Response	7,316,979	1,391,312	(60,000)	0	(59,000)	(119,000)
Support for Emergency Response	3,208,352	804,782	0	0	(3,400)	(3,400)
Prior Year's Master Leases	1,552,874	1,062,259	0	0	0	0
Carryover From Prior Years	1,073,062	1,073,062	0	0	0	0
<i>Total Fire</i>	13,151,267	4,331,415	(60,000)	0	(62,400)	(122,400)
<b><u>Bureau of General Services</u></b>						
ADA Requirements	0	0	0	0	0	0
Police	524,068	524,068	0	0	0	0
Fleet Services	58,000	58,000	0	0	0	0
Parking Garages	1,725,850	815,830	0	0	(18,600)	(18,600)
Communications Services	1,191,600	1,061,600	0	0	0	0
Portland Building	1,308,800	491,880	0	0	0	0
Carryover From Prior Years	1,923,812	1,923,812	0	0	0	0
<i>Total General Services</i>	6,732,130	4,875,190	0	0	(18,600)	(18,600)
<b><u>Police</u></b>						
Neighborhood Policing	1,065,000	621,000	0	94,187	0	94,187
Support Services	182,200	70,000	0	9,000	0	9,000
<i>Total Police</i>	1,247,200	691,000	0	103,187	0	103,187
<b><u>Public Safety Outlays</u></b>	1,086,083	1,086,083	0	0	0	0
<b><u>OF&amp;A, Computer Services</u></b>	137,000	137,000	0	0	0	0
<b>Subtotal City Support Facilities</b>	<b>28,241,903</b>	<b>16,870,972</b>	<b>(79,373)</b>	<b>103,187</b>	<b>(81,000)</b>	<b>(57,186)</b>
<b><u>Cultural and Recreation</u></b>						
<b><u>Bureau of Parks and Recreation</u></b>						
ADA Requirements	1,025,850	222,195	0	0	0	0
Facilities	199,200	199,200	0	0	0	0
Golf	1,715,000	850,000	0	6,000	0	6,000
Master Lease	484,722	228,747	0	0	0	0
Natural Areas	204,200	204,200	0	50,000	0	50,000
Parks	1,940,632	673,395	0	542,000	0	542,000
Carryover From Prior Years	3,582,060	3,582,060	0	0	0	0
<i>Total Parks</i>	9,151,664	5,959,797	0	598,000	0	598,000
<b><u>Arena Construction</u></b>	22,665,907	11,055,300	0	0	0	0
<b>Subtotal Cultural and Recreation</b>	<b>31,817,571</b>	<b>17,015,097</b>	<b>0</b>	<b>598,000</b>	<b>0</b>	<b>598,000</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs**

Bureau/Program/Project	Five-Year Costs	FY 94-95 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Bureau of Environmental Services</b>						
Mid-County Project	100,493,212	34,223,235	0	520,341	0	520,341
Sewage Treatment Systems	100,239,496	24,058,616	0	169,600	0	169,600
Maintenance & Reliability	78,100,410	13,733,619	0	388,354	(300,000)	88,354
Drainage & Stormwater	25,348,506	6,622,910	0	61,000	0	61,000
Combined Sewer Overflow	234,474,839	26,413,200	0	585,902	0	585,902
System Development	13,861,537	7,893,690	0	14,067	0	14,067
Environmental Remediation	1,430,000	1,430,000	0	45,900	0	45,900
<b>Subtotal Environmental Services</b>	<b>553,948,000</b>	<b>114,375,270</b>	<b>0</b>	<b>1,785,164</b>	<b>(300,000)</b>	<b>1,485,164</b>
<b>Office of Transportation</b>						
Street Improvements	104,909,093	6,341,914	0	296,466	(15,000)	281,466
Transit Program	46,151,932	4,114,303	0	250,177	0	250,177
Alternative Modes	2,586,161	4,593,333	0	40,187	0	40,187
Preservation/Rehabilitation	1,150,616	1,045,215	0	0	(28,424)	(28,424)
Transportation Facilities	3,283,000	0	0	0	0	0
<b>Subtotal Office of Transportation</b>	<b>158,080,802</b>	<b>16,094,765</b>	<b>0</b>	<b>586,830</b>	<b>(43,424)</b>	<b>543,406</b>
<b>Water Bureau</b>						
Customer Service Program	2,252,600	1,272,600	0	0	0	0
Distribution Program	47,375,000	9,335,000	0	0	0	0
Quality Program	4,935,000	780,000	0	0	0	0
Supply Program	28,285,750	3,455,750	0	0	0	0
<b>Subtotal Water Bureau</b>	<b>82,848,350</b>	<b>14,843,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Portland Development Commission</b>						
Downtown/Old Town	2,436,050	154,050	0	0	0	0
Central Eastside	9,126,000	588,000	0	0	0	0
Airport Way/Columbia Corridor	1,774,500	1,656,500	0	0	0	0
Inner Northeast	2,583,350	2,583,350	0	0	0	0
Lloyd District	523,150	523,150	0	0	0	0
North Macadam/South Waterfront	7,420,700	560,700	0	0	0	0
River District/Union Station	6,956,200	916,200	0	0	0	0
Transit Station Areas	1,080,000	0	0	0	0	0
Citywide—Outside Target Areas	1,215,453	1,215,453	0	0	0	0
<b>Subtotal Portland Dev. Commission</b>	<b>33,115,403</b>	<b>8,197,403</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ALL PROJECTS</b>	<b>888,052,029</b>	<b>187,396,857</b>	<b>(79,373)</b>	<b>3,073,181</b>	<b>(424,424)</b>	<b>2,569,384</b>

## **Capital Improvement Program Overview**

### **CITY SUPPORT FACILITIES SYSTEM**

**Fiscal Year 1994-95 to 1998-99**

#### ***BUREAU OF GENERAL SERVICES***

The Bureau of General Services Capital Improvements Plan for FY1994-95 responds to the needs and requirements of the Bureau of General Services and various client bureaus whose major capital needs are coordinated by General Services. The CIP was prepared by the Bureau of General Services staff in coordination with its client agencies, with an emphasis on the preservation of existing infrastructure. For client-generated projects, BGS provides architectural research into project feasibility, project alternatives, and estimated project costs.

The Bureau of General Services has begun long-term maintenance plans for the Parking Garages, the Portland Building and City Hall, and is working with Multnomah County to provide long-term maintenance plans for the Justice Center, which is owned jointly by the City and the County.

The five year CIP plan was coordinated with the Public Facilities Plan wherever possible. That document is a good first step toward the kind of planning that is needed for the City's capital resources. BGS recommends that in the coming fiscal years, the City Council fund needs identified in the Public Facilities Plan to bring the City's facilities up to a level that will reduce overall maintenance costs.

The adopted CIP totals \$6,732,130 over the five year period from FY1994-95 through FY1998-99. Of this amount, \$4,875,190 has been appropriated in the FY1994-95 Budget.

Appropriation was allocated to the following programs:

#### **Communications Services**

Communication Services provides for the communication needs of the City. They design, purchase, install and maintain all communication and electronic systems including radios, pagers and telephones. As we move forward into the information age, 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 include continuation and expansion of this highly successful system, and the planned introduction of a new technology to further increase the City's capacity to effectively serve the public: video conferencing. The purchase of portable and mobile radios is also included in keeping with the original Trunked Radio System plan. Video Conference Centers will be created to enhance internal and external communication and access to resources for City personnel.

### **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. The FY1994-95 project is to complete the heating system overhaul at the Kerby Garage.

### **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 to accommodate their facility needs.

The major police facilities today are North Precinct (east end of the St. Johns Bridge), East Precinct (East Burnside at 45th), Central Precinct (Justice Center downtown), the evidence storage facility (SW 17th & Jefferson) and the New Vehicle Storage Facility (Hwy 30 west of the St. Johns Bridge). The new Northeast Precinct at Martin Luther King Boulevard and N. Killingsworth Street will be completed by the beginning of FY1994-95.

There are several programs that dictate the need for new and modified facilities. The City is committed to the concept of community policing, and this will require police presence in the neighborhoods. The recently annexed areas in East County and a growing metropolitan area indicate a need to develop a New East and Outer East Precinct. There are ongoing efforts for coordination with the County's Law Enforcement System. Therefore FY1994-95 includes appropriation for siting and designing two precincts in southeast Portland, designing improvements for the North Precinct, and remodeling the Old Town facility for the Traffic Division.

### **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.

Major projects for the parking garages include: HVAC Upgrades to tenant spaces in Third and Alder and Tenth and Yamhill; completion of the structural improvements to First and Jefferson; replacement of the elevator controls at the three older garages; upgrading the revenue control system; replacing the older attendant booths; installation of a new elevator at First and Jefferson; and repairing the water penetration problem at O'Bryant Square.

To meet growing demand and capture increased revenue, construction of a new parking garage is proposed as well as the addition of two floors of commercial space to the Front and Davis garage.

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.

## **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 be eventually 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.

## **Carryover From Prior Years**

The FY1994-95 capital budget includes \$1,923,812 as a carryover of spending authority for projects that were initiated in prior years.

## ***POLICE BUREAU***

The Police Bureau has two CIP program areas, Neighborhood Policing and Support Services, that have capital projects funded for FY1994-95. These funded projects are in addition to Police facility projects that included as part of the capital submission prepared by the Bureau of General Services. Neighborhood Policing projects include expenditures on new mobile radios, handguns, and specialized fleet vehicles. The Support Services project includes acquisition of a local area network that will be used Bureau-wide.

## ***PUBLIC SAFETY COMMUNICATIONS***

Voters in 1989 approved a special three-year tax levy to fund capital improvements to the City's emergency communications system. FY1991-92 was the third and final year of the levy. Expenditures in FY1994-95 totaling \$1,086,083 will complete the communications upgrade program, and will be funded through expenditure of fund balances that resulted from the earlier levy of property taxes.

**BUREAU OF FIRE, RESCUE AND EMERGENCY SERVICES**

The Bureau of Fire, Rescue and Emergency Services has submitted a five-year CIP containing 17 projects totaling \$14,605,043. Capital projects are broken into three program areas; Emergency Response, Support for Emergency Response, and Carryover From Prior Years. Capital projects in FY1994-95 total \$4,331,415. Virtually all of the Bureau's capital costs are funded either by the City's Master Lease program (FY1994-95 Master Lease projects total \$1,065,191) or through an allocation of General Fund capital set-aside monies (FY1994-95 projects total \$1,070,903). Prior year Master Lease payments (\$1,062,259) are also reflected in the Bureau's FY1994-95 capital budget, with this cost being paid from General Fund monies.

Emergency Response projects are those projects necessary to maintain, improve, and/or expand Bureau services in order to eliminate existing deficiencies or to provide for development of peripheral areas of the City. Specific projects included in the area of Emergency Response for FY1994-95, in order of priority, are as follows:

- |   |             |
|---|-------------|
| 1. Apparatus Replacement                | \$805,255   |
| 2. Phase 5 of the New Training Facility | \$300,057   |
| 3. Fire Boat                            | \$286,000   |
| 4. Prior Year Master Lease Payments     | \$1,062,259 |

Support for Emergency Response includes projects that are necessary to maintain and/or upgrade existing Bureau facilities and equipment costing over \$50,000. Six projects receiving funding in this program area are summarized as follows:

- |  |           |
|--|-----------|
| 1. Linnton Oil Fire Training Grounds Cleanup | \$325,000 |
| 2. Installation of Fire Sprinkler Systems    | \$198,096 |
| 3. Emergency Generators                      | \$33,936  |
| 4. Plumbing/Asbestos Removal                 | \$64,750  |
| 5. Apparatus Bay Ventilation                 | \$90,000  |

In addition to the new projects described above, carryover funding for prior year capital projects totals \$1,073,062 in FY1994-95.

**OFFICE OF THE CITY AUDITOR**

FY1994-95 capital outlays for the City Auditor's Office total \$5,561,077 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**

FY1994-95 capital outlays total \$47,222, representing first year costs of a four-year computer system project totaling \$146,843. Funding for this project will be provided through the City's Master Lease program.

***BUREAU OF PLANNING***

FY1994-95 capital outlays total \$141,985, representing first year costs of a multi-year computer system project totaling \$381,303. Funding for this project will be provided through the City's Master Lease program.

***OF&A--COMPUTER SERVICES***

FY1994-95 capital outlays total \$137,000 representing continuing payments on prior year Master Lease draws that were used to fund the acquisition of computer equipment. Funding for this project will be provided through the General Fund as part of the OF&A budget request.

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1994-95 PROJECTS**  
**Total Cost by Year**

**Capital System: City Support**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b><u>Bureau of General Services</u></b>							
<b>NEIGHBORHOOD ASSOCIATIONS</b>							
ADA Requirements for Other Offices	0	0	0	0	0	0	0
<b>POLICE</b>							
New East Precinct	0	223,686	0	0	0	0	223,686
New Outer East County Precinct	0	255,334	0	0	0	0	255,334
Front and Davis Parking Garage - Renovate for Traffic Division	0	24,068	0	0	0	0	24,068
Fifth Precinct - St Johns City Hall	0	20,980	0	0	0	0	20,980
Justice Center - ADA Requirements	0	0	0	0	0	0	0
<b>FLEET SERVICES</b>							
Kerby Garage - Heating System	0	58,000	0	0	0	0	58,000
<b>PARKING GARAGES</b>							
Third and Alder - HVAC Upgrade North Side & Center Core	0	124,440	157,440	0	0	0	281,880
Elevator Control Replacement	0	425,650	183,650	0	363,650	0	972,950
Automated Validation Equipment	0	71,340	0	0	0	0	71,340
Upgrade Revenue Control Equipment	0	194,400	0	205,280	0	0	399,680
<b>COMMUNICATIONS SERVICES</b>							
Trunked Radio System	10,833,158	1,021,600	0	0	0	0	11,854,758
Video Conference Centers	0	40,000	130,000	0	0	0	170,000
<b>PORTLAND BUILDING</b>							
Carpet Replacement	213,964	102,280	111,800	111,800	111,800	111,800	763,444
Maintain Exterior Ceramic Tiles	0	151,520	0	0	0	0	151,520
Clean and balance Air System	0	114,840	0	0	0	0	114,840
Replace Loggia Roofs	0	123,240	123,240	123,240	123,240	0	492,960
<b>CARRYOVER FROM PRIOR YEARS</b>	0	1,923,812	0	0	0	0	1,923,812
<b>Total General Services</b>	<b>11,047,122</b>	<b>4,875,190</b>	<b>706,130</b>	<b>440,320</b>	<b>598,690</b>	<b>111,800</b>	<b>17,779,252</b>
<b><u>Office of the City Auditor</u></b>							
LID Construction	0	5,561,077	0	0	0	0	5,561,077
<b>Total Office of the City Auditor</b>	<b>0</b>	<b>5,561,077</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,561,077</b>
<b><u>Office of the City Attorney</u></b>							
Local Area Computer Network	0	47,222	42,756	44,226	11,639	0	145,843
<b>Total Office of the City Attorney</b>	<b>0</b>	<b>47,222</b>	<b>42,756</b>	<b>44,226</b>	<b>11,639</b>	<b>0</b>	<b>145,843</b>
<b><u>Bureau of Planning</u></b>							
Local Area Computer Network	200,000	141,985	39,318	0	0	0	381,303
<b>Total Bureau of Planning</b>	<b>200,000</b>	<b>141,985</b>	<b>39,318</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>381,303</b>
<b><u>Public Safety Communications</u></b>							
Public Safety Communications	6,667,729	1,086,083	0	0	0	0	7,753,812
<b>Total Public Safety Communications</b>	<b>6,667,729</b>	<b>1,086,083</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,753,812</b>
<b><u>OF&amp;A, Computer Services</u></b>							
Master Lease Payments	0	137,000	0	0	0	0	137,000
<b>Total Public Safety Communications</b>	<b>0</b>	<b>137,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>137,000</b>

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1994-95 PROJECTS**  
**Total Cost by Year**

Capital System: City Support

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>Police Bureau</b>							
<b>Neighborhood Policing Services</b>							
Communications-OSHA Compliance	0	260,000	260,000	0	0	0	520,000
Handguns	0	50,000	50,000	50,000	50,000	0	200,000
Specialized & Other Fleet Requirements	0	311,000	34,000	0	0	0	345,000
<b>Support Services</b>							
Bureau-Wide Computer Network	0	70,000	112,200	0	0	0	182,200
<b>Total Police Bureau</b>	0	691,000	456,200	50,000	50,000	0	1,247,200
<b>Bureau of Fire, Rescue &amp; Emerg. Services</b>							
<b>Emergency Response</b>							
Apparatus Replacement	0	805,255	885,781	974,359	1,071,794	1,178,973	4,916,162
Training Center Phase V	0	300,057	351,380	351,380	0	0	1,002,817
Fire Boat	0	286,000	0	0	0	0	286,000
East Fire Station	0	0	0	950,000	0	0	950,000
Boat House 6	0	0	0	162,000	0	0	162,000
Prior Year Master Lease	0	1,062,259	490,615	0	0	0	1,552,874
SW Fire Station	0	0	0	825,000	0	0	825,000
Skyline Fire Station	0	0	0	0	800,000	0	800,000
<b>Support for Emergency Response</b>							
Linnton Oil Training Ground Cleanup	0	325,000	325,000	325,000	0	0	975,000
Fire Sprinkler Systems	0	198,096	198,096	20,000	71,000	0	487,192
Firefighter Privacy Accommodations	0	0	0	150,000	0	0	150,000
Emergency Generators	0	33,936	100,000	0	0	0	133,936
Earthquake Preparedness	0	93,000	133,000	0	0	0	226,000
Plumbing/Asbestos Removal	0	64,750	64,750	0	0	0	129,500
Apparatus Bay Ventilation	0	90,000	27,000	20,000	0	0	137,000
HVAC Upgrades	0	0	0	119,500	99,000	0	218,500
Admin./Previous Space Need Study	0	0	0	30,000	245,000	305,000	580,000
<b>Carryover From Prior Years</b>	0	1,073,062	0	0	0	0	1,073,062
<b>Total Bureau of Fire, Rescue &amp; Emerg. Services</b>	0	4,331,415	2,575,622	3,927,239	2,286,794	1,483,973	14,605,043
<b>TOTAL CITY SUPPORT</b>	17,914,851	16,870,972	3,820,026	4,461,785	2,947,123	1,595,773	47,610,530

**CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources**

**Capital System: City Support**

Bureau/Program/Project	General Fund	Transp.	Rates/Charges/Contracts	Federal/State/Local	Other	Total Budget
<b>Bureau of General Services</b>						
<b>NEIGHBORHOOD ASSOCIATIONS</b>						
ADA Requirements for Other Offices	0	0	0	0	0	0
<b>POLICE</b>						
New East Precinct	223,686	0	0	0	0	223,686
New Outer East County Precinct	255,334	0	0	0	0	255,334
Front and Davis Parking Garage - Renovate for Traffic Division	24,068	0	0	0	0	24,068
Fifth Precinct - St Johns City Hall	20,980	0	0	0	0	20,980
Justice Center - ADA Requirements	0	0	0	0	0	0
<b>FLEET SERVICES</b>						
Kerby Garage - Heating System	0	0	0	0	58,000	58,000
<b>PARKING GARAGES</b>						
Third and Alder - HVAC Upgrade North Side & Center Core	0	0	124,440	0	0	124,440
Elevator Control Replacement	0	0	425,650	0	0	425,650
Automated Validation Equipment	0	0	71,340	0	0	71,340
Upgrade Revenue Control Equipment	0	0	194,400	0	0	194,400
<b>COMMUNICATIONS SERVICES</b>						
Trunked Radio System	0	0	0	0	1,021,600	1,021,600
Video Conference Centers	0	0	0	0	40,000	40,000
<b>PORTLAND BUILDING</b>						
Carpet Replacement	0	0	0	0	102,280	102,280
Maintain Exterior Ceramic Tiles	0	0	0	0	151,520	151,520
Clean and balance Air System	0	0	0	0	114,840	114,840
Replace Loggia Roofs	0	0	0	0	123,240	123,240
<b>CARRYOVER FROM PRIOR YEARS</b>	1,923,812	0	0	0	0	1,923,812
<b>Total General Services</b>	2,447,880	0	815,830	0	1,611,480	4,875,190
<b>Office of the City Auditor</b>						
LID Construction	0	0	0	0	5,561,077	5,561,077
<b>Total Office of the City Auditor</b>	0	0	0	0	5,561,077	5,561,077
<b>Office of the City Attorney</b>						
Local Area Computer Network	47,222	0	0	0	0	47,222
<b>Total Office of the City Attorney</b>	47,222	0	0	0	0	47,222
<b>Bureau of Planning</b>						
Local Area Computer Network	141,985	0	0	0	0	141,985
<b>Total Bureau of Planning</b>	141,985	0	0	0	0	141,985
<b>Public Safety Communications</b>						
Public Safety Communications	0	0	0	0	1,086,083	1,086,083
<b>Total Public Safety Communications</b>	0	0	0	0	1,086,083	1,086,083
<b>OF&amp;A, Computer Services</b>						
Master Lease Payments	137,000	0	0	0	0	137,000
<b>Total Public Safety Communications</b>	137,000	0	0	0	0	137,000

**CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources**

**Capital System: City Support**

Bureau/Program/Project	General Fund	Transp.	Rates/Charges/ Contracts	Federal/State/ Local	Other	Total Budget
<b><u>Police Bureau</u></b>						
<b>Neighborhood Policing Services</b>						
Communications-OSHA Compliance	260,000	0	0	0	0	260,000
Handguns	50,000	0	0	0	0	50,000
Specialized & Other Fleet Requirements	311,000	0	0	0	0	311,000
<b>Support Services</b>						
Bureau-Wide Computer Network	70,000	0	0	0	0	70,000
<b>Total Police Bureau</b>	<b>691,000</b>	<b>.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>691,000</b>
<b><u>Bureau of Fire, Rescue &amp; Emerg. Services</u></b>						
<b>Emergency Response</b>						
Apparatus Replacement	805,255	0	0	0	0	805,255
Training Center Phase V	300,057	0	0	0	0	300,057
Fire Boat	226,000	0	0	0	60,000	286,000
East Fire Station	0	0	0	0	0	0
Boat House 6	0	0	0	0	0	0
Prior Year Master Lease	1,062,259	0	0	0	0	1,062,259
SW Fire Station	0	0	0	0	0	0
Skyline Fire Station	0	0	0	0	0	0
<b>Support for Emergency Response</b>						
Linnton Oil Training Ground Cleanup	325,000	0	0	0	0	325,000
Fire Sprinkler Systems	198,096	0	0	0	0	198,096
Firefighter Privacy Accommodations	33,936	0	0	0	0	33,936
Emergency Generators	93,000	0	0	0	0	93,000
Earthquake Preparedness	64,750	0	0	0	0	64,750
Plumbing/Asbestos Removal	90,000	0	0	0	0	90,000
Apparatus Bay Ventilation	0	0	0	0	0	0
HVAC Upgrades	0	0	0	0	0	0
Admin./Previous Space Need Study	0	0	0	0	0	0
<b>Carryover From Prior Years</b>	<b>1,073,062</b>					<b>1,073,062</b>
<b>Total Bureau of Fire, Rescue &amp; Emerg. Services</b>	<b>4,271,415</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>	<b>4,331,415</b>
<b>TOTAL CITY SUPPORT</b>	<b>7,736,502</b>	<b>0</b>	<b>815,830</b>	<b>0</b>	<b>8,318,640</b>	<b>16,870,972</b>

**CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs**

Capital System: City Support

Bureau/Program/Project	Five-Year Costs	FY 94-95 Costs	ANNUAL			
			Revenue Generated (-)	perating/Main Costs (+)	perating/Main Savings (-)	Net Financial Impact
<b>Bureau of General Services</b>						
<b>NEIGHBORHOOD ASSOCIATIONS</b>						
ADA Requirements for Other Offices	0	0	0	0	0	0
<b>POLICE</b>						
New East Precinct	223,686	223,686	0	0	0	0
New Outer East County Precinct	255,334	255,334	0	0	0	0
Front and Davis Parking Garage - Renovate for Traffic Division	24,068	24,068	0	0	0	0
Fifth Precinct - St Johns City Hall	20,980	20,980	0	0	0	0
Justice Center - ADA Requirements	0	0	0	0	0	0
<b>FLEET SERVICES</b>						
Kerby Garage - Heating System	58,000	58,000	0	0	0	0
<b>PARKING GARAGES</b>						
Third and Alder - HVAC Upgrade North Side & Center Core	281,880	124,440	0	0	(8,600)	(8,600)
Elevator Control Replacement	972,950	425,650	0	0	(10,000)	(10,000)
Automated Validation Equipment	71,340	71,340	0	0	0	0
Upgrade Revenue Control Equipment	399,680	194,400	0	0	0	0
<b>COMMUNICATIONS SERVICES</b>						
Trunked Radio System	1,021,600	1,021,600	0	0	0	0
Video Conference Centers	170,000	40,000	0	0	0	0
<b>PORTLAND BUILDING</b>						
Carpet Replacement	549,480	102,280	0	0	0	0
Maintain Exterior Ceramic Tiles	151,520	151,520	0	0	0	0
Clean and balance Air System	114,840	114,840	0	0	0	0
Replace Loggia Roofs	492,960	123,240	0	0	0	0
<b>CARRYOVER FROM PRIOR YEARS</b>	<b>1,923,812</b>	<b>1,923,812</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total General Services</b>	<b>6,732,130</b>	<b>4,875,190</b>	<b>0</b>	<b>0</b>	<b>(18,600)</b>	<b>(18,600)</b>
<b>Office of the City Auditor</b>						
LID Construction	5,561,077	5,561,077	0	0	0	0
<b>Total Office of the City Auditor</b>	<b>5,561,077</b>	<b>5,561,077</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Office of the City Attorney</b>						
Local Area Computer Network	145,843	47,222	0	0	0	0
<b>Total Office of the City Attorney</b>	<b>145,843</b>	<b>47,222</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Bureau of Planning</b>						
Local Area Computer Network	181,303	141,985	(19,373)	0	0	(19,373)
<b>Total Bureau of Planning</b>	<b>181,303</b>	<b>141,985</b>	<b>(19,373)</b>	<b>0</b>	<b>0</b>	<b>(19,373)</b>
<b>Public Safety Communications</b>						
Public Safety Communications	1,086,083	1,086,083	0	0	0	0
<b>Total Public Safety Communications</b>	<b>1,086,083</b>	<b>1,086,083</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OF&amp;A, Computer Services</b>						
Master Lease Payments	137,000	137,000	0	0	0	0
<b>Total Public Safety Communications</b>	<b>137,000</b>	<b>137,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1994-95 PROJECTS**  
**Operating and Maintenance Costs**

Capital System: City Support

Bureau/Program/Project	Five-Year Costs	FY 94-95 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	perating/Main Costs (+)	perating/Main Savings (-)	
<b>Police Bureau</b>						
<b>Neighborhood Policing Services</b>						
Communications-OSHA Compliance	520,000	260,000	0	74,187	0	74,187
Handguns	200,000	50,000	0	0	0	0
Specialized & Other Fleet Requirements	345,000	311,000	0	20,000	0	20,000
<b>Support Services</b>						
Bureau-Wide Computer Network	182,200	70,000	0	9,000	0	9,000
<b>Total Police Bureau</b>	<b>1,247,200</b>	<b>691,000</b>	<b>0</b>	<b>103,187</b>	<b>0</b>	<b>103,187</b>
<b>Bureau of Fire, Rescue &amp; Emerg. Services</b>						
<b>Emergency Response</b>						
Apparatus Replacement	4,916,162	805,255	0	0	(14,000)	(14,000)
Training Center Phase V	1,002,817	300,057	0	0	0	0
Fire Boat	286,000	286,000	(60,000)	0	0	(60,000)
East Fire Station	950,000	0	0	0	(28,000)	(28,000)
Boat House 6	162,000	0	0	0	(17,000)	(17,000)
Prior Year Master Lease	1,552,874	1,062,259	0	0	0	0
SW Fire Station	0	0	0	0	0	0
Skyline Fire Station	0	0	0	0	0	0
<b>Support for Emergency Response</b>						
Linnton Oil Training Ground Cleanup	975,000	325,000	0	0	0	0
Fire Sprinkler Systems	487,192	198,096	0	0	0	0
Firefighter Privacy Accommodations	150,000	0	0	0	0	0
Emergency Generators	305,160	33,936	0	0	0	0
Earthquake Preparedness	226,000	93,000	0	0	0	0
Plumbing/Asbestos Removal	129,500	64,750	0	0	(1,000)	(1,000)
Apparatus Bay Ventilation	137,000	90,000	0	0	0	0
HVAC Upgrades	218,500	0	0	0	(2,400)	(2,400)
Admin./Previous Space Need Study	580,000	0	0	0	0	0
<b>Carryover From Prior Years</b>	<b>1,073,062</b>	<b>1,073,062</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Bureau of Fire, Rescue &amp; Emerg. Services</b>	<b>13,151,267</b>	<b>4,331,415</b>	<b>(60,000)</b>	<b>0</b>	<b>(62,400)</b>	<b>(122,400)</b>
<b>TOTAL CITY SUPPORT</b>	<b>28,241,903</b>	<b>16,870,972</b>	<b>(79,373)</b>	<b>103,187</b>	<b>(81,000)</b>	<b>(57,186)</b>

**Capital Improvement Program Overview**  
**CULTURAL AND RECREATION SYSTEM**

**Fiscal Year 1994-95 to 1998-99**

***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 FY1994-95 capital budget includes 14 projects totalling \$2,377,737, exclusive of prior year capital carryovers. Of this amount, \$1,527,737 will be funded by the General Fund. The remaining \$850,000 will be funded through golf fees and borrowings of the Golf Fund. Prior year capital carryovers total \$3,582,060. 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.

As part of this year's budget process, substantial work was undertaken by the Bureau of Parks and Recreation in developing a proposal for park system improvements to be funded through the issuance of General Obligation (G.O.) bonds. This proposal would address both the backlog of maintenance needs at many of the City's parks, along with renovating and developing new community centers and aquatics facilities. The proposed \$58.8 million improvement program was approved by the City Council and will appear before the voters in November 1994. With this initiative in progress, the FY1994-95 capital budget was reduced in the hopes that many of the needed projects would be funded through the G.O. bond measure. If the measure is successful, next year's Capital Budget will present in detail the projects to be funded with proceeds of the bonds.

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

#### **Americans With Disabilities**

The City has made a concerted effort to bring all of its facilities in compliance with the Americans With Disabilities (ADA) act. The FY1994-95 includes project costs totalling \$222,195 for ADA improvements. This project will be funded with General Fund monies.

#### **Facilities**

The FY1994-95 Capital Budget includes \$199,200 for safety improvements at the Dishman Community Center. These improvements will ensure that all OSHA requirements are met and will provide additional security and safety for employees and patrons of the facility. Funding for this project will be provided from General Fund capital set-aside monies.

**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 FY1994-95 Capital Budget includes the following golf system projects.

Eastmoreland New Maint. Building	\$300,000
Rose City Walking Trails	20,000
Progress Downs Course Remodel	200,000
Heron Lakes Cart Paths	150,000
West Delta Dike Improvement	<u>180,000</u>
	\$850,000

**Master Lease**

Like many other City bureaus, the Bureau of Parks and Recreation have used the Master Lease program to purchase automation and play equipment. Annual debt service on the lease obligations is budgeted as a capital expense. The FY1994-95 outlay in the amount of \$228,747 will be paid from General Fund monies.

**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. FY1994-95 project costs total \$204,200 and will be paid from General Fund 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 be 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. FY1994-95 capital outlays for parks total \$673,395 as detailed below:

Dishman Comm. Center Safety Imp.	\$199,200
Springwater Trail--Phase II	\$204,200
Neighborhood Parks	\$225,790
ISTEA Eastbank	\$102,100
Ed Benedict Park	\$141,900
Alberta Basketball Structure	\$143,900
Duniway Track Resurfacing	\$60,000

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

### **Carryover From Prior Years**

As previously mentioned, spending authority in the amount of \$3,582,060 associated with capital projects initiated in prior years is also included in the Bureau's FY1994-95 capital budget.

### ***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. FY1994-95 expenditures total \$11.06 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 1994-95 PROJECTS  
Total Cost by Year**

**Capital System: Cultural and Recreation**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>Portland Parks &amp; Recreation</b>							
<b>AMERICANS WITH DISABILITIES</b>							
Indoor & Outdoor Facilities	2,884,650	222,195	0	803,655	0	0	3,910,500
<b>FACILITIES</b>							
Dishman CC Safety Improvements	0	199,200	0	0	0	0	199,200
<b>GOLF</b>							
Cart Paths at Heron Lakes	250,000	150,000	0	0	0	0	400,000
Eastmoreland Maintenance Facility	157,511	300,000	0	0	0	0	457,511
Progress Downs Course Remodel	0	200,000	750,000	0	0	0	950,000
Rose City Walking Trails	0	20,000	20,000	10,000	0	0	50,000
West Delta Dike Improvements	177,500	180,000	85,000	0	0	0	442,500
<b>MASTER LEASE</b>							
Master Lease	205,777	228,747	170,121	85,854	0	0	690,499
<b>NATURAL AREAS</b>							
Spingwater Corridor, OMSI to McLoughlin	0	204,200	0	0	0	0	204,200
<b>PARKS</b>							
Urban Services: Ten Parks	0	225,790	0	0	0	0	225,790
Play Equipment Replacement	225,000	0	170,000	170,000	130,000	140,000	835,000
Rhododendron Low Bridge Replacement	0	0	155,000	52,237	0	0	207,237
Peninsula Park Concrete Walks	0	0	250,000	0	0	0	250,000
ISTEA: Eastbank	0	102,100	100,000	100,000	0	0	302,100
Alberta Basketball Structure	0	143,605	0	0	0	0	143,605
Ed Benedict Park Development	120,000	141,900	0	0	0	0	261,900
Duniway Track Resurfacing	0	60,000	0	0	0	0	60,000
<b>CARRYOVER FROM PRIOR YEARS</b>							
	0	3,582,060	0	0	0	0	3,582,060
<b>Total Parks and Recreation</b>	<b>4,020,438</b>	<b>5,959,797</b>	<b>1,700,121</b>	<b>1,221,746</b>	<b>130,000</b>	<b>140,000</b>	<b>13,172,102</b>
<b>Arena Project</b>							
Infrastructure Improvements	7,672,503	2,018,662	3,816,924	0	0	0	13,508,089
West Broadway Garage	871,410	4,741,675	0	0	0	0	5,613,085
East Broadway Garage	625,085	973,141	3,338,376	0	0	0	4,936,602
Plaza	1,188,696	1,361,100	2,631,896	0	0	0	5,181,692
Tri-Met Station	222,038	321,207	196,869	0	0	0	740,114
Private Utilities	498,704	34,190	20,955	0	0	0	553,849
Memorial Coliseum	321,852	645,961	1,605,587	0	0	0	2,573,400
Other	433,805	959,364	0	0	0	0	1,393,169
<b>Total Arena Project</b>	<b>11,834,093</b>	<b>11,055,300</b>	<b>11,610,607</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,500,000</b>
<b>TOTAL ALL PROJECTS</b>	<b>15,854,531</b>	<b>17,015,097</b>	<b>13,310,728</b>	<b>1,221,746</b>	<b>130,000</b>	<b>140,000</b>	<b>47,672,102</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources**

**Capital System: Cultural and Recreation**

Bureau/Program/Project	General Fund	Transp.	Rate/Charge/Contracts	Federal/State/Other Local	Other	Total Budget
<b>Portland Parks &amp; Recreation</b>						
<b>AMERICANS WITH DISABILITIES</b>						
Indoor & Outdoor Facilities	222,195	0	0	0	0	222,195
<b>FACILITIES</b>						
Dishman CC Safety Improvements	199,200	0	0	0	0	199,200
<b>GOLF</b>						
Cart Paths at Heron Lakes	0	0	0	0	150,000	150,000
Eastmoreland Maintenance Facility	0	0	0	0	300,000	300,000
Progress Downs Course Remodel	0	0	0	0	200,000	200,000
Rose City Walking Trails	0	0	0	0	20,000	20,000
West Delta Dike Improvements	0	0	0	0	180,000	180,000
<b>MASTER LEASE</b>						
Master Lease	228,747	0	0	0	0	228,747
<b>NATURAL AREAS</b>						
Spingwater Corridor, OMSI to McLoughlin	204,200	0	0	0	0	204,200
<b>PARKS</b>						
Urban Services: Ten Parks	225,790	0	0	0	0	225,790
Play Equipment Replacement	0	0	0	0	0	0
Rhododendron Low Bridge Replacement	0	0	0	0	0	0
Peninsula Park Concrete Walks	0	0	0	0	0	0
ISTEA: Eastbank	102,100	0	0	0	0	102,100
Alberta Basketball Structure	143,605	0	0	0	0	143,605
Ed Benedict Park Development	141,900	0	0	0	0	141,900
Duniway Track Resurfacing	60,000	0	0	0	0	60,000
<b>CARRYOVER FROM PRIOR YEARS</b>	3,582,060	0	0	0	0	3,582,060
<b>Total Parks and Recreation</b>	5,109,797	0	0	0	850,000	5,959,797
<b>Arena Project</b>						
Infrastructure Improvements	0	0	0	0	2,018,662	2,018,662
West Broadway Garage	0	0	0	0	4,741,675	4,741,675
East Broadway Garage	0	0	0	0	973,141	973,141
Plaza	0	0	0	0	1,361,100	1,361,100
Tri-Met Station	0	0	0	0	321,207	321,207
Private Utilities	0	0	0	0	34,190	34,190
Memorial Coliseum	0	0	0	0	645,961	645,961
Other	0	0	0	0	959,364	959,364
<b>Total Arena Project</b>	0	0	0	0	11,055,300	11,055,300
<b>TOTAL ALL PROJECTS</b>	5,109,797	0	0	0	11,905,300	17,015,097

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs**

**Capital System: Cultural and Recreation**

Bureau/Program/Project	Five-Year Costs	FY 1994-95 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Portland Parks &amp; Recreation</b>						
<b>AMERICANS WITH DISABILITIES</b>						
Indoor & Outdoor Facilities	1,025,850	222,195	0	0	0	0
<b>FACILITIES</b>						
Dishman CC Safety Improvements	199,200	199,200	0	0	0	0
<b>GOLF</b>						
Cart Paths at Heron Lakes	150,000	150,000	0	0	0	0
Eastmoreland Maintenance Facility	300,000	300,000	0	0	0	0
Progress Downs Course Remodel	950,000	200,000	0	0	0	0
Rose City Walking Trails	50,000	20,000	0	6,000	0	6,000
West Delta Dike Improvements	265,000	180,000	0	0	0	0
<b>MASTER LEASE</b>						
Master Lease	484,722	228,747	0	0	0	0
<b>NATURAL AREAS</b>						
Springwater Corridor, OMSI to McLoughlin	204,200	204,200	0	50,000	0	50,000
<b>PARKS</b>						
Urban Services: Ten Parks	225,790	225,790	0	200,000	0	200,000
Play Equipment Replacement	610,000	0	0	0	0	0
Rhododendron Low Bridge Replacement	207,237	0	0	0	0	0
Peninsula Park Concrete Walks	250,000	0	0	0	0	0
ISTEA: Eastbank	302,100	102,100	0	300,000	0	300,000
Alberta Basketball Structure	143,605	143,605	0	0	0	0
Ed Benedict Park Development	141,900	141,900	0	42,000	0	42,000
Duniway Track Resurfacing	60,000	60,000	0	0	0	0
<b>CARRYOVER FROM PRIOR YEARS</b>	<b>3,582,060</b>	<b>3,582,060</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Parks and Recreation</b>	<b>9,151,664</b>	<b>5,959,797</b>	<b>0</b>	<b>598,000</b>	<b>0</b>	<b>598,000</b>
<b>Arena Project</b>						
Infrastructure Improvements	5,835,586	2,018,662	0	0	0	0
West Broadway Garage	4,741,675	4,741,675	0	0	0	0
East Broadway Garage	4,311,517	973,141	0	0	0	0
Plaza	3,992,996	1,361,100	0	0	0	0
Tri-Met Station	518,076	321,207	0	0	0	0
Private Utilities	55,145	34,190	0	0	0	0
Memorial Coliseum	2,251,548	645,961	0	0	0	0
Other	959,364	959,364	0	0	0	0
<b>Total Arena Project</b>	<b>22,665,907</b>	<b>11,055,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ALL PROJECTS</b>	<b>31,817,571</b>	<b>17,015,097</b>	<b>0</b>	<b>598,000</b>	<b>0</b>	<b>598,000</b>

**Capital Improvement Program Overview**

**ECONOMIC DEVELOPMENT SYSTEM**

**Fiscal Year 1994-95 to 1998-99**

**PORTLAND DEVELOPMENT COMMISSION**

***OVERVIEW***

The Portland Development Commission (PDC) has submitted a proposed five-year CIP totalling \$33,115,403. This is about \$8 million less than the last year's five-year plan. Reductions in PDC's continue to reflect the loss of tax increment financing as the predominant source of urban renewal financing. However, the CIP is based on the ability to develop new financing methods that utilize expected redevelopment revenues yet operate within the confines of Measure 5 and restrictions in the growth of City property tax revenues.

PDC's CIP is broken down into nine program areas. These program areas and their FY1994-95 capital project outlays are summarized as follows:

1. Downtown/Old Town	\$154,050
2. Central Eastside District	\$588,000
3. Airport Way/Columbia Corridor	\$1,656,500
4. Inner Northeast	\$2,583,350
5. Lloyd District	\$532,150
6. North Macadam/South Waterfront	\$560,700
7. River District/Union Station	\$916,200
8. Transit Station Areas	\$0
9. Citywide--Outside Target Areas	\$1,215,453

Funding for the \$8,197,403 of capital outlays in FY1994-95 will come from several sources, including PDC resources (\$3,322,600), federal and state revenues (\$2,254,453), proceeds from City borrowings (\$2,566,350), and General Fund capital set-aside funds (\$54,000).

**PORTLAND DEVELOPMENT COMMISSION  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 TO 1998-99 PROJECTS  
Total Cost by Year**

Capital System: Economic Development Bureau/Program/Project	Fiscal Year 1994-95	Fiscal Year 1995-96	Fiscal Year 1996-97	Fiscal Year 1997-98	Fiscal Year 1998-99	Project Total
<b>Portland Development Commission</b>						
<b>DOWNTOWN/OLD TOWN</b>						
Gallery Park II Housing	15,000	2,000	0	0	0	17,000
Block 50 Redevelopment	107,050	0	250,000	2,000,000	0	2,357,050
Old Town Lighting Project	0	10,000	0	0	0	10,000
Mixed Income Housing	5,000	10,000	10,000	0	0	25,000
Hamilton Replacement Housing	27,000	0	0	0	0	27,000
Subtotal Downtown/Old Town	154,050	22,000	260,000	2,000,000	0	2,436,050
<b>CENTRAL EASTSIDE DISTRICT</b>						
Phase II Belmont/Main	520,000	0	0	0	0	520,000
Property Management	4,500	4,500	4,500	4,500	4,500	22,500
Water Avenue Extension LID	9,500	2,500,000	0	0	0	2,509,500
Eastbank Riverfront Park	54,000	20,000	3,000,000	3,000,000	0	6,074,000
Subtotal Central Eastside District	588,000	2,524,500	3,004,500	3,004,500	4,500	9,126,000
<b>AIRPORT WAY/COLUMBIA CORRIDOR</b>						
Aircraft Maintenance Facility	500,000	0	0	0	0	500,000
Airport Way Landscaping	80,000	0	0	0	0	80,000
40-Mile Loop Trail	350,000	88,000	0	0	0	438,000
Infrastructure Construction	0	30,000	0	0	0	30,000
Holman Property Management	26,500	0	0	0	0	26,500
Wetlands Mitigation	700,000	0	0	0	0	700,000
Subtotal Airport Way/Columbia Corr	1,656,500	118,000	0	0	0	1,774,500
<b>INNER NORTHEAST</b>						
Walnut Park Project	2,571,350	0	0	0	0	2,571,350
N/NE Multifamily Housing	12,000	0	0	0	0	12,000
Subtotal Inner Northeast	2,583,350	0	0	0	0	2,583,350
<b>LLOYD DISTRICT</b>						
Oregon Arena Project Management	495,000	0	0	0	0	495,000
Headquarters Hotel Property Manag	28,150	0	0	0	0	28,150
Subtotal Lloyd District	523,150	0	0	0	0	523,150
<b>NORTH MACADAM/SOUTH WATERFRONT</b>						
PGT Corporate Headquarters	523,000	40,000	0	0	0	563,000
Land Preparation	37,700	120,000	120,000	20,000	50,000	347,700
Waterfront Master Plan	0	50,000	0	60,000	2,000,000	2,110,000
Parking Resource Development	0	0	0	50,000	50,000	100,000
Moody/Harrison St. Connection	0	0	0	150,000	850,000	1,000,000
N. Macadam Public Improvements	0	0	0	300,000	3,000,000	3,300,000
Subtotal North Macadam/South Wa	560,700	210,000	120,000	580,000	5,950,000	7,420,700
<b>RIVER DISTRICT/UNION STATION</b>						
Union Station Housing	50,000	75,000	10,000	0	0	135,000
Union Station Property Managemen	650,000	650,000	650,000	650,000	650,000	3,250,000
Union Station Public Site Improvem	150,000	0	0	0	0	150,000
Redevelop 511 Building	45,900	70,000	70,000	70,000	70,000	325,900
Trailways/Post Office Blocks	20,300	0	0	0	0	20,300
Develop Agricultural Marketing Cent	0	75,000	0	0	0	75,000
River District Land Acquisition	0	500,000	500,000	500,000	500,000	2,000,000
Construct New Waterfront Access	0	0	0	0	1,000,000	1,000,000
Subtotal River District/Union Station	916,200	1,370,000	1,230,000	1,220,000	2,220,000	6,956,200
<b>TRANSIT STATION AREAS</b>						
Civic Stadium LRT Housing	0	250,000	0	0	0	250,000
NE 60th/Glisan Housing	0	310,000	10,000	0	10,000	330,000
Develop Butler Block	0	0	0	250,000	0	250,000
Develop Lu Yen Site	0	0	0	0	250,000	250,000
Subtotal Transit Station Areas	0	560,000	10,000	250,000	260,000	1,080,000
<b>CITY WIDE - OUTSIDE TARGET AREAS</b>						
Homestead Program	1,215,453	0	0	0	0	1,215,453
Subtotal City-Wide	1,215,453	0	0	0	0	1,215,453
<b>TOTAL</b>	<b>8,197,403</b>	<b>4,804,500</b>	<b>4,624,500</b>	<b>7,054,500</b>	<b>8,434,500</b>	<b>33,115,403</b>

PORTLAND DEVELOPMENT COMMISSION  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 TO 1998-99 PROJECTS  
Funding Sources

Capital System: Economic Development Bureau/Program/Project	PDC Resources	General Fund Set-Aside	General Obligation Bonds	Return on Investment Tax Inc.	Federal/ State/ Other	Other City Funds	Total Budget
<b>Portland Development Commission</b>							
<b>DOWNTOWN/OLD TOWN</b>							
Gallery Park II Housing	17,000	0	0	0	0	0	17,000
Block 50 Redevelopment	107,050	0	0	2,250,000	0	0	2,357,050
Old Town Lighting Project	0	0	0	0	10,000	0	10,000
Mixed Income Housing	25,000	0	0	0	0	0	25,000
Hamilton Replacement Housing	0	0	0	0	27,000	0	27,000
Subtotal Downtown/Old Town	149,050	0	0	2,250,000	37,000	0	2,436,050
<b>CENTRAL EASTSIDE DISTRICT</b>							
Phase II Belmont/Main	520,000	0	0	0	0	0	520,000
Property Management	22,500	0	0	0	0	0	22,500
Water Avenue Extension LID	9,500	0	0	0	2,500,000	0	2,509,500
Eastbank Riverfront Park	0	54,000	6,020,000	0	0	0	6,074,000
Subtotal Central Eastside District	552,000	54,000	6,020,000	0	2,500,000	0	9,126,000
<b>AIRPORT WAY/COLUMBIA CORRIDOR</b>							
Aircraft Maintenance Facility	0	0	0	0	500,000	0	500,000
Airport Way Landscaping	80,000	0	0	0	0	0	80,000
40-Mile Loop Trail	350,000	0	0	0	88,000	0	438,000
Infrastructure Construction	30,000	0	0	0	0	0	30,000
Holman Property Management	26,500	0	0	0	0	0	26,500
Wetlands Mitigation	700,000	0	0	0	0	0	700,000
Subtotal Airport Way/Columbia Corr	1,186,500	0	0	0	588,000	0	1,774,500
<b>INNER NORTHEAST</b>							
Walnut Park Project	0	0	0	0	500,000	2,071,350	2,571,350
N/NE Multifamily Housing	0	0	0	0	12,000	0	12,000
Subtotal Inner Northeast	0	0	0	0	512,000	2,071,350	2,583,350
<b>LLOYD DISTRICT</b>							
Oregon Arena Project Management	0	0	0	0	0	495,000	495,000
Headquarters Hotel Property Manag	28,150	0	0	0	0	0	28,150
Subtotal Lloyd District	28,150	0	0	0	0	495,000	523,150
<b>NORTH MACADAM/SOUTH WATERFRONT</b>							
PGT Corporate Headquarters	563,000	0	0	0	0	0	563,000
Land Preparation	347,700	0	0	0	0	0	347,700
Waterfront Master Plan	110,000	0	2,000,000	0	0	0	2,110,000
Parking Resource Development	100,000	0	0	0	0	0	100,000
Moody/Harrison St. Connection	0	0	0	0	0	1,000,000	1,000,000
N. Macadam Public Improvements	0	0	0	0	3,300,000	0	3,300,000
Subtotal North Macadam/South Wat	1,120,700	0	2,000,000	0	3,300,000	1,000,000	7,420,700
<b>RIVER DISTRICT/UNION STATION</b>							
Union Station Housing	135,000	0	0	0	0	0	135,000
Union Station Property Management	3,250,000	0	0	0	0	0	3,250,000
Union Station Public Site Improvem	150,000	0	0	0	0	0	150,000
Redevelop 511 Building	325,900	0	0	0	0	0	325,900
Trailways/Post Office Blocks	20,300	0	0	0	0	0	20,300
Develop Agricultural Marketing Cent	0	0	0	0	75,000	0	75,000
River District Land Acquisition	0	0	0	0	0	2,000,000	2,000,000
Construct New Waterfront Access	0	0	0	0	0	1,000,000	1,000,000
Subtotal River District/Union Station	3,881,200	0	0	0	75,000	3,000,000	6,956,200
<b>TRANSIT STATION AREAS</b>							
Civic Stadium LRT Housing	0	0	0	0	250,000	0	250,000
NE 60th/Glisan Housing	0	0	0	0	330,000	0	330,000
Develop Butler Block	0	0	0	0	250,000	0	250,000
Develop Lu Yen Site	0	0	0	0	250,000	0	250,000
Subtotal Transit Station Areas	0	0	0	0	1,080,000	0	1,080,000
<b>CITY WIDE - OUTSIDE TARGET AREAS</b>							
Homestead Program	0	0	0	0	1,215,453	0	1,215,453
Subtotal City-Wide	0	0	0	0	1,215,453	0	1,215,453
<b>TOTAL</b>	<b>6,917,600</b>	<b>54,000</b>	<b>8,020,000</b>		<b>9,307,453</b>	<b>6,566,350</b>	<b>33,115,403</b>

## **Capital Improvement Program Overview**

### **SEWER SYSTEM**

**Fiscal Year 1994-95 to 1998-99**

#### **BUREAU OF ENVIRONMENTAL SERVICES**

##### ***INTRODUCTION***

The Bureau of Environmental Services' 5-year capital improvement program has been updated and generally reflects policy objectives and strategic goals adopted last fiscal year. 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. Consistent with last year's submission, operating costs have been assumed to increase with the rate of inflation only. No real cost increases other than those represented by the CIP have been included in the forecast. 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 1,800 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 five-year forecast of capital improvement needs continues to reflect a four-part strategy described below.

- Accelerate sewer construction within the Mid County Sewer Project, completing installation of the collection system in FY 1997-98.

This element of the capital program strategy has three intended results. First, it is designed to minimize costs to the residents and businesses of Mid County and to the City's sewer utility. The current bidding climate continues to be favorable and expediting construction will lower financial risks associated with future increases in the real cost of construction. Second, speeding construction will maximize use of existing resources to meet future operating and capital needs by allowing completion of one major capital program before the next one (the CSO program) is fully within its construction phase. This will enhance the Bureau's ability to reassign existing resources from one effort to another, leveling resource requirements and mitigating staffing increases resulting from overlaying one project over another.

Finally, accelerating the Mid County Sewer Project will further support a fiscally sound and responsible debt management program, better aligning CIP expenditures and associated borrowings with expansion of the customer base. This will enhance the City's ability to meet long-term capital requirements while keeping rates as low as possible.

- Acquire information about the nature and extent of the sewer system's maintenance needs and define a maintenance policy that is the most cost effective.

This component of the capital program strategy is intended to ensure maintenance expenditures meet the highest priority needs. Additionally, it will help guarantee the most efficient scheduling of maintenance work in context of funding and construction requirements for other major capital projects, including the Mid County Sewer Project, the CSO program, and general system expansion needs. Three maintenance management studies are underway and are expected to be completed within the next 6 months.

- Pursue a CSO program strategy that ensures the highest level of environmental benefit for the costs incurred.

This portion of the capital program strategy has three primary components: The first is to secure plan approval from the EQC for cost efficient CSO control. The collaborative process entered into by the City and DEQ is intended to achieve this result. The second component is to proceed early on with projects that are certain to be part of a comprehensive CSO solution, including the "cornerstone" projects and projects to eliminate overflows within the Columbia Slough. Finally, the CSO program strategy calls for the Bureau to bring forward a proposal to City Council that seeks the optimal balance of consultant assistance and City staff for managing and implementing the CSO plan ultimately approved by the Environmental Quality Commission.

- Give priority to second tier projects based on their ability to save operating costs, increase public support for Bureau programs, and reduce pollution.

Reducing operating costs is key to maintaining flexibility and enhancing the ability of the Bureau to fund needed capital improvements. Increasing public support for Bureau programs increases the Bureau's ability to engage the public and leverage private involvement in solving environmental

problems. Ultimately, this portion of the capital strategy can reduce Bureau (ratepayer) costs. Similarly, projects that reduce pollution not only assist in meeting environmental requirements, they can reduce long-term, capital intensive construction costs.

### ***SOURCES AND USES OF CONSTRUCTION FUNDING***

Planned CIP outlays total \$573 million (1993 constant dollars) over the five-year forecast interval. Based on current planning assumptions, the Bureau's five-year CIP request will require \$545.9 million (nominal dollars) in additional borrowings over the five-year forecast interval. 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 \$41.0 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 \$54.7 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 6.0 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.

## *ENVIRONMENTAL REMEDIATION*

In addition to operating the City's sewer system, the Bureau is also responsible for the City's solid waste and recycling program, and remediation of properties previously owned by the City and found to contain contaminants resulting from the City's use and ownership.

The Bureau is remediating the Guilds Lake site, formerly used by the City for incineration of solid waste and disposal of incinerator ash, in accordance with a Record of Decision (ROD) dated June 13, 1992 and Order on Consent No. ESCR-NWR-91-09 dated December 16, 1991 issued by the State of Oregon Department of Environmental Quality. A 4-inch asphalt cap with a 6-inch gravel base will be installed over the existing unpaved areas of the site and designed to form a continuous cover over the entire property incorporating its existing covered and developed areas. Storm sewer drains will be upgraded and installed where necessary for water drainage, and existing dry wells will be decommissioned.

Expenditures of \$1,430,000 in FY1994-95 will complete this project in compliance with the DEQ order. The remediation project is being financed by the Environmental Remediation Revenue Bonds 1993 Series A, issued in November 1993.

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

BUREAU OF ENVIRONMENTAL SERVICES

Capital System: SEWAGE

Program/Project Title	Prior Yrs. Estimate	Year 1 1994-95	Year 2 1995-96	Year 3 1996-97	Year 4 1997-98	Year 5 1998-99	5 Year Total	Years 6 - 10 Project Cost	Total Project Cost
<b>MID COUNTY SEWER PROJECT</b>									
1993-1994 Sewer Projects	25,645,490	14,577,347	1,823,927				16,401,274	0	42,046,764
Burnside East	2,424,120								
Burnside East-South	221,154								
Parklane	6,620,898								
Powell Village	3,252,718								
Sumner	3,044,788								
Rose City	2,758,118								
Robinbrook	2,481,551								
Gilbert	282,607								
Woodmere	332,320								
Summerplace	4,227,216								
1994-1995 Sewer Projects	1,487,058	18,617,370	15,498,164				34,115,534	0	35,602,592
Burnside Central	259,818								
Cliffgate	195,930								
Wellington	284,166								
Bloomington	262,612								
Parkrose	169,875								
Essex	142,850								
Flavel Park	171,807								
1995-1996 Sewer Projects	676,301	750,362	16,165,212	16,694,017			33,609,591	0	34,285,892
Windmere	110,103								
Sacajawea	96,118								
Darlington	129,263								
Lincoln Park	220,989								
Maywood Park	116,268								
Robin Wood	2,260								
Fairfield	1,300								
1996-1997 Sewer Projects	5,323	4,556	587,857	10,684,324	4,542,876		15,819,613	0	15,824,936
Eastmont	1,234								
Lymann Park	1,466								
Brentwood	2,623								
Minor Extension Program	928,813	273,600	273,600				547,200	0	1,476,013
<b>Total Mid County Project</b>	<b>28,742,985</b>	<b>34,223,235</b>	<b>34,348,760</b>	<b>27,378,341</b>	<b>4,542,876</b>	<b>0</b>	<b>100,493,212</b>	<b>0</b>	<b>129,236,197</b>
<b>SEWAGE TREATMENT SYSTEMS</b>									
CBWTP Headworks Replace	4,222,548	12,560,000	12,022,400	2,000,000			26,582,400	0	30,804,948
CBWTP Outfall Modification	107,057	3,255,616					3,255,616	0	3,362,673
Modify Aeration Basin Configur	8,653,762	200,000					200,000	0	8,853,762
Inverness PS/Force Main	200,703	980,200	772,200	9,982,500	9,982,500		21,717,400	0	21,918,103
CBWTP Lagoon Renovation	12,006,911	2,500,000	2,500,000	2,500,000	2,500,000	1,250,000	11,250,000	0	23,256,911
Secondary Clarifiers Phase 1	942,207	104,000					104,000	0	1,046,207
CBWTP Odor Control Projects	585,960	326,800	500,000		360,000	2,390,000	3,576,800	1,500,000	5,662,760
Repair, Rehab, Maintenance	3,382,486	2,012,400	2,080,000	2,500,000	2,500,000	3,000,000	12,092,400	17,500,000	32,974,886
CBWTP Pneumatic Conveyance	319,736	104,000	847,600	605,000			1,556,600	0	1,876,336

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

BUREAU OF ENVIRONMENTAL SERVICES								Capital System: SEWAGE	
Program/Project Title	Prior Yrs. Estimate	Year 1 1994-95	Year 2 1995-96	Year 3 1996-97	Year 4 1997-98	Year 5 1998-99	5 Year Total	Years 6 - 10 Project Cost	Total Project Cost
CBWTP Secondary Bypass Relief	0	36,400	398,320				434,720	0	434,720
PS Controller Replacement	322,437	208,000					208,000	0	530,437
CBWTP Reuse Water Syste	0	808,000	206,000				1,014,000	0	1,014,000
CBWTP Facilities Plan Update	0	404,000	116,000				520,000	0	520,000
TCWTP Emergency Power Sys	0	150,000					150,000	0	150,000
Pre-Design Studies	0	31,200	31,200	31,200	31,200	31,200	156,000	175,000	331,000
CBWTP Automation Projects	462,935		405,600	295,000	145,000	45,000	890,600	1,250,000	2,603,535
TCWTP Digester Modifications	50,000		77,220	437,250	437,250		951,720	0	1,001,720
CBWTP Secondary Scum Removal	0		41,600	440,000		616,000	1,097,600	0	1,097,600
PS Auto Remote Control	0	170,000					170,000	0	170,000
CBWTP Primary Clarifier Auto	114,107		639,600	615,000			1,254,600	0	1,368,707
Co-Gen Facility	864	208,000					208,000	7,640,000	7,848,864
CBWTP Operations Center	0		208,000	400,000	2,000,000	2,600,000	5,208,000	0	5,208,000
CBWTP Prim Chain/Flights Repl	7,890			859,040			859,040	0	866,930
Dechlorination/Sampling Imp	0			25,000	300,000	2,575,000	2,900,000	0	2,900,000
CBWTP Outfall Line Repair	0			590,000			590,000	0	590,000
Sullivan PS Oper/Mts Bldg	0			50,000	335,000		385,000	0	385,000
CBWTP Hdws Demolition	0				1,000,000		1,000,000	0	1,000,000
TCWTP Facility Plan Update	0				500,000		500,000	0	500,000
Lagoon Compartmentalization	0					750,000	750,000	0	750,000
TCWTP Headworks Reconst	0					457,000	457,000	5,252,000	5,709,000
Compost Equipment Elevator	280					200,000	200,000	0	200,280
<b>Total Sewerage Treatment Systems</b>	<b>31,379,883</b>	<b>24,058,616</b>	<b>20,845,740</b>	<b>21,329,990</b>	<b>20,090,950</b>	<b>13,914,200</b>	<b>100,239,496</b>	<b>33,317,000</b>	<b>164,936,379</b>
<b>MAINTENANCE &amp; RELIABILITY</b>									
MTS Capital-Contract	993,322	306,453	2,025,812	2,633,555	2,836,160	2,996,600	10,798,580	15,000,000	26,791,902
MTS Capital-Construction	2,190,300	843,666	843,666	843,666	843,666	843,666	4,218,330	4,250,000	10,658,630
MTS Capital-Equipment	260,435	700,000	500,000	500,000	500,000	500,000	2,700,000	1,250,000	4,210,435
MTS Inventory & Condition Plan	751,884	1,012,000	992,000				2,004,000	0	2,755,884
Sump Reconstruction & Upgrade	7,758,258	4,000,000	3,000,000	2,000,000	1,000,000		10,000,000	0	17,758,258
Basement Flooding Relief Program	250,001	250,000	550,000	4,000,000	3,000,000	5,896,000	13,696,000	87,008,000	100,954,001
SE Division: 3rd to 10th Sewer Re	453,445	100,000					100,000	0	553,445
SE Sherman: 39th to 45th Sewer	522,501	100,000					100,000	0	622,501
NW CBD Sewer Reconstruction	719,352	400,000	300,000	300,000	800,000		1,800,000	0	2,519,352
Tryon Creek I&I Abatement	350,346	100,000	300,000	100,000	100,000	100,000	700,000	500,000	1,550,346
Alder Basin Relief & Reconstruction	3,635,539	1,350,000		3,800,000	3,000,000	2,600,000	10,750,000	9,350,000	23,735,539
Pump Station Imp Program	4,223,477	1,300,000	2,500,000	2,500,000	2,500,000	2,500,000	11,300,000	10,000,000	25,523,477
Fanno Creek Pump Station	86,154	410,000	25,000				435,000	0	521,154
Sediment Processing & Recycling	0	200,000	500,000				700,000	0	700,000
SE Mill: 52nd to 56th Extension	0	300,000					300,000	0	300,000
SE 32nd Pl & Sherman Sewer Re	0	141,500					141,500	0	141,500
SE 60th: Alder to Stark Sewer Re	0	175,000					175,000	0	175,000
Beaumont Sewer Reconstruction	0	175,000					175,000	0	175,000
NE Knott: 37th to 39th Sewer Re	0	260,000					260,000	0	260,000
P S Controller Upgrades	0	230,000	100,000				330,000	0	330,000
Wheeler Basin Relief Ph2, Unit 2	0	1,080,000		600,000	1,700,000	1,300,000	4,680,000	0	4,680,000
Sullivan Noise Problem	0	100,000					100,000	0	100,000
PIR Pump Station	0	200,000					200,000	0	200,000
Inverness Basin Sanitary Relief	0		5,000			150,000	155,000	1,680,000	1,835,000

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

BUREAU OF ENVIRONMENTAL SERVICES								Capital System: SEWAGE	
Program/Project Title	Prior Yrs. Estimate	Year 1 1994-95	Year 2 1995-96	Year 3 1996-97	Year 4 1997-98	Year 5 1998-99	5 Year Total	Years 6 - 10 Project Cost	Total Project Cost
NE Sandy Blvd San Relief	0		42,000	840,000			882,000	0	882,000
Hayden Is Sanitary Sewer Re	0					600,000	600,000	250,000	850,000
Hayden Is Storm System Reconst	0					600,000	600,000	810,000	1,410,000
Inverness Pressure Line Corrosion	0					200,000	200,000	200,000	400,000
<b>Total Maintenance &amp; Reliability</b>	<b>22,195,014</b>	<b>13,733,619</b>	<b>11,683,478</b>	<b>18,117,221</b>	<b>16,279,826</b>	<b>18,286,266</b>	<b>78,100,410</b>	<b>130,298,000</b>	<b>230,593,424</b>
<b>DRAINAGE &amp; STORMWATER</b>									
Balch Creek	916,298	848,410	844,678	464,000	76,200	78,510	2,311,798	298,506	3,526,602
Columbia Slough	4,780,419	1,110,000	2,008,500	1,388,500	1,278,500	877,500	6,663,000	7,700,000	19,143,419
Columbia Slough Sediment	178,076	1,161,000	793,000	1,167,500	1,118,000	1,622,500	5,862,000	8,400,000	14,440,076
Fanno Creek	2,344,275	1,080,500	425,300	413,300	452,400	431,500	2,803,000	150,000	5,297,275
Johnson Creek	5,405,613	1,723,000	1,970,000	758,500	573,800	303,800	5,329,100	5,600,000	16,334,713
Stormwater Program Dev	3,517,638	200,000	475,000	325,000	25,000	25,000	1,050,000	700,000	5,267,638
Drainage Improvement Program	1,609,349	500,000	500,000	500,000	500,000	500,000	2,500,000	2,500,000	6,609,349
<b>Total Drainage &amp; Stormwater</b>	<b>18,751,668</b>	<b>6,622,910</b>	<b>7,016,478</b>	<b>5,016,800</b>	<b>4,023,900</b>	<b>3,838,810</b>	<b>26,518,898</b>	<b>25,348,506</b>	<b>70,619,072</b>
<b>COMBINED SEWER OVERFLOW</b>									
St Johns "A" CSO Project	0	2,000,000	2,900,000				4,900,000	0	4,900,000
St. Johns "B": South Separa	29,198	3,170,700					3,170,700	0	3,199,898
St. Johns "B": North Separa	12,121	2,763,500					2,763,500	0	2,775,621
Fiske "B" Basin: Local Separ	0	2,290,000	1,000,000				3,290,000	0	3,290,000
Ramsey Lake Storm Trunk	0	2,375,000	1,255,000				3,630,000	0	3,630,000
Tanner Creek/Nicolai	0	300,000	200,000	5,000,000	6,000,000	6,000,000	17,500,000	6,500,000	24,000,000
Ramsey Lake Storm Wetlands	323,252	485,000	65,000	24,000	24,000	24,000	622,000	0	945,252
Wet Weather Treatment Facility	0	920,000	2,000,000	4,500,000	17,000,000	18,000,000	42,420,000	0	42,420,000
CSO West Side Hydraulic Ana	0	120,000	15,000				135,000	0	135,000
Columbia Slough Conduit	0	1,000,000	2,750,000	8,520,000	15,200,000	30,000,000	57,470,000	31,500,000	88,970,000
Stormwater Infiltration Sumps	11,849,867	6,000,000	6,720,000	7,210,000	7,210,000	7,210,000	34,350,000	0	46,199,867
CSO Management Plan	10,824,952	2,000,000	2,000,000	1,061,381	1,685,351	2,186,907	8,933,639	10,000,000	29,758,591
Diversion Reconstruction	761,346	389,000	150,000				539,000	0	1,300,346
Roof Drain Disconnect Program	0	2,000,000	5,000,000	6,000,000	6,000,000	6,000,000	25,000,000	15,000,000	40,000,000
SLRT Calibration	0	200,000	300,000				500,000	0	500,000
Selwood Basin: Local Separa	0	400,000		2,000,000	2,500,000	1,800,000	6,700,000	0	6,700,000
Willamette Site Acquisition	0		2,250,000				2,250,000	0	2,250,000
Oswego CSO Project	0			1,223,000	5,200,000		6,423,000	0	6,423,000
Oregonian CSO Project	0			100,000	1,200,000	1,200,000	2,500,000	0	2,500,000
NW 110th Ave (Linnton) PS	643,286			51,000	567,000		618,000	0	1,261,286
Willamette River Fac Ph I & II	0				1,000,000	7,000,000	8,000,000	194,000,000	202,000,000
Western Half Lents I Separa	0				200,000	1,000,000	1,200,000	0	1,200,000
Carolina Basin Stream Diversion	0				250,000	910,000	1,160,000	0	1,160,000
Woods/Sherdan Stream Diver	0					400,000	400,000	5,000,000	5,400,000
<b>Total Combined Sewer Overflow</b>	<b>24,444,022</b>	<b>26,413,200</b>	<b>26,605,000</b>	<b>35,689,381</b>	<b>64,036,351</b>	<b>81,730,907</b>	<b>234,474,839</b>	<b>262,000,000</b>	<b>520,918,861</b>

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

**BUREAU OF ENVIRONMENTAL SERVICES**

**Capital System: SEWAGE**

Program/Project Title	Prior Yrs. Estimate	Year 1 1994-95	Year 2 1995-96	Year 3 1996-97	Year 4 1997-98	Year 5 1998-99	5 Year Total	Years 6 - 10 Project Cost	Total Project Cost
<b>SYSTEM DEVELOPMENT</b>									
Pollution Control Lab	3,710,337	3,117,800	9,235,000	2,500,000			14,852,800	0	18,563,137
Pollution Control Equipment	112,288	60,800	1,600,000				1,660,800	0	1,773,088
Key Manhole Monitoring Stations	99,566	26,000					26,000	0	125,566
Permits	654,746	330,000	363,000	399,300	439,230	479,160	2,010,690	3,217,800	5,883,236
Permit Reimbursements	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	1,000,000	2,200,000
Sanitary Improvement Program	187,237	150,000	150,000	150,000	150,000	150,000	750,000	750,000	1,687,237
Sewer Extension Program	0	1,200,000	1,400,000	1,400,000	1,400,000	1,400,000	6,800,000	7,000,000	13,800,000
SE Foster San Sewer	50,002	225,700					225,700	0	275,702
NE 148th San Sewer	600,584	339,400					339,400	0	939,984
Utility Relocation	259,052	250,000	250,000	250,000	250,000	250,000	1,250,000	1,250,000	2,759,052
BTE VA : Storm	1,029,316	100,500	104,000	107,650	111,400	115,300	538,850	643,737	2,211,903
Sunderland PS	585,212	115,000					115,000	0	700,212
Customer Billing/Info System	0	1,000,000					1,000,000	0	1,000,000
Geographic Info System	0	300,000	600,000	600,000	600,000	600,000	2,700,000	0	2,700,000
NE 148th thru 158th San	0	478,490					478,490	0	478,490
Total System Development	7,488,340	7,893,690	13,902,000	5,606,950	3,150,630	3,194,460	33,747,730	13,861,537	55,097,607
<b>TOTAL</b>	<b>133,001,912</b>	<b>112,945,270</b>	<b>114,401,456</b>	<b>113,138,683</b>	<b>112,124,533</b>	<b>120,964,643</b>	<b>573,574,585</b>	<b>464,825,043</b>	<b>1,171,401,540</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources**

BUREAU OF ENVIRONMENTAL SERVICES					Capital System: SEWAGE		
Program/Project Title	General Fund	Transp	Rate/Charge/ Contracts	Federal/State/ Other Local	Other	Total Budget	Non-Budgeted
<b>MID COUNTY SEWER PROJECT</b>							
1993-1994 Sewer Projects			14,577,347			14,577,347	
1994-1995 Sewer Projects			18,617,370			18,617,370	
1995-1996 Sewer Projects			750,362			750,362	
1996-1997 Sewer Projects			4,556			4,556	
Minor Extension Program			273,600			273,600	
<b>Total Mid County Project</b>			<b>34,223,235</b>			<b>34,223,235</b>	
<b>SEWAGE TREATMENT SYSTEMS</b>							
CBWTP Headworks Replace			12,560,000			12,560,000	
CBWTP Outfall Modification			3,255,616			3,255,616	
Modify Aeration Basin Configur			200,000			200,000	
Inverness PS/Force Main			980,200			980,200	
CBWTP Lagoon Renovation			2,500,000			2,500,000	
Secondary Clarifiers Phase 1			104,000			104,000	
CBWTP Odor Control Projects			326,800			326,800	
Repair, Rehab, Maintenance			2,012,400			2,012,400	
CBWTP Pneumatic Conveyance			104,000			104,000	
CBWTP Secondary Bypass Relief			36,400			36,400	
PS Controller Replacement			208,000			208,000	
CBWTP Reuse Water System			808,000			808,000	
CBWTP Facilities Plan Update			404,000			404,000	
TCWTP Emergency Power Sys			150,000			150,000	
Pre-Design Studies			31,200			31,200	
PS Auto Remote Control			170,000			170,000	
Co-Gen Facility			208,000			208,000	
<b>Total Sewerage Treatment Systems</b>			<b>24,058,616</b>			<b>24,058,616</b>	
<b>MAINTENANCE &amp; RELIABILITY</b>							
MTS Capital-Contract			306,453			306,453	
MTS Capital-Construction			843,666			843,666	
MTS Capital-Equipment			700,000			700,000	
MTS Inventory & Condition Plan			1,012,000			1,012,000	
Sump Reconstruction & Upgrade			4,000,000			4,000,000	
Basement Flooding Relief Program			250,000			250,000	
SE Division: 3rd to 10th Sewer Re			100,000			100,000	
SE Sherman: 39th to 45th Sewer			100,000			100,000	
NW CBD Sewer Reconstruction			400,000			400,000	
Tryon Creek I&I Abatement			100,000			100,000	
Alder Basin Relief & Reconstruction			1,350,000			1,350,000	
Pump Station Imp Program			1,300,000			1,300,000	
Fanno Creek Pump Station			410,000			410,000	
Sediment Processing & Recycling			200,000			200,000	
SE Mill: 52nd to 56th Extension			300,000			300,000	
SE 32nd PI & Sherman Sewer Re			141,500			141,500	
SE 60th: Alder to Stark Sewer Re			175,000			175,000	
Beaumont Sewer Reconstruction			175,000			175,000	
NE Knott: 37th to 39th Sewer Re			260,000			260,000	
P S Controller Upgrades			230,000			230,000	
Wheeler Basin Relief Ph2, Unit 2			1,080,000			1,080,000	
Sullivan Noise Problem			100,000			100,000	
PIR Pump Station			200,000			200,000	
<b>Total Maintenance &amp; Reliability</b>			<b>13,733,619</b>			<b>13,733,619</b>	

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources**

BUREAU OF ENVIRONMENTAL SERVICES						Capital System: SEWAGE	
Program/Project Title	General Fund	Transp	Rate/Charge/ Contracts	Federal/State/ Other Local	Other	Total Budget	Non-Budgeted
<b>DRAINAGE &amp; STORMWATER</b>							
Balch Creek			848,410			848,410	
Columbia Slough			1,110,000			1,110,000	
Columbia Slough Sediment			1,161,000			1,161,000	
Fanno Creek			1,080,500			1,080,500	
Johnson Creek			1,723,000			1,723,000	
Stormwater Program Dev			200,000			200,000	
Drainage Improvement Program			500,000			500,000	
<b>Total Drainage &amp; Stormwater</b>			<b>6,622,910</b>			<b>6,622,910</b>	
<b>COMBINED SEWER OVERFLOW</b>							
St Johns "A" CSO Project			2,000,000			2,000,000	
St. Johns "B": South Separa			3,170,700			3,170,700	
St. Johns "B": North Separa			2,763,500			2,763,500	
Fiske "B" Basin: Local Separ			2,290,000			2,290,000	
Ramsey Lake Storm Trunk			2,375,000			2,375,000	
Tanner Creek/Nicolai			300,000			300,000	
Ramsey Lake Storm Wetlands			485,000			485,000	
Wet Weather Treatment Facility			920,000			920,000	
CSO West Side Hydraulic Ana			120,000			120,000	
Columbia Slough Conduit			1,000,000			1,000,000	
Stormwater Infiltration Sumps			6,000,000			6,000,000	
CSO Management Plan			2,000,000			2,000,000	
Diversion Reconstruction			389,000			389,000	
Roof Drain Disconnect Program			2,000,000			2,000,000	
SLRT Calibration			200,000			200,000	
Sellwood Basin Local Separation			400,000			400,000	
<b>Total Combined Sewer Overflow</b>			<b>26,413,200</b>			<b>26,413,200</b>	
<b>SYSTEM DEVELOPMENT</b>							
Pollution Control Lab			3,117,800			3,117,800	
Pollution Control Equipment			60,800			60,800	
Key Manhole Monitoring Stations			26,000			26,000	
Permits			330,000			330,000	
Permit Reimbursements			200,000			200,000	
Sanitary Improvement Program			150,000			150,000	
Sewer Extension Program			1,200,000			1,200,000	
SE Foster San Sewer			225,700			225,700	
NE 148th San Sewer			339,400			339,400	
Utility Relocation			250,000			250,000	
BTE IA : Storm		100,500				100,500	
Sunderland PS			115,000			115,000	
Customer Billing/Info System			1,000,000			1,000,000	
Geographic Info System			300,000			300,000	
NE 148th thru 158th San			478,490			478,490	
<b>Total System Development</b>		100,500	<b>7,793,190</b>			<b>7,893,690</b>	
<b>TOTAL</b>		100,500	<b>112,844,770</b>			<b>112,945,270</b>	

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs**

**BUREAU OF ENVIRONMENTAL SERVICES**

**Capital System: SEWAGE**

Program/Project	Five-Year Costs	FY 94-95 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs	Operating/Maint Savings	
<b>MID COUNTY SEWER PROJECT</b>						
1993-1994 Sewer Projects	16,401,274	14,577,347		196,285		196,285
1994-1995 Sewer Projects	34,115,534	18,617,370		196,734		196,734
1995-1996 Sewer Projects	33,609,591	750,362		100,380		100,380
1996-1997 Sewer Projects	15,819,613	4,556		26,468		26,468
Minor Extension Program	547,200	273,600		474		474
Total Mid County Projects	100,493,212	34,223,235	0	520,341	0	520,341
<b>SEWERAGE TREATMENT SYSTEMS</b>						
Repair, Rehab, Maintenance	12,092,400	2,012,400		169,600		169,600
Total Sewerage Treatment Systems	12,092,400	2,012,400	0	169,600	0	169,600
<b>MAINTENANCE &amp; RELIABILITY</b>						
Sump Reconstruction & Upgrade	10,000,000	4,000,000		324,900		324,900
Basement Flooding Relief Program	13,696,000	250,000		2,486		2,486
Alder Basin Relief & Reconstruction	10,750,000	1,350,000		8,383		8,383
Fanno Creek Pump Station	435,000	410,000			(300,000)	(300,000)
Sediment Processing & Recycling	700,000	200,000		52,500		52,500
SE 60th: Alder to Stark Sewer Re	175,000	175,000		85		85
Total Maintenance & Reliability	35,756,000	6,385,000	0	388,354	(300,000)	88,354
<b>DRAINAGE &amp; STORMWATER QUALITY</b>						
Balch Creek	2,311,798	848,410		42,000		42,000
Columbia Slough	6,663,000	1,110,000		10,000		10,000
Stormwater Program Development	1,050,000	200,000		5,000		5,000
Drainage Improvement Program	2,500,000	500,000		4,000		4,000
Total Drainage & Stormwater Quality	12,524,798	2,658,410	0	61,000	0	61,000
<b>COMBINED SEWER OVERFLOW</b>						
St Johns "A" CSO Project	4,900,000	2,000,000		10,000		10,000
St Johns "B" South Separa	3,170,700	3,170,700		20,000		20,000
St Johns "B" North Separa	2,763,500	2,763,500		20,000		20,000
Fiske "B" Basin: Local Separ	3,290,000	2,290,000		15,000		15,000
Ramsey Lake Storm Trunk	3,630,000	2,375,000		2,000		2,000
Tanner Creek/Nicolai	17,500,000	300,000		5,502		5,502
Columbia Slough Conduit	57,470,000	1,000,000		74,000		74,000
Stormwater Infiltration Sumps	34,350,000	6,000,000		439,400		439,400
Total Combined Sewer Overflow	127,074,200	19,899,200	0	585,902	0	585,902
<b>SYSTEMS DEVELOPMENT</b>						
Pollution Control Lab	12,352,800	3,117,800		1,157		1,157
Permit Reimbursements	1,000,000	200,000		500		500
Sanitary Improvement Program	750,000	150,000		200		200
SE Foster San Sewer	225,700	225,700		1,200		1,200
NE 148th San Sewer	339,400	339,400		3,200		3,200
BTE I/A : Storm	538,850	100,500		810		810
Sunderland PS	115,000	115,000		4,000		4,000
Sewer Extension Program	6,800,000	1,200,000		3,000		3,000
Total Systems Development	22,121,750	5,448,400	0	14,067	0	14,067
<b>ENVIRONMENTAL SERVICES TOTAL</b>	<b>310,062,360</b>	<b>70,626,645</b>	<b>0</b>	<b>1,739,264</b>	<b>(300,000)</b>	<b>1,439,264</b>

## **Capital Improvement Program Overview**

### **TRANSPORTATION SYSTEM**

**Fiscal Year 1994-95 to 1998-99**

### **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.

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 FY1998-99, 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.

As part of the annual budget process, City Council will, for the first time this year, approve projects scheduled for the first two years of the capital program based upon the recommendations of the Office of Transportation, and the Capital Review Committee. The proposed capital program for FY1996-97 and beyond will be included in this review, approval and adoption process only when programs become budgeted, current-year projects.

Street lighting capital is treated the same as last fiscal year. The street lighting levy was not renewed as a result of Measure 5, and without the additional revenues, the Street Lighting Fund (SLF) will be nearly depleted by FY1993-94. The street lighting capital needs will have to be met from other resources. This CIP request shows most street lighting capital needs as being funded from the General Fund.

Total transportation capital outlays over the five-year CIP planning period totals in excess of \$218 million. The majority of these costs, almost 58 percent, are planned for the Street Improvements program area.

## ***FUNDING SOURCES***

The FY1994-95 capital projects total \$16,094,765. Funding for these projects is scheduled to come from the following sources:

General Transportation Revenues	\$9,237,578
Rates/Charges/Contracts	\$2,910,923
Federal/State/Other Local	\$3,493,506
Other (LID, other miscellaneous)	\$452,358

## ***ORGANIZATION***

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 FY1994-95 CIP outlay is as follows:

1. Street Improvement:	\$6,341,914
2. Transit Program:	\$4,114,303
3. Alternative Modes Program:	\$4,593,333
4. Preservation/Rehabilitation:	\$1,045,215
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. Included in this program are the following subprograms: Traffic Management Subprogram, the Bicycles, Pedestrians, and Advanced Traffic Management System.

### **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, annual assessment of Transportation's infrastructure.

### **Transportation Facilities**

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

### ***OPERATIONS AND MAINTENANCE COSTS***

The Office of Transportation has prepared estimates of future Operating and Maintenance (O&M) costs for projects 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 which added new elements to the transportation system. Projects maintained by others, or that are in preliminary stages of design do not have estimated future O&M costs.

Two methods as shown in the worksheets, were used to calculate O&M costs. The first method for new improvements, such as Airport Way, use 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 of these procedures produce an estimated cost that indicates a relative change in operations and maintenance. These costs should not be used to estimate a budget increase in any one year.

Estimated annual O&M costs associate with the FY1994-95 capital projects total \$543,406. Because very little revenue offset is available for transportation capital projects, the net financial impact of the FY1994-95 capital projects is in effect the incremental increase in O&M costs.

### ***PUBLIC FACILITIES PLAN COORDINATION***

The proposed Capital Improvements Program (CIP) identifies transportation capital improvements to be considered over a five year period. The CIP reflects priorities and projects outlined in the Transportation Public Facilities Plan (PFP) and Transportation's Status and Conditions Report (whose recommendations are also listed in the PFP). The CIP includes projects to be implemented in the first five years. Future projects for future inclusion in the CIP are intended to be developed from the PFP.

It is intended that the PFP project list be updated annually to precede CIP development. Consequently, during CIP development, projects listed in the six to 20-year time frame of the Transportation PFP can be annually evaluated for inclusion in the CIP. Projects within the one to five year time frame 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 based upon criteria which evaluate how well each project meets established Council or PDOT policies or objectives. 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 as part of the update of the transportation PFP for possible reclassification and inclusion in the CIP. The projects would then again be ranked with remaining, already identified CIP projects.

**CAPITAL SYSTEM**  
**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1994-95 PROJECTS**  
**Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>Office of Transportation</b>							
<b>STREET IMPROVEMENT PROGRAM</b>							
<u>Regional Trafficway</u>							
SUNSET HIGHWAY	342,188	184,392	127,410	104,298	64,298	0	822,586
E. MARQUAM RAMPS/WATER AVE 1/2	254,788	1,645					256,433
M'CLOUGHLIN/TACOMA OVERPASS	48,736	6,195					54,931
I-5 GREELEY BANFIELD PH 2	14,113	24,947	20,000	53,344	53,344	27,900,000	28,065,748
I-405 RECON	28,570	45,060	34,968	0	0	0	108,598
<i>Subtotal Regional Trafficway</i>	688,395	262,239	182,378	157,642	117,642	27,900,000	29,308,296
<u>Major Traffic Streets</u>							
RIVER ACCESS PHASE I	0	439,040					439,040
LLOYD S. PATHWAY	0	610,645					610,645
TERWILLIGER/1-5 INTERCHANGE	46,811	9,458					56,269
OREGON ARENA PROJECT	248,155	66,509	99,933	120,000	0	0	534,597
NW 23RD & BURNSIDE	438,444	95,875					534,319
RIVER DISTRICT	288,381	0	208,681	214,000	221,500	231,000	1,163,562
N MARINE DRIVE, PDX RD TO RVGT	8,517,351	504,538	527,465	0	0	0	9,549,354
M'CLOUGHLIN NEIGH TRAFFIC CIRC	0	192,484					192,484
NE AIRPORT WAY	7,083,550	144,399	53,031	50,000	50,000	50,000	7,430,980
SOUTH PORTLAND CIRC STUDY	0	150,000	150,000	400,000	350,000	0	1,050,000
NE 148TH/SANDY-MARINE DRIVE	458,018	34,663	349,904	2,820,000	0	0	3,662,585
SANDY BV. 101ST TO 185TH	132,871	142,802	0	0	4,870,000	0	5,145,673
RIVER ACCESS PHASE II	0	0	0	1,896,000	0	0	1,896,000
COLUMBIA/LOMBARD, RVGT SO ENTR	0	51,612	262,686	250,000	4,500,000	500,000	5,564,298
NW 13TH, JOHNSON TO SAVIOR	0	22,089	83,883	385,000	760,000	0	1,250,972
NW INTERSECTIONS, PHASE II	262,498	28,558	56,313	200,000	0	0	547,369
SW TERWILLIGER-CAP TO HOMSTEAD	0	23,572					23,572
MLK SIGNAL	0	100,000					100,000
W BURNSIDE AT 5TH/6TH AVENUES			0	1,000,000	0	0	1,000,000
NE 158TH: SANDY TO MARINE DR			0	250,000	5,000,000	500,000	5,750,000
MLK AT NE COLUMBIA BLVD			0	200,000	0	0	200,000
NE 138TH: SANDY-MARINE			0	5,000,000	500,000	0	5,500,000
POWELL/8th INTERSECTION	0	0	0	200,000	0	0	200,000
RIGHT OF WAY OPPORTUNITIES	0	0	0	100,000	100,000	100,000	300,000
DIVISION/11TH/12TH RR XING	0	0	0	50,000	350,000	0	400,000
SOUTH RIVERGATE RAIL XING	0	0	0	5,100,000	510,000	510,000	6,120,000
15TH/16TH PHASE I	381,599	73,874					455,473
15TH/16TH PHASE II	0	150,282	2,309,470	216,000	216,000	216,000	3,107,752
NORTH MACADAM DISTRICT	0	102,999	97,001				200,000
LOWER ALBINA OVERCROSSING	0	0	0	50,000	300,000	2,920,000	3,270,000
<i>Subtotal Major Traffic Streets</i>	17,857,678	2,943,399	4,198,367	18,501,000	17,727,500	5,027,000	66,254,944

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>Office of Transportation</b>							
<b>STREET IMPROVEMENT PROGRAM</b>							
<u>Neighborhood Collectors</u>							
SE 45TH AV HARNEY TO GLENWOOD	58,682	60,865	61,751	58,823	200,000	740,000	1,180,121
NE 33RD AVE. MULTI-MODAL IMPR.	0	50,000	50,000	300,000	0	0	400,000
SE JOHNSON CREEK/32ND-45TH	218,749	208,693	65,896	0	0	0	493,338
COLUMBIA SOUTH SHORE-SIP	148,284	312,599	315,145	0	0	0	776,028
MCLOUGHLIN N'HOODS TRAFFIC CIR			125,000	125,000	125,000	125,000	500,000
SOUTHERN TRIANGLE CIRC IMP	0	0	0	800,000	800,000	0	1,600,000
NE MARINE DR/122ND AVE.			0	1,286,000	0	0	1,286,000
OAKS PARK ACCESS ROAD	49,992	0	0	100,000	1,000,000	0	1,149,992
NE ARGYLE: MLK - 33RD			0	1,000,000	0	0	1,000,000
SE RAIL CROSSING IMPROVEMENTS	0	0	0	125,000	250,000	875,000	1,250,000
ALDERWOOD/CORNFOOT	0	0	0	0	200,000	50,000	250,000
CORNFOOT RD/47TH-ALDERWOOD	0	0	0	0	1,650,000	330,000	1,980,000
COLUMBIA/47TH/ALDERWOOD	0	0	0	0	1,000,000	150,000	1,150,000
NE 11TH - 13TH AVE CONNECTION			0	60,000	706,250	3,449,000	4,215,250
<i>Subtotal Neighborhood Collectors</i>	475,707	632,157	617,792	3,854,823	5,931,250	5,719,000	17,230,729
<u>Local Neighborhood Streets</u>							
LID - STREET DESIGN	0	242,351	227,323	241,000	254,000	267,000	1,231,674
SW RUBY TERRACE	175	2,789					2,964
SW 50TH/MARIGOLD	92,979	40,077					133,056
SW PASADENA/41ST	67,918	1,709					69,627
SE VALENTINE DR	40,776	1,709					42,485
SW PALATINE: BOONES FY-WEST	60,865	13,239					74,104
SW 47TH/PALATINE DISTRICT	69,512	18,829					88,341
SW CARAWAY COURT	47,728	8,085					55,813
HCD - STREET DESIGN	0	23,492	26,336	29,000	31,000	33,000	142,828
SW PALATINE: 43-45	0	31,696					31,696
NE MASON DRIVE	0	83,705					83,705
PERFORMANCE/SUBSTANDARD STS	0	180,708	188,279	193,000	202,000	212,000	975,987
SE 80TH/MILL DISTRICT	0	27,454	6,463	0	0	0	33,917
HCD REPLACEMENT CAPITAL	0	19,038	19,038	23,000	24,000	25,000	110,076
SE LAFAYETTE/86TH	0	19,330					19,330
MINOR PERMIT STREETS	130,958	65,412	79,245	85,100	87,700	90,300	538,715
SUBDIVISION STREET PROJECTS	437,114	185,234	177,433	186,800	192,400	198,200	1,377,181
HARNEY PARK HCD	0	76,893					76,893
<i>Subtotal Local Neighborhood Streets</i>	948,025	1,041,750	724,117	757,900	791,100	825,500	5,088,392
<u>Local Commercial-Industrial Streets</u>							
COMM/INDUSTRIAL PROJECTS	559,674	254,705	290,518	312,600	322,000	331,700	2,071,197
DEFICIENCY CORRECTIONS PROGRAM	185,000	150,000	170,000	190,000	225,000	250,000	1,170,000
<i>Subtotal Local Commercial-Industrial Streets</i>	744,674	404,705	460,518	502,600	547,000	581,700	3,241,197

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>Office of Transportation</b>							
<b>STREET IMPROVEMENT PROGRAM</b>							
<u>Traffic Safety</u>							
DIVISION STREET			50,000	300,000	0	0	350,000
LENTS	0	49,999	50,000	0	0	0	99,999
CORRIDOR SAFETY IMPROV.			0	0	375,000	0	375,000
INTERS. SAFETY IMPROV. PROJ.			0	452,000	436,000	436,000	1,324,000
HES SAFETY IMPROV/SE AND NE	0	101,553	31,350	0	0	0	132,903
SE STARK/WASH. SAFETY IMPROVE.	30,000	0	0	200,000	0	0	230,000
HES SAFETY PROJECTS			0	79,000	79,000	69,000	227,000
<i>Subtotal Traffic Safety</i>	30,000	151,552	131,350	1,031,000	890,000	505,000	2,738,902
<u>Traffic Signal System</u>							
SCHOOL CROSSING SAFETY	0	90,000	100,000	0	100,000	100,000	390,000
SCHOOL BEACONS	0	50,000	50,000	0	50,000	50,000	200,000
PED. XING OVERHEAD SIGNS	30,000	50,000	100,000	50,000	0	0	230,000
SAFETY IMPROVEMENT, CONST.	0	8,056					8,056
<i>Subtotal Traffic Signal System</i>	30,000	198,056	250,000	50,000	150,000	150,000	828,056
<u>Street Lighting System</u>							
OCC/LOYD DISTRICT LIGHTING	0	188,056					188,056
OLD TOWN LIGHTING PROJECT	0	500,000					500,000
PURCHASE ANNEXED LIGHTS OPT A	0	20,000	20,000	20,000	10,000	10,000	80,000
CBD INSTALLS/9TH AND PARK			0	225,000	0	0	225,000
<i>Subtotal Street Lighting System</i>	0	708,056	20,000	245,000	10,000	10,000	993,056
<b>TOTAL</b>	20,774,479	6,341,914	6,584,522	25,099,965	26,164,492	40,718,200	125,683,572

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>Office of Transportation</b>							
<b>TRANSIT</b>							
<u>Regional Transitways</u>							
WESTSIDE LIGHT RAIL-LS4C	4,269,709	2,106,840	1,751,615	134,500	61,600	0	8,324,264
WESTSIDE LIGHT RAIL-LS5 TUNNEL	0	68,005	75,843	41,500	0	0	185,348
DOWNTOWN N/S LRT ALIGNMENT			154,401	160,000	160,000	115,000	589,401
MILWAUKIE I-205 LRT			153,390	150,000	150,000	100,000	553,390
I-5/VANCOUVER	189,399	385,136	142,702	160,000	160,000	110,000	1,147,237
REGIONAL RAIL PROGRAM	224,438	339,864	274,507	255,000	255,000	2,400,000	3,748,809
<i>Subtotal Regional Transitways</i>	4,683,546	2,899,845	2,552,458	901,000	786,600	2,725,000	14,548,449
<u>Major Transit Streets</u>							
NORTH TRANSIT MALL EXTENSION	1,047,086	130,525					1,177,611
TRANSIT TRANSFERS, UNIT 5	502,677	508,649					1,011,326
CENTRAL CITY STREETCAR	2,512,876	140,819	112,795	15,134,642	15,000,000	0	32,901,132
TRANSIT PREFERENTIAL STREETS	103,698	100,000	100,000	150,000	150,000	250,000	853,698
WILLAMETTE SHORE TROLLEY	29,554	21,000	22,000	23,000	24,000	25,000	144,554
TRANSIT MALL RESTORATION	162,000	313,465	1,081,134	3,000,000	0	0	4,556,599
<i>Subtotal Major Transit Streets</i>	4,357,891	1,214,458	1,315,929	18,307,642	15,174,000	275,000	40,644,920
<b>TOTAL</b>	<b>9,041,437</b>	<b>4,114,303</b>	<b>3,868,387</b>	<b>19,208,642</b>	<b>15,960,600</b>	<b>3,000,000</b>	<b>55,193,369</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>Office of Transportation</b>							
<b>ALTERNATIVE MODES</b>							
<u>Advanced Transp Mgmt Systems</u>							
EXPAND CITYWIDE SIG SYS, U.5	1,648,195	200,000	200,000	900,000	825,000	825,000	4,598,195
INTERJURISDICTIONAL SIGNAL OPS			0	150,000	0	0	150,000
PDX SIGNAL RETIMING PROJECT	125,000	127,784	125,520	0	0	0	378,304
82ND AVE SIGNAL OPS (CMAQ)	0	112,444					112,444
ARTERIAL SURVEILLANCE, UNIT 1			0	200,000	0	0	200,000
<i>Subtotal Advanced Transp Mgmt Systems</i>	1,773,195	440,228	325,520	1,250,000	825,000	825,000	5,438,943
<u>Traffic Management</u>							
SE GLADSTONE	0	46,549	176,071	0	0	0	222,620
N DENVER	0	50,000	47,000	0	0	0	97,000
SE 76TH	0	65,607	177,071	0	0	0	242,678
ATCP PROJECT #3	0	12,821	54,427	0	0	0	67,248
SE MARKET	0	45,670	129,071	0	0	0	174,741
ATCP PROJECT #4			27,597	0	42,000	0	69,597
N WILLAMETTE BLVD	0	33,065	87,991	0	0	0	121,056
SPEED BUMP PROGRAMS	0	151,967	148,851	0	0	0	300,818
ATCP TEST PROJECTS	0	58,174	84,654	0	0	0	142,828
ACTP PROJECT #1	0	52,737	45,821	0	0	0	98,558
SE 17TH	0	21,074	56,427	0	0	0	77,501
SW CORBETT (SOUTH)	107,915	81,000	144,571	0	0	0	333,486
NEW NTMP PROJECTS			64,349	0	1,000,000	1,000,000	2,064,349
SE BROOKSIDE DRIVE	89,172	12,945					102,117
NE 14TH PLACE	0	88,000					88,000
SE HAROLD	179,879	29,117					208,996
LLOYD CENTER METERING PROGRAM	0	1,149,000					1,149,000
NTM SCHOOL SAFETY PRODUCTS	0	362,200					362,200
LLOYD DIST TRANSP. MGT. ASSN.	125,000	125,000					250,000
NEIGHBORHOOD RIDESHARE CO-OP	40,000	40,000					80,000
NE 21ST/24TH	0	116,304	6,600	0	0	0	122,904
SW VIRGINIA NTMP	0	15,588					15,588
N IDA NTMP	0	18,108					18,108
<i>Subtotal Traffic Management</i>	541,966	2,574,926	1,250,501	0	1,042,000	1,000,000	6,409,393

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>Office of Transportation</b>							
<b>ALTERNATIVE MODES</b>							
<u>Bicycle Program</u>							
EASTBANK ESPLANADE/LOCAL MATCH	0	100,000					100,000
WILLAMETTE RIVER BRIDGES ACCES.			0	616,000	0	0	616,000
N.GREELEY AVE. BIKEWAY CONN.			105,000	0	0	0	105,000
SW 4TH/BARBUR BICYCLE LANES	0	10,232	70,000	0	0	0	80,232
CENTRAL CITY BIKE LANES.	0	60,000	100,000	100,000	100,000	100,000	460,000
SW MOODY AVE. BIKEWAY	68,500	75,124					143,624
MULTNOMAH BLVD BIKEWAY	152,500	217,500					370,000
BIKE CENTRAL PARKING PROJECT	50,000	200,000	100,000	0	0	0	350,000
SE BIKEWAY SIGN AND IMP.			250,000	0	0	0	250,000
NE MARINE DR I-5 TO 47TH.			0	30,000	200,000	1,500,000	1,730,000
NW CORNELL BIKEWAY			0	0	295,000	0	295,000
PLAN & IMPLEMENT WEST BIKEWAYS			0	150,000	350,000	0	500,000
SW BERTHA BLVD. BIKEWAY			0	50,000	317,500	0	367,500
<i>Subtotal Bicycle Program</i>	271,000	662,856	625,000	946,000	1,262,500	1,600,000	5,367,356
<u>Pedestrian Program</u>							
PEDESTRIAN FAC-TRANSIT ACCESS	0	200,000					200,000
TRANSIT ACCESS PHASE III			1,004,908	0	0	0	1,004,908
HILLSDALE PEDESTRIAN DISTRICT	0	63,314					63,314
SW CAPITOL-BARBUR TO HILLSDALE	0	96,918					96,918
SE HAWTHORNE BLVD:32ND TO 39TH			53,273	450,000	0	0	503,273
NE 122ND: SHAVER-SAN RAFAEL	0	221,591					221,591
W BURNSIDE: TICHNER-SKYLINE	0	30,379					30,379
SW CAPITOL HWY/49TH-BARBUR	0	130,579	596,894	0	0	0	727,473
SE 122ND/YAMHILL/TIBBETTS	0	118,211					118,211
NE 122ND: SAN RAFAEL-YAMHILL	0	54,331					54,331
NEIGHBORHOOD IMPROVEMENTS			0	150,000	200,000	250,000	600,000
<i>Subtotal Pedestrian Program</i>	0	915,323	1,655,075	600,000	200,000	250,000	3,620,398
<b>TOTAL</b>	<b>2,586,161</b>	<b>4,593,333</b>	<b>3,856,096</b>	<b>2,796,000</b>	<b>3,329,500</b>	<b>3,675,000</b>	<b>20,836,090</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>Office of Transportation</b>							
<b>PRESERVATION/REHABILITATION</b>							
<u>Streets</u>							
ROAD REHABILITATION	1,075,616	0	0	1,475,000	1,700,000	1,975,000	6,225,616
<i>Subtotal Streets</i>	1,075,616	0	0	1,475,000	1,700,000	1,975,000	6,225,616
<u>Structures</u>							
SEISMIC RISK ANALYSIS	75,000	49,226	50,503	320,000	500,000	500,000	1,494,729
N PORTLAND ROAD OVER UPRR	0	279,832	280,777	2,558,530	0	0	3,119,139
N VANCOUVER AT COLUMBIA SLOUGH	0	0	0	270,000	2,430,000	0	2,700,000
<i>Subtotal Structures</i>	75,000	329,058	331,280	3,148,530	2,930,000	500,000	7,313,868
<u>Traffic Signals</u>							
SIGNAL SAFETY REMODELS, UNIT 5	0	300,000	300,000	0	500,000	500,000	1,600,000
REMODELS FOR MAINT., UNIT 3	0	270,000	270,000	0	0	0	540,000
<i>Subtotal Traffic Signals</i>	0	570,000	570,000	0	500,000	500,000	2,140,000
<u>Street Lighting</u>							
CONVERSIONS IN ANNEXED AREAS	0	146,157	64,706	65,000	40,000	25,000	340,863
<i>Subtotal Street Lighting</i>	0	146,157	64,706	65,000	40,000	25,000	340,863
<b>TOTAL</b>	<b>1,150,616</b>	<b>1,045,215</b>	<b>965,986</b>	<b>4,688,530</b>	<b>5,170,000</b>	<b>3,000,000</b>	<b>16,020,347</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>Office of Transportation</b>							
<b>TRANSPORTATION FACILITIES</b>							
<u>Maintenance Support Facilities</u>							
RECYCLING EQUIPMENT REPLACE			0	250,000	250,000	250,000	750,000
SATELLITE FACILITIES			0	334,000	334,000	334,000	1,002,000
MAJOR NEW EQUIPMENT			0	389,000	389,000	389,000	1,167,000
KERBY/ALBINA FACILITY			0	0	301,000	63,000	364,000
<i>Subtotal Maintenance Support Facilities</i>	0	0	0	973,000	1,274,000	1,036,000	3,283,000
<b>TOTAL</b>	0	0	0	973,000	1,274,000	1,036,000	3,283,000

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System:**

Bureau/Program/Project	General Fund	Transp.	Rate/Charge Contracts	Federal/State Other Local	Other	Total Budget	Non-Budget
<b><u>Office of Transportation</u></b>							
<b>STREET IMPROVEMENT PROGRAM</b>							
<b><u>Regional Trafficway</u></b>							
SUNSET HIGHWAY				184,392		184,392	
E. MARQUAM RAMPS/WATER AVE 1/2		1,645				1,645	
MCLOUGHLIN/TACOMA OVERPASS		6,195				6,195	4,650,000
I-5 GREELEY BANFIELD PH 2				24,947		24,947	
I-405 RECON				45,060		45,060	
<i>Subtotal Regional Trafficway</i>	0	7,840	0	254,399	0	262,239	4,650,000
<b><u>Major Traffic Streets</u></b>							
RIVER ACCESS PHASE I		49,500	280,500	109,040		439,040	1,012,514
LLOYD S. PATHWAY		10,000	600,645			610,645	100,000
TERWILLIGER/I-5 INTERCHANGE		9,458				9,458	2,057,600
OREGON ARENA PROJECT			66,509			66,509	
NW 23RD & BURNSIDE		14,381		81,494		95,875	650,000
RIVER DISTRICT						0	
N MARINE DRIVE, PDX RD TO RVGT		100,908		403,630		504,538	2,300,000
MCLOUGHLIN NEIGH TRAFFIC CIRC		64,564		127,920		192,484	
NE AIRPORT WAY		97,601		46,798		144,399	
SOUTH PORTLAND CIRC STUDY		30,000		120,000		150,000	
NE 148TH/SANDY-MARINE DRIVE		10,000		24,663		34,663	
SANDY BV. 101ST TO 185TH		50,000		92,802		142,802	
RIVER ACCESS PHASE II						0	
COLUMBIA/LOMBARD, RVGT SO ENTR		25,806	25,806			51,612	
NW 13TH, JOHNSON TO SAVIOR		22,089				22,089	
NW INTERSECTIONS, PHASE II				28,558		28,558	
SW TERWILLIGER-CAP TO HOMSTEAD		3,536		20,036		23,572	250,000
MLK SIGNAL			100,000			100,000	
W BURNSIDE AT 5TH/6TH AVENUES						0	
NE 158TH: SANDY TO MARINE DR						0	
MLK AT NE COLUMBIA BLVD						0	
NE 138TH: SANDY-MARINE						0	
POWELL/8th INTERSECTION						0	
RIGHT OF WAY OPPORTUNITIES						0	
DIVISION/11TH/12TH RR XING						0	
SOUTH RIVERGATE RAIL XING						0	
15TH/16TH PHASE I				73,874		73,874	
15TH/16TH PHASE II				150,282		150,282	
NORTH MACADAM DISTRICT		102,999				102,999	
LOWER ALBINA OVERCROSSING						0	
<i>Subtotal Major Traffic Streets</i>	0	590,842	1,073,460	1,279,097	0	2,943,399	6,370,114

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System:**

Bureau/Program/Project	General Fund	Transp.	Rate/Charge Contracts	Federal/State Other Local	Other	Total Budget	Non-Budget
<b>Office of Transportation</b>							
<b>STREET IMPROVEMENT PROGRAM</b>							
<u>Neighborhood Collectors</u>							
SE 45TH AV HARNEY TO GLENWOOD				60,865		60,865	
NE 33RD AVE. MULTI-MODAL IMPR.		50,000				50,000	
SE JOHNSON CREEK/32ND-45TH		120,408		88,285		208,693	252,017
COLUMBIA SOUTH SHORE-SIP		156,299		156,300		312,599	
MCLOUGHLIN N'HOODS TRAFFIC CIR						0	
SOUTHERN TRIANGLE CIRC IMP						0	
NE MARINE DR/122ND AVE.						0	
OAKS PARK ACCESS ROAD						0	
NE ARGYLE: MLK - 33RD						0	
SE RAIL CROSSING IMPROVEMENTS						0	
ALDERWOOD/CORNFOOT						0	
CORNFOOT RD/J47TH-ALDERWOOD						0	
COLUMBIA/47TH/ALDERWOOD						0	
NE 11TH - 13TH AVE CONNECTION						0	
<i>Subtotal Neighborhood Collectors</i>	0	326,707	0	305,450	0	632,157	252,017
<u>Local Neighborhood Streets</u>							
LID - STREET DESIGN		64,000			178,351	242,351	
SW RUBY TERRACE					2,789	2,789	
SW 50TH/MARIGOLD					40,077	40,077	
SW PASADENA/41ST					1,709	1,709	
SE VALENTINE DR					1,709	1,709	
SW PALATINE: BOONES FY-WEST					13,239	13,239	
SW 47TH/PALATINE DISTRICT					18,829	18,829	
SW CARAWAY COURT					8,085	8,085	
HCD - STREET DESIGN					23,492	23,492	
SW PALATINE: 43-45		13,000			18,696	31,696	
NE MASON DRIVE		62,000			21,705	83,705	
PERFORMANCE/SUBSTANDARD STS		180,708				180,708	
SE 80TH/MILL DISTRICT					27,454	27,454	
HCD REPLACEMENT CAPITAL		19,038				19,038	
SE LAFAYETTE/86TH					19,330	19,330	
MINOR PERMIT STREETS		21,586	43,826			65,412	255,000
SUBDIVISION STREET PROJECTS		33,342	151,892			185,234	1,443,000
HARNEY PARK HCD					76,893	76,893	
<i>Subtotal Local Neighborhood Streets</i>	0	393,674	195,718	0	452,358	1,041,750	1,698,000
<u>Local Commercial-Industrial Streets</u>							
COMM/INDUSTRIAL PROJECTS		50,941	203,764			254,705	2,374,400
DEFICIENCY CORRECTIONS PROGRAM		150,000				150,000	
<i>Subtotal Local Commercial-Industrial Streets</i>	0	200,941	203,764	0	0	404,705	2,374,400

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System:**

Bureau/Program/Project	General Fund	Transp.	Rate/Charge Contracts	Federal/State Other Local	Other	Total Budget	Non-Budget
<b>Office of Transportation</b>							
<b>STREET IMPROVEMENT PROGRAM</b>							
<u>Traffic Safety</u>							
DIVISION STREET LENTS		49,999				0 49,999	
CORRIDOR SAFETY IMPROV. INTERS. SAFETY IMPROV. PROJ.						0 0	
HES SAFETY IMPROV/SE AND NE SE STARK/WASH. SAFETY IMPROVE. HES SAFETY PROJECTS		53,400		48,153		101,553 0 0	432,540
<i>Subtotal Traffic Safety</i>	0	103,399	0	48,153	0	151,552	432,540
<u>Traffic Signal System</u>							
SCHOOL CROSSING SAFETY		90,000				90,000	
SCHOOL BEACONS		50,000				50,000	
PED. XING OVERHEAD SIGNS		50,000				50,000	
SAFETY IMPROVEMENT, CONST.				8,056		8,056	
<i>Subtotal Traffic Signal System</i>	0	190,000	0	8,056	0	198,056	0
<u>Street Lighting System</u>							
OCC/LLOYD DISTRICT LIGHTING		188,056				188,056	
OLD TOWN LIGHTING PROJECT		500,000				500,000	
PURCHASE ANNEXED LIGHTS OPT A			20,000			20,000	
CBD INSTALLS/9TH AND PARK						0	
<i>Subtotal Street Lighting System</i>	0	688,056	20,000	0	0	708,056	0
<b>TOTAL</b>	<b>0</b>	<b>2,501,459</b>	<b>1,492,942</b>	<b>1,895,155</b>	<b>452,358</b>	<b>6,341,914</b>	<b>15,777,071</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources (CB Table 2)**

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Bureau/Program/Project	General Fund	Transp.	Rate/Charge Contracts	Federal/State Other Local	Other	Total Budget	Non-Budget
<b>Office of Transportation</b>							
<b>TRANSIT</b>							
<u>Regional Transitways</u>							
WESTSIDE LIGHT RAIL-LS4C		1,216,486	890,354			2,106,840	
WESTSIDE LIGHT RAIL-LS5 TUNNEL			68,005			68,005	
DOWNTOWN N/S LRT ALIGNMENT						0	
MILWAUKIE I-205 LRT						0	
I-5/VANCOUVER		385,136				385,136	
REGIONAL RAIL PROGRAM		339,864				339,864	
<i>Subtotal Regional Transitways</i>	0	1,941,486	958,359	0	0	2,899,845	0
<u>Major Transit Streets</u>							
NORTH TRANSIT MALL EXTENSION				130,525		130,525	
TRANSIT TRANSFERS, UNIT 5		76,297		432,352		508,649	
CENTRAL CITY STREETCAR		70,409		70,410		140,819	
TRANSIT PREFERENTIAL STREETS		20,000		80,000		100,000	
WILLAMETTE SHORE TROLLEY		21,000				21,000	
TRANSIT MALL RESTORATION			313,465			313,465	
<i>Subtotal Major Transit Streets</i>	0	187,706	313,465	713,287	0	1,214,458	0
<b>TOTAL</b>	0	2,129,192	1,271,824	713,287	0	4,114,303	0

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System:**

Bureau/Program/Project	General Fund	Transp.	Rate/Charge Contracts	Federal/State Other Local	Other	Total Budget	Non-Budget
<b>Office of Transportation</b>							
<b>ALTERNATIVE MODES</b>							
<u>Advanced Transp Mgmt Systems</u>							
EXPAND CITYWIDE SIG SYS, U.5		200,000				200,000	
INTERJURISDICTIONAL SIGNAL OPS						0	
PDX SIGNAL RETIMING PROJECT		67,781		60,003		127,784	
82ND AVE SIGNAL OPS (CMAQ)		11,244		101,200		112,444	
ARTERIAL SURVEILLANCE, UNIT 1						0	
<i>Subtotal Advanced Transp Mgmt Systems</i>	0	279,025	0	161,203	0	440,228	0
<u>Traffic Management</u>							
SE GLADSTONE		46,549				46,549	
N DENVER		50,000				50,000	
SE 76TH		65,607				65,607	
ATCP PROJECT #3		12,821				12,821	
SE MARKET		45,670				45,670	
ATCP PROJECT #4						0	
N WILLAMETTE BLVD		33,065				33,065	
SPEED BUMP PROGRAMS		151,967				151,967	
ATCP TEST PROJECTS		58,174				58,174	
ACTP PROJECT #1		52,737				52,737	
SE 17TH		21,074				21,074	
SW CORBETT (SOUTH)		81,000				81,000	
NEW NTMP PROJECTS						0	
SE BROOKSIDE DRIVE		12,945				12,945	
NE 14TH PLACE		88,000				88,000	
SE HAROLD		29,117				29,117	
LLOYD CENTER METERING PROGRAM		1,149,000				1,149,000	
NTM SCHOOL SAFETY PRODUCTS		362,200				362,200	
LLOYD DIST TRANSP. MGT. ASSN.		25,000		100,000		125,000	
NEIGHBORHOOD RIDESHARE CO-OP		8,000		32,000		40,000	
NE 21ST/24TH		116,304				116,304	
SW VIRGINIA NTMP		15,588				15,588	
N IDA NTMP		18,108				18,108	
<i>Subtotal Traffic Management</i>	0	2,442,926	0	132,000	0	2,574,926	0

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System:**

Bureau/Program/Project	General Fund	Transp.	Rate/Charge Contracts	Federal/State Other Local	Other	Total Budget	Non-Budget
<b>Office of Transportation</b>							
<b>ALTERNATIVE MODES</b>							
<u>Bicycle Program</u>							
EASTBANK ESPLANADE/LOCAL MATCH		100,000				100,000	
WILLAMETTE RIVER BRIDGES ACCES.						0	
N.GREELEY AVE. BIKEWAY CONN.						0	
SW 4TH/BARBUR BICYCLE LANES		10,232				10,232	
CENTRAL CITY BIKE LANES.		60,000				60,000	
SW MOODY AVE. BIKEWAY		75,124				75,124	
MULTNOMAH BLVD BIKEWAY		217,500				217,500	
BIKE CENTRAL PARKING PROJECT		40,000		160,000		200,000	
SE BIKEWAY SIGN AND IMP.						0	
NE MARINE DR I-5 TO 47TH.						0	
NW CORNELL BIKEWAY						0	
PLAN & IMPLEMENT WEST BIKEWAYS						0	
SW BERTHA BLVD. BIKEWAY						0	
<i>Subtotal Bicycle Program</i>	0	502,856	0	160,000	0	662,856	0
<u>Pedestrian Program</u>							
PEDESTRIAN FAC-TRANSIT ACCESS				200,000		200,000	
TRANSIT ACCESS PHASE III						0	
HILLSDALE PEDESTRIAN DISTRICT		63,314				63,314	
SW CAPITOL-BARBUR TO HILLSDALE		96,918				96,918	
SE HAWTHORNE BLVD:32ND TO 39TH						0	
NE 122ND: SHAVER-SAN RAFAEL		221,591				221,591	
W BURNSIDE: TICHNER-SKYLINE		30,379				30,379	
SW CAPITOL HWY/49TH-BARBUR		130,579				130,579	
SE 122ND/YAMHILL/TIBBETTS		118,211				118,211	
NE 122ND: SAN RAFAEL-YAMHILL		54,331				54,331	
NEIGHBORHOOD IMPROVEMENTS						0	
<i>Subtotal Pedestrian Program</i>	0	715,323	0	200,000	0	915,323	0
<b>TOTAL</b>	0	3,940,130	0	653,203	0	4,593,333	0

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System:**

Bureau/Program/Project	General Fund	Transp.	Rate/Charge Contracts	Federal/State Other Local	Other	Total Budget	Non-Budget
<b>Office of Transportation</b>							
<b>PRESERVATION/REHABILITATION</b>							
<u>Streets</u>							
ROAD REHABILITATION						0	
<i>Subtotal Streets</i>	0	0	0	0	0	0	0
<u>Structures</u>							
SEISMIC RISK ANALYSIS		49,226				49,226	
N PORTLAND ROAD OVER UPRR		47,571		232,261		279,832	
N VANCOUVER AT COLUMBIA SLOUGH						0	
<i>Subtotal Structures</i>	0	96,797	0	232,261	0	329,058	0
<u>Traffic Signals</u>							
SIGNAL SAFETY REMODELS, UNIT 5		300,000				300,000	
REMODELS FOR MAINT., UNIT 3		270,000				270,000	
<i>Subtotal Traffic Signals</i>	0	570,000	0	0	0	570,000	0
<u>Street Lighting</u>							
CONVERSIONS IN ANNEXED AREAS			146,157			146,157	
<i>Subtotal Street Lighting</i>	0	0	146,157	0	0	146,157	0
<b>TOTAL</b>	0	666,797	146,157	232,261	0	1,045,215	0

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System:**

Bureau/Program/Project	General Fund	Transp.	Rate/Charge Contracts	Federal/State Other Local	Other	Total Budget	Non-Budget
<b>Office of Transportation</b>							
<b>TRANSPORTATION FACILITIES</b>							
<u>Maintenance Support Facilities</u>							
RECYCLING EQUIPMENT REPLACE						0	
SATELLITE FACILITIES						0	
MAJOR NEW EQUIPMENT						0	
KERBY/ALBINA FACILITY						0	
<i>Subtotal Maintenance Support Facilities</i>	0	0	0	0	0	0	0
<b>TOTAL</b>	0	0	0	0	0	0	0

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

Capital System:

Bureau/Program/Project	Five-Year Costs	Fiscal Year 94-95	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Office of Transportation</b>						
<b>STREET IMPROVEMENT PROGRAM</b>						
<u>Regional Trafficway</u>						
SUNSET HIGHWAY	480,398	184,392				0
E. MARQUAM RAMPS/WATER AVE 1/2	1,645	1,645				0
MCLOUGHLIN/TACOMA OVERPASS	6,195	6,195		6,455		6,455
I-5 GREELEY BANFIELD PH 2	28,051,635	24,947				0
I-405 RECON	80,028	45,060				0
<i>Subtotal Regional Trafficway</i>	28,619,901	262,239	0	6,455	0	6,455
<u>Major Traffic Streets</u>						
RIVER ACCESS PHASE I	439,040	439,040		50,240		50,240
LLOYD S. PATHWAY	610,645	610,645				0
TERWILLIGER/I-5 INTERCHANGE	9,458	9,458		48,581		48,581
OREGON ARENA PROJECT	286,442	66,509				0
NW 23RD & BURNSIDE	95,875	95,875		5,409		5,409
RIVER DISTRICT	875,181	0				0
N MARINE DRIVE, PDX RD TO RVGT	1,032,003	504,538		19,148		19,148
MCLOUGHLIN NEIGH TRAFFIC CIRC	192,484	192,484				0
NE AIRPORT WAY	347,430	144,399		50,000		50,000
SOUTH PORTLAND CIRC STUDY	1,050,000	150,000				0
NE 148TH/SANDY-MARINE DRIVE	3,204,567	34,663				0
SANDY BV. 101ST TO 185TH	5,012,802	142,802				0
RIVER ACCESS PHASE II	1,896,000	0				0
COLUMBIA/LOMBARD, RVGT SO ENTR	5,564,298	51,612		20,340		20,340
NW 13TH, JOHNSON TO SAVIOR	1,273,010	44,127				0
NW INTERSECTIONS, PHASE II	284,871	28,558				0
SW TERWILLIGER-CAP TO HOMSTEAD	23,572	23,572		3,212		3,212
MLK SIGNAL	100,000	100,000				0
W BURNSIDE AT 5TH/6TH AVENUES	1,000,000	0				0
NE 158TH: SANDY TO MARINE DR	5,750,000	0				0
MLK AT NE COLUMBIA BLVD	200,000	0				0
NE 138TH: SANDY-MARINE	5,500,000	0				0
POWELL/8th INTERSECTION	200,000	0				0
RIGHT OF WAY OPPORTUNITIES	300,000	0				0
DIVISION/11TH/12TH RR XING	400,000	0				0
SOUTH RIVERGATE RAIL XING	6,120,000	0				0
15TH/16TH PHASE I	73,874	73,874		16,918		16,918
15TH/16TH PHASE II	3,107,752	150,282		13,144		13,144
NORTH MACADAM DISTRICT	200,000	200,000				0
LOWER ALBINA OVERCROSSING	3,270,000	0				0
<i>Subtotal Major Traffic Streets</i>	48,419,304	3,062,438	0	226,992	0	226,992

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

**Capital System:**

Bureau/Program/Project	Five-Year Costs	Fiscal Year 94-95	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Office of Transportation</b>						
<b>STREET IMPROVEMENT PROGRAM</b>						
<u>Neighborhood Collectors</u>						
SE 45TH AV HARNEY TO GLENWOOD	1,121,439	60,865				0
NE 33RD AVE. MULTI-MODAL IMPR.	400,000	50,000				0
SE JOHNSON CREEK/32ND-45TH	274,589	208,693		4,763		4,763
COLUMBIA SOUTH SHORE-SIP	627,744	312,599				0
MCLOUGHLIN N'HOODS TRAFFIC CIR	500,000	0		5,009		5,009
SOUTHERN TRIANGLE CIRC IMP	1,600,000	0				0
NE MARINE DR/122ND AVE.	1,286,000	0				0
OAKS PARK ACCESS ROAD	1,100,000	0				0
NE ARGYLE: MLK - 33RD	1,000,000	0				0
SE RAIL CROSSING IMPROVEMENTS	1,250,000	0				0
ALDERWOOD/CORNFOOT	250,000	0				0
CORNFOOT RD./47TH-ALDERWOOD	1,980,000	0				0
COLUMBIA/47TH/ALDERWOOD	1,150,000	0				0
NE 11TH - 13TH AVE CONNECTION	4,215,250	0				0
<i>Subtotal Neighborhood Collectors</i>	16,755,022	632,157	0	9,772	0	9,772
<u>Local Neighborhood Streets</u>						
LID - STREET DESIGN	1,231,674	242,351				0
SW RUBY TERRACE	2,789	2,789				0
SW 50TH/MARIGOLD	40,077	40,077				0
SW PASADENA/41ST	1,709	1,709		400		400
SE VALENTINE DR	1,709	1,709		1,213		1,213
SW PALATINE: BOONES FY-WEST	13,239	13,239		2,325		2,325
SW 47TH/PALATINE DISTRICT	18,829	18,829		667		667
SW CARAWAY COURT	8,085	8,085		910		910
HCD - STREET DESIGN	142,828	23,492				0
SW PALATINE: 43-45	31,696	31,696		958		958
NE MASON DRIVE	83,705	83,705		3,829		3,829
PERFORMANCE/SUBSTANDARD STS	975,987	180,708				0
SE 80TH/MILL DISTRICT	33,917	27,454		2,325		2,325
HCD REPLACEMENT CAPITAL	110,076	19,038				0
SE LAFAYETTE/86TH	19,330	19,330		1,723		1,723
MINOR PERMIT STREETS	407,757	65,412				0
SUBDIVISION STREET PROJECTS	940,067	185,234				0
HARNEY PARK HCD	76,893	76,893				0
<i>Subtotal Local Neighborhood Streets</i>	4,140,367	1,041,750	0	14,350	0	14,350
<u>Local Commercial-Industrial Streets</u>						
COMM/INDUSTRIAL PROJECTS	1,511,523	254,705		5,000		5,000
DEFICIENCY CORRECTIONS PROGRAM	985,000	150,000				0
<i>Subtotal Local Commercial-Industrial Streets</i>	2,496,523	404,705	0	5,000	0	5,000

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

**Capital System:**

Bureau/Program/Project	Five-Year Costs	Fiscal Year 94-95	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Office of Transportation</b>						
<b>STREET IMPROVEMENT PROGRAM</b>						
<u>Traffic Safety</u>						
DIVISION STREET	350,000					0
LENTS	99,999	49,999				0
CORRIDOR SAFETY IMPROV.	375,000					0
INTERS. SAFETY IMPROV. PROJ.	1,324,000					0
HES SAFETY IMPROV/SE AND NE	132,903	101,553				0
SE STARK/WASH. SAFETY IMPROVE.	200,000	0				0
HES SAFETY PROJECTS	227,000					0
<i>Subtotal Traffic Safety</i>	2,708,902	151,552	0	0	0	0
<u>Traffic Signal System</u>						
SCHOOL CROSSING SAFETY	390,000	90,000		1,897		1,897
SCHOOL BEACONS	200,000	50,000		4,000		4,000
PED. XING OVERHEAD SIGNS	200,000	50,000		3,000		3,000
SAFETY IMPROVEMENT, CONST.	8,056	8,056				0
<i>Subtotal Traffic Signal System</i>	798,056	198,056	0	8,897	0	8,897
<u>Street Lighting System</u>						
OCC/LLOYD DISTRICT LIGHTING	188,056	188,056		12,500		12,500
OLD TOWN LIGHTING PROJECT	500,000	500,000		12,500		12,500
PURCHASE ANNEXED LIGHTS OPT A	80,000	20,000			(15,000)	(15,000)
CBD INSTALLS/9TH AND PARK	225,000					0
<i>Subtotal Street Lighting System</i>	993,056	708,056	0	25,000	(15,000)	10,000
<b>TOTAL</b>	<b>104,931,131</b>	<b>6,460,953</b>	<b>0</b>	<b>296,466</b>	<b>(15,000)</b>	<b>281,466</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

**Capital System:**

Bureau/Program/Project	Five-Year Costs	Fiscal Year 94-95	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Office of Transportation</b>						
<b>TRANSIT</b>						
<u>Regional Transitways</u>						
WESTSIDE LIGHT RAIL-LS4C	4,054,555	2,106,840				0
WESTSIDE LIGHT RAIL-LS5 TUNNEL	185,348	68,005				0
DOWNTOWN N/S LRT ALIGNMENT	589,401					0
MILWAUKIE I-205 LRT	553,390					0
I-5/VANCOUVER	957,838	385,136				0
REGIONAL RAIL PROGRAM	3,524,371	339,864				0
<i>Subtotal Regional Transitways</i>	9,864,903	2,899,845	0	0	0	0
<u>Major Transit Streets</u>						
NORTH TRANSIT MALL EXTENSION	130,525	130,525				0
TRANSIT TRANSFERS, UNIT 5	508,649	508,649		177		177
CENTRAL CITY STREETCAR	30,388,256	140,819				0
TRANSIT PREFERENTIAL STREETS	750,000	100,000				0
WILLAMETTE SHORE TROLLEY	115,000	21,000				0
TRANSIT MALL RESTORATION	4,394,599	313,465		250,000		250,000
<i>Subtotal Major Transit Streets</i>	36,287,029	1,214,458	0	250,177	0	250,177
<b>TOTAL</b>	<b>46,151,932</b>	<b>4,114,303</b>	<b>0</b>	<b>250,177</b>	<b>0</b>	<b>250,177</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

Capital System:

Bureau/Program/Project	Five-Year Costs	Fiscal Year 94-95	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Office of Transportation</b>						
<b>ALTERNATIVE MODES</b>						
<u>Advanced Transp Mgmt Systems</u>						
EXPAND CITYWIDE SIG SYS, U.5	2,950,000	200,000				0
INTERJURISDICTIONAL SIGNAL OPS	150,000					0
PDX SIGNAL RETIMING PROJECT	253,304	127,784				0
82ND AVE SIGNAL OPS (CMAQ)	112,444	112,444				0
ARTERIAL SURVEILLANCE, UNIT 1	200,000					0
<i>Subtotal Advanced Transp Mgmt Systems</i>	3,665,748	440,228	0	0	0	0
<u>Traffic Management</u>						
SE GLADSTONE	222,620	46,549				0
N DENVER	97,000	50,000				0
SE 76TH	242,678	65,607				0
ATCP PROJECT #3	67,248	12,821				0
SE MARKET	174,741	45,670				0
ATCP PROJECT #4	69,597					0
N WILLAMETTE BLVD	121,056	33,065				0
SPEED BUMP PROGRAMS	300,823	151,972				0
ATCP TEST PROJECTS	142,828	58,174				0
ACTP PROJECT #1	98,558	52,737				0
SE 17TH	77,501	21,074				0
SW CORBETT (SOUTH)	225,571	81,000				0
NEW NTMP PROJECTS	2,064,349					0
SE BROOKSIDE DRIVE	12,945	12,945				0
NE 14TH PLACE	88,000	88,000				0
SE HAROLD	29,117	29,117				0
LLOYD CENTER METERING PROGRAM	1,149,000	1,149,000				0
NTM SCHOOL SAFETY PRODUCTS	400,000	400,000		15,921		15,921
LLOYD DIST TRANSP. MGT. ASSN.	125,000	125,000				0
NEIGHBORHOOD RIDESHARE CO-OP	40,000	40,000				0
NE 21ST/24TH	122,904	116,304				0
SW VIRGINIA NTMP	15,588	15,588				0
N IDA NTMP	18,108	18,108				0
<i>Subtotal Traffic Management</i>	5,905,232	2,612,731	0	15,921	0	15,921

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

**Capital System:**

Bureau/Program/Project	Five-Year Costs	Fiscal Year 94-95	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Office of Transportation</b>						
<b>ALTERNATIVE MODES</b>						
<u>Bicycle Program</u>						
EASTBANK ESPLANADE/LOCAL MATCH	100,000	100,000				0
WILLAMETTE RIVER BRIDGES ACCES.	616,000					0
N.GREELEY AVE. BIKEWAY CONN.	105,000					0
SW 4TH/BARBUR BICYCLE LANES	80,232	10,232				0
CENTRAL CITY BIKE LANES.	460,000	60,000		8,220		8,220
SW MOODY AVE. BIKEWAY	75,124	75,124				0
MULTNOMAH BLVD BIKEWAY	217,500	217,500		16,046		16,046
BIKE CENTRAL PARKING PROJECT	300,000	200,000				0
SE BIKEWAY SIGN AND IMP.	250,000					0
NE MARINE DR I-5 TO 47TH.	1,730,000					0
NW CORNELL BIKEWAY	295,000					0
PLAN & IMPLEMENT WEST BIKEWAYS	500,000					0
SW BERTHA BLVD. BIKEWAY	367,500					0
<i>Subtotal Bicycle Program</i>	5,096,356	662,856	0	24,266	0	24,266
<u>Pedestrian Program</u>						
PEDESTRIAN FAC-TRANSIT ACCESS	200,000	200,000				0
TRANSIT ACCESS PHASE III	1,004,908					0
HILLSDALE PEDESTRIAN DISTRICT	63,314	63,314				0
SW CAPITOL-BARBUR TO HILLSDALE	96,918	96,918				0
SE HAWTHORNE BLVD:32ND TO 39TH	503,273					0
NE 122ND: SHAVER-SAN RAFAEL	221,591	221,591				0
W BURNSIDE: TICHNER-SKYLINE	30,379	30,379				0
SW CAPITOL HWY/49TH-BARBUR	727,473	130,579				0
SE 122ND/YAMHILL/TIBBETTS	118,211	118,211				0
NE 122ND: SAN RAFAEL-YAMHILL	54,331	54,331				0
NEIGHBORHOOD IMPROVEMENTS	600,000					0
<i>Subtotal Pedestrian Program</i>	3,620,398	915,323	0	0	0	0
<b>TOTAL</b>	<b>18,287,734</b>	<b>4,631,138</b>	<b>0</b>	<b>40,187</b>	<b>0</b>	<b>40,187</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

**Capital System:**

Bureau/Program/Project	Five-Year Costs	Fiscal Year 94-95	ANNUAL			
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	Net Financial Impact
<b>Office of Transportation</b>						
<b>PRESERVATION/REHABILITATION</b>						
<u>Streets</u>						
ROAD REHABILITATION	5,150,000	0				0
<i>Subtotal Streets</i>	5,150,000	0	0	0	0	0
<u>Structures</u>						
SEISMIC RISK ANALYSIS	1,419,729	49,226				0
N PORTLAND ROAD OVER UPRR	3,119,139	279,832				0
N VANCOUVER AT COLUMBIA SLOUGH	2,700,000	0				0
<i>Subtotal Structures</i>	7,238,868	329,058	0	0	0	0
<u>Traffic Signals</u>						
SIGNAL SAFETY REMODELS, UNIT 5	1,600,000	300,000				0
REMODELS FOR MAINT., UNIT 3	540,000	270,000				0
<i>Subtotal Traffic Signals</i>	2,140,000	570,000	0	0	0	0
<u>Street Lighting</u>						
CONVERSIONS IN ANNEXED AREAS	340,863	146,157			(28,424)	(28,424)
<i>Subtotal Street Lighting</i>	340,863	146,157	0	0	(28,424)	(28,424)
<b>TOTAL</b>	<b>14,869,731</b>	<b>1,045,215</b>	<b>0</b>	<b>0</b>	<b>(28,424)</b>	<b>(28,424)</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

Capital System:

Bureau/Program/Project	Five-Year Costs	Fiscal Year 94-95	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Office of Transportation</b>						
<b>TRANSPORTATION FACILITIES</b>						
<u>Maintenance Support Facilities</u>						
RECYCLING EQUIPMENT REPLACE	750,000					0
SATELLITE FACILITIES	1,002,000					0
MAJOR NEW EQUIPMENT	1,167,000					0
KERBY/ALBINA FACILITY	364,000					0
<i>Subtotal Maintenance Support Facilities</i>	3,283,000	0	0	0	0	0
<b>TOTAL</b>	<b>3,283,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Capital Improvement Program Overview

### WATER SYSTEM

Fiscal Year 1994-95 to 1998-99

### BUREAU OF WATER WORKS

#### *INTRODUCTION*

The FY1994-95 CIP continues the past history of the Bureau in placing emphasis on maintaining and improving the water system to better serve citizens while planning for future system growth. 59% of the total 10 year CIP budget is allocated to maintaining the water system while 32% 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 need will not be determined until after the regional water supply plan is completed in 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 10-year plan contains nearly 130 identified projects with 87 of those receiving funding in the first two year budget period. The majority of these projects are relatively small and address a specific maintenance problem or deficiency in the water system. The most significant projects are:

**Mains Program** - By far the largest project with an average annual funding of \$4,900,000, 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.

**Customer Billing & Information Systems** - This \$3,000,000 project is jointly funded with the Bureau of Environmental Services to replace the existing customer billing system with an enhanced system or outsourcing arrangement that will allow new billing strategies needed by the two Bureaus.

**Powell Butte Reservoir 2** - This \$13,000,000 project will construct a second 50 million gallon 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** - FY1994-95 will see the conclusion of this most significant study. A joint project with 26 other of the region's water providers, this \$2,700,000, 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. The Bureau's share of the \$615,000 FY1994-95 budget for the study is \$257,000.

**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 \$3 million. 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).

The Bureau's 10-year CIP increases funding 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 size of the increase has been exacerbated by serious water sales revenue reductions that required the Bureau to postpone or reduce funding for many projects from previous year's CIPs.

The CIP contains funding for projects totaling \$34,818,000 for the first two years, \$83,848,000 for the first five years, and \$168,123,000 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 seven 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 and those projects that emphasize system maintenance, health, and safety. The third priority Non-Allocated group includes the remaining projects that as a group generally improve or expand service to existing customers.

### ***WATER SUPPLY PLANNING AND EXPANSION***

Projects which are primarily intended to significantly expand the system's water supply have been removed from the Non-Allocated Fund Group 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 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. The 10-year CIP allocates \$1,610,000 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.

## ***ALTERNATIVE COST ANALYSIS***

The Water Bureau is working with the Office of Finance and Administration as well as the Bureau of Environmental Services to implement an alternative cost analysis for CIP projects to be included in the final FY1994-95 budget submission on a trial basis. For most projects the alternatives analysis is developed during the pre-design phase of the first year of funding for the project. Projects are usually ranked for the CIP using a conservative cost estimate that can be later refined when information is developed to identify a lower cost and/or better alternate than used initially for the cost estimate. Regardless of the alternative selected for use, all project estimates are developed to attain the Bureau's minimum system standards for treatment, supply, transmission and distribution capacity as well as storage and fire protection.

## ***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 totalling \$14.8 million. Project totals by program area include:

Customer Service Program	\$1.3 million
Distribution Program	9.3 million
Quality Program	.8 million
Supply Program	<u>3.4 million</u>
	\$14.8 million

Funding for the FY1994-95 capital projects will be predominantly through water system revenues or the proceeds of revenue bonds that were issued in August 1993.

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
<b>Bureau of Water Works</b>							
<b>Customer Service</b>							
AMR (Automatic Meter Reading)		272,600					272,600
Customer Billing & Info System		1,000,000	540,000	440,000			1,980,000
Revenue / Demand Model	40,000						0
<b>Total Customer Service Program</b>	<b>40,000</b>	<b>1,272,600</b>	<b>540,000</b>	<b>440,000</b>	<b>0</b>	<b>0</b>	<b>2,252,600</b>
<b>Distribution</b>							
Arnold Street Pump Main	53,305	40,000	310,000				350,000
Buddington Pump Station	63,772	75,000	465,000				540,000
Burlingame Service Area Storage Improvements						115,000	115,000
Capitol Highway Supply & I-5 Crossing	10,000	65,000	755,000				820,000
Council Crest Reservoir #3						100,000	100,000
Downtown Improvements		110,000	110,000	110,000	110,000	110,000	550,000
East Boundary Main			200,000	430,000		800,000	1,430,000
Emergency Pumps		25,000	100,000	100,000			225,000
Evaluation of Bridge Pipes		25,000	25,000				50,000
Evaluation of Tank Overflows		75,000	75,000				150,000
Finish Downstairs of Water Control Center		625,000					625,000
Fire Mains	On-going	675,000	675,000	675,000	675,000	675,000	3,375,000
Forest Park Reservoir	181,000	175,000	975,000	500,000	500,000		2,150,000
Fountain Maintenance	302,500	250,000	130,000	100,000	100,000	100,000	680,000
Fountain Standards		15,000					15,000
Freeman Tank Removal				55,000			55,000
Garden Home Road Main	159,600	150,000					150,000
General Building Maintenance	357,287	165,000	150,000	150,000	150,000	150,000	765,000
Greenleaf Pump Station Replacement			65,000	135,000			200,000
Hayden Island Crossing	50,000	315,000					315,000
Hayden Island Service Connections	230,000						0
Hazardous Spoils Disposal Study	10,000	10,000	10,000	10,000			30,000
Infrastructure Master Plan		50,000	50,000				100,000
Interstate Site Plan Implementation			400,000				400,000
Kelly Butte Area Supply						50,000	50,000
Large Valve Program		55,000	55,000	55,000	55,000	55,000	275,000
Mains Maintenance	On-going	3,000,000	3,000,000	3,000,000	2,700,000	2,700,000	14,400,000
ODOT Adjustments - Mandatory	On-going	625,000	625,000	625,000	625,000	625,000	3,125,000
Paint Shop Relocation		200,000					200,000
Parkrose Supply Mains	30,000	230,000	715,000	790,000	1,795,000		3,530,000
Penridge Tank Replacement			100,000			280,000	380,000
Pelition Mains	On-going	885,000	885,000	885,000	885,000	885,000	4,425,000
Pump & Control Maintenance	20,000	75,000	75,000	75,000	75,000	75,000	375,000
Reservoir Maintenance	888,175	300,000	300,000	300,000	300,000	300,000	1,500,000
Rivergate Intertie			330,000	915,000			1,245,000
Saltzman Tank Replacement		40,000					40,000
SE Foster Rd Supply Main					30,000		30,000
SE Foster Rd Supply Main	140,000					270,000	270,000
SE Hamey Main		15,000	150,000	140,000			305,000

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
SE Harold Street Main			50,000	510,000			560,000
SE Stark Street Main					50,000	550,000	600,000
Seismic Assessment Studies		140,000	35,000	100,000			275,000
Standards for Facility Design		25,000	25,000				50,000
Stephenson Reservoir Replacement						100,000	100,000
SW Lancaster Road Main		40,000	400,000				440,000
System Metering	25,000	25,000	25,000	25,000	25,000	25,000	125,000
Transit Mall Extension	On-going						0
Underground Tank Removal/Compliance	100,000	25,000	25,000	25,000	25,000	25,000	125,000
Water Loss Reduction			160,000	160,000	160,000		480,000
West Hayden Island Supply Main						50,000	50,000
Westside Light Rail Transit	625,000	810,000	400,000				1,210,000
Willamette Tank Analysis			20,000				20,000
<b>Total Distribution Program</b>	<b>3,245,639</b>	<b>9,335,000</b>	<b>11,870,000</b>	<b>9,870,000</b>	<b>8,260,000</b>	<b>8,040,000</b>	<b>47,375,000</b>
<b>Quality</b>							
Bull Run Reservoir 2 Water Quality Study		70,000	50,000				120,000
Bull Run (Ozone) Pilot Study	5,000						0
Corrosion Control Regulation Compliance	761,691	300,000	2,200,000	500,000			3,000,000
Disinfection Improvements	2,000,000						0
Distribution System Chlorine Monitoring		75,000	75,000				150,000
Groundwater Disinfection Improvements		50,000	250,000	500,000			800,000
Groundwater Treatment Study		200,000	100,000				300,000
Lab Improvements	108,000						0
Management of DBPs in Distribution System		30,000	30,000				60,000
Monitoring Well Installation				75,000	75,000		150,000
SWTR Compliance	10,000						0
Water Quality Sample Upgrade		55,000					55,000
Water Quality Sample Upgrade	10,000						0
Water Treatment Plant Siting Study			100,000	200,000			300,000
<b>Total Quality Program</b>	<b>2,894,691</b>	<b>780,000</b>	<b>2,805,000</b>	<b>1,275,000</b>	<b>75,000</b>	<b>0</b>	<b>4,935,000</b>
<b>Supply</b>							
Bull Run Bridge Improvements		30,000	130,000	130,000	130,000	130,000	550,000
Bull Run Bridge Maintenance		50,000	100,000	30,000	30,000	30,000	240,000
Bull Run Lake Fish Mitigation	10,000	30,000	10,000				40,000
Bull Run Lake Improvements		20,000	70,000	70,000	70,000	20,000	250,000
Bull Run Lake Maintenance	185,851	200,000	390,000				590,000
Burlingame/ WCSL Intertie			70,000				70,000
Bumside Pump Station Upgrade						50,000	50,000
Conduit 5 ROW		25,000	15,000	20,000	15,000	15,000	90,000
Conduit Blowoff Maintenance	10,000	90,000	50,000			100,000	240,000
Conduit Manholes		50,000	50,000	50,000	45,000	45,000	240,000
Connections to Wafer Districts		120,000					120,000
Control Center Maintenance	5,000	25,000	25,000	25,000	25,000	750,000	850,000
Control Systems Improvement		25,000	25,000	25,000	25,000	25,000	125,000
Corrosion Control External	100,000	150,000	100,000	200,000	200,000	200,000	850,000
Dam 1 Outlet Works				210,000			210,000

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 94-95	Fiscal Year 95-96	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Project Total
Dam 2 Tower Improvements						50,000	50,000
Demand Model Project Implementation (0-1 Year)		80,000	50,000				130,000
Demand Model Project Implementation (1-20 Year)		60,000	160,000	200,000	150,000		570,000
Diversion Dam Repair					50,000	100,000	150,000
East County Supply Main					50,000	350,000	400,000
Fulton-Carolina Supply Pipeline						160,000	160,000
Headworks Maintenance		50,000	50,000	50,000	50,000	50,000	250,000
Headworks Screenhouse #2 & Intake		50,000	100,000	100,000	500,000	460,000	1,210,000
Hydraulic & Structural Analysis of Conduits		35,000					35,000
Log Boom Replacement	200,300	100,000					100,000
Lusted Motors & Bypass	110,000	110,000					110,000
Marquam Hill Pump Main Realignment					30,000	150,000	180,000
Master Plan Dodge Park		5,000	20,000	25,000			50,000
Master Plan In-City Property/Conduit Routes		75,000	75,000				150,000
Microwave Communications System	175,000						0
Mt Tabor Part 12	15,000	100,000					100,000
Open Reservoirs Study	20,000	185,000	295,000				480,000
Powell Butte Master Plan		50,000	150,000				200,000
Powell Butte Reservoir #2			50,000	825,000	6,000,000	6,000,000	12,875,000
Regional Water Supply Plan Phase 2	1,078,631	615,000					615,000
Sandy River/Lower Bull Run Chan Habitat Inventory		30,000					30,000
Seismic Assessment of Dams 1 & 2	310,000						0
South Side Bridge Design			20,000				20,000
Springville Pump Station Main Replacement					50,000	450,000	500,000
SW Distribution Intertie		50,000	465,000				515,000
Sylvan Improvements	350,000						0
Washington County Supply Line Drain			75,000				75,000
Washington Park 30" Pipelines Rehab			30,000	150,000			180,000
Water Control Center	136,000						0
Water Reuse & Alternate Use	117,007						0
Watershed Buffer Property	28,300	10,750					10,750
Watershed Dams Maintenance	161,903	50,000	50,000	50,000	50,000	50,000	250,000
Well Site Improvements			300,000	920,000			1,220,000
Wellfield Maintenance	35,000	150,000	300,000	200,000	200,000	200,000	1,050,000
Wellfield Remediation	625,000	760,000	260,000	260,000	200,000		1,480,000
West Side Header	350,000	75,000	275,000	275,000			625,000
<b>Total Supply Program</b>	<b>4,022,992</b>	<b>3,455,750</b>	<b>3,760,000</b>	<b>3,815,000</b>	<b>7,870,000</b>	<b>9,385,000</b>	<b>28,285,750</b>
<b>WATER BUREAU TOTAL</b>	<b>10,203,322</b>	<b>14,843,350</b>	<b>18,975,000</b>	<b>15,400,000</b>	<b>16,205,000</b>	<b>17,425,000</b>	<b>82,848,350</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System:**

Bureau/Program/Project	General Fund	Water Construction	Rate/Charge/Contracts	Federal/State/Other Local	Other	Total Budget	Non-Budget
<b><u>Bureau of Water Works</u></b>							
<b>Customer Service</b>							
AMR (Automatic Meter Reading)		272,600				272,600	
Customer Billing & Info System		1,000,000				1,000,000	
<b>Total Customer Service Program</b>		<b>1,272,600</b>				<b>1,272,600</b>	
<b>Distribution</b>							
Arnold Street Pump Main		40,000				40,000	
Buddington Pump Station		75,000				75,000	
Capitol Highway Supply & I-5 Crossing		65,000				65,000	
Downtown Improvements		110,000				110,000	
Emergency Pumps		25,000				25,000	
Evaluation of Bridge Pipes			25,000			25,000	
Evaluation of Tank Overflows		75,000				75,000	
Finish Downstairs of Water Control Center		625,000				625,000	
Fire Mains		675,000				675,000	
Forest Park Reservoir		175,000				175,000	
Fountain Maintenance		250,000				250,000	
Fountain Standards			15,000			15,000	
Garden Home Road Main		150,000				150,000	
General Building Maintenance		165,000				165,000	
Hayden Island Crossing		315,000				315,000	
Hazardous Spoils Disposal Study			10,000			10,000	
Infrastructure Master Plan			50,000			50,000	
Large Valve Program		55,000				55,000	
Mains Maintenance		2,300,000			700,000	3,000,000	
ODOT Adjustments - Mandatory		312,500			312,500	625,000	
Paint Shop Relocation		200,000				200,000	
Parkrose Supply Mains		230,000				230,000	
Petition Mains		885,000				885,000	
Pump & Control Maintenance		75,000				75,000	
Reservoir Maintenance		300,000				300,000	
Saltzman Tank Replacement		40,000				40,000	
SE Hamey Main		15,000				15,000	
Seismic Assessment Studies			140,000			140,000	
Standards for Facility Design			25,000			25,000	
SW Lancaster Road Main		40,000				40,000	
System Metering		25,000				25,000	
Underground Tank Removal/Compliance		25,000				25,000	
Westside Light Rail Transit		45,800			764,200	810,000	
<b>Total Distribution Program</b>		<b>7,293,300</b>	<b>265,000</b>	<b>1,776,700</b>		<b>9,335,000</b>	
<b>Quality</b>							
Bull Run Reservoir 2 Water Quality Study			70,000			70,000	
Corrosion Control Regulation Compliance		300,000				300,000	
Distribution System Chlorine Monitoring		75,000				75,000	

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System:**

Bureau/Program/Project	General Fund	Water Construction	Rate/Charge/Contracts	Federal/State/Other Local	Other	Total Budget	Non-Budget
Groundwater Disinfection Improvements		50,000				50,000	
Groundwater Treatment Study			200,000			200,000	
Management of DBPs in Distribution System			30,000			30,000	
Water Quality Sample Upgrade		55,000				55,000	
<b>Total Quality Program</b>		<b>480,000</b>	<b>300,000</b>			<b>780,000</b>	
<b>Supply</b>							
Bull Run Bridge Improvements		30,000				30,000	
Bull Run Bridge Maintenance		50,000				50,000	
Bull Run Lake Fish Mitigation		30,000				30,000	
Bull Run Lake Improvements			20,000			20,000	
Bull Run Lake Maintenance		200,000				200,000	
Conduit 5 ROW		25,000				25,000	
Conduit Blowoff Maintenance		90,000				90,000	
Conduit Manholes		50,000				50,000	
Connections to Water Districts		120,000				120,000	
Control Center Maintenance		25,000				25,000	
Control Systems Improvement		25,000				25,000	
Corrosion Control External		150,000				150,000	
Demand Model Project Implementation (0-1 Year)			80,000			80,000	
Demand Model Project Implementation (1-20 Year)			60,000			60,000	
Headworks Maintenance		50,000				50,000	
Headworks Screenhouse #2 & Intake		50,000				50,000	
Hydraulic & Structural Analysis of Conduits			35,000			35,000	
Log Boom Replacement		100,000				100,000	
Lusted Meters & Bypass		110,000				110,000	
Master Plan Dodge Park			5,000			5,000	
Master Plan In-City Property/Conduit Routes			75,000			75,000	
Mt Tabor Part 12			100,000			100,000	
Open Reservoirs Study			185,000			185,000	
Powell Butte Master Plan			50,000			50,000	
Regional Water Supply Plan Phase 2			257,000	358,000		615,000	
Sandy River/Lower Bull Run Chan Habitat Inventory			30,000			30,000	
SW Distribution Intertie		50,000				50,000	
Watershed Buffer Property		10,750				10,750	
Watershed Dams Maintenance		50,000				50,000	
Wellfield Maintenance		150,000				150,000	
Wellfield Remediation		760,000				760,000	
West Side Header		75,000				75,000	
<b>Total Supply Program</b>		<b>2,200,750</b>	<b>897,000</b>	<b>358,000</b>		<b>3,455,750</b>	
<b>WATER BUREAU TOTAL</b>		<b>11,246,650</b>	<b>1,462,000</b>	<b>2,134,700</b>		<b>14,843,350</b>	

**CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

**Capital System:**

Bureau/Program/Project	Five-Year Costs	FY 1994-95 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Bureau of Water Works</b>						
<b>Customer Service</b>						
AMR (Automatic Meter Reading)	272,600	272,600				
Customer Billing & Info System	1,980,000	1,000,000				
<b>Total Customer Service Program</b>	<b>2,252,600</b>	<b>1,272,600</b>				
<b>Distribution</b>						
Arnold Street Pump Main	350,000	40,000				
Buddington Pump Station	540,000	75,000				
Burlingame Service Area Storage Improvements	115,000					
Capitol Highway Supply & I-5 Crossing	820,000	65,000				
Council Crest Reservoir #3	100,000					
Downtown Improvements	550,000	110,000				
East Boundary Main	1,430,000					
Emergency Pumps	225,000	25,000				
Evaluation of Bridge Pipes	50,000	25,000				
Evaluation of Tank Overflows	150,000	75,000				
Finish Downstairs of Water Control Center	625,000	625,000				
Fire Mains	3,375,000	675,000				
Forest Park Reservoir	2,150,000	175,000				
Fountain Maintenance	680,000	250,000				
Fountain Standards	15,000	15,000				
Freeman Tank Removal	55,000					
Garden Home Road Main	150,000	150,000				
General Building Maintenance	765,000	165,000				
Greenleaf Pump Station Replacement	200,000					
Hayden Island Crossing	315,000	315,000				
Hazardous Spoils Disposal Study	30,000	10,000				
Infrastructure Master Plan	100,000	50,000				
Interstate Site Plan Implementation	400,000					
Kelly Butte Area Supply	50,000					
Large Valve Program	275,000	55,000				
Mains Maintenance	14,400,000	3,000,000				
ODOT Adjustments - Mandatory	3,125,000	625,000				
Paint Shop Relocation	200,000	200,000				
Parkrose Supply Mains	3,530,000	230,000				
Penridge Tank Replacement	380,000					
Petition Mains	4,425,000	885,000				
Pump & Control Maintenance	375,000	75,000				
Reservoir Maintenance	1,500,000	300,000				
Rivergate Intertie	1,245,000					

**CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

**Capital System:**

Bureau/Program/Project	Five-Year Costs	FY 1994-95 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
Saltzman Tank Replacement	40,000	40,000				
SE Foster Rd Supply Main	300,000					
SE Hamey Main	305,000	15,000				
SE Harold Street Main	560,000					
SE Stark Street Main	600,000					
Seismic Assessment Studies	275,000	140,000				
Standards for Facility Design	50,000	25,000				
Stephenson Reservoir Replacement	100,000					
SW Lancaster Road Main	440,000	40,000				
System Metering	125,000	25,000				
Underground Tank Removal/Compliance	125,000	25,000				
Water Loss Reduction	480,000					
West Hayden Island Supply Main	50,000					
Westside Light Rail Transit	1,210,000	810,000				
Willamette Tank Analysis	20,000					
<b>Total Distribution Program</b>	<b>47,375,000</b>	<b>9,335,000</b>				
<b>Quality</b>						
Bull Run Reservoir 2 Water Quality Study	120,000	70,000				
Corrosion Control Regulation Compliance	3,000,000	300,000				
Distribution System Chlorine Monitoring	150,000	75,000				
Groundwater Disinfection Improvements	800,000	50,000				
Groundwater Treatment Study	300,000	200,000				
Management of DBPs in Distribution System	60,000	30,000				
Monitoring Well Installation	150,000					
Water Quality Sample Upgrade	55,000	55,000				
Water Treatment Plant Siting Study	300,000					
<b>Total Quality Program</b>	<b>4,935,000</b>	<b>780,000</b>				
<b>Supply</b>						
Bull Run Bridge Improvements	550,000	30,000				
Bull Run Bridge Maintenance	240,000	50,000				
Bull Run Lake Fish Mitigation	40,000	30,000				
Bull Run Lake Improvements	250,000	20,000				
Bull Run Lake Maintenance	590,000	200,000				
Burlingame/ WCSL Intertie	70,000					
Burnside Pump Station Upgrade	50,000					
Conduit 5 ROW	90,000	25,000				
Conduit Blowoff Maintenance	240,000	90,000				
Conduit Manholes	240,000	50,000				
Connections to Water Districts	120,000	120,000				
Control Center Maintenance	850,000	25,000				

**CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1994-95 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

**Capital System:**

Bureau/Program/Project	Five-Year Costs	FY 1994-95 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
Control Systems Improvement	125,000	25,000				
Corrosion Control External	850,000	150,000				
Dam 1 Outlet Works	210,000					
Dam 2 Tower Improvements	50,000					
Demand Model Proj Implementation (0-1 Year)	130,000	80,000				
Demand Model Proj Implementation (1-20 Year)	570,000	60,000				
Diversion Dam Repair	150,000					
East County Supply Main	400,000					
Fulton-Carolina Supply Pipeline	160,000					
Headworks Maintenance	250,000	50,000				
Headworks Screenhouse #2 & Intake	1,210,000	50,000				
Hydraulic & Structural Analysis of Conduits	35,000	35,000				
Log Boom Replacement	100,000	100,000				
Lusted Meters & Bypass	110,000	110,000				
Marquam Hill Pump Main Realignment	180,000					
Master Plan Dodge Park	50,000	5,000				
Master Plan In-City Property/Conduit Routes	150,000	75,000				
Mt Tabor Part 12	100,000	100,000				
Open Reservoirs Study	480,000	185,000				
Powell Butte Master Plan	200,000	50,000				
Powell Butte Reservoir #2	12,875,000					
Regional Water Supply Plan Phase 2	615,000	615,000				
Sandy R/Lower Bull Run Chan Habitat Inventory	30,000	30,000				
South Side Bridge Design	20,000					
Springville Pump Station Main Replacement	500,000					
SW Distribution Intertie	515,000	50,000				
Washington County Supply Line Drain	75,000					
Washington Park 30" Pipelines Rehab	180,000					
Watershed Buffer Property	10,750	10,750				
Watershed Dams Maintenance	250,000	50,000				
Well Site Improvements	1,220,000					
Wellfield Maintenance	1,050,000	150,000				
Wellfield Remediation	1,480,000	760,000				
West Side Header	625,000	75,000				
<b>Total Supply Program</b>	<b>28,285,750</b>	<b>3,455,750</b>				
<b>WATER BUREAU TOTAL</b>	<b>82,848,350</b>	<b>14,843,350</b>				

**PDC**  

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**PORTLAND**  
**DEVELOPMENT**  

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**COMMISSION**

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**Adopted Budget**  
**Fiscal Year 1994-95**

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June 29, 1994

COMMISSIONERS

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Vern B. Ryles, Jr.

John D. Eskildsen

Dorothy L. Hall

E. Kay Stepp

Carl B. Talton

EXECUTIVE DIRECTOR

---

Janet S. Burreson

DIRECTOR OF PROFESSIONAL SERVICES

---

Ronald D. Jackson

Adopted Budget  
Fiscal Year 1994-95

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June 29, 1994

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



# Guide to the 1994-95 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 funding.

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 will 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 1994-95**

This budget describes the funding needed to carry out PDC's mission for the fiscal year, which begins July 1, 1994 and ends June 30, 1995. The adopted expenditure budget is \$34.3 million, excluding debt service funds and interfund transfers.

### **Organization of the Budget**

Within this document are sections for Goals, Line Items, Funding Sources, and Departments. These are the four "dimensions" of PDC's budget. Charts and tables break down the \$34.3 million into its component parts. Goals describe activities to accomplish the mission; line items express what goods and services will be purchased with the agency's budget; funding sources describe the monetary resources of the Commission, which are separated according to legal restrictions on use of the funding; and departments show the budget in terms of organizational units within PDC. Historical tables also show PDC's activities over time, with two years of actual spending accompanied by the 1993-94 adopted budget and the 1994-95 proposed and adopted budgets.

This budget in its complete form contains some items not included in the \$34.3 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 1994-95. 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 1994-95 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. Still in draft form at present, the plan shows the results of the newly defined PDC and will serve 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.

One of the most important aspects of the plan is to outline ten target areas where PDC will concentrate its efforts over the coming years. A number of these areas have been PDC urban renewal areas, or areas where we have been working with the Bureau of Housing and Community Development (BHCD). Some are newly selected to respond to community requests. The ten 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.

**Portland Development Commission  
Budget Guide for 1994-95**

**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/Old Town** - 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/Union Station** - 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 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.

**Portland Development Commission  
Budget Guide for 1994-95**

## **An Integrated Approach to Program Delivery**

As a result of the new mission and goals PDC will concentrate its resources on the ten targeted areas of the City listed above. 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 base and jobs activities in an integrated manner, bringing all of the agency's resources to the target areas in a coordinated way.

To most effectively achieve this integration of program delivery, a new organizational model has been created and is being implemented. The new organization will focus on interdisciplinary teams to deliver projects and programs within the target areas. The model recognizes that each of the ten targeted areas offers a unique set of opportunities, challenges and community partners. As a result, each Target Area and Program Team will be made up of staff with the necessary expertise to achieve the goals and performance indicators established by the Commission.

## **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 (this is a new part of the process, reflecting PDC's response to new policies and financial realities).
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).

## **Portland Development Commission Budget Guide for 1994-95**

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 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. That is why the largest section of the budget is the Funding Sources section. Each fund 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.

**Portland Development Commission  
Budget Guide for 1994-95**

## **PDC Goals**

Goals describe activities to be carried out by the organization to accomplish the mission. Annual work plans are prepared and budgets are expressed in terms of projects and programs. PDC's goals are to maintain and expand a full range of housing opportunities (Housing goal); maintain and increase economic base (Economic Base goal); and stimulate job creation and retention and link jobs to city residents (Job Creation goal). The fourth goal, integration of program delivery to revitalize targeted areas, expresses both an approach to how projects will be accomplished through teamwork with the community, and also that PDC will concentrate its efforts in ten target areas.

The accomplishment of each goal in this 1994-95 budget requires different combinations of staff time, loans, capital improvements and other costs. These vary depending upon what the program is meant to accomplish. For example, Housing contains a large component of loans, while Economic Base emphasizes capital outlay for public improvements and other construction.

### **Housing Goal - Maintain and Expand a Full Range of Housing Opportunities**

The Housing Goal seeks to maintain and expand housing available to a full range of income levels. Although the performance measures for this activity are still in draft for 1994-95, some of the indicators we are seeking to improve through this goal are the following:

- o Number of new and rehabilitated transitional and shelter units
- o Net increased new and rehabilitated rental housing units
- o Net increased new and rehabilitated home ownership units

Some of the City policies which direct the efforts of PDC in this area include the Comprehensive Housing Affordability Strategy (CHAS), the Central City Plan, the South Park Blocks Urban Renewal Plan, the Downtown Waterfront Urban Renewal Plan, and the Albina Community Plan. Major programs included in this goal for 1994-95 include Neighborhood Housing Preservation, Rental Housing Preservation, Downtown Housing Preservation, and Middle/Moderate Income Housing.

The objective of the **Neighborhood Housing Preservation** program is to preserve and expand the number of owner-occupied homes. Priority actions are to provide assistance to homeowners for rehabilitation and emergency repairs, and to provide home ownership opportunities for low-income home buyers. PDC will also offer refinance packages to homeowners in conjunction with rehabilitation loans. This program will suffer drastic staff reductions in 1994-95 due to changes in funding.

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**Rental Housing Preservation** works to provide assistance to investors and non-profit corporations to develop or renovate rental housing.

**Downtown Housing Preservation** is in the business of preserving and increasing the supply of non-profit owned housing for tenants with special needs. For 1994-95 the program includes completing the Helen Swindells building; the Rothchild (formerly United Way) building; the ElderHope project; and two projects to replace the Hamilton Hotel which was torn down in 1993 to make room for a new federal courthouse. PDC has received a \$2.2 million federal grant to assist with the replacement. The program will also work to develop housing in the Inner N/NE target area, with projects slated for the Walnut Park area in conjunction with the new police precinct, and at sites along N.E. Martin Luther King, Jr. Boulevard.

The **Mixed Income Housing** program works to create housing in the downtown and other close-in areas to help fulfill the objectives of the Central City Plan and the South Park Blocks and Downtown Waterfront urban renewal plans. Projects for 1994-95 include housing in the South Park Blocks; the Trammel Crow housing development in the South Waterfront; the construction of new housing at Union Station to help kick off the River District; and participation in a Bureau of Planning effort to explore housing development through the Liveable City proposal.

Budget for the Housing Goal is \$15.5 million for 1994-95. The majority of the funding will come from the Housing and Community Development Block Grant (CDBG) contract which PDC has with the Bureau of Housing and Community Development. Other funding sources include federal HOME dollars and other federal grants, tax increment and the City of Portland General Fund, which is anticipated to provide approximately \$113,000 through a special appropriation for the Liveable City program.

To accomplish the Housing Goal for 1994-95, PDC plans to spend over \$11 million on loans to non-profit and private borrowers. About \$3.8 million of this total will come from private borrowers such as First Interstate Bank and Bank of America, which have agreements with PDC to leverage CDBG funds. \$1.3 million will be spent on capital outlay, most of which is for the Portland Homestead program to purchase houses and renovate them for first-time home buyers.

Staff will be organized into teams to carry out the Housing Goal. Teams for no, low and moderate income housing will be led by the Housing Department, which will devote approximately 27 full-time equivalent (FTE) staff persons to this effort. Teams for mixed income housing will be led by the Development Department with 3.5 FTE. Support in the areas of real estate, legal, finance, construction management, technical support and public affairs will be provided by 6.3 FTE.

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**Economic Base Goal - Maintain and Increase Economic Base**

The Economic Base Goal seeks to maintain and improve Portland's economic base to preserve property values and support diverse and healthy businesses in the city. Although the performance measures for this activity are still in draft for 1994-95, some of the indicators we are seeking to improve through this goal are the following:

- o Growth of assessed value
- o Growth of business income
- o Growth in target industries
- o Amount of private investment from outside the city
- o Amount of private investment from inside the city

PDC is directed in this area by various City policies, including the Prosperous Portland economic development policy, the Central City Plan, the Downtown Waterfront Urban Renewal Plan, the South Park Blocks Urban Renewal Plan, the Airport Way Urban Renewal Plan, the Convention Center Urban Renewal Plan, the Central Eastside Urban Renewal Plan, and the Albina Community Plan. Major programs included in this goal for 1994-95 include Columbia Corridor/Airport Way, Central Eastside District, Lloyd District, Downtown/Old Town, North Macadam/South Waterfront, River District/Union Station, Key Transit Station Areas, and Inner North/Northeast.

In the **Columbia Corridor/Airport Way** project, PDC will provide assistance to the Portland Department of Transportation (PDOT) for stormwater mitigation, and will construct a greenway trail. The budget also includes funding to manage PDC-owned properties in the Holman area, and to complete the Airport Way landscaping project.

The major activity in the **Central Eastside** district is to use land sale proceeds to complete the land assembly of sites previously purchased by PDC. These sites will be offered for redevelopment. Funding is also budgeted for property management, Phase II of the Water Avenue LID, and for work with the Park Bureau on the Riverfront Park for land acquisition and permits. PDC has received \$54,000 from the City General Fund capital set-aside for the latter work.

In the **Lloyd District**, the completion of the Arena and Memorial Coliseum project management and public improvement work dominates the budget. In addition, PDC will devote staff resources to continuing to pursue the development of a headquarters hotel to serve the Oregon Convention Center, and will continue to manage property owned by PDC.

Portland Development Commission  
Budget Guide for 1994-95

**Downtown/Old Town** focuses attention on the "Night Life" district, with the conclusion of the facade loan program in the Old Town area to rehabilitate storefronts, and the Old Town lighting project which will use private money from Portland General Electric with other public sources to enhance building lighting. Also included is property management for the Trailways block, Block 50, and the Old Post Office. PDC anticipates working with The Rouse Company to develop Block 50 into the third block of the Pioneer Place project. We will also take ownership of the Old Post Office, located at the foot of the Broadway Bridge, and begin to examine the possible future use of the building.

In **North Macadam/South Waterfront**, the Pacific Gas Transmission (PGT) project will be developed. This is a new offshoot of a California company which will build a new headquarters in the Riverplace area. PDC will use land proceeds to work on riverfront improvements to complement the site. In addition, staff will be working with environmental issues related to the remaining undeveloped parcels.

The **River District/Union Station** area will see the continued ownership and preservation of Union Station by PDC. Property management for this facility constitutes a majority of the program's budget. In addition, public improvements associated with the housing development at Union Station (described above in the Housing Goal) are budgeted. Seismic studies on the station were originally planned in the proposed budget, but this activity was curtailed due to budget cuts. The budget also includes a small amount of staff time to work with the Agricultural Center development.

PDC will enter into several contracts with Tri-Met and others to explore development opportunities along **Transit Station Sites**. The budget includes funding for the Butler Block site, the Civic Stadium plan, Goose Hollow, sites along the Banfield light rail, and transit-oriented development.

Projects related to the Economic Base goal in the **Inner N/NE** target area include the implementation of the MLK Development Opportunity Strategy and the completion of the retail development for the Walnut Park police precinct.

Budget for the Economic Base Goal for 1994-95 is \$8.1 million. Funding will come from remaining tax increment funds, as well as the Community Development Block Grant, and contracts. Contracts include funding from Tri-Met, the City of Portland Facilities Fund for the Walnut Park project, and the City of Portland Office of Finance & Administration for the Arena project. There is also money from the capital set-aside for work on the Riverfront Park in the Central Eastside area.

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To accomplish the Economic Base Goal for 1994-95, PDC plans to spend approximately \$6.2 million on capital improvements, including \$1.4 million on land (including costs related to land acquisition) and \$4.8 million on other improvements.

Staff will be organized into teams to carry out the Economic Base Goal. Teams will be led by the Development Department, which will devote approximately 9.5 FTE to this effort. Support in the areas of construction management, property management, public affairs and legal will be provided by approximately 5 FTE.

**Job Creation Goal - Stimulate Job Creation and Retention and Link Jobs to City Residents**

The Job Creation Goal seeks to work on a critical component of economic development - the creation and retention of jobs. Further, those jobs should be linked to residents of the city. Although the performance measures for this activity are still in draft for 1994-95, some of the indicators we are seeking to improve through this goal are the following:

- o Amount of land made available (including by creation of infrastructure) for new development or expansion
- o Square footage of constructed and leased office, industrial, and retail space
- o Number of jobs retained or created with each project/program activity
- o Percentage of jobs retained or created that are quality jobs
- o Number of city residents employed
- o Percentage of city residents employed who were low and moderate income
- o Percentage of individuals employed from targeted neighborhoods
- o Number of qualified applicants for jobs

The major City policy which directs PDC in this area is the Prosperous Portland economic development policy. Major programs included in this goal for 1994-95 are Business Development, Community Economic Development in Inner N/NE, Business Services/Finance, and JobNet/Workforce Development.

The **Business Development** program contains business retention and recruitment as well as civic promotion activities such as the Ambassador Program. Staff works with businesses located in Portland and those interested in coming to Portland to retain and recruit them to the area. This program will be reduced by one staff person due to budget cuts. In addition, the proposed target industries program will not be implemented in 1994-95 due to cuts.

**Community Economic Development in Inner N/NE** focuses efforts within the Inner N/NE target area, which shows evidence of business disinvestment, declining economy, unemployment, and general distress. This program will continue to administer the N/NE Portland Enterprise Zone program, and provide business assistance through the Oregon Association of Minority

**Portland Development Commission  
Budget Guide for 1994-95**

Entrepreneurs (OAME). A federal grant from the Economic Development Administration of \$100,000 will provided funding for the latter effort.

**Business Services/Finance** provides loans and grants to eligible businesses. The range of assistance provided includes technical assistance to businesses seeking capital resources. It includes loans from a variety of sources including the N/NE Business Assistance Fund, the Economic Development Administration revolving funds, and the Housing and Community Development Block Grant. A new program for Business Services/Finance will be the implementation of an Inner N/NE and Outer SE facade loan program, to assist with the renovation of storefronts in these two target areas.

**JobNet/Workforce Development** is part of a strategy to connect jobs created through loans and business development activities with unemployed and underemployed city residents. The program will plan hiring strategies with businesses, place city residents in jobs, implement and monitor the city and state's First Source programs, work on strategies for recruiting and training workers for target industries, coordinate regional workforce development issues, and provide job training financial assistance to employers. One large component of this program for 1994-95 is \$500,000 for the City's share of an aircraft maintenance training facility to be constructed by Portland Community College. This funding will come from CDBG funds.

Budget for the Job Creation Goal for 1994-95 is \$4.8 million. The majority of the funding comes from federal funds such as the N/NE Business Assistance Fund, the Community Development Block Grant, and the Economic Development Administration. Other sources include the Airport Way tax increment fund for Business Development, the City General Fund, and PDC funds. To accomplish this goal, PDC will spend about \$1.9 million on loans and grants, \$500,000 on capital improvements, \$1.4 million on staffing, and about \$1 million on materials and services.

As with all PDC's goals for 1994-95, staff will be organized into teams to carry out the Job Creation Goal. Teams will generally be led by the Economic Development Department, which will devote all 19 staff to this effort. Other departments involved will be Development, Professional Services, and Executive, which will contribute about 1.7 FTE.

**PORTLAND DEVELOPMENT COMMISSION**

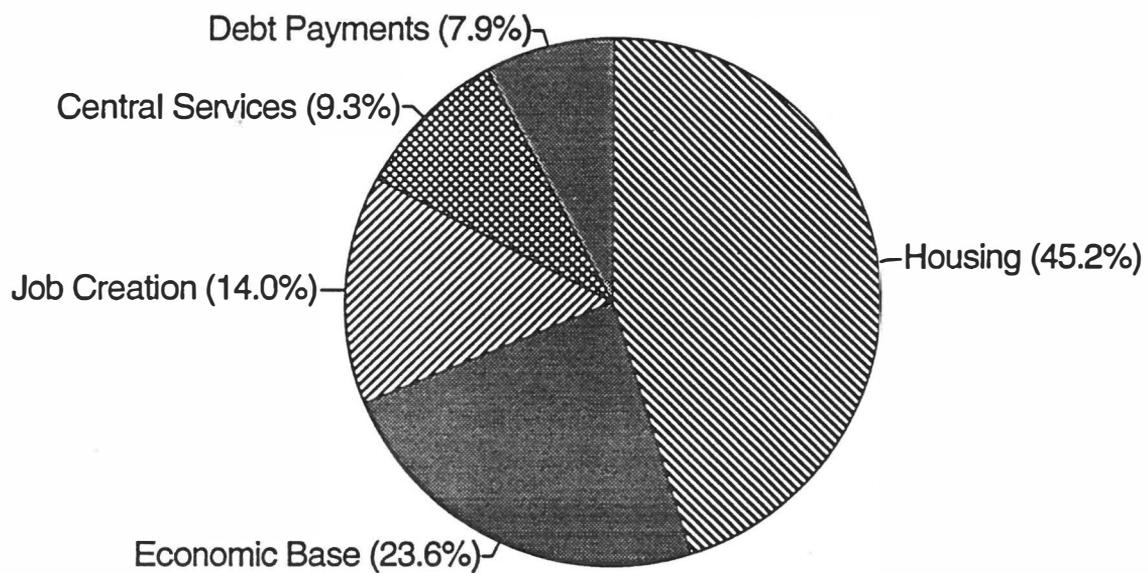
**Summary Schedule**

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

**SUMMARY OF BUREAU EXPENSES**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>EXPENDITURES</b>					
Personal Services	\$7,280,288	\$7,325,199	\$6,876,080	\$6,792,670	\$6,481,965
Materials & Services	4,688,544	3,603,127	3,903,279	4,032,506	3,882,336
Capital Outlay	9,818,858	11,497,558	11,076,218	7,596,179	8,115,003
Loans & Grants	12,974,749	11,021,998	27,298,333	13,521,761	13,159,761
Debt Service	845,400	881,815	846,616	2,646,400	2,679,616
<b>TOTAL BUREAU EXPENSES</b>	<b>\$35,607,839</b>	<b>\$34,329,697</b>	<b>\$50,000,526</b>	<b>\$34,589,516</b>	<b>\$34,318,681</b>
Authorized Full-Time Positions	136	139	115	108	104.3
<b>SOURCE OF FUNDING</b>					
Tax Increment	\$23,659,312	\$17,988,995	\$16,632,780	\$7,156,935	\$7,611,413
Authorized Positions	n/a	40	17	16	15.8
Block Grant	8,102,961	11,568,783	14,084,734	13,572,399	14,418,725
Authorized Positions	n/a	45	60	45	42.8
Other Grants	2,974,889	2,717,498	13,025,875	6,987,190	7,148,818
Authorized Positions	n/a	3	5	7	6.8
Contracts and Other	870,677	2,054,418	6,257,137	6,872,992	5,139,725
Authorized Positions	n/a	51	33	40	38.9
<b>TOTAL FUNDING SOURCES</b>	<b>\$35,607,839</b>	<b>\$34,329,694</b>	<b>\$50,000,526</b>	<b>\$34,589,516</b>	<b>\$34,318,681</b>
Authorized Positions	136	139	115	108	104.3
<b>GOALS</b>					
Housing	\$14,034,159	\$14,287,428	\$29,227,301	\$15,339,893	\$15,508,046
Authorized Positions	n/a	43	48	38	36.8
Economic Base	13,545,174	12,303,644	12,627,917	8,190,020	8,124,343
Authorized Positions	n/a	27	18	14	14.4
Job Creation	2,343,235	2,330,404	3,983,589	4,866,992	4,757,324
Authorized Positions	n/a	22	21	22	20.7
Central Services	5,685,271	5,408,222	4,161,719	6,192,611	5,928,968
Authorized Positions	n/a	47	28	34	32.4
<b>TOTAL PROGRAMS</b>	<b>\$35,607,839</b>	<b>\$34,329,698</b>	<b>\$50,000,526</b>	<b>\$34,589,516</b>	<b>\$34,318,681</b>
Authorized Positions	136	139	115	108	104.3
<b>DEPARTMENTS</b>					
Development	\$13,031,540	\$11,317,134	\$12,868,256	\$8,482,187	\$8,289,313
Authorized Positions	22	22	15	16	15
Economic Development	2,073,832	2,266,461	4,373,648	4,812,619	4,700,481
Authorized Positions	20	20	19	20	19
Housing	13,019,245	13,448,176	26,396,160	13,391,074	13,514,880
Authorized Positions	32	35	39	29	28
Professional Services	6,252,467	6,161,122	5,556,987	7,117,447	7,041,528
Authorized Positions	46	48	32	33	32.7
Executive	1,230,755	1,136,806	805,475	786,189	772,479
Authorized Positions	16	14	10	10	9.6
<b>TOTAL DEPARTMENTS</b>	<b>\$35,607,839</b>	<b>\$34,329,699</b>	<b>\$50,000,526</b>	<b>\$34,589,516</b>	<b>\$34,318,681</b>
Authorized Positions	136	139	115	108	104.3

# 1994/95 Budget \$34.3 Million By Goals



**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Expenditure Budget for Fiscal Year 1994-95**

**HISTORICAL SUMMARY OF PDC ACTIVITIES BY GOAL**

<i>Program:</i>	<i>Actual 1991-92</i>	<i>Actual 1992-93</i>	<i>Adopted 1993-94</i>	<i>Proposed 1994-95</i>	<i>Adopted 1994-95</i>
<b>Housing</b>					
Neighborhood Housing Preservation	\$4,903,780	\$6,481,559	\$6,036,677	\$4,358,611	\$6,659,912
Rental Housing Preservation	7,404,763	3,788,320	6,572,294	5,485,653	5,288,494
Housing Program Development	33,047	1,425	19,199	0	0
Downtown Housing Preservation	1,155,397	3,874,168	14,536,334	1,205,116	2,080,481
Mixed Income Housing	537,172	141,956	2,062,797	1,483,637	1,479,159
Sub-total	<u>14,034,159</u>	<u>14,287,428</u>	<u>29,227,301</u>	<u>12,533,017</u>	<u>15,508,046</u>
<b>Economic Base</b>					
Columbia Corridor/Airport Way	2,592,644	2,068,652	2,119,894	1,121,381	1,078,838
Central Eastside District	3,003,383	711,905	671,830	589,453	676,005
Lloyd District	2,673,726	1,250,753	4,821,565	846,354	824,829
Downtown/Old Town	2,283,091	4,959,264	838,123	530,188	349,190
North Macadam/South Waterfront	1,327,019	1,825,090	2,761,516	874,690	877,749
River District/Union Station	1,665,311	1,398,063	833,155	1,184,757	1,285,227
Key Transit Station Areas	0	34,594	13,934	213,054	258,369
Inner North/Northeast	0	55,323	567,900	2,616,731	2,774,136
Sub-total	<u>13,545,174</u>	<u>12,303,644</u>	<u>12,627,917</u>	<u>7,976,608</u>	<u>8,124,343</u>
<b>Job Creation</b>					
Business Development	881,397	641,349	859,353	903,192	903,837
Community Economic Development	162,221	197,788	289,348	295,723	262,910
Business Services/Finance	811,850	1,062,724	1,930,994	2,099,259	2,166,141
JobNet/Workforce Development	487,767	428,543	903,894	1,458,899	1,424,436
Sub-total	<u>2,343,235</u>	<u>2,330,404</u>	<u>3,983,589</u>	<u>4,757,073</u>	<u>4,757,324</u>
<b>Central Services</b>					
General Administration	3,474,422	2,986,570	2,280,353	1,918,721	1,898,060
Loan Servicing	191,673	268,050	254,024	310,558	298,352
Financial Services	969,404	922,612	504,591	611,401	583,962
Debt Management	983,819	980,539	945,298	3,042,990	2,995,771
Predevelopment Activities	0	0	0	0	114,242
Property Mgt Inactive Areas	7,537	21,806	13,183	32,634	32,675
Contracts to Maintain Capacity	58,416	228,645	164,270	100	5,906
Sub-total	<u>5,685,271</u>	<u>5,408,222</u>	<u>4,161,719</u>	<u>5,916,404</u>	<u>5,928,968</u>
<b>Totals</b>	<u>\$35,607,839</u>	<u>\$34,329,698</u>	<u>\$50,000,526</u>	<u>\$31,183,102</u>	<u>\$34,318,681</u>

Note: This summary does not include debt service on Economic Development Revenue Bonds or Tax Increment bonds but does include debt service on private lender agreements.

**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY LINE ITEM CATEGORY AND PROGRAM**

<i>Program:</i>	<i>Personal Services</i>	<i>Materials &amp; Services</i>	<i>Capital Outlay</i>	<i>Financial Assistance</i>	<i>Debt Service</i>	<i>Total</i>
<b>Housing</b>						
Neighborhood Housing Preservation	\$791,453	\$299,566	\$1,230,453	\$4,338,440	\$0	\$6,659,912
Rental Housing Preservation	671,100	202,214	0	4,415,180	0	5,288,494
Downtown Housing Preservation	499,062	117,670	39,000	1,424,749	0	2,080,481
Mixed Income Housing	278,919	80,240	70,000	1,050,000	0	1,479,159
Sub-total	<u>2,240,534</u>	<u>699,690</u>	<u>1,339,453</u>	<u>11,228,369</u>	<u>0</u>	<u>15,508,046</u>
<b>Economic Base</b>						
Columbia Corridor/Airport Way	61,625	60,213	957,000	0	0	1,078,838
Central Eastside District	75,541	16,248	551,000	0	33,216	676,005
Lloyd District	182,409	119,270	523,150	0	0	824,829
Downtown/Old Town	73,566	108,574	107,050	60,000	0	349,190
North Macadam/South Waterfront	207,549	109,500	560,700	0	0	877,749
River District/Union Station	135,052	283,975	866,200	0	0	1,285,227
Key Transit Station Areas	174,019	64,350	20,000	0	0	258,369
Inner North/Northeast	103,422	99,364	2,571,350	0	0	2,774,136
Sub-total	<u>1,013,183</u>	<u>861,494</u>	<u>6,156,450</u>	<u>60,000</u>	<u>33,216</u>	<u>8,124,343</u>
<b>Job Creation</b>						
Business Development	559,352	344,485	0	0	0	903,837
Community Economic Development	133,783	129,127	0	0	0	262,910
Business Services/Finance	361,926	327,215	0	1,477,000	0	2,166,141
JobNet/Workforce Development	313,924	216,120	500,000	394,392	0	1,424,436
Sub-total	<u>1,368,985</u>	<u>1,016,947</u>	<u>500,000</u>	<u>1,871,392</u>	<u>0</u>	<u>4,757,324</u>
<b>Central Services</b>						
General Administration	1,003,598	779,962	114,500	0	0	1,898,060
Loan Servicing	260,992	37,360	0	0	0	298,352
Financial Services	442,105	141,857	0	0	0	583,962
Debt Management	53,672	295,699	0	0	2,646,400	2,995,771
Predevelopment Activities	85,292	28,950	0	0	0	114,242
Property Mgt Inactive Areas	7,798	20,277	4,600	0	0	32,675
Contracts to Maintain Capacity	5,806	100	0	0	0	5,906
Sub-total	<u>1,859,263</u>	<u>1,304,205</u>	<u>119,100</u>	<u>0</u>	<u>2,646,400</u>	<u>5,928,968</u>
<b>Totals</b>	<b>\$6,481,965</b>	<b>\$3,882,336</b>	<b>\$8,115,003</b>	<b>\$13,159,761</b>	<b>\$2,679,616</b>	<b>\$34,318,681</b>

Note: This summary does not include debt service on Economic Development Revenue Bonds or Tax Increment Bonds, but does include debt service on private lender agreements.

**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY FUND TYPE AND PROGRAM**

<i>Program:</i>	<i>Fund Types</i>			<i>Total</i>
	<i>Tax Increment</i>	<i>Federal Grants/ Private Lenders</i>	<i>Other Funds</i>	
<b>Housing</b>				
Neighborhood Housing Preservation	\$0	\$6,658,912	\$1,000	\$6,659,912
Rental Housing Preservation	500,000	4,786,885	1,609	5,288,494
Downtown Housing Preservation	808,197	1,272,284	0	2,080,481
Mixed Income Housing	1,366,366	0	112,793	1,479,159
Sub-total	2,674,563	12,718,081	115,402	15,508,046
<b>Economic Base</b>				
Columbia Corridor/Airport Way	1,078,838	0	0	1,078,838
Central Eastside District	630,058	0	45,947	676,005
Lloyd District	30,832	0	793,997	824,829
Downtown/Old Town	307,353	0	41,837	349,190
North Macadam/South Waterfront	877,749	0	0	877,749
River District/Union Station	1,285,227	0	0	1,285,227
Key Transit Station Areas	0	0	258,369	258,369
Inner North/Northeast	0	624,933	2,149,203	2,774,136
Sub-total	4,210,057	624,933	3,289,353	8,124,343
<b>Job Creation</b>				
Business Development	102,434	104,259	697,144	903,837
Community Economic Development	0	262,910	0	262,910
Business Services/Finance	0	2,166,141	0	2,166,141
JobNet/Workforce Development	0	1,319,391	105,045	1,424,436
Sub-total	102,434	3,852,701	802,189	4,757,324
<b>Central Services</b>				
General Administration	0	104,624	1,793,436	1,898,060
Loan Servicing	0	268,426	29,926	298,352
Financial Services	14,652	58,000	511,310	583,962
Debt Management	28,548	2,913,285	53,938	2,995,771
Predevelopment Activities	0	0	114,242	114,242
Property Mgt Inactive Areas	29,075	3,600	0	32,675
Contracts to Maintain Capacity	0	0	5,906	5,906
Sub-total	72,275	3,347,935	2,508,758	5,928,968
<b>Totals</b>	<b>\$7,059,329</b>	<b>\$20,543,650</b>	<b>\$6,715,702</b>	<b>\$34,318,681</b>

Note 1: This summary does not include debt service on Economic Development Revenue Bonds or Tax Increment Bonds, but does include debt service on private lender agreements.

Note 2: This summary shows direct personnel costs within the benefited funds. (Salaries and related payroll costs are paid by the Urban Redevelopment Fund and subsequently reimbursed by the benefited funds.) Expenditures from the indirect pool, resulting in Service Reimbursements, are shown in the Urban Redevelopment Fund, in "Other Funds."

**PORTLAND DEVELOPMENT COMMISSION**

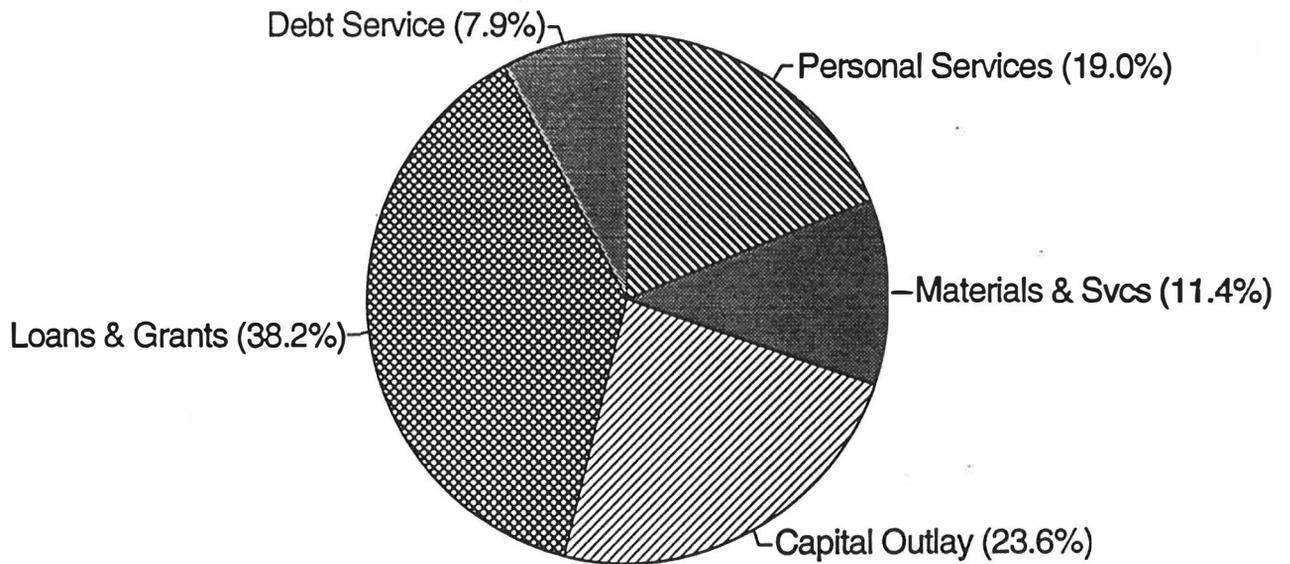
**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY DEPARTMENT AND PROGRAM**

<i>Program:</i>	<i>Development</i>	<i>Economic Development</i>	<i>Housing</i>	<i>Professional Services</i>	<i>Executive</i>	<i>Total</i>
<b>Housing</b>						
Neighborhood Housing Preservation	\$0	\$0	\$6,396,095	\$245,951	\$17,866	6,659,912
Rental Housing Preservation	0	0	5,084,447	159,526	44,521	5,288,494
Downtown Housing Preservation	0	0	1,952,569	92,922	34,990	2,080,481
Mixed Income Housing	1,448,280	0	0	9,756	21,123	1,479,159
Sub-total	1,448,280	0	13,433,111	508,155	118,500	15,508,046
<b>Economic Base</b>						
Columbia Corridor/Airport Way	1,018,109	0	0	57,666	3,063	1,078,838
Central Eastside District	597,252	0	0	69,355	9,398	676,005
Lloyd District	705,085	0	0	101,922	17,822	824,829
Downtown/Old Town	180,298	0	0	161,715	7,177	349,190
North Macadam/South Waterfront	761,255	0	0	86,762	29,732	877,749
River District/Union Station	528,174	0	0	746,732	10,321	1,285,227
Key Transit Station Areas	239,671	0	0	1,110	17,588	258,369
Inner North/Northeast	2,628,904	99,653	0	25,455	20,124	2,774,136
Sub-total	6,658,748	99,653	0	1,250,717	115,225	8,124,343
<b>Job Creation</b>						
Business Development	0	873,006	0	16,023	14,808	903,837
Community Economic Development	0	253,474	0	2,121	7,315	262,910
Business Services/Finance	25,630	2,078,971	0	47,599	13,941	2,166,141
JobNet/Workforce Development	0	1,395,377	0	23,917	5,142	1,424,436
Sub-total	25,630	4,600,828	0	89,660	41,206	4,757,324
<b>Central Services</b>						
General Administration	12,684	0	81,769	1,346,947	456,660	1,898,060
Loan Servicing	0	0	0	270,856	27,496	298,352
Financial Services	7,809	0	0	574,953	1,200	583,962
Debt Management	0	0	0	2,988,144	7,627	2,995,771
Predevelopment Activities	110,822	0	0	0	3,420	114,242
Property Mgt Inactive Areas	25,340	0	0	6,190	1,145	32,675
Contracts to Maintain Capacity	0	0	0	5,906	0	5,906
Sub-total	156,655	0	81,769	5,192,996	497,548	5,928,968
<b>Totals</b>	<b>\$8,289,313</b>	<b>\$4,700,481</b>	<b>\$13,514,880</b>	<b>\$7,041,528</b>	<b>\$772,479</b>	<b>\$34,318,681</b>

Note: This summary does not include debt service on Economic Development Revenue Bonds or Tax Increment Bonds, but does include debt service on private lender agreements.

# 1994/95 Budget \$34.3 Million By Line Item Categories



**PORTLAND DEVELOPMENT COMMISSION**

**LINE ITEM EXPENDITURES COMPARISON - HISTORICAL**

<i>Expenditure Classification</i>	<i>Actual 1991-92</i>	<i>Actual 1992-93</i>	<i>Adopted 1993-94</i>	<i>Proposed 1994-95</i>	<i>Adopted 1994-95</i>
<b>PERSONAL SERVICES</b>					
Full-time	\$5,237,704	\$5,399,911	\$4,937,790	\$4,896,801	\$4,664,683
Part-time	164,899	62,704	34,934	2,000	2,000
Benefits	1,877,685	1,862,583	1,903,356	1,893,869	1,815,282
<b>TOTAL PERSONAL SERVICES</b>	<b>7,280,288</b>	<b>7,325,198</b>	<b>6,876,080</b>	<b>6,792,670</b>	<b>6,481,965</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	1,809,524	1,103,597	1,461,934	1,701,809	1,703,367
Legal Fees	431,589	390,959	106,000	123,200	86,900
City of Portland Overhead Charges	450,799	351,446	196,847	201,030	150,818
Temporary Services	49,083	61,556	14,224	45,324	43,324
Printing & Graphics	150,454	122,344	166,650	152,035	138,735
Underwriter Fees	0	5	0	0	0
General Office Expense	215,565	119,645	192,380	207,232	200,332
Software Applications	32,190	13,898	40,100	34,400	34,400
Postage & Delivery	70,700	43,265	53,943	72,491	65,433
Advertising	115,823	25,292	79,710	66,183	65,683
Publications & Dues	49,267	29,561	31,576	30,587	30,587
Education	97,829	32,252	63,442	108,615	86,291
Out of Town Travel	49,300	19,436	48,300	45,700	44,700
Mileage Reimbursements	10,878	12,413	5,916	11,520	12,140
Parking	38,575	48,644	25,946	33,935	21,215
Occupancy Costs	333,415	450,441	484,495	491,417	491,417
Telephone Services	172,230	163,396	138,446	126,593	137,593
Repairs & Maintenance	162,203	126,501	132,640	114,435	111,385
Leases & Rentals	4,208	927	5,660	860	860
Vehicle Maintenance	4,841	3,427	7,950	8,500	6,500
Loan Document Costs	42,650	51,029	59,763	90,150	90,075
Appraisals	41,532	28,294	113,761	119,820	113,911
Loan Foreclosure Costs	11,623	20,894	70,650	15,000	15,000
Insurance	137,481	277,167	162,946	146,750	146,750
Miscellaneous	206,784	106,738	240,000	84,920	84,920
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>4,688,543</b>	<b>3,603,127</b>	<b>3,903,279</b>	<b>4,032,506</b>	<b>3,882,336</b>
<b>CAPITAL OUTLAY</b>					
Land	4,864,011	2,847,425	2,167,416	2,125,503	2,130,503
Improvements	4,751,184	8,486,337	8,764,042	5,337,176	5,869,000
Furniture & Equipment	203,663	81,796	144,760	133,500	115,500
Grants	0	82,000	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>9,818,858</b>	<b>11,497,558</b>	<b>11,076,218</b>	<b>7,596,179</b>	<b>8,115,003</b>
<b>OTHER</b>					
Financial Assistance	12,974,749	10,557,998	26,903,941	13,127,369	12,765,369
Grants	0	0	394,392	394,392	394,392
Debt Service - Principal	547,279	492,495	403,692	2,196,800	2,207,492
Debt Service - Interest	298,122	389,320	442,924	449,600	472,124
<b>TOTAL OTHER</b>	<b>13,820,150</b>	<b>11,439,813</b>	<b>28,144,949</b>	<b>16,168,161</b>	<b>15,839,377</b>
<b>TOTAL EXPENDITURES</b>	<b>\$35,607,839</b>	<b>\$33,865,696</b>	<b>\$50,000,526</b>	<b>\$34,589,516</b>	<b>\$34,318,681</b>

**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY GOAL AND LINE ITEM**

<i>Expenditure Classifications:</i>	<i>Goals</i>				<i>Total</i>
	<i>Housing</i>	<i>Economic Base</i>	<i>Job Creation</i>	<i>Central Services</i>	
<b>TOTAL PERSONAL SERVICES</b>	<b>\$2,240,534</b>	<b>\$1,013,183</b>	<b>\$1,368,985</b>	<b>\$1,859,263</b>	<b>\$6,481,965</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	170,850	667,836	710,171	154,510	1,703,367
Legal Fees	39,000	36,200	0	11,700	86,900
City of Portland Overhead Charges	0	0	0	150,818	150,818
Temporary Services	15,500	1,000	2,100	24,724	43,324
Printing & Graphics	27,450	27,700	47,485	36,100	138,735
General Office Expense	30,183	12,100	93,574	64,475	200,332
Postage and Delivery	23,588	6,550	11,175	24,120	65,433
Advertising	9,533	5,600	38,200	12,350	65,683
Publications & Dues	4,120	1,875	5,560	19,032	30,587
Software Applications	0	500	1,300	32,600	34,400
Education	17,310	4,600	19,400	44,981	86,291
Out of Town Travel	5,700	6,000	23,000	10,000	44,700
Mileage Reimbursements	4,845	2,000	2,525	2,770	12,140
Parking	8,950	2,250	300	9,715	21,215
Occupancy Costs	110,725	73,233	11,189	296,270	491,417
Telephone Services	39,600	14,050	22,443	61,500	137,593
Repairs & Maintenance	4,575	0	0	106,810	111,385
Leases & Rentals	0	0	500	360	860
Vehicle Maintenance	0	0	0	6,500	6,500
Loan Document Costs	83,050	0	2,025	5,000	90,075
Appraisals	95,911	0	18,000	0	113,911
Loan Foreclosure Costs	5,050	0	0	9,950	15,000
Insurance	3,750	0	8,000	135,000	146,750
Miscellaneous	0	0	0	84,920	84,920
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>699,690</b>	<b>861,494</b>	<b>1,016,947</b>	<b>1,304,205</b>	<b>3,882,336</b>
<b>CAPITAL OUTLAY</b>					
Land	715,453	1,410,450	0	4,600	2,130,503
Improvements	623,000	4,746,000	500,000	0	5,869,000
Furniture & Equipment	1,000	0	0	114,500	115,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>1,339,453</b>	<b>6,156,450</b>	<b>500,000</b>	<b>119,100</b>	<b>8,115,003</b>
<b>OTHER</b>					
Loans to Borrowers	11,228,369	60,000	1,477,000	0	12,765,369
Grants	0	0	394,392	0	394,392
Debt Service - Principal	0	10,692	0	2,196,800	2,207,492
Debt Service - Interest	0	22,524	0	449,600	472,124
<b>TOTAL OTHER</b>	<b>11,228,369</b>	<b>93,216</b>	<b>1,871,392</b>	<b>2,646,400</b>	<b>15,839,377</b>
<b>TOTAL EXPENDITURES</b>	<b>\$15,508,046</b>	<b>\$8,124,343</b>	<b>\$4,757,324</b>	<b>\$5,928,968</b>	<b>\$34,318,681</b>

Note: This summary does not include debt services or Economic Development Revenue Bonds or Tax Increment Bonds, but does include debt service on private lender agreements.

**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY FUND TYPE AND LINE ITEM**

<i>Expenditure Classifications:</i>	<i>Fund Types</i>			<i>Total</i>
	<i>Tax Increment</i>	<i>Federal Grants/ Private Lenders</i>	<i>Other Funds</i>	
<b>PERSONAL SERVICES</b>	<b>\$1,053,409</b>	<b>\$2,999,194</b>	<b>\$2,429,362</b>	<b>\$6,481,965</b>
<b>MATERIALS &amp; SERVICES</b>				
Professional Services	563,650	644,174	495,543	1,703,367
Legal Fees	39,200	26,000	21,700	86,900
City of Portland Overhead Charges	0	0	150,818	150,818
Temporary Services	1,500	20,400	21,424	43,324
Printing & Graphics	24,550	51,950	62,235	138,735
General Office Expense	20,650	30,573	149,109	200,332
Software Applications	500	1,300	32,600	34,400
Postage & Delivery	8,650	30,013	26,770	65,433
Advertising	5,100	23,533	37,050	65,683
Publications & Dues	2,325	9,681	18,581	30,587
Education	9,890	29,420	46,981	86,291
Out of Town Travel	17,700	4,000	23,000	44,700
Mileage Reimbursements	1,400	7,595	3,145	12,140
Parking	1,600	9,975	9,640	21,215
Occupancy Costs	62,790	270,953	157,674	491,417
Telephone Services	18,100	51,193	68,300	137,593
Repairs & Maintenance	0	4,575	106,810	111,385
Leases & Rentals	250	0	610	860
Vehicle Maintenance	0	0	6,500	6,500
Loan Document Costs	0	90,075	0	90,075
Appraisals	7,500	106,411	0	113,911
Loan Foreclosure Costs	0	15,000	0	15,000
Insurance	1,500	16,250	129,000	146,750
Miscellaneous	0	84,920	0	84,920
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>786,855</b>	<b>1,527,991</b>	<b>1,567,490</b>	<b>3,882,336</b>
<b>CAPITAL OUTLAY</b>				
Land	1,471,450	630,053	29,000	2,130,503
Improvements	1,679,650	1,615,000	2,574,350	5,869,000
Furniture & Equipment	0	0	115,500	115,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>3,151,100</b>	<b>2,245,053</b>	<b>2,718,850</b>	<b>8,115,003</b>
<b>OTHER</b>				
Loans to Borrowers	2,034,749	10,730,620	0	12,765,369
Grants	0	394,392	0	394,392
Debt Service - Principal	10,692	2,196,800	0	2,207,492
Debt Service - Interest	22,524	449,600	0	472,124
<b>TOTAL OTHER</b>	<b>2,067,965</b>	<b>13,771,412</b>	<b>0</b>	<b>15,839,377</b>
<b>TOTAL EXPENDITURES</b>	<b>\$7,059,329</b>	<b>\$20,543,650</b>	<b>\$6,715,702</b>	<b>\$34,318,681</b>

Note 1: This summary does not include debt service on Economic Development Revenue Bonds or Tax Increment Bonds, but does include debt service on private lender agreements.

Note 2: This summary shows direct personnel costs within the benefited funds. (Salaries and related payroll costs are paid by the Urban Redevelopment Fund and subsequently reimbursed by the benefited funds). Expenditures from the Indirect pool, resulting in Service Reimbursements, are shown in the Urban Redevelopment Fund (in "Other Funds").

**PORTLAND DEVELOPMENT COMMISSION**

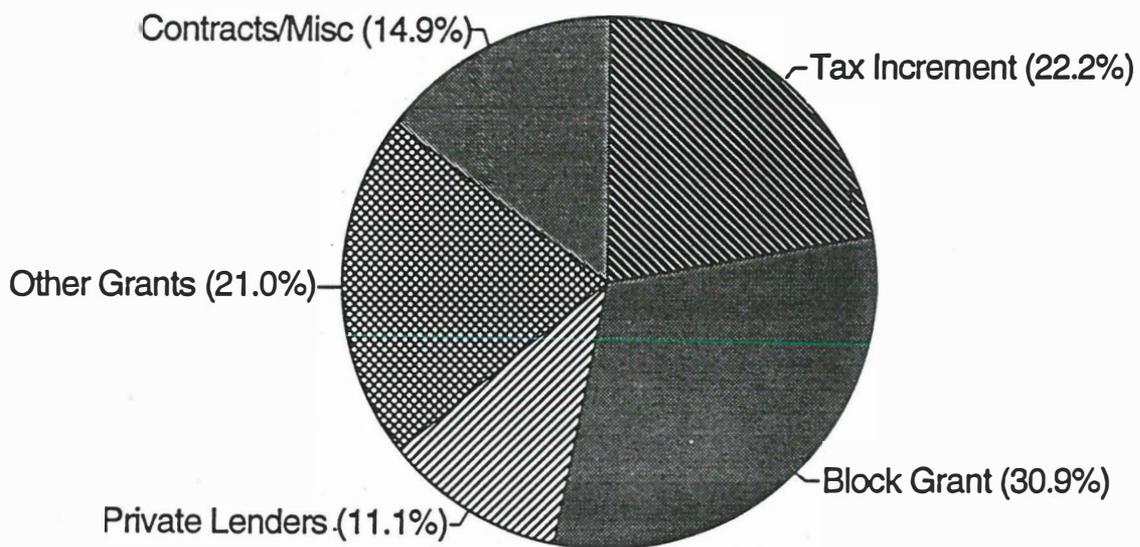
**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY DEPARTMENT AND LINE ITEM**

<i>Expenditure Classifications:</i>	<i>Economic Development</i>	<i>Economic Development</i>	<i>Housing</i>	<i>Professional Services</i>	<i>Executive</i>	<i>Total</i>
<b>TOTAL PERSONAL SERVICES</b>	<b>\$1,042,751</b>	<b>\$1,250,310</b>	<b>\$1,618,280</b>	<b>\$1,883,546</b>	<b>\$687,078</b>	<b>\$6,481,965</b>
<b>MATERIALS &amp; SERVICES</b>						
Professional Services	668,122	800,735	113,000	99,510	22,000	1,703,367
Legal Fees	41,200	0	34,000	10,700	1,000	86,900
City of Portland Overhead Charge	0	0	0	150,818	0	150,818
Temporary Services	2,500	2,100	20,500	18,224	0	43,324
Printing & Graphics	35,150	50,485	23,000	7,000	23,100	138,735
General Office Expense	15,050	94,074	20,033	66,375	4,800	200,332
Postage and Delivery	7,800	11,375	20,938	22,570	2,750	65,433
Advertising	4,800	39,200	10,333	3,050	8,300	65,683
Publications & Dues	2,250	5,560	7,421	6,800	8,556	30,587
Software Applications	1,500	1,300	0	31,600	0	34,400
Education	11,390	19,400	17,020	36,406	2,075	86,291
Out of Town Travel	14,700	23,000	2,000	0	5,000	44,700
Mileage Reimbursements	3,000	2,725	4,845	150	1,420	12,140
Parking	2,750	300	2,500	15,265	400	21,215
Occupancy Costs	0	0	0	491,417	0	491,417
Telephone Services	0	0	0	137,593	0	137,593
Repairs & Maintenance	0	0	0	111,385	0	111,385
Leases & Rentals	0	500	0	360	0	860
Vehicle Maintenance	0	0	0	6,500	0	6,500
Loan Document Costs	0	2,025	83,050	5,000	0	90,075
Appraisals	0	18,000	93,991	1,920	0	113,911
Loan Foreclosure Costs	0	0	0	9,000	6,000	15,000
Insurance	0	8,000	1,500	137,250	0	146,750
Miscellaneous	0	0	0	84,920	0	84,920
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>810,212</b>	<b>1,078,779</b>	<b>454,131</b>	<b>1,453,813</b>	<b>85,401</b>	<b>3,882,336</b>
<b>CAPITAL OUTLAY</b>						
Land	630,500	0	649,100	850,903	0	2,130,503
Improvements	4,695,850	500,000	615,000	58,150	0	5,869,000
Furniture & Equipment	0	0	0	115,500	0	115,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>5,326,350</b>	<b>500,000</b>	<b>1,264,100</b>	<b>1,024,553</b>	<b>0</b>	<b>8,115,003</b>
<b>OTHER</b>						
Loans to Borrowers	1,110,000	1,477,000	10,178,369	0	0	12,765,369
Grants	0	394,392	0	0	0	394,392
Debt Service - Principal	0	0	0	2,207,492	0	2,207,492
Debt Service - Interest	0	0	0	472,124	0	472,124
<b>TOTAL OTHER</b>	<b>1,110,000</b>	<b>1,871,392</b>	<b>10,178,369</b>	<b>2,679,616</b>	<b>0</b>	<b>15,839,377</b>
<b>TOTAL EXPENDITURES</b>	<b>\$8,289,313</b>	<b>\$4,700,481</b>	<b>\$13,514,880</b>	<b>\$7,041,528</b>	<b>\$772,479</b>	<b>\$34,318,681</b>

Note: This summary does not include debt service on Economic Development Revenue Bonds or Tax Increment Bonds, but does include debt service on private lender agreements.

# 1994/95 Budget \$34.3 Million By Funding Sources



**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY GOAL AND FUND**

<i>Funds:</i>	<i>PDC Goals</i>				<i>Total</i>
	<i>Housing</i>	<i>Economic Base</i>	<i>Job Creation</i>	<i>Central Services</i>	
<b>Tax Increment Funds:</b>					
Airport Way	\$0	\$1,078,838	\$102,434	\$17,450	\$1,198,722
Central Eastside Industrial	0	630,058	0	0	630,058
Convention Center	0	30,832	0	0	30,832
St. Johns Project	0	0	0	29,075	29,075
South Park Urban Renewal	1,326,365	15,612	0	11,825	1,353,802
Waterfront Renewal Bond Redevelopment	1,348,198	2,454,717	0	13,925	3,816,840
	<u>2,674,563</u>	<u>4,210,057</u>	<u>102,434</u>	<u>72,275</u>	<u>7,059,329</u>
<b>Federal Grants and Private Lenders Funds:</b>					
Enterprise Loans	75,000	0	544,989	2,731,320	3,351,309
HCD Block Grant Contract	10,447,728	624,933	1,865,595	607,987	13,546,243
Other Federal Grants	2,195,353	0	1,442,117	8,628	3,646,098
	<u>12,718,081</u>	<u>624,933</u>	<u>3,852,701</u>	<u>3,347,935</u>	<u>20,543,650</u>
<b>Other Funds:</b>					
Arena Fund	0	793,997	0	0	793,997
Urban Redevelopment (General)	115,402	2,495,356	802,189	2,508,758	5,921,705
	<u>115,402</u>	<u>3,289,353</u>	<u>802,189</u>	<u>2,508,758</u>	<u>6,715,702</u>
<b>Total</b>	<u>\$15,508,046</u>	<u>\$8,124,343</u>	<u>\$4,757,324</u>	<u>\$5,928,968</u>	<u>\$34,318,681</u>

Note 1: This summary does not include debt service on Economic Development Revenue Bonds or tax increment bonds, but does include debt service on private lender agreements.

Note 2: This summary shows direct personnel costs within the benefited funds. (Salaries and related payroll costs are paid by the Urban Redevelopment Fund and subsequently reimbursed by the benefited funds.) Expenditures from the indirect pool, resulting in Service Reimbursements, are shown in the Urban Redevelopment Fund.

**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY LINE ITEM CATEGORY AND FUND**

<b>Funds:</b>	<b>Personal Services</b>	<b>Materials &amp; Services</b>	<b>Capital Outlay</b>	<b>Loans</b>	<b>Debt Service</b>	<b>Total</b>
<b>Tax Increment Funds:</b>						
Airport Way	\$142,009	\$99,713	\$957,000	\$0	\$0	\$1,198,722
Central Eastside Industrial	55,166	7,676	534,000	0	33,216	630,058
Convention Center	2,682	0	28,150	0	0	30,832
St. Johns Project	7,798	20,277	1,000	0	0	29,075
South Park Urban Renewal	200,900	55,902	47,000	1,050,000	0	1,353,802
Waterfront Renewal Bond Redevelopment	644,854	603,287	1,583,950	984,749	0	3,816,840
	<u>1,053,409</u>	<u>786,855</u>	<u>3,151,100</u>	<u>2,034,749</u>	<u>33,216</u>	<u>7,059,329</u>
<b>Federal Grants and Private Lenders Funds:</b>						
Enterprise Loans	113,997	115,912	0	475,000	2,646,400	3,351,309
HCD Contract	2,594,508	1,118,062	2,233,053	7,600,620	0	13,546,243
Other Federal Grants	290,689	294,017	12,000	3,049,392	0	3,646,098
	<u>2,999,194</u>	<u>1,527,991</u>	<u>2,245,053</u>	<u>11,125,012</u>	<u>2,646,400</u>	<u>20,543,650</u>
<b>Other Funds:</b>						
Arena Fund	179,727	119,270	495,000	0	0	793,997
Urban Redevelopment	2,249,635	1,448,220	2,223,850	0	0	5,921,705
	<u>2,429,362</u>	<u>1,567,490</u>	<u>2,718,850</u>	<u>0</u>	<u>0</u>	<u>6,715,702</u>
<b>Totals</b>	<u>\$6,481,965</u>	<u>\$3,882,336</u>	<u>\$8,115,003</u>	<u>\$13,159,761</u>	<u>\$2,679,616</u>	<u>\$34,318,681</u>

Note 1: This summary does not include debt service on Economic Development Revenue Bonds or Tax Increment Bonds, but does include debt service on private lender agreements.

Note 2: This summary shows direct personnel costs within the benefited funds. (Salaries and related payroll costs are paid by the Urban Redevelopment Fund and subsequently reimbursed by the benefited funds.) Expenditures from the indirect pool, resulting in Service Reimbursements, are shown in the Urban Redevelopment Fund.

**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY DEPARTMENT AND FUND**

<b>Funds:</b>	<b>Development</b>	<b>Economic Development</b>	<b>Housing</b>	<b>Professional Services</b>	<b>Executive</b>	<b>Total</b>
<b>Tax Increment Funds:</b>						
Airport Way	\$1,018,109	\$101,684	\$0	\$75,866	\$3,063	1,198,722
Central Eastside Industrial	556,125	0	0	65,680	8,253	630,058
Convention Center	0	0	0	30,339	493	30,832
St Johns Project	25,340	0	0	2,590	1,145	29,075
South Park Urban Renewal	674,574	0	611,123	42,910	25,195	1,353,802
Waterfront Renewal Bond Redevelopmt	2,090,879	0	632,096	1,039,512	54,353	3,816,840
	<u>4,365,027</u>	<u>101,684</u>	<u>1,243,219</u>	<u>1,256,897</u>	<u>92,502</u>	<u>7,059,329</u>
<b>Federal Grants and Private Lenders Funds:</b>						
Enterprise Loans	0	518,607	75,000	2,753,988	3,714	3,351,309
HCD Contract	543,363	1,867,899	10,035,753	929,955	169,273	13,546,243
Other Federal Grants	0	1,426,606	2,152,615	47,941	18,936	3,646,098
	<u>543,363</u>	<u>3,813,112</u>	<u>12,263,368</u>	<u>3,731,884</u>	<u>191,923</u>	<u>20,543,650</u>
<b>Other Funds:</b>						
Arena Fund	705,085	0	0	71,583	17,329	793,997
Urban Redevelopment (General)	2,675,838	785,685	8,293	1,981,164	470,725	5,921,705
	<u>3,380,923</u>	<u>785,685</u>	<u>8,293</u>	<u>2,052,747</u>	<u>488,054</u>	<u>6,715,702</u>
<b>GRAND TOTAL</b>	<u>\$8,289,313</u>	<u>\$4,700,481</u>	<u>\$13,514,880</u>	<u>\$7,041,528</u>	<u>\$772,479</u>	<u>\$34,318,681</u>

Note 1: This summary does not include debt service on Economic Development Revenue Bonds or tax increment bonds, but does include debt service on private lender agreements.

Note 2: This summary shows direct personnel costs within the benefited funds. (Salaries and related payroll costs are paid by the Urban Redevelopment Fund and subsequently reimbursed by the benefited funds.) Expenditures from the indirect pool, resulting in Service Reimbursements, are shown in the Urban Redevelopment Fund.

**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Budget for Fiscal Year 1994-95**

**SUMMARY OF RESOURCES - ALL FUNDS**

<b>Funds:</b>	<b>Revenues</b>	<b>Transfers from Other Funds</b>	<b>Beginning Fund Balance</b>	<b>Total Resources</b>
<b>Tax Increment Funds:</b>				
Airport Way	\$528,597	\$0	\$1,074,266	\$1,602,863
Central Eastside Industrial	615,625	0	267,475	883,100
Convention Center	775	4,508,274	106,901	4,615,950
St. Johns Project	5,659	3,400,000	285,026	3,690,685
South Park Urban Renewal	4,046,192	0	40,122	4,086,314
Waterfront Renewal Bond Redevelopmt.	3,487,002	4,488,274	1,497,051	9,472,327
	<u>8,683,850</u>	<u>12,396,548</u>	<u>3,270,841</u>	<u>24,351,239</u>
<b>Federal Grants and Private Lenders Funds:</b>				
Enterprise Loans	3,625,207	0	3,689,889	7,315,096
HCD Contract	14,654,125	0	0	14,654,125
Other Federal Grants	3,760,608	0	0	3,760,608
South Auditorium	303,334	0	20,000	323,334
	<u>22,343,274</u>	<u>0</u>	<u>3,709,889</u>	<u>26,053,163</u>
<b>Other Funds:</b>				
Arena Fund	851,403	0	0	851,403
Urban Redevelopment (General)	2,939,910	9,417,037	2,611,837	14,968,784
	<u>3,791,313</u>	<u>9,417,037</u>	<u>2,611,837</u>	<u>15,820,187</u>
<b>SUBTOTAL</b>	<b>34,818,437</b>	<b>21,813,585</b>	<b>9,592,567</b>	<b>66,224,589</b>
<b>Bonded Debt Funds:</b>				
Economic Development Revenue	5,070,692	0	0	5,070,692
<b>GRAND TOTAL</b>	<b>\$39,889,129</b>	<b>\$21,813,585</b>	<b>\$9,592,567</b>	<b>\$71,295,281</b>

PORTLAND DEVELOPMENT COMMISSION

Adopted Budget for Fiscal Year 1994-95

SUMMARY OF REQUIREMENTS - ALL FUNDS

<i>Funds:</i>	<i>Expenditures</i>	<i>Transfers to Other Funds</i>	<i>Contingency/ Ending Fund Balance</i>	<i>Total Requirements</i>
Tax Increment Funds:				
Airport Way	\$1,056,713	\$216,226	\$329,924	\$1,602,863
Central Eastside Industrial	574,892	75,517	232,691	883,100
Convention Center	28,150	4,491,761	96,039	4,615,950
St. Johns Project	21,277	3,529,095	140,313	3,690,685
South Park Urban Renewal	1,152,902	278,442	2,654,970	4,086,314
Waterfront Renewal Bond Redevelopmt.	3,171,986	5,511,774	788,567	9,472,327
	<u>6,005,920</u>	<u>14,102,815</u>	<u>4,242,504</u>	<u>24,351,239</u>
Federal Grants and Private Lenders Funds:				
Enterprise Loans	3,237,312	152,348	3,925,436	7,315,096
HCD Contract	10,951,735	3,496,090	206,300	14,654,125
Other Federal Grants	3,355,409	405,199	0	3,760,608
South Auditorium	0	0	323,334	323,334
	<u>17,544,456</u>	<u>4,053,637</u>	<u>4,455,070</u>	<u>26,053,163</u>
Other Funds:				
Arena Fund	614,270	237,133	0	851,403
Urban Redevelopment (General)	10,154,035	3,420,000	1,394,749	14,968,784
	<u>10,768,305</u>	<u>3,657,133</u>	<u>1,394,749</u>	<u>15,820,187</u>
SUBTOTAL	34,318,681	21,813,585	10,092,323	66,224,589
Bonded Debt Funds:				
Economic Development Revenue	5,070,692	0	0	5,070,692
GRAND TOTAL	<u>\$39,389,373</u>	<u>\$21,813,585</u>	<u>\$10,092,323</u>	<u>\$71,295,281</u>

PORTLAND DEVELOPMENT COMMISSION

RESOURCES-REQUIREMENTS FUND SUMMARY-HISTORICAL

1994-95

<i>Funds:</i>	<i>Actual 1991-92</i>	<i>Actual 1992-93</i>	<i>Adopted 1993-94</i>	<i>Proposed 1994-95</i>	<i>Adopted 1994-95</i>
<b>Tax Increment Funds:</b>					
Airport Way	\$14,072,747	\$11,225,058	\$8,068,000	\$1,941,809	\$1,602,863
Central Eastside Industrial	10,815,184	2,428,751	1,026,497	907,408	883,100
Convention Center	5,316,284	4,810,362	5,579,959	4,519,137	4,615,950
NW Front Avenue Industrial Renewal	137,457	81,063	0	0	0
St Johns Project	4,004,609	3,939,092	3,587,874	3,577,517	3,690,685
South Park Urban Renewal	13,005,104	10,760,643	5,369,000	4,146,489	4,086,314
Waterfront Renewal Bond Redevelopmt	18,689,932	22,136,173	12,714,919	9,132,327	9,472,327
	<u>66,041,317</u>	<u>55,381,142</u>	<u>36,346,249</u>	<u>24,224,687</u>	<u>24,351,239</u>
<b>Federal Grants and Private Lenders Funds:</b>					
Enterprise Loans	5,634,032	5,857,737	7,340,000	6,779,854	7,315,096
HCD Contract	9,292,486	11,722,370	14,329,884	14,735,907	14,654,125
North Mall Extension	578,434	234,979	0	0	0
Other Federal Grants	421,793	789,232	8,608,830	3,746,259	3,760,608
South Auditorium	124,909	16,233	0	0	323,334
	<u>16,051,654</u>	<u>18,620,551</u>	<u>30,278,714</u>	<u>25,262,020</u>	<u>26,053,163</u>
<b>Other Funds:</b>					
Arena Fund	0	1,247,219	4,847,657	896,464	851,403
Computer Services	804,308	529,551	0	0	0
Urban Redevelopment (General)	16,060,992	16,114,487	15,262,131	15,892,196	14,968,784
	<u>16,865,300</u>	<u>17,891,257</u>	<u>20,109,788</u>	<u>16,788,660</u>	<u>15,820,187</u>
<b>SUBTOTAL</b>	<b>98,958,271</b>	<b>91,892,950</b>	<b>86,734,751</b>	<b>66,275,367</b>	<b>66,224,589</b>
<b>BONDED DEBT FUNDS</b>					
Economic Development Revenue	4,863,259	5,373,186	5,105,120	5,102,150	5,070,692
	<u>4,863,259</u>	<u>5,373,186</u>	<u>5,105,120</u>	<u>5,102,150</u>	<u>5,070,692</u>
<b>GRAND TOTAL</b>	<b>\$103,821,530</b>	<b>\$97,266,136</b>	<b>\$91,839,871</b>	<b>\$71,377,517</b>	<b>\$71,295,281</b>

**PORTLAND DEVELOPMENT COMMISSION  
APPROPRIATION SCHEDULE - ALL FUNDS  
1994-95**

	<i>Materials &amp; Services</i>	<i>Capital Outlay</i>	<i>Financial Assistance</i>	<i>Other</i>	<i>Total</i>
<b>AIRPORT WAY</b>	\$99,713	\$957,000	\$0	\$0	\$1,056,713
General Operating Contingency	0	0	0	329,924	329,924
Transfers to Other Funds					
Urban Redev-General (Svc Reimb)	0	0	0	216,226	216,226
Total Appropriation	99,713	957,000	0	546,150	1,602,863
<b>CENTRAL EASTSIDE INDUSTRIAL DISTR</b>	7,676	534,000	0	0	541,676
Debt Service	0	0	0	33,216	33,216
General Operating Contingency	0	0	0	232,691	232,691
Transfers to Other Funds					
Urban Redev-General (Svc Reimb)	0	0	0	75,517	75,517
Total Appropriation	7,676	534,000	0	341,424	883,100
<b>CONVENTION CENTER URBAN RENEWAL AREA</b>	0	28,150	0	0	28,150
General Operating Contingency	0	0	0	96,039	96,039
Transfers to Other Funds					
Urban Redev-General (Svc Reimb)	0	0	0	3,487	3,487
Waterfront Renewal (Loan Repay)	0	0	0	4,488,274	4,488,274
Total Appropriation	0	28,150	0	4,587,800	4,615,950
<b>ST JOHNS PROJECT</b>	20,277	1,000	0	0	21,277
General Operating Contingency	0	0	0	140,313	140,313
Transfers to Other Funds					
Urban Redev-General (Svc Reimb)	0	0	0	16,221	16,221
Urban Redev-General (Loan Repay)	0	0	0	3,512,874	3,512,874
Total Appropriation	20,277	1,000	0	3,669,408	3,690,685
<b>SOUTH PARK URBAN RENEWAL</b>	55,902	47,000	1,050,000	0	1,152,902
General Operating Contingency	0	0	0	2,654,970	2,654,970
Transfers to Other Funds					
Urban Redev-General (Svc Reimb)	0	0	0	278,442	278,442
Total Appropriation	55,902	47,000	1,050,000	2,933,412	4,086,314

**PORTLAND DEVELOPMENT COMMISSION  
APPROPRIATION SCHEDULE - ALL FUNDS  
1994-95**

	<i>Materials &amp; Services</i>	<i>Capital Outlay</i>	<i>Financial Assistance</i>	<i>Other</i>	<i>Total</i>
<b>WATERFRONT RENEWAL BOND REDEV.</b>	\$603,287	\$1,583,950	\$984,749	\$0	\$3,171,986
General Operating Contingency	0	0	0	788,567	788,567
Transfers to Other Funds					
Urban Redev-General (Svc Relmb)	0	0	0	1,023,500	1,023,500
Convention Center (Cash Loan)	0	0	0	4,488,274	4,488,274
Total Appropriation	603,287	1,583,950	984,749	6,300,341	9,472,327
<b>ENTERPRISE LOANS</b>	115,912	0	475,000	0	590,912
Debt Service	0	0	0	2,646,400	2,646,400
General Operating Contingency	0	0	0	3,925,436	3,925,436
Transfers to Other Funds					
Urban Redev-General (Svc Relmb)	0	0	0	152,348	152,348
Total Appropriation	115,912	0	475,000	6,724,184	7,315,096
<b>HOUSING/COMMUNITY DEVELOPMENT</b>	1,118,062	2,233,053	7,600,620	0	10,951,735
General Operating Contingency	0	0	0	206,300	206,300
Transfers to Other Funds					
Urban Redev-General (Svc Reimb)	0	0	0	3,496,090	3,496,090
Total Appropriation	1,118,062	2,233,053	7,600,620	3,702,390	14,654,125
<b>OTHER FEDERAL GRANTS</b>	294,017	12,000	3,049,392	0	3,355,409
General Operating Contingency	0	0	0	0	0
Transfers to Other Funds					
Urban Redev-General (Svc Reimb)	0	0	0	405,199	405,199
Total Appropriation	294,017	12,000	3,049,392	405,199	3,760,608
<b>SOUTH AUDITORIUM</b>	0	0	0	0	0
General Operating Contingency	0	0	0	323,334	323,334
Total Appropriation	0	0	0	323,334	323,334
<b>OREGON ARENA FUND</b>	119,270	495,000	0	0	614,270
General Operating Contingency	0	0	0	0	0
Transfers to Other Funds					
Urban Redev-General (Svc Reimb)	0	0	0	237,133	237,133
Total Appropriation	119,270	495,000	0	237,133	851,403

**PORTLAND DEVELOPMENT COMMISSION  
APPROPRIATION SCHEDULE - ALL FUNDS  
1994-95**

	<i>Materials &amp; Services</i>	<i>Capital Outlay</i>	<i>Financial Assistance</i>	<i>Other</i>	<i>Other</i>
URBAN REDEVELOPMENT (GENERAL)	\$1,448,220	\$2,223,850	\$0	\$0	\$3,672,070
Personal Services	0	0	0	6,481,965	6,481,965
General Operating Contingency	0	0	0	1,394,749	1,394,749
Transfers to Other Funds					
Cash - St Johns	0	0	0	3,400,000	3,400,000
Cash - Convention Center	0	0	0	20,000	20,000
Total Appropriation	1,448,220	2,223,850	0	11,296,714	14,968,784
ECONOMIC DEVELOPMENT					
REVENUE BONDS	0	0	0	0	0
Debt Service	0	0	0	5,070,692	5,070,692
Total Appropriation	0	0	0	5,070,692	5,070,692
TOTAL APPROPRIATION - ALL FUNDS	3,882,336	8,115,003	13,159,761	46,138,181	71,295,281
Unappropriated Ending Balance	0	0	0	0	0
TOTAL PDC BUDGET	\$3,882,336	\$8,115,003	13,159,761	\$46,138,181	71,295,281

Schedule of Post-Certification Changes to 1994-95 Budget Requirements

Fund	Budget Certified by TSCC	Increase (Decrease) Beginning Fund Balance	Minor Changes	Delete REACH/ Laurelhurst EDRB	Increase (Decrease) Revenue	Adjust Contingency To Balance	Budget to be Adopted
Airport Way	\$1,941,809	(\$338,946)	\$9,520	\$0	0	(9,520)	\$1,602,863
Central Eastside	907,408	(24,308)	0	0	0	0	883,100
Convention Center	4,519,911	96,039	0	0	0	0	4,615,950
St. Johns Project	3,577,517	113,168	0	0	0	0	3,690,685
South Park Urban Renewal	4,146,489	(60,175)	0	0	0	0	4,086,314
Waterfront Renewal	9,132,327	0	(199,588)	0	340,000	199,588	9,472,327
Enterprise Loans	6,973,229	341,867	0	0	0	0	7,315,096
HCD Contract	14,706,633	0	(52,508)	0	0	0	14,654,125
Other Federal Grants	3,738,413	0	22,195	0	0	0	3,760,608
South Auditorium	303,334	20,000	0	0	0	0	323,334
Arena	851,403	0	0	0	0	0	851,403
Urban Redevelopment	14,910,727	111,837	(30,874)	0	337	(23,243)	14,968,784
Economic Dev Debt Service	5,102,150	0	0	(31,458)	0	0	5,070,692
<b>Total PDC Budget</b>	<b>\$70,811,350</b>	<b>\$259,482</b>	<b>(\$251,255)</b>	<b>(\$31,458)</b>	<b>\$340,337</b>	<b>\$166,825</b>	<b>\$71,295,281</b>

**AIRPORT WAY FUND****FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Service Charges and Fees</i>	\$2,000	\$20,000	\$24,000	\$24,000	\$24,000
<i>Rent-Thrifty Car Rental</i>	2,000	20,000	24,000	24,000	24,000
<i>Miscellaneous Revenue</i>	1,053,387	470,390	364,000	504,597	504,597
<i>Sale of Real Property</i>	150,000	0	0	0	0
<i>Interest on Investments</i>	879,088	447,963	160,000	108,597	108,597
<i>Interest on Loans</i>	0	18,215	24,000	0	0
<i>Other Contracts</i>	0	0	175,000	0	0
<i>Loan Principal Collections</i>	0	0	0	396,000	396,000
<i>Reimbursements</i>	24,235	4,190	5,000	0	0
<i>Publication Sales</i>	64	22	0	0	0
<i>Revenue Subtotal</i>	1,055,387	490,390	388,000	528,597	528,597
<i>Beginning Fund Balance</i>	13,017,360	10,734,668	7,680,000	1,413,212	1,074,266
<i>Total Resources</i>	<u>\$14,072,747</u>	<u>\$11,225,058</u>	<u>\$8,068,000</u>	<u>\$1,941,809</u>	<u>\$1,602,863</u>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	\$2,262,588	\$1,871,197	\$1,970,745	\$1,056,963	\$1,056,713
<i>Capital Outlay</i>	300,151	115,181	66,105	99,963	99,713
<i>Financial Assistance</i>	1,962,437	1,356,016	1,824,640	957,000	957,000
<i>Debt Service</i>	0	400,000	0	0	0
	0	0	80,000	0	0
<i>Transfers to Other Funds-</i>					
<i>Service Reimbursements</i>	1,075,490	971,166	565,801	249,997	216,226
<i>URF-General</i>	1,031,424	915,948	565,801	249,997	216,226
<i>Computer Services</i>	44,066	55,218	0	0	0
<i>General Operating Contingency</i>	0	0	5,531,454	634,849	329,924
<i>Unappropriated Ending Balance</i>	10,734,669	8,382,695	0	0	0
<i>Total Requirements</i>	<u>\$14,072,747</u>	<u>\$11,225,058</u>	<u>\$8,068,000</u>	<u>\$1,941,809</u>	<u>\$1,602,863</u>

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

The Capital Outlay budget includes \$88,000 for Airport Way landscaping; \$700,000 for wetlands construction; \$150,500 for greenway trail construction; and \$18,500 for property management costs.

**PORTLAND DEVELOPMENT COMMISSION**

**Airport Way Fund**

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

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 90-91</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$225,330	\$104,656	\$26,760	\$47,100	\$47,100
Legal Fees	61,671	1,625	2,000	4,000	4,000
Temporary Services	0	209	0	0	0
Printing & Graphics	1,554	3,044	8,700	6,500	6,500
General Office Expense	1,986	1,110	10,100	9,300	9,050
Postage & Delivery	1,083	352	3,350	2,750	2,750
Advertising	645	2,398	1,200	950	950
Software Applications	0	0	0	500	500
Publications & Dues	128	75	0	0	0
Education	793	0	600	800	800
Out of Town Travel	0	0	10,000	10,000	10,000
Mileage Reimbursements	360	105	250	550	550
Parking	1,092	107	50	50	50
Occupancy Costs	0	0	0	13,613	13,613
Telephone Services	0	0	2,845	3,600	3,600
Leases & Rentals	0	0	250	250	250
Appraisals	5,509	1,500	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>300,151</b>	<b>115,181</b>	<b>66,105</b>	<b>99,963</b>	<b>99,713</b>
<b>CAPITAL OUTLAY</b>					
Land	1,155,050	235,330	178,840	26,500	26,500
Improvements	807,387	1,120,686	1,645,800	930,500	930,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>1,962,437</b>	<b>1,356,016</b>	<b>1,824,640</b>	<b>957,000</b>	<b>957,000</b>
<b>OTHER</b>					
Financial Assistance	0	400,000	0	0	0
Debt Service	0	0	80,000	0	0
<b>TOTAL EXPENDITURES</b>	<b>2,262,588</b>	<b>1,871,197</b>	<b>1,970,745</b>	<b>1,056,963</b>	<b>1,056,713</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	448,511	336,677	330,229	136,946	142,009
Overhead - URF-General	582,913	579,271	231,372	111,351	72,517
Equipment Recovery - URF - General	0	0	4,200	1,700	1,700
Computer Services	44,066	55,218	0	0	0
<b>TOTAL TRANSFERS</b>	<b>1,075,490</b>	<b>971,166</b>	<b>565,801</b>	<b>249,997</b>	<b>216,226</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$3,338,078</b>	<b>\$2,842,363</b>	<b>\$2,536,546</b>	<b>\$1,306,960</b>	<b>\$1,272,939</b>

**CENTRAL EASTSIDE INDUSTRIAL DISTRICT FUND**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Miscellaneous Revenue</i>	\$6,420,935	\$67,313	\$681,497	\$615,625	\$615,625
<i>Rent Income-Glacier Park Property</i>	27,131	27,900	14,400	7,200	7,200
<i>Land Sale Proceeds</i>	312,185	0	625,081	600,000	600,000
<i>Loan Principal Collections</i>	2,500,000	0	0	0	0
<i>Interest on Loans</i>	29,589	0	0	0	0
<i>Interest on Investments</i>	150,779	27,413	8,800	8,425	8,425
<i>Other Interest</i>	3,888	0	0	0	0
<i>Bond Sale Proceeds</i>	2,807,363	0	0	0	0
<i>Tax Increment Debt Proceeds</i>	590,000	0	33,216	0	0
<i>Reimbursements</i>	0	12,000	0	0	0
<i>Revenue Subtotal</i>	<u>6,420,935</u>	<u>67,313</u>	<u>681,497</u>	<u>615,625</u>	<u>615,625</u>
<i>Transfers From Other Funds-</i>					
<i>Cash-Interfund Loan</i>	1,612,761	0	0	0	0
<i>Waterfront Renewal Fund</i>	1,612,761	0	0	0	0
<i>Beginning Fund Balance</i>	2,781,488	2,361,438	345,000	291,783	267,475
<i>Total Resources</i>	<u>\$10,815,184</u>	<u>\$2,428,751</u>	<u>\$1,026,497</u>	<u>\$907,408</u>	<u>\$883,100</u>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	\$2,625,176	\$97,432	\$476,977	\$541,676	\$574,892
<i>Capital Outlay</i>	49,383	14,973	33,361	7,676	7,676
<i>Financial Assistance</i>	69,226	49,243	410,400	534,000	534,000
<i>Debt Service</i>	2,500,000	0	0	0	0
	6,567	33,216	33,216	0	33,216
<i>Transfers to Other Funds-</i>					
<i>Service Reimbursements</i>	395,767	337,998	332,055	86,978	75,517
<i>URF-General</i>	384,148	332,881	332,055	86,978	75,517
<i>Computer Services</i>	11,619	5,117	0	0	0
<i>Transfers to Other Funds-Cash-</i>					
<i>Loan Repayment</i>	5,432,803	1,612,761	0	0	0
<i>Waterfront Renewal Fund</i>	5,432,803	1,612,761	0	0	0
<i>General Operating Contingency</i>	0	0	217,465	278,754	232,691
<i>Unappropriated Ending Balance</i>	2,361,438	380,560	0	0	0
<i>Total Requirements</i>	<u>\$10,815,184</u>	<u>\$2,428,751</u>	<u>\$1,026,497</u>	<u>\$907,408</u>	<u>\$883,100</u>

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

The Capital Outlay budget includes \$4,500 for property management; \$520,000 for land acquisition on S.E. Martin Luther King, Jr. Boulevard; and \$9,500 for design costs for the Water Avenue Phase II LID.

**PORTLAND DEVELOPMENT COMMISSION**  
**Central Eastside Industrial District Fund**  
**Commissioner-in-Charge: Vera Katz**

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$5,531	\$11,073	\$24,900	\$500	\$500
Legal Fees	2,158	524	0	400	400
Printing & Graphics	5,575	1,272	2,200	600	600
General Office Expense	1,321	169	600	300	300
Postage & Delivery	245	242	200	200	200
Advertising	982	843	500	300	300
Publications & Dues	69	0	0	0	0
Education	212	0	0	0	0
Out of Town Travel	0	786	1,300	600	600
Mileage Reimbursements	61	22	100	0	0
Parking	0	42	0	0	0
Occupancy Costs	0	0	0	3,276	3,276
Telephone Services	0	0	3,561	1,500	1,500
Repairs & Maintenance	10	0	0	0	0
Loan Document Costs	3	0	0	0	0
Miscellaneous	33,216	0	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>49,383</b>	<b>14,973</b>	<b>33,361</b>	<b>7,676</b>	<b>7,676</b>
<b>CAPITAL OUTLAY</b>					
Land	10,963	31,243	325,400	521,000	521,000
Improvements	58,263	18,000	85,000	13,000	13,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>69,226</b>	<b>49,243</b>	<b>410,400</b>	<b>534,000</b>	<b>534,000</b>
<b>OTHER</b>					
Financial Assistance	2,500,000	0	0	0	0
Debt Service - Principal	0	10,039	10,692	0	10,692
Debt Service - Interest	6,567	23,177	22,524	0	22,524
<b>TOTAL OTHER</b>	<b>2,506,567</b>	<b>33,216</b>	<b>33,216</b>	<b>0</b>	<b>33,216</b>
<b>TOTAL EXPENDITURES</b>	<b>2,625,176</b>	<b>97,432</b>	<b>476,977</b>	<b>541,676</b>	<b>574,892</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	211,305	208,152	197,868	55,693	55,166
Overhead - URF-General	172,843	124,729	132,987	29,785	18,851
Equipment Recovery Charge - URF - General	0	0	1,200	1,500	1,500
Computer Services	11,619	5,117	0	0	0
Cash/Loan Repayment - Waterfront Renewal	5,432,803	1,612,761	0	0	0
<b>TOTAL TRANSFERS</b>	<b>5,828,570</b>	<b>1,950,759</b>	<b>332,055</b>	<b>86,978</b>	<b>75,517</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$8,453,746</b>	<b>\$2,048,191</b>	<b>\$809,032</b>	<b>\$628,654</b>	<b>\$650,409</b>

**CONVENTION CENTER AREA FUND**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Service Charges and Fees</i>	\$1,547	\$4,060	\$5,400	\$0	\$0
<i>Rent-Holladay Investors</i>	1,500	4,050	5,400	0	0
<i>Publication Sales</i>	47	10	0	0	0
<i>Miscellaneous Revenue</i>	1,162,837	4,804	3,900	775	775
<i>Interest on Investments</i>	50,216	3,594	3,900	775	775
<i>Bond Sale Proceeds</i>	1,112,424	0	0	0	0
<i>Reimbursements</i>	197	0	0	0	0
<i>Miscellaneous</i>	0	1,210	0	0	0
<i>Revenue Subtotal</i>	<u>1,164,384</u>	<u>8,864</u>	<u>9,300</u>	<u>775</u>	<u>775</u>
<i>Transfers From Other Funds-</i>					
<i>Cash-Loan</i>	4,381,498	4,288,274	4,488,274	4,508,274	4,508,274
<i>URF-General</i>	0	0	0	20,000	20,000
<i>Waterfront Renewal</i>	4,381,498	4,288,274	4,488,274	4,488,274	4,488,274
<i>Beginning Fund Balance</i>	<u>(229,598)</u>	<u>513,224</u>	<u>82,385</u>	<u>10,088</u>	<u>106,901</u>
<i>Total Resources</i>	<u>\$5,316,284</u>	<u>\$4,810,362</u>	<u>\$4,579,959</u>	<u>\$4,519,137</u>	<u>\$4,615,950</u>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	\$2,423,503	\$101,412	\$32,886	\$28,150	\$28,150
<i>Capital Outlay</i>	630,253	5,658	8,000	0	0
<i>Transfers to Other Funds-</i>					
<i>Service Reimbursements</i>	600,209	75,536	29,701	2,713	3,487
<i>URF-General</i>	577,671	68,704	29,701	2,713	3,487
<i>Computer Services</i>	22,538	6,832	0	0	0
<i>Transfers to Other Funds-Cash/ Loan Repayment-Waterfront Renewal</i>	1,779,348	4,570,884	4,488,274	4,488,274	4,488,274
	1,779,348	4,570,884	4,488,274	4,488,274	4,488,274
<i>General Operating Contingency</i>	0	0	29,098	0	96,039
<i>Unappropriated Ending Balance</i>	<u>513,224</u>	<u>62,530</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Total Requirements</i>	<u>\$5,316,284</u>	<u>\$4,810,362</u>	<u>\$4,579,959</u>	<u>\$4,519,137</u>	<u>\$4,615,950</u>

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

The Convention Center Fund's Capital Outlay budget consists of \$28,150 for property management of PDC-owned properties in the district.

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

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$389,139	\$0	\$8,000	\$0	\$0
Legal Fees	218,585	5,562	0	0	0
Printing & Graphics	4,191	91	0	0	0
General Office Expense	3,517	0	0	0	0
Postage & Delivery	1,055	3	0	0	0
Advertising	9,490	0	0	0	0
Publications & Dues	396	0	0	0	0
Education	1,232	0	0	0	0
Out of Town Travel	2,537	0	0	0	0
Mileage Reimbursements	31	2	0	0	0
Parking	74	0	0	0	0
Repairs & Maintenance	6	0	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>630,253</b>	<b>5,658</b>	<b>8,000</b>	<b>0</b>	<b>0</b>
<b>CAPITAL OUTLAY</b>					
Land	1,589,355	22,525	24,886	25,150	25,150
Improvements	203,895	73,229	0	3,000	3,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>1,793,250</b>	<b>95,754</b>	<b>24,886</b>	<b>28,150</b>	<b>28,150</b>
<b>TOTAL EXPENDITURES</b>	<b>2,423,503</b>	<b>101,412</b>	<b>32,886</b>	<b>28,150</b>	<b>28,150</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	324,583	13,100	15,741	2,713	2,682
Overhead - URF-General	253,088	55,604	13,960	1,275	805
Computer Services	22,538	6,832	0	0	0
Cash/Loan Repayment-Waterfront Renewal	1,779,348	4,570,884	4,488,274	4,488,274	4,488,274
<b>TOTAL TRANSFERS</b>	<b>2,379,557</b>	<b>4,646,420</b>	<b>4,517,975</b>	<b>4,492,262</b>	<b>4,491,761</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$4,803,060</b>	<b>\$4,747,832</b>	<b>\$4,550,861</b>	<b>\$4,520,412</b>	<b>\$4,519,911</b>

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

	<i>Actual 1991-92</i>	<i>Actual 1992-93</i>	<i>Adopted 1993-94</i>	<i>Proposed 1994-95</i>	<i>Adopted 1994-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Miscellaneous Revenue</i>	\$7,728	\$2,822	\$0	\$0	\$0
<i>Interest on Investments</i>	7,728	2,822	0	0	0
<i>Revenue Subtotal</i>	7,728	2,822	0	0	0
<i>Beginning Fund Balance</i>	128,729	78,241	0	0	0
<i>Total Resources</i>	\$136,457	\$81,063	\$0	\$0	\$0
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	\$2,561	\$0	\$0	\$0	\$0
<i>Capital Outlay</i>	1,611	0	0	0	0
<i>Transfers to Other Funds- Service Reimbursements</i>	950	0	0	0	0
<i>URF-General</i>	55,655	55,395	0	0	0
<i>Unappropriated Ending Balance</i>	55,655	55,395	0	0	0
<i>Total Requirements</i>	78,241	25,668	0	0	0
<i>Total Requirements</i>	\$136,457	\$81,063	\$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: Vera Katz**

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$426	\$0	\$0	\$0	\$0
Printing & Graphics	221	0	0	0	0
General Office Expense	310	0	0	0	0
Postage & Delivery	30	0	0	0	0
Advertising	128	0	0	0	0
Publications & Dues	484	0	0	0	0
Telephone Services	12	0	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>1,611</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL OUTLAY</b>					
Improvements	950	0	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES</b>	<b>2,561</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	21,295	28,235	0	0	0
Overhead - URF-General	34,360	27,160	0	0	0
<b>TOTAL TRANSFERS</b>	<b>55,655</b>	<b>55,395</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$58,216</b>	<b>\$55,395</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**ST. JOHNS PROJECT FUND**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Miscellaneous Revenues</i>	\$111,800	\$294,974	\$0	\$5,659	\$5,659
<i>Interest on Investments</i>	10,785	0	0	5,659	5,659
<i>Publications Sales</i>	0	130	0	0	0
<i>Land Sale Proceeds (BES)</i>	0	264,844	0	0	0
<i>Bond Sale Proceeds</i>	46,015	0	0	0	0
<i>Tax Increment Debt Proceeds</i>	55,000	30,000	0	0	0
<i>Revenue Subtotal</i>	111,800	294,974	0	5,659	5,659
<i>Transfers From Other Funds-Cash</i>	3,616,173	3,646,628	3,437,874	3,400,000	3,400,000
<i>URF-General-Interfund Loan</i>	3,616,173	3,646,628	3,437,874	3,400,000	3,400,000
<i>Beginning Fund Balance</i>	276,636	(2,510)	150,000	171,858	285,026
<i>Total Resources</i>	<u>\$4,004,609</u>	<u>\$3,939,092</u>	<u>\$3,587,874</u>	<u>\$3,577,517</u>	<u>\$3,690,685</u>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	\$5,083	\$14,765	\$9,500	\$21,277	\$21,277
<i>Capital Outlay</i>	517	5,807	2,300	20,277	20,277
	4,566	8,958	7,200	1,000	1,000
<i>Transfers to Other Funds-</i>					
<i>Service Reimbursements</i>	2,959	6,296	7,201	21,372	16,221
<i>URF-General</i>	2,959	6,296	7,201	21,372	16,221
<i>Transfers to Other Funds-Cash/</i>					
<i>Loan Repayment-URF-General</i>	3,999,077	3,616,173	3,551,173	3,512,874	3,512,874
	3,999,077	3,616,173	3,551,173	3,512,874	3,512,874
<i>General Operating Contingency</i>	0	0	20,000	21,994	140,313
<i>Unappropriated Ending Balance</i>	(2,510)	301,858	0	0	0
<i>Total Requirements</i>	<u>\$4,004,609</u>	<u>\$3,939,092</u>	<u>\$3,587,874</u>	<u>\$3,577,517</u>	<u>\$3,690,685</u>

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

Capital Outlay consists of \$1,000 for miscellaneous property management costs.

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

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$426	\$5,600	\$0	\$19,500	\$19,500
Legal Fees	55	0	0	0	0
General Office Expense	0	34	0	0	0
Printing & Graphics	0	11	0	500	500
Postage & Delivery	0	3	0	0	0
Advertising	24	0	2,300	0	0
Mileage Reimbursements	0	10	0	0	0
Occupancy Costs	0	0	0	277	277
Repairs & Maintenance	12	149	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>517</b>	<b>5,807</b>	<b>2,300</b>	<b>20,277</b>	<b>20,277</b>
<b>CAPITAL OUTLAY</b>					
Land	4,566	8,958	7,200	0	0
Improvements	0	0	0	1,000	1,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>4,566</b>	<b>8,958</b>	<b>7,200</b>	<b>1,000</b>	<b>1,000</b>
<b>TOTAL EXPENDITURES</b>	<b>5,083</b>	<b>14,765</b>	<b>9,500</b>	<b>21,277</b>	<b>21,277</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	2,959	6,296	3,683	8,056	7,798
Overhead - URF-General	0	0	3,518	13,316	8,423
Cash/Loan Repayment - URF-General	3,999,077	3,616,173	3,551,173	3,512,874	3,512,874
<b>TOTAL TRANSFERS</b>	<b>4,002,036</b>	<b>3,622,469</b>	<b>3,558,374</b>	<b>3,534,246</b>	<b>3,529,095</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$4,007,119</b>	<b>\$3,637,234</b>	<b>\$3,567,874</b>	<b>\$3,555,523</b>	<b>\$3,550,372</b>

**SOUTH PARK URBAN RENEWAL FUND**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Miscellaneous Revenue</i>	\$4,399,600	\$4,137,594	\$1,288,000	\$4,046,192	\$4,046,192
<i>Loan Fees</i>	45,770	0	0	0	0
<i>Loan Late Charges</i>	1	0	0	0	0
<i>Loan Principal Collections</i>	97,454	1,748,516	900,000	3,957,010	3,957,010
<i>Interest on Loans</i>	122,052	220,218	100,000	23,429	23,429
<i>Interest on Investments</i>	634,323	332,810	288,000	65,753	65,753
<i>Tax Increment Debt Proceeds</i>	3,500,000	1,191,000	0	0	0
<i>Bond Sale Proceeds</i>	0	464,000	0	0	0
<i>Reimbursements</i>	0	181,018	0	0	0
<i>Miscellaneous</i>	0	32	0	0	0
<i>Revenue Subtotal</i>	4,399,600	4,137,594	1,288,000	4,046,192	4,046,192
<i>Beginning Fund Balance</i>	8,605,504	6,623,049	4,081,000	100,297	40,122
<i>Total Resources</i>	<u>\$13,005,104</u>	<u>\$10,760,643</u>	<u>\$5,369,000</u>	<u>\$4,146,489</u>	<u>\$4,086,314</u>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	\$5,251,931	\$1,788,179	\$5,091,011	\$1,153,912	\$1,152,902
<i>Capital Outlay</i>	110,801	6,787	17,070	56,912	55,902
<i>Financial Assistance</i>	76,130	57,592	0	47,000	47,000
<i>Transfers to Other Funds-</i>	5,065,000	1,723,800	5,073,941	1,050,000	1,050,000
<i>Service Reimbursements</i>	1,130,123	1,113,802	221,518	330,558	278,442
<i>URF-General</i>	1,027,390	992,247	221,518	330,558	278,442
<i>Computer Services</i>	102,733	121,555	0	0	0
<i>General Operating Contingency</i>	0	0	56,471	2,662,019	2,654,970
<i>Unappropriated Ending Balance</i>	6,623,050	7,858,662	0	0	0
<i>Total Requirements</i>	<u>\$13,005,104</u>	<u>\$10,760,643</u>	<u>\$5,369,000</u>	<u>\$4,146,489</u>	<u>\$4,086,314</u>

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

Capital Outlay includes \$47,000 for loan predevelopment costs and option payments.

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

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$69,083	\$3,614	\$9,390	\$15,600	\$15,600
Legal Fees	3,413	170	2,000	5,000	5,000
Printing & Graphics	910	784	700	2,950	2,950
General Office Expense	312	588	300	2,200	2,200
Postage & Delivery	259	248	100	400	400
Advertising	382	0	50	700	700
Publications & Dues	1,237	69	0	0	0
Education	2,646	0	0	2,600	1,590
Out of Town Travel	541	0	3,000	1,200	1,200
Mileage Reimbursements	0	5	0	0	0
Occupancy Costs	0	0	0	15,612	15,612
Telephone Services	0	0	1,530	1,650	1,650
Parking	47	4	0	0	0
Loan Document Costs	5	5	0	0	0
Appraisals	6,000	1,200	0	7,500	7,500
Insurance	0	0	0	1,500	1,500
Miscellaneous	25,966	100	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>110,801</b>	<b>6,787</b>	<b>17,070</b>	<b>56,912</b>	<b>55,902</b>
<b>CAPITAL OUTLAY</b>					
Land	76,079	57,510	0	39,000	39,000
Improvements	51	82	0	8,000	8,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>76,130</b>	<b>57,592</b>	<b>0</b>	<b>47,000</b>	<b>47,000</b>
<b>OTHER</b>					
Financial Assistance	5,065,000	1,723,800	5,073,941	1,050,000	1,050,000
<b>TOTAL OTHER</b>	<b>5,065,000</b>	<b>1,723,800</b>	<b>5,073,941</b>	<b>1,050,000</b>	<b>1,050,000</b>
<b>TOTAL EXPENDITURES</b>	<b>5,251,931</b>	<b>1,788,179</b>	<b>5,091,011</b>	<b>1,153,912</b>	<b>1,152,902</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	200,112	226,553	133,426	206,329	200,900
Overhead - URF-General	827,278	765,694	87,592	123,729	77,042
Equipment Recovery Charge - URF-Genera	0	0	500	500	500
Computer Services	102,733	121,555	0	0	0
<b>TOTAL TRANSFERS</b>	<b>1,130,123</b>	<b>1,113,802</b>	<b>221,518</b>	<b>330,558</b>	<b>278,442</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$6,382,054</b>	<b>\$2,901,981</b>	<b>\$5,312,529</b>	<b>\$1,484,470</b>	<b>\$1,431,344</b>

**WATERFRONT RENEWAL BOND REDEVELOPMENT FUND**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Service Charges and Fees</i>	\$1,125,009	\$1,241,625	\$1,101,601	\$1,293,600	\$1,753,600
<i>Rent-Amtrak/Union Station Tenants</i>	715,681	789,491	700,000	850,000	850,000
<i>Rent - Block 50 Parking Lot</i>	351,932	375,053	354,000	360,000	360,000
<i>Rent - Trailways Block</i>	43,533	43,849	39,600	40,000	40,000
<i>Lease - Cornerstone</i>	7,081	8,001	8,001	8,100	8,100
<i>PGT Parking Lease</i>	0	0	0	10,500	10,500
<i>Rent - Old Post Office Lot</i>	0	0	0	25,000	25,000
<i>Sales of Publications</i>	2,845	2,291	0	0	0
<i>Contract Services</i>	2,893	600	0	0	0
<i>Contract Services - ODOT</i>	0	0	0	0	460,000
<i>Loan Fees</i>	526	21,375	0	0	0
<i>Loan Late Charges</i>	518	965	0	0	0
 <i>Miscellaneous Revenues</i>	 5,296,121	 9,843,496	 929,850	 1,853,402	 1,733,402
<i>Interest on Loans</i>	177,869	320,484	90,100	50,050	50,050
<i>Interest on Investments</i>	475,016	356,271	84,000	122,552	122,552
<i>Loan Principal Collections</i>	1,863,235	1,318,255	160,750	125,800	125,800
<i>Reimbursements-Water Bureau</i>	0	57,899	120,000	0	0
<i>Reimbursements-ODOT</i>	0	34,128	0	0	0
<i>Reimbursements-PDOT</i>	0	287,000	0	0	0
<i>Reimbursements-Multnomah County</i>	0	21,642	0	0	0
<i>Reimbursements-4th/Yamhill</i>	279,832	436,486	375,000	435,000	435,000
<i>Reimbursements-DHPP Program</i>	125,058	378,750	0	0	0
<i>Reimbursements-Amtrak</i>	32,988	125,000	0	0	0
<i>Reimbursements-Transit Mall Extension</i>	0	54,346	100,000	0	0
<i>Reimbursements-Old Town Lighting</i>	0	0	0	120,000	0
<i>Other Reimbursements</i>	16	1,268	0	0	0
<i>Sale of Real Property-North Terminal</i>	0	645,939	0	0	0
<i>Sale of Real Property-PGT</i>	0	0	0	1,000,000	1,000,000
<i>Sale of Personal Property</i>	1,352	1,375	0	0	0
<i>Tax Increment Debt Proceeds</i>	2,338,500	5,800,000	0	0	0
<i>Miscellaneous</i>	2,255	4,653	0	0	0
 <i>Revenue Subtotal</i>	 6,421,130	 11,085,121	 2,031,451	 3,147,002	 3,487,002
 <i>Transfers From Other Funds-</i>	 7,212,151	 6,183,645	 4,488,274	 4,488,274	 4,488,274
<i>  Loan Repayment-Central Eastside</i>	5,432,803	1,612,761	0	0	0
<i>  Loan Repayment-Convention Center</i>	1,779,348	4,570,884	4,488,274	4,488,274	4,488,274
 <i>Beginning Fund Balance</i>	 5,056,651	 4,867,407	 6,195,194	 1,497,051	 1,497,051
 <i>Total Resources</i>	 <u>\$18,689,932</u>	 <u>\$22,136,173</u>	 <u>\$12,714,919</u>	 <u>\$9,132,327</u>	 <u>\$9,472,327</u>
 <b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	\$4,668,003	\$9,277,989	\$7,007,326	\$3,257,736	\$3,171,986
<i>Capital Outlay</i>	472,244	266,203	252,948	619,037	603,287
<i>Financial Assistance</i>	4,111,056	7,312,945	3,729,378	1,583,950	1,583,950
	84,703	1,698,841	3,025,000	1,054,749	984,749

**WATERFRONT RENEWAL BOND REDEVELOPMENT FUND, Cont.**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>REQUIREMENTS</b>					
<i>Transfers to Other Funds-</i>					
<i>Service Reimbursements</i>	\$3,160,262	\$2,369,763	\$899,959	\$1,305,769	\$1,023,500
<i>URF-General</i>	2,993,701	2,222,208	899,959	1,305,769	1,023,500
<i>Computer Services</i>	166,561	147,555	0	0	0
<i>Transfers to Other Funds-Cash</i>					
<i>Central Eastside</i>	5,994,259	4,288,274	4,488,274	4,488,274	4,488,274
<i>Convention Center</i>	1,612,761	0	0	0	0
<i>Convention Center</i>	4,381,498	4,288,274	4,488,274	4,488,274	4,488,274
<i>General Operating Contingency</i>	0	0	319,360	80,548	788,567
<i>Unappropriated Ending Balance</i>	4,867,408	6,200,147	0	0	0
<i>Total Requirements</i>	<u>\$18,689,932</u>	<u>\$22,136,173</u>	<u>\$12,714,919</u>	<u>\$9,132,327</u>	<u>\$9,472,327</u>

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

Road, park and site improvements-PGT	\$523,000
Property management, site costs	37,700
	<u>560,700</u>

River District/Union Station

Public site improvements	150,000
Housing site preparation	50,000
General station property management, track maintenance	650,000
	<u>850,000</u>

Downtown/Old Town

Old Post Office Building Property Management	45,900
Trailways Block property management costs	20,300
Block 50 property management	107,050
	<u>173,250</u>

Total	<u>\$1,583,950</u>
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**PORTLAND DEVELOPMENT COMMISSION**  
**Waterfront Renewal Bond Redevelopment Fund**  
**Commissioner-in-Charge: Vera Katz**

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$286,163	\$200,394	\$158,350	\$500,450	\$480,950
Legal Fees	95,931	28,919	34,300	29,800	29,800
Temporary Services	4,468	6,384	0	1,500	1,500
Printing & Graphics	15,983	11,047	23,000	15,000	14,000
General Office Expense	5,055	1,657	4,600	9,850	9,100
Postage & Delivery	4,848	1,866	3,000	5,800	5,300
Advertising	1,777	5,012	13,700	3,150	3,150
Publications & Dues	2,790	483	900	2,325	2,325
Education	4,887	380	0	7,500	7,500
Out of Town Travel	2,728	100	4,500	5,900	5,900
Mileage Reimbursements	156	694	750	850	850
Parking	1,165	1,174	100	1,550	1,550
Occupancy Costs	0	0	0	30,012	30,012
Telephone Services	0	27	9,748	5,350	11,350
Repairs & Maintenance	1,010	10	0	0	0
Leases & Rentals	13	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Loan Document Costs	26	10	0	0	0
Appraisals	2,100	7,784	0	0	0
Loan Foreclosure Costs	0	262	0	0	0
Insurance	22,664	0	0	0	0
Miscellaneous	20,480	0	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>472,244</b>	<b>266,203</b>	<b>252,948</b>	<b>619,037</b>	<b>603,287</b>
<b>CAPITAL OUTLAY</b>					
Land	1,257,643	1,001,686	823,340	858,800	858,800
Improvements	2,853,413	6,311,259	2,906,038	725,150	725,150
<b>TOTAL CAPITAL OUTLAY</b>	<b>4,111,056</b>	<b>7,312,945</b>	<b>3,729,378</b>	<b>1,583,950</b>	<b>1,583,950</b>
<b>OTHER</b>					
Financial Assistance	84,703	1,698,841	3,025,000	1,054,749	984,749
<b>TOTAL OTHER</b>	<b>84,703</b>	<b>1,698,841</b>	<b>3,025,000</b>	<b>1,054,749</b>	<b>984,749</b>
<b>TOTAL EXPENDITURES</b>	<b>4,668,003</b>	<b>9,277,989</b>	<b>7,007,326</b>	<b>3,257,736</b>	<b>3,171,986</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services-URF-General	\$1,059,453	\$968,796	\$472,895	\$687,484	\$644,854
Overhead-URF-General	1,934,248	1,253,412	421,064	614,085	374,446
Equipment Recovery Charge-URF-Genera	0	0	6,000	4,200	4,200
Cash/Loan-Central Eastside	1,612,761	0	0	0	0
Cash/Loan-Convention Center	4,381,498	4,288,274	4,488,274	4,488,274	4,488,274
Computer Services	166,561	147,555	0	0	0
<b>TOTAL TRANSFERS</b>	<b>9,154,521</b>	<b>6,658,037</b>	<b>5,388,233</b>	<b>5,794,043</b>	<b>5,511,774</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$13,822,524</b>	<b>\$15,936,026</b>	<b>\$12,395,559</b>	<b>\$9,051,779</b>	<b>\$8,683,760</b>

**ENTERPRISE LOANS FUND**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Service Charges and Fees</i>	\$26,045	\$24,155	\$12,000	\$0	\$0
<i>Loan Fees</i>	18,335	15,600	12,000	0	0
<i>Loan Late Charges</i>	7,710	8,555	0	0	0
<i>Local Government Sources</i>					
<i>City of Portland General Fund- ElderHope Construction Loan</i>	0	0	1,595,000	0	0
<i>Miscellaneous Revenue</i>	3,018,458	2,408,223	2,066,000	3,431,832	3,625,207
<i>Interest on Loans</i>	668,415	903,731	890,000	751,000	774,375
<i>Interest on Investments</i>	200,766	173,099	156,000	64,832	64,832
<i>Loan Principal Collections</i>	2,146,369	1,284,765	1,020,000	2,616,000	2,786,000
<i>Reimbursements</i>	2,908	3,540	0	0	0
<i>Sale of Real Property</i>	0	7,056	0	0	0
<i>Private Grants &amp; Donations</i>	0	36,032	0	0	0
<i>Revenue Subtotal</i>	3,044,503	2,432,378	3,673,000	3,431,832	3,625,207
<i>Beginning Fund Balance</i>	2,589,529	3,425,359	3,667,000	3,348,022	3,689,889
<i>Total Resources</i>	<u>\$5,634,032</u>	<u>\$5,857,737</u>	<u>\$7,340,000</u>	<u>\$6,779,854</u>	<u>\$7,315,096</u>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	\$1,561,185	\$1,470,313	\$4,315,359	\$3,237,312	\$3,237,312
<i>Capital Outlay</i>	70,560	305,546	258,959	115,912	115,912
<i>Financial Assistance</i>	0	470	0	0	0
<i>Debt Service</i>	651,791	315,698	3,323,000	475,000	475,000
<i>Transfers to Other Funds-</i>					
<i>Service Reimbursements</i>	838,834	848,599	733,400	2,646,400	2,646,400
<i>URF-General</i>	448,817	234,273	103,586	163,119	152,348
<i>Computer Services</i>	401,276	201,630	103,586	163,119	152,348
<i>Transfers to Other Funds-Cash</i>	47,541	32,643	0	0	0
<i>Residual Equity Transfer (HCD Fund)</i>	198,675	18,856	10,000	0	0
<i>General Operating Contingency</i>	198,675	18,856	10,000	0	0
<i>Unappropriated Ending Balance</i>	0	0	2,911,055	3,379,423	3,925,436
<i>Total Requirements</i>	<u>3,425,355</u>	<u>4,134,295</u>	<u>0</u>	<u>0</u>	<u>0</u>
<i>Total Requirements</i>	<u>\$5,634,032</u>	<u>\$5,857,737</u>	<u>\$7,340,000</u>	<u>\$6,779,854</u>	<u>\$7,315,096</u>

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: Vera Katz**

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$9,263	\$23,719	\$0	\$0	\$0
Legal Fees	10	0	0	0	0
Temporary Services	1,805	0	0	0	0
Printing & Graphics	2,344	8,230	1,000	2,500	2,500
General Office Expense	533	351	200	700	700
Postage & Delivery	242	154	150	150	150
Advertising	382	891	1,600	3,600	3,600
Publications & Dues	542	210	250	250	250
Education	1,398	643	1,000	6,500	6,500
Out of Town Travel	1,909	1,216	4,000	0	0
Mileage Reimbursements	(343)	42	300	300	300
Occupancy Costs	0	0	0	7,599	7,599
Telephone Services	0	0	1,163	893	893
Parking	24	11	0	0	0
Leases & Rentals	42	0	0	0	0
Loan Document Costs	3,551	1,613	2,500	500	500
Loan Foreclosure Costs	20	5	500	0	0
Insurance	18,838	6,295	6,296	8,000	8,000
Miscellaneous	30,000	262,166	240,000	84,920	84,920
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>70,560</b>	<b>305,546</b>	<b>258,959</b>	<b>115,912</b>	<b>115,912</b>
<b>CAPITAL OUTLAY</b>					
Land	0	470	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>470</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER</b>					
Debt Service - Principal	547,279	482,456	313,000	2,196,800	2,196,800
Debt Service - Interest	291,555	366,143	420,400	449,600	449,600
Financial Assistance	651,791	315,698	3,323,000	475,000	475,000
<b>TOTAL OTHER</b>	<b>1,490,625</b>	<b>1,164,297</b>	<b>4,056,400</b>	<b>3,121,400</b>	<b>3,121,400</b>
<b>TOTAL EXPENDITURES</b>	<b>1,561,185</b>	<b>1,470,313</b>	<b>4,315,359</b>	<b>3,237,312</b>	<b>3,237,312</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services-URF-General	92,529	122,420	77,137	115,399	113,997
Overhead-URF-General	308,747	79,210	25,349	46,870	37,501
Equipment Recovery Charge-URF-General	0	0	1,100	850	850
Computer Services	47,541	32,643	0	0	0
Residual Equity Transfer to HCD Fund	198,675	18,856	10,000	0	0
<b>TOTAL TRANSFERS</b>	<b>647,492</b>	<b>253,129</b>	<b>113,586</b>	<b>163,119</b>	<b>152,348</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$2,208,677</b>	<b>\$1,723,442</b>	<b>\$4,428,945</b>	<b>\$3,400,431</b>	<b>\$3,389,660</b>

**HOUSING AND COMMUNITY DEVELOPMENT CONTRACT FUND**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Service Charges and Fees</i>	\$21,920	\$34,111	\$4,501	\$2,500	\$2,500
<i>Rent Income - Upshur House</i>	2,501	2,500	2,501	2,500	2,500
<i>Rent Income - Better Housing</i>	0	5,500	0	0	0
<i>Rent Income - Quad, Inc</i>	0	1	0	0	0
<i>Sales of Publications</i>	689	226	0	0	0
<i>Loan Fees</i>	5,914	15,601	2,000	0	0
<i>Loan Late Charges</i>	12,816	10,283	0	0	0
<i>Local Government Sources</i>	2,585,799	4,057,343	6,566,833	6,406,555	6,324,773
<i>HCD Contract (net of program income)</i>	2,585,799	4,057,343	6,566,833	6,406,555	6,324,773
<i>Miscellaneous Revenues</i>	5,595,572	6,422,536	6,763,550	8,326,852	8,326,852
<i>Interest on Loans</i>	521,314	567,440	591,250	516,100	516,100
<i>Interest on Investments</i>	93,244	74,002	40,000	0	0
<i>Other Interest</i>	14,533	471	0	0	0
<i>Loan Principal Collections</i>	3,032,130	3,081,527	2,534,300	2,766,300	2,766,300
<i>Reimbursements</i>	33,383	76,319	14,000	600,000	600,000
<i>Sale of Real Property</i>	317,388	662,463	680,000	600,000	600,000
<i>Sale of Personal Property</i>	60	0	0	0	0
<i>New Debt - Private Lenders</i>	1,583,520	1,879,320	2,904,000	3,844,452	3,844,452
<i>Miscellaneous</i>	0	80,994	0	0	0
<i>Revenue Subtotal</i>	8,203,291	10,513,990	13,334,884	14,735,907	14,654,125
<i>Transfers from Other Funds-</i>					
<i>Cash (PIL Program)</i>					
<i>Enterprise Loan Fund</i>	198,675	18,855	10,000	0	0
<i>Beginning Fund Balance</i>	890,520	1,189,525	985,000	0	0
<i>Total Resources</i>	<u>\$9,292,486</u>	<u>\$11,722,370</u>	<u>\$14,329,884</u>	<u>\$14,735,907</u>	<u>\$14,654,125</u>

**HOUSING AND COMMUNITY DEVELOPMENT CONTRACT, Continued**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>	\$5,698,048	\$8,185,603	\$9,571,281	\$10,816,523	\$10,951,735
<i>Materials and Services</i>	653,310	588,030	943,531	1,193,450	1,118,062
<i>Capital Outlay</i>	580,061	1,306,438	734,750	1,730,453	2,233,053
<i>Financial Assistance</i>	4,464,677	6,291,135	7,893,000	7,892,620	7,600,620
<i>Transfers to Other Funds-</i>					
<i>Service Reimbursements</i>	2,404,912	3,396,103	4,542,553	3,713,084	3,496,090
<i>URF-General</i>	2,402,627	3,280,839	4,542,553	3,713,084	3,496,090
<i>Computer Services</i>	2,285	115,264	0	0	0
<i>General Operating Contingency</i>	0	0	216,050	206,300	206,300
<i>Unappropriated Ending Balance</i>	1,189,526	140,664	0	0	0
<i>Total Requirements</i>	<u>\$9,292,486</u>	<u>\$11,722,370</u>	<u>\$14,329,884</u>	<u>\$14,735,907</u>	<u>\$14,654,125</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 \$1,734,053 Capital Outlay budget consists of \$15,000 in LID subsidies to homeowners, \$600,000 in acquisition costs for houses for the Homestead program, \$600,000 in rehab costs for the Homestead program, \$500,000 in construction costs for the Walnut Park Police Station commercial improvements, \$500,000 in construction costs for an aircraft maintenance training facility, and \$18,053 in closing and property costs the Housing program.

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

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$194,129	\$185,074	\$359,555	\$429,588	\$390,192
Legal Fees	17,931	1,960	0	26,000	26,000
Temporary Services	29,559	37,632	14,000	22,400	20,400
Printing & Graphics	53,648	60,717	68,000	59,050	47,250
Underwriter Fees	0	5	0	0	0
General Office Expense	18,147	16,032	27,800	29,173	28,973
Software Applications	0	0	1,300	1,300	1,300
Postage & Delivery	15,740	19,668	16,893	31,121	29,063
Advertising	11,614	5,322	14,600	14,633	14,633
Publications & Dues	6,824	6,172	7,525	9,431	9,431
Education	14,636	5,419	21,650	28,900	22,920
Out of Town Travel	6,907	2,368	8,500	4,000	4,000
Mileage Reimbursements	9,684	10,911	3,441	5,825	6,545
Parking	10,700	10,587	13,246	17,365	9,925
Occupancy Costs	82,801	91,138	109,928	251,894	251,894
Telephone Services	26,004	27,833	24,540	49,250	49,250
Repairs & Maintenance	8,060	11,303	8,700	5,825	4,575
Leases & Rentals	356	71	4,500	0	0
Loan Document Costs	37,996	48,224	56,238	88,625	88,550
Appraisals	23,218	10,388	87,015	95,820	89,911
Loan Foreclosure Costs	11,603	20,627	70,150	15,000	15,000
Insurance	3,000	3,496	25,950	8,250	8,250
Miscellaneous	70,753	13,083	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>653,310</b>	<b>588,030</b>	<b>943,531</b>	<b>1,193,450</b>	<b>1,118,062</b>
<b>CAPITAL OUTLAY</b>					
Land	566,605	1,272,988	707,750	614,453	618,053
Improvements	13,456	33,450	27,000	1,115,000	1,615,000
Furniture & Equipment	0	0	0	1,000	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>580,061</b>	<b>1,306,438</b>	<b>734,750</b>	<b>1,730,453</b>	<b>2,233,053</b>
<b>OTHER</b>					
Financial Assistance	4,464,677	6,289,135	7,893,000	7,892,620	7,600,620
Grants	0	2,000	0	0	0
<b>TOTAL OTHER</b>	<b>4,464,677</b>	<b>6,291,135</b>	<b>7,893,000</b>	<b>7,892,620</b>	<b>7,600,620</b>
<b>TOTAL EXPENDITURES</b>	<b>5,698,048</b>	<b>8,185,603</b>	<b>9,571,281</b>	<b>10,816,523</b>	<b>10,951,735</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	2,277,466	2,536,784	3,340,328	2,755,876	2,594,508
Overhead-URF-General	125,161	744,055	1,173,125	928,108	872,482
Equipment Recovery Charges-URF-General	0	0	29,100	29,100	29,100
Computer Services	2,285	115,264	0	0	0
<b>TOTAL TRANSFERS</b>	<b>2,404,912</b>	<b>3,396,103</b>	<b>4,542,553</b>	<b>3,713,084</b>	<b>3,496,090</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$8,102,960</b>	<b>\$11,581,706</b>	<b>\$14,113,834</b>	<b>\$14,529,607</b>	<b>\$14,447,825</b>

PORTLAND DEVELOPMENT COMMISSION  
 Twentieth Year CDBG Contract  
 Fiscal Year 1994-95  
 June 8, 1994

	Total Budget	Personal Services	Materials & Services	Capital Outlay	Loans	Service Reimb.
<b>Housing:</b>						
Home Rehabilitation Loans	\$656,042	\$158,079	\$33,048	\$0	\$420,000	44,915
Emergency Repair Loans	469,458	90,611	11,428	0	343,440	23,979
Home Rehab Refinance	338,764	72,818	46,019	0	192,000	27,927
Portland Homestead	303,508	100,298	36,589	14,453	120,000	32,168
Urban Homestead	86,675	14,479	15,217	0	50,000	6,979
Hmstd. Outreach & Education	9,360	5,709	1,870	0	0	1,781
LID Subsidy	15,093	0	75	15,000	0	18
NHP Program Delivery	620,096	345,582	156,520	0	0	117,994
Affordable Rental Housing Loans	2,739,093	576,196	177,136	0	1,808,728	177,033
Community-Based Housing Development	164,193	36,738	15,240	0	100,000	12,215
Nonprofit Pre-Development Assistance	116,923	13,703	0	0	100,000	3,220
Nonprofit Facility Loans	242,880	24,883	9,838	0	200,000	8,159
Downtown Housing Preservation	0	0	0	0	0	0
Walnut Park Housing Redevelopment	117,204	63,902	31,000	0	0	22,302
Housing Admin.	134,585	73,701	16,651	0	0	44,233
<b>Total Housing</b>	<b>\$6,013,874</b>	<b>\$1,576,699</b>	<b>\$550,631</b>	<b>\$29,453</b>	<b>\$3,334,168</b>	<b>\$522,923</b>
<b>Economic Development:</b>						
Business Development Planning	\$128,760	\$68,309	\$35,950	\$0	\$0	24,501
N/NE Program	202,725	127,147	37,003	0	0	38,575
MLK Opportunity Strategy Implementation	154,292	29,469	95,464	0	0	29,359
Walnut Park Commercial	500,000	0	0	500,000	0	0
JobNet/Workforce Development	485,632	313,924	79,300	0	0	92,408
Aircraft Maintenance	500,000	0	0	500,000	0	0
Northeast Loans	428,817	98,105	6,200	0	300,000	24,512
Contractors' Opportunity Loan Program	92,625	0	75,000	0	0	17,625
Facade Rehabilitation Program	224,624	30,321	52,775	0	122,000	19,528
Research/Admin.	47,884	33,833	0	0	0	14,051
<b>Total Economic Development</b>	<b>\$2,765,359</b>	<b>\$701,108</b>	<b>\$381,692</b>	<b>\$1,000,000</b>	<b>\$422,000</b>	<b>\$260,559</b>
Loan Servicing, Rent, Central Services	619,352	312,824	185,739	3,600	0	117,189
Nonprofit Environmental Reviews	4,788	3,877	0	0	0	911
<b>Total CDBG Funds</b>	<b>\$9,403,373</b>	<b>\$2,594,508</b>	<b>\$1,118,062</b>	<b>\$1,033,053</b>	<b>\$3,756,168</b>	<b>\$901,582</b>
<b>Private Lenders</b>						
Home Rehab Loans	\$405,000	\$0	\$0	\$0	\$405,000	0
Portland Homestead	1,080,000	0	0	0	1,080,000	0
Refinance	1,728,000	0	0	0	1,728,000	0
RHP Loans	631,452	0	0	0	631,452	0
<b>Total Private Lenders</b>	<b>\$3,844,452</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,844,452</b>	<b>\$0</b>
Homestead Property Sales & Reimbursement:	\$1,200,000	\$0	\$0	\$1,200,000	\$0	0
<b>Total Contract</b>	<b>\$14,447,825</b>	<b>\$2,594,508</b>	<b>\$1,118,062</b>	<b>\$2,233,053</b>	<b>\$7,600,620</b>	<b>\$901,582</b>

**NORTH MALL EXTENSION FUND****FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Tri-Met Contract (UMTA Grant)</i>	\$541,621	\$115,451	\$0	\$0	\$0
<i>Interest on Investments</i>	36,813	8,681	0	0	0
<i>Reimbursements</i>	0	74,026	0	0	0
<i>Revenue Subtotal</i>	578,434	198,158	0	0	0
<i>Beginning Fund Balance</i>	0	36,821	0	0	0
<i>Total Resources</i>	\$578,434	\$234,979	\$0	\$0	\$0
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	\$525,652	\$222,174	\$0	\$0	\$0
<i>Capital Outlay</i>	1,839	273	0	0	0
<i>Transfers to Other Funds- Service Reimbursements</i>	523,813	221,901	0	0	0
<i>URF-General</i>	15,961	12,805	0	0	0
<i>Unappropriated Ending Balance</i>	15,961	12,805	0	0	0
<i>Total Requirements</i>	36,821	0	0	0	0
<i>Total Requirements</i>	\$578,434	\$234,979	\$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: Vera Katz**

**LINE ITEM DETAIL**

<b>Expenditure Classification</b>	<b>Actual FY 91-92</b>	<b>Actual FY 92-93</b>	<b>Adopted FY 93-94</b>	<b>Proposed FY 94-95</b>	<b>Adopted FY 94-95</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$1,799	\$0	\$0	\$0	\$0
Legal Fees	0	0	0	0	0
Printing & Graphics	9	178	0	0	0
General Office Expense	0	52	0	0	0
Postage & Delivery	7	40	0	0	0
Advertising	0	0	0	0	0
Out of Town Travel	0	0	0	0	0
Mileage Reimbursements	2	0	0	0	0
Parking	22	3	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>1,839</b>	<b>273</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL OUTLAY</b>					
Improvements	523,813	221,901	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>523,813</b>	<b>221,901</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES</b>	<b>525,652</b>	<b>222,174</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	15,961	12,805	0	0	0
<b>TOTAL TRANSFERS</b>	<b>15,961</b>	<b>12,805</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$541,613</b>	<b>\$234,979</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## OTHER FEDERAL GRANTS FUND

## FUND SUMMARY

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Federal Grants</i>	421,793	772,186	8,608,830	3,706,259	3,720,608
<i>Rental Rehab Program</i>	167,611	316,231	700,000	0	0
<i>N/NE Business Assistance Fund</i>	0	166,219	1,343,279	1,378,491	1,376,870
<i>EDA Planning Grant</i>	0	54,323	134,758	100,000	100,000
<i>HOME Grant</i>	0	235,577	2,221,909	2,125,251	2,144,289
<i>DHPP Special Projects Grant</i>	0	0	4,208,884	102,517	99,449
<i>Section 312 Program</i>	66,967	0	0	0	0
<i>Section 810 Homesteading</i>	187,215	(164)	0	0	0
<i>Miscellaneous Revenue</i>	0	1,500	0	40,000	40,000
<i>Loan Fees</i>	0	812	0	0	0
<i>Loan Principal Collections</i>	0	40	0	18,000	18,000
<i>Interest on Loans</i>	0	188	0	36,000	36,000
<i>Contra Program Income</i>	0	0	0	(14,000)	(14,000)
<i>Interest on Investments</i>	0	249	0	0	0
<i>Reimbursements</i>	0	211	0	0	0
<i>Revenue Subtotal</i>	421,793	773,686	8,608,830	3,746,259	3,760,608
<i>Transfers From Other Funds-Cash</i>					
<i>Urban Redevelopment Fund (General)</i>	0	15,545	0	0	0
<i>Beginning Fund Balance</i>	0	1	0	0	0
<i>Total Resources</i>	<u>421,793</u>	<u>789,232</u>	<u>8,608,830</u>	<u>3,746,259</u>	<u>3,760,608</u>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
	395,965	751,257	8,256,030	3,355,125	3,355,409
<i>Materials and Services</i>	173	64,447	272,638	293,733	294,017
<i>Capital Outlay</i>	187,215	92,286	0	12,000	12,000
<i>Financial Assistance</i>	208,577	594,524	7,983,392	3,049,392	3,049,392
<i>Transfers to Other Funds-</i>					
<i>Service Reimbursements</i>	25,828	36,956	352,800	391,134	405,199
<i>URF-General</i>	25,828	36,956	352,800	391,134	405,199
<i>General Operating Contingency</i>	0		0	0	0
<i>Unappropriated Ending Balance</i>	0	1,019	0	0	0
<i>Total Requirements</i>	<u>421,793</u>	<u>789,232</u>	<u>8,608,830</u>	<u>3,746,259</u>	<u>3,760,608</u>

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.

Capital outlay is \$12,000 for closing costs, property taxes, and utilities related to two HOME-funded housing projects on NE M.L. King Blvd.

**PORTLAND DEVELOPMENT COMMISSION**  
**Other Federal Grants Fund**  
**Commissioner-in-Charge: Vera Katz**

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$0	\$60,985	\$233,698	\$253,698	\$253,982
Printing & Graphics	158	14	2,200	2,200	2,200
General Office Expense	0	7	900	900	900
Postage & Delivery	0	62	800	800	800
Advertising	15	1,046	5,300	5,300	5,300
Mileage Reimbursements	0	33	750	750	750
Parking	0	4	50	50	50
Occupancy Costs	0	0	0	11,460	11,460
Telephone Services	0	0	1,169	1,050	1,050
Loan Document Costs	0	54	1,025	1,025	1,025
Appraisals	0	1,758	26,746	16,500	16,500
Miscellaneous	0	484	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>173</b>	<b>64,447</b>	<b>272,638</b>	<b>293,733</b>	<b>294,017</b>
<b>CAPITAL OUTLAY</b>					
Land	187,215	12,286	0	12,000	12,000
Rehab Grants	0	80,000	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>187,215</b>	<b>92,286</b>	<b>0</b>	<b>12,000</b>	<b>12,000</b>
<b>FINANCIAL ASSISTANCE</b>					
Loans to Borrowers	208,577	594,524	7,589,000	2,655,000	2,655,000
Grants	0	0	394,392	394,392	394,392
<b>TOTAL FINANCIAL ASSISTANCE</b>	<b>208,577</b>	<b>594,524</b>	<b>7,983,392</b>	<b>3,049,392</b>	<b>3,049,392</b>
<b>TOTAL EXPENDITURES</b>	<b>395,965</b>	<b>751,257</b>	<b>8,256,030</b>	<b>3,355,125</b>	<b>3,355,409</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services-URF-General	25,828	27,689	218,680	279,354	290,689
Overhead - URF-General	0	9,267	133,320	111,180	113,910
Equipment Recovery Charge-URF-General	0	0	800	600	600
<b>TOTAL TRANSFERS</b>	<b>25,828</b>	<b>36,956</b>	<b>352,800</b>	<b>391,134</b>	<b>405,199</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$421,793</b>	<b>\$788,213</b>	<b>\$8,608,830</b>	<b>\$3,746,259</b>	<b>\$3,760,608</b>

**SOUTH AUDITORIUM FUND**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Miscellaneous Revenues</i>	\$1,303	\$0	\$0	\$0	\$303,334
<i>Interest on Investments</i>	1,303	0	0	0	0
<i>Loan Principal Collections</i>	0	0	0	0	266,667
<i>Interest on Loans</i>	0	0	0	0	36,667
<i>Revenue Subtotal</i>	1,303	0	0	0	303,334
<i>Transfers From Other Funds-Cash</i>					
<i>URF-General</i>	16,000	179	0	0	0
<i>Beginning Fund Balance</i>	107,606	16,054	0	0	20,000
<i>Total Resources</i>	\$124,909	\$16,233	\$0	\$0	\$323,334
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	\$1,330	\$0	\$0	\$0	\$0
	1,330	0	0	0	0
<i>Transfers to Other Funds-</i>					
<i>Service Reimbursements</i>	154	233	0	0	0
<i>URF-General</i>	154	233	0	0	0
<i>Transfers to Other Funds-Cash</i>					
<i>URF-General</i>	107,372	16,000	0	0	0
<i>Contingency</i>	0	0	0	0	323,334
<i>Unappropriated Ending Balance</i>	16,053	0	0	0	0
<i>Total Requirements</i>	\$124,909	\$16,233	\$0	\$0	\$323,334

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

This schedule is included for historical information only.

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

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$1,330	\$0	\$0	\$0	\$0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>1,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES</b>	<b>1,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	154	233	0	0	0
Cash - URF-General	107,372	16,000	0	0	0
<b>TOTAL TRANSFERS</b>	<b>107,526</b>	<b>16,233</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$108,856</b>	<b>\$16,233</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**OREGON ARENA FUND**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Miscellaneous Revenue</i>	\$0	\$1,247,219	\$4,767,657	\$896,464	\$851,403
<i>Contract - City of Portland</i>	0	1,245,964	4,767,657	896,464	851,403
<i>Interest on Investments</i>	0	1,255	0	0	0
<i>Revenue Subtotal</i>	0	1,247,219	4,767,657	896,464	851,403
<i>Beginning Fund Balance</i>	0	0	80,000	0	0
<i>Total Resources</i>	<b>\$0</b>	<b>\$1,247,219</b>	<b>\$4,847,657</b>	<b>\$896,464</b>	<b>\$851,403</b>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	0	452,247	395,271	151,910	119,270
<i>Capital Outlay</i>	0	415,887	4,100,204	495,000	495,000
<i>Transfers to Other Funds-</i>					
<i>Service Reimbursements</i>	0	358,013	352,182	249,554	237,133
<i>URF-General</i>	0	358,013	352,182	249,554	237,133
<i>Unappropriated Ending Balance</i>	0	21,072	0	0	0
<i>Total Requirements</i>	<b>\$0</b>	<b>\$1,247,219</b>	<b>\$4,847,657</b>	<b>\$896,464</b>	<b>\$851,403</b>

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.

Capital Outlay includes \$40,000 for miscellaneous general arena improvements, and \$455,000 for Coliseum project management and renovation costs.

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

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$0	\$104,438	\$323,000	\$93,700	\$93,700
Legal Fees	0	340,877	30,000	31,000	1,000
Temporary Services	0	1,001	0	1,000	1,000
Printing & Graphics	0	3,376	15,000	2,000	2,000
General Office Expense	0	383	7,400	3,000	3,000
Postage & Delivery	0	536	1,000	700	700
Advertising	0	0	4,000	0	0
Publications & Dues	0	0	2,000	300	300
Education	0	0	0	500	500
Out of Town Travel	0	1,447	6,000	1,500	1,500
Mileage Reimbursements	0	135	200	300	300
Parking	0	33	2,400	3,540	900
Occupancy Costs	0	0	0	10,720	10,720
Telephone Services	0	7	4,271	3,650	3,650
Repairs & Maintenance	0	14	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>0</b>	<b>452,247</b>	<b>395,271</b>	<b>151,910</b>	<b>119,270</b>
<b>CAPITAL OUTLAY</b>					
Improvements	0	415,887	4,100,204	495,000	495,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>415,887</b>	<b>4,100,204</b>	<b>495,000</b>	<b>495,000</b>
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>868,134</b>	<b>4,495,475</b>	<b>646,910</b>	<b>614,270</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	0	196,115	272,457	184,890	179,727
Overhead - URF-General	0	161,898	79,725	64,664	57,406
<b>TOTAL TRANSFERS</b>	<b>0</b>	<b>358,013</b>	<b>352,182</b>	<b>249,554</b>	<b>237,133</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$0</b>	<b>\$1,226,147</b>	<b>\$4,847,657</b>	<b>\$896,464</b>	<b>\$851,403</b>

**COMPUTER SERVICES FUND****FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Miscellaneous Revenues</i>	\$15,521	\$367	\$0	\$0	\$0
<i>Interest on Investments</i>	11,931	(66)	0	0	0
<i>Personal Property Sales</i>	3,590	30	0	0	0
<i>Reimbursements</i>	0	403	0	0	0
<i>Revenue Subtotal</i>	15,521	367	0	0	0
<i>Transfers From Other Funds-</i>					
<i>Service Reimbursements</i>	397,343	484,184	0	0	0
<i>Airport Way</i>	44,066	55,218	0	0	0
<i>Central Eastside</i>	11,619	5,117	0	0	0
<i>Convention Center</i>	22,538	6,832	0	0	0
<i>Enterprise Loans</i>	47,541	32,643	0	0	0
<i>HCD Contract</i>	2,285	115,264	0	0	0
<i>South Park Blocks</i>	102,733	121,555	0	0	0
<i>Waterfront</i>	166,561	147,555	0	0	0
<i>Transfers From Other Funds-</i>					
<i>Cash/Loan - URF-General</i>	59,047	19,546	0	0	0
<i>Beginning Fund Balance</i>	332,397	25,454	0	0	0
<i>Total Resources</i>	\$804,308	\$529,551	\$0	\$0	\$0
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Materials and Services</i>	\$425,106	\$246,139	\$0	\$0	\$0
<i>Capital Outlay</i>	272,447	166,528	0	0	0
<i>Capital Outlay</i>	152,659	79,611	0	0	0
<i>Transfers to Other Funds-</i>					
<i>Service Reimbursements</i>	22,955	172,689	0	0	0
<i>URF-General</i>	22,955	172,689	0	0	0
<i>Transfers to Other Funds-</i>					
<i>Cash/Loan Repayment - URF-General</i>	330,793	61,512	0	0	0
<i>General Operating Contingency</i>	0	0	0	0	0
<i>Unappropriated Ending Balance</i>	25,454	49,211	0	0	0
<i>Total Requirements</i>	\$804,308	\$529,551	\$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: Vera Katz**

**LINE ITEM DETAIL**

<b>Expenditure Classification</b>	<b>Actual FY 91-92</b>	<b>Actual FY 92-93</b>	<b>Adopted FY 93-94</b>	<b>Proposed FY 94-95</b>	<b>Adopted FY 94-95</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$99,366	\$25,000	\$0	\$0	\$0
Other Service Contracts	0	2,269	0	0	0
Printing & Graphics	104	0	0	0	0
General Office Expense	10,834	11,957	0	0	0
Software Applications	31,919	13,899	0	0	0
Postage & Delivery	270	53	0	0	0
Advertising	110	120	0	0	0
Publications & Dues	373	186	0	0	0
Education	10,105	2,450	0	0	0
Parking	1,172	1,080	0	0	0
Occupancy Costs	5,381	6,596	0	0	0
Telephone Services	1,742	1,505	0	0	0
Leases & Rentals	220	0	0	0	0
Repairs & Maintenance	110,851	101,413	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>272,447</b>	<b>166,528</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL OUTLAY</b>					
Furniture & Equipment	152,659	79,611	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>	<b>152,659</b>	<b>79,611</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES</b>	<b>425,106</b>	<b>246,139</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	22,955	172,689	0	0	0
Cash - URF-General	330,793	61,512	0	0	0
<b>TOTAL TRANSFERS</b>	<b>353,748</b>	<b>234,201</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$778,854</b>	<b>\$480,340</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**URBAN REDEVELOPMENT (GENERAL) FUND**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Service Charges and Fees</i>	\$89,575	\$48,438	\$125,513	\$31,166	\$31,166
<i>Sales of Publications</i>	775	364	0	0	0
<i>Loan Fees - EDRB's</i>	88,800	48,074	125,513	31,166	31,166
<i>Contract Services</i>	184,628	371,414	279,953	309,406	511,505
<i>Portland Community College</i>	18,434	789	0	0	0
<i>City of Lake Oswego</i>	14,201	6,558	30,000	100	100
<i>City of Portland-Maintenance Site</i>	12,214	2,132	0	0	0
<i>City of Portland-Mounted Patrol Facility</i>	2,484	0	0	0	0
<i>City of Portland-Ed Benedict Park</i>	0	6,371	0	0	0
<i>City of Portland-BES Acquisition</i>	0	1,830	0	0	0
<i>Transit Oriented Development Contract</i>	0	0	0	57,428	41,730
<i>Butler Block Contract (Tri-Met)</i>	0	0	0	76,544	65,809
<i>Tri-Met Banfield LRT Development</i>	0	27,034	0	0	67,280
<i>Tri-Met Civic Stadium LRT Station Plan</i>	0	16,876	0	77,231	94,172
<i>Goose Hollow LRT</i>	0	0	0	0	60,551
<i>Light Rail Housing</i>	4,000	0	0	0	0
<i>60th and Glisan Housing</i>	15,000	0	0	0	0
<i>Sally McCracken-Mult. County Grant</i>	74,599	0	0	0	0
<i>U.S. General Services Administration-</i> <i>Hamilton Hotel Relocation</i>	33,196	196,057	167,033	0	0
<i>PCRI Loan Servicing</i>	3,000	7,434	7,920	2,103	2,103
<i>Winmar Right-of-Way Acquisition</i>	0	6,616	5,000	0	0
<i>Broadway Historic Nomination</i>	0	15,671	2,000	0	0
<i>Port of St Helens Urban Renewal Plan</i>	0	12,923	1,000	0	0
<i>CHDI, Inc.</i>	0	1,543	0	0	0
<i>Others-Regional Agreements</i>	7,500	13,250	67,000	96,000	179,760
<i>Miscellaneous Contract Work</i>	0	56,330	0	0	0
<i>Local Government Sources</i>	637,558	542,346	926,636	2,494,662	2,166,318
<i>Special Public Works Grant-</i> <i>State of Oregon</i>	350,000	310,137	0	0	0
<i>State of Oregon-Strategic Reserve</i>	0	0	300,000	0	0
<i>State of Oregon - MLK Revit.</i>	0	10,000	0	0	0
<i>City of Portland General Fund-</i> <i>Business Development</i>	112,000	102,600	472,074	499,663	0
<i>NE Workforce Center</i>	159,653	94,360	99,216	99,216	99,216
<i>Central Eastside Riverfront Park</i>	0	0	0	54,000	54,000
<i>Business District Program</i>	0	0	0	0	50,000
<i>Liveable City Housing</i>	0	0	0	0	112,793
<i>City School Liaison</i>	0	4,884	0	5,734	5,734
<i>Prior Year</i>	15,905	0	0	0	0
<i>City of Portland Facilities Fund-</i> <i>Walnut Park Commercial</i>	0	20,365	55,346	1,836,049	1,844,575
<i>Miscellaneous Revenues</i>	357,744	193,696	321,500	529,810	230,921
<i>Interest on Investments</i>	203,611	93,459	110,000	72,921	72,921
<i>Other Interest</i>	2,558	1,575	2,000	0	0
<i>Interest on Loans</i>	0	0	0	32,222	0
<i>Loan Principal Collections</i>	0	0	0	266,667	0
<i>Sale of Personal Property</i>	315	2,420	7,000	0	0
<i>Reimbursements</i>	79,688	29,052	47,500	3,000	3,000
<i>Private Grants &amp; Donations</i>					
<i>Ambassador Program</i>	500	0	155,000	155,000	155,000
<i>IDRC Event</i>	38,200	41,324	0	0	0
<i>Five-Year Marketing Plan</i>	31,500	19,200	0	0	0
<i>Miscellaneous</i>	1,372	6,666	0	0	0
<i>Revenue Subtotal</i>	1,269,505	1,155,894	1,653,602	3,365,044	2,939,910

**URBAN REDEVELOPMENT (GENERAL) FUND, Continued**

**FUND SUMMARY**

	<b>Actual FY 91-92</b>	<b>Actual FY 92-93</b>	<b>Adopted FY 93-94</b>	<b>Proposed FY 94-95</b>	<b>Adopted FY 94-95</b>
<b>RESOURCES</b>					
<i>Transfers From Other Funds-</i>					
<i>Cash-Interfund Loan Repayments</i>	4,437,242	3,693,685	3,551,173	3,512,874	3,512,874
<i>Computer Services</i>	330,793	61,512	0	0	0
<i>St Johns Project</i>	3,999,077	3,616,173	3,551,173	3,512,874	3,512,874
<i>South Auditorium</i>	107,372	16,000	0	0	0
<i>Service Reimbursements</i>					
<i>Airport Way</i>	1,031,424	915,948	565,801	249,997	216,226
<i>Central Eastside Ind. District</i>	384,148	332,881	332,055	86,978	75,517
<i>Convention Center Area</i>	577,671	68,704	29,701	2,713	3,487
<i>Northwest Front Ave. Ind.</i>	55,655	55,395	0	0	0
<i>St Johns Project</i>	2,959	6,296	7,201	21,372	16,221
<i>South Park Urban Renewal</i>	1,027,390	992,247	221,518	330,558	278,442
<i>Waterfront Renewal Bond</i>	2,993,701	2,222,208	899,959	1,305,769	1,023,500
<i>Enterprise Loans</i>	401,276	201,630	103,586	163,119	152,348
<i>HCD Contract</i>	2,402,627	3,280,839	4,542,553	3,713,084	3,496,090
<i>North Mall Extension</i>	15,961	12,805	0	0	0
<i>Other Federal Grants</i>	25,827	36,956	352,800	391,134	405,199
<i>South Auditorium</i>	154	233	0	0	0
<i>Computer Services</i>	22,955	172,689	0	0	0
<i>Arena Fund</i>	0	358,013	352,182	249,554	237,133
<i>Transfers Subtotal</i>	13,378,990	12,350,529	10,958,529	10,027,152	9,417,037
<i>Beginning Fund Balance</i>	1,412,497	2,608,064	2,650,000	2,500,000	2,611,837
<i>Total Resources</i>	<b>\$16,060,992</b>	<b>\$16,114,487</b>	<b>\$15,262,131</b>	<b>\$15,892,196</b>	<b>\$14,968,784</b>

**URBAN REDEVELOPMENT (GENERAL) FUND, Continued**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>	\$9,761,707	\$9,435,103	\$8,773,936	\$10,473,932	\$10,154,035
<i>Personal Services</i>	7,280,288	7,325,198	6,876,080	6,792,670	6,481,965
<i>Materials and Services</i>	2,123,924	1,611,448	1,653,096	1,473,636	1,448,220
<i>Capital Outlay</i>	357,495	498,457	244,760	2,207,626	2,223,850
<i>Transfers to Other Funds-Cash</i>	3,691,220	3,666,174	3,437,874	3,420,000	3,420,000
<i>Computer Services</i>	59,047	19,546	0	0	0
<i>Convention Center</i>	0	0	0	20,000	20,000
<i>St Johns Project</i>	3,616,173	3,646,628	3,437,874	3,400,000	3,400,000
<i>South Auditorium</i>	16,000	0	0	0	0
<i>General Operating Contingency</i>	0	0	3,050,321	1,998,264	1,394,749
<i>Unappropriated Ending Balance</i>	2,608,065	3,013,210	0	0	0
<i>Total Requirements</i>	<u>\$16,060,992</u>	<u>\$16,114,487</u>	<u>\$15,262,131</u>	<u>\$15,892,196</u>	<u>\$14,968,784</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 \$2,071,350 for costs to rehab and outfit commercial space in the Walnut Park police precinct; \$17,000 for permits, environmental review and design alternatives for the Central Eastside riverfront park; \$20,000 for preparation of development alternatives related to the Banfield LRT station development; \$18,500 for general furniture and equipment, including the replacement of one fleet vehicle; and \$97,000 for replacements and upgrades to computer equipment.

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

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual 1991-92</i>	<i>Actual 1992-93</i>	<i>Adopted 1993-94</i>	<i>Proposed 1994-95</i>	<i>Adopted 1994-95</i>
<b>PERSONAL SERVICES</b>					
Full-time	\$4,510,063	\$5,399,911	\$4,937,790	\$4,896,801	\$4,564,683
Part-time	164,899	62,704	34,934	2,000	2,000
Benefits	2,605,326	1,862,583	1,903,356	1,893,869	1,815,282
<b>TOTAL PERSONAL SERVICES</b>	<b>7,280,288</b>	<b>7,325,198</b>	<b>6,876,080</b>	<b>6,792,670</b>	<b>6,481,965</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	527,539	376,774	318,281	341,673	401,843
Legal Fees	31,835	11,322	37,700	27,000	20,700
City of Portland Overhead Charges	450,799	351,446	196,847	201,030	150,818
Temporary Services	13,250	16,331	224	20,424	20,424
Printing & Graphics	65,757	33,581	45,850	60,735	60,235
General Office Expense	173,551	87,305	140,480	151,809	146,109
Software Applications	271	0	38,800	32,600	32,600
Postage & Delivery	46,921	20,037	28,450	30,570	26,070
Advertising	90,273	9,660	36,460	37,550	37,050
Publications & Dues	36,425	22,365	20,901	18,281	18,281
Education	61,920	23,359	40,192	61,815	46,481
Out of Town Travel	34,678	13,518	11,000	22,500	21,500
Mileage Reimbursements	927	455	125	2,945	2,845
Parking	24,279	35,601	10,100	11,380	8,740
Occupancy Costs	245,233	352,707	374,567	146,954	146,954
Telephone Services	144,472	134,024	89,619	59,650	64,650
Repairs & Maintenance	42,254	13,612	123,940	108,610	106,810
Leases & Rentals	3,577	856	910	610	610
Vehicle Maintenance	4,841	3,427	7,950	8,500	6,500
Loan Document Costs	1,069	1,123	0	0	0
Appraisals	4,704	5,663	0	0	0
Insurance	92,980	96,947	130,700	129,000	129,000
Miscellaneous	26,369	1,335	0	0	0
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>2,123,924</b>	<b>1,611,448</b>	<b>1,653,096</b>	<b>1,473,636</b>	<b>1,448,220</b>
<b>CAPITAL OUTLAY</b>					
Land	45,023	204,431	100,000	27,600	29,000
Improvements	261,469	291,842	0	2,047,526	2,079,350
Furniture & Equipment	51,003	2,184	144,760	132,500	115,500
<b>TOTAL CAPITAL OUTLAY</b>	<b>357,495</b>	<b>498,457</b>	<b>244,760</b>	<b>2,207,626</b>	<b>2,223,850</b>
<b>TOTAL EXPENDITURES</b>	<b>9,761,707</b>	<b>9,435,103</b>	<b>8,773,936</b>	<b>10,473,932</b>	<b>10,154,035</b>

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

**LINE ITEM DETAIL, Continued**

<b>Expenditure Classification</b>	<b>Actual 1991-92</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Proposed 1994-95</b>	<b>Adopted 1994-95</b>
Cash-South Auditorium	\$16,000	\$0	\$0	\$0	\$0
Cash - Convention Center	0	0	0	20,000	20,000
Cash-St. Johns Project	3,616,173	3,646,628	3,437,874	3,400,000	3,400,000
Operating - Computer Services	59,047	19,546	0	0	0
<b>TOTAL TRANSFERS</b>	<b>3,691,220</b>	<b>3,666,174</b>	<b>3,437,874</b>	<b>3,420,000</b>	<b>3,420,000</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$13,452,927</b>	<b>\$13,101,277</b>	<b>\$12,211,810</b>	<b>\$13,893,932</b>	<b>\$13,574,035</b>

## ECONOMIC DEVELOPMENT REVENUE BONDS: DEBT SERVICE FUND

	Actual FY 91-92	Actual FY 92-93	Adopted FY 93-94	Proposed FY 94-95	Adopted FY 94-95
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Interest on Investments</i>					
<i>Columbia Aluminum</i>	\$5	\$12	\$0	\$0	\$0
<i>Columbia Wire &amp; Iron</i>	0	1	0	0	0
<i>MB Properties</i>	1	0	0	0	0
<i>Oregon Public Broadcasting</i>	0	2,573	0	0	0
<i>Police Block Associates</i>	1,428	1,158	0	0	0
<i>REACH Community Dev Inc</i>	941	161	0	0	0
<i>Rose City Village</i>	49	8	0	0	0
<i>Skidmore Fountain Assoc</i>	5	0	0	0	0
<i>South Park Block Apts II</i>	3	3	0	0	0
<i>Westwood Corporation</i>	5,904	3,189	0	0	0
<i>Total Interest</i>	8,336	7,105	0	0	0
<i>Lease Receipts</i>					
<i>Columbia Aluminum</i>	140,917	107,190	343,000	343,000	343,000
<i>Columbia Wire &amp; Iron</i>	122,762	279,809	337,240	324,886	324,886
<i>Landa Inc</i>	238,309	236,633	238,521	238,751	238,751
<i>MB Properties (Retired)</i>	0	(82)	0	0	0
<i>Norcrest China Company</i>	1,014,403	906,650	1,281,401	1,282,571	1,282,571
<i>Oregon Public Broadcasting</i>	717,800	690,800	226,800	226,800	226,800
<i>Police Block Associates</i>	264,621	217,334	216,793	212,028	212,028
<i>Randolph L Miller Project</i>	219,780	219,780	149,063	151,471	151,471
<i>REACH Comm Dev (Retired)</i>	71,887	668,692	0	0	0
<i>REACH Laurelhurst</i>	31,428	31,428	31,442	31,458	0
<i>Rose City Village</i>	493,356	605,040	608,140	610,515	610,515
<i>Skidmore Fountain Asso(Retired)</i>	0	(174)	0	0	0
<i>South Park Block Project</i>	544,753	341,001	828,750	828,750	828,750
<i>South Park Block Apts II</i>	543,480	544,537	545,313	550,763	550,763
<i>US Bakery (Retired)</i>	0	0	0	0	0
<i>Westwood Corporation</i>	304,514	301,738	298,657	301,157	301,157
<i>Total Lease Receipts</i>	4,708,010	5,150,376	5,105,120	5,102,150	5,070,692
<i>Revenue Subtotal</i>	4,716,346	5,157,481	5,105,120	5,102,150	5,070,692

**ECONOMIC DEVELOPMENT REVENUE BONDS: DEBT SERVICE FUND, Cont.**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>BEGINNING FUND BALANCE</b>					
<i>Columbia Aluminum</i>	\$0	\$45,313	\$0	\$0	\$0
<i>Landa Inc.</i>	0	0	0	0	0
<i>MB Properties</i>	81	82	0	0	0
<i>Police Block Associates</i>	30,085	44,395	0	0	0
<i>REACH Community Dev Inc</i>	5,137	5,077	0	0	0
<i>Rose City Village</i>	85	0	0	0	0
<i>Skidmore Fountain Assoc</i>	169	174	0	0	0
<i>South Park Block Apts II</i>	117	1	0	0	0
<i>Westwood Corporation</i>	111,238	121,281	0	0	0
<b>Total Beginning Fund Balance</b>	<b>146,912</b>	<b>216,323</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>\$4,863,258</b>	<b>\$5,373,804</b>	<b>\$5,105,120</b>	<b>\$5,102,150</b>	<b>\$5,070,692</b>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>Debt Service</i>	\$4,646,936	\$5,199,740	\$5,105,120	\$5,102,150	\$5,070,692
<b>Unappropriated Ending Fund Balance</b>	<b>216,323</b>	<b>173,446</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Requirements</b>	<b>\$4,863,259</b>	<b>\$5,373,186</b>	<b>\$5,105,120</b>	<b>\$5,102,150</b>	<b>\$5,070,692</b>
<b>Expenditures</b>					
<i>Columbia Aluminum</i>	\$95,609	\$152,502	\$343,000	\$343,000	\$343,000
<i>Columbia Wire &amp; Iron</i>	122,762	279,809	337,240	324,886	324,886
<i>Landa Inc</i>	238,310	236,633	238,521	238,751	238,751
<i>Norcrest China Company</i>	1,014,403	906,650	1,281,401	1,282,571	1,282,571
<i>Oregon Public Broadcasting</i>	717,800	690,180	226,800	226,800	226,800
<i>Police Block Associates</i>	251,738	218,405	216,793	212,028	212,028
<i>Randolph L Miller</i>	219,780	219,780	149,063	151,471	151,471
<i>REACH Comm Dev (Retired)</i>	72,888	673,930	0	0	0
<i>REACH Laurelhurst</i>	31,428	31,428	31,442	31,458	0
<i>Rose City Village</i>	493,490	605,040	608,140	610,515	610,515
<i>Skidmore Fountain Assoc.</i>	0	0	0	0	0
<i>South Park Block (Edom)</i>	544,753	341,001	828,750	828,750	828,750
<i>South Park Block Apts II</i>	543,600	544,538	545,313	550,763	550,763
<i>Westwood Corporation</i>	300,375	299,844	298,657	301,157	301,157
<b>Totals</b>	<b>\$4,646,936</b>	<b>\$5,199,740</b>	<b>\$5,105,120</b>	<b>\$5,102,150</b>	<b>\$5,070,692</b>

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

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>COLUMBIA ALUMINUM RECYCLING CORP</b>					
Principal	\$0	\$0	\$0	\$0	\$0
Interest	95,609	152,502	343,000	343,000	343,000
Total Appropriation	95,609	152,502	343,000	343,000	343,000
<b>COLUMBIA WIRE &amp; IRON</b>					
Principal	0	0	164,280	164,280	164,280
Interest	121,112	279,809	172,960	160,606	160,606
Total Appropriation	121,112	279,809	337,240	324,886	324,886
<b>LANDA INC</b>					
Principal	35,001	39,570	42,792	46,970	46,970
Interest	203,309	197,063	195,729	191,781	191,781
Total Appropriation	238,310	236,633	238,521	238,751	238,751
<b>MB PROPERTIES</b>					
Principal	0	0	0	0	0
Interest	0	0	0	0	0
Total Appropriation	0	0	0	0	0
<b>NORCREST CHINA COMPANY</b>					
Principal	373,197	400,287	431,225	465,815	465,815
Interest	641,206	506,363	850,176	816,756	816,756
Total Appropriation	1,014,403	906,650	1,281,401	1,282,571	1,282,571
<b>OREGON PUBLIC BROADCASTING</b>					
Principal	500,000	500,000	0	0	0
Interest	217,800	190,800	226,800	226,800	226,800
Total Appropriation	717,800	690,800	226,800	226,800	226,800
<b>POLICE BLOCK ASSOCIATES</b>					
Principal	51,582	76,733	76,680	75,000	75,000
Interest	200,157	141,672	140,113	137,028	137,028
Total Appropriation	251,739	218,405	216,793	212,028	212,028

**PORTLAND DEVELOPMENT COMMISSION**

**Economic Development Revenue Bonds: Debt Service, Continued**

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

**LINE ITEM DETAIL**

<i>Expenditure Classification</i>	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Adopted FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RANDOLPH L MILLER</b>					
Principal	\$75,198	\$136,644	\$64,203	\$69,500	\$69,500
Interest	144,582	83,136	84,860	81,971	81,971
Total Appropriation	219,780	219,780	149,063	151,471	151,471
<b>REACH COMMUNITY DEV INC/TRIO</b>					
Principal	10,000	640,000	0	0	0
Interest	62,888	33,930	0	0	0
Total Appropriation	72,888	673,930	0	0	0
<b>REACH LAURELHURST</b>					
Principal	2,695	2,107	2,792	3,115	0
Interest	28,733	29,321	28,650	28,343	0
Total Appropriation	31,428	31,428	31,442	31,458	0
<b>ROSE CITY VILLAGE</b>					
Principal	0	115,000	125,000	135,000	135,000
Interest	493,490	490,040	483,140	475,515	475,515
Total Appropriation	493,490	605,040	608,140	610,515	610,515
<b>SOUTH PARK BLOCK (EDOM)</b>					
Principal	0	0	0	0	0
Interest	544,753	341,001	828,750	828,750	828,750
Total Appropriation	544,753	341,001	828,750	828,750	828,750
<b>SOUTH PARK BLOCK APARTMENTS II</b>					
Principal	60,000	65,000	70,000	80,000	80,000
Interest	483,600	479,538	475,313	470,763	470,763
Total Appropriation	543,600	544,538	545,313	550,763	550,763
<b>WESTWOOD CORPORATION</b>					
Principal	170,000	185,000	200,000	220,000	220,000
Interest	130,375	114,844	98,657	81,157	81,157
Total Appropriation	300,375	299,844	298,657	301,157	301,157

PORTLAND DEVELOPMENT COMMISSION  
1994-95 STATEMENT OF BONDED INDEBTEDNESS

<i>Issue and Amount</i>	<i>Date of Issue</i>	<i>When Due Maturities as Listed Interest Semi-Annually</i>	<i>Interest Rate</i>	<i>Amount Outstanding July 1, 1994</i>	<i>Maturities During 1994-1995</i>	<i>Interest for 1994-1995</i>
<b>ECONOMIC DEVELOPMENT REVENUE BOND FUNDS</b>						
COLUMBIA ALUMINUM RECYCLING CORPORATION (CARCO) Variable Interest Rates						
\$4,900,000	October 1, 1991	10/01/96	7.000%	\$500,000		\$35,000
Redemption date: October 1, 2011		10/01/01	7.000%	1,000,000		70,000
		10/01/06	7.000%	1,500,000		105,000
		10/01/11	7.000%	1,900,000		133,000
TOTAL COLUMBIA ALUMINUM				\$4,900,000	\$0	\$343,000
COLUMBIA WIRE & IRON WORKS, INC. PROJECT						
\$2,300,000	October 1, 1991					
Redemption date: October 1, 2006		10/01/94	7.520%	\$164,280	\$164,280	\$12,354
		10/01/95	7.520%	164,280		12,354
		10/01/96	7.520%	164,280		12,354
		10/01/97	7.520%	164,280		12,354
		10/01/98	7.520%	164,280		12,354
		10/01/99	7.520%	164,280		12,354
		10/01/00	7.520%	164,280		12,354
		10/01/01	7.520%	164,280		12,354
		10/01/02	7.520%	164,280		12,354
		10/01/03	7.520%	164,280		12,354
		10/01/04	7.520%	164,280		12,354
		10/01/05	7.520%	164,280		12,354
		10/01/06	7.520%	164,360		12,360
TOTAL COLUMBIA WIRE & IRON WORKS, INC.				\$2,135,720	\$164,280	\$160,606
LANDA INC (P&I Monthly)						
\$2,300,000	May 15, 1987	FY Total				
		1994-95	9.225%	\$46,970	\$46,970	\$4,333
		1995-96	9.225%	51,036		4,708
		1996-97	9.225%	56,540		5,216
		1997-98	9.225%	62,061		5,725
		1998-99	9.225%	68,122		6,284
		1999-00	9.225%	74,319		6,856
		2000-01	9.225%	82,030		7,567
		2001-02	9.225%	90,040		8,306
		2002-03	9.225%	98,833		9,117
		2003-04	9.225%	108,125		9,975
		2004-05	9.225%	119,041		10,982
		2005-06	9.225%	130,665		12,054
		2006-07	9.225%	143,424		13,231
		2007-08	9.225%	157,210		14,503
		2008-09	9.225%	172,780		15,939
		2009-10	9.225%	189,651		17,495
		2010-11	9.225%	208,170		19,204
		2011-12	9.225%	207,685		20,287
TOTAL LANDA INC				\$2,066,702	\$46,970	\$191,781

<i>Issue and Amount</i>	<i>Date of Issue</i>	<i>When Due Maturities as Listed Interest Semi-Annually</i>	<i>Interest Rate</i>	<i>Amount Outstanding July 1, 1994</i>	<i>Maturities During 1994-1995</i>	<i>Interest for 1994-1995</i>
NORCREST CHINA COMPANY \$13,000,000	December 30, 1985	(P&I Monthly) FY Total	Varies 73.78% of Prime			
		1993-94	4.427%	\$465,815	\$465,815	\$36,101
		1995-96	4.427%	498,036		38,598
		1996-97	4.427%	546,734		42,372
		1997-98	4.427%	589,231		45,665
		1998-99	4.427%	634,411		49,167
		1999-00	4.427%	684,608		53,057
		2000-01	4.427%	7,303,406		551,796
TOTAL NORCREST CHINA COMPANY				\$10,722,241	\$465,815	\$816,756
OREGON PUBLIC BROADCASTING \$3,150,000	August 1, 1989					
		6/1/94	7.200%	\$0	\$0	\$0
		6/1/95	7.200%	125,000		9,000
		6/1/96	7.200%	135,000		9,720
		6/1/97	7.200%	145,000		10,440
		6/1/98	7.200%	155,000		11,160
		6/1/99	7.200%	165,000		11,880
		6/1/00	7.200%	175,000		12,600
		6/1/01	7.200%	190,000		13,680
		6/1/02	7.200%	200,000		14,400
		6/1/03	7.200%	215,000		15,480
		6/1/04	7.200%	230,000		16,560
		6/1/05	7.200%	245,000		17,640
		6/1/06	7.200%	265,000		19,080
		6/1/07	7.200%	280,000		20,160
		6/1/08	7.200%	300,000		21,600
		6/1/09	7.200%	325,000		23,400
TOTAL OREGON PUBLIC BROADCASTING				\$3,150,000	\$0	\$226,800
POLICE BLOCK ASSOCIATES Series A \$3,600,000	November 15, 1985	(P&I Annually)	Varies, 65% of Prime			
		11/15/94	3.900%	\$75,000	\$75,000	\$2,925
		11/15/95	3.900%	75,000		2,925
		11/15/96	3.900%	75,000		2,925
		11/15/97	3.900%	75,000		2,925
		11/15/98	3.900%	100,000		3,900
		11/15/99	3.900%	100,000		3,900
		11/15/00	3.900%	100,000		3,900
		11/15/01	3.900%	100,000		3,900
		11/15/02	3.900%	125,000		4,875
		11/15/03	3.900%	125,000		4,875
		11/15/04	3.900%	125,000		4,875
		11/15/05	3.900%	125,000		4,875
		11/15/06	3.900%	150,000		5,850
		11/15/07	3.900%	150,000		5,850
		11/15/08	3.900%	175,000		6,825
		11/15/09	3.900%	175,000		6,825
		11/15/10	3.900%	200,000		7,800
		11/15/11	3.900%	200,000		7,800
		11/15/12	3.900%	200,000		7,800
		11/15/13	3.900%	225,000		8,775
		11/15/14	3.900%	250,000		9,750
		11/15/15	3.900%	250,000		9,750
TOTAL POLICE BLOCK ASSOCIATES - Series A				\$3,175,000	\$75,000	\$123,825

<i>Issue and Amount</i>	<i>Date of Issue</i>	<i>When Due Maturities as Listed Interest Semi-Annually</i>	<i>Interest Rate</i>	<i>Amount Outstanding July 1, 1994</i>	<i>Maturities During 1994-1995</i>	<i>Interest for 1994-1995</i>
POLICE BLOCK ASSOCIATES - Series B \$150,000	November 15, 1985	(P&I Annually) FY Total				
		1994-95	9.500%	\$138,981		\$13,203
TOTAL POLICE BLOCK ASSOCIATES - Series B				\$138,981	\$0	\$13,203
RANDOLPH L MILLER \$2,500,000	December 28, 1984	(P&I Monthly) FY Total	Varies, 75% of Prime			
		1994-95	4.500%	\$69,500	\$69,500	\$3,128
		1995-96	4.500%	75,233		3,385
		1996-97	4.500%	81,440		3,665
		1997-98	4.500%	88,159		3,967
		1998-99	4.500%	95,432		4,294
		1999-00	4.500%	1,411,817		63,532
TOTAL RANDOLPH L MILLER				\$1,821,581	\$69,500	\$81,971
ROSE CITY VILLAGE Limited Partnership	December 15, 1990		Variable			
		12/15/94	6.100%	\$135,000	\$135,000	\$8,370
		12/15/95	6.300%	145,000		9,135
		12/15/96	6.400%	155,000		9,920
		12/15/97	6.500%	165,000		10,725
		12/15/98	6.650%	175,000		11,638
		12/15/99	6.800%	190,000		12,920
		12/15/00	6.900%	205,000		14,145
		12/15/05	7.000%	1,265,000		88,550
		12/15/15	7.250%	4,325,000		310,113
TOTAL ROSE CITY VILLAGE				\$6,760,000	\$135,000	\$475,515
SOUTH PARK BLOCKS (Edom) \$12,750,000	December 23, 1985	(Interest Monthly)	Variable			
		12/31/99	6.500%	\$12,750,000	\$0	\$828,750
TOTAL SOUTH PARK BLOCKS				\$12,750,000	\$0	\$828,750

<i>Issue and Amount</i>	<i>Date of Issue</i>	<i>When Due Maturities as Listed Interest Semi-Annually</i>	<i>Interest Rate</i>	<i>Amount Outstanding July 1, 1994</i>	<i>Maturities During 1994-1995</i>	<i>Interest for 1994-1995</i>
SOUTH PARK BLOCK APARTMENTS II			Variable			
\$8,000,000	December 31, 1985					
		12/01/94	6.500%	\$80,000	\$80,000	\$5,200
		12/01/95	6.500%	90,000		5,850
		12/01/96	6.500%	95,000		6,175
		12/01/97	6.500%	105,000		6,825
		12/01/98	6.500%	115,000		7,475
		12/01/99	6.500%	130,000		8,450
		12/01/00	6.500%	145,000		9,425
		12/01/01	6.500%	155,000		10,075
		12/01/02	6.500%	175,000		11,375
		12/01/03	6.500%	195,000		12,675
		12/01/04	6.500%	215,000		13,975
		12/01/05	6.500%	235,000		15,275
		12/01/06	6.500%	255,000		16,575
		12/01/07	6.500%	285,000		18,525
		12/01/08	6.500%	310,000		20,150
		12/01/09	6.500%	340,000		22,100
		12/01/10	6.500%	380,000		24,700
		12/01/11	6.500%	3,970,000		255,938
		TOTAL SOUTH PARK APARTMENTS II		\$7,275,000	\$80,000	\$470,763
WESTWOOD CORPORATION						
	December 19, 1985	11/15/94	8.750%	\$220,000	\$220,000	\$19,250
		11/15/95	8.750%	245,000		21,438
		11/15/96	8.750%	265,000		23,187
		11/15/97	8.750%	290,000		17,282
		TOTAL WESTWOOD CORPORATION		\$1,020,000	\$220,000	\$81,157
TOTAL ECONOMIC DEVELOPMENT REVENUE BOND FUNDS				\$55,915,225	\$1,256,565	\$3,814,127

**AIRPORT WAY DEBT FUND (307)**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Revised Budget FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b><u>RESOURCES</u></b>					
<i>Revenue</i>					
<i>Property Taxes</i>					
<i>Current Year's Taxes</i>	\$2,840,626	\$0	\$0	\$0	\$0
<i>Prior Year's Taxes</i>	63,325	105,567	40,516	33,296	33,296
	2,903,951	105,567	40,516	33,296	33,296
<i>Miscellaneous Revenues</i>					
<i>Interest on Investments</i>	307,125	144,580	121,870	582	582
<i>Other Miscellaneous</i>	0	0	0	2,144,555	1,817,248
	307,125	144,580	121,870	2,145,137	1,817,830
<i>Beginning Fund Balance</i>	2,302,504	3,540,065	1,812,082	5,535	5,535
<b>TOTAL RESOURCES</b>	<b>\$5,513,580</b>	<b>\$3,790,212</b>	<b>\$1,974,468</b>	<b>\$2,183,968</b>	<b>\$1,856,661</b>
<b><u>REQUIREMENTS</u></b>					
<i>Expenditures</i>					
<i>External Materials &amp; Services</i>	\$1,553,515	\$1,527,595	\$1,499,468	\$0	\$0
<i>Other Requirements</i>					
<i>Debt Retirement</i>	420,000	445,000	475,000	715,000	100,000
<i>Interest</i>				1,468,968	1,096,661
<i>Ending Fund Balance</i>					
<i>Unappropriated Ending Balance</i>	3,540,065	1,817,617	0	0	660,000
<i>Unexpendable Reserve</i>	0	0	0	0	0
	3,540,065	1,817,617	0	0	660,000
<b>TOTAL REQUIREMENTS</b>	<b>\$5,513,580</b>	<b>\$3,790,212</b>	<b>\$1,974,468</b>	<b>\$2,183,968</b>	<b>\$1,856,661</b>
<b><u>EXPENDITURES - AU 286</u></b>					
<i>External Materials and Services</i>					
<i>5450 Interest</i>	\$1,553,515	\$1,527,595	\$1,499,468	\$0	\$0
<i>Other Requirements</i>					
<i>5781 Bonded Debt Retirement</i>	420,000	445,000	475,000	715,000	100,000
<i>5788 Bonded Debt Interest</i>	0	0	0	1,468,968	1,096,661
<b>TOTAL APPROPRIATION</b>	<b>\$1,973,515</b>	<b>\$1,972,595</b>	<b>\$1,974,468</b>	<b>\$2,183,968</b>	<b>\$1,196,661</b>

This fund was created during FY 1987-88 to support the newly formed Columbia South Shore Urban Renewal Area which has since been renamed the Airport Way Urban Renewal Area. Bonds in the amount of \$21,975,000 were issued during FY 1990-91. 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 were not excluded from the tax rate limitation of Measure 5, and must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District. The City will not certify a tax increment levy in FY 1994-95, instead paying debt service on urban renewal indebtedness from available reserves.

In 1994 the City refunded the outstanding Airport Way Tax Increment bonds to take advantage of lower interest rates by restructuring the bonds and the bond indenture. The projected savings over the life of the bonds is approximately \$525,000.

**AIRPORT WAY DEBT SERVICE FUND (307)**

Tax Increment

**DEBT REDEMPTION SCHEDULE**

This Fund will pay principal and interest on tax increment 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 collections for tax increment bonded debt service were not excluded from the tax rate limitation of Measure 5, and must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District. The City will not certify a tax increment levy in FY 1994-95, instead paying debt service on urban renewal indebtedness from available resources.

<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 94-95</i>	<i>Interest FY 93-94</i>
Series 1994C	\$17,805,000	05/01/94	06/01/95	3.600%	\$100,000	\$100,000	\$3,600
			06/01/96	4.500%	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		126,481
TOTAL Airport Way Renewal Debt Service Fund					<u>\$17,805,000</u>	<u>\$100,000</u>	<u>\$1,096,661</u>

**CENTRAL EASTSIDE DEBT FUND (310)**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Revised Budget FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenue</i>					
<i>Property Taxes</i>					
Current Year's Taxes	\$1,750,112	\$0	\$1,000,000	\$0	\$0
Prior Year's Taxes	30,053	56,190	22,904	12,461	12,461
	<u>1,780,165</u>	<u>56,190</u>	<u>1,022,904</u>	<u>12,461</u>	<u>12,461</u>
<i>Miscellaneous Revenues</i>					
Interest on Investments	141,614	7,168	9,954	6,775	6,775
<i>Beginning Fund Balance</i>	1,696,825	1,150,576	204,242	213,386	213,386
<b>TOTAL RESOURCES</b>	<b>\$3,618,604</b>	<b>\$1,213,934</b>	<b>\$1,237,100</b>	<b>\$232,622</b>	<b>\$232,622</b>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>External Materials &amp; Services</i>					
	\$70,665	\$190	\$80,000	\$0	\$0
<i>Other Requirements</i>					
<i>Debt Retirement</i>					
	2,397,363	1,000,000	953,216	0	0
<i>Ending Fund Balance</i>					
<i>Unappropriated Ending Balance</i>					
	1,150,576	213,744	203,884	232,622	232,622
<b>TOTAL REQUIREMENTS</b>	<b>\$3,618,604</b>	<b>\$1,213,934</b>	<b>\$1,237,100</b>	<b>\$232,622</b>	<b>\$232,622</b>
<b>EXPENDITURES - AU 285</b>					
<i>External Materials and Services</i>					
<i>5450 Interest</i>					
	\$70,665	\$190	\$80,000	\$0	\$0
<i>Other Requirements</i>					
<i>5781 Bonded Debt</i>					
	0	0	0	0	0
<i>5785 Non-Bonded Debt</i>					
	2,397,363	1,000,000	953,216	0	0
<b>TOTAL APPROPRIATION</b>	<b>\$2,468,028</b>	<b>\$1,000,190</b>	<b>\$1,033,216</b>	<b>\$0</b>	<b>\$0</b>

This fund was created during FY 1987-88 to support the newly formed Central Eastside Industrial Urban Renewal Area. In the past the fund collected the tax increment on the increase in assessed value of the district since its formation, which it used to pay debt service. In 1992 the Oregon Supreme Court ruled that tax increment collections for tax increment bonded debt service were not excluded from the tax rate limitation of Measure 5, and must compete under the limitation with other essential governmental services of the City, County of Portland, and Metropolitan Service District. The City will not certify a tax increment levy in FY 94-95, instead paying debt service on urban renewal indebtedness from available resources.

**CONVENTION CENTER AREA DEBT FUND (312)**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Revised Budget FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b><u>RESOURCES</u></b>					
<i>Revenue</i>					
<i>Property Taxes</i>					
<i>Current Year's Taxes</i>	\$1,152,492	\$0	\$5,500,000	\$0	\$0
<i>Prior Year's Taxes</i>	0	26,443	11,437	8,067	8,067
	1,152,492	26,443	5,511,437	8,067	8,067
<i>Miscellaneous Revenues</i>					
<i>Interest on Investments</i>	7,334	810	1,758	1,627	1,627
<i>Beginning Fund Balance</i>	0	20,716	29,444	46,180	46,180
<b>TOTAL RESOURCES</b>	<b>\$1,159,826</b>	<b>\$47,969</b>	<b>\$5,542,639</b>	<b>\$55,874</b>	<b>\$55,874</b>
<b><u>REQUIREMENTS</u></b>					
<i>Expenditures</i>					
<i>External Materials &amp; Services</i>					
	\$41,181	\$489	\$440,000	\$0	\$0
<i>Other Requirements</i>					
<i>Debt Retirement</i>	1,097,929	14,495	5,060,000	0	0
<i>Ending Fund Balance</i>					
<i>Unappropriated Ending Balance</i>	20,716	32,985	42,639	55,874	55,874
<b>TOTAL REQUIREMENTS</b>	<b>\$1,159,826</b>	<b>\$47,969</b>	<b>\$5,542,639</b>	<b>\$55,874</b>	<b>\$55,874</b>
<b><u>EXPENDITURES - AU 287</u></b>					
<i>External Materials and Services</i>					
<i>5450 Interest</i>	\$41,181	\$489	\$440,000	\$0	\$0
<i>Other Requirements</i>					
<i>5781 Bonded Debt</i>	1,097,929	14,495	5,060,000	0	0
<b>TOTAL APPROPRIATION</b>	<b>\$1,139,110</b>	<b>\$14,984</b>	<b>\$5,500,000</b>	<b>\$0</b>	<b>\$0</b>

This fund supports the Convention Center Urban Renewal Area. In the past the fund collected the tax increment on the increase in assessed value of the district since its formation, which it used to pay debt service. In 1992 the Oregon Supreme Court ruled that tax increment collections for tax increment bonded debt service were not excluded from the tax rate limitation of Measure 5, and must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District. The City will not certify a tax increment levy in FY 1994-95, instead paying debt service on urban renewal indebtedness from available reserves.

**PORTLAND DEVELOPMENT COMMISSION - OMSI PROJECT  
DEBT SERVICE**

Tax Increment

**DEBT REDEMPTION SCHEDULE**

The City and PDC 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 collections for tax increment bonded debt service were not excluded from the tax rate limitation of Measure 5, and must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District. The City will not certify a tax increment levy in FY 1994-95, instead paying debt service on 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	\$709,041	09/19/91	1994-95	\$11,387	\$21,829	\$33,216
			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	22,012	39,708
			2002-03	48,890	37,282	86,171
			2003-04	52,067	34,104	86,171
			2004-05	55,452	30,720	86,171
			2005-06	59,056	27,115	86,171
			2006-07	62,895	23,277	86,171
2007-08	66,983	19,188	86,171			
2008-09	71,337	14,834	86,171			
2009-10	75,974	10,198	86,171			
2010-11	80,912	5,259	86,171			
<b>TOTAL OMSI</b>				<b>\$688,309</b>	<b>\$359,453</b>	<b>\$1,047,763</b>

**SOUTH PARK BLOCK BOND REDEMPTION FUND (306)**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Revised Budget FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenue</i>					
<i>Property Taxes</i>					
<i>Current Year's Taxes</i>	\$1,286,600	\$0	\$2,500,000	\$0	\$0
<i>Prior Year's Taxes</i>	202,017	143,716	44,400	112,484	112,484
	1,488,617	143,716	2,544,400	112,484	112,484
<i>Miscellaneous Revenues</i>					
<i>Interest on Investments</i>	526,623	219,113	31,937	19,225	19,225
<i>Miscellaneous</i>	0	0	0	0	0
	526,623	219,113	31,937	19,225	19,225
<i>Beginning Fund Balance</i>	8,111,896	5,451,296	1,205,569	2,343,109	2,343,109
<b>TOTAL RESOURCES</b>	<b>\$10,127,136</b>	<b>\$5,814,125</b>	<b>\$3,781,906</b>	<b>\$2,474,818</b>	<b>\$2,474,818</b>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>External Materials &amp; Services</i>	\$835,840	\$808,490	\$978,060	\$0	\$0
<i>Other Requirements</i>					
<i>Debt Retirement</i>	3,840,000	1,561,000	2,700,000	575,000	575,000
<i>Interest</i>	0	0	0	598,908	598,908
<i>Ending Fund Balance</i>					
<i>Unappropriated Ending Balance</i>	5,451,296	3,444,635	103,846	1,300,910	1,300,910
<b>TOTAL REQUIREMENTS</b>	<b>\$10,127,136</b>	<b>\$5,814,125</b>	<b>\$3,781,906</b>	<b>\$2,474,818</b>	<b>\$2,474,818</b>
<b>EXPENDITURES - AU 284</b>					
<del><i>External Materials and Services</i></del>					
5450 <i>Interest</i>	\$835,840	\$808,490	\$978,060	\$0	\$0
<i>Other Requirements</i>					
5781 <i>Bonded Debt Retirement</i>	320,000	370,000	400,000	575,000	575,000
5785 <i>Non-Bonded Debt</i>	6,040,000	1,191,000	2,300,000	0	0
5788 <i>Interest</i>	0	0	0	598,908	598,908
	6,360,000	1,561,000	2,700,000	1,173,908	1,173,908
<b>TOTAL APPROPRIATION</b>	<b>\$7,195,840</b>	<b>\$2,369,490</b>	<b>\$3,678,060</b>	<b>\$1,173,908</b>	<b>\$1,173,908</b>

This fund pays principal and interest on bonds issued to finance public improvements and housing in the South Park Blocks Urban Renewal Area. In the past debt service was paid from taxes on the increase in assessed value of district since its formation. In 1992 Oregon Supreme Court ruled that tax increment collections for tax increment bonded debt service were not excluded from the tax rate limitation of Measure 5, and must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District. The City will not certify a tax increment levy in FY 1994-95, instead paying debt service on urban renewal indebtedness from available reserves. In 1993 the City refunded the Series A Bonds to take advantage of lower interest rates. The projected savings is approximately \$470,000.



# SOUTH PARK BLOCK REDEMPTION FUND (306)

Tax Increment

## DEBT REDEMPTION SCHEDULE

This Fund will pay principal and interest on tax increment bonds issued to finance public improvements and housing in the South Park 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 collections for tax increment bonded debt service were not excluded from the tax rate limitation of Measure 5, and must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District. The City will not certify a tax increment levy in FY 1994-95, instead paying debt service on urban renewal indebtedness from available resources.

In February 1993, the City refunded the its 1985 Series A Urban Renewal and Redevelopment Bonds (South Park Blocks) 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 to the City from the restructuring will be \$470,000.

Bond Title	Amount Issued	Date Issued	Payment Due	Interest Rate	Principal Outstanding	Maturity FY 94-95	Interest FY 94-95
Series A	\$5,600,000	12/01/85	12/01/94	8.200%	\$215,000	\$215,000	\$8,815
			12/01/95	8.300%	235,000		19,505
					450,000		215,000
Series B	\$5,600,000	12/01/85	12/01/94	8.200%	215,000	215,000	8,815
			12/01/95	8.300%	235,000		19,505
			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				
		4,340,000	215,000	372,215			
Series A	\$4,625,000	08/01/93	12/01/94	3.000%	145,000	145,000	2,175
			12/01/95	3.400%	25,000		850
			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
					4,450,000		145,000
TOTAL South Park Debt Service Fund					\$9,240,000	\$575,000	\$598,908

## ST. JOHNS RIVERFRONT BOND REDEMPTION FUND (305)

## FUND SUMMARY

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Revised Budget FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<i>Revenue</i>					
<i>Property Taxes</i>					
<i>Current Year's Taxes</i>	\$34,514	\$0	\$0	\$0	\$0
<i>Prior Year's Taxes</i>	793	3729	489	247	247
	35307	3729	489	247	247
<i>Miscellaneous Revenues</i>					
<i>Interest on Investments</i>	4,716	971	58	139	139
<i>Beginning Fund Balance</i>	92,247	29,154	915	4,401	4,401
<b>TOTAL RESOURCES</b>	<b>\$132,270</b>	<b>\$33,854</b>	<b>\$1,462</b>	<b>\$4,787</b>	<b>\$4,787</b>
<b>REQUIREMENTS</b>					
<i>Expenditures</i>					
<i>External Materials &amp; Services</i>					
	\$2,101	\$0	\$0	\$0	\$0
<i>Other Requirements</i>					
<i>Debt Retirement</i>	101,015	30,000	0	0	0
<i>Ending Fund Balance</i>					
<i>Unappropriated Ending Balanc</i>	29,154	3,854	1,462	4,787	4,787
<b>TOTAL REQUIREMENTS</b>	<b>\$132,270</b>	<b>\$33,854</b>	<b>\$1,462</b>	<b>\$4,787</b>	<b>\$4,787</b>
<b>EXPENDITURES - AU 283</b>					
<del><i>External Materials and Services</i></del>					
5450 Interest	\$2,101	\$0	\$0	\$0	\$0
<i>Other Requirements</i>					
5781 Bonded Debt	0	0	0	0	0
5785 Non-Bonded Debt	101,015	30,000	0	0	0
	101,015	30,000	0	0	0
<b>TOTAL APPROPRIATION</b>	<b>\$103,116</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

This fund supports the St. Johns Riverfront Development Project. In the past the fund collected the tax increment on the increase in assessed value of the district since its formation, which it used to pay debt service. In 1992 the Oregon Supreme Court ruled that tax increment collections for tax increment bonded debt service were not excluded from the tax rate limitation of Measure 5, and must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District. The City will not certify a tax increment levy in FY 94-95, instead paying debt service on urban renewal indebtedness from available resources.

**WATERFRONT RENEWAL BOND SINKING FUND (303)**

**FUND SUMMARY**

	<i>Actual FY 91-92</i>	<i>Actual FY 92-93</i>	<i>Revised Budget FY 93-94</i>	<i>Proposed FY 94-95</i>	<i>Adopted FY 94-95</i>
<b>RESOURCES</b>					
<b>Revenue</b>					
<i>Property Taxes</i>					
Current Year's Taxes	\$7,540,751	\$0	\$300,000	\$0	\$0
Prior Year's Taxes	670,270	535,745	179,396	458,109	458,109
	8,211,021	535,745	479,396	458,109	458,109
<i>Miscellaneous Revenues</i>					
Interest on Investments	1,523,049	1,071,867	340,956	169,248	169,248
Interest-Other	290,033	37,390	0	450,000	450,000
	1,813,082	1,109,257	340,956	619,248	619,248
<i>Other Financing Source</i>					
Proceeds of Refunding Bonds	45,010,000	0	0	0	0
Transfer from Parking Facilities	0	0	0	690,000	690,000
Transfer from General Reserve	0	0	0	310,000	310,000
	45,010,000	0	0	1,000,000	1,000,000
<b>Beginning Fund Balance</b>	25,747,788	26,039,691	15,742,008	10,375,087	10,375,087
<b>TOTAL RESOURCES</b>	<b>\$80,781,891</b>	<b>\$27,684,693</b>	<b>\$16,562,360</b>	<b>\$12,452,444</b>	<b>\$12,452,444</b>
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
<i>External Materials &amp; Services</i>					
Miscellaneous	\$3,157,285	\$2,919,950	\$3,050,961	\$0	\$0
	0	55,047			
<i>Other Requirements</i>					
Debt Retirement	6,943,500	8,870,000	3,234,000	3,229,576	3,229,576
Interest	0	0	0	2,754,774	2,754,774
<i>Other Financing Use</i>					
Bond Defeasement	44,641,415	0	0	0	0
<b>Ending Fund Balance</b>					
Unappropriated Ending Balance	26,039,691	15,839,696	10,277,399	6,468,094	6,468,094
<b>TOTAL REQUIREMENTS</b>	<b>\$80,781,891</b>	<b>\$27,684,693</b>	<b>\$16,562,360</b>	<b>\$12,452,444</b>	<b>\$12,452,444</b>
<b>EXPENDITURES - AU 281</b>					
<i>External Materials &amp; Services</i>					
5450 Interest	\$3,157,285	\$2,919,950	\$3,050,961	\$0	\$0
<i>Other Requirements</i>					
5781 Bonded Debt Retirement	3,505,000	3,505,000	3,070,000	3,229,576	3,229,576
5785 Non-Bonded Debt	4,900,000	4,900,000	15,000,000	0	0
5788 Interest	0	0	0	2,754,774	2,754,774
	11,562,285	11,324,950	21,120,961	5,984,350	5,984,350
<b>TOTAL APPROPRIATION</b>	<b>\$14,719,570</b>	<b>\$14,244,900</b>	<b>\$24,171,922</b>	<b>\$5,984,350</b>	<b>\$5,984,350</b>

This fund pays principal and interest on tax increment bonds issued to finance public improvements in the Downtown Waterfront Urban Renewal Area. In the past the 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 collections for tax increment bonded debt service were not excluded from the tax limitation of Measure 5, and must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District. The City will not certify a tax increment levy in FY 94-95, instead paying debt service on urban renewal indebtedness from available reserves. In 1992 the City refunded six bond issues to take advantage of lower interest rates and re-structure the bond indenture. The projected savings to the City is expected to be approximately \$1.6 million.

# 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. 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 collections for tax increment bonded debt service were not excluded from the tax rate limitation of Measure 5, and must compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District. The City will not certify a tax increment levy in FY 1994-95, instead paying debt service on urban renewal indebtedness from available resources.

In February 1992, the City refunded the majority of outstanding 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 to the City from the restructuring will be \$1.6 million.

<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 94-95</i>	<i>Interest FY 94-95</i>
Series J	\$13,196,453	11/01/88	11/01/94	6.500%	\$960,000	\$960,000	\$31,200
			11/01/95	6.600%	1,025,000		67,650
			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
				9,171,453	960,000	251,435	
Series K	\$4,597,251	11/01/88	11/01/94	6.450%	294,576	294,576	135,424
			11/01/95	6.550%	274,598		0
			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				
				2,762,250	294,576	135,424	

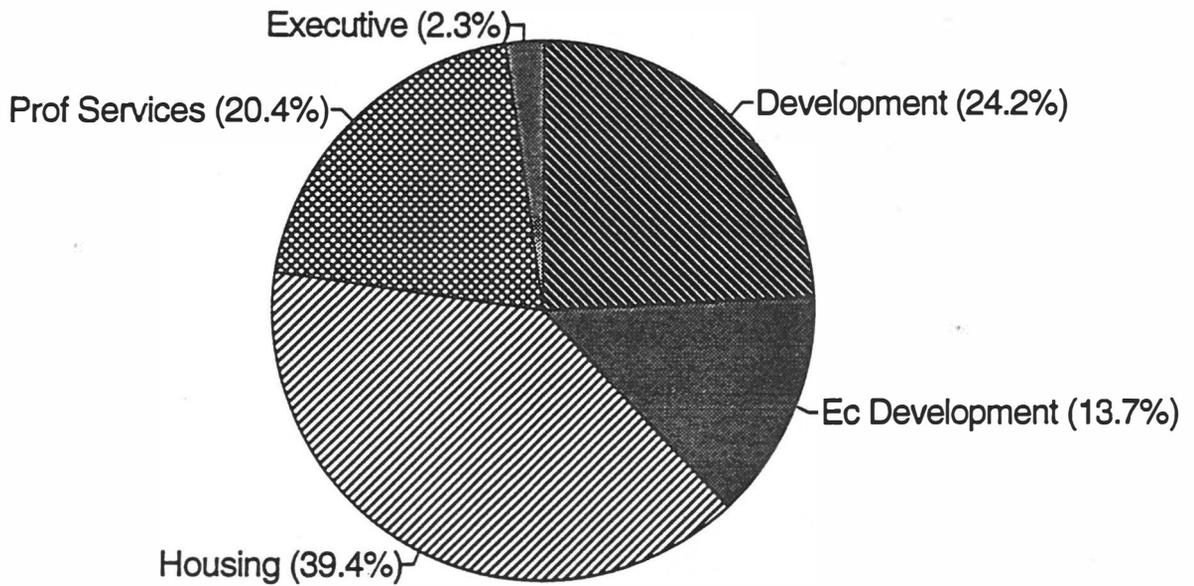
**WATERFRONT RENEWAL BOND SINKING FUND (303) - continued**

Tax Increment

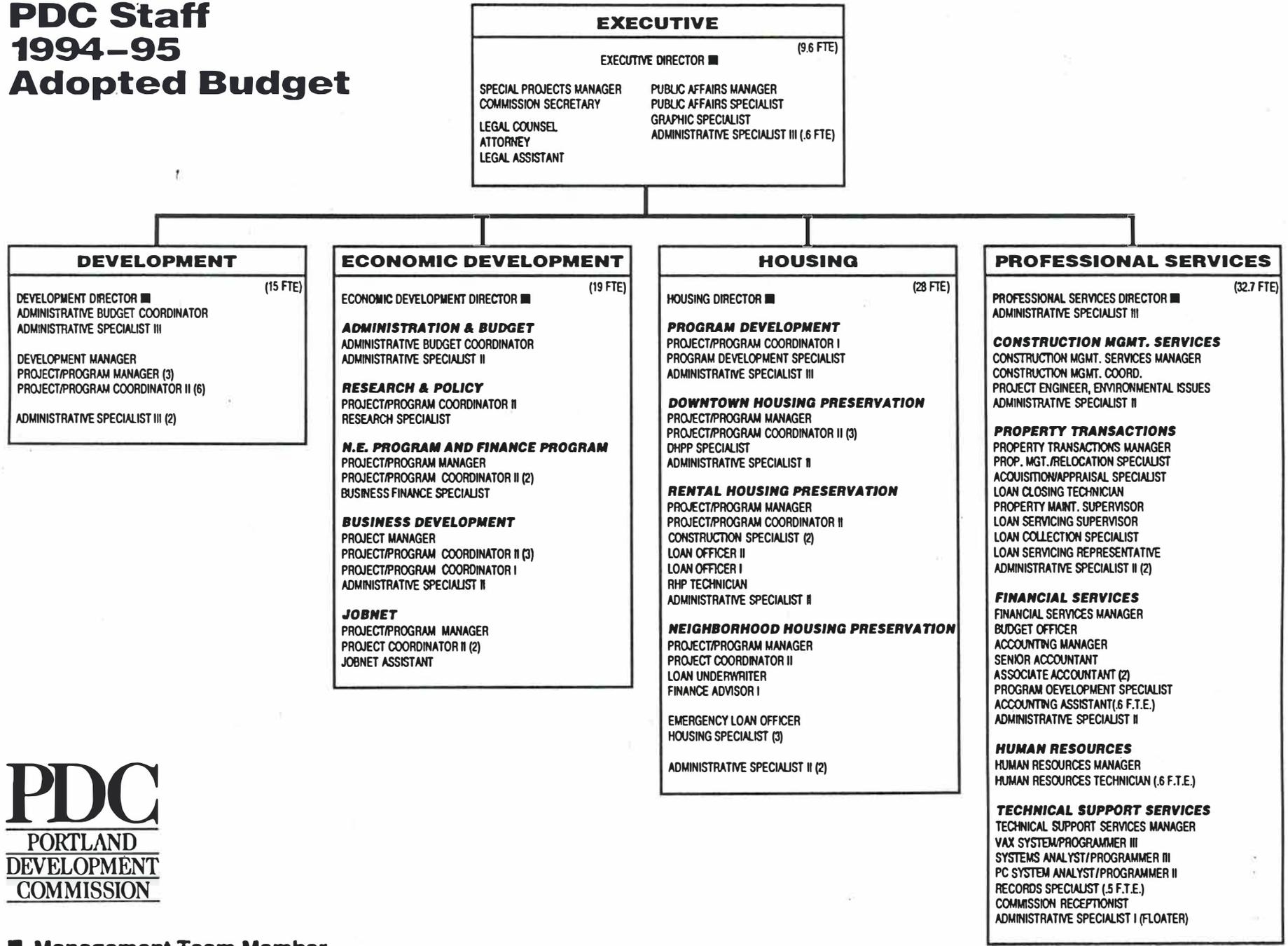
**DEBT REDEMPTION SCHEDULE**

<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 94-95</i>	<i>Interest FY 94-95</i>
Series L	\$45,010,000	03/01/92	06/01/95	4.700%	\$1,975,000	\$1,975,000	\$92,825
			06/01/96	4.900%	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>40,085,000</u>	<u>1,975,000</u>	<u>2,367,915</u>
TOTAL Waterfront Renewal Bond Sinking Fund					<u>\$52,018,703</u>	<u>\$3,229,576</u>	<u>\$2,754,774</u>
TOTAL Tax Increment Bonded Indebtedness					<u>\$79,752,012</u>	<u>\$3,915,963</u>	<u>\$4,472,172</u>

# 1994/95 Budget \$34.3 Million By Departments



# PDC Staff 1994-95 Adopted Budget



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■ Management Team Member

PORTLAND DEVELOPMENT COMMISSION  
PERSONAL SERVICES - HISTORICAL SUMMARY

<i>POSITION TITLE</i>	<i>Actual 1991-92</i>	<i>Actual 1992-93</i>	<i>Adopted Budget #POS 93-94</i>	<i>Adopted Budget Amount</i>	<i>Adopted Budget #POS 94-95</i>	<i>Adopted Budget Amount</i>
<b>DEVELOPMENT</b>						
Development Director	71,092	68,991	1	74,688	1	82,100
Development Manager	64,551	61,867	1	63,024	1	72,484
Project Manager	163,034	116,845	2	126,048	3	192,888
Project/Program Coordinator II	355,268	381,383	7	354,636	6	292,160
Administrative Budget Coordinator	73,290	34,627	1	38,808	1	38,004
Program Development Assistant	30,881	18,914	0	0	0	0
Administrative Specialist III	31,615	35,781	3	83,412	3	83,604
Administrative Specialist II	68,159	40,059	0	0	0	0
<b>DEVELOPMENT TOTAL</b>	<b>857,890</b>	<b>758,467</b>	<b>15</b>	<b>740,616</b>	<b>15</b>	<b>761,240</b>
<b>ECONOMIC DEVELOPMENT</b>						
Economic Development Director	70,448	68,502	1	74,688	1	75,432
Program/Project Manager	189,174	183,165	3	177,588	3	183,288
Project/Program Coordinator II	371,434	340,916	8	394,800	8	407,592
Project/Program Coordinator I	0	40,106	1	47,724	1	47,576
JobNet Assistant	0	22,868	1	27,660	1	28,904
Business Finance Specialist	0	15,559	1	38,668	1	37,984
Administrative Budget Coordinator	0	0	1	40,524	1	39,744
Research Specialist	0	11,488	1	35,521	1	40,008
Program Development Specialist	23,026	26,377	0	0	0	0
Program Development Assistant	68,766	16,746	0	0	0	0
Program Development Technician	10,804	0	0	0	0	0
Administrative Specialist II	81,325	52,318	2	52,609	2	50,480
<b>ECONOMIC DEVELOPMENT TOTAL</b>	<b>814,977</b>	<b>778,045</b>	<b>19</b>	<b>889,782</b>	<b>19</b>	<b>911,008</b>
<b>HOUSING</b>						
Housing Director	67,071	30,980	1	57,254	1	71,804
Project/Program Manager	196,211	192,969	4	219,524	3	175,134
Project/Program Coordinator II	176,766	159,806	5.5	247,897	5	236,494
Project/Program Coordinator I	0	0	1	42,084	1	47,148
DHPP Specialist	0	13,699	1	35,476	1	38,136
Program Development Specialist	0	0	0	0	1	35,988
RHP Technician	0	0	1	26,878	1	28,376
NHP Technician	0	49,153	1	30,368	0	0
Program Development Technician	68,970	0	0	0	0	0
Rehabilitation Specialist	244,145	263,712	8	319,126	0	0
Housing Specialist	0	0	0	0	3	127,513
Loan Underwriter	0	0	0	0	1	48,000
Finance Advisor II	0	43,504	1	46,020	0	0
Finance Advisor I	120,744	90,998	1	36,876	1	36,876
Emergency Repair Loan Officer	51,230	48,749	1	40,962	1	46,440
Loan Officer II	34,626	0	1	37,968	1	39,612
Loan Officer I	0	33,635	1	35,476	1	38,004
Senior Construction Specialist	41,994	44,304	0	0	0	0
Construction Specialist	38,619	38,322	2	76,876	2	93,832
Administrative Coordinator	0	0	1	28,664	0	0
Housing Receptionist	0	0	1	23,472	0	0
Administrative Specialist III	25,264	25,771	0	0	1	25,784
Administrative Specialist II	55,533	67,140	5	118,048	4	92,256
Administrative Specialist I	54,990	41,076	0	0	0	0
<b>HOUSING TOTAL</b>	<b>1,176,163</b>	<b>1,143,818</b>	<b>36.5</b>	<b>1,422,969</b>	<b>28</b>	<b>1,181,397</b>

**PORTLAND DEVELOPMENT COMMISSION  
PERSONAL SERVICES - HISTORICAL SUMMARY**

<b>POSITION TITLE</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted Budget</b>		<b>Adopted Budget</b>	
	<b>1991-92</b>	<b>1992-93</b>	<b>#POS</b>	<b>93-94 Amount</b>	<b>#POS</b>	<b>94-95 Amount</b>
<b>PROFESSIONAL SERVICES</b>						
Professional Services Director	0	0	1	58,932	1	63,200
Director of Operations	73,330	51,590	0	0	0	0
Technical Support Services Manager	0	0	1	56,700	1	64,296
Information Systems Manager	55,516	53,308	0	0	0	0
VAX System/Programmer III	0	0	1	50,004	1	48,000
Systems Manager	48,272	46,445	0	0	0	0
Systems Analyst/Programmer III	46,533	43,062	1	46,932	1	48,000
PC Systems Analyst II	71,096	66,388	1	37,702	1	39,636
Systems Analyst/Programmer I	18,663	34,669	0	0	0	0
Records Management Coordinator	35,724	34,263	0	0	0	0
Records Specialist	0	0	0.5	19,180	0.5	19,002
Property Transactions Manager	0	0	1	59,752	1	66,148
Property Mgmt./Relocation Manager	56,366	51,404	0	0	0	0
Relocation Specialist	36,119	35,198	0	0	0	0
Property Mgmt. /Relocation Specialist	0	0	2	78,810	1	38,736
Property Maintenance Supervisor	39,034	38,168	1	42,324	1	42,504
Real Estate Manager	49,579	48,233	0	0	0	0
Real Estate Specialist	73,647	71,957	0	0	0	0
Real Estate Technician	0	16,207	0	0	0	0
Appraisal/Acquisition Specialist	0	0	1	41,400	1	40,564
Loan Closing Technician	29,815	0	1	30,822	1	38,004
Chief, Loan Servicing	50,655	47,358	0	0	0	0
Loan Servicing Supervisor	0	0	1	47,950	1	42,796
Loan Servicing Specialist	35,271	33,276	0	0	0	0
Loan Collection Specialist	36,318	36,166	1	40,536	1	39,444
Loan Servicing Representative	23,192	22,452	1	25,458	1	29,096
Const. Mgmt. Services Manager	60,852	58,830	1	63,024	1	64,796
Project Engineer	45,565	44,760	0	0	1	48,000
Engineering Coordinator	21,365	0	0	0	0	0
Construction Management Coordinatc	60,424	81,989	2	98,400	1	43,368
Chief, Administrative Services	48,105	48,313	0	0	0	0
Program Development Specialist	49,160	32,313	0	0	1	26,730
Director of Financial Services	69,952	34,379	0	0	0	0
Financial Services Manager	0	0	1	58,932	1	61,456
Accounting Manager	50,777	47,992	1	41,196	1	45,244
Budget Officer	43,753	42,318	1	48,996	1	53,488
Senior Management Analyst	39,036	28,032	0	0	0	0
Senior Accountant	30,164	91,011	1	32,316	1	33,388
Associate Accountant	80,034	33,893	2	56,458	2	58,048
Human Resources Tech./Acctg. Asst.	0	0	1	21,012	0	0
Accounting Assistant	20,762	0	0	0	0.6	11,988
Human Resources Technician	0	0	0	0	0.6	9,639
Human Resources Manager	0	0	1	53,700	1	50,200
Messenger	21,726	20,320	0	0	0	0
Administrative Specialist III	35,171	48,012	1	26,296	1	30,748
Administrative Specialist II	50,178	62,895	3	81,282	4	109,084
Administrative Specialist I	81,351	52,539	1	20,703	1	23,960
Commission Receptionist	0	0	1	24,516	1	19,824
<b>PROFESSIONAL SERVICES TOTAL</b>	<b>1,587,505</b>	<b>1,457,740</b>	<b>31.5</b>	<b>1,263,333</b>	<b>32.7</b>	<b>1,309,387</b>

**PORTLAND DEVELOPMENT COMMISSION  
PERSONAL SERVICES - HISTORICAL SUMMARY**

<b>POSITION TITLE</b>	<b>Actual 1991-92</b>	<b>Actual 1992-93</b>	<b>Adopted Budget #POS 93-94</b>	<b>Adopted Budget Amount</b>	<b>Adopted Budget #POS 94-95</b>	<b>Adopted Budget Amount</b>
<b>EXECUTIVE</b>						
Executive Director	94,148	59,044	1	88,128	1	87,092
Deputy Director	1,700	61,011	0	0	0	0
Special Projects Manager	0	65,232	1	65,796	1	55,704
Executive Assistant	51,189	2,211	0	0	0	0
Commission Secretary	34,372	28,454	1	36,480	1	34,200
Legal Counsel	69,770	68,434	1	74,688	1	83,588
Attorney	48,418	49,247	1	52,615	1	70,528
Manager, Public Affairs	61,078	59,107	1	68,520	1	48,448
Public Information Officer	47,620	46,444	0	0	0	0
Public Affairs Specialist	27,821	33,031	1	37,170	1	33,996
Publications Specialist	35,781	22,288	0	0	0	0
Graphic Designer	36,200	37,821	1	42,910	1	38,004
Graphics Assistant	25,196	25,285	0.6	16,967	0	0
Human Resources Director	0	57,862	0	0	0	0
Human Resources Officer	21,004		0	0	0	0
Human Resources Generalist	30,533	7,527	0	0	0	0
Human Resources Technician	27,217	41,254	0	0	0	0
Program Development Specialist	26,346	40,472	0	0	0	0
Legal Assistant	25,758	26,163	1	30,804	1	31,532
Administrative Specialist II	24,724	24,469	0	0	0	0
Administrative Specialist III	0	48,012	0.5	11,065	0.6	18,559
<b>EXECUTIVE TOTAL</b>	<b>688,875</b>	<b>803,368</b>	<b>10.1</b>	<b>525,143</b>	<b>9.6</b>	<b>501,651</b>
<b>GRAND TOTALS</b>	<b>5,125,410</b>	<b>4,941,438</b>	<b>112.1</b>	<b>4,841,843</b>	<b>104.3</b>	<b>4,664,683</b>

**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY GOAL AND DEPARTMENT**

<i>Departments:</i>	<i>PDC Goal</i>				<i>Total</i>
	<i>Housing</i>	<i>Economic Base</i>	<i>Job Creation</i>	<i>Central Services</i>	
Development Department	\$1,448,280	\$6,658,748	\$25,630	\$156,655	\$8,289,313
Economic Development Department	0	99,653	4,600,828	0	\$4,700,481
Housing Department					
Neighborhood Housing					
Preservation	6,327,809	0	0	0	\$6,327,809
Rental Housing Preservation	5,022,497	0	0	0	5,022,497
Downtown Housing Preservation	1,900,368	0	0	0	1,900,368
Housing Administration/ Program Development	182,437	0	0	81,769	264,206
	13,433,111	0	0	81,769	13,514,880
Professional Services Department					
Technical Support Services	108,734	14,593	36,576	828,982	988,885
Construction Mgmt. Services	57,183	161,181	11,755	28,609	258,728
Property Transactions	278,718	1,034,464	26,122	674,984	2,014,288
Financial Services	50,100	37,449	9,147	3,443,576	3,540,272
Human Resources	0	0	0	109,238	109,238
Professional Services Administration	13,420	3,030	6,060	107,607	130,117
	508,155	1,250,717	89,660	5,192,996	7,041,528
Executive Department					
Executive Office	0	2,982	2,982	255,383	261,347
Legal	90,529	78,424	18,255	81,993	269,201
Public Affairs	27,971	33,819	19,969	160,172	241,931
	118,500	115,225	41,206	497,548	772,479
<b>Totals</b>	<b>\$15,508,046</b>	<b>\$8,124,343</b>	<b>\$4,757,324</b>	<b>\$5,928,968</b>	<b>\$34,318,681</b>

Note: This summary does not include debt service on Economic Development Revenue Bonds or Tax Increment Bonds, but does include debt service on private lender agreements.

**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY LINE ITEM CATEGORY AND DEPARTMENT**

<i>Program:</i>	<i>Personal Services</i>	<i>Materials &amp; Services</i>	<i>Capital Outlay</i>	<i>Financial Assistance</i>	<i>Debt Service</i>	<i>Total</i>
Development Department	\$1,042,751	\$810,212	\$5,326,350	\$1,110,000	\$0	\$8,289,313
Economic Development Department	1,250,310	1,078,779	500,000	1,871,392	0	4,700,481
Housing Department						
Neighborhood Housing Preservation	571,452	192,817	1,225,100	4,338,440	0	6,327,809
Rental Housing Preservation	465,954	141,363	0	4,415,180	0	5,022,497
Downtown Housing Preservation	333,319	103,300	39,000	1,424,749	0	1,900,368
Housing Administration/Program Development	247,555	16,651	0	0	0	264,206
	1,618,280	454,131	1,264,100	10,178,369	0	13,514,880
Professional Services Department						
Technical Support Services	359,878	529,507	99,500	0	0	988,885
Construction Mgmt. Services	252,577	6,151	0	0	0	258,728
Property Transactions Services	533,888	555,347	925,053	0	0	2,014,288
Financial Services	526,543	334,113	0	0	2,679,616	3,540,272
Human Resources	81,968	27,270	0	0	0	109,238
Professional Services Administration	128,692	1,425	0	0	0	130,117
	1,883,546	1,453,813	1,024,553	0	2,679,616	7,041,528
Executive Department						
Executive Office	242,447	18,900	0	0	0	261,347
Legal Services	254,300	14,901	0	0	0	269,201
Public Affairs	190,331	51,600	0	0	0	241,931
	687,078	85,401	0	0	0	772,479
<b>Totals</b>	<b>\$6,481,965</b>	<b>\$3,882,336</b>	<b>\$8,115,003</b>	<b>\$13,159,761</b>	<b>\$2,679,616</b>	<b>\$34,318,681</b>

Note: This summary does not include debt services on Economic Development Revenue Bonds or Tax Increment Bonds, but does include debt service on private lender agreements.

**PORTLAND DEVELOPMENT COMMISSION**

**Adopted Expenditure Budget for Fiscal Year 1994-95**

**BY FUND TYPE AND DEPARTMENT**

<i>Departments:</i>	<i>Fund Types</i>			<i>Total</i>
	<i>Tax Increment</i>	<i>Federal Grants/ Private Lenders</i>	<i>Other Funds</i>	
Development Department	\$4,365,027	\$543,363	\$3,380,923	\$8,289,313
Economic Development Department	101,684	3,813,112	785,685	4,700,481
Housing Department				
Neighborhood Housing				
Preservation	0	6,327,809	0	6,327,809
Rental Housing Preservation	500,000	4,520,888	1,609	5,022,497
Downtown Housing Preservation	691,018	1,209,350	0	1,900,368
Housing Administration/ Program Development	52,201	205,321	6,684	264,206
	1,243,219	12,263,368	8,293	13,514,880
Professional Services Department				
Property Transactions	1,032,783	666,738	314,767	2,014,288
Construction Mgmt. Services	110,929	37,607	110,192	258,728
Technical Support Services	26,475	131,800	830,610	988,885
Financial Services	80,649	2,876,692	582,931	3,540,272
Human Resources	0	0	109,238	109,238
Professional Services Administration	6,061	19,047	105,009	130,117
	1,256,897	3,731,884	2,052,747	7,041,528
Executive Department				
Executive Office	0	33,571	227,776	261,347
Legal	69,071	119,009	81,121	269,201
Public Affairs	23,431	39,343	179,157	241,931
	92,502	191,923	488,054	772,479
<b>Totals</b>	<b>\$7,059,329</b>	<b>\$20,543,650</b>	<b>\$6,715,702</b>	<b>\$34,318,681</b>

Note 1: This summary does not include debt service on Economic Development Revenue Bonds or Tax Increment Bonds, but does include debt service on private lender agreements.

Note 2: This summary shows direct personnel costs within the benefited funds. (Salaries and related payroll costs are paid by the Urban Redevelopment Fund and subsequently reimbursed by the benefited funds.) Expenditures from the indirect pool, resulting in Service Reimbursements, are shown in the Urban Redevelopment Fund (in "Other Funds").

## WELCOME TO PDC'S FIVE YEAR BUSINESS PLAN

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### What's 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 an accompanying financial plan that specifies the programs and initiatives PDC would like to advance as the agency that brings jobs, infrastructure and affordable housing to the people of Portland.

We decided to put together a Five-Year Business Plan for two reasons.

First, we wanted to be certain our activities reflect what the people of this 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 ourselves 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 are beginning to work on a plan to revitalize this area of the city, too. 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 business plan to respond to changes in the financial environment.

To start this process, the commission adopted a new mission and new goals, set 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, to plan for the future, and to discuss its ongoing activities with the community.

We are proud to offer this plan to you. Please remember, it is a working draft that we will refine as we receive your input and ideas. It is a living, evolving plan for an agency and a changing city.

## 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 will undertake.

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.*

And we set 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 to unemployed residents of Portland.

## An Integrated Approach To Meet Our Goals

In many ways, however, the key to the future of PDC is found in the final goal—integrated program delivery and target areas. What does that mean?

In light of the fiscal constraints facing the agency, PDC had to find more effective ways to achieve our 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 based upon the numerous city and community plans we reviewed.

The ten target areas are: Airport Way/Columbia Corridor, Central Eastside District, Downtown/Old Town, Inner Northeast, Lloyd District, North Macadam/South Waterfront, NE Cully & Killingsworth, Outer Southeast, River District/Union Station, and key light rail transit stations.

Within these target areas, PDC will deliver housing, economic development and development activities in an integrated manner, bringing all the agency's resources and expertise in a comprehensive and coordinated manner.

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 and nimble so we can seize opportunities when they arise. As with any business, the size of a team's staff will reflect the funding and amount of work for that area.

This new organizational approach will allow the agency to recognize and capitalize upon the unique set of opportunities and challenges that PDC and its community partners find in each of the target areas.

Based on the resources we hope to find, we have estimated specific performance indicators for jobs, housing and investment in each of the target areas. These 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, such as the JobNet program that links new jobs to unemployed residents of Portland and our emergency home repair loan program, most of PDC's work will center on the target areas. Later in this summary are descriptions of the work we plan for each area and citywide.

## Partners With Communities

The key ingredient for PDC to reach our goals is partnership. PDC will work with community leaders in each target area to bring the types of housing, investment and jobs that communities want.

It is local businesspeople and residents like you who see the connections and relationships that weave the whole of a community. You know how opportunities build on each other, such as how business loans and housing rehabilitations can best benefit your neighborhood.

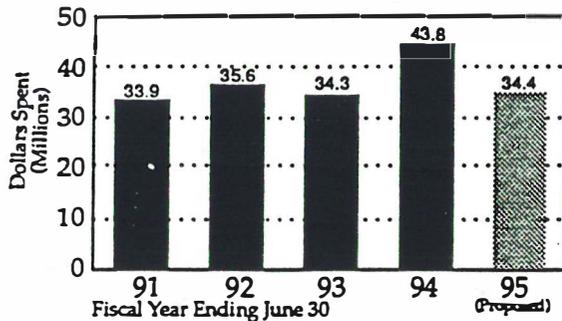
PDC will partner with the business community to leverage funds to finance programs that will make a difference. We have the expertise to put together the financing that will deliver more resources for the community.

## 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 block grant assistance to support affordable housing activities and community economic development.

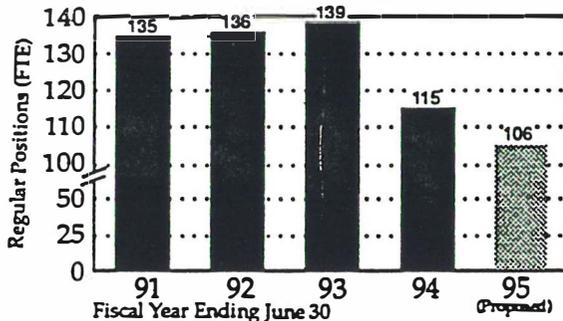
**PDC RESOURCE AND EXPENDITURE HISTORY**  
(Current and Proposed)



It is helpful when looking ahead to recognize the financial trends of the last few years. The two charts on this page lay out the recent fiscal history of the commission. An examination of PDC staffing and expenditures over the last decade makes two facts clear.

First, even with the loss of tax increment financing, PDC's actual resources have not significantly declined. What will change is the source of funding. PDC is replacing tax increment receipts with a variety of innovative funding mechanisms. For example, PDC now markets tax credits as an incentive to investors to provide equity in low-income housing projects, and return on investment financing could fund some vital infrastructure improvements.

**PDC FULL TIME STAFF HISTORY**  
(Actual and Proposed)



Second, PDC has cut staffing levels significantly over the last two years. PDC staff for the next fiscal year is down 25% from two years ago.

What this means is that with an entrepreneurial spirit we are learning to do more with less. This may sound unique for a public agency, but it is a trend we will accelerate over the next years.

## 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 summary contains an overview of the agency's prospective resources for the next five years as well as the projects and initiatives we hope to deliver in each target area and citywide.

The agency has a new mission and goals, and an increasing focus on community development at the neighborhood level. We have cut staff, and reorganized around housing and business development teams for each of 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.

PDC is a re-energized agency, looking to work with our community and business partners to help the people of Portland improve the quality of life and prepare for the challenges of the future.

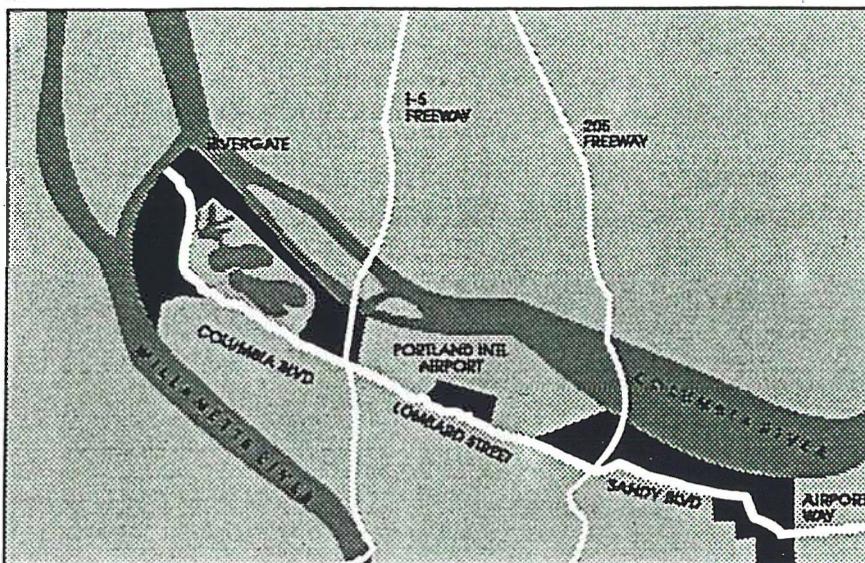
## PROPOSED PROGRAM

### Target Area Activities

#### AIRPORT WAY/COLUMBIA CORRIDOR:

##### OBJECTIVE:

*To provide infrastructure and marketing activities necessary to leverage new development which provides opportunities for job growth.*



##### Proposed Activities Budget: (in millions \$)

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
2.2	1.3	1.2	1.1	1.0	6.8

- Initiate a major development marketing effort in cooperation with the Columbia Corridor Association to capture jobs.
- Provide area businesses with access to business loan programs targeted to key job generators.
- Complete the wetlands mitigation and Columbia Slough Trail Capital projects.

##### Estimated 5-Year Performance Indicators:

Jobs created or retained: 3,100  
New jobs filled through JobNet: 930

## CENTRAL EASTSIDE DISTRICT:

### OBJECTIVE:

*To 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.*



### Proposed Activities Budget: (in millions \$)

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
0.9	2.9	3.5	3.7	0.3	11.3

- Assemble and develop sites for new and expanding businesses.
- Partner with Parks Bureau to develop initial phase of Eastbank Riverfront Park.
- Actively work to retain existing businesses.
- Work with Portland General Electric on development of parcel near Oregon Museum of Science and Industry.

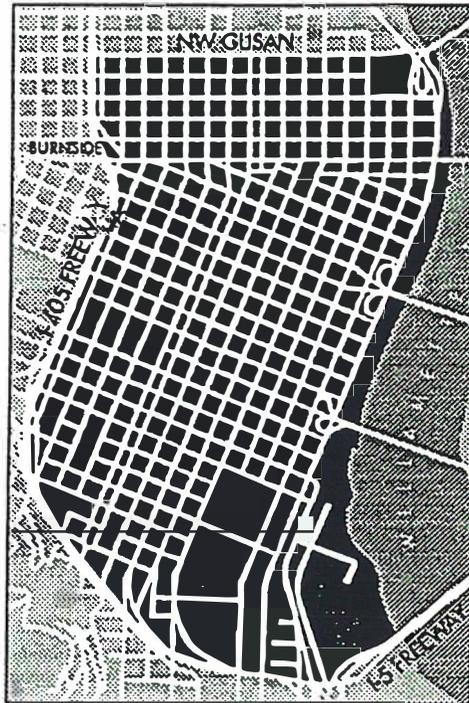
### Estimated 5-Year Performance Indicators:

Jobs created or retained:	500
New jobs filled through JobNet:	150

**DOWNTOWN/OLD TOWN:**

**OBJECTIVE:**

*To enhance downtown as the state's largest employment, business and cultural center by planning and developing projects which contribute to improved transportation, to balanced and increased housing for all markets, to stimulate a major recreation/entertainment, retail and historic core to attract people and investment.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
6.5	3.1	4.7	3.3	0.9	18.5

- Continue business retention and recruitment efforts for employment and retail core of city.
- Work with The Rouse Company to develop block adjacent to Pioneer Place for new commercial uses.
- Rehabilitate and develop housing units for a broad range of income levels, including housing for people with no and low incomes.

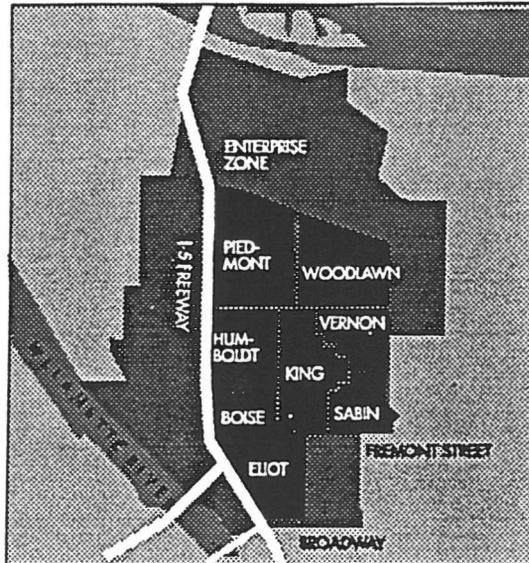
**Estimated 5-Year Performance Indicators:**

Jobs created or retained:	400
Housing units created or improved:	757

**INNER NORTHEAST:**

**OBJECTIVE:**

*To 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.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
9.4	7.9	8.6	6.9	7.7	40.5

- Produce 1,100 new or rehabilitated housing units for low-or moderate-income persons or families.
- Provide \$800,000 in job training grants to companies hiring North/Northeast residents.
- Provide employment through JobNet to 1,000 North/Northeast residents; provide \$500,000 to the Northeast Workforce Center .
- Provide \$4 million in business loans and grants to North/Northeast businesses, including a new façade loan program.
- Implement the NE Martin Luther King, Jr., Boulevard Development Opportunity Strategy, including \$1.5 million in loans for physical improvements.

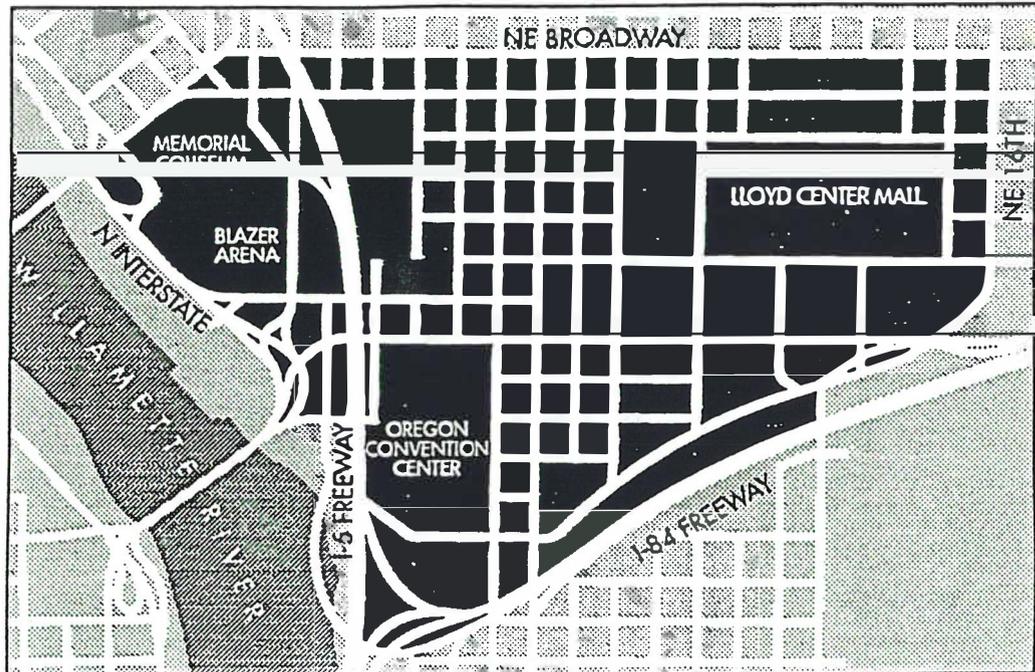
**Estimated 5-Year Performance Indicators:**

Jobs created or retained:	320
Area residents hired through JobNet :	1,001
Housing units created or improved:	1,132

LLOYD DISTRICT:

OBJECTIVE:

*To revitalize the district to build employment and housing opportunities, capitalize on major public and private investments, and make transportation and related improvements.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
0.9	0.7	0.4	0.3	0.6	2.9

- Complete the Oregon Arena Project public improvements.
- Support the Oregon Arena Corporation's efforts to prepare and implement an Arena Area Master Plan.
- Assist in site identification, land assembly and recruitment of an operator for the Convention Center headquarters' hotel.

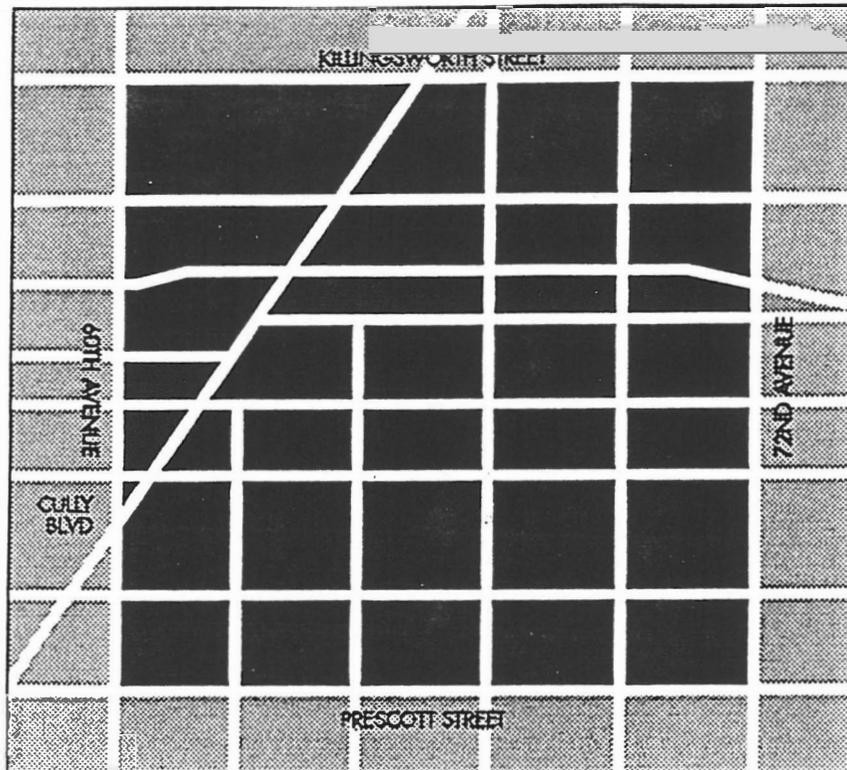
**Estimated 5-Year Performance Indicators:**

Jobs created or retained:	1,460
New jobs filled through JobNet :	351
Housing units created or improved:	24

NE CULLY & KILLINGSWORTH:

OBJECTIVE:

*To capitalize on multi-family residential development (Villa de Clara Vista) and to improve surrounding residential neighborhood.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
6.5	2.3	1.6	1.6	1.8	13.8

- Complete rehabilitation of the 187-unit Villa de Clara Vista project.
- Develop or rehabilitate 300 housing units in this district to capitalize upon the Villa de Clara Vista project.

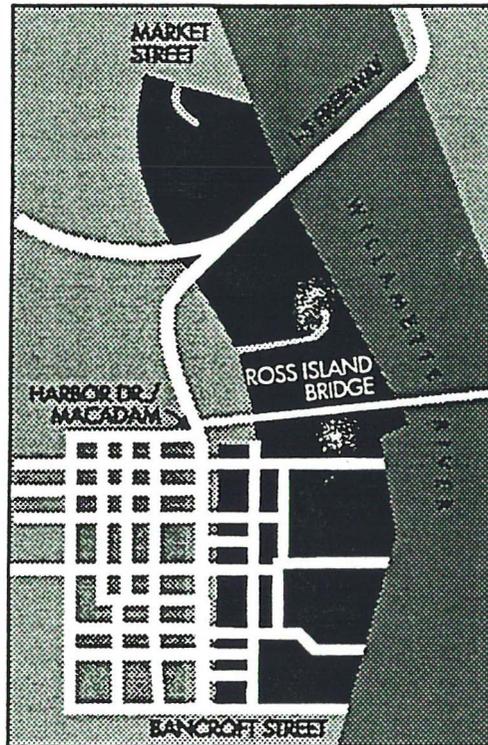
**Estimated 5-Year Performance Indicators:**

Housing units created or improved: 478

**NORTH MACADAM/SOUTH WATERFRONT:**

**OBJECTIVE:**

*To pursue housing and employment opportunities including the cleanup and redevelopment of former industrial sites and improvement of transportation access.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
1.2	0.7	0.5	1.1	7.6	11.1

- Prepare PDC-owned property for sale and actively promote corporate headquarters and other development in South Waterfront.
- Seek mixed-income housing for the district, particularly in the North Macadam area.
- Work to extend Waterfront Park south to the Marquam Bridge .

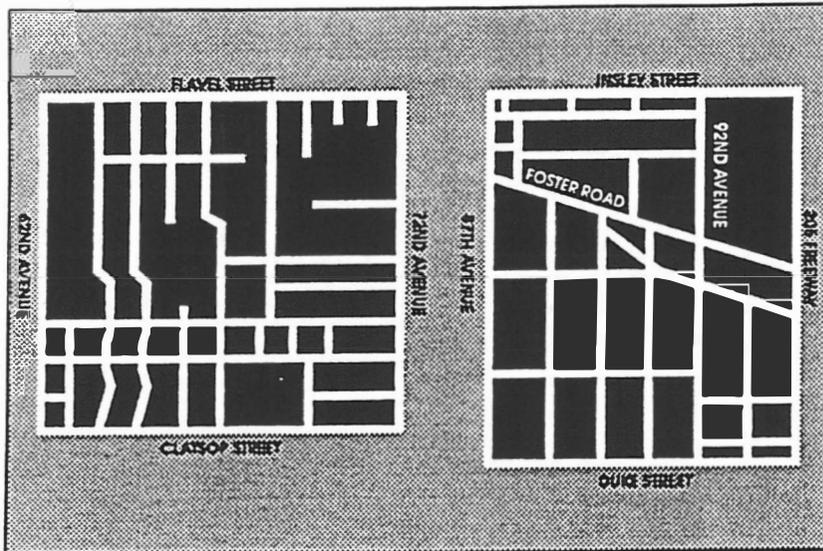
**Estimated 5-Year Performance Indicators:**

Jobs created or retained:	600
Housing units created or improved:	530

## OUTER SOUTHEAST:

### OBJECTIVE:

*To assist in community activities that lead to redevelopment and improvement of the business district and residential neighborhood. To capitalize on parks and infrastructure (sewers, sidewalks, streets) investment in Brentwood-Darlington to improve residential neighborhood.*



### Proposed Activities Budget: (in millions \$)

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
2.8	7.3	9.6	5.7	7.0	32.4

- Produce or rehabilitate 500 housing units for low-and moderate-income persons and families in the SE 92nd Avenue and Foster area, two-thirds of which will be owner-occupied.
- Craft workforce development plan for Outer Southeast, and target jobs through JobNet to area residents.
- Extend the targeted business loan program and the façade loan program to the area, totaling \$1.3 million in business loans.
- Analyze the feasibility of redeveloping the Publishers Paper site, and undertake predevelopment if possible.

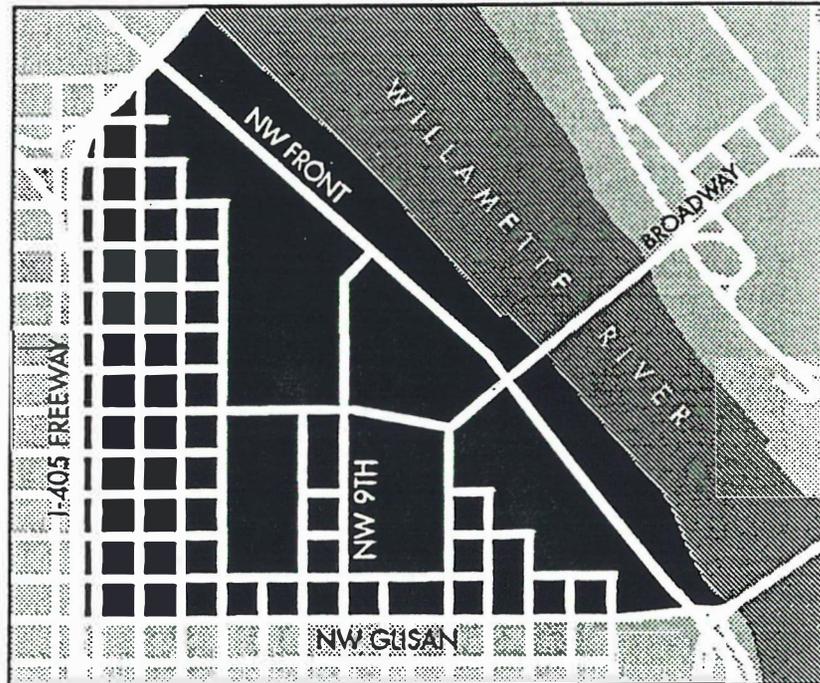
### Estimated 5-Year Performance Indicators:

Jobs created or retained:	120
Area residents hired through JobNet :	146
Housing units created or improved:	1,125

RIVER DISTRICT/UNION STATION:

OBJECTIVE:

*To 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. To retain and enhance Union Station's function as a critical public asset and transportation hub for the regional transit system.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
1.6	2.4	1.8	2.0	10.3	18.1

- Continue operations of Union Station and analyze its seismic needs.
- Develop 300 mixed income housing units on the Union Station site.
- Assist in development of additional housing units for a broad range of income levels throughout the target area.
- Act as lead agency for development of the River District Master Plan.
- Assemble land for public amenities needed to implement the River District Development Plan.

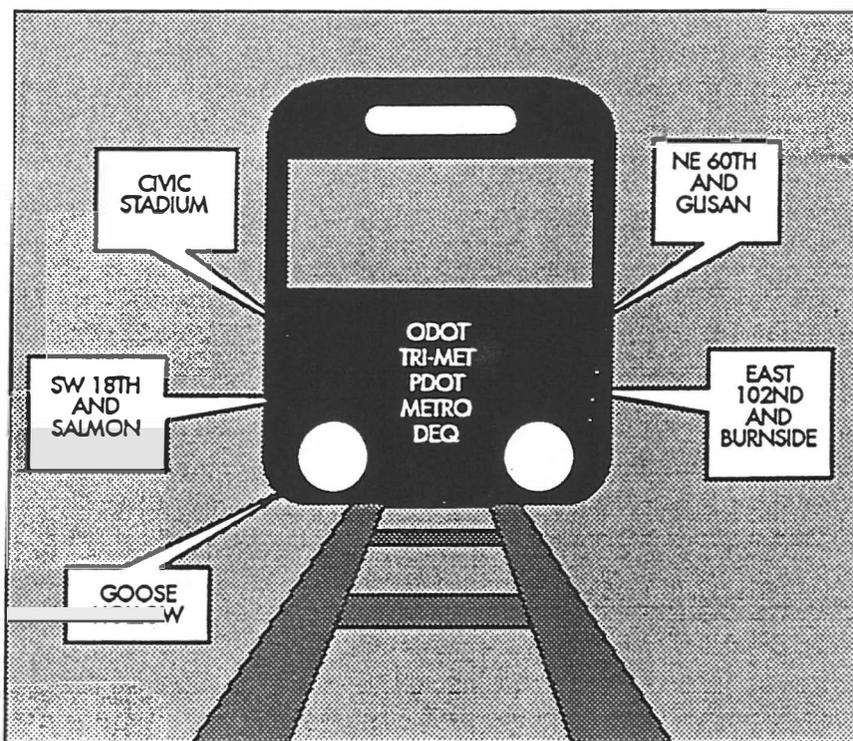
**Estimated 5-Year Performance Indicators:**

Housing units created or improved: 1,187

## TRANSIT STATION AREAS:

### OBJECTIVE:

*To 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.*



### Proposed Activities Budget: (in millions \$)

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
0.8	0.9	1.4	4.6	3.0	10.7

- Provide technical assistance in implementing the regional transit-oriented development program.
- Facilitate the private development of transit station area sites with planning and development assistance.

### Estimated 5-Year Performance Indicators:

Housing units created or improved: 942

## Citywide Activities - PDC activities not focused in the target areas.

### Proposed Activities Budget: (in millions \$)

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
6.0	15.0	14.4	23.2	19.3	77.9

- Take lead in implementing the economic development policy.
- Recruit and retain 6,500 jobs through business development activities.
- Increase annual production of no/low/moderate income housing units to address the goals of the Comprehensive Housing Affordability Strategy.
- Seek to increase financial lending capacity through a special arrangement with private lenders.
- Support public/private efforts to develop a strategy to carry out the Livable City Housing Initiative.
- Assist community-based non-profits to increase their capacity for housing and mixed-unit development.
- 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.
- Implement business district program.
- Initiate a non-profit international business development council.
- Link new jobs to city residents through JobNet program.
- Continue emergency repair and rehabilitation housing loans to low- and moderate-income families throughout the city.
- Pursue public/private partnerships to finance public facilities.
- Coordinate regional business recruitment.

### Estimated 5-Year Performance Indicators:

Jobs created or retained:	1,346
New jobs filled through JobNet :	1,273
Housing units created or improved:	2,844

## PDC PROJECTED RESOURCES AND PROGRAM REQUIREMENTS BY YEAR

	FYE-95	FYE-96	FYE-97	FYE-98	FYE-99	TOTAL 5 YEAR
<b>Resources</b>						
PDC Program Income	9,370,000	3,640,000	5,007,000	4,632,000	1,979,000	24,628,000
Grants & Private Lenders	27,414,000	31,706,000	39,725,000	40,885,000	44,497,000	184,227,000
City & Other Contracts	5,709,000	6,570,000	4,535,000	10,166,000	9,259,000	36,239,000
<b>Resources Total</b>	<b>42,493,000</b>	<b>41,916,000</b>	<b>49,267,000</b>	<b>55,683,000</b>	<b>55,735,000</b>	<b>245,094,000</b>
<b>Program Requirements</b>						
<b>Target Area:</b>						
Downtown/Old Town	6,482,000	3,058,000	4,744,000	3,306,000	912,000	18,502,000
Central Eastside District	854,000	2,942,000	3,535,000	3,678,000	284,000	11,293,000
Airport Way/Columbia Corridor	2,199,000	1,324,000	1,125,000	1,051,000	987,000	6,686,000
N.E. Cully	6,516,000	2,265,000	1,609,000	1,598,000	1,845,000	13,833,000
Inner Northeast	9,357,000	7,948,000	8,622,000	6,888,000	7,668,000	40,483,000
Lloyd District	921,000	744,000	450,000	339,000	584,000	3,038,000
North Macadam/South Waterfront	1,156,000	690,000	546,000	1,070,000	7,556,000	11,018,000
River District/Union Station	1,588,000	2,441,000	1,822,000	1,951,000	10,251,000	18,053,000
Outer South East	2,827,000	7,279,000	9,552,000	5,651,000	6,970,000	32,279,000
Commission Administration	672,000	699,000	721,000	744,000	774,000	3,610,000
Transit Station Areas	784,000	853,000	1,438,000	4,200,000	2,662,000	9,937,000
City Wide- Outside Targeted Areas	5,708,000	14,626,000	14,289,000	23,056,000	19,064,000	76,743,000
Regional-Outside City	344,000	357,000	139,000	144,000	149,000	1,133,000
<b>Program Requirements Total</b>	<b>39,408,000</b>	<b>45,226,000</b>	<b>48,592,000</b>	<b>53,676,000</b>	<b>59,706,000</b>	<b>246,608,000</b>

Note: Estimated requirements exceed projected resources by \$1.5 million over the course of five years. Final adjustments will be made to bring total program into balance.

### PLEASE LET US HEAR FROM YOU

If you have comments or suggestions on PDC's Five-Year Business Plan, please call or write: Ms. Jan Burreson, Executive Director, Portland Development Commission, 1120 SW Fifth Avenue, Suite 1100, Portland, OR 97204, (503) 823-3200.

For the full PDC Five-Year Business Plan and Appendix, please contact the Portland Development Commission, (503) 823-3200.



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**Prepared By Bureau of Financial Planning, City of Portland**  
**Office of Finance & Administration**  
**Current 5-Year Financial Forecast**  
**City Of Portland-General Fund**

**April 20, 1994**

*Revised APRIL Financial Forecast Reflects New, Higher, County Assessed Value Growth Estimate*

Item	Previous March 28th	Council Approved	DIFFERENCE
Resources Available FY1994-95	\$202,327,576	\$204,677,687	\$2,350,111
Requirements:			
Council Set-Asides	\$29,913,373	\$31,410,935	\$1,497,562
Bureaus Programs	\$167,952,834	\$167,890,240	(\$62,594)
Resources Less Re- quirements EQUALS	\$4,461,369	\$5,376,512	\$915,143
Council's Allocation:			
Approved, Programs	\$543,805	\$964,731	\$420,926
Approved One-Time	\$3,917,564	\$4,411,781	\$494,217

**Council APPROVED-April Financial Forecast Summary**

*April Forecast Shows Improvement Over March 28th*

- \* Resources are up net, \$2.35 million. Revenues are up \$2.048 million while the beginning fund balance estimate (done off of data through April 6, accounting period 10) is revised upward by about \$301,600.....
- \* Requirements are up by \$1.43 million. Set-asides are up net by \$1.5 million due mostly to a \$1.56 million reserve for the second year of school police. Estimated bureau requirements are down by \$62,594 due to a reduction in Purchasing's budget for surplus property.....
- \* Council's Approved Budget allocates about \$964,730 to programs. About \$4.41 million has been earmarked for one-time projects, up \$494,217 million from March 28th.

**Annexation Scenario**

**5-Year Resource Picture  
Improves From March 28th**

The April resource forecast is improved compared to the previous March 28th forecast. Multnomah County Assessment and Taxation released an updated assessed value report that is based on transaction data through February. The report generally shows much stronger assessed value growth. The City's assessed value growth estimate has been revised to 7.85% from 6.0%. This produced \$2 million in additional revenues.

**Forecast Includes \$581  
Million In Annexations**

The forecast continues to assume annexation of \$581 million of east county assessed value with a population of 22,500. First full year revenues are estimated at \$3.9 million, while bureau requirements are \$5.2 million net of one-time costs. Revenue growth elsewhere is used to offset the shortfall in annexation related requirements.

Some Key Forecast Assump- tions	Assessed Value Growth.....	7.85%	<b>State Cigarette &amp; Liquor</b>
	FY1994-95 General Fund		<b>Tax Revenues To City.....</b>
	Tax Base (Levy).....	\$118,303,811	\$7,435,377
	Levy Compression(%).....	-5.65%	<b>CPI-W Increase (December '92</b>
	Delinquency/Discount (%)	-7.60%	To December '93).....
	Actual Levy Revenues.....	\$103,133,062	3.6%
	Exempt, ORS307.600, AV-\$Mil.....	\$49,383	<b>Required F&amp;PD&amp;R Levy.....</b>
	Revenue Loss, All Agencies, FY95:	\$897,343	\$43,637,433
	City, Revenue Loss, FY1994-95.:	\$306,805	<b>Beginning General Fund</b>
	Council 5-Year Est. Expense....	\$1,471,557	FY1994-95 Balance.....
		\$8,994,293	<b>Estimated Measure 5 GENERAL FUND</b>
		(\$6,179,660)	<b>Revenue Loss due to "5".....</b>
			<b>Current Forecast: FY1994-95 to FY1998-99</b>

Forecast FY1994-95 resources are up about \$2.35 million (+1.16%) when compared to the previous March (28th) financial forecast. The largest change occurred in forecast property tax revenues. Multnomah County Assessment & Taxation (A&T) released their FY1994-95 assessed value growth estimate. It shows about 9% county-wide growth on the 70% of the assessed value that is A&T's responsibility. The major surprises in the report were commercial and multi-family properties which appear to be growing strongly. Last year, commercial assessed values in the downtown area did not grow

at all. The City's growth estimate has been revised to 7.85% from 6%, producing an added \$2 million.

\* The forecast continues to assume receipt of about \$7.4 million per year in cigarette and liquor tax distributions from the State to the City's General Fund.

\* The beginning balance estimate is up by about \$301,600. This estimate is "off of" financial data available through April 6th (Accounting Period 10). This estimate may be revised again using period 11 and 12 data.

Some key revenue forecast assumptions are shown in the table to the right. The General Fund will levy a tax base of \$118.30 million on \$23.9 billion of assessed value. The levy is up \$9.7 million due to 6% growth and annexation. Measure 5 will reduce or compress the levy by about \$6.7 million (5.7%) to \$111.6 million. About \$103.1 million (93.5%) of the compressed \$111.6 million levy will be collected. The F&PD&R levy is estimated at \$43.6 million. This levy is large enough to offset levy compression and still fund annual F&PD&R costs.

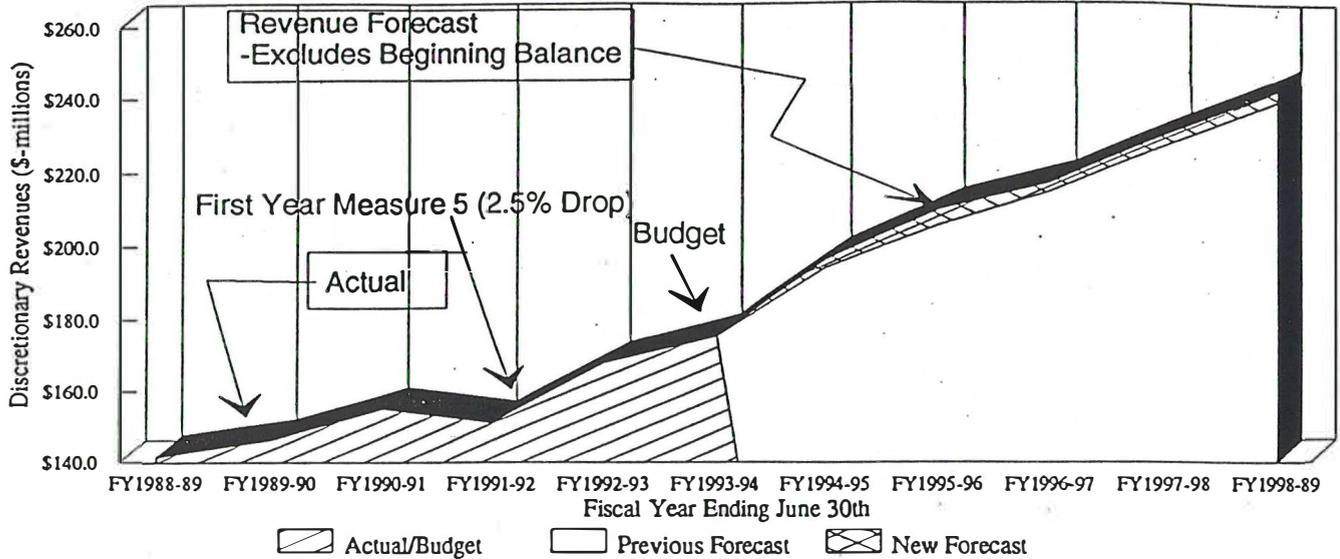
The forecast continues to assume about 6% assessed value growth in the out-years of the forecast. The City and other agencies (Port, METRO, and County) continue to benefit from a strong housing market that both US News & World Report and FORTUNE magazine characterize as one of the best in the country.

Revenue Forecast RECAP			
General Fund Revenue Category	FY1994-95		
	Previous	Current	Difference
Property Taxes.....	\$106,512,493	\$108,476,184	\$1,963,691
Transient Lodgings.....	\$7,415,693	\$7,419,693	\$4,000
Business Licenses.....	\$32,402,548	\$32,402,548	\$0
Utility License/Franchise....	\$35,241,437	\$35,241,437	\$0
State Revenues.....	\$7,435,377	\$7,435,377	\$0
Interest Income.....	\$727,640	\$727,640	\$0
Transfers.....	\$859,814	\$859,814	\$0
Miscellaneous.....	\$3,039,881	\$3,120,702	\$80,821
Revenue Forecast.....	\$193,634,882	\$195,683,394	\$2,048,512
Beginning Balance.....	\$8,692,694	\$8,994,293	\$301,598
Forecast Resources.....	\$202,327,576	\$204,677,687	\$2,350,111
% Change In Revenues.....		1.06%	
% Change In Resources.....		1.16%	

Revenue Forecast ASSUMPTIONS	
Revenue Category	FY1994-95
Property Taxes.....	
Taxbase Levy.....	\$118,303,811
F&PD&R Levy.....	\$43,637,433
City Levy Authority	\$161,941,244
% Local Government.....	55.3%
Mult. County Serial Levies.....	\$27,244,039
Assessed Value Growth.....	7.9%
Discounts.....	-2.3%
Delinquency/Refunds.....	-6.2%
Accrual (% of Levy).....	0.9%
Levy Compression/LOSS.....	-5.7%
Portland Population.....	520,054
GDP Growth (WEFA).....	3.1%
Revenue Sharing (State).....	\$7,435,377

**THE BOTTOM LINE:**-This financial forecast is based on a 5-year financial plan that brings annual PDC debt service costs into the General Fund. This is accomplished by slowing growth in on-going programs, while funding bureau annexation requirements, and \$3.55 million going to reserves, FY1994-95. This financial forecast uses reserve fund draws to transition annual PDC debt service requirements into the General Fund.

**Current (APRIL) 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 FY1993-94 revenues, and graphs the 5-year revenue forecast for FY1994-95 through FY1998-99. Revenues, for the "Most Likely" case are forecast to grow by about 6.7% per year over the 5-year period. This reflects underlying property tax revenue growth of about 6.4% per year. Property taxes although 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 FY1994-95 General Fund requirements total \$199.30 million. Estimated bureau programs total \$167.89 million, set-asides are estimated to total about \$31.41 million. Estimated FY1994-95 bureau requirements assume materials and services inflation of about 3.6% while internal materials and services costs are expected to escalate by about 4.5%. Other cost escalation factors used in estimating "bureau current service level" requirement

Estimated Current Service Level Assumptions	
<b>Estimated Current Service Level (CSL) Forecast.....</b>	
Level (CSL) Forecast.....	\$167,890,240
Previous CSL Estimate.....	\$167,952,834
<b>Difference In Estimates</b>	<b>(\$62,594)</b>
<b>General Inflation Rates.....</b>	
GNP Price Deflator.....	2.9%
CPI-% (Dec.'92-Dec.'93).....	3.6%
Benefits Inflation.....	3.6%
Producer Price Index.....	2.2%
CPI-Services.....	3.4%
<b>External M&amp;S.....</b>	
General-Overall.....	3.7%
Energy-Electricity.....	8.1%
Energy-Gas.....	14.8%
Sewer.....	13.0%
Water.....	9.3%
Utilities-Overall.....	9.9%
<b>Internal M&amp;S.....</b>	
General-Overall.....	4.5%
Risk/Workers' Comp.....	5.7%
<b>Compensation-% Increase....</b>	
Public Safety.....	3.60%
All Other.....	3.60%

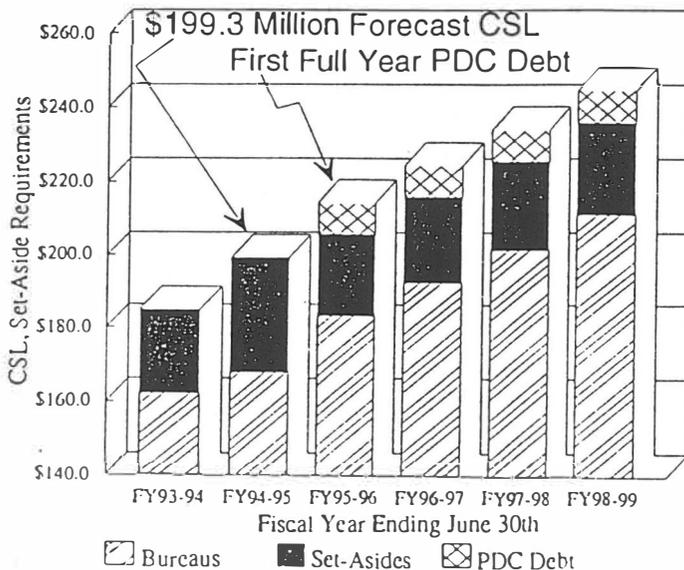
are summarized in the table above and to the right.

Council allocates a portion of forecast resources as "set-asides." Set-asides are now \$1.5 million above FY1994-95 set-asides as of March 28. Annexation set-asides remain at \$5.6 million. Set-asides still include a \$3.55 million transfer to the General Reserve Fund plus \$1.56 million which is being "banked," FY1994-95 and will be used to fund the second year of school police. Contingency is now set at about \$1.04 million for FY1994-95 and \$1 million for FY1995-96. The reserve transfer will keep reserves at about the 10% level. The compensation set-aside is about \$18,500 higher because of the transfer of County sheriffs.

The other "big" set-asides are as previously forecast. The compensation set-aside (wages + benefits) is 100% of the actual December to December CPI increase of 3.6%. The capital set-aside is the traditional \$4.2 million plus ADA. The street lighting transfer follows the transition schedule adopted by Council during the FY1991-92 budget process.

Financial Plan Council Set-Asides		
Set-Aside Item	Budget	FY1994-95
	FY1993-94	Forecast
Transfer-F&PD&R Reserve	\$500,000	\$0
Compensation Set-Aside	\$5,680,128	\$5,687,784
Other Set-Asides		
General Contingency	\$1,346,506	\$1,041,856
Unforeseen & Inventory	\$2,060,000	\$2,000,000
<b>Subtotal-Contingency</b>	<b>\$3,406,506</b>	<b>\$3,041,856</b>
Capital Set-Aside	\$2,751,887	\$3,035,766
Other Capital-ADA	\$500,000	\$427,287
Existing Master Lease	\$1,325,981	\$1,250,914
<b>Subtotal-Capital Set-Aside</b>	<b>\$4,577,868</b>	<b>\$4,713,967</b>
Interest-Short Term Debt	\$0	\$0
Street Light O&M Transfer	\$3,389,972	\$4,637,986
FY94 Loans/Annex One-Time	\$3,437,196	\$553,400
Unemployment Insurance	\$200,000	\$200,000
Business License Refunds	\$1,494,176	\$2,030,154
Tennis and Coliseum Debt	\$33,684	\$212,215
Arts Incentive Program	\$0	\$0
Transfer To General Reserve	\$0	\$5,110,000
PDC-Debt Service	\$0	\$0
Annexation Set-Aside	\$0	\$5,177,563
Miscellaneous Transfers	\$37,308	\$15,000
EID Assessment	\$31,010	\$31,010
<b>Total Budgeted or Assumed Set-Asides</b>	<b>\$22,787,848</b>	<b>\$31,410,935</b>
<b>Previous Forecast Assumed Set-Asides.....</b>		<b>\$29,913,373</b>
<b>Difference Between Proposed, Previous.....</b>		<b>\$1,497,562</b>

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



The financial forecast capital set-aside for FY1994-95 is \$4.7 million. This includes \$3 million for bureaus, \$500,000 for ADA required projects, and \$1.25 million for existing master lease payments. The capital set-aside for FY1995-96 is \$4.27 million. This set-aside continues to fall short of documented outstanding capital (general infrastructure) needs.

Other set-asides assumed in the financial forecast include a standard \$200,000 for unemployment insurance, continuation of the Economic Improvement District (EID) assessment, about \$26,400 for tennis facility debt, \$15,000 for miscellaneous transfers, and about \$185,776 for Coliseum debt service and issuance costs. The General Fund's share of annual PDC debt service costs rises to an estimated \$8.6 million beginning FY1995-96, as shown in Figure 2 at the left.

**Figure 2-Current Service Level Forecast  
Financial Forecast (FORC9510)**

The table to the right combines the FY1994-95 resource forecast with estimated bureau requirements and assumed set-asides. Total resources are forecast at \$204.67 million. Deducting forecast set-asides of \$31.41 million leaves \$173.27 million for bureau program requirements and one-time projects. On-going Bureau requirements total about \$167.89 million with \$964,731 for new programs and \$4.41 million for one-time.

Forecast Resources Compared To Requirements		
Item	Budget	FY1994-95
	FY1993-94	Forecast
Forecast Revenues.....	\$175,002,761	\$195,683,394
Beginning FUND Balance.....	\$9,947,329	\$8,994,293
<b>Total FUND Resources</b>	<b>\$184,950,090</b>	<b>\$204,677,687</b>
Less: Proposed Set-Asides.....	(\$22,787,848)	(\$31,410,935)
<b>EQUALS: AVAILABLE TO BUREAUS.....</b>	<b>\$162,162,242</b>	<b>\$173,266,751</b>
<b>ESTIMATED FY1994-95 BUREAU On-Going REQUIREMENTS .....</b>		<b>\$167,890,240</b>
<b>ESTIMATED DIFFERENCE.....</b>		<b>\$5,376,512</b>
<b>COUNCIL, ON-GOING PROGRAMS.....</b>		<b>\$964,731</b>
<b>FOR ONE-TIME COUNCIL PROJECTS.....</b>		<b>\$4,411,781</b>
<b>Previous, March 28th-Mayor's Proposed, Forecast</b>		
<b>ESTIMATED FY1994-95 BUREAU REQUIREMENTS</b>		<b>\$167,952,834</b>
<b>ESTIMATED DIFFERENCE</b>		<b>\$4,461,369</b>
<b>ASSUMED, ON-GOING PROGRAMS</b>		<b>\$543,805</b>
<b>FOR ONE-TIME PROJECTS</b>		<b>\$3,917,564</b>

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 debt service requirements \$8.6 million per year beginning FY1995-96. The forecast continues to show, like its

predecessor that draws on the reserve fund will be required to transition PDC debt service into the General Fund while at the same time fund bureau requirements for newly annexed areas.

Forecast Difference Between Resources And CSL Requirements  
General Fund Financial Model

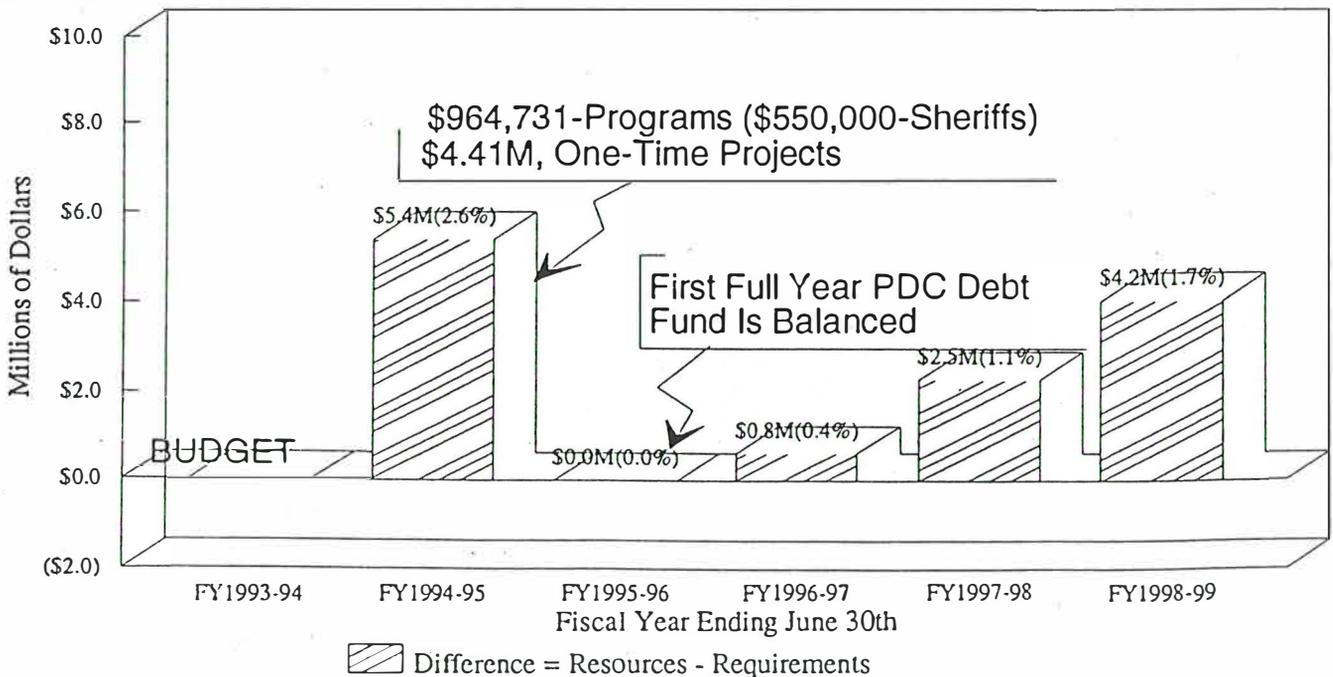


Figure 3-Financial Plan Resources Compared To Requirements

## 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 \$422.2 million over two years.....
- \* Requirements totaling \$413.6 million over two years.....
- \* The General Fund is balanced for FY1994-95 with \$964,731 going into on-going programs and \$4.41 million earmarked for one-time projects, and \$3.2 million one-time, FY1995-96

	Budget	2-Year Financial Forecast		
	FY1993-94	FY1994-95	FY1995-96	Total
<b>General Fund Resources</b>	\$184,950,090	\$204,677,687	\$217,534,136	\$422,211,822
<b>Less: Assumed Set-Asides</b>				
Transfer For F&PD&R Reserve	\$500,000	\$0	\$0	\$0
Compensation Set-Aside	\$5,680,128	\$5,687,784	\$6,481,590	\$12,169,374
<b>Other Set-Asides</b>				
Contingency	\$1,346,506	\$1,041,856	\$1,000,000	\$2,041,856
Unforeseen & Inventory	\$2,060,000	\$2,000,000	\$2,000,000	\$4,000,000
Subtotal-Contingency	\$3,406,506	\$3,041,856	\$3,000,000	\$6,041,856
<b>Capital Set-Aside</b>	\$2,751,887	\$3,035,766	\$3,000,000	\$6,035,766
Other Capital-ADA	\$500,000	\$427,287	\$0	\$427,287
Master Lease	\$1,325,981	\$1,250,914	\$1,269,582	\$2,520,496
Subtotal-Capital	\$4,577,868	\$4,713,967	\$4,269,582	\$8,983,549
Interest-Short Term Debt	\$0	\$0	\$0	\$0
Street Light O&M Transfer	\$3,389,972	\$4,637,986	\$5,565,004	\$10,202,990
Walnut Park/Elderhope Loan	\$3,437,196	\$553,400	\$0	\$553,400
Unemployment Insurance	\$200,000	\$200,000	\$200,000	\$400,000
Business License Refunds	\$1,494,176	\$2,030,154	\$2,163,696	\$4,193,850
Tennis, Coliseum Debt	\$33,684	\$212,215	\$959,253	\$1,171,467
Arts Incentive	\$0	\$0	\$0	\$0
Transfer To General Reserve	\$0	\$5,110,000	\$0	\$5,110,000
PDC-Debt Service	\$0	\$0	\$8,546,728	\$8,546,728
Annexation Set-Aside	\$0	\$5,177,563	\$0	\$5,177,563
Miscellaneous Transfers	\$37,308	\$15,000	\$50,000	\$65,000
EID Assessment	\$31,010	\$31,010	\$31,010	\$62,020
Subtotal, Assumed Set-Asides	\$22,787,848	\$31,410,935	\$31,266,862	\$62,677,797
<b>LESS: Estimated Bureau Requirements</b>	\$162,162,242	\$167,890,240	\$183,058,537	\$350,948,776
<b>Difference: Fund Resources Less Bureau Requirements, Set-Asides</b>	\$0	\$5,376,512	\$3,208,737	\$8,585,249
Council, On-Going Programs	\$0	\$964,731	\$0	\$964,731
Council, One-Time Projects	\$0	\$4,411,781	\$3,208,737	\$7,620,518

**FY1994-95 Through FY1998-99 Council Approved Financial Plan**

- \* Council's financial plan puts the bulk of resources in excess of on-going current service level program costs, annexation related programs, and one-time costs into the General Reserve Fund. This approach will continue to provide Council with greater flexibility in transitioning PDC debt into the General Fund as required by the Council's current financial plan while at the same time providing service to newly annexed areas.
- \* The financial forecast shows a reserve draw of \$4.32 million (FY1995-96) is required in FY1995-96 in order to bring annual PDC debt service costs into the fund without disrupting existing bureau service levels. The 10% Reserve remains about in tact assuming the \$3.55 million transfer to reserves FY1994-95, and repayment of the Elderhope Loan.
- \* The General Fund is balanced, FY1995-96, so the need to draw on the Emergency Reserve can be reassessed during the FY1995-96 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 Plan**

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 as adjusted for annexation related requirements. Even this will require a \$4.32 million reserve transfer, FY1995-96, with \$2.75 for programs and \$1.57 million for the second year of school police.

The table below summarizes the projected use of reserves. This use of reserves is unchanged from the previous forecast which projected a reserve draw of \$2.66 million (FY1995-96) and \$0.75 million (FY1996-97). The General Fund's 5 percentage point Countercyclical Reserve and 5% Emergency Reserve remain fully funded, at about 10% of forecast General Fund revenues.

Item	Fiscal Year Ending June 30th				
	1995	1996	1997	1998	1999
<b>Total Resources</b>	\$204,677,687	\$213,213,456	\$225,016,370	\$236,280,834	\$248,542,183
On-Going Programs	\$168,854,971	\$183,058,537	\$192,241,531	\$201,519,251	\$211,213,043
Bureau's One-Time	\$4,411,781	\$3,208,731	\$0	\$0	\$0
Council Set-Asides	\$31,410,935	\$31,266,862	\$32,145,481	\$32,462,832	\$33,312,723
<b>Total Requirements</b>	\$204,677,687	\$217,534,130	\$224,387,012	\$233,982,083	\$244,525,766
<b>Difference</b>	(\$0)	(\$4,320,674)	\$629,357	\$2,298,751	\$4,016,417
Transfer-IN From The GENERAL RESERVE	\$0	\$4,320,680	\$0	\$0	\$0
Reserve Fund As A Percent Net Revenues	11.96%	9.98%	10.16%	10.09%	10.04%
PDC Debt Service	\$0	\$8,546,728	\$8,462,982	\$8,449,611	\$8,688,208
ADA Requirements	\$427,287	\$0	\$0	\$0	\$0

**Risks To The Financial Forecast**

The revised April forecast continues to assume moderate State and regional economic growth. The State Economist's most recent December 1993 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 to have improved since December. On the other hand, the "K-12" funding problem remains and unfinished task for the legislature with voter rejection of a 5% sales tax. Legislative remedies to the funding problem could easily lead to loss of \$7.4 million in liquor and cigarette revenues. Finally the November ballot will include another tax or fee limitation measure that may, if passed, reduce bureau fee revenues, and reduce funding further.

<b>2-Year Forecast Resources-By Budget Category Detail</b>			
<i>Category</i>	<i>FY1994-95</i>		<i>FY1995-96</i>
<b>RESOURCES</b>	<i>March 28th</i>	<i>Revised</i>	
<i>Property Taxes</i>			
<i>Current Year Taxes</i>	\$101,167,088	\$103,133,062	\$107,462,235
<i>Prior Year Taxes</i>	\$4,956,355	\$4,956,355	\$5,337,893
<i>Payment in Lieu of Taxes</i>	\$389,050	\$386,767	\$386,767
<i>Total Property Taxes</i>	\$106,512,493	\$108,476,184	\$113,186,895
<i>Other Taxes</i>			
<i>Lodging Tax</i>	\$7,415,693	\$7,419,693	\$7,650,954
<i>Licenses &amp; Permits</i>			
<i>Business Licenses</i>	\$32,402,548	\$32,402,548	\$34,539,137
<i>Utility License-External</i>	\$27,115,367	\$27,115,367	\$28,212,760
<i>State Sources(*)</i>			
<i>State Shared Revenue</i>	\$7,435,377	\$7,435,377	\$7,418,368
<i>Local Government</i>			
<i>Local Shared Revenue</i>	\$1,004,881	\$1,004,881	\$1,028,735
<i>Miscellaneous Revenues</i>			
<i>Refunds</i>	\$20,000	\$64,442	\$20,000
<i>Interest on Investments</i>	\$727,640	\$727,640	\$844,298
<i>Other Misc. Revenues</i>			
<i>Other Misc. Revenues</i>	\$15,000	\$51,379	\$15,000
<i>Unforeseen Reimbursable</i>	\$2,000,000	\$2,000,000	\$2,000,000
<i>Transfers, Other Funds</i>			
<i>Utility License-Internal</i>			
<i>Water Operating</i>	\$2,913,791	\$2,913,791	\$3,170,000
<i>Sewer Operating</i>	\$5,212,279	\$5,212,279	\$6,095,283
<i>Miscellaneous</i>			
<i>Parking Facil-Tax Offset</i>	\$134,054	\$134,054	\$135,830
<i>Hydro-Fund Transfer</i>	\$75,000	\$75,000	\$75,000
<i>Auto Port-Tax Offset</i>	\$36,068	\$36,068	\$36,068
<i>Refuse Disposal</i>	\$50,000	\$50,000	\$50,000
<i>HCD-Indirect</i>	\$247,378	\$247,378	\$247,378
<i>Federal Grants-Indirect</i>	\$40,930	\$40,930	\$45,000
<i>Transfer-General Reserve</i>	\$0	\$0	\$4,320,680
<i>From Short-Term Debt</i>	\$276,384	\$276,384	\$0
<i>Subtotal-Transfers, Misc.</i>	\$859,814	\$859,814	\$4,909,956
<i>Beginning Fund Balance</i>			
<i>Unencumbered</i>	\$8,692,694	\$8,994,293	\$8,442,749
<b>TOTAL DISCRETIONARY</b>	\$202,327,576	\$204,677,687	\$217,534,136
Checksum Total-Page 2	\$202,327,576	\$204,677,687	\$217,534,136
Checksum Difference	\$0	(\$0)	\$0

(\*) Cigarette & liquor tax distributions to General Fund

*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 FY1993-94**

*The table below estimates the 3-year impact of Measure 5 on the City of Portland. The table shows that:*

- \* *The first three year's of Measure 5 cost the General Fund alone is estimated at \$31.1 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 3 year loss rises to \$27.1 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 \$89.5 million over the three year period ending FY1993-94. Collections for debt service during FY1991-92 totalled about \$15.5 million.*

Fiscal Year		General Fund Taxbase	Other-Serial Levies	Urban Renewal
<b>Estimated Revenues, Actual or Forecast, With Measure 5</b>				
FY1991-92	Audit	\$74,305,713	\$6,264,881	\$15,500,169
FY1992-93	Audit	\$85,939,529	\$0	\$0
FY1993-94	Forecast	\$91,556,264	\$0	\$0
3-Year Total.....		\$251,801,507	\$6,264,881	\$15,500,169
<b>Estimated Revenues Without Measure 5</b>				
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	Forecast	\$99,861,916	\$10,628,529 *	\$29,898,954
3-Year Total.....		\$282,919,640	\$33,349,160	\$89,544,282
* Assumes reauthorization of street light levy at \$0.49 per \$1,0000				
<b>Estimated Revenues Lost Due Measure 5</b>				
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	Forecast	(\$8,305,652)	(\$10,628,529)	(\$29,898,954)
Three Year Revenues Loss		(\$31,118,133)	(\$27,084,279)	(\$74,044,113)

BUREAU OF BUILDINGS  
CITY OF PORTLAND

FIVE YEAR FINANCIAL PLAN

Fiscal Years 1994-95 through 1998-1999

January 26, 1994

**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, we enforce the City's housing, nuisance, and noise control codes. The City's general fund finances these programs.

In fiscal year 1988-89, the City Council established an operating fund for the Bureau of Buildings. At that time, the bureau was charged with fully supporting our 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 some 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 us in our 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 we would expect to see in the next several years are:

- Increasing need to specialize in certain areas in Plan Review and Commercial Inspections (e.g., accessibility, energy code, specialized mechanical systems)

- o Use of technology to increase service levels (e.g., imaging, electronic submission of architectural drawings)
- o Demand to reduce construction regulation in order to hold the line on costs and fee increases.
- o Increased density initiating greater demand for neighborhood quality code enforcement (zoning, housing, nuisance)
- o 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, bureau staff prepare preliminary revenue forecasts for the current and five 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's Bureau Advisory Committee (BAC) reviews the level of service to customers and recommends the budget for the subsequent fiscal year. 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

Last year we reviewed our service levels and found that improvements were needed. The FY 93-94 budget included program enhancements to decrease the length of time for a plan review, decrease the waiting time in the Permit Center, answer code questions over the phone more quickly, and begin to initiate a team approach to inspections.

In FY 94-95, we will continue to respond to our diverse customer groups who all need different levels of service. We are proposing to add one clerical position to assist with personnel work transferred from the Bureau of Personnel Services, constituent response, and other administrative duties. In addition a new staffperson is proposed to lead the bureau's re-engineering and communications efforts. A budget of \$500,000 is set aside for a major office move. The Bureau of General Services estimates that it will cost \$500,000 to accommodate the bureau's space needs on the ninth floor. We will also be investigating the possibility of moving all residential inspections and permit processing to an eastside location to better serve our customers. A decision should be made in late 1994.

The FY 95-96 expenditure estimates include \$200,000 for an imaging project, and a like amount is projected for FY 96-97 for this project. With this technology, the bureau could scan plans into a computerized system eliminating the need to physically route plans and enabling multiple staff to review the plans. Many customers could deliver their plans electronically, and we would return checked plans to them in the same manner. We will be researching the feasibility, benefits, and costs of such a program during FY 94-95.

In FY 95-96, we expect that an additional \$50,000 will be needed for the re-engineering projects. Costs may include additional consultants and informational brochures.

In addition to the above program enhancements, the expenditure projections include a 3.4% - 4.1% inflationary increase. Exhibit 1 shows the detail of these inflationary assumptions. The assumptions are based on information from the City's economist who uses data from WEFA to project inflationary increases.

#### 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 this non-optimistic approach to setting revenue estimates, especially for a five year forecast.

However we expect our estimates to be more realistic than in past years. In FY 91-92 and FY 92-93, the revenue estimates were nearly \$1,000,000 less than the actual revenues received in a given year. Hopefully the FY 94-95 estimates will be closer to the actual revenues received.

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. First, information on large, upcoming projects is added to the model. Data on new single and multifamily housing starts from Metro is also incorporated. The Planning Bureau is consulted on expected development trends. Finally, any known fee increases are added.

For the FY 94-95 estimates, permit revenue from the following large projects are incorporated into the revenue forecasting model: Blazer Arena, Pacific Center, Frederick & Nelson building re-use, and continued construction at both Oregon Health Sciences University and the Portland International Airport.

For the five year forecast, we expect current trends to continue. Interest rates are expected to slowly drift upward over the next

several year, however, the rise should be gradual. The numbers of permits continues to be strong, although their valuation is not as high as in FY 90-91. 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 healthy a 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 a negative impact on developers' ability to secure loans. We certainly have felt the impact of the savings and loan crisis with less financing 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 Portland. 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 needs to contend with is that revenues and workload do not increase and decrease at the same rate. Large projects generate high building permit 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 workload drops to the point where less staff are needed to make inspections and review plans, then there should be staff reductions. But when revenues drop and the workload is stable, funds are needed to maintain the service level.

In FY 91-92 the bureau's BAC set specific guidelines and policies for the reserve fund. The approach used to calculate reserve levels is a conservative one. It assumes that revenues collected in boom years will pay for costs generated in future poorer years. The reserve is held apart from the bureau's operating fund. We have 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 we review our revenue and expenditures annually and increase fees to cover increases in personnel and interagency costs. The fees are reviewed on an annual basis to determine the necessity of the increase.

During FY 94-95 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 pay more than their share of costs, and small projects may not pay their full costs. We may eliminate the need for permits for some minor work which would decrease the bureau's revenue. 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.

The revenues for the environmental soils program have been much higher than costs for the past several years. The reserve level for this program is also very high. We will be decreasing fees for this program by 5% in FY 94-95.

For FY 94-95 we are proposing a dramatic increase in revenues to recover costs of the zoning inspection program. New fees should be established to bring this program from 50% cost recovery to at least 70% cost recovery. The new fees would charge the violators of the zoning code after they have had adequate time to alleviate the violation or to apply for a land use action. We will continue to focus on the cost recovery rate of this program. After one year of the new fees being collected, we will determine whether or not additional fee increases are necessary.

Plumbing revenues are still not covering costs of the plumbing program in spite of a 5% fee increase in FY 93-94. The plumbing fees are calculated on the basis of number of fixtures or type of work as opposed to valuation of work as the building permit fees. Therefore as the contractor's costs escalate, the bureau does not capture any of these increased costs in the permit fees. We will continue to need to increase plumbing fees incrementally to offset increases in the bureau's labor costs which are driven by union agreements.

Exhibits 2 through 5 show five different funding/fee options. Exhibit 2 illustrates the requested budget with none of the above noted changes to fees. Exhibit 3 also shows no changes in revenues but includes the office move contained in contingency. Exhibit 4 also shows no changes to revenues but adds all projected new costs through FY 98-99. Exhibit 5 shows all out-year costs shown in

Exhibit 4 and makes all revenue changes explained in the preceding paragraphs.

#### Limitations of 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.

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BUREAU OF BUILDINGS  
FIVE-YEAR FINANCIAL PLAN

EXHIBIT 1

Inflation Rates Used in Projections

	FY 95-96	FY 96-97	FY 97-98	FY 98-99
Personal Services	3.66%	3.57%	3.23%	3.32%
External Materials & Services	4.23%	4.14%	3.79%	3.87%
Internal Materials & Services	3.59%	4.63%	3.47%	4.31%
Capital Outlay	4.23%	4.14%	3.79%	3.87%
Cash Transfers - Equipment	4.23%	4.14%	3.79%	3.87%

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BUREAU OF BUILDINGS RESERVES BY OPERATING FUND PROGRAM

JAN. 25, 1994

EXHIBIT 2

BASE

PROGRAM		PROGRAM COSTS	PROGRAM REVENUE	GEN FUND TRANSFER	RESERVES - ADD/(DRAW)	CUMULATIVE RESERVE	FEE INCR	COST RECOVERY
<b>BUILDING/HVAC</b>	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%	89%
	FY 92-93 actual	5,055,214	5,294,255		239,041	3,760,810	4%	93%
	FY 93-94 projected	5,479,325	5,188,362		(290,963)	3,469,847	0%	95%
	FY 94-95 budget	5,776,044	5,340,415		(435,629)	3,034,218	0%	92%
	FY 95-96 projected	5,973,067	5,606,810		(366,257)	2,667,961	0%	94%
	FY 96-97 projected	6,194,535	5,886,499		(308,036)	2,359,925	0%	95%
	FY 97-98 projected	6,388,661	6,180,147		(208,514)	2,151,411	0%	97%
FY 98-99 projected	6,602,909	6,488,450		(114,459)	2,036,952	0%	98%	
<b>ELECTRICAL</b>	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 projected	1,693,473	1,628,801		(64,672)	844,403	0%	96%
	FY 94-95 budget	1,700,192	1,654,787		(45,405)	798,998	0%	97%
	FY 95-96 projected	1,757,794	1,737,522		(20,272)	778,726	0%	99%
	FY 96-97 projected	1,822,839	1,824,393		1,554	780,280	0%	100%
	FY 97-98 projected	1,879,432	1,915,608		36,176	816,456	0%	102%
FY 98-99 projected	1,942,268	2,011,384		69,116	885,572	0%	104%	
<b>PLUMBING</b>	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 projected	1,199,863	1,207,673		7,810	(840)	5%	101%
	FY 94-95 budget	1,372,775	1,210,828		(161,947)	(162,787)	0%	88%
	FY 95-96 projected	1,419,265	1,271,368		(147,897)	(310,684)	0%	90%
	FY 96-97 projected	1,471,683	1,334,934		(136,749)	(447,433)	0%	91%
	FY 97-98 projected	1,517,310	1,401,679		(115,631)	(563,064)	0%	92%
FY 98-99 projected	1,567,933	1,471,760		(96,173)	(659,237)	0%	94%	
<b>ENVIR. SOILS</b>	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 projected	276,584	240,760		(35,824)	306,807	0%	87%
	FY 94-95 budget	307,277	247,783		(59,494)	247,313	0%	81%
	FY 95-96 projected	317,743	260,172		(57,571)	189,742	0%	82%
	FY 96-97 projected	329,476	273,180		(56,296)	133,446	0%	83%
	FY 97-98 projected	339,783	286,839		(52,944)	80,502	0%	84%
	FY 98-99 projected	351,128	301,181		(49,947)	30,555	0%	86%
<b>SIGNS</b>	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 projected	176,218	163,436		(12,782)	10,807	0%	93%
	FY 94-95 budget	196,417	173,207		(23,210)	(12,403)	0%	88%
	FY 95-96 projected	203,091	181,867		(21,224)	(33,627)	0%	90%
	FY 96-97 projected	210,596	190,960		(19,636)	(53,263)	0%	91%
	FY 97-98 projected	217,173	200,507		(16,666)	(69,929)	0%	92%
FY 98-99 projected	224,427	210,532		(13,895)	(83,824)	0%	94%	

## EXHIBIT 2

BASE

PROGRAM		PROGRAM COSTS	PROGRAM REVENUE	GEN FUND TRANSFER	RESERVES - ADD/(DRAW)	CUMULATIVE RESERVE	FEE INCR	COST RECOVERY
<u>ZONING</u>	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 projected	356,289	178,469		(177,820)	(251,897)	0%	50%
	FY 94-95 budget	398,092	189,500		(208,592)	(460,489)	0%	48%
	FY 95-96 projected	411,349	198,975		(212,374)	(672,863)	0%	48%
	FY 96-97 projected	426,915	208,924		(217,991)	(890,854)	0%	49%
	FY 97-98 projected	440,552	219,370		(221,182)	(1,112,036)	0%	50%
	FY 98-99 projected	455,525	230,338		(225,187)	(1,337,223)	0%	51%
<u>TOTALS</u>	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 projected	9,181,752	8,607,501		(574,251)	4,379,128		94%
	FY 94-95 budget	9,750,797	8,816,520		(934,277)	3,444,851		90%
	FY 95-96 projected	10,082,309	9,256,714		(825,595)	2,619,256		92%
	FY 96-97 projected	10,456,044	9,718,890		(737,154)	1,882,102		93%
	FY 97-98 projected	10,782,911	10,204,150		(578,761)	1,303,341		95%
	FY 98-99 projected	11,144,190	10,713,645		(430,545)	872,796		96%

BASE

Used FY 94-95 total requested budget and then projected figures out 4 more years.

The total requested budget includes current service level plus add packages for:

- 1) Re-engineering \$55,017
- 2) Clerical Support \$29,504
- 3) Nuisance Abatement \$56,000

No changes in fees or revenues in any years.

BUREAU OF BUILDINGS RESERVES BY OPERATING FUND PROGRAM

JAN. 25, 1994

EXHIBIT 3

Option 1

PROGRAM		PROGRAM COSTS	PROGRAM REVENUE	GEN FUND TRANSFER	RESERVES - ADD/(DRAW)	CUMULATIVE RESERVE	FEE INCR	COST RECOVERY
<b>BUILDING/HVAC</b>	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%	89%
	FY 92-93 actual	5,055,214	5,294,255		239,041	3,760,810	4%	93%
	FY 93-94 projected	5,479,325	5,188,362		(290,963)	3,469,847	0%	95%
	FY 94-95 budget	6,072,227	5,340,415		(731,812)	2,738,035	0%	88%
	FY 95-96 projected	5,973,067	5,606,810		(366,257)	2,371,778	0%	94%
	FY 96-97 projected	6,194,535	5,886,499		(308,036)	2,063,742	0%	95%
	FY 97-98 projected	6,388,661	6,180,147		(208,514)	1,855,228	0%	97%
FY 98-99 projected	6,602,909	6,488,450		(114,459)	1,740,769	0%	98%	
<b>ELECTRICAL</b>	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 projected	1,693,473	1,628,801		(64,672)	844,403	0%	96%
	FY 94-95 budget	1,787,375	1,654,787		(132,588)	711,815	0%	93%
	FY 95-96 projected	1,757,794	1,737,522		(20,272)	691,543	0%	99%
	FY 96-97 projected	1,822,839	1,824,393		1,554	693,097	0%	100%
	FY 97-98 projected	1,879,432	1,915,608		36,176	729,273	0%	102%
FY 98-99 projected	1,942,268	2,011,384		69,116	798,389	0%	104%	
<b>PLUMBING</b>	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 projected	1,199,863	1,207,673		7,810	(840)	5%	101%
	FY 94-95 budget	1,443,168	1,210,828		(232,340)	(233,180)	0%	84%
	FY 95-96 projected	1,419,265	1,271,368		(147,897)	(381,077)	0%	90%
	FY 96-97 projected	1,471,683	1,334,934		(136,749)	(517,826)	0%	91%
	FY 97-98 projected	1,517,310	1,401,679		(115,631)	(633,457)	0%	92%
FY 98-99 projected	1,567,933	1,471,760		(96,173)	(729,630)	0%	94%	
<b>ENVIR. SOILS</b>	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 projected	276,584	240,760		(35,824)	306,807	0%	87%
	FY 94-95 budget	323,034	247,783		(75,251)	231,556	0%	77%
	FY 95-96 projected	317,743	260,172		(57,571)	173,985	0%	82%
	FY 96-97 projected	329,476	273,180		(56,296)	117,689	0%	83%
	FY 97-98 projected	339,783	286,839		(52,944)	64,745	0%	84%
FY 98-99 projected	351,128	301,181		(49,947)	14,798	0%	86%	
<b>SIGNS</b>	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 projected	176,218	163,436		(12,782)	10,807	0%	93%
	FY 94-95 budget	206,488	173,207		(33,281)	(22,474)	0%	84%
	FY 95-96 projected	203,091	181,867		(21,224)	(43,698)	0%	90%
	FY 96-97 projected	210,596	190,960		(19,636)	(63,334)	0%	91%
	FY 97-98 projected	217,173	200,507		(16,666)	(80,000)	0%	92%
	FY 98-99 projected	224,427	210,532		(13,895)	(93,895)	0%	94%

BUREAU OF BUILDINGS RESERVES BY OPERATING FUND PROGRAM

JAN. 25, 1994

EXHIBIT 3

Option 1

PROGRAM		PROGRAM COSTS	PROGRAM REVENUE	GEN FUND TRANSFER	RESERVES - ADD/(DRAW)	CUMULATIVE RESERVE	FEE INCR	COST RECOVERY
<b>ZONING</b>	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 projected	356,289	178,469		(177,820)	(251,897)	0%	50%
	FY 94-95 budget	418,506	189,500		(229,006)	(480,903)	0%	45%
	FY 95-96 projected	411,349	198,975		(212,374)	(693,277)	0%	48%
	FY 96-97 projected	426,915	208,924		(217,991)	(911,268)	0%	49%
	FY 97-98 projected	440,552	219,370		(221,182)	(1,132,450)	0%	50%
	FY 98-99 projected	455,525	230,338		(225,187)	(1,357,637)	0%	51%
<b>TOTALS</b>	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 projected	9,181,752	8,607,501		(574,251)	4,379,128		94%
	FY 94-95 budget	10,250,798	8,816,520		(1,434,278)	2,944,850		86%
	FY 95-96 projected	10,082,309	9,256,714		(825,595)	2,119,255		92%
	FY 96-97 projected	10,456,044	9,718,890		(737,154)	1,382,101		93%
	FY 97-98 projected	10,782,911	10,204,150		(578,761)	803,340		95%
FY 98-99 projected	11,144,190	10,713,645		(430,545)	372,795		96%	

**OPTION 1**

For FY 94-95, the total requested budget was used, which includes current service levels plus add packages for:

- 1) Re-engineering \$55,017
- 2) Clerical Support \$29,504
- 3) Nuisance Abatement \$56,000

Additional changes: Add \$500,000 to Administration for moving costs in FY 94-95.

No changes to fees or revenues.

BUREAU OF BUILDINGS RESERVES BY OPERATING FUND PROGRAM

JAN. 25, 1994

EXHIBIT 4

OPTION 2

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%	89%
	FY 92-93 actual	5,055,214	5,294,255		239,041	3,760,810	4%	93%
	FY 93-94 projected	5,479,325	5,188,362		(290,963)	3,469,847	0%	95%
	FY 94-95 budget	6,072,227	5,340,415		(731,812)	2,738,035	0%	88%
	FY 95-96 projected	6,198,143	5,606,810		(591,333)	2,146,702	0%	90%
	FY 96-97 projected	6,374,678	5,886,499		(488,179)	1,658,523	0%	92%
	FY 97-98 projected	6,388,661	6,180,147		(208,514)	1,450,009	0%	97%
FY 98-99 projected	6,602,909	6,488,450		(114,459)	1,335,550	0%	98%	
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 projected	1,693,473	1,628,801		(64,672)	844,403	0%	96%
	FY 94-95 budget	1,787,375	1,654,787		(132,588)	711,815	0%	93%
	FY 95-96 projected	1,777,969	1,737,522		(40,447)	671,368	0%	98%
	FY 96-97 projected	1,838,954	1,824,393		(14,561)	656,807	0%	99%
	FY 97-98 projected	1,879,432	1,915,608		36,176	692,983	0%	102%
FY 98-99 projected	1,942,268	2,011,384		69,116	762,099	0%	104%	
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 projected	1,199,863	1,207,673		7,810	(840)	5%	101%
	FY 94-95 budget	1,443,168	1,210,828		(232,340)	(233,180)	0%	84%
	FY 95-96 projected	1,424,345	1,271,368		(152,977)	(386,157)	0%	89%
	FY 96-97 projected	1,475,716	1,334,934		(140,782)	(526,939)	0%	90%
	FY 97-98 projected	1,517,310	1,401,679		(115,631)	(642,570)	0%	92%
FY 98-99 projected	1,567,933	1,471,760		(96,173)	(738,743)	0%	94%	
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 projected	276,584	240,760		(35,824)	306,807	0%	87%
	FY 94-95 budget	323,034	247,783		(75,251)	231,556	0%	77%
	FY 95-96 projected	317,400	260,172		(57,228)	174,328	0%	82%
	FY 96-97 projected	329,192	273,180		(56,012)	118,316	0%	83%
	FY 97-98 projected	339,783	286,839		(52,944)	65,372	0%	84%
FY 98-99 projected	351,128	301,181		(49,947)	15,425	0%	86%	
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 projected	176,218	163,436		(12,782)	10,807	0%	93%
	FY 94-95 budget	206,488	173,207		(33,281)	(22,474)	0%	84%
	FY 95-96 projected	205,096	181,867		(23,229)	(45,703)	0%	89%
	FY 96-97 projected	212,197	190,960		(21,237)	(66,940)	0%	90%
	FY 97-98 projected	217,173	200,507		(16,666)	(83,606)	0%	92%
FY 98-99 projected	224,427	210,532		(13,895)	(97,501)	0%	94%	

## EXHIBIT 4

OPTION 2

PROGRAM		PROGRAM COSTS	PROGRAM REVENUE	GEN FUND TRANSFER	RESERVES - ADD/(DRAW)	CUMULATIVE RESERVE	FEE INCR	COST RECOVERY
<b>ZONING</b>	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 projected	356,289	178,469		(177,820)	(251,897)	0%	50%
	FY 94-95 budget	418,506	189,500		(229,006)	(480,903)	0%	45%
	FY 95-96 projected	409,357	198,975		(210,382)	(691,285)	0%	49%
	FY 96-97 projected	425,307	208,924		(216,383)	(907,668)	0%	49%
	FY 97-98 projected	440,552	219,370		(221,182)	(1,128,850)	0%	50%
FY 98-99 projected	455,525	230,338		(225,187)	(1,354,037)	0%	51%	
<b>TOTALS</b>	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 projected	9,181,752	8,607,501		(574,251)	4,379,128		94%
	FY 94-95 budget	10,250,798	8,816,520		(1,434,278)	2,944,850		86%
	FY 95-96 projected	10,332,310	9,256,714		(1,075,596)	1,869,254		90%
	FY 96-97 projected	10,656,044	9,718,890		(937,154)	932,100		91%
	FY 97-98 projected	10,782,911	10,204,150		(578,761)	353,339		95%
FY 98-99 projected	11,144,190	10,713,645		(430,545)	(77,206)		96%	

**OPTION 2**

For FY 94-95, the total requested budget was used which includes current service levels plus add packages for:

- 1) Re-engineering \$55,017
- 2) Clerical Support \$29,504
- 3) Nuisance Abatement \$56,000

Additional changes:

- Add \$500,000 to Administration for moving costs in FY 94-95.
- Add \$200,000 to Permits for imaging in FY 95-96
- Add \$ 50,000 to Permits for permit processing in FY 95-96.
- Add \$200,000 to Permits for imaging in FY 96-97.

No changes in revenues.

BUREAU OF BUILDINGS RESERVES BY OPERATING FUND PROGRAM

JAN. 26 1994

EXHIBIT 5

OPTION 3

PROGRAM		PROGRAM COSTS	PROGRAM REVENUE	GEN FUND TRANSFER	RESERVES - ADD/(DRAW)	CUMULATIVE RESERVE	FEE INCR	COST RECOVERY
<b>BUILDING/HVAC</b>	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%	89%
	FY 92-93 actual	5,055,214	5,294,255		239,041	3,760,810	4%	93%
	FY 93-94 projected	5,479,325	5,188,362		(290,963)	3,469,847	0%	95%
	FY 94-95 budget	6,075,886	5,337,270		(738,616)	2,731,231	0%	88%
	FY 95-96 projected	6,202,052	5,734,204		(467,848)	2,263,383	0%	92%
	FY 96-97 projected	6,378,790	5,883,097		(495,693)	1,767,690	0%	92%
	FY 97-98 projected	6,392,956	6,176,609		(216,347)	1,551,343	0%	97%
	FY 98-99 projected	6,607,439	6,484,770		(122,669)	1,428,674	0%	98%
<b>ELECTRICAL</b>	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 projected	1,693,473	1,628,801		(64,672)	844,403	0%	96%
	FY 94-95 budget	1,788,452	1,654,432		(134,020)	710,383	0%	93%
	FY 95-96 projected	1,779,090	1,737,153		(41,937)	668,446	0%	98%
	FY 96-97 projected	1,840,140	1,824,009		(16,131)	652,315	0%	99%
	FY 97-98 projected	1,880,696	1,915,209		34,513	686,828	0%	102%
	FY 98-99 projected	1,943,600	2,010,968		67,368	754,196	0%	103%
<b>PLUMBING</b>	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 projected	1,199,863	1,207,673		7,810	(840)	5%	101%
	FY 94-95 budget	1,444,037	1,270,580		(173,457)	(174,297)	5%	88%
	FY 95-96 projected	1,425,243	1,400,148		(25,095)	(199,392)	5%	98%
	FY 96-97 projected	1,476,667	1,542,964		66,297	(133,095)	5%	104%
	FY 97-98 projected	1,518,330	1,620,112		101,782	(31,313)	0%	107%
	FY 98-99 projected	1,569,008	1,701,117		132,109	100,796	0%	108%
<b>ENVIR. SOILS</b>	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 projected	276,584	240,760		(35,824)	306,807	0%	87%
	FY 94-95 budget	323,228	235,443		(87,785)	219,022	-5%	73%
	FY 95-96 projected	317,600	247,215		(70,385)	148,637	0%	78%
	FY 96-97 projected	329,404	259,576		(69,828)	78,809	0%	79%
	FY 97-98 projected	340,012	272,555		(67,457)	11,352	0%	80%
	FY 98-99 projected	351,369	286,182		(65,187)	(53,835)	0%	81%
<b>SIGNS</b>	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 projected	176,218	163,436		(12,782)	10,807	0%	93%
	FY 94-95 budget	206,613	173,170		(33,443)	(22,636)	0%	84%
	FY 95-96 projected	205,225	181,828		(23,397)	(46,033)	0%	89%
	FY 96-97 projected	212,334	190,920		(21,414)	(67,447)	0%	90%
	FY 97-98 projected	217,319	200,466		(16,853)	(84,300)	0%	92%
	FY 98-99 projected	224,581	210,489		(14,092)	(98,392)	0%	94%

BUREAU OF BUILDINGS RESERVES BY OPERATING FUND PROGRAM

JAN. 26 1994

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PROGRAM		PROGRAM COSTS	PROGRAM REVENUE	GEN FUND TRANSFER	RESERVES - ADD/(DRAW)	CUMULATIVE RESERVE	FEE INCR	COST RECOVERY
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 projected	356,289	178,469		(177,820)	(251,897)	0%	50%
	FY 94-95 budget	418,758	289,500		(129,258)	(381,155)	53%	69%
	FY 95-96 projected	409,615	303,975		(105,640)	(486,795)	0%	74%
	FY 96-97 projected	425,581	319,174		(106,407)	(593,202)	0%	75%
	FY 97-98 projected	440,848	335,132		(105,716)	(698,918)	0%	76%
	FY 98-99 projected	455,838	351,889		(103,949)	(802,867)	0%	77%
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 projected	9,181,752	8,607,501		(574,251)	4,379,128		94%
	FY 94-95 budget	10,256,974	8,960,395		(1,296,579)	3,082,549		87%
	FY 95-96 projected	10,338,825	9,604,523		(734,302)	2,348,247		93%
	FY 96-97 projected	10,662,916	10,019,740		(643,176)	1,705,071		94%
	FY 97-98 projected	10,790,161	10,520,083		(270,078)	1,434,993		97%
	FY 98-99 projected	11,151,835	11,045,415		(106,420)	1,328,573		99%

OPTION 5

For FY 94-95, the total requested budget was used, which includes current service levels plus add packages for:

- 1) Re-engineering \$55,017
- 2) Clerical Support \$29,504
- 3) Nuisance Abatement \$56,000

Additional changes:

- Add \$500,000 to Administration for moving costs in FY 94-95.
- Add \$200,000 to Permits for imaging in FY 95-96
- Add \$ 50,000 to Permits for permit processing in FY 95-96.
- Add \$200,000 to Permits for imaging in FY 96-97.

Revenue changes:

- 5% decrease in Environmental Soils fees starting July 1, 1994.
- Increase Zoning revenues by \$100,000 starting FY 94-95 - new fees.
- Increase Plumbing fees 5% in each of FY 94-95, FY 95-96, and FY 96-97.

## **Bureau of Environmental Services Five Year Financial Plan - Executive Summary**

### **INTRODUCTION**

The Bureau of Environmental Services has completed an update of its 5-year financial forecast. This year's update is characterized by two central features. First, the 5-year forecast includes several significant policy and operating issues that will have substantial impact on the financial operations of the bureau.

Second, the forecast reflects a significant shift in the ability to fund new requirements. The preliminary forecast of required rate increases indicates average residential bills would increase 13% each year over the five year forecast period. While clearly significant, these rate increases do not provide for any growth in the Bureau's operating programs, beyond allowances for inflation. This includes costs of operating and maintaining new capital facilities. Capital requirements driven by the mid county program and the CSO program are the prime reasons for forecast increases in sewer user fees, along with the need to set aside funds to stabilize future rate increases.

These new financial realities require a fundamental reconsideration of the Bureau's underlying mission and goals. One year ago, Bureau staff developed a strategic plan for the capital program, aimed at making highest and best use of CIP resources in the face of significant program requirements, including the mid county project, the CSO program, and maintenance and replacement requirements for a utility system with a replacement cost of \$1.5 billion in today's dollars.

The CIP strategic plan has functioned well in guiding the allocation of CIP resources. The Bureau is now embarked on the development of an operating program strategic plan that must make the highest and best use of operating resources and must deal with financial constraints that limit any growth in operating programs. In this context, the Bureau has identified short and long term objectives for development of an operating strategic plan. The short term objectives include:

- Develop an interim mission statement that defines core services of the Bureau, distinguished from other, desirable, but not essential, services.
- Develop decision-making processes that will lead to the appropriate level and content of service reductions, preserving funding for the most essential services and tasks.
- Prepare the Bureau for a longer term process of "reinventing" Bureau operations and services, capturing efficiencies and productivity improvements that enable additional work to be performed without additional resources.

The long term objectives include development of a strategic plan that will guide decision-making in how priorities are developed and what operating programs are funded. The strategic plan will also direct a comprehensive review of Bureau programs and services, focusing on ways to reduce costs, increase accountability, and improve productivity.

The Bureau's responsibilities encompass a wide range of municipal services. In addition to basic sanitary sewer service, Environmental Services funds street cleaning, provides financial support to a variety of planning and parks activities, and may soon be supporting water conservation efforts, low income assistance programs for utility costs, and private partnerships for environmental restorations and wildlife enhancements. Adding responsibilities has been easy; funding them in the future will be increasingly difficult. Answering the fundamental question of what the Bureau should do and developing a strategic plan for managing operating programs are both key to resolving conflicts in priorities and ensuring long term funding for the essential CIP and operating services required to fulfill City Council commitments reflected in the Clean River Program and regulatory requirements.

## **CURRENT ISSUES AND RISKS TO THE FORECAST**

### **1. REGULATORY ISSUES**

#### **Mid County Sewer Project**

The Bureau continues to meet the obligations of the 1986 Oregon Environmental Quality Commission (EQC) Order to install sanitary sewers in mid Multnomah County (Mid County). Ultimately, 53,400 Mid County properties will be connected to the City's sewer system, thereby eliminating subsurface discharges to cesspools.

Although the EQC Order allows until 2005 to have all sewers completed and properties connected, the Bureau's CIP strategic plan calls for the construction schedule to be accelerated and anticipates construction completion by 1998. This accelerated schedule will offer more flexibility in shifting resources as the Combined Sewer Overflow (CSO) Project gets underway. The accelerated schedule also reduces the uncertainty of inflationary influences on mid county construction costs and it helps support a fiscally sound debt management program, better aligning CIP expenditures and associated borrowings with expansion of the customer base.

Total project cost for the remaining publicly financed portion of the sewer collection system is estimated at \$125 million (in 1993 dollars). Major facilities constructed to date account for \$56.6 million, of which \$26 million was contributed by federal grants and \$12.6 recovered from direct connection charges. The balance has been supported by utility ratepayers and sewer connection charges. Future major facilities will be undertaken as wastewater flows dictate, beginning with capacity enhancements to the Inverness pump station and pressure line.

## **Combined Sewer Overflow**

Approximately one-third of the 96,200 acres within the Portland Urban Services Boundary and approximately 60% of the City's population is served by combined sewers. Combined sewers convey both stormwater and sanitary sewage. Although the interceptor system was designed and constructed to convey all of the sanitary sewage to the treatment plant during dry weather, during storm events the volume of sewage and stormwater in the collection system exceeds the capacity of the interceptor system. When this happens, combined sewage overflows from the system directly into the Willamette River and the Columbia Slough without treatment. The City has 54 permitted combined sewer outfalls where overflows can occur.

By August, 1991, a series of discussions between the City, the Oregon Department of Environmental Quality (DEQ), and the EQC had culminated in a document called the Stipulation and Final Order (WQ-NWR-91-75). It spells out the steps the City must take within a 20-year schedule to solve water quality problems caused by CSOs. On June 30, 1993 the Bureau submitted a draft facilities plan for CSOs to DEQ.

## **National Pollutant Discharge Elimination System (NPDES) Stormwater Permit**

New NPDES stormwater regulations require operators of municipal separated storm sewer systems to apply for a NPDES stormwater permit. As required by Federal law, the City submitted the first part of the application for a permit in November of 1991, detailing the existing stormwater system. Part two of the application was submitted on May 17, 1993. It defined a stormwater management program whose primary aim is to reduce pollutant discharges to the maximum extent practicable by implementing new or modified activities, codes and enforcement of Best Management Practices (BMPs), and public information, involvement and education. The EPA regulations and guidance pertaining to the program encourages an ecosystem or integrated approach. The City has prepared a management plan that responds to this approach and includes close coordination with the DEQ as well as other stormwater service providers.

Within the five-year forecast, implementation of the stormwater program necessary to comply with the anticipated NPDES stormwater permit will cause significant impacts to the Bureau's source control, industrial pretreatment, system management, public education, and maintenance activities. In context of the 5-year plan shown in this document, all of these new requirements will be funded by reallocating existing Bureau resources and shifting internal priorities. No new funding is provided.

## **Columbia Boulevard Wastewater Treatment Plant Outfall**

As part of the current NPDES permit under which the Bureau operates the Columbia Boulevard Waste Treatment Plant (CBWTP), the Bureau was required to investigate the mixing of effluent into the Columbia River at the current outfall and to determine whether or not state water quality standards are being satisfied. These standards deal with in-stream water quality and the mixing

of effluent from wastewater treatment plants with receiving streams. The mixing zone is currently defined as an area with a 100-foot radius from the end of the outfall pipe in the river.

The study found that water quality standards are not being met with regard to chlorine residual, ammonia, and a few heavy metals. As a result, the Bureau is examining alternatives to achieve compliance. The alternatives include addition of a diffuser at the end of the outfall for improved dilution and diffusion of the effluent, the addition of dechlorination or alternate disinfection facilities, process improvements within the plant itself and a combination of two or more alternatives.

A related issue is redefinition of the mixing zone to more accurately represent the hydrodynamics of the outfall or a proposed diffuser. DEQ and the Bureau have agreed that improvements to achieve compliance will be in place by the end of calendar year 1994.

## **2. POLICY ISSUES**

### **Low income assistance**

As costs for providing water and sewer service to Portland's residents continue to rise, there is increasing concern about the impacts on low income households. In September, the Bureaus of Environmental Services and Water Works jointly began a two phased approach to examine assistance options targeted at these low income residents.

Phase 1 involves a pilot program aimed at low income households whose water usage is above the Portland average. For these households, the recent change in sewer billing from a flat rate to metered billing resulted in increases to quarterly bills beyond the amount attributable to rate adjustments which occurred on July 1, 1993. The pilot program seeks to identify the cause of high water usage, using three categories: 1) leaks in water lines; 2) fixture leaks; and 3) lifestyle. Proposals are being developed to offer leak detection services, loan programs for plumbing repairs, and conservation kits and education to assist these customers in reducing their use, thus reducing their water/sewer bill.

Phase 2 explores the broader issue of assisting all low income households, with an emphasis first on reducing costs by reducing usage and second on increasing the manageability of water/sewer costs. The FY 1994-95 budget includes a joint \$500,000 program that will allow BES and the Water Bureau to offer assistance to an estimated 10,000 customers.

### **Drainage funding**

In response to a lawsuit brought against the City of Gresham under Ballot Measure 5, the Bureau, in consultation with OFA and the City Attorney, re-examined its stormwater drainage mitigation discount program (the Bureau originally implemented a discount program in 1992, offering a partial (34%) reduction in fees to commercial/industrial properties that managed stormwater runoff on-site). The decision was made to extend the discount program to include

residential customers, and the maximum allowable discount was increased from 34% to 100% of the monthly stormwater drainage fee.

The existing on-site mitigation discount program is very active. Over 5500 customers have applied. Of the 3400 applications processed so far, 2600 have been granted 100% discounts and 250 have been granted partial discounts. Annual revenue loss from existing approved applications is currently estimated at \$415,000. The revenue loss assumed for the current rate biennium is \$2.7 million, with an annual loss thereafter of approximately 15% on a revenue base of approximately \$10 million (1993 dollars). Cost of offering the program is currently estimated at \$100,000 annually.

### **3. OPERATIONAL ISSUES/CHANGES**

#### **Metered Billing for Residential Customers**

Portland's sewer utility has historically charged residential customers for sewer services based upon average sewage discharges for single family homes, multifamily dwelling units, low income senior citizens, and disabled citizens. Each of these subsets of the residential class of customers were individually sampled to determine their average wintertime water consumption, which formed the basis for determining sewage discharges and resulting quarterly bills.

This approach simplified the administration and lowered the cost of billing residential customers, but as sewer rates have increased, it also reduced equity and fairness among individual customers. In recent years, using a flat sewer charge has also become inconsistent with emerging water conservation objectives. For these reasons, the City Council directed the Bureau to begin charging each residential customer account according to its own wintertime water consumption. The Bureau began metered billing for residential customers on the beginning of the current fiscal year. In the summertime, account water usage will be based on the wintertime level, unless summertime water use is lower.

Most residential customers use less water than the class average, and low income senior citizens and disabled citizens use even less. For these reasons, moving to metered billing will have a favorable financial impact to most customers, in comparison to what their bills would have been under the existing flat charge system. Those who use larger volumes of water (and therefore discharge more to the sewer) will now have clear incentive to find ways to cut waste and reduce consumption.

#### **Multnomah County Drainage District #1**

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.

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.

Based on provisions of the City's Urban Services Policy, the City's commitment to supporting economic development in the Columbia south shore, and because district properties west of 185th are already within City boundaries, the Bureau has assumed that it will be responsible for providing drainage services within MCDD's service area west of 185th if the District chooses to dissolve itself.

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, 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.

#### **Remeasurement program for impervious area**

The Bureau's current stormwater drainage charge for residential accounts is based on an average of 2,400 square feet of impervious area per account. This figure is based on the average of a measured sample of residential properties. While this figure does accurately represent the average, an equity issue arises for customers having less or more impervious area. The Bureau

currently remeasures property on request for customers believing that they have substantially less impervious area than the average.

Remeasurement on request creates an inequity: as below average customers have their drainage fees reduced, customers with above average impervious area receive an increasing subsidy from other customers. It is more equitable to remeasure all properties. This remeasurement project would take approximately one year, at an approximate cost of \$280,000. The impact on revenues would be neutral. However, the costs of the remeasure program have not been funded within the 5-year forecast and would compete for funding for other Bureau programs and services if implemented. For this reason, the Bureau has included the remeasure proposal in the 5-year plan as a policy issue.

### **Commercial/industrial class charge study**

Commercial and industrial accounts are billed based upon metered water use, discounted for water usage not discharged to the sewer system. The strength of sewage discharged by these customers is assumed to be at domestic levels for nearly all 11,000 commercial/industrial accounts. There are 52 accounts that are within the Bureau's extra strength program who pay extra strength charges, based upon substantially higher levels of suspended solids (SS) and biological oxygen demand (BOD) in their wastewater discharges.

The Bureau has begun a commercial/industrial class charge study to determine the appropriateness of creating additional user fee tiers within the commercial/industrial class, distinguished by wastewater strength. The objective is to improve equity and provide additional economic incentives to reduce pollutant loadings. Study results and final recommendations are planned to be available for consideration in the next sewer user rate study this spring. For purposes of the 5-year financial forecast, the results of this study are assumed to be revenue neutral.

### **Customer Billing and Information System**

The Bureau continues to work with the Water Bureau to improve customer billing and information services. This includes an analysis of (1) the current billing system and a determination of whether modifications can be made to improve it, and (2) whether to acquire a new system. This review is also being coordinated with the City's Computer Services Division.

Improvements to the customer billing system are essential to meeting new customer services requirements, including budget billing and implementation of a new class charge system for commercial and industrial customers. Billing system improvements are also anticipated to enable productivity enhancements in customer services functions that will reduce costs while improving services.

### **3. SENSITIVITY ANALYSIS: RISKS TO THE FORECAST**

#### **Water Bureau seasonal rates**

The Water Bureau plans to implement seasonal rates beginning in fiscal year 1994-95. The intent is to provide users with economic incentives to reduce water use during the summer months, when usage is at its peak and additional supplies are relatively expensive. In practice, this will involve charging higher rates for incremental water use during the summer months.

Since sewer user charges for the commercial/industrial class are based on volume flow, which is measured by water consumption, decreases in water usage will affect sewer user charge revenues as well. Some decrease in water use may occur among residential users as well, which would accentuate the incentives provided by volume-based billing for residential users. Any decrease in flow would require an increase to forecast rates in order to provide equivalent rate revenue.

#### **Drainage Issues**

Both the drainage discount program and the Roof Drain Disconnect program are likely to involve significant revenue erosion for the Bureau. Current projections are for total drainage revenue losses in excess of \$16 million over the five year forecast interval. Drainage funding involves additional uncertainty. Some of the options discussed in the previous section may involve large reductions in drainage-related expenditures, in particular if some of the maintenance functions currently funded by the Bureau are funded elsewhere.

### **4. FORTHCOMING ISSUES IN THE UPCOMING 10 YEARS**

#### **Revenue Impacts of Mid County Project Closure**

As the Mid County program approaches completion, the pace of connections to the sewer system will slow. Connection fee revenues have already peaked. Meanwhile, the CSO capital program will continue to accelerate, and debt service requirements will grow at an increasing rate. For the next few years, the increased customer growth from Mid County will continue to mask the effects of the Bureau's aggressive capital program. By the fifth year of the forecast, however, that growth will have slowed substantially. This will have two adverse effects on the Bureau's financial forecast.

As growth slows in the out years of the forecast, there will be considerable upward pressure on rates. The Financial Forecast allows for this by using transfers to and from the Rate Stabilization Fund to smooth rates over the five year forecast interval. The effect of adding last year's sixth year to the current year's five year forecast is to increase rates above last year's rates even without increases in first-year operating and capital budgets.

The current year's financial forecast attempts to deal with the sixth year problem by maintaining a positive ending balance in the Rate Stabilization Fund for year five. This is a recognition that

increases in capital expenditures and decreases in the rate of growth of the customer base will require larger increases in rates during FYs 1999-2000 and 2000-01. The current forecast attempts to smooth rates through FY 2000-01; this represents a departure from previous Bureau financial policy, which is to use the Rate Stabilization Fund to smooth rate changes over the five year interval only.

### **Operating impacts of major capital programs**

New capital construction will create new operating requirements. For example, completion of the new headworks at the Columbia Boulevard sewage treatment plant will increase power usage at the plant, increasing utility costs. Completion of construction of new drainage sumps will double the number of sumps in the City and will therefore double sump maintenance requirements. Within this preliminary financial plan, however, the Bureau's operating budget is kept constant (in 1993 dollars) over the forecast interval. Any increased operating requirements due to the capital program are therefore forecast to be met by reducing funding from other Bureau programs and services. As the operating requirements associated with increased capital construction increase beyond the five year forecast, there will be significant upward pressure on the operating budget in years 6 - 10.

### **FORECAST RESULTS**

While there are several factors affecting the forecast, perhaps the most important is the need to smooth rate increases over the five year interval, as required by Bureau financial policy. This requires larger rate increases over the next three years to offset larger rate increases in future years.

The need to smooth rate increases is driven by the size and shape of the Bureau's CIP and by the timing of the Mid County project. The CIP will add considerably to the Bureau's debt service requirements over the next five years, and forecast rate increases are largely driven by these increases. The timing of the Mid County project is adding to this pressure. Cash and financed prepayments of line and branch and connection charges from Mid County have allowed the Bureau to forestall additional borrowing over the past year. As the opportunity to prepay these charges at a discount ends on December 31, 1993 between 90 and 95 percent of residential customers eligible to prepay will have done so. Therefore, line and branch and connection charge revenues are forecast to decrease over the interval.

In addition, customer growth from Mid County connections will fall off after 1999. The relatively rapid pace of connections there will partially offset growth in the Bureau's debt service requirements over the five year interval. Once connections fall back to historical rates, however, this rate pressure will increase. The Bureau has planned for this by maintaining a positive balance in the Rate Stabilization Fund past the five year interval. Without this offset, the current forecast calls for rate increases of over 16% for fiscal years 1999-2000 and 2000-01.

## **Forecast Assumptions**

Inflation and borrowing costs are assumed to be lower over the forecast interval than in last year's forecast. Interest earnings rates are correspondingly lower, as well. Other assumptions include:

a 4.7% average growth rate for residential accounts over the five year interval, due primarily to connections in the Mid County area, and

a 2.4% average growth rate for commercial accounts over the five year interval.

## **Revenue Requirements**

Forecast revenue requirements from rates are displayed in Table 1 below. Revenues from rates are forecast to grow from \$57.0 million to \$128.6 over the five year interval, a 17.7% average annual rate of increase. Of the \$71.6 million increase in rate revenues over the interval, approximately \$59.7 million is due to the rate increases, with the remaining \$12.0 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 to the base citywide level of approximately one half of one percent per year.

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 and 2001. 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 departs from historical policy in an effort to keep the current plan consistent with next year's plan. Revenue requirements for FY 2000 are forecast to increase sharply from 1999; without using Rate Stabilization Fund balance to offset revenue requirements, a rate increase in excess of 16% would be necessary in both FY 2000 and 2001. Moreover, when FY 2000 is added to next year's five year forecast interval, the five year smoothing policy will result in an increase in forecast rates for 1996 even if revenue requirements (other than transfers to the Rate Stabilization Fund) have not increased.

**Table 1**  
**BUREAU OF ENVIRONMENTAL SERVICES**  
**Revenue Requirement from Rates**

	<b>Actual</b>	<b>Current</b>	<b>1995</b>	<b>1996</b>	<b>Forecast</b>	<b>1998</b>
	<b>1993</b>	<b>1994</b>			<b>1997</b>	
<b>O&amp;M and CIP Expenses</b>						
Personal Services	\$21,081,517	\$17,316,627	\$18,102,838	\$18,772,572	\$19,467,280	\$20,187,061
Materials & Services - External	22,602,006	10,055,124	10,576,839	11,060,779	11,567,425	12,097,867
Materials & Services - Internal	19,231,502	17,606,278	18,328,137	19,079,590	19,861,853	20,676,190
Capital Outlay	45,680,537	94,057,661	117,444,436	122,268,400	125,872,233	131,592,483
<b>Cash Transfers:</b>						
General Fund Overhead	1,936,883	2,208,016	2,296,337	2,388,190	2,483,718	2,583,067
Utility Franchise Fees	3,922,029	4,134,147	5,106,728	5,948,257	6,918,475	8,078,523
Rate Stabilization Fund	9,000,000	4,365,000	6,472,823	5,175,000	3,175,000	0
Sewer Revolving Loan Fund	2,000,000	0	0	0	0	0
Other Funds	521,569	656,934	679,076	698,828	719,391	740,796
<b>Total O&amp;M and CIP Expenses</b>	<b>\$125,976,043</b>	<b>\$150,399,787</b>	<b>\$179,007,213</b>	<b>\$185,391,617</b>	<b>\$190,065,375</b>	<b>\$195,956,607</b>
Existing Debt Service	10,413,878	11,808,533	14,272,552	14,271,415	17,728,797	22,687,808
Projected New Debt Service	0	0	1,460,154	11,119,291	20,782,852	30,092,437
Reserve for SRF Loan Repayments	3,408,549	1,440,781	1,321,447	1,321,447	(2,132,698)	(6,895,911)
Cash Financed Capital Improvements	8,835,256	17,309,414	3,986,800	7,222,740	11,831,832	16,293,549
<b>Annual System Costs</b>	<b>\$148,633,726</b>	<b>\$180,958,515</b>	<b>\$200,048,166</b>	<b>\$219,326,510</b>	<b>\$238,276,158</b>	<b>\$258,134,491</b>
<b>Less: Other System Resources</b>						
CIP Reimbursement from Constr. Fund	\$72,326,435	\$97,202,061	\$119,982,294	\$124,898,095	\$128,597,080	\$134,415,918
Systems Development Charges	31,533,967	2,572,864	6,644,664	9,278,052	10,998,017	6,956,157
Wholesale Sewer Contracts	1,608,610	1,400,000	1,477,000	1,558,235	1,643,938	1,734,355
Other Service Charges	431,435	174,903	182,074	189,539	197,310	205,400
Service Reimbursements	602,043	565,103	588,272	612,391	637,499	663,637
Rate Stabilization Fund Transfer	5,448,390	5,000,000	0	0	0	1,925,000
Other Cash Transfers	129,281	132,764	137,992	143,433	149,098	154,995
Product Sales	194,656	22,337	62,843	23,369	23,918	24,488
Rents	207,508	171,996	179,048	186,389	194,031	201,986
Licenses and Permits	178,015	206,834	215,314	224,142	233,332	242,899
Interest on Investments	847,662	496,497	189,196	197,265	205,258	213,579
Miscellaneous	212,203	157,210	163,656	170,365	177,350	184,622
Decrease/(Increase) in Fund Balance	(18,566,171)	15,884,126	(211,810)	(199,698)	(207,915)	(216,453)
<b>Total Other Resources</b>	<b>\$95,154,034</b>	<b>\$123,986,695</b>	<b>\$129,610,542</b>	<b>\$137,281,579</b>	<b>\$142,848,917</b>	<b>\$146,706,583</b>
<b>Required Revenues from Rates</b>	<b>\$53,479,692</b>	<b>\$56,971,820</b>	<b>\$70,437,624</b>	<b>\$82,044,931</b>	<b>\$95,427,241</b>	<b>\$111,427,908</b>
Forecast Revenues from FY94 Rates	na	\$56,971,820	\$62,122,957	\$63,855,245	\$65,572,219	\$67,631,001
Annual Forecast Surplus/(Deficit)		0	(8,314,667)	(18,189,686)	(29,855,022)	(43,796,907)

## Rates

Forecast rate increases have been smoothed over the five year interval by transfers from the Operating Fund to the Rate Stabilization Fund in FYs 1995, 1996, and 1997, and transfers back in fiscal years 1998 and 1999.

The average single family residential monthly sewer bill is forecast to increase at 13% 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 Commercial/Industrial Class Charge Study and drainage service modifications.

## Debt Service Coverage

Table 2 below shows forecasted operating results, including planned debt service coverage. Planned rate increases allow a 1.5 coverage ratio over the forecast interval, consistent with Bureau financial policy. The 1.58 coverage ratio for FY 1995 is due to the need to transfer bonded connection charge revenues to the Construction Fund rather than the Rate Stabilization Fund. It is Bureau financial policy to use financed connection charge revenues for CIP expenses only; although System Development Charge legislation allows using these revenues to pay debt service, to do so would require satisfying IRS regulations for a bond refunding, which would involve additional transactions costs.

**Table 2**  
**BUREAU OF ENVIRONMENTAL SERVICES**  
**Sewer System**  
**Forecasted Operating Results**

Year Ending June 30	Actual 1993	Current 1994	1995	1996	Forecast 1997	1998	1999
(In thousands of dollars)							
<b>GROSS REVENUES (1)</b>							
Total Operating Revenues	\$56,983	\$59,798	\$73,439	\$85,148	\$98,678	\$114,835	\$132,207
Interest Earnings	2,249	1,767	1,777	2,106	2,285	2,232	2,065
System Development Charges	9,805	2,573	6,645	9,278	10,998	6,956	2,766
Cash Transfers In -							
Rate Stabilization Fund (2)	5,448	5,000	0	0	0	1,925	6,350
<b>TOTAL GROSS REVENUES (1)</b>	<b>\$74,485</b>	<b>\$69,138</b>	<b>\$81,861</b>	<b>\$96,531</b>	<b>\$111,961</b>	<b>\$125,948</b>	<b>\$143,387</b>
<b>OPERATING EXPENSES (1)</b>							
Operating Expenses (3)	\$48,449	\$51,320	\$54,411	\$57,249	\$60,299	\$63,623	\$67,124
Capitalized Overhead	(3,178)	(3,811)	(3,226)	(3,345)	(3,469)	(3,597)	(3,730)
Cash Transfers Out -							
Rate Stabilization Fund (2)	9,000	4,365	6,473	5,175	3,175	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>\$54,272</b>	<b>\$51,874</b>	<b>\$57,658</b>	<b>\$59,079</b>	<b>\$60,005</b>	<b>\$60,026</b>	<b>\$63,394</b>
<b>NET REVENUES</b>	<b>\$20,214</b>	<b>\$17,264</b>	<b>\$24,203</b>	<b>\$37,452</b>	<b>\$51,956</b>	<b>\$65,921</b>	<b>\$79,993</b>
<b>DEBT SERVICE</b>	<b>\$10,414</b>	<b>\$11,507</b>	<b>\$15,310</b>	<b>\$24,968</b>	<b>\$34,634</b>	<b>\$43,944</b>	<b>\$53,313</b>
<b>DEBT SERVICE COVERAGE</b>	<b>1.94</b>	<b>1.50</b>	<b>1.58</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

**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.

**PORTLAND CITY COUNCIL PRESENTATION  
OFFICE OF TRANSPORTATION FINANCIAL PLAN**

**1994-1999**

**January, 1994**

## SUMMARY

The financial status of the Office of Transportation is largely shaped by three factors. First, while there is a modest increase in FY 1994-95 gas tax revenues due to the repeal of the gasohol exemption by the 1993 State Legislature, Transportation's primary source of revenue does not keep up with the cost of inflation. Second, the demand for transportation improvements and resources considerably exceeds the capacity of PDOT's current operating and capital budget. Third, our efforts to implement national transportation policy and state goals for reducing vehicle miles traveled (VMT) compel us to "think" multi-modal and seek ways to support cost-effective transportation strategies for all modes of transportation. Within that framework, we must prepare a budget which meets the needs of the public, implements prescribed policy and advances better business practices for the organization.

The "Current Service Level Forecast" which will guide the budget preparation indicates a minimum balance for FY 1994-95 and a negative balance for FY 1995-96, (see attachment). The "Forecast" assumes approval by the City Council of increases in the Bureau of Traffic Management's cost recovery fees starting in FY 1994-95. The Forecast also assumes that PDOT has no continuing financial obligation for the prior PDC commitments for the Westside LRT match and the debt payments for the NE 15th/16th street improvement project. The Forecast does not include unbudgeted revenues in FY 1993-94 due to Legislature's action on the gasohol exemption, it is recommended that those revenues not be spent in FY 1993-94 and instead be used to help balance the second year of the two year budget.

## SERVICE DEMAND

Neighborhood Requests--The first step of PDOT's capital planning process (CIP) is to request the City neighborhood associations to identify high priority capital needs. In September we received 114 requests for improvements to the transportation system. Half of the CIP requests were for activities managed by the Bureau of Traffic Management, with particular focus on Neighborhood Traffic Management, traffic signals and bike lanes. The other CIP requests were for projects such as reconstruction of SE Foster Road, freeway access and underpasses, reconstruction of the Sellwood Bridge for light rail and numerous intersection traffic signal improvements. Twenty of the requests are considered non-capital and include requests for restriping crosswalks, clearing brush and signage.

Obligations--The Americans with Disabilities Act of 1990 (ADA) placed significant requirements on the City. In PDOT, the immediate budgetary impact is on the Bureau of Maintenance. ADA requires a transition plan and schedule be in place to provide curb ramps in downtown and commercial areas by 1995. Included is a provision that curb ramps will be provided in other locations as requested to accommodate people with disabilities. While we are close to completing the curb ramp conversion program for downtown, it is estimated that there are between 18,000 and 22,000 corners in the city that will require curb ramps. Constructing the ramps will cost between \$16 million to \$20 million.

The State now requires all local government jurisdictions to prepare a Transportation System Plan (TSP) and to meet the requirements of the Transportation Planning Rule. The mandate requires the City to develop a 20 year TSP that will identify transportation needs and multi-modal plans

to reduce vehicle miles traveled per capita, and within the region parking per capita over the next 20 years. The City's TSP will be based upon the land use alternative resulting from the Metro 2040 process. The deadline for completing the TSP is May 1996, so a significant increased level of work effort will be required in FY 1994-95 to begin this project.

Policy Implementation--The Portland Development Commission has identified major economic development proposals with transportation elements. The PDC "draft" CIP suggests support by the Office of Transportation in the following areas: Oregon Arena Project, Lloyd District, River District, North Macadam, and Columbia Corridor. Specific projects include street lighting improvements in Old Town, the Central City Streetcar and Light Rail Transit. These projects are in addition to the budgetary requirements for the annual match payment of \$1 million for Westside Light Rail and the debt service for the NE 15th/16th street improvement project.

Since the enactment of the federal Intermodal Surface Transportation Efficiency Act (ISTEA), and the Transportation Planning Rule, there has been growing community interest to increase funding for sidewalk construction, bike lanes and transit and redirect gas tax funds from auto related street improvements. Region-wide these improvements are estimated to cost \$50 million for the next four years, in addition light rail transit. Within the City, we are examining the budgetary implications of increasing the bicycle and pedestrian programs.

The implementation of the Central City Transportation Management Plan (CCTMP) will necessitate a significant investment of resources by on PDOT. In general, the CCTMP will require implementing incentive programs to reduce reliance on the single occupant vehicle for commuter travel, and implementation of effective strategies to address congestion and improve air quality. For example, this will include developing a Transportation Management Association, installing parking meters and providing a parking permit program in Lloyd District. A congestion management program will be implemented for the Central City, including a traffic monitoring system, the development of performance measures and the implementation of a regional demand management program.

Good Business Practices--The city-wide Geographic Information System will improve operational efficiency, decision-making, service delivery and bureau coordination. The cost of the system is expected to increase significantly in FY 1995-96. In order to further our attempts to use automation to achieve cost effectiveness, we are anxious to proceed with implementation of a full infrastructure management system to parallel the success of our pavement managements system. Other information systems improvements are desired to better coordinate and access the management information generated for PDOT programs.

## **CAPITAL IMPROVEMENT PLAN**

Consistent with a balanced two year budget approach, the proposed five year CIP will be balanced for FY 1994-95 and FY 1995-96. The General Transportation Revenue (GTR) funding level is \$7.3 million for FY 1994-95 and \$7.6 million for FY 1995-96. There were 235 projects requested for the two year period. The requests totaled \$13 million in the first year and \$15 million in the second year.

A major expenditure of the CIP is the road rehabilitation program. This program allows us to provide major reconstruction of streets within in the city. The most recently 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 financed by FAU grant funds, but the grant funds ended with the approval of ISTEAs. In 1994-95, we must absorb this program within the GTR requirements of the CIP at a cost of \$1.1 million. In future years, we will compete for ISTEAs funds through the competitive process at the region.

To respond to the Mayor's Business Roundtable report, community interest and anticipate policy direction, the CIP ranking criteria for evaluating projects was modified. The rank value for bicycle, pedestrian and economic development projects was increased.

The proposed CIP includes major increases in the bicycle and pedestrian program. The bicycle capital budget will increase from \$211,000 to \$535,000 and the pedestrian capital budget will increase from \$220,000 to \$750,000. In addition, a new program at a cost of \$390,000, is provided in the Bureau of Traffic Management to focus on the safety of school children at major traffic crossings.

Not funded by GTR in the CIP are two former PDOT obligations--the City's Westside LRT match of \$1 million and the first year debt payment of \$190,000 for the NE 15th/16th street improvement project. As the Council seeks funding for continuing PDC commitments, it is our hope that these two projects will be included for consideration.

#### **STATUS OF OPERATING BUDGET**

The operating budget will be proposed by the end of January. The current issues known to have a major effect on the budget were discussed under "Service Demand" and include increased requirements due to ADA, increased workload due to work associated with the Transportation Systems Plan requirements, implementation of the CCTMP, and providing better business practices. Unknown at this time are unanticipated changes in inter-agencies agreements.

#### **RECOMMENDATIONS**

1. In order to provide sufficient information for budget decisions to redirect resources to meet both operating and CIP requirements, PDOT will prepare 10% cut packages for consideration.
2. PDOT will reserve unbudgeted revenues in FY 1993-94 to apply to the deficit forecast for FY 1995-96. Those revenues result from the Legislature's action on the gasohol exemption and amount to \$940,000.
3. PDOT will propose a balanced budget for FY 1994-95 and FY 1995-96.

**OFFICE OF TRANSPORTATION**  
**Five Year Financial Forecast**  
**FY 94/95 to FY 98/99**

<b>Sustain Current Service Level</b> <b>(in millions \$s)</b>	<b>FY 94/95</b>	<b>FY 95/96</b>	<b>FY 96/97</b>	<b>FY 97/98</b>	<b>FY 98/99</b>
General Transportation Resources	53.5	55.5	55.2	52.5	52.0
General Transportation Requirements	53.5	57.7	60.9	63.4	66.1
Ending Fund Balance	0.0	(2.2)	(5.7)	(10.9)	(14.1)

**BUREAU OF WATER WORKS**  
**FIVE YEAR FINANCIAL PLAN - 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 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	Incity Change	Wholesale Increase	Residential Monthly Bill
1994-95	-2.6%	-3.7%	2.4%	\$12.68 (10 ccf)
1995-96	5.8%	5.6%	6.6% (est.)	\$13.50 (10 ccf)
1994-99*	4.2%	3.7%	2.5%	5.5%

\*Represents average annual projected increases over the 5 year forecast period.

The Bureau's total revenue requirement is forecast to decrease from \$47.7 million in FY 1993-94 to \$46.4 million in FY 1994-95. That's a decrease of approximately 2.6% which reflects decreases in both O&M and Capital requirements derived from operating efficiencies and modifications to the Bureau's capital financing policies. Total revenue requirements are projected to rise on average 4.2% 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 1994-95 Retail Bill Increases

The FY 1994-95 average retail bill increase is just under 3% (resulting in a 10 ccf residential monthly bill of \$12.68). This increase is a result of the following:

### **Factors causing rates to rise -**

- Per capita reductions in retail demand of 9.5%. Annual FY 1994-95 retail water demand projections declined to 29.4 million ccf from 32.5 million ccf in FY 1993-94. This reduction in demand caused retail rates to increase approximately 10%.

This reduction in water demand is primarily the result of the Bureau's water Conservation Program which promotes efficient water use by its customers. The goal of this program is to significantly reduce overall raw water requirements from the Bull Run watershed, and the Columbia South Shore wells. By accomplishing this goal, the Bureau will achieve the following benefits:

- Lessen environmental impact through elevated natural stream flows and impoundments.
  - Increase system supply capacity with no adverse environmental impact.
  - Increase system supply capacity in a short time frame, providing for immediate short term response to regional economic growth.
  - Delay construction of the next major regional supply source
  - Provide customers an opportunity to pay for increased supply capacity without increasing his/her total water bill.
- 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 beginning with FY 1993-94 to cover debt service requirements resulting from this sale.

- Reduced interest earnings. Interest rate earnings are now planned at 4% as compared to recent historical experience of 6%.
- Wholesale customer rate shift. Reductions in the return on U.S. treasuries has caused the wholesaler's rate of return to drop from 5.1% to 4.5%. In addition, the wholesalers as a group have slightly reduced their peaking factors relative to the overall system peak - ergo reducing their assigned capacity charges.
- Retail water rates rose approximately .3% to fund the first year of the City's utility rate relief program. Qualified low income customers will receive a monthly water discount of \$1.25 per month beginning January 1, 1995.

#### Offsetting Factors -

- Overall O&M revenue requirements remain virtually unchanged even though price inputs increased 3.8% to account for estimated annual inflation. Inflationary increases were offset through a combination of operating efficiencies (1.6%), adjustments to expenditure discounts (1.5%), and other revenue enhancements (.7%).
- Reduction in rate financed capital of almost 20%. This adjustment provided an approximate 7% reduction to current retail rates. With this adjustment in capital financing, the Bureau's ongoing cash contribution now approximates annual capital repair and replacement needs, yet still provides for maintenance of the Bureau's targeted overall debt service coverage of 2.0.
- Reduction in debt service requirements through the refinancing of the Bureau's 1976, 78, 79, 86a, 86b, and 90 G.O. bond issues. Total FY 1994-95 savings offset FY 1994-95 retail water rates by approximately 2%.

On May 25, 1994, the Portland City Council passed City Ordinance 167691 which approved water rates increases for the period July 1, 1994 through June 30 1996. For the first time, this water rate ordinance authorized the establishment of year round block "incentive" pricing.

This new rate structure is being implemented to enhance the community's level of participation in water conservation.

With the introduction of this pricing mechanism, the first volume rate block is now set at \$.825 - 2 cents below the system average retail rate of \$.845. This first rate block should provide approximately 75% of our retail customers with water bill increases of only .5% (a nickel a month) for FY 1994-95. This rate structure is intended to be revenue neutral. That is, although charges increase substantially for water use above the first rate block, the offsetting expected decrease in overall water use should produce no change in total revenues.

#### Wholesale Water Rates

About \$8.7 million of the total \$46.4 million in FY 1994-95 revenue requirements is planned to come from wholesale customers. FY 1994-95 revenue to be generated from wholesale customers is up 2.5% or \$215,000 from FY 1993-94, with an effective overall wholesale rate increase of 1.7%.

The more favorable wholesale rates (on average as compared to retail) occur because:

- 1) 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.
- 2) Wholesalers have once again lowered their peaking factors relative to retail users. Peaking factors determine a customer's fair share of capacity related expenditures. Wholesaler's rate of return has also dropped (5.1% to 4.5%).
- 3) Projected FY 1994-95 outside-city consumption is estimated to remain unchanged as compared to FY 1993-94 (19.8 million ccf). Retail customer demand had dropped sharply.

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.

#### FY 1995-96 Retail Bill Increases

For the first time with the passage of Ordinance No. 167691, City Council has approved a second year water rate increase (which was consistent with the City's two year budget process). The FY 1995-96 average retail bill increase is 6.5% (resulting in a 10 ccf residential monthly bill of \$13.50). This increase is a result of the following:

- Continued per capita reductions in retail demand of 1%. Annual FY 1995-96 retail water demand projections declined to 29.1 million ccf from 29.4 million ccf in FY 1994-95. This reduction in demand caused 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 will increase at estimated annual inflation of 4%.

#### Wholesale Water Rates

Wholesale commodity rates for FY 1995-96 will be set in 1995 per the contracts.

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 1994-95, approximately one third 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. The Bureau's overall target coverage is met or exceeded each year of the forecast.

CITY OF PORTLAND  
 BUREAU OF WATER WORKS  
 (000's)

Revenue Requirements From Rates

Revenue Requirements	HISTORIC YEAR	CURRENT YEAR PLAN	1994-95	1995-96	1996-97	1997-98	1998-99
Operation and Maintenance	\$33,300	\$35,994	\$36,226	\$37,543	\$39,849	\$41,519	\$43,178
General Fund Overhead	1,700	1,662	1,830	1,903	1,979	2,058	2,141
Utility Franchise Fee	2,700	3,000	2,922	3,093	3,328	3,524	3,686
Existing Debt Service	7,600	9,271	9,646	9,712	9,801	8,749	7,594
New Debt Service	0	0	0	0	1,518	2,243	5,089
WASHCO	100	143	128	137	146	155	164
Cash Financed Capital Improvements	7,900	7,842	8,276	8,943	9,319	10,612	11,562
<b>Annual System Costs</b>	<b>\$53,300</b>	<b>\$57,913</b>	<b>\$59,028</b>	<b>\$61,330</b>	<b>\$65,940</b>	<b>\$68,861</b>	<b>\$73,414</b>
<b>Less: Other System Resources</b>							
Interagency Receipts	\$2,400	\$2,572	\$3,331	\$3,465	\$3,553	\$3,695	\$3,843
Interest Earnings	700	1,085	747	583	1,029	655	1,310
Delinquency Charges	N/A	568	508	516	497	482	504
Other Miscellaneous Receipts	800	711	721	742	763	785	808
Capitalized Overhead	2,000	4,000	5,936	6,289	6,477	6,552	7,731
Capitalized Interest	600	575	575	598	622	647	673
Funds Provided From Debt Service Fund Balance	0	250	0	0	0	0	(0)
Funds Provided From Operating Fund Balance	6,400	500	800	25	150	75	(0)
<b>Total Other Resources</b>	<b>\$12,900</b>	<b>\$10,262</b>	<b>\$12,619</b>	<b>\$12,218</b>	<b>\$13,091</b>	<b>\$12,892</b>	<b>\$14,870</b>
<b>Required Revenues from Rates</b>	<b>\$40,400</b>	<b>\$47,651</b>	<b>\$46,409</b>	<b>\$49,113</b>	<b>\$52,849</b>	<b>\$55,970</b>	<b>\$58,544</b>

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## WELCOME TO PDC'S FIVE YEAR BUSINESS PLAN

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### What's 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 an accompanying financial plan that specifies the programs and initiatives PDC would like to advance as the agency that brings jobs, infrastructure and affordable housing to the people of Portland.

We decided to put together a Five-Year Business Plan for two reasons.

First, we wanted to be certain our activities reflect what the people of this 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 ourselves 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 are beginning to work on a plan to revitalize this area of the city, too. 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 business plan to respond to changes in the financial environment.

To start this process, the commission adopted a new mission and new goals, set 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, to plan for the future, and to discuss its ongoing activities with the community.

We are proud to offer this plan to you. Please remember, it is a working draft that we will refine as we receive your input and ideas. It is a living, evolving plan for an agency and a changing city.

## 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 will undertake.

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.*

And we set 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 to unemployed residents of Portland.

## An Integrated Approach To Meet Our Goals

In many ways, however, the key to the future of PDC is found in the final goal—integrated program delivery and target areas. What does that mean?

In light of the fiscal constraints facing the agency, PDC had to find more effective ways to achieve our 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 based upon the numerous city and community plans we reviewed.

The ten target areas are: Airport Way/Columbia Corridor, Central Eastside District, Downtown/Old Town, Inner Northeast, Lloyd District, North Macadam/South Waterfront, NE Cully & Killingsworth, Outer Southeast, River District/Union Station, and key light rail transit stations.

Within these target areas, PDC will deliver housing, economic development and development activities in an integrated manner, bringing all the agency's resources and expertise in a comprehensive and coordinated manner.

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 and nimble so we can seize opportunities when they arise. As with any business, the size of a team's staff will reflect the funding and amount of work for that area.

This new organizational approach will allow the agency to recognize and capitalize upon the unique set of opportunities and challenges that PDC and its community partners find in each of the target areas.

Based on the resources we hope to find, we have estimated specific performance indicators for jobs, housing and investment in each of the target areas. These 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, such as the JobNet program that links new jobs to unemployed residents of Portland and our emergency home repair loan program, most of PDC's work will center on the target areas. Later in this summary are descriptions of the work we plan for each area and citywide.

## Partners With Communities

The key ingredient for PDC to reach our goals is partnership. PDC will work with community leaders in each target area to bring the types of housing, investment and jobs that communities want.

It is local businesspeople and residents like you who see the connections and relationships that weave the whole of a community. You know how opportunities build on each other, such as how business loans and housing rehabilitations can best benefit your neighborhood.

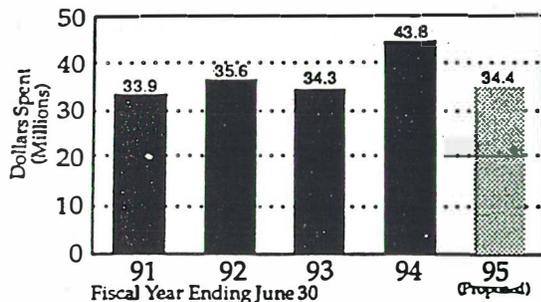
PDC will partner with the business community to leverage funds to finance programs that will make a difference. We have the expertise to put together the financing that will deliver more resources for the community.

## 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 block grant assistance to support affordable housing activities and community economic development.

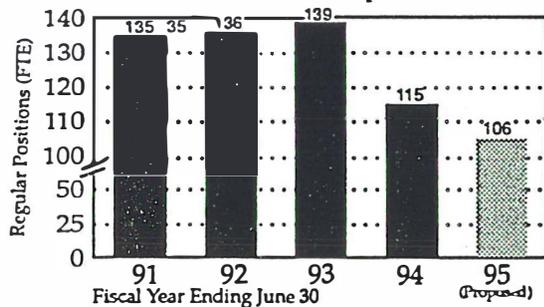
**PDC RESOURCE AND EXPENDITURE HISTORY**  
(Current and Proposed)



It is helpful when looking ahead to recognize the financial trends of the last few years. The two charts on this page lay out the recent fiscal history of the commission. An examination of PDC staffing and expenditures over the last decade makes two facts clear.

First, even with the loss of tax increment financing, PDC's actual resources have not significantly declined. What will change is the source of funding. PDC is replacing tax increment receipts with a variety of innovative funding mechanisms. For example, PDC now markets tax credits as an incentive to investors to provide equity in low-income housing projects, and return on investment financing could fund some vital infrastructure improvements.

**PDC FULL TIME STAFF HISTORY**  
(Actual and Proposed)



Second, PDC has cut staffing levels significantly over the last two years. PDC staff for the next fiscal year is down 25% from two years ago.

What this means is that with an entrepreneurial spirit we are learning to do more with less. This may sound unique for a public agency, but it is a trend we will accelerate over the next years.

## 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 summary contains an overview of the agency's prospective resources for the next five years as well as the projects and initiatives we hope to deliver in each target area and citywide.

The agency has a new mission and goals, and an increasing focus on community development at the neighborhood level. We have cut staff, and reorganized around housing and business development teams for each of 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.

PDC is a re-energized agency, looking to work with our community and business partners to help the people of Portland improve the quality of life and prepare for the challenges of the future.

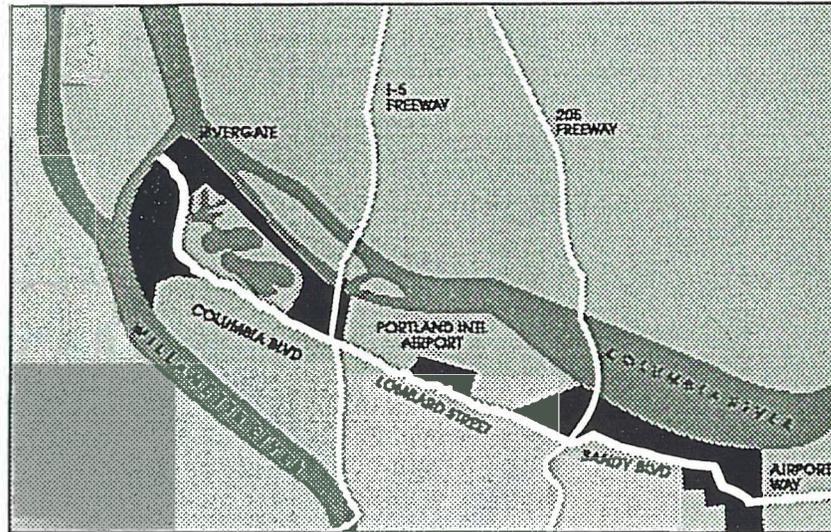
## PROPOSED PROGRAM

### Target Area Activities

#### AIRPORT WAY/COLUMBIA CORRIDOR:

##### OBJECTIVE:

*To provide infrastructure and marketing activities necessary to leverage new development which provides opportunities for job growth.*



#### Proposed Activities Budget: (in millions \$)

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
2.2	1.3	1.2	1.1	1.0	6.8

- Initiate a major development marketing effort in cooperation with the Columbia Corridor Association to capture jobs.
- Provide area businesses with access to business loan programs targeted to key job generators.
- Complete the wetlands mitigation and Columbia Slough Trail Capital projects.

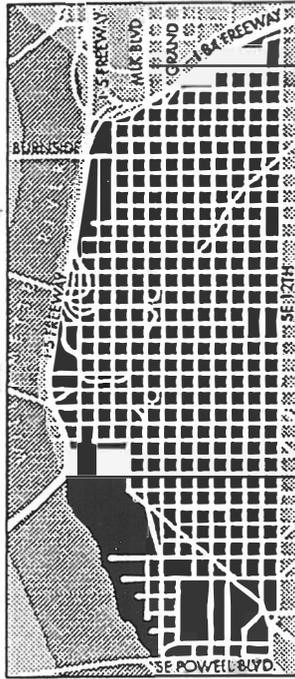
#### Estimated 5-Year Performance Indicators:

Jobs created or retained:	3,100
New jobs filled through JobNet:	930

**CENTRAL EASTSIDE DISTRICT:**

**OBJECTIVE:**

*To 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.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
0.9	2.9	3.5	3.7	0.3	11.3

- Assemble and develop sites for new and expanding businesses.
- Partner with Parks Bureau to develop initial phase of Eastbank Riverfront Park.
- Actively work to retain existing businesses.
- Work with Portland General Electric on development of parcel near Oregon Museum of Science and Industry.

**Estimated 5-Year Performance Indicators:**

Jobs created or retained:	500
New jobs filled through JobNet:	150

**DOWNTOWN/OLD TOWN:**

**OBJECTIVE:**

*To enhance downtown as the state's largest employment, business and cultural center by planning and developing projects which contribute to improved transportation, to balanced and increased housing for all markets, to stimulate a major recreation/entertainment, retail and historic core to attract people and investment.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
6.5	3.1	4.7	3.3	0.9	18.5

- Continue business retention and recruitment efforts for employment and retail core of city.
- Work with The Rouse Company to develop block adjacent to Pioneer Place for new commercial uses.
- Rehabilitate and develop housing units for a broad range of income levels, including housing for people with no and low incomes.

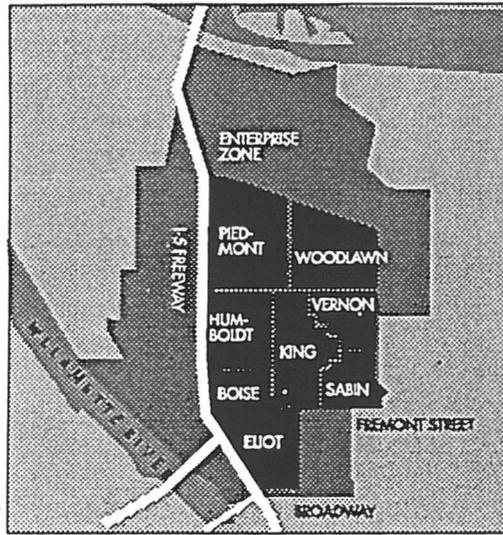
**Estimated 5-Year Performance Indicators:**

Jobs created or retained:	400
Housing units created or improved:	757

**INNER NORTHEAST:**

**OBJECTIVE:**

*To 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.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
9.4	7.9	8.6	6.9	7.7	40.5

- Produce 1,100 new or rehabilitated housing units for low-or moderate-income persons or families.
- Provide \$800,000 in job training grants to companies hiring North/Northeast residents.
- Provide employment through JobNet to 1,000 North/Northeast residents; provide \$500,000 to the Northeast Workforce Center .
- Provide \$4 million in business loans and grants to North/Northeast businesses, including a new façade loan program.
- Implement the NE Martin Luther King, Jr., Boulevard Development Opportunity Strategy, including \$1.5 million in loans for physical improvements.

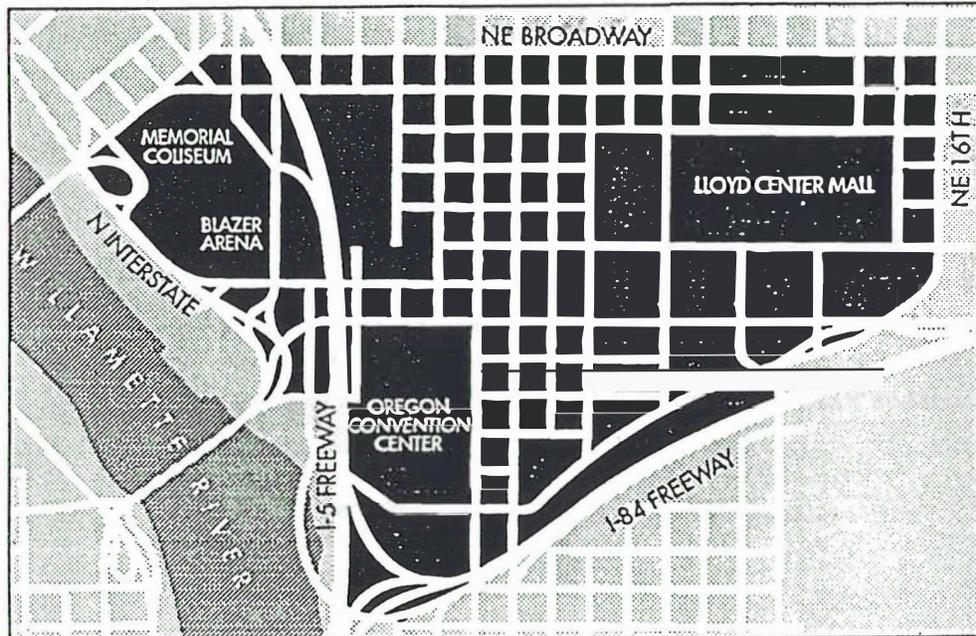
**Estimated 5-Year Performance Indicators:**

Jobs created or retained:	320
Area residents hired through JobNet :	1,001
Housing units created or improved:	1,132

**LLOYD DISTRICT:**

**OBJECTIVE:**

*To revitalize the district to build employment and housing opportunities, capitalize on major public and private investments, and make transportation and related improvements.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
0.9	0.7	0.4	0.3	0.6	2.9

- Complete the Oregon Arena Project public improvements.
- Support the Oregon Arena Corporation's efforts to prepare and implement an Arena Area Master Plan.
- Assist in site identification, land assembly and recruitment of an operator for the Convention Center headquarters' hotel.

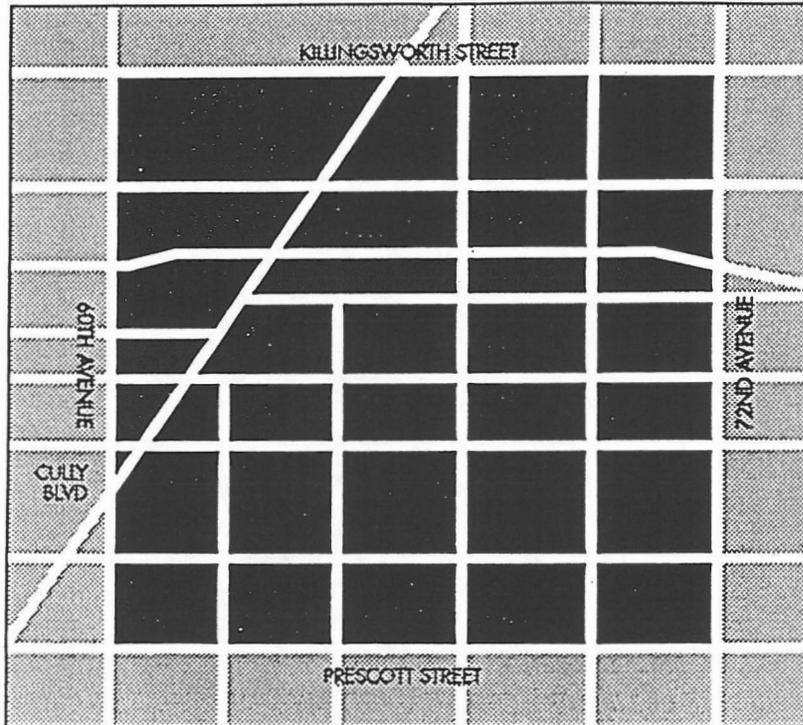
**Estimated 5-Year Performance Indicators:**

Jobs created or retained:	1,460
New jobs filled through JobNet :	351
Housing units created or improved:	24

**NE CULLY & KILLINGSWORTH:**

**OBJECTIVE:**

*To capitalize on multi-family residential development (Villa de Clara Vista) and to improve surrounding residential neighborhood.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
6.5	2.3	1.6	1.6	1.8	13.8

- Complete rehabilitation of the 187-unit Villa de Clara Vista project.
- Develop or rehabilitate 300 housing units in this district to capitalize upon the Villa de Clara Vista project.

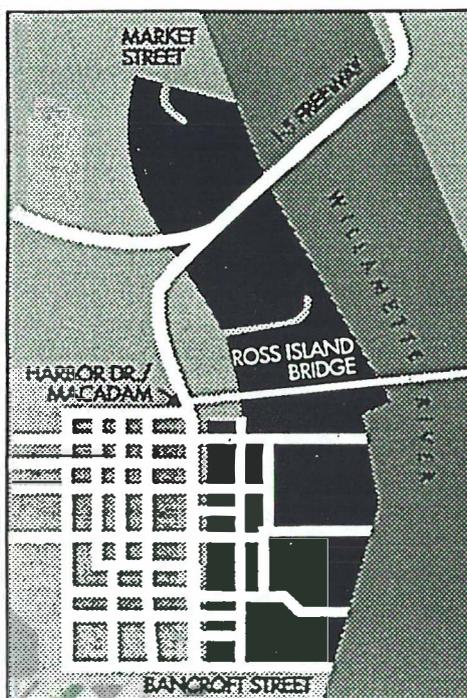
**Estimated 5-Year Performance Indicators:**

Housing units created or improved: 478

**NORTH MACADAM/SOUTH WATERFRONT:**

**OBJECTIVE:**

*To pursue housing and employment opportunities including the cleanup and redevelopment of former industrial sites and improvement of transportation access.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
1.2	0.7	0.5	1.1	7.6	11.1

- Prepare PDC-owned property for sale and actively promote corporate headquarters and other development in South Waterfront.
- Seek mixed-income housing for the district, particularly in the North Macadam area.
- Work to extend Waterfront Park south to the Marquam Bridge .

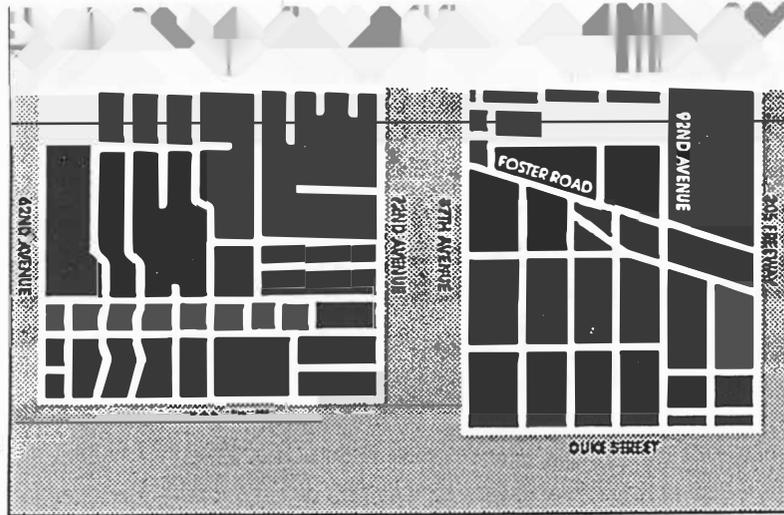
**Estimated 5-Year Performance Indicators:**

Jobs created or retained: 600  
 Housing units created or improved: 530

**OUTER SOUTHEAST:**

**OBJECTIVE:**

*To assist in community activities that lead to redevelopment and improvement of the business district and residential neighborhood. To capitalize on parks and infrastructure (sewers, sidewalks, streets) investment in Brentwood-Darlington to improve residential neighborhood.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
2.8	7.3	9.6	5.7	7.0	32.4

- Produce or rehabilitate 500 housing units for low-and moderate-income persons and families in the SE 92nd Avenue and Foster area, two-thirds of which will be owner-occupied.
- Craft workforce development plan for Outer Southeast, and target jobs through JobNet to area residents.
- Extend the targeted business loan program and the façade loan program to the area, totaling \$1.3 million in business loans.
- Analyze the feasibility of redeveloping the Publishers Paper site, and undertake predevelopment if possible.

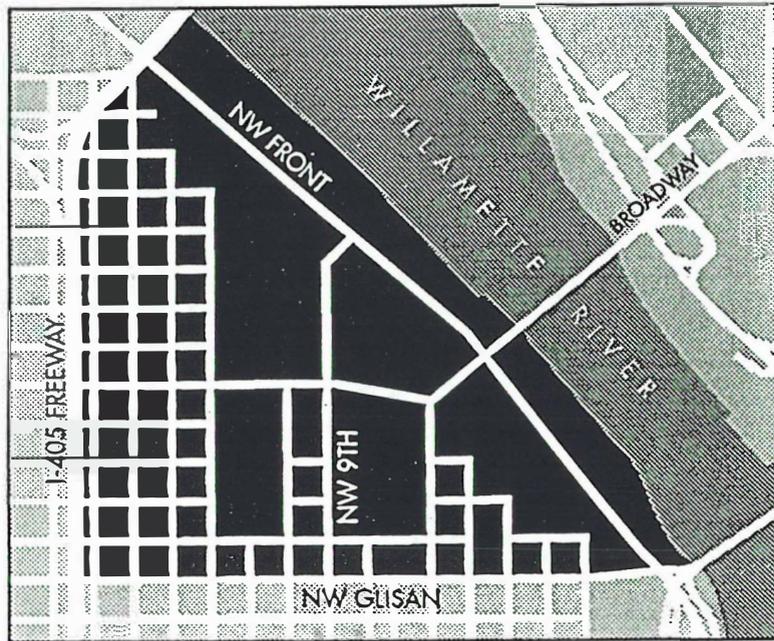
**Estimated 5-Year Performance Indicators:**

Jobs created or retained:	120
Area residents hired through JobNet :	146
Housing units created or improved:	1,125

RIVER DISTRICT/UNION STATION:

OBJECTIVE:

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



Proposed Activities Budget: (in millions \$)

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
1.6	2.4	1.8	2.0	10.3	18.1

- Continue operations of Union Station and analyze its seismic needs.
- Develop 300 mixed income housing units on the Union Station site.
- Assist in development of additional housing units for a broad range of income levels throughout the target area.
- Act as lead agency for development of the River District Master Plan.
- Assemble land for public amenities needed to implement the River District Development Plan.

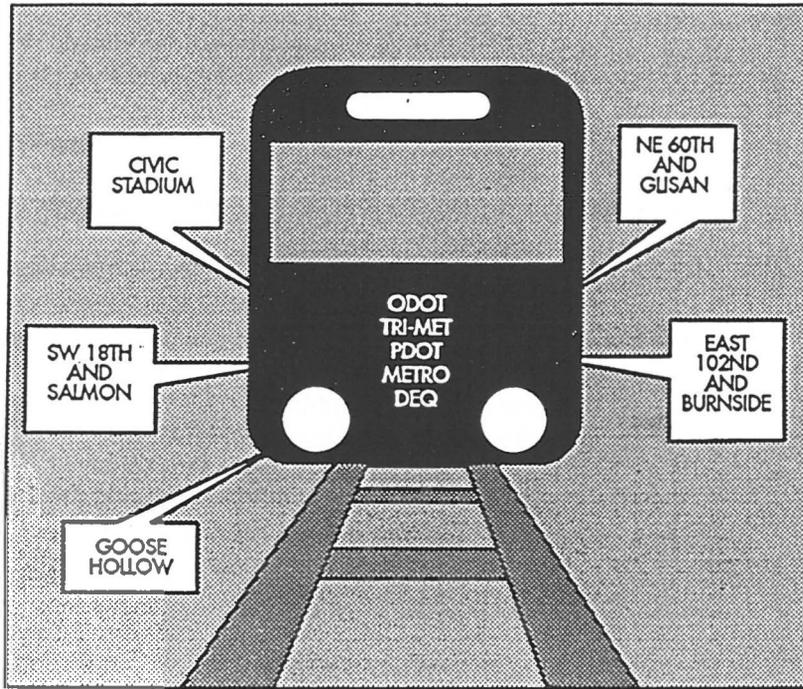
Estimated 5-Year Performance Indicators:

Housing units created or improved: 1,187

**TRANSIT STATION AREAS:**

**OBJECTIVE:**

*To 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.*



**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
0.8	0.9	1.4	4.6	3.0	10.7

- Provide technical assistance in implementing the regional transit-oriented development program.
- Facilitate the private development of transit station area sites with planning and development assistance.

**Estimated 5-Year Performance Indicators:**

Housing units created or improved: 942

**Citywide Activities - PDC activities not focused in the target areas.**

**Proposed Activities Budget: (in millions \$)**

1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	TOTAL
6.0	15.0	14.4	23.2	19.3	77.9

- Take lead in implementing the economic development policy.
- Recruit and retain 6,500 jobs through business development activities.
- Increase annual production of no/low/moderate income housing units to address the goals of the Comprehensive Housing Affordability Strategy.
- Seek to increase financial lending capacity through a special arrangement with private lenders.
- Support public/private efforts to develop a strategy to carry out the Livable City Housing Initiative.
- Assist community-based non-profits to increase their capacity for housing and mixed-unit development.
- 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.
- Implement business district program.
- Initiate a non-profit international business development council.
- Link new jobs to city residents through JobNet program.
- Continue emergency repair and rehabilitation housing loans to low- and moderate-income families throughout the city.
- Pursue public/private partnerships to finance public facilities.
- Coordinate regional business recruitment.

**Estimated 5-Year Performance Indicators:**

Jobs created or retained:	1,346
New jobs filled through JobNet :	1,273
Housing units created or improved:	2,844

## PDC PROJECTED RESOURCES AND PROGRAM REQUIREMENTS BY YEAR

	FYE-95	FYE-96	FYE-97	FYE-98	FYE-99	TOTAL 5 YEAR
<b>Resources</b>						
PDC Program Income	9,370,000	3,640,000	5,007,000	4,632,000	1,979,000	24,628,000
Grants & Private Lenders	27,414,000	31,706,000	39,725,000	40,885,000	44,497,000	184,227,000
City & Other Contracts	5,709,000	6,570,000	4,535,000	10,166,000	9,259,000	36,239,000
<b>Resources Total</b>						
	42,493,000	41,916,000	49,267,000	55,683,000	55,735,000	245,094,000
<b>Program Requirements</b>						
<i>Target Area:</i>						
Downtown/Old Town	6,482,000	3,058,000	4,744,000	3,306,000	912,000	18,502,000
Central Eastside District	854,000	2,942,000	3,535,000	3,678,000	284,000	11,293,000
Airport Way/Columbia Corridor	2,199,000	1,324,000	1,125,000	1,051,000	987,000	6,686,000
N.E. Cully	6,516,000	2,265,000	1,609,000	1,598,000	1,845,000	13,833,000
Inner Northeast	9,357,000	7,948,000	8,622,000	6,888,000	7,668,000	40,483,000
Lloyd District	921,000	744,000	450,000	339,000	584,000	3,038,000
North Macadam/South Waterfront	1,156,000	690,000	546,000	1,070,000	7,556,000	11,018,000
River District/Union Station	1,588,000	2,441,000	1,822,000	1,951,000	10,251,000	18,053,000
Outer South East	2,827,000	7,279,000	9,552,000	5,651,000	6,970,000	32,279,000
Commission Administration	672,000	699,000	721,000	744,000	774,000	3,610,000
Transit Station Areas	784,000	853,000	1,438,000	4,200,000	2,662,000	9,937,000
City Wide- Outside Targeted Areas	5,708,000	14,626,000	14,289,000	23,056,000	19,064,000	76,743,000
Regional-Outside City	344,000	357,000	139,000	144,000	149,000	1,133,000
<b>Program Requirements Total</b>						
	39,408,000	45,226,000	48,592,000	53,676,000	59,706,000	246,608,000

Note: Estimated requirements exceed projected resources by \$1.5 million over the course of five years. Final adjustments will be made to bring total program into balance.

### PLEASE LET US HEAR FROM YOU

If you have comments or suggestions on PDC's Five-Year Business Plan, please call or write: Ms. Jan Burreson, Executive Director, Portland Development Commission, 1120 SW Fifth Avenue, Suite 1100, Portland, OR 97204, (503) 823-3200.

For the full PDC Five-Year Business Plan and Appendix, please contact the Portland Development Commission, (503) 823-3200.

# 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,

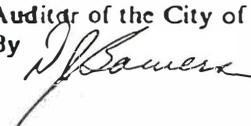
WHEREAS, Bureaus have had an opportunity to review and comment on the proposed policy,

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  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 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

12/96/91

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/Q6/91

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 Rerirement 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

## 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

*Edna Covert*

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

*Britta Olson* Deputy

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 Hines* 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.

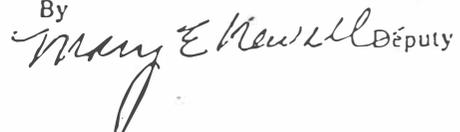
Adopted by the Council, JUN 21 1989

Mayor Clark  
JEC:LS:pkh  
June 13, 1989

BARBARA CLARK

Auditor of the City of Portland

By

 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"> <li>•Project involving less than 12 properties, and for which more than 75% of assessment estimates are on residential property.</li> <li>•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.</li> <li>•Publicly owned property is exempt from all feasibility tests.</li> <li>•The project advances expressed City goals or objectives, and adequate security is identified by City Council.</li> <li>•The project is included in an urban renewal area, and is secured by the Portland Development Commission.</li> </ul>
Conditions for Developer LIDs	<ul style="list-style-type: none"> <li>•Developer/chief petitioner files current financial statements.</li> <li>•No delinquent property taxes or assessments.</li> <li>•Bond, letter of credit or other security equal to total project costs.</li> </ul>

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.

# BUREAU ADVISORY COORDINATING COMMITTEE

*The City of Portland's Independent Citizen Auditors*

Chair FY 93-94  
Michael O'Malley

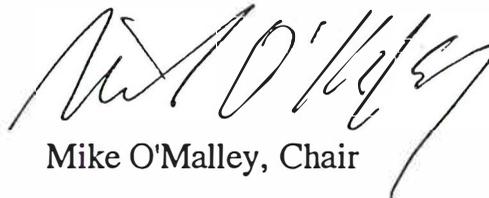
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## **FY 1994-95 Budget Report to City Council April 14, 1994**

Since early last fall the Bureau Advisory Coordinating Committee (BACC) has been meeting to study city budget and policy matters. We have heard reports from individual Bureau Advisory Committees (BACs) as well from a variety of city officials concerning the way Portland does business.

In this report, we do not comment on the budgets of every bureau and office. That is very effectively done by the individual BACs. Rather, we will comment on some recurring themes which arose in the course of our work. Some of these concern specific bureaus, and others apply to several bureaus or to the city as a whole. It must be noted that the conclusions drawn by the BACC are not necessarily those of the individual BACs. This is as it should be. The BACs' areas of concern are limited to their own bureaus. The BACC must consider all the bureaus as an interconnected whole.

In that spirit we submit this report for your consideration.



Mike O'Malley, Chair

Clyde Brummell, Water Bureau; Willie Harper, PMOC; Judy Hatton, Fire; Florence Hinchliff, Catherine Sohm, Transportation; Bob Jones, General Services; Pat Jones, ONA; Terry Marlink, Planning; Steve Miller, BES; Scott Spencer-Wolff, Police; Kerry Tharp, Parks and Recreation.

# BUREAU ADVISORY COORDINATING COMMITTEE

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## FY 1994-95 Budget Report to City Council April 14, 1994

### School Police

In the recent 'Your City, Your Choice' community forums, public safety, programs for at-risk youth and help for schools consistently ranked high in citizen priorities. We feel that all three of these goals will at least be partially achieved if, as has been proposed, Portland assumes responsibility for funding the School Police and expanding Community Schools programs.

We realize that this will put new demands on the Police and Park budgets but the fact is that in the turbulent sea of Measure 5 instability, Portland is a relatively safe island. Furthermore, nothing is more fundamental to a livable city than good schools and safe neighborhoods.

Having said that, we see some fundamental problems. First, we recognize that the \$1.5 million of School Police support is one-time money: That there is no provision for supporting them after the next fiscal year when, if matters are left as they are, school funding will be truly abysmal. Second, it is fundamentally unsound for a jurisdiction to use the tax dollars raised for its needs to divert a portion of those tax dollars to another jurisdiction even if, as in the case of the School Police, it is in the city's interest. Last, a tax inequity presents itself. That is, city taxpayers in the small area not included in the Portland School District are helping to pay for a service which they cannot receive whether they need it or not.

Our conclusion is that the City of Portland should fund the School Police and the expanded Community Schools Programs and, as important, work with the state legislature to somehow mitigate the more onerous results of Measure 5.

### New ways of doing business

#### City/County consolidation of services

We are very pleased that Portland and Multnomah County are finally doing some serious work in the area of consolidation. This is something that the BACC has urged for years; even before the onslaught of Measure 5. We

are also pleased that a wide range of criteria are being used when making consolidation decisions. Saving money, even small amounts, is always a fine goal but it is not necessarily more important than providing enhanced service for the same cost.

Regarding consolidation we have a suggestion and a caveat.

The suggestion is that after the current effort is complete we begin to target other potential consolidations. For example, in 1991 we made specific recommendations for consolidating some public safety services, and yet ground has yet to be broken on a Regional Training Facility for law enforcement officers. Such a facility, we believe, would not only save money in the long run but, more importantly, the region would be served by the best trained law enforcement officers possible.

The caveat is that any agreements between the City and County be drawn tightly enough to preclude, as has happened in the past, a sudden withdrawal by one side or the other.

#### Other restructuring

Not to be overlooked in the search for savings and/or efficiencies are changes which could be made within Portland. For example, General Services has done an excellent job providing logistical support for city bureaus. Why are these services not provided the Fire Bureau? Not only would city money be saved but sworn firefighters would be freed up for other important work.

Another bit of restructuring - one that initially might cost money rather than save it - would be the establishment of a regional law enforcement computer network. The recent Polly Klaus case in California is a tragic example of the consequences when law enforcement personnel are unable to access, in a timely manner, information from other, nearby jurisdictions. It may be that Portland's system is capable of handling the job and that the other jurisdictions could contract with us for the service. This is, we feel, an important public safety question which should be investigated.

Another useful tool for efficiency is, where appropriate, to put service contracts out to bid in the private sector. We believe this should be done in the model of the city's printing shop. First, a system of incentives was installed which provided the motivation to work smarter, which the employees did. Then, when Multnomah County called for printing bids (some time after the county had unilaterally pulled out of the City/County printing plant agreement) the Portland shop was in a position to win the contract - which it did. The Water Bureau has pursued a similar strategy with equally good results.

### Geographic Information System (GIS)

We feel that the GIS has the potential to not only save the city money and allow it to work much more efficiently on a day-to-day basis but that it is a potential life and money saver in the case of an earthquake or other natural disaster. We understand that the project is expensive in the design and startup phase and we agree that the city should do careful cost/benefit analyses at each step of design and implementation. However, if the analyses are favorable, we urge that the project proceed without delay.

Further, we think that other local jurisdictions should be as fully involved in this effort as is possible and that our citizens should be fully informed about this high-tech leap into the 21st Century.

### **Reserve Fund & PDC**

The BACC has long supported establishing and carefully maintaining the reserve fund and we have approved the strict guidelines for spending it. The reserve fund is not only a prudent cushion in time of economic difficulty or natural disaster but it is also one of the factors which ensures that we enjoy the interest-saving, high bond ratings we now have.

Since tax increment financing of debt falls under Measure 5 rules, we understand why it is now necessary to use part of the reserve fund to service PDC debt, and we have noted the plan to fully restore the fund in the coming years. What we do want is that the Council regard restoring the fund, barring disaster, as a committed budget item not to be reduced or otherwise diverted until the fund is fully restored.

Regarding the PDC, we have taken no position on the proposed budget for next year but we have noted the current debate on the post-Measure 5 role of this agency. We do urge that the discussions not end with the current budget hearings and that they include other stakeholders along with those in City Hall and the Chamber of Commerce.

### **Capital Spending**

#### General

An excerpt from the April 14, 1993 BACC report to Council:

"Whether public or private, capital investment is an unavoidable cost of doing business. To long delay paying these costs can have disastrous results. The problems do not go away; they just become more expensive to fix.

"This is a fundamental budget category which affects both the city's overall ability to provide services as well as the Council's fiduciary responsibility to protect the physical, capital assets of the citizens of Portland.

"Portland has been underfunding capital investment in favor of other general fund programs for years, even before the passage of Measure 5. We have dug ourselves such a deep hole that it will probably take a general obligation bond just to bring ourselves up to par."

Unfortunately, not much has changed since our '93 report. We understand that there are other strategies for funding capital improvements, but these are limited. We also understand that capital spending was a very low priority among citizens attending the 'Your City, Your Choice' forums. The fact remains that the work must be done - the sooner the better for us all.

#### Parks and Recreation

Perhaps no bureau has greater capital needs than Parks. In addition to the aging and deteriorating facilities all over town, the City has an obligation to provide adequate urban services, including parks, to the large areas newly annexed to the city. We are pleased to see that these problems are tentatively being addressed. We support the proposed general obligation bond to meet this bureau's serious needs.

#### City Hall

Again, an excerpt from the '93 BACC report:

"Last, we want to discuss the city's most visible case of capital investment neglect: City Hall.

"This 100 year old National Historic Landmark is falling apart. The litany of problems is well known: fire and life safety systems are not up to code; the water is undrinkable; the heating and cooling systems do neither. If this were not a public building, the city would probably board it up.

"With the advent of the Americans with Disabilities Act and the new, more stringent seismic code, there is no question that major structural work will have to be done on this building...

"The next question will be how to pay for the repairs. Given the huge capital expenditures coming due elsewhere in the city, we would like to repeat a suggestion we made last year. We suggest that the city sponsor a public/private effort to raise the funds necessary for renovation. The citizens responded well when it came to building Pioneer Courthouse Square and saving the Pittock Mansion, and we believe they will do likewise if asked to help polish this civic jewel."

That City Hall must be brought to legal standards is not in question. The Disabilities Act and new earthquake standards must be met. What is being questioned by some is the wisdom of perhaps doubling the cost of renovation by also doing a full, historical restoration.

It is incomprehensible to this committee that the city would even consider fixing City Hall part way. The non-legally required capital maintenance needs will still be there but they will be more expensive, and just as disruptive, to address later on. We recommend that City Hall be fully renovated and restored and that we begin the work as soon as possible.

The recent preliminary report indicates that the cost of renovation will be about \$15 million. We still prefer a public/private funding solution, but if it takes a general obligation or revenue bond, so be it. The definitive report on the condition of the building is due in May: Let that be the last of the dozen reports of the past quarter century which say "City Hall needs fixing now!"

**ORDINANCE No. 167866**

Adopt the annual budget of the City and establish appropriations for the fiscal year beginning July 1, 1994. (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 1994-95 budget on June 13, 1994 and certified the City's FY1994-95 budget and proposed levies on that date.
2. The FY1994-96 Adopted Budget document presents a two year financial plan and budget: For Fiscal Year 1994-95, the document provides specific position authorization and line item expenditure and revenue detail for all City bureaus and funds. For FY1995-96, the document provides programs to be added to the FY1994-95 Adopted Budget.
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 FY1994-95 Budget prior to final adoption as allowed under Oregon State budget statutes.
4. The changes to be incorporated in the Adopted Budget include the carryover of appropriations for certain activities or projects previously authorized in the FY1993-94 Budget but not expected to be expended by June 30, 1994; the transfer of certain budgeted amounts to organizational units or programs where the funds are more appropriately reflected; 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 FY1994-95 Budget.
5. The budget should be adopted so that there is no delay in establishing budget authority for conducting City business on July 1, 1994.

NOW, THEREFORE, the Council directs:

- a. The Fiscal Year 1994-95 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, 1994, 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.
- 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 1994-95 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 1994-95 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.

**ORDINANCE No.**

- (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 FY1994-95 Adopted Budget without approval from the City Council.
- 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 \$500 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 1994-95:  
  
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 FY1994-95 Adopted Budget.
- g. The Fiscal Year 1995-96 Approved Budget will be prepared in accordance with Council policy directions and state budget law.

Passed by the Council, JUN 29 1994

Page 3

**BARBARA CLARK**  
Auditor of the City of Portland  
By *B. Olson* Deputy

Mayor Katz  
TG:cf  
June 15, 1993

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## EXHIBIT A

## APPROPRIATION SCHEDULE - 1994-95

Table 9

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increases	
<b>GENERAL FUND</b>						
Office of the City Attorney	3,351,269	0	0	0	0	3,351,269
Office of the City Auditor	3,958,774	0	0	0	0	3,958,774
Office of Cable & Franchise Mgmt	1,379,570	0	0	0	0	1,379,570
Office of Comm #1 - Public Utilities	584,742	0	0	0	0	584,742
Office of Comm #2 - Public Works	570,802	0	0	0	0	570,802
Office of Comm #3 - Public Affairs	549,827	0	0	0	0	549,827
Office of Comm #4 - Public Safety	570,511	0	0	0	0	570,511
Bureau of Community Development	2,769,988	0	0	0	0	2,769,988
Energy Office	429,830	0	0	0	0	429,830
Office of Finance & Administration	15,049,852	0	0	0	0	15,049,852
Bureau of Fire, Rescue, and Emerg Svcs	57,249,532	0	0	0	0	57,249,532
Bureau of General Services	1,223,917	0	0	0	0	1,223,917
Office of Government Relations	534,590	0	0	0	0	534,590
Bureau of Licenses	2,338,418	0	0	0	0	2,338,418
Office of the Mayor	1,285,256	0	0	0	0	1,285,256
Metropolitan Arts Commission	1,586,438	0	0	0	0	1,586,438
Metropolitan Human Rights Commission	304,153	0	0	0	0	304,153
Office of Neighborhood Associations	2,634,559	0	0	0	0	2,634,559
Bureau of Parks and Recreation	32,280,958	0	0	0	0	32,280,958
Bureau of Planning	4,690,320	0	0	0	0	4,690,320
Bureau of Police	89,727,260	0	0	0	0	89,727,260
Bureau of Purchases and Stores	1,105,129	0	0	0	0	1,105,129
Total General Fund Bureaus	224,175,695	0	0	0	0	224,175,695
<b>Special Appropriations</b>						
<b>Public Safety</b>						
Regional Drug Initiative	30,000	0	0	0	0	30,000
Fire Location Study	100,000					100,000
Sheriff Transfer Cost	550,000					550,000
Civil Rights Ordinance Enforcement	35,000	0	0	0	0	35,000
School Police	1,500,000					1,500,000
<b>Community Development</b>						
Econ Impr District (EID) Assmnts	31,010	0	0	0	0	31,010
Block-by-Block Weatherization	157,008	0	0	0	0	157,008
Business Development (PDC)	434,663	0	0	0	0	434,663
Business Districts(PDC)	50,000					50,000
Eastbank Land Acquisition(PDC)	54,000					54,000
Downtown Services	541,488	0	0	0	0	541,488
Special Opportunity/Workforce	362,851	0	0	0	0	362,851
Northeast Workforce Center	99,216	0	0	0	0	99,216
Livable Cities	330,500	0	0	0	0	330,500
<b>Legislative/Administrative</b>						
Management Council	4,800	0	0	0	0	4,800
Emergency Funds of Council	7,000	0	0	0	0	7,000
Leaders Roundtable	10,000	0	0	0	0	10,000
Utility Consolidation Analysis	65,000	0	0	0	0	65,000
Regulatory Review	75,000	0	0	0	0	75,000
Employee Empowerment Fund	50,000	0	0	0	0	50,000
Quality Customer Service	100,000	0	0	0	0	100,000
Citywide Computer Systems Review	100,000	0	0	0	0	100,000
Unemployment Insurance	200,000	0	0	0	0	200,000
Regional Drug Initiative Federal Grant	225,670	0	0	0	0	225,670
Innovations Loan Program	250,000	0	0	0	0	250,000
City Membership and Dues	371,752	0	0	0	0	371,752
Business License Refunds	2,030,154	0	0	0	0	2,030,154
Compensation Adjustments	5,687,784					5,687,784

## EXHIBIT A

## APPROPRIATION SCHEDULE - 1994-95

Table 9

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increases	
<b>GENERAL FUND, continued</b>						
Transportation						0
Employee Transit Program	110,700					110,700
Total Special Appropriations	13,563,596	0	0	0	0	13,563,596
Fund Requirements	0	6,066,413	11,829,506	0	0	17,895,919
<b>TOTAL GENERAL FUND</b>	<b>237,739,291</b>	<b>6,066,413</b>	<b>11,829,506</b>	<b>0</b>	<b>0</b>	<b>255,635,210</b>
<b>OTHER FUNDS</b>						
<b>Operating Funds</b>						
Assessment Collection	71,033	299,576	2,071	0	0	372,680
Arena Operating	573,901	0	11,426,099	0	0	12,000,000
Auto Port	727,520	892,597	734,927	0	0	2,355,044
Buildings Operating	12,182,657	1,391,741	529,289	0	0	14,103,687
Cable	4,093,248	1,575	26,367	0	0	4,121,190
Economic Improvement District	2,397,411	0	0	0	0	2,397,411
Emergency Communications	8,920,640	451,336	222,339	0	0	9,594,315
Golf	4,529,007	1,210,027	447,798	0	0	6,186,832
Hydroelectric Power	452,904	188,857	131,894	0	0	773,655
NW I-405 Recreation	900,000	0	0	0	0	900,000
Parking Facilities	3,261,413	2,908,155	2,304,036	0	0	8,473,604
Parks System Improvements	104,786	240,000	21,127	0	0	365,913
Portland International Raceway	563,093	195,184	46,536	0	0	804,813
Public Safety Capital	1,086,083	56,507	42,317	0	0	1,184,907
Refuse Disposal	1,836,700	580,057	327,610	0	0	2,744,367
Sewer Operating	158,085,168	5,603,693	41,360,320	0	0	205,049,181
Transportation	79,035,776	7,832,012	5,930,938	0	100,000	92,898,726
Water	53,809,994	6,747,472	25,396,135	0	40,000	85,993,601
<b>Internal Service Funds</b>						
Communications	8,224,445	322,631	276,251	343,801	0	9,167,128
Computer Services	3,684,952	551,527	74,331	567,313	0	4,878,123
Facilities Services	9,076,499	1,706,882	493,465	4,954,826	0	16,231,672
Fleet Services	15,127,920	4,691,518	626,367	89,260	0	20,535,065
Health Insurance	13,392,733	13,214,296	122,377	0	0	26,729,406
Insurance & Claims	4,022,825	4,202,480	100,856	0	0	8,326,161
Printing & Distribution	5,241,014	934,808	226,006	0	0	6,401,828
Workers' Compensation	4,051,420	10,699,842	114,388	0	0	14,865,650
<b>Agency and Trust Funds</b>						
Environmental Remediation	1,766,544	1,447,100	27,793	597,761	0	3,839,198
Hydro Power Renewal & Replacement	0	6,765,200	50,000	0	0	6,815,200
Model Cities Econ. Development Trust	0	0	0	0	0	0
Portland Parks Trusts	945,336	1,038,412	0	0	0	1,983,748
Public Art Trust	494,152	78,848	0	0	0	573,000
Sewer Rate Stabilization	0	16,750,000	5,000,000	0	0	21,750,000
Sewer Revolving Loan	250,000	1,600,000	0	0	0	1,850,000
Sewer Safety Net	2,125,000	0	0	0	0	2,125,000
Water Growth Impact	0	0	0	0	0	0
<b>Construction Funds</b>						
Arena Construction	11,055,300	21,571	3,043,429	0	0	14,120,300
LID Construction	6,865,739	1,930,776	6,123,087	10,450,000	0	25,369,602
Sewer System Construction	1,655,371	462,379	119,006,967	0	0	121,124,717
Water Construction	0	3,400,395	22,669,303	0	0	26,069,698
<b>Debt Service Funds</b>						
Airport Way Debt Service	0	0	0	1,196,661	0	1,196,661
Arena Debt Service	0	0	0	14,585,776	0	14,585,776
Bancroft Bond Interest & Sinking	0	0	0	15,309,814	0	15,309,814
Bonded Debt Interest & Sinking	0	0	0	3,949,225	0	3,949,225

EXHIBIT A

167866

APPROPRIATION SCHEDULE - 1994-95

Table 9

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increases	
<b>OTHER FUNDS</b>						
<i>Debt Service Funds, continued</i>						
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	1,000	0	0	305,342	0	306,342
Hydropower Bond Redemption	2,638,980	0	0	1,040,000	0	3,678,980
Intermediate Debt Service	0	0	0	2,159,425	0	2,159,425
Morrison Park East Bond Redemption	174,175	0	0	225,000	0	399,175
Morrison Park West Bond Redemption	143,541	0	0	195,000	0	338,541
Old Town Parking Bond Redemption	449,515	0	0	215,000	0	664,515
PIR Bond Redemption	0	0	0	0	0	0
Sewer System Debt Redemption	0	10,000	0	16,045,498	0	16,055,498
St Johns Riverfront Bond Redemption	0	0	0	0	0	0
Short Term Debt Interest & Sinking	0	0	276,384	0	0	276,384
South Park Renewal Debt Service	0	0	0	1,173,908	0	1,173,908
Tennis Facilities Bond Redemption	0	0	0	61,950	0	61,950
Washington County Supply Bond Redemp.	613,219	0	0	650,000	0	1,263,219
Water Bond Sinking	3,664,876	0	0	5,886,188	0	9,551,064
Waterfront Renewal Bond Sinking	0	0	0	5,984,350	0	5,984,350
<i>Federal Funds</i>						
Federal and State Grants	0	0	5,366,693	0	0	5,366,693
HOME Grant	4,102,546	28,454	0	0	0	4,131,000
Housing & Community Development	22,944,008	62,849	376,974	0	0	23,383,831
<i>Retirement Funds</i>						
Fire & Police Disability & Retirement	42,291,126	5,734,737	102,805	74,402	0	48,203,070
Fire & Police Disability & Retire. Reserve	0	0	750,000	0	0	750,000
Supplemental Retirement Program Trust	22,000	0	0	0	0	22,000
<i>Revenue and Reserve Funds</i>						
Convention & Tourism	1,401,912	0	4,915	0	0	1,406,827
General Reserve	0	29,856,040	310,000	0	0	30,166,040
Transportation Reserve	0	5,098,969	237,592	0	0	5,336,561
<b>TOTAL APPROPRIATIONS - ALL FUNDS</b>	<b>736,796,773</b>	<b>145,274,916</b>	<b>266,159,292</b>	<b>86,060,500</b>	<b>140,000</b>	<b>1,234,431,481</b>

## ORDINANCE No. 167867

Levy taxes for the City for the fiscal year beginning July 1, 1994, and direct 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 1994-95 Budget for the City of Portland was adopted and appropriations made by the City Council on June 15, 1994 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 tax increment debt funds have sufficient balances to pay debt service on outstanding bonds without collecting any tax increment revenue through FY 1994-95. 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 in FY 1994-95.
3. 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 1994-95 annual budget of the City of Portland and the June 13, 1994 certification by the Multnomah County Tax Supervising and Conservation Commission, taxes are hereby levied for municipal purposes for the fiscal year beginning July 1, 1994, 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 eighteen million, eight hundred forty-three thousand, six hundred forty-one dollars.

\$118,843,641

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 three million, five hundred seventeen thousand, three hundred sixteen dollars

\$ 3,517,316

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.)

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-three million, six hundred thirty-seven thousand, four hundred thirty-three 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.

\$43,637,433

TOTAL LEVIES: One hundred sixty-five million, nine hundred ninety-eight thousand, three hundred ninety dollars.

\$165,998,390

- 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 Fiscal Year 1994-95.
- e. The Director of Financial Planning is hereby directed to certify that the City of Portland requests that no tax increment revenue be collected for urban renewal bonded indebtedness in FY1994-95. This means that on Form M-5, the following amounts will be certified for urban renewal collections:

Urban Renewal District	Estimated Maximum Tax Increment Available	Amount Certified	Amount Estimated to be Collected
Airport Way	\$ 3,952,222.00	\$0	\$0
Central Eastside	\$ 1,464,398.00	\$0	\$0
Convention Center	\$ 3,770,715.00	\$0	\$0
St. Johns Riverfront	\$ 56,947.00	\$0	\$0
South Park Blocks	\$ 6,384,577.00	\$0	\$0
Downtown Waterfront	\$ 15,260,092.00	\$0	\$0
Totals	\$ 30,888,951.00	\$0	\$0

**ORDINANCE No.**

- 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 Fiscal Year 1994-95 a tax for city purposes at a rate that is 83.33% 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%

- 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 Fiscal Year 1994-95 a tax for city purposes at a rate that is 25% 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%

Passed by the Council,

**JUN 29 1994**

Mayor Katz  
TG:mf  
June 15, 1994

**BARBARA CLARK**  
Auditor of the City of Portland  
By  Deputy

**ORDINANCE No. 167868**

Close three City funds and transfer the remaining balances effective June 30, 1994. (Ordinance)

The City of Portland ordains:

Section 1. The Council finds:

1. The Model Cities Economic Development Trust Fund was established in the 1970's using federal Model Cities monies for the purpose of providing a business loan program for Model Cities neighborhoods. During FY 1993-1994, the remainder of these funds was transferred to the Portland Development Commission for use in the Contractors Opportunity Loan Program. Because funds are exhausted, this fund will now be closed.
2. The Street Lighting Fund was established in the 1950's to account for Street Lighting Levy receipts. Expenditures from the Street Lighting Fund were used to reimburse the Transportation Operating Fund for Street Light related expenses. The levy was renewed each year until 1992, when Council chose not to renew the levy in an effort to limit the impact of compression on other levies resulting from Ballot Measure 5. In FY 1993-94, Street Lighting activities began a transition to General Fund support. In an effort to simplify accounting for street light activities, and because there will be no new levy receipts, the Street Lighting Fund will be closed, and the residual balance will be transferred to the Transportation Operating Fund.
3. The PIR Bond Redemption Fund was created to pay principal and interest on certificates of Participation issued to finance improvements at the Portland International Raceway. Debt service was made from fees and charges on the raceway. The debt has been retired and the fund will now be closed.
4. 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.
5. The above funds to be closed have no resources or requirements included in the FY1994-95 Adopted Budget.

NOW, THEREFORE, the Council directs:

- a. Effective June 30, 1994, the Model Cities Economic Development Trust Fund is closed.
- b. Effective June 30, 1994, the Street Lighting Fund is closed, and any remaining assets and liabilities shall be transferred to the Transportation Operating Fund.
- c. Effective June 30, 1994, the PIR Bond Redemption Fund is closed.

Passed by the Council, JUN 29 1994

Mayor Katz  
TG:mf  
June 15, 1994

**BARBARA CLARK**  
Auditor of the City of Portland  
By *Betta Olson* Deputy

# TAX SUPERVISING & CONSERVATION COMMISSION

MULTNOMAH COUNTY, OREGON

724 Mead Building

421 S.W. Fifth Avenue

Portland, Oregon 97204-2189

(503) 248-3054 FAX 248-3053

June 13, 1994

Mayor and Council  
City of Portland  
1220 SW 5th Avenue  
Portland, Oregon 97204

Dear Mayor and Council Members:

The Tax Supervising and Conservation Commission met on June 13, 1994 to review, discuss and conduct a public hearing on the City of Portland 1994-95 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 1994-95 City of Portland budget, including estimates for the Portland Development Commission, filed May 13, 1994, is hereby certified with the recommendation noted. Estimates were judged to be reasonable for the purpose shown and the document was found to be in substantial compliance with the law.

***Recommendation:***

Both the Water Bond Sinking and Washington County Supply Bond Redemption Funds include negative beginning and ending budgeted balances. Oregon Administrative Rules 150-294.361(1)-(B) require that budgeted resources not contain negative amounts. The negative fund balances exist as a result of year end accounting entries made to accrue for interest payable, and are not indicative of a negative cash position. We recommend that either the beginning fund balances be increased to reflect the actual cash position, or that the accounting treatment of these funds' interest expense be changed to a modified accrual basis.

Mayor and Council  
City of Portland

June 13, 1994  
Page 2

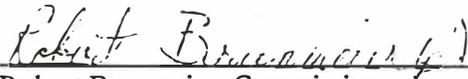
The certified budget estimates and tax levies are identified on the attached schedule.

We again would like to compliment the City on the quality of its budget document and public involvement process.

Very truly yours,

TAX SUPERVISING & CONSERVATION COMMISSION

  
\_\_\_\_\_  
Lianne Thompson, Chair

  
\_\_\_\_\_  
Robert Brunmeier, Commissioner

  
\_\_\_\_\_  
Tom Novick, Commissioner

City of Portland 1994-95 Budget Certification  
Schedule of Funds and Budget Estimates

Budget Estimates:

General Fund		\$250,475,714
Assessment Collection Fund		372,680
Arena Operating Fund		12,000,000
Auto Port Fund		2,205,246
Buildings Fund		16,299,678
Unappropriated Balance	\$ (2,279,969)	
Cable Fund		4,121,190
Economic Improvement District Fund		2,397,411
Emergency Communications Fund		10,294,315
Unappropriated Balance	(700,000)	
Golf Fund		6,186,832
Hydroelectric Power Operating Fund		773,655
NW I-405 Recreation Fund		900,000
Parking Facilities Fund		8,773,469
Parks System Improvement Fund		365,913
Portland International Raceway Fund		804,813
Public Safety Capital Fund		1,184,907
Refuse Disposal Fund		2,744,367
Sewer System Operating Fund		205,049,181
Transportation Operating Fund		92,898,726
Water Operating Fund		85,918,654
Communications Services Operating Fund		9,346,544
Information Systems Services Fund		4,878,123
Facilities Services Fund		15,516,855
Fleet Services Fund		21,509,215
Unappropriated Balance	(950,000)	
Health Insurance Fund		26,729,406
Insurance & Claims Fund		8,326,161
Printing & Distribution Fund		6,411,835
Workers' Compensation Fund		14,865,650
Environmental Remediation		4,414,698
Unappropriated Balance	(575,500)	
Hydro Renewal Replacement Fund		6,815,200
Portland Parks Trusts Fund		2,005,857
Unappropriated Balance	(22,109)	
Public Art Trust Fund		573,000
Sewer System Rate Stabilization Fund		21,750,000
Sewer Revolving Loan Fund		1,850,000
Sewer System Safety Net Fund		2,125,000
Water Growth Imp. Charge Trust Fund		1,087,736
Unappropriated Balance	(1,087,736)	
Arena Construction Fund		14,120,300
Local Improvement District Construction Fund		25,369,602

City of Portland 1994-95 Budget Certification  
Schedule of Funds and Budget Estimates - Continued

Sewer System Construction Fund		121,124,717
Water Construction Fund		35,280,361
Unappropriated Balance	(9,210,663)	
Airport Way Debt Service Fund		2,183,968
Unappropriated Balance	(987,307)	
Arena Debt Service Fund		14,585,776
Bancroft Bond Interest & Sinking Fund		14,387,522
Unappropriated Balance	(63,260)	
Bonded Debt Interest & Sinking Fund		4,334,000
Unappropriated Balance	(384,775)	
Central East Industrial Dist. Debt Fund		232,622
Unappropriated Balance	(232,622)	
Convention Center Area Debt Service Fund		55,874
Unappropriated Balance	(55,874)	
Golf Revenue Bond Improvement Redemption Fund		547,249
Unappropriated Balance	(240,907)	
Hydropower Bond Redemption Fund		7,400,400
Unappropriated Balance	(3,721,420)	
Intermediate Debt Service Fund		2,159,425
Morrison Park East Bond Redemption Fund		800,000
Unappropriated Balance	(400,825)	
Morrison Park West Bond Redemption Fund		679,500
Unappropriated Balance	(340,959)	
Old Town Parking Bond Redemption Fund		689,800
Unappropriated Balance	(25,285)	
St. Johns River Bond Redemption Fund		4,787
Unappropriated Balance	(4,787)	
Short Term Debt Interest & Sinking Fund		276,384
South Park Debt Service		2,474,818
Unappropriated Balance	(1,300,910)	
Tennis Facilities Bond Redemption Fund		61,950
Washington County Supply Bond Redemption Fund		1,008,384
Unappropriated Balance	(-254,835)	
Water Bond Sinking Fund		8,471,004
Unappropriated Balance	(-995,744)	
Waterfront Renewal Bond Sinking Fund		12,452,444
Unappropriated Balance	(6,468,094)	
Federal and State Grant Fund		5,366,693
Home Grant Fund		4,131,000
Housing and Community Development Fund		23,383,831
Fire and Police Disability and Retirement Fund		48,203,070
Fire and Police Disability and Retirement Reserve Fund		750,000

Supplemental Retirement Program Trust Fund		394,481
Unappropriated Balance	(372,481)	
Convention & Tourism Fund		1,406,827
General Reserve Fund		30,166,040
Sewer System Debt Redemption Fund		24,055,498
Unappropriated Balance	(8,010,000)	
Transportation Reserve Fund		<u>5,336,561</u>
Total Budget Estimates		\$1,263,866,919
Total Unappropriated Balance		(36,184,904)
Portland Development Commission:		
Urban Redevelopment Fund		\$ 14,910,727
Enterprise Loans Fund		6,973,229
Airport Way Fund		1,941,809
Central Eastside Industrial District Fund		907,408
Convention Center Area Fund		4,519,911
South Park Urban Renewal Fund		4,146,489
St. Johns Project Fund		3,577,517
Waterfront Renewal Bond Redevelopment Fund		9,132,327
Housing and Community Development Fund		14,706,633
Other Federal Grants Fund		3,738,413
Oregon Arena Fund		851,403
South Auditorium Fund		303,334
Economic Development Revenue Bonds Debt Service Fund		<u>5,102,150</u>
Total - Portland Development Commission		\$ 70,811,350
Tax Levy:		
General Fund - Tax Base		\$118,843,641 *
Bonded Debt Fund - Not Subject to Limit		3,517,316
Fire & Police Disability & Retirement		
Outside Tax Base - Continuing Levy		<u>43,637,433</u>
Total Tax Levy		\$165,998,390

\* This 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 1993-94 annexation values are received from the assessor. TSCC will certify the actual tax base to the assessor and to the City at that time.

We recognize that the City has the capacity to levy additional amounts. Our certification is based upon budgeted levy amounts. The decision to levy additional funds, such as Urban Renewal, would require recertification by the Tax Supervising Commission.



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