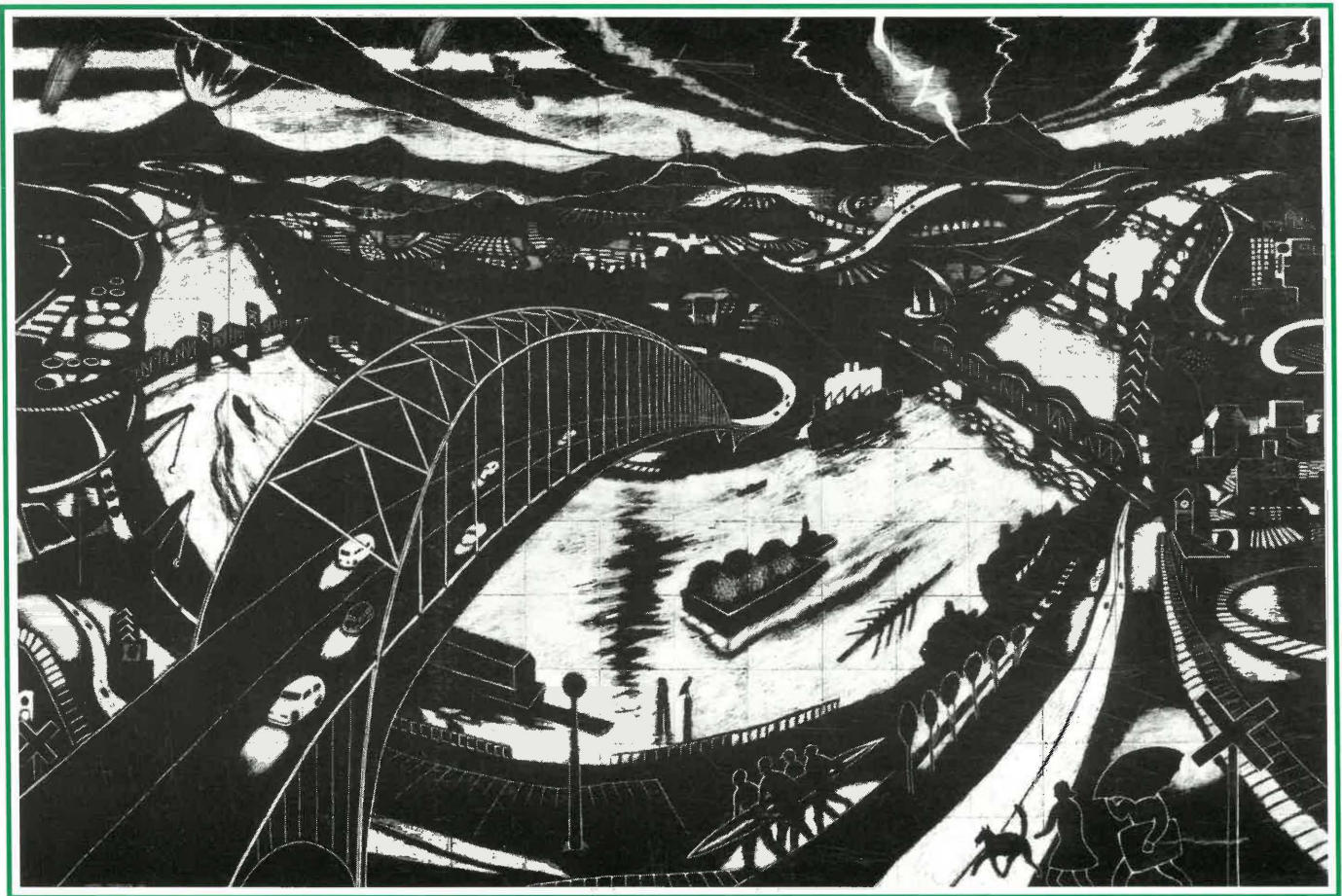


# CITY OF PORTLAND

## 2000-2002

## BIENNIAL BUDGET



### FISCAL YEAR 2000-2001

### ADOPTED BUDGET

### Volume Two

### Capital Improvement Plan

### Portland Development Commission

## **“GREAT PORT CITY”**

**GEORGE JOHANSON, 1992, CERAMIC TILE**

**George Johanson was born in Seattle in 1928. He taught painting and printmaking at the Pacific Northwest College of Art for twenty-five years before retiring to spend full time in the studio. He works in a variety of mediums including drawing, painting, and printmaking. He has also done a number of ceramic tile murals throughout the Northwest. In Portland these may be seen on the fourth floor of the Portland Building and at the Peninsula Park Community Center (two 4 x 20 foot murals next to the swimming pool).**

**His work often includes references to the Portland environment. “Great Port City”, a black and white tile mural, is a portrait of the city that has many specific references to Portland, but is composed in an imaginative way. The tile is painted with black ceramic underglaze color, the design is scraped into it exposing the white clay, and it is then fired in a kiln.**

**More of Mr. Johanson’s work may be seen at the Pulliam Deffenbaugh Gallery in Northwest Portland.**

# **Adopted Budget**

**City of Portland, Oregon  
2000-02 Biennial Budget**

**Fiscal Year 2000-01**

**Volume Two**

**Capital Budgets  
Portland Development Commission  
Appendices**

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# Introduction

## OVERVIEW

The City of Portland's five-year capital improvement plan (CIP) budget implements the City's policy of preserving its current physical assets and planning for future capital investments. The CIP budget provides details on City projects which support and enhance the delivery of basic services and infrastructure improvements. These projects reflect the bureaus' prioritization of capital replacement and enhancement projects, estimations of project costs, and identification of the funding sources.

*The City maintains a Aaa bond rating, the highest available to a municipality.*

The City has been following a capital planning and budgeting process since FY 1974-75. The Council's commitment to maintaining the City's capital infrastructure has contributed to the maintenance of a Aaa bond rating for the last 22 years, the highest level attainable by a municipality.

## DEFINITION OF CAPITAL

Projects contained in the CIP budget fit the following definitions:

- ◆ Address or enhance the City's assets, and
- ◆ New construction, expansion, renovation, or replacement of existing facilities (including the cost of land, engineering, architectural planning, and contractual services) which require a total expenditure of at least \$10,000 over the life of the project, or
- ◆ Major equipment with a cost of \$50,000 or more with a useful life of at least ten years, or
- ◆ Major maintenance or rehabilitation of existing facilities which require an expenditure of \$10,000 or more and have an economic life of at least ten years.

## ORGANIZATION OF THE CIP BUDGET

The CIP budget is organized by the six service areas: Public Safety; Parks, Recreation and Culture; Public Utilities; Transportation and Parking; Community Development; and Legislative, Administrative and Support Services. Two documents contain CIP information. Volume Two provides an overview of the plan, while project details are presented in Volume Three, Capital Improvement Plan Project Detail.

Volume Two consists of three sections:

- ◆ Overview of Capital Budgeting, consisting of:
  - ◆ Planning Process
  - ◆ Capital Budget Process
  - ◆ Process Improvements
- ◆ Citywide Summary, consisting of:
  - ◆ Overview

- ◆ Service Area Summary
- ◆ General Fund Supported Project Summary
- ◆ Citywide CIP Project Costs Summary Table
- ◆ Citywide CIP Funding Sources Summary Table
- ◆ Citywide Net Operating and Maintenance Costs Summary Table
- ◆ Service Area Summaries, consisting of:
  - ◆ Overview
  - ◆ Funding Sources, Project costs, and O&M Costs Table
  - ◆ Project Detail Table



# Overview Of Capital Budgeting

## PLANNING PROCESS

### Regulatory Requirements

The City's capital budgeting and planning process is consistent with the State of Oregon Administrative Rules, Division 11, Section 6600-11-010 which require the City to develop and maintain public facilities plans. In addition, the CIP must be consistent with the City's Comprehensive Plan and City Council Priorities, which are updated annually, and other types of planning documents.

### Public Facilities Plans

The City has completed public facilities plans for each of the major capital bureaus. These include the bureaus of Environmental Services; Water Works; Transportation; Parks and Recreation; Fire, Rescue and Emergency Services; Police; and General Services. The existing public facilities plans, taken together, provide a framework for the provision of urban public facilities and services within Portland's urban service boundary.

### Comprehensive Plan

*Six goals, found in the Comprehensive Plan, are directly related to capital planning.*

The *Comprehensive Plan Goals and Policies*, adopted and updated annually by City Council since 1981, include the following goals related to capital planning:

**Neighborhoods (Goal 3):** Preserve and reinforce the stability and diversity of the City's neighborhoods while allowing for increased density in order to attract and retain long-term residents and businesses and ensure the City's residential quality and economic vitality.

**Housing (Goal 4):** Enhance Portland's vitality as a community at the center of the region's housing market by providing housing of different types, tenures, density, sizes, costs and locations that accommodate the needs, preferences, and financial capabilities of current and future households.

**Economic Development (Goal 5):** Foster a strong and diverse economy which provides a full range of employment and economic choices for individuals and families in all parts of the city.

**Transportation (Goal 6):** Provide for and protect the public's interest and investment in the public right-of-way and transportation system by encouraging the development of a balanced, affordable and efficient transportation system consistent with the Arterial Streets Classifications and Policies by:

- ◆ Providing adequate accessibility to all planned land uses;
- ◆ Providing for the safe and efficient movement of people and goods while preserving, enhancing, or reclaiming neighborhood livability;
- ◆ Minimizing the impact of inter-regional and longer distance intra-regional trips on city neighborhoods, commercial areas, and the city street system by maximizing the use of regional trafficways and transitways for such trips;
- ◆ Reducing reliance on the automobile and per capita vehicle miles traveled;

- ◆ Guiding the use of the city street system to control air pollution, traffic, and livability problems;
- ◆ Maintaining the infrastructure in good condition.

**Environment (Goal 8):** Maintain and improve the quality of Portland's air, water and land resources, and protect neighborhoods and business centers from detrimental noise pollution.

**Public Facilities (Goal 11):** Provide a timely, orderly and efficient arrangement of public facilities and services that support existing and planned land use patterns and densities.

### **Process Objectives**

The CIP planning process is intended to provide guidance in constructing budgets and implementing projects in a coordinated manner to accomplish the following objectives:

*The CIP helps ensure coordination in planning and implementing capital projects.*

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

## **CAPITAL BUDGET PROCESS**

All bureaus that plan capital expenditures are required to develop capital budgets. In general, CIP budget development includes the following steps.

### **Bureaus**

Bureaus develop a five-year financial plan which details the operating and capital requirements of the bureau and sources of funding. Simultaneously, the bureaus develop a five-year capital improvement plan which is consistent with the financial plan. Needs are identified based on service levels, projects are proposed and analyzed for costs and benefits, requirements are prioritized, and available resources and/or funding strategies are identified.

### **Public Input**

Public input on both the operating and capital spending priorities is received via community budget forums.

**Review by the Financial Planning Division**

The capital and financial plans are reviewed by the Financial Planning Division in the Office of Management and Finance for reasonable assumptions, viable financing approaches, comprehensive consideration of available financing options, impacts on others such as rate payers, and consistency with the City’s Comprehensive Financial Policy. In addition, the impacts of the projects on operating and maintenance costs are identified. Recommendations may be made to specific bureaus and directly to the City Council.

**Review by Citizen Groups**

*Citizens have several opportunities to provide input in the budget process.*

For selected bureaus, the financial and capital plans are reviewed by citizen groups, such as the Portland Utilities Review Board (PURB) for the bureaus of Environmental Services and Water Works. The PURB is comprised of citizens who provide independent and representative customer review of water, sewer, and solid waste financial plans, rates, and budgets, including the CIPs of those utilities. Similarly, the Transportation Bureau Advisory Committee, made up of citizens appointed by the commissioner-in-charge, reviews the CIP for the Portland Office of Transportation (PoT).

**Capital Review Committee**

*Eight criteria are used to evaluate General Fund projects.*

For General Fund supported projects, the Capital Review Committee (CRC), comprised of the bureaus seeking General Fund support, is typically convened to review requests for General Fund capital support and to make funding recommendations to the City Council. The CRC was not convened to review FY 2000-01 capital requests because most of the General Fund capital budget was already committed by City Council to previously approved projects.

The criteria used to evaluate General Fund capital project requests are as follows:

- ◆ Mandated - The project addresses a legal mandate.
- ◆ Major Council Objective - The project meets one or more of the major Council objectives established at the Council retreat.
- ◆ Decrease City’s Unfunded Liability - The project reduces the City’s capital maintenance backlog identified in the public facility plans.
- ◆ Return on Investment - The project shows a favorable return on investment or significantly reduces future costs.
- ◆ Multi-Year Projects - The project addresses a prior-year commitment for funding.
- ◆ Safety Oriented - The project is oriented towards safety of employees and/or the public.
- ◆ Labor Intensive/Economically Disadvantaged - The project provides for significant job creation and/or employment opportunities for minorities, or impacts economically disadvantaged areas of the city.
- ◆ Community Plan Priority - The project is shown as a high priority in an adopted community plan.

**City Council**

Once the CIP budget is finalized, it is submitted to the City Council for review. After public hearings, the capital budgets for the forthcoming year, along with the operating budgets, are approved and adopted.

## **PROCESS IMPROVEMENTS**

### **Mapping Interface with the Geographic Information System**

A mapping interface is being developed between the CIP and the City's Geographic Information System (GIS), which will allow bureaus to map their capital projects while they are developing their capital plans. The interface will eventually be available to the public over the internet from the City's website.

### **Two Year CIP Budget Process**

In order to more closely tie operating and capital budgets, the City has recently developed a biennial capital budget and multi-year CIP. Council authorizes the two-year budget and minor adjustments are made for the second year. It is anticipated that this conversion will improve bureau planning and result in a more efficient process.

# Citywide Summary

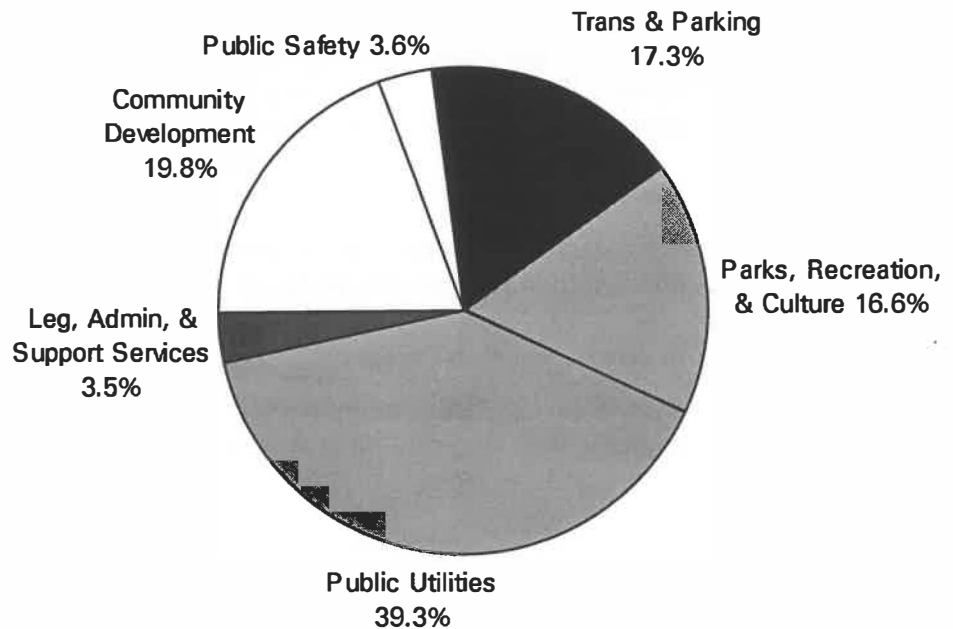
## OVERVIEW

The FY 2000-01 Adopted CIP budget totals \$297.1 million, including Portland Development Commission (PDC) City-owned assets and excluding the Bureau of General Services's (BGS) project management costs and PDC's non City-owned assets. The FY 2000-05 citywide CIP budget is projected to be nearly \$1.15 billion.

## CIP Budget

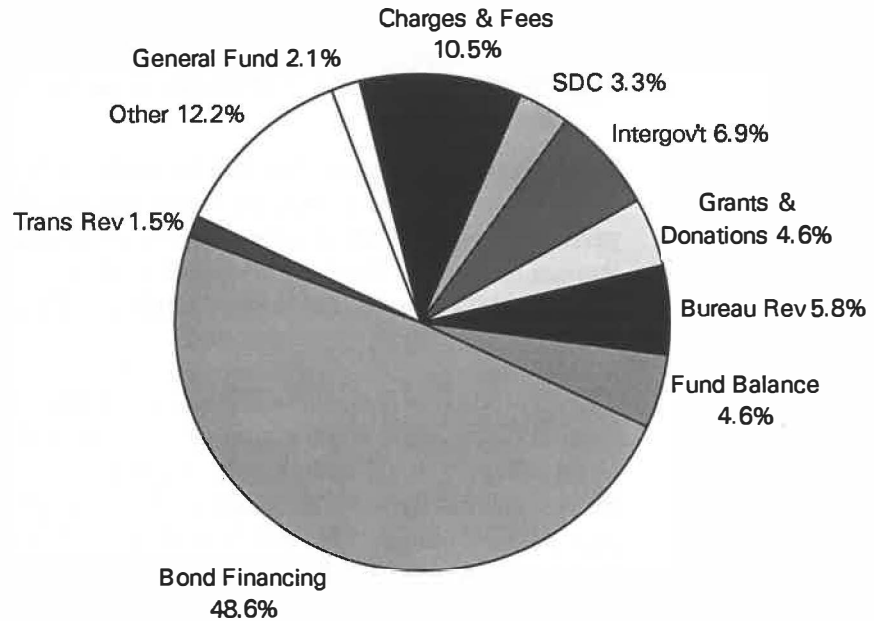
The information presented in this document reflects only projects that fit the strict definitions of capital as outlined in the Introduction. In addition, in accordance with generally accepted accounting principles, the cost of managing capital projects by the Bureau of General Services is not reflected as a project cost since it is a fund level cost; however, it is noted in the project detail. For FY 2000-01, these costs total approximately \$230,210.

The citywide CIP budget is summarized by bureau for each service area in the Citywide Capital Costs Table at the end of this section, and graphically shown below. The Public Utility Service Area, including the Bureaus of Environmental Services and Water Works, has the largest CIP budget in FY 2000-01 at \$116.8 million or 39.3 percent of the total CIP budget. This is followed by the Community Development Service Area, which includes the Portland Development Commission, at \$58.8 million or 19.8 percent; Transportation and Parking at \$51.3 million or 17.3 percent; Parks, Recreation and Culture at \$49.3 million or 16.6 percent; and Public Safety at \$10.6 million or 3.6 percent of the total CIP budget. More details of service area and bureau CIP budgets are contained in the sections that follow.



**Sources of Funding**

Funding for CIP projects is primarily provided through bond financing, service charges and fees, the General Fund, intergovernmental revenues, bureau revenues, system development charges (SDCs), general transportation revenues, and fund balances. CIP Funding Sources are summarized by service area in the table at the end of this section, and are shown in the following chart.



**Bond Financing**

Revenue bonds are the largest source of funding for CIP projects during FY 2000-01, with a total of approximately \$88.0 million, which is 29.6 percent of the total bond financing. Total bond financing, which includes revenue bonds, general obligation bonds, LID financing, tax increment financing, and other financed resources are budgeted to be about \$144.4 million, or 48.6 percent of the total CIP budget.

**Service Charges and Fees**

Service charges and fees, which are mainly utility rates, account for approximately \$31.1 million of resources, or 10.5 percent of the total.

**System Development Charges**

System development charges are fees charged for new developments and account for approximately \$9.7 million of resources, or 3.3 percent of the total.

**General Fund**

In FY 2000-01, the General Fund will contribute over \$17.8 million to capital projects, which is 2.1 percent of the total CIP revenue. This amount includes nearly \$2.1 million of General Fund plus \$4.5 million to the Housing Investment Fund for PDC projects, \$4.7 million from the General Fund Capital Setaside Program, with the remaining approximately \$6.1 million from General Fund discretionary revenues.

In 1996, the City Council approved Resolution 35526 which established a General Fund Setaside for capital projects. The Five-Year Financial Forecast for the General Fund provides for an increase of \$1 million a year until the Setaside reaches \$9.0 million. This target amount is expected to be reached by FY 2004-05.

The requests for General Fund resources for capital projects, totaling approximately \$5.8 million, far exceed the available resources, and this situation has existed for many years, especially since Measures 47 and 50 were approved in FY 1996-97. This situation occurs because the General Fund is often the only available resource to finance projects by or for General Fund bureaus (primarily in the Public Safety, Legislative/Administrative, and parts of the Transportation and Parks service areas).

**Bureau Revenues**

Bureau revenues are budgeted to be more than \$17.3 million in FY 2000-01, or 5.8 percent of the total. These include revenues from interagency agreements, cash transfers, service reimbursements, rents, land sales, and partnerships.

**General Transportation Revenues**

General transportation revenues, mainly gas tax revenues, are estimated to be about \$4.3 million, or 1.5 percent of the total.

**Fund Balance Revenues**

Fund balance revenues are carry-overs from the previous fiscal year and are estimated to be about \$13.8 million, or 4.6 percent of the total.

**Grants and Donations**

Grant and donation revenues include proceeds from federal and state grants, and donations from other governmental units or developers' contributions. They are budgeted to be nearly \$13.7 million, or 4.6 percent of the total FY 2000-01 CIP budget.

**Intergovernmental**

Intergovernmental revenues include proceeds from state loans, local revenue and cost sharing, and resources from other governmental units, such as funding from Metro. They are budgeted to be nearly \$20.6 million, or 6.9 percent of the total FY 2000-01 CIP budget.

**Operating & Maintenance Costs**

Operating and maintenance (O&M) costs reflect the ongoing costs associated with capital projects. These include O&M costs for new facilities, savings which may be associated with the replacement of old equipment, or savings associated with new facilities that require less maintenance.

Net O&M costs or savings are those that are in addition to or subtraction from the ongoing O&M costs of current facilities. Net O&M Costs are shown by bureau for each service area in the table at the end of this section. O&M costs in FY 2000-01 increase about \$1.8 million citywide. The Public Utilities Service Area accounts for \$1.0 million, or 57.5 percent of the total while the Community Service Service Area has no additional O&M costs or savings.

**SERVICE AREA SUMMARY**

**Public Utilities Service Area**

In FY 2000-01 the largest portion of the CIP is for public utilities, which accounts for \$116.8 million, or 39.3 percent of the total. The Bureau of Environmental Services accounts for approximately \$88.1 million of this amount, and the Bureau of Water Works CIP totals almost \$28.8 million.

**Bureau of Environmental Services**

The largest public utilities program expenditures are for the Combined Sewer Overflow Program, which are anticipated to be about \$52.8 million in FY 2000-01. Approximately \$20.0 million is anticipated to be spent on capital maintenance projects and about \$7.6 million on capital projects for wastewater treatment systems. More than \$3.3 million is budgeted for surface water capital improvements.

**Bureau of Water Works**

The largest area of water utility capital spending is water supply, with a total of about \$14.5 million, followed by \$10.9 million for water distribution improvements.

**Community Development Service Area**

Community Development is the next largest service area, with over \$58.8 million of CIP expenditures, which is 19.8 percent of the total CIP budget. These include approximately \$50.6 million for PDC City-owned assets and over \$7.9 million for LID construction.

**Transportation and Parking Service Area**

Transportation and Parking is the next largest service area of the FY 2000-01 CIP, accounting for nearly \$51.3 million, or 17.3 percent of the CIP budget. Transportation is expected to account for about \$50.0 million, and Parking Facilities will be about \$1.4 million.



### Transportation

The largest programs within the Transportation and Parking service area are the Freight Program (\$19.9 million) and the Special Area Program (\$15.3 million). The most significant CIP project in this service area is the construction of the Central City Streetcar, which is estimated to be more than \$8.4 million during FY 2000-01. Examples of other notable projects include \$9.1 million for Marine Drive street improvements, \$5.7 million for work on the Lower Albina Overcrossing, and \$3.0 million to widen the Going Street Bridge.

### Parks, Recreation and Culture Service Area

Parks, Recreation and Culture is the fourth largest service area, with a total CIP of more than \$49.3 million. This amount equals 16.6 percent of the total CIP budget.

#### Parks and Recreation

Dedicated expenditures of \$32.1 million for Civic Stadium improvements are the biggest project in this service area. Other significant projects include \$2.0 million for Jamieson Square (South Park Blocks), more than \$1.7 million for the Springwater to OMSI trail completion, and over \$1.2 million for improvements at University Park Community Center. There is also \$1.9 million budgeted in FY 2000-01 for purchase of surplus school land for future parks.

### Public Safety Service Area

Public Safety follows with approximately \$10.6 million of CIP expenditures. This spending level accounts for 3.6 percent of the total CIP budget. The budget includes more than \$5.4 million for seismic upgrades and other improvements to fire stations, nearly \$1.1 million for new fire apparatus replacements, and more than \$1.2 million for expansion of the Portland Communications Center for the Bureau of Emergency Communications.

### Legislative, Administrative and Support Services Service Area

Finally, Legislative, Administrative and Support Services accounts for \$10.4 million, or 3.5 percent of the CIP budget. The budget includes over \$8.2 million for the Integrated Regional Network Enterprise (IRNE), \$205,000 for a records management system (E-Files), about \$1.1 million for ongoing projects in The Portland Building, and approximately \$8.2 million for projects in the Portland Communication Center.

## GENERAL FUND SUPPORTED PROJECT SUMMARY

General Fund projects are supported by discretionary funding and may be appropriated from the General Fund Capital Setaside, carryover from prior years, or as a result of other Council actions. The following two tables provide a summary of the distribution of General Fund capital support by appropriation method, by bureau, and the allocation of the General Fund Capital Setaside in FY 2000-01.

**FY 2000-01 General Fund Capital Support**

<u>Bureau/Project</u>	<u>Amount</u>
<b>General Fund Capital Setaside</b>	
Auditor's Office	\$205,000
Bureau of Fire, Rescue & Emergency Services	1,050,000
Bureau of General Services	495,000
Bureau of Parks and Recreation	1,520,000
Office of Transportation	450,000
Special Appropriations	936,154
<b>Subtotal</b>	<b>4,656,154</b>
<b>Carryover from Prior Years</b>	
Fire Tank Removal	20,000
Special Appropriations - Parks	1,833,000
<b>Subtotal</b>	<b>1,853,000</b>
<b>Grand Total</b>	<b>\$6,509,154</b>

**FY 2000-01 General Fund Capital Set-Aside Projects**

<u>Bureau/Project</u>	<u>Amount</u>
<b>Auditor's Office</b>	
Records Management System (E-Files)	\$205,000
<b>Bureau of Fire, Rescue &amp; Emergency Services</b>	
Replacement Apparatus	1,050,000
<b>Bureau of General Services</b>	
Child Care Center	495,000
<b>Bureau of Parks and Recreation</b>	
Multnomah Art Center Roof	167,000
OMSI Children's Annex - Acquisition	200,000
OMSI Children's Annex - Renovation	265,000
Red Electric Line Feasibility Study	18,000
University Park - Phase 2	677,000
Wilson Pool Renovation	63,000
Zoo Interchange/Children's Museum Sidewalk	130,000
<b>Subtotal</b>	<b>1,520,000</b>
<b>Office of Transportation</b>	
Street Lighting Projects	450,000
<b>Special Appropriations</b>	
Debt Service for School Grant	936,154
<b>Grand Total</b>	<b>\$4,656,154</b>

# Capital Improvement Plan — Citywide

## CITYWIDE CAPITAL COSTS

This table summarizes project costs for bureaus within each service area.

Service Area Bureau	Prior Years	Revised FY 1998–99	Adopted FY 2000–01	Capital Plan				5–Year Total
				FY 2001–02	FY 2002–03	FY 2003–04	FY 2004–05	
<b>Public Safety</b>								
Bureau of Fire, Rescue & Emergency	0	1,000,000	1,070,000	1,102,500	1,157,625	1,215,506	1,276,282	5,821,913
Bureau of General Services	2,416,000	6,010,000	9,523,040	23,678,000	31,375,000	7,661,000	53,631,000	125,868,040
Bureau of Police	945,000	229,000	0	0	0	0	0	0
<b>Total Public Safety</b>	<b>3,361,000</b>	<b>7,239,000</b>	<b>10,593,040</b>	<b>24,780,500</b>	<b>32,532,625</b>	<b>8,876,506</b>	<b>54,907,282</b>	<b>131,689,953</b>
<b>Parks, Recreation and Culture</b>								
Bureau of Parks and Recreation	10,754,398	2,739,296	15,289,205	17,280,517	9,093,360	9,876,083	9,801,700	61,340,865
Special Appropriations, Parks	0	0	1,883,000	0	0	0	0	1,883,000
Spectator Facilities	523,309	6,984,590	32,100,000	100,000	100,000	100,000	100,000	32,500,000
<b>Total Parks, Recreation and Culture</b>	<b>11,277,707</b>	<b>9,723,886</b>	<b>49,272,205</b>	<b>17,380,517</b>	<b>9,193,360</b>	<b>9,976,083</b>	<b>9,901,700</b>	<b>95,723,865</b>
<b>Public Utilities</b>								
Bureau of Environmental Services	239,144,434	85,802,707	87,694,580	72,484,171	59,434,831	79,927,485	85,683,165	385,224,232
Bureau of Water Works	32,087,060	31,737,900	28,753,000	35,411,000	36,401,000	34,194,000	32,763,000	167,522,000
Environmental Remediation Division	0	0	365,000	0	0	0	0	365,000
<b>Total Public Utilities</b>	<b>271,231,494</b>	<b>117,540,607</b>	<b>116,812,580</b>	<b>107,895,171</b>	<b>95,835,831</b>	<b>114,121,485</b>	<b>118,446,165</b>	<b>553,111,232</b>
<b>Community Development</b>								
Bureau of General Services	0	0	232,750	235,100	194,200	235,000	235,000	1,132,050
Local Improvement Districts	5,150,000	2,037,100	7,946,000	3,202,000	720,000	0	0	11,868,000
Portland Development Commission	6,701,687	27,184,009	50,577,184	37,345,151	32,203,698	22,493,206	18,687,726	161,306,965
<b>Total Community Development</b>	<b>11,851,687</b>	<b>29,221,109</b>	<b>58,755,934</b>	<b>40,782,251</b>	<b>33,117,898</b>	<b>22,728,206</b>	<b>18,922,726</b>	<b>174,307,015</b>
<b>Transportation and Parking</b>								
Bureau of General Services	0	468,500	1,379,500	14,298,000	14,290,000	3,204,000	820,000	33,991,500
Office of Transportation	33,342,689	50,907,286	49,885,300	16,478,472	15,775,167	35,394,762	14,086,493	131,620,194
<b>Total Transportation and Parking</b>	<b>33,342,689</b>	<b>51,375,786</b>	<b>51,264,800</b>	<b>30,776,472</b>	<b>30,065,167</b>	<b>38,598,762</b>	<b>14,906,493</b>	<b>165,611,694</b>
<b>Legislative, Admin &amp; Support</b>								
Bureau of General Services	167,400	1,108,386	10,193,702	3,530,000	8,656,500	2,015,500	1,356,500	25,752,202
Office of City Auditor	0	0	205,000	95,000	0	0	0	300,000
<b>Total Legislative, Admin &amp; Support</b>	<b>167,400</b>	<b>1,108,386</b>	<b>10,398,702</b>	<b>3,625,000</b>	<b>8,656,500</b>	<b>2,015,500</b>	<b>1,356,500</b>	<b>26,052,202</b>
<b>TOTAL CITY CAPITAL PLAN</b>	<b>\$331,231,977</b>	<b>\$216,208,774</b>	<b>\$297,097,261</b>	<b>\$225,239,911</b>	<b>\$209,401,381</b>	<b>\$196,316,542</b>	<b>\$218,440,866</b>	<b>\$1,146,495,961</b>

# Capital Improvement Plan — Citywide

# CITYWIDE CAPITAL FUNDING

This table summarizes project funding by source for each service area.

Service Area Fund Group	Revised		Adopted	Capital Plan				5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Public Safety</b>								
Bureau Revenues	0	0	784,000	633,000	41,000	189,000	256,000	1,903,000
General Fund Discretionary	945,000	1,229,000	1,070,000	1,788,500	1,157,625	1,215,506	1,276,282	6,507,913
General Obligation Bonds	2,416,000	6,010,000	8,876,000	22,509,000	6,198,000	7,482,000	5,865,000	50,930,000
Revenue Bonds	0	0	0	0	26,621,000	0	50,328,000	76,949,000
<b>Total Public Safety</b>	<b>3,361,000</b>	<b>7,239,000</b>	<b>10,730,000</b>	<b>24,930,500</b>	<b>34,017,625</b>	<b>8,886,506</b>	<b>57,725,282</b>	<b>136,289,913</b>
Unfunded	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3,361,000</b>	<b>7,239,000</b>	<b>10,730,000</b>	<b>24,930,500</b>	<b>34,017,625</b>	<b>8,886,506</b>	<b>57,725,282</b>	<b>136,289,913</b>
<b>Parks, Recreation and Culture</b>								
Bureau Revenues	309,529	184,590	204,000	909,500	887,500	926,900	968,200	3,896,100
Fund Balance	0	0	326,000	0	0	0	0	326,000
General Fund Discretionary	3,000,000	581,000	4,408,500	2,692,600	2,737,500	3,307,650	4,738,500	17,884,750
General Obligation Bonds	563,787	0	2,538,721	89,000	0	0	0	2,627,721
Grants/Donations	0	0	2,083,805	3,350,000	1,300,000	1,532,670	3,000,000	11,266,475
Intergovernmental	6,800,611	725,000	3,933,200	816,000	199,000	104,330	0	5,052,530
Others Financing	213,780	6,800,000	32,655,000	88,000	0	0	0	32,743,000
Service Charges and Fees	40,000	640,000	482,471	7,255,417	2,534,360	2,914,533	0	13,186,781
System Development Charges	350,000	793,296	2,640,508	2,180,000	1,535,000	1,190,000	1,195,000	8,740,508
<b>Total Parks, Recreation and Culture</b>	<b>11,277,707</b>	<b>9,723,886</b>	<b>49,272,205</b>	<b>17,380,517</b>	<b>9,193,360</b>	<b>9,976,083</b>	<b>9,901,700</b>	<b>95,723,865</b>
Unfunded	0	0	0	0	0	0	0	0
<b>Total</b>	<b>11,277,707</b>	<b>9,723,886</b>	<b>49,272,205</b>	<b>17,380,517</b>	<b>9,193,360</b>	<b>9,976,083</b>	<b>9,901,700</b>	<b>95,723,865</b>
<b>Public Utilities</b>								
Bureau Revenues	608,924	230,082	85,000	25,000	25,000	25,000	25,000	185,000
Grants/Donations	1,736,639	1,624,312	3,016,050	3,335,476	440,514	0	0	6,792,040
Intergovernmental	867,215	1,949,860	2,337,500	6,581,250	6,581,250	1,337,500	337,500	17,175,000
LID	0	5,000	50,000	600,000	0	0	0	650,000
Others Financing	4,670,323	1,631,607	1,580,273	1,251,113	1,169,934	1,613,885	1,730,729	7,345,934
Revenue Bonds	171,644,971	79,102,704	79,973,449	71,345,411	64,677,440	80,650,622	83,896,930	380,543,852
Service Charges and Fees	91,703,422	32,497,042	29,320,308	24,256,921	22,441,693	29,994,478	31,956,006	137,969,406
System Development Charges	0	500,000	450,000	500,000	500,000	500,000	500,000	2,450,000
<b>Total Public Utilities</b>	<b>271,231,494</b>	<b>117,540,607</b>	<b>116,812,580</b>	<b>107,895,171</b>	<b>95,835,831</b>	<b>114,121,485</b>	<b>118,446,165</b>	<b>553,111,232</b>
Unfunded	0	0	0	0	0	0	0	0
<b>Total</b>	<b>271,231,494</b>	<b>117,540,607</b>	<b>116,812,580</b>	<b>107,895,171</b>	<b>95,835,831</b>	<b>114,121,485</b>	<b>118,446,165</b>	<b>553,111,232</b>
<b>Community Development</b>								
Bureau Revenues	94,700	1,200,990	6,909,417	3,650,536	7,778,239	3,870,339	3,042,513	25,251,044
Fund Balance	6,191,650	16,123,910	6,273,964	11,661,138	3,230,390	1,721,269	3,936,785	26,823,546
LID	5,150,000	2,037,100	7,946,000	3,202,000	720,000	0	0	11,868,000
Others Financing	247,999	116,397	619,038	273,188	150,000	150,000	163,050	1,355,276
Tax Increment Financing	0	9,399,755	37,024,765	22,010,289	21,252,069	17,001,598	11,795,378	109,084,099
<b>Total Community Development</b>	<b>11,851,687</b>	<b>29,221,109</b>	<b>58,773,184</b>	<b>40,797,151</b>	<b>33,130,698</b>	<b>22,743,206</b>	<b>18,937,726</b>	<b>174,381,965</b>
Unfunded	0	0	0	0	0	0	0	0
<b>Total</b>	<b>11,851,687</b>	<b>29,221,109</b>	<b>58,773,184</b>	<b>40,797,151</b>	<b>33,130,698</b>	<b>22,743,206</b>	<b>18,937,726</b>	<b>174,381,965</b>
<b>Transportation and Parking</b>								
Bureau Revenues	10,056,751	24,615,900	7,247,767	3,218,523	545,385	548,293	400,000	11,959,968
Fund Balance	381,549	7,238,330	7,110,877	301,000	10,000	10,000	10,000	7,441,877
General Fund Discretionary	553,022	0	450,000	500,000	500,000	500,000	500,000	2,450,000
General Transportation Revenue	10,449,299	4,111,143	4,326,889	2,222,929	0	0	0	6,549,818
Grants/Donations	8,810,653	2,041,475	8,461,516	2,045,763	5,044,750	30,763,100	2,770,200	49,085,329
Intergovernmental	1,928,175	10,277,621	14,350,012	5,595,000	4,990,593	2,256,000	1,906,000	29,097,605
Others Financing	0	468,500	1,379,500	298,000	290,000	204,000	820,000	2,991,500
Revenue Bonds	0	0	0	14,000,000	14,000,000	3,000,000	0	31,000,000
Service Charges and Fees	1,163,240	960,057	1,281,004	1,064,600	1,073,500	1,103,200	1,029,600	5,551,904
System Development Charges	0	1,662,760	6,657,235	1,530,657	3,610,939	214,169	7,470,693	19,483,693
<b>Total Transportation and Parking</b>	<b>33,342,689</b>	<b>51,375,786</b>	<b>51,264,800</b>	<b>30,776,472</b>	<b>30,065,167</b>	<b>38,598,762</b>	<b>14,906,493</b>	<b>165,611,694</b>
Unfunded	0	0	0	0	19,833,078	34,022,368	41,390,280	95,245,726
<b>Total</b>	<b>33,342,689</b>	<b>51,375,786</b>	<b>51,264,800</b>	<b>30,776,472</b>	<b>49,898,245</b>	<b>72,621,130</b>	<b>56,296,773</b>	<b>260,857,420</b>

# Capital Improvement Plan — Citywide

## CITYWIDE CAPITAL FUNDING

This table summarizes project funding by source for each service area.

Service Area Fund Group	Revised		Adopted	Capital Plan				5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Legislative, Admin &amp; Support</b>								
Bureau Revenues	15,600	570,000	2,056,702	3,338,000	2,255,500	2,081,500	1,382,500	11,114,202
Fund Balance	151,800	395,886	100,000	0	0	0	0	100,000
General Fund Discretionary	0	0	205,000	357,000	0	0	0	562,000
Grants/Donations	0	142,500	95,000	0	0	0	0	95,000
Revenue Bonds	0	0	8,018,000	0	6,500,000	0	0	14,518,000
<b>Total Legislative, Admin &amp; Support</b>	<b>167,400</b>	<b>1,108,386</b>	<b>10,474,702</b>	<b>3,695,000</b>	<b>8,755,500</b>	<b>2,081,500</b>	<b>1,382,500</b>	<b>26,389,202</b>
Unfunded	0	0	0	0	0	0	0	0
<b>Total</b>	<b>167,400</b>	<b>1,108,386</b>	<b>10,474,702</b>	<b>3,695,000</b>	<b>8,755,500</b>	<b>2,081,500</b>	<b>1,382,500</b>	<b>26,389,202</b>
<b>TOTAL CITY FUNDING SOURCES</b>	<b>\$331,231,977</b>	<b>\$216,208,774</b>	<b>\$297,327,471</b>	<b>\$225,474,811</b>	<b>\$230,831,259</b>	<b>\$230,429,910</b>	<b>\$262,690,146</b>	<b>\$1,246,753,597</b>

# Capital Improvement Plan — Citywide

## CITYWIDE OPERATING AND MAINTENANCE

This table summarizes estimated net operating and maintenance costs or savings for bureaus within each service area.

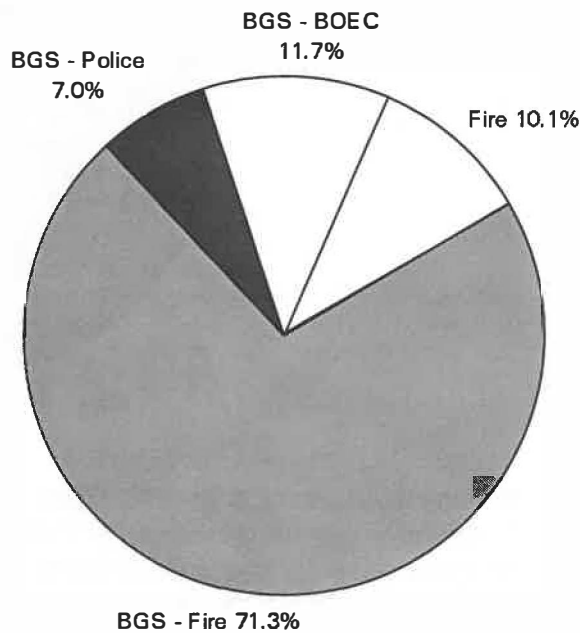
Service Area Bureau	Revised		Adopted	Capital Plan				5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Public Safety</b>								
Bureau of General Services			0	98,000	1,319,000	2,932,000	3,980,000	8,329,000
Bureau of Police			158,000	158,000	158,000	158,000	0	632,000
<b>Total Public Safety</b>			158,000	256,000	1,477,000	3,090,000	3,980,000	8,961,000
<b>Parks, Recreation and Culture</b>								
Bureau of Parks and Recreation			95,968	615,116	705,279	785,944	1,257,574	3,459,881
Spectator Facilities			0	0	0	0	0	0
<b>Total Parks, Recreation and Culture</b>			95,968	615,116	705,279	785,944	1,257,574	3,459,881
<b>Public Utilities</b>								
Bureau of Environmental Services			720,392	512,552	768,152	(679,462)	(599,692)	721,942
Bureau of Water Works			289,500	300,500	300,500	302,500	322,500	1,515,500
<b>Total Public Utilities</b>			1,009,892	813,052	1,068,652	(376,962)	(277,192)	2,237,442
<b>Transportation and Parking</b>								
Bureau of General Services			0	0	617,400	1,898,000	2,146,700	4,662,100
<b>Total Transportation and Parking</b>			0	0	617,400	1,898,000	2,146,700	4,662,100
<b>Legislative, Admin &amp; Support</b>								
Bureau of General Services			492,000	595,000	337,500	197,500	40,500	1,662,500
Office of City Auditor			0	0	15,000	15,000	15,000	45,000
<b>Total Legislative, Admin &amp; Support</b>			492,000	595,000	352,500	212,500	55,500	1,707,500
<b>TOTAL NET O&amp;M COSTS</b>	<b>\$</b>	<b>\$</b>	<b>\$ 1,755,860</b>	<b>\$ 2,279,168</b>	<b>\$ 4,220,831</b>	<b>\$ 5,609,482</b>	<b>\$ 7,162,582</b>	<b>\$ 21,027,923</b>

Bureaus within the Community Development service area have no net operating and maintenance costs or savings related to the Capital Improvement Plan

# Public Safety

## SERVICE AREA OVERVIEW

The bureaus that have capital projects in the Public Safety Service Area are: the Bureau of Fire, Rescue and Emergency Services and the Bureau of Police. In addition, the Bureau of General Services undertakes projects in this service area. For FY 2000-01, a total of \$10.6 million is allocated to Public Safety capital improvement projects, which represents 3.6% of the City's capital budget. More than \$131.7 million is planned for FY 2000-05. The following graph illustrates the distribution of costs across bureaus within the Public Safety Service Area in FY 2000-01.



## BUREAU OF FIRE, RESCUE AND EMERGENCY SERVICES

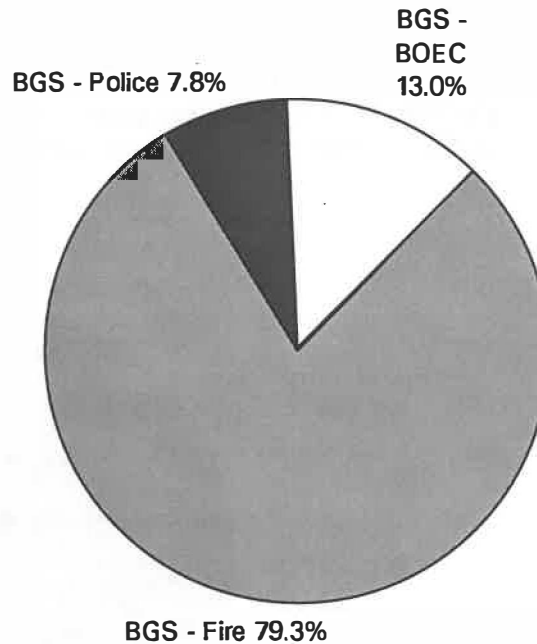
Capital projects for the Bureau of Fire, Rescue and Emergency Services total \$1.05 million in FY 2000-01 and approximately \$5.84 million over the five-year CIP. The projects consist of replacement of fire and emergency apparatus, pursuant to the bureau's replacement plan. Funding is from the General Fund Setaside and other discretionary General Fund revenues.

## BUREAU OF POLICE

The Bureau of Police does not have any projects budgeted for FY 2000-05, however the Bureau of General Services has \$75.1 million budgeted for Police capital projects over the five-year planning period based on work involving the Police Master Plan (see below).

## BUREAU OF GENERAL SERVICES

The Bureau of General Services has nearly \$5.9 million budgeted in FY 2000-01 in the Public Safety Service Area. This amount excludes over \$5.0 million for management of the projects. The projects benefit the Bureau of Fire, Rescue and Emergency Services; the Bureau of Police; and the Bureau of Emergency Communications.



### Projects Benefiting the Bureau of Fire, Rescue and Emergency Services

Seventy nine percent, or over \$7.5 million, of the Bureau of General Services' FY 2000-01 capital budget for projects in the Public Safety Service area, is funded from the Fire, Rescue and Emergency Services General Obligation Bond Issue, approved by the voters in 1998. The projects include siting and construction of nine new fire stations to improve services in the growth areas of Portland at a cost of more than \$2.1 million in FY 2000-01. The remaining approximately \$5.4 million is budgeted for upgrading existing fire facilities to meet seismic codes; constructing renovations required to comply with ADA; and constructing space to accommodate female employees, EMT personnel, and hazardous/toxic spill cleanup.

### Projects Benefiting the Bureau of Police

The Bureau of General Services' Facilities Services Division will provide ongoing maintenance and repair for Police Bureau facilities and precincts. The total of these major maintenance projects are \$0.7 million which is recovered through rental rates.

### Projects Benefiting the Bureau of Emergency Communications

The Fire, Rescue and Emergency Services General Obligation Bond Issue will also fund expansion of the Communications Center for the Bureau of Emergency Communications. The FY 2000-01 project cost is more than \$1.2 million.



# Capital Improvement Plan — Public Safety

# SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau	Capital Program	Revised	Adopted	Capital Plan					5-Year Total
		Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Bureau of Fire, Rescue &amp; Emergency Svcs.</b>									
<b>Funding Sources</b>									
	General Fund Discretionary	0	0	20,000	0	0	0	0	20,000
	<b>Total Funding Sources</b>	0	0	20,000	0	0	0	0	20,000
<b>Project Costs</b>									
	<b>Total Project Costs</b>	0	0	0	0	0	0	0	0
	<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
	<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>Emergency Response</b>									
<b>Funding Sources</b>									
	General Fund Discretionary	0	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	1,276,282	5,801,913
	<b>Total Funding Sources</b>	0	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	1,276,282	5,801,913
<b>Project Costs</b>									
	Const/Equip	0	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	1,276,282	5,801,913
	<b>Total Project Costs</b>	0	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	1,276,282	5,801,913
	<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
	<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>Bureau of General Services</b>									
<b>Fire, Rescue, and Emergency Services</b>									
<b>Funding Sources</b>									
	General Obligation Bonds	2,416,000	6,010,000	7,548,000	21,177,000	6,198,000	7,482,000	5,865,000	48,270,000
	<b>Total Funding Sources</b>	2,416,000	6,010,000	7,548,000	21,177,000	6,198,000	7,482,000	5,865,000	48,270,000
<b>Project Costs</b>									
	Design/ProjMgmt	726,000	1,803,000	2,264,000	6,352,000	1,858,000	2,244,000	1,759,000	14,477,000
	Site Acquisition	0	0	1,018,000	717,000	1,039,000	0	415,000	3,189,000
	Const/Equip	1,690,000	4,207,000	4,266,000	14,108,000	3,301,000	5,238,000	3,691,000	30,604,000
	<b>Total Project Costs</b>	2,416,000	6,010,000	7,548,000	21,177,000	6,198,000	7,482,000	5,865,000	48,270,000
	<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
	<b>Oper &amp; Maint Costs</b>	0	0	0	0	1,221,000	1,230,000	1,230,000	3,681,000
<b>Police</b>									
<b>Funding Sources</b>									
	Bureau Revenues	0	0	784,000	633,000	41,000	189,000	256,000	1,903,000
	General Fund Discretionary	0	0	0	686,000	0	0	0	686,000
	Revenue Bonds	0	0	0	0	26,621,000	0	50,328,000	76,949,000
	<b>Total Funding Sources</b>	0	0	784,000	1,319,000	26,662,000	189,000	50,584,000	79,538,000
<b>Project Costs</b>									
	Design/ProjMgmt	0	0	88,000	144,000	5,081,000	23,000	9,625,000	14,961,000
	Site Acquisition	0	0	0	0	0	0	184,000	184,000
	Const/Equip	0	0	652,000	1,100,000	20,096,000	156,000	37,957,000	59,961,000
	<b>Total Project Costs</b>	0	0	740,000	1,244,000	25,177,000	179,000	47,766,000	75,106,000
	<b>Fund Level Costs</b>	0	0	44,000	75,000	1,485,000	10,000	2,818,000	4,432,000
	<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	1,604,000	2,652,000	4,256,000
<b>Portland Communications Center</b>									
<b>Funding Sources</b>									
	General Obligation Bonds	0	0	1,328,000	1,332,000	0	0	0	2,660,000
	<b>Total Funding Sources</b>	0	0	1,328,000	1,332,000	0	0	0	2,660,000
<b>Project Costs</b>									
	Design/ProjMgmt	0	0	146,080	197,000	0	0	0	343,080
	Const/Equip	0	0	1,088,960	1,060,000	0	0	0	2,148,960
	<b>Total Project Costs</b>	0	0	1,235,040	1,257,000	0	0	0	2,492,040
	<b>Fund Level Costs</b>	0	0	92,960	75,000	0	0	0	167,960
	<b>Oper &amp; Maint Costs</b>	0	0	0	98,000	98,000	98,000	98,000	392,000
<b>Bureau of Police</b>									
<b>Public Safety</b>									
<b>Funding Sources</b>									

# Capital Improvement Plan — Public Safety

## SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan					5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05		
General Fund Discretionary	945,000	229,000	0	0	0	0	0	0	0
<b>Total Funding Sources</b>	<b>945,000</b>	<b>229,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Project Costs</b>									
Const/Equip	945,000	229,000	0	0	0	0	0	0	0
<b>Total Project Costs</b>	<b>945,000</b>	<b>229,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>158,000</b>	<b>0</b>	<b>632,000</b>

# Capital Improvement Plan — Public Safety

# CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

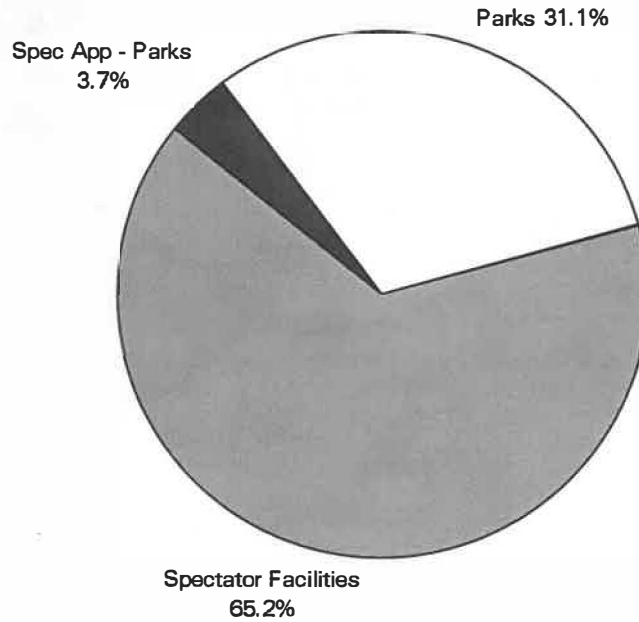
Bureau Capital Program	Revised		Adopted	Capital Plan				
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	5-Year Total
<b>Bureau of Fire, Rescue &amp; Emergency Svcs.</b>								
Removal of Underground Tanks	0	0	20,000	0	0	0	0	20,000
<b>Total</b>	0	0	20,000	0	0	0	0	20,000
<b>Emergency Response</b>								
Apparatus Replacement	0	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	1,276,282	5,801,913
<b>Total Emergency Response</b>	0	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	1,276,282	5,801,913
<b>Total Bureau of Fire, Rescue &amp; Emer-</b>	0	1,000,000	1,070,000	1,102,500	1,157,625	1,215,506	1,276,282	5,821,913
<b>Bureau of General Services</b>								
<b>Fire, Rescue, and Emergency Services</b>								
Fire Facilities Replacement - Seismic	0	0	263,000	7,411,000	1,667,000	5,087,000	3,595,000	18,023,000
Fire Station Response-Time	0	0	980,000	3,114,000	875,000	0	618,000	5,587,000
New Fire Station Requirements -	1,446,000	2,357,000	890,000	6,531,000	905,000	0	0	8,326,000
Seismic and Functional Upgrades to	970,000	3,653,000	5,415,000	4,121,000	2,751,000	2,395,000	1,652,000	16,334,000
<b>Total Fire, Rescue, and Emergency</b>	2,416,000	6,010,000	7,548,000	21,177,000	6,198,000	7,482,000	5,865,000	48,270,000
<b>Police</b>								
Central Precinct Community Policing	0	0	0	0	0	0	26,046,000	26,046,000
East Precinct - Carpet Replacement	0	0	0	106,000	0	0	0	106,000
East Precinct - Exterior Building	0	0	0	0	0	65,000	0	65,000
East Precinct - Interior Painting	0	0	0	52,000	0	0	0	52,000
East Precinct - Parking Garage	0	0	0	0	0	39,000	0	39,000
East Precinct - Replacement of	0	0	0	33,000	0	0	33,000	66,000
Justice Center - Data Processing Suite	0	0	0	433,000	0	0	0	433,000
Justice Center - Identification Suite	0	0	0	213,000	0	0	0	213,000
Justice Center - Renovate Chiller	0	0	0	107,000	0	0	0	107,000
Justice Center - Space Analysis	0	0	65,000	0	0	0	0	65,000
North Precinct - Carpet Replacement	0	0	0	45,000	0	0	0	45,000
North Precinct - Expansion for	0	0	41,000	0	0	0	0	41,000
North Precinct - Exterior Painting	0	0	0	0	0	20,000	0	20,000
North Precinct - Exterior Sealing	0	0	0	39,000	0	0	0	39,000
North Precinct - Interior Painting	0	0	0	20,000	0	0	0	20,000
North Precinct - Public Space Renewal	0	0	55,000	0	0	55,000	0	110,000
North, Northeast & East Precincts -	0	0	0	0	39,000	0	0	39,000
Northeast Precinct - Carpet	0	0	117,000	0	0	0	0	117,000
Northeast Precinct - Exterior Painting	0	0	104,000	0	0	0	0	104,000
Northeast Precinct - Interior Painting	0	0	65,000	0	0	0	0	65,000
Northeast Precinct - Parking Lot	0	0	293,000	0	0	0	0	293,000
Northeast Precinct - Roof	0	0	0	0	0	0	208,000	208,000
Property Warehouse	0	0	0	0	12,764,000	0	0	12,764,000
Regional Law Enforcement Training	0	0	0	0	0	0	21,479,000	21,479,000
Southeast Precinct - Carpet	0	0	0	85,000	0	0	0	85,000
Southeast Precinct - Garage	0	0	0	72,000	0	0	0	72,000
Southeast Precinct - Interior Painting	0	0	0	39,000	0	0	0	39,000
Traffic Operations Facility	0	0	0	0	12,374,000	0	0	12,374,000
<b>Total Police</b>	0	0	740,000	1,244,000	25,177,000	179,000	47,766,000	75,106,000
<b>Portland Communications Center</b>								
Expand Communications Center for	0	0	875,130	891,000	0	0	0	1,766,130
Expand Communications Center for	0	0	359,910	366,000	0	0	0	725,910
<b>Total Portland Communications</b>	0	0	1,235,040	1,257,000	0	0	0	2,492,040
<b>Total Bureau of General Services</b>	2,416,000	6,010,000	9,523,040	23,678,000	31,375,000	7,661,000	53,631,000	125,868,040
<b>Bureau of Police</b>								
<b>Public Safety</b>								
Fleet Package	945,000	229,000	0	0	0	0	0	0
<b>Total Public Safety</b>	945,000	229,000	0	0	0	0	0	0
<b>Total Bureau of Police</b>	945,000	229,000	0	0	0	0	0	0
<b>TOTAL PUBLIC SAFETY</b>	<b>\$ 3,361,000</b>	<b>\$ 7,239,000</b>	<b>\$ 10,593,040</b>	<b>\$ 24,780,500</b>	<b>\$ 32,532,625</b>	<b>\$ 8,876,506</b>	<b>\$ 54,907,282</b>	<b>\$ 131,689,953</b>

Public Safety

# Parks, Recreation and Culture

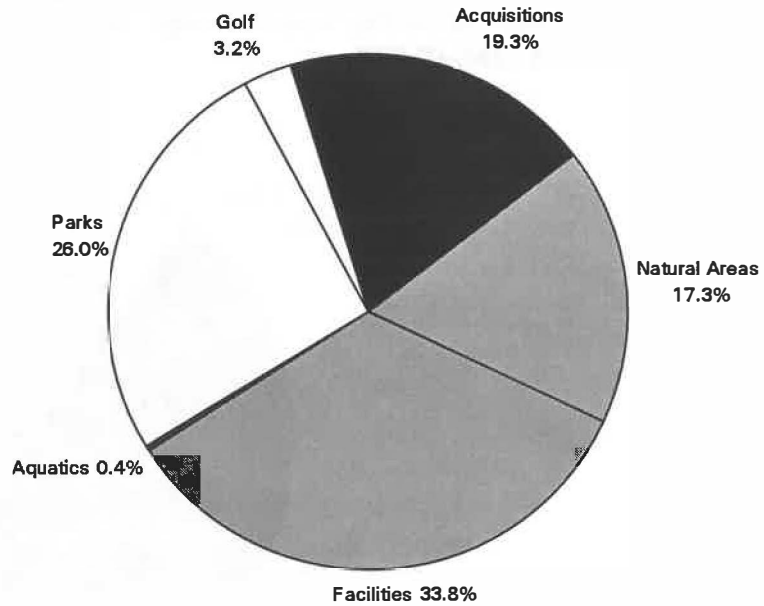
## SERVICE AREA OVERVIEW

The Parks, Recreation and Culture Service Area CIP encompasses projects funded through the Bureau of Parks and Recreation, Special Appropriations, and the Spectator Facilities Operating Fund. A total of about \$49.3 million is budgeted in FY 2000-01, or 16.6% of the City's capital budget. A total of more than \$95.7 million is planned for the FY 2000-05 CIP.



**BUREAU OF PARKS AND RECREATION**

Capital projects for the Bureau of Parks and Recreation total nearly \$15.3 in FY 2000-01 and approximately \$61.3 million over the five-year CIP. The projects are programed in the following areas: Acquisitions, Aquatics, Facilities, Golf, Natural Areas, Parks, and the Portland International Raceway



**Acquisitions**

In FY 2000-01, approximately \$3.0 million is budgeted for land and facilities acquisition. The projects include acquiring property for new parks using system development charges (\$2.6 million), acquiring greenspaces land under Metro’s 26-26 Greenspaces Bond Program (\$75,000), relocating the Children’s Museum to the old Oregon Museum of Science and Industry (OMSI) Annex in Washington Park (\$200,000), and the Springwater Corridor-Lents Trailhead (\$40,000).

**Aquatics**

The FY 2000-01 budget for aquatics includes one CIP project to renovate the Wilson High School pool for \$63,000.

**Facilities**

The FY 2000-01 budget for Parks facilities is nearly \$5.2 million. About 50.0 percent (\$2.5 million) of the facilities budget is for close out of several projects funded by Parks’ 1994 general obligation bond proceeds. Other facilities projects are rehabilitation of the University Park Community Center (\$1.2 million) and renovation of the Old OMSI/Childrens Museum (\$665,000).

**Golf**

The City’s Golf Program is self-supporting through service charges and fees. In FY 2000-01, over \$432,000 is budgeted for improvements at Heron Lakes and Rose City golf courses, plus another \$50,000 in other minor capital improvements.

<b>Natural Areas</b>	A majority of the City's park land is in natural areas. The Bureau of Parks and Recreation manages the land for its habitat, educational, and recreational values. In FY 2000-01, over \$2.6 million is budgeted for natural areas including the completion of the Springwater to OMSI Trail for over \$1.7 million.
<b>Parks</b>	Portland administers more than 200 parks, of which 140 are developed or partially developed. Although the 1994 general obligation bond issue has had a profound impact in repairing parks, much remains to be done. The CIP budget in FY 2000-01 is nearly \$4.0 million. The largest of the projects, \$2.0 million, consists of improvements at Jamieson Park (South Park Blocks). Other projects include the Zoo Interchange Sidewalk and Bike Path at \$1.3 million and the Westmoreland Park Crystal Springs Bank Stabilization at \$207,000.
<b>Portland International Raceway</b>	The Portland International Raceway is an enterprise fund. There are no CIP projects budgeted in FY 2000-01.

### **SPECIAL APPROPRIATIONS, PARKS**

A special appropriation to acquire surplus school property and convert it to park facilities was carried over from FY 1999-00 to FY 2000-01. The budget is one-time funds of nearly \$1.9 million.

### **SPECTATOR FACILITIES OPERATING FUND**

The Spectator Facilities Operating Fund is an enterprise fund established to budget the resources and requirements for the Oregon Arena Project and the Civic Stadium Redevelopment Project.

The Oregon Arena Project is a multi-million public/private development located on the site of the City's Portland Memorial Coliseum on the east bank of the Willamette River. The City owns all but approximately one acre of the land, and the Oregon Arena Corporation operates and maintains both private and public facilities under agreements and leases with the City. FY 2000-01 projects include funding for Coliseum improvements totaling \$100,000.

The Civic Stadium is another public/private endeavor to address issues concerning the future of Civic Stadium. The FY 2000-01 funding is \$32.0 million and funds the City's portion of the project.

# Capital Improvement Plan — Parks, Recreation and Culture

## SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau	Capital Plan							5-Year Total
	Prior Years	Revised FY 1998-99	Adopted FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Bureau of Parks and Recreation</b>								
<b>Acquisitions</b>								
<b>Funding Sources</b>								
Bureau Revenues	0	0	0	750,000	787,500	826,900	868,200	3,232,600
General Fund Discretionary	2,200,000	200,000	200,000	350,000	250,000	0	0	800,000
Grants/Donations	0	0	0	800,000	0	0	0	800,000
Intergovernmental	6,750,000	650,000	115,000	150,000	0	0	0	265,000
Reserved	0	0	0	0	0	0	0	0
System Development Charges	350,000	793,296	2,640,508	2,180,000	1,535,000	1,190,000	1,195,000	8,740,508
<b>Total Funding Sources</b>	<b>9,300,000</b>	<b>1,643,296</b>	<b>2,955,508</b>	<b>4,230,000</b>	<b>2,572,500</b>	<b>2,016,900</b>	<b>2,063,200</b>	<b>13,838,108</b>
<b>Project Costs</b>								
Planning	60,326	100,000	382,920	323,000	178,500	119,000	119,500	1,122,920
Design/ProjMgmt	0	0	0	75,000	78,750	82,690	86,820	323,260
Site Acquisition	9,239,674	1,543,296	2,572,588	3,732,000	2,315,250	1,815,210	1,856,880	12,291,928
Const/Equip	0	0	0	100,000	0	0	0	100,000
<b>Total Project Costs</b>	<b>9,300,000</b>	<b>1,643,296</b>	<b>2,955,508</b>	<b>4,230,000</b>	<b>2,572,500</b>	<b>2,016,900</b>	<b>2,063,200</b>	<b>13,838,108</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>33,768</b>	<b>79,728</b>	<b>129,241</b>	<b>149,856</b>	<b>167,486</b>	<b>560,079</b>
<b>Aquatics</b>								
<b>Funding Sources</b>								
General Fund Discretionary	0	0	63,000	45,000	475,000	120,000	2,900,000	3,603,000
General Obligation Bonds	450,000	0	0	0	0	0	0	0
<b>Total Funding Sources</b>	<b>450,000</b>	<b>0</b>	<b>63,000</b>	<b>45,000</b>	<b>475,000</b>	<b>120,000</b>	<b>2,900,000</b>	<b>3,603,000</b>
<b>Project Costs</b>								
Planning	0	0	63,000	45,000	0	0	0	108,000
Design/ProjMgmt	0	0	0	0	0	0	290,000	290,000
Const/Equip	0	0	0	0	475,000	120,000	2,610,000	3,205,000
<b>Total Project Costs</b>	<b>0</b>	<b>0</b>	<b>63,000</b>	<b>45,000</b>	<b>475,000</b>	<b>120,000</b>	<b>2,900,000</b>	<b>3,603,000</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Facilities</b>								
<b>Funding Sources</b>								
Fund Balance	0	0	119,000	0	0	0	0	119,000
General Fund Discretionary	800,000	160,000	2,114,500	1,358,400	1,341,000	886,500	89,100	5,789,500
General Obligation Bonds	0	0	2,538,721	0	0	0	0	2,538,721
Grants/Donations	0	0	0	0	0	0	0	0
Others Financing	0	0	400,000	10,000	0	0	0	410,000
<b>Total Funding Sources</b>	<b>800,000</b>	<b>160,000</b>	<b>5,172,221</b>	<b>1,368,400</b>	<b>1,341,000</b>	<b>886,500</b>	<b>89,100</b>	<b>8,857,221</b>
<b>Project Costs</b>								
Planning	0	24,000	0	166,000	0	0	0	166,000
Design/ProjMgmt	0	103,000	85,000	80,600	0	0	0	165,600
Site Acquisition	0	0	0	165,000	0	0	0	165,000
Const/Equip	0	33,000	5,087,221	956,800	1,341,000	886,500	89,100	8,360,621
<b>Total Project Costs</b>	<b>0</b>	<b>160,000</b>	<b>5,172,221</b>	<b>1,368,400</b>	<b>1,341,000</b>	<b>886,500</b>	<b>89,100</b>	<b>8,857,221</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>369,100</b>	<b>354,300</b>	<b>344,800</b>	<b>324,600</b>	<b>1,392,800</b>
<b>Golf</b>								
<b>Funding Sources</b>								
Service Charges and Fees	40,000	640,000	482,471	4,529,417	534,360	1,839,533	0	7,385,781
<b>Total Funding Sources</b>	<b>40,000</b>	<b>640,000</b>	<b>482,471</b>	<b>4,529,417</b>	<b>534,360</b>	<b>1,839,533</b>	<b>0</b>	<b>7,385,781</b>
<b>Project Costs</b>								
Design/ProjMgmt	0	600,000	91,071	86,568	90,031	93,632	0	361,302
Const/Equip	40,000	40,000	391,400	4,442,849	444,329	1,745,901	0	7,024,479
<b>Total Project Costs</b>	<b>40,000</b>	<b>640,000</b>	<b>482,471</b>	<b>4,529,417</b>	<b>534,360</b>	<b>1,839,533</b>	<b>0</b>	<b>7,385,781</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Natural Areas</b>								



# Capital Improvement Plan — Parks, Recreation and Culture

# SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau Capital Program	Prior Years	Revised	Adopted	Capital Plan				5-Year Total
		FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Funding Sources</b>								
Bureau Revenues	0	0	104,000	59,500	0	0	0	163,500
General Fund Discretionary	0	0	18,000	176,200	136,000	843,750	1,157,600	2,331,550
Grants/Donations	0	0	885,000	600,000	300,000	0	3,000,000	4,785,000
Intergovernmental	0	75,000	1,430,700	473,000	0	0	0	1,903,700
Others Financing	0	0	210,000	0	0	0	0	210,000
<b>Total Funding Sources</b>	<b>0</b>	<b>75,000</b>	<b>2,647,700</b>	<b>1,308,700</b>	<b>436,000</b>	<b>843,750</b>	<b>4,157,600</b>	<b>9,393,750</b>
<b>Project Costs</b>								
Planning	0	75,000	183,000	0	76,000	20,000	0	279,000
Design/ProjMgmt	0	0	217,300	69,800	55,000	73,800	542,000	957,900
Site Acquisition	0	0	200,000	0	305,000	0	150,000	655,000
Const/Equip	0	0	2,047,400	1,238,900	0	749,950	3,465,600	7,501,850
<b>Total Project Costs</b>	<b>0</b>	<b>75,000</b>	<b>2,647,700</b>	<b>1,308,700</b>	<b>436,000</b>	<b>843,750</b>	<b>4,157,600</b>	<b>9,393,750</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,888</b>	<b>58,288</b>	<b>58,288</b>	<b>78,788</b>	<b>204,252</b>
<b>Parks</b>								
<b>Funding Sources</b>								
Fund Balance	0	0	207,000	0	0	0	0	207,000
General Fund Discretionary	0	221,000	130,000	763,000	535,500	1,457,400	591,800	3,477,700
General Obligation Bonds	113,787	0	0	89,000	0	0	0	89,000
Grants/Donations	0	0	1,198,805	1,950,000	1,000,000	1,532,670	0	5,681,475
Intergovernmental	50,611	0	2,387,500	193,000	199,000	104,330	0	2,883,830
Others Financing	0	0	45,000	78,000	0	0	0	123,000
<b>Total Funding Sources</b>	<b>164,398</b>	<b>221,000</b>	<b>3,968,305</b>	<b>3,073,000</b>	<b>1,734,500</b>	<b>3,094,400</b>	<b>591,800</b>	<b>12,462,005</b>
<b>Project Costs</b>								
Planning	506,110	0	263,000	35,000	40,000	30,000	0	368,000
Design/ProjMgmt	0	0	380,100	843,800	174,900	429,000	60,000	1,887,800
Site Acquisition	0	0	0	0	0	30,000	30,000	60,000
Const/Equip	0	221,000	3,325,205	2,194,200	1,519,600	2,605,400	501,800	10,146,205
<b>Total Project Costs</b>	<b>506,110</b>	<b>221,000</b>	<b>3,968,305</b>	<b>3,073,000</b>	<b>1,734,500</b>	<b>3,094,400</b>	<b>591,800</b>	<b>12,462,005</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>62,200</b>	<b>157,400</b>	<b>291,450</b>	<b>394,000</b>	<b>877,200</b>	<b>1,782,250</b>
<b>Portland International Raceway</b>								
<b>Funding Sources</b>								
Service Charges and Fees	0	0	0	2,726,000	2,000,000	1,075,000	0	5,801,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,726,000</b>	<b>2,000,000</b>	<b>1,075,000</b>	<b>0</b>	<b>5,801,000</b>
<b>Project Costs</b>								
Const/Equip	0	0	0	2,726,000	2,000,000	1,075,000	0	5,801,000
<b>Total Project Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,726,000</b>	<b>2,000,000</b>	<b>1,075,000</b>	<b>0</b>	<b>5,801,000</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(128,000)</b>	<b>(161,000)</b>	<b>(190,500)</b>	<b>(479,500)</b>
<b>Special Appropriations, Parks</b>								
<b>Land Acquisition</b>								
<b>Funding Sources</b>								
General Fund Discretionary	0	0	1,883,000	0	0	0	0	1,883,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>1,883,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,883,000</b>
<b>Project Costs</b>								
Site Acquisition	0	0	1,833,000	0	0	0	0	1,833,000
<b>Total Project Costs</b>	<b>0</b>	<b>0</b>	<b>1,833,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,833,000</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Spectator Facilities</b>								
<b>Civic Stadium</b>								
<b>Funding Sources</b>								
Others Financing	213,780	6,800,000	32,000,000	0	0	0	0	32,000,000
<b>Total Funding Sources</b>	<b>213,780</b>	<b>6,800,000</b>	<b>32,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,000,000</b>
<b>Project Costs</b>								

# Capital Improvement Plan — Parks, Recreation and Culture

## SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan				5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Planning</b>	213,780	1,140,865	0	0	0	0	0	0
<b>Const/Equip</b>	0	5,659,135	32,000,000	0	0	0	0	32,000,000
<b>Total Project Costs</b>	213,780	6,800,000	32,000,000	0	0	0	0	32,000,000
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>Memorial Coliseum</b>								
<b>Funding Sources</b>								
Bureau Revenues	258,539	125,000	100,000	100,000	100,000	100,000	100,000	500,000
<b>Total Funding Sources</b>	258,539	125,000	100,000	100,000	100,000	100,000	100,000	500,000
<b>Project Costs</b>								
Const/Equip	258,539	125,000	100,000	100,000	100,000	100,000	100,000	500,000
<b>Total Project Costs</b>	258,539	125,000	100,000	100,000	100,000	100,000	100,000	500,000
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>Parking Operations</b>								
<b>Funding Sources</b>								
Bureau Revenues	50,990	59,590	0	0	0	0	0	0
<b>Total Funding Sources</b>	50,990	59,590	0	0	0	0	0	0
<b>Project Costs</b>								
Const/Equip	50,990	59,590	0	0	0	0	0	0
<b>Total Project Costs</b>	50,990	59,590	0	0	0	0	0	0
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0

# Capital Improvement Plan — Parks, Recreation and Culture

## CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan				5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Bureau of Parks and Recreation</b>								
<b>Facilities</b>								
Montavilla Community Center	0	0	0	30,000	0	0	0	30,000
Mt Tabor Yard/Maintenance Facility	0	0	0	69,000	200,000	200,000	0	469,000
Multnomah Art Center Roof	0	0	436,500	0	0	0	0	436,500
Old OMSI/Childrens Museum	0	0	665,000	450,000	0	0	0	1,115,000
Pittock Mansion Masonry	0	0	185,000	61,200	0	0	0	246,200
Portland Tennis Center Skylight	0	0	0	37,000	0	0	0	37,000
SE Outdoor Bulk Storage Area	0	0	0	207,000	0	0	0	207,000
Sellwood Community Center Fire/Life	0	0	0	19,000	0	0	0	19,000
St John's Racquet Center HVAC	0	0	0	161,600	0	0	0	161,600
St Johns Racquet Center Skylight	0	0	0	37,000	0	0	0	37,000
<b>Total Facilities</b>	<b>0</b>	<b>0</b>	<b>1,286,500</b>	<b>1,071,800</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>	<b>2,758,300</b>
<b>Acquisitions</b>								
ESA Land Acquisitions	0	0	0	750,000	787,500	826,900	868,200	3,232,600
Greenspaces Land Acquisition	6,750,000	650,000	75,000	0	0	0	0	75,000
Killingsworth Site Acquisition	0	0	0	1,050,000	250,000	0	0	1,300,000
Old OMSI Annex Acquisition	2,200,000	200,000	200,000	0	0	0	0	200,000
SDC Land Acquisition - Comm/Nbrhd	350,000	793,296	2,140,508	2,180,000	1,535,000	1,190,000	1,195,000	8,240,508
SDC Land Acquisition - Natural Areas	0	0	500,000	0	0	0	0	500,000
Springwater Corridor Lents Trailhead	0	0	40,000	250,000	0	0	0	290,000
<b>Total Acquisitions</b>	<b>9,300,000</b>	<b>1,643,296</b>	<b>2,955,508</b>	<b>4,230,000</b>	<b>2,572,500</b>	<b>2,016,900</b>	<b>2,063,200</b>	<b>13,838,108</b>
<b>Aquatics</b>								
Pier Park Pool Rebuild	0	0	0	0	0	0	2,900,000	2,900,000
Wading Pool Renovation Study	0	0	0	45,000	0	120,000	0	165,000
Wilson High School Pool Renovation	0	0	63,000	0	475,000	0	0	538,000
<b>Total Aquatics</b>	<b>0</b>	<b>0</b>	<b>63,000</b>	<b>45,000</b>	<b>475,000</b>	<b>120,000</b>	<b>2,900,000</b>	<b>3,603,000</b>
<b>Facilities</b>								
Ankeny Dock at Waterfront Park	0	0	104,000	0	0	0	0	104,000
Com Center Furnishings & Equipment	0	0	0	31,000	0	0	0	31,000
Community Music Center Hose Tower	0	0	0	20,600	604,000	0	0	624,600
Disabled Citizens Lift Van	0	0	0	20,000	0	0	0	20,000
Fitness/Weight Room Equipment	0	0	0	0	53,000	0	0	53,000
Fromel House Repairs	0	0	15,000	0	0	0	0	15,000
Fulton Community Center Electrical	0	0	0	36,000	0	0	0	36,000
GOBI Closeout	0	0	2,538,721	0	0	0	0	2,538,721
Hillside Community Center Window	0	0	0	43,000	0	0	0	43,000
Transportation Program (Vans for	0	0	0	54,000	84,000	86,500	89,100	313,600
University Park Community Center	0	160,000	1,228,000	0	0	0	0	1,228,000
Urban Forestry / Delta Park	0	0	0	92,000	400,000	600,000	0	1,092,000
<b>Total Facilities</b>	<b>0</b>	<b>160,000</b>	<b>3,885,721</b>	<b>296,600</b>	<b>1,141,000</b>	<b>686,500</b>	<b>89,100</b>	<b>6,098,921</b>
<b>Golf</b>								
Heron Lakes Clubhouse Design	0	600,000	391,071	4,286,568	0	0	0	4,677,639
Minor Capital Golf Maintenance	0	0	50,000	200,000	200,000	0	0	450,000
Rose City Golf Course Clubhouse	0	0	0	0	290,031	1,793,632	0	2,083,663
Topdressing Program at Rose City and	40,000	40,000	41,400	42,849	44,329	45,901	0	174,479
<b>Total Golf</b>	<b>40,000</b>	<b>640,000</b>	<b>482,471</b>	<b>4,529,417</b>	<b>534,360</b>	<b>1,839,533</b>	<b>0</b>	<b>7,385,781</b>
<b>Natural Areas</b>								
Columbia South Shore Trail	0	75,000	473,000	473,000	0	0	0	946,000
Hoyt Arboretum Entrance Plaza and	0	0	0	159,500	0	0	0	159,500
Lower Macleay Park Restroom &	0	0	194,000	0	0	0	0	194,000
Marquam Nature Park Display Case	0	0	0	0	0	26,950	0	26,950
Natural Resources Field Office on	0	0	0	0	61,000	754,000	0	815,000
Natural Resources Field Office on	0	0	0	0	0	62,800	776,600	839,400
Oaks Bottom Connector to OMSI-	0	0	74,700	0	0	0	0	74,700
Oaks Bottom Culvert Replacement	0	0	35,000	0	0	0	0	35,000
Red Electric Line Trail Feasibility Study	0	0	148,000	0	0	0	0	148,000
Sellwood to Springwater Connection	0	0	0	0	335,000	0	3,381,000	3,716,000
Springwater Corridor from Rugg Road	0	0	0	676,200	0	0	0	676,200

# Capital Improvement Plan — Parks, Recreation and Culture

## CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan					5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05		
Springwater to OMSI Trail Completion	0	0	1,723,000	0	0	0	0	1,723,000	
Whitaker Ponds Master Plan	0	0	0	0	40,000	0	0	40,000	
<b>Total Natural Areas</b>	0	75,000	2,647,700	1,308,700	436,000	843,750	4,157,600	9,393,750	
<b>Parks</b>									
Columbia Park Playground	0	0	40,000	0	0	0	0	40,000	
Community Gardens Development	0	0	0	0	50,000	50,000	100,000	200,000	
Creston Park Parking Lot Repaving	0	0	0	26,000	0	0	0	26,000	
Downtown District Trash Compactor	0	0	35,000	0	0	0	0	35,000	
Eastbank Esplanade Phase III	0	0	65,000	68,000	71,000	0	0	204,000	
Eastbank Esplanade Access	0	0	60,000	25,000	28,000	0	0	113,000	
Eastbank Esplanade IIB	0	0	86,000	0	0	0	0	86,000	
Forest Heights Park Payback for	0	0	0	80,000	0	0	0	80,000	
Gateway District Park Planning	0	0	25,000	0	0	0	0	25,000	
Green Thumb Site Planning &	0	0	0	0	0	150,800	491,800	642,600	
Hillside Park Playground & Soccer	0	0	39,562	0	0	0	0	39,562	
Horticultural Services Equipment	0	0	0	0	109,500	0	0	109,500	
Jamieson Square (South Park)	0	0	2,000,000	0	0	0	0	2,000,000	
Kelley Point Park Parking Lot	0	0	0	61,800	0	0	0	61,800	
Lents Park Automatic Irrigation	0	0	0	84,000	0	0	0	84,000	
Lents Town Center Urban Renewal	0	0	50,000	0	0	0	0	50,000	
North Macadam Urban Renewal	0	0	45,000	1,150,000	1,150,000	1,637,000	0	3,982,000	
One Man Total Surveying Station	0	0	0	38,000	0	0	0	38,000	
Parks Geographic Information System	0	0	0	109,000	143,000	0	0	252,000	
Pittock Mansion Road and Culvert	0	0	0	26,000	0	0	0	26,000	
River District North Park Square &	506,110	0	6,500	0	0	0	0	6,500	
Sewallcrest Park Path and Lighting	0	0	0	89,000	0	0	0	89,000	
South Park Block 5 (Moyer Donation)	0	0	50,000	0	0	0	0	50,000	
Ventura Park Irrigation Renovation	0	0	0	67,500	0	0	0	67,500	
Washington Park Picnic Shelter	0	0	0	36,000	0	0	0	36,000	
Washington Park Roads	0	0	0	0	183,000	1,256,600	0	1,439,600	
Westmoreland Park - Crystal Springs	0	221,000	207,000	1,075,000	0	0	0	1,282,000	
Westmoreland Park Irrigation Well	0	0	0	137,700	0	0	0	137,700	
Zoo Interchange Sidewalk and Bike	0	0	1,259,243	0	0	0	0	1,259,243	
<b>Total Parks</b>	506,110	221,000	3,968,305	3,073,000	1,734,500	3,094,400	591,800	12,462,005	
<b>Portland International Raceway</b>									
P.I.R. Bridge #1	0	0	0	1,000,000	0	0	0	1,000,000	
P.I.R. Bridge #2	0	0	0	0	0	250,000	0	250,000	
P.I.R. Cart Paddock	0	0	0	0	250,000	0	0	250,000	
P.I.R. Eastbank Seating	0	0	0	0	0	275,000	0	275,000	
P.I.R. Garages	0	0	0	0	1,000,000	0	0	1,000,000	
P.I.R. Hot pits	0	0	0	0	250,000	0	0	250,000	
P.I.R. Irrigation	0	0	0	0	0	400,000	0	400,000	
P.I.R. Media Center	0	0	0	0	0	150,000	0	150,000	
P.I.R. Repaving	0	0	0	750,000	0	0	0	750,000	
P.I.R. Restroom #1	0	0	0	300,000	0	0	0	300,000	
P.I.R. Restrooms #2-4	0	0	0	0	500,000	0	0	500,000	
P.I.R. Shops	0	0	0	500,000	0	0	0	500,000	
P.I.R. Water Quality Swales and Filters	0	0	0	176,000	0	0	0	176,000	
<b>Total Portland International Race-</b>	0	0	0	2,726,000	2,000,000	1,075,000	0	5,801,000	
<b>Total Bureau of Parks and Recreation</b>	9,846,110	2,739,296	15,289,205	17,280,517	9,093,360	9,876,083	9,801,700	61,340,865	
<b>Special Appropriations, Parks</b>									
<b>Land Acquisition</b>									
Surplus School Property Acquisition	0	0	1,833,000	0	0	0	0	1,833,000	
<b>Total Land Acquisition</b>	0	0	1,833,000	0	0	0	0	1,833,000	
<b>Total Special Appropriations, Parks</b>	0	0	1,833,000	0	0	0	0	1,833,000	
<b>Spectator Facilities</b>									
<b>Civic Stadium</b>									
Civic Stadium Redevelopment	213,780	6,800,000	32,000,000	0	0	0	0	32,000,000	
<b>Total Civic Stadium</b>	213,780	6,800,000	32,000,000	0	0	0	0	32,000,000	

# Capital Improvement Plan — Parks, Recreation and Culture

## CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

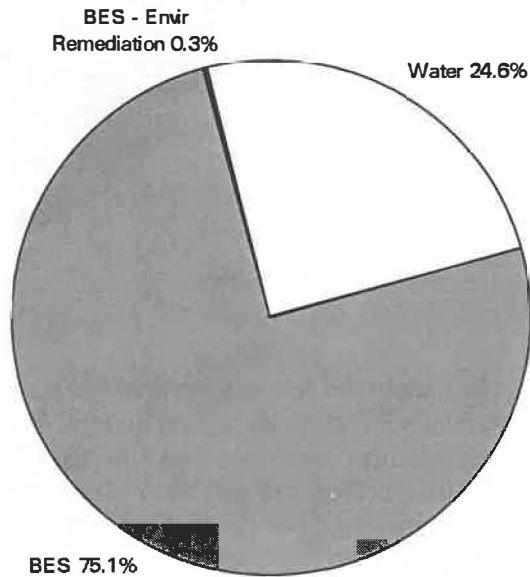
Bureau Capital Program	Prior Years	Revised	Adopted	Capital Plan					5-Year Total
		FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05		
<b>Memorial Coliseum</b>									
Memorial Coliseum Maintenance/	258,539	125,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000
<b>Total Memorial Coliseum</b>	258,539	125,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000
<b>Parking Operations</b>									
Rose Quarter Electronic Parking	50,990	59,590	0	0	0	0	0	0	0
<b>Total Parking Operations</b>	50,990	59,590	0	0	0	0	0	0	0
<b>Total Spectator Facilities</b>	523,309	6,984,590	32,100,000	100,000	100,000	100,000	100,000	100,000	32,500,000
<b>TOTAL PARKS, RECREATION AND CULTURE</b>	<b>\$ 10,369,419</b>	<b>\$ 9,723,886</b>	<b>\$ 49,222,205</b>	<b>\$ 17,380,517</b>	<b>\$ 9,193,360</b>	<b>\$ 9,976,083</b>	<b>\$ 9,901,700</b>	<b>\$ 95,673,865</b>	

Parks, Recreation and Culture

# Public Utilities

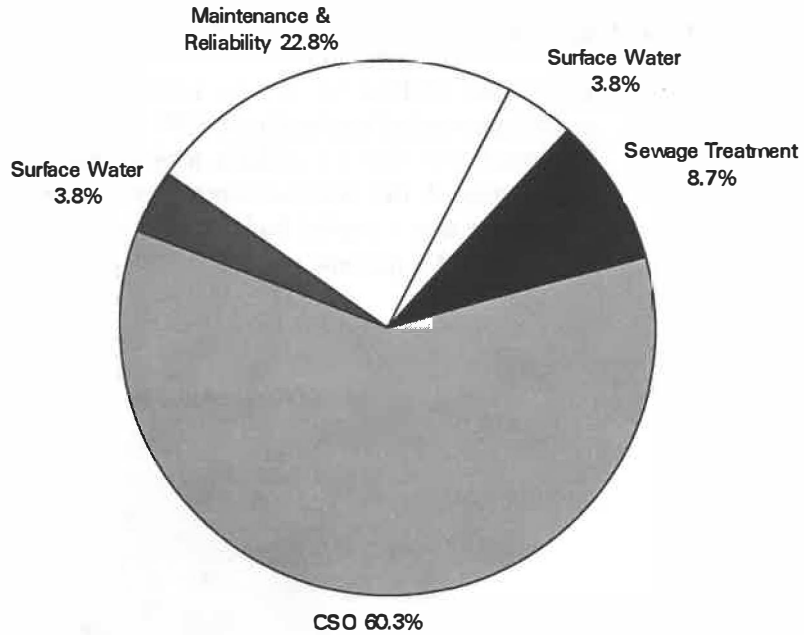
## SERVICE AREA OVERVIEW

The Public Utilities Service Area capital budget is about \$116.8 million in FY 2000-01, or 39.3 percent of the total City CIP. The service area consists of the Bureau of Environmental Services (BES), which represents 75.1 percent of the service area's capital budget, the Environmental Remediation Fund of BES, which is 0.3 percent of the service area's capital budget, and the Bureau of Water Works, which comprises the remaining 24.6 percent.



## BUREAU OF ENVIRONMENTAL SERVICES

The bureau's FY 2000-01 capital budget totals about \$87.7 million, and the five-year CIP totals approximately \$385.2 million. The projects are budgeted in five programs: Combined Sewer Overflow, Maintenance and Reliability, Sewage Treatment Systems, Surface Water Management, and Systems Development.



**Combined Sewer Overflow**

The Combined Sewer Overflow program totals about \$52.8 million, or 60.3% of the bureau’s FY 2000-01 capital budget. The largest projects are the Columbia Boulevard Wet Weather Treatment Facilities (\$11.7 million), the Tanner Creek Basin Stream Diversion (\$9.4 million), the Columbia Slough Consolidation Conduit (\$7.1 million), the Southwest CSO Parallel Interceptor (\$3.9 million), and the Northwest CSO Tunnel (\$3.3 million).

**Maintenance and Reliability**

Projects aimed at maintaining and improving the existing sewer system total approximately \$20.0 million in FY 2000-01. Alder Basin Repair and Reconstruction is the largest project at a cost of \$4.7 million. Nearly \$4.5 million is budgeted for Insley/ Taggart “A” Relief and Reconstruction, and about \$1.9 million is budgeted for Fanno Creek Reconstruction.

**Sewage Treatment Systems**

This program maintains and improves two sewage treatment plants and 100 pump stations that serve more than 128,000 residential accounts and 12,000 commercial accounts in Portland. The FY 2000-01 capital budget is approximately \$7.6 million, with almost \$3.6 million for repair, rehabilitation, and modifications at the sewage treatment facilities, about \$1.5 million for the Pump Station Improvement Program, and \$2.5 million for the Columbia Boulevard Wastewater Treatment Plant land purchase.



<b>Surface Water Management</b>	The Surface Water Management program funds projects to correct water quality and stream hydrology problems. The FY 2000-01 capital budget totals more than \$3.3 million. The Johnson Creek Projects (\$1.2 million), Fanno Creek Water Quality Improvements (\$0.5 million), and a Pollution Reduction Facility at NE 158th/162nd (\$0.5 million) make up the bulk of the program. The remaining projects are spread across the City.
<b>Systems Development</b>	This program provides for expansion of the sewage collection system. The FY 2000-01 budget for this program is nearly \$3.9 million. The major projects include the South Airport Sanitary Trunk Sewer (\$1.3 million), the Residential Sanitary Sewer Extension Program (\$0.9 million), and the Commercial/Industrial Sanitary Sewer Extension Program (\$0.6 million).
<b>Sources of Funding</b>	<p>The Bureau of Environmental Services' funding sources include fees, charges and permits, line and branch charges, cash transfers from the Sewer System Operating Fund, bond proceeds, investment income, and fund balances.</p> <p><b>Fees, Charges, and Permits</b></p> <p>These include reimbursements for engineering, administration, and construction management services which are charged for permit sewer construction.</p> <p><b>Line and Branch Charges</b></p> <p>Charges in lieu of assessments are found in this category. They represent cost recovery for collection system sewers, including the portion of the collector sewer that extends to the property line (house branch). Line and branch charges are received in the form of cash along with special assessment bond proceeds from property owners who elect to finance their line and branch charges.</p> <p><b>Cash Transfers from the Sewer System Operating Fund</b></p> <p>Current sewer system net income from service fees and charges also funds capital outlays. The availability of current income to fund capital expenditures is the result of meeting debt service coverage requirements on outstanding bonds. For planning purposes, the bureau maintains a 1.45 debt service 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 10 percent operating reserve are available to fund capital improvements.</p> <p><b>Bond Proceeds</b></p> <p>Proceeds from the sale of Sewer System Revenues Bonds are the largest source of revenue for capital projects. In general, debt service requirements for future bond sales have been calculated assuming level debt service (principal and interest payments payable semi-annually on July 1st and January 1st). The forecast assumes average annualized coupon rates of 6.5% from FY 2000-01 to FY 2004-05 with a 1.20 coverage requirements.</p> <p><b>Investment Income</b></p> <p>Investment or interest income is earned on all sewer system funds and is used to help offset future borrowing requirements.</p>

**Beginning Fund Balance**

The final 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. The Sewer System Operating Fund maintains an ongoing reserve of 10 percent of operating expenses for unforeseen financial needs. Beginning fund balances in excess of this amount are made available to fund capital improvements. Beginning fund balances in the Construction Fund are also available to fund the bureau's CIP.

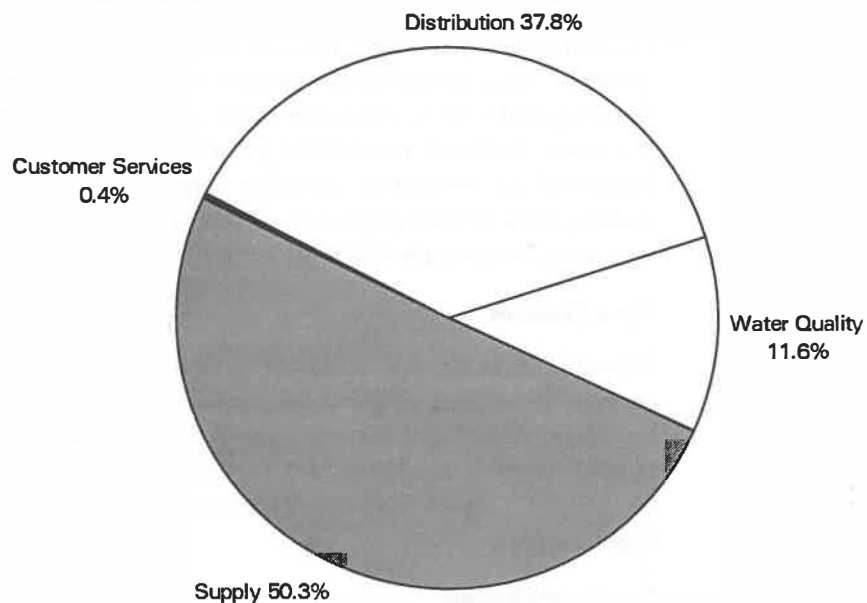
**ENVIRONMENTAL REMEDIATION FUND**

The Environmental Remediation Fund was established by Council action in FY 1993-94 to provide a funding vehicle for conducting remediation of former solid waste disposal sites for which the City is liable under law. The FY 2000-01 budget for this fund is \$365,000.

The sole project is the remediation of the Longview City Laundry & Cleaners (LCL&C). The project implements a Settlement Agreement between the City and LCL&C to conduct an environmental remediation of the LCL&C site which is adjacent to the Guilds Lake site, a former City incinerator and landfill.

**BUREAU OF WATER WORKS**

The FY 2000-01 projects for the Bureau of Water Works continue to place emphasis on maintaining and improving the water system while planning for future system growth. Approximately \$28.8 million is budgeted in FY 2000-01 and almost \$167.5 million over the five-year CIP. Many of these projects are relatively small and address a specific maintenance problem or deficiency in the water system.



- Supply** The FY 2000-01 capital budget for the Supply Program totals approximately \$14.5 million, with over \$94.7 million over the five-year CIP. The largest projects include headworks screenhouse and intake repairs and renovations (\$3.6 million), conduit isolation and improvements (\$3.0 million), ground water system improvements (\$1.5 million), reservoir maintenance (\$834,000), Bull Run Bridge maintenance (\$700,000), and conduit relocation of all three existing water supply conduit crossings of the Sandy River (\$1.0 million).
- Distribution** The Distribution Program capital budget totals almost \$10.9 million in FY 2000-01 and approximately \$59.8 million in FY 2000-05. By far the largest project, with an average annual funding of \$5.0 million, the Mains Program maintains, renews, and extends the 1,900 miles of distribution piping system that serve customers within the city. The project installs nearly 12 miles of mains each year. Other projects include relocating the water facilities to allow construction of the North Interstate Light Rail (\$1.0 million) and tank improvements (\$1.0 million).
- Water Quality** The Water Quality Program capital budget totals approximately \$3.3 million in FY 2000-01 and about \$12.5 million in FY 2000-05. The largest projects consist of constructing improvements to the groundwater disinfection system (\$2.2 million), performing groundwater contamination remediation activities along the Columbia River (\$325,000), and protecting wellheads (\$150,000).

# Capital Improvement Plan — Public Utilities

# SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau	Capital Program	Capital Plan							5-Year Total
		Prior Years	Revised FY 1998-99	Adopted FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Bureau of Environmental Services</b>									
<b>Combined Sewer Overflow</b>									
<b>Funding Sources</b>									
Grants/Donations		1,736,639	1,624,312	3,016,050	3,335,476	440,514	0	0	6,792,040
Others Financing		2,590,486	1,064,857	881,287	686,887	529,459	970,100	932,883	4,000,616
Revenue Bonds		85,220,620	36,966,066	34,146,065	28,706,453	17,599,869	30,532,013	29,360,613	140,345,013
Service Charges and Fees		43,489,625	17,877,165	14,792,143	11,534,964	8,888,748	16,286,301	15,661,451	67,163,607
<b>Total Funding Sources</b>		<b>133,037,370</b>	<b>57,532,400</b>	<b>52,835,545</b>	<b>44,263,780</b>	<b>27,458,590</b>	<b>47,788,414</b>	<b>45,954,947</b>	<b>218,301,276</b>
<b>Project Costs</b>									
Planning		9,325,782	1,016,179	2,588,474	0	0	0	0	2,588,474
Design/ProjMgmt		27,147,064	1,672,740	14,580,082	7,492,505	2,407,489	50,000	0	24,530,076
Site Acquisition		734,997	23,000	701,082	825,622	210,363	0	0	1,737,067
Const/Equip		95,829,527	54,820,481	34,965,907	35,945,653	24,840,738	47,738,414	45,954,947	189,445,659
<b>Total Project Costs</b>		<b>133,037,370</b>	<b>57,532,400</b>	<b>52,835,545</b>	<b>44,263,780</b>	<b>27,458,590</b>	<b>47,788,414</b>	<b>45,954,947</b>	<b>218,301,276</b>
<b>Fund Level Costs</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>		<b>0</b>	<b>0</b>	<b>1,351,592</b>	<b>1,582,552</b>	<b>1,755,252</b>	<b>1,989,968</b>	<b>2,015,468</b>	<b>8,694,832</b>
<b>Maintenance &amp; Reliability</b>									
<b>Funding Sources</b>									
Others Financing		1,428,126	343,165	406,381	337,472	391,325	342,958	369,537	1,847,673
Revenue Bonds		44,947,469	10,800,581	12,790,290	10,621,553	12,316,274	10,793,976	11,630,444	58,152,537
Service Charges and Fees		23,975,748	5,761,227	6,822,578	5,665,739	6,569,721	5,757,695	6,203,876	31,019,609
<b>Total Funding Sources</b>		<b>70,351,343</b>	<b>16,904,973</b>	<b>20,019,249</b>	<b>16,624,764</b>	<b>19,277,320</b>	<b>16,894,629</b>	<b>18,203,857</b>	<b>91,019,819</b>
<b>Project Costs</b>									
Planning		5,736,583	1,285,654	1,591,771	340,265	6,000	0	0	1,938,036
Design/ProjMgmt		2,788,603	1,195,196	1,432,370	1,553,054	2,368,394	1,250,229	3,848,766	10,452,813
Site Acquisition		680,544	120,000	0	0	0	0	0	0
Const/Equip		61,145,613	14,304,123	16,995,108	14,731,445	16,902,926	15,644,400	14,355,091	78,628,970
<b>Total Project Costs</b>		<b>70,351,343</b>	<b>16,904,973</b>	<b>20,019,249</b>	<b>16,624,764</b>	<b>19,277,320</b>	<b>16,894,629</b>	<b>18,203,857</b>	<b>91,019,819</b>
<b>Fund Level Costs</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>		<b>0</b>	<b>0</b>	<b>(647,200)</b>	<b>(1,235,000)</b>	<b>(1,230,540)</b>	<b>(1,226,090)</b>	<b>(1,219,040)</b>	<b>(5,557,870)</b>
<b>Sewage Treatment Systems</b>									
<b>Funding Sources</b>									
Others Financing		352,595	95,201	155,073	108,924	136,865	185,380	315,864	902,106
Revenue Bonds		11,097,329	2,996,421	4,880,716	3,428,275	4,307,648	5,834,537	9,941,282	28,392,458
Service Charges and Fees		5,919,510	1,598,354	2,603,465	1,828,708	2,297,783	3,112,248	5,302,857	15,145,061
<b>Total Funding Sources</b>		<b>17,369,434</b>	<b>4,689,976</b>	<b>7,639,254</b>	<b>5,365,907</b>	<b>6,742,296</b>	<b>9,132,165</b>	<b>15,560,003</b>	<b>44,439,625</b>
<b>Project Costs</b>									
Planning		785,480	3,200	85,054	184,953	84,953	85,186	84,953	525,099
Design/ProjMgmt		4,300,401	1,088,075	705,484	711,058	755,471	438,372	437,174	3,047,559
Site Acquisition		5,370	1,131,142	2,500,000	0	0	0	0	2,500,000
Const/Equip		12,278,183	2,467,559	4,348,716	4,469,896	5,901,872	8,608,607	15,037,876	38,366,967
<b>Total Project Costs</b>		<b>17,369,434</b>	<b>4,689,976</b>	<b>7,639,254</b>	<b>5,365,907</b>	<b>6,742,296</b>	<b>9,132,165</b>	<b>15,560,003</b>	<b>44,439,625</b>
<b>Fund Level Costs</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>		<b>0</b>	<b>0</b>	<b>(21,000)</b>	<b>90,000</b>	<b>129,000</b>	<b>(1,594,000)</b>	<b>(1,582,000)</b>	<b>(2,978,000)</b>
<b>Surface Water Management</b>									
<b>Funding Sources</b>									
Others Financing		150,670	64,447	67,198	64,178	69,655	68,383	50,334	319,748
Revenue Bonds		4,742,181	2,028,523	2,115,171	2,019,984	2,192,370	2,152,284	1,584,208	10,064,017
Service Charges and Fees		2,529,573	1,082,062	1,128,285	1,077,502	1,169,457	1,148,070	845,048	5,368,362
<b>Total Funding Sources</b>		<b>7,422,424</b>	<b>3,175,032</b>	<b>3,310,654</b>	<b>3,161,664</b>	<b>3,431,482</b>	<b>3,368,737</b>	<b>2,479,590</b>	<b>15,752,127</b>
<b>Project Costs</b>									
Planning		2,115,485	232,809	306,714	151,362	0	0	0	458,076
Design/ProjMgmt		971,857	785,003	426,248	391,788	451,611	375,770	0	1,645,417
Site Acquisition		244,096	527,000	500,000	532,500	527,500	500,000	0	2,060,000
Const/Equip		4,090,986	1,630,220	2,077,692	2,086,014	2,452,371	2,492,967	2,479,590	11,588,634
<b>Total Project Costs</b>		<b>7,422,424</b>	<b>3,175,032</b>	<b>3,310,654</b>	<b>3,161,664</b>	<b>3,431,482</b>	<b>3,368,737</b>	<b>2,479,590</b>	<b>15,752,127</b>
<b>Fund Level Costs</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Capital Improvement Plan — Public Utilities

## SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan				5-Year Total
	Prior Years	FY 1998–99	FY 2000–01	FY 2001–02	FY 2002–03	FY 2003–04	FY 2004–05	
<b>Oper &amp; Maint Costs</b>	0	0	4,000	4,000	9,440	12,660	14,880	44,980
<b>Systems Development</b>								
<b>Funding Sources</b>								
Bureau Revenues	608,924	50,082	25,000	25,000	25,000	25,000	25,000	125,000
Others Financing	148,446	63,937	70,334	53,652	42,630	47,064	62,111	275,791
Revenue Bonds	4,672,162	2,012,373	2,213,707	1,688,646	1,341,779	1,481,312	1,954,883	8,680,327
Service Charges and Fees	5,534,331	1,373,934	1,580,837	1,300,758	1,115,734	1,190,164	1,442,774	6,630,267
<b>Total Funding Sources</b>	<b>10,963,863</b>	<b>3,500,326</b>	<b>3,889,878</b>	<b>3,068,056</b>	<b>2,525,143</b>	<b>2,743,540</b>	<b>3,484,768</b>	<b>15,711,385</b>
<b>Project Costs</b>								
Planning	778,568	6,720	125,000	125,000	0	0	0	250,000
Design/ProjMgmt	2,096,647	439,170	228,131	247,210	296,818	306,166	247,741	1,326,066
Site Acquisition	80,297	140,000	934	19,487	63,388	64,441	0	148,250
Const/Equip	8,008,351	2,914,436	3,535,813	2,676,359	2,164,937	2,372,933	3,237,027	13,987,069
<b>Total Project Costs</b>	<b>10,963,863</b>	<b>3,500,326</b>	<b>3,889,878</b>	<b>3,068,056</b>	<b>2,525,143</b>	<b>2,743,540</b>	<b>3,484,768</b>	<b>15,711,385</b>
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
<b>Oper &amp; Maint Costs</b>	0	0	33,000	71,000	105,000	138,000	171,000	518,000
<b>Bureau of Water Works</b>								
<b>Customer Service</b>								
<b>Funding Sources</b>								
Revenue Bonds	3,886,137	1,615,000	100,000	100,000	100,000	100,000	100,000	500,000
<b>Total Funding Sources</b>	<b>3,886,137</b>	<b>1,615,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>
<b>Project Costs</b>								
Planning	96,763	0	0	0	0	0	0	0
Design/ProjMgmt	1,078,781	175,000	10,000	10,000	10,000	10,000	10,000	50,000
Const/Equip	2,710,593	1,440,000	90,000	90,000	90,000	90,000	90,000	450,000
<b>Total Project Costs</b>	<b>3,886,137</b>	<b>1,615,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>Distribution</b>								
<b>Funding Sources</b>								
Bureau Revenues	0	180,000	60,000	0	0	0	0	60,000
Intergovernmental	867,215	1,949,860	2,337,500	6,337,500	6,337,500	1,337,500	337,500	16,687,500
LID	0	5,000	50,000	600,000	0	0	0	650,000
Revenue Bonds	9,724,521	8,572,240	7,291,500	7,566,500	8,545,500	5,804,500	7,703,500	36,911,500
Service Charges and Fees	3,320,418	2,338,000	664,000	1,055,000	640,000	450,000	200,000	3,009,000
System Development Charges	0	500,000	450,000	500,000	500,000	500,000	500,000	2,450,000
<b>Total Funding Sources</b>	<b>13,912,154</b>	<b>13,545,100</b>	<b>10,853,000</b>	<b>16,059,000</b>	<b>16,023,000</b>	<b>8,092,000</b>	<b>8,741,000</b>	<b>59,768,000</b>
<b>Project Costs</b>								
Planning	118,750	28,000	8,000	261,000	22,000	56,000	703,000	1,050,000
Design/ProjMgmt	5,247,983	4,570,400	1,972,000	1,642,000	1,219,000	1,141,000	1,253,000	7,227,000
Site Acquisition	2,955,321	0	0	450,000	0	20,000	0	470,000
Const/Equip	5,590,100	8,946,700	8,873,000	13,706,000	14,782,000	6,875,000	6,785,000	51,021,000
<b>Total Project Costs</b>	<b>13,912,154</b>	<b>13,545,100</b>	<b>10,853,000</b>	<b>16,059,000</b>	<b>16,023,000</b>	<b>8,092,000</b>	<b>8,741,000</b>	<b>59,768,000</b>
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
<b>Oper &amp; Maint Costs</b>	0	0	78,000	88,000	88,000	87,000	87,000	428,000
<b>Supply</b>								
<b>Funding Sources</b>								
Intergovernmental	0	0	0	243,750	243,750	0	0	487,500
Revenue Bonds	5,668,052	12,835,600	13,431,000	16,389,000	17,799,000	23,202,000	19,622,000	90,443,000
Service Charges and Fees	3,514,209	1,751,300	1,029,000	1,119,250	1,018,250	390,000	253,000	3,809,500
<b>Total Funding Sources</b>	<b>9,182,261</b>	<b>14,586,900</b>	<b>14,460,000</b>	<b>17,752,000</b>	<b>19,061,000</b>	<b>23,592,000</b>	<b>19,875,000</b>	<b>94,740,000</b>
<b>Project Costs</b>								
Planning	82,035	206,000	300,000	15,000	100,000	10,000	5,000	430,000
Design/ProjMgmt	7,949,091	6,456,400	4,775,200	4,995,200	4,057,000	3,383,000	3,281,000	20,491,400
Site Acquisition	0	375,000	15,000	85,000	400,000	200,000	50,000	750,000
Const/Equip	1,151,135	7,549,500	9,369,800	12,656,800	14,504,000	19,999,000	16,539,000	73,068,600
<b>Total Project Costs</b>	<b>9,182,261</b>	<b>14,586,900</b>	<b>14,460,000</b>	<b>17,752,000</b>	<b>19,061,000</b>	<b>23,592,000</b>	<b>19,875,000</b>	<b>94,740,000</b>

# Capital Improvement Plan — Public Utilities

## SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan					5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05		
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0	
<b>Oper &amp; Maint Costs</b>	0	0	200,000	200,500	200,500	200,500	220,500	1,022,000	
<b>Water Quality</b>									
<b>Funding Sources</b>									
Revenue Bonds	1,686,500	1,275,900	2,640,000	825,000	475,000	750,000	2,000,000	6,690,000	
Service Charges and Fees	3,420,008	715,000	700,000	675,000	742,000	1,660,000	2,047,000	5,824,000	
<b>Total Funding Sources</b>	<b>5,106,508</b>	<b>1,990,900</b>	<b>3,340,000</b>	<b>1,500,000</b>	<b>1,217,000</b>	<b>2,410,000</b>	<b>4,047,000</b>	<b>12,514,000</b>	
<b>Project Costs</b>									
Planning	1,170	12,000	0	0	0	0	0	0	
Design/ProjMgmt	4,231,441	1,477,100	1,095,000	1,030,000	1,147,000	1,715,000	2,247,000	7,234,000	
Site Acquisition	26,875	0	0	0	0	0	0	0	
Const/Equip	847,022	501,800	2,245,000	470,000	70,000	695,000	1,800,000	5,280,000	
<b>Total Project Costs</b>	<b>5,106,508</b>	<b>1,990,900</b>	<b>3,340,000</b>	<b>1,500,000</b>	<b>1,217,000</b>	<b>2,410,000</b>	<b>4,047,000</b>	<b>12,514,000</b>	
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0	
<b>Oper &amp; Maint Costs</b>	0	0	11,500	12,000	12,000	15,000	15,000	65,500	
<b>Environmental Remediation Division</b>									
<b>Remediation</b>									
<b>Funding Sources</b>									
Revenue Bonds	0	0	365,000	0	0	0	0	365,000	
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>365,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>365,000</b>	
<b>Project Costs</b>									
Const/Equip	0	0	365,000	0	0	0	0	365,000	
<b>Total Project Costs</b>	<b>0</b>	<b>0</b>	<b>365,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>365,000</b>	
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0	
<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0	

# Capital Improvement Plan — Public Utilities

# CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan				
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	5-Year Total
<b>Bureau of Environmental Services</b>								
<b>Combined Sewer Overflow</b>								
Ankeny Pump Station Upgrade	0	137,289	1,866,053	2,831,580	5,015,173	4,204,501	0	13,917,307
Balch Force Main & River Crossing	0	0	2,529,702	859,405	1,742,026	10,272,158	8,244,092	23,647,383
Balch Pump Station	0	59,405	774,849	636,363	2,498,244	4,226,686	1,778,441	9,914,583
California Pump Station Upgrade	0	0	164,108	195,378	499,316	441,196	0	1,299,998
CBWTP CSO Improvements	110	116,470	1,445,135	1,445,135	609,728	1,730,010	9,220,063	14,450,071
CBWTP Influent Pump Station	7,857,728	2,265,221	867,298	0	0	0	0	867,298
CBWTP Outfall	6,951,536	7,780,703	1,271,986	0	0	0	0	1,271,986
Cheltenham CSO Storage	0	0	220,000	983,793	1,186,206	10,000	0	2,399,999
Columbia Blvd Wet Weather	28,336,364	22,092,219	11,704,857	5,020,801	2,291,584	0	0	19,017,242
Columbia Slough Consolidation	49,586,915	16,107,560	7,073,465	133,019	0	0	0	7,206,484
DISCO - East Willamette Unsumped	0	0	119,917	119,917	119,917	120,246	0	479,997
Fiske B Basin Local Separation	2,153,016	11,472	3,790	0	0	0	0	3,790
Northwest CSO Tunnel	0	0	3,268,656	3,268,656	5,753,477	24,214,301	24,148,142	60,653,232
Sellwood Basin Local Separation	1,298,211	422,260	1,201,408	1,663,054	0	0	0	2,864,462
Southwest Stream Diversion	0	0	1,806,257	2,299,626	2,059,038	1,869,316	1,864,209	9,898,446
Stormwater Infiltration Sump Projects	26,936,276	935,655	1,842,500	1,842,500	0	0	0	3,685,000
SW CSO Parallel Interceptor	0	596,147	3,874,545	10,618,181	3,607,272	0	0	18,099,998
Tanner Creek Basin Stream Diversion	5,426,999	5,075,977	9,425,159	10,423,365	1,376,609	0	0	21,225,133
Western Half Lents 1 Separation	55,994	939,986	1,272,860	1,223,007	0	0	0	2,495,867
Willamette Basin Downspout DP	45,893	0	700,000	700,000	700,000	700,000	700,000	3,500,000
Willamette River Basin Predesign	4,388,328	992,036	1,403,000	0	0	0	0	1,403,000
<b>Total Combined Sewer Overflow</b>	<b>133,037,370</b>	<b>57,532,400</b>	<b>52,835,545</b>	<b>44,263,780</b>	<b>27,458,590</b>	<b>47,788,414</b>	<b>45,954,947</b>	<b>218,301,276</b>
<b>Maintenance &amp; Reliability</b>								
Alder Basin Repair and	12,865,953	966,115	4,719,360	664,266	2,769,403	7,571,182	0	15,724,211
Balch Basin Relief and Reconstruction	0	0	126,526	110,702	573,770	0	0	810,998
Basement Flooding and	6,874,524	1,372,899	500,000	2,500,000	7,600,000	4,700,000	16,000,000	31,300,000
Beech/Essex Basin CS Relief	0	295,100	223,188	0	0	0	0	223,188
Burnside Sewer Structural Rehab.	0	0	149,213	446,786	0	0	0	595,999
Fanno Basin Reconstruction	7,015,116	6,393,804	1,892,845	0	0	0	0	1,892,845
Inslay/Taggart "A" Relief and	667,457	2,512,156	4,451,863	3,167,675	2,652,069	1,000	0	10,272,607
Inverness Pressure Line Corrosion	0	103,938	61,686	0	0	0	0	61,686
Inverness Stormwater Sediment	0	287,839	272,882	0	0	0	0	272,882
Lambert Subbasin Relief/	0	0	0	49,453	1,287,411	1,514,134	0	2,850,998
Linnton Residential Sewer Rehab	0	0	229,969	802,230	0	0	0	1,032,199
Maintenance Capital - Construction	4,966,873	700,154	703,857	703,857	703,857	703,868	703,857	3,519,296
Maintenance Capital - Contract	10,139,969	2,369,489	1,499,999	1,499,999	1,499,999	1,500,000	1,500,000	7,499,997
NW Central Business District Basin	3,350,270	838,697	1,572,032	853,032	0	0	0	2,425,064
Oak Basin Combined Sewer Relief	0	0	560,963	189,036	0	0	0	749,999
Riverside Basin Combined Sewer	2,010,884	0	1,891,585	1,897,174	1,586,581	0	0	5,375,340
Sullivan Sewer Structural Rehab.	0	0	105,000	497,727	52,272	0	0	654,999
Sullivan/Stark/Holladay Basins CS	174,875	576,522	163,609	0	0	0	0	163,609
Sump Reconstruction & Upgrade	22,285,422	400,000	27,241	0	0	0	0	27,241
SW Woods Street Outfall	0	88,260	64,202	181,463	0	0	0	245,665
SW Yamhill & Morrison Sewer Rehab.	0	0	0	0	496,554	904,445	0	1,400,999
Tanner/Freemont/Nicolai CS Relief	0	0	448,770	151,229	0	0	0	599,999
Taylor Trunk Sewer Relief	0	0	80,000	952,000	0	0	0	1,032,000
Taylor Trunk Sewer Structural Repair	0	0	162,459	1,423,540	0	0	0	1,585,999
Wheeler Structural Rehab.	0	0	112,000	534,595	55,404	0	0	701,999
<b>Total Maintenance &amp; Reliability</b>	<b>70,351,343</b>	<b>16,904,973</b>	<b>20,019,249</b>	<b>16,624,764</b>	<b>19,277,320</b>	<b>16,894,629</b>	<b>18,203,857</b>	<b>91,019,819</b>
<b>Sewage Treatment Systems</b>								
CBWTP Automation	793,386	62,220	53,975	91,599	340,998	4,545	0	491,117
CBWTP Central Control Facility	0	71,000	375,076	0	0	0	0	375,076
CBWTP Lagoon Reconstruction	53,589	389,685	336,000	0	2,264,598	2,270,802	2,264,598	7,135,998
CBWTP Land Purchase	46,498	1,065,543	2,500,000	0	0	0	0	2,500,000
CBWTP Odor Control Projects	2,204,773	169,205	1,247,198	2,032,395	0	0	0	3,279,593
CBWTP Outfall Line Repair	458,229	66,000	57,235	50,000	0	600,000	8,313,629	9,020,864
CBWTP Seismic Improvements	0	0	0	0	143,855	1,214,749	1,211,430	2,570,034
CBWTP Sodium Hypochlorite	0	0	0	525,000	1,012,295	37,704	0	1,574,999

# Capital Improvement Plan — Public Utilities

# CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau	Revised		Adopted	Capital Plan				
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	5-Year Total
<b>Capital Program</b>								
CBWTP Solids Management & Pump Station Improvement Program	0	0	0	0	174,442	1,249,816	20,044	1,444,302
TCWTP Aeration Basin Modification	8,053,981	1,002,461	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
TCWTP Improvements	0	76,055	496,948	94,091	0	0	0	591,039
Treatment Facilities - Rehab & Total Sewage Treatment Systems	5,758,978	1,787,807	1,072,822	1,072,822	1,072,822	1,023,706	1,022,822	5,264,994
	17,369,434	4,689,976	7,639,254	5,365,907	6,742,296	9,132,165	15,560,003	44,439,625
<b>Surface Water Management</b>								
Brookside Wetland and Stream	3,367,836	170,000	6,244	0	0	0	0	6,244
Buffalo Slough Water Quality Facility	0	20,200	57,843	0	0	0	0	57,843
Columbia Slough Watershed	0	0	298,467	298,467	298,467	299,285	298,467	1,493,153
Columbia Steel Casting Outfall	0	41,611	7,050	49,545	353,370	6,583	0	416,548
Fanno Creek Basin Predesign	0	0	132,727	67,272	0	0	0	199,999
Fanno Creek WQ Improvement	119,220	205,414	517,080	0	0	0	0	517,080
Fanno Creek/Birkland (Alpenrose Site)	14,817	27,715	50,028	99,835	26,164	0	0	176,027
Johnson Creek Projects	1,190,491	1,117,788	1,161,608	2,553,455	2,566,993	2,582,344	1,701,911	10,566,311
Johnson Creek Revegetation Project	0	0	186,347	0	0	0	0	186,347
NPDES Stormwater BMPs	300,220	137,555	117,942	0	0	0	0	117,942
NPDES Stormwater Program: NE	591,436	0	7,010	0	0	0	0	7,010
Pollution Reduction Facility @ NE	1,494,085	1,089,655	503,763	7,000	2,000	0	0	512,763
Russell Pond Retrofit	62,011	109,428	764	2,000	2,000	0	0	4,764
Slough Infrastructure: US Army COE	282,308	200,657	0	0	182,488	480,525	479,212	1,142,225
Tryon Creek Predesign	0	0	165,909	84,090	0	0	0	249,999
Wapato Wetland Water Quality Facility	0	55,009	97,872	0	0	0	0	97,872
<b>Total Surface Water Management</b>	<b>7,422,424</b>	<b>3,175,032</b>	<b>3,310,654</b>	<b>3,161,664</b>	<b>3,431,482</b>	<b>3,368,737</b>	<b>2,479,590</b>	<b>15,752,127</b>
<b>Systems Development</b>								
Bureau of Transportation Interagency	608,924	50,082	25,000	25,000	25,000	25,000	25,000	125,000
Commercial/Industrial Sanitary Sewer	408,017	317,016	599,670	599,670	599,670	601,313	599,670	2,999,993
Drainage Improvement Program (DIP)	1,104,456	100,163	69,961	69,961	69,961	70,153	69,961	349,997
Local Improvement Districts	73,702	60,097	59,966	59,966	59,966	60,130	59,966	299,994
NE 59TH Pump Station	1,084,431	595,096	399,801	0	0	0	0	399,801
Permit Reimbursement	446,436	139,228	138,923	138,923	138,923	139,304	138,923	694,996
Permits	3,042,111	300,492	400,000	400,000	400,000	400,000	400,000	2,000,000
Residential Sanitary Sewer Extension	3,625,397	601,478	899,506	899,506	899,506	901,971	899,506	4,499,995
South Airport Sanitary Trunk Sewer	570,389	1,336,674	1,297,051	875,030	332,117	545,669	1,291,742	4,341,609
<b>Total Systems Development</b>	<b>10,963,863</b>	<b>3,500,326</b>	<b>3,889,878</b>	<b>3,068,056</b>	<b>2,525,143</b>	<b>2,743,540</b>	<b>3,484,768</b>	<b>15,711,385</b>
<b>Total Bureau of Environmental Ser-</b>	<b>239,144,434</b>	<b>85,802,707</b>	<b>87,694,580</b>	<b>72,484,171</b>	<b>59,434,831</b>	<b>79,927,485</b>	<b>85,683,165</b>	<b>385,224,232</b>
<b>Bureau of Water Works</b>								
<b>Customer Service</b>								
AUTOMATED METER READING	402,008	100,000	100,000	100,000	100,000	100,000	100,000	500,000
CUSTOMER INFORMATION	3,484,129	1,515,000	0	0	0	0	0	0
<b>Total Customer Service</b>	<b>3,886,137</b>	<b>1,615,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>
<b>Distribution</b>								
AIRPORT LRT	23,299	200,000	0	0	0	0	0	0
BRIDGE PIPE EVALUATION	37,677	20,000	0	0	0	0	0	0
BUILDING MAINTENANCE-	0	1,328,400	407,000	250,000	200,000	200,000	200,000	1,257,000
BURLINGAME SERVICE AREA	0	0	0	0	0	0	40,000	40,000
CAREY BOULEVARD SUPPLY MAIN	0	0	0	0	0	0	20,000	20,000
CENTRAL CITY STREETCAR	1,069,458	1,221,700	100,000	0	0	0	0	100,000
CONTROL SYSTEMS	0	27,000	27,000	27,000	27,000	27,000	27,000	135,000
CORROSION CONTROL EXTERNAL	0	150,000	50,000	50,000	50,000	50,000	50,000	250,000
COUNCIL CREST RESERVOIR NO. 3	0	0	0	0	0	15,000	0	15,000
CUSTOMER DEMAND MONITORING	433,906	430,000	218,000	198,000	0	0	0	416,000
EAST BOUNDARY MAIN	0	0	0	0	0	10,000	0	10,000
EMERGENCY OPERATIONS	5,860	665,000	0	0	0	0	100,000	100,000
FOREST PARK LOW SUPPLY MAIN	0	0	0	10,000	0	70,000	300,000	380,000
FOREST PARK RESERVOIRS	2,628,165	215,000	0	200,000	1,195,000	0	0	1,395,000
FOUNTAIN IMPROVEMENTS	0	371,000	200,000	200,000	105,000	105,000	105,000	715,000
FREEMAN TANK REMOVAL	0	0	8,000	50,000	0	0	0	58,000
GILBERT-CLATSOP SUPPLY MAIN	0	0	0	0	0	15,000	100,000	115,000



# Capital Improvement Plan — Public Utilities

# CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau	Capital Program	Revised		Adopted	Capital Plan				5-Year Total
		Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
GIS WATER BUREAU		2,129,535	525,000	191,000	50,000	50,000	50,000	0	341,000
GREENLEAF PUMP STATION		0	0	0	0	0	0	27,000	27,000
GREENLEAF RESERVOIR NO. 3		0	0	0	0	0	0	20,000	20,000
HAYDEN ISLAND MASTER		10,046	120,000	0	0	0	0	0	0
INTERSTATE SECURITY SYSTEM		307	0	0	0	200,000	0	0	200,000
INTERSTATE SITE PLAN		1,001,755	100,000	100,000	500,000	0	0	0	600,000
KELLY BUTTE AREA SUPPLY		0	0	0	0	0	16,000	0	16,000
KINGS HEIGHTS MAIN		1,170	10,000	0	50,000	500,000	0	0	550,000
LARGE VALVE PROGRAM		0	70,000	0	57,000	57,000	57,000	57,000	228,000
MAINS PROGRAM		0	4,200,000	4,950,000	5,000,000	5,000,000	5,000,000	5,000,000	24,950,000
MAINTENANCE MANAGEMENT		838,550	400,000	200,000	500,000	500,000	400,000	200,000	1,800,000
MARINE DRIVE		0	25,000	0	0	0	0	0	0
MARQUAM HILL PUMP MAIN 2		0	0	10,000	0	72,000	15,000	282,000	379,000
MARQUAM HILL SUPPLY MAIN		13,660	40,000	0	220,000	0	0	0	220,000
MICROWAVE COMMUNICATIONS		481,333	580,000	0	0	0	0	0	0
NORTH INTERSTATE LRT		0	25,000	1,000,000	6,000,000	6,000,000	1,000,000	0	14,000,000
ODOT ADJUSTMENTS		0	1,495,000	1,475,000	675,000	675,000	675,000	675,000	4,175,000
PAINT SHOP RELOCATION		8,677	0	0	0	0	0	80,000	80,000
PARKROSE SUPPLY MAINS		4,739,661	5,000	0	0	0	0	0	0
PIPE DESIGN AND LIFE STUDY		14,024	10,000	0	0	0	0	0	0
PROJECT MANAGEMENT SYSTEM		68,332	100,000	175,000	0	0	0	0	175,000
PUMP AND CONTROL		0	125,000	200,000	125,000	125,000	125,000	125,000	700,000
RETAIL/WHOLESALE FINANCIAL		0	0	0	250,000	0	0	0	250,000
RIVERGATE INTERTIE		0	0	25,000	200,000	0	0	30,000	255,000
ROCKY BUTTE FIRE PROTECTION		53,635	5,000	50,000	600,000	0	0	0	650,000
SCHOLLS FERRY ROAD SUPPLY		0	0	0	10,000	350,000	0	0	360,000
SE FOSTER ROAD SUPPLY MAIN		0	0	0	0	0	0	30,000	30,000
SE HAROLD STREET MAIN		0	0	0	0	0	0	0	0
SE STARK STREET MAIN		0	0	0	0	0	0	0	0
STANDARDS FOR FACILITY DESIGN		22,571	15,000	0	15,000	20,000	0	0	35,000
STEPHENSON PUMP STATION AND		50,438	100,000	60,000	445,000	0	0	0	505,000
SW LANCASTER ROAD MAIN		0	0	0	0	10,000	0	671,000	681,000
SYSTEM METERING		0	49,000	27,000	27,000	27,000	27,000	27,000	135,000
TANK IMPROVEMENTS		260,575	328,000	1,000,000	100,000	40,000	40,000	40,000	1,220,000
TANK OVERFLOW		0	20,000	100,000	100,000	100,000	100,000	100,000	500,000
TANNER CREEK DIVERSION		17,620	300,000	100,000	0	0	0	0	100,000
WATER CONTROL CENTER		0	240,000	80,000	0	0	0	85,000	165,000
WATER LOSS REDUCTION		0	25,000	100,000	100,000	0	0	0	200,000
WESTSIDE MAINT. OPERATIONS		1,900	5,000	0	50,000	650,000	0	0	700,000
WILLAMETTE HEIGHTS TANK		0	0	0	0	70,000	95,000	350,000	515,000
<b>Total Distribution</b>		<b>13,912,154</b>	<b>13,545,100</b>	<b>10,853,000</b>	<b>16,059,000</b>	<b>16,023,000</b>	<b>8,092,000</b>	<b>8,741,000</b>	<b>59,768,000</b>
<b>Supply</b>									
AIRPORT WAY/PARKROSE MAIN		558,482	172,000	0	0	0	0	0	0
BULL RUN BRIDGE MAINTENANCE		0	1,549,000	700,000	700,000	0	0	0	1,400,000
BULL RUN FISHERIES		611,806	375,000	0	0	0	0	0	0
BULL RUN LAKE CABINS		0	40,000	40,000	110,000	0	0	0	150,000
BULL RUN LAKE MAINTENANCE		0	50,000	50,000	50,000	50,000	50,000	50,000	250,000
BULL RUN LAKE MITIGATION		0	193,000	40,000	40,000	40,000	40,000	40,000	200,000
BULL RUN LAKE STUDY		0	0	0	0	0	0	83,000	83,000
BULL RUN OPTIMIZATION STUDY		0	0	100,000	100,000	0	0	0	200,000
BURLINGAME/WCSL & WESTWOOD		25,034	190,100	0	0	100,000	780,000	650,000	1,530,000
CONDUIT 5 AT POWELL BUTTE		0	0	0	0	0	0	500,000	500,000
CONDUIT 5 PRELIMINARY DESIGN		8,608	300,000	300,000	250,000	0	0	0	550,000
CONDUIT 5 RIGHT-OF-WAY		29,750	160,000	20,000	100,000	10,000	10,000	10,000	150,000
CONDUIT CATHODIC PROTECTION		0	0	25,000	100,000	250,000	250,000	250,000	875,000
CONDUIT ISOLATION AND		963,127	2,300,000	3,000,000	2,500,000	2,000,000	0	0	7,500,000
CONDUIT MAINTENANCE		0	90,000	250,000	300,000	200,000	100,000	100,000	950,000
CONDUIT RELOCATION-SANDY		688,539	1,800,000	1,000,000	4,500,000	3,400,000	0	0	8,900,000
CONDUIT VULNERABILITY		0	10,000	240,000	625,000	625,000	0	250,000	1,740,000
DAM 1 OUTLET WORKS		5,087	10,000	100,000	0	0	0	0	100,000
DAM 2 SPILLWAY APPROACH		218,893	150,000	500,000	0	0	0	0	500,000

# Capital Improvement Plan — Public Utilities

# CAPITAL PROJECTS

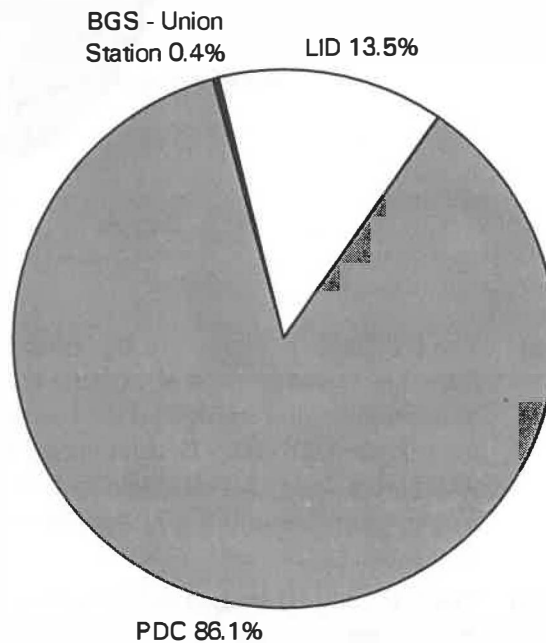
This table summarizes project costs for bureaus within each service area.

Bureau	Capital Program	Capital Plan							5-Year Total
		Prior Years	Revised FY 1998-99	Adopted FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
	DAM 2 SPILLWAY RAISE	0	0	200,000	500,000	200,000	0	0	900,000
	DAM 2 STILLING POOL	0	0	0	0	0	10,000	0	10,000
	DAM 2 TOWER IMPROVEMENTS/ DIVERSION DAM REPAIR	37,323	200,000	200,000	850,000	1,000,000	0	0	2,050,000
	EAST MULTNOMAH/CLACKAMAS	0	0	0	0	0	0	5,000	5,000
	EAST WELLFIELD COLLECTION	0	0	20,000	20,000	200,000	2,210,000	1,280,000	3,730,000
	EAST/WEST HEADER AND RIVER	569,175	61,000	150,000	150,000	510,000	150,000	1,750,000	2,710,000
	FULTON PUMP STATION	0	0	0	10,000	0	80,000	600,000	690,000
	GROUNDWATER MAINTENANCE	0	450,000	300,000	300,000	300,000	300,000	300,000	1,500,000
	GROUNDWATER STUDIES	407,046	574,000	200,000	100,000	100,000	0	0	400,000
	GROUNDWATER SYSTEM	0	0	1,000,000	2,000,000	3,000,000	7,000,000	4,000,000	17,000,000
	HEADWORKS SCREENHOUSE #2	595,248	1,700,000	3,600,000	100,000	0	0	0	3,700,000
	INDUSTRIAL CONSERVATION	0	5,000	82,000	30,000	30,000	30,000	30,000	202,000
	INFRASTRUCTURE MASTER PLAN	2,220,443	340,000	374,000	200,000	200,000	200,000	0	974,000
	MASTER PLAN DODGE PARK	34,755	10,000	0	0	74,000	35,000	30,000	139,000
	MASTER PLAN IN-CITY PROPERTY/ MT. TABOR PART 12	7,955	0	23,000	0	0	290,000	85,000	398,000
	OPEN RESERVOIRS STUDY AND PEAK OFFLOAD/BACKUP WELLS/ POWELL BUTTE MASTER PLAN	751,906	107,300	97,000	550,000	200,000	0	0	847,000
	POWELL BUTTE RESERVOIR #2	9,525	40,000	93,000	150,000	0	0	0	243,000
	POWELL BUTTE RESERVOIR #2	970,434	300,000	10,000	0	0	0	0	10,000
	REGIONAL PIPELINES	48,248	150,000	150,000	1,000,000	4,000,000	10,000,000	6,000,000	21,150,000
	REGIONAL WATER SUPPLY PLAN	0	100,000	0	0	0	0	0	0
	RESEVOIR MAINTENANCE	0	0	0	325,000	325,000	0	0	650,000
	SMALL WELLS STUDY & SYSTEM VULNERABILITY	0	845,500	834,000	312,000	312,000	312,000	312,000	2,082,000
	TRANSMISSION PIPE CONDITION & USFS/CITY OF PORTLAND LAND	37,480	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	WASHINGTON COUNTY SUPPLY	0	10,000	200,000	1,000,000	1,000,000	1,000,000	2,900,000	6,100,000
	WASHINGTON PARK 30" PIPELINE	0	0	0	0	75,000	75,000	150,000	300,000
	WATER DISTRICT CONNECTIONS	19,512	150,000	0	0	250,000	250,000	0	500,000
	WATER REUSE & ALTERNATIVE	0	10,000	0	70,000	0	0	0	70,000
	WATERSHED DAMS MAINTENANCE	1,666	100,000	0	0	0	0	0	0
	WATERSHED MAINTENANCE	12,458	110,000	100,000	100,000	0	0	0	200,000
	WELL SITE IMPROVEMENTS	146,282	210,000	60,000	208,000	208,000	0	0	476,000
	<b>Total Supply</b>	169,649	1,330,000	0	0	0	0	0	0
	<b>Total Supply</b>	9,182,261	14,586,900	14,460,000	17,752,000	19,061,000	23,592,000	19,875,000	94,740,000
	<b>Water Quality</b>								
	CHLORINE CONTROL	125,004	100,000	165,000	0	0	0	0	165,000
	ENHANCED TREATMENT	0	0	0	100,000	400,000	750,000	2,000,000	3,250,000
	GROUNDWATER DISINFECTION	427,662	621,800	2,225,000	500,000	0	0	0	2,725,000
	GROUNDWATER REMEDIATION	2,863,165	490,000	325,000	400,000	400,000	400,000	400,000	1,925,000
	LUSTED HILL TREATMENT	1,170	153,100	0	0	0	0	0	0
	REGULATORY COMPLIANCE	556,843	150,000	150,000	50,000	50,000	50,000	50,000	350,000
	RESOURCE PROTECTION PUBLIC	0	25,000	25,000	25,000	25,000	25,000	0	100,000
	WATER QUALITY SAMPLE	458,101	100,000	100,000	75,000	75,000	0	0	250,000
	WATER SYSTEM STUDIES	0	0	0	0	267,000	1,185,000	1,597,000	3,049,000
	WATER TREATMENT	0	50,000	200,000	200,000	0	0	0	400,000
	WELLHEAD PROTECTION	674,563	301,000	150,000	150,000	0	0	0	300,000
	<b>Total Water Quality</b>	5,106,508	1,990,900	3,340,000	1,500,000	1,217,000	2,410,000	4,047,000	12,514,000
	<b>Total Bureau of Water Works</b>	32,087,060	31,737,900	28,753,000	35,411,000	36,401,000	34,194,000	32,763,000	167,522,000
	<b>Environmental Remediation Division</b>								
	<b>Remediation</b>								
	Longview City Laundry & Cleaners	0	0	365,000	0	0	0	0	365,000
	<b>Total Remediation</b>	0	0	365,000	0	0	0	0	365,000
	<b>Total Environmental Remediation Division</b>	0	0	365,000	0	0	0	0	365,000
	<b>TOTAL PUBLIC UTILITIES</b>	\$271,231,494	\$117,540,607	\$116,812,580	\$107,895,171	\$ 95,835,831	\$114,121,485	\$118,446,165	\$553,111,232

# Community Development

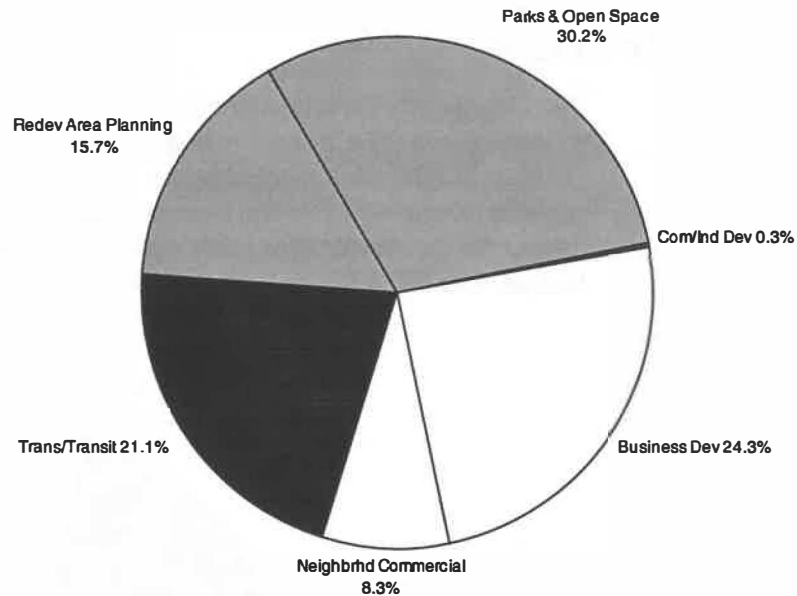
## SERVICE AREA OVERVIEW

The Community Development Service Area covers the Portland Development Commission's (PDC) projects that are part of the City's asset base, Local Improvement Districts (LIDs) administered by the Office of the City Auditor, and Union Station projects administered by the Bureau of General Services. The FY 2000-01 capital budget for the service area totals nearly \$58.8 million, or 19.9 percent of the total CIP budget. The FY 2000-05 budget totals approximately \$174.3 million.



## PORTLAND DEVELOPMENT COMMISSION

The Portland Development Commission (PDC) was created as a City agency in 1958 by Portland voters to deliver projects and programs which achieve the City's housing, economic development, and redevelopment priorities and link citizens to jobs. The FY 2000-01 CIP budget is \$50.6 million, while the FY 2000-05 plan totals more than \$161.3 million. PDC's programs consist of Business Development, Commercial/Industrial Development, Neighborhood Commercial, Parks and Open Space, Public Facilities, Redevelopment Area Planning, and Transportation/Transit.



**Business Development**

The FY 2000-01 budget for Business Development totals about \$12.3 million for the retention and expansion of existing businesses and strategic recruitment of firms who will integrate and strengthen the region’s existing economic base. The major projects include the University District mixed use land acquisition at \$5.2 million, the acquisition and redevelopment of Centennial Mill at \$3.8 million, and the Oregon Convention Center (OCC) Expansion at more than \$2.6 million.

**Commercial/Industrial Development**

The FY 2000-01 budget for Commercial/Industrial Development totals about \$163,000 for planning, design, and development of the utility, telecommunication, and infrastructure work in the North Macadam District-wide plan, and Brownfields policy development in the River District.

**Neighborhood Commercial**

One of PDC’s goals is quality redevelopment to revitalize neighborhoods. The FY 2000-01 capital budget for the Neighborhood Commercial program is about \$4.2 million, and more than \$15.8 million is planned for FY 2000-2005. The projects under development are North Macadam land acquisition at \$2.2 million, Martin Luther King/ Grand Ave. streetscape improvements at nearly \$2.2 million, and acquisition of building space in Chinatown to house a center supporting the Chinese community.

**Parks and Open Space**

The Parks and Open Space projects total nearly \$15.3 million in FY 2000-01 and are financed primarily through tax increment financing. The two largest projects are phase I & II of the Eastbank Riverfront Park at a cost of about \$7.2 million and the Tanner Creek Park Development at nearly \$2.3 million. The five-year capital budget anticipates a total spending level of approximately \$50.2 million.

<b>Public Facilities</b>	Through PDC's contract with the Bureau of Housing and Community Development (BHCD), PDC provides loans for rehabilitation or development of non-profit facilities. The only project in this program is the South Park Blocks Main Street Art and Performance improvements for more than \$594,000, which are scheduled in FY 2001-02.
<b>Redevelopment Area Planning</b>	PDC's Development Department initiates redevelopment of underutilized or deteriorating areas, in support of the 2040 goals. The FY 2000-01 capital budget for the Redevelopment Area Planning program is about \$7.9 million, and nearly \$30.4 million is planned for FY 2000-2005. The projects under development include preservation housing acquisition of Jefferson West property in South Park Blocks at \$3.0 million, Lents redevelopment property acquisition at nearly \$1.7 million, and the mounted horse relocation in the River District.
<b>Transportation/ Transit</b>	The Transportation/Transit capital program is aimed at promoting employment and residential development. This is accomplished by working with community partners to build higher density, mixed use, transit supportive projects in close proximity to transit. Other goals include neighborhood revitalization, efficient use of City and regional land resources, and reduced traffic congestion. The FY 2000-01 capital budget totals nearly \$10.7 million and is funded primarily through tax increment financing. The FY 2000-05 planned expenditures total more than \$45.0 million. The largest projects are the construction of SW River Parkway from Moody to Marquam Bridge (\$1.6 million), the Airport Way transportation improvements (\$1.6 million), and the Lloyd District transportation improvements (\$1.5 million).

## LOCAL IMPROVEMENT DISTRICTS

LIDs are used by property owners to finance infrastructure improvements such as local streets and sewer improvements. The projects are financed through local assessments which are collected by the Office of the City Auditor. The size of the annual budget varies greatly from year to year depending on the level of demand by property owners. The FY 2000-01 budget is more than \$7.9 million, and the FY 2000-05 budget exceeds \$11.8 million.

## BUREAU OF GENERAL SERVICES

The City provides rent-funded major repairs and maintenance at Union Station. The annual budget for these projects is about \$235,000. In FY 2000-01, the projects include reroofing, and a facility assessment and seismic analysis.

# Capital Improvement Plan — Community Development

## SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau Capital Program	Capital Plan							5-Year Total
	Prior Years	Revised FY 1998-99	Adopted FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Bureau of General Services</b>								
<b>Union Station</b>								
<b>Funding Sources</b>								
Bureau Revenues	0	0	250,000	250,000	207,000	250,000	250,000	1,207,000
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>250,000</b>	<b>207,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,207,000</b>
<b>Project Costs</b>								
Design/ProjMgmt	0	0	20,250	27,650	22,800	27,000	27,000	124,700
Const/Equip	0	0	212,500	207,450	171,400	208,000	208,000	1,007,350
<b>Total Project Costs</b>	<b>0</b>	<b>0</b>	<b>232,750</b>	<b>235,100</b>	<b>194,200</b>	<b>235,000</b>	<b>235,000</b>	<b>1,132,050</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>17,250</b>	<b>14,900</b>	<b>12,800</b>	<b>15,000</b>	<b>15,000</b>	<b>74,950</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Local Improvement Districts</b>								
<b>Local Improvement Districts</b>								
<b>Funding Sources</b>								
LID	5,150,000	2,037,100	7,946,000	3,202,000	720,000	0	0	11,868,000
<b>Total Funding Sources</b>	<b>5,150,000</b>	<b>2,037,100</b>	<b>7,946,000</b>	<b>3,202,000</b>	<b>720,000</b>	<b>0</b>	<b>0</b>	<b>11,868,000</b>
<b>Project Costs</b>								
Const/Equip	5,150,000	2,037,100	7,946,000	3,202,000	720,000	0	0	11,868,000
<b>Total Project Costs</b>	<b>5,150,000</b>	<b>2,037,100</b>	<b>7,946,000</b>	<b>3,202,000</b>	<b>720,000</b>	<b>0</b>	<b>0</b>	<b>11,868,000</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Portland Development Commission</b>								
<b>Business Development</b>								
<b>Funding Sources</b>								
Bureau Revenues	0	0	221,919	0	775,056	0	0	996,975
Fund Balance	0	0	0	612,442	224,944	225,452	0	1,062,838
Others Financing	0	0	287,271	0	0	0	0	287,271
Tax Increment Financing	0	150,000	11,792,627	2,983,320	0	774,548	0	15,550,495
<b>Total Funding Sources</b>	<b>0</b>	<b>150,000</b>	<b>12,301,817</b>	<b>3,595,762</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>0</b>	<b>17,897,579</b>
<b>Project Costs</b>								
Design/ProjMgmt	3,100	150,000	628,829	147,300	59,710	81,696	0	917,535
Const/Equip	0	0	11,672,988	3,448,462	940,290	918,304	0	16,980,044
<b>Total Project Costs</b>	<b>3,100</b>	<b>150,000</b>	<b>12,301,817</b>	<b>3,595,762</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>0</b>	<b>17,897,579</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Commercial/Industrial Dev</b>								
<b>Funding Sources</b>								
Bureau Revenues	0	100,000	0	0	0	0	0	0
Fund Balance	0	0	0	70,470	0	0	94,958	165,428
Tax Increment Financing	0	0	162,809	93,000	157,926	693,194	87,756	1,194,685
<b>Total Funding Sources</b>	<b>0</b>	<b>100,000</b>	<b>162,809</b>	<b>163,470</b>	<b>157,926</b>	<b>693,194</b>	<b>182,714</b>	<b>1,360,113</b>
<b>Project Costs</b>								
Design/ProjMgmt	0	67,576	162,809	163,470	157,926	206,077	182,714	872,996
Const/Equip	0	32,424	0	0	0	487,117	0	487,117
<b>Total Project Costs</b>	<b>0</b>	<b>100,000</b>	<b>162,809</b>	<b>163,470</b>	<b>157,926</b>	<b>693,194</b>	<b>182,714</b>	<b>1,360,113</b>
<b>Fund Level Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Neighborhood Commercial</b>								
<b>Funding Sources</b>								
Bureau Revenues	410	0	2,100,000	0	758,414	750,000	750,000	4,358,414
Fund Balance	1,054,581	0	0	27,035	0	740,473	1,368,954	2,136,462
Others Financing	0	0	0	0	150,000	150,000	150,000	450,000
Tax Increment Financing	0	244,451	2,106,898	1,418,639	734,762	2,747,247	1,893,754	8,901,300
<b>Total Funding Sources</b>	<b>1,054,991</b>	<b>244,451</b>	<b>4,206,898</b>	<b>1,445,674</b>	<b>1,643,176</b>	<b>4,387,720</b>	<b>4,162,708</b>	<b>15,846,176</b>
<b>Project Costs</b>								
Design/ProjMgmt	62,441	62,980	369,671	308,158	295,472	646,705	688,271	2,308,277

# Capital Improvement Plan — Community Development

## SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan					5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05		
Const/Equip	944,026	181,471	3,837,227	1,137,516	1,347,704	3,741,015	3,474,437	13,537,899	
<b>Total Project Costs</b>	<b>1,006,467</b>	<b>244,451</b>	<b>4,206,898</b>	<b>1,445,674</b>	<b>1,643,176</b>	<b>4,387,720</b>	<b>4,162,708</b>	<b>15,846,176</b>	
Fund Level Costs	0	0	0	0	0	0	0	0	
Oper & Maint Costs	0	0	0	0	0	0	0	0	
<b>Parks And Open Space</b>									
<b>Funding Sources</b>									
Bureau Revenues	87,943	98,709	4,096,976	315,010	994,321	1,062,849	0	6,469,156	
Fund Balance	1,174,468	2,075,707	2,344,440	4,444,529	1,280,158	11,728	1,129,056	9,209,911	
Grants/Donations	0	342,957	0	0	0	0	0	0	
Others Financing	84,214	0	331,767	150,000	0	0	0	481,767	
Tax Increment Financing	0	7,266,898	8,510,623	5,982,500	10,133,207	4,345,045	5,047,482	34,018,857	
<b>Total Funding Sources</b>	<b>1,346,625</b>	<b>9,784,271</b>	<b>15,283,806</b>	<b>10,892,039</b>	<b>12,407,686</b>	<b>5,419,622</b>	<b>6,176,538</b>	<b>50,179,691</b>	
<b>Project Costs</b>									
Design/ProjMgmt	1,677,923	1,595,248	1,676,299	1,241,711	1,422,929	1,098,643	1,265,929	6,705,511	
Const/Equip	10,977,324	8,189,023	13,607,507	9,650,328	10,984,757	4,320,979	4,910,609	43,474,180	
<b>Total Project Costs</b>	<b>12,655,247</b>	<b>9,784,271</b>	<b>15,283,806</b>	<b>10,892,039</b>	<b>12,407,686</b>	<b>5,419,622</b>	<b>6,176,538</b>	<b>50,179,691</b>	
Fund Level Costs	0	0	0	0	0	0	0	0	
Oper & Maint Costs	0	0	0	0	0	0	0	0	
<b>Public Facilities</b>									
<b>Funding Sources</b>									
Tax Increment Financing	0	0	0	594,424	0	0	0	594,424	
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>594,424</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>594,424</b>	
<b>Project Costs</b>									
Design/ProjMgmt	0	0	0	33,823	0	0	0	33,823	
Const/Equip	0	0	0	560,601	0	0	0	560,601	
<b>Total Project Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>594,424</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>594,424</b>	
Fund Level Costs	0	0	0	0	0	0	0	0	
Oper & Maint Costs	0	0	0	0	0	0	0	0	
<b>Redevelopment Area Planning</b>									
<b>Funding Sources</b>									
Bureau Revenues	0	101,652	240,522	1,386,295	4,474,944	133,766	1,000,000	7,235,527	
Fund Balance	27,270	1,892,033	395,877	1,970,469	575,812	549,266	319,073	3,810,497	
Others Financing	163,785	87,130	0	123,188	0	0	0	123,188	
Tax Increment Financing	0	24,603	7,296,302	2,782,735	4,559,207	4,319,235	260,957	19,218,436	
<b>Total Funding Sources</b>	<b>191,055</b>	<b>2,105,418</b>	<b>7,932,701</b>	<b>6,262,687</b>	<b>9,609,963</b>	<b>5,002,267</b>	<b>1,580,030</b>	<b>30,387,648</b>	
<b>Project Costs</b>									
Planning	0	0	0	0	2,250,000	0	0	2,250,000	
Design/ProjMgmt	305,431	383,488	788,879	979,235	1,133,260	967,432	635,478	4,504,284	
Const/Equip	55,203	1,721,930	7,143,822	5,283,452	6,226,703	4,034,835	944,552	23,633,364	
<b>Total Project Costs</b>	<b>360,634</b>	<b>2,105,418</b>	<b>7,932,701</b>	<b>6,262,687</b>	<b>9,609,963</b>	<b>5,002,267</b>	<b>1,580,030</b>	<b>30,387,648</b>	
Fund Level Costs	0	0	0	0	0	0	0	0	
Oper & Maint Costs	0	0	0	0	0	0	0	0	
<b>Transportation/Transit</b>									
<b>Funding Sources</b>									
Bureau Revenues	6,348	900,629	0	1,699,231	568,504	1,673,724	1,042,513	4,983,972	
Fund Balance	3,935,331	12,156,170	3,533,647	4,536,193	1,149,476	194,350	1,024,744	10,438,410	
General Fund Discretionary	167,337	0	0	0	0	0	0	0	
Others Financing	0	29,267	0	0	0	0	13,050	13,050	
Tax Increment Financing	0	1,713,803	7,155,506	8,155,671	5,666,967	4,122,329	4,505,429	29,605,902	
<b>Total Funding Sources</b>	<b>4,109,016</b>	<b>14,799,869</b>	<b>10,689,153</b>	<b>14,391,095</b>	<b>7,384,947</b>	<b>5,990,403</b>	<b>6,585,736</b>	<b>45,041,334</b>	
<b>Project Costs</b>									
Planning	80,000	0	330,551	53,045	53,045	56,275	57,964	550,880	
Design/ProjMgmt	362,181	1,007,290	848,971	934,216	939,116	1,069,377	796,466	4,588,146	
Const/Equip	1,374,560	13,792,579	9,509,631	13,403,834	6,392,786	4,864,751	5,731,306	39,902,308	
<b>Total Project Costs</b>	<b>1,816,741</b>	<b>14,799,869</b>	<b>10,689,153</b>	<b>14,391,095</b>	<b>7,384,947</b>	<b>5,990,403</b>	<b>6,585,736</b>	<b>45,041,334</b>	
Fund Level Costs	0	0	0	0	0	0	0	0	
Oper & Maint Costs	0	0	0	0	0	0	0	0	

# Capital Improvement Plan — Community Development

## CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan				5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Bureau of General Services</b>								
<b>Union Station</b>								
Awning Replacement	0	0	0	33,000	0	0	0	33,000
Electrical System Upgrade	0	0	0	0	0	235,000	0	235,000
Elevator Upgrade	0	0	0	0	0	0	141,000	141,000
Exterior Door Refinish/Repair	0	0	0	0	25,000	0	0	25,000
Facility Assessment and Seismic	0	0	70,000	0	0	0	0	70,000
Restroom Upgrade	0	0	0	0	0	0	94,000	94,000
Roof Replacement	0	0	162,750	202,100	169,200	0	0	534,050
<b>Total Union Station</b>	<b>0</b>	<b>0</b>	<b>232,750</b>	<b>235,100</b>	<b>194,200</b>	<b>235,000</b>	<b>235,000</b>	<b>1,132,050</b>
<b>Total Bureau of General Services</b>	<b>0</b>	<b>0</b>	<b>232,750</b>	<b>235,100</b>	<b>194,200</b>	<b>235,000</b>	<b>235,000</b>	<b>1,132,050</b>
<b>Local Improvement Districts</b>								
<b>Local Improvement Districts</b>								
Local Improvement Districts	5,150,000	2,037,100	7,946,000	3,202,000	720,000	0	0	11,868,000
<b>Total Local Improvement Districts</b>	<b>5,150,000</b>	<b>2,037,100</b>	<b>7,946,000</b>	<b>3,202,000</b>	<b>720,000</b>	<b>0</b>	<b>0</b>	<b>11,868,000</b>
<b>Total Local Improvement Districts</b>	<b>5,150,000</b>	<b>2,037,100</b>	<b>7,946,000</b>	<b>3,202,000</b>	<b>720,000</b>	<b>0</b>	<b>0</b>	<b>11,868,000</b>
<b>Portland Development Commission</b>								
<b>Business Development</b>								
Centerial Mill	0	0	3,800,000	1,000,000	1,000,000	1,000,000	0	6,800,000
Eastbank Contact Office	0	150,000	687,373	0	0	0	0	687,373
OCC Expansion	3,100	0	2,614,444	2,595,762	0	0	0	5,210,206
University District Mixed Use	0	0	5,200,000	0	0	0	0	5,200,000
<b>Total Business Development</b>	<b>3,100</b>	<b>150,000</b>	<b>12,301,817</b>	<b>3,595,762</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>0</b>	<b>17,897,579</b>
<b>Commercial/Industrial Dev</b>								
N. Mac Strategic Infrastructure	0	0	92,687	93,000	84,414	609,608	87,756	967,465
RD WF Environmental	0	100,000	70,122	70,470	73,512	83,586	94,958	392,648
<b>Total Commercial/Industrial Dev</b>	<b>0</b>	<b>100,000</b>	<b>162,809</b>	<b>163,470</b>	<b>157,926</b>	<b>693,194</b>	<b>182,714</b>	<b>1,360,113</b>
<b>Neighborhood Commercial</b>								
MLK/Grand Public Improvements	1,006,467	203,974	1,197,823	1,158,554	1,122,371	1,440,077	990,632	5,909,457
N. Mac Land Acquisition	0	0	2,205,163	260,085	512,391	2,942,327	3,166,600	9,086,566
RD Chinatown Sr Housing Community	0	40,477	803,912	27,035	8,414	5,316	5,476	850,153
<b>Total Neighborhood Commercial</b>	<b>1,006,467</b>	<b>244,451</b>	<b>4,206,898</b>	<b>1,445,674</b>	<b>1,643,176</b>	<b>4,387,720</b>	<b>4,162,708</b>	<b>15,846,176</b>
<b>Parks And Open Space</b>								
AW Trail Development	111,383	1,507	107,716	440,614	446,509	0	0	994,839
CES Eastbank Park	0	3,563,660	7,195,753	7,510,570	6,867,107	1,680,120	1,072,678	24,326,228
Classical Chinese Garden	974,019	2,071,482	1,062,480	1,409	1,482	1,567	1,639	1,068,577
DT Pioneer Square Public Impr	0	250,000	98,500	0	0	0	0	98,500
Eastbank Riverfront Park	7,944,497	1,803,737	2,040,566	291,114	0	0	0	2,331,680
Lents Parks & Open Space - Dev.	0	0	270,443	1,038,835	1,645,090	754,063	757,607	4,466,038
Lents Parks & Open Space - Property	0	0	201,508	205,604	205,637	215,446	216,460	1,044,655
N. Mac Greenway & Riverfront	0	0	64,644	86,377	116,390	394,150	2,090,064	2,751,625
N. Mac River Parkway Phase II	0	0	0	0	994,321	63,386	0	1,057,707
Park Block 5	48,346	98,709	312,043	794,517	773,039	698,801	54,739	2,633,139
RD Tanner Creek Park Development	15,969	312,315	2,268,575	315,010	61,275	1,607,832	1,983,351	6,236,043
SPB OBryant Square	0	0	77,869	207,989	211,308	0	0	497,166
SPB Preservation - Fairfield	0	0	1,059,031	0	0	0	0	1,059,031
SW Park Amphitheater Repair	0	17,000	384,766	0	0	0	0	384,766
SWF Greenway Development	3,561,033	1,665,861	139,912	0	1,085,528	4,257	0	1,229,697
<b>Total Parks And Open Space</b>	<b>12,655,247</b>	<b>9,784,271</b>	<b>15,283,806</b>	<b>10,892,039</b>	<b>12,407,686</b>	<b>5,419,622</b>	<b>6,176,538</b>	<b>50,179,691</b>
<b>Public Facilities</b>								
SPB Main St. Art / Performance	0	0	0	594,424	0	0	0	594,424
<b>Total Public Facilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>594,424</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>594,424</b>
<b>Redevelopment Area Planning</b>								
Lents Redevelopment - Property Acq.	0	0	1,679,145	2,457,822	3,000,135	2,321,318	1,194,024	10,652,444
Lents Redevelopment - Public	0	6,247	678,760	758,812	2,085,944	285,200	0	3,808,716
Parking Development Program	259,184	1,909,163	761,951	1,299,437	264,585	158,834	74,041	2,558,848
Preserv. Line/Credit - Jeff. West	0	0	3,000,000	0	1,500,000	0	0	4,500,000



# Capital Improvement Plan — Community Development

## CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

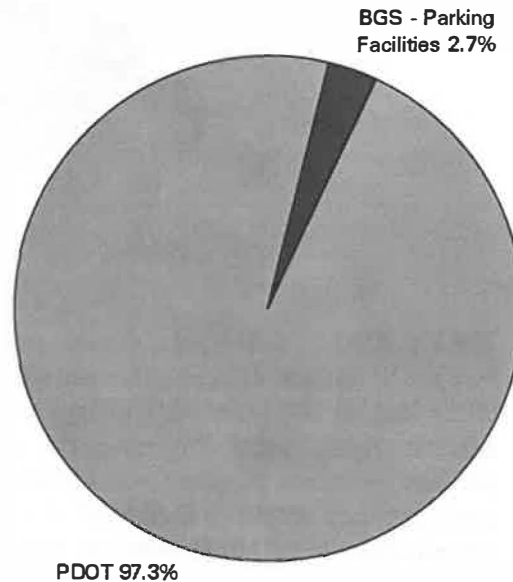
Bureau Capital Program	Revised		Adopted	Capital Plan					5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05		
Preserv. Line/Credit Fairfield	0	0	430,000	0	750,000	0	0	1,180,000	
RD Land Acquisition	0	0	42,032	1,170,875	1,224,944	1,302,273	49,215	3,789,339	
RD Mounted Horse Relocation	0	0	1,140,677	237,133	0	0	0	1,377,810	
RD Terminal One	0	18,356	52,530	175,842	564,015	700,702	17,718	1,510,807	
SPB Predevelopment	101,449	171,652	147,606	162,766	220,340	233,940	245,032	1,009,684	
<b>Total Redevelopment Area Planning</b>	<b>360,634</b>	<b>2,105,418</b>	<b>7,932,701</b>	<b>6,262,687</b>	<b>9,609,963</b>	<b>5,002,267</b>	<b>1,580,030</b>	<b>30,387,648</b>	
<b>Transportation/Transit</b>									
AW Transportation Improvement	829,494	1,255,106	1,602,730	242,516	13,066	14,105	14,687	1,887,104	
CES Transportation/Infrastruct	0	0	1,050,745	160,763	0	0	0	1,211,508	
DT RD Parking Dev. Program	0	0	0	0	1,136,036	1,221,325	629,597	2,986,958	
Lloyd Transportation Improvements	0	0	1,516,096	1,507,423	2,579,624	1,076,178	1,086,812	7,766,133	
Midtown Park Blocks Street	20,659	637,171	554,693	123,833	4,847	5,126	5,363	693,862	
MLK Sidewalks	0	48,606	142,059	141,076	142,397	145,999	146,854	718,385	
N. Mac Bancroft Construction	0	0	0	0	0	659,295	0	659,295	
N. Mac Bond Construction	0	0	253,382	4,622,417	211,210	0	0	5,087,009	
N. Mac Streetcar	0	0	12,994	13,145	134,809	449,080	1,409,998	2,020,026	
N. Macadam Tram	0	0	9,492	9,782	159,378	458,098	1,951,381	2,588,131	
OHS Area Streetscape	0	0	0	595,417	0	0	0	595,417	
Old Town/CT Streetscape Impr.	161,301	232,017	595,023	1,550,658	565,066	1,673,724	1,042,190	5,426,661	
RD Public Site Improvement	0	0	708,680	724,620	1,379,857	277,270	286,386	3,376,813	
River Distr - Public Site Improvement	611,196	3,843,042	706,362	667,218	3,438	4,644	6,651	1,388,313	
Streetcar Streetscape Improvements	163,671	7,936,445	1,095,601	1,354,598	1,055,219	5,559	5,817	3,516,794	
SWF Harrison St Extension	23,758	58,820	476,919	2,677,629	0	0	0	3,154,548	
SWF Public Parking Development	1,215	379,254	341,617	0	0	0	0	341,617	
SWF River Parkway Realignment	5,447	409,408	1,622,760	0	0	0	0	1,622,760	
<b>Total Transportation/Transit</b>	<b>1,816,741</b>	<b>14,799,869</b>	<b>10,689,153</b>	<b>14,391,095</b>	<b>7,384,947</b>	<b>5,990,403</b>	<b>6,585,736</b>	<b>45,041,334</b>	
<b>Total Portland Development Commis-</b>	<b>15,842,189</b>	<b>27,184,009</b>	<b>50,577,184</b>	<b>37,345,151</b>	<b>32,203,698</b>	<b>22,493,206</b>	<b>18,687,726</b>	<b>161,306,965</b>	
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$ 20,992,189</b>	<b>\$ 29,221,109</b>	<b>\$ 58,755,934</b>	<b>\$ 40,782,251</b>	<b>\$ 33,117,898</b>	<b>\$ 22,728,206</b>	<b>\$ 18,922,726</b>	<b>\$174,307,015</b>	

Community Development

# Transportation and Parking

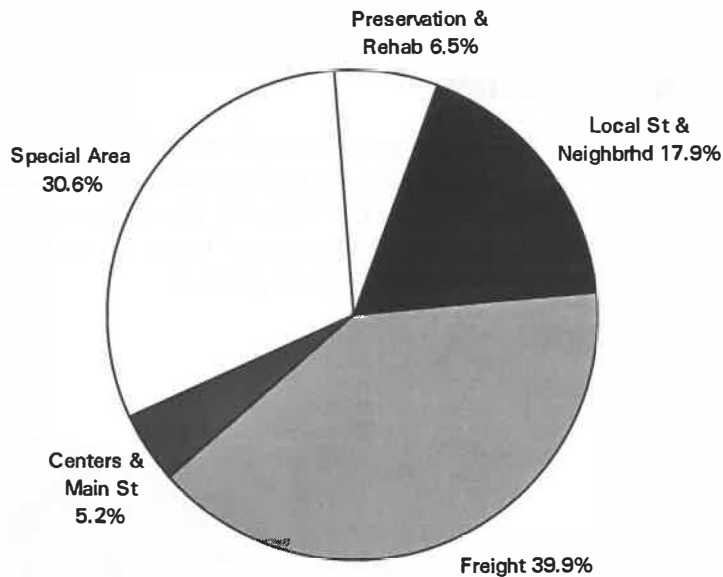
## SERVICE AREA OVERVIEW

The Transportation and Parking Service Area reflects the activities of two bureaus: the Portland Office of Transportation (PoT) and the Bureau of General Services's Parking Division. For FY 2000-01, the service areas' capital budget totals more than \$51.3 million, or 17.3 percent of the total CIP budget. The FY 2000-05 budget is approximately \$260.9 million.



## PORTLAND OFFICE OF TRANSPORTATION

Portland Transportation projects comprise 97.3 percent of the FY 2000-01 Service Area CIP budget and total approximately \$49.9 million. The budget for the five-year CIP planning period is nearly \$226.9 million. Portland Transportation projects are budgeted in the following capital programs: Centers and Main Streets, Freight, Local Street and Neighborhood, Preservation and Rehabilitation, and Special Area



**Centers and Main Streets Program**

The FY 2000-01 CIP budget for this program is nearly \$2.6 million or 5.2 percent of PoT’s CIP budget. This program provides for projects which support high-priority areas of the Region 2040 Growth Concept and require urban design and integration with adjacent development. Projects in this program would support centers that provide access to a variety of goods and services in a relatively small geographical area. Main street projects support a high level of pedestrian and bike amenities and are further supported by transit links between centers.

**Freight Program**

The Freight Program is budgeted for \$19.9 million in FY 2000-01. This program consists of capital projects which benefit freight corridors in and around the City of Portland while working to inhibit truck encroachment into neighborhoods. Major projects include Marine Drive improvements at nearly \$9.1 million and the Lower Albina Overcrossing at over \$5.7 million.

**Local Streets and Neighborhoods Program**

This program is budgeted for more than \$8.9 million in FY 2000-01. It provides for transportation improvements and support mechanisms that address local neighborhood and business access, safety, efficiency, development, and livability needs. Projects include MLK Corridor improvements at \$2.1 million, Foster at 162nd Avenue at \$1.5 million, and the intersection at Capital and Bertha at \$951,000.

**Preservation and Rehabilitation Program**

The FY 2000-01 budget for this program is \$3.2 million. This program provides for the maintenance and rehabilitation of existing transportation assets at their current and future service levels. It is divided into four subprograms: Structures, Streets, Facilities, and Signals and Streetlights. Signal improvement projects are a major portion of this program.

**Special Area Program** The Special Area Program is budgeted for nearly \$15.3 million in FY 2000-01. This program provides for large-scale transportation improvements which benefit a specific geographical area or transportation objective, or those which have regional transportation significance. Major projects include the Central City Streetcar at \$8.4 million, Streetcar Phase IIa at \$3.4 million, and Lovejoy Ramp improvements at \$1.4 million.

**Sources of Funding** The primary sources of funding for Portland Transportation projects in FY 2000-01 are intergovernmental, grants & donations, bureau revenues, fund balance, system development charges, and general transportation revenue.

**Intergovernmental**

The largest source of funding in FY 2000-01 is from intergovernmental agreements with the Portland Development Commission, TriMet, the Port of Portland, and Multnomah County. The budget includes almost \$14.4 million, or 28.0 percent of the total revenue for FY 2000-01.

**Grants and Donations**

Federal, state, and local grants, plus developer contributions, are the next largest source of funding at \$8.5 million in FY 2000-01.

**Bureau Revenues**

Bureau revenues account for more than \$7.2 million in Portland Transportation funding for FY 2000-01.

**Fund Balance**

Fund balance or carryover is 7.1 million in FY 2000-01.

**System Development Charges**

System development charges (SDCs) account for growth in the transportation system and are nearly \$6.7 million in FY 2000-01.

**General Transportation Revenue**

General Transportation Revenue (GTR) represents the City's share of gas tax revenues, local parking revenues, cash transfers, and fund balance. The bureau uses these funds to leverage additional money from the federal government, other jurisdictions, and the private sector. In addition, some revenues are derived from permit fees. The FY 2000-01 budget includes more than \$4.3 million in GTR, which is 8.4 percent of the total Portland Transportation capital funding.

## **BUREAU OF GENERAL SERVICES**

The City owns seven parking garages in downtown Portland and is currently planning to construct an eighth. The Facilities Services Division of the Bureau of General Services is responsible for capital projects in the garages. It also manages contracts with the Association for Portland Progress, who provide day-to-day operation of the garages. In FY 2000-01, nearly \$1.4 million is budgeted for parking garage projects, primarily using garage revenues. The budget for FY 2000-05 is nearly \$34.0 million.

# Capital Improvement Plan — Transportation and Parking

## SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau	Capital Program	Revised	Adopted	Capital Plan					5-Year Total
		Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Bureau of General Services</b>									
<b>Parking Facilities</b>									
<b>Funding Sources</b>									
Others Financing		0	468,500	1,379,500	298,000	290,000	204,000	820,000	2,991,500
Revenue Bonds		0	0	0	14,000,000	14,000,000	3,000,000	0	31,000,000
<b>Total Funding Sources</b>		<b>0</b>	<b>468,500</b>	<b>1,379,500</b>	<b>14,298,000</b>	<b>14,290,000</b>	<b>3,204,000</b>	<b>820,000</b>	<b>33,991,500</b>
<b>Project Costs</b>									
Planning		0	0	0	0	0	0	0	0
Design/ProjMgmt		0	77,000	275,000	2,382,500	2,381,500	534,000	134,000	5,707,000
Const/Equip		0	391,500	1,104,500	11,915,500	11,908,500	2,670,000	686,000	28,284,500
<b>Total Project Costs</b>		<b>0</b>	<b>468,500</b>	<b>1,379,500</b>	<b>14,298,000</b>	<b>14,290,000</b>	<b>3,204,000</b>	<b>820,000</b>	<b>33,991,500</b>
<b>Fund Level Costs</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>617,400</b>	<b>1,898,000</b>	<b>2,146,700</b>	<b>4,662,100</b>
<b>Office of Transportation</b>									
<b>Centers and Main Streets Program</b>									
<b>Funding Sources</b>									
Bureau Revenues		32,899	104,672	262,277	300,000	0	0	0	562,277
Fund Balance		0	1,130,217	999,326	286,000	0	0	0	1,285,326
General Transportation Revenue		743,815	426,515	91,000	0	0	0	0	91,000
Grants/Donations		0	146,477	269,001	0	537,000	6,370,000	0	7,176,001
Intergovernmental		83,301	561,110	700,000	950,000	861,000	1,286,000	1,286,000	5,083,000
System Development Charges		0	345,120	264,797	235,000	0	0	5,340,000	5,839,797
<b>Total Funding Sources</b>		<b>860,015</b>	<b>2,714,111</b>	<b>2,586,401</b>	<b>1,771,000</b>	<b>1,398,000</b>	<b>7,656,000</b>	<b>6,626,000</b>	<b>20,037,401</b>
<b>Project Costs</b>									
Planning		2,899	100,000	710,001	0	2,007,233	252,500	20,000	2,989,734
Design/ProjMgmt		452,019	801,075	464,797	750,000	1,621,598	5,329,682	1,625,000	9,791,077
Site Acquisition		0	150,000	0	0	0	585,405	550,000	1,135,405
Const/Equip		405,097	1,503,036	1,411,603	1,021,000	2,601,332	9,723,490	9,949,000	24,706,425
<b>Total Project Costs</b>		<b>860,015</b>	<b>2,554,111</b>	<b>2,586,401</b>	<b>1,771,000</b>	<b>6,230,163</b>	<b>15,891,077</b>	<b>12,144,000</b>	<b>38,622,641</b>
<b>Fund Level Costs</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Freight Program</b>									
<b>Funding Sources</b>									
Bureau Revenues		34,676	176,661	483,960	2,561,988	0	0	0	3,045,948
Fund Balance		0	3,931	0	0	0	0	0	0
General Transportation Revenue		84,950	104,387	499,999	0	0	0	0	499,999
Grants/Donations		605,469	230,986	5,374,040	485,763	0	0	0	5,859,803
Intergovernmental		541,878	1,628,122	9,900,001	0	0	0	0	9,900,001
System Development Charges		0	459,193	3,629,241	248,657	3,250,000	214,169	272,065	7,614,132
<b>Total Funding Sources</b>		<b>1,266,973</b>	<b>2,603,280</b>	<b>19,887,241</b>	<b>3,296,408</b>	<b>3,250,000</b>	<b>214,169</b>	<b>272,065</b>	<b>26,919,883</b>
<b>Project Costs</b>									
Planning		541,878	702,995	1,580,000	0	204,696	195,000	0	1,979,696
Design/ProjMgmt		77,791	335,492	454,909	485,763	2,929,118	523,807	171,871	4,565,468
Site Acquisition		0	169,972	1,670,000	0	0	620,000	14,736	2,304,736
Const/Equip		647,304	1,394,821	16,182,332	2,810,645	1,923,882	4,661,483	11,964,089	37,542,431
<b>Total Project Costs</b>		<b>1,266,973</b>	<b>2,603,280</b>	<b>19,887,241</b>	<b>3,296,408</b>	<b>5,057,696</b>	<b>6,000,290</b>	<b>12,150,696</b>	<b>46,392,331</b>
<b>Fund Level Costs</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Oper &amp; Maint Costs</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Local Street and Neighborhood Program</b>									
<b>Funding Sources</b>									
Bureau Revenues		0	334,567	274,888	356,535	545,385	548,293	400,000	2,125,101
Fund Balance		330,844	738,160	748,381	0	0	0	0	748,381
General Transportation Revenue		2,290,093	1,367,539	2,315,087	822,256	0	0	0	3,137,343
Grants/Donations		476,336	503,073	900,000	400,000	0	22,000,000	0	23,300,000
Intergovernmental		1,131,345	2,658,308	3,090,902	4,095,000	3,724,593	620,000	500,000	12,030,495
Service Charges and Fees		1,160,181	785,562	1,158,913	939,600	968,500	998,200	1,029,600	5,094,813
System Development Charges		0	858,447	440,957	1,047,000	360,939	0	1,758,628	3,607,524

# Capital Improvement Plan — Transportation and Parking

## SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan				
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	5-Year Total
<b>Total Funding Sources</b>	5,388,799	7,245,656	8,929,128	7,660,391	5,599,417	24,166,493	3,688,228	50,043,657
<b>Project Costs</b>								
Planning	401,640	937,200	720,687	286,557	1,400,920	5,563,129	1,291,534	9,262,827
Design/ProjMgmt	908,462	2,021,348	1,432,809	1,322,408	2,915,502	8,839,613	2,351,395	16,861,727
Site Acquisition	10,751	217,404	59,100	11,400	62,100	2,284,400	147,500	2,564,500
Const/Equip	4,067,946	4,069,704	6,716,532	6,040,026	5,860,679	18,390,971	14,202,898	51,211,106
<b>Total Project Costs</b>	5,388,799	7,245,656	8,929,128	7,660,391	10,239,201	35,078,113	17,993,327	79,900,160
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>Preservation and Rehabilitation Program</b>								
<b>Funding Sources</b>								
Fund Balance	50,705	26,175	27,769	15,000	10,000	10,000	10,000	72,769
General Fund Discretionary	553,022	0	450,000	500,000	500,000	500,000	500,000	2,450,000
General Transportation Revenue	3,877,063	1,665,643	1,088,303	1,213,673	0	0	0	2,301,976
Grants/Donations	4,833,835	155,878	1,392,233	1,150,000	4,502,750	2,393,100	2,770,200	12,208,283
Intergovernmental	0	86,081	160,854	0	0	0	0	160,854
System Development Charges	0	0	100,000	0	0	0	100,000	200,000
<b>Total Funding Sources</b>	9,314,625	1,933,777	3,219,159	2,878,673	5,012,750	2,903,100	3,380,200	17,393,882
<b>Project Costs</b>								
Planning	0	106,026	176,000	76,000	492,225	226,175	194,217	1,164,617
Design/ProjMgmt	475,230	501,655	315,803	122,500	1,338,597	929,190	622,770	3,328,860
Site Acquisition	0	0	0	0	509,325	608,658	443,088	1,561,071
Const/Equip	8,436,611	1,326,096	2,727,356	2,680,173	10,426,038	9,330,477	9,468,675	34,632,719
<b>Total Project Costs</b>	8,911,841	1,933,777	3,219,159	2,878,673	12,766,185	11,094,500	10,728,750	40,687,267
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>Special Area Program</b>								
<b>Funding Sources</b>								
Bureau Revenues	9,989,176	24,000,000	6,226,642	0	0	0	0	6,226,642
Fund Balance	0	5,339,847	5,335,401	0	0	0	0	5,335,401
General Transportation Revenue	3,453,378	547,059	332,500	187,000	0	0	0	519,500
Grants/Donations	2,895,013	1,005,061	526,242	10,000	5,000	0	0	541,242
Intergovernmental	171,651	5,344,000	498,255	550,000	405,000	350,000	120,000	1,923,255
Service Charges and Fees	3,059	174,495	122,091	125,000	105,000	105,000	0	457,091
System Development Charges	0	0	2,222,240	0	0	0	0	2,222,240
<b>Total Funding Sources</b>	16,512,277	36,410,462	15,263,371	872,000	515,000	455,000	120,000	17,225,371
<b>Project Costs</b>								
Planning	1,151,906	1,168,872	595,489	308,750	618,750	518,750	253,750	2,295,489
Design/ProjMgmt	0	1,161,130	374,805	352,000	235,000	410,000	85,000	1,456,805
Site Acquisition	0	8,745	8,750	8,750	108,750	108,750	108,750	343,750
Const/Equip	16,938,391	8,640,126	14,284,327	202,500	352,500	315,650	2,012,500	17,167,477
<b>Total Project Costs</b>	18,090,297	10,978,873	15,263,371	872,000	1,315,000	1,353,150	2,460,000	21,263,521
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0



# Capital Improvement Plan — Transportation and Parking

## CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau Capital Program	Prior Years	Revised FY 1998-99	Adopted FY 2000-01	Capital Plan				5-Year Total
				FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Bureau of General Services</b>								
<b>Parking Facilities</b>								
10th and Yamhill - Derust/Repaint	0	0	0	0	207,000	0	0	207,000
10th and Yamhill - Elevator Upgrade/	0	0	55,000	0	0	0	0	55,000
10th and Yamhill - HVAC Controls	0	0	221,000	0	0	0	0	221,000
10th and Yamhill - Replace HVAC	0	0	0	110,000	0	0	0	110,000
10th and Yamhill - Replace/Repair 2nd	0	97,000	0	0	0	0	40,000	40,000
10th and Yamhill - Security Fencing	0	0	0	0	0	0	207,000	207,000
10th and Yamhill - Waterproof/Seal	0	0	48,000	0	0	0	0	48,000
10th and Yamhill - West End Garage	0	0	0	0	10,000,000	0	0	10,000,000
1st and Jefferson - 3rd Floor Deck	0	0	0	0	83,000	0	0	83,000
1st and Jefferson - Elevator Upgrade/	0	0	28,000	0	0	0	0	28,000
1st and Jefferson - Wayfinding/	0	0	407,000	0	0	0	0	407,000
3rd and Alder - Replace/Repair Level 2	0	110,000	0	0	0	39,000	0	39,000
3rd and Alder - Top Deck Spot Repair	0	0	69,000	0	0	0	0	69,000
3rd and Alder - Upgrade Elevator/	0	0	69,000	0	0	0	69,000	138,000
3rd and Taylor/4th and Yamhill	0	0	0	4,000,000	4,000,000	0	0	8,000,000
4th and Yamhill - Second Floor Deck	0	0	0	0	0	0	83,000	83,000
4th and Yamhill - Upgrade Elevator	0	0	41,000	0	0	0	41,000	82,000
4th and Yamhill - Wayfinding/Painting/	0	0	0	0	0	0	297,000	297,000
Naito and Davis - 2nd Floor Deck	0	0	0	0	0	110,000	0	110,000
Naito and Davis - Clean/Seal Exterior	0	0	0	0	0	0	37,000	37,000
Naito and Davis - Elevator Seismic	0	97,000	0	0	0	55,000	0	55,000
Naito and Davis - Paint Interior/	0	0	0	0	0	0	46,000	46,000
Naito and Davis - Structural	0	27,500	82,500	0	0	0	0	82,500
Naito and Davis - Upgrade Elevator	0	0	0	134,000	0	0	0	134,000
North Macadam Garage	0	0	0	10,000,000	0	0	0	10,000,000
O'Bryant Square - Cleaning and	0	41,500	124,500	0	0	0	0	124,500
O'Bryant Square - Waterproofing and	0	41,500	124,500	0	0	0	0	124,500
Portland State University Project	0	0	0	0	0	3,000,000	0	3,000,000
System Wide - Advanced Parking	0	0	56,000	0	0	0	0	56,000
System Wide - Ticket Validation &	0	54,000	54,000	54,000	0	0	0	108,000
<b>Total Parking Facilities</b>	0	468,500	1,379,500	14,298,000	14,290,000	3,204,000	820,000	33,991,500
<b>Total Bureau of General Services</b>	0	468,500	1,379,500	14,298,000	14,290,000	3,204,000	820,000	33,991,500
<b>Office of Transportation</b>								
<b>Centers and Main Streets Program</b>								
102nd/Cherry Blossom, NE/SE	0	0	0	0	100,000	0	0	100,000
14th/16 Avenues: Burnside to	0	0	0	0	50,000	0	0	50,000
Barbur Blvd: 19th Avenue-Alice, SW	0	0	0	0	250,000	1,690,000	0	1,940,000
Bertha Bike Lanes, SW	0	0	0	0	40,000	360,000	0	400,000
Bond Avenue, SW	0	0	250,000	750,000	575,000	0	0	1,575,000
Broadway-Weidler III Grand-10TH, NE	0	0	200,000	500,000	0	0	0	700,000
Broadway/Weidler at Arena, N	0	0	0	0	40,000	450,000	0	490,000
Broadway/Weidler II, 15-24th, NE	2,899	97,085	412,277	286,000	286,000	286,000	286,000	1,556,277
Burnside Redevelopment: Park-23rd,	0	0	0	0	100,000	50,000	50,000	200,000
Capitol Hwy: Hillsdale/Multnomah	405,097	1,653,036	0	0	450,000	0	0	450,000
Capitol Hwy: West of Terwilliger, SW	0	0	0	0	45,000	148,095	0	193,095
Capitol Hwy: West Port/Mult Village,	0	0	0	0	212,500	604,982	0	817,482
Cherry Street Modifications, N	0	0	0	0	40,000	300,000	0	340,000
Clay/King Intersection Improvemts.,	0	0	0	0	250,000	0	0	250,000
Division St: Grand -136th Avenue, SE	0	0	0	0	85,000	95,000	3,880,000	4,060,000
Gateway Ped District, NE	0	0	0	0	0	95,000	1,650,000	1,745,000
Gateway Regional Center, NE	0	0	0	0	75,000	75,000	1,120,000	1,270,000
Gateway, NE	0	0	124,000	0	0	0	0	124,000
Hawthorne: Grand-55th Avenue, SE	328,566	142,880	264,797	235,000	0	1,500,000	0	1,999,797
Hollywood Ped District, NE	0	0	0	0	160,000	250,000	250,000	660,000
Inner East Burnside, SE	0	0	0	0	50,000	150,000	0	200,000
Killingsworth Ped District, NE	0	0	0	0	220,000	200,000	200,000	620,000
Mill Park Ped Improvements, SE	0	0	0	0	85,000	150,000	950,000	1,185,000
Multnomah Blvd: Barbur-45th Avenue,	0	0	0	0	20,000	200,000	1,900,000	2,120,000

# Capital Improvement Plan — Transportation and Parking

## CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau Capital Program	Capital Plan							5-Year Total
	Prior Years	Revised FY 1998-99	Adopted FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
NE Alberta: MLK to 33rd Avenue, NE	123,453	561,110	999,326	0	250,000	1,750,000	0	2,999,326
NW 12th Avenue, NW	0	0	0	0	100,000	372,000	388,000	860,000
NW 18th/19th Decouple, NW	0	0	0	0	180,000	0	0	180,000
NW Everett Glisan Decouple, NW	0	0	0	0	680,000	0	0	680,000
ODOT District Highways Evaluation,	0	0	0	0	100,000	0	0	100,000
RATS Ph III-Oaks Pk Dock, NE/SE	0	0	0	0	714,663	100,000	0	814,663
Sandy Blvd 122nd-185th Avenues, NE	0	0	0	0	487,000	4,870,000	0	5,357,000
Sandy Blvd. -- I-205 to 101st, NE	0	0	0	0	0	500,000	0	500,000
Sandy Main Street: 12-37th Avenues,	0	0	0	0	160,000	150,000	150,000	460,000
SE 17th/Milwaukie Connector, SE	0	0	0	0	100,000	100,000	300,000	500,000
Springwater Overcrossing	0	0	0	0	0	20,000	20,000	40,000
Streetcar Phase IIB, SW	0	0	0	0	0	1,000,000	1,000,000	2,000,000
Tacoma Main Street, SE	0	100,000	27,000	0	150,000	0	0	177,000
Thurman-Vaughn Corridor, NW	0	0	0	0	75,000	425,000	0	500,000
Union Station Multi-Modal, CW	0	0	0	0	100,000	0	0	100,000
West Burnside Redev 23rd-Bridge, W	0	0	309,001	0	0	0	0	309,001
<b>Total Centers and Main Streets Pro-</b>	<b>860,015</b>	<b>2,554,111</b>	<b>2,586,401</b>	<b>1,771,000</b>	<b>6,230,163</b>	<b>15,891,077</b>	<b>12,144,000</b>	<b>38,622,641</b>
<b>Freight Program</b>								
102nd: Sandy-Killingsworth, NE	0	0	0	0	10,000	20,000	140,000	170,000
109th: Sandy-Killingsworth, NE	0	0	0	0	30,000	110,000	0	140,000
11th-13th Avenues Connection, NE	0	0	0	0	10,000	80,150	71,735	161,885
47th: Columbia-Cornfoot, NE	0	460,111	250,189	248,657	0	0	0	498,846
Alderwood/Columbia Upgrade, NE	0	0	0	0	25,000	225,000	0	250,000
Alderwood/Cornfoot, NE	0	0	0	0	9,821	570,179	20,000	600,000
Columbia/Lombard East Connector,	0	650,000	1,350,000	0	0	0	3,000,000	4,350,000
Cornfoot: 47th-Airtrans Way, NE	0	0	0	0	6,875	35,264	392,861	435,000
Going Street Bridge Widening & Ret,	62,046	0	2,978,050	2,561,988	0	0	0	5,540,038
Grand Avenue at Division Street, SE	0	19,060	17,208	0	0	0	0	17,208
Lombard: Rivergate - Ramsey, N	0	0	0	0	60,000	200,000	1,345,000	1,605,000
Lombard: St. Johns-Columbia, N	0	0	0	0	1,500,000	4,250,000	4,250,000	10,000,000
Lower Albina Overcrossing, N	585,258	177,582	5,721,885	0	0	0	0	5,721,885
Marine Dr: Col Slough to 2.4 Miles	541,878	978,122	9,050,000	0	0	0	0	9,050,000
MLK at Columbia Blvd, NE	0	0	0	0	0	300,000	381,100	681,100
North-South Freight Adj I-5, NE	0	0	0	0	100,000	150,000	2,500,000	2,750,000
River Avenue Extension, N	0	72,403	0	0	56,000	59,697	50,000	165,697
South Rivergate RRO-Pass:	77,791	219,018	519,909	485,763	3,250,000	0	0	4,255,672
West Hayden Island, N	0	26,984	0	0	0	0	0	0
<b>Total Freight Program</b>	<b>1,266,973</b>	<b>2,603,280</b>	<b>19,887,241</b>	<b>3,296,408</b>	<b>5,057,696</b>	<b>6,000,290</b>	<b>12,150,696</b>	<b>46,392,331</b>
<b>Local Street and Neighborhood Program</b>								
102nd Avenue Corridor Safety, NE/SE	0	0	0	0	0	75,000	235,000	310,000
136th Avenue Bike Lanes, SE	0	0	0	0	0	0	150,000	150,000
158th: Slough-Sandy Blvd, NE	0	0	0	0	480,000	0	0	480,000
26th Avenue/Regents, NE	0	0	0	0	0	15,000	100,000	115,000
39th Avenue Corridor Safety, NE/SE	0	0	0	0	165,000	535,000	0	700,000
47th/42nd Avenues Bike Lanes, NE	0	0	0	0	0	0	160,000	160,000
60th Avenue Corridor Safety, NE/SE	0	0	0	0	100,000	280,000	0	380,000
92nd Avenue Bike Lanes, NE	0	0	0	0	0	0	25,000	25,000
Alderwood Bikeway, NE	0	0	0	0	0	0	40,000	40,000
Barbur Boulevard TSM, SW	0	0	0	0	0	100,000	0	100,000
Barbur-Hamilton-Capitol, SW	0	0	0	0	0	3,000,000	0	3,000,000
Barbur/Capitol/Taylor TSM, SW	0	0	0	0	50,000	0	0	50,000
Belmont Ramp/Clay-King Int, SE	0	0	0	0	0	220,000	1,230,000	1,450,000
Belmont-Morrison Project, SE	0	40,000	60,000	0	0	0	0	60,000
Bikeway Network Completion, CW	0	99,563	100,000	100,000	100,000	100,000	100,000	500,000
Bridge Road Bike Lanes, NW	0	0	0	0	0	0	200,000	200,000
Burnside Bike Lanes, E	0	0	25,000	50,000	50,000	0	0	125,000
Burnside/Skyline Intersection, W	0	0	0	0	0	75,000	750,000	825,000
Bybee Overpass, SE	0	0	0	0	500,000	629,527	0	1,129,527
Capital Project Development, CW	0	26,705	25,000	25,000	25,000	25,000	25,000	125,000
Capitol/Bertha/BH Intersection, SW	0	300,000	951,241	0	0	0	0	951,241

# Capital Improvement Plan — Transportation and Parking

## CAPITAL PROJECTS

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Bureau Capital Program	Prior Years	Revised FY 1998–99	Adopted FY 2000–01	Capital Plan				5–Year Total
				FY 2001–02	FY 2002–03	FY 2003–04	FY 2004–05	
CEID Access Improvements, SE	0	0	0	0	100,000	60,000	300,000	460,000
Clark/105th/Holman, NE	0	0	0	0	50,000	50,000	0	100,000
Commercial/Industrial Street Program,	686,089	374,485	708,639	484,000	498,000	513,000	529,000	2,732,639
Cully/57th Bike Lanes, NE	0	0	0	0	0	0	90,000	90,000
Cully: Prescott-Lombard, NE	0	0	0	0	0	0	140,845	140,845
Deficiency Corrections Program, CW	63,074	100,000	100,125	100,000	100,000	100,000	100,000	500,125
Elementary School Safety, CW	1,102,285	194,799	200,000	0	0	0	0	200,000
Everett Street Corridor Safety, NW	0	0	0	0	0	40,000	135,000	175,000
Fifties Bikeway, NE/SE	0	0	0	0	25,000	150,000	0	175,000
Flint Street Arena Access, N	0	0	0	0	0	44,000	256,000	300,000
Foster at 162nd Avenue, SE	201,773	187,646	1,499,383	547,000	0	0	0	2,046,383
Foster at Barbara Welch, SE	0	24,808	0	0	0	0	24,924	24,924
Foster at Jenne, SE	199,049	612,857	248,998	0	0	0	0	248,998
Garden Home Oleson-Multnomah,	0	0	0	0	50,000	50,000	400,000	500,000
Garden Home Road/Mult Signal, SW	0	135,384	0	0	0	0	821,829	821,829
Garden Home: Multnomah-74th, SW	0	0	0	0	0	0	0	0
Going Street Bike Lanes, N	0	0	0	0	50,000	0	0	50,000
Grand Avenue Bridgeheads, SE	0	0	0	0	0	500,000	3,500,000	4,000,000
Greeley/Interstate Bikeway, N	0	0	0	0	160,000	0	0	160,000
HCD Street Design, CW	0	59,120	178,200	142,535	145,385	148,293	0	614,413
Holgate Bike Lanes, SE	0	0	0	0	10,000	90,000	0	100,000
Intersection Safety Improvements, CW	0	0	0	0	450,000	300,000	400,000	1,150,000
Jenne/174th: Foster-Powell, SE	0	0	0	0	79,548	230,000	200,000	509,548
Johnson Creek: 32nd-45th, SE	211,535	50,107	0	0	123,240	0	0	123,240
Killingsworth St: 102-109, NE	0	0	0	0	37,089	205,032	10,000	252,121
Klickitat/Siskiyou Bikeway, NE	0	0	0	0	0	0	65,000	65,000
Knott Street Bikeway, NE	0	0	0	0	0	0	35,000	35,000
Lents Town Center: Foster/Woodstock	0	0	193,410	0	0	0	0	193,410
Lents Town Center: Foster/	0	157,631	174,924	683,256	360,939	0	0	1,219,119
Lents Town Center: Neighborhood	0	0	209,151	650,000	650,000	650,000	650,000	2,809,151
Lents Town Center: SE 92nd Ave, SE	0	0	126,270	500,000	0	0	0	626,270
LID Project Development, CW	179,661	48,761	100,000	0	200,000	200,000	200,000	700,000
LID Street Design, CW	0	276,927	96,688	64,000	280,000	280,000	280,000	1,000,688
Lombard/Peninsular Intersection, N	0	0	0	0	15,000	135,000	0	150,000
Lombard/Portsmouth Intersection, N	0	0	0	0	25,000	155,000	0	180,000
Marine Drive at Bridgeton Rd, NE	0	0	0	0	100,000	375,000	0	475,000
Marine Drive at Faloma & 6th, NE	0	0	0	0	20,000	160,000	840,000	1,020,000
Marine Drive/122nd Avenue, NE	0	0	0	0	50,000	254,411	1,195,589	1,500,000
Marine Drive/33rd Avenue, NE	0	0	0	0	0	50,000	700,000	750,000
Marx Dr: 82nd-87th Avenues, NE	0	0	0	0	0	0	50,000	50,000
McLoughlin Neighborhood, SE	0	20,000	50,000	0	0	0	0	50,000
McLoughlin/Grand/MLK, SE	0	0	0	0	0	22,000,000	0	22,000,000
Minor Permit Streets Program, CW	191,252	173,761	183,187	183,600	189,000	195,000	200,600	951,387
MLK Corridor Final Eng & Const, SE/	1,437,625	2,842,607	2,140,604	2,975,000	3,006,000	0	0	8,121,604
MLK Streetscape Assistance Program,	0	0	116,360	120,000	120,000	120,000	0	476,360
Neighborhood Enhancement, CW	141,189	121,740	46,520	0	0	0	0	46,520
NW Traffic Circ, Phase 2, NW	0	0	0	0	0	29,850	0	29,850
Palatine St: 27th-Lancaster, SW	0	0	0	0	0	0	154,540	154,540
Pearl District Twins, NW	0	0	0	0	300,000	1,000,000	0	1,300,000
Phase III Corbett Traffic, SW	0	0	50,000	100,000	0	0	0	150,000
Prescott Bike/Ped, NE	0	0	0	0	60,000	240,000	0	300,000
Rosemont, NE	0	0	500,000	400,000	0	0	0	900,000
Roundabouts Traffic Safety, SE	0	0	0	0	50,000	200,000	0	250,000
Sandy Blvd/Stark/Burnside, SE/NE	0	0	0	0	35,000	0	0	35,000
SE Flavel St:112-Derdf TCP, SE	1,471	80,410	150,000	0	0	0	0	150,000
SE Woodstock Blvd: 52nd-72nd TCP,	0	0	0	73,000	232,000	0	0	305,000
Skidmore Bikeway, N/NE	0	0	0	0	0	0	65,000	65,000
South Portland Circulation Study, SW	0	0	69,000	0	280,000	0	0	349,000
Southern Triangle Circulation	0	0	0	0	0	0	925,000	925,000
Streamlined Bump Projects, CW	334,635	99,610	143,437	0	0	0	0	143,437
Subdivision Street Program, CW	421,948	359,279	422,503	433,000	446,000	459,000	472,000	2,232,503

# Capital Improvement Plan — Transportation and Parking

# CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan					5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05		
Substandard Street Program, CW	14,079	73,230	39,423	30,000	32,000	35,000	38,000	174,423	
Tacoma: 28th-32nd Avenues, SE	114,989	636,564	21,065	0	0	0	0	21,065	
Taylor's Ferry, Capitol-65th Avenue,	0	0	0	0	0	0	150,000	150,000	
Taylor's Ferry, Macadam-Terwilliger,	0	0	0	0	0	300,000	1,500,000	1,800,000	
Traffic Operations Improvements, CW	0	0	0	0	315,000	580,000	500,000	1,395,000	
Twenties Bikeway, NE/SE	0	0	0	0	25,000	125,000	0	150,000	
West Bikeways, SW/NW	88,145	149,662	0	0	100,000	0	0	100,000	
Western Edge, SE	0	0	0	0	0	0	50,000	50,000	
<b>Total Local Street and Neighbor-</b>	<b>5,388,799</b>	<b>7,245,656</b>	<b>8,929,128</b>	<b>7,660,391</b>	<b>10,239,201</b>	<b>35,078,113</b>	<b>17,993,327</b>	<b>79,900,160</b>	
<b>Preservation and Rehabilitation Program</b>									
103rd and Knapp Landslide, SE	0	0	0	0	150,000	0	0	150,000	
21st Avenue Over Columbia Slough,	0	12,043	145,303	0	0	0	0	145,303	
82nd ITS Corridor, NE/SE	0	0	0	0	0	430,000	0	430,000	
Airport Way Wetlands Monitoring, NE	7,883,589	26,074	27,769	15,000	10,000	10,000	10,000	72,769	
Audible Pedestrian Signals, CW	0	0	0	0	50,000	50,000	50,000	150,000	
Barbur Blvd ITS Corridor, SW	0	0	200,000	0	0	0	100,000	300,000	
Barbur/30th New Signal, SW	0	0	0	0	175,000	0	0	175,000	
Burgard Bridge Removal, N	0	0	0	0	0	0	397,000	397,000	
Bybee Blvd Over McLoughlin, SE	0	0	0	0	187,500	1,875,000	0	2,062,500	
Canyon Road Bridge, SW	0	0	0	0	0	0	603,000	603,000	
Capital Project Development, CW	0	26,704	25,000	25,000	25,000	25,000	25,000	125,000	
CBD Cable Replacement, SW/NW	0	0	450,000	500,000	500,000	500,000	500,000	2,450,000	
Central City Ped Enhancement, CC	0	0	0	0	50,000	0	0	50,000	
Clay/2nd New Ped/Vehicle Signal, SW	0	0	0	0	100,000	0	0	100,000	
Correct Nonstandard Signals, CW	0	0	0	0	150,000	150,000	150,000	450,000	
Destination Signing, CW	0	0	0	0	75,000	75,000	75,000	225,000	
Division/11th/12th RR Xing, SE	0	0	0	0	50,000	350,000	0	400,000	
Expand Citywide Signal System, CW	0	101,736	150,000	150,000	300,000	300,000	300,000	1,200,000	
Foster Road Over Johnson Creek, SE	0	0	0	0	0	509,000	0	509,000	
Future HEP Match, CW	0	0	0	0	50,000	0	0	50,000	
Glisan/131st New Signal, NE	0	0	0	0	0	140,000	0	140,000	
ITS Signal System Upgrade, CW	0	0	600,000	200,000	200,000	0	0	1,000,000	
Kerby/Albina Facility, N	0	0	0	0	301,000	63,000	179,000	543,000	
Lombard (St Johns-MLK) HEP Match,	0	0	0	50,000	0	0	0	50,000	
Lombard Wildlife Crossing, N	0	86,182	160,854	0	0	0	0	160,854	
Major New Equipment, CW	0	0	0	0	389,000	389,000	389,000	1,167,000	
MLK/Interstate ITS Corridor, NE	0	0	0	550,000	0	0	0	550,000	
Naito Parkway: Davis-Market, SW	475,230	65,000	0	668,673	4,610,046	0	0	5,278,719	
Opticom for Fire & Transit, CW	0	0	0	0	1,100,000	1,100,000	1,100,000	3,300,000	
Overhead Street Name Signs, CW	0	0	0	0	50,000	50,000	50,000	150,000	
Portland Landslides No. 2, CW	0	0	46,728	0	0	0	0	46,728	
Retrofit LED Signal Heads, CW	0	0	0	0	450,000	450,000	450,000	1,350,000	
Road Rehabilitation, CW	553,022	501,063	0	0	1,000,000	1,000,000	1,000,000	3,000,000	
Sandy ITS Corridor, NE	0	0	0	0	90,000	165,000	0	255,000	
Sandy/Burnside-33rd HEP Match, NE	0	0	0	50,000	0	0	0	50,000	
Satellite Facilities, CW	0	0	0	0	334,000	334,000	334,000	1,002,000	
Seismic Retrofit - 33rd Avenue, NE	0	0	0	0	0	213,000	0	213,000	
Seismic Retrofit - Halsey, NE	0	0	0	0	69,836	0	0	69,836	
Seismic Retrofit -33rd Ave, NE	0	0	0	0	116,777	0	0	116,777	
Seismic Retrofit-42nd Avenue, NE	0	0	0	0	0	248,500	0	248,500	
Seismic Retrofit-47th Avenue, NE	0	0	0	0	403,600	0	0	403,600	
Seismic Retrofit-Bybee Blvd, SE	0	0	0	0	0	0	119,000	119,000	
Seismic Retrofit-Capitol Hwy., SW	0	0	0	0	50,000	233,300	137,500	420,800	
Seismic Retrofit-Col Blvd East, N	0	0	0	0	50,000	167,700	0	217,700	
Seismic Retrofit-Col Blvd West, N	0	0	0	0	0	172,000	0	172,000	
Seismic Retrofit-Interstate, N	0	0	0	0	413,000	0	0	413,000	
Seismic Retrofit-Kittridge, NW	0	0	0	0	396,806	0	0	396,806	
Seismic Retrofit-Vancouver, N	0	0	0	0	0	0	415,250	415,250	
Signal Reconstruction, CW	0	754,894	570,000	570,000	750,000	800,000	850,000	3,540,000	
TEA-21 Signal Priority, CW	0	100,878	745,505	0	0	0	0	745,505	
Thurman Street Bridge, NW	0	0	0	0	0	275,000	2,475,000	2,750,000	

# Capital Improvement Plan — Transportation and Parking

## CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau Capital Program	Prior Years	Revised FY 1998-99	Adopted FY 2000-01	Capital Plan				5-Year Total
				FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
Transit Signal Priority, CW	0	138,945	98,000	100,000	0	0	0	198,000
UPRR Grade Crossings, SE	0	20,046	0	0	40,000	20,000	20,000	80,000
Willamette Boulevard Landslides, N	0	100,212	0	0	79,620	1,000,000	1,000,000	2,079,620
<b>Total Preservation and Rehabilitation</b>	<b>8,911,841</b>	<b>1,933,777</b>	<b>3,219,159</b>	<b>2,878,673</b>	<b>12,766,185</b>	<b>11,094,500</b>	<b>10,728,750</b>	<b>40,687,267</b>
<b>Special Area Program</b>								
Airport Light Rail, NE	0	0	0	0	150,000	150,000	100,000	400,000
Bancroft/Hood/Macadam	0	0	0	95,000	65,000	0	0	160,000
Burnside at 5th/6th Avenues, W	0	0	0	0	100,000	200,000	1,500,000	1,800,000
Central City Streetcar, SW/NW	13,769,757	0	8,420,000	0	0	0	0	8,420,000
Grand/MLK Viaduct, SE	0	40,520	0	0	5,000	5,000	0	10,000
Harrison Connector, SW	0	0	7,565	20,000	0	0	0	27,565
Interstate TGM - Station, N	0	0	121,000	142,000	90,000	88,150	345,000	786,150
Lloyd Dist/Rose Qtr Trn Imp, E	0	247,124	0	0	0	0	0	0
Lovejoy Ramp, NW	785,935	3,433,900	1,386,500	0	0	0	0	1,386,500
N - IMAX: Final Design, N	0	0	494,479	0	0	0	0	494,479
North Mall Restoration, NW	0	0	274,901	0	0	0	0	274,901
OCC/Lloyd/Macadm District Dev, NE/	202,799	108,726	63,500	0	0	0	0	63,500
Ped Capital Project Development, CW	0	0	0	0	45,000	45,000	45,000	135,000
Ped/Bike Imp Sheridan/Corb, SW	0	0	0	25,000	20,000	0	0	45,000
Ped/Bike X-over I-5@Gibbs, SW	0	0	0	50,000	200,000	175,000	0	425,000
Pedestrian Crossing Projects, CW	753,800	212,722	98,000	100,000	100,000	100,000	100,000	498,000
RATS PH I - Steel Bridge, NE/SW	1,257,303	5,000,000	261,023	0	0	0	0	261,023
Regional Rail Program, CW	0	115,000	115,000	115,000	115,000	115,000	0	460,000
Right of Way Opportunities, CW	0	0	0	0	100,000	100,000	100,000	300,000
River District, NW	946,160	39,161	40,000	0	150,000	150,000	100,000	440,000
River Parkway, SW	0	40,042	9,526	280,000	120,000	175,000	120,000	704,526
Streetcar Phase IIA, SW	0	288,254	3,424,000	35,000	50,000	50,000	50,000	3,609,000
Sunset Highway Support, SW	371,596	45,971	31,763	10,000	5,000	0	0	46,763
Transit Mall Restoration, SW	2,947	1,407,453	516,114	0	0	0	0	516,114
<b>Total Special Area Program</b>	<b>18,090,297</b>	<b>10,978,873</b>	<b>15,263,371</b>	<b>872,000</b>	<b>1,315,000</b>	<b>1,353,150</b>	<b>2,460,000</b>	<b>21,263,521</b>
<b>Total Office of Transportation</b>	<b>34,517,925</b>	<b>25,315,697</b>	<b>49,885,300</b>	<b>16,478,472</b>	<b>35,608,245</b>	<b>69,417,130</b>	<b>55,476,773</b>	<b>226,865,920</b>
<b>TOTAL TRANSPORTATION AND PARKING</b>	<b>\$ 34,517,925</b>	<b>\$ 25,784,197</b>	<b>\$ 51,264,800</b>	<b>\$ 30,776,472</b>	<b>\$ 49,898,245</b>	<b>\$ 72,621,130</b>	<b>\$ 56,296,773</b>	<b>\$ 260,857,420</b>

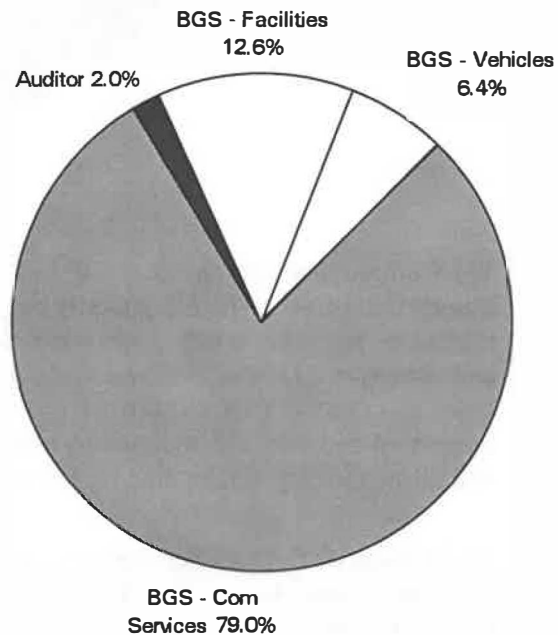
Transportation and Parking

# Legislative, Administrative and Support Services

## SERVICE AREA OVERVIEW

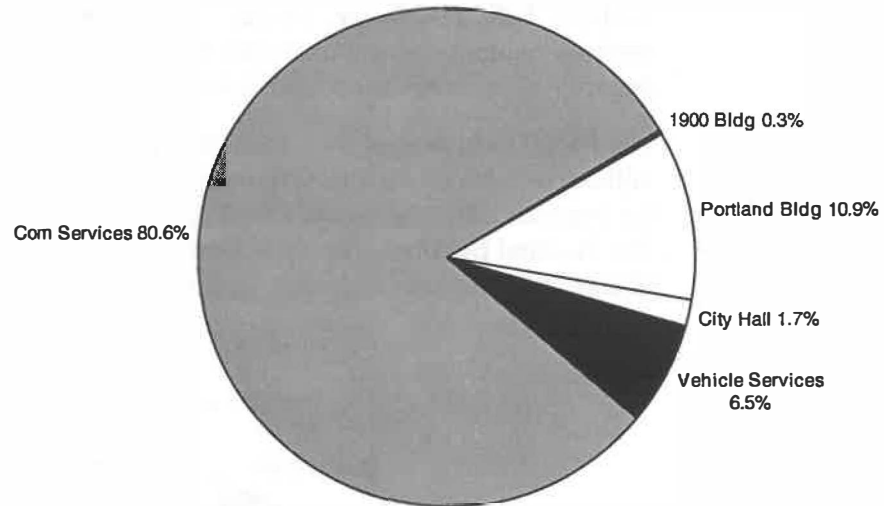
Projects found in the Legislative, Administrative and Support Services Service Area support the City's operating bureaus. The services provided include legal advice, facilities, fleet, purchasing, human resources, financial planning, and administrative services including bureau oversight from the Mayor and Commissioners' Offices. The majority of the projects are undertaken by the Bureau of General Services (BGS).

The FY 2000-01 budget for Legislative, Administrative and Support Services is \$10.4 million, or 3.5% of the total CIP budget. Approximately \$26.1 million is budgeted over the five year CIP time frame. These projects are found in Communications Services, The Portland Building, The 1900 Building, City Hall, Vehicle Services, and Records Management capital programs.



## BUREAU OF GENERAL SERVICES

The Bureau of General Services provides communications, facilities, fleet, printing and distribution, and parking services to City bureaus, other government agencies and, on a limited basis, to the public.



### Communications Services

The Communications Services CIP budget is for the Integrated Regional Network Enterprise (IRNE). The FY 2000-01 capital budget is approximately \$8.2 million and is funded by revenues bonds, grants/donations, and fund balance. The project will design and construct a City of Portland Wide Area Network (WAN). The WAN will be a high capacity communications network providing voice, video, and data transmission. This integrated and seamless technology will improve the efficiency of city communications and allow the city to take on a higher level of data traffic.

### Portland Building

The Bureau of General Services provides ongoing maintenance for the majority of the buildings owned by the City. This program includes large repair projects on The Portland Building, totaling approximately \$1.1 million in FY 2000-01 and over \$5.0 million planned for FY 2000-05. Funding for these projects is from bureau revenues and interagency charges. The largest projects in FY 2000-01 involve the main roof replacement, at a cost of over \$440,000; remodeling elevator lobbies on floors 3, 5, 6, and 13 for \$221,000; and replacing the fire alarm panel for \$132,000.

### 1900 Building

The original 1900 Building CIP project did not include provision for seating in the plaza level lobby or the replacement of other furnishings and fixtures around the building. Seating would allow customers waiting for various services in the building to have a place to sit in the lobby. The Bureau of General Services will manage this \$33,000 project in FY 2000-01.



**City Hall**

The Bureau of General Services provides ongoing maintenance for City Hall. This program includes large repair projects totaling \$175,000 in FY 2000-01 and \$920,000 for FY 2000-05. Funding for these projects is from bureau revenues and interagency charges. Projects in FY 2000-01 include improving the Fourth Avenue Plaza for \$155,000 and enhancing security cameras and monitors for \$20,000.

**Vehicle Services**

The Bureau of General Services provides ongoing maintenance for the City's garages. The roof at the Kerby Garage is aging and has been leaking for several years. This CIP project will replace the roof and related components on the Kerby Garage for \$667,000 in FY 2000-01.

**THE OFFICE OF THE CITY AUDITOR**

The Office of the City Auditor is managing a two-year CIP project to develop an integrated computer system for management of all City records in electronic and non-electronic form. This project is funded by General Fund Capital Setaside resources for \$205,000 in FY 2000-01 and \$95,000 in FY 2001-02.

# Capital Improvement Plan — Legislative, Admin & Support

## SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau	Capital Program	Revised		Adopted	Capital Plan				5-Year Total
		Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
<b>Bureau of General Services</b>									
<b>1900 Building</b>									
<b>Funding Sources</b>									
	Bureau Revenues	0	0	35,000	0	0	35,000	0	70,000
	<b>Total Funding Sources</b>	0	0	35,000	0	0	35,000	0	70,000
<b>Project Costs</b>									
	Design/ProjMgmt	0	0	4,000	0	0	4,000	0	8,000
	Const/Equip	0	0	29,000	0	0	29,000	0	58,000
	<b>Total Project Costs</b>	0	0	33,000	0	0	33,000	0	66,000
	<b>Fund Level Costs</b>	0	0	2,000	0	0	2,000	0	4,000
	<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>City Downtown Space Requirements</b>									
<b>Funding Sources</b>									
	General Fund Discretionary	0	0	0	262,000	0	0	0	262,000
	<b>Total Funding Sources</b>	0	0	0	262,000	0	0	0	262,000
<b>Project Costs</b>									
	Design/ProjMgmt	0	0	0	22,000	0	0	0	22,000
	Const/Equip	0	0	0	205,000	0	0	0	205,000
	<b>Total Project Costs</b>	0	0	0	227,000	0	0	0	227,000
	<b>Fund Level Costs</b>	0	0	0	35,000	0	0	0	35,000
	<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>City Hall</b>									
<b>Funding Sources</b>									
	Bureau Revenues	0	0	186,000	0	497,000	294,000	0	977,000
	<b>Total Funding Sources</b>	0	0	186,000	0	497,000	294,000	0	977,000
<b>Project Costs</b>									
	Design/ProjMgmt	0	0	20,000	0	54,000	32,000	0	106,000
	Const/Equip	0	0	155,000	0	414,000	245,000	0	814,000
	<b>Total Project Costs</b>	0	0	175,000	0	468,000	277,000	0	920,000
	<b>Fund Level Costs</b>	0	0	11,000	0	29,000	17,000	0	57,000
	<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>Communications Services</b>									
<b>Funding Sources</b>									
	Bureau Revenues	15,600	570,000	0	2,715,000	462,500	462,500	462,500	4,102,500
	Fund Balance	151,800	395,886	100,000	0	0	0	0	100,000
	Grants/Donations	0	142,500	95,000	0	0	0	0	95,000
	Revenue Bonds	0	0	8,018,000	0	6,500,000	0	0	14,518,000
	<b>Total Funding Sources</b>	167,400	1,108,386	8,213,000	2,715,000	6,962,500	462,500	462,500	18,815,500
<b>Project Costs</b>									
	Design/ProjMgmt	137,400	234,000	190,000	405,000	700,000	40,000	40,000	1,375,000
	Const/Equip	30,000	874,386	8,023,000	2,310,000	6,262,500	422,500	422,500	17,440,500
	<b>Total Project Costs</b>	167,400	1,108,386	8,213,000	2,715,000	6,962,500	462,500	462,500	18,815,500
	<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
	<b>Oper &amp; Maint Costs</b>	0	0	492,000	595,000	337,500	197,500	40,500	1,662,500
<b>Portland Building</b>									
<b>Funding Sources</b>									
	Bureau Revenues	0	0	1,168,702	623,000	1,250,000	1,290,000	920,000	5,251,702
	<b>Total Funding Sources</b>	0	0	1,168,702	623,000	1,250,000	1,290,000	920,000	5,251,702
<b>Project Costs</b>									
	Design/ProjMgmt	0	0	226,702	74,000	167,000	156,000	115,000	738,702
	Const/Equip	0	0	879,000	514,000	1,016,000	1,087,000	779,000	4,275,000
	<b>Total Project Costs</b>	0	0	1,105,702	588,000	1,183,000	1,243,000	894,000	5,013,702
	<b>Fund Level Costs</b>	0	0	63,000	35,000	67,000	47,000	26,000	238,000
	<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>Vehicle Services</b>									
<b>Funding Sources</b>									

# Capital Improvement Plan — Legislative, Admin & Support

## SOURCES AND USES SUMMARY

This table summarizes project costs for by capital programs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan				5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	
Bureau Revenues	0	0	667,000	0	46,000	0	0	713,000
<b>Total Funding Sources</b>	0	0	667,000	0	46,000	0	0	713,000
<b>Project Costs</b>								
Design/ProjMgmt	0	0	111,000	0	5,000	0	0	116,000
Const/Equip	0	0	556,000	0	38,000	0	0	594,000
<b>Total Project Costs</b>	0	0	667,000	0	43,000	0	0	710,000
<b>Fund Level Costs</b>	0	0	0	0	3,000	0	0	3,000
<b>Oper &amp; Maint Costs</b>	0	0	0	0	0	0	0	0
<b>Office of City Auditor</b>								
<b>Administration</b>								
<b>Funding Sources</b>								
General Fund Discretionary	0	0	205,000	95,000	0	0	0	300,000
<b>Total Funding Sources</b>	0	0	205,000	95,000	0	0	0	300,000
<b>Project Costs</b>								
Const/Equip	0	0	205,000	95,000	0	0	0	300,000
<b>Total Project Costs</b>	0	0	205,000	95,000	0	0	0	300,000
<b>Fund Level Costs</b>	0	0	0	0	0	0	0	0
<b>Oper &amp; Maint Costs</b>	0	0	0	0	15,000	15,000	15,000	45,000

# Capital Improvement Plan — Legislative, Admin & Support

## CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan				
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	5-Year Total
<b>Bureau of General Services</b>								
<b>1900 Building</b>								
Building Main Lobby Furniture &	0	0	33,000	0	0	33,000	0	66,000
<b>Total 1900 Building</b>	0	0	33,000	0	0	33,000	0	66,000
<b>City Downtown Space Requirements</b>								
13th Floor Remodel - Bureau of	0	0	0	227,000	0	0	0	227,000
<b>Total City Downtown Space</b>	0	0	0	227,000	0	0	0	227,000
<b>City Hall</b>								
Carpet Replacement	0	0	0	0	0	277,000	0	277,000
Exterior Maintenance	0	0	0	0	156,000	0	0	156,000
Fourth Avenue Plaza Improvements	0	0	155,000	0	0	0	0	155,000
Interior Painting	0	0	0	0	312,000	0	0	312,000
Security Camera/Monitor	0	0	20,000	0	0	0	0	20,000
<b>Total City Hall</b>	0	0	175,000	0	468,000	277,000	0	920,000
<b>Communications Services</b>								
Automated Receiver Testing System	0	0	0	40,000	0	0	0	40,000
Council Crest Generator Upgrade	0	250,000	0	0	0	0	0	0
Council Crest Tower Cable Removal,	0	50,000	0	350,000	0	0	0	350,000
Digital Voting Monitoring System	0	0	0	50,000	0	0	0	50,000
Disaster Recovery Plan	0	50,000	0	0	0	0	0	0
Dixie Mountain IR Site	0	0	0	0	500,000	0	0	500,000
Downtown Simulcast Site	0	0	0	0	2,000,000	0	0	2,000,000
Future Hardware & Software, Prime	0	0	0	200,000	100,000	100,000	100,000	500,000
Integrated Regional Network	151,800	538,386	8,213,000	0	0	0	0	8,213,000
IR Sites Generator Upgrade	0	45,000	0	0	0	0	0	0
Microwave T-1 Overbuild for T-1	0	0	0	0	1,000,000	0	0	1,000,000
Miscellaneous IR site Channel	0	0	0	100,000	50,000	50,000	50,000	250,000
Network Management Console	0	0	0	200,000	0	0	0	200,000
Portable/Backup Trunking on Wheels	0	0	0	400,000	0	0	0	400,000
Prunehill Simulcast Site	15,600	100,000	0	0	3,000,000	0	0	3,000,000
Quantro to Quantar Upgrade at Biddle	0	0	0	75,000	0	0	0	75,000
Radio Site Networking Project	0	0	0	175,000	0	0	0	175,000
RD-LAP Data-Tac 2 Upgrade	0	0	0	500,000	0	0	0	500,000
Simulcast Expansion	0	75,000	0	625,000	312,500	312,500	312,500	1,562,500
<b>Total Communications Services</b>	167,400	1,108,386	8,213,000	2,715,000	6,962,500	462,500	462,500	18,815,500
<b>Portland Building</b>								
2nd Floor Meeting Rooms Upgrade	0	0	0	0	472,000	0	0	472,000
3rd Floor Remodel	0	0	141,000	0	0	0	0	141,000
Access Card System	0	0	0	144,000	0	0	0	144,000
Electrical System Expansion	0	0	71,500	0	79,000	611,000	611,000	1,372,500
Elevator Lobby (Firs 3, 5, 6, and 13)	0	0	209,000	0	0	0	0	209,000
Fire Alarm Panel Replacement	0	0	126,000	0	0	0	0	126,000
HVAC Improvements	0	0	46,500	302,000	349,000	349,000	0	1,046,500
Main Roof Replacement	0	0	417,702	0	0	0	0	417,702
Restroom Refurbishment	0	0	0	142,000	283,000	283,000	283,000	991,000
Signing and Wayfinding	0	0	94,000	0	0	0	0	94,000
<b>Total Portland Building</b>	0	0	1,105,702	588,000	1,183,000	1,243,000	894,000	5,013,702
<b>Vehicle Services</b>								
Kerby Garage - Replace Roof	0	0	667,000	0	0	0	0	667,000
Powell Garage - Replace Roof	0	0	0	0	43,000	0	0	43,000
<b>Total Vehicle Services</b>	0	0	667,000	0	43,000	0	0	710,000
<b>Total Bureau of General Services</b>	167,400	1,108,386	10,193,702	3,530,000	8,656,500	2,015,500	1,356,500	25,752,202
<b>Office of City Auditor</b>								
<b>Administration</b>								
Records Management System (E-	0	0	205,000	95,000	0	0	0	300,000
<b>Total Administration</b>	0	0	205,000	95,000	0	0	0	300,000

# Capital Improvement Plan — Legislative, Admin & Support

## CAPITAL PROJECTS

This table summarizes project costs for bureaus within each service area.

Bureau Capital Program	Revised		Adopted	Capital Plan					5-Year Total
	Prior Years	FY 1998-99	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05		
Total Office of City Auditor	0	0	205,000	95,000	0	0	0	300,000	
<b>TOTAL LEGISLATIVE, ADMIN &amp; SUP- PORT</b>	<b>\$ 167,400</b>	<b>\$ 1,108,386</b>	<b>\$ 10,398,702</b>	<b>\$ 3,625,000</b>	<b>\$ 8,656,500</b>	<b>\$ 2,015,500</b>	<b>\$ 1,356,500</b>	<b>\$ 26,052,202</b>	

Legislative, Admin & Support

**ADOPTED**

**FY 2000-2001**

**FY 2001-2002**

**BIENNIAL**

**BUDGET**



PORTLAND DEVELOPMENT COMMISSION

1900 SW 4th Ave., Suite 7000

Portland, OR 97201-5304

503.823.3200

[www.portlanddev.org](http://www.portlanddev.org)

**Adopted Biennial Budget  
FY 2000-01 and FY 2001-02**

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# PORTLAND DEVELOPMENT COMMISSION

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Dear Members of the Portland Development Commission:

It is with great pleasure that I present you with the Fiscal Years 2000-02 Adopted Budget for the Portland Development Commission. For the first time, we have presented a two-year budget for your consideration. This budget continues the program that you adopted in our most recent five-year business plan while providing for new and innovative approaches to the delivery of services in jobs, housing, and revitalization. Through this budget we have attempted to reflect the priorities established by our key public and private partners, the City Council, and you, the Portland Development Commission.

### **Integration**

The integration of department services initiated through the formation of the target area teams in 1996 continues to evolve. In each of our target areas, significant progress has been made in bringing PDC's jobs, housing, and revitalization efforts together for the benefit of projects and neighborhoods. Example projects included in this budget are the Creative Services building, Museum Place, activities in Lents Town Center, and, potentially, the Blitz-Weinhard redevelopment. Our reinvigorated outreach program is critical to our success in this integration. Attaining the involvement of neighborhood groups, planning and development professionals from the public and private sectors and the assistance of our elected leaders has worked to bring community values to our projects.

### **Expanded Program**

As new urban renewal areas are added and development plans move forward, PDC's number of projects and budget continues to increase. This budget contains substantial funds for land acquisition, construction contracts, and loans to borrowers as we continue to fulfill the city's considerable redevelopment and community livability agenda. Major projects include:

- Airport Way Land Acquisition
- Eastbank Park
- Central Eastside MLK/Burnside Improvements
- Creative Services Building
- Transit Mall Rehabilitation
- Multifamily Housing
  - ◆ Museum Place
  - ◆ Jefferson Block
  - ◆ Lloyd District
  - ◆ River District Preservation
  - ◆ City-wide
  - ◆ Rosemont
- Development Opportunity Fund
- Small Business Loans
- MLK Boulevard Improvements
- Oregon Convention Center Expansion

- Rose Quarter Master Plan
- River Parkway
- Union Station Phase III
- Chinese Classical Garden
- River District Parking
- Mounted Horse Patrol Relocation
- Tanner Creek Development
- Lents Neighborhood Housing

To keep pace with this growth in the jobs, housing, and revitalization agenda, it is necessary to grow PDC's internal capacity for project development in urban renewal areas and agency infrastructure. Improved tracking of and reporting on the use of public funds is a paramount priority in this budget. To accommodate this growth agenda, the Adopted Budget contains a request for an additional 16.7 FTE in FY 2000-01 and 6 more in FY 2001-02. As a percentage of budget, the amount expended for Personal Services as a percentage of total budget remains low; 7% over the two year period. This compares to 6% in the previous year's budget.

### **Innovation**

As we move forward on our expanding agenda, we face a number of significant challenges. These challenges have required considerable innovation in our problem solving.

**Public Involvement.** PDC's work stimulates considerable interest from the public and private sectors and advocacy groups throughout the City. We have been compelled to place a great emphasis on our public outreach program. Examples of this effort include our work on the North Macadam Framework and Urban Renewal Plans and the current work on the potential North Interstate Urban Renewal Area. In each case, we have assembled groups of private citizens, neighborhood association members, private sector businesses, and public agency representatives to provide the Commission and City Council with feedback on the public's hopes and desires with respect to our redevelopment efforts.

**Financing.** Fulfillment of the 2040 vision will require creative use of public and private resources. This budget includes several examples of innovative leverage programs including, the private lender participation agreements with banks which provide us cash for affordable housing; short-term bank lines of credit for use in urban renewal areas, and program income from strategic investment of PDC funds, particularly in land assembly. PDC is also working on innovative housing financing which could involve the issuance of housing revenue bonds.

**Redevelopment.** PDC's redevelopment efforts are now much more strategically integrated. Through our work, we attempt to address jobs, housing, and revitalization efforts simultaneously, while at the same time being sensitive to concerns such as environmental protection. Specific project examples include mixed-use developments throughout the downtown area and in neighborhood settings. In the Riverplace area, PDC is helping to structure a development, which will include a hotel and condominium housing. The Blitz-

## Executive Director's Budget Message

Weinhard development will eventually mix housing, parking, retail, and offices in a five-block area. The Cascade Station development on Airport Way is structured to include hotel, retail, and offices. The Lents 2000 project will include affordable multi-family rental housing as well as street-level retail. Many of these developments are prototypes that PDC is helping finance to establish a market presence for dense urban development, which we eventually hope to see as a regular element of the privately financed market. Environmental work includes green buildings/ecological-roofs, bank stabilization and treatment on the Willamette River, and development planning that considers fish protected by the Endangered Species Act.

\* \* \* \* \*

We believe that fulfillment of this two-year budget will continue to improve the City's livability and provide the basis for continued smart growth and fulfillment of the 2040 vision. We are also confident that the structural improvement that this budget will allow us to make in the agency will enhance our stewardship of public funds. We look forward to the chance to contribute.

Sincerely,

Felicia Trader  
Executive Director

### PDC's Budget Document

The Portland Development Commission's (PDC) budget document is organized as follows: an introductory section describing PDC as an organization, its budget process, and budget format; a section with financial summaries describing resources; and a section on staffing. This information is followed by detail on PDC's departments along with descriptions of each department's major programs. Fund detail is provided at the end of the budget document.

### PDC as an Organization

PDC was created as a City agency by Portland voters in 1958. Its purpose is to deliver projects and programs that achieve the City's housing, economic development and redevelopment priorities as well as link citizens to jobs. The governing body is a five-member Commission, appointed by the Mayor and approved by City Council.

PDC is the City agency that is key in providing sustained livability for our City and region:

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



In carrying out City policy, PDC has developed and implemented projects and programs that play a major role in keeping Portland one of America's most livable cities. PDC has eight active urban renewal areas and has worked extensively in Portland's neighborhoods to deliver a broad range of housing and neighborhood improvement programs as well as carrying out a comprehensive range of economic development programs that create jobs for City residents. It is the linkages between these efforts and the integration of services that set PDC apart and assures true efficiencies are achieved.

Commission business is conducted at monthly public meetings and all PDC activities are guided by its Five Year Business Plan.

### **Budget Process**

PDC has historically used the annual update to the Five Year Business Plan as a foundation for the next year's budget. The Five Year Business Plan is the Commission's multi-year resource allocation plan that allows PDC to prudently project revenues and expenditures for nine target areas and the three 2040 goal areas: housing, revitalization, and jobs. The plan is updated in conjunction with community partners and is adopted by the Commission.

### **Basis of Budgeting/Budget Controls**

Local Budget Law requires PDC to appropriate its budget by funding source and major line item category. Resources and requirements for each fund are balanced. The budget is appropriated by fund, and fund detail is provided by the following categories: Personal Services, Materials and Services, Capital Outlay, Financial Assistance, Debt Service, Cash Transfers Out, Indirect, and Contingency.

After approval, the Adopted Budget is submitted to the Tax Supervising and Conservation Commission (TSCC) which reviews the budget and holds a public hearing with the PDC Commission. Subsequent to TSCC certification, the Commission adopts the budget in late June.

Amendments to the Adopted Budget may be made during the fiscal year by action of the Commission. Amendments recognizing and appropriating additional revenues, and amendments utilizing more than 15 percent of the Contingency, require preparation of a supplemental budget. A supplemental budget requires a public notice and a hearing before the TSCC.

### **Description Of PDC's Funds**

PDC's budget is organized according to the funds under which it accounts for its activities. PDC has fourteen active legal appropriation funds included in the biennial budget. Within each legal appropriation fund, PDC has sub-funds to account for specific programs that need to be tracked separately. Below is a brief description of each of PDC's legal appropriation funds:

- **General Fund** – The Urban Redevelopment Fund serves as PDC's General Fund. Administrative activities, including indirect, are paid out of this fund. Also, certain programs and projects funded with City General Fund monies are budgeted in this fund. In addition, a sub-fund is used for predevelopment activities associated with the creation of new urban renewal areas.

- **Capital Funds** – PDC's capital funds include: Airport Way, Central Eastside, Convention Center, Lents Town Center, River District, South Park Urban Renewal, North Macadam and Waterfront Renewal Bond Redevelopment. The FY 2001-02 budget assumes the creation of an urban renewal area in Interstate. These funds are used to manage the finances of PDC's urban renewal areas. The primary source of capital funds is tax increment debt proceeds and program income derived from the investment of tax increment.
- **Grant Funds** – PDC's grant funds include the following: Enterprise Loan, Housing and Community Development Block Grant, HOME Contract, and Regional Strategies. The Grant Funds account for federal and state grant activities in the funds listed above.

The Housing and Community Development Fund provides for all Community Development Block Grant housing and economic development activities performed under contract with the Bureau of Housing and Community Development (BHCD). The Other Federal Grants Fund provides for all housing activities performed under the HOME contract and a revolving loan program through the EPA Brownfield Grant. The Enterprise Loan Fund accounts for two housing revolving loan funds, the Private Lender Participation Agreement Program, the Housing Investment Fund, the Housing Preservation Fund, the Smart Growth Fund, economic development under the Northeast Business Assistance Fund, economic development lending under the EDA grant and other smaller grant-funded loan funds. Added this year to the Enterprise Loan fund is a preservation housing line-of-credit set up through the City of Portland and used to acquire property for preservation of affordable housing. \$7.5 million has been budgeted for the line-of-credit in FY 2000-01.

The Regional Strategies Fund accounts for PDC's management of the Regional Strategies State grant of lottery proceeds to Multnomah and Washington Counties for select target industries, workforce, and economic development. The original program has now ended, however, discussions are currently underway to institute a new program next fiscal year.

- **Other Funds** – Other Funds accounts for the Oregon Arena Fund. The Oregon Arena Fund was established to account for the activities performed under PDC's contract with the City of Portland to manage the public improvements constructed in conjunction with the Oregon Arena Project, including improvements to the Memorial Coliseum, road and street improvements, and parking garage construction. This work has been completed. The fund is included to show the historical revenues and expenditures.

**Summary of Budgeted Expenditures**

PDC’s biennial expenditure budgets for FY 2000-01 is \$172,013,641 (\$229,960,460 including contingency and interfund transfers), and for FY 2001-02 is \$141,311,981 (\$163,575,380 including contingency and interfund transfers). The expenditure budget is increased by \$27 million from the revised FY 1999-00 expenditure budget of \$145 million (\$199.5 million including contingency and interfund transfers).

**Expenditure Trends**

The chart below shows PDC’s Personal Services budget continues to be a small percentage of the total PDC budget. Financial Assistance and Capital Outlay now make up over 80% of the total budget for FY 2000-01 and FY 2001-02.

	FY 1997-98 % of Total	FY 1998-99 % of Total	FY 1999-00 % of Total	FY 2000-01 % of Total	FY 2001-02 % of Total
Personal Services	14%	6%	6%	6%	7%
Materials and Services	12%	7%	10%	8%	9%
Capital Outlay	30%	51%	50%	52%	46%
Financial Assistance	39%	34%	31%	32%	36%
Debt Service	5%	2%	3%	2%	2%
	100%	100%	100%	100%	100%

**Distribution of Expenditures**

The table on the next page provides a summary of PDC’s revenue and breaks out the budget by major category: Personal Services, Materials and Services, Capital Outlay, Financial Assistance, Debt Service, Cash Transfers Out, Indirect and Contingency. The table also shows the total budget by legal appropriation fund. Capital Outlay continues to be the largest appropriation category in the budget and includes many redevelopment projects in eight tax increment urban renewal areas. Contingency is increased due to a number of bond issuances in tax increment urban renewal areas. These funds are spent over multiple years and stored in Contingency for future year projects. The table is followed on the next page by a pie chart that shows expenditures by geographic area. Amounts in the pie chart for Housing and the Business/Job program areas are for city-wide work performed outside of PDC’s urban renewal and target areas. The pie chart is followed by a map that shows where each of PDC’s target areas are located in the city.



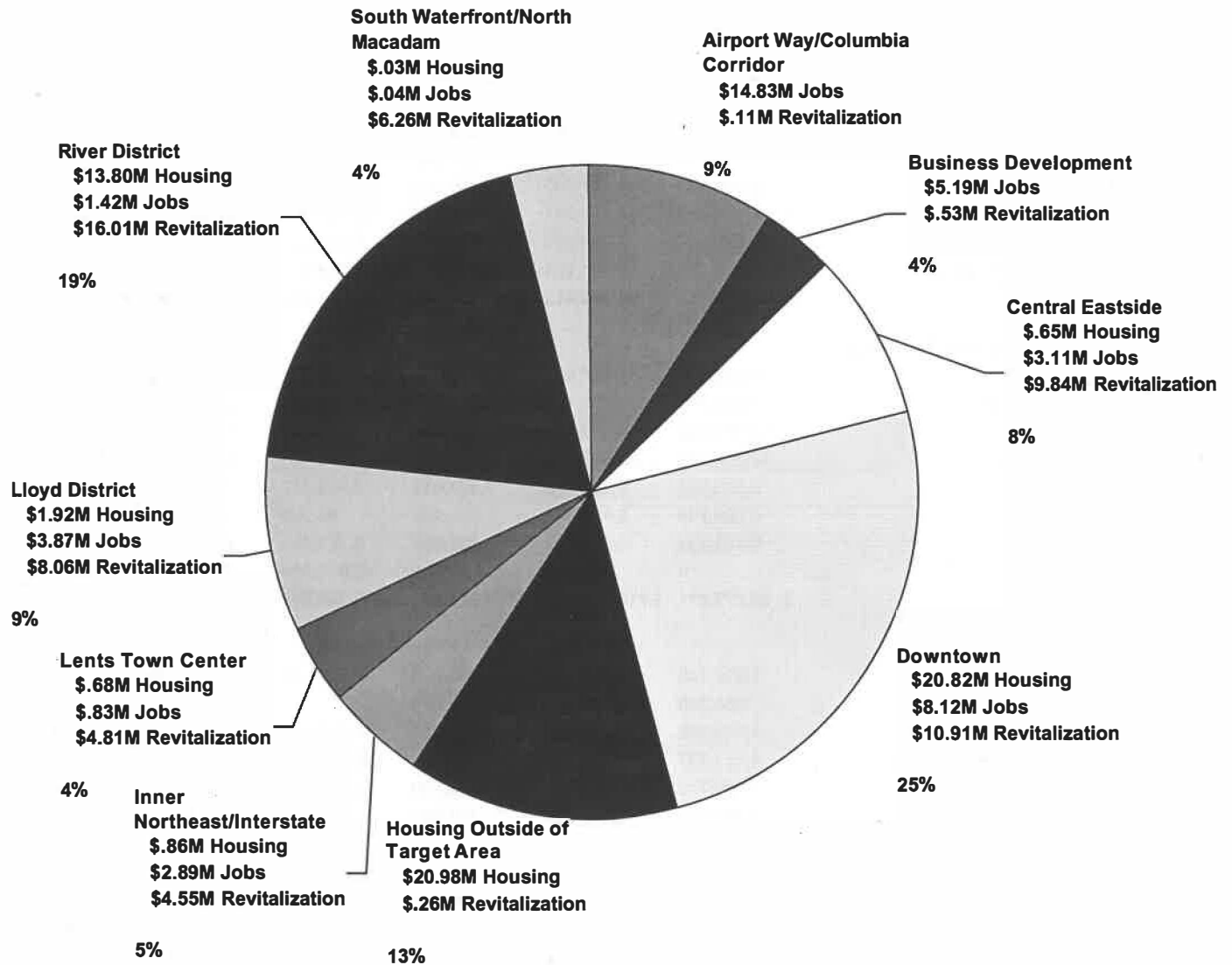
## Financial Summaries

### Total Budget by Funding Category

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>Revenue - All Funds</b>						
Beginning Fund Balance	27,956,804	48,448,179	53,345,245	47,008,924	50,916,152	55,788,429
Cash Transfer In	3,690,676	2,472,000	157,968	58,390	58,390	235,545
City General Fund	4,743,434	4,036,430	7,536,949	2,938,529	1,743,992	1,699,667
Federal and Other Grants	5,801,712	12,734,119	13,662,206	8,818,777	10,908,629	7,213,821
Housing Investment Fund	-1,141,951	4,507,462	8,204,305	1,491,567	7,505,402	1,201,339
Loans From Other Funds	0	0	525,000	0	2,100,000	0
Private Funding	2,887,868	1,477,437	3,750,000	4,996,000	4,977,000	5,035,000
Program Income	27,815,196	20,633,791	28,380,425	22,985,388	33,202,131	28,475,757
Service Reimbursement In	3,423,990	3,594,772	6,830,606	6,703,299	6,982,289	6,896,073
Tax Increment Debt Proceeds	26,043,461	70,641,224	77,136,696	114,344,037	111,566,475	57,029,749
<b>Total</b>	<b>\$101,221,189</b>	<b>\$168,545,413</b>	<b>\$199,529,400</b>	<b>\$209,344,911</b>	<b>\$229,960,460</b>	<b>\$163,575,380</b>
<b>Expenditures - By Expense Category</b>						
Personal Services	6,133,899	6,867,975	8,159,242	9,292,405	9,371,563	9,923,568
Materials and Services	5,958,290	7,712,123	13,838,581	13,726,073	13,231,180	11,874,524
Capital Outlay	13,579,603	54,969,187	60,681,774	66,365,047	85,743,721	61,658,051
Financial Assistance	17,202,496	36,843,156	50,964,106	48,521,250	53,685,400	48,734,462
Debt Service	2,205,993	2,652,455	3,907,072	2,999,447	2,999,488	2,225,303
Cash Transfers Out	4,268,740	2,472,000	682,968	58,390	2,158,390	235,545
Indirect Allocation	3,423,990	3,594,772	6,830,606	6,771,485	6,982,289	6,896,073
Contingency	0	0	54,465,051	61,610,814	55,788,429	22,027,854
<b>Total</b>	<b>\$ 52,773,011</b>	<b>\$115,111,668</b>	<b>\$199,529,400</b>	<b>\$209,344,911</b>	<b>\$229,960,460</b>	<b>\$163,575,380</b>
<b>Expenditures - By Fund</b>						
Airport Way Urban Renewal	1,094,140	26,773,941	32,655,320	17,112,493	17,247,952	9,190,152
Arena	385,386	69,394	47,820	0	0	0
Central Eastside Urban Renewal	1,988,365	3,105,527	10,046,917	18,537,867	18,537,867	14,509,925
Convention Center Urban Renewal	4,551,237	10,651,476	32,478,847	28,702,903	30,448,765	20,213,772
Enterprise Loan	9,938,713	15,782,365	30,178,989	14,216,914	24,481,764	13,228,231
Housing and Community Dev Contract	8,991,468	14,630,986	12,458,653	9,665,130	9,018,763	7,192,888
Interstate	0	0	0	0	0	286,222
Lents Town Center	0	0	4,107,861	7,859,727	7,110,090	10,691,934
North Macadam	0	0	2,505,457	3,856,223	5,956,223	8,673,269
Other Federal Grants	3,051,019	3,529,891	6,270,377	3,181,821	3,346,821	3,341,821
Regional Strategies	1,088,634	1,112,822	228,407	0	2,001,173	0
River District	0	0	3,079,697	16,646,648	20,146,648	15,091,016
South Auditorium	903,028	0	0	0	0	0
South Park Blocks Urban Renewal	1,306,509	12,780,443	19,587,482	32,615,065	34,265,370	20,012,045
Urban Redevelopment Fund	8,209,213	8,113,994	14,594,781	12,879,909	11,820,430	10,885,979
Waterfront Renewal Bond Redevelopm	11,265,299	18,560,831	31,288,792	44,070,211	45,578,594	30,258,126
<b>Total</b>	<b>\$ 52,773,011</b>	<b>\$115,111,668</b>	<b>\$199,529,400</b>	<b>\$209,344,911</b>	<b>\$229,960,460</b>	<b>\$163,575,380</b>

**PDC's Budget by Target Area**

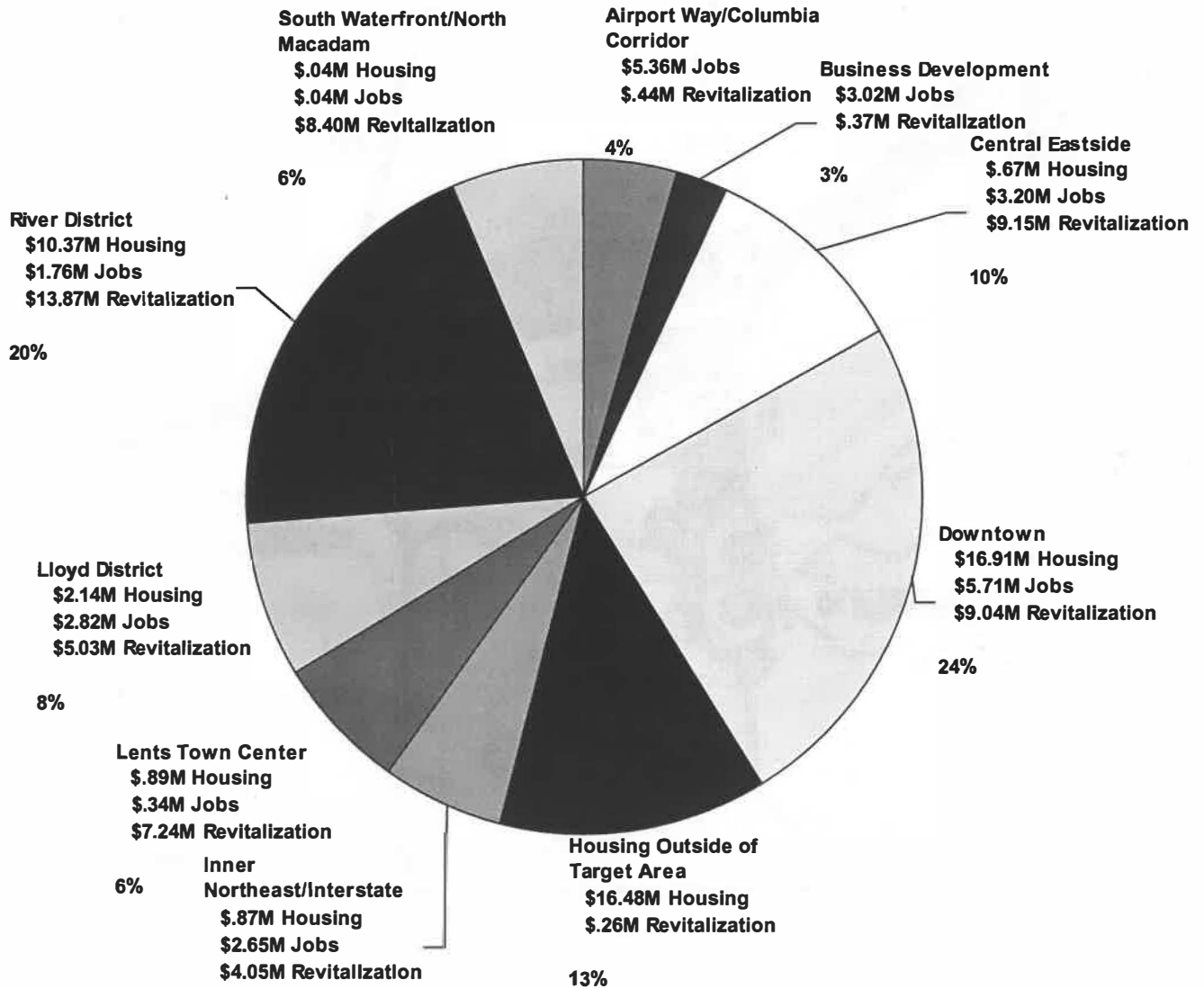
*FY 2000-01 Adopted*



As can be seen in this chart, PDC's budget is programmed in eight target areas and two program areas. The amounts to be spent to meet our 2040 Housing, Jobs and Revitalization goals are listed under each area as well.

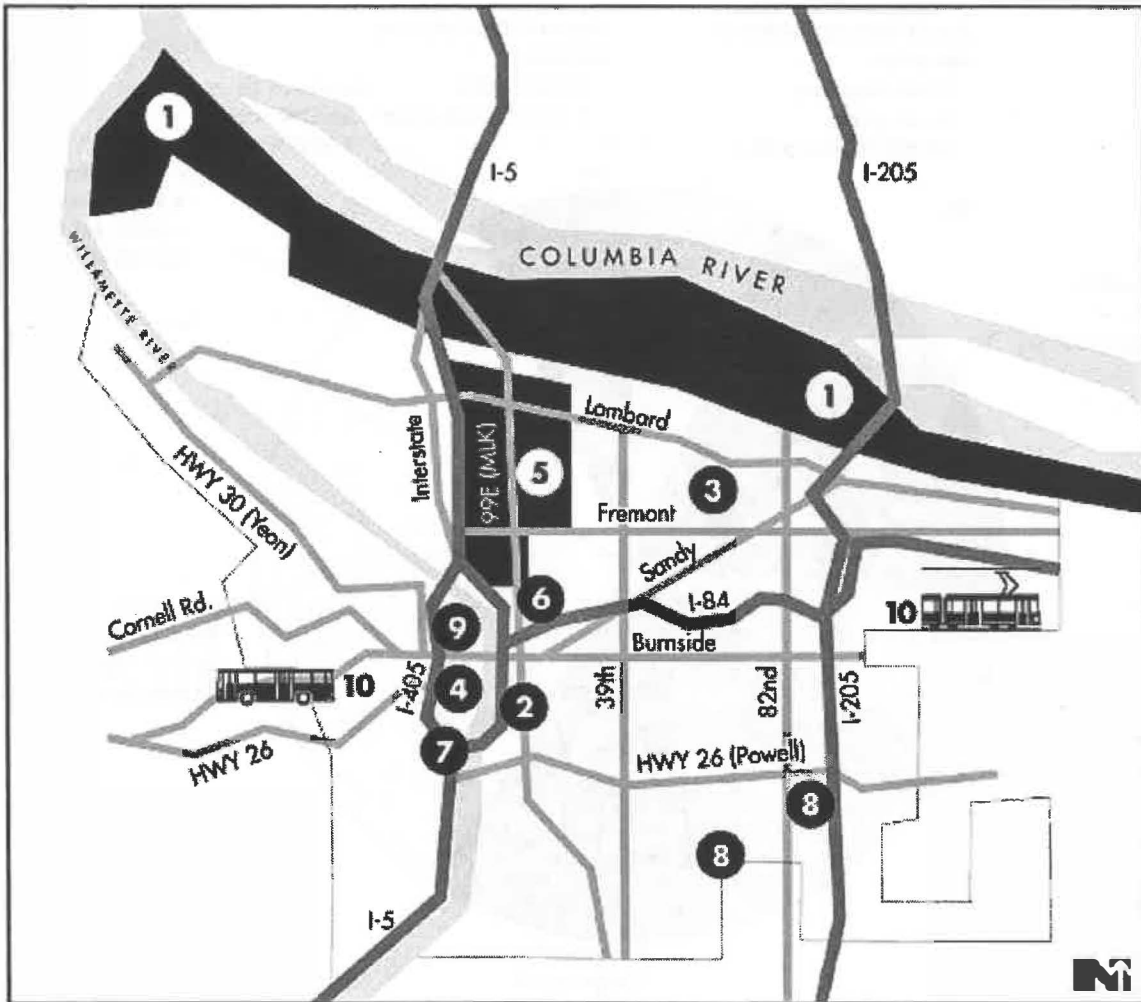
**PDC's Budget by Target Area**

*FY 2001-02 Planned*



As can be seen in this chart, PDC's budget is programmed in eight target areas and two program areas. The amounts to be spent to meet our 2040 Housing, Jobs and Revitalization goals are listed under each area as well.

# PDC Target Areas



- |                                  |                                 |
|----------------------------------|---------------------------------|
| 1. Airport Way/Columbia Corridor | 6. Lloyd District               |
| 2. Central Eastside              | 7. North Macadam/RiverPlace     |
| 3. Gateway                       | 8. Outer Southeast (two areas)  |
| 4. Downtown                      | 9. River District/Union Station |
| 5. Inner Northeast/Interstate    |                                 |

### **Implementation of Metro's 2040 Concept Plan**

PDC is the City's implementing agency for meeting 2040 goals in the area of housing, jobs and revitalization. METRO's Regional Urban Growth Goals and Objectives (RUGGOS), amended and adopted in 1995, provide the context for PDC's role in implementing the 2040 Growth Concept. The recently adopted Regional Framework Plan provides more specific goal numbers, as well as broad planning goals and objectives.

PDC's projects and programs in three areas, *housing, jobs and revitalization* support the "Built Environment" under Goal II, Urban Form in the RUGGOS. Specifically, this goal calls for balancing the region's growth by:

- maintaining a compact urban form
- preserving existing stable and district neighborhoods by focusing commercial and residential growth in mixed use centers and corridors
- assuring affordability and maintaining a variety of housing choices with good access to jobs
- targeting public investment to reinforce a compact urban form

The 2040 Goals for each area are on the following page:

<p><b>Housing</b></p>	<p>Provide a diverse range of housing types with specific goals for low- and moderate-income and market rate housing, and provide for housing densities and costs supportive of public policy for the development of the regional transportation system and designated centers and corridors. PDC efforts will focus on annual progress towards supporting the production of 55,000 housing units by 2014.</p> <table border="0"> <tr> <td><b>PDC unit goals are:</b></td> <td><b><u>FY 2000-01</u></b></td> <td><b><u>FY 2001-02</u></b></td> <td><b><u>5 Year</u></b></td> </tr> <tr> <td><u>Multifamily Housing</u></td> <td></td> <td></td> <td></td> </tr> <tr> <td>    HIF/Federal</td> <td>400</td> <td>250</td> <td>1,250</td> </tr> <tr> <td>    Tax Increment</td> <td><u>550</u></td> <td><u>650</u></td> <td><u>3,250</u></td> </tr> <tr> <td><b>Total</b></td> <td><b>950</b></td> <td><b>900</b></td> <td><b>4,500</b></td> </tr> <tr> <td><u>Ownership</u></td> <td></td> <td></td> <td></td> </tr> <tr> <td>    Home Rehabilitation *</td> <td>240</td> <td>240</td> <td>1,200</td> </tr> <tr> <td>    Home Ownership</td> <td><u>56</u></td> <td><u>80</u></td> <td><u>400</u></td> </tr> <tr> <td><b>Total</b></td> <td><b><u>296</u></b></td> <td><b><u>320</u></b></td> <td><b><u>1,600</u></b></td> </tr> <tr> <td><b>*within City of Portland</b></td> <td><b>1,246</b></td> <td><b>1,220</b></td> <td><b>6,100</b></td> </tr> </table>	<b>PDC unit goals are:</b>	<b><u>FY 2000-01</u></b>	<b><u>FY 2001-02</u></b>	<b><u>5 Year</u></b>	<u>Multifamily Housing</u>				HIF/Federal	400	250	1,250	Tax Increment	<u>550</u>	<u>650</u>	<u>3,250</u>	<b>Total</b>	<b>950</b>	<b>900</b>	<b>4,500</b>	<u>Ownership</u>				Home Rehabilitation *	240	240	1,200	Home Ownership	<u>56</u>	<u>80</u>	<u>400</u>	<b>Total</b>	<b><u>296</u></b>	<b><u>320</u></b>	<b><u>1,600</u></b>	<b>*within City of Portland</b>	<b>1,246</b>	<b>1,220</b>	<b>6,100</b>
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<p><b>Jobs</b></p>	<p>Maintain a strong economic climate by encouraging the development of a diverse and sufficient supply of jobs, especially family wage jobs, in appropriate locations. Utilize a target industry approach focusing on retention, recruitment and expansion in order to broaden and diversify the region's industrial base. Create 158,000 jobs within the City; create 71,000 jobs in the Central City.</p> <table border="0"> <tr> <td><b>PDC unit goals are:</b></td> <td><b><u>FY 2000-01</u></b></td> <td><b><u>FY 2001-02</u></b></td> <td><b><u>5 Year</u></b></td> </tr> <tr> <td>Business Assistance</td> <td>1,740</td> <td>1,740</td> <td>8,700</td> </tr> </table>	<b>PDC unit goals are:</b>	<b><u>FY 2000-01</u></b>	<b><u>FY 2001-02</u></b>	<b><u>5 Year</u></b>	Business Assistance	1,740	1,740	8,700																																
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<p><b>Revitalization</b></p>	<p>The projects listed under Revitalization in the following pages serve as goals for this 2040 goal area.</p> <ul style="list-style-type: none"> <li>◆ Redevelop and reuse lands used in the past or already used for commercial and industrial purposes in support of the 2040 goals for ensuring that the prospect of living, working and doing business in those locations remains attractive to a wide range of households and employers.</li> <li>◆ Facilitate the development and preservation of affordable mixed-income neighborhoods.</li> <li>◆ Recognize and protect critical open spaces for use and enjoyment of City residents. Access to community trails and walkways, and other recreation and cultural areas and public facilities.</li> <li>◆ Support public policies that encourage diversity and excellence in the design and development of settlement patterns, landscapes and structures.</li> <li>◆ Create a balanced transportation system, which is less dependent on the private automobile.</li> </ul>																																								

The next pages show the projects budgeted for each 2040 goal area by program.

**Projects by 2040 Theme and Program**

	<i>Adopted FY 2000-01</i>	<i>Adopted FY 2000-01</i>
<b>Housing</b>		
<b>Multi Family Housing</b>		
Biltmore Hotel Preserv - 13140	376,475	194,240
CDBG Multi-Fam Hsg C/W - 32102	2,845,286	2,845,285
CES Housing Project - 32112	649,687	672,908
DT SPB Mix Use Site Acq - 11912	50,000	1,135,865
DT WF Mixed Use Site Acq - 11990	124,324	2,141,038
DT WF Multi-Family Hsg - 32104	2,848,970	2,350,420
HIF Multi-Fam Hsg C/W - 32127	3,757,677	1,477,746
HOME Multi Family Hsg C/W - 32126	3,013,821	3,013,821
Home Ownership-Comerstne - 12005	555,596	0
Jefferson Block - 12000	1,278,927	112,103
Lents Housing - 32109	678,573	889,363
MFH 333 Oak Street - 11076	527,487	0
MFH Lloyd District - 16203	1,858,132	1,926,091
MFH MLK Housing Proj - 25203	859,357	874,985
MFH North Macadam - 10525	33,946	40,387
MFH Preservation-C/W - 34501	40,793	1,201,339
MFH Preservation-DT - 34502	1,786,737	1,839,272
Museum Place - 12050	4,192,921	6,343,728
OT/CT Housing-Flanders - 11236	1,090,724	0
Prsv Line/Credit-Fairfld - 12031	430,000	0
Prsv Line/Credit-Jeff W - 12028	3,000,000	0
RD 9th/Lovejoy MFH - 13133	2,536,753	0
RD Rental/Prsv Projects - 32129	4,536,448	2,581,534
RD WF Rental/Preservation - 32108	3,578,774	5,853,032
Rental Hsg-Fountain Plaza - 12015	4,034,609	0
Rental Rehab Multi-Family - 32123	661,417	419,421
SPB Prsv-Fairfield - 12030	1,059,031	0
SPB Rental Housing - 32128	269,405	858,753
SPB Rental Hsg Mid Mkt - 12025	0	1,071,893
Union Station Hsg Phase 3 - 11238	1,654,656	1,721,192
<b>Total: Multi Family Housing</b>	<b>48,330,526</b>	<b>39,564,416</b>
<b>Neighborhood Hsg Preservation</b>		
Beav Home Rehab C/W - 31045	159,000	159,000
Beav Rehab C/W - 33412	168,000	168,000
CDBG Home Ownership Prog - 33401	646,972	646,972
CDBG Home Rehab C/W - 31046	1,759,788	1,759,788
DT SPB Home Ownership - 33415	23,000	306,725
DT WF Home Ownership - 33403	573,577	577,408
Fannie Mae Owner/Rehab - 33411	4,214,823	4,165,000
HIF Home Ownership Prog - 33414	1,560,609	294,257
HIF Home Rehab C/W - 31048	191,929	298,483
Home Ownership-Lloyd - 33405	64,051	218,377
Home Ownership-RD - 33404	23,666	23,990
Lead Hazard Program - 32523	1,931,000	0
LID Subsidy to Homeowners - 31502	30,000	30,000
<b>Total: Neighborhood Hsg Preservation</b>	<b>11,346,415</b>	<b>8,648,000</b>
<b>Neighborhood Commercial</b>		
DT Nghbrhd Commcl Serv - 11997	65,000	176,190

**Projects by 2040 Theme and Program**

	<i>Adopted FY 2000-01</i>	<i>Adopted FY 2000-01</i>
<b>Housing</b>		
<b>Neighborhood Commercial</b>		
Total: Neighborhood Commercial	65,000	176,190
Total: Housing	<u>59,741,941</u>	<u>48,388,606</u>
<b>Jobs</b>		
<b>Redevelopment Project Mgmt</b>		
AW Fin/Comm Outreach - 11019	182,044	171,833
Total: Redevelopment Project Mgmt	<u>182,044</u>	<u>171,833</u>
<b>Redevelopment Area Planning</b>		
AW Predevelopment - 11007	22,225	23,346
Total: Redevelopment Area Planning	<u>22,225</u>	<u>23,346</u>
<b>Business Development</b>		
Lents Financial Asst - 16308	183,518	187,496
Total: Business Development	<u>183,518</u>	<u>187,496</u>
<b>Commercial/Industrial Dev</b>		
AW Dev Opportunity Fund - 11009	685,731	681,223
AW PIC Tax Exempt - 11003	7,272,225	0
CES Redevelopment - 10039	2,436,212	2,570,959
DT RD Dev Opp Fund - 11023	152,473	151,318
DT RD Seismic Loan Prog - 10223	55,124	56,718
DT SPB Dev Opp Fund - 11024	1,660,244	2,175,000
DT SPB Seismic Loan Prog - 10224	337,046	904,505
DT WF Dev Opp Fund - 11022	1,585,555	1,553,765
DT WF Seismic Loan Prog - 10217	629,246	632,692
RD Dev Opportunity Fund - 13102	219,283	341,627
RD WF Dev Opp Fund - 13101	758,172	763,703
Union Station Agr Center - 11244	364,083	568,641
Total: Commercial/Industrial Dev	<u>16,155,394</u>	<u>10,400,151</u>
<b>Transportation/Transit</b>		
AW Airport Light Rail/PIC - 19014	2,669,210	197,694
AW Transportation Imprv - 11001	1,602,730	242,516
Total: Transportation/Transit	<u>4,271,940</u>	<u>440,210</u>
<b>Neighborhood Commercial</b>		
CES Bldg Rehabilitation - 10045	532,472	472,906
Lloyd Commercial Dev - 25606	3,646,843	2,584,187
MLK Blvd Commml Site Dev - 25605	2,152,309	2,039,511
MLK Blvd Marketing Plan - 25522	66,484	67,770
Total: Neighborhood Commercial	<u>6,398,108</u>	<u>5,164,374</u>
<b>Business Development</b>		
AW Land Acquisition/Dev - 11014	2,389,500	4,032,865
Brownfield IGA-AW - 10064	10,500	10,500
Brownfield IGA-CES - 10065	10,500	10,500
Brownfield IGA-Lents - 10063	10,500	10,500
Brownfield IGA-OCC - 10066	10,500	10,500
Brownfield IGA-RD - 10062	10,500	10,500



Projects by 2040 Theme and Program

	<i>Adopted FY 2000-01</i>	<i>Adopted FY 2000-01</i>
<b>Jobs</b>		
<b>Business Development</b>		
Bus Assistance C/W - 67610	425,000	425,000
Bus Dev-C/W - 67606	429,305	369,278
Bus Dev-CES URA - 64618	135,064	141,615
Bus Dev-OCC URA - 64617	113,806	117,090
Bus Dev-WF URA - 64616	103,488	108,168
Bus Retention-SWF/N Mac - 23807	20,634	21,122
Enterprise Zone - 24022	50,000	50,000
Foster Predev - 28817	13,000	0
Humboldt Predev - 28813	32,842	0
Kenton Predev - 28816	13,000	0
Kerns Predev - 28815	13,000	0
Lents General - 12208	91,592	90,668
Lents Learning Ctr - 16307	530,279	54,106
Mississippi Predev - 28812	32,842	0
N Mac Employee Loan Fund - 10527	22,846	23,385
OCC Emp Investment Fund - 25531	109,237	114,802
Pre Dev Asst (CDBG) - 28810	29,648	167,000
RD Creative Services - 25495	71,245	74,522
Reg Bus Dev/Recruitment - 24015	331,000	420,000
St Johns Predev - 28814	32,668	0
<b>Total: Business Development</b>	<b>5,042,496</b>	<b>6,262,121</b>
<b>Business Services/Finance</b>		
Bus Asst Loans-Hatfield - 28516	357,727	352,238
Bus Dev Financing - 28820	315,000	315,000
EDA Business Dev RLF - 28301	527,842	433,558
EDA Real Estate Dev RLF - 28201	287,266	289,493
MLK Blvd Equity Loan Fund - 25527	174,663	179,159
Targeted Investment Prog - 28212	674,159	427,000
<b>Total: Business Services/Finance</b>	<b>2,336,657</b>	<b>1,996,448</b>
<b>Targeted Industries Dev</b>		
DT Creative Svcs TI Dev - 25493	3,594,402	123,823
Reg Investments - 24405	2,001,173	0
Target Industry Dev - 24512	119,867	123,096
<b>Total: Targeted Industries Dev</b>	<b>5,715,442</b>	<b>246,919</b>
<b>Total: Jobs</b>	<b>40,307,824</b>	<b>24,892,898</b>
<b>Revitalization</b>		
<b>Redevelopment Project Mgmt</b>		
CES Fin/Comm Outreach - 10019	93,295	94,724
DT Fin/Comm Outreach - 11601	105,396	102,780
Interstate Fin/Comm Outr - 19018	0	286,222
Lents Parks Prop - 28215	270,414	285,179
Lloyd Fin/Comm Otrch - 16209	94,047	97,787
N Mac Implement Coord - 10510	158,651	151,144
NE Finance/Comm Outreach - 16212	27,084	28,357
RD Project Management - 13142	189,682	141,331
RD WF Project Management - 13118	100,819	101,493

Projects by 2040 Theme and Program

	<i>Adopted FY 2000-01</i>	<i>Adopted FY 2000-01</i>
<b>Revitalization</b>		
<b>Redevelopment Project Mgmt</b>		
SPB Fin/Comm Outreach - 12205	90,821	68,406
<b>Total: Redevelopment Project Mgmt</b>	<b>1,130,209</b>	<b>1,357,423</b>
<b>Redevelopment Area Planning</b>		
CES Predevelopment - 10030	38,650	44,740
DT Parking Dev Program - 14201	761,951	1,299,437
DT RD Destination Retail - 10225	0	1,561,846
DT WF Destination Retail - 10219	67,720	67,969
I-405 Predevelopment - 12250	84,000	0
Interstate Predev - 19009	721,994	0
Lloyd Area Planning - 16217	252,112	177,898
N Mac Dev Agreements - 10512	100,218	100,406
N Mac Inter Bureau Coord - 10513	149,366	156,035
N Mac Land Acquisition - 10514	2,205,163	260,085
N Mac Trans Planning - 10511	51,642	54,971
Opp Gateway Prog Mgmt - 14400	383,100	675,000
Parking Group Contract - 14202	4,743	4,837
Pearl District Dev Plan - 13050	99,299	43,206
SPB Predevelopment - 12206	73,803	81,383
<b>Total: Redevelopment Area Planning</b>	<b>4,993,761</b>	<b>4,527,813</b>
<b>Public Facilities</b>		
Cult'l Dist Capital Imprv - 11996	0	594,424
DT Pioneer Square Imprv - 10210	98,500	0
Eastbank Contact Office - 13129	687,373	0
Lents Redev Public Imprv - 12204	678,760	758,812
Nonprofit Fac Rehab C/W - 32702	256,465	256,943
OCC Expansion - 16206	2,614,444	2,595,762
RD CT Sr Comm Ctr - 13077	803,912	27,035
RD Horse Barn Relocate - 13132	1,140,677	237,133
Union Station - 11231	9,727	9,919
Union Station Forecourt - 11250	119,184	1,127,845
Union Station Prop Mgmt - 11237	38,538	36,429
<b>Total: Public Facilities</b>	<b>6,447,580</b>	<b>5,644,302</b>
<b>Commercial/Industrial Dev</b>		
Brownfield Cleanup RLF - 10032	165,000	160,000
Centennial Mill - 13104	3,800,000	1,000,000
CES Dev Opp Strategy - 10024	138,001	47,021
OT Lighting Grants - 13087	28,119	15,510
RD Environmental - 13143	32,796	30,654
RD Historic Preservation - 13080	6,273	6,316
RD Land Acquisition - 13111	42,032	1,170,875
RD Older Building Seismic - 13109	107,716	110,154
RD Terminal One - 13090	52,530	175,842
RD Trailways/PO Block - 13084	193,475	1,266,082
RD WF Environmental - 13130	35,061	35,235
RD WF Land Acquisition - 13110	1,116,194	151,479
RD WF Older Bldg Seismic - 13108	317,270	320,618
SWF Environ Testing - 11060	95,887	71,526

Projects by 2040 Theme and Program

	<i>Adopted FY 2000-01</i>	<i>Adopted FY 2000-01</i>
<b>Revitalization</b>		
<b>Commercial/Industrial Dev</b>		
SWF Parcel Development - 11069	95,778	100,769
Univ Dist Mixed Use - 12217	5,200,000	0
<b>Total: Commercial/Industrial Dev</b>	<b>11,426,132</b>	<b>4,662,081</b>
<b>Parks And Open Space</b>		
AW Trail Development - 11016	107,716	440,614
CES Eastbank Park - 10048	7,195,753	7,510,570
Lents Parks Dev Proj - 13125	270,443	1,038,835
Lents Parks General - 13120	78,334	77,963
Lents Parks Plan - 13124	45,074	13,527
Lents Parks Prop Acq - 13126	201,508	205,604
N Mac Greenway/Riverfront - 10516	64,644	86,377
O'Bryant Square - 12216	77,869	207,989
OCC Eastbank/Riverfront - 10049	2,040,566	291,114
Park Block 5 - 12210	312,043	794,517
RD Classical Chinese Grdn - 13128	1,062,480	1,409
RD Tanner Creek Park Dev - 13119	2,268,575	315,010
RD Waterfront Park Dev - 13112	26,787	146,050
SWF Greenway Development - 18041	139,912	0
SWF Park Amphitheater Rpr - 18045	384,766	0
<b>Total: Parks And Open Space</b>	<b>14,276,470</b>	<b>11,129,579</b>
<b>Transportation/Transit</b>		
15th/16th Ave Debt Svc - 16208	261,444	259,578
CES Grand/MLK/Burnside - 10022	1,197,823	1,158,554
CES Trans/Infrastructure - 10043	1,050,745	160,763
DT RD Transit Mall Rehab - 10033	209,998	216,366
DT WF Transit Mall Rehab - 10027	1,414,476	0
Lents Nghbrhd Sts/Sdwk - 26714	276,806	1,142,179
Lloyd Transport Imprv - 16230	1,516,096	1,507,423
Midtown Block Streetscape - 11991	554,693	123,833
MLK Blvd Improvements - 25525	2,456,816	3,063,742
MLK Blvd Sidewalks - 25528	142,059	141,076
N Mac Bond Construction - 10519	253,382	4,622,417
N Mac Streetcar - 10520	12,994	13,145
N Mac Tram - 10521	9,492	9,782
NE Alberta Street Imprv - 25526	630,500	1,661
Oregon Historical Society - 11998	0	595,417
OT/CT Streetscape Imprv - 10025	595,023	1,550,658
RD Agr Center Parking - 13113	1,195,597	2,226,894
RD CT Parking/Dev Site - 10222	56,602	371,185
RD Public Site Imprv - 11263	708,680	724,620
RD WF Public Site Imprv - 11233	706,362	667,218
SPB St Car/Scape Imprv - 12099	1,095,601	1,354,598
Steel Bridge/Pedestrian - 16207	522,889	0
SWF Harrison St Extension - 11072	476,919	2,677,629
SWF Public Parking Dev - 11025	341,617	0
SWF River Parkway Phase I - 11074	1,622,760	0
W End Retail/PB5 Parking - 12098	189,467	1,306,000
<b>Total: Transportation/Transit</b>	<b>17,498,841</b>	<b>23,894,738</b>

Projects by 2040 Theme and Program

	<i>Adopted FY 2000-01</i>	<i>Adopted FY 2000-01</i>
<b>Revitalization</b>		
<b>Neighborhood Commercial</b>		
Blitz Property Redev - 13134	415,523	428,560
CES Storefront - 10021	129,096	137,861
DT Bldg Lighting Program - 10212	113,381	114,243
DT Predev Activity - 16306	91,101	98,196
DT RD Lighting Program - 10230	45,879	45,232
DT SPB Storefront Grants - 12222	128,873	127,586
DT WF Storefront Grants - 12202	27,838	28,043
Foster/Powell Storefront - 28907	62,500	62,500
Gateway Education Center - 14402	197,500	0
Gateway Land Acq Predev - 14404	150,000	0
Gateway Storefront Prog - 14401	100,000	0
Goose Hollow/Civic Plan - 14420	113,000	26,000
Hollywood/Sandy Storefrnt - 14410	81,000	125,000
Lents Nghbrhd Livability - 13122	124,789	73,847
Lents Redev Fin Asst - 12207	780,982	862,190
Lents Redev General - 12209	211,255	238,950
Lents Redev Property Acq - 13121	1,679,145	2,457,822
Lents Redev Strategies - 13127	125,147	23,265
Lloyd Storefront Imprv - 16213	73,948	96,313
MLK Blvd Predev - 25519	113,018	111,207
MLK Blvd Storefront Prog - 25521	136,759	152,501
N DT Storefront Grants - 13086	153,249	148,560
N Mac Strat Infrast Plan - 10517	92,687	93,000
NE Humboldt Storefront - 28916	62,500	62,500
NE Mississippi Storefront - 28918	62,500	62,500
Nghbrhd Bus District - 26800	30,000	0
RD 9th Ave/Lovejoy Redev - 13115	458,922	1,155,769
RD Storefront Grants - 13088	126,598	128,885
SPB Bldg Lighting Grants - 12010	66,795	68,257
St Johns Storefront - 14415	125,000	75,000
St Johns Storefront Prog - 28920	62,500	62,500
W End Retail Imprv - 12101	176,692	183,021
Walnut Park Retail - 25507	4,836	0
<b>Total: Neighborhood Commercial</b>	<b>6,323,013</b>	<b>7,249,308</b>
<b>Business Development</b>		
Bus District Proj C/W - 26712	54,820	56,293
<b>Total: Business Development</b>	<b>54,820</b>	<b>56,293</b>
<b>Total: Revitalization</b>	<b>62,150,826</b>	<b>58,521,537</b>

## **Financial Summaries**

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### **Project Budgets by Revenue Type**

The following pages break out PDC's budget by project, by revenue type. Specifically, the table shows which projects are funded with new tax increment dollars, private funding, City General Fund, federal and other grants, the Housing Investment Fund, program income, Beginning Fund Balance, and indirect (Service Reimbursements In) revenue.

Projects by Revenue Type

Revenue Type	Project	Adopted FY 2000-01	Planned FY 2001-02
<b>Beginning Fund Balance</b>			
	AW Airport Light Rail/PIC	2,669,210	197,694
	AW Debt Management	39,015	39,015
	AW Dev Opportunity Fund	685,731	338,587
	AW Fin/Comm Outreach	182,044	171,833
	AW Land Acquisition/Dev	2,389,500	16,692
	AW PIC Tax Exempt	7,272,225	0
	AW Predevelopment	22,225	23,346
	AW Trail Development	107,716	440,614
	AW Transportation Imprv	1,602,730	227,226
	Biltmore Hotel Preserv	0	194,240
	Blitz Property Redev	85,611	143,733
	Brownfield IGA-AW	10,500	0
	Bus Assistance C/W	61,343	339,796
	Bus Asst Loans-Hatfield	136,734	10,000
	Bus Dev-CES URA	0	50,829
	Bus Dev-OCC URA	113,806	117,090
	Bus Dev-WF URA	0	108,168
	Bus Retention-SWF/N Mac	19,907	0
	Centennial Mill	0	612,442
	CES Eastbank Park	2,236,650	3,000,000
	Contingency	20,019,734	13,412,197
	DT Creative Svcs TI Dev	0	123,823
	DT Nghbrhd Commcl Serv	0	176,190
	DT Parking Dev Program	0	1,299,437
	DT SPB Debt Management	0	21,020
	DT SPB Dev Opp Fund	0	2,175,000
	DT SPB Home Ownership	0	306,725
	DT SPB Mix Use Site Acq	0	1,135,865
	DT SPB Seismic Loan Prog	0	904,505
	DT SPB Storefront Grants	0	127,586
	DT WF Dev Opp Fund	0	1,553,765
	DT WF Home Ownership	0	577,408
	DT WF Multi-Family Hsg	0	2,063,382
	DT WF Seismic Loan Prog	0	632,692
	DT WF Storefront Grants	0	28,043
	EDA Business Dev RLF	296,286	273,303
	EDA Real Estate Dev RLF	101,208	142,609
	ESA River District	50,000	0
	ESA WF	20,000	0
	Fannie Mae Owner/Rehab	78,823	0
	Gateway Land Acq Predev	71,675	0
	Hollywood/Sandy Storefrnt	6,000	0
	Interstate Predev	721,994	0
	Jefferson Block	0	112,103
	Lents Redev Fin Asst	0	197,634
	Lents Redev Property Acq	340,966	0
	Lents Redev Public Imprv	54,911	671,032
	Lloyd Commercial Dev	3,646,843	2,584,187
	MLK Blvd Commcl Site Dev	1,604,309	0

Projects by Revenue Type

Revenue Type	Project	Adopted FY 2000-01	Planned FY 2001-02
<b>Beginning Fund Balance</b>			
	MLK Blvd Equity Loan Fund	174,663	179,159
	MLK Blvd Improvements	2,456,816	2,083,201
	MLK Blvd Marketing Plan	66,484	0
	MLK Blvd Sidewalks	142,059	141,076
	MLK Blvd Storefront Prog	59,215	0
	Museum Place	0	5,016,294
	N DT Storefront Grants	0	148,560
	NE Alberta Street Imprv	630,500	1,661
	Nghbrhd Bus District	30,000	0
	O'Bryant Square	0	207,989
	OCC Debt Management	11,192	11,192
	OCC Eastbank/Riverfront	74	0
	OCC Emp Investment Fund	109,237	114,802
	Opp Gateway Prog Mgmt	25,000	0
	Oregon Historical Society	0	595,417
	OT Lighting Grants	28,119	15,510
	OT/CT Streetscape Imprv	0	1,550,658
	Park Block 5	0	794,517
	Pearl District Dev Plan	99,299	43,206
	RD Classical Chinese Grdn	0	1,409
	RD Creative Services	71,245	74,522
	RD CT Sr Comm Ctr	0	27,035
	RD Debt Management	8,933	8,933
	RD Environmental	32,796	30,654
	RD Historic Preservation	0	6,316
	RD Project Management	126,843	141,331
	RD Trailways/PO Block	0	677,511
	RD WF Dev Opp Fund	0	763,703
	RD WF Environmental	0	35,235
	RD WF Land Acquisition	0	43,479
	RD WF Older Bldg Seismic	0	320,618
	RD WF Project Management	90,659	74,273
	RD WF Public Site Imprv	706,362	667,218
	SPB Rental Hsg Mid Mkt	0	1,071,893
	SPB St Car/Scepe Imprv	0	1,354,598
	St Johns Storefront	75,000	0
	SWF River Parkway Phase I	1,082,496	0
	Targeted Investment Prog	241,464	130,079
	Union Station	0	9,919
	Union Station Agr Center	0	568,641
	Union Station Forecourt	0	1,127,845
	Union Station Hsg Phase 3	0	1,721,192
	W End Retail Imprv	0	183,021
	W End Retail/PB5 Parking	0	1,295,951
	<b>Total for Beginning Fund Balance</b>	<b>50,916,152</b>	<b>55,788,429</b>
<b>Cash Transfer In</b>			
	Contingency	0	235,545
	Gateway Land Acq Predev	58,390	0

Projects by Revenue Type

Revenue Type	Project	Adopted FY 2000-01	Planned FY 2001-02
<b>Cash Transfer In</b>			
	<b>Total for Cash Transfer In</b>	<b>58,390</b>	<b>235,545</b>
<b>City General Fund</b>			
	Bus Dev-C/W	429,305	369,278
	Bus District Proj C/W	54,820	56,293
	Enterprise Zone	50,000	50,000
	Gateway Education Center	197,500	0
	Gateway Storefront Prog	100,000	0
	Goose Hollow/Civic Plan	113,000	26,000
	Hollywood/Sandy Storefrnt	75,000	125,000
	I-405 Predevelopment	84,000	0
	Opp Gateway Prog Mgmt	330,500	675,000
	Reg Bus Dev/Recruitment	140,000	200,000
	St Johns Storefront	50,000	75,000
	Target Industry Dev	119,867	123,096
	<b>Total for City General Fund</b>	<b>1,743,992</b>	<b>1,699,667</b>
<b>Federal and Other Grants</b>			
	Beav Home Rehab C/W	159,000	159,000
	Beav Rehab C/W	168,000	168,000
	Brownfield Cleanup RLF	165,000	160,000
	Bus Dev Financing	315,000	315,000
	CDBG Home Ownership Prog	170,628	200,000
	CDBG Home Rehab C/W	1,709,788	1,709,788
	CDBG Multi-Fam Hsg C/W	915,371	1,041,212
	Foster/Powell Storefront	62,500	62,500
	HOME Multi Family Hsg C/W	3,013,821	3,013,821
	Lead Hazard Program	1,931,000	0
	LID Subsidy to Homeowners	30,000	30,000
	Mississippi Predev	22,600	0
	NE Humboldt Storefront	62,500	62,500
	NE Mississippi Storefront	62,500	62,500
	Opp Gateway Prog Mgmt	27,600	0
	Pre Dev Asst (CDBG)	29,648	167,000
	Reg Investments	2,001,173	0
	St Johns Storefront Prog	62,500	62,500
	<b>Total for Federal and Other Grants</b>	<b>10,908,629</b>	<b>7,213,821</b>
<b>Housing Investment Fund</b>			
	MFH Preservation-C/W	40,793	1,201,339
	Prsv Line/Credit-Fairfid	430,000	0
	Prsv Line/Credit-Jeff W	3,000,000	0
	Rental Hsg-Fountain Plaza	4,034,609	0
	<b>Total for Housing Investment Fund</b>	<b>7,505,402</b>	<b>1,201,339</b>
<b>Loans From Other Funds</b>			
	N Mac Land Acquisition	2,100,000	0
	<b>Total for Loans From Other Funds</b>	<b>2,100,000</b>	<b>0</b>



Projects by Revenue Type

Revenue Type	Project	Adopted FY 2000-01	Planned FY 2001-02
<b>Private Funding</b>			
	CDBG Home Ownership Prog	100,000	100,000
	CDBG Home Rehab C/W	50,000	50,000
	CDBG Multi-Fam Hsg C/W	500,000	500,000
	Fannie Mae Owner/Rehab	4,136,000	4,165,000
	Reg Bus Dev/Recruitment	191,000	220,000
	<b>Total for Private Funding</b>	<b>4,977,000</b>	<b>5,035,000</b>
<b>Program Income</b>			
	AW Land Acquisition/Dev	0	3,662,362
	Biltmore Hotel Preserv	376,475	0
	Bus Assistance C/W	363,657	85,204
	Bus Asst Loans-Hatfield	220,993	342,238
	CDBG Budget & Fin Plan	35,928	59,188
	CDBG Grant/Contract Acct	44,768	47,922
	CDBG Home Ownership Prog	376,344	346,972
	CDBG Mgmt Reporting	10,246	10,246
	CDBG Multi-Fam Hsg C/W	1,429,915	1,304,073
	CDBG Portfolio Analysis	131,415	159,649
	Centennial Mill	221,919	0
	CES Eastbank Park	115,964	150,000
	CES Redevelopment	308,700	858,700
	Contingency	9,606,232	4,198,149
	Debt Management-412	919,169	818,649
	Debt Management-415	418,507	382,723
	Debt Management-416	656,114	767,220
	DT Fin/Comm Outreach	105,396	102,780
	DT Predev Activity	91,101	98,196
	DT RD Transit Mall Rehab	110,521	0
	DT SPB Mix Use Site Acq	50,000	0
	DT SPB Seismic Loan Prog	337,046	0
	DT WF Debt Management	8,535	8,535
	DT WF Mixed Use Site Acq	124,324	2,141,038
	Eastbank Contact Office	287,271	0
	EDA Business Dev RLF	231,556	160,255
	EDA Real Estate Dev RLF	186,058	146,884
	Foster Predev	13,000	0
	Gateway Land Acq Predev	19,935	0
	General Admin Housing	178,310	178,310
	HIF General Admin Housing	13,280	13,091
	HIF Home Ownership Prog	1,560,609	294,257
	HIF Home Rehab C/W	191,929	298,483
	HIF Multi-Fam Hsg C/W	3,757,677	1,477,746
	Humboldt Predev	32,842	0
	Kenton Predev	13,000	0
	Kerns Predev	13,000	0
	Lents Parks Prop	38,079	10,000
	Loan Servicing Ec Dev	11,500	11,500
	Loan Servicing Hsg	246,085	296,085
	MFH 333 Oak Street	500,000	0

Projects by Revenue Type

Revenue Type	Project	Adopted FY 2000-01	Planned FY 2001-02
<b>Program Income</b>			
	MFH Preservation-DT	0	1,839,272
	Mississippi Predev	10,242	0
	MLK Blvd Comm Site Dev	548,000	1,986,590
	N Mac Implement Coord	33,000	0
	Nonprofit Fac Rehab C/W	256,465	256,943
	O'Bryant Square	5,635	0
	OCC Eastbank/Riverfront	2,038,569	0
	Parking Group Contract	4,743	4,837
	RD Land Acquisition	42,032	1,170,875
	RD Tanner Creek Park Dev	2,268,575	315,010
	RD Terminal One	52,530	175,842
	RD Trailways/PO Block	136,462	588,571
	RD WF Land Acquisition	1,008,000	108,000
	RD WF Project Management	10,160	27,220
	Rental Rehab Multi-Family	661,417	419,421
	Riverplace Marina Lease	10,829	10,829
	SPB Bldg Lighting Grants	66,795	0
	SPB Fin/Comm Outreach	90,821	68,406
	SPB Predevelopment	72,980	81,383
	SPB Rental Housing	0	858,753
	St Johns Predev	32,668	0
	SWF Harrison St Extension	0	1,699,231
	SWF Parcel Development	0	100,769
	Targeted Investment Prog	432,695	296,921
	Union Station Agr Center	364,083	0
	Union Station Hsg Phase 3	1,654,656	0
	Union Station Prop Mgmt	38,538	36,429
	Walnut Park Retail	4,836	0
	<b>Total for Program Income</b>	<b>33,202,131</b>	<b>28,475,757</b>
<b>Service Reimbursement In</b>			
	Accounting Admin	123,559	125,674
	Budget/Financial Plan	260,157	270,369
	Cash Receipts	49,482	49,482
	Computer Services	1,045,080	1,111,861
	Construction Mgmt Engrg	108,106	108,020
	Contract Rules Mgmt	179,695	169,984
	Debt Management Indirect	30,280	30,807
	Desktop Systems	157,528	160,271
	Disparity Work	272,621	277,013
	Executive Dept Admin	493,360	507,064
	Facilities Management	1,433,815	1,423,526
	Finance Dept Admin	146,685	176,081
	Financial Accounting Sys	128,473	129,845
	Five Year Business Plan	58,227	57,844
	Grant/Contract Accounting	3,242	3,933
	Human Resources	252,215	261,463
	Lawson Implementation	379,876	141,488
	Legal Section Admin	263,273	271,148

Projects by Revenue Type

Revenue Type	Project	Adopted FY 2000-01	Planned FY 2001-02
<b>Service Reimbursement In</b>			
	Management Reporting	360,668	350,467
	PERS POB's	221,114	256,711
	Public Affairs Admin	395,774	409,022
	Records Management	298,412	279,443
	REO Property Management	189,518	191,875
	Risk Management	131,129	132,682
	<b>Total for Service Reimbursement In</b>	<b>6,982,289</b>	<b>6,896,073</b>
<b>Tax Increment Debt Proceeds</b>			
	15th/16th Ave Debt Svc	261,444	259,578
	AW Dev Opportunity Fund	0	342,636
	AW Land Acquisition/Dev	0	353,811
	AW Transportation Imprv	0	15,290
	Blitz Property Redev	329,912	284,827
	Brownfield IGA-AW	0	10,500
	Brownfield IGA-CES	10,500	10,500
	Brownfield IGA-Lents	10,500	10,500
	Brownfield IGA-OCC	10,500	10,500
	Brownfield IGA-RD	10,500	10,500
	Bus Dev-CES URA	135,064	90,786
	Bus Dev-WF URA	103,488	0
	Bus Retention-SWF/N Mac	727	21,122
	Centennial Mill	3,578,081	387,558
	CES Bldg Rehabilitation	532,472	472,906
	CES Dev Opp Strategy	138,001	47,021
	CES Eastbank Park	4,843,139	4,360,570
	CES Fin/Comm Outreach	93,295	94,724
	CES Grand/MLK/Burnside	1,197,823	1,158,554
	CES Housing Project	649,687	672,908
	CES Predevelopment	38,650	44,740
	CES Redevelopment	2,127,512	1,712,259
	CES Storefront	129,096	137,861
	CES Trans/Infrastructure	1,050,745	160,763
	Contingency	28,262,463	4,181,963
	Cult'l Dist Capital Imprv	0	594,424
	DT Bldg Lighting Program	113,381	114,243
	DT Creative Svcs TI Dev	3,594,402	0
	DT Nghbrhd Commcl Serv	65,000	0
	DT Parking Dev Program	761,951	0
	DT Pioneer Square Imprv	98,500	0
	DT RD Destination Retail	0	1,561,846
	DT RD Dev Opp Fund	152,473	151,318
	DT RD Lighting Program	45,879	45,232
	DT RD Seismic Loan Prog	55,124	56,718
	DT RD Transit Mall Rehab	99,477	216,366
	DT SPB Debt Management	21,020	0
	DT SPB Dev Opp Fund	1,660,244	0
	DT SPB Home Ownership	23,000	0
	DT SPB Storefront Grants	128,873	0

Projects by Revenue Type

Revenue Type	Project	Adopted FY 2000-01	Planned FY 2001-02
<b>Tax Increment Debt Proceeds</b>			
	DT WF Destination Retail	67,720	67,969
	DT WF Dev Opp Fund	1,585,555	0
	DT WF Home Ownership	573,577	0
	DT WF Multi-Family Hsg	2,848,970	287,038
	DT WF Seismic Loan Prog	629,246	0
	DT WF Storefront Grants	27,838	0
	DT WF Transit Mall Rehab	1,414,476	0
	Eastbank Contact Office	400,102	0
	ESA CES	50,000	0
	Home Ownership-Cornerstne	555,596	0
	Home Ownership-Lloyd	64,051	218,377
	Home Ownership-RD	23,666	23,990
	Interstate Fin/Comm Outrth	0	286,222
	Jefferson Block	1,278,927	0
	Lents Debt Management	4,305	4,305
	Lents Financial Asst	183,518	187,496
	Lents General	91,592	90,668
	Lents Housing	678,573	889,363
	Lents Learning Ctr	530,279	54,106
	Lents Nghbrhd Livability	124,789	73,847
	Lents Nghbrhd Sts/Sdwlk	276,806	1,142,179
	Lents Parks Dev Proj	270,443	1,038,835
	Lents Parks General	78,334	77,963
	Lents Parks Plan	45,074	13,527
	Lents Parks Prop	232,335	275,179
	Lents Parks Prop Acq	201,508	205,604
	Lents Redev Fin Asst	780,982	664,556
	Lents Redev General	211,255	238,950
	Lents Redev Property Acq	1,338,179	2,457,822
	Lents Redev Public Imprv	623,849	87,780
	Lents Redev Strategies	125,147	23,265
	Lloyd Area Planning	252,112	177,898
	Lloyd Fin/Comm Otrch	94,047	97,787
	Lloyd Storefront Imprv	73,948	96,313
	Lloyd Transport Imprv	1,516,096	1,507,423
	MFH 333 Oak Street	27,487	0
	MFH Lloyd District	1,858,132	1,926,091
	MFH MLK Housing Proj	859,357	874,985
	MFH North Macadam	33,946	40,387
	MFH Preservation-DT	1,786,737	0
	Midtown Block Streetscape	554,693	123,833
	MLK Blvd Comm'l Site Dev	0	52,921
	MLK Blvd Improvements	0	980,541
	MLK Blvd Marketing Plan	0	67,770
	MLK Blvd Predev	113,018	111,207
	MLK Blvd Storefront Prog	77,544	152,501
	Museum Place	4,192,921	1,327,434
	N DT Storefront Grants	153,249	0
	N Mac Bond Construction	253,382	4,622,417

Projects by Revenue Type

Revenue Type	Project	Adopted FY 2000-01	Planned FY 2001-02
<b>Tax Increment Debt Proceeds</b>			
	N Mac Dev Agreements	100,218	100,406
	N Mac Employee Loan Fund	22,846	23,385
	N Mac Greenway/Riverfront	64,644	86,377
	N Mac Implement Coord	125,651	151,144
	N Mac Inter Bureau Coord	149,366	156,035
	N Mac Land Acquisition	105,163	260,085
	N Mac Strat Infrast Plan	92,687	93,000
	N Mac Streetcar	12,994	13,145
	N Mac Tram	9,492	9,782
	N Mac Trans Planning	51,642	54,971
	NE Finance/Comm Outreach	27,084	28,357
	O'Bryant Square	72,234	0
	OCC Eastbank/Riverfront	1,923	291,114
	OCC Expansion	2,614,444	2,595,762
	OT/CT Housing-Flanders	1,090,724	0
	OT/CT Streetscape Imprv	595,023	0
	Park Block 5	312,043	0
	RD 9th Ave/Lovejoy Redev	458,922	1,155,769
	RD 9th/Lovejoy MFH	2,536,753	0
	RD Agr Center Parking	1,195,597	2,226,894
	RD Classical Chinese Grdn	1,062,480	0
	RD CT Parking/Dev Site	56,602	371,185
	RD CT Sr Comm Ctr	803,912	0
	RD Dev Opportunity Fund	219,283	341,627
	RD Historic Preservation	6,273	0
	RD Horse Barn Relocate	1,140,677	237,133
	RD Older Building Seismic	107,716	110,154
	RD Project Management	62,839	0
	RD Public Site Imprv	708,680	724,620
	RD Rental/Prsv Projects	4,536,448	2,581,534
	RD Storefront Grants	126,598	128,885
	RD Trailways/PO Block	57,013	0
	RD Waterfront Park Dev	26,787	146,050
	RD WF Dev Opp Fund	758,172	0
	RD WF Environmental	35,061	0
	RD WF Land Acquisition	108,194	0
	RD WF Older Bldg Seismic	317,270	0
	RD WF Rental/Preservation	3,578,774	5,853,032
	SPB Bldg Lighting Grants	0	68,257
	SPB Predevelopment	823	0
	SPB Prsv-Fairfield	1,059,031	0
	SPB Rental Housing	269,405	0
	SPB St Car/Scpe Imprv	1,095,601	0
	Steel Bridge/Pedestrian	522,889	0
	SWF Environ Testing	95,887	71,526
	SWF Greenway Development	139,912	0
	SWF Harrison St Extension	476,919	978,398
	SWF Parcel Development	95,778	0
	SWF Park Amphitheater Rpr	384,766	0

**Projects by Revenue Type**

<b>Revenue Type</b>	<b>Project</b>	<b>Adopted FY 2000-01</b>	<b>Planned FY 2001-02</b>
<b>Tax Increment Debt Proceeds</b>			
	SWF Public Parking Dev	341,617	0
	SWF River Parkway Phase I	540,264	0
	Union Station	9,727	0
	Union Station Forecourt	119,184	0
	Univ Dist Mixed Use	5,200,000	0
	W End Retail Imprv	176,692	0
	W End Retail/PB5 Parking	189,467	10,049
	<b>Total for Tax Increment Debt Proceeds</b>	<b>111,566,475</b>	<b>57,029,749</b>
	<b>Grand Total</b>	<b>229,960,460</b>	<b>163,575,380</b>

### Summary of Budgeted Resources

PDC's operating and capital expenditures are supported by resources derived from a variety of sources, such as taxes, enterprise, private, and grant sources. As shown in the table on the next page, total resources, including Beginning Fund Balance for FY 2000-01, are budgeted at \$229,960,460 (including \$7 million in Indirect for overhead reimbursements), and for FY 2001-02, are budgeted at \$163,575,380 (including \$6.9 million in Indirect for overhead reimbursements). Below is a discussion of each of the primary resources supporting PDC activities.

### Resource Trends/Description of Resources

The table on the next page summarizes PDC's resource types. Below is a description of each of PDC's major funding sources.

**Fund Balance:** Several of PDC's capital funds carry balances resulting from tax increment funded loan repayments, remaining tax increment bond proceeds, and program income receipts. These balances are programmed over the next five years, to fund critical housing and redevelopment projects and provide reserves for loan accounts. Certain fund balances, totaling \$1.4 million, are federal grant funds and restricted in their use in FY 2000-01. The Beginning Fund Balance for FY 2000-01 is approximately \$51 million, and for FY 2001-02 is \$55.8 million. The fund balance increases in FY 2001-02 as tax increment debt proceeds are carried over from FY 2000-01 (see description below).

**Tax Increment Debt Proceeds:** The City collects tax increment property taxes in urban renewal areas, and converts the revenue to debt proceeds for PDC use on eligible projects within designated urban renewal areas. PDC's budget for tax increment debt proceeds for FY 2000-01 is approximately \$111.6 million, and for FY 2001-02 is \$57 million. PDC anticipates bond issuances in certain urban renewal areas. For FY 2000-01, PDC anticipates bond issues in Downtown Waterfront, South Park Blocks, and Central Eastside urban renewal areas. For FY 2001-02, PDC anticipates bond issues in Airport Way and the Oregon Convention Center. It should be noted that the proceeds from each bond issuance are spent over multiple years, with the balance stored in Contingency and carried over to Beginning Fund Balance. It typically takes three years to spend each bond issuance's proceeds. The schedule and amount of bonds to be issued will be determined with the assistance of the City's Debt Management group.

Budgeted tax increment debt proceeds (including bonds, draws on lines of credit, and du jour debt), are as follows for each of these Urban Renewal Areas for FY 2000-01 and FY 2001-02 respectively: Airport Way, \$0.4 million, \$0.7 million; Downtown Waterfront, \$33.7 million, \$6.7 million; Convention Center, \$8.8 million, \$9.5 million; South Park Blocks, \$28 million, \$2.1 million; Central Eastside, \$15.9 million, \$9.7 million; Lents Town Center, \$6.6 million, \$9.8 million; River District, \$15.5 million, \$11.5 million; North Macadam, \$2.6 million, \$6.8 million; Interstate, \$0, \$0.3 million.

**City of Portland General Fund:** In recent years, PDC has relied on City General Fund allocations from the City of Portland to fund certain on-going program activities and special

## **Financial Summaries**

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capital projects. Examples in this year's budget include business development, Targeted Industry Development, and 2040 planning implementation. PDC requested a number of City General Fund add-packages in FY 2000-01. Only the packages approved by the Mayor have been included in the Adopted budget, including funding for Gateway and the Enterprise Zone program.

City General Fund proceeds also finances the Housing Investment Fund (HIF). Budgeted City General Fund allocations for FY 2000-01 are approximately \$4.5 million for new HIF projects plus program income. The FY 2001-02 budget includes \$7.5 million in debt proceeds for housing preservation. OFA set up a line of credit to support this program in FY 1999-00.



## Financial Summaries

### Summary of Resources

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Beginning Fund Balance	27,956,804	48,448,179	53,345,245	47,008,924	50,916,152	55,788,429
Operating Transfers In	3,690,676	2,472,000	157,968	58,390	58,390	235,545
City General Fund	4,743,434	4,036,430	7,536,949	2,938,529	1,743,992	1,699,667
<u>Federal and Other Grants</u>						
Grants - Federal Except Hcd	1,676,970	2,988,697	6,503,299	3,346,821	3,346,821	3,341,821
Grants - State And Local	1,191,835	696,697	242,562	27,600	2,028,773	0
Grants - Hcd Contract	2,932,907	9,048,725	6,916,345	5,444,356	5,533,035	3,872,000
Total Federal and Other Grants	\$ 5,801,712	\$ 12,734,119	\$ 13,662,206	\$ 8,818,777	\$ 10,908,629	\$ 7,213,821
<u>Housing Investment Fund</u>						
HIF Note Revenue	-1,141,951	4,507,462	4,020,499	1,491,567	0	0
Hsg Preserv. Credit Line	0	0	4,183,806	0	7,505,402	1,201,339
Total Housing Investment Fund	\$ -1,141,951	\$ 4,507,462	\$ 8,204,305	\$ 1,491,567	\$ 7,505,402	\$ 1,201,339
Loans From Other Funds	0	0	525,000	0	2,100,000	0
<u>Private Funding</u>						
Private Grants & Donations	251,458	30,088	100,000	210,000	191,000	220,000
Private Lender Agreements	2,636,410	1,447,349	3,650,000	4,786,000	4,786,000	4,815,000
Total Private Funding	\$ 2,887,868	\$ 1,477,437	\$ 3,750,000	\$ 4,996,000	\$ 4,977,000	\$ 5,035,000
<u>Program Income</u>						
Rent Income	1,594,888	611,481	903,794	895,500	895,500	249,700
Publications And Other Sales	193	632	0	0	0	0
Loan Fees	201,209	19,368	217,246	0	0	0
Loan Late Charges	20,937	19,208	4,000	0	0	0
Application Fee	52,905	71,392	59,000	0	0	0
Other Contracts	8,685,790	719,686	376,131	4,675	4,504,743	504,837
Loans - Principal Collection	10,475,396	10,386,546	14,413,165	9,986,711	13,903,745	9,940,325
Loans - Interest Earned	2,153,625	2,161,859	2,357,934	1,865,910	1,912,555	1,742,296
Interest - City Investmnt Pool	2,012,064	1,714,540	1,452,371	1,393,621	1,385,788	772,617
All Other Interest	30,773	14,165	0	0	0	0
Real Property Sales	2,260,558	1,986,938	7,171,322	7,992,000	9,742,000	9,400,000
Personal Property Sales	12,240	12,200	0	0	0	0
Reimbursements	118,137	2,747,588	1,300,462	846,971	857,800	5,865,982
Miscellaneous Income	196,481	168,187	125,000	0	0	0
Total Program Income	\$ 27,815,196	\$ 20,633,791	\$ 28,380,425	\$ 22,985,388	\$ 33,202,131	\$ 28,475,757
Ind Cost-admin Alloc-contr	3,423,990	3,594,772	6,830,606	6,703,299	6,982,289	6,896,073
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	26,043,461	70,641,224	18,969,637	15,376,808	15,103,384	12,882,522
Tax Increment-Long Term Debt	0	0	58,167,059	98,967,229	96,463,091	44,147,227
Total Tax Increment Debt Proceeds	\$ 26,043,461	\$ 70,641,224	\$ 77,136,696	\$ 114,344,037	\$ 111,566,475	\$ 57,029,749
<b>Total Resources (including beginning fund balance)</b>	<b>\$ 101,221,189</b>	<b>\$ 168,545,413</b>	<b>\$ 199,529,400</b>	<b>\$ 209,344,911</b>	<b>\$ 229,960,460</b>	<b>\$ 163,575,380</b>

### Federal Grants:

**Community Development Block Grant (CDBG):** Administered and allocated through the Bureau of Housing and Community Development (BHCD), the CDBG program funds PDC's housing rehabilitation and repair programs, and community business development. Funds are received through an annual allocation and from program income earned on a large CDBG loan portfolio.

BHCD has proposed reducing the PDC CDBG contract due to a proposed HUD block grant reduction and due to proposed program changes. In addition, PDC's program income from the CDBG loan portfolio has declined due to a change in the types of loans being made – more deferred payment and less amortizing loans have been made as PDC continues to serve low income families with these funds. At this point, PDC has incorporated the reductions due to the HUD grant cut. PDC's CDBG budget for FY 2000-01 includes approximately \$3.4 million in new CDBG and \$2.8 million of program income. This figure excludes \$650,000 in private lender funds, which are described below. This figure also excludes \$1.9 million for a Lead Hazard Paint grant and \$327,000 for a contract with the City of Beaverton for home rehabilitation.

**HOME Program:** HOME funds, also administered by BHCD, are used to support new multi-family housing and homeownership projects. The FY 2000-01 budget is \$3 million. The FY 2001-02 budget assumes current service level funding.

**Other Grants:** PDC has been the administrator for the Regional Strategies money received by a consortium of Multnomah and Washington counties. This money was derived from lottery proceeds and is operated under State guidelines. A substantial portion of these funds have been "passed through" to other organizations. The original program has now ended, however, discussions are currently underway to institute a new program next fiscal year.

**Program Income:** PDC receives program income from a variety of sources including rents, sale of assets, loan repayments and interest income. These funds are used to support predevelopment efforts, to provide loans for capital projects, to fund program management in urban renewal areas, and other activities included in the Five-Year Business Plan. Program income received in urban renewal areas is retained within the corresponding urban renewal area and expended on projects in accordance with the City's adopted urban renewal plans. Certain program income is restricted in expenditure by law. The FY 2000-01 budget for these funds totals approximately \$33 million (excluding \$3 million in block grant program income discussed above). The FY 2001-02 budget for these funds totals approximately \$28 million (excluding \$2.8 million in block grant program income discussed above).

**Private Funding:** PDC currently has agreements with several local banks, whereby block grant funds and other funding sources are used together with bank funds, to finance certain single and multi-family housing projects. We also have agreements with local banks to use bank funds to fund single-family mortgage loans. A program initiated in the FY 1998-99 is a program with Fannie Mae to augment funding for neighborhood housing. The FY 2000-01 budget includes \$4.2 million for this program. In addition, PDC receives funds from private businesses to support

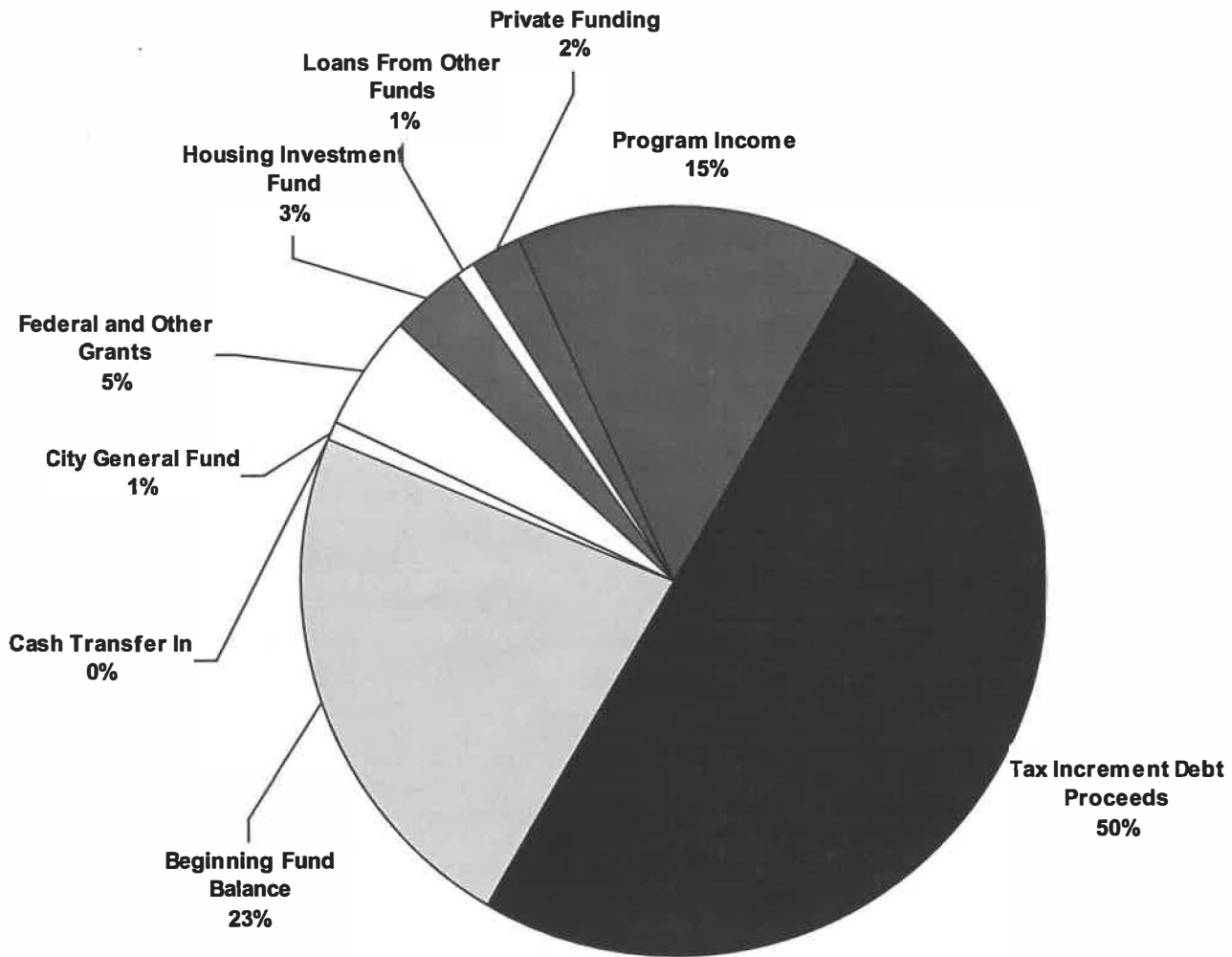
**Financial Summaries**

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regional business development efforts. The total private funding budget for FY 2000-01 is about \$5 million. The FY 2001-02 budget assumes current service level funding.

### Distribution of PDC Resources

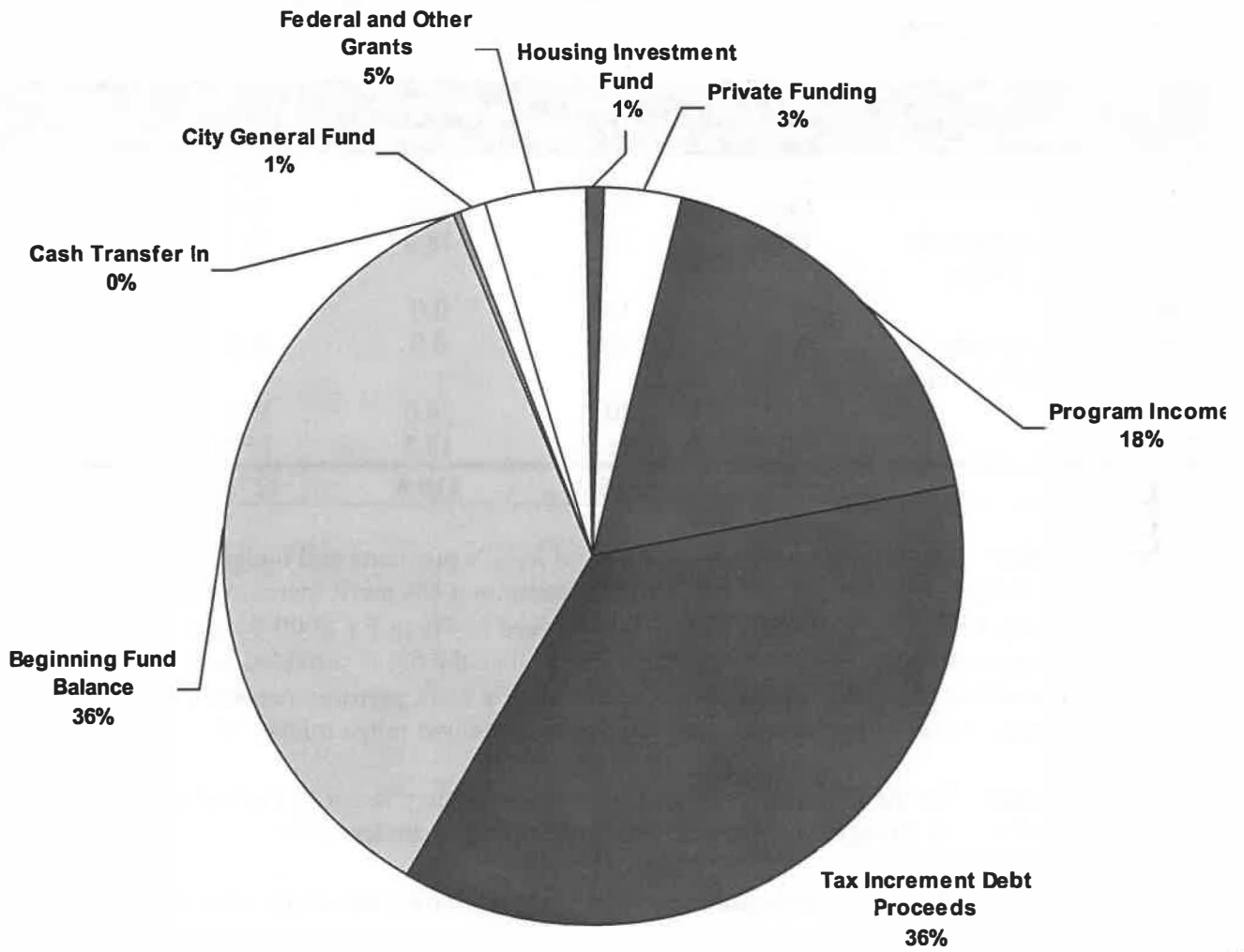
FY 2000-01 Adopted



As shown on the graph, PDC's resources are primarily distributed among tax increment, beginning fund balance, private funds, program income, Housing Investment Fund, City General Fund, and federal grants. PDC continues to strive towards the receipt of a balanced and diverse number of resources to guard against over-reliance on a single source of income. In the next year and future years, we will continue to emphasize increasing our private funding resources.

### Distribution of PDC Resources

FY 2001-02 Planned



As shown on the graph, PDC's resources are primarily distributed among tax increment, beginning fund balance, private funds, program income, Housing Investment Fund, City General Fund, and federal grants. PDC continues to strive towards the receipt of a balanced and diverse number of resources to guard against over-reliance on a single source of income. In the next year and future years, we will continue to emphasize increasing our private funding resources.

## Staffing

PDC's FTE position count has increased by 16.7 FTE, from a revised FY 1999-00 count of 110.8, to an Approved FY 2000-01 count of 127.5. FTE are increased by an additional 6.0 FTE in FY 2001-02, for a total FTE count of 133.5. The following table summarizes the change in FTE positions by department.

Department	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Adopted FY 2000-01	Planning FY 2001-02
Housing	29.0	31.6	31.3	32.6	33.6
Development	18.0	21.2	23.0	28.0	31.0
Economic Development	13.0	15.3	18.0	21.5	22.5
Workforce & Target					
Industries	9.5	0.0	0.0	0.0	0.0
Professional Services	1.0	0.0	0.0	0.0	0.0
Finance and Information					
Systems	17.9	20.2	24.0	30.0	31.0
Executive	11.1	11.9	14.5	15.4	15.4
<b>Total</b>	<b>99.5</b>	<b>100.2</b>	<b>110.8</b>	<b>127.5</b>	<b>133.5</b>

**Salary Schedule** - The following schedule lists all of PDC's positions and budgeted salaries. The biennial budget, FY 2000-01 and FY 2001-02, assumes a 6% merit increase to each position's salary, however, this rate is adjusted downward to 4% in FY 2000-01 and 4.24% in FY 2001-02 since raises are not given until November, thus the 6% is provided only for eight months. The actual raise will depend on each individual's work performance and position on the salary range. Actual salary increases are applied to a position range mid-point.

**Vacancy Factor** - For the first time, PDC has included a vacancy factor in the budget to account for natural turnover in the agency. The rate used is 3% for both budget years.

**Organization Chart** - PDC's Proposed organization chart follows the salary schedule.

**Benefits Rate** - PDC's benefits rate is budgeted at 41.80% in FY 2000-01 and 43.89% in FY 2001-02. The details of the rate are provided on the next page.

## Staffing

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		<u>2000-01</u>	<u>2001-02</u>
<b>PAYROLL TAXES PAID ON ALL EMPLOYEES:</b>			
FICA	Social Security	8.03	8.43
SAIF	Worker's Compensation	0.14	0.14
ORWCAT	Oregon Workers Compensation	0.09	0.09
SUI	State Unemployment Tax	0.48	0.50
PERS	Employer	8.99	9.44
PERS	Employee Pick-up	6.30	6.62
TRIMET	Tri-Met Tax	0.65	0.68
		<hr/>	<hr/>
<b>Rate used for Special Employees</b>		<b>24.67</b>	<b>25.91</b>

### **BENEFITS PAID ON REGULAR EMPLOYEES ONLY:**

Life Insurance		0.34	0.35
Health & Dental		16.58	17.41
Bus Pass Reimbursement		0.21	0.22
		<hr/>	<hr/>
<b>Subtotal Regular Employees</b>		<b>17.13</b>	<b>17.98</b>
		<hr/>	<hr/>
<b>Rate used for Regular Employees</b>		<b>41.80</b>	<b>43.89</b>

## PORTLAND DEVELOPMENT COMMISSION

POSITION TITLE	Actual FY 1997-98		Actuals FY 1998-99		Revised FY 1999-00		Adopted FY 2000-01		Planned FY 2001-02	
	No.		No.	Amount	No.	Amount	No.	Amount	No.	Amount
Accounting Manager	1.0		1.0	65,365	1.0	68,349	1.0	62,400	1.0	62,544
Accounting Technician	1.0		0.8	21,573	1.0	26,458	1.0	30,826	1.0	30,897
Administrative Coordinator	1.0		0.7	25,793	1.0	39,686	1.0	42,482	1.0	42,580
Administrative Specialist I	1.0		0.0	0	0.0	0	0.0	0	0.0	0
Administrative Specialist II	6.5		3.2	77,745	7.0	185,202	13.0	348,742	14.0	381,016
Administrative Specialist III	2.0		2.3	72,193	3.0	94,806	3.0	99,291	3.0	99,520
Associate Accountant	0.3		0.0	0	0.0	0	0.0	0	0.0	0
Attorney	2.0		1.0	80,793	2.0	145,516	1.0	88,858	1.0	89,063
Attorney II	0.0		1.0	91,786	1.0	90,397	2.0	154,727	2.0	155,085
Budget Analyst	2.0		0.0	0	0.0	0	1.0	36,841	1.0	36,926
Budget Analyst Associate	0.0		1.1	33,667	1.0	33,072	0.0	0	0.0	0
Budget Analyst Sr.	0.0		2.1	97,816	2.0	99,216	2.0	118,934	2.0	119,209
Budget Officer	1.0		1.0	66,642	1.0	68,349	1.0	73,108	1.0	73,277
Commission Receptionist	1.0		0.0	0	1.0	26,458	1.0	26,582	1.0	26,644
Communications/Contract Coord	1.0		1.0	57,381	1.0	59,530	1.0	64,097	1.0	64,245
Construction Advisor	0.0		3.1	156,135	3.0	156,541	3.0	159,220	3.0	159,587
Construction Coordinator	5.0		3.1	178,064	3.0	182,998	4.0	222,469	4.0	222,982
Deputy Housing Director	1.0		1.1	79,463	1.0	79,373	1.0	78,075	1.0	78,255
Development Director	1.0		1.3	118,964	1.0	99,216	1.0	101,812	1.0	102,047
Development Manager	5.0		5.2	406,711	5.0	412,298	5.0	431,784	5.0	432,779
Economic Development Director	1.0		0.8	97,013	1.0	85,987	1.0	86,312	1.0	86,511
Environmental Coordinator	1.0		1.0	57,228	1.0	59,530	1.0	60,603	1.0	60,743
Exec Asst/Comm Secretary	1.0		1.0	47,486	1.0	48,506	1.0	50,544	1.0	50,661
Executive Director	1.0		1.0	107,637	1.0	110,240	1.0	110,947	1.0	111,203
Facilities Coordinator	1.0		1.0	37,517	1.0	37,482	1.0	41,359	1.0	41,454
Finance Assistant	1.0		1.0	29,542	1.0	33,072	2.0	73,907	2.0	74,077
Finance Coordinator	3.0		3.1	174,735	3.0	176,384	3.0	189,047	4.0	244,798
Finance Director	1.0		1.0	92,033	1.0	94,806	1.0	96,695	1.0	96,918
Finance Specialist	0.0		0.0	0	0.0	0	2.0	73,632	2.0	73,802
Financial Analyst	0.0		0.0	0	1.0	46,301	1.0	43,680	1.0	43,781
Graphics Specialist	0.0		0.6	19,801	1.0	30,867	0.8	35,543	0.8	35,625
Housing Dev Finance Manager	1.0		0.0	0	1.0	70,554	1.0	67,592	1.0	67,748
Housing Director	1.0		1.0	103,688	1.0	103,626	1.0	106,305	1.0	106,550
Housing Finance Specialist	1.0		0.0	0	0.0	0	0.0	0	0.0	0
Housing Initiatives Coordinator	1.0		1.0	55,568	1.0	57,325	1.0	61,252	1.0	61,393
Housing Programs Analyst	0.0		0.7	31,922	1.0	44,096	1.0	48,173	1.0	48,284
Human Resources Manager	1.0		0.8	48,901	1.0	61,734	1.0	66,668	1.0	66,822
Human Resources Technican	0.6		1.5	44,205	1.0	33,072	1.0	32,223	1.0	32,298
Information Program Specialist	1.0		1.0	40,644	2.0	79,373	1.0	36,774	1.0	36,859
Information Services Manager	1.0		1.0	64,280	1.0	66,144	1.0	70,687	1.0	70,850
Jobnet Program Assistant	1.0		0.0	0	0.0	0	0.0	0	0.0	0
Legal Assistant	1.0		1.0	42,229	1.0	44,096	1.0	43,630	1.0	43,731
Loan Collection Specialist	1.0		0.8	32,665	1.0	41,891	1.0	34,644	1.0	34,724
Loan Processor/Closer	3.0		3.0	111,687	2.9	114,649	2.9	122,254	2.9	122,536
Loan Servicing Compliance Anly	0.0		0.0	0	0.0	0	0.0	0	0.0	0
Loan Servicing Representative	1.0		0.0	0	0.0	0	0.0	0	0.0	0
Loan Servicing Supervisor	1.0		1.3	66,267	1.0	55,120	1.0	50,844	1.0	50,961
Not Assigned	0.0		0.1	3,405	0.0	0	0.0	0	0.0	0
Office Maintenance Tech	0.0		0.5	22,790	0.5	24,253	0.6	30,276	0.6	30,346
Originator/Processor	3.0		3.1	115,575	3.0	116,855	3.0	124,550	3.0	124,838
Outsourcing Manager	1.0		0.8	48,490	1.0	63,939	0.0	0	0.0	0
Part-time Law Clerk	0.0		0.1	2,328	0.0	0	0.0	0	0.0	0
PC Systems Analyst I	0.0		0.1	2,035	0.0	0	1.0	34,145	1.0	34,224

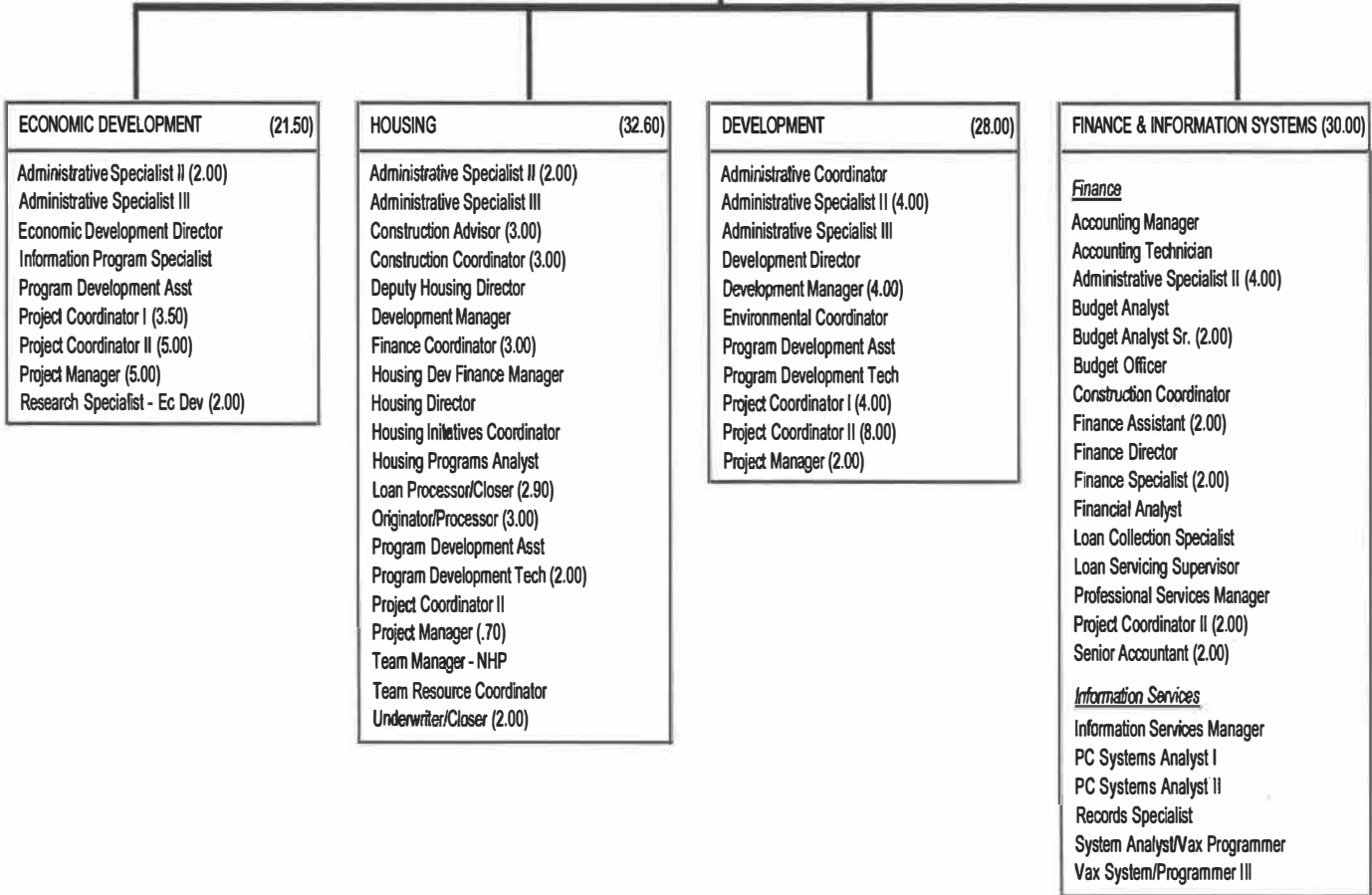


**Staffing**

**PORTLAND DEVELOPMENT COMMISSION**

POSITION TITLE	Actual	Actuals FY		Revised FY		Adopted		Planned FY	
	FY 1997-98	1998-99		1999-00		FY 2000-01		2001-02	
	No.	No.	Amount	No.	Amount	No.	Amount	No.	Amount
PC Systems Analyst II	1.0	1.7	57,808	2.0	81,577	1.0	42,457	1.0	42,555
Professional Services Director	1.0	0.0	0	0.0	0	0.0	0	0.0	0
Professional Services Manager	0.0	0.2	16,000	0.0	0	1.0	67,592	1.0	52,037
Program Development Asst	2.0	2.6	90,473	3.0	112,445	3.0	111,771	3.0	112,028
Program Development Tech	4.0	4.1	118,618	4.0	119,059	3.0	100,563	3.0	100,795
Project Coordinator I	3.0	4.7	181,643	5.0	205,045	7.5	362,935	8.5	412,057
Project Coordinator II	8.0	8.0	430,754	9.0	500,487	17.0	970,170	20.0	1,132,771
Project Manager	8.0	8.9	555,953	9.4	628,565	7.7	485,547	7.7	486,668
Prop Maintenance Supervisor	0.5	0.0	0	0.0	0	0.0	0	0.0	0
Records Specialist	0.6	1.0	43,519	1.0	44,096	1.0	45,178	1.0	45,282
Research Specialist - Ec Dev	1.0	1.0	49,797	1.0	50,710	2.0	96,920	2.0	97,143
Senior Accountant	1.0	2.3	95,672	2.0	83,782	2.0	96,096	2.0	96,317
Special Asst to Exec Director	1.0	1.0	82,241	1.0	83,782	1.0	86,087	1.0	86,286
System Analyst/Vax Programmer	1.0	1.0	51,214	2.0	99,216	1.0	57,957	1.0	58,091
Team Manager - NHP	2.0	1.0	64,168	1.0	68,349	1.0	74,006	1.0	74,177
Team Resource Coordinator	0.0	1.0	53,598	1.0	52,915	1.0	56,784	1.0	56,915
Underwriter/Closer	2.0	2.0	93,663	2.0	97,011	2.0	105,955	2.0	106,200
Vax System/Programmer III	1.0	1.0	55,222	1.0	55,120	1.0	59,255	1.0	59,392
Workforce and Target Industries Director	1.0	0.0	0	0.0	0	0.0	0	0.0	0
<b>TOTAL</b>	<b>99.5</b>	<b>100.1</b>	<b>5,170,102</b>	<b>110.8</b>	<b>5,849,526</b>	<b>127.5</b>	<b>6,751,807</b>	<b>133.5</b>	<b>7,047,107</b>

<b>EXECUTIVE</b>	(15.40)
<u>Executive</u>	
Administrative Specialist II	
Commission Receptionist	
Exec Asst/Comm Secretary	
Executive Director	
Office Maintenance Tech (.60)	
Special Asst to Exec Director	
<u>Human Resources</u>	
Human Resources Manager	
Human Resources Technician	
<u>Legal</u>	
Attorney	
Attorney II (2.00)	
Legal Assistant	
<u>Office/Facility Management</u>	
Facilities Coordinator	
<u>Public Affairs</u>	
Communications/Contract Coord	
Graphics Specialist (.80)	
Project Coordinator II	



Total FTE: 127.50

EXECUTIVE	(15.40)
<u>Executive</u>	
Administrative Specialist II	
Commission Receptionist	
Exec Asst/Comm Secretary	
Executive Director	
Office Maintenance Tech (.60)	
Special Asst to Exec Director	
<u>Human Resources</u>	
Human Resources Manager	
Human Resources Technician	
<u>Legal</u>	
Attorney	
Attorney II (2.00)	
Legal Assistant	
<u>Office/Facility Management</u>	
Facilities Coordinator	
<u>Public Affairs</u>	
Communications/Contract Coord	
Graphics Specialist (.80)	
Project Coordinator II	

ECONOMIC DEVELOPMENT	(22.50)
Administrative Specialist II (2.00)	
Administrative Specialist III	
Economic Development Director	
Information Program Specialist	
Program Development Asst	
Project Coordinator I (3.50)	
Project Coordinator II (6.00)	
Project Manager (5.00)	
Research Specialist - Ec Dev (2.00)	

HOUSING	(33.60)
Administrative Specialist II (2.00)	
Administrative Specialist III	
Construction Advisor (3.00)	
Construction Coordinator (3.00)	
Deputy Housing Director	
Development Manager	
Finance Coordinator (4.00)	
Housing Dev Finance Manager	
Housing Director	
Housing Initiatives Coordinator	
Housing Programs Analyst	
Loan Processor/Closer (2.90)	
Originator/Processor (3.00)	
Program Development Asst	
Program Development Tech (2.00)	
Project Coordinator II	
Project Manager (.70)	
Team Manager - NHP	
Team Resource Coordinator	
Underwriter/Closer (2.00)	

DEVELOPMENT	(31.00)
Administrative Coordinator	
Administrative Specialist II (5.00)	
Administrative Specialist III	
Development Director	
Development Manager (4.00)	
Environmental Coordinator	
Program Development Asst	
Program Development Tech	
Project Coordinator I (5.00)	
Project Coordinator II (9.00)	
Project Manager (2.00)	

FINANCE & INFORMATION SYSTEMS	(31.00)
<u>Finance</u>	
Accounting Manager	
Accounting Technician	
Administrative Specialist II (4.00)	
Budget Analyst	
Budget Analyst Sr. (2.00)	
Budget Officer	
Construction Coordinator	
Finance Assistant (2.00)	
Finance Director	
Finance Specialist (2.00)	
Financial Analyst	
Loan Collection Specialist	
Loan Servicing Supervisor	
Professional Services Manager	
Project Coordinator II (3.00)	
Senior Accountant (2.00)	
<u>Information Services</u>	
Information Services Manager	
PC Systems Analyst I	
PC Systems Analyst II	
Records Specialist	
System Analyst/Vax Programmer	
Vax System/Programmer III	

Total FTE: 133.50

### Housing Department

#### Background

PDC is the City of Portland's lead agency for single and multi-family housing development services and financing. Working to fulfill the City's adoption of Metro 2040 framework goals of accommodating 55,000 new households between 1997 and 2017, the department administers an assortment of financial resources to support and facilitate housing unit production and preservation. The department works cooperatively to finance housing development as a component of urban and neighborhood revitalization efforts, and underwrites public and private investment into housing development projects.

#### Budget Summary

The Housing Department has a two-year budget of **\$54,610,239** in FY 2000-01 and **\$39,087,675** in FY 2001-02. The most dramatic change in the Housing budget is the shift in resources from the Housing Investment Fund (HIF) to tax increment debt proceeds. HIF provided 30% of housing resources in FY 1999-00. This number has dropped to 9% of total funding in FY 2000-01 including the additional \$4.5 million added in FY 2000-01. Tax increment funding on the other hand has jumped from 31% of total housing resources in FY 1999-00 to 50% in FY 2000-01. This means that much of the housing dollars will be focused in tax increment urban renewal areas with less funding available for citywide projects. Federal funding is dropping from the current year level due to a reduction in the City's allocation of HUD block grant funds. The financial pages that follow the narrative provide the budget broken out by major expenditure category, the number of Full Time Equivalent positions, the source of funding, programs in the budget, account detail (by major expenditure category), and a list of projects that fall under each program area. Major programs and services are described below.

#### Program Areas

##### **Multifamily Housing (Housing Development Finance) - \$42,684,354 Budgeted for FY 2000-01 and \$29,831,682 Budgeted for FY 2001-02**

Over the past 20 years, Housing has provided financing to private and nonprofit developers for the construction and rehabilitation of rental housing units throughout Portland. The Housing Department serves as a centralized clearinghouse and administrator for a variety of public housing finance and development products designed to encourage and facilitate increased production of a full range of rental housing units throughout the City.

- **Rental Housing Loans**

Low-interest loans are used for property acquisition, refinancing, rehabilitation and new construction of rental housing units. Loans may be used for gap financing, and/or for bridging the temporary financial need between acquisition, construction, permanent loans and equity, to fund total development costs.

Sources of loan funds administered through PDC include:

## Department Summaries

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- ◆ Federal: HOME, Community Development Block Grant
- ◆ City of Portland: Housing Investment Fund

PDC follows targeted income guidelines adopted by City Council for the investment of Housing Investment Fund and federal dollars. The rental housing guidelines specify the income targets as a percentage of median family income:

Income	% of Funds
0-30%	33%
31-50%	40%
51-60%	20%
61-80%	7%

- ◆ Urban Renewal: Tax Increment Financing

Programs for affordable housing development include:

- ◆ Equity Gap Contribution
- ◆ Predevelopment and Acquisition Loans
- ◆ Conduit Bond Issuance
- ◆ Credit Enhancement/Loan Guarantees
- ◆ Property Tax Exemptions
- ◆ System Development Charge Fee Waivers
- ◆ Construction Lending
- ◆ Housing Development Subordinate Loans
- ◆ Non-Profit Facility Loans

The purpose of this program is to encourage the new construction of low, moderate, and middle-income rental housing. The program is available in the central City where the price of land is prohibitively expensive for new housing production and in designated urban renewal districts where, as a matter of City policy, the City is encouraging general redevelopment.

- **Housing Preservation**

The budget includes \$7.5 million in FY200-01, and \$1.2 million in FY 2001-02 for affordable housing preservation, namely for the acquisition of expiring Section 8 housing sites and other preservation opportunities. PDC does not anticipate acquiring any of these sites in FY 2000-01. Council passed an Ordinance that enables the City to purchase housing projects when the existing owner “opts out” of the federal housing preservation program. The City set up a \$12 million line of credit for this program and budgets the debt service requirements in the City’s HIF fund.

### **Neighborhood Housing Preservation – Ownership and Home Repair - \$11,346,415 Budgeted for FY 2000-01 and \$8,648,000 Budgeted for FY 2001-02**

PDC is committed to preserving Portland's housing stock, improving neighborhoods and maintaining affordable housing by providing several home repair and renovation programs to existing homeowners. Additionally, PDC helps families realize the dream of homeownership through various rehabilitation and purchase financing programs.

- **Home Repair**

The Housing Department continues its 30-year tradition of providing affordable home repair financing to low-income homeowners, and has now expanded its capacity to serve all homeowners throughout the City. Programs include deferred payment and low interest loans to make the home repairs necessary to comply with the City's building code; loans specifically for controlling lead-related hazards in homes; and refinance with renovation loans to address repair and remodeling needs of Portland homeowners. The Home Repair/Rehabilitation Council housing guidelines for Housing Investment Fund and federal dollars specify that 11% of funds spent on this program must target borrowers at 0-80% of median family income.

- **Home Ownership**

Housing continues to develop and revise with its community partners, new and existing initiatives to respond to the changing needs of first-time homebuyers and developers of owner-occupied housing. Soft-second mortgage financing has been available through Shared Appreciation Mortgages and Project Buydown (administered in partnership with the Portland Housing Center). Several new initiatives are also being explored and developed, such as Community Land Trust, Employer-Assisted Housing, Location Efficient Mortgages, Loan Guarantees, and Individual Development Maintenance Accounts. Partnerships involved in these new initiatives include private lenders, realtors, nonprofit and for-profit housing developers, the Portland Housing Center, the Department of Housing and Urban Development, the City's Bureau of Housing and Community Development and Fannie Mae. The Home Buyer Council housing guidelines for Housing Investment Fund and federal dollars specify that 6% of funds spent on this program must target borrowers at 0-100% of median family income.

### **Public Facilities –**

**\$256,465 Budgeted for FY 2000-01 and \$256,943 Budgeted for FY 2001-02**

Through PDC's Bureau of Housing and Community Development contract, PDC provides loans for rehabilitation or development of non-profit facilities.

## Department Summaries

### HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Expenditures</b>						
Personal Services	1,996,570	2,260,996	2,673,333	2,238,085	2,328,597	2,457,203
Materials and Services	1,156,477	1,195,191	1,238,750	1,199,713	1,129,928	1,214,308
Capital Outlay	6,549,453	5,824,655	3,979,250	3,995,784	5,645,167	2,393,630
Financial Assistance	13,785,392	31,935,208	41,702,942	38,503,287	43,147,460	30,723,635
Debt Service	0	70	0	0	0	0
Cash Transfers Out	0	372,000	0	0	0	0
Indirect Allocation	2,058,716	1,651,099	2,432,121	2,296,273	2,359,087	2,298,899
Contingency	0	0	0	43,483	0	0
<b>Total:</b>	<b>\$ 25,546,608</b>	<b>\$ 43,239,219</b>	<b>\$ 52,026,396</b>	<b>\$ 48,276,625</b>	<b>\$ 54,610,239</b>	<b>\$ 39,087,675</b>

### Authorized Full Time Positions

<b>Total</b>	<b>29.00</b>	<b>31.55</b>	<b>32.30</b>	<b>32.60</b>	<b>32.60</b>	<b>33.60</b>
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### SOURCE OF FUNDING

Beginning Fund Balance	1,305,651	18,093,495	4,117,895	1,210,025	78,823	5,934,840
Cash Transfer In	0	248,000	0	0	0	0
Federal and Other Grants	5,991,079	10,713,529	11,184,972	7,597,608	8,097,608	6,321,821
City General Fund	1,508,625	1,670,428	5,051,776	12,901	0	0
Housing Investment Fund	-1,141,951	4,507,462	8,162,223	1,491,567	7,505,402	1,201,339
Private Funding	0	1,447,349	3,650,000	4,297,560	4,786,000	4,815,000
Program Income	16,397,432	14,876,821	13,112,814	7,619,609	11,088,492	7,446,970
Tax Increment Debt Proceeds	0	0	6,746,716	26,047,355	23,053,914	13,367,705
<b>Total Resources:</b>	<b>\$ 24,060,836</b>	<b>\$ 51,557,084</b>	<b>\$ 52,026,396</b>	<b>\$ 48,276,625</b>	<b>\$ 54,610,239</b>	<b>\$ 39,087,675</b>

### PROGRAMS

Business Development	0	0	0	0	0	0
<i>Positions:</i>		0.04	0.04	0.00	0.00	0.00
Business Services/Finance	0	0	0	0	0	0
<i>Positions:</i>		0.13	0.29	0.00	0.00	0.00
Commercial/Industrial Dev	0	0	0	0	0	0
<i>Positions:</i>		0.08	0.01	0.02	0.02	0.02
Finance and Information	0	0	0	0	0	0
<i>Positions:</i>		0.00	0.00	0.00	0.00	0.00
General Administration	333,756	278,889	486,729	322,508	323,005	351,050
<i>Positions:</i>		4.31	2.98	2.80	2.54	3.31
Multi Family Housing	19,593,488	36,819,498	41,102,449	37,053,064	42,684,354	29,831,682
<i>Positions:</i>		14.12	16.40	16.81	18.42	18.87
Neighborhood Commercial	0	0	0	0	0	0
<i>Positions:</i>		0.06	0.45	0.54	0.43	0.43
Neighborhood Hsg Preservation	4,946,017	6,022,909	10,065,753	10,644,588	11,346,415	8,648,000
<i>Positions:</i>		11.83	11.13	10.78	9.90	9.90
Parks And Open Space	0	0	0	0	0	0
<i>Positions:</i>		0.15	0.25	0.00	0.00	0.00
Public Facilities	673,348	117,922	371,465	256,465	256,465	256,943
<i>Positions:</i>		0.06	0.01	0.02	0.02	0.02
Redevelopment Area Planning	0	0	0	0	0	0
<i>Positions:</i>		0.19	0.15	0.49	0.49	0.00
Redevelopment Project Mgmt	0	0	0	0	0	0
<i>Positions:</i>		0.50	0.59	1.14	0.78	1.05

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

#### SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Targeted Industries Dev	0	0	0	0	0	0
<i>Positions:</i>		0.00	0.00	0.00	0.00	0.00
Transportation/Transit	0	0	0	0	0	0
<i>Positions:</i>		0.07	0.00	0.00	0.00	0.00
Total Programs:	\$ 25,546,608	\$ 43,239,219	\$ 52,026,396	\$ 48,276,625	\$ 54,610,239	\$ 39,087,675
<i>Positions:</i>		31.55	32.30	32.60	32.60	33.60

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## Department Summaries

### HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Personal Services</b>						
4115 Salaries and Wages	1,514,511	1,684,652	1,986,978	1,645,164	1,677,665	1,744,056
4175 Taxes, Health/Dental Insurance	482,059	576,344	686,355	592,921	650,932	713,147
<b>Total: Personal Services</b>	<b>\$ 1,996,570</b>	<b>\$ 2,260,996</b>	<b>\$ 2,673,333</b>	<b>\$ 2,238,085</b>	<b>\$ 2,328,597</b>	<b>\$ 2,457,203</b>
<b>Materials and Services</b>						
5110 Prof. Service Contracts	798,869	898,771	804,034	827,212	749,317	895,059
5130 Legal	21,780	6,602	15,036	15,090	15,090	14,183
5150 Temporary Services	55,209	27,929	55,000	76,930	76,930	51,366
5160 Printing And Graphics	16,499	28,256	46,180	38,060	35,560	35,622
5190 Underwriter Fees	0	44	0	0	0	0
5210 General Office Expense	25,404	7,112	12,720	29,441	46,711	31,940
5220 Postage And Delivery	3,239	2,384	3,500	5,500	3,000	3,000
5230 Advertising And Publ. Notices	8,993	23,940	27,220	9,560	9,560	9,622
5260 Meeting Costs	7,203	13,774	12,420	10,060	10,060	10,122
5270 Publications and Dues	8,220	2,987	2,750	1,750	1,750	1,750
5280 Software Applications	594	7,415	4,000	14,300	14,300	4,000
5290 Special Events Costs	9,496	5,866	15,940	13,090	13,090	12,682
5310 Education	17,523	38,018	37,500	24,620	24,620	24,744
5320 Out of Town Travel	16,062	14,953	12,250	14,620	14,620	14,744
5330 Mileage Reimbursement	3,755	3,603	5,850	6,310	6,741	6,372
5340 Parking	7,873	11,160	9,600	9,250	9,250	9,250
5410 Occupancy Costs	3,408	0	0	0	0	0
5430 Telephone Services	2,519	111	0	0	0	0
5510 Equipment Repairs & Maint.	3,835	194	0	0	0	0
5520 Equipment Lease & Rentals	0	4,336	0	0	0	0
5610 Property Taxes	3,975	0	0	0	0	0
5620 External Repairs & Utilities	4,987	47,680	500	0	0	0
5710 Loan Documents	49,956	21,764	67,000	45,620	45,620	42,244
5720 Appraisals	24,688	19,148	100,000	58,300	48,300	47,608
5740 Bank Fees	0	4,688	0	0	0	0
5810 Miscellaneous	4,034	6,650	1,250	0	5,409	0
5820 Insurance	0	0	6,000	0	0	0
<b>Total: Materials and Services</b>	<b>\$ 1,098,121</b>	<b>\$ 1,197,383</b>	<b>\$ 1,238,750</b>	<b>\$ 1,199,713</b>	<b>\$ 1,129,928</b>	<b>\$ 1,214,308</b>
<b>Capital Outlay</b>						
6110 Prof. & Tech. Services	4,361,815	1,165,159	104,000	206,000	0	53,045
6120 Acquisition	753,664	4,565,850	3,830,311	2,675,000	4,530,710	1,079,810
6130 Closing Costs	-61	-886	0	0	0	0
6140 Property Taxes	0	12,126	0	0	0	0
6170 Demolition & Site Prep.	126,023	0	0	0	0	0
6320 Permits, Review & Fees	25,046	8,040	0	0	0	0
6330 Testing & Inspection	116,886	0	0	0	0	0
6360 Construction Contracts	1,155,116	0	0	1,114,784	1,114,457	1,260,775
6410 Furniture & Equipment	743	5,156	4,939	0	0	0
6412 System Software Applications	58,356	0	0	0	0	0
6510 LID Special Assessments	0	0	0	0	0	0
6610 Relocation	10,221	67,018	40,000	0	0	0
<b>Total: Capital Outlay</b>	<b>\$ 6,607,809</b>	<b>\$ 5,822,463</b>	<b>\$ 3,979,250</b>	<b>\$ 3,995,784</b>	<b>\$ 5,645,167</b>	<b>\$ 2,393,630</b>
<b>Financial Assistance</b>						
7810 Loans To Borrowers	10,621,492	28,499,074	40,528,430	37,553,287	42,292,591	29,873,635

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
7811 Loans To Borrowers - PLPA	2,506,220	1,225,390	1,134,512	750,000	650,000	650,000
7820 Grants	657,681	2,210,744	40,000	200,000	204,869	200,000
<b>Total: Financial Assistance</b>	<b>\$ 13,785,392</b>	<b>\$ 31,935,208</b>	<b>\$ 41,702,942</b>	<b>\$ 38,503,287</b>	<b>\$ 43,147,460</b>	<b>\$ 30,723,635</b>
<b>Debt Service</b>						
8320 Debt Service - Interest	0	70	0	0	0	0
<b>Total: Debt Service</b>	<b>\$ 0</b>	<b>\$ 70</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Cash Transfers Out</b>						
9990 Cash Transfers Out	0	372,000	0	0	0	0
<b>Total: Cash Transfers Out</b>	<b>\$ 0</b>	<b>\$ 372,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Indirect Allocation</b>						
9910 Indirect Cost-admin Allocation	2,058,716	1,651,099	2,432,121	2,296,273	2,359,087	2,298,899
<b>Total: Indirect Allocation</b>	<b>\$ 2,058,716</b>	<b>\$ 1,651,099</b>	<b>\$ 2,432,121</b>	<b>\$ 2,296,273</b>	<b>\$ 2,359,087</b>	<b>\$ 2,298,899</b>
<b>Contingency</b>						
9110 Contingency	0	0	0	43,483	0	0
<b>Total: Contingency</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 43,483</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Operating Budget:</b>	<b>\$ 25,546,608</b>	<b>\$ 43,239,219</b>	<b>\$ 52,026,396</b>	<b>\$ 48,276,625</b>	<b>\$ 54,610,239</b>	<b>\$ 39,087,675</b>

### PROJECT BY PROGRAM

#### General Administration

CDBG Portfolio Analysis - 47815	0	0	177,942	131,415	131,415	159,649
General Admin Housing - 37910	333,406	278,889	308,787	178,310	178,310	178,310
HIF General Admin Housing - 37911	0	0	0	12,783	13,280	13,091
Nonprofit EnvironReview - 33402	350	0	0	0	0	0
<b>Total For General Administration</b>	<b>333,756</b>	<b>278,889</b>	<b>486,729</b>	<b>322,508</b>	<b>323,005</b>	<b>351,050</b>

#### Multi Family Housing

Belmont Dairy Bonds - 13179	27	0	0	0	0	0
Biltmore Hotel Preserv - 13140	0	0	0	376,475	376,475	194,240
CDBG Multi-Fam Hsg C/W - 32102	6,742,192	10,197,312	7,194,922	2,588,769	2,845,286	2,845,285
CES Eastside Perm Housing - 33807	461	1,322,941	6,511,195	12,901	0	0
CES Housing Project - 32112	0	0	275,872	649,687	649,687	672,908
Civic Stadium LRT Station - 19035	2,638	0	0	0	0	0
Comm Based Hsg-C/W - 36007	346,530	458,527	0	0	0	0
Comm Based Hsg-NE - 36105	278	1,754	0	0	0	0
Comm Based Hsg-Transit - 36110	664	0	0	0	0	0
DT WF Multi-Family Hsg - 32104	1,223,276	543,211	882,877	2,848,970	2,848,970	2,350,420
Fee Waivers - 33008	937	99,981	439,171	0	0	0
HIF Multi-Fam Hsg C/W - 32127	0	0	0	2,800,533	3,757,677	1,477,746
HIF Program Development - 33010	123,829	16,125	0	0	0	0
HOME Multi Family Hsg C/W - 32126	0	0	5,543,445	3,013,821	3,013,821	3,013,821
Home Ownership-Cornerstne - 12005	0	0	0	0	555,596	0
Housing Dev Asst-C/W - 33102	21,031	7,441	0	0	0	0
Housing Dev Asst-Cully - 33103	30	1,318	0	0	0	0
Housing Dev Asst-Inner NE - 33105	25,835	3,805	0	0	0	0
Housing Dev Asst-OT - 33104	1,495	1,279	0	0	0	0
Housing Dev Asst-Outer SE - 33109	6,245	3,577	0	0	0	0
Housing Dev Asst-Transit - 33110	2,413	2,603	0	0	0	0

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## Department Summaries

### HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Multi Family Housing</b>						
Housing Inventory - 33011	1,608	0	0	0	0	0
Housing Pre Dev Assist - 16210	0	0	18,211	0	0	0
Housing TA/Policy Dev - 12212	110,476	14,329	0	0	0	0
Housing Tax Abate Reviews - 12112	72	0	0	0	0	0
Kenilworth Park Plaza - 34517	0	0	4,000	0	0	0
Lents Housing - 32109	63,194	1,108,497	50,231	678,573	678,573	889,363
Limited Prop Tax Assess - 33009	17,163	0	0	0	0	0
Liveable City Hsg Council - 12109	568	0	0	0	0	0
MFH 333 Oak Street - 11076	3,794,232	42,287	3,497,000	0	527,487	0
MFH 60th/Glisan - 19506	45,807	6,466	1,119,099	0	0	0
MFH Broadway Hotel - 34513	360	0	0	0	0	0
MFH Clark Center - 33806	1,608,471	73,329	0	0	0	0
MFH Elderhope New Const - 34515	2,305	355	0	0	0	0
MFH Gallery Park Housing - 12105	20,057	1,387	0	0	0	0
MFH Hamilton West - 34523	387	80,511	0	0	0	0
MFH Kafoury Commons - 34524	534,543	6,293,553	0	0	0	0
MFH Lloyd Cascadian - 16250	0	0	1,000,000	0	0	0
MFH Lloyd District - 16203	62,480	202,812	129,423	1,858,132	1,858,132	1,926,091
MFH McDonald Center - 11077	0	205,802	0	0	0	0
MFH MLK Density Hsg - 12108	3,017	0	0	0	0	0
MFH MLK Housing Proj - 25203	0	1,372	37,921	859,357	859,357	874,985
MFH Mod 8 WF United Way - 34516	40	0	0	0	0	0
MFH North Macadam - 10525	0	0	0	0	33,946	40,387
MFH Preservation-C/W - 34501	0	3,787,183	4,262,180	41,567	40,793	1,201,339
MFH Preservation-DT - 34502	18,984	0	2,623,116	1,814,224	1,786,737	1,839,272
MFH Preservation-SPB - 34510	0	0	0	571,837	0	0
MFH Program Delivery - 32992	599,019	107,682	0	0	0	0
MFH PSU Housing - 12104	82,017	-5,000	0	0	0	0
MFH Rental Proj-CES - 32122	259,672	0	0	0	0	0
MFH Rental Proj-Cully - 32103	1,417	320,091	0	0	0	0
MFH Rental Proj-DT - 10216	1,140,550	1,841,490	0	0	0	0
MFH Rental Proj-Inner NE - 32105	1,877,896	1,360,748	0	0	0	0
MFH Rental Proj-Lloyd - 32106	433	0	0	0	0	0
MFH Rental Proj-SWF - 32107	6	0	0	0	0	0
MFH Rental Proj-Transit - 32110	22,165	2,188	0	0	0	0
MFH Residential Conv - 10020	23,254	59,251	0	0	0	0
MFH Sprinkler Program - 33007	0	204,705	258,336	0	0	0
MFH Youth Facility - 32701	0	0	2,185,770	0	0	0
Multi-Fam Tax Exempt Bond - 34012	70	0	0	0	0	0
Multnomah Hotel Rev Bond - 13178	22	0	0	0	0	0
N/NE Hsg New Construction - 34526	1,801	1,131	0	0	0	0
OT/CT Housing-Flanders - 11236	0	18,963	1,442,983	1,090,724	1,090,724	0
Prsv Line/Credit-Fairfld - 12031	0	0	0	0	430,000	0
Prsv Line/Credit-Jeff W - 12028	0	0	0	0	3,000,000	0
RD 9th/Lovejoy MFH - 13133	0	0	0	2,536,753	2,536,753	0
RD Rental/Prsv Projects - 32129	0	0	700,836	4,537,441	4,536,448	2,581,534
RD WF Rental/Preservation - 32108	-1,190,218	9,609	1,737,191	3,578,774	3,578,774	5,853,032
Receivership Program - 33006	0	6,477	340,163	0	0	0
Rental Hsg-Fountain Plaza - 12015	0	0	0	0	4,034,609	0
Rental Rehab Multi-Family - 32123	0	0	716,111	661,417	661,417	419,421

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## Department Summaries

### HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Multi Family Housing</b>						
Rosemont Property - 19037	483,422	1,114,014	0	0	0	0
Shelter Reconfiguration - 33805	-478	1,411	0	0	0	0
SPB Mixed Use Site Acq - 12102	0	28,104	0	0	0	0
SPB Prsv-Fairfield - 12030	0	0	0	0	1,059,031	0
SPB Rental Housing - 32128	0	0	0	4,878,453	269,405	858,753
SPB Rental Hsg Mid Mkt - 12025	0	0	0	0	0	1,071,893
SWF Trammel Crow Contract - 11070	75	0	0	0	0	0
Union Station Hsg Bond - 11245	1,470	2,739	0	0	0	0
Union Station Hsg Phase 3 - 11238	1,509,089	7,267,694	132,396	1,654,656	1,654,656	1,721,192
Union Station Hsg Rev Bnd - 11240	161	442	0	0	0	0
<b>Total For Multi Family Housing</b>	<b>19,593,488</b>	<b>36,819,498</b>	<b>41,102,449</b>	<b>37,053,064</b>	<b>42,684,354</b>	<b>29,831,682</b>
<b>Neighborhood Hsg Preservation</b>						
Beav Home Rehab C/W - 31045	0	0	149,594	159,000	159,000	159,000
Beav Rehab C/W - 33412	0	0	159,470	168,000	168,000	168,000
CDBG Home Ownership Prog - 33401	1,018,553	1,922,923	1,693,147	439,121	646,972	646,972
CDBG Home Rehab C/W - 31046	1,161,874	1,598,968	2,678,454	1,748,296	1,759,788	1,759,788
CDBG RLF Home Rehab - 31049	0	0	354,588	531,610	0	0
DT SPB Home Ownership - 33415	0	0	0	280,266	23,000	306,725
DT WF Home Ownership - 33403	0	0	0	573,577	573,577	577,408
Emergency Repair C/W - 31018	7,405	7,511	0	0	0	0
Emergency Repair Mult Co - 31011	65	0	0	0	0	0
Fannie Mae Owner/Rehab - 33411	0	756,129	2,787,246	4,214,823	4,214,823	4,165,000
HIF Home Ownership Prog - 33414	0	0	0	62,340	1,560,609	294,257
HIF Home Rehab C/W - 31048	0	0	0	224,815	191,929	298,483
Home Ownership-Lloyd - 33405	0	0	0	64,051	64,051	218,377
Home Ownership-RD - 33404	0	0	0	22,673	23,666	23,990
Home Rehab Loans-Cully - 31203	15,482	0	0	0	0	0
Home Rehab Loans-Inner NE - 31205	1,161,419	626,472	0	0	0	0
Home Rehab Loans-Lloyd - 31206	3,962	0	0	0	0	0
Home Rehab Loans-Shore - 31047	0	0	500,000	0	0	0
Home Rehab Loans-Transit - 31210	3,502	0	0	0	0	0
Homestead-Inner NE - 36005	1,095	0	0	0	0	0
Homestead-OT - 36014	154	0	0	0	0	0
Lead Hazard Program - 32523	0	92,572	1,158,049	1,931,000	1,931,000	0
Lents Liv Home Rehab - 31209	678,105	582,243	175,000	27,345	0	0
Lents Liv Homeowner - 33409	0	0	50,000	35,551	0	0
LID Subsidy to Homeowners - 31502	110,461	4,877	50,000	50,628	30,000	30,000
Nghbrhd Impr Cully - 31053	8,670	0	0	0	0	0
Nghbrhd Impr Inct - 31050	16,139	17	0	0	0	0
Nghbrhd Impr N/NE - 31055	27,010	6,894	0	0	0	0
Nghbrhd Impr O/SE - 31069	20,632	20,129	0	0	0	0
NHP Program Delivery Cost - 31992	496,368	363,797	23,700	0	0	0
PDX Homestead - 36002	2,989	0	0	0	0	0
Refinance C/W - 31044	145,258	25,218	219,752	111,492	0	0
Refinance Lloyd District - 31106	54	0	0	0	0	0
Refinance NE Cully - 31103	2	0	0	0	0	0
Refinance Northeast - 31105	5,485	0	0	0	0	0
Refinance Outer SE - 31109	47,118	0	0	0	0	0
Refinance Transit Station - 31110	285	0	0	0	0	0
Urban Homestead Program - 36992	13,801	15,158	66,753	0	0	0

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## Department Summaries

### HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>Neighborhood Hsg Preservation</b>						
Walnut Park Housing - 36004	125	0	0	0	0	0
<b>Total For Neighborhood Hsg Preservati</b>	<b>4,946,017</b>	<b>6,022,909</b>	<b>10,065,753</b>	<b>10,644,588</b>	<b>11,346,415</b>	<b>8,648,000</b>
<b>Public Facilities</b>						
Nonprofit Fac Rehab C/W - 32702	45,461	116,760	371,465	256,465	256,465	256,943
Nonprofit Fac Rehab N/NE - 32705	627,295	660	0	0	0	0
Nonprofit Fac Rehab O/SE - 32709	593	503	0	0	0	0
<b>Total For Public Facilities</b>	<b>673,348</b>	<b>117,922</b>	<b>371,465</b>	<b>256,465</b>	<b>256,465</b>	<b>256,943</b>
<b>Total Requirements</b>	<b>\$ 25,546,608</b>	<b>\$ 43,239,219</b>	<b>\$ 52,026,396</b>	<b>\$ 48,276,625</b>	<b>\$ 54,610,239</b>	<b>\$ 39,087,675</b>

*Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.*

### Development Department

#### Background

PDC from its start as an urban renewal agency has been heavily involved in comprehensive downtown and neighborhood revitalization projects. The mission of PDC's Development Department is to serve as a catalyst, facilitator, and participant, with public and private sectors, to redevelop project areas that reflect the public interest. Specifically, Development initiates redevelopment of underutilized or deteriorating areas, in support of the 2040 goals, to ensure that the prospect of living, working, and doing business in those locations remains attractive to a wide range of households and employers.

#### Budget Summary

The Development Department has a FY 2000-01 budget of **\$71,370,796** and a FY 2001-02 budget of **\$69,947,605**, funded primarily from tax increment debt proceeds, fund balance, and land sales. The financial pages that follow the narrative provide: the budget broken out by major expenditure category, the number of Full Time Equivalent positions, the source of funding, programs in the budget, account detail (by major expenditure category), and a list of projects that fall under each program area. Major programs and services are described below.

#### Program Areas

**Redevelopment Area Planning/Project Management - \$5,826,472 Budgeted for FY 2000-01 and \$5,571,700 for FY 2001-02**

- **District and Strategic Planning & Implementation**

Planning provides the basis for comprehensive downtown and neighborhood revitalization projects to redevelop areas that reflect the public interest. These plans include urban renewal plans and Central City efforts like the River District Plan, Central City Plan, and Central City 2000 as well as Transit Oriented Development and the Metro 2040 Plan. Project feasibility and market studies are generated to move plans into implementation. Developing strategic action plans that account for market forces and the targeted implementation of public resources has been a key part of the agency's role in the preparation of area plans. The two-year budget includes \$2 million targeted for parking studies and infrastructure improvements as well as \$722 K allocated for predevelopment work in the North Interstate Corridor.

- **Predevelopment Assistance**

Development staff provides predevelopment assistance as a service to private and non-profit developers and property owners regardless of the project type (housing, office, hotel, retail, etc.). With many years of experience in the planning, land use approval and permitting stages of Portland's development process, Development staff provide valuable advice and assistance in moving projects forward.

- **Policy Development and Public Information**

Public policy is the driving force in determining which projects and programs get implemented. The Development Department is frequently called upon to draft, or respond to, proposed policy initiatives. Similarly, the department frequently responds to public information requests and maintains an active outreach program to our stakeholders.

**Public Facilities & Parks and Open Space - \$19,193,466 Budget for FY 2000-01 and \$14,422,197 for FY 2001-02**

- **Design and Construction of Public Facilities and Parks**

In support of housing, livability goals, and employment growth needs, several public facilities and parks are being designed or under construction. Current projects include:

- ◆ **Chinese Classical Garden** – Design and construction of a classical Chinese garden on the city block at NW 3<sup>rd</sup> and Everett. The project is now under construction.
- ◆ **Eastbank Riverfront Park** – Management, design, and construction of a park along the Willamette River on Portland's eastside. Phase I includes development between the Steel and Burnside Bridges, and Phases II and III includes the development between the Burnside and Hawthorne Bridges.
- ◆ **Tanner Creek Park** – Design and construction of two park block squares in the River District and their connection by a boardwalk.
- ◆ **Park Block 5** – Manage the planning and design for the new park block at SW Taylor and Park Avenue.
- ◆ **OCC Expansion** – PDC has committed \$5 million over the next two years toward public improvements as part of the Oregon Convention Center expansion.
- ◆ **Union Station Forecourt** – Redesign of the parking block in front of Union Station as a landscaped forecourt and entryway into the property.

**Commercial/Industrial Development - \$19,458,570 Budgeted for FY 2000-01 and \$14,221,009 for FY 2001-02**

- **Land Acquisition for New Development and Redevelopment**

The acquisition of blighted properties that are unsafe, underutilized, or necessary to aggregate sufficiently sized redevelopment parcels necessary to carry out public objectives. Examples include:

- ◆ **Central Eastside Redevelopment** – The Lower Burnside Redevelopment Plan involves blocks between NE Couch and SE Ankeny from 12<sup>th</sup> to 2<sup>nd</sup> Avenue. PDC purchased

## Department Summaries

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block 76 at the northwest corner of East Burnside and Martin Luther King Jr. Boulevard. PDC plans to acquire two acres of underutilized land and redevelop it. The vision for the area includes creating a strong retail street along Burnside and developing a mix of housing types that would support corporate employers and downtown businesses.

- ◆ **River District** – Land acquisition in the River District Urban Renewal area of \$3.3 million in FY 2001-02 will be targeted toward meeting the area's housing and open space goals.
- ◆ **Land Acquisition and Development Opportunity Fund** – As part of the Central City Jobs Proposal, the department, in conjunction with the Economic Development Department, is using tax increment dollars to link capital improvements to the creation of jobs. Redevelopment projects, such as land acquisition, seismic rehabilitation, employee loan program, and infrastructure investment will be directed to improvements that support employment goals in the central city.
- **Land Marketing & Development Negotiations**

PDC has an inventory of properties that are marketed for specific purposes in support of housing, jobs, and revitalization. Development staff typically disposes of property by determining the appropriate reuse of a site, soliciting a developer and negotiating development agreements assuring that public goals are met. Development also frequently provides these services to other public agencies. Projects include:

Housing:	Yards at Union Station
Retail:	Pioneer Place II
Office:	Pacific Gas Transmission
Flex Office Space:	SE MLK Boulevard
Mixed Use:	Jefferson Block Development (formerly Gionet site), Walnut Park
Neighborhoods:	River Place, River District

### **Transportation & Neighborhood Commercial - \$21,246,116 Budget for FY 2001-02 and \$25,999,965 for FY 2001-02**

The department also provides support for necessary transportation projects and neighborhood commercial work. Example projects in the budget include:

- **Storefront Grant Program** – 50/50 matching grants are provided to property owners/tenants for exterior improvement to existing commercial businesses in Central Eastside, South Park Blocks, River District/Old Town and along MLK Boulevard.
- **Harrison Street Extension** – Design and engineering to extend SW Harrison from Naito Parkway to Moody as part of transportation improvements connecting Downtown to Riverplace and North Macadam.



## Department Summaries

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- **River District Public Site Improvements** – Develop pedestrian access over railroad tracks, public pedestrian plaza at Union Station and public access to Waterfront via McCormick Pier Apartments (concurrent with Phase B Union Station Housing).
- **North Macadam Bond Street Construction** – Design and construct north/south access to the area along SW Moody and Bond Streets.
- **Agricultural Center Parking** – Design and construct a 500 car parking structure under the Broadway Bridge.
- **Ninth Avenue Lovejoy Development** – Development of a mixed-use site incorporating grocery, housing, and parking features in the River District.

## Department Summaries

### DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Expenditures</b>						
Personal Services	918,007	1,420,208	1,715,149	2,190,084	2,208,064	2,444,402
Materials and Services	1,335,977	2,311,146	5,521,636	6,076,859	5,833,000	4,999,021
Capital Outlay	5,402,003	19,449,948	32,729,603	42,014,164	56,010,720	45,879,258
Financial Assistance	236,268	224,963	1,795,347	4,911,095	3,747,822	13,799,201
Debt Service	33,216	33,216	1,096,072	780,000	780,000	0
Cash Transfers Out	2,066,322	0	0	58,390	58,390	0
Indirect Allocation	845,881	1,304,833	2,452,429	2,518,323	2,732,800	2,825,723
Contingency	0	0	1,859	0	0	0
<b>Total:</b>	<b>\$ 10,837,674</b>	<b>\$ 24,744,315</b>	<b>\$ 45,312,095</b>	<b>\$ 58,548,915</b>	<b>\$ 71,370,796</b>	<b>\$ 69,947,605</b>

### Authorized Full Time Positions

<b>Total</b>	18.00	21.19	23.00	28.00	28.00	31.00
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### SOURCE OF FUNDING

Beginning Fund Balance	16,750,122	10,558,707	23,725,408	9,256,604	9,285,196	30,768,146
Cash Transfer In	259,343	0	0	58,390	58,390	0
Federal and Other Grants	10,651	89,075	342,957	27,600	27,600	0
City General Fund	1,290,688	1,179,269	1,545,048	1,505,000	950,000	901,000
Loans From Other Funds	1,806,979	0	525,000	0	2,100,000	0
Private Funding	96,048	23,088	0	0	0	0
Program Income	6,455,595	3,168,585	3,220,276	7,119,878	8,005,100	7,727,287
Tax Increment Debt Proceeds	20,249,261	37,457,080	15,953,406	40,581,443	50,944,510	30,551,172
<b>Total Resources:</b>	<b>\$ 46,918,688</b>	<b>\$ 52,475,804</b>	<b>\$ 45,312,095</b>	<b>\$ 58,548,915</b>	<b>\$ 71,370,796</b>	<b>\$ 69,947,605</b>

### PROGRAMS

Business Development	0	0	0	0	0	0
<i>Positions:</i>		0.23	0.35	0.20	0.20	0.21
Commercial/Industrial Dev	1,752,109	1,343,682	10,668,131	11,864,918	19,458,570	14,221,009
<i>Positions:</i>		3.08	3.55	3.82	3.78	4.22
General Administration	13,973	0	0	0	0	0
<i>Positions:</i>		0.66	1.16	0.21	0.00	0.00
Multi Family Housing	0	3,933,147	509,936	2,808,901	5,646,172	9,732,734
<i>Positions:</i>		1.17	1.02	0.88	0.93	1.20
Neighborhood Commercial	281,092	384,076	1,937,537	7,638,672	7,111,397	6,312,809
<i>Positions:</i>		3.35	4.74	6.04	5.93	5.76
Neighborhood Hsg Preservation	0	0	0	0	0	0
<i>Positions:</i>		0.00	0.00	0.00	0.00	0.00
Parks And Open Space	2,252,557	12,655,247	9,579,048	12,045,062	13,681,111	9,793,650
<i>Positions:</i>		3.34	2.29	2.32	2.34	2.71
Public Facilities	1,286,764	1,733,633	1,912,856	5,713,855	5,512,355	4,628,547
<i>Positions:</i>		1.06	0.39	0.58	0.58	0.41
Redevelopment Area Planning	149,686	669,583	3,662,097	3,404,696	4,993,761	4,527,813
<i>Positions:</i>		2.77	2.74	6.11	6.56	5.47
Redevelopment Project Mgmt	2,845,649	903,400	1,761,913	862,947	832,711	1,043,887
<i>Positions:</i>		4.69	4.42	4.41	4.25	7.60
Targeted Industries Dev	0	0	0	0	0	0
<i>Positions:</i>		0.03	0.00	0.00	0.00	0.00
Transportation/Transit	2,255,843	3,121,547	15,280,577	14,209,864	14,134,719	19,687,156
<i>Positions:</i>		0.81	2.34	3.43	3.43	3.42

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Total Programs:	\$ 10,837,674	\$ 24,744,315	\$ 45,312,095	\$ 58,548,915	\$ 71,370,796	\$ 69,947,605
Positions:		21.19	23.00	28.00	28.00	31.00

*Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.*

## Department Summaries

### DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Personal Services</b>						
4115 Salaries and Wages	705,726	1,079,537	1,266,627	1,609,885	1,591,139	1,734,981
4175 Taxes, Health/Dental Insurance	212,281	340,671	448,522	580,199	616,925	709,421
Total: Personal Services	\$ 918,007	\$ 1,420,208	\$ 1,715,149	\$ 2,190,084	\$ 2,208,064	\$ 2,444,402
<b>Materials and Services</b>						
5110 Prof. Service Contracts	1,100,661	1,921,728	4,867,578	5,413,167	4,974,078	4,630,977
5130 Legal	54,410	95,577	190,300	90,199	90,199	101,702
5150 Temporary Services	3,996	26,499	93,000	106,706	180,890	10,300
5160 Printing And Graphics	16,344	60,547	144,613	98,590	127,326	61,107
5210 General Office Expense	10,230	7,502	3,450	11,210	13,896	10,315
5220 Postage And Delivery	3,523	31,751	106,700	30,012	63,250	28,688
5230 Advertising And Publ. Notices	6,221	7,134	29,473	14,143	41,643	11,854
5260 Meeting Costs	5,768	19,085	18,422	46,986	57,458	28,208
5270 Publications and Dues	810	17,802	1,300	758	758	712
5280 Software Applications	0	160	0	0	0	0
5290 Special Events Costs	5,234	4,581	1,950	2,215	2,215	6,788
5310 Education	5,202	20,607	10,000	20,890	18,830	19,201
5320 Out of Town Travel	13,823	23,264	7,150	20,117	18,572	13,768
5330 Mileage Reimbursement	572	914	1,550	1,065	962	477
5340 Parking	874	1,850	1,716	2,673	2,670	2,739
5410 Occupancy Costs	0	376	200	206	206	212
5430 Telephone Services	1,201	1,195	450	1,030	1,030	1,061
5510 Equipment Repairs & Maint.	350	146	100	103	103	106
5520 Equipment Lease & Rentals	0	2,069	0	0	0	0
5610 Property Taxes	93,647	6,039	0	84,000	84,212	34,000
5620 External Repairs & Utilities	3,237	30,292	10,600	64,059	64,059	9,223
5710 Loan Documents	63	0	0	0	0	0
5720 Appraisals	7,144	26,556	10,150	20,600	41,600	26,522
5810 Miscellaneous	1,886	5,835	21,934	1,030	1,943	1,061
5820 Insurance	850	200	1,000	47,100	47,100	0
Total: Materials and Services	\$ 1,336,047	\$ 2,311,707	\$ 5,521,636	\$ 6,076,859	\$ 5,833,000	\$ 4,999,021
<b>Capital Outlay</b>						
6110 Prof. & Tech. Services	2,253,818	2,780,007	2,012,128	3,533,700	3,392,595	1,601,825
6120 Acquisition	804,900	4,993,227	10,168,697	8,697,000	22,178,872	6,393,329
6130 Closing Costs	0	5,432	0	0	0	0
6140 Property Taxes	0	20,778	21,000	25,750	0	26,522
6170 Demolition & Site Prep.	58,824	69,078	99,564	403,000	503,000	100,000
6320 Permits, Review & Fees	26,242	213,276	189,390	316,255	316,255	263,400
6330 Testing & Inspection	10,345	0	0	0	0	0
6360 Construction Contracts	1,323,209	11,337,966	20,167,299	29,014,944	29,596,483	37,420,589
6410 Furniture & Equipment	106,104	0	0	0	0	0
6450 Leases	0	19,821	0	23,000	23,000	0
6510 LID Special Assessments	818,492	9,804	12,500	515	515	530
6610 Relocation	0	0	59,025	0	0	73,063
Total: Capital Outlay	\$ 5,401,933	\$ 19,449,388	\$ 32,729,603	\$ 42,014,164	\$ 56,010,720	\$ 45,879,258
<b>Financial Assistance</b>						
7810 Loans To Borrowers	0	80,000	917,166	3,343,935	2,163,333	12,291,461
7820 Grants	236,268	144,963	878,181	1,567,160	1,584,489	1,507,740

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
Total: Financial Assistance	\$ 236,268	\$ 224,963	\$ 1,795,347	\$ 4,911,095	\$ 3,747,822	\$ 13,799,201
<b>Debt Service</b>						
8310 Debt Service - Principal	13,755	14,649	1,038,072	780,000	780,000	0
8320 Debt Service - Interest	19,461	18,567	58,000	0	0	0
Total: Debt Service	\$ 33,216	\$ 33,216	\$ 1,096,072	\$ 780,000	\$ 780,000	\$ 0
<b>Cash Transfers Out</b>						
9990 Cash Transfers Out	2,066,322	0	0	58,390	58,390	0
Total: Cash Transfers Out	\$ 2,066,322	\$ 0	\$ 0	\$ 58,390	\$ 58,390	\$ 0
<b>Indirect Allocation</b>						
9910 Indirect Cost-admin Allocation	845,881	1,304,833	2,452,429	2,518,323	2,732,800	2,825,723
Total: Indirect Allocation	\$ 845,881	\$ 1,304,833	\$ 2,452,429	\$ 2,518,323	\$ 2,732,800	\$ 2,825,723
<b>Contingency</b>						
9110 Contingency	0	0	1,859	0	0	0
Total: Contingency	\$ 0	\$ 0	\$ 1,859	\$ 0	\$ 0	\$ 0
<b>Total Operating Budget:</b>	<b>\$ 10,837,674</b>	<b>\$ 24,744,315</b>	<b>\$ 45,312,095</b>	<b>\$ 58,548,915</b>	<b>\$ 71,370,796</b>	<b>\$ 69,947,605</b>

### PROJECT BY PROGRAM

#### Commercial/Industrial Dev

AW Holman Land Prop Mgmt - 11017	6,527	5,711	0	0	0	0
Centennial Mill - 13104	0	0	0	0	3,800,000	1,000,000
CES Dev Opp Strategy - 10024	0	67	144,209	138,001	138,001	47,021
CES Redevelopment - 10039	714,345	401,255	1,902,279	2,496,712	2,436,212	2,570,959
DT Block 50 Development - 10213	173,947	29,037	13,500	0	0	0
DT RD Dev Opp Fund - 11023	0	0	0	152,473	152,473	151,318
DT RD Seismic Loan Prog - 10223	0	0	0	55,124	55,124	56,718
DT SPB Dev Opp Fund - 11024	0	0	0	2,191,731	1,660,244	2,175,000
DT SPB Seismic Loan Prog - 10224	0	0	0	337,046	337,046	904,505
DT WF Dev Opp Fund - 11022	0	42,318	2,589,806	1,605,555	1,585,555	1,553,765
DT WF Seismic Loan Prog - 10217	2,748	4,384	705,539	629,246	629,246	632,692
Historic Preservation - 13421	480	0	0	0	0	0
Lloyd Land Acq/Re devel - 16201	62,857	76,632	3,021,556	0	0	0
National Rsc Conservation - 11021	607	0	0	0	0	0
OT Lighting Grants - 13087	17,364	4,446	50,000	28,119	28,119	15,510
RD Dev Opportunity Fund - 13102	0	0	0	219,283	219,283	341,627
RD Environmental - 13143	0	0	0	32,796	32,796	30,654
RD Historic Preservation - 13080	0	0	7,706	6,273	6,273	6,316
RD Land Acquisition - 13111	0	0	0	42,032	42,032	1,170,875
RD Old Post Office Bldg - 13114	5,138	4,175	3,742	0	0	0
RD Older Building Seismic - 13109	0	0	0	107,716	107,716	110,154
RD Stormwater Policy - 13116	0	612	0	0	0	0
RD Terminal One - 13090	0	0	18,356	846,891	52,530	175,842
RD Trailways/PO Block - 13084	19,718	22,208	75,000	193,475	193,475	1,266,082
RD WF Dev Opp Fund - 13101	0	0	13,079	758,172	758,172	763,703
RD WF Environmental - 13130	0	0	50,000	35,061	35,061	35,235
RD WF Land Acquisition - 13110	43,842	93,880	902,079	1,116,194	1,116,194	151,479
RD WF Older Bldg Seismic - 13108	0	0	15,504	317,270	317,270	320,618
Riverplace Conf Center - 11075	0	1,944	0	0	0	0

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## Department Summaries

### DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Commercial/Industrial Dev</b>						
Simon Benson House - 11992	5,960	66,592	371,338	0	0	0
SWF Environ Testing - 11060	158,491	201,456	302,375	95,887	95,887	71,526
SWF Parcel Development - 11069	147,067	173,687	270,620	95,778	95,778	100,769
SWF Park Restoration/Rpr - 11073	0	43,999	6,461	0	0	0
SWF PGT Project - 11071	142	0	0	0	0	0
Union Station Agr Center - 11244	392,875	171,278	204,982	364,083	364,083	568,641
Univ Dist Mixed Use - 12217	0	0	0	0	5,200,000	0
<b>Total For Commercial/Industrial Dev</b>	<b>1,752,109</b>	<b>1,343,682</b>	<b>10,668,131</b>	<b>11,864,918</b>	<b>19,458,570</b>	<b>14,221,009</b>
<b>General Administration</b>						
Development Admin - 17910	13,973	0	0	0	0	0
<b>Total For General Administration</b>	<b>13,973</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Multi Family Housing</b>						
DT SPB Mix Use Site Acq - 11912	0	0	95,212	1,361,828	50,000	1,135,865
DT WF Mixed Use Site Acq - 11990	0	171,418	14,724	124,324	124,324	2,141,038
Jefferson Block - 12000	0	3,761,729	130,000	1,281,108	1,278,927	112,103
Museum Place - 12050	0	0	270,000	41,641	4,192,921	6,343,728
<b>Total For Multi Family Housing</b>	<b>0</b>	<b>3,933,147</b>	<b>509,936</b>	<b>2,808,901</b>	<b>5,646,172</b>	<b>9,732,734</b>
<b>Neighborhood Commercial</b>						
Blitz Property Redev - 13134	0	0	0	415,523	415,523	428,560
CES Bldg Rehabilitation - 10045	0	0	140,482	532,472	532,472	472,906
CES Storefront - 10021	89,916	76,643	327,413	129,096	129,096	137,861
DT Bldg Lighting Program - 10212	0	0	0	113,381	113,381	114,243
DT Nghbrhd Commcl Serv - 11997	0	0	30,913	573,483	65,000	176,190
DT Predev Activity - 16306	34,223	47,804	61,225	91,101	91,101	98,196
DT RD Lighting Program - 10230	0	0	0	45,879	45,879	45,232
DT SPB Storefront Grants - 12222	0	0	52,078	129,194	128,873	127,586
DT WF Storefront Grants - 12202	0	32,303	0	27,838	27,838	28,043
Gateway Education Center - 14402	0	0	0	71,110	197,500	0
Gateway Land Acq Predev - 14404	0	0	0	146,408	150,000	0
Gateway Storefront Prog - 14401	0	0	0	154,379	100,000	0
Goose Hollow/Civic Plan - 14420	0	7,435	155,000	113,000	113,000	26,000
Hollywood/Sandy Storefrnt - 14410	0	28,100	184,080	125,000	81,000	125,000
Lloyd Commercial Dev - 25606	7,831	63,745	563,503	3,646,917	3,646,843	2,584,187
Lloyd Storefront Imprv - 16213	0	0	0	73,948	73,948	96,313
N DT Storefront Grants - 13086	80,260	73,943	47,405	153,249	153,249	148,560
N Mac Strat Infrast Plan - 10517	0	0	0	92,687	92,687	93,000
RD 9th Ave/Lovejoy Redev - 13115	0	30,413	89,166	458,922	458,922	1,155,769
RD Storefront Grants - 13088	0	0	81,386	126,598	126,598	128,885
SPB Bldg Lighting Grants - 12010	0	0	0	66,795	66,795	68,257
St Johns Storefront - 14415	0	876	4,000	175,000	125,000	75,000
W End Retail Imprv - 12101	68,863	22,816	200,886	176,692	176,692	183,021
<b>Total For Neighborhood Commercial</b>	<b>281,092</b>	<b>384,076</b>	<b>1,937,537</b>	<b>7,638,672</b>	<b>7,111,397</b>	<b>6,312,809</b>
<b>Parks And Open Space</b>						
AW Trail Development - 11016	396,793	111,383	1,507	107,716	107,716	440,614
CES Eastbank Park - 10048	0	0	3,563,660	7,195,753	7,195,753	7,510,570
N Mac Greenway/Riverfront - 10516	0	0	0	64,644	64,644	86,377
O'Bryant Square - 12216	0	0	0	75,000	77,869	207,989
OCC Eastbank/Riverfront - 10049	773,190	7,944,497	1,803,737	288,569	2,040,566	291,114

*Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.*

## Department Summaries

### DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Parks And Open Space</b>						
Park Block 5 - 12210	0	48,346	98,709	313,588	312,043	794,517
RD Classical Chinese Grdn - 13128	547,521	974,019	2,071,482	1,062,480	1,062,480	1,409
RD Tanner Creek Park Dev - 13119	7,586	15,969	312,315	2,268,575	2,268,575	315,010
RD Waterfront Park Dev - 13112	0	0	27,777	144,059	26,787	146,050
SWF Greenway Development - 18041	527,467	3,561,033	1,665,861	139,912	139,912	0
SWF Park Amphitheater Rpr - 18045	0	0	17,000	384,766	384,766	0
Willamette River Bank Stb - 10052	0	0	17,000	0	0	0
<b>Total For Parks And Open Space</b>	<b>2,252,557</b>	<b>12,655,247</b>	<b>9,579,048</b>	<b>12,045,062</b>	<b>13,681,111</b>	<b>9,793,650</b>
<b>Public Facilities</b>						
Arena - 16301	67,780	23,606	0	0	0	0
Cult'l Dist Capital Imprv - 11996	0	0	0	0	0	594,424
DT Pioneer Square Imprv - 10210	0	0	250,000	300,000	98,500	0
Eastbank Contact Office - 13129	0	0	150,000	687,373	687,373	0
Memorial Coliseum Improv - 16303	317,606	45,788	0	0	0	0
OCC Expansion - 16206	0	3,100	0	2,614,444	2,614,444	2,595,762
PSU Urban Plaza - 12203	0	1,306,798	1,250,000	0	0	0
RD CT Sr Comm Ctr - 13077	0	0	40,477	803,912	803,912	27,035
RD Horse Barn Relocate - 13132	0	0	0	1,140,677	1,140,677	237,133
Union Station - 11231	9,611	4,059	7,500	9,727	9,727	9,919
Union Station Forecourt - 11250	0	0	0	119,184	119,184	1,127,845
Union Station Prop Mgmt - 11237	891,419	347,769	214,879	38,538	38,538	36,429
Union Station Restoration - 11239	349	2,513	0	0	0	0
<b>Total For Public Facilities</b>	<b>1,286,764</b>	<b>1,733,633</b>	<b>1,912,856</b>	<b>5,713,855</b>	<b>5,512,355</b>	<b>4,628,547</b>
<b>Redevelopment Area Planning</b>						
Albina Plan Handbook - 25511	108	0	0	0	0	0
CES Predevelopment - 10030	0	13,453	38,621	38,650	38,650	44,740
DT Parking Dev Program - 14201	82,644	259,184	1,909,163	761,951	761,951	1,299,437
DT RD Destination Retail - 10225	0	0	0	0	0	1,561,846
DT WF Destination Retail - 10219	0	86,513	223,992	67,720	67,720	67,969
Gateway Fin/Comm Outreach - 14403	0	0	0	601,391	0	0
Hollywood/St Jhns Pre Dev - 14405	0	738	3,340	0	0	0
I-405 Predevelopment - 12250	0	22,435	66,000	84,000	84,000	0
Interstate Predev - 19009	0	0	317,944	721,994	721,994	0
Lloyd Area Planning - 16217	0	0	107,837	252,112	252,112	177,898
N Mac Dev Agreements - 10512	0	0	0	100,218	100,218	100,406
N Mac Inter Bureau Coord - 10513	0	0	0	149,366	149,366	156,035
N Mac Land Acquisition - 10514	0	0	0	108,978	2,205,163	260,085
N Mac Predevelopment - 19501	0	10,752	0	0	0	0
N Mac Trans Planning - 10511	0	0	0	51,642	51,642	54,971
Opp Gateway Prog Mgmt - 14400	17,241	114,447	829,648	289,720	383,100	675,000
OT/CT Development Plan - 11234	18,296	106,185	59,000	0	0	0
Parking Contract For RFP - 14199	24,342	2,479	0	0	0	0
Parking Group Contract - 14202	7,056	2,671	5,726	4,675	4,743	4,837
Pearl District Dev Plan - 13050	0	0	0	99,299	99,299	43,206
SPB Predevelopment - 12206	0	50,725	85,826	72,980	73,803	81,383
Washington HS Feasibility - 10031	0	0	15,000	0	0	0
<b>Total For Redevelopment Area Plannin</b>	<b>149,686</b>	<b>669,583</b>	<b>3,662,097</b>	<b>3,404,696</b>	<b>4,993,761</b>	<b>4,527,813</b>
<b>Redevelopment Project Mgmt</b>						
CES Fin/Comm Outreach - 10019	71,792	33,368	82,572	93,295	93,295	94,724

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Redevelopment Project Mgmt</b>						
DT Fin/Comm Outreach - 11601	180,959	160,708	114,427	105,396	105,396	102,780
Interstate Fin/Comm Outrh - 19018	0	0	0	0	0	286,222
Lloyd Fin/Comm Otrch - 16209	2,219,409	72,795	98,003	94,047	94,047	97,787
N Mac Implement Coord - 10510	0	0	0	190,662	158,651	151,144
N Mac Predevelopment - 11099	288,284	413,662	1,235,400	0	0	0
RD Project Management - 13142	0	0	0	187,907	189,682	141,331
RD WF Project Management - 13118	81,247	145,268	164,269	100,819	100,819	101,493
SPB Fin/Comm Outreach - 12205	3,958	77,600	67,242	90,821	90,821	68,406
<b>Total For Redevelopment Project Mgm</b>	<b>2,845,649</b>	<b>903,400</b>	<b>1,761,913</b>	<b>862,947</b>	<b>832,711</b>	<b>1,043,887</b>
<b>Transportation/Transit</b>						
15th/16th Ave Debt Svc - 16208	0	0	0	261,444	261,444	259,578
Broadway/Weidler Plan - 16202	837,065	5,902	0	0	0	0
CES Grand/MLK/Bumside - 10022	269,965	1,006,467	203,974	1,197,823	1,197,823	1,158,554
CES Trans/Infrastructure - 10043	0	0	0	1,050,745	1,050,745	160,763
CES Water Ave-Extension - 10029	0	34,271	35,270	0	0	0
CES Water Ave-Phase 2 LID - 10074	163,477	32,269	1,055,157	0	0	0
DT RD Transit Mall Rehab - 10033	0	0	0	220,498	209,998	216,366
DT WF Transit Mall Rehab - 10027	33,285	29,585	35,092	1,414,476	1,414,476	0
Interstate Light Rail Stn - 19017	0	0	0	1,923	0	0
Lloyd Transport Imprv - 16230	0	0	0	1,526,596	1,516,096	1,507,423
Midtown Block Streetscape - 11991	746	20,659	637,171	554,693	554,693	123,833
MLK Blvd Sidewalks - 25528	0	0	48,606	142,059	142,059	141,076
N Mac Bond Construction - 10519	0	0	0	253,382	253,382	4,622,417
N Mac Streetcar - 10520	0	0	0	12,994	12,994	13,145
N Mac Tram - 10521	0	0	0	9,146	9,492	9,782
North/South Light Rail - 19010	35,753	9,615	0	0	0	0
Oregon Historical Society - 11998	0	0	0	0	0	595,417
OT/CT Streetscape Imprv - 10025	0	161,301	232,017	595,023	595,023	1,550,658
RD Agr Center Parking - 13113	0	0	29,512	1,198,181	1,195,597	2,226,894
RD CT Parking/Dev Site - 10222	0	997,190	35,600	56,602	56,602	371,185
RD Public Site Imprv - 11263	0	0	0	708,680	708,680	724,620
RD WF Public Site Imprv - 11233	790,396	611,196	3,843,042	706,362	706,362	667,218
SPB St Car/Scpe Imprv - 12099	0	163,671	7,936,445	1,095,585	1,095,601	1,354,598
Steel Bridge/Pedestrian - 16207	0	0	0	522,889	522,889	0
SWF Harrison St Extension - 11072	0	23,758	58,820	476,919	476,919	2,677,629
SWF Public Parking Dev - 11025	21,412	1,215	379,254	341,617	341,617	0
SWF River Parkway Phase I - 11074	0	5,447	409,408	1,672,760	1,622,760	0
Transit Oriented Dev - 19038	103,744	0	0	0	0	0
W End Retail/PB5 Parking - 12098	0	19,001	341,209	189,467	189,467	1,306,000
<b>Total For Transportation/Transit</b>	<b>2,255,843</b>	<b>3,121,547</b>	<b>15,280,577</b>	<b>14,209,864</b>	<b>14,134,719</b>	<b>19,687,156</b>
<b>Total Requirements</b>	<b>\$ 10,837,674</b>	<b>\$ 24,744,315</b>	<b>\$ 45,312,095</b>	<b>\$ 58,548,915</b>	<b>\$ 71,370,796</b>	<b>\$ 69,947,605</b>

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.



### **Economic Development Department**

#### **Background**

For more than 30 years, PDC has worked closely with the region on economic development projects to create new job opportunities for residents. The mission of PDC's Economic Development Department is to assist business and industry in creating jobs and investments that provide a full range of employment opportunities and economic benefits to all residents.

A diverse and strong economy throughout the City and the metropolitan region will ensure the greatest job creation and development opportunities for individuals and businesses. PDC's Economic Development Department seeks to benefit the residents by:

- Working with business and industry regionally to retain, expand and attract competitive companies that create well-paying jobs with long term potential.
- Enhancing the overall business climate in the City to encourage the formation and expansion of Portland-based companies, and support healthy business districts.
- Participating in regional and state economic development activities that impact and benefit the City of Portland.

The Economic Development Department views the outcome of its work as:

- **Jobs:** The creation and retention of new primary jobs.
- **Business Development:** The increased ability for businesses to start, expand or relocate to Portland and the surrounding region.
- **Investment:** The increase of community wealth through private sector investment.

These outcomes can be measured at the city, regional or neighborhood/district level.

#### **Budget Summary**

The Economic Development Department FY 2000-01 and 2001-02 budgets are **\$36,542,561** and **\$23,118,811** respectively. The department programs are funded primarily from tax increment debt proceeds, City General Fund, program income, and fund balance. The financial pages that follow the narrative provide: the budget broken out by major expenditure category, the number of Full Time Equivalent positions, the source of funding, programs in the budget, account detail by major expenditure category, and a list of projects that fall under each program area. Major programs and services are described below.

### Program Areas

#### **Business Development - \$5,280,834 Budgeted for FY 2000-01 and \$6,505,910 for FY 2001-02**

Economic Development provides direct business services to companies and industry to support their growth in the City and the region. The focus of this program is on the retention/expansion of existing businesses and strategic recruitment of firms who will integrate and strengthen the region's existing economic base. Business development meets the needs of companies in the site selection and development process, provides lending and other financial assistance, and provides connections to financing, real estate, and other business services and workforce resources.

- Over the next two years, \$6.6 million is budgeted in Airport Way for land acquisition and infrastructure improvements targeted toward manufacturing and office related development. The overall goal is quality job creation and higher density employment.
- Economic Development staff works with over 100 prospects, site selection consultants, and local businesses a year. In FY 1998-99, this resulted in successfully siting companies or assisting with expansions that created over 847 jobs in the region. In the first three-quarters of FY 1999-00, staff assisted firms that retained or created 1,350 jobs. PDC is currently working with firms that, if successful, will result in the retention or creation of 6,000 jobs in FY 2000-01.

#### **Community and Target Area Development - \$23,209,628 Budgeted for FY 2000-01 and \$14,369,534 for FY 2001-02**

(Includes Commercial/Industrial Development, Neighborhood Commercial, Parks and Open Space, Public Facilities, Redevelopment Area/Planning, and Transportation)

Economic Development provides business development and technical assistance to target neighborhoods in Northeast, outer Southeast, Airport Way, and the Central City. The goal is to increase economic activity, revitalize commercial areas, create jobs and business ownership, and increase community wealth and personal income.

- PDC in partnership with the City of Portland, Tri-Met, the Port of Portland, and Bechtel Corporation is in the construction phase for the extension of light rail to Portland International Airport through the Portland International Center. Fare service is expected to begin in September 2001. PDC is contributing funds to support infrastructure work including a portion of streets, park blocks, and over-crossing at the 120 acre CascadeStation development. This mixed use, transit oriented development will serve as a regional center and world class gateway to the airport. CascadeStation is approved for a maximum of 1,325,000 square feet of office space, 1,200 hotel rooms, 400,000 square feet of retail space, and a 24-screen cinema. Light rail with associated development activities, will result in approximately 10,000 jobs at build-out in 2010. The two-year budget includes \$6.2 million for related Portland International Center business development and infrastructure.

## Department Summaries

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- In NE Portland the focus is primarily on Martin Luther King Jr. Blvd. and Alberta Street corridors. In accordance with the Albina Community Plan and the commercial development strategy, PDC is assembling larger sites at key intersections for commercial development and is providing street improvements, technical assistance, pre-development assistance, and storefront grants. The North Interstate Corridor is slated for predevelopment assistance in FY 2000-01.
- The department is assisting in the implementation of community-based plans that will facilitate the emergence of Lents in SE Portland as a key *Town Center* within the region. This revitalization effort includes the development of open space and public facilities as well as making a variety of funding sources available in order to increase the economic health of commercial areas within Lents. Job development and housing are other important elements in this effort.

### **Target Industry Development - \$5,715,442 Budgeted for FY 2000-01 and \$246,919 for FY 2001-02**

Increasing the number of jobs in each urban renewal area is an essential component of each area's objective. Targeted industries are those which have been identified as existing, knowledge based, fast growing, representing a significant percentage of metropolitan workforce, and/or exhibiting significant market capacity for export of goods and/or services out of the state. They are part of a sustainable economic development strategy.

The target industries that PDC is currently in analysis of or implementing are:

- ◆ Semiconductors/High Tech
- ◆ Metals
- ◆ Biotech/Health Services
- ◆ Creative Services
- ◆ Environmental Services

Creative Services is a cluster of fast-growing firms that combine design and technology to create products and services that are used within Oregon and exported to national and international markets. The firms within this cluster include those involved with software development, multimedia, advertising, public relations, film & video, and graphic design. Job creation within this industry in Portland is double to triple the national rate. In December 1999, PDC issued a request for proposal for developing commercial office space to accommodate a state-of-the-art Creative Service Center. The Center will provide state-of-the-art space for emerging creative service companies, will be home for key industry associations, and will provide space for large meetings and an anchor tenant. Portland is rapidly developing a critical mass of these firms and this initiative is an attempt to take full advantage of this opportunity. The FY 2000-01 Budget includes \$3.6 million for the Center if located in downtown Portland.

### **Business Services - \$2,336,657 Budgeted for FY 2000-01 and \$1,996,448 for FY 2001-02**

Economic Development supports business and targets neighborhood development by providing financial assistance and information to prospective companies. Economic Development uses information gathered from prospective companies to focus resources on economic strategies with the greatest benefit to Portland by assisting businesses in making decisions on staying, expanding or locating in Portland. In providing business services, the Economic Development Department continues its partnership with private business — the real estate and financial community as well as local developers and business leaders. In addition, PDC works in concert with the State of Oregon, Port of Portland, Association for Portland Progress, and other area economic development agencies. Loan programs, grants, and financial incentives include:

- ***North/Northeast Portland Enterprise Zone Program*** – PDC administers this program on behalf of the City of Portland. The program offers three to five years of property tax abatements for qualified businesses expanding or relocating within the North/Northeast Portland Enterprise Zone.
- ***PDC Business Loan Program*** – PDC makes loans and provides technical assistance to businesses in Northeast and outer Southeast Portland to stimulate business ownership, community revitalization, and to provide goods and services to the community. Additionally, PDC provides financial assistance to companies citywide to support job creation and the development of target industries.
- ***Predevelopment/Development Assistance*** – PDC provides property owners and businesses with predevelopment assistance in Northeast and outer Southeast Portland to facilitate commercial revitalization. Funds are available for site planning, design assistance, environmental testing and other predevelopment activities. Development assistance may also be available, as well as support for site and area improvement projects.
- ***Development Opportunity Fund*** – This performance-based loan program encourages job density and job quality for businesses that locate within the Airport Way Urban Renewal Area. The program allows for a \$2,000 per employee loan to be used for tenant improvements and/or infrastructure. If the program requirements are met, principal and interest on the loan are forgiven.

## Department Summaries

### ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Expenditures</b>						
Personal Services	1,132,494	1,275,074	1,522,813	1,753,713	1,801,544	1,890,306
Materials and Services	1,135,454	1,537,542	2,236,729	2,490,982	2,290,769	1,943,618
Capital Outlay	1,473,420	29,477,129	23,493,821	20,032,409	23,765,144	13,066,265
Financial Assistance	3,158,495	4,682,984	7,465,817	5,106,868	6,790,118	4,211,626
Debt Service	0	0	11,000	4,543	4,584	0
Cash Transfers Out	1,179,620	100,000	0	0	0	235,545
Indirect Allocation	433,395	638,840	1,946,056	1,956,889	1,890,402	1,771,451
<b>Total:</b>	<b>\$ 8,512,877</b>	<b>\$ 37,711,570</b>	<b>\$ 36,676,236</b>	<b>\$ 31,345,404</b>	<b>\$ 36,542,561</b>	<b>\$ 23,118,811</b>

### Authorized Full Time Positions

<b>Total</b>	13.00	15.27	18.00	21.50	21.50	22.50
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### SOURCE OF FUNDING

Beginning Fund Balance	2,523,409	7,792,948	11,798,113	11,256,380	21,403,259	5,593,086
Cash Transfer In	721,325	100,000	0	0	0	0
Federal and Other Grants	2,228,799	1,435,976	2,134,277	1,193,569	2,783,421	892,000
City General Fund	1,849,358	1,186,733	740,125	1,042,089	793,992	798,667
Private Funding	155,410	7,000	100,000	260,432	191,000	220,000
Program Income	2,234,586	2,165,752	5,104,308	1,819,805	2,140,626	6,690,454
Service Reimbursement In	52,574	0	0	0	0	0
Tax Increment Debt Proceeds	5,794,200	33,184,011	16,799,413	15,773,129	9,230,263	8,924,604
<b>Total Resources:</b>	<b>\$ 15,559,662</b>	<b>\$ 45,872,420</b>	<b>\$ 36,676,236</b>	<b>\$ 31,345,404</b>	<b>\$ 36,542,561</b>	<b>\$ 23,118,811</b>

### PROGRAMS

Business Development	1,072,057	1,138,150	2,094,920	6,728,679	5,280,834	6,505,910
<i>Positions:</i>		7.15	9.73	9.36	9.76	9.76
Business Services/Finance	3,181,917	3,602,095	6,440,575	2,558,092	2,336,657	1,996,448
<i>Positions:</i>		2.53	2.08	2.10	2.10	2.10
Commercial/Industrial Dev	37,241	2,820,515	14,521,595	3,033,609	8,122,956	841,223
<i>Positions:</i>		0.42	0.88	1.32	1.27	1.27
Finance and Information	0	0	0	0	0	0
<i>Positions:</i>		0.00	0.00	0.00	0.00	0.00
General Administration	0	0	0	0	0	0
<i>Positions:</i>		0.17	0.05	0.02	0.00	0.00
Multi Family Housing	0	0	0	0	0	0
<i>Positions:</i>		0.02	0.05	0.00	0.00	0.00
Neighborhood Commercial	1,922,709	4,306,828	8,475,094	5,907,611	5,674,724	6,277,063
<i>Positions:</i>		2.79	0.85	3.22	3.22	4.12
Neighborhood Hsg Preservation	0	0	0	0	0	0
<i>Positions:</i>		0.00	0.08	0.00	0.00	0.00
Parks And Open Space	0	0	130,000	592,359	595,359	1,335,929
<i>Positions:</i>		0.00	0.05	0.85	0.85	0.85
Public Facilities	0	0	6,247	678,760	678,760	758,812
<i>Positions:</i>		0.00	0.06	0.00	0.00	0.00
Redevelopment Area Planning	0	21,021	18,610	21,333	22,225	23,346
<i>Positions:</i>		0.46	0.69	0.45	0.45	0.35
Redevelopment Project Mgmt	23,545	43,590	336,354	479,229	479,542	485,369
<i>Positions:</i>		0.38	1.68	2.10	1.85	2.17
Targeted Industries Dev	1,497,022	1,476,668	1,601,237	3,714,262	5,715,442	246,919
<i>Positions:</i>		0.79	0.91	0.88	0.96	0.88

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

#### SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Transportation/Transit	778,388	24,302,702	3,051,604	7,631,470	7,636,062	4,647,792
<i>Positions:</i>		0.56	0.89	1.20	1.04	1.00
Workforce Development	0	0	0	0	0	0
<i>Positions:</i>		0.01	0.00	0.00	0.00	0.00
Total Programs:	\$ 8,512,877	\$ 37,711,570	\$ 36,676,236	\$ 31,345,404	\$ 36,542,561	\$ 23,118,811
<i>Positions:</i>		15.27	18.00	21.50	21.50	22.50

*Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.*

## Department Summaries

### ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Personal Services</b>						
4115 Salaries and Wages	837,967	945,433	1,136,227	1,289,118	1,297,941	1,341,688
4175 Taxes, Health/Dental Insurance	294,527	329,641	386,586	464,595	503,603	548,618
<b>Total: Personal Services</b>	<b>\$ 1,132,494</b>	<b>\$ 1,275,074</b>	<b>\$ 1,522,813</b>	<b>\$ 1,753,713</b>	<b>\$ 1,801,544</b>	<b>\$ 1,890,306</b>
<b>Materials and Services</b>						
5110 Prof. Service Contracts	788,002	1,086,733	1,945,156	2,015,414	1,793,422	1,520,464
5130 Legal	27,796	30,270	5,000	3,545	3,545	4,122
5140 City Overhead Charges	0	10	0	0	0	0
5150 Temporary Services	25,856	17,750	14,500	77,740	70,354	32,987
5160 Printing And Graphics	52,622	80,422	72,700	88,977	87,878	79,598
5210 General Office Expense	5,954	7,710	6,950	13,450	16,610	17,110
5220 Postage And Delivery	6,882	33,958	11,750	31,410	30,820	27,096
5230 Advertising And Publ. Notices	12,420	22,073	9,050	24,909	14,379	13,968
5260 Meeting Costs	10,447	22,580	11,760	32,151	30,541	25,341
5270 Publications and Dues	12,878	16,043	4,400	8,259	9,744	8,371
5280 Software Applications	125	764	0	0	0	0
5290 Special Events Costs	99,096	128,350	85,950	81,992	113,343	100,424
5310 Education	5,345	14,173	6,200	12,620	13,090	12,244
5320 Out of Town Travel	30,909	27,247	29,000	28,480	28,480	28,975
5330 Mileage Reimbursement	3,009	4,034	3,863	5,049	5,704	5,473
5340 Parking	1,378	2,222	1,650	1,842	2,327	1,895
5410 Occupancy Costs	15,000	15,403	0	0	0	0
5430 Telephone Services	2,197	720	650	615	1,100	630
5440 Building Reps/Improvements	250	0	0	0	0	0
5510 Equipment Repairs & Maint.	48	206	0	0	0	0
5520 Equipment Lease & Rentals	72	0	0	0	0	0
5610 Property Taxes	6,671	389	0	15,000	15,000	15,000
5620 External Repairs & Utilities	197	8,510	500	25,500	25,500	25,500
5630 Vehicle Maintenance	40	0	0	0	0	0
5710 Loan Documents	1,226	784	2,000	2,060	4,060	2,122
5720 Appraisals	8,921	10,426	15,000	21,300	23,300	21,609
5730 Loan Foreclosure Costs	17,836	0	10,000	0	0	0
5810 Miscellaneous	277	7,806	650	669	1,572	689
<b>Total: Materials and Services</b>	<b>\$ 1,135,454</b>	<b>\$ 1,538,582</b>	<b>\$ 2,236,729</b>	<b>\$ 2,490,982</b>	<b>\$ 2,290,769</b>	<b>\$ 1,943,618</b>
<b>Capital Outlay</b>						
6110 Prof. & Tech. Services	748,650	608,582	148,849	60,000	60,000	420,000
6120 Acquisition	695,090	2,514,231	6,327,100	6,938,432	5,763,354	6,528,540
6130 Closing Costs	0	1,239	0	0	0	0
6140 Property Taxes	0	18,581	15,000	0	0	0
6170 Demolition & Site Prep.	0	5,455	0	0	0	0
6320 Permits, Review & Fees	0	6	0	0	0	0
6330 Testing & Inspection	1,100	0	0	0	0	0
6360 Construction Contracts	0	26,301,499	17,002,872	13,033,977	17,941,790	6,117,725
6410 Furniture & Equipment	3,290	4,070	0	0	0	0
6450 Leases	25,289	22,426	0	0	0	0
<b>Total: Capital Outlay</b>	<b>\$ 1,473,420</b>	<b>\$ 29,476,089</b>	<b>\$ 23,493,821</b>	<b>\$ 20,032,409</b>	<b>\$ 23,765,144</b>	<b>\$ 13,066,265</b>
<b>Financial Assistance</b>						
7810 Loans To Borrowers	1,666,294	3,395,870	6,550,527	4,099,553	4,131,049	3,562,417
7820 Grants	1,492,201	1,287,114	915,290	1,007,315	2,659,069	649,209

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

#### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
Total: Financial Assistance	\$ 3,158,495	\$ 4,682,984	\$ 7,465,817	\$ 5,106,868	\$ 6,790,118	\$ 4,211,626
<b>Debt Service</b>						
8310 Debt Service - Principal	0	0	11,000	4,543	4,584	0
Total: Debt Service	\$ 0	\$ 0	\$ 11,000	\$ 4,543	\$ 4,584	\$ 0
<b>Cash Transfers Out</b>						
9990 Cash Transfers Out	1,179,620	100,000	0	0	0	235,545
Total: Cash Transfers Out	\$ 1,179,620	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 235,545
<b>Indirect Allocation</b>						
9910 Indirect Cost-admin Allocation	433,395	638,840	1,946,056	1,956,889	1,890,402	1,771,451
Total: Indirect Allocation	\$ 433,395	\$ 638,840	\$ 1,946,056	\$ 1,956,889	\$ 1,890,402	\$ 1,771,451
<b>Total Operating Budget:</b>	<b>\$ 8,512,877</b>	<b>\$ 37,711,570</b>	<b>\$ 36,676,236</b>	<b>\$ 31,345,404</b>	<b>\$ 36,542,561</b>	<b>\$ 23,118,811</b>

### PROJECT BY PROGRAM

#### Business Development

Ambassador Program - 64615	166,707	8,659	0	0	0	0
AW Land Acquisition/Dev - 11014	10,011	110,619	164,861	3,742,607	2,389,500	4,032,865
Brownfield IGA-AW - 10064	0	0	0	0	10,500	10,500
Brownfield IGA-CES - 10065	0	0	0	0	10,500	10,500
Brownfield IGA-Lents - 10063	0	0	0	0	10,500	10,500
Brownfield IGA-OCC - 10066	0	0	0	0	10,500	10,500
Brownfield IGA-RD - 10062	0	0	0	0	10,500	10,500
Bus Assistance C/W - 67610	0	0	46,105	293,256	425,000	425,000
Bus Dev-AW URA - 24001	41,780	4,513	0	0	0	0
Bus Dev-C/W - 67606	180,960	434,033	416,866	369,278	429,305	369,278
Bus Dev-CES URA - 64618	0	0	13,773	135,064	135,064	141,615
Bus Dev-OCC URA - 64617	0	0	89,852	113,806	113,806	117,090
Bus Dev-Regional - 24211	17	0	0	0	0	0
Bus Dev-WF URA - 64616	169,316	214,669	117,000	103,488	103,488	108,168
Bus District Proj C/W - 26712	43,533	44,109	54,015	112,811	54,820	56,293
Bus Loan Guarantee - 28811	0	0	0	100,000	0	0
Bus Recruitment C/W - 67605	-1,114	81	0	0	0	0
Bus Retention-CES - 23832	3,613	0	0	0	0	0
Bus Retention-SWF/N Mac - 23807	0	0	0	19,907	20,634	21,122
Comm Asst (outside TAD) - 28800	0	0	52,477	0	0	0
Enterprise Zone - 24022	0	0	0	50,000	50,000	50,000
Foster Predev - 28817	0	0	0	0	13,000	0
Humboldt Predev - 28813	0	0	0	0	32,842	0
International Bus Dev - 24021	0	0	0	50,000	0	0
Jobnet Washington County - 26013	104,678	44,082	0	0	0	0
Kenton Predev - 28816	0	0	0	0	13,000	0
Kerns Predev - 28815	0	0	0	0	13,000	0
Lents Financial Asst - 16308	0	0	0	183,518	183,518	187,496
Lents General - 12208	0	0	501,870	93,004	91,592	90,668
Lents Learning Ctr - 16307	0	0	0	530,279	530,279	54,106
Mississippi Predev - 28812	0	0	0	0	32,842	0
N Mac Employee Loan Fund - 10527	0	0	0	22,039	22,846	23,385
OCC Emp Investment Fund - 25531	0	0	0	109,237	109,237	114,802
Pre Dev Asst (CDBG) - 28810	0	0	215,699	167,000	29,648	167,000

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## Department Summaries

### ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Business Development</b>						
RD Creative Services - 25495	0	0	52,402	71,245	71,245	74,522
Reg Bus Dev/Recruitment - 24015	91,576	259,535	370,000	410,000	331,000	420,000
Reg Strat Emissions Proj - 24411	50,635	7,785	0	0	0	0
Semiconductor Multi Reg - 24450	205,627	9,400	0	0	0	0
St Johns Predev - 28814	0	0	0	0	32,668	0
Sustainable Bus Dev - 24020	0	0	0	52,140	0	0
Workforce Dept Admin - 77910	1,173	0	0	0	0	0
Workforce Study - 24448	3,544	664	0	0	0	0
<b>Total For Business Development</b>	<b>1,072,057</b>	<b>1,138,150</b>	<b>2,094,920</b>	<b>6,728,679</b>	<b>5,280,834</b>	<b>6,505,910</b>
<b>Business Services/Finance</b>						
Bus Asst Loans-Hatfield - 28516	267,502	865,065	355,275	358,575	357,727	352,238
Bus Dev Financing - 28820	0	0	959,150	471,503	315,000	315,000
Ec Dev Administration - 27910	43,650	31,886	0	0	0	0
Ec Dev Policy/Planning - 23822	913	2,114	0	0	0	0
Ec Dev Rev Loans CES - 28302	3,620	984	0	0	0	0
EDA Business Dev RLF - 28301	70,934	1,465,029	217,854	310,584	527,842	433,558
EDA Real Estate Dev RLF - 28201	275,334	155,589	217,854	287,266	287,266	289,493
Microbusiness Loans - 25524	40,438	6,954	0	0	0	0
MLK Blvd Equity Loan Fund - 25527	0	0	85,000	174,663	174,663	179,159
N/NE Bus Assistance Job - 26018	503,702	0	0	0	0	0
N/NE Bus Assistance Loans - 28512	348,591	314,923	0	0	0	0
N/NE Bus Assistance Tech. - 26908	18,379	12,316	0	0	0	0
OSE Small Bus Lend Prog - 25503	201,258	237,443	0	0	0	0
Research C/W - 67645	6,041	0	0	0	0	0
Saturday Mkt/Skidmore Blg - 11255	0	0	4,055,442	0	0	0
Targeted Investment Prog - 28212	1,401,556	509,791	550,000	955,501	674,159	427,000
<b>Total For Business Services/Finance</b>	<b>3,181,917</b>	<b>3,602,095</b>	<b>6,440,575</b>	<b>2,558,092</b>	<b>2,336,657</b>	<b>1,996,448</b>
<b>Commercial/Industrial Dev</b>						
AW Dev Opportunity Fund - 11009	16,004	79,789	584,853	683,855	685,731	681,223
AW PIC Tax Exempt - 11003	0	1,433,051	13,056,295	2,184,754	7,272,225	0
AW PIC Taxable - 11002	0	1,306,802	705,447	0	0	0
Brownfield Cleanup RLF - 10032	0	0	175,000	165,000	165,000	160,000
Kennedy School - 32703	21,237	874	0	0	0	0
<b>Total For Commercial/Industrial Dev</b>	<b>37,241</b>	<b>2,820,515</b>	<b>14,521,595</b>	<b>3,033,609</b>	<b>8,122,956</b>	<b>841,223</b>
<b>Neighborhood Commercial</b>						
Alberta Development Strat - 25510	89,648	108,922	52,183	66,225	0	0
Foster/Powell Storefront - 28907	136,665	51,893	99,359	58,956	62,500	62,500
Kenton Storefront - 28910	19,067	23,157	2,080	0	0	0
Lents Nghbrhd Livability - 13122	0	0	50,000	124,789	124,789	73,847
Lents Redev Fin Asst - 12207	0	0	0	780,982	780,982	862,190
Lents Redev General - 12209	0	0	2,428,720	209,843	211,255	238,950
Lents Redev Property Acq - 13121	0	0	0	1,691,254	1,679,145	2,457,822
Lents Redev Strategies - 13127	0	0	0	125,147	125,147	23,265
Lents/OSE Dev Fund - 28213	566,751	1,032,561	435,309	0	0	0
MLK Blvd Commi Site Dev - 25605	285,488	2,464,031	4,395,011	2,152,309	2,152,309	2,039,511
MLK Blvd Marketing Plan - 25522	54,609	1,186	45,388	66,484	66,484	67,770
MLK Blvd Predev - 25519	110,714	151,248	107,116	113,018	113,018	111,207
MLK Blvd Storefront Prog - 25521	92,670	156,430	195,787	136,759	136,759	152,501
NE Alberta Storefront - 28906	83,469	67,932	166,839	19,592	0	0

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## Department Summaries

### ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Neighborhood Commercial</b>						
NE Humboldt Storefront - 28916	0	0	77,892	49,939	62,500	62,500
NE Mississippi Storefront - 28918	0	0	64,692	58,283	62,500	62,500
New TAD DOS Loans - 27000	0	4,645	0	46,115	0	0
Nghbrhd Bus District - 26800	0	34,970	142,374	118,000	30,000	0
OSE Dev Opportunity Strat - 25501	444,474	151,388	0	0	0	0
SE Comm Ec Dev Planning - 25509	8,700	0	0	0	0	0
SE Milwaukie Storefront - 28911	0	53,130	145,677	21,104	0	0
SE/NE Storefront Program - 28905	244	0	0	0	0	0
St Johns Storefront Prog - 28920	0	0	0	63,976	62,500	62,500
Vancouver/Williams Corr - 27010	0	4,238	55,667	0	0	0
Walnut Park Oper Costs - 25514	3,326	0	0	0	0	0
Walnut Park Retail - 25507	26,884	1,098	11,000	4,836	4,836	0
<b>Total For Neighborhood Commercial</b>	<b>1,922,709</b>	<b>4,306,828</b>	<b>8,475,094</b>	<b>5,907,611</b>	<b>5,674,724</b>	<b>6,277,063</b>
<b>Parks And Open Space</b>						
Lents Parks Dev Proj - 13125	0	0	0	270,443	270,443	1,038,835
Lents Parks General - 13120	0	0	130,000	75,334	78,334	77,963
Lents Parks Plan - 13124	0	0	0	45,074	45,074	13,527
Lents Parks Prop Acq - 13126	0	0	0	201,508	201,508	205,604
<b>Total For Parks And Open Space</b>	<b>0</b>	<b>0</b>	<b>130,000</b>	<b>592,359</b>	<b>595,359</b>	<b>1,335,929</b>
<b>Public Facilities</b>						
Lents Redev Public Imprv - 12204	0	0	6,247	678,760	678,760	758,812
<b>Total For Public Facilities</b>	<b>0</b>	<b>0</b>	<b>6,247</b>	<b>678,760</b>	<b>678,760</b>	<b>758,812</b>
<b>Redevelopment Area Planning</b>						
AW Predevelopment - 11007	0	21,021	18,610	21,333	22,225	23,346
<b>Total For Redevelopment Area Plannin</b>	<b>0</b>	<b>21,021</b>	<b>18,610</b>	<b>21,333</b>	<b>22,225</b>	<b>23,346</b>
<b>Redevelopment Project Mgmt</b>						
AW Fin/Comm Outreach - 11019	23,545	43,590	81,153	177,593	182,044	171,833
Lents Parks Prop - 28215	0	0	255,201	270,414	270,414	285,179
NE Finance/Comm Outreach - 16212	0	0	0	31,222	27,084	28,357
<b>Total For Redevelopment Project Mgm</b>	<b>23,545</b>	<b>43,590</b>	<b>336,354</b>	<b>479,229</b>	<b>479,542</b>	<b>485,369</b>
<b>Targeted Industries Dev</b>						
Biotech Target Industry - 25494	219,334	188,791	0	0	0	0
DT Creative Svcs TI Dev - 25493	42,472	67,779	1,253,586	3,594,402	3,594,402	123,823
Match Metals Jobs Comm - 24453	4,500	0	0	0	0	0
Multnomah County SIP - 26017	31,853	0	0	0	0	0
Reg Investments - 24405	0	0	0	0	2,001,173	0
Reg Strat - 24444	956,223	1,105,007	217,575	0	0	0
Reg Strat Elec Equipment - 24447	0	7,012	0	0	0	0
Reg Strat Metals Comp - 24451	88,775	774	0	0	0	0
Reg Strat Metals Place - 24445	-3,048	0	0	0	0	0
Reg Strat Multimedia - 24449	44,583	29	10,832	0	0	0
Semiconductor Workforce - 24511	371	0	0	0	0	0
Target Industry Dev - 24512	111,959	107,277	119,244	119,860	119,867	123,096
<b>Total For Targeted Industries Dev</b>	<b>1,497,022</b>	<b>1,476,668</b>	<b>1,601,237</b>	<b>3,714,262</b>	<b>5,715,442</b>	<b>246,919</b>
<b>Transportation/Transit</b>						
AW Airport Light Rail/PIC - 19014	543,786	22,800,251	122,650	2,664,887	2,669,210	197,694
AW Transportation Imprv - 11001	0	829,494	1,255,106	1,602,461	1,602,730	242,516

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## Department Summaries

### ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>Transportation/Transit</b>						
Lents Nghbrhd Sts/Sdwlk - 26714	0	0	50,000	276,806	276,806	1,142,179
MLK Blvd Improvements - 25525	226,654	670,427	1,057,329	2,456,816	2,456,816	3,063,742
MLK Blvd Streetscape Plan - 25516	-13,406	0	0	0	0	0
NE Alberta Street Imprv - 25526	0	0	566,519	630,500	630,500	1,661
Technical Assistance - 16204	21,353	2,531	0	0	0	0
<b>Total For Transportation/Transit</b>	<b>778,388</b>	<b>24,302,702</b>	<b>3,051,604</b>	<b>7,631,470</b>	<b>7,636,062</b>	<b>4,647,792</b>
<b>Total Requirements</b>	<b>\$ 8,512,877</b>	<b>\$ 37,711,570</b>	<b>\$ 36,676,236</b>	<b>\$ 31,345,404</b>	<b>\$ 36,542,561</b>	<b>\$ 23,118,811</b>

*Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.*

### Administrative Departments

There are two administrative departments at PDC: Executive and Finance & Information Systems. These departments support the frontline departments of Housing, Development, and Economic Development and ensure that the Commission runs smoothly and professionally. This section also contains worksheets showing amounts not allocable to departments under the subsection "Requirements Not Allocated to Departments."

### Budget Summary

The Administrative Departments have a combined FY 2000-01 budget of \$7,431,365 and a combined budget of FY 2001-02 of \$7,301,036, funded primarily from PDC's indirect cost allocation system (this does not include \$56 million in Contingency in FY 2000-01 and \$22 million in Contingency in FY 2001-02; and \$2 million in Debt Service for FY 2000-01 and \$2 million in Debt Service for FY 2001-02 shown under Requirements Not Allocated to Departments – see description below). The financial tables that follow provide: the budget broken out by major expenditure category, number of Full Time Equivalent positions, source of funding, programs in the budget, account detail (by major expenditure category), and a list of projects under each program area. The individual departments and their programs are described below.

**Executive Department –  
\$3,649,988 Budgeted for FY 2000-2001 and \$3,559,922 Budgeted for FY 2001-2002**

### Background

PDC's Executive Department is composed of the following sections: Executive, Human Resources, Legal Services, and Public Affairs. These sections provide support services to each of the departments.

### Program Areas

- ***Executive Director and Commission Secretary*** – Provides for overall agency administration, Commissioner support and staffing.
- ***Human Resources*** – Provides for staffing, benefits administration, compensation, and training.
- ***Legal Services*** – Provides for real estate transactions, contract negotiation, personnel issues, claims, loan foreclosures, public meeting and public records oversight, and fair contracting regulation.
- ***Public Affairs*** – Provides for strategic communications planning, media relations, publication writing, graphics and production, speech writing, internal communications, event planning, marketing communications, community involvement, and issue management.

## **Department Summaries**

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### **Finance and Information Systems Department – \$3,781,377 Budgeted for FY 2000-2001 and \$3,741,114 Budgeted for FY 2001-2002**

#### **Background**

PDC's Finance and Information Systems Department is composed of the following sections: Accounting, Budget, Information Services, Loan Servicing/Asset Management, and Contract Management. These sections provide support services to each of the departments. The department is currently undergoing a financial system conversion that includes these new systems: general ledger, budget, payroll, loan origination, accounts payable, and accounts receivable.

#### **Program Areas**

- ***Accounting/Budget*** – Provides for budget planning and analysis, accounts payable/receivable, payroll, loan servicing support, asset management, resource development, reporting, and strategic planning.
- ***Information Services*** – Provides for system management, records/archiving, and equipment maintenance.
- ***Loan Servicing/Asset Management*** – Provides for the servicing of loans made with Community Development Block Grant and other funds for both the Economic Development and Housing departments.
- ***Contract Management*** – This is a program area that is being expanded in the next fiscal year and encompasses the addition of a Contracts Compliance Coordinator, Public Improvement Coordinator, and Real Estate Coordinator. The Program Manager and Administrative Manager are already in place. This will provide for in-house services in the areas of contract rules management, property management, and other services related to real estate transactions.

### **Requirements Not Allocated to Departments – \$60,005,499 Budgeted for FY 2000-2001 and \$24,120,253 Budget for FY 2001-2002**

This shows budgeted expenditures for fund level requirements that are not allocated to specific departments, including contingency and debt service. PDC has a 10% reserve policy on all capital funds. Contingency also includes tax increment debt proceeds for bond issuances that fund multi-year projects. Capturing these costs here allows the department budgets to more accurately reflect revenue and expenditures attributable to their programs.

## Department Summaries

### EXECUTIVE DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Expenditures</b>						
Personal Services	791,758	699,309	820,961	1,278,069	1,430,009	1,442,367
Materials and Services	1,363,892	1,553,469	2,330,773	2,292,125	2,113,889	2,025,257
Capital Outlay	49,704	27,685	136,100	106,090	106,090	92,298
Indirect Allocation	0	0	0	0	0	0
<b>Total:</b>	<b>\$ 2,205,354</b>	<b>\$ 2,280,464</b>	<b>\$ 3,287,834</b>	<b>\$ 3,676,284</b>	<b>\$ 3,649,988</b>	<b>\$ 3,559,922</b>

### Authorized Full Time Positions

<b>Total</b>	<b>11.10</b>	<b>11.93</b>	<b>14.50</b>	<b>15.40</b>	<b>15.40</b>	<b>15.40</b>
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### SOURCE OF FUNDING

Beginning Fund Balance	1,205,426	2,184	40,000	0	70,000	0
Federal and Other Grants	52,889	17	0	0	0	0
City General Fund	0	0	200,000	378,539	0	0
Program Income	512,974	286,443	55,000	0	0	0
Service Reimbursement In	3,292,813	2,193,908	2,992,834	3,309,876	3,529,988	3,559,922
Tax Increment Debt Proceeds	0	133	0	0	50,000	0
<b>Total Resources:</b>	<b>\$ 5,064,102</b>	<b>\$ 2,482,684</b>	<b>\$ 3,287,834</b>	<b>\$ 3,688,415</b>	<b>\$ 3,649,988</b>	<b>\$ 3,559,922</b>

### PROGRAMS

Business Development	0	0	0	0	0	0
<i>Positions:</i>		0.17	0.13	0.04	0.04	0.04
Business Services/Finance	0	0	0	0	0	0
<i>Positions:</i>		0.11	0.06	0.00	0.00	0.00
Commercial/Industrial Dev	0	0	0	0	0	0
<i>Positions:</i>		0.16	0.21	0.11	0.11	0.11
Debt Management	0	0	0	0	0	0
<i>Positions:</i>		0.00	0.00	0.00	0.00	0.00
Finance and Information	0	0	0	0	0	0
<i>Positions:</i>		0.18	0.09	0.00	0.00	0.00
General Administration	2,205,354	2,280,464	3,047,834	3,676,284	3,649,988	3,559,922
<i>Positions:</i>		8.30	10.86	13.98	13.90	13.98
Multi Family Housing	0	0	0	0	0	0
<i>Positions:</i>		1.28	1.84	0.82	0.82	0.82
Neighborhood Commercial	0	0	0	0	0	0
<i>Positions:</i>		0.26	0.17	0.12	0.12	0.12
Neighborhood Hsg Preservation	0	0	0	0	0	0
<i>Positions:</i>		0.18	0.27	0.00	0.00	0.00
Parks And Open Space	0	0	240,000	0	0	0
<i>Positions:</i>		0.13	0.16	0.11	0.11	0.05
Public Facilities	0	0	0	0	0	0
<i>Positions:</i>		0.02	0.00	0.00	0.00	0.00
Redevelopment Area Planning	0	0	0	0	0	0
<i>Positions:</i>		0.06	0.13	0.02	0.07	0.08
Redevelopment Project Mgmt	0	0	0	0	0	0
<i>Positions:</i>		0.61	0.27	0.02	0.02	0.02
Targeted Industries Dev	0	0	0	0	0	0
<i>Positions:</i>		0.02	0.01	0.01	0.04	0.01
Transportation/Transit	0	0	0	0	0	0
<i>Positions:</i>		0.44	0.30	0.17	0.17	0.17

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### EXECUTIVE DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Total Programs:	\$ 2,205,354	\$ 2,280,464	\$ 3,287,834	\$ 3,676,284	\$ 3,649,988	\$ 3,559,922
Positions:		11.93	14.50	15.40	15.40	15.40

*Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.*

# Department Summaries

## EXECUTIVE DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Personal Services</b>						
4115 Salaries and Wages	600,455	507,861	607,434	937,026	1,030,264	1,023,751
4175 Taxes, Health/Dental Insurance	191,304	191,448	213,527	341,043	399,745	418,616
<b>Total: Personal Services</b>	<b>\$ 791,758</b>	<b>\$ 699,309</b>	<b>\$ 820,961</b>	<b>\$ 1,278,069</b>	<b>\$ 1,430,009</b>	<b>\$ 1,442,367</b>
<b>Materials and Services</b>						
5110 Prof. Service Contracts	85,448	203,880	597,042	620,734	446,409	325,591
5130 Legal	45,029	41,451	105,000	55,150	55,150	60,304
5140 City Overhead Charges	40,302	72,761	262,216	175,926	167,975	175,926
5150 Temporary Services	28,831	50,282	76,700	21,630	21,630	22,277
5160 Printing And Graphics	11,879	22,029	38,800	42,333	42,333	43,601
5210 General Office Expense	67,750	122,517	89,140	137,763	142,763	146,894
5220 Postage And Delivery	48,744	123,386	38,550	33,063	33,063	34,053
5230 Advertising And Publ. Notices	9,342	5,590	8,600	20,085	20,085	20,686
5260 Meeting Costs	9,385	10,894	8,580	3,863	3,863	3,978
5270 Publications and Dues	7,696	9,650	9,282	10,970	10,970	11,299
5280 Software Applications	0	304	500	515	515	530
5290 Special Events Costs	571	3,495	3,700	18,540	18,540	19,095
5310 Education	18,778	9,296	25,350	13,620	13,620	13,743
5320 Out of Town Travel	15,089	8,388	11,500	14,120	14,120	14,744
5330 Mileage Reimbursement	158	147	400	154	154	159
5340 Parking	10,031	7,030	13,515	13,184	13,184	13,579
5410 Occupancy Costs	652,464	638,338	818,898	800,000	800,000	800,000
5430 Telephone Services	148,970	151,013	148,000	180,250	180,250	185,657
5510 Equipment Repairs & Maint.	2,897	1,915	7,500	3,090	3,090	3,182
5520 Equipment Lease & Rentals	1,398	3,296	3,000	5,665	5,665	5,834
5610 Property Taxes	3,926	0	0	0	0	0
5620 External Repairs & Utilities	0	1,078	800	1,030	1,030	1,061
5630 Vehicle Maintenance	3,171	5,307	3,500	6,180	6,180	6,365
5710 Loan Documents	43,001	0	0	0	0	0
5720 Appraisals	26	0	0	0	0	0
5810 Miscellaneous	15,807	876	200	960	0	0
5820 Insurance	93,198	60,547	60,000	113,300	113,300	116,699
<b>Total: Materials and Services</b>	<b>\$ 1,363,892</b>	<b>\$ 1,553,469</b>	<b>\$ 2,330,773</b>	<b>\$ 2,292,125</b>	<b>\$ 2,113,889</b>	<b>\$ 2,025,257</b>
<b>Capital Outlay</b>						
6110 Prof. & Tech. Services	0	0	0	0	0	0
6410 Furniture & Equipment	16,078	23,975	136,100	106,090	106,090	92,298
6610 Relocation	33,626	3,710	0	0	0	0
<b>Total: Capital Outlay</b>	<b>\$ 49,704</b>	<b>\$ 27,685</b>	<b>\$ 136,100</b>	<b>\$ 106,090</b>	<b>\$ 106,090</b>	<b>\$ 92,298</b>
<b>Indirect Allocation</b>						
9910 Indirect Cost-admin Allocation	0	0	0	0	0	0
<b>Total: Indirect Allocation</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Operating Budget:</b>	<b>\$ 2,205,354</b>	<b>\$ 2,280,464</b>	<b>\$ 3,287,834</b>	<b>\$ 3,676,284</b>	<b>\$ 3,649,988</b>	<b>\$ 3,559,922</b>

## PROJECT BY PROGRAM

### General Administration

Administrative Svcs - 47010	366,680	26,116	0	0	0	0
CHDI Prop Mgmt Contract - 52301	5,001	0	0	0	0	0

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.



## Department Summaries

### EXECUTIVE DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>General Administration</b>						
City Development Center - 40520	0	38,213	174,099	0	0	0
Construction Mgmt Engrg - 47410	21,810	11,864	5,500	106,348	108,106	108,020
Contract Rules Mgmt - 47020	66,201	61,665	113,654	122,928	179,695	169,984
Disparity Work - 47021	0	131,541	133,429	235,130	272,621	277,013
Endangered Species Act - 10053	0	5,308	55,000	378,539	0	0
ESA CES - 10055	0	0	0	0	50,000	0
ESA River District - 10054	0	0	0	0	50,000	0
ESA WF - 10056	0	0	0	0	20,000	0
Executive Dept Admin - 97910	392,361	302,069	558,004	494,408	493,360	507,064
Facilities Management - 40600	601,893	1,179,056	1,282,728	1,409,777	1,433,815	1,423,526
Human Resources - 47210	128,818	168,265	226,464	249,485	252,215	261,463
Legal Section Admin - 97510	102,715	102,160	176,065	232,991	263,273	271,148
Legislative Liaison - 97710	349	0	0	0	0	0
Local Projects - 40101	158,795	-47,259	0	0	0	0
Marketing - 47420	18	0	0	0	0	0
PA Mayor Office Contract - 60101	2,399	2,376	0	0	0	0
PDC Staff Contract Work - 52300	5,271	281	0	0	0	0
Professional Svcs Admin - 47910	13,322	0	0	0	0	0
Property Trans Admin - 47460	44,960	30,430	40,019	0	0	0
Public Affairs Admin - 67910	175,993	204,220	214,343	315,515	395,774	409,022
Risk Management - 47030	118,770	64,161	68,529	131,163	131,129	132,682
<b>Total For General Administration</b>	<b>2,205,354</b>	<b>2,280,464</b>	<b>3,047,834</b>	<b>3,676,284</b>	<b>3,649,988</b>	<b>3,559,922</b>
<b>Parks And Open Space</b>						
Willamette River HCP - 10051	0	0	240,000	0	0	0
<b>Total For Parks And Open Space</b>	<b>0</b>	<b>0</b>	<b>240,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Requirements</b>	<b>\$ 2,205,354</b>	<b>\$ 2,280,464</b>	<b>\$ 3,287,834</b>	<b>\$ 3,676,284</b>	<b>\$ 3,649,988</b>	<b>\$ 3,559,922</b>

*Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.*

## Department Summaries

### FINANCE & INFORMATION SYSTEMS DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

#### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Expenditures</b>						
Personal Services	1,088,400	1,206,140	1,398,474	1,802,023	1,573,069	1,658,483
Materials and Services	789,263	996,520	2,407,254	1,573,394	1,770,594	1,599,320
Capital Outlay	105,023	189,769	343,000	216,600	216,600	226,600
Debt Service	2,172,776	0	0	221,114	221,114	256,711
Cash Transfers Out	903,028	0	0	0	0	0
Indirect Allocation	7,105	0	0	0	0	0
<b>Total:</b>	<b>\$ 5,065,597</b>	<b>\$ 2,392,429</b>	<b>\$ 4,148,728</b>	<b>\$ 3,813,131</b>	<b>\$ 3,781,377</b>	<b>\$ 3,741,114</b>

#### Authorized Full Time Positions

<b>Total</b>	<b>17.90</b>	<b>20.18</b>	<b>23.00</b>	<b>27.00</b>	<b>30.00</b>	<b>31.00</b>
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#### SOURCE OF FUNDING

Beginning Fund Balance	6,165,083	5,192	68,647	0	0	0
Cash Transfer In	903,028	0	0	0	0	0
Federal and Other Grants	-2,799,903	489,362	0	0	0	0
Private Funding	2,636,410	0	0	438,008	0	0
Program Income	2,138,380	137,432	442,478	0	359,356	435,770
Service Reimbursement In	0	1,799,883	3,506,828	3,363,746	3,422,021	3,305,344
Tax Increment Debt Proceeds	0	0	130,775	0	0	0
<b>Total Resources:</b>	<b>\$ 9,042,998</b>	<b>\$ 2,431,869</b>	<b>\$ 4,148,728</b>	<b>\$ 3,801,754</b>	<b>\$ 3,781,377</b>	<b>\$ 3,741,114</b>

#### PROGRAMS

Business Development	0	0	0	0	0	0
<i>Positions:</i>		0.04	0.10	0.10	0.10	0.10
Business Services/Finance	0	0	0	0	0	0
<i>Positions:</i>		0.06	0.00	0.00	0.00	0.00
Debt Management	2,178,280	2,033	0	221,114	221,114	256,711
<i>Positions:</i>		0.07	0.25	0.25	0.25	0.25
Finance and Information	1,712,479	1,338,281	2,394,369	1,647,870	1,758,839	1,582,810
<i>Positions:</i>		13.96	11.72	14.29	15.32	16.20
General Administration	1,174,838	1,052,116	1,754,359	1,944,147	1,801,424	1,901,593
<i>Positions:</i>		5.37	10.06	11.79	13.78	13.78
Multi Family Housing	0	0	0	0	0	0
<i>Positions:</i>		0.18	0.40	0.20	0.10	0.20
Neighborhood Commercial	0	0	0	0	0	0
<i>Positions:</i>		0.05	0.00	0.00	0.00	0.00
Neighborhood Hsg Preservation	0	0	0	0	0	0
<i>Positions:</i>		0.07	0.10	0.00	0.00	0.10
Parks And Open Space	0	0	0	0	0	0
<i>Positions:</i>		0.00	0.00	0.00	0.00	0.00
Redevelopment Project Mgmt	0	0	0	0	0	0
<i>Positions:</i>		0.36	0.35	0.35	0.35	0.35
Targeted Industries Dev	0	0	0	0	0	0
<i>Positions:</i>		0.00	0.00	0.00	0.08	0.00
Transportation/Transit	0	0	0	0	0	0
<i>Positions:</i>		0.00	0.02	0.02	0.02	0.02
<b>Total Programs:</b>	<b>\$ 5,065,597</b>	<b>\$ 2,392,429</b>	<b>\$ 4,148,728</b>	<b>\$ 3,813,131</b>	<b>\$ 3,781,377</b>	<b>\$ 3,741,114</b>
<i>Positions:</i>		<b>20.18</b>	<b>23.00</b>	<b>27.00</b>	<b>30.00</b>	<b>31.00</b>

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### FINANCE & INFORMATION SYSTEMS DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Personal Services</b>						
4115 Salaries and Wages	806,746	904,654	1,059,192	1,378,570	1,133,336	1,177,145
4175 Taxes, Health/Dental Insurance	281,654	301,486	339,282	423,453	439,733	481,338
<b>Total: Personal Services</b>	<b>\$ 1,088,400</b>	<b>\$ 1,206,140</b>	<b>\$ 1,398,474</b>	<b>\$ 1,802,023</b>	<b>\$ 1,573,069</b>	<b>\$ 1,658,483</b>
<b>Materials and Services</b>						
5110 Prof. Service Contracts	449,433	507,204	979,954	706,084	850,552	654,833
5130 Legal	24,597	80,268	175,916	1,500	1,500	1,500
5140 City Overhead Charges	30,853	57,683	67,017	64,128	89,705	65,699
5150 Temporary Services	79,038	126,324	105,000	239,050	198,991	206,240
5160 Printing And Graphics	15,286	33,813	26,000	24,000	24,000	24,000
5210 General Office Expense	23,117	21,935	71,750	55,160	56,843	62,297
5220 Postage And Delivery	1,689	1,515	1,900	2,530	2,530	2,561
5230 Advertising And Publ. Notices	5,322	7,224	6,100	5,545	5,545	5,591
5260 Meeting Costs	430	3,192	11,700	1,900	1,900	1,900
5270 Publications and Dues	14,025	7,652	8,215	9,928	9,928	9,959
5280 Software Applications	7,422	44,921	550,430	125,000	125,000	145,000
5285 Computer Hardware	0	11,811	12,050	15,000	15,000	15,000
5290 Special Events Costs	72	1,189	2,000	2,000	2,000	2,000
5310 Education	26,868	28,522	240,893	58,780	58,780	58,811
5320 Out of Town Travel	13,434	7,006	19,000	2,000	2,000	2,000
5330 Mileage Reimbursement	308	180	0	0	0	0
5340 Parking	57	271	100	500	500	500
5410 Occupancy Costs	0	0	10,829	0	10,829	10,829
5430 Telephone Services	10,663	0	0	0	0	0
5510 Equipment Repairs & Maint.	43,694	41,251	40,600	60,000	125,002	130,002
5520 Equipment Lease & Rentals	0	325	67,800	188,989	188,989	188,989
5620 External Repairs & Utilities	47	34	0	0	0	0
5710 Loan Documents	7,156	5,605	10,000	10,300	0	10,609
5720 Appraisals	40	0	0	0	0	0
5730 Loan Foreclosure Costs	228	2,571	0	0	0	0
5740 Bank Fees	0	4	0	0	0	0
5810 Miscellaneous	30	4,156	0	1,000	1,000	1,000
5820 Insurance	0	1,863	0	0	0	0
<b>Total: Materials and Services</b>	<b>\$ 753,810</b>	<b>\$ 996,520</b>	<b>\$ 2,407,254</b>	<b>\$ 1,573,394</b>	<b>\$ 1,770,594</b>	<b>\$ 1,599,320</b>
<b>Capital Outlay</b>						
6410 Furniture & Equipment	14,594	32,037	3,000	1,000	1,000	1,000
6411 Computer Equipment	90,429	157,732	250,000	150,000	150,000	160,000
6412 System Software Applications	35,453	0	90,000	65,600	65,600	65,600
<b>Total: Capital Outlay</b>	<b>\$ 140,476</b>	<b>\$ 189,769</b>	<b>\$ 343,000</b>	<b>\$ 216,600</b>	<b>\$ 216,600</b>	<b>\$ 226,600</b>
<b>Debt Service</b>						
8310 Debt Service - Principal	1,241,656	0	0	221,114	221,114	256,711
8320 Debt Service - Interest	931,120	0	0	0	0	0
<b>Total: Debt Service</b>	<b>\$ 2,172,776</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 221,114</b>	<b>\$ 221,114</b>	<b>\$ 256,711</b>
<b>Cash Transfers Out</b>						
9990 Cash Transfers Out	903,028	0	0	0	0	0
<b>Total: Cash Transfers Out</b>	<b>\$ 903,028</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Indirect Allocation</b>						

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### FINANCE & INFORMATION SYSTEMS DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

#### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
9910 Indirect Cost-admin Allocation	7,105	0	0	0	0	0
Total: Indirect Allocation	\$ 7,105	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total Operating Budget:</b>	<b>\$ 5,065,597</b>	<b>\$ 2,392,429</b>	<b>\$ 4,148,728</b>	<b>\$ 3,813,131</b>	<b>\$ 3,781,377</b>	<b>\$ 3,741,114</b>

#### PROJECT BY PROGRAM

##### Debt Management

Industrial Rev Bond Gen - 18199	449	0	0	0	0	0
Notes Payable B of A PLPA - 52129	1,212,031	350	0	0	0	0
Notes Payable FIOR PLPA - 52124	537,587	0	0	0	0	0
Notes Payable USB PLPA - 52126	427,958	1,683	0	0	0	0
PCRI (PDX Comm Reinvest) - 33502	255	0	0	0	0	0
PERS POB's - 57152	0	0	0	221,114	221,114	256,711
<b>Total For Debt Management</b>	<b>2,178,280</b>	<b>2,033</b>	<b>0</b>	<b>221,114</b>	<b>221,114</b>	<b>256,711</b>

##### Finance and Information

3 Percent Loans - 31032	2,959	90	0	0	0	0
6 Percent Loans - 31042	1,321	0	0	0	0	0
Accounting Admin - 57911	0	39,830	55,472	118,714	123,559	125,674
Accounts Payable - 57240	15,706	706	0	0	0	0
Auditing - 57510	6,874	23	0	0	0	0
Budget/Financial Plan - 57110	146,291	161,497	169,039	241,822	260,157	270,369
Cash Receipts - 57310	30,846	49,773	49,482	49,482	49,482	49,482
CDBG Budget & Fin Plan - 57115	0	0	50,058	34,467	35,928	59,188
CDBG Grant/Contract Acct - 57355	0	0	39,443	44,768	44,768	47,922
CDBG Mgmt Reporting - 57415	0	0	0	10,246	10,246	10,246
Computer Services Equip - 49110	0	150	0	0	0	0
Deferred Payment Loans - 31012	4,025	2,475	0	0	0	0
Desktop Systems - 57710	0	152,899	86,582	160,297	157,528	160,271
Escrow Accounting - 52232	1,756	0	0	0	0	0
Finance Dept Admin - 57910	166,791	167,840	123,372	145,239	146,685	176,081
Financial Accounting Sys - 57411	0	68,864	131,652	126,752	128,473	129,845
Financial Analysis - 57160	1,677	0	0	0	0	0
Financial Sys Conversion - 57610	46,678	147,225	388,255	0	0	0
Five Year Business Plan - 57111	2,633	50,510	66,079	56,473	58,227	57,844
Grant/Contract Accounting - 57350	12,220	8,211	6,839	3,933	3,242	3,933
Lawson Implementation - 55555	0	0	700,000	313,206	379,876	141,488
Loan Origination - 57180	2,805	0	0	0	0	0
Management Reporting - 57410	334,693	488,187	347,899	342,471	360,668	350,467
Payroll - 57210	32,176	0	0	0	0	0
South Aud Admin/Contingcy - 15411	903,028	0	0	0	0	0
Tax Increment Bond Costs - 57151	0	0	180,197	0	0	0
<b>Total For Finance and Information</b>	<b>1,712,479</b>	<b>1,338,281</b>	<b>2,394,369</b>	<b>1,647,870</b>	<b>1,758,839</b>	<b>1,582,810</b>

##### General Administration

Asset Mgmt Indirect - 47809	0	1,133	0	0	0	0
Computer Services - 47110	609,226	461,813	1,094,212	1,105,915	1,045,080	1,111,861
Loan Servicing Ec Dev - 47811	0	7,057	12,904	11,500	11,500	11,500
Loan Servicing Hsg - 47810	442,755	438,859	321,537	337,027	246,085	296,085
MIS Development - 47111	8,841	805	0	0	0	0
Records Management - 47710	7,169	65,480	211,861	301,648	298,412	279,443
REO Property Management - 40601	172	140	54,584	188,057	189,518	191,875

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### FINANCE & INFORMATION SYSTEMS DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>General Administration</b>						
Resource Development Core - 57112	106,676	14,278	21,500	0	0	0
Riverplace Marina Lease - 13060	0	0	10,829	0	10,829	10,829
Urban Renewal Legal Costs - 10018	0	62,552	26,932	0	0	0
<b>Total For General Administration</b>	<b>1,174,838</b>	<b>1,052,116</b>	<b>1,754,359</b>	<b>1,944,147</b>	<b>1,801,424</b>	<b>1,901,593</b>
<b>Total Requirements</b>	<b>\$ 5,065,597</b>	<b>\$ 2,392,429</b>	<b>\$ 4,148,728</b>	<b>\$ 3,813,131</b>	<b>\$ 3,781,377</b>	<b>\$ 3,741,114</b>

*Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.*

## Department Summaries

### REQS NOT ALLOCATED TO DEPTS

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Expenditures</b>						
Personal Services	312	3,846	28,512	30,431	30,280	30,807
Materials and Services	66,794	118,254	103,439	93,000	93,000	93,000
Debt Service	0	2,619,169	2,800,000	1,993,790	1,993,790	1,968,592
Cash Transfers Out	0	2,000,000	682,968	0	2,100,000	0
Contingency	0	0	54,463,192	61,567,331	55,788,429	22,027,854
<b>Total:</b>	<b>\$ 67,107</b>	<b>\$ 4,741,269</b>	<b>\$ 58,078,111</b>	<b>\$ 63,684,552</b>	<b>\$ 60,005,499</b>	<b>\$ 24,120,253</b>

### Authorized Full Time Positions

### SOURCE OF FUNDING

Beginning Fund Balance	0	11,995,653	13,595,182	25,285,915	20,078,874	13,492,357
Cash Transfer In	0	2,124,000	157,968	0	0	235,545
Federal and Other Grants	-18,399	6,160	0	0	0	0
Housing Investment Fund	0	0	42,082	0	0	0
Program Income	19,860	-1,239	6,445,549	6,426,096	11,608,557	6,175,276
Service Reimbursement In	0	85,216	330,944	29,677	30,280	30,807
Tax Increment Debt Proceeds	0	0	37,506,386	31,942,110	28,287,788	4,186,268
<b>Total Resources:</b>	<b>\$ 1,462</b>	<b>\$ 14,209,789</b>	<b>\$ 58,078,111</b>	<b>\$ 63,683,798</b>	<b>\$ 60,005,499</b>	<b>\$ 24,120,253</b>

### PROGRAMS

	0	3	0	0	0	0
<i>Positions:</i>		0.00	0.00	0.00	0.00	0.00
Debt Management	67,107	2,741,266	5,092,498	2,117,221	2,117,070	2,092,399
<i>Positions:</i>		0.00	0.00	0.00	0.00	0.00
General Administration	0	2,000,000	52,985,613	61,567,331	57,888,429	22,027,854
<i>Positions:</i>		0.00	0.00	0.00	0.00	0.00
<b>Total Programs:</b>	<b>\$ 67,107</b>	<b>\$ 4,741,269</b>	<b>\$ 58,078,111</b>	<b>\$ 63,684,552</b>	<b>\$ 60,005,499</b>	<b>\$ 24,120,253</b>
<i>Positions:</i>		0.00	0.00	0.00	0.00	0.00

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

### REQS NOT ALLOCATED TO DEPTS

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Personal Services</b>						
4115 Salaries and Wages	227	2,840	21,056	21,889	21,815	21,866
4175 Taxes, Health/Dental Insurance	85	1,006	7,456	8,542	8,465	8,941
<b>Total: Personal Services</b>	<b>\$ 312</b>	<b>\$ 3,846</b>	<b>\$ 28,512</b>	<b>\$ 30,431</b>	<b>\$ 30,280</b>	<b>\$ 30,807</b>
<b>Materials and Services</b>						
5110 Prof. Service Contracts	66,056	83,116	93,031	93,000	93,000	93,000
5130 Legal	0	28,513	8,408	0	0	0
5160 Printing And Graphics	0	321	0	0	0	0
5210 General Office Expense	0	750	0	0	0	0
5220 Postage And Delivery	0	6	0	0	0	0
5230 Advertising And Publ. Notices	738	970	0	0	0	0
5310 Education	0	0	1,000	0	0	0
5320 Out of Town Travel	0	0	1,000	0	0	0
5340 Parking	0	7	0	0	0	0
5810 Miscellaneous	0	4,571	0	0	0	0
<b>Total: Materials and Services</b>	<b>\$ 66,794</b>	<b>\$ 118,254</b>	<b>\$ 103,439</b>	<b>\$ 93,000</b>	<b>\$ 93,000</b>	<b>\$ 93,000</b>
<b>Debt Service</b>						
8310 Debt Service - Principal	0	1,709,916	1,900,000	1,043,790	1,043,790	1,018,592
8320 Debt Service - Interest	0	909,253	900,000	950,000	950,000	950,000
<b>Total: Debt Service</b>	<b>\$ 0</b>	<b>\$ 2,619,169</b>	<b>\$ 2,800,000</b>	<b>\$ 1,993,790</b>	<b>\$ 1,993,790</b>	<b>\$ 1,968,592</b>
<b>Cash Transfers Out</b>						
9990 Cash Transfers Out	0	2,000,000	682,968	0	2,100,000	0
<b>Total: Cash Transfers Out</b>	<b>\$ 0</b>	<b>\$ 2,000,000</b>	<b>\$ 682,968</b>	<b>\$ 0</b>	<b>\$ 2,100,000</b>	<b>\$ 0</b>
<b>Contingency</b>						
9110 Contingency	0	0	54,463,192	61,567,331	55,788,429	22,027,854
<b>Total: Contingency</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 54,463,192</b>	<b>\$ 61,567,331</b>	<b>\$ 55,788,429</b>	<b>\$ 22,027,854</b>
<b>Total Operating Budget:</b>	<b>\$ 67,107</b>	<b>\$ 4,741,269</b>	<b>\$ 58,078,111</b>	<b>\$ 63,684,552</b>	<b>\$ 60,005,499</b>	<b>\$ 24,120,253</b>

### PROJECT BY PROGRAM

ESB Contractor Planning - 25520	0	3	0	0	0	0
<b>Total For</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Management</b>						
AW Debt Management - 57157	0	0	39,028	39,015	39,015	39,015
Debt Management Indirect - 57150	67,107	2,741,266	4,999,995	2,024,221	30,280	30,807
Debt Management-412 - 57161	0	0	0	0	919,169	818,649
Debt Management-415 - 57162	0	0	0	0	418,507	382,723
Debt Management-416 - 57163	0	0	0	0	656,114	767,220
DT SPB Debt Management - 57158	0	0	21,027	21,020	21,020	21,020
DT WF Debt Management - 57155	0	0	8,537	8,535	8,535	8,535
Lents Debt Management - 57154	0	0	12,715	4,305	4,305	4,305
OCC Debt Management - 57159	0	0	11,196	11,192	11,192	11,192
RD Debt Management - 57156	0	0	0	8,933	8,933	8,933
<b>Total For Debt Management</b>	<b>67,107</b>	<b>2,741,266</b>	<b>5,092,498</b>	<b>2,117,221</b>	<b>2,117,070</b>	<b>2,092,399</b>
<b>General Administration</b>						
Contingency - 99999	0	2,000,000	52,985,613	61,567,331	57,888,429	22,027,854

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Department Summaries

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### REQS NOT ALLOCATED TO DEPTS

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals FY</i> <i>1997-98</i>	<i>Actuals FY</i> <i>1998-99</i>	<i>Revised</i> <i>FY 1999-00</i>	<i>Proposed</i> <i>FY 2000-01</i>	<i>Adopted</i> <i>FY 2000-01</i>	<i>Planned</i> <i>FY 2001-02</i>
<b>General Administration</b>						
<b>Total For General Administration</b>	0	2,000,000	52,985,613	61,567,331	57,888,429	22,027,854
<b>Total Requirements</b>	\$ 67,107	\$ 4,741,269	\$ 58,078,111	\$ 63,684,552	\$ 60,005,499	\$ 24,120,253

*Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.*



## **Commission Summary**

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### **Summary of PDC Budget**

#### **General Description**

The tables on the following pages summarize the total PDC budget.

# Commission Summary

Commissioner-in-Charge: Mayor Vera Katz

## SUMMARY OF COMMISSION EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Expenditures</b>						
Personal Services	6,133,899	6,867,975	8,159,242	9,292,405	9,371,563	9,923,568
Materials and Services	5,958,290	7,712,123	13,838,581	13,726,073	13,231,180	11,874,524
Capital Outlay	13,579,603	54,969,187	60,681,774	66,365,047	85,743,721	61,658,051
Financial Assistance	17,202,496	36,843,156	50,964,106	48,521,250	53,685,400	48,734,462
Debt Service	2,205,993	2,652,455	3,907,072	2,999,447	2,999,488	2,225,303
Cash Transfers Out	4,268,740	2,472,000	682,968	58,390	2,158,390	235,545
Indirect Allocation	3,423,990	3,594,772	6,830,606	6,771,485	6,982,289	6,896,073
Contingency	0	0	54,465,051	61,610,814	55,788,429	22,027,854
<b>Total:</b>	<b>\$ 52,773,011</b>	<b>\$ 115,111,668</b>	<b>\$ 199,529,400</b>	<b>\$ 209,344,911</b>	<b>\$ 229,960,460</b>	<b>\$ 163,575,380</b>

## Authorized Full Time Positions

<b>Total:</b>	99.50	100.12	110.80	124.50	127.50	133.50
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## SOURCE OF FUNDING

Beginning Fund Balance	27,956,804	48,448,179	53,345,245	47,008,924	50,916,152	55,788,429
Cash Transfer In	1,883,697	2,472,000	157,968	58,390	58,390	235,545
Federal and Other Grants	5,801,712	12,734,119	13,662,206	8,818,777	10,908,629	7,213,821
City General Fund	4,743,434	4,036,430	7,536,949	2,938,529	1,743,992	1,699,667
Housing Investment Fund	-1,141,951	4,507,462	8,204,305	1,491,567	7,505,402	1,201,339
Loans From Other Funds	1,806,979	0	525,000	0	2,100,000	0
Private Funding	2,887,868	1,477,437	3,750,000	4,996,000	4,977,000	5,035,000
Program Income	27,815,196	20,633,792	28,380,425	22,985,388	33,202,131	28,475,757
Service Reimbursement In	3,423,990	4,079,007	6,830,606	6,703,299	6,982,289	6,896,073
Tax Increment Debt Proceeds	26,043,461	70,641,224	77,136,696	114,344,037	111,566,475	57,029,749
<b>Total Resources:</b>	<b>\$ 101,221,189</b>	<b>\$ 169,029,650</b>	<b>\$ 199,529,400</b>	<b>\$ 209,344,911</b>	<b>\$ 229,960,460</b>	<b>\$ 163,575,380</b>

## PROGRAMS

	8,018	3	0	0	0	0
Positions:	0.00	0.00	0.00	0.00	0.00	0.00
Business Development	1,255,162	1,138,150	2,094,920	6,728,679	5,280,834	6,505,910
Positions:	0.00	7.63	10.35	9.70	10.10	10.11
Business Services/Finance	3,191,750	3,602,095	6,440,575	2,558,092	2,336,657	1,996,448
Positions:	0.00	2.84	2.43	2.10	2.10	2.10
Commercial/Industrial Dev	1,789,350	4,164,197	25,189,726	14,898,527	27,581,526	15,062,232
Positions:	0.00	3.73	4.65	5.27	5.18	5.62
Debt Management	2,245,386	2,743,299	5,092,498	2,338,335	2,338,184	2,349,110
Positions:	0.00	0.08	0.25	0.25	0.25	0.25
Finance and Information	1,712,479	1,338,281	2,394,369	1,647,870	1,758,839	1,582,810
Positions:	0.00	14.14	11.81	14.29	15.32	16.20
General Administration	3,727,921	5,611,468	58,274,535	67,510,270	63,662,846	27,840,419
Positions:	0.00	18.81	25.11	28.80	30.22	31.07
Multi Family Housing	19,593,488	40,752,645	41,612,385	39,861,965	48,330,526	39,564,416
Positions:	0.00	16.77	19.71	18.71	20.27	21.09
Neighborhood Commercial	2,203,800	4,690,904	10,412,631	13,546,283	12,786,121	12,589,872
Positions:	0.00	6.51	6.21	9.92	9.70	10.43
Neighborhood Hsg Preservation	4,946,017	6,022,909	10,065,753	10,644,588	11,346,415	8,648,000
Positions:	0.00	12.09	11.58	10.78	9.90	10.00
Parks And Open Space	2,252,557	12,655,247	9,949,048	12,637,421	14,276,470	11,129,579
Positions:	0.00	3.62	2.75	3.28	3.30	3.61

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

## Commission Summary

Commissioner-in-Charge: Mayor Vera Katz

### SUMMARY OF COMMISSION EXPENSE

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Public Facilities	1,960,112	1,851,556	2,290,568	6,649,080	6,447,580	5,644,302
Positions:	0.00	1.15	0.46	0.60	0.60	0.43
Redevelopment Area Planning	149,686	690,605	3,680,707	3,426,029	5,015,986	4,551,159
Positions:	0.00	3.49	3.71	7.07	7.57	5.90
Redevelopment Project Mgmt	2,869,194	946,989	2,098,267	1,342,176	1,312,253	1,529,256
Positions:	0.00	6.53	7.30	8.02	7.25	11.19
Targeted Industries Dev	1,497,022	1,476,668	1,601,237	3,714,262	5,715,442	246,919
Positions:	0.00	0.85	0.92	0.89	1.08	0.89
Transportation/Transit	3,034,231	27,424,250	18,332,181	21,841,334	21,770,781	24,334,948
Positions:	0.00	1.88	3.56	4.82	4.66	4.61
Workforce Development	336,838	2,402	0	0	0	0
Positions:	0.00	0.01	0.00	0.00	0.00	0.00
Total Programs:	\$ 52,773,011	\$ 115,111,668	\$ 199,529,400	\$ 209,344,911	\$ 229,960,460	\$ 163,575,380
Positions:	0.00	100.12	110.80	124.50	127.50	133.50

*Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.*

# Commission Summary

Commissioner-in-Charge: Mayor Vera Katz

## SUMMARY OF COMMISSION EXPENSE

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>4110</b>						
4115 Salaries and Wages	4,619,514	5,125,430	6,077,514	6,881,652	6,752,160	7,043,487
4175 Taxes, Health/Dental Insurance	1,514,384	1,742,545	2,081,728	2,410,753	2,619,403	2,880,081
Total: Personal Services	\$ 6,133,899	\$ 6,867,975	\$ 8,159,242	\$ 9,292,405	\$ 9,371,563	\$ 9,923,568
<b>4120</b>						
5110 Prof. Service Contracts	3,377,538	4,701,432	9,286,795	9,675,611	8,906,778	8,119,924
5130 Legal	173,611	282,680	499,660	165,484	165,484	181,811
5140 City Overhead Charges	71,155	130,454	329,233	240,054	257,680	241,625
5150 Temporary Services	206,000	248,783	344,200	522,056	548,795	323,170
5160 Printing And Graphics	115,314	225,388	328,293	291,960	317,097	243,928
5190 Underwriter Fees	0	44	0	0	0	0
5210 General Office Expense	132,674	167,526	184,010	247,024	276,823	268,556
5220 Postage And Delivery	65,009	193,000	162,400	102,515	132,663	95,398
5230 Advertising And Publ. Notices	43,499	66,931	80,443	74,242	91,212	61,721
5260 Meeting Costs	33,233	69,525	62,882	94,960	103,822	69,549
5270 Publications and Dues	43,820	54,134	25,947	31,665	33,150	32,091
5280 Software Applications	8,443	53,564	554,930	139,815	139,815	149,530
5285 Computer Hardware	0	11,811	12,050	15,000	15,000	15,000
5290 Special Events Costs	114,519	143,480	109,540	117,837	149,188	140,989
5310 Education	73,866	110,615	320,943	130,530	128,940	128,743
5320 Out of Town Travel	91,003	80,858	79,900	79,337	77,792	74,231
5330 Mileage Reimbursement	8,136	8,877	11,663	12,578	13,561	12,481
5340 Parking	20,217	22,540	26,581	27,449	27,931	27,963
5410 Occupancy Costs	670,871	654,117	829,927	800,206	811,035	811,041
5430 Telephone Services	166,773	153,038	149,100	181,895	182,380	187,348
5440 Building Reps/Improvements	250	0	0	0	0	0
5510 Equipment Repairs & Maint.	50,825	43,712	48,200	63,193	128,195	133,290
5520 Equipment Lease & Rentals	1,470	10,025	70,800	194,654	194,654	194,823
5610 Property Taxes	108,219	6,428	0	99,000	99,212	49,000
5620 External Repairs & Utilities	8,469	87,594	12,400	90,589	90,589	35,784
5630 Vehicle Maintenance	3,210	5,307	3,500	6,180	6,180	6,365
5710 Loan Documents	101,402	28,152	79,000	57,980	49,680	54,975
5720 Appraisals	40,819	56,130	125,150	100,200	113,200	95,739
5730 Loan Foreclosure Costs	18,064	2,571	10,000	0	0	0
5740 Bank Fees	0	4,692	0	0	0	0
5810 Miscellaneous	22,092	29,894	24,034	3,659	9,924	2,750
5820 Insurance	94,048	62,610	67,000	160,400	160,400	116,699
Total: Materials and Services	\$ 5,864,551	\$ 7,715,915	\$ 13,838,581	\$ 13,726,073	\$ 13,231,180	\$ 11,874,524
<b>4130</b>						
6110 Prof. & Tech. Services	7,364,284	4,553,748	2,264,977	3,799,700	3,452,595	2,074,870
6120 Acquisition	2,253,654	12,073,308	20,326,108	18,310,432	32,472,936	14,001,679
6130 Closing Costs	-61	5,785	0	0	0	0
6140 Property Taxes	0	51,486	36,000	25,750	0	26,522
6170 Demolition & Site Prep.	184,847	74,532	99,564	403,000	503,000	100,000
6320 Permits, Review & Fees	51,288	221,322	189,390	316,255	316,255	263,400
6330 Testing & Inspection	128,331	0	0	0	0	0
6360 Construction Contracts	2,478,324	37,639,465	37,170,171	43,163,705	48,652,730	44,799,089
6410 Furniture & Equipment	140,809	65,239	144,039	107,090	107,090	93,298
6411 Computer Equipment	90,429	157,732	250,000	150,000	150,000	160,000
6412 System Software Applications	93,809	0	90,000	65,600	65,600	65,600
6450 Leases	25,289	42,247	0	23,000	23,000	0

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.

# Commission Summary

Commissioner-in-Charge: Mayor Vera Katz

## SUMMARY OF COMMISSION EXPENSE

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
6510 LID Special Assessments	818,492	9,804	12,500	515	515	530
6610 Relocation	43,847	70,728	99,025	0	0	73,063
<b>Total: Capital Outlay</b>	<b>\$ 13,673,342</b>	<b>\$ 54,965,395</b>	<b>\$ 60,681,774</b>	<b>\$ 66,365,047</b>	<b>\$ 85,743,721</b>	<b>\$ 61,658,051</b>
<b>4140</b>						
7810 Loans To Borrowers	12,287,786	31,974,944	47,996,123	44,996,775	48,586,973	45,727,513
7811 Loans To Borrowers - PLPA	2,506,220	1,225,390	1,134,512	750,000	650,000	650,000
7820 Grants	2,408,491	3,642,821	1,833,471	2,774,475	4,448,427	2,356,949
<b>Total: Financial Assistance</b>	<b>\$ 17,202,496</b>	<b>\$ 36,843,156</b>	<b>\$ 50,964,106</b>	<b>\$ 48,521,250</b>	<b>\$ 53,685,400</b>	<b>\$ 48,734,462</b>
<b>4150</b>						
8310 Debt Service - Principal	1,255,411	1,724,565	2,949,072	2,049,447	2,049,488	1,275,303
8320 Debt Service - Interest	950,582	927,891	958,000	950,000	950,000	950,000
<b>Total: Debt Service</b>	<b>\$ 2,205,993</b>	<b>\$ 2,652,455</b>	<b>\$ 3,907,072</b>	<b>\$ 2,999,447</b>	<b>\$ 2,999,488</b>	<b>\$ 2,225,303</b>
<b>5110</b>						
9990 Cash Transfers Out	4,268,740	2,472,000	682,968	58,390	2,158,390	235,545
<b>Total: Cash Transfers Out</b>	<b>\$ 4,268,740</b>	<b>\$ 2,472,000</b>	<b>\$ 682,968</b>	<b>\$ 58,390</b>	<b>\$ 2,158,390</b>	<b>\$ 235,545</b>
<b>5120</b>						
9910 Indirect Cost-admin Allocation	3,423,990	3,594,772	6,830,606	6,771,485	6,982,289	6,896,073
<b>Total: Indirect Allocation</b>	<b>\$ 3,423,990</b>	<b>\$ 3,594,772</b>	<b>\$ 6,830,606</b>	<b>\$ 6,771,485</b>	<b>\$ 6,982,289</b>	<b>\$ 6,896,073</b>
<b>6110</b>						
9110 Contingency	0	0	54,465,051	61,610,814	55,788,429	22,027,854
<b>Total: Contingency</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 54,465,051</b>	<b>\$ 61,610,814</b>	<b>\$ 55,788,429</b>	<b>\$ 22,027,854</b>
<b>Total Operating Budget</b>	<b>\$ 52,773,011</b>	<b>\$ 115,111,668</b>	<b>\$ 199,529,400</b>	<b>\$ 209,344,911</b>	<b>\$ 229,960,460</b>	<b>\$ 163,575,380</b>

*Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-99.*

### **General Fund**

#### **❖ Urban Redevelopment Fund**

PDC's Urban Redevelopment Fund functions as its general fund. Administrative activities, including indirect costs, are paid out of the Urban Redevelopment Fund. In addition, certain programs and projects funded with City General Fund moneys are budgeted out of the Urban Redevelopment Fund.

Projects and programs funded from the Urban Redevelopment Fund for FY 2000-01 and FY 2001-02 include:

- Gateway Planning
- Storefront Program for Hollywood/Sandy District/ St. Johns
- Business Development and Recruitment
- Target Industry Development
- Goose Hollow/Civic Stadium Planning
- General Administration

## Fund Summaries

### Urban Redevelopment Fund

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	1,540,730	2,851,042	4,215,656	2,676,935	2,716,935	1,829,857
Operating Transfers In	1,162,372	2,124,000	47,820	58,390	58,390	235,545
City General Fund	3,545,246	2,939,241	2,619,389	2,938,529	1,743,992	1,699,667
<b>Federal and Other Grants</b>						
Grants - Federal Except HCD	0	0	0	165,000	0	0
Grants - State And Local	280,313	233,825	120,000	27,600	27,600	0
Total Federal and Other Grants	280,313	233,825	120,000	192,600	27,600	0
Private Grants & Donations	251,458	30,088	100,000	210,000	191,000	220,000
<b>Program Income</b>						
Rent Income	4,856	3,160	96,400	0	0	0
Publications And Other Sales	118	632	0	0	0	0
Loan Fees	6,026	96	0	0	0	0
Application Fee	47,405	58,270	0	0	0	0
Other Contracts	348,430	250,800	289,001	4,675	4,743	4,837
Interest - City Investmnt Pool	0	54,574	150,909	90,645	90,645	0
Interest - City Investmnt Pool	264,552	0	0	0	0	0
All Other Interest	7,336	9,033	0	0	0	0
Real Property Sales	102,600	1,000	0	0	0	0
Personal Property Sales	9,240	12,200	0	0	0	0
Reimbursements	11,014	104,887	0	4,836	4,836	0
Miscellaneous Income	54,570	61,895	125,000	0	0	0
Total Program Income	856,147	556,546	661,310	100,156	100,224	4,837
Ind Cost-admin Alloc-contra	3,423,990	3,594,772	6,830,606	6,703,299	6,982,289	6,896,073
Tax Increment-Short Term Debt	0	133	0	0	0	0
<b>Total Resources</b>	<b>\$ 11,060,255</b>	<b>\$ 12,329,648</b>	<b>\$ 14,594,781</b>	<b>\$ 12,879,909</b>	<b>\$ 11,820,430</b>	<b>\$ 10,885,979</b>

### REQUIREMENTS

Personal Services	2,221,575	2,544,500	2,803,638	3,530,487	3,524,492	3,415,203
Materials and Services	2,683,299	3,318,314	6,185,456	5,290,054	5,166,683	4,359,757
Capital Outlay	2,136,121	1,834,772	1,194,591	1,317,590	622,322	456,898
Financial Assistance	256,624	68,407	306,249	515,056	323,552	232,907
Debt Service	0	0	11,000	225,657	225,698	256,711
Cash Transfers Out	911,594	348,000	525,000	0	0	0
Indirect Allocation	0	0	487,372	182,616	127,826	114,611
Contingency	0	0	3,081,475	1,818,449	1,829,857	2,049,892
<b>Total Requirement</b>	<b>\$ 8,209,213</b>	<b>\$ 8,113,994</b>	<b>\$ 14,594,781</b>	<b>\$ 12,879,909</b>	<b>\$ 11,820,430</b>	<b>\$ 10,885,979</b>
Unappropriated Ending Balance	2,851,042	4,215,654	0	0	0	0
<b>Total Requirements</b>	<b>\$ 11,060,255</b>	<b>\$ 12,329,648</b>	<b>\$ 14,594,781</b>	<b>\$ 12,879,909</b>	<b>\$ 11,820,430</b>	<b>\$ 10,885,979</b>

### FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Accounting Manager			1.04	64,842	0.98	66,982	1.00	62,400	1.00	62,400	1.00	62,544
Accounting Technician			0.80	21,573	1.00	26,458	1.00	30,826	1.00	30,826	1.00	30,897
Administrative Coordinator			0.25	9,128	0.15	5,953						
Administrative Specialist II			1.55	37,734	3.70	101,640	4.45	125,018	5.40	149,092	5.40	152,061
Administrative Specialist III			0.59	17,594	0.32	11,289	0.57	18,665	0.57	18,665	0.32	10,840
Attorney			0.20	14,922	0.34	24,517	0.15	13,329	0.15	13,329	0.15	13,359
Attorney II			0.33	31,286	0.40	36,159	1.70	126,400	1.67	124,591	1.70	126,692
Budget Analyst									0.22	8,105	0.40	14,770
Budget Analyst Associate			0.94	28,999	0.20	6,614	0.20	7,443				

## Fund Summaries

### Urban Redevelopment Fund

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02				
Budget Analyst Sr.	1.51	70,464	0.95	47,183	1.50	89,681	1.50	89,681	0.95	56,576
Budget Officer	0.80	50,978	0.75	51,262	0.75	55,385	0.75	54,831	0.75	54,958
Commission Receptionist			1.00	26,458	1.00	24,960	1.00	26,582	1.00	26,644
Communications/Contract Coord	0.75	40,890	0.41	24,407	0.91	58,328	0.91	58,328	0.95	61,033
Construction Coordinator	0.12	7,387			1.00	54,163	1.00	54,163	1.00	54,288
Deputy Housing Director	0.09	6,723	0.20	15,875	0.05	3,904	0.05	3,904		
Development Director	0.42	39,954	0.39	38,694			0.05	5,091	0.05	5,102
Development Manager	1.09	80,197	1.24	95,468	0.36	30,890	0.20	16,532	0.19	15,673
Economic Development Director	0.54	73,280	0.38	32,675	0.39	33,662	0.39	33,662	0.39	33,739
Environmental Coordinator	0.18	10,235	0.10	5,953						
Exec Asst/Comm Secretary	1.05	47,486	1.00	48,506	1.00	51,054	1.00	50,544	1.00	50,661
Executive Director	0.98	99,351	1.00	110,240	1.00	112,067	1.00	110,947	1.00	111,203
Facilities Coordinator	1.04	37,517	1.00	37,482	1.00	41,359	1.00	41,359	1.00	41,454
Finance Assistant	0.96	29,235	1.00	33,072	1.00	36,835	2.00	73,907	2.00	74,077
Finance Coordinator	0.01	142								
Finance Director	0.91	79,030	0.93	88,170	0.93	89,926	0.93	89,926	0.93	90,134
Finance Specialist					1.00	42,432	2.00	73,632	2.00	73,802
Graphics Specialist	0.51	15,640	1.00	30,867	0.80	35,543	0.80	35,543	0.80	35,625
Housing Director	0.01	602			0.03	3,189	0.03	3,189		
Housing Initiatives Coordinator					0.05	3,063	0.05	3,063		
Housing Programs Analyst	0.04	1,946								
Human Resources Manager	0.82	48,901	1.00	61,734	1.00	66,668	1.00	66,668	1.00	66,822
Human Resources Technican	1.24	37,508	1.00	33,072	1.00	32,223	1.00	32,223	1.00	32,298
Information Program Specialist	0.08	3,089	1.25	48,616	1.00	36,774	1.00	36,774	1.00	36,859
Information Services Manager	1.05	64,251	1.00	66,144	1.00	71,400	1.00	70,687	1.00	70,850
Legal Assistant	0.43	17,099	0.25	11,024	0.75	32,723	0.75	32,723	0.75	32,798
Loan Processor/Closer	0.15	4,736								
Loan Servicing Supervisor	0.02	1,034								
Not Assigned		36								
Office Maintenance Tech	0.42	19,311	0.50	24,253	0.60	30,276	0.60	30,276	0.60	30,346
Outsourcing Manager	0.83	48,490	1.00	63,939						
Part-time Law Clerk	0.03	576								
PC Systems Analyst I	0.10	2,035			1.00	34,490	1.00	34,145	1.00	34,224
PC Systems Analyst II	1.72	57,800	2.00	81,577	1.00	42,886	1.00	42,457	1.00	42,555
Professional Services Manager	0.15	16,000			1.00	67,600	1.00	67,592	1.00	52,037
Program Development Asst	0.53	16,081	0.22	8,555	0.20	7,436	0.28	10,624	0.10	3,995
Program Development Tech	0.14	4,150	0.08	2,646	0.07	2,518	0.10	3,597	0.07	2,524
Project Coordinator I	2.67	107,076	1.73	83,275	1.33	67,198	1.89	99,614	2.73	140,654
Project Coordinator II	0.29	15,594	1.13	65,284	5.55	303,595	5.50	313,617	4.30	234,299
Project Manager	2.85	174,292	2.33	148,449	1.39	89,599	1.31	91,397	1.01	70,917
Records Specialist	1.05	43,479	1.00	44,096	1.00	45,634	1.00	45,178	1.00	45,282
Research Specialist - Ec Dev	0.62	29,271	0.55	27,891	1.00	49,038	1.00	49,038	1.00	49,151
Senior Accountant	2.20	92,092	1.90	79,372	1.90	91,229	1.90	91,229	1.90	91,439
Special Asst to Exec Director	0.90	69,599	0.58	48,594	0.84	73,043	0.84	72,313	0.85	73,343
System Analyst/Vax Programmer	0.99	50,418	2.00	99,216	1.00	58,542	1.00	57,957	1.00	58,091
Team Manager - NHP	0.01	1,129								
Vax System/Programmer III	1.05	55,222	1.00	55,120	1.00	59,255	1.00	59,255	1.00	59,392
<b>Total FTE</b>	<b>37.01</b>	<b>1,896,402</b>	<b>38.96</b>	<b>2,018,779</b>	<b>45.47</b>	<b>2,412,645</b>	<b>48.84</b>	<b>2,539,254</b>	<b>47.29</b>	<b>2,424,009</b>

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.



## Fund Summaries

### Urban Redevelopment Fund

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	550,480	649,880	705,852	884,294	985,234	991,184
Salaries and Wages	1,671,095	1,894,620	2,097,786	2,646,193	2,539,258	2,424,019
Total Personal Services	2,221,575	2,544,500	2,803,638	3,530,487	3,524,492	3,415,203
<u>Materials and Services</u>						
Software Applications	7,593	45,305	550,930	125,515	125,515	145,530
Equipment Lease & Rentals	1,398	3,621	70,800	194,654	194,654	194,823
Equipment Repairs & Maint.	47,198	43,366	48,100	63,090	128,092	133,184
Building Reps/Improvements	250	0	0	0	0	0
Telephone Services	161,077	151,346	148,500	180,765	181,250	186,187
Occupancy Costs	655,236	630,337	818,898	800,000	800,000	800,000
Parking	11,551	9,325	14,215	14,354	14,836	14,662
Mileage Reimbursement	2,975	2,244	2,650	2,008	2,560	2,257
Out of Town Travel	48,301	37,920	54,000	38,965	37,420	38,353
Education	45,818	49,639	271,040	76,520	74,460	76,798
External Repairs & Utilities	1,547	1,786	800	1,030	1,030	1,061
Computer Hardware	0	11,811	12,050	15,000	15,000	15,000
Vehicle Maintenance	3,187	5,307	3,500	6,180	6,180	6,365
Publications and Dues	29,737	25,977	18,297	21,413	21,898	21,788
Meeting Costs	16,373	28,802	33,347	27,539	35,464	10,845
Advertising And Publ. Notices	17,233	16,208	33,900	44,900	62,400	33,666
Postage And Delivery	54,971	187,279	144,350	42,855	76,175	45,618
General Office Expense	122,363	150,336	164,390	195,137	201,425	211,300
Printing And Graphics	42,089	117,223	140,294	119,429	146,979	87,774
Temporary Services	107,431	153,260	252,700	360,420	396,014	232,304
City Overhead Charges	60,018	99,708	328,477	226,667	246,059	226,667
Legal	55,365	46,718	105,800	56,650	56,650	61,804
Prof. Service Contracts	954,331	1,343,195	2,815,084	2,477,818	2,093,631	1,601,037
Special Events Costs	89,979	86,851	65,700	82,340	113,691	93,444
Loan Documents	332	4,054	0	0	0	0
Appraisals	66	250	5,000	0	20,000	0
Loan Foreclosure Costs	5	0	0	0	0	0
Miscellaneous	6,700	4,540	22,634	3,505	2,000	2,591
Insurance	93,198	62,410	60,000	113,300	113,300	116,699
Property Taxes	11,524	3	0	0	0	0
Total Materials and Services	2,647,847	3,318,819	6,185,456	5,290,054	5,166,683	4,359,757
<u>Capital Outlay</u>						
Testing & Inspection	18,920	0	0	0	0	0
Relocation	33,626	25,122	0	0	0	0
LID Special Assessments	0	872	0	0	0	0
Leases	25,289	22,426	0	0	0	0
System Software Applications	35,453	0	90,000	65,600	65,600	65,600
Computer Equipment	87,410	157,732	250,000	150,000	150,000	160,000
Construction Contracts	1,155,116	261,351	0	0	0	0
Permits, Review & Fees	25,410	0	0	0	0	0
Demolition & Site Prep.	126,023	5,350	0	0	0	0
Property Taxes	0	15,771	0	0	0	0
Closing Costs	13	1,916	0	0	0	0
Acquisition	607,100	1,291,109	715,491	861,000	299,632	138,000
Prof. & Tech. Services	34,089	17,585	0	133,900	0	0
Furniture & Equipment	23,124	35,032	139,100	107,090	107,090	93,298

## Fund Summaries

### Urban Redevelopment Fund

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Total Capital Outlay	2,171,574	1,834,267	1,194,591	1,317,590	622,322	456,898
<b>Financial Assistance</b>						
Loans To Borrowers	0	0	0	139,488	51,949	0
Grants	256,624	68,407	306,249	375,568	271,603	232,907
Total Financial Assistance	256,624	68,407	306,249	515,056	323,552	232,907
Debt Service - Principal	0	0	11,000	225,657	225,698	256,711
Cash Transfers Out	911,594	348,000	525,000	0	0	0
Indirect Cost-admin Allocation	0	0	487,372	182,616	127,826	114,611
Contingency	0	0	3,081,475	1,818,449	1,829,857	2,049,892
<b>Total Requirement</b>	<b>\$ 8,209,213</b>	<b>\$ 8,113,994</b>	<b>\$ 14,594,781</b>	<b>\$ 12,879,909</b>	<b>\$ 11,820,430</b>	<b>\$ 10,885,979</b>

### PROJECT SUMMARY

- 23009	431	0	0	0	0	0
Accounting Admin - 57911	0	39,830	55,472	118,714	123,559	125,674
Accounts Payable - 57240	12,502	706	0	0	0	0
Administrative Svcs - 47010	366,680	26,099	0	0	0	0
Albina Plan Handbook - 25511	108	0	0	0	0	0
Ambassador Program - 64615	166,690	8,659	0	0	0	0
Auditing - 57510	6,874	23	0	0	0	0
AW Fin/Comm Outreach - 11019	0	15	0	0	0	0
Belmont Dairy Bonds - 13179	27	0	0	0	0	0
Brownfield Cleanup RLF - 10032	0	0	0	165,000	0	0
Budget/Financial Plan - 57110	128,428	131,625	169,039	241,822	260,157	270,369
Bus Dev-AW URA - 24001	136	0	0	0	0	0
Bus Dev-C/W - 67606	180,960	434,033	416,866	369,278	429,305	369,278
Bus Dev-Regional - 24211	17	0	0	0	0	0
Bus Dev-WF URA - 64616	20	0	0	0	0	0
Bus District Proj C/W - 26712	43,533	44,109	54,015	112,811	54,820	56,293
Bus Recruitment C/W - 67605	-1,114	81	0	0	0	0
Bus Retention-CES - 23832	3,613	0	0	0	0	0
Cash Receipts - 57310	30,846	49,773	49,482	49,482	49,482	49,482
CDBG Multi-Fam Hsg C/W - 32102	6,696	0	0	0	0	0
CES Eastside Perm Housing - 33807	461	970,841	319,216	12,901	0	0
CES Storefront - 10021	27	0	0	0	0	0
CHDI Prop Mgmt Contract - 52301	5,001	0	0	0	0	0
City Development Center - 40520	0	38,213	174,099	0	0	0
City-school Liaison - 26020	9,833	0	0	0	0	0
Civic Stadium LRT Station - 19035	2,638	0	0	0	0	0
Comm Centered Workforce - 26015	45,000	0	0	0	0	0
Computer Services - 47110	609,226	461,813	1,094,212	1,105,915	1,045,080	1,111,861
Computer Services Equip - 49110	0	150	0	0	0	0
Construction Mgmt Engrg - 47410	21,810	11,864	5,500	106,348	108,106	108,020
Contingency - 99999	0	0	3,606,475	1,818,449	1,829,857	2,049,892
Contract Rules Mgmt - 47020	66,201	61,665	113,654	122,928	179,695	169,984
Debt Management Indirect - 57150	60,486	85,216	30,512	30,431	30,280	30,807
Desktop Systems - 57710	0	152,899	86,582	160,297	157,528	160,271
Development Admin - 17910	13,962	0	0	0	0	0
Disparity Work - 47021	0	131,541	133,429	235,130	272,621	277,013
DT Block 50 Development - 10213	24	0	0	0	0	0
DT Predev Activity - 16306	21,922	0	0	0	0	0
DT WF Multi-Family Hsg - 32104	2,117	0	0	0	0	0

## Fund Summaries

### Urban Redevelopment Fund

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Ec Dev Administration - 27910	4,121	449	0	0	0	0
Ec Dev Policy/Planning - 23822	913	2,114	0	0	0	0
Emergency Repair Mult Co - 31011	65	0	0	0	0	0
Endangered Species Act - 10053	0	5,308	55,000	378,539	0	0
Enterprise Zone - 24022	0	0	0	50,000	50,000	50,000
Executive Dept Admin - 97910	392,361	302,069	558,004	494,408	493,360	507,064
Facilities Management - 40600	601,893	1,179,056	1,282,728	1,409,777	1,433,815	1,423,526
Fannie Mae Owner/Rehab - 33411	0	248,000	0	0	0	0
Finance Dept Admin - 57910	166,927	165,355	123,372	145,239	146,685	176,081
Financial Accounting Sys - 57411	0	68,864	131,652	126,752	128,473	129,845
Financial Analysis - 57160	1,677	0	0	0	0	0
Financial Sys Conversion - 57610	46,678	147,225	388,255	0	0	0
Five Year Business Plan - 57111	2,633	50,510	66,079	56,473	58,227	57,844
Gateway Education Center - 14402	0	0	0	71,110	197,500	0
Gateway Fin/Comm Outreach - 14403	0	0	0	601,391	0	0
Gateway Land Acq Predev - 14404	0	0	0	146,408	150,000	0
Gateway Storefront Prog - 14401	0	0	0	154,379	100,000	0
General Admin Housing - 37910	8,754	0	0	0	0	0
Goose Hollow/Civic Plan - 14420	0	7,435	155,000	113,000	113,000	26,000
Grant/Contract Accounting - 57350	2,114	0	6,839	3,933	3,242	3,933
HIF Program Development - 33010	2,122	0	0	0	0	0
Hollywood/Sandy Storefrnt - 14410	0	28,100	184,080	125,000	81,000	125,000
Hollywood/St Jhns Pre Dev - 14405	0	738	3,340	0	0	0
Housing Dev Asst-Inner NE - 33105	819	0	0	0	0	0
Housing TA/Policy Dev - 12212	255	0	0	0	0	0
Human Resources - 47210	128,818	168,265	226,464	249,485	252,215	261,463
I-405 Predevelopment - 12250	0	22,435	66,000	84,000	84,000	0
Industrial Rev Bond Gen - 18199	449	0	0	0	0	0
International Bus Dev - 24021	0	0	0	50,000	0	0
Interstate Predev - 19009	0	0	317,944	721,994	721,994	0
Jobnet General - 26012	243	2,402	0	0	0	0
Jobnet Washington County - 26013	104,678	44,082	0	0	0	0
Kennedy School - 32703	21,237	874	0	0	0	0
Lawson Implementation - 55555	0	0	700,000	313,206	379,876	141,488
Legal Section Admin - 97510	102,715	102,160	176,065	232,991	263,273	271,148
Legislative Liaison - 97710	349	0	0	0	0	0
Lents Housing - 32109	3,957	0	0	0	0	0
Lents/OSE Dev Fund - 28213	566,751	1,032,561	435,309	0	0	0
Limited Prop Tax Assess - 33009	17,163	0	0	0	0	0
Liveable City Hsg Council - 12109	568	0	0	0	0	0
Loan Origination - 57180	349	0	0	0	0	0
Loan Servicing Hsg - 47810	24,937	0	0	0	0	0
Local Projects - 40101	106,771	-47,259	0	0	0	0
Management Reporting - 57410	318,425	458,111	347,899	342,471	360,668	350,467
Marketing - 47420	18	0	0	0	0	0
Match Metals Jobs Comm - 24453	4,500	0	0	0	0	0
MFH 60th/Glisan - 19506	7,470	0	0	0	0	0
MFH Clark Center - 33806	1,608,471	73,329	0	0	0	0
MFH Program Delivery - 32992	-16,234	0	0	0	0	0
MFH Rental Proj-Inner NE - 32105	4,315	0	0	0	0	0
MFH Rental Proj-Transit - 32110	774	0	0	0	0	0
MIS Development - 47111	8,841	805	0	0	0	0
Multi-Fam Tax Exempt Bond - 34012	70	0	0	0	0	0
Multnomah County SIP - 26017	31,853	0	0	0	0	0

## Fund Summaries

### Urban Redevelopment Fund

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
Multnomah Hotel Rev Bond - 13178	22	0	0	0	0	0
N Mac Predevelopment - 11099	81,321	424,414	710,400	0	0	0
N/NE Bus Assistance Loans - 28512	0	0	0	0	0	0
NE Workforce Center - 26014	107,104	0	0	0	0	0
Nghbrhd Bus District - 26800	0	32,000	79,344	118,000	30,000	0
NHP Program Delivery Cost - 31992	-5,708	0	0	0	0	0
Nonprofit Fac Rehab C/W - 32702	213	0	0	0	0	0
North/South Light Rail - 19010	32,995	9,488	0	0	0	0
Notes Payable B of A PLPA - 52129	3	0	0	0	0	0
Notes Payable USB PLPA - 52126	8	0	0	0	0	0
OCC Eastbank/Riverfront - 10049	214	99	0	0	0	0
Opp Gateway Prog Mgmt - 14400	17,241	114,447	829,648	289,720	383,100	675,000
OSE Dev Opportunity Strat - 25501	94	0	0	0	0	0
OT Lighting Grants - 13087	17,364	4,446	50,000	28,119	28,119	15,510
PA Mayor Office Contract - 60101	2,399	2,376	0	0	0	0
Parking Contract For RFP - 14199	24,339	2,479	0	0	0	0
Parking Group Contract - 14202	7,056	2,671	5,726	4,675	4,743	4,837
Payroll - 57210	32,176	0	0	0	0	0
PCRI (PDX Comm Reinvest) - 33502	255	0	0	0	0	0
PDC Staff Contract Work - 52300	5,271	281	0	0	0	0
PERS POB's - 57152	0	0	0	221,114	221,114	256,711
Professional Svcs Admin - 47910	13,322	0	0	0	0	0
Property Trans Admin - 47460	48,852	30,430	40,019	0	0	0
Public Affairs Admin - 67910	175,959	204,220	214,343	315,515	395,774	409,022
RD Classical Chinese Grdn - 13128	1,390	0	0	0	0	0
RD WF Project Management - 13118	13,251	42,428	0	0	0	0
RD WF Public Site Imprv - 11233	-1,038	0	0	0	0	0
RD WF Rental/Preservation - 32108	564	0	0	0	0	0
Records Management - 47710	7,154	65,480	211,861	301,648	298,412	279,443
Reg Bus Dev/Recruitment - 24015	91,576	259,535	370,000	410,000	331,000	420,000
Reg Strat - 24444	947	0	0	0	0	0
Reg Strat Emissions Proj - 24411	50,635	7,785	0	0	0	0
Reg Strat Metals Place - 24445	-3,048	0	0	0	0	0
REO Property Management - 40601	60	140	54,584	188,057	189,518	191,875
Research C/W - 67645	6,041	0	0	0	0	0
Resource Development Core - 57112	106,676	14,278	21,500	0	0	0
Risk Management - 47030	118,770	64,161	68,529	131,163	131,129	132,682
Semiconductor Multi Reg - 24450	205,627	9,400	0	0	0	0
Semiconductor Workforce - 24511	371	0	0	0	0	0
Shelter Reconfiguration - 33805	-171	1,411	0	0	0	0
St Johns Storefront - 14415	0	876	4,000	175,000	125,000	75,000
Sustainable Bus Dev - 24020	0	0	0	52,140	0	0
Target Industry Dev - 24512	111,959	107,277	119,244	119,860	119,867	123,096
Targeted Investment Prog - 28212	685,034	0	0	0	0	0
Transit Oriented Dev - 19038	103,744	0	0	0	0	0
Union Station Hsg Bond - 11245	0	0	0	0	0	0
Union Station Hsg Phase 3 - 11238	285	0	0	0	0	0
Union Station Hsg Rev Bnd - 11240	32	0	0	0	0	0
Walnut Park Housing - 36004	125	0	0	0	0	0
Walnut Park Oper Costs - 25514	3,326	0	0	0	0	0
Walnut Park Retail - 25507	25,711	1,064	11,000	4,836	4,836	0
Washington HS Feasibility - 10031	0	0	15,000	0	0	0
Willamette River Bank Stb - 10052	0	0	17,000	0	0	0
Willamette River HCP - 10051	0	0	240,000	0	0	0

## Fund Summaries

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### Urban Redevelopment Fund

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Workforce Dept Admin - 77910	1,173	0	0	0	0	0
Workforce Entry Skills - 24452	31,000	0	0	0	0	0
Workforce Study - 24448	3,544	664	0	0	0	0
<b>Total Requirement</b>	<b>\$ 8,209,213</b>	<b>\$ 8,113,994</b>	<b>\$ 14,594,781</b>	<b>\$ 12,879,909</b>	<b>\$ 11,820,430</b>	<b>\$ 10,885,979</b>

## **Fund Summaries**

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### **Capital Funds**

- ❖ **Airport Way Urban Renewal**
- ❖ **Central Eastside Urban Renewal**
- ❖ **Convention Center Urban Renewal**
- ❖ **Lents Town Center Urban Renewal**
- ❖ **Interstate**
- ❖ **North Macadam**
- ❖ **River District Urban Renewal**
- ❖ **South Park Blocks Urban Renewal**
- ❖ **Waterfront Renewal Bond Redevelopment**

The capital funds are used to manage the finances of PDC's urban renewal areas. The primary funding source for Capital Funds is tax increment proceeds and program income derived from the investment of tax increment.

Projects and programs funded in the Capital Funds for FY 2000-01 and FY 2001-02 include:

- Eastbank Park
- Lents Redevelopment
- Oregon Convention Center Expansion
- Airport Light Rail/Portland International Center
- Development Opportunity Fund
- Mixed-use Site Acquisitions
- Business Development in the Central City
- Multifamily Housing/Housing Preservation
- Central Eastside Redevelopment
- Storefront Program
- MLK/Grand/Burnside Revitalization
- MLK/Lloyd Commercial Site Development
- Chinese Classical Garden
- River District Infrastructure Improvements
- Lloyd Commercial Development
- Mounted Patrol Unit Facility
- Transportation/Parking Projects
- Destination Retail

## Fund Summaries

### Airport Way Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	162,304	5,474,866	12,196,780	9,634,534	16,543,417	2,267,056
<u>Program Income</u>						
Rent Income	16,000	0	0	0	0	0
Publications And Other Sales	25	0	0	0	0	0
Other Contracts	354,892	84,214	0	0	0	0
Loans - Principal Collection	0	10,000	0	868	868	859
Interest - City Investmnt Pool	4,174	0	0	0	0	0
Interest - City Investmnt Pool	0	217,635	630,000	255,980	255,980	200,000
Real Property Sales	237,411	0	0	0	0	1,000,000
Reimbursements	0	0	0	0	0	5,000,000
<b>Total Program Income</b>	<b>612,502</b>	<b>311,849</b>	<b>630,000</b>	<b>256,848</b>	<b>256,848</b>	<b>6,200,859</b>
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	5,794,200	33,184,011	340,147	721,111	447,687	722,237
Tax Increment-Long Term Debt	0	0	19,488,393	6,500,000	0	0
<b>Total Tax Increment Debt Proceeds</b>	<b>5,794,200</b>	<b>33,184,011</b>	<b>19,828,540</b>	<b>7,221,111</b>	<b>447,687</b>	<b>722,237</b>
<b>Total Resources</b>	<b>\$ 6,569,006</b>	<b>\$ 38,970,726</b>	<b>\$ 32,655,320</b>	<b>\$ 17,112,493</b>	<b>\$ 17,247,952</b>	<b>\$ 9,190,152</b>

### REQUIREMENTS

Personal Services	104,526	215,675	259,980	364,358	326,183	323,123
Materials and Services	77,977	236,626	291,927	407,473	370,137	361,572
Capital Outlay	866,253	26,076,137	14,218,258	9,225,246	12,914,517	4,150,599
Financial Assistance	15,000	54,000	500,332	589,880	594,148	571,602
Indirect Allocation	30,384	191,503	841,406	637,264	775,911	432,710
Contingency	0	0	16,543,417	5,888,272	2,267,056	3,350,546
<b>Total Requirement</b>	<b>\$ 1,094,140</b>	<b>\$ 26,773,941</b>	<b>\$ 32,655,320</b>	<b>\$ 17,112,493</b>	<b>\$ 17,247,952</b>	<b>\$ 9,190,152</b>
Unappropriated Ending Balance	5,474,866	12,196,785	0	0	0	0
<b>Total Requirements</b>	<b>\$ 6,569,006</b>	<b>\$ 38,970,726</b>	<b>\$ 32,655,320</b>	<b>\$ 17,112,493</b>	<b>\$ 17,247,952</b>	<b>\$ 9,190,152</b>

### FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Administrative Specialist II					0.25	7,166	0.25	6,446	0.25	6,446	0.25	6,461
Administrative Specialist III			0.03	1,155	0.05	1,764	0.10	3,380	0.10	3,380	0.10	3,387
Attorney			0.07	5,793	0.01	617						
Attorney II			0.27	22,516	0.19	17,175	0.15	14,164	0.15	14,164	0.15	14,196
Budget Analyst Sr.			0.05	2,144	0.05	2,536	0.05	2,925	0.05	2,925	0.05	2,932
Communications/Contract Coord			0.01	431	0.05	2,977	0.05	3,205	0.05	3,205	0.05	3,212
Deputy Housing Director							0.02	1,562	0.02	1,562	0.02	1,565
Development Director				292	0.02	1,984	0.03	3,054	0.03	3,054	0.02	2,041
Development Manager			0.04	2,695								
Economic Development Director			0.10	8,168	0.20	17,197	0.20	17,262	0.20	17,262	0.20	17,302
Executive Director			0.01	1,100								
Finance Director			0.08	7,539	0.02	1,896	0.02	1,934	0.02	1,934	0.02	1,938
Graphics Specialist				31								
Housing Director							0.03	3,189	0.03	3,189	0.03	3,197
Housing Initiatives Coordinator							0.05	3,063	0.05	3,063	0.05	3,070
Information Program Specialist			0.13	5,156	0.15	6,284						
Legal Assistant			0.01	821								
Not Assigned				54								
Program Development Asst			0.41	12,860	1.00	33,072	1.03	38,450	1.03	38,450	1.03	38,538
Program Development Tech				105								

## Fund Summaries

### Airport Way Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>				
Project Coordinator I	0.20	10,907	0.10	5,512	1.20	73,216	0.79	47,632	0.80	48,367
Project Coordinator II	0.03	2,091	0.02	1,235	0.10	5,416	0.10	5,416	0.10	5,429
Project Manager	1.17	71,745	1.05	77,477	0.90	65,168	0.80	57,927	0.72	52,255
Research Specialist - Ec Dev	0.25	12,214	0.30	15,213	0.30	16,271	0.30	16,271	0.30	16,309
Special Asst to Exec Director	0.01	745	0.02	1,676	0.02	1,739	0.02	1,722	0.02	1,726
Team Manager - NHP					0.10	7,401	0.10	7,401	0.10	7,418
<b>Total FTE</b>	<b>2.90</b>	<b>168,562</b>	<b>3.48</b>	<b>193,780</b>	<b>4.60</b>	<b>267,845</b>	<b>4.09</b>	<b>235,002</b>	<b>4.01</b>	<b>229,343</b>

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.



## Fund Summaries

### Airport Way Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	27,342	58,402	68,615	96,528	91,179	93,780
Salaries and Wages	77,184	157,273	191,365	267,830	235,004	229,343
Total Personal Services	104,526	215,675	259,980	364,358	326,183	323,123
<u>Materials and Services</u>						
Postage And Delivery	651	81	2,200	3,811	3,281	3,926
Education	40	0	1,000	2,060	1,530	2,122
Special Events Costs	3,609	2,054	3,750	4,892	4,892	12,466
Software Applications	0	684	0	0	0	0
Publications and Dues	25	2,652	1,000	2,832	2,832	2,917
Mileage Reimbursement	163	147	763	798	798	875
Advertising And Publ. Notices	4,863	2,659	250	1,288	758	1,326
Parking	211	920	850	875	875	912
General Office Expense	46	139	500	1,030	1,480	1,866
Printing And Graphics	4,642	4,269	7,500	12,875	11,815	16,442
Temporary Services	340	3,938	0	0	0	0
Legal	761	39,818	77,727	1,545	1,545	2,122
Prof. Service Contracts	55,269	177,451	187,237	352,138	318,062	292,037
Meeting Costs	703	1,512	2,000	4,635	3,575	5,305
Telephone Services	141	0	0	0	0	0
Property Taxes	5,328	8	0	0	0	0
Loan Documents	0	22	2,000	2,060	2,060	2,122
Appraisals	0	0	0	10,300	10,300	10,609
Miscellaneous	0	0	150	154	154	159
Out of Town Travel	1,255	271	5,000	6,180	6,180	6,366
Total Materials and Services	78,047	236,626	291,927	407,473	370,137	361,572
<u>Capital Outlay</u>						
Acquisition	218	0	0	3,313,432	2,131,595	3,515,309
Furniture & Equipment	600	0	0	0	0	0
Construction Contracts	361,471	26,075,148	14,218,258	5,808,814	10,679,327	635,290
Property Taxes	0	226	0	0	0	0
Prof. & Tech. Services	503,777	763	0	103,000	103,595	0
Permits, Review & Fees	117	0	0	0	0	0
Total Capital Outlay	866,183	26,076,137	14,218,258	9,225,246	12,914,517	4,150,599
<u>Financial Assistance</u>						
Loans To Borrowers	15,000	0	500,332	589,880	594,148	571,602
Grants	0	54,000	0	0	0	0
Total Financial Assistance	15,000	54,000	500,332	589,880	594,148	571,602
Indirect Cost-admin Allocation	30,384	191,503	841,406	637,264	775,911	432,710
Contingency	0	0	16,543,417	5,888,272	2,267,056	3,350,546
<b>Total Requirement</b>	<b>\$ 1,094,140</b>	<b>\$ 26,773,941</b>	<b>\$ 32,655,320</b>	<b>\$ 17,112,493</b>	<b>\$ 17,247,952</b>	<b>\$ 9,190,152</b>

### PROJECT SUMMARY

- 10016	5,524	0	0	0	0	0
AW Airport Light Rail/PIC - 19014	543,786	22,800,251	122,650	2,664,887	2,669,210	197,694
AW Debt Management - 57157	0	0	39,028	39,015	39,015	39,015
AW Dev Opportunity Fund - 11009	16,004	79,789	584,853	683,855	685,731	681,223
AW Fin/Comm Outreach - 11019	23,545	43,575	81,153	177,593	182,044	171,833
AW Holman Land Prop Mgmt - 11017	6,527	5,711	0	0	0	0

## Fund Summaries

### Airport Way Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
AW Land Acquisition/Dev - 11014	10,011	110,619	164,861	3,742,607	2,389,500	4,032,865
AW PIC Tax Exempt - 11003	0	1,433,051	13,056,295	2,184,754	7,272,225	0
AW PIC Taxable - 11002	0	1,306,802	705,447	0	0	0
AW Predevelopment - 11007	0	21,021	18,610	21,333	22,225	23,346
AW Trail Development - 11016	396,778	111,383	1,507	107,716	107,716	440,614
AW Transportation Imprv - 11001	0	829,494	1,255,106	1,602,461	1,602,730	242,516
Biotech Target Industry - 25494	17	0	0	0	0	0
Broadway/Weidler Plan - 16202	1,860	0	0	0	0	0
Brownfield IGA-AW - 10064	0	0	0	0	10,500	10,500
Bus Dev-AW URA - 24001	41,645	4,513	0	0	0	0
Bus Dev-C/W - 67606	0	0	0	0	0	0
Bus Dev-WF URA - 64616	46,039	4,483	0	0	0	0
Contingency - 99999	0	0	16,543,417	5,888,272	2,267,056	3,350,546
Debt Management Indirect - 57150	2,390	11,033	0	0	0	0
Opp Gateway Prog Mgmt - 14400	0	0	0	0	0	0
Tax Increment Bond Costs - 57151	0	0	77,227	0	0	0
Union Station Prop Mgmt - 11237	16	0	0	0	0	0
Urban Renewal Legal Costs - 10018	0	12,216	5,166	0	0	0
<b>Total Requirement</b>	<b>\$ 1,094,140</b>	<b>\$ 26,773,941</b>	<b>\$ 32,655,320</b>	<b>\$ 17,112,493</b>	<b>\$ 17,247,952</b>	<b>\$ 9,190,152</b>

# Fund Summaries

## Central Eastside Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	2,263,098	3,488,148	5,602,372	2,236,650	2,236,650	3,830,569
<u>Program Income</u>						
Rent Income	0	5,800	0	8,700	8,700	8,700
Publications And Other Sales	50	0	0	0	0	0
Application Fee	0	410	0	0	0	0
Other Contracts	96,413	93,740	0	0	0	0
Interest - City Investmnt Pool	150,431	0	0	0	0	0
Interest - City Investmnt Pool	0	129,056	115,306	115,964	115,964	150,000
Real Property Sales	0	0	300,000	300,000	300,000	850,000
Reimbursements	0	0	480,000	0	0	0
Miscellaneous Income	24,000	0	0	0	0	0
Total Program Income	270,894	229,006	895,306	424,664	424,664	1,008,700
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	2,942,521	4,990,743	3,549,239	2,484,321	2,484,321	2,670,656
Tax Increment-Long Term Debt	0	0	0	13,392,232	13,392,232	7,000,000
Total Tax Increment Debt Proceeds	2,942,521	4,990,743	3,549,239	15,876,553	15,876,553	9,670,656
<b>Total Resources</b>	<b>\$ 5,476,513</b>	<b>\$ 8,707,898</b>	<b>\$ 10,046,917</b>	<b>\$ 18,537,867</b>	<b>\$ 18,537,867</b>	<b>\$ 14,509,925</b>

## REQUIREMENTS

Personal Services	215,872	271,444	306,724	392,068	398,320	411,004
Materials and Services	414,062	542,893	1,063,875	977,629	1,037,176	620,707
Capital Outlay	963,422	1,987,791	3,733,008	10,954,378	10,960,510	10,702,761
Financial Assistance	127,187	59,504	1,248,096	725,854	726,045	734,390
Debt Service	33,216	33,216	1,035,072	0	0	0
Cash Transfers Out	0	0	0	0	1,050,000	0
Indirect Allocation	234,606	210,679	423,492	607,369	535,247	554,259
Contingency	0	0	2,236,650	4,880,569	3,830,569	1,486,804
<b>Total Requirement</b>	<b>\$ 1,988,365</b>	<b>\$ 3,105,527</b>	<b>\$ 10,046,917</b>	<b>\$ 18,537,867</b>	<b>\$ 18,537,867</b>	<b>\$ 14,509,925</b>
Unappropriated Ending Balance	3,488,148	5,602,371	0	0	0	0
<b>Total Requirements</b>	<b>\$ 5,476,513</b>	<b>\$ 8,707,898</b>	<b>\$ 10,046,917</b>	<b>\$ 18,537,867</b>	<b>\$ 18,537,867</b>	<b>\$ 14,509,925</b>

## FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Administrative Coordinator	0.06	2,326	0.15	5,953	0.20	8,496	0.20	8,496	0.20	8,516		
Administrative Specialist II	0.52	11,673	0.58	12,788	0.66	16,920	0.63	16,057	0.63	16,094		
Administrative Specialist III	0.01	448	0.02	706	0.05	1,690	0.05	1,690	0.05	1,694		
Attorney			0.01	617	0.03	2,666	0.03	2,666	0.03	2,672		
Attorney II	0.06	5,432	0.08	7,232	0.06	5,665	0.06	5,665	0.06	5,679		
Budget Analyst Sr.	0.04	2,121	0.05	2,536	0.05	2,925	0.05	2,925	0.05	2,932		
Communications/Contract Coord	0.10	5,493										
Construction Advisor					0.03	1,713						
Construction Coordinator	0.03	1,919	0.10	6,614	0.20	10,400	0.20	10,398	0.20	10,422		
Deputy Housing Director					0.02	1,562	0.02	1,562	0.02	1,565		
Development Director	0.05	4,868	0.07	6,945	0.12	12,217	0.12	12,217	0.07	7,143		
Development Manager	0.57	46,857	0.36	31,500	0.48	42,979	0.53	47,452	0.53	47,561		
Environmental Coordinator	0.19	9,886	0.18	10,715	0.20	12,121	0.20	12,121	0.20	12,149		
Executive Director	0.01	839										
Finance Coordinator	0.04	2,170	0.05	3,087	0.25	15,870	0.25	15,870	0.27	17,013		
Finance Director	0.01	659										
Graphics Specialist	0.01	359										

## Fund Summaries

### Central Eastside Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>				
Housing Dev Finance Manager				0.05	3,380	0.05	3,380	0.05	3,387	
Housing Director			0.10	10,363	0.02	2,126	0.02	2,126	0.02	2,131
Housing Programs Analyst		163		0.02	963	0.02	963	0.02	966	
Human Resources Technican	0.04	1,063								
Information Program Specialist	0.14	5,146	0.15	6,284						
Legal Assistant	0.01	596								
Loan Processor/Closer	0.16	5,780		0.09	4,236	0.09	4,236	0.09	4,246	
Office Maintenance Tech		67								
Part-time Law Clerk	0.01	112								
Program Development Asst	0.19	6,963	0.13	5,005	0.21	8,103	0.21	8,103	0.23	8,920
Program Development Tech	0.02	705	0.08	2,646	0.09	2,869	0.09	2,869	0.12	3,957
Project Coordinator I	0.25	7,630	0.48	14,640	0.15	5,788	0.15	5,788	0.15	5,802
Project Coordinator II	1.13	55,814	0.98	51,857	1.15	64,808	1.15	64,808	1.23	69,121
Project Manager	0.47	27,202	0.65	43,677	0.67	47,659	0.69	49,011	0.72	51,156
Research Specialist - Ec Dev				0.10	4,268	0.10	4,268	0.10	4,278	
Special Asst to Exec Director	0.05	4,892	0.04	3,351	0.05	4,348	0.05	4,304	0.05	4,314
Team Manager - NHP				0.05	3,700					
<b>Total FTE</b>	<b>4.19</b>	<b>211,182</b>	<b>4.26</b>	<b>226,514</b>	<b>5.00</b>	<b>287,471</b>	<b>4.96</b>	<b>286,975</b>	<b>5.09</b>	<b>291,717</b>

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.

## Fund Summaries

### Central Eastside Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	50,043	65,760	80,208	103,868	111,346	119,285
Salaries and Wages	165,829	205,684	226,516	288,200	286,974	291,719
Total Personal Services	215,872	271,444	306,724	392,068	398,320	411,004
<u>Materials and Services</u>						
Advertising And Publ. Notices	2,170	1,364	2,400	2,009	2,009	2,068
Occupancy Costs	0	376	200	206	206	212
Parking	6	105	350	360	360	372
Mileage Reimbursement	1	80	150	155	155	159
Out of Town Travel	3,012	1,129	1,150	772	772	795
Education	614	740	2,500	3,090	3,090	3,183
Special Events Costs	1,727	1,314	1,250	1,288	1,288	1,060
Software Applications	0	40	0	0	0	0
Meeting Costs	1,510	3,962	5,200	5,253	5,253	2,970
Equipment Lease & Rentals	0	1,412	0	0	0	0
Postage And Delivery	1,272	357	2,350	2,883	2,883	2,439
General Office Expense	56	1,265	450	361	361	265
Printing And Graphics	7,042	16,093	12,700	15,656	15,656	9,760
Temporary Services	0	6,426	0	0	0	0
Legal	4,104	36,702	52,300	33,269	33,269	34,266
Prof. Service Contracts	390,395	461,260	975,575	887,036	946,583	531,957
Publications and Dues	0	3,128	500	258	258	212
External Repairs & Utilities	0	1,291	300	3,300	3,300	3,300
Loan Documents	0	0	1,000	0	0	0
Appraisals	1,545	5,306	5,150	20,600	20,600	26,522
Miscellaneous	544	0	0	0	0	0
Telephone Services	65	492	250	1,030	1,030	1,061
Equipment Repairs & Maint.	0	51	100	103	103	106
Total Materials and Services	414,062	542,893	1,063,875	977,629	1,037,176	620,707
<u>Capital Outlay</u>						
Permits, Review & Fees	20	137,811	169,390	159,650	159,650	180,355
Furniture & Equipment	95,504	0	0	0	0	0
Testing & Inspection	400	0	0	0	0	0
Closing Costs	0	1,447	0	0	0	0
Acquisition	654,880	223,482	1,886,873	4,120,000	4,103,530	1,473,109
Prof. & Tech. Services	117,442	230,737	592,693	1,728,000	1,728,000	926,701
Construction Contracts	95,176	1,394,314	1,084,052	4,946,728	4,969,330	8,122,596
Total Capital Outlay	963,422	1,987,791	3,733,008	10,954,378	10,960,510	10,702,761
<u>Financial Assistance</u>						
Loans To Borrowers	68,286	19,173	975,103	627,509	627,121	633,753
Grants	58,901	40,331	272,993	98,345	98,924	100,637
Total Financial Assistance	127,187	59,504	1,248,096	725,854	726,045	734,390
<u>Debt Service</u>						
Debt Service - Principal	13,755	14,649	977,072	0	0	0
Debt Service - Interest	19,461	18,567	58,000	0	0	0
Total Debt Service	33,216	33,216	1,035,072	0	0	0
Cash Transfers Out	0	0	0	0	1,050,000	0
Indirect Cost-admin Allocation	234,606	210,679	423,492	607,369	535,247	554,259
Contingency	0	0	2,236,650	4,880,569	3,830,569	1,486,804

## Fund Summaries

### Central Eastside Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>Total Requirement</b>	\$ 1,988,365	\$ 3,105,527	\$ 10,046,917	\$ 18,537,867	\$ 18,537,867	\$ 14,509,925

#### PROJECT SUMMARY

Brownfield IGA-CES - 10065	0	0	0	0	10,500	10,500
Budget/Financial Plan - 57110	153	0	0	0	0	0
Bus Dev-CES URA - 64618	0	0	13,773	135,064	135,064	141,615
Bus Dev-WF URA - 64616	27,122	14,857	0	0	0	0
CDBG Multi-Fam Hsg C/W - 32102	68,286	35,825	0	0	0	0
CES Bldg Rehabilitation - 10045	0	0	140,482	532,472	532,472	472,906
CES Dev Opp Strategy - 10024	0	67	144,209	138,001	138,001	47,021
CES Eastbank Park - 10048	0	0	3,563,660	7,195,753	7,195,753	7,510,570
CES Emp Investment Fund - 10035	0	0	0	0	0	0
CES Fin/Comm Outreach - 10019	71,792	33,368	82,572	93,295	93,295	94,724
CES Grand/MLK/Burnside - 10022	269,965	1,006,467	203,974	1,197,823	1,197,823	1,158,554
CES Housing Project - 32112	0	0	275,872	649,687	649,687	672,908
CES Predevelopment - 10030	0	13,453	38,621	38,650	38,650	44,740
CES Redevelopment - 10039	714,345	401,255	1,902,279	2,496,712	2,436,212	2,570,959
CES Storefront - 10021	89,889	76,643	327,413	129,096	129,096	137,861
CES Trans/Infrastructure - 10043	0	0	0	1,050,745	1,050,745	160,763
CES Water Ave-Extension - 10029	0	34,271	35,270	0	0	0
CES Water Ave-Phase 2 LID - 10074	163,477	32,269	1,055,157	0	0	0
Contingency - 99999	0	0	2,236,650	4,880,569	4,880,569	1,486,804
Debt Management Indirect - 57150	0	1,714	0	0	0	0
ESA CES - 10055	0	0	0	0	50,000	0
General Admin Housing - 37910	156	15,043	24,444	0	0	0
Local Projects - 40101	544	0	0	0	0	0
MFH Program Delivery - 32992	218	0	0	0	0	0
MFH Residential Conv - 10020	23,254	59,251	0	0	0	0
MLK Blvd Streetscape Plan - 25516	-13,412	0	0	0	0	0
National Rsc Conservation - 11021	0	0	0	0	0	0
North/South Light Rail - 19010	27	0	0	0	0	0
OCC Eastbank/Riverfront - 10049	572,549	1,376,591	0	0	0	0
Urban Renewal Legal Costs - 10018	0	4,453	2,541	0	0	0
<b>Total Requirement</b>	\$ 1,988,365	\$ 3,105,527	\$ 10,046,917	\$ 18,537,867	\$ 18,537,867	\$ 14,509,925

# Fund Summaries

## Convention Center Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	18,169	3,495,290	2,838,427	18,813,470	18,813,470	8,763,036
Grants - State And Local	150,000	0	0	0	0	0
<u>Program Income</u>						
Rent Income	0	154	0	48,000	48,000	48,000
Loan Fees	0	20	0	0	0	0
Application Fee	0	860	0	0	0	0
Loans - Principal Collection	33,594	3,996	2,945	44,802	44,802	54,545
Loans - Interest Earned	15,824	22,728	18,211	27,964	27,964	34,045
Interest - City Investmnt Pool	112,190	0	0	0	0	0
Interest - City Investmnt Pool	0	111,856	235,085	503,074	503,074	150,000
Real Property Sales	0	0	500,000	500,000	2,250,000	1,700,000
Reimbursements	0	85,936	0	0	0	0
Miscellaneous Income	1,556	6	0	0	0	0
<b>Total Program Income</b>	<b>163,163</b>	<b>225,557</b>	<b>756,241</b>	<b>1,123,840</b>	<b>2,873,840</b>	<b>1,986,590</b>
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	7,715,195	9,769,057	2,755,513	3,065,593	3,065,593	1,914,414
Tax Increment-Long Term Debt	0	0	26,128,666	5,700,000	5,695,862	7,549,732
<b>Total Tax Increment Debt Proceeds</b>	<b>7,715,195</b>	<b>9,769,057</b>	<b>28,884,179</b>	<b>8,765,593</b>	<b>8,761,455</b>	<b>9,464,146</b>
<b>Total Resources</b>	<b>\$ 8,046,527</b>	<b>\$ 13,489,903</b>	<b>\$ 32,478,847</b>	<b>\$ 28,702,903</b>	<b>\$ 30,448,765</b>	<b>\$ 20,213,772</b>

## REQUIREMENTS

Personal Services	155,054	279,284	444,174	460,096	467,811	473,231
Materials and Services	314,166	931,903	1,174,722	1,099,873	1,111,500	1,012,972
Capital Outlay	1,385,372	8,686,707	10,193,308	14,673,691	16,419,665	12,577,310
Financial Assistance	444,120	348,254	1,120,897	1,714,417	1,718,160	1,611,668
Cash Transfers Out	1,806,979	0	0	0	1,050,000	0
Indirect Allocation	445,547	405,328	732,276	941,790	918,593	992,902
Contingency	0	0	18,813,470	9,813,036	8,763,036	3,545,689
<b>Total Requirement</b>	<b>\$ 4,551,237</b>	<b>\$ 10,651,476</b>	<b>\$ 32,478,847</b>	<b>\$ 28,702,903</b>	<b>\$ 30,448,765</b>	<b>\$ 20,213,772</b>
Unappropriated Ending Balance	3,495,290	2,838,428	0	0	0	0
<b>Total Requirements</b>	<b>\$ 8,046,527</b>	<b>\$ 13,489,903</b>	<b>\$ 32,478,847</b>	<b>\$ 28,702,903</b>	<b>\$ 30,448,765</b>	<b>\$ 20,213,772</b>

## FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Administrative Coordinator			0.09	3,234	0.15	5,953	0.20	8,496	0.20	8,496	0.20	8,516
Administrative Specialist II			0.10	2,297			0.83	21,599	0.83	21,599	0.83	21,648
Administrative Specialist III			0.06	2,149	0.07	2,469	0.10	3,380	0.10	3,380	0.10	3,387
Attorney				55	0.12	8,510						
Attorney II			0.10	8,317	0.04	3,616						
Budget Analyst Sr.			0.05	2,317	0.05	2,536	0.05	2,925	0.05	2,925	0.05	2,932
Construction Advisor							0.03	1,713	0.03	1,713	0.03	1,716
Construction Coordinator			0.16	9,328	0.12	7,937						
Deputy Housing Director					0.05	3,969	0.06	4,685	0.06	4,685	0.06	4,695
Development Director			0.07	7,081	0.23	22,820	0.22	22,399	0.22	22,399	0.19	19,389
Development Manager			0.06	5,094	0.09	7,937	0.18	16,119	0.18	16,116	0.17	15,255
Economic Development Director			0.04	3,319	0.09	7,739	0.09	7,768	0.09	7,768	0.09	7,786
Environmental Coordinator			0.06	3,247	0.18	10,715	0.19	11,515	0.19	11,515	0.14	8,504
Finance Coordinator			0.18	10,023	0.14	8,334	0.30	19,109	0.30	19,109	0.32	20,260
Finance Director			0.01	1,340								
Graphics Specialist			0.03	1,043								

## Fund Summaries

### Convention Center Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>				
Housing Dev Finance Manager			0.05	3,528	0.05	3,380	0.05	3,380	0.05	3,387
Housing Director			0.15	15,544	0.12	12,757	0.12	12,757	0.12	12,786
Housing Initiatives Coordinator			0.10	5,733						
Housing Programs Analyst		102			0.05	2,409	0.05	2,409	0.05	2,414
Human Resources Technican	0.06	1,425								
Information Program Specialist	0.14	5,641	0.15	6,284						
Legal Assistant	0.01	505								
Loan Processor/Closer	0.08	2,814	0.12	4,233	0.10	3,856	0.10	3,856	0.10	3,865
Originator/Processor			0.15	5,843						
Part-time Law Clerk	0.03	560								
Program Development Asst	0.36	13,097	0.10	3,748	0.28	10,678	0.20	7,489	0.29	10,941
Program Development Tech	0.04	1,161	0.07	2,315	0.18	6,036	0.18	6,036	0.21	7,131
Project Coordinator I	0.86	29,802	1.32	46,322	1.00	46,800	1.00	46,800	1.00	46,908
Project Coordinator II	0.21	11,360	0.27	16,051	1.30	72,116	1.30	72,116	1.38	76,445
Project Manager	0.66	40,257	1.07	69,627	0.57	38,160	0.60	40,188	0.56	37,571
Research Specialist - Ec Dev	0.08	3,473	0.05	2,536	0.20	9,114	0.20	9,114	0.20	9,135
Special Asst to Exec Director	0.03	2,021	0.19	15,919	0.06	5,217	0.06	5,165	0.07	6,040
Team Manager - NHP	0.01	1,155	0.12	8,202	0.05	3,700	0.05	3,700	0.05	3,709
Underwriter/Closer					0.10	5,107	0.10	5,107	0.10	5,119
<b>Total FTE</b>	<b>3.59</b>	<b>172,215</b>	<b>5.24</b>	<b>298,419</b>	<b>6.30</b>	<b>339,037</b>	<b>6.25</b>	<b>337,820</b>	<b>6.35</b>	<b>339,541</b>

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.



## Fund Summaries

### Convention Center Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	36,103	53,712	105,668	121,889	130,770	137,344
Salaries and Wages	118,951	225,572	338,506	338,207	337,041	335,887
Total Personal Services	155,054	279,284	444,174	460,096	467,811	473,231
<u>Materials and Services</u>						
Meeting Costs	1,592	3,058	1,575	3,300	3,300	3,300
Telephone Services	0	826	350	100	100	100
Occupancy Costs	15,000	15,403	0	0	0	0
Parking	146	156	350	250	250	250
Mileage Reimbursement	0	77	100	50	50	50
Out of Town Travel	2,568	4,849	2,500	2,000	2,000	2,000
Education	1,328	5,711	3,200	5,500	5,500	4,500
Special Events Costs	4,609	13,015	1,740	0	0	1,500
Publications and Dues	1,627	4,450	3,000	3,000	3,000	3,000
Property Taxes	7,710	534	0	10,000	10,000	10,000
Advertising And Publ. Notices	2,213	3,125	2,120	1,600	1,600	1,600
Postage And Delivery	208	638	1,750	1,500	1,500	1,500
General Office Expense	337	1,561	1,970	1,400	2,053	2,105
Printing And Graphics	30,329	14,195	15,180	8,015	8,015	8,030
Temporary Services	140	6,173	3,500	500	500	500
Legal	862	53,608	65,882	27,000	27,000	27,000
Prof. Service Contracts	239,238	775,596	1,044,005	1,019,658	1,030,214	931,037
Software Applications	0	40	0	0	0	0
External Repairs & Utilities	520	8,775	5,500	4,500	4,500	4,500
Loan Documents	0	0	2,000	1,500	1,500	2,000
Appraisals	5,572	13,325	20,000	10,000	10,000	10,000
Miscellaneous	167	7,551	0	0	418	0
Equipment Lease & Rentals	0	125	0	0	0	0
Equipment Repairs & Maint.	0	6	0	0	0	0
Total Materials and Services	314,166	932,798	1,174,722	1,099,873	1,111,500	1,012,972
<u>Capital Outlay</u>						
Demolition & Site Prep.	37	104	0	0	0	0
LID Special Assessments	805,629	5,901	5,000	0	0	0
Leases	0	19,821	0	0	0	0
Furniture & Equipment	13,290	0	0	0	0	0
Construction Contracts	0	4,580,958	3,092,912	11,453,691	13,192,870	10,418,077
Permits, Review & Fees	0	27,831	0	0	0	0
Property Taxes	0	15,510	20,000	0	0	0
Acquisition	35,808	2,094,979	7,010,396	3,200,000	3,206,795	2,139,233
Prof. & Tech. Services	529,508	1,940,708	65,000	20,000	20,000	20,000
Testing & Inspection	1,100	0	0	0	0	0
Total Capital Outlay	1,385,372	8,685,812	10,193,308	14,673,691	16,419,665	12,577,310
<u>Financial Assistance</u>						
Loans To Borrowers	325,000	220,275	995,695	1,556,417	1,559,260	1,427,491
Grants	119,120	127,979	125,202	158,000	158,900	184,177
Total Financial Assistance	444,120	348,254	1,120,897	1,714,417	1,718,160	1,611,668
Cash Transfers Out	1,806,979	0	0	0	1,050,000	0
Indirect Cost-admin Allocation	445,547	405,328	732,276	941,790	918,593	992,902
Contingency	0	0	18,813,470	9,813,036	8,763,036	3,545,689

# Fund Summaries

## Convention Center Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>Total Requirement</b>	<b>\$ 4,551,237</b>	<b>\$ 10,651,476</b>	<b>\$ 32,478,847</b>	<b>\$ 28,702,903</b>	<b>\$ 30,448,765</b>	<b>\$ 20,213,772</b>

### PROJECT SUMMARY

15th/16th Ave Debt Svc - 16208	0	0	0	261,444	261,444	259,578
AW Trail Development - 11016	15	0	0	0	0	0
Broadway/Weidler Plan - 16202	835,205	5,902	0	0	0	0
Brownfield IGA-OCC - 10066	0	0	0	0	10,500	10,500
Budget/Financial Plan - 57110	175	0	0	0	0	0
Bus Dev-OCC URA - 64617	0	0	89,852	113,806	113,806	117,090
Bus Dev-WF URA - 64616	32,046	100,766	0	0	0	0
CDBG Home Ownership Prog - 33401	0	0	26,648	0	0	0
CDBG Multi-Fam Hsg C/W - 32102	0	56,045	0	0	0	0
CES Storefront - 10021	0	0	0	0	0	0
Contingency - 99999	0	0	18,813,470	9,813,036	9,813,036	3,545,689
Debt Management Indirect - 57150	0	2,906	0	0	0	0
DT WF Destination Retail - 10219	0	0	0	0	0	0
Eastbank Contact Office - 13129	0	0	150,000	687,373	687,373	0
ESB Contractor Planning - 25520	0	3	0	0	0	0
General Admin Housing - 37910	4,578	0	21,376	0	0	0
Home Ownership-Lloyd - 33405	0	0	0	64,051	64,051	218,377
Housing Pre Dev Assist - 16210	0	0	18,211	0	0	0
Interstate Light Rail Stn - 19017	0	0	0	1,923	0	0
Lloyd Area Planning - 16217	0	0	107,837	252,112	252,112	177,898
Lloyd Commercial Dev - 25606	7,831	63,745	563,503	3,646,917	3,646,843	2,584,187
Lloyd Fin/Comm Otrch - 16209	2,219,409	72,795	98,003	94,047	94,047	97,787
Lloyd Land Acq/Redevel - 16201	62,857	76,632	3,021,556	0	0	0
Lloyd Storefront Imprv - 16213	0	0	0	73,948	73,948	96,313
Lloyd Transport Imprv - 16230	0	0	0	1,526,596	1,516,096	1,507,423
MFH Lloyd Cascadian - 16250	0	0	1,000,000	0	0	0
MFH Lloyd District - 16203	62,480	202,812	129,423	1,858,132	1,858,132	1,926,091
MFH MLK Density Hsg - 12108	3,017	0	0	0	0	0
MFH MLK Housing Proj - 25203	0	1,372	37,921	859,357	859,357	874,985
MFH Program Delivery - 32992	3,940	3	0	0	0	0
MFH Rental Proj-Inner NE - 32105	325,034	35,638	0	0	0	0
MLK Blvd Comm'l Site Dev - 25605	285,488	2,464,031	4,395,011	2,152,309	2,152,309	2,039,511
MLK Blvd Equity Loan Fund - 25527	0	0	85,000	174,663	174,663	179,159
MLK Blvd Improvements - 25525	226,654	670,427	1,057,329	2,456,816	2,456,816	3,063,742
MLK Blvd Marketing Plan - 25522	54,609	1,186	45,388	66,484	66,484	67,770
MLK Blvd Predev - 25519	110,714	151,248	107,116	113,018	113,018	111,207
MLK Blvd Sidewalks - 25528	0	0	48,606	142,059	142,059	141,076
MLK Blvd Storefront Prog - 25521	92,670	156,430	195,787	136,759	136,759	152,501
N Mac Predevelopment - 11099	0	0	0	0	0	0
NE Alberta Street Imprv - 25526	0	0	566,519	630,500	630,500	1,661
NE Finance/Comm Outreach - 16212	0	0	0	31,222	27,084	28,357
Nghbrhd Bus District - 26800	0	2,970	63,030	0	0	0
North/South Light Rail - 19010	2,732	0	0	0	0	0
OCC Debt Management - 57159	0	0	11,196	11,192	11,192	11,192
OCC Eastbank/Riverfront - 10049	200,427	6,567,806	1,803,737	288,569	2,040,566	291,114
OCC Emp Investment Fund - 25531	0	0	0	109,237	109,237	114,802
OCC Expansion - 16206	0	3,100	0	2,614,444	2,614,444	2,595,762
Steel Bridge/Pedestrian - 16207	0	0	0	522,889	522,889	0
Tax Increment Bond Costs - 57151	0	0	17,162	0	0	0
Technical Assistance - 16204	21,353	2,531	0	0	0	0

## Fund Summaries

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### Convention Center Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Urban Renewal Legal Costs - 10018	0	13,129	5,166	0	0	0
Walnut Park Retail - 25507	3	0	0	0	0	0
<b>Total Requirement</b>	<b>\$ 4,551,237</b>	<b>\$ 10,651,476</b>	<b>\$ 32,478,847</b>	<b>\$ 28,702,903</b>	<b>\$ 30,448,765</b>	<b>\$ 20,213,772</b>

## Fund Summaries

### Interstate

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Tax Increment-Short Term Debt	0	0	0	0	0	286,222
<b>Total Resources</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 286,222</b>

### REQUIREMENTS

Personal Services	0	0	0	0	0	274,648
Indirect Allocation	0	0	0	0	0	11,574
<b>Total Requirement</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 286,222</b>
Unappropriated Ending Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 286,222</b>

### FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Administrative Specialist II									1.00	28,845		
Development Director									0.09	9,184		
Environmental Coordinator									0.05	3,037		
Program Development Asst									0.03	1,037		
Program Development Tech									0.03	1,083		
Project Coordinator II									2.00	123,187		
Project Manager									0.41	28,565		
<b>Total FTE</b>									<b>3.61</b>	<b>194,939</b>		

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.

## Fund Summaries

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### Interstate

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	0	0	0	0	0	79,710
Salaries and Wages	0	0	0	0	0	194,938
Total Personal Services	0	0	0	0	0	274,648
Indirect Cost-admin Allocation	0	0	0	0	0	11,574
<b>Total Requirement</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>286,222</b>

### PROJECT SUMMARY

Interstate Fin/Comm Outrh - 19018	0	0	0	0	0	286,222
<b>Total Requirement</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>286,222</b>

# Fund Summaries

## Lents Town Center

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	0	0	0	1,645,514	395,877	868,666
<u>Program Income</u>						
Rent Income	0	0	0	10,000	10,000	10,000
Interest - City Investmnt Pool	0	0	0	28,079	28,079	0
Total Program Income	0	0	0	38,079	38,079	10,000
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	0	0	1,157,861	1,676,134	1,676,134	576,959
Tax Increment-Long Term Debt	0	0	2,950,000	4,500,000	5,000,000	9,236,309
Total Tax Increment Debt Proceeds	0	0	4,107,861	6,176,134	6,676,134	9,813,268
<b>Total Resources</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 4,107,861</b>	<b>\$ 7,859,727</b>	<b>\$ 7,110,090</b>	<b>\$ 10,691,934</b>

## REQUIREMENTS

Personal Services	0	0	278,481	565,214	598,630	686,478
Materials and Services	0	0	629,437	694,105	696,488	473,801
Capital Outlay	0	0	2,481,913	2,925,000	2,930,942	4,922,638
Financial Assistance	0	0	121,830	1,760,000	1,688,435	1,446,003
Cash Transfers Out	0	0	0	0	0	235,545
Indirect Allocation	0	0	200,323	358,610	326,929	650,146
Contingency	0	0	395,877	1,556,798	868,666	2,277,323
<b>Total Requirement</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 4,107,861</b>	<b>\$ 7,859,727</b>	<b>\$ 7,110,090</b>	<b>\$ 10,691,934</b>
Unappropriated Ending Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 4,107,861</b>	<b>\$ 7,859,727</b>	<b>\$ 7,110,090</b>	<b>\$ 10,691,934</b>

## FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Administrative Specialist II			0.50	14,331	1.45	37,973	1.45	37,711	1.45	37,797
Attorney			0.02	1,235						
Attorney II					0.05	4,721	0.05	4,721	0.05	4,732
Budget Analyst Sr.			0.05	2,536	0.05	2,925	0.05	2,925	0.05	2,932
Communications/Contract Coord			0.05	2,977						
Construction Advisor			0.15	7,827	0.23	11,926	0.20	10,713	0.20	10,738
Construction Coordinator			0.08	4,939	0.20	11,632	0.20	11,631	0.20	11,658
Deputy Housing Director			0.01	794	0.10	7,808	0.10	7,808	0.10	7,826
Economic Development Director			0.14	12,038	0.15	12,947	0.15	12,947	0.15	12,977
Finance Coordinator			0.08	4,410	0.15	9,330	0.15	9,330	0.15	9,352
Housing Dev Finance Manager			0.02	1,411	0.05	3,380	0.05	3,380	0.05	3,387
Housing Director			0.10	10,363	0.10	10,631	0.10	10,631	0.10	10,655
Housing Initiatives Coordinator					0.10	6,125	0.10	6,125	0.10	6,139
Housing Programs Analyst			0.05	2,205	0.05	2,409	0.05	2,409	0.05	2,414
Information Program Specialist			0.15	5,622						
Loan Processor/Closer			0.08	3,175	0.15	5,974	0.15	5,974	0.15	5,988
Originator/Processor			0.06	2,337	0.10	3,779	0.75	28,941	0.75	29,008
Program Development Asst			0.10	3,748	0.18	6,638	0.18	6,638	0.19	7,107
Program Development Tech					0.15	5,031	0.15	5,031	0.15	5,042
Project Coordinator I			0.55	23,040	2.50	115,515	1.50	67,342	1.50	67,498
Project Coordinator II			0.20	12,347	0.50	31,078	1.50	85,116	2.50	139,350
Project Manager			1.04	74,676	1.20	90,834	1.20	90,834	1.21	91,512
Research Specialist - Ec Dev					0.15	6,402	0.15	6,402	0.15	6,417
Special Asst to Exec Director			0.01	838						
Team Manager - NHP			0.11	7,518	0.10	7,401	0.05	3,700	0.05	3,709

## Fund Summaries

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### Lents Town Center

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>			
Team Resource Coordinator			0.10	5,292	0.15	8,518			
Underwriter/Closer			0.10	4,851	0.20	10,977	0.20	10,977	11,003
<b>Total FTE</b>			<b>3.75</b>	<b>208,507</b>	<b>8.05</b>	<b>413,571</b>	<b>8.47</b>	<b>431,286</b>	<b>487,241</b>

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.

## Fund Summaries

### Lents Town Center

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	0	0	73,833	149,736	167,340	199,235
Salaries and Wages	0	0	204,648	415,478	431,290	487,243
Total Personal Services	0	0	278,481	565,214	598,630	686,478
<u>Materials and Services</u>						
Mileage Reimbursement	0	0	1,000	2,450	2,450	2,450
Prof. Service Contracts	0	0	546,190	467,305	474,878	316,427
Legal	0	0	8,408	0	0	0
Temporary Services	0	0	5,000	69,000	61,704	24,000
Printing And Graphics	0	0	34,700	49,000	49,000	37,000
General Office Expense	0	0	1,000	7,500	7,330	7,500
Postage And Delivery	0	0	5,200	23,000	23,000	19,000
Advertising And Publ. Notices	0	0	7,500	13,000	13,000	12,000
Meeting Costs	0	0	4,339	17,500	18,776	11,074
Publications and Dues	0	0	0	2,000	2,000	2,000
Special Events Costs	0	0	12,000	5,000	5,000	5,000
Out of Town Travel	0	0	2,000	0	0	0
Parking	0	0	100	350	350	350
Property Taxes	0	0	0	5,000	5,000	5,000
External Repairs & Utilities	0	0	0	21,000	21,000	21,000
Appraisals	0	0	0	6,000	6,000	5,000
Education	0	0	2,000	6,000	7,000	6,000
Total Materials and Services	0	0	629,437	694,105	696,488	473,801
<u>Capital Outlay</u>						
Prof. & Tech. Services	0	0	118,849	50,000	50,000	463,045
Acquisition	0	0	2,110,019	1,825,000	1,824,964	2,263,231
Construction Contracts	0	0	253,045	1,050,000	1,055,978	2,196,362
Total Capital Outlay	0	0	2,481,913	2,925,000	2,930,942	4,922,638
<u>Financial Assistance</u>						
Loans To Borrowers	0	0	119,282	950,000	870,974	936,099
Grants	0	0	2,548	810,000	817,461	509,904
Total Financial Assistance	0	0	121,830	1,760,000	1,688,435	1,446,003
Cash Transfers Out	0	0	0	0	0	235,545
Indirect Cost-admin Allocation	0	0	200,323	358,610	326,929	650,146
Contingency	0	0	395,877	1,556,798	868,666	2,277,323
<b>Total Requirement</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 4,107,861</b>	<b>\$ 7,859,727</b>	<b>\$ 7,110,090</b>	<b>\$ 10,691,934</b>

### PROJECT SUMMARY

Brownfield IGA-Lents - 10063	0	0	0	0	10,500	10,500
Contingency - 99999	0	0	395,877	1,556,798	868,666	2,277,323
General Admin Housing - 37910	0	0	2,000	0	0	0
Lents Debt Management - 57154	0	0	12,715	4,305	4,305	4,305
Lents Financial Asst - 16308	0	0	0	183,518	183,518	187,496
Lents General - 12208	0	0	501,870	93,004	91,592	90,668
Lents Housing - 32109	0	0	50,231	678,573	678,573	889,363
Lents Learning Ctr - 16307	0	0	0	530,279	530,279	54,106
Lents Liv Home Rehab - 31209	0	0	175,000	27,345	0	0
Lents Liv Homeowner - 33409	0	0	50,000	35,551	0	0
Lents Nghbrhd Livability - 13122	0	0	50,000	124,789	124,789	73,847



## Fund Summaries

### Lents Town Center

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Lents Nghbrhd Sts/Sdwik - 26714	0	0	50,000	276,806	276,806	1,142,179
Lents Parks Dev Proj - 13125	0	0	0	270,443	270,443	1,038,835
Lents Parks General - 13120	0	0	130,000	75,334	78,334	77,963
Lents Parks Plan - 13124	0	0	0	45,074	45,074	13,527
Lents Parks Prop - 28215	0	0	255,201	270,414	270,414	285,179
Lents Parks Prop Acq - 13126	0	0	0	201,508	201,508	205,604
Lents Redev Fin Asst - 12207	0	0	0	780,982	780,982	862,190
Lents Redev General - 12209	0	0	2,428,720	209,843	211,255	238,950
Lents Redev Property Acq - 13121	0	0	0	1,691,254	1,679,145	2,457,822
Lents Redev Public Imprv - 12204	0	0	6,247	678,760	678,760	758,812
Lents Redev Strategies - 13127	0	0	0	125,147	125,147	23,265
<b>Total Requirement</b>	\$ 0	\$ 0	\$ 4,107,861	\$ 7,859,727	\$ 7,110,090	\$ 10,691,934

## Fund Summaries

### North Macadam

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	0	0	0	1,200,000	1,200,000	97,597
Operating Transfers In	0	0	110,148	0	0	0
Loans From Other Funds	0	0	525,000	0	2,100,000	0
<u>Program Income</u>						
Interest - City Investmnt Pool	0	0	0	33,000	33,000	0
Real Property Sales	0	0	1,870,309	0	0	1,800,000
<b>Total Program Income</b>	<b>0</b>	<b>0</b>	<b>1,870,309</b>	<b>33,000</b>	<b>33,000</b>	<b>1,800,000</b>
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	0	0	0	123,223	123,223	275,672
Tax Increment-Long Term Debt	0	0	0	2,500,000	2,500,000	6,500,000
<b>Total Tax Increment Debt Proceeds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,623,223</b>	<b>2,623,223</b>	<b>6,775,672</b>
<b>Total Resources</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,505,457</b>	<b>\$ 3,856,223</b>	<b>\$ 5,956,223</b>	<b>\$ 8,673,269</b>

### REQUIREMENTS

Personal Services	0	0	53,500	460,171	470,617	540,036
Materials and Services	0	0	496,512	575,388	628,183	553,008
Capital Outlay	0	0	1,028,159	2,279,880	4,255,930	7,043,230
Financial Assistance	0	0	0	278,100	279,051	0
Indirect Allocation	0	0	90,605	165,087	224,845	345,906
Contingency	0	0	836,681	97,597	97,597	191,089
<b>Total Requirement</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,505,457</b>	<b>\$ 3,856,223</b>	<b>\$ 5,956,223</b>	<b>\$ 8,673,269</b>
Unappropriated Ending Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,505,457</b>	<b>\$ 3,856,223</b>	<b>\$ 5,956,223</b>	<b>\$ 8,673,269</b>

### FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Administrative Specialist II				0.20	4,410	0.57	14,341	0.57	14,341	0.55	13,870	
Administrative Specialist III						0.75	23,550	0.75	23,550	1.00	31,472	
Attorney				0.01	926							
Deputy Housing Director						0.10	7,808	0.10	7,808	0.10	7,826	
Development Director						0.25	25,453	0.25	25,453	0.25	25,512	
Development Manager				0.10	8,819	1.35	113,081	1.35	113,081	1.30	108,856	
Environmental Coordinator						0.19	11,515	0.19	11,515	0.20	12,149	
Finance Coordinator										0.05	3,117	
Housing Dev Finance Manager						0.05	3,380	0.05	3,380	0.05	3,387	
Housing Director						0.05	5,315	0.05	5,315	0.05	5,328	
Program Development Asst						0.05	1,725	0.05	1,725	0.06	2,074	
Program Development Tech						0.09	2,944	0.09	2,944	0.09	2,951	
Project Coordinator I						1.00	48,173	1.00	48,173	1.00	48,284	
Project Coordinator II				0.50	25,355	1.15	64,296	1.15	64,296	1.85	101,291	
Project Manager						0.22	16,677	0.22	16,677	0.23	17,184	
<b>Total FTE</b>				<b>0.81</b>	<b>39,510</b>	<b>5.82</b>	<b>338,258</b>	<b>5.82</b>	<b>338,257</b>	<b>6.78</b>	<b>383,299</b>	

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.

## Fund Summaries

### North Macadam

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>Personal Services</b>						
Taxes, Health/Dental Insurance	0	0	13,990	121,907	131,238	156,734
Salaries and Wages	0	0	39,510	338,264	339,379	383,302
Total Personal Services	0	0	53,500	460,171	470,617	540,036
<b>Materials and Services</b>						
Parking	0	0	0	1,236	1,236	1,272
Prof. Service Contracts	0	0	450,174	499,252	550,277	488,546
Temporary Services	0	0	0	5,206	5,206	5,000
Printing And Graphics	0	0	46,338	17,068	16,928	14,659
General Office Expense	0	0	0	9,270	11,464	8,488
Postage And Delivery	0	0	0	10,091	9,949	7,186
Meeting Costs	0	0	0	12,875	12,733	13,792
Out of Town Travel	0	0	0	11,650	11,650	6,669
Education	0	0	0	8,740	8,740	7,396
Total Materials and Services	0	0	496,512	575,388	628,183	553,008
<b>Capital Outlay</b>						
Prof. & Tech. Services	0	0	254,564	621,500	622,877	222,908
Acquisition	0	0	25,000	0	2,015,652	96,873
Demolition & Site Prep.	0	0	99,780	300,000	300,000	100,000
Permits, Review & Fees	0	0	0	153,000	153,000	83,045
Construction Contracts	0	0	648,815	1,205,380	1,164,401	6,540,404
Total Capital Outlay	0	0	1,028,159	2,279,880	4,255,930	7,043,230
Loans To Borrowers	0	0	0	278,100	279,051	0
Indirect Cost-admin Allocation	0	0	90,605	165,087	224,845	345,906
Contingency	0	0	836,681	97,597	97,597	191,089
<b>Total Requirement</b>	\$ 0	\$ 0	\$ 2,505,457	\$ 3,856,223	\$ 5,956,223	\$ 8,673,269

### PROJECT SUMMARY

Bus Retention-SWF/N Mac - 23807	0	0	0	19,907	20,634	21,122
Contingency - 99999	0	0	836,681	97,597	97,597	191,089
ESA River District - 10054	0	0	0	0	50,000	0
MFH North Macadam - 10525	0	0	0	0	33,946	40,387
N Mac Bond Construction - 10519	0	0	0	253,382	253,382	4,622,417
N Mac Dev Agreements - 10512	0	0	0	100,218	100,218	100,406
N Mac Employee Loan Fund - 10527	0	0	0	22,039	22,846	23,385
N Mac Greenway/Riverfront - 10516	0	0	0	64,644	64,644	86,377
N Mac Implement Coord - 10510	0	0	0	190,662	158,651	151,144
N Mac Inter Bureau Coord - 10513	0	0	0	149,366	149,366	156,035
N Mac Land Acquisition - 10514	0	0	0	108,978	2,205,163	260,085
N Mac Predevelopment - 11099	0	0	525,000	0	0	0
N Mac Strat Infrac Plan - 10517	0	0	0	92,687	92,687	93,000
N Mac Streetcar - 10520	0	0	0	12,994	12,994	13,145
N Mac Tram - 10521	0	0	0	9,146	9,492	9,782
N Mac Trans Planning - 10511	0	0	0	51,642	51,642	54,971
SWF Environ Testing - 11060	0	0	221,999	95,887	95,887	71,526
SWF Harrison St Extension - 11072	0	0	48,216	476,919	476,919	2,677,629
SWF Parcel Development - 11069	0	0	136,430	95,778	95,778	100,769
SWF Public Parking Dev - 11025	0	0	374,669	341,617	341,617	0
SWF River Parkway Phase I - 11074	0	0	362,462	1,672,760	1,622,760	0

## Fund Summaries

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### North Macadam

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>Total Requirement</b>	\$ 0	\$ 0	\$ 2,505,457	\$ 3,856,223	\$ 5,956,223	\$ 8,673,269

# Fund Summaries

## River District

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	0	0	0	1,423,217	1,423,217	1,610,932
<u>Program Income</u>						
Interest - City Investmnt Pool	0	0	0	68,019	68,019	0
Real Property Sales	0	0	0	3,200,000	3,200,000	2,000,000
Total Program Income	0	0	0	3,268,019	3,268,019	2,000,000
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	0	0	579,697	1,955,412	1,955,412	618,898
Tax Increment-Long Term Debt	0	0	2,500,000	10,000,000	13,500,000	10,861,186
Total Tax Increment Debt Proceeds	0	0	3,079,697	11,955,412	15,455,412	11,480,084
<b>Total Resources</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,079,697</b>	<b>\$ 16,646,648</b>	<b>\$ 20,146,648</b>	<b>\$ 15,091,016</b>

## REQUIREMENTS

Personal Services	0	0	286,884	413,816	412,489	439,149
Materials and Services	0	0	332,247	1,266,146	960,282	1,201,677
Capital Outlay	0	0	391,678	5,990,434	9,118,208	7,475,503
Financial Assistance	0	0	552,386	7,153,727	7,158,657	3,375,736
Cash Transfers Out	0	0	0	58,390	58,390	0
Indirect Allocation	0	0	91,426	765,645	827,690	615,504
Contingency	0	0	1,425,076	998,490	1,610,932	1,983,447
<b>Total Requirement</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,079,697</b>	<b>\$ 16,646,648</b>	<b>\$ 20,146,648</b>	<b>\$ 15,091,016</b>
Unappropriated Ending Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,079,697</b>	<b>\$ 16,646,648</b>	<b>\$ 20,146,648</b>	<b>\$ 15,091,016</b>

## FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>		
Administrative Coordinator					0.15	5,953	0.20	8,496	0.20	8,496	0.20	8,516
Administrative Specialist II							0.15	4,017	0.15	4,017	0.27	7,293
Attorney					0.08	6,703	0.04	3,554	0.04	3,554	0.04	3,563
Attorney II							0.03	2,833	0.03	2,833	0.03	2,839
Budget Analyst Sr.					0.05	2,536	0.05	2,925	0.05	2,925	0.05	2,932
Communications/Contract Coord					0.10	5,953						
Construction Advisor							0.03	1,713	0.03	1,713	0.03	1,716
Construction Coordinator					0.05	3,087	0.40	23,264	0.40	23,263	0.40	23,316
Deputy Housing Director					0.10	7,937	0.15	11,711	0.15	11,711	0.15	11,738
Development Director							0.15	15,272	0.15	15,272	0.15	15,307
Development Manager					0.55	46,191	0.52	48,166	0.52	48,166	0.49	45,492
Environmental Coordinator							0.18	10,909	0.18	10,909	0.17	10,326
Finance Coordinator					0.05	2,756	0.38	23,778	0.38	23,778	0.36	22,586
Housing Dev Finance Manager					0.15	10,583	0.15	10,140	0.15	10,139	0.15	10,162
Housing Director					0.15	15,544	0.15	15,946	0.15	15,946	0.15	15,983
Housing Programs Analyst					0.05	2,205	0.15	7,226	0.15	7,226	0.15	7,243
Loan Processor/Closer					0.05	1,984	0.29	12,503	0.29	12,503	0.29	12,531
Originator/Processor							0.10	3,779	0.10	3,779	0.10	3,788
Program Development Asst					0.15	6,284						
Program Development Tech					0.49	14,882	0.48	16,976	0.45	15,897	0.46	16,294
Project Coordinator I					0.30	11,906	0.65	27,520	0.52	21,598	0.59	25,402
Project Coordinator II					0.47	25,642	0.20	11,072	0.20	11,072	0.41	22,650
Project Manager					0.65	41,715	0.67	33,579	0.72	33,579	0.71	33,188
Team Manager - NHP							0.05	3,700	0.05	3,700	0.05	3,709
Underwriter/Closer							0.10	5,107	0.10	5,107	0.10	5,119

## Fund Summaries

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### River District

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>				
Total FTE			3.59	211,859	5.27	304,187	5.16	297,183	5.50	311,693

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.

## Fund Summaries

### River District

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	0	0	75,018	109,630	115,307	127,451
Salaries and Wages	0	0	211,866	304,186	297,182	311,698
Total Personal Services	0	0	286,884	413,816	412,489	439,149
<u>Materials and Services</u>						
Parking	0	0	0	52	52	153
Prof. Service Contracts	0	0	323,247	1,203,029	896,615	1,133,945
Legal	0	0	1,000	21,630	21,630	22,279
Temporary Services	0	0	0	3,090	3,090	3,183
Printing And Graphics	0	0	2,000	9,240	9,240	13,487
General Office Expense	0	0	1,000	1,288	1,838	1,326
Postage And Delivery	0	0	500	5,665	5,665	5,834
Advertising And Publ. Notices	0	0	1,000	1,082	1,082	1,114
Meeting Costs	0	0	1,000	2,236	2,236	1,473
Special Events Costs	0	0	1,500	1,751	1,751	1,803
Education	0	0	0	2,060	2,060	2,122
Mileage Reimbursement	0	0	0	603	603	106
Loan Documents	0	0	0	2,060	2,060	2,122
Appraisals	0	0	0	5,150	5,150	5,304
Out of Town Travel	0	0	1,000	7,210	7,210	7,426
Total Materials and Services	0	0	332,247	1,266,146	960,282	1,201,677
<u>Capital Outlay</u>						
Prof. & Tech. Services	0	0	369,500	484,100	475,696	176,353
Acquisition	0	0	0	515,000	3,554,900	2,043,344
Property Taxes	0	0	0	25,750	0	26,522
Demolition & Site Prep.	0	0	0	0	100,000	0
Construction Contracts	0	0	20,000	4,965,584	4,987,612	5,229,284
Furniture & Equipment	0	0	2,178	0	0	0
Total Capital Outlay	0	0	391,678	5,990,434	9,118,208	7,475,503
<u>Financial Assistance</u>						
Loans To Borrowers	0	0	502,517	6,854,119	6,857,351	3,068,784
Grants	0	0	49,869	299,608	301,306	306,952
Total Financial Assistance	0	0	552,386	7,153,727	7,158,657	3,375,736
Cash Transfers Out	0	0	0	58,390	58,390	0
Indirect Cost-admin Allocation	0	0	91,426	765,645	827,690	615,504
Contingency	0	0	1,425,076	998,490	1,610,932	1,983,447
Total Requirement	\$ 0	\$ 0	\$ 3,079,697	\$ 16,646,648	\$ 20,146,648	\$ 15,091,016

### PROJECT SUMMARY

Blitz Property Redev - 13134	0	0	0	415,523	415,523	428,560
Brownfield IGA-RD - 10062	0	0	0	0	10,500	10,500
Centennial Mill - 13104	0	0	0	0	3,800,000	1,000,000
Contingency - 99999	0	0	1,423,217	998,490	1,610,932	1,983,447
Debt Management Indirect - 57150	0	0	8,936	0	0	0
DT RD Destination Retail - 10225	0	0	0	0	0	1,561,846
DT RD Dev Opp Fund - 11023	0	0	0	152,473	152,473	151,318
DT RD Lighting Program - 10230	0	0	0	45,879	45,879	45,232
DT RD Parking Dev Program - 14204	0	0	0	0	0	0
DT RD Seismic Loan Prog - 10223	0	0	0	55,124	55,124	56,718

## Fund Summaries

### River District

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
DT RD Transit Mall Rehab - 10033	0	0	0	220,498	209,998	216,366
DT WF Destination Retail - 10219	0	0	103,992	0	0	0
DT WF Seismic Loan Prog - 10217	0	0	55,539	0	0	0
General Admin Housing - 37910	0	0	13,110	0	0	0
Home Ownership-RD - 33404	0	0	0	22,673	23,666	23,990
Pearl District Dev Plan - 13050	0	0	0	99,299	99,299	43,206
RD 9th Ave/Lovejoy Redev - 13115	0	0	81,066	458,922	458,922	1,155,769
RD 9th/Lovejoy MFH - 13133	0	0	0	2,536,753	2,536,753	0
RD Agr Center Parking - 13113	0	0	29,512	1,198,181	1,195,597	2,226,894
RD Creative Services - 25495	0	0	52,402	71,245	71,245	74,522
RD Debt Management - 57156	0	0	0	8,933	8,933	8,933
RD Dev Opportunity Fund - 13102	0	0	0	219,283	219,283	341,627
RD Environmental - 13143	0	0	0	32,796	32,796	30,654
RD Horse Barn Relocate - 13132	0	0	0	1,140,677	1,140,677	237,133
RD Land Acquisition - 13111	0	0	0	42,032	42,032	1,170,875
RD Older Building Seismic - 13109	0	0	0	107,716	107,716	110,154
RD Project Management - 13142	0	0	0	187,907	189,682	141,331
RD Public Site Imprv - 11263	0	0	0	708,680	708,680	724,620
RD Rental/Prsv Projects - 32129	0	0	700,836	4,537,441	4,536,448	2,581,534
RD Storefront Grants - 13088	0	0	81,386	126,598	126,598	128,885
RD Tanner Creek Park Dev - 13119	0	0	304,972	2,268,575	2,268,575	315,010
RD Terminal One - 13090	0	0	18,356	846,891	52,530	175,842
RD Waterfront Park Dev - 13112	0	0	27,777	144,059	26,787	146,050
RD WF Land Acquisition - 13110	0	0	88,782	0	0	0
RD WF Project Management - 13118	0	0	89,814	0	0	0
<b>Total Requirement</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,079,697</b>	<b>\$ 16,646,648</b>	<b>\$ 20,146,648</b>	<b>\$ 15,091,016</b>



## Fund Summaries

### South Park Blocks Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	8,666,924	13,697,997	12,532,244	2,820,667	4,470,972	16,786,523
<u>Program Income</u>						
Rent Income	0	0	0	645,800	645,800	0
Loan Fees	23,202	0	0	0	0	0
Loan Late Charges	-1	0	0	0	0	0
Loans - Principal Collection	1,625,098	193,102	684,984	897,039	897,039	858,753
Loans - Interest Earned	143,611	91,386	10,394	131,430	131,430	112,772
Interest - City Investmnt Pool	548,510	0	0	0	0	0
Interest - City Investmnt Pool	0	569,086	100,000	100,445	100,445	130,000
Real Property Sales	0	359,852	0	0	0	0
Reimbursements	16	1,675	0	0	0	0
<b>Total Program Income</b>	<b>2,340,436</b>	<b>1,215,101</b>	<b>795,378</b>	<b>1,774,714</b>	<b>1,774,714</b>	<b>1,101,525</b>
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	3,997,145	10,399,590	4,159,860	1,844,697	1,844,697	2,123,997
Tax Increment-Long Term Debt	0	0	2,100,000	26,174,987	26,174,987	0
<b>Total Tax Increment Debt Proceeds</b>	<b>3,997,145</b>	<b>10,399,590</b>	<b>6,259,860</b>	<b>28,019,684</b>	<b>28,019,684</b>	<b>2,123,997</b>
<b>Total Resources</b>	<b>\$ 15,004,506</b>	<b>\$ 25,312,688</b>	<b>\$ 19,587,482</b>	<b>\$ 32,615,065</b>	<b>\$ 34,265,370</b>	<b>\$ 20,012,045</b>

### REQUIREMENTS

Personal Services	74,538	415,583	462,554	599,749	607,616	672,969
Materials and Services	255,735	321,827	826,729	878,269	694,029	437,774
Capital Outlay	0	5,020,793	9,707,030	6,921,763	13,195,383	6,317,792
Financial Assistance	525,000	6,448,000	3,227,453	4,433,351	1,501,670	10,355,009
Debt Service	0	0	61,000	780,000	780,000	0
Indirect Allocation	451,236	574,241	831,744	690,096	700,149	827,669
Contingency	0	0	4,470,972	18,311,837	16,786,523	1,400,832
<b>Total Requirement</b>	<b>\$ 1,306,509</b>	<b>\$ 12,780,443</b>	<b>\$ 19,587,482</b>	<b>\$ 32,615,065</b>	<b>\$ 34,265,370</b>	<b>\$ 20,012,045</b>
Unappropriated Ending Balance	13,697,997	12,532,245	0	0	0	0
<b>Total Requirements</b>	<b>\$ 15,004,506</b>	<b>\$ 25,312,688</b>	<b>\$ 19,587,482</b>	<b>\$ 32,615,065</b>	<b>\$ 34,265,370</b>	<b>\$ 20,012,045</b>

### FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Administrative Coordinator			0.06	2,326	0.15	5,953	0.20	8,496	0.20	8,496	0.20	8,516
Administrative Specialist II					0.05	1,213	0.65	17,795	0.65	17,795	0.55	15,074
Attorney			0.05	3,733	0.12	8,290						
Attorney II			0.02	1,503	0.06	5,424						
Budget Analyst Sr.			0.05	2,220	0.05	2,536	0.05	2,925	0.05	2,925	0.05	2,932
Communications/Contract Coord					0.12	7,144						
Construction Advisor							0.07	3,826	0.07	3,826	0.07	3,834
Construction Coordinator			0.23	13,982	0.24	14,111	0.71	39,384	0.71	39,380	0.71	39,471
Deputy Housing Director					0.05	3,969	0.25	19,519	0.25	19,519	0.30	23,477
Development Director			0.05	4,725	0.08	7,937	0.05	5,091	0.05	5,091	0.05	5,102
Development Manager			0.59	45,830	0.73	58,604	0.80	66,235	0.80	66,230	1.05	88,817
Environmental Coordinator			0.02	1,202	0.05	2,977	0.10	6,060	0.10	6,060	0.10	6,074
Finance Coordinator			0.35	20,020	0.29	17,727	0.55	34,672	0.55	34,672	0.55	33,974
Finance Director			0.01	963								
Graphics Specialist			0.01	183								
Housing Dev Finance Manager					0.15	10,583	0.25	16,900	0.25	16,898	0.25	16,937
Housing Director					0.15	15,544	0.15	15,946	0.15	15,946	0.15	15,983
Housing Initiatives Coordinator					0.10	5,733	0.05	3,063	0.05	3,063	0.05	3,070

## Fund Summaries

### South Park Blocks Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>				
Housing Programs Analyst	0.01	327	0.15	6,614	0.18	8,671	0.18	8,671	0.18	8,691
Human Resources Technican	0.03	869								
Legal Assistant		112								
Loan Processor/Closer	0.21	7,413	0.24	9,966	0.53	23,136	0.53	23,136	0.44	19,036
Originator/Processor			0.24	9,348						
Program Development Asst	0.03	983	0.15	6,284	0.18	6,209	0.18	6,209	0.22	7,606
Program Development Tech	0.40	9,290	0.77	20,174	0.20	6,460	0.20	6,460	0.20	6,475
Project Coordinator I	0.01	232			0.12	4,631	0.12	4,631	0.16	6,188
Project Coordinator II	1.61	86,957	1.76	97,562	2.25	133,413	2.25	133,413	2.53	151,017
Project Manager	0.10	6,507	0.20	12,876	0.09	6,155	0.09	6,155	0.09	6,169
Special Asst to Exec Director			0.05	4,189						
Team Manager - NHP			0.10	6,835	0.05	3,700	0.05	3,700	0.05	3,709
Underwriter/Closer					0.10	5,489	0.10	5,489	0.10	5,501
<b>Total FTE</b>	<b>3.83</b>	<b>209,377</b>	<b>6.05</b>	<b>341,589</b>	<b>7.58</b>	<b>437,775</b>	<b>7.58</b>	<b>437,764</b>	<b>8.04</b>	<b>477,654</b>

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.

## Fund Summaries

### South Park Blocks Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>Personal Services</b>						
Taxes, Health/Dental Insurance	16,261	64,293	120,958	158,889	169,854	195,313
Salaries and Wages	58,277	351,290	341,596	440,860	437,762	477,656
Total Personal Services	74,538	415,583	462,554	599,749	607,616	672,969
<b>Materials and Services</b>						
Advertising And Publ. Notices	435	8,096	4,500	1,000	1,000	1,000
Telephone Services	109	0	0	0	0	0
Parking	70	132	200	0	0	0
Mileage Reimbursement	3	123	0	0	431	0
Out of Town Travel	2,402	9,307	750	1,000	1,000	1,000
Education	276	4,616	0	2,000	2,000	2,000
Special Events Costs	505	1,011	2,000	2,000	2,000	5,304
Software Applications	0	40	0	0	0	0
Meeting Costs	1,088	8,292	2,000	6,090	6,953	5,122
External Repairs & Utilities	0	0	0	55,000	55,000	0
Postage And Delivery	978	386	500	2,500	0	0
General Office Expense	1,030	2,663	2,000	1,000	3,219	0
Printing And Graphics	477	10,350	9,500	3,500	2,176	1,000
Temporary Services	0	5,892	3,000	3,000	3,000	3,000
Legal	438	23,764	49,404	1,000	1,000	0
Prof. Service Contracts	247,110	234,632	732,875	685,579	503,298	412,348
Publications and Dues	59	3,473	0	0	0	0
Loan Documents	52	15	6,000	2,000	2,000	2,000
Appraisals	706	4,200	13,000	15,000	6,000	5,000
Miscellaneous	0	4,571	0	0	7,352	0
Insurance	0	0	1,000	47,100	47,100	0
Equipment Lease & Rentals	0	262	0	0	0	0
Property Taxes	0	0	0	50,500	50,500	0
Total Materials and Services	255,735	321,827	826,729	878,269	694,029	437,774
<b>Capital Outlay</b>						
Property Taxes	0	4,155	0	0	0	0
Relocation	0	0	59,025	0	0	73,063
Leases	0	0	0	23,000	23,000	0
Furniture & Equipment	0	0	1,376	0	0	0
Permits, Review & Fees	0	3,933	0	0	0	0
Closing Costs	0	3,985	0	0	0	0
Acquisition	0	3,757,745	0	2,725,000	10,143,349	1,247,466
Prof. & Tech. Services	0	975	286,268	437,750	230,977	106,728
Construction Contracts	0	1,250,000	9,360,361	3,736,013	2,798,057	4,890,535
Total Capital Outlay	0	5,020,793	9,707,030	6,921,763	13,195,383	6,317,792
<b>Financial Assistance</b>						
Loans To Borrowers	525,000	6,185,000	2,876,264	4,330,312	1,394,162	10,251,298
Grants	0	263,000	351,189	103,039	107,508	103,711
Total Financial Assistance	525,000	6,448,000	3,227,453	4,433,351	1,501,670	10,355,009
Debt Service - Principal	0	0	61,000	780,000	780,000	0
Indirect Cost-admin Allocation	451,236	574,241	831,744	690,096	700,149	827,669
Contingency	0	0	4,470,972	18,311,837	16,786,523	1,400,832
<b>Total Requirement</b>	<b>\$ 1,306,509</b>	<b>\$ 12,780,443</b>	<b>\$ 19,587,482</b>	<b>\$ 32,615,065</b>	<b>\$ 34,265,370</b>	<b>\$ 20,012,045</b>

# Fund Summaries

## South Park Blocks Urban Renewal

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>PROJECT SUMMARY</b>						
Accounts Payable - 57240	52	0	0	0	0	0
Biotech Target Industry - 25494	218,115	188,695	0	0	0	0
Budget/Financial Plan - 57110	136	70	0	0	0	0
CDBG Home Ownership Prog - 33401	0	0	606,133	0	0	0
CDBG Multi-Fam Hsg C/W - 32102	132,760	418,657	0	0	0	0
Contingency - 99999	0	0	4,470,972	18,311,837	16,786,523	1,400,832
Cult' IDist Capital Imprv - 11996	0	0	0	0	0	594,424
Debt Management Indirect - 57150	803	8,065	0	0	0	0
DT Nghbrhd Commcl Serv - 11997	0	0	30,913	573,483	65,000	176,190
DT Predev Activity - 16306	0	1,636	0	0	0	0
DT SPB Debt Management - 57158	0	0	21,027	21,020	21,020	21,020
DT SPB Dev Opp Fund - 11024	0	0	0	2,191,731	1,660,244	2,175,000
DT SPB Home Ownership - 33415	0	0	0	280,266	23,000	306,725
DT SPB Mix Use Site Acq - 11912	0	0	95,212	1,361,828	50,000	1,135,865
DT SPB Seismic Loan Prog - 10224	0	0	0	337,046	337,046	904,505
DT SPB Storefront Grants - 12222	0	0	52,078	129,194	128,873	127,586
DT WF Destination Retail - 10219	0	903	0	0	0	0
DT WF Dev Opp Fund - 11022	0	0	62,079	0	0	0
DT WF Mixed Use Site Acq - 11990	0	171,418	0	0	0	0
DT WF Multi-Family Hsg - 32104	0	1,676	719,832	0	0	0
DT WF Seismic Loan Prog - 10217	0	0	150,000	0	0	0
DT WF Storefront Grants - 12202	0	20,303	0	0	0	0
General Admin Housing - 37910	9,506	4,102	28,996	0	0	0
Home Ownership-Cornerstne - 12005	0	0	0	0	555,596	0
Housing TA/Policy Dev - 12212	110,221	14,329	0	0	0	0
Jefferson Block - 12000	0	3,761,729	130,000	1,281,108	1,278,927	112,103
Loan Servicing Hsg - 47810	36	0	0	0	0	0
MFH Gallery Park Housing - 12105	20,057	1,387	0	0	0	0
MFH Hamilton West - 34523	387	80,511	0	0	0	0
MFH Kafoury Commons - 34524	534,543	6,293,553	0	0	0	0
MFH Preservation-DT - 34502	0	0	824,766	0	0	0
MFH Preservation-SPB - 34510	0	0	0	571,837	0	0
MFH Program Delivery - 32992	16,485	0	0	0	0	0
MFH PSU Housing - 12104	82,017	-5,000	0	0	0	0
MFH Rental Proj-DT - 10216	101,501	1,487	0	0	0	0
MFH Youth Facility - 32701	0	0	1,079,997	0	0	0
Midtown Block Streetscape - 11991	746	20,659	637,171	554,693	554,693	123,833
Museum Place - 12050	0	0	270,000	41,641	4,192,921	6,343,728
O'Bryant Square - 12216	0	0	0	75,000	77,869	207,989
Oregon Historical Society - 11998	0	0	0	0	0	595,417
Park Block 5 - 12210	0	48,346	98,709	313,588	312,043	794,517
PSU Urban Plaza - 12203	0	1,306,798	1,250,000	0	0	0
RD WF Rental/Preservation - 32108	706	0	0	0	0	0
Simon Benson House - 11992	5,960	66,592	371,338	0	0	0
SPB Bldg Lighting Grants - 12010	0	0	0	66,795	66,795	68,257
SPB Fin/Comm Outreach - 12205	3,615	77,600	67,242	90,821	90,821	68,406
SPB Mixed Use Site Acq - 12102	0	28,104	0	0	0	0
SPB Predevelopment - 12206	0	50,725	85,826	72,980	73,803	81,383
SPB Prsv-Fairfield - 12030	0	0	0	0	1,059,031	0
SPB Rental Housing - 32128	0	0	0	4,878,453	269,405	858,753
SPB Rental Hsg Mid Mkt - 12025	0	0	0	0	0	1,071,893
SPB St Car/Scpe Imprv - 12099	0	163,671	7,936,445	1,095,585	1,095,601	1,354,598
Tax Increment Bond Costs - 57151	0	0	51,485	0	0	0

## Fund Summaries

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### South Park Blocks Urban Renewal

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Univ Dist Mixed Use - 12217	0	0	0	0	5,200,000	0
Urban Renewal Legal Costs - 10018	0	12,609	5,166	0	0	0
W End Retail Imprv - 12101	68,863	22,816	200,886	176,692	176,692	183,021
W End Retail/PB5 Parking - 12098	0	19,001	341,209	189,467	189,467	1,306,000
<b>Total Requirement</b>	<b>\$ 1,306,509</b>	<b>\$ 12,780,443</b>	<b>\$ 19,587,482</b>	<b>\$ 32,615,065</b>	<b>\$ 34,265,370</b>	<b>\$ 20,012,045</b>

## Fund Summaries

### Waterfront Renewal Bond Redevelopment

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>						
<b>RESOURCES</b>												
Beginning Fund Balance	5,794,526	8,185,307	9,356,894	2,976,206	976,760	17,423,350						
Operating Transfers In	1,806,979	0	0	0	0	0						
City General Fund	1,198,188	1,097,189	0	0	0	0						
Grants - Federal Except Hcd	10,651	0	342,957	0	0	0						
<u>Program Income</u>												
Rent Income	1,574,032	602,367	582,394	183,000	183,000	183,000						
Loan Fees	55,511	0	0	0	0	0						
Loan Late Charges	4,469	0	0	0	0	0						
Application Fee	0	1,410	0	0	0	0						
Other Contracts	435,643	167,602	87,130	0	0	0						
Loans - Principal Collection	139,050	2,265,877	4,898,920	1,850,452	5,347,452	2,500,501						
Loans - Interest Earned	473,889	217,236	177,000	404,535	404,535	411,826						
Interest - City Investmnt Pool	0	132,650	6,121	115,556	115,556	130,000						
Interest - City Investmt Pool	412,042	0	0	0	0	0						
All Other Interest	0	4,174	0	0	0	0						
Real Property Sales	1,920,547	562,560	3,746,594	3,992,000	3,992,000	2,050,000						
Personal Property Sales	3,000	0	0	0	0	0						
Reimbursements	1,804	2,278,671	663,462	842,135	852,964	865,982						
Miscellaneous Income	25,875	105,000	0	0	0	0						
<b>Total Program Income</b>	<b>5,045,862</b>	<b>6,337,547</b>	<b>10,161,621</b>	<b>7,387,678</b>	<b>10,895,507</b>	<b>6,141,309</b>						
<u>Tax Increment Debt Proceeds</u>												
Tax Increment-Short Term Debt	5,594,400	12,297,690	6,427,320	3,506,317	3,506,317	3,693,467						
Tax Increment-Long Term Debt	0	0	5,000,000	30,200,010	30,200,010	3,000,000						
<b>Total Tax Increment Debt Proceeds</b>	<b>5,594,400</b>	<b>12,297,690</b>	<b>11,427,320</b>	<b>33,706,327</b>	<b>33,706,327</b>	<b>6,693,467</b>						
<b>Total Resources</b>	<b>\$ 19,450,606</b>	<b>\$ 27,917,733</b>	<b>\$ 31,288,792</b>	<b>\$ 44,070,211</b>	<b>\$ 45,578,594</b>	<b>\$ 30,258,126</b>						
<b>REQUIREMENTS</b>												
Personal Services	694,703	828,990	887,575	757,974	746,238	753,449						
Materials and Services	676,574	759,583	1,594,311	1,628,071	1,675,100	2,079,318						
Capital Outlay	7,085,793	7,522,831	13,859,518	12,077,065	11,896,244	7,031,510						
Financial Assistance	1,951,117	8,664,985	12,192,303	12,008,720	12,502,886	14,635,328						
Cash Transfers Out	259,343	0	110,148	0	0	0						
Indirect Allocation	597,768	784,443	1,668,177	1,374,085	1,334,776	1,479,302						
Contingency	0	0	976,760	16,224,296	17,423,350	4,279,219						
<b>Total Requirement</b>	<b>\$ 11,265,299</b>	<b>\$ 18,560,831</b>	<b>\$ 31,288,792</b>	<b>\$ 44,070,211</b>	<b>\$ 45,578,594</b>	<b>\$ 30,258,126</b>						
Unappropriated Ending Balance	8,185,307	9,356,902	0	0	0	0						
<b>Total Requirements</b>	<b>\$ 19,450,606</b>	<b>\$ 27,917,733</b>	<b>\$ 31,288,792</b>	<b>\$ 44,070,211</b>	<b>\$ 45,578,594</b>	<b>\$ 30,258,126</b>						
<b>FTE POSITIONS</b>												
	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>		
Administrative Coordinator			0.20	8,048	0.25	9,922	0.20	8,496	0.20	8,496	0.20	8,516
Administrative Specialist II			0.46	11,072	0.32	7,496	0.88	24,115	0.78	21,237	0.83	22,578
Administrative Specialist III			0.04	1,224	0.04	1,411	0.05	1,690	0.05	1,690	0.05	1,694
Attorney			0.04	3,053	0.32	22,842	0.04	3,554	0.04	3,554	0.04	3,563
Attorney II			0.14	12,454	0.23	20,791	0.01	944	0.01	944	0.01	946
Budget Analyst Sr.			0.07	3,233	0.05	2,536	0.05	2,925	0.05	2,925	0.05	2,932
Communications/Contract Coord			0.03	1,426	0.12	7,144	0.04	2,564	0.04	2,564		
Construction Advisor						0.06	3,170	0.06	3,170	0.06	3,177	
Construction Coordinator			0.28	17,254	0.14	8,048	0.40	22,648	0.40	22,646	0.40	22,699
Deputy Housing Director			0.06	5,459	0.10	7,937	0.15	11,711	0.15	11,711	0.15	11,738

## Fund Summaries

### Waterfront Renewal Bond Redevelopment

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>					
Development Director	0.67	62,044	0.18	17,859	0.15	15,272	0.10	10,181	0.10	10,205	
Development Manager	2.33	184,302	1.83	155,622	1.23	107,169	1.24	108,091	1.23	107,535	
Economic Development Director	0.04	3,239	0.04	3,439	0.07	6,042	0.07	6,042	0.07	6,056	
Environmental Coordinator	0.58	31,359	0.44	26,193	0.09	5,454	0.09	5,454	0.09	5,467	
Executive Director	0.03	3,417									
Finance Coordinator	0.09	4,668	0.31	18,079	0.39	24,400	0.39	24,400	0.49	29,988	
Finance Director	0.01	1,042									
Graphics Specialist	0.04	1,179									
Housing Dev Finance Manager			0.15	10,583	0.15	10,140	0.15	10,139	0.15	10,162	
Housing Director	0.01	435	0.15	15,544	0.15	15,946	0.15	15,946	0.18	19,179	
Housing Initiatives Coordinator			0.10	5,733							
Housing Programs Analyst	0.03	1,199	0.15	6,614	0.15	7,226	0.15	7,226	0.15	7,243	
Human Resources Technican	0.11	2,897									
Information Program Specialist	0.18	7,110	0.15	6,284							
Legal Assistant	0.09	3,549									
Loan Processor/Closer	0.17	5,747	0.18	7,540	0.44	18,338	0.44	18,338	0.44	18,380	
Loan Servicing Supervisor	0.01	423									
Office Maintenance Tech	0.03	1,383									
Originator/Processor					0.10	3,859					
Part-time Law Clerk		32									
Program Development Asst	0.25	9,626	0.48	20,108	0.30	10,349	0.30	10,349	0.30	10,372	
Program Development Tech	1.34	38,099	1.20	34,836	0.60	20,849	0.60	20,849	0.61	21,258	
Project Coordinator I	0.16	6,255	0.20	7,937	0.54	21,882	0.52	20,971	0.57	22,953	
Project Coordinator II	3.54	189,829	2.94	160,090	2.90	162,815	2.90	162,815	2.75	152,349	
Project Manager	0.32	19,340	0.87	54,811	0.98	19,786	1.03	19,786	1.02	19,364	
Research Specialist - Ec Dev	0.05	2,275	0.10	5,071	0.25	11,826	0.25	11,826	0.25	11,853	
Special Asst to Exec Director	0.04	3,071	0.05	4,189	0.03	2,609	0.03	2,583	0.01	863	
Team Manager - NHP	0.01	281	0.10	6,835	0.05	3,700	0.05	3,700	0.05	3,709	
<b>Total FTE</b>	<b>11.43</b>	<b>646,027</b>	<b>11.18</b>	<b>655,493</b>	<b>10.45</b>	<b>549,480</b>	<b>10.24</b>	<b>537,634</b>	<b>10.25</b>	<b>534,778</b>	

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.

## Fund Summaries

### Waterfront Renewal Bond Redevelopment

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	160,676	196,596	232,111	200,801	208,604	218,664
Salaries and Wages	534,028	632,394	655,464	557,173	537,634	534,785
Total Personal Services	694,704	828,990	887,575	757,974	746,238	753,449
<u>Materials and Services</u>						
Meeting Costs	3,192	9,055	4,300	9,532	9,532	9,668
Telephone Services	1,028	218	0	0	0	0
Occupancy Costs	0	8,001	10,829	0	10,829	10,829
Parking	825	623	916	722	722	742
Mileage Reimbursement	447	695	900	204	204	212
Out of Town Travel	10,349	11,716	3,000	3,060	3,060	3,122
Education	4,420	10,341	4,500	8,060	8,060	8,122
Special Events Costs	7,898	33,194	12,600	14,566	14,566	14,412
Publications and Dues	2,016	9,426	400	412	412	424
Property Taxes	83,656	5,883	0	33,500	33,712	34,000
Advertising And Publ. Notices	3,531	2,497	5,773	3,318	3,318	2,856
Postage And Delivery	1,805	1,424	950	5,665	5,665	5,834
General Office Expense	1,155	2,924	2,650	3,627	3,627	3,752
Printing And Graphics	9,493	20,240	21,781	26,617	26,617	26,745
Temporary Services	7,268	10,441	4,000	6,090	6,090	6,183
Legal	55,444	50,799	127,823	13,360	13,360	23,279
Prof. Service Contracts	465,212	525,305	1,366,589	1,467,369	1,503,357	1,900,789
Software Applications	0	40	0	0	0	0
External Repairs & Utilities	2,867	28,197	5,300	5,759	5,759	5,923
Loan Documents	127	180	7,000	8,060	8,060	4,122
Appraisals	12,754	22,225	15,000	18,150	18,150	18,304
Miscellaneous	1,886	5,796	0	0	0	0
Insurance	850	200	0	0	0	0
Equipment Lease & Rentals	0	269	0	0	0	0
Equipment Repairs & Maint.	350	94	0	0	0	0
Total Materials and Services	676,574	759,783	1,594,311	1,628,071	1,675,100	2,079,318
<u>Capital Outlay</u>						
Property Taxes	0	15,824	16,000	0	0	0
LID Special Assessments	12,863	3,031	7,500	515	515	530
Furniture & Equipment	0	0	1,385	0	0	0
Construction Contracts	500,000	4,016,291	8,492,728	9,997,495	9,805,155	6,766,541
Testing & Inspection	107,911	0	0	0	0	0
Demolition & Site Prep.	58,786	69,078	-216	103,000	103,000	0
Acquisition	205,524	1,023,313	4,748,018	1,751,000	1,762,519	105,304
Prof. & Tech. Services	6,175,043	2,351,379	574,103	221,450	221,450	159,135
Permits, Review & Fees	25,666	43,716	20,000	3,605	3,605	0
Total Capital Outlay	7,085,793	7,522,631	13,859,518	12,077,065	11,896,244	7,031,510
<u>Financial Assistance</u>						
Loans To Borrowers	1,883,000	8,588,250	12,167,303	11,269,441	11,756,094	13,894,117
Grants	68,117	76,735	25,000	739,279	746,792	741,211
Total Financial Assistance	1,951,117	8,664,985	12,192,303	12,008,720	12,502,886	14,635,328
Cash Transfers Out	259,343	0	110,148	0	0	0
Indirect Cost-admin Allocation	597,768	784,443	1,668,177	1,374,085	1,334,776	1,479,302
Contingency	0	0	976,760	16,224,296	17,423,350	4,279,219



## Fund Summaries

### Waterfront Renewal Bond Redevelopment

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>Total Requirement</b>	<b>\$ 11,265,299</b>	<b>\$ 18,560,831</b>	<b>\$ 31,288,792</b>	<b>\$ 44,070,211</b>	<b>\$ 45,578,594</b>	<b>\$ 30,258,126</b>

#### PROJECT SUMMARY

Accounts Payable - 57240	64	0	0	0	0	0
Ambassador Program - 64615	17	0	0	0	0	0
Biltmore Hotel Preserv - 13140	0	0	0	376,475	376,475	194,240
Biotech Target Industry - 25494	1,202	96	0	0	0	0
Budget/Financial Plan - 57110	301	272	0	0	0	0
Bus Dev-WF URA - 64616	64,089	94,563	117,000	103,488	103,488	108,168
CDBG Home Ownership Prog - 33401	0	0	595,906	0	0	0
CDBG Multi-Fam Hsg C/W - 32102	383,065	65,680	0	0	0	0
CES Fin/Comm Outreach - 10019	0	0	0	0	0	0
Contingency - 99999	0	0	1,086,908	16,224,296	17,423,350	4,279,219
Debt Management Indirect - 57150	3,428	6,996	0	0	0	0
Development Admin - 17910	11	0	0	0	0	0
DT Bldg Lighting Program - 10212	0	0	0	113,381	113,381	114,243
DT Block 50 Development - 10213	173,923	29,037	13,500	0	0	0
DT Creative Svcs TI Dev - 25493	42,472	67,779	1,253,586	3,594,402	3,594,402	123,823
DT Fin/Comm Outreach - 11601	180,959	160,708	114,427	105,396	105,396	102,780
DT Parking Dev Program - 14201	82,644	259,184	1,909,163	761,951	761,951	1,299,437
DT Pioneer Square Imprv - 10210	0	0	250,000	300,000	98,500	0
DT Predev Activity - 16306	12,300	46,167	61,225	91,101	91,101	98,196
DT WF Debt Management - 57155	0	0	8,537	8,535	8,535	8,535
DT WF Destination Retail - 10219	0	85,610	120,000	67,720	67,720	67,969
DT WF Dev Opp Fund - 11022	0	42,318	2,527,727	1,605,555	1,585,555	1,553,765
DT WF Home Ownership - 33403	0	0	0	573,577	573,577	577,408
DT WF Mixed Use Site Acq - 11990	0	0	14,724	124,324	124,324	2,141,038
DT WF Multi-Family Hsg - 32104	2,089	508,556	163,045	2,848,970	2,848,970	2,350,420
DT WF Seismic Loan Prog - 10217	2,748	4,384	500,000	629,246	629,246	632,692
DT WF Storefront Grants - 12202	0	12,000	0	27,838	27,838	28,043
DT WF Transit Mall Rehab - 10027	33,285	29,585	35,092	1,414,476	1,414,476	0
ESA WF - 10056	0	0	0	0	20,000	0
General Admin Housing - 37910	135	3,038	9,912	0	0	0
Historic Preservation - 13421	480	0	0	0	0	0
Housing Tax Abate Reviews - 12112	72	0	0	0	0	0
Loan Servicing Hsg - 47810	120	733	0	0	0	0
MFH 333 Oak Street - 11076	3,794,232	42,287	3,497,000	0	527,487	0
MFH Broadway Hotel - 34513	360	0	0	0	0	0
MFH Elderhope New Const - 34515	2,305	355	0	0	0	0
MFH McDonald Center - 11077	0	205,802	0	0	0	0
MFH Mod 8 WF United Way - 34516	40	0	0	0	0	0
MFH Preservation-DT - 34502	18,984	0	1,798,350	1,814,224	1,786,737	1,839,272
MFH Program Delivery - 32992	4,249	3,870	0	0	0	0
MFH Rental Proj-DT - 10216	1,039,049	1,840,003	0	0	0	0
MFH Rental Proj-Inner NE - 32105	40	0	0	0	0	0
N DT Storefront Grants - 13086	80,260	73,943	47,405	153,249	153,249	148,560
N Mac Predevelopment - 11099	206,962	0	0	0	0	0
National Rsc Conservation - 11021	607	0	0	0	0	0
North/South Light Rail - 19010	0	127	0	0	0	0
OT/CT Development Plan - 11234	18,296	106,185	59,000	0	0	0
OT/CT Housing-Flanders - 11236	0	18,963	1,442,983	1,090,724	1,090,724	0
OT/CT Streetscape Imprv - 10025	0	161,301	232,017	595,023	595,023	1,550,658
Parking Contract For RFP - 14199	3	0	0	0	0	0

## Fund Summaries

### Waterfront Renewal Bond Redevelopment

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
RD 9th Ave/Lovejoy Redev - 13115	0	30,413	8,100	0	0	0
RD Classical Chinese Grdn - 13128	546,131	974,019	2,071,482	1,062,480	1,062,480	1,409
RD CT Parking/Dev Site - 10222	0	997,190	35,600	56,602	56,602	371,185
RD CT Sr Comm Ctr - 13077	0	0	40,477	803,912	803,912	27,035
RD Historic Preservation - 13080	0	0	7,706	6,273	6,273	6,316
RD Old Post Office Bldg - 13114	5,138	4,175	3,742	0	0	0
RD Stormwater Policy - 13116	0	612	0	0	0	0
RD Tanner Creek Park Dev - 13119	7,586	15,969	7,343	0	0	0
RD Trailways/PO Block - 13084	19,718	22,208	75,000	193,475	193,475	1,266,082
RD WF Dev Opp Fund - 13101	0	0	13,079	758,172	758,172	763,703
RD WF Environmental - 13130	0	0	50,000	35,061	35,061	35,235
RD WF Land Acquisition - 13110	43,842	93,880	813,297	1,116,194	1,116,194	151,479
RD WF Older Bldg Seismic - 13108	0	0	15,504	317,270	317,270	320,618
RD WF Project Management - 13118	67,995	102,840	74,455	100,819	100,819	101,493
RD WF Public Site Imprv - 11233	791,434	611,196	3,843,042	706,362	706,362	667,218
RD WF Rental/Preservation - 32108	929	9,609	1,737,191	3,578,774	3,578,774	5,853,032
Records Management - 47710	15	0	0	0	0	0
Riverplace Conf Center - 11075	0	1,944	0	0	0	0
Riverplace Marina Lease - 13060	0	0	10,829	0	10,829	10,829
Saturday Mkt/Skidmore Blg - 11255	0	0	4,055,442	0	0	0
SPB Fin/Comm Outreach - 12205	343	0	0	0	0	0
SWF Environ Testing - 11060	158,491	201,456	80,376	0	0	0
SWF Greenway Development - 18041	527,467	3,561,033	1,665,861	139,912	139,912	0
SWF Harrison St Extension - 11072	0	23,758	10,604	0	0	0
SWF Parcel Development - 11069	147,067	173,687	134,190	0	0	0
SWF Park Amphitheater Rpr - 18045	0	0	17,000	384,766	384,766	0
SWF Park Restoration/Rpr - 11073	0	43,999	6,461	0	0	0
SWF PGT Project - 11071	142	0	0	0	0	0
SWF Public Parking Dev - 11025	21,412	1,215	4,585	0	0	0
SWF River Parkway Phase I - 11074	0	5,447	46,946	0	0	0
SWF Trammel Crow Contract - 11070	75	0	0	0	0	0
Tax Increment Bond Costs - 57151	0	0	34,323	0	0	0
Union Station - 11231	9,611	4,059	7,500	9,727	9,727	9,919
Union Station Agr Center - 11244	392,875	171,278	204,982	364,083	364,083	568,641
Union Station Forecourt - 11250	0	0	0	119,184	119,184	1,127,845
Union Station Hsg Bond - 11245	1,470	2,739	0	0	0	0
Union Station Hsg Phase 3 - 11238	1,482,886	7,267,694	132,396	1,654,656	1,654,656	1,721,192
Union Station Hsg Rev Bnd - 11240	128	442	0	0	0	0
Union Station Prop Mgmt - 11237	891,403	347,769	214,879	38,538	38,538	36,429
Union Station Restoration - 11239	349	2,513	0	0	0	0
Urban Renewal Legal Costs - 10018	0	20,144	8,893	0	0	0
<b>Total Requirement</b>	<b>\$ 11,265,299</b>	<b>\$ 18,560,831</b>	<b>\$ 31,288,792</b>	<b>\$ 44,070,211</b>	<b>\$ 45,578,594</b>	<b>\$ 30,258,126</b>

### Grant Funds

- ❖ **Housing and Community Development Contract**
- ❖ **Other Federal Grants**
- ❖ **Enterprise Loans**
- ❖ **Regional Strategies**
- ❖ **South Auditorium (closed)**

The Grants Funds account for federal and state grant activities in the funds listed above. The Housing and Community Development Fund provides for all Community Development Block Grant housing and economic development activities performed under contract with the Bureau of Housing and Community Development. The Other Federal Grants fund accounts for the housing activities performed under the HOME contract and the EPA Brownfield Grant. The Enterprise Loan Fund accounts for two CDBG-funded housing revolving loan funds, the Housing Investment Fund, the Private Lender Participation Agreement Program, and economic development under the Northeast Business Assistance Fund, economic development lending under the EDA grant and other smaller federal grant funded loan funds.

The Regional Strategies Fund accounts for PDC's management of the Regional Strategies state grant of lottery proceeds to Multnomah and Washington Counties for target industries, and economic development. The original program has now ended, however, discussions are currently underway to institute a new program next fiscal year.

The South Auditorium fund balance was transferred to the Urban Redevelopment Fund in FY 1997-98 to create a sub-fund used for predevelopment activities associated with the creation of new urban renewal areas. The South Auditorium legal appropriation fund is closed.

# Fund Summaries

## Housing and Community Dev Contract

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	1,097,554	1,436,100	197,457	112,008	0	0
Grants - Hcd Contract	2,932,907	9,048,725	6,916,345	5,444,356	5,533,035	3,872,000
Private Lender Agreements	1,804,340	295,265	650,000	650,000	650,000	650,000
<u>Program Income</u>						
Loan Fees	3,547	12,654	0	0	0	0
Loan Late Charges	5,702	19,208	0	0	0	0
Loans - Principal Collection	3,763,565	3,457,872	4,065,919	3,162,486	2,577,733	2,460,721
Loans - Interest Earned	625,116	400,155	593,038	288,553	257,995	210,167
Interest - City Investmt Pool	93,244	0	0	0	0	0
Interest - City Investmt Pool	0	75,006	35,894	7,727	0	0
All Other Interest	23,291	959	0	0	0	0
Reimbursements	9,257	81,683	0	0	0	0
Miscellaneous Income	69,045	814	0	0	0	0
Total Program Income	4,592,767	4,048,350	4,694,851	3,458,766	2,835,728	2,670,888
<b>Total Resources</b>	<b>\$ 10,427,568</b>	<b>\$ 14,828,440</b>	<b>\$ 12,458,653</b>	<b>\$ 9,665,130</b>	<b>\$ 9,018,763</b>	<b>\$ 7,192,888</b>

## REQUIREMENTS

Personal Services	2,129,457	1,809,574	1,597,530	1,443,476	1,514,292	1,583,022
Materials and Services	861,470	860,108	1,001,570	909,065	713,013	711,321
Capital Outlay	269,231	3,250,673	44,000	0	0	0
Financial Assistance	4,588,367	7,800,086	9,001,235	6,907,591	6,339,445	4,438,582
Indirect Allocation	1,142,944	910,545	569,447	383,192	452,013	459,963
Contingency	0	0	244,871	21,806	0	0
<b>Total Requirement</b>	<b>\$ 8,991,468</b>	<b>\$ 14,630,986</b>	<b>\$ 12,458,653</b>	<b>\$ 9,665,130</b>	<b>\$ 9,018,763</b>	<b>\$ 7,192,888</b>
Unappropriated Ending Balance	1,436,100	197,454	0	0	0	0
<b>Total Requirements</b>	<b>\$ 10,427,568</b>	<b>\$ 14,828,440</b>	<b>\$ 12,458,653</b>	<b>\$ 9,665,130</b>	<b>\$ 9,018,763</b>	<b>\$ 7,192,888</b>

## FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Accounting Manager			0.01	434	0.02	1,367						
Administrative Coordinator			0.02	730								
Administrative Specialist II			0.61	14,969	1.40	36,159	2.01	52,540	2.05	53,690	2.05	53,814
Administrative Specialist III			1.18	34,890	1.75	51,812	0.92	31,332	0.92	31,332	0.92	31,404
Attorney			0.66	51,656	0.77	58,251	0.74	65,755	0.74	65,755	0.74	65,907
Attorney II			0.12	9,474								
Budget Analyst								0.70	25,789	0.60	22,156	
Budget Analyst Associate			0.15	4,592	0.70	23,150	0.70	26,049				
Budget Analyst Sr.			0.31	14,831	0.65	31,860	0.15	8,776	0.15	8,776	0.70	42,109
Budget Officer			0.24	15,664	0.25	17,087	0.25	18,462	0.25	18,277	0.25	18,319
Communications/Contract Coord			0.08	4,775	0.10	5,953						
Construction Advisor			2.81	139,497	2.00	104,397	1.95	104,168	2.00	106,597	1.95	104,408
Construction Coordinator			1.98	107,950	1.22	74,213	0.99	54,561	0.99	54,555	0.99	54,680
Deputy Housing Director			0.93	67,174	0.24	19,050	0.07	5,465	0.07	5,465	0.07	5,478
Development Director					0.03	2,976	0.03	3,054	0.03	3,054	0.03	3,061
Development Manager			0.28	21,200								
Economic Development Director			0.11	9,007	0.05	4,299	0.10	8,631	0.10	8,631	0.10	8,651
Environmental Coordinator			0.01	1,118	0.05	2,977	0.05	3,030	0.05	3,030	0.05	3,037
Executive Director			0.02	2,732								
Finance Assistant			0.01	306								
Finance Coordinator			1.74	95,508	1.04	60,985	0.63	39,778	0.63	39,778	1.36	80,018
Finance Director			0.02	1,461	0.05	4,740	0.05	4,835	0.05	4,835	0.05	4,846

## Fund Summaries

### Housing and Community Dev Contract

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>						
Financial Analyst			1.00	46,301		1.00	43,680	1.00	43,781			
Graphics Specialist	0.04	1,286										
Housing Dev Finance Manager			0.23	16,227	0.20	13,520	0.20	13,518	0.25	16,937		
Housing Director	1.02	102,529	0.10	10,363	0.20	21,261	0.20	21,261	0.20	21,310		
Housing Initiatives Coordinator	1.04	55,166	0.50	28,663	0.75	45,939	0.75	45,939	0.80	49,114		
Housing Programs Analyst	0.55	23,986	0.30	13,229	0.30	14,452	0.30	14,452	0.30	14,485		
Human Resources Technican	0.02	442										
Information Program Specialist	0.05	2,133										
Information Services Manager		29										
Legal Assistant	0.42	16,773	0.75	33,072	0.25	10,908	0.25	10,908	0.25	10,933		
Loan Collection Specialist	0.83	32,665	1.00	41,891	1.00	34,666	1.00	34,644	1.00	34,724		
Loan Processor/Closer	1.78	65,958	1.31	51,592	1.11	46,222	1.11	46,222	1.16	48,410		
Loan Servicing Compliance Anly					1.00	42,632						
Loan Servicing Supervisor	1.20	62,898	1.00	55,120	1.00	50,844	1.00	50,844	1.00	50,961		
Not Assigned	0.14	3,315										
Office Maintenance Tech	0.04	1,650										
Originator/Processor	2.70	100,513	1.95	75,956	1.55	59,811	1.75	75,676	1.75	75,851		
Part-time Law Clerk	0.06	1,000										
PC Systems Analyst II		8										
Program Development Asst	0.82	29,623	0.67	25,642	0.57	22,184	0.57	22,184	0.55	21,436		
Program Development Tech	2.01	60,921	0.76	24,253	1.08	35,167	1.08	35,167	1.01	32,649		
Project Coordinator I	0.54	19,742	0.32	12,413	0.01	386	0.01	386				
Project Coordinator II	0.51	28,697	0.50	30,867	0.65	39,792	0.65	39,792	0.65	39,883		
Project Manager	2.42	158,971	0.79	55,627	0.82	62,613	0.82	62,613	0.83	63,436		
Records Specialist		40										
Research Specialist - Ec Dev	0.05	2,565										
Senior Accountant	0.09	3,580	0.10	4,410	0.10	4,867	0.10	4,867	0.10	4,878		
Special Asst to Exec Director	0.01	834	0.04	3,351								
System Analyst/Vax Programmer	0.02	796										
Team Manager - NHP	0.94	57,016	0.35	23,922	0.40	29,603	0.40	29,602	0.40	29,671		
Team Resource Coordinator	1.04	53,107	0.75	39,686	0.80	45,427	0.95	53,945	0.20	11,383		
Underwriter/Closer	1.89	88,463	1.41	68,415	1.10	58,466	1.05	55,722	1.05	55,851		
<b>Total FTE</b>			31.52	1,572,676	24.14	1,160,275	21.53	1,065,194	21.92	1,090,985	22.36	1,123,582

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.

## Fund Summaries

### Housing and Community Dev Contract

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	550,224	553,472	410,859	382,410	423,304	459,437
Salaries and Wages	1,579,233	1,256,103	1,186,671	1,061,066	1,090,988	1,123,585
Total Personal Services	2,129,457	1,809,574	1,597,530	1,443,476	1,514,292	1,583,022
<u>Materials and Services</u>						
Advertising And Publ. Notices	10,261	20,875	6,000	6,045	6,045	6,091
Telephone Services	4,276	46	0	0	0	0
Parking	7,341	11,243	9,350	9,250	9,250	9,250
Mileage Reimbursement	4,346	4,797	4,250	6,310	6,310	6,372
Out of Town Travel	21,928	15,642	9,500	8,500	8,500	8,500
Education	21,131	38,920	29,703	16,500	16,500	16,500
Special Events Costs	5,376	5,000	6,000	6,000	6,000	6,000
Software Applications	849	5,188	4,000	14,300	14,300	4,000
Equipment Lease & Rentals	0	4,336	0	0	0	0
Meeting Costs	7,791	13,935	6,921	6,000	6,000	6,000
External Repairs & Utilities	316	51	500	0	0	0
Postage And Delivery	4,524	2,418	4,100	4,545	4,545	4,061
General Office Expense	7,352	7,591	8,050	26,411	30,682	19,337
Printing And Graphics	20,432	34,765	32,300	30,560	30,671	29,031
Temporary Services	88,072	61,247	69,000	74,750	73,191	49,000
City Overhead Charges	11,137	30,746	756	13,387	11,621	14,958
Legal	18,793	22,891	10,316	11,030	11,030	11,061
Prof. Service Contracts	469,013	538,690	737,824	616,427	424,618	461,801
Publications and Dues	9,432	4,270	1,750	1,750	2,750	1,750
Vehicle Maintenance	24	0	0	0	0	0
Loan Documents	66,072	21,494	44,000	42,300	34,000	42,609
Appraisals	20,175	9,851	16,000	15,000	17,000	15,000
Loan Foreclosure Costs	199	2,571	0	0	0	0
Bank Fees	0	4	0	0	0	0
Miscellaneous	4,088	3,536	1,250	0	0	0
Equipment Repairs & Maint.	187	0	0	0	0	0
Total Materials and Services	803,114	860,108	1,001,570	909,065	713,013	711,321
<u>Capital Outlay</u>						
Closing Costs	0	-1,563	0	0	0	0
Relocation	6,006	15,100	40,000	0	0	0
LID Special Assessments	0	0	0	0	0	0
System Software Applications	58,356	0	0	0	0	0
Computer Equipment	3,019	0	0	0	0	0
Permits, Review & Fees	0	6	0	0	0	0
Acquisition	251,312	3,199,689	0	0	0	0
Prof. & Tech. Services	1,345	7,235	4,000	0	0	0
Furniture & Equipment	7,548	30,206	0	0	0	0
Total Capital Outlay	327,587	3,250,673	44,000	0	0	0
<u>Financial Assistance</u>						
Loans To Borrowers	2,486,774	6,394,498	7,886,587	5,966,955	5,514,072	3,611,132
Loans To Borrowers - PLPA	1,804,340	295,260	663,137	750,000	650,000	650,000
Grants	297,253	1,110,328	451,511	190,636	175,373	177,450
Total Financial Assistance	4,588,367	7,800,086	9,001,235	6,907,591	6,339,445	4,438,582
Indirect Cost-admin Allocation	1,142,944	910,545	569,447	383,192	452,013	459,963
Contingency	0	0	244,871	21,806	0	0

## Fund Summaries

### Housing and Community Dev Contract

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
<b>Total Requirement</b>	\$ 8,991,468	\$ 14,630,986	\$ 12,458,653	\$ 9,665,130	\$ 9,018,763	\$ 7,192,888

#### PROJECT SUMMARY

3 Percent Loans - 31032	2,959	90	0	0	0	0
6 Percent Loans - 31042	1,321	0	0	0	0	0
Accounts Payable - 57240	2,254	0	0	0	0	0
Administrative Svcs - 47010	0	17	0	0	0	0
Alberta Development Strat - 25510	89,648	108,922	52,183	66,225	0	0
Asset Mgmt Indirect - 47809	0	1,133	0	0	0	0
Beav Home Rehab C/W - 31045	0	0	149,594	159,000	159,000	159,000
Budget/Financial Plan - 57110	16,741	28,922	0	0	0	0
Bus Asst Loans-Hatfield - 28516	0	0	0	0	0	0
Bus Dev Financing - 28820	0	0	959,150	471,503	315,000	315,000
Bus Dev-C/W - 67606	0	0	0	0	0	0
Bus Loan Guarantee - 28811	0	0	0	100,000	0	0
CDBG Budget & Fin Plan - 57115	0	0	50,058	34,467	35,928	59,188
CDBG Grant/Contract Acct - 57355	0	0	39,443	44,768	44,768	47,922
CDBG Home Ownership Prog - 33401	84,231	910,901	464,460	439,121	646,972	646,972
CDBG Home Rehab C/W - 31046	1,149,469	1,597,423	1,957,121	1,748,296	1,759,788	1,759,788
CDBG Mgmt Reporting - 57415	0	0	0	10,246	10,246	10,246
CDBG Multi-Fam Hsg CW - 32102	1,250,179	3,161,020	3,655,991	2,545,286	2,845,286	2,845,285
CDBG Portfolio Analysis - 47815	0	0	177,942	131,415	131,415	159,649
CDBG RLF Home Rehab - 31049	0	0	354,588	531,610	0	0
Comm Asst (outside TAD) - 28800	0	0	52,477	0	0	0
Comm Based Hsg-C/W - 36007	1,941	0	0	0	0	0
Comm Based Hsg-NE - 36105	278	1,754	0	0	0	0
Comm Based Hsg-Transit - 36110	664	0	0	0	0	0
Contingency - 99999	0	0	244,871	21,806	0	0
Debt Management Indirect - 57150	0	6,160	0	0	0	0
Deferred Payment Loans - 31012	4,025	2,475	0	0	0	0
DT WF Multi-Family Hsg - 32104	69,809	32,600	0	0	0	0
Ec Dev Administration - 27910	39,529	31,437	0	0	0	0
Emergency Repair C/W - 31018	7,405	7,511	0	0	0	0
Escrow Accounting - 52232	1,756	0	0	0	0	0
Fannie Mae Owner/Rehab - 33411	0	93	0	0	0	0
Finance Dept Admin - 57910	-136	2,485	0	0	0	0
Foster Predev - 28817	0	0	0	0	13,000	0
Foster/Powell Storefront - 28907	136,665	51,893	99,359	58,956	62,500	62,500
General Admin Housing - 37910	186,294	196,543	138,937	178,310	178,310	178,310
Grant/Contract Accounting - 57350	10,106	8,211	0	0	0	0
HIF Program Development - 33010	178	31	0	0	0	0
Home Rehab Loans-Cully - 31203	15,482	0	0	0	0	0
Home Rehab Loans-Inner NE - 31205	1,161,419	626,472	0	0	0	0
Home Rehab Loans-Lloyd - 31206	3,962	0	0	0	0	0
Home Rehab Loans-Transit - 31210	3,502	0	0	0	0	0
Homestead-Inner NE - 36005	1,095	0	0	0	0	0
Homestead-OT - 36014	154	0	0	0	0	0
Housing Dev Asst-C/W - 33102	20,899	5,074	0	0	0	0
Housing Dev Asst-Cully - 33103	30	1,318	0	0	0	0
Housing Dev Asst-Inner NE - 33105	25,016	3,805	0	0	0	0
Housing Dev Asst-OT - 33104	1,495	1,279	0	0	0	0
Housing Dev Asst-Outer SE - 33109	6,014	3,577	0	0	0	0
Housing Dev Asst-Transit - 33110	2,413	2,603	0	0	0	0

## Fund Summaries

### Housing and Community Dev Contract

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Housing Inventory - 33011	1,608	0	0	0	0	0
Humboldt Predev - 28813	0	0	0	0	32,842	0
Jobnet Airport Way - 26001	7,602	0	0	0	0	0
Jobnet CES - 26002	56	0	0	0	0	0
Jobnet Downtown - 26004	62	0	0	0	0	0
Jobnet General - 26012	272,106	0	0	0	0	0
Jobnet Inner NE - 26005	7,078	0	0	0	0	0
Jobnet Lloyd District - 26006	5,311	0	0	0	0	0
Jobnet Outer SE - 26009	2,791	0	0	0	0	0
Jobnet Regional - 26011	7,761	0	0	0	0	0
Kenilworth Park Plaza - 34517	0	0	4,000	0	0	0
Kenton Predev - 28816	0	0	0	0	13,000	0
Kenton Storefront - 28910	19,067	23,157	2,080	0	0	0
Kerns Predev - 28815	0	0	0	0	13,000	0
Lead Hazard Program - 32523	0	92,572	1,158,049	1,931,000	1,931,000	0
Lents Housing - 32109	37,190	350,439	0	0	0	0
Lents Liv Home Rehab - 31209	678,105	582,243	0	0	0	0
LID Subsidy to Homeowners - 31502	110,461	4,877	50,000	50,628	30,000	30,000
Loan Origination - 57180	2,225	0	0	0	0	0
Loan Servicing Ec Dev - 47811	0	3,233	12,904	11,500	11,500	11,500
Loan Servicing Hsg - 47810	403,039	434,697	321,537	337,027	246,085	296,085
Management Reporting - 57410	16,268	30,076	0	0	0	0
MFH 60th/Glisan - 19506	0	0	0	0	0	0
MFH Preservation-C/W - 34501	0	3,774,579	0	0	0	0
MFH Program Delivery - 32992	532,587	101,655	0	0	0	0
MFH Rental Proj-CES - 32122	3,658	0	0	0	0	0
MFH Rental Proj-Cully - 32103	975	91	0	0	0	0
MFH Rental Proj-Inner NE - 32105	73,622	627,743	0	0	0	0
MFH Rental Proj-Lloyd - 32106	433	0	0	0	0	0
MFH Rental Proj-Transit - 32110	6,039	1,300	0	0	0	0
MFH Youth Facility - 32701	0	0	1,105,773	0	0	0
Microbusiness Loans - 25524	40,438	6,954	0	0	0	0
Mississippi Predev - 28812	0	0	0	0	32,842	0
N/NE Bus Assistance Loans - 28512	348,590	314,917	0	0	0	0
N/NE Hsg New Construction - 34526	1,801	1,131	0	0	0	0
NE Alberta Storefront - 28906	83,469	67,932	166,839	19,592	0	0
NE Humboldt Storefront - 28916	0	0	77,892	49,939	62,500	62,500
NE Mississippi Storefront - 28918	0	0	64,692	58,283	62,500	62,500
New TAD DOS Loans - 27000	0	4,645	0	46,115	0	0
Nghbrhd Impr Cully - 31053	8,670	0	0	0	0	0
Nghbrhd Impr Inct - 31050	16,139	17	0	0	0	0
Nghbrhd Impr N/NE - 31055	27,010	6,894	0	0	0	0
Nghbrhd Impr O/SE - 31069	20,632	20,129	0	0	0	0
NHP Program Delivery Cost - 31992	470,160	355,536	23,700	0	0	0
Nonprofit EnvironReview - 33402	350	0	0	0	0	0
Nonprofit Fac Rehab C/W - 32702	45,248	116,760	371,465	256,465	256,465	256,943
Nonprofit Fac Rehab N/NE - 32705	627,295	660	0	0	0	0
Nonprofit Fac Rehab O/SE - 32709	593	503	0	0	0	0
Notes Payable B of A PLPA - 52129	1,009	350	0	0	0	0
Notes Payable FIOR PLPA - 52124	987	0	0	0	0	0
Notes Payable USB PLPA - 52126	2,793	1,683	0	0	0	0
OSE Dev Opportunity Strat - 25501	444,380	151,388	0	0	0	0
OSE Small Bus Lend Prog - 25503	201,258	237,443	0	0	0	0
PDX Homestead - 36002	2,076	0	0	0	0	0



## Fund Summaries

### Housing and Community Dev Contract

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Pre Dev Asst (CDBG) - 28810	0	0	215,699	167,000	29,648	167,000
Property Trans Admin - 47460	-3,893	0	0	0	0	0
Public Affairs Admin - 67910	34	0	0	0	0	0
Quality Jobs Initiative - 25490	33,828	0	0	0	0	0
RD WF Rental/Preservation - 32108	13	0	0	0	0	0
Receivership Program - 33006	0	6,477	0	0	0	0
Refinance C/W - 31044	57,043	25,218	219,752	111,492	0	0
Refinance Lloyd District - 31106	54	0	0	0	0	0
Refinance NE Cully - 31103	2	0	0	0	0	0
Refinance Northeast - 31105	5,485	0	0	0	0	0
Refinance Outer SE - 31109	47,118	0	0	0	0	0
Refinance Transit Station - 31110	285	0	0	0	0	0
REO Property Management - 40601	112	0	0	0	0	0
Research C/W - 67645	0	0	0	0	0	0
Rosemont Property - 19037	37	419,378	0	0	0	0
SE Comm Ec Dev Planning - 25509	8,700	0	0	0	0	0
SE Milwaukie Storefront - 28911	0	53,130	145,677	21,104	0	0
SE/NE Storefront Program - 28905	244	0	0	0	0	0
Shelter Reconfiguration - 33805	-306	0	0	0	0	0
St Johns Predev - 28814	0	0	0	0	32,668	0
St Johns Storefront Prog - 28920	0	0	0	63,976	62,500	62,500
Urban Homestead Program - 36992	13,801	15,158	66,753	0	0	0
Vancouver/Williams Corr - 27010	0	4,238	55,667	0	0	0
Walnut Park Retail - 25507	1,170	34	0	0	0	0
<b>Total Requirement</b>	<b>\$ 8,991,468</b>	<b>\$ 14,630,986</b>	<b>\$ 12,458,653</b>	<b>\$ 9,665,130</b>	<b>\$ 9,018,763</b>	<b>\$ 7,192,888</b>

## Fund Summaries

### Other Federal Grants

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>				
<b>RESOURCES</b>										
Beginning Fund Balance	621,134	87,012	110,035	0	0	0				
Grants - Federal Except HCD	1,666,319	2,988,697	6,160,342	3,181,821	3,346,821	3,341,821				
Private Lender Agreements	314,170	310,700	0	0	0	0				
<u>Program Income</u>										
Loan Fees	3,883	16	0	0	0	0				
Loan Late Charges	7,318	0	0	0	0	0				
Loans - Principal Collection	1,122,563	101,366	0	0	0	0				
Loans - Interest Earned	48,854	149,833	0	0	0	0				
Interest - City Investmnt Pool	41,871	0	0	0	0	0				
Interest - City Investmnt Pool	0	1,538	0	0	0	0				
Reimbursements	0	765	0	0	0	0				
<b>Total Program Income</b>	<b>1,224,488</b>	<b>253,518</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				
<b>Total Resources</b>	<b>\$ 3,826,111</b>	<b>\$ 3,639,926</b>	<b>\$ 6,270,377</b>	<b>\$ 3,181,821</b>	<b>\$ 3,346,821</b>	<b>\$ 3,341,821</b>				
<b>REQUIREMENTS</b>										
Personal Services	62,816	159	27,110	13,215	13,483	13,718				
Materials and Services	387,531	458,781	0	0	0	0				
Financial Assistance	2,176,217	3,070,951	6,124,103	3,159,302	3,324,121	3,315,702				
Cash Transfers Out	387,795	0	0	0	0	0				
Indirect Allocation	36,661	0	9,129	9,304	9,217	12,401				
Contingency	0	0	110,035	0	0	0				
<b>Total Requirement</b>	<b>\$ 3,051,019</b>	<b>\$ 3,529,891</b>	<b>\$ 6,270,377</b>	<b>\$ 3,181,821</b>	<b>\$ 3,346,821</b>	<b>\$ 3,341,821</b>				
Unappropriated Ending Balance	775,092	110,036	0	0	0	0				
<b>Total Requirements</b>	<b>\$ 3,826,111</b>	<b>\$ 3,639,926</b>	<b>\$ 6,270,377</b>	<b>\$ 3,181,821</b>	<b>\$ 3,346,821</b>	<b>\$ 3,341,821</b>				
<b>FTE POSITIONS</b>										
	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Construction Advisor					0.20	9,714	0.20	9,714	0.20	9,737
Underwriter/Closer			112							
<b>Total FTE</b>			<b>112</b>		<b>0.20</b>	<b>9,714</b>	<b>0.20</b>	<b>9,714</b>	<b>0.20</b>	<b>9,737</b>

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.

## Fund Summaries

### Other Federal Grants

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	15,821	48	0	3,501	3,769	3,981
Salaries and Wages	46,995	112	27,110	9,714	9,714	9,737
<b>Total Personal Services</b>	<b>62,816</b>	<b>159</b>	<b>27,110</b>	<b>13,215</b>	<b>13,483</b>	<b>13,718</b>
<u>Materials and Services</u>						
Mileage Reimbursement	127	0	0	0	0	0
Prof. Service Contracts	352,919	458,527	0	0	0	0
Legal	9,926	0	0	0	0	0
Temporary Services	200	0	0	0	0	0
Printing And Graphics	30	0	0	0	0	0
General Office Expense	27	0	0	0	0	0
Postage And Delivery	44	49	0	0	0	0
Advertising And Publ. Notices	537	0	0	0	0	0
Meeting Costs	362	0	0	0	0	0
Publications and Dues	685	0	0	0	0	0
Out of Town Travel	1,188	0	0	0	0	0
Parking	33	0	0	0	0	0
Equipment Lease & Rentals	72	0	0	0	0	0
Loan Documents	2,199	205	0	0	0	0
Appraisals	0	0	0	0	0	0
Loan Foreclosure Costs	10,383	0	0	0	0	0
Miscellaneous	8,704	0	0	0	0	0
Special Events Costs	95	0	0	0	0	0
<b>Total Materials and Services</b>	<b>387,531</b>	<b>458,781</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Financial Assistance</u>						
Loans To Borrowers	1,967,581	2,177,304	6,124,103	3,159,302	3,324,121	3,315,702
Loans To Borrowers - PLPA	192,600	310,700	0	0	0	0
Grants	16,036	582,947	0	0	0	0
<b>Total Financial Assistance</b>	<b>2,176,217</b>	<b>3,070,951</b>	<b>6,124,103</b>	<b>3,159,302</b>	<b>3,324,121</b>	<b>3,315,702</b>
Cash Transfers Out	387,795	0	0	0	0	0
Indirect Cost-admin Allocation	36,661	0	9,129	9,304	9,217	12,401
Contingency	0	0	110,035	0	0	0
<b>Total Requirement</b>	<b>\$ 3,051,019</b>	<b>\$ 3,529,891</b>	<b>\$ 6,270,377</b>	<b>\$ 3,181,821</b>	<b>\$ 3,346,821</b>	<b>\$ 3,341,821</b>

### PROJECT SUMMARY

Beav Rehab C/W - 33412	0	0	159,470	168,000	168,000	168,000
Brownfield Cleanup RLF - 10032	0	0	175,000	0	165,000	160,000
Bus Asst Loans-Hatfield - 28516	267,502	0	0	0	0	0
CDBG Home Ownership Prog - 33401	223,475	833,870	0	0	0	0
CDBG Home Rehab C/W - 31046	0	0	282,427	0	0	0
CDBG Multi-Fam Hsg C/W - 32102	824,940	1,342,049	0	0	0	0
Comm Based Hsg-C/W - 36007	344,589	458,527	0	0	0	0
Contingency - 99999	0	0	110,035	0	0	0
Ec Dev Rev Loans CES - 28302	159	0	0	0	0	0
HOME Multi Family Hsg C/W - 32126	0	0	5,543,445	3,013,821	3,013,821	3,013,821
Lents Housing - 32109	0	329,631	0	0	0	0
Loan Origination - 57180	231	0	0	0	0	0
Loan Servicing Hsg - 47810	9,623	0	0	0	0	0
Local Projects - 40101	8,704	0	0	0	0	0
MFH Program Delivery - 32992	9	0	0	0	0	0

## Fund Summaries

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### Other Federal Grants

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
MFH Rental Proj-Inner NE - 32105	849,701	565,813	0	0	0	0
MLK Blvd Streetscape Plan - 25516	6	0	0	0	0	0
N/NE Bus Assistance Job - 26018	503,702	0	0	0	0	0
N/NE Bus Assistance Loans - 28512	0	0	0	0	0	0
N/NE Bus Assistance Tech. - 26908	18,379	0	0	0	0	0
N/NE Hsg New Construction - 34526	0	0	0	0	0	0
<b>Total Requirement</b>	<b>\$ 3,051,019</b>	<b>\$ 3,529,891</b>	<b>\$ 6,270,377</b>	<b>\$ 3,181,821</b>	<b>\$ 3,346,821</b>	<b>\$ 3,341,821</b>

## Fund Summaries

### Enterprise Loan

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	5,959,034	9,077,555	6,141,715	3,469,723	2,138,854	2,310,843
Operating Transfers In	676,325	348,000	0	0	0	0
City General Fund	0	0	4,917,560	0	0	0
<b>Housing Investment Fund</b>						
HIF Note Revenue	-1,141,951	4,507,462	4,020,499	1,491,567	0	0
Hsg Preserv. Credit Line	0	0	4,183,806	0	7,505,402	1,201,339
Total Housing Investment Fund	-1,141,951	4,507,462	8,204,305	1,491,567	7,505,402	1,201,339
Private Lender Agreements	517,900	841,384	3,000,000	4,136,000	4,136,000	4,165,000
<b>Program Income</b>						
Rent Income	0	0	225,000	0	0	0
Loan Fees	109,040	6,582	217,246	0	0	0
Loan Late Charges	3,449	0	4,000	0	0	0
Application Fee	5,500	10,442	59,000	0	0	0
Other Contracts	7,127,576	0	0	0	4,500,000	500,000
Loans - Principal Collection	3,791,526	4,284,779	4,760,397	4,031,064	5,035,851	4,064,946
Loans - Interest Earned	846,331	1,262,934	1,559,291	1,013,428	1,090,631	973,486
Interest - City Investmnt Pool	0	399,950	179,056	75,132	75,026	12,617
Interest - City Investmnt Pool	344,552	0	0	0	0	0
All Other Interest	146	0	0	0	0	0
Real Property Sales	0	1,063,526	754,419	0	0	0
Personal Property Sales	0	0	0	0	0	0
Reimbursements	67,325	121,840	157,000	0	0	0
Miscellaneous Income	21,435	473	0	0	0	0
Total Program Income	12,316,880	7,150,525	7,915,409	5,119,624	10,701,508	5,551,049
Tax Increment-Short Term Debt	0	0	0	0	0	0
<b>Total Resources</b>	<b>\$ 18,328,188</b>	<b>\$ 21,924,926</b>	<b>\$ 30,178,989</b>	<b>\$ 14,216,914</b>	<b>\$ 24,481,764</b>	<b>\$ 13,228,231</b>

### REQUIREMENTS

Personal Services	441,734	459,795	741,240	291,781	280,136	337,538
Materials and Services	249,678	214,995	238,228	0	63,589	62,617
Capital Outlay	506,850	528,080	3,830,311	0	3,430,000	979,810
Financial Assistance	6,122,060	9,347,388	16,360,312	9,275,252	15,758,670	8,017,535
Debt Service	2,172,776	2,619,239	2,800,000	1,993,790	1,993,790	1,968,592
Cash Transfers Out	0	2,124,000	0	0	0	0
Indirect Allocation	445,615	488,867	879,131	656,427	644,736	399,126
Contingency	0	0	5,329,767	1,999,664	2,310,843	1,463,013
<b>Total Requirement</b>	<b>\$ 9,938,713</b>	<b>\$ 15,782,365</b>	<b>\$ 30,178,989</b>	<b>\$ 14,216,914</b>	<b>\$ 24,481,764</b>	<b>\$ 13,228,231</b>
Unappropriated Ending Balance	8,389,475	6,142,562	0	0	0	0
<b>Total Requirements</b>	<b>\$ 18,328,188</b>	<b>\$ 21,924,926</b>	<b>\$ 30,178,989</b>	<b>\$ 14,216,914</b>	<b>\$ 24,481,764</b>	<b>\$ 13,228,231</b>

### FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Accounting Manager										88
Administrative Specialist II					0.10	2,878	0.19	5,468	0.19	5,481
Administrative Specialist III			0.43	14,733	0.75	25,355	0.46	15,606	0.46	15,642
Attorney			0.02	1,544	0.20	13,008				
Attorney II			0.01	804						
Budget Analyst Associate				76	0.10	3,307	0.10	3,721		
Budget Analyst Sr.			0.01	487	0.05	2,425				
Communications/Contract Coord			0.07	4,366	0.05	2,977				

## Fund Summaries

### Enterprise Loan

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>				
Construction Advisor	0.33	16,638	0.85	44,317	0.40	21,278	0.41	21,776	0.46	24,260
Construction Coordinator	0.34	20,244	1.05	64,049	0.10	6,432	0.10	6,432	0.10	6,447
Deputy Housing Director		107	0.25	19,843	0.03	2,342	0.03	2,342	0.03	2,348
Development Manager	0.27	20,536	0.10	8,158	0.08	7,164	0.18	16,116	0.04	3,590
Economic Development Director			0.10	8,599						
Environmental Coordinator		182								
Finance Coordinator	0.72	42,204	1.04	61,007	0.35	22,110	0.35	22,110	0.45	28,490
Graphics Specialist		81								
Housing Dev Finance Manager			0.25	17,639	0.05	3,380	0.05	3,380		
Housing Director	0.01	122	0.10	10,363						
Housing Initiatives Coordinator	0.01	401	0.20	11,465						
Housing Programs Analyst	0.10	4,198	0.30	13,229	0.10	4,817	0.10	4,817	0.10	4,828
Legal Assistant	0.07	2,703								
Loan Processor/Closer	0.49	19,239	0.92	36,159	0.20	7,990	0.20	7,990	0.25	10,080
Loan Servicing Supervisor	0.03	1,912								
Office Maintenance Tech	0.01	379								
Originator/Processor	0.39	15,062	0.60	23,371	1.15	53,322	0.40	16,154	0.40	16,192
Program Development Tech	0.13	4,186	0.55	17,308	0.06	1,715	0.06	1,715	0.05	1,432
Project Coordinator II	0.70	40,414	0.23	14,199	0.25	15,001	0.30	17,709	0.30	17,750
Project Manager	0.61	40,754	0.71	47,425	0.20	15,315	0.20	15,315	0.20	15,351
Special Asst to Exec Director	0.01	1,079	0.02	1,676						
Team Manager - NHP	0.07	4,587	0.22	15,037	0.15	11,101	0.25	18,502	0.25	18,544
Team Resource Coordinator	0.01	491	0.15	7,937	0.05	2,839	0.05	2,839	0.80	45,532
Underwriter/Closer	0.11	5,088	0.49	23,746	0.40	21,191	0.45	23,553	0.45	23,608
<b>Total FTE</b>	<b>4.96</b>	<b>262,705</b>	<b>9.28</b>	<b>492,596</b>	<b>4.23</b>	<b>218,203</b>	<b>3.78</b>	<b>201,823</b>	<b>4.53</b>	<b>239,574</b>

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.

## Fund Summaries

### Enterprise Loan

	<b>Actuals FY 1997-98</b>	<b>Actuals FY 1998-99</b>	<b>Revised FY 1999-00</b>	<b>Proposed FY 2000-01</b>	<b>Adopted FY 2000-01</b>	<b>Planned FY 2001-02</b>
<b>Personal Services</b>						
Taxes, Health/Dental Insurance	97,811	88,433	193,835	77,300	78,311	97,963
Salaries and Wages	343,923	371,362	547,405	214,481	201,825	239,575
Total Personal Services	441,734	459,795	741,240	291,781	280,136	337,538
<b>Materials and Services</b>						
Advertising And Publ. Notices	20	7,895	17,000	0	0	0
Occupancy Costs	636	0	0	0	0	0
Parking	32	36	250	0	0	0
Mileage Reimbursement	46	714	1,850	0	0	0
Out of Town Travel	0	26	1,000	0	0	0
Education	239	648	7,000	0	0	0
Special Events Costs	623	1,041	3,000	0	0	0
Software Applications	0	2,227	0	0	0	0
Equipment Repairs & Maint.	3,089	194	0	0	0	0
Meeting Costs	489	793	2,200	0	0	0
External Repairs & Utilities	3,218	47,495	0	0	0	0
Postage And Delivery	406	349	500	0	0	0
General Office Expense	177	746	2,000	0	13,344	12,617
Underwriter Fees	0	44	0	0	0	0
Printing And Graphics	782	8,179	6,000	0	0	0
Temporary Services	460	152	7,000	0	0	0
Legal	27,918	8,381	1,000	0	0	0
Prof. Service Contracts	171,201	125,657	104,428	0	50,245	50,000
Publications and Dues	240	757	1,000	0	0	0
Loan Documents	32,621	2,183	17,000	0	0	0
Appraisals	0	973	51,000	0	0	0
Loan Foreclosure Costs	7,478	0	10,000	0	0	0
Bank Fees	0	4,688	0	0	0	0
Miscellaneous	5	3,901	0	0	0	0
Insurance	0	0	6,000	0	0	0
Telephone Services	0	111	0	0	0	0
Total Materials and Services	249,678	217,187	238,228	0	63,589	62,617
<b>Capital Outlay</b>						
Closing Costs	-74	0	0	0	0	0
Relocation	4,215	30,507	0	0	0	0
Permits, Review & Fees	75	8,025	0	0	0	0
Acquisition	498,811	482,990	3,830,311	0	3,430,000	979,810
Prof. & Tech. Services	3,080	4,367	0	0	0	0
Furniture & Equipment	743	0	0	0	0	0
Total Capital Outlay	506,850	525,889	3,830,311	0	3,430,000	979,810
<b>Financial Assistance</b>						
Loans To Borrowers	5,017,145	8,390,445	15,848,937	9,275,252	15,758,670	8,017,535
Loans To Borrowers - PLPA	509,280	619,430	471,375	0	0	0
Grants	595,635	337,514	40,000	0	0	0
Total Financial Assistance	6,122,060	9,347,388	16,360,312	9,275,252	15,758,670	8,017,535
<b>Debt Service</b>						
Debt Service - Principal	1,241,656	1,709,916	1,900,000	1,043,790	1,043,790	1,018,592
Debt Service - Interest	931,120	909,323	900,000	950,000	950,000	950,000
Total Debt Service	2,172,776	2,619,239	2,800,000	1,993,790	1,993,790	1,968,592

## Fund Summaries

### Enterprise Loan

	Actuals FY 1997-98	Actuals FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01	Planned FY 2001-02
Cash Transfers Out	0	2,124,000	0	0	0	0
Indirect Cost-admin Allocation	445,615	488,867	879,131	656,427	644,736	399,126
Contingency	0	0	5,329,767	1,999,664	2,310,843	1,463,013
<b>Total Requirement</b>	<b>\$ 9,938,713</b>	<b>\$ 15,782,365</b>	<b>\$ 30,178,989</b>	<b>\$ 14,216,914</b>	<b>\$ 24,481,764</b>	<b>\$ 13,228,231</b>

### PROJECT SUMMARY

- 19505	2,064	0	0	0	0	0
Accounts Payable - 57240	834	0	0	0	0	0
Budget/Financial Plan - 57110	356	608	0	0	0	0
Bus Assistance C/W - 67610	0	0	46,105	293,256	425,000	425,000
Bus Asst Loans-Hatfield - 28516	0	865,065	355,275	358,575	357,727	352,238
CDBG Home Ownership Prog - 33401	710,847	178,152	0	0	0	0
CDBG Home Rehab C/W - 31046	12,405	1,546	438,906	0	0	0
CDBG Multi-Fam Hsg C/W - 32102	4,076,266	5,118,035	3,538,931	43,483	0	0
CES Eastside Perm Housing - 33807	0	352,100	6,191,979	0	0	0
Contingency - 99999	0	2,000,000	3,169,220	1,956,181	2,310,843	1,463,013
Debt Management Indirect - 57150	0	2,619,176	4,960,547	1,993,790	0	0
Debt Management-412 - 57161	0	0	0	0	919,169	818,649
Debt Management-415 - 57162	0	0	0	0	418,507	382,723
Debt Management-416 - 57163	0	0	0	0	656,114	767,220
DT WF Multi-Family Hsg - 32104	1,149,261	379	0	0	0	0
Ec Dev Rev Loans CES - 28302	3,462	984	0	0	0	0
EDA Business Dev RLF - 28301	70,934	1,465,029	217,854	310,584	527,842	433,558
EDA Real Estate Dev RLF - 28201	275,334	155,589	217,854	287,266	287,266	289,493
Fannie Mae Owner/Rehab - 33411	0	508,036	2,787,246	4,214,823	4,214,823	4,165,000
Fee Waivers - 33008	937	99,981	439,171	0	0	0
General Admin Housing - 37910	123,983	60,162	70,012	0	0	0
HIF General Admin Housing - 37911	0	0	0	12,783	13,280	13,091
HIF Home Ownership Prog - 33414	0	0	0	62,340	1,560,609	294,257
HIF Home Rehab C/W - 31048	0	0	0	224,815	191,929	298,483
HIF Multi-Fam Hsg C/W - 32127	0	0	0	2,800,533	3,757,677	1,477,746
HIF Program Development - 33010	121,528	16,093	0	0	0	0
Home Rehab Loans-Shore - 31047	0	0	500,000	0	0	0
Housing Dev Asst-C/W - 33102	132	2,367	0	0	0	0
Housing Dev Asst-Outer SE - 33109	231	0	0	0	0	0
Lents Housing - 32109	22,046	428,427	0	0	0	0
Loan Servicing Ec Dev - 47811	0	3,824	0	0	0	0
Loan Servicing Hsg - 47810	5,000	3,430	0	0	0	0
Local Projects - 40101	42,776	0	0	0	0	0
MFH 60th/Glisan - 19506	38,338	6,466	1,119,099	0	0	0
MFH Preservation-C/W - 34501	0	12,604	4,262,180	41,567	40,793	1,201,339
MFH Program Delivery - 32992	57,765	2,155	0	0	0	0
MFH Rental Proj-CES - 32122	256,015	0	0	0	0	0
MFH Rental Proj-Cully - 32103	442	320,000	0	0	0	0
MFH Rental Proj-Inner NE - 32105	625,185	131,554	0	0	0	0
MFH Rental Proj-SWF - 32107	6	0	0	0	0	0
MFH Rental Proj-Transit - 32110	15,351	888	0	0	0	0
MFH Sprinkler Program - 33007	0	204,705	258,336	0	0	0
N/NE Bus Assistance Loans - 28512	0	5	0	0	0	0
N/NE Bus Assistance Tech. - 26908	0	12,316	0	0	0	0
NHP Program Delivery Cost - 31992	31,916	8,261	0	0	0	0
Notes Payable B of A PLPA - 52129	1,211,019	0	0	0	0	0
Notes Payable FIOR PLPA - 52124	536,601	0	0	0	0	0



## Fund Summaries

### Enterprise Loan

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
Notes Payable USB PLPA - 52126	425,157	0	0	0	0	0
PDX Homestead - 36002	913	0	0	0	0	0
Prsv Line/Credit-Fairfld - 12031	0	0	0	0	430,000	0
Prsv Line/Credit-Jeff W - 12028	0	0	0	0	3,000,000	0
RD WF Rental/Preservation - 32108	-1,192,431	0	0	0	0	0
Receivership Program - 33006	0	0	340,163	0	0	0
Refinance C/W - 31044	88,215	0	0	0	0	0
Rental Hsg-Fountain Plaza - 12015	0	0	0	0	4,034,609	0
Rental Rehab Multi-Family - 32123	0	0	716,111	661,417	661,417	419,421
Rosemont Property - 19037	483,385	694,636	0	0	0	0
Targeted Investment Prog - 28212	716,521	509,791	550,000	955,501	674,159	427,000
Union Station Hsg Phase 3 - 11238	25,919	0	0	0	0	0
<b>Total Requirement</b>	<b>\$ 9,938,713</b>	<b>\$ 15,782,365</b>	<b>\$ 30,178,989</b>	<b>\$ 14,216,914</b>	<b>\$ 24,481,764</b>	<b>\$ 13,228,231</b>

## Fund Summaries

### Regional Strategies

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>				
<b>RESOURCES</b>										
Beginning Fund Balance	874,091	661,200	105,845	0	0	0				
Operating Transfers In	45,000	0	0	0	0	0				
Grants - State And Local	761,523	462,872	122,562	0	2,001,173	0				
<u>Program Income</u>										
Interest - City Investmnt Pool	40,498	0	0	0	0	0				
Interest - City Investmnt Pool	0	22,469	0	0	0	0				
Reimbursements	28,722	72,130	0	0	0	0				
Total Program Income	69,220	94,599	0	0	0	0				
<b>Total Resources</b>	<b>\$ 1,749,834</b>	<b>\$ 1,218,671</b>	<b>\$ 228,407</b>	<b>\$ 0</b>	<b>\$ 2,001,173</b>	<b>\$ 0</b>				
<b>REQUIREMENTS</b>										
Personal Services	31,763	42,971	9,852	0	11,256	0				
Materials and Services	36,210	64,496	3,567	0	115,000	0				
Financial Assistance	996,806	981,582	208,910	0	1,770,560	0				
Indirect Allocation	23,855	23,773	6,078	0	104,357	0				
<b>Total Requirement</b>	<b>\$ 1,088,634</b>	<b>\$ 1,112,822</b>	<b>\$ 228,407</b>	<b>\$ 0</b>	<b>\$ 2,001,173</b>	<b>\$ 0</b>				
Unappropriated Ending Balance	661,200	105,849	0	0	0	0				
<b>Total Requirements</b>	<b>\$ 1,749,834</b>	<b>\$ 1,218,671</b>	<b>\$ 228,407</b>	<b>\$ 0</b>	<b>\$ 2,001,173</b>	<b>\$ 0</b>				
<b>FTE POSITIONS</b>										
	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Administrative Specialist II							0.05	1,289		
Attorney			37							
Attorney II							0.03	1,809		
Budget Analyst							0.08	2,947		
Executive Director			198							
Information Program Specialist		0.32	12,370							
Legal Assistant			69							
Part-time Law Clerk			48							
Program Development Asst		0.05	1,240							
Project Manager		0.33	16,884	0.04	2,205		0.03	2,064		
<b>Total FTE</b>		0.70	30,845	0.04	2,205		0.19	8,109		

Salary and FTE information prior to FY 1998-99 are not available by individual position by Legal Appropriation Group Fund.

## Fund Summaries

### Regional Strategies

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>Personal Services</b>						
Taxes, Health/Dental Insurance	8,522	11,949	781	0	3,147	0
Salaries and Wages	23,241	31,022	9,071	0	8,109	0
Total Personal Services	31,763	42,971	9,852	0	11,256	0
<b>Materials and Services</b>						
Parking	2	0	0	0	0	0
Mileage Reimbursement	28	0	0	0	0	0
Special Events Costs	99	0	0	0	0	0
Meeting Costs	134	116	0	0	0	0
Advertising And Publ. Notices	2,238	4,212	0	0	0	0
Postage And Delivery	149	20	0	0	0	0
General Office Expense	132	300	0	0	0	0
Printing And Graphics	0	74	0	0	0	0
Temporary Services	2,025	1,254	0	0	0	0
Prof. Service Contracts	31,403	58,521	3,567	0	115,000	0
Total Materials and Services	36,210	64,496	3,567	0	115,000	0
Grants	996,806	981,582	208,910	0	1,770,560	0
Indirect Cost-admin Allocation	23,855	23,773	6,078	0	104,357	0
<b>Total Requirement</b>	<b>\$ 1,088,634</b>	<b>\$ 1,112,822</b>	<b>\$ 228,407</b>	<b>\$ 0</b>	<b>\$ 2,001,173</b>	<b>\$ 0</b>

### PROJECT SUMMARY

Reg Investments - 24405	0	0	0	0	2,001,173	0
Reg Strat - 24444	955,276	1,105,007	217,575	0	0	0
Reg Strat Elec Equipment - 24447	0	7,012	0	0	0	0
Reg Strat Metals Comp - 24451	88,775	774	0	0	0	0
Reg Strat Multimedia - 24449	44,583	29	10,832	0	0	0
<b>Total Requirement</b>	<b>\$ 1,088,634</b>	<b>\$ 1,112,822</b>	<b>\$ 228,407</b>	<b>\$ 0</b>	<b>\$ 2,001,173</b>	<b>\$ 0</b>

## Fund Summaries

### South Auditorium

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	903,028	0	0	0	0	0
Interest - City Investmt Pool	0	0	0	0	0	0
<b>Total Resources</b>	<b>\$ 903,028</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>REQUIREMENTS</b>						
Cash Transfers Out	903,028	0	0	0	0	0
<b>Total Requirement</b>	<b>\$ 903,028</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
Unappropriated Ending Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>\$ 903,028</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Fund Summaries

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### South Auditorium

	<i>Actuals FY</i> <i>1997-98</i>	<i>Actuals FY</i> <i>1998-99</i>	<i>Revised</i> <i>FY 1999-00</i>	<i>Proposed</i> <i>FY 2000-01</i>	<i>Adopted</i> <i>FY 2000-01</i>	<i>Planned</i> <i>FY 2001-02</i>
Cash Transfers Out	903,028	0	0	0	0	0
<b>Total Requirement</b>	<b>\$ 903,028</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

### PROJECT SUMMARY

South Aud Admin/Contingcy - 15411	903,028	0	0	0	0	0
<b>Total Requirement</b>	<b>\$ 903,028</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

**Other Funds**

**❖ Oregon Arena Fund**

The Oregon Arena Fund was established to account for the activities performed under PDC's contract with the City of Portland to manage the public improvements constructed in conjunction with the Oregon Arena Project, including improvements to the Memorial Coliseum, road and street improvements, and parking garage construction. This fund was closed in the current fiscal year, with the fund balance transferred to the Predevelopment Fund within the Urban Redevelopment Fund. The fund is included to show historical revenues and expenditures.

## Fund Summaries

### Arena

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>RESOURCES</b>						
Beginning Fund Balance	56,211	-6,339	47,820	0	0	0
<u>Program Income</u>						
Other Contracts	322,836	123,330	0	0	0	0
Interest - City Investmnt Pool	0	721	0	0	0	0
Total Program Income	322,836	124,051	0	0	0	0
<b>Total Resources</b>	<b>\$ 379,047</b>	<b>\$ 117,713</b>	<b>\$ 47,820</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>REQUIREMENTS</b>						
Personal Services	1,861	0	0	0	0	0
Materials and Services	1,589	2,598	0	0	0	0
Capital Outlay	366,562	61,403	0	0	0	0
Cash Transfers Out	0	0	47,820	0	0	0
Indirect Allocation	15,374	5,393	0	0	0	0
<b>Total Requirement</b>	<b>\$ 385,386</b>	<b>\$ 69,394</b>	<b>\$ 47,820</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
Unappropriated Ending Balance	-6,339	48,319	0	0	0	0
<b>Total Requirements</b>	<b>\$ 379,047</b>	<b>\$ 117,713</b>	<b>\$ 47,820</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

## Fund Summaries

### Arena

	<i>Actuals FY 1997-98</i>	<i>Actuals FY 1998-99</i>	<i>Revised FY 1999-00</i>	<i>Proposed FY 2000-01</i>	<i>Adopted FY 2000-01</i>	<i>Planned FY 2001-02</i>
<b>Personal Services</b>						
Taxes, Health/Dental Insurance	1,100	0	0	0	0	0
Salaries and Wages	761	0	0	0	0	0
Total Personal Services	1,861	0	0	0	0	0
<b>Materials and Services</b>						
Telephone Services	79	0	0	0	0	0
Temporary Services	64	0	0	0	0	0
Prof. Service Contracts	1,446	2,598	0	0	0	0
Total Materials and Services	1,589	2,598	0	0	0	0
Construction Contracts	366,562	61,403	0	0	0	0
Cash Transfers Out	0	0	47,820	0	0	0
Indirect Cost-admin Allocation	15,374	5,393	0	0	0	0
<b>Total Requirement</b>	<b>\$ 385,386</b>	<b>\$ 69,394</b>	<b>\$ 47,820</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>PROJECT SUMMARY</b>						
Arena - 16301	67,780	23,606	0	0	0	0
Contingency - 99999	0	0	47,820	0	0	0
Memorial Coliseum Improv - 16303	317,606	45,788	0	0	0	0
<b>Total Requirement</b>	<b>\$ 385,386</b>	<b>\$ 69,394</b>	<b>\$ 47,820</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>



## **Project Descriptions**

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### **Project Descriptions**

The following section provides the project descriptions in alphabetical order for all active projects in the FY 2000-01 budget. The project budgets are shown under both the Department and Fund pages, as well as under the Financial Summaries Section.

## PDC Project Descriptions

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<b>15th/16th Ave Debt Svc - 16208</b>	Payments for Office of Transportation's debt service costs for transit work on 15th and 16th Avenue per agreement. Allows PDOT to extend Broadway/Weidler Street Plan to Phase II.
<b>Accounting Admin - 57911</b>	This project tracks accounting staff time spent on administrative activities, such as attending staff meetings, coding invoices, etc.
<b>Alberta Development Strat - 25510</b>	Pre-development assistance: architectural feasibility, financial feasibility for business and property owners on MLK Blvd. and Alberta Street, outside of urban renewal zone.
<b>AW Airport Light Rail/PIC - 19014</b>	Financial planning, design and construction for infrastructure to support job creation and allow extension of light rail through the Portland International Center (PIC) terminating at the Portland Airport. 6,000 to 10,000 jobs are expected by 2010.
<b>AW Debt Management - 57157</b>	Accounts for IGA with City's Debt Management group as well as PDC Finance staff time for work on bonds and other debt issues.
<b>AW Dev Opportunity Fund - 11009</b>	Quality Jobs Program developed to provide financial assistance to companies creating/retaining quality jobs and developing a job density that meets 2040 goals. Includes performance-based forgivable loans.
<b>AW Fin/Comm Outreach - 11019</b>	Airport Way program management and budget development/oversight. Work with other organizations within Airport Way including Columbia Corridor Association, Port of Portland, Tri-Met, etc.
<b>AW Land Acquisition/Dev - 11014</b>	Planning, acquisition, and development of up to 50 acres to develop a compact, high-quality job center.
<b>AW PIC Tax Exempt - 11003</b>	Infrastructure contribution to pay for a portion of streets, park block, and overcrossing at the 120-acre Cascade Station development.
<b>AW Predevelopment - 11007</b>	New project review, feasibility analysis and business development.
<b>AW Trail Development - 11016</b>	Planning, design, and construction of 10,000 lineal foot trail along the Columbia Slough.
<b>AW Transportation Imprv - 11001</b>	Replace existing culvert at NE 158th and Columbia Slough with bridge to increase drainage capacity of Slough and traffic capacity of south/north street. Includes funding for expansion/upgrades of NE Holman area intersections.
<b>Beav Home Rehab C/W - 31045</b>	Provide no- or low-interest loans to low and moderate income homeowners in Beaverton to make repairs and needed improvements.
<b>Beav Rehab C/W - 33412</b>	Funds to provide loans to develop, acquire for preservation or rehabilitate (depending on income level served) affordable multifamily housing meeting affordability, growth management and neighborhood revitalization goals.
<b>Biltmore Hotel Preserv - 13140</b>	Sale and financing for preservation of the Biltmore Hotel.
<b>Blitz Property Redev - 13134</b>	Participation in redevelopment of Blitz Weinhard Brewery property.
<b>Brownfield Cleanup RLF - 10032</b>	Administration of an EPA grant to the City to fund a loan program to cover brownfield cleanup costs by private property owners/developers.
<b>Brownfield IGA-AW - 10064</b>	IGA with BHCD to assist with Brownfield program management.
<b>Brownfield IGA-CES - 10065</b>	IGA with BHCD to assist with Brownfield program management.

## PDC Project Descriptions

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<b>Brownfield IGA-Lents - 10063</b>	IGA with BHCD to assist with Brownfield program management.
<b>Brownfield IGA-OCC - 10066</b>	IGA with BHCD to assist with Brownfield program management.
<b>Brownfield IGA-RD - 10062</b>	IGA with BHCD to assist with Brownfield program management.
<b>Budget/Financial Plan - 57110</b>	Accounts for budget staff time for developing the annual budget and performing financial analysis throughout the year.
<b>Bus Assistance C/W - 67610</b>	City-wide business loan fund to support quality job creation/retention and target industry development.
<b>Bus Asst Loans-Hatfield - 28516</b>	Small business lending for businesses located in N/NE Portland.
<b>Bus Dev Financing - 28820</b>	Provide financial assistance to small businesses that promote expansion of business and jobs.
<b>Bus Dev-C/W - 67606</b>	Direct business assistance services to individual companies - retention/expansion as well as recruitment.
<b>Bus Dev-CES URA - 64618</b>	Central city target industry development and direct business assistance services to individual companies - retention/expansion as well as recruitment in the Central Eastside Urban Renewal Area.
<b>Bus Dev-OCC URA - 64617</b>	Central city target industry development and direct business assistance services to individual companies. Retention/expansion as well as recruitment in the Oregon Convention Center Urban Renewal Area.
<b>Bus Dev-WF URA - 64616</b>	Central city target industry development and direct business assistance services to individual companies. Retention/expansion as well as recruitment in the Waterfront Urban Renewal Area.
<b>Bus District Proj C/W - 26712</b>	Strictly pass through funds supporting business district groups to pay for business vitality projects which have a positive long-term impact on the area and can be completed in a short time. Examples are street banners, hanging baskets, benches, etc.
<b>Bus Loan Guarantee - 28811</b>	Small business loan guarantee fund.
<b>Bus Retention-SWF/N Mac - 23807</b>	Staff support to evaluate and develop a range of support and financing mechanisms to encourage employment growth in the district generally, and in specific target industries.
<b>Cash Receipts - 57310</b>	Accounts for PDC staff time and an IGA with the City Treasury Office related to handling PDC's cash receipts.
<b>CDBG Budget &amp; Fin Plan - 57115</b>	Asset management and compliance monitoring ensures that PDC's borrowers are meeting the cash flow and tenant requirements stated in the PDC loan agreements.
<b>CDBG Grant/Contract Acct - 57355</b>	Grant & Contract Accounting captures costs of accounting for federal grants and other contracts. Costs include Finance staff who provide accounting necessary for various reports, audits, billings, and records
<b>CDBG Home Ownership Prog - 33401</b>	Provide technical and financial assistance in development, implementation, and delivery of First Time Homebuyer programs or initiatives such as SAM, PCLT, EAH, and LEM.

## **PDC Project Descriptions**

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<b>CDBG Home Rehab C/W - 31046</b>	Provide low-interest loans to low and moderate income homeowners in BHCD target areas to make repairs and needed improvements. Outside those target areas, provide 76 loans to homeowners who receive up to 60% of Median Family Income (MFI).
<b>CDBG Mgmt Reporting - 57415</b>	This provides supervisory information ranging from transactional accounting to budget vs. actual. It also provides for a variety of financial reports, both in-house and to outside reporting agencies and contractors.
<b>CDBG Multi-Fam Hsg C/W - 32102</b>	Funds to provide loans to develop, acquire or rehabilitate (depending on income level served) affordable rental housing units throughout the city, meeting affordability, growth management and neighborhood revitalization goals.
<b>CDBG Portfolio Analysis - 47815</b>	Asset management and compliance monitoring ensures that PDC's borrowers are meeting the cash flow and tenant requirements stated in the PDC loan agreements.
<b>CDBG RLF Home Rehab - 31049</b>	Provide 60 no- or low- interest loans to low and moderate income homeowners in BHCD target areas to make repairs and needed improvements. Outside those target areas, provide 76 loans to homeowners who receive up to 60% of Median Family Income (MFI).
<b>Centennial Mill - 13104</b>	Acquisition and Redevelopment of Centennial Mill.
<b>CES Bldg Rehabilitation - 10045</b>	Building rehab is the process of conserving/reusing existing buildings and promoting the preservation of older and/or historic structures which can be economically rehabilitated. May include fire & life safety, seismic & handicap accessibility updating.
<b>CES Dev Opp Strategy - 10024</b>	To promote, identify, and carry out development strategies and projects within the Central Eastside Urban Renewal Area.
<b>CES Eastbank Park - 10048</b>	Manage, design, and construct (Phase II & III) east side park along Willamette River between Burnside and Hawthorne bridges.
<b>CES Eastside Perm Housing - 33807</b>	Provides a minimum of 90 units of very low income housing in the Central Eastside Urban Renewal Area. The project completes the City/County Shelter Reconfiguration Plan by creating permanent housing for single men and women.
<b>CES Emp Investment Fund - 10035</b>	Employee investment fund which provides performance-based loans tied to new job creation.
<b>CES Fin/Comm Outreach - 10019</b>	Maintain involvement and participation of Kerns, Buckman & HAND neighborhoods and Central Eastside Industrial Council in long-term capital and program planning activities.
<b>CES Grand/MLK/Burnside - 10022</b>	This project includes new trees, tree grates, ornamental lighting and curb extensions where site-specific criteria is met.
<b>CES Housing Project - 32112</b>	After CES Building Rehabilitation analysis is complete, to develop mixed-use property (including housing) in the upper stories of older commercial storefronts.
<b>CES Predevelopment - 10030</b>	Staff assistance to property owners, businesses and developers for future development activities.

## **PDC Project Descriptions**

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<b>CES Redevelopment - 10039</b>	Acquisition of land for redevelopment. May require litigation, relocation, environmental testing and remediation.
<b>CES Storefront - 10021</b>	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses in targeted areas: Grand & MLK Blvd. from Everett to Madison, and along E. Burnside from the bridgehead to SE 12th Ave.
<b>CES Trans/Infrastructure - 10043</b>	Carries out a variety of infrastructure improvements to improve the overall transportation system.
<b>Computer Services - 47110</b>	Accounts for all staff and computer equipment costs related to PDC's information system program.
<b>Construction Mgmt Engrg - 47410</b>	Accounts for staff time to manage PDC's construction and engineering contracts.
<b>Contingency - 99999</b>	This project accounts for PDC's reserve funds. PDC's financial policy calls for a 10% minimum reserve amount in each of PDC's capital funds.
<b>Contract Rules Mgmt - 47020</b>	Accounts for staff time associated with managing PDC's outside contracts for services such as appraisals, property management, and other services related to real estate transactions.
<b>Debt Management Indirect - 57150</b>	Accounts for IGA with City's Debt Management group as well as PDC Finance staff time for work on bonds and other debt issues.
<b>Debt Management-412 - 57161</b>	Accounts for IGA with City's Debt Management group as well as PDC Finance staff time for work on bonds and other debt issues.
<b>Debt Management-415 - 57162</b>	Accounts for IGA with City's Debt Management group as well as PDC Finance staff time for work on bonds and other debt issues.
<b>Debt Management-416 - 57163</b>	Accounts for IGA with City's Debt Management group as well as PDC Finance staff time for work on bonds and other debt issues.
<b>Desktop Systems - 57710</b>	Costs for maintaining PDC's desktop systems. Includes staff time for answering computer information "hot-phone" line.
<b>Disparity Work - 47021</b>	Accounts for disparity work for project construction for minority contractors.
<b>DT Bldg Lighting Program - 10212</b>	Funds lighting and signage to enhance downtown area night life.
<b>DT Creative Svcs TI Dev - 25493</b>	Creative services industry research and implementation of projects to support business development.
<b>DT Fin/Comm Outreach - 11601</b>	Downtown Target Area team staff time for budget preparation, monitoring and community outreach. Includes time for some of the 10 staff members.
<b>DT Nghbrhd Commcl Serv - 11997</b>	Financing within mixed-use housing projects encouraging more neighborhood services.
<b>DT Parking Dev Program - 14201</b>	Smart Park location management. Staff, design, capital assistance, and legal services.
<b>DT Pioneer Square Imprv - 10210</b>	PCD portion of capital improvement commitment.
<b>DT Predev Activity - 16306</b>	Project and program planning. Special projects allowance for unbudgeted activities.
<b>DT RD Destination Retail - 10225</b>	In support of the Central City Plan - promote the development of destination retail in the downtown core.

## **PDC Project Descriptions**

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<b>DT RD Dev Opp Fund - 11023</b>	Fund to support business expansion/relocation/recruitment to downtown sites. Provides a financial mechanism to address (partially offset) the higher costs of a central city business location.
<b>DT RD Lighting Program - 10230</b>	Funds lighting and signage to enhance River District area night life.
<b>DT RD Parking Dev Program - 14204</b>	Smart Park location management. Staff, design, and legal services.
<b>DT RD Seismic Loan Prog - 10223</b>	Staff, engineering, and financial analysis of prospective financial incentives.
<b>DT RD Transit Mall Rehab - 10033</b>	Provide funds to Portland Office of Transportation for repairs to Transit Mall including sidewalk brick work reconstruction, curbs, gutters & other pedestrian improvements.
<b>DT SPB Debt Management - 57158</b>	Accounts for IGA with City's Debt Management group as well as PDC Finance staff time for work on bonds and other debt issues.
<b>DT SPB Dev Opp Fund - 11024</b>	Fund to support business expansion/relocation/recruitment to downtown sites. Provides a financial mechanism to address (partially offset) the higher costs of a central city business location.
<b>DT SPB Home Ownership - 33415</b>	Provide financing for acquisition of housing for first time homeowners in support of affordable ownership objective. Includes Community Land Trust, Shared Appreciation Mortgage, Project Buy-Down, and other affordable ownership-incentive programs.
<b>DT SPB Mix Use Site Acq - 11912</b>	Implement University District Plan and revitalization objective through strategic site acquisition.
<b>DT SPB Seismic Loan Prog - 10224</b>	Staff, engineering, and financial analysis of prospective financial incentives.
<b>DT SPB Storefront Grants - 12222</b>	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses in the Downtown Target Area.
<b>DT WF Debt Management - 57155</b>	Accounts for IGA with City's Debt Management group as well as PDC Finance staff time for work on bonds and other debt issues.
<b>DT WF Destination Retail - 10219</b>	In support of the Central City Plan - promote the development of destination retail in the downtown core.
<b>DT WF Dev Opp Fund - 11022</b>	Fund to support business expansion/relocation/recruitment to downtown sites. Provides a financial mechanism to address (partially offset) the higher costs of a central city business location.
<b>DT WF Home Ownership - 33403</b>	Provide financing for acquisition of housing for first time homeowners in support of affordable ownership objective. Includes Community Land Trust, Shared Appreciation Mortgage, Project Buy-Down, and other affordable ownership-incentive programs.
<b>DT WF Mixed Use Site Acq - 11990</b>	Implement revitalization goals through strategic site acquisition.
<b>DT WF Multi-Family Hsg - 32104</b>	Funds to provide loans to develop, acquire, or rehabilitate affordable and/or moderate income rental housing units meeting affordability, growth management and neighborhood revitalization goals.
<b>DT WF Seismic Loan Prog - 10217</b>	Staff, engineering, and financial analysis of prospective financial incentives.
<b>DT WF Storefront Grants - 12202</b>	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses in the Downtown Target Area.

## **PDC Project Descriptions**

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<b>DT WF Transit Mall Rehab - 10027</b>	Provide funds to Portland Office of Transportation for repairs to Transit Mall including sidewalk brick work reconstruction, curbs, gutters & other pedestrian improvements.
<b>Eastbank Contact Office - 13129</b>	Design and construction of contact office at east end of the Steel Bridge.
<b>EDA Business Dev RLF - 28301</b>	City-wide business loan fund to support quality job creation/retention and target industry development.
<b>EDA Real Estate Dev RLF - 28201</b>	City-wide business loan fund based on job creation and retention for real estate projects only.
<b>Endangered Species Act - 10053</b>	Activities and work undertaken by PDC in response to the steelhead Endangered Species Act listing.
<b>Enterprise Zone - 24022</b>	
<b>ESA CES - 10055</b>	Activities and work undertaken by PDC in response to the steelhead Endangered Species Act listing in the Central Eastside urban renewal area.
<b>ESA River District - 10054</b>	Activities and work undertaken by PDC in response to the steelhead Endangered Species Act listing in the River District urban renewal area.
<b>ESA WF - 10056</b>	Activities and work undertaken by PDC in response to the steelhead Endangered Species Act listing in the Waterfront urban renewal area.
<b>Executive Dept Admin - 97910</b>	This project accounts for Executive staff time spent on administrative activities, such as attending staff meetings, and performing Commission-wide administrative duties.
<b>Facilities Management - 40600</b>	This project accounts for PDC's office space rent and all office management costs.
<b>Fannie Mae Owner/Rehab - 33411</b>	Provides affordable first mortgage loans for the purchase/rehabilitation or refinance/rehabilitation of owner-occupied homes.
<b>Fee Waivers - 33008</b>	This program provides fee waivers for nonprofit owned properties through the City's Fee Waiver Program.
<b>Finance Dept Admin - 57910</b>	This project accounts for Finance Director and Finance support staff time spent on administrative activities, such as attending staff meetings, coding invoices, etc.
<b>Financial Accounting Sys - 57411</b>	Manage, maintain, and enhance Financial Accounting Systems. These systems are necessary for the successful management of the Commission's accounting efforts.
<b>Five Year Business Plan - 57111</b>	Costs related to the production and updating of the Five-Year Business Plan. Efforts will cycle by year. Some years will have minor rewrites and other years will require exhaustive overhauls.
<b>Foster Predev - 28817</b>	Development Opportunity Strategy work.
<b>Foster/Powell Storefront - 28907</b>	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses.
<b>Gateway Education Center - 14402</b>	Funding for various Opportunity Gateway Concept Plan implementation measures, including assistance with public space projects, subdistrict planning efforts, site control, and other improvements as described by the Plan.

## **PDC Project Descriptions**

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<b>Gateway Fin/Comm Outreach - 14403</b>	To oversee planning and project activity in the Gateway Regional Center. Coordination of bureau staff, committees, PDC and Council.
<b>Gateway Land Acq Predev - 14404</b>	Assistance with predevelopment planning in the Gateway area.
<b>Gateway Storefront Prog - 14401</b>	Provides storefront grants within the Gateway Regional Center area to encourage revitalization.
<b>General Admin Housing - 37910</b>	Funds for providing reports, analysis, evaluation, financial funding development, budgeting, staff training and education. A new information system, providing loan origination & data reporting will be a priority of Administrative staff in 1999.
<b>Goose Hollow/Civic Plan - 14420</b>	Contract with PDOT for transportation and parking analysis, examine urban design, economic, and planning elements as part of an area redevelopment plan due in February 2000.
<b>Grant/Contract Accounting - 57350</b>	Grant & Contract Accounting captures costs of accounting for federal grants and other contracts. Costs include Finance staff who provide accounting necessary for various reports, audits, billings, and records.
<b>HIF General Admin Housing - 37911</b>	Funds for providing reports, analysis, evaluation, financial funding development, budgeting, staff training and education. A new information system, providing loan origination & data reporting will be a priority of Administrative staff in 1999.
<b>HIF Home Ownership Prog - 33414</b>	Provide technical and financial assistance in development, implementation, and delivery of First Time Homebuyer programs or initiatives such as SAM, PCLT, EAH, and LEM.
<b>HIF Home Rehab C/W - 31048</b>	Provide no- or low-interest loans to low and moderate income homeowners in BHCD target areas to make repairs and needed improvements. Outside those target areas, provide 76 loans to homeowners who receive up to 60% of Median Family Income (MFI).
<b>HIF Multi-Fam Hsg C/W - 32127</b>	Funds to provide loans to develop, acquire or rehabilitate (depending on income level served) affordable rental housing units throughout the city, meeting affordability, growth management and neighborhood revitalization goals.
<b>Hollywood/Sandy Storefrnt - 14410</b>	Provides storefront grants within the Hollywood Town Center and Sandy Boulevard Main Street area to encourage revitalization.
<b>HOME Multi Family Hsg C/W - 32126</b>	Funds to provide loans to develop, acquire or rehabilitate (depending on income level served) affordable rental housing units throughout the city, meeting affordability, growth management and neighborhood revitalization goals.
<b>Home Ownership-Cornerstne - 12005</b>	Home Ownership project in South Park Blocks area - Cornerstone.
<b>Home Ownership-Lloyd - 33405</b>	Provide financing for acquisition of housing for first-time homeowners in support of affordable ownership objective. Includes Community Land Trust, Shared Appreciation Mortgage, Project Buy-Down, and other affordable ownership-incentive programs.
<b>Home Ownership-RD - 33404</b>	Provide financing for acquisition of housing for first-time homeowners in support of affordable ownership objective. Includes Community Land Trust, Shared Appreciation Mortgage, Project Buy-Down, and other affordable ownership-incentive programs.



## PDC Project Descriptions

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<b>Human Resources - 47210</b>	This project accounts for Human Resources staff time and all costs related to this function. The principal areas of Human Resources are staffing, benefits administration, compensation, and training.
<b>Humboldt Predev - 28813</b>	Development Opportunity Strategy work.
<b>I-405 Predevelopment - 12250</b>	Working with the Mayor's Office, this project will pay for costs related to engineering, architecture and economic analysis for developing over I-405 from Burnside to Taylor.
<b>International Bus Dev - 24021</b>	
<b>Interstate Light Rail Stn - 19017</b>	PCD contribution towards the Interstate Light Rail station located in the Lloyd district.
<b>Interstate Predev - 19009</b>	Predevelopment analysis of NE Interstate corridor area as potential urban renewal area. Includes community input coordination, transportation analysis, and area planning review.
<b>Jefferson Block - 12000</b>	Jefferson Block mixed use housing project. Management of existing assets on site and managing redevelopment process. Net income after expenses for office building and parking but not Fairmont and other structures. Includes debt service on mortgage.
<b>Kenton Predev - 28816</b>	Development Opportunity Strategy work.
<b>Kerns Predev - 28815</b>	Development Opportunity Strategy work.
<b>Lawson Implementation - 55555</b>	This allows for conversion from old software with limited applications to new software which can handle increasing reporting requirements and requests. This effort will cross fiscal years.
<b>Lead Hazard Program - 32523</b>	This project tracks lead interim control and abatement work in low and moderate-income homes and is funded through a contract with the Bureau of Housing and Community Development.
<b>Legal Section Admin - 97510</b>	To manage the Commission's legal efforts. Activities include real estate transactions, contract negotiation, personnel issues, claims, loan foreclosures, urban renewal matters, and fair contracting regulation.
<b>Lents Debt Management - 57154</b>	Accounts for IGA with City's Debt Management group as well as PDC Finance staff time for work on bonds and other debt issues.
<b>Lents Financial Asst - 16308</b>	Business development loans.
<b>Lents General - 12208</b>	Overall management of Workforce & Economic Development Advisory Committee, budget and work plan preparation and development and maintenance of focused strategies.
<b>Lents Housing - 32109</b>	Financial assistance programs to support homeowner purchases and rehabilitation, rental property repair, and new housing development.
<b>Lents Learning Ctr - 16307</b>	Financial assistance related to construction of the Outer Southeast Manufacturing and Technology Center.
<b>Lents Liv Home Rehab - 31209</b>	Helps rehabilitate existing single-family housing in residential neighborhoods.
<b>Lents Liv Homeowner - 33409</b>	Provides financing for acquisition of housing for first-time low and moderate income homebuyers in the Lents target area.

## PDC Project Descriptions

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<b>Lents Nghbrhd Livability - 13122</b>	Overall management of Neighborhood Livability Advisory Committee, budget and work plan preparation, and pre-project research and planning.
<b>Lents Nghbrhd Sts/Sdwk - 26714</b>	Carry out program to pave unpaved neighborhood residential streets and improve sidewalks and intersections for pedestrian safety.
<b>Lents Parks Dev Proj - 13125</b>	Undertake construction of improvements to parks and open spaces.
<b>Lents Parks General - 13120</b>	Overall management of Parks Advisory Committee, budget and work plan preparation and pre-project research and planning.
<b>Lents Parks Plan - 13124</b>	Prepare development plans for identified parks and open space sites.
<b>Lents Parks Prop - 28215</b>	Overall urban renewal project management and public involvement coordination.
<b>Lents Parks Prop Acq - 13126</b>	Acquire property for parks, recreation, and open spaces projects.
<b>Lents Redev Fin Asst - 12207</b>	Provide predevelopment assistance, or direct financing to large-scale commercial, housing or mixed-use projects; and storefront improvement grants and commercial building rehabilitation in target areas.
<b>Lents Redev General - 12209</b>	Overall management of Redevelopment Advisory Committee, budget and work plan preparation, and pre-project research and planning.
<b>Lents Redev Property Acq - 13121</b>	Acquire and maintain property for redevelopment purposes, or to carry out public infrastructure improvements.
<b>Lents Redev Public Imprv - 12204</b>	Construct public infrastructure improvements to carry out public redevelopment plans or to facilitate and support private development that is consistent with redevelopment implementation strategies.
<b>Lents Redev Strategies - 13127</b>	Development of conceptual plans and implementation strategies for focused area, site or market segment.
<b>LID Subsidy to Homeowners - 31502</b>	The Local Improvement District Program provides grants for 20 single-family low-income homeowners who are required by a local improvement district to participate in an assessment. Improvements can include sidewalks or streets.
<b>Lloyd Area Planning - 16217</b>	Provides staff and consultant services for update of area development strategy and Rose Quarter planning to facilitate growth and development.
<b>Lloyd Commercial Dev - 25606</b>	Funds for land acquisition, loans and capital project assistance to support commercial redevelopment with particular employers around the Oregon Convention Center. Also supports Lloyd job development strategy.
<b>Lloyd Fin/Comm Otrch - 16209</b>	Update area development plan, conduct five-year plan outreach and respond to citizen, property owner and developer inquiries and issues. Includes target area team activities.
<b>Lloyd Storefront Imprv - 16213</b>	50/50 matching grants to owners and tenants for exterior facade improvements on Broadway/Weidler and MLK Blvd/Grand Ave. corridors.
<b>Lloyd Transport Imprv - 16230</b>	Finance various transportation improvements in the Lloyd Target Area including streetscape improvements, street signal modifications and changes to existing street network to support area livability and business development.

## **PDC Project Descriptions**

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<b>Loan Servicing Ec Dev - 47811</b>	Provides staff and operating costs for the servicing of loans made with CDBG and other funds. PDC contracts with Leader Mortgage to provide loan servicing for loans producing approximately \$4 million in loan repayments.
<b>Loan Servicing Hsg - 47810</b>	Provides staff and operating costs for the servicing of loans made with CDBG and other funds. PDC contracts with Leader Mortgage to provide loan servicing for loans producing approximately \$4 million in loan repayments.
<b>Management Reporting - 57410</b>	This provides supervisory information ranging from transactional accounting to budget vs. actual. It also provides for a variety of financial reports, both in-house and to outside reporting agencies and contractors.
<b>MFH 333 Oak Street - 11076</b>	Funds to preserve 90 units of affordable housing in downtown (at risk due to expiring federal subsidies). Funding includes a loan to acquire/rehabilitate project to serve a population earning 0-50% of the MFI.
<b>MFH Lloyd District - 16203</b>	Funds to be used for land acquisition or financing to promote development of high density, mixed-income and affordable housing in the Lloyd District.
<b>MFH MLK Housing Proj - 25203</b>	Fund affordable mixed-use housing units and/or land acquisition; continues efforts to revitalize the neighborhood along Alberta Street, and in the lower Albina portion of the Convention Center Urban Renewal Area.
<b>MFH North Macadam - 10525</b>	To plan and provide for a range of housing opportunities to accommodate households at all income levels. Promote density housing which supports transit orientation and encourage programs which create links between employment and housing in the area.
<b>MFH Preservation-C/W - 34501</b>	Acquisition of existing multi-family residential properties with Housing and Urban Development Section 8 expiring subsidies and other housing preservation opportunities as identified.
<b>MFH Preservation-DT - 34502</b>	Acquisition of existing multi-family residential properties with Housing and Urban Development expiring subsidies. One project every two years.
<b>MFH Preservation-SPB - 34510</b>	Acquisition of existing multi-family residential properties with Housing and Urban Development Section 8 expiring subsidies and other housing preservation opportunities as identified.
<b>Midtown Block Streetscape - 11991</b>	Completion of design guidelines and preliminary capital improvements for Midtown Park Blocks.
<b>Mississippi Predev - 28812</b>	Development Opportunity Strategy work.
<b>MLK Blvd Comm Site Dev - 25605</b>	Purchase property within Oregon Convention Center urban renewal area on MLK Blvd. and Alberta Street and redevelop for commercial uses. Also used to assist existing property owners with redevelopment.
<b>MLK Blvd Equity Loan Fund - 25527</b>	Provides long term loans for new, small businesses on MLK and Alberta Street targeted at MBE and WBE businesses. Tax Increment not required past 2009-'10. Revolving Fund established.
<b>MLK Blvd Improvements - 25525</b>	Transfer to PDOT for reconstruction of MLK Blvd. Phase One from Fremont to Skidmore Street per recent MLK Blvd. Strategic Plan.

## PDC Project Descriptions

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<b>MLK Blvd Marketing Plan - 25522</b>	Implement recommendations contained in the 1997 MLK Blvd. Commercial Dev. Strategy to promote and market the MLK Blvd. corridor. Efforts are aimed at increasing customer awareness of the business, goods and services in the corridor.
<b>MLK Blvd Predev - 25519</b>	Predevelopment assistance (architects, engineers, financial feasibility) for business and property owners in the Oregon Convention Center urban renewal area on MLK Blvd. and Alberta Street.
<b>MLK Blvd Sidewalks - 25528</b>	Incentives to encourage businesses to implement MLK Blvd. street improvements in conjunction with construction projects.
<b>MLK Blvd Storefront Prog - 25521</b>	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses in targeted areas: MLK Blvd. only from NE Schuyler to Portland Blvd.
<b>Museum Place - 12050</b>	Museum Place mixed use housing project.
<b>N DT Storefront Grants - 13086</b>	Provides 50% matching grants, up to \$15,000, for building storefront improvements in Old Town/China Town. Work includes painting, awnings, and other storefront improvements. Allows for approximately 10 projects per year.
<b>N Mac Bond Construction - 10519</b>	Engineering and design for the first new north/south street to be constructed in North Macadam. FY 2000--'01 work will focus on engineering. Construction anticipated to begin in FY 2001--'02.
<b>N Mac Dev Agreements - 10512</b>	Negotiate memorandums of understanding and development agreements with North Macadam property owners.
<b>N Mac Employee Loan Fund - 10527</b>	Business assistance services to existing firms relocating out of the district and to new firms moving into the district.
<b>N Mac Greenway/Riverfront - 10516</b>	Coordination of issues related to greenway, bank, and riverfront development in North Macadam.
<b>N Mac Implement Coord - 10510</b>	Coordinate adoption and implementation of North Macadam District Framework Plan goals and objectives; general district management.
<b>N Mac Inter Bureau Coord - 10513</b>	Facilitate City bureau coordination and fund technical work through Inter-Governmental Agreements (IGA's).
<b>N Mac Land Acquisition - 10514</b>	Professional services include appraisal, geotech work, level I and II testing, and legal costs.
<b>N Mac Strat Infrast Plan - 10517</b>	Coordination of planning, design, and development of utility, telecommunication, and infrastructure work in North Macadam as a District-wide plan.
<b>N Mac Streetcar - 10520</b>	Preliminary planning and engineering; funding strategies.
<b>N Mac Tram - 10521</b>	Planning, design and construction of Marquam Hill Tram to OHSU.
<b>N Mac Trans Planning - 10511</b>	Design and coordination of a transit strategy for North Macadam District.
<b>NE Alberta Storefront - 28906</b>	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses in targeted areas: Alberta & Kenton.
<b>NE Alberta Street Imprv - 25526</b>	Streetscape improvements to implement the Alberta Street Plan prepared by the Portland Office of Transportation.

## **PDC Project Descriptions**

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<b>NE Finance/Comm Outreach - 16212</b>	Update area development plan, conduct five-year plan outreach and respond to citizen, property owner and developer inquiries & issues. Includes target area team activities.
<b>NE Humboldt Storefront - 28916</b>	To provide grants or loans to help stimulate development opportunity strategy (revitalization).
<b>NE Mississippi Storefront - 28918</b>	To provide grants or loans to help stimulate development opportunity strategy (revitalization)
<b>New TAD DOS Loans - 27000</b>	Loan assistance or Development Opportunity Strategy (DOS) feasibility studies in the Foster, Humboldt & Mississippi Target Area Designations (TADs). TAD coordinators are responsible for marketing program. PDC is responsible for processing applications.
<b>Nghbrhd Bus District - 26800</b>	Prepare plan to establish Business Improvement District (BID) Pilot Program within commercial areas. PDC to partner with Portland Neighborhood Business Assoc. to develop system for city-wide BID program & initiate limited number in select areas.
<b>Nonprofit Fac Rehab C/W - 32702</b>	Funds for non-profit organizations to acquire, construct or rehabilitate properties which will be used to provide direct community services to non-residents.
<b>O'Bryant Square - 12216</b>	Capital Improvements to O'Bryant Square Park in South Park Blocks.
<b>OCC Debt Management - 57159</b>	Accounts for IGA with City's Debt Management group as well as PDC Finance staff time for work on bonds and other debt issues.
<b>OCC Eastbank/Riverfront - 10049</b>	Manage, design, and construct (Phase I) east side park along Willamette River between Steel and Burnside bridges. Includes Floating Walkway portion.
<b>OCC Emp Investment Fund - 25531</b>	Employee investment fund. Performance-based loans tied to new job creation.
<b>OCC Expansion - 16206</b>	Capital support for Convention Center expansion.
<b>Opp Gateway Prog Mgmt - 14400</b>	To oversee continued predevelopment planning and project activity in the Gateway Regional Center. Coordination of bureau staff, committees, PDC and Council. TGM grant management.
<b>OT Lighting Grants - 13087</b>	Provides 50% matching grants to businesses in Old Town and Chinatown for lighting improvements. Funding: PGE and City of Portland. Funds building lighting, signage and other work to enhance area night life.
<b>OT/CT Housing-Flanders - 11236</b>	Funds for a one-year construction loan for the 60-unit condominium project in Chinatown.
<b>OT/CT Streetscape Imprv - 10025</b>	Design/construction of public improvements in Old Town/Chinatown to enhance cultural identity, following 1999 Chinatown Dev. Plan. Includes sidewalks, street trees, and redevelopment assistance to private properties.
<b>Park Block 5 - 12210</b>	Manage the planning and design for the new Park Block at Taylor and Park Avenue.
<b>Parking Group Contract - 14202</b>	Contract with the Bureau of General Services to compensate PDC for participation on City's "Parking Group" - planning and financing strategies for Smart Park.

## **PDC Project Descriptions**

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<b>Pearl District Dev Plan - 13050</b>	Funding to retain consultants to prepare a development plan for Pearl District neighborhood.
<b>PERS POB's - 57152</b>	PDC's debt service requirement for the PERS Pension Obligation Bonds issued in FY 1999-00. The bonds cover the unfunded liability portion of PERS.
<b>Pre Dev Asst (CDBG) - 28810</b>	Provide assistance to target areas and individual property owners in developing plans and determining feasibility for potential development projects, and financing development projects.
<b>Prsv Line/Credit-Fairfld - 12031</b>	Line of credit portion of Fairfield preservation housing acquisition in South Park Blocks.
<b>Prsv Line/Credit-Jeff W - 12028</b>	Preservation housing acquisition of Jefferson West property in South Park Blocks.
<b>Public Affairs Admin - 67910</b>	Tracks Public Affairs staff time and work efforts. These efforts include strategic communications planning, media relations, publication writing, speech writing, internal communications, event planning, and issue management.
<b>RD 9th Ave/Lovejoy Redev - 13115</b>	Preparation of a development plan and Disposition & Development Agreement; initiation of site preparation, testing, etc. Project will be mixed use with grocery store on ground floor, housing above, and parking.
<b>RD 9th/Lovejoy MFH - 13133</b>	Financing for an affordable MFH project on Hoyt Street Properties' holdings at 9th & Lovejoy.
<b>RD Agr Center Parking - 13113</b>	Design and construct a 500-car parking structure under the Broadway Bridge for the development of the Agricultural Marketing Center Phases II & III and to acquire River Queen and Albers Mills parking lots.
<b>RD Classical Chinese Grdn - 13128</b>	Design and construction of a Suzhou-style Classical Chinese Garden on city block at NW 3rd & Flanders. Majority of private funds have been raised. Construction complete by summer 2000.
<b>RD Creative Services - 25495</b>	Develop/implement strategies to assist the growth and expansion of the creative services industry. Provide business assistance services.
<b>RD CT Parking/Dev Site - 10222</b>	Manage 3/4 block in Chinatown; predevelopment work; offer property for redevelopment as a mixed-use project; develop project.
<b>RD CT Sr Comm Ctr - 13077</b>	Acquisition of building space in Chinatown to house a community center supporting the Chinese community.
<b>RD Debt Management - 57156</b>	Accounts for IGA with City's Debt Management group as well as PDC Finance staff time for work on bonds and other debt issues.
<b>RD Dev Opportunity Fund - 13102</b>	Financial assistance to property owners and businesses for job creation and retention. Possible uses also include interior renovations, payment of System Development Charges, or other assistance.
<b>RD Environmental - 13143</b>	This project funds Brownfields policy development; Level I & II environmental work and remediation work.
<b>RD Historic Preservation - 13080</b>	Overall coordination and liaison with State Historic Preservation Office, Advisory Council, National Trust, liaison with local historic districts and Bureau of Planning. Printing of public information, brochures, promotional materials, etc.

## **PDC Project Descriptions**

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<b>RD Horse Barn Relocate - 13132</b>	Relocate Mounted Horse Patrol from the Union Station property to the Centennial Mills site.
<b>RD Land Acquisition - 13111</b>	Funds to acquire key waterfront properties pursuant to the River District Development Plan.
<b>RD Older Building Seismic - 13109</b>	Staff, engineering, and financial analysis of prospective financial incentives.
<b>RD Project Management - 13142</b>	Ongoing management of PDC's role in River District: Steering Comm., Coordinating Comm., overseeing Housing Strategy updates, managing Development Agreement w/Hoyt St. Prop., public info., public meetings, hearings, etc.
<b>RD Public Site Imprv - 11263</b>	City's share of streets, sidewalks, pedestrianways and Boardwalk associated with Hoyt Street Properties' development.
<b>RD Rental/Prsv Projects - 32129</b>	Funds to provide loans to develop, acquire for preservation or rehabilitate (depending on income level served) affordable multifamily housing meeting affordability, growth management and neighborhood revitalization goals.
<b>RD Storefront Grants - 13088</b>	Provides 50% matching grants, up to \$15,000, for building storefront improvements in Pearl District. Work includes painting, awnings, and other storefront improvements. Allows for approximately 10 projects per year.
<b>RD Tanner Creek Park Dev - 13119</b>	Staff and consultants to undertake Tanner Creek Park & Water Feature project planning, design, and construction of the first two park squares.
<b>RD Terminal One - 13090</b>	Acquisition and property management; pre-development work leading to offering for redevelopment.
<b>RD Trailways/PO Block - 13084</b>	Ongoing operating and maintenance budget for managing two lots. Includes parking operator contract, capital improvements, property taxes, preparation of marketing materials and offer for redevelopment.
<b>RD Waterfront Park Dev - 13112</b>	Master Planning and Schematic design for waterfront park development between Steel Bridge and Terminal One.
<b>RD WF Dev Opp Fund - 13101</b>	Financial assistance to property owners and businesses for job creation and retention. Possible uses also include interior renovations, payment of System Development Charges, or other assistance.
<b>RD WF Environmental - 13130</b>	This project funds Brownfields policy development; Level I & II environmental work and remediation work.
<b>RD WF Land Acquisition - 13110</b>	Funds to acquire key redevelopment properties pursuant to the Old Town/Chinatown Development Plan.
<b>RD WF Older Bldg Seismic - 13108</b>	Staff, engineering, and financial analysis of prospective financial incentives.
<b>RD WF Project Management - 13118</b>	Ongoing management of PDC's role in River District: Steering Comm., Coordinating Comm., overseeing Housing Strategy updates, managing Development Agreement w/Hoyt St. Prop., public info., public meetings, hearings, etc.
<b>RD WF Public Site Imprv - 11233</b>	City's share of streets, sidewalks, pedestrianways and Boardwalk associated with Hoyt Street Properties' development.
<b>RD WF Rental/Preservation - 32108</b>	Funds to provide loans to develop, acquire for preservation or rehabilitate (depending on income level served) affordable multifamily housing meeting affordability, growth management and neighborhood revitalization goals.

## **PDC Project Descriptions**

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<b>Records Management - 47710</b>	To manage the Commission's records retention needs as well as comply with state and federally mandated record-keeping laws as they apply to various Commission activities.
<b>Refinance C/W - 31044</b>	Provide rehabilitation/refinance loans to low and moderate income homeowners in BHCD target areas, to lower housing payments and accomplish home rehabilitation. Loans are leveraged with PLPA funds.
<b>Reg Bus Dev/Recruitment - 24015</b>	Direct business assistance as well as regional data collection and analysis in order to support regional business development City goals.
<b>Reg Investments - 24405</b>	Fiscal agent for Regional Investment program (Washington and Multnomah Counties).
<b>Rental Hsg-Fountain Plaza - 12015</b>	Rental Housing Line of Credit Replacement/Rehabilitation project in South Park Blocks - Fountain Place.
<b>Rental Rehab Multi-Family - 32123</b>	Program to provide loans to smaller rental properties for rehabilitation or repair.
<b>REO Property Management - 40601</b>	This project accounts for managing real estate owned by PDC that is not currently tied to an active project, such as the management of property PDC owns in St. Johns.
<b>Risk Management - 47030</b>	Accounts for PDC's insurance coverage, including public liability, property damage liability, and workers compensation insurance.
<b>Riverplace Marina Lease - 13060</b>	Riverplace Marina waterway lease, pass-through arrangement.
<b>RQ Pedestrian Connectn - 10128</b>	Carry out design and construction of sidewalk, walkway, lighting, landscaping, signage and other improvements to increase pedestrian accessibility, comfort and safety of the area under and adjacent to I-5 between the Rose Quarter & Convention Center.
<b>SE Milwaukie Storefront - 28911</b>	Provide up to five storefront grants to help stimulate revitalization in the following Bureau of Housing and Community Development areas/streets : Milwaukie, Mississippi, Humboldt, and Foster.
<b>SPB Bldg Lighting Grants - 12010</b>	Funds lighting and signage to enhance South Park Blocks area night life.
<b>SPB Fin/Comm Outreach - 12205</b>	Internal administrative category to cover budget, five-year plan, department management and communications with key stakeholders.
<b>SPB Predevelopment - 12206</b>	Respond to new project activities and policy development/analysis.
<b>SPB Prsv-Fairfield - 12030</b>	Preservation project in the South Park Blocks area- Fairfield.
<b>SPB Rental Housing - 32128</b>	Funds to provide loans to develop, acquire, or rehabilitate affordable and/or moderate income rental housing units, meeting affordability, growth management, and neighborhood revitalization goals.
<b>SPB St Car/Scpe Imprv - 12099</b>	Architectural/engineering/planning and construction for Central City streetcar and related streetscape improvements along 10th/11th Ave.
<b>St Johns Predev - 28814</b>	Development Opportunity Strategy work.
<b>St Johns Storefront - 14415</b>	Provide storefront grants within the St. Johns Town Center and Lombard Main Street area to encourage revitalization.



## **PDC Project Descriptions**

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<b>St Johns Storefront Prog - 28920</b>	50/50 matching grants given to property owners/tenants for exterior improvements to existing commercial buildings in targeted areas (revitalization).
<b>Steel Bridge/Pedestrian - 16207</b>	Additional funding for Steel Bridge pedestrian walkway implemented by PDOT.
<b>Sustainable Bus Dev - 24020</b>	Develop and implement strategies to support the growth and development of businesses within this target industry.
<b>SWF Environ Testing - 11060</b>	Continue environmental investigation of RiverPlace development Parcels 3, 5, 6 and 8, Voluntary Clean-up Program contract with DEQ, groundwater monitoring and reporting and soil removal and treatment.
<b>SWF Greenway Development - 18041</b>	Construction of final phase of Waterfront Park at RiverPlace from SW Montgomery to Marquam Bridge.
<b>SWF Harrison St Extension - 11072</b>	Design and engineering of extension of SW Harrison from Front Avenue to Moody.
<b>SWF Parcel Development - 11069</b>	Parcel pre-development demolition, grading, geotechnical investigations, utility relocation, landscaping and off-site infrastructure construction.
<b>SWF Park Amphitheater Rpr - 18045</b>	Tom McCall Waterfront Park Amphitheater repair.
<b>SWF Public Parking Dev - 11025</b>	Negotiation of long-term lease with Oregon Department of Transportation for use of Marquam Bridge Right of Way for visitor parking. Undertake environmental investigation, project design and engineering.
<b>SWF River Parkway Phase I - 11074</b>	Construction of SW River Parkway from Moody to Marquam Bridge.
<b>Target Industry Dev - 24512</b>	Develop/implement strategies for target industries. Focus on connecting Portland suppliers to regional firms (primarily high tech/metals). Provide program/project support for Central City target industries (info svcs, creative svcs, biotech).
<b>Targeted Investment Prog - 28212</b>	City-wide business loan fund to support quality job creation/retention and target industry development.
<b>Union Station - 11231</b>	On-going staffing associated with long-term planning for redevelopment of the 30-acre Union Station property and preservation of the historic building.
<b>Union Station Agr Center - 11244</b>	Completion of Food Innovation Center financing package; development of the Phase II building.
<b>Union Station Forecourt - 11250</b>	Redesign the parking block in front of Union Station as a landscaped forecourt and entryway into Union Station property with limited parking and drop-off functions.
<b>Union Station Hsg Phase 3 - 11238</b>	Funds for financial assistance as part of constructing Phase III of the Union Station housing project. Phase III will have approximately 130 units.
<b>Union Station Prop Mgmt - 11237</b>	Manage Union Station property commercial parking lots.
<b>Univ Dist Mixed Use - 12217</b>	University district mixed use land acquisition related to PSU Engineering School development.
<b>W End Retail Imprv - 12101</b>	Complete visioning and planning for West End area. Initiate first phase of public improvements to define character of area and foster private investment.

## **PDC Project Descriptions**

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**W End Retail/PB5 Parking - 12098**

Address parking needs/issues in South Park Blocks/West End area; architectural/engineering/planning feasibility analysis for potential new parking garage/mixed-use project. Assume potential site acquisition/control.

**Walnut Park Retail - 25507**

Debt service for Walnut Park lighting/signage capital improvement plan. PDC is reimbursed by the City for these costs (associated with 1995--'96 work).

### **What is urban renewal?**

Urban renewal is a program authorized by State of Oregon laws adopted in 1957 and 1961. Its purpose is to help communities improve and redevelop areas which are deteriorated, unsafe, have a lack of infrastructure such as streets, utilities and sidewalks, or have extensive vacant and under-utilized property.

More than 40 Oregon cities and counties currently have urban renewal programs in operation. The Portland Development Commission (PDC) is Portland's urban renewal agency. In the four decades since PDC was established, City Council has created 19 urban renewal areas in Portland. PDC currently administers eight plans.

Specific projects that will be funded with tax increment funds in our eight urban renewal areas in the next few years include:

**Airport Way:** Airport Light Rail, trail development, business development

**Central Eastside:** Eastbank Park, MLK street improvements, Lower Burnside area redevelopment

**Downtown Waterfront:** Multi-family housing preservation and development, creative services industries center, job development

**Oregon Convention Center:** Land acquisition and development, Broadway/ Weidler infrastructure improvements

**South Park Blocks:** New Park Block, Hamilton Replacement Housing II, land acquisition

**Lents Town Center:** Public improvements (sidewalks, parks, parking, streets), economic and commercial development and housing development

**River District:** Housing, new parks, new streets and Central City Streetcar, transit improvements and retail redevelopment.

**North Macadam:** Street and utility improvements, greenway trail and riverbank improvements, property acquisition for parks, jobs, and housing.

A new urban renewal area is also currently being proposed for the North Interstate Corridor.

### **How does urban renewal work?**

The basic idea behind urban renewal is simple: future tax revenues pay for revitalization efforts. The City Council, acting on the recommendations of a community-based Advisory Committee and PDC, draws a line around an area (the urban renewal boundary) and identifies improvements within that area (the urban renewal plan). Subsequently, the City issues urban renewal bonds to pay for the identified improvements. As property values increase in the district due to new investment, the rise in property tax revenues (called tax increment) is used to pay off the urban renewal bonds. When they are paid off, all the tax revenues go back into the normal property tax collections.

*The result:* The city as a whole gains new public assets such as streets, green spaces, and utility lines that in turn bring about private investment to create jobs, revitalize neighborhoods and provide a full range of housing.

### **How does a community start and carry out an urban renewal program?**

The community must prepare a document called an Urban Renewal Plan for the area in which it wants to work. The plan details what the community intends to do in the area and how and when it intends to do it. Renewal Plans must be prepared with involvement by the general public. A renewal plan can only be adopted by Portland's City Council after it calls for and conducts a formal public hearing on the plan. After the Urban Renewal Plan is adopted, PDC is responsible for directing and making the major decisions needed to carry out the plan. PDC staff administers Portland's urban renewal plans under the direction of the PDC Board.

### **What does urban renewal accomplish?**

Urban renewal funds can be used for a variety of investments, such as:

- Redevelopment projects, including mixed use projects like Belmont Dairy, in Southeast Portland
- Economic development strategies, such as small business improvement loans, or loan programs tied to family-wage jobs
- Housing loans and other financial tools, for new and rehabilitated housing which serves a variety of income levels in a variety of densities and types (rental, for sale)
- Streetscape improvements, including new lighting, trees, pedestrian facilities, etc.
- Transportation enhancements, including light rail, intersection improvements, etc.
- Historic preservation
- Parks and open spaces

### **How does urban renewal affect my taxes?**

The formation of an urban renewal district does not result in new taxes. New urban renewal activities are financed by bonds and notes. The bonds and notes are repaid from the property taxes generated by the increase in value, over time, of properties within the district.

### **General Facts**

Each urban renewal area has a plan which provides information on the area including, the legal boundaries, goals and objectives, definitions, project activities, and expiration dates. A corresponding report on each urban renewal plan provides more details on the condition of the area, maximum indebtedness, and fiscal impacts. Key items included in the plan and report are:

## Facts About Urban Renewal

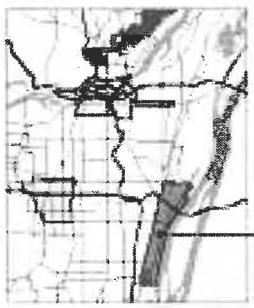
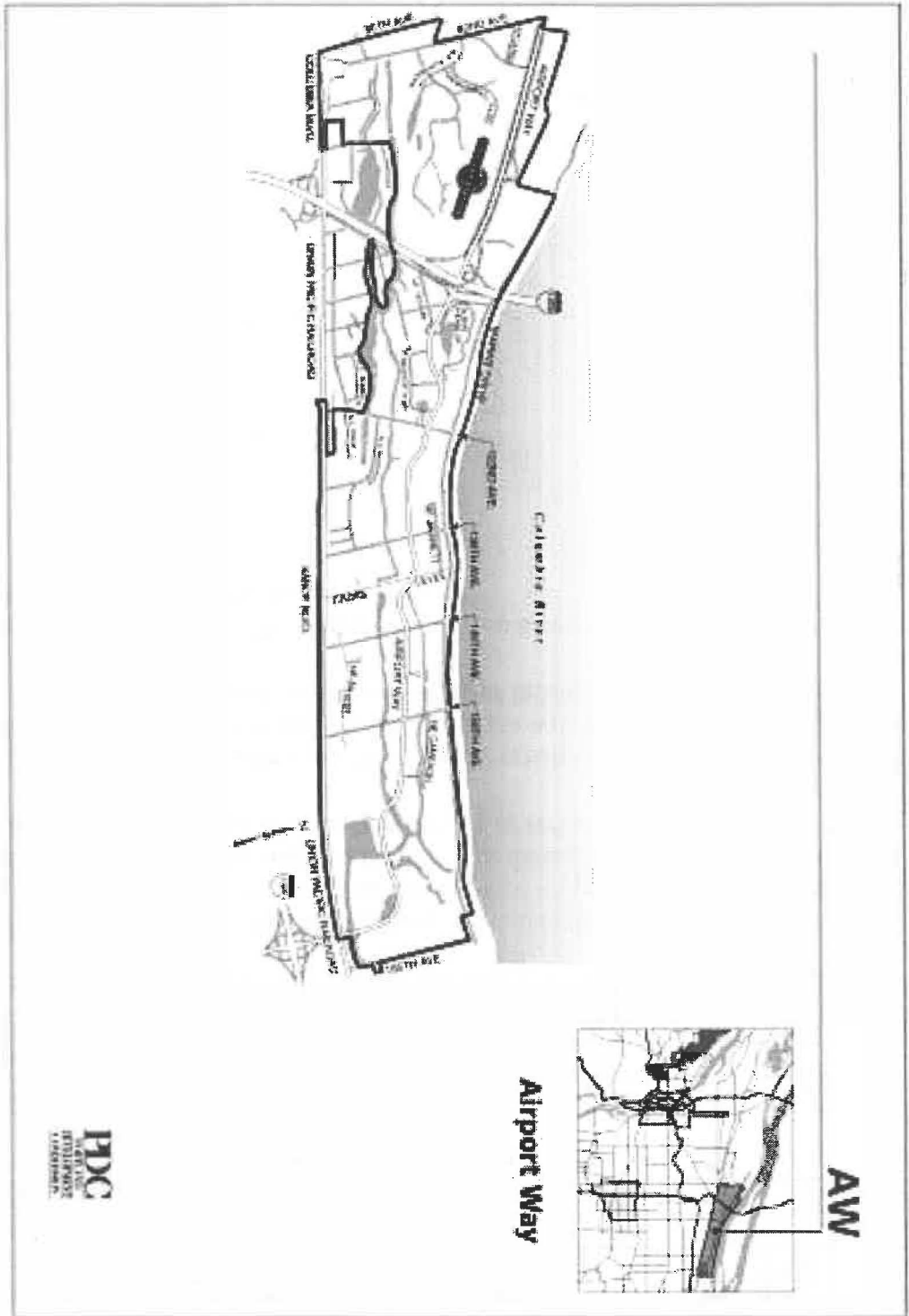
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<b>Urban Renewal Area</b>	<b>Maximum Indebtedness</b>	<b>Plan Expiration Date</b>	<b>Number of Acres included in Plan Area</b>
Airport Way	\$72,638,268	May, 2011	2,780
Central Eastside	66,274,000	August, 2006	680
Downtown Waterfront	165,000,000	April, 2004	309
Oregon Convention Center	167,511,000	June, 2013	601
South Park Blocks	143,619,000	July, 2008	134
Lents Town Center	75,000,000	October, 2015	2,472
River District	233,935,655	June, 2018	309
North Macadam	288,562,000	June, 2022	409

An urban renewal area's maximum indebtedness represents the principal amount of indebtedness for a given urban renewal area and is based on good faith estimates of project costs, including inflation, that are planned in each area during the life of the district. The maximum indebtedness does not include debt service or refinancing costs.

The plan expiration date is the stated date within each urban renewal area's plan whereby it is estimated that either the maximum indebtedness amount will be reached or the urban renewal area will no longer have indebtedness or plans to incur indebtedness within the next year.

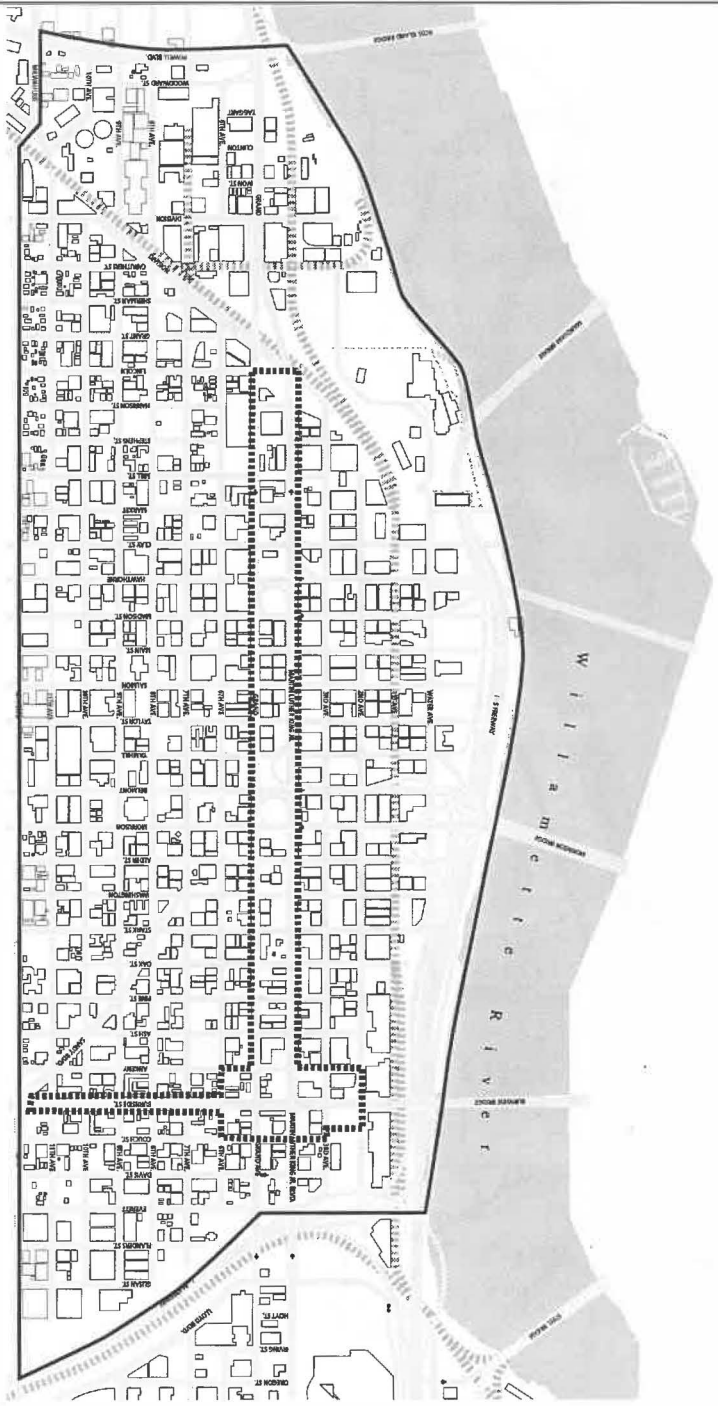
The number of acres included in the plan area are those acres within the boundaries of the district as established by the urban renewal plan.



**AW**

**Airport Way**

**PDC**  
 PORTLAND DEVELOPMENT CORPORATION



**CES**

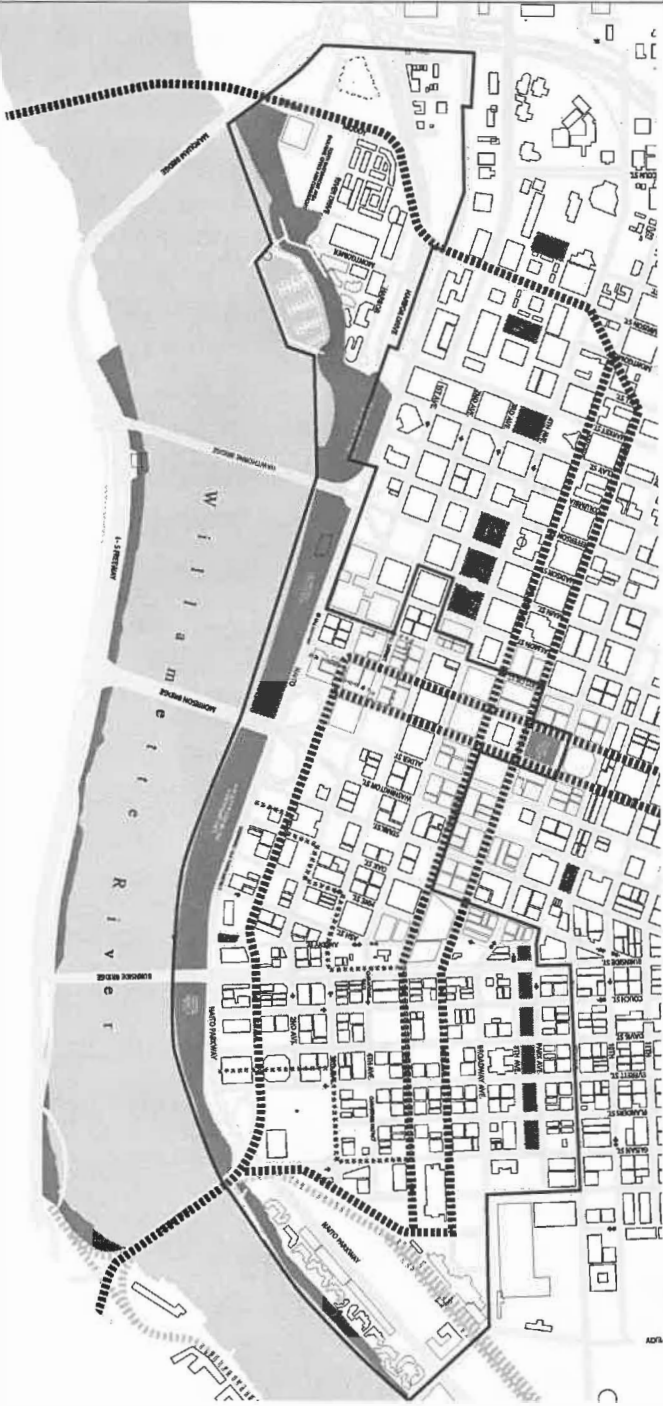
**Central Eastside**

**PDC**  
 PORTLAND  
 DEVELOPMENT  
 COMMISSION

# DTW

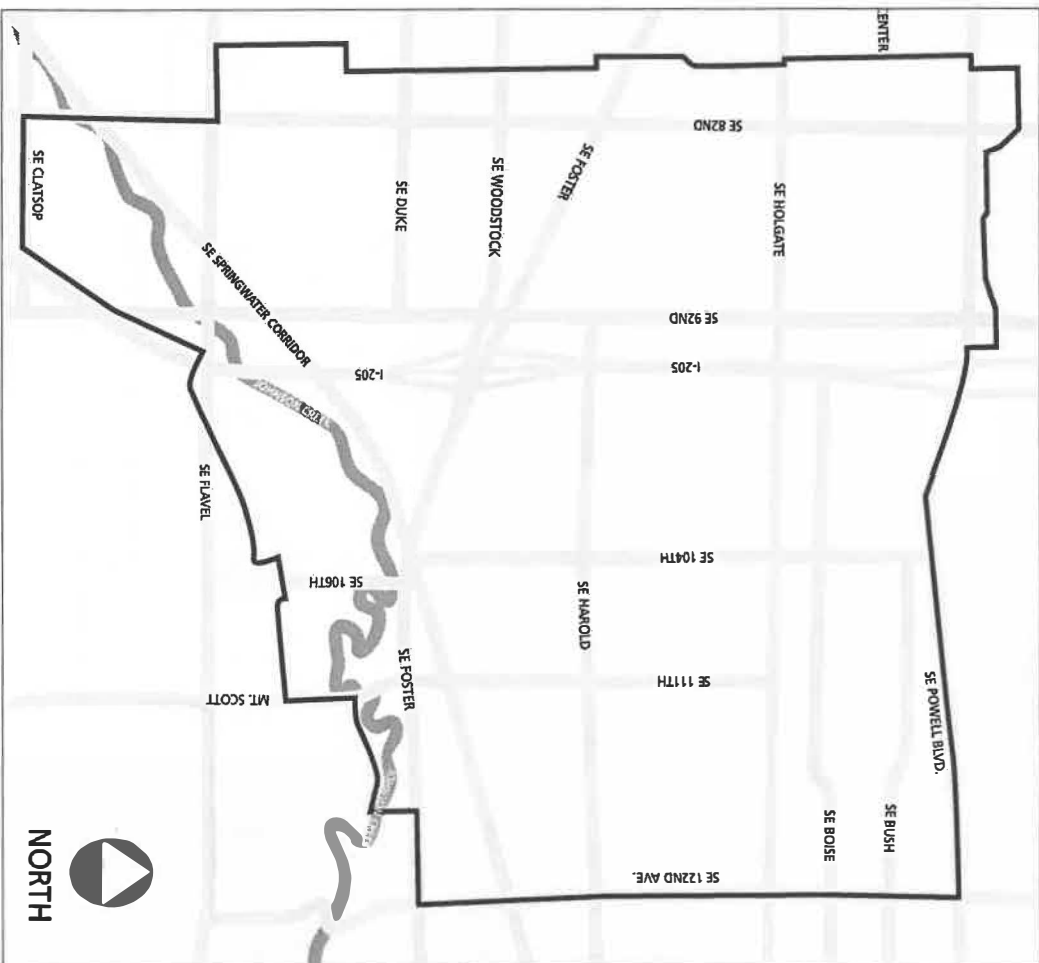


## Downtown Waterfront



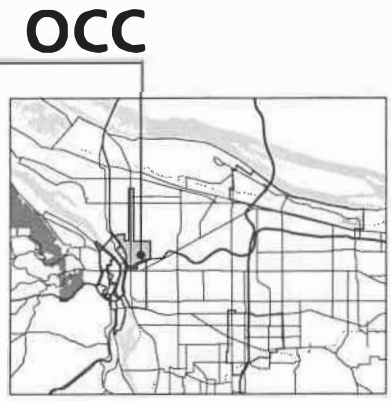
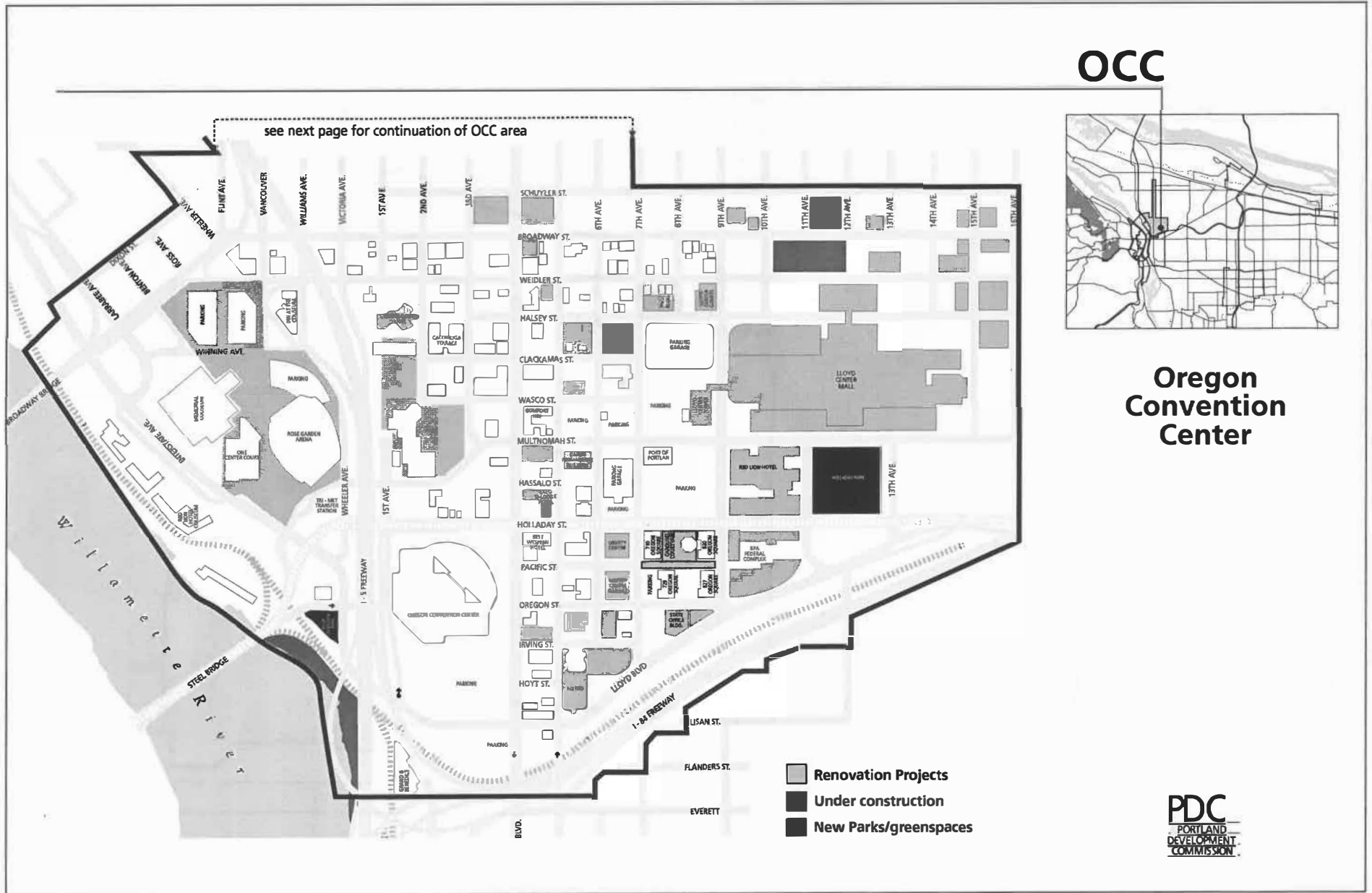
**PDC**  
 PORTLAND  
 DEVELOPMENT  
 COMMISSION





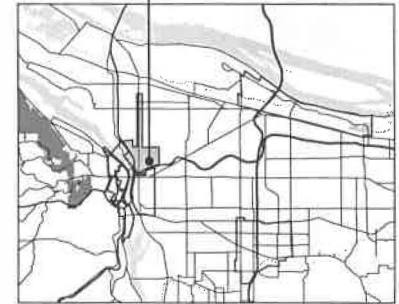
Lents Town Center

LTC



**Oregon  
Convention  
Center**

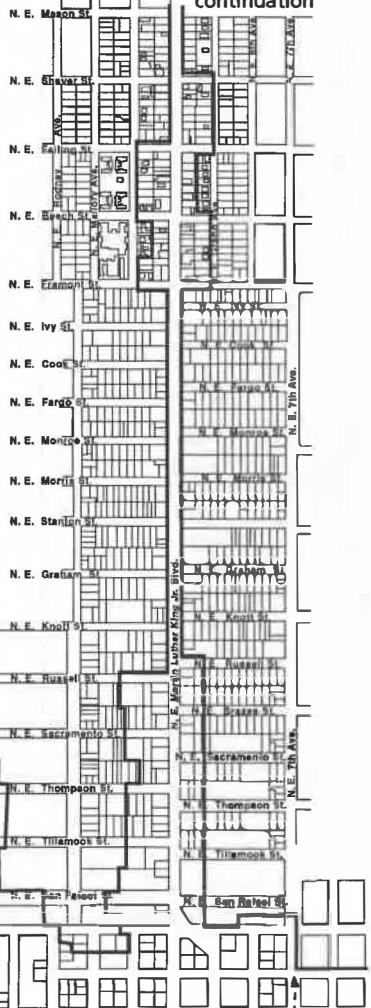
OCC



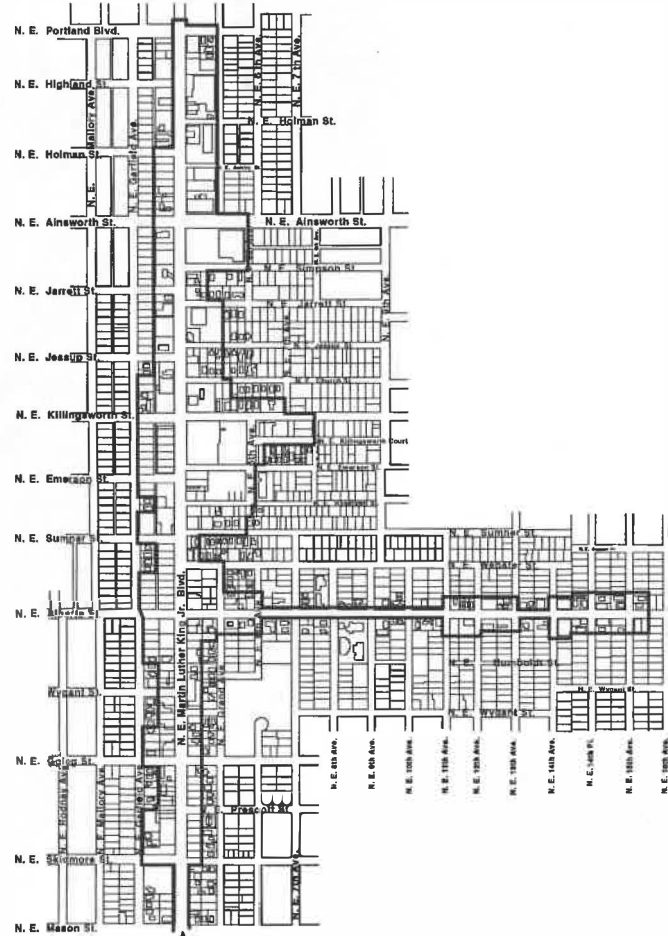
Oregon Convention Center

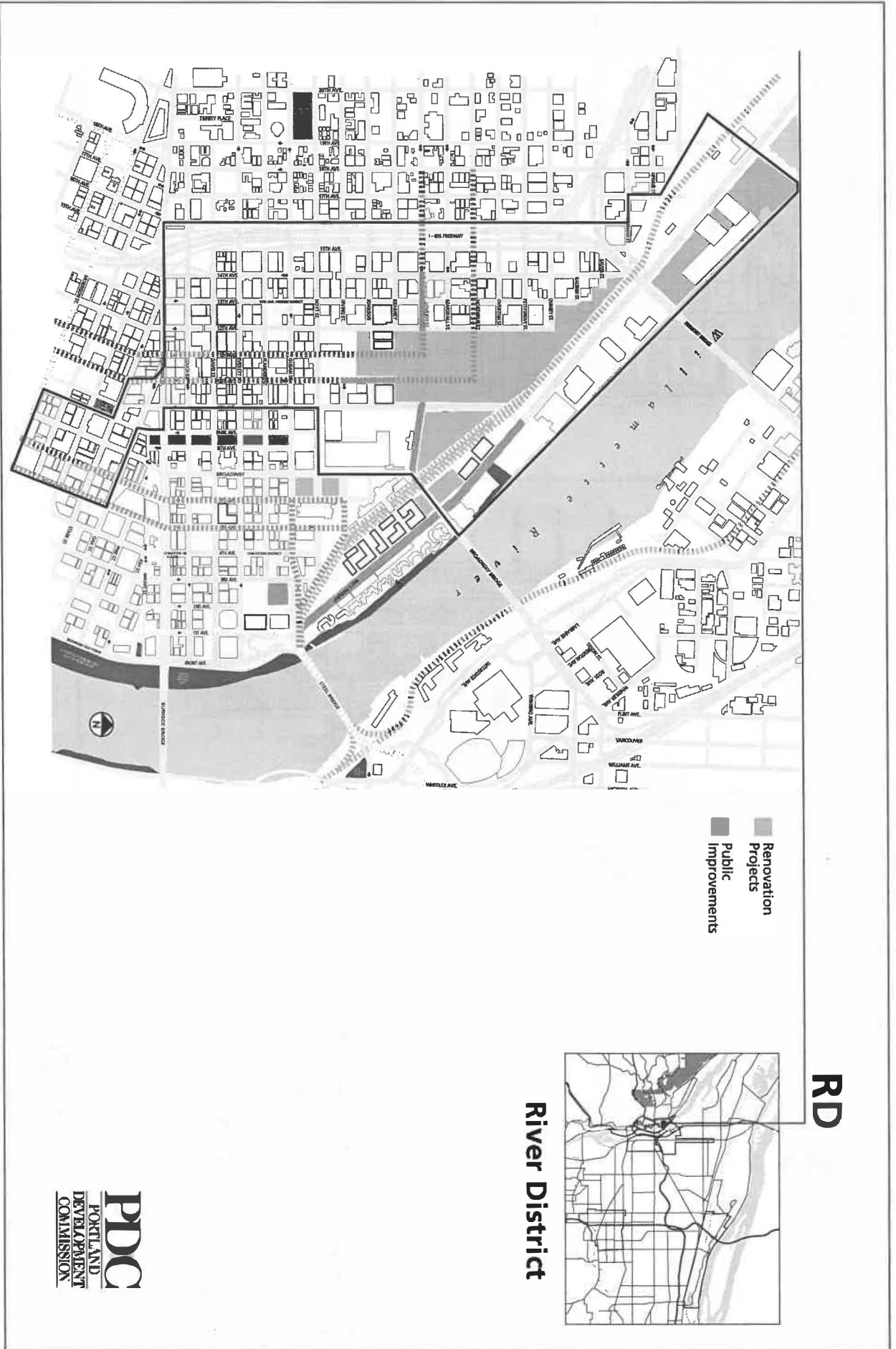
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 PORTLAND  
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 COMMISSION

see next column for continuation



see previous page for continuation of OCC area





RD

River District

**PDC**  
PORTLAND AND  
DEVELOPMENT  
COMMISSION



**SPB**



**South Park Blocks**



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# Office of Management & Finance

## Current 5-Year Financial Forecast

### City Of Portland-General Fund

As Of: 22-Jun-2000

#### Council's Adopted Budget Reduces Bureau CSL Costs \$3.85 Million (1.6%): Set-Asides & One-Time Increase

Item	December Forecast	Current Forecast	Differences From Dec.
<b>Council Discretionary Available FY2000-01...</b>	\$275,258,260	\$281,195,387	\$5,937,127
<b>Requirements:</b>			
Capital Set-Aside.....	\$4,063,846	\$3,720,000	(\$343,846)
Council Set-Asides.....	\$36,584,177	\$40,992,074	\$4,407,898
One-Time Bureaus	\$256,159	\$7,527,908	\$7,271,749
Bureaus/@ 100%.....	\$232,801,077	\$228,955,403	(\$3,845,674)
<b>Fund Requirements..</b>	<b>\$273,705,259</b>	<b>\$281,195,385</b>	<b>\$7,490,127</b>
<b>Resources Less Re-quirements EQUALS....</b>	<b>\$1,553,002</b>	<b>\$2</b>	<b>(\$1,553,000)</b>
Programs FY2000-01....	\$1,553,002	\$0	(\$1,553,002)
Available One-Time...	\$0	\$2	\$2
Programs FY2001-02....	\$902,650	\$0	(\$902,650)
Available One-Time...	\$1,161,905	\$0	(\$1,161,905)

#### Council's Adopted Budget & Five Year Financial Plan

- ◆ Forecast resources are up \$5.94 million compared to last December. The beginning fund balance estimate is \$4.4 million to accommodate bureau carryovers. Revenues are \$1.54 million above December's forecast.
- ◆ CSL costs are \$3.85 million below December's current service level estimate. The actual reduction in bureau on-going costs is larger because Council increased budgets in several new areas that had not previously received a Council on-going discretionary resource allocation.
- ◆ The indicated second year budget is balanced but the US West refund and Fire arbitration issues remain as major uncertainties.
- ◆ The forecast shows that Council allocated discretionary resources and requirements are balanced for FY2000-01. The indicated second year FY2001-02 budget is also balanced but this was achieved by reducing contingency to \$565,200 versus a normal \$1.4 million.

#### Resource Outlook

##### Clouds Seem To Be Gathering On The Horizon

The financial forecast that underpins Council's Adopted Budget and five-year financial plan may not holdup as events overtake this forecast. First, Council is expected to authorize an Interstate urban renewal district, the size of which will materially reduce property tax revenues. Second, the City will be forced by energy deregulation to revamp electric energy franchise fees. This may result in a revised lower Fall forecast.

##### Labor Settlement (Fire) Is A Key Uncertainty

The financial plan fully reflects the Police contract settlement as well as an assumed similar amount for Fire. Police's CSL target includes the estimated costs associated with longevity based pay increases. The compensation set-aside includes only the 3.7% cost-of-living adjustment. The Fire contract remains unresolved at this time. An arbitration hearing is set for this coming October.

Some Key Forecast Assumptions	M50 Assess. Value \$1000.....	\$31,548,219	<b>State Cigarette &amp; Liquor Tax Revenues To City.....</b>	\$7,957,226
	FY1999-00 M50 Tax Base.....	\$144,396,201	<b>CPI-W Increase (December '98 To December '99).....</b>	3.7%
	M50 Compression Loss.....	(\$3,473,216)	<b>Measure 50 FPD&amp;R Levy.....</b>	\$65,671,249
	Est. Tax Base Imposed.....	\$140,922,984	<b>Beginning General Fund FY2000-01 Balance.....</b>	\$12,878,451
	Delinquency/Discount(% )....	-5.1000%	<b>Estimated Urban Renewal Divide-The-Taxes (7 Districts)..</b>	<b>\$31,344,493</b>
	Delinquency/Discount (\$ )....	(\$7,187,072)	<b>Current Forecast: FY2000-01 to FY2004-05</b>	
	New Tax Base Revenues.....	\$133,735,912		
County M50 Levy.....	\$166,212,217			
Library-Local Option.....	\$22,757,841			
Total-County Levies.....	\$188,970,057			

**Forecast FY2000-01 resources are up \$5.937 million (2.16%) compared to the previous December forecast.** Forecast revenues are up about \$1.539 (0.58%) million compared to December's revenue forecast on the strength of slightly higher property taxes, cable franchise and license fees, higher interest income, and a better transient lodging taxes revenue forecast. Property taxes are up 0.11% and now fully reflect actual FY1999-00 results. Transient lodging taxes which grew a dismal 4% last year (FY1998-99) picked up during the second half of the current fiscal year resulting in a \$488,000 forecast revision. Growth is now expected to be in the 5% to 6% range: still below the double-digit growth of previous years but better than last years lackluster 4% growth.

Higher interest rates pushed up interest income estimates, and miscellaneous revenues (Court Fines) are higher in this forecast compared to last December.

Revenue Forecast RECAP-First Year Budget, FY2000-01			
General Fund Revenue Category	FY2000-01		
	December	Adopt. Budget	Difference
Property Taxes.....	\$138,661,975	\$138,817,685	\$155,710
Transient Lodgings.....	\$10,846,666	\$11,334,892	\$488,226
Business Licenses.....	\$53,127,604	\$53,127,604	\$0
Utility License/Franchise.....	\$48,032,587	\$48,439,887	\$407,301
State Revenues.....	\$7,957,661	\$7,957,226	(\$435)
Interest Income.....	\$2,126,404	\$2,469,089	\$342,684
Transfers (*) IN.....	\$2,326,583	\$2,082,759	(\$243,824)
Miscellaneous.....	\$3,697,869	\$4,087,794	\$389,925
Revenue Forecast.....	\$266,777,350	\$268,316,936	\$1,539,586
Beginning FUND Balance...	\$8,480,910	\$12,878,451	\$4,397,541
Forecast Resources.....	\$275,258,260	\$281,195,387	\$5,937,127
% Change In Revenues.....		0.58%	
% Change In Resources.....		2.16%	

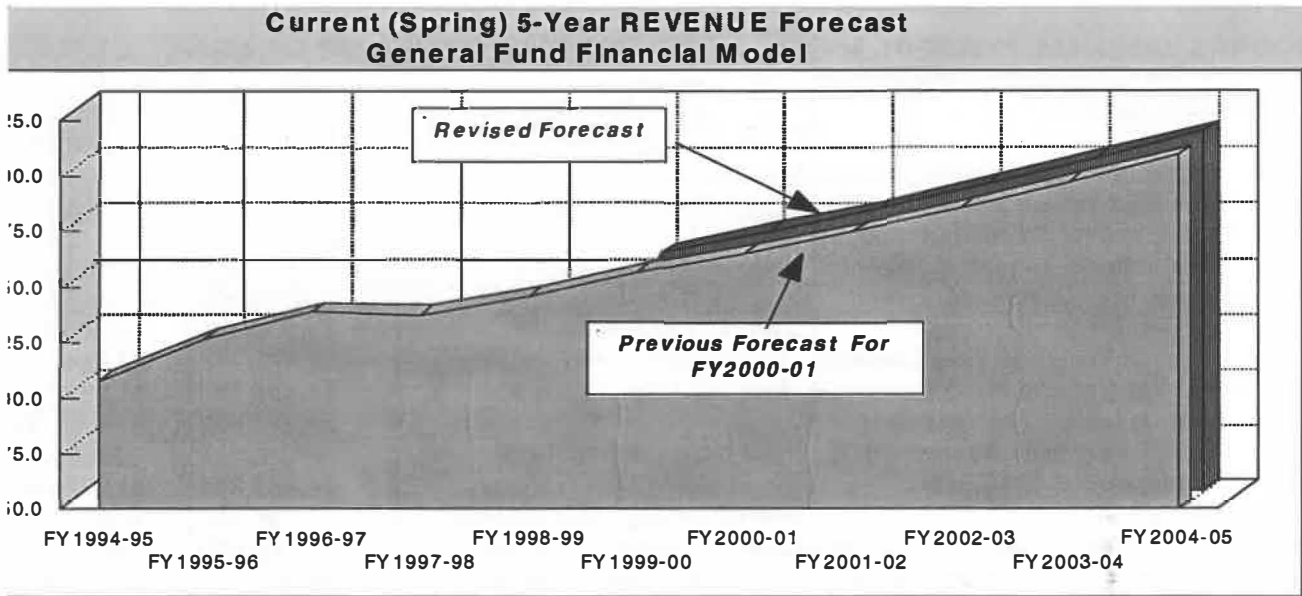
Overall, revenue growth is expected to average about 3.9% per year. Current levy property taxes are forecast to grow at 4.5%. Franchise fees are forecast to grow 3.7% per year. Transient lodging taxes grow by 5.0% per year. Business licenses grow slowly at 2.7% per year.

**Some key revenue forecast assumptions are** an "M50" General Fund tax base levy of \$144.4 million. The levy estimate results from application of the fixed permanent \$4.5770 per \$1,000 tax rate to about \$31.5 billion of Measure 50 assessed values. This levy is assumed compressed by about 1.78% reflecting actual experience with Measure 50 actual property-by-property compression. The property tax revenue forecast also incorporates Council's creation of three new urban renewal districts (River District, Lents, and Macadam). The new Interstate district is not reflected in this financial forecast. Next Fall's forecast will include the effect of a new district with a \$900 million frozen base. This will result in a lowered property tax revenue forecast line. The combined delinquency and discount rate is forecast to remain near historical lows. Measure 50 "special" property-by-property compression is assumed stable at 1.78% of the General Fund's tax base levy.

Revenue Forecast ASSUMPTIONS	
Revenue Category	FY2000-01
CITY Property Tax Levies.....	
Measure 50 Taxbase Levy.....	\$144,396,201
Local Option Levy.....	\$0
Measure 50 F&PD&R Levy(*)....	\$65,671,249
FPD&R, General Fund Total.	\$210,067,450
MULTNOMAH County Levies	
Measure 50 Levy Authority.....	\$166,212,217
Local Option Levy (Library).....	\$22,757,841
Mult. County Levy Total.....	\$188,970,057
M50 Assessed Value Growth.....	4.1%
Percent of FY2000-01 Levies	
Not Received First Year.....	-5.100%
Measure 50 Compression.....	-1.774%
Est. Portland Population.....	518,881
GDP Growth (RFA).....	2.3%
Revenue Sharing (State).....	\$7,957,226

**THE BOTTOM LINE:** The revised forecast shows improvement in revenues compared to the previous forecast. The bulk of the improvement is in utility license, franchise fee and transient lodging revenues. The beginning fund balance estimate has been revised upward to accommodate bureau carry-over requests totaling about \$3.5 million. Financial data through early June, 2000 are consistent with a \$12 to \$13 million beginning balance if expenditure rates remain subdued to year-end.





**Current General Fund 5-Year Revenue Forecast**

environmental assumption remains national economic growth. Economic conditions improved compared to last Spring (Asia). The national economic advisor, Regional Financial Services, forecasts continued but slower growth. The economist also forecasts slower growth.

summarizes the 5 year revenue forecast starting from the FY1999-00 base. The revenue growth rate depends critically on assessed value growth. Revenue growth is forecast to average 3.9 percent over the five years. Slower regional growth or a recession may translate into lower revenue growth because of the increased importance of business license revenues and the sensitivity of property tax revenues to real estate market cycles and higher interest rates.

and FY2000-01 General Fund current service level (CSL) costs are \$228.9 million, down \$3.8 million compared to the December financial forecast for current service levels (CSL). This reflects outcomes from Council's recent budget deliberations which effectively reduced overall on-going programmatic costs. Bureau CSL budgets do include some specific increases such as for Planning (AK Media). Council adopted

and increased Parks' target by \$93,845. Phase-in of the BIT cost-of-service study increased target about \$354,000. This phase-in is consistent with the approach used in prior years for overhead agency adjustments so as to manage systemic changes of this type. Bureau CSL budgets, are in excess, \$3.85 million below the December financial forecast's CSL estimate.

Estimated Current Service Level Forecast Assumptions		FY2000-01
<b>FY2000-01 CSL Cost</b>		
Estimated-Previous Forecast.....		\$232,801,077
CSL Adopted Budget.....		\$228,955,403
Difference In CSL Estimates.....		(\$3,845,674)
<b>General Inflation Rates.....</b>		
GDP Price Deflator....(RFA).....		2.3%
CPI-% (Dec.'98-Dec.'99).....		3.7%
Benefits Inflation.....		3.7%
Producer Price Index.....		2.0%
CPI-Energy.....		2.4%
<b>External M&amp;S.....</b>		
General-Overall.....		3.1%
Energy-Electricity.....		0.0%
Energy-Gas.....		1.9%
Sewer.....		8.9%
Water.....		3.0%
Utilities-Overall.....		3.5%
<b>Internal M&amp;S.....</b>		
General-Overall.....		3.3%
Risk/Workers' Comp.....		3.3%
<b>Wage &amp; Salary % Increase.....</b>		
Public Safety (*).....		3.7%
All Other.....		3.7%

(\*) Net of increased longevity pay.

**COUNCIL set-asides, FY2000-01, are shown in the table to the right in line item detail as follows:**

- The business license refunds set-aside is \$5.1 million and increased about \$1 million over FY1999-00 budget levels. This reflects recent experience with business license refunds.

- Preliminary cashflow analysis shows that the General Fund will have to resume issuing Tax Anticipation Notes (TANS) next year. Interest costs are now estimated at \$349,589.

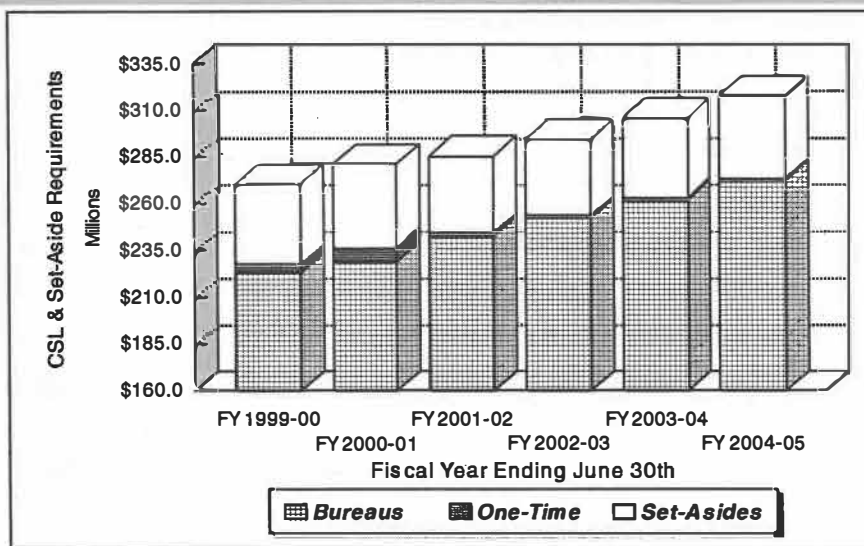
- The capital set-aside is reduced \$936,154. This equals annual debt service costs that resulted from Council's decision to fund this fiscal year's capital set-aside using debt. In the out-years of the forecast this set-aside increases \$1 million per year.

- The compensation set-aside is up \$1.26 million reflecting a 3.7% December CPI-W and carryover of Fire's FY1999-00 compensation set-aside. This is required because Fire and the City have been unable to negotiate a new contract. The compensation set-aside also includes about \$300,000 for non-represented employee class/compensation costs pending results of on-going study.

Adopted Budget Council Set-Asides		
Set-Aside Item	Forecast FY2000-01	
	December	Budget
LID & Schools Debt Service	\$1,348,491	\$1,348,491
Compensation Set-Aside	\$6,794,217	\$8,386,740
POBS Debt Service	\$3,223,981	\$2,988,165
General Fund Contingency	\$1,400,000	\$1,542,555
Unforeseen & Inventory	\$2,000,000	\$2,000,000
<b>Subtotal-Contingency</b>	<b>\$3,400,000</b>	<b>\$3,542,555</b>
<b>Capital Set-Aside</b>	<b>\$4,063,846</b>	<b>\$3,720,000</b>
Precincts/City Hall Projects	\$2,479,350	\$2,424,890
Existing Master Lease	\$1,288,733	\$1,283,899
<b>Subtotal-Capital Set-Aside</b>	<b>\$7,831,928</b>	<b>\$7,428,789</b>
PDOT-CSL & One-Time	\$726,034	\$707,885
Street Light O&M Transfer	\$4,956,890	\$4,832,968
2040 Planning/Town Centers	\$736,550	\$1,000,000
Unemployment Insurance	\$200,000	\$200,000
Business License Refunds	\$5,057,122	\$5,060,972
City Hall Maintenance Reserve	\$350,000	\$350,000
TANS Borrowing-Interest	\$327,740	\$349,589
Unused Line	\$0	\$0
Homeless/OMSI-Debt Service	\$1,262,088	\$1,262,088
Housing Investment Fund	\$4,330,000	\$5,680,000
Misc. & BIT Transfers	\$102,981	\$614,534
ESA(*) Set-Aside	\$0	\$959,298
<b>Total Budgeted/Council</b>		
<b>Adopted Budget Set-Asides</b>	<b>\$40,648,022</b>	<b>\$44,712,074</b>
<b>Difference versus Previous Forecast.....</b>		<b>\$4,064,052</b>

(\*) *Endangered Species Act (ESA)*

**Adopted Budget Current Service Level (CSL) Requirements  
General Fund Financial Model**



**Figure 2-Current Service Level (CSL) Requirements**

**Set-asides are up net about \$4.06 million.** The bulk of this increase is located in Housing, compensation, and ESA.

**Other set-asides in Council's second year budget are unchanged,** but Pension Obligation Bonds debt service is \$236,245 above last June's estimate. Interest rates are higher than anticipated last Spring. It should be noted that the POBS "consume" a large amount of annual revenue growth that otherwise would have been available to Council as new on-going money.

The table to right combines the FY2000-01 resource forecast with bureau CSL targets plus Council set-asides. Total resources are \$281.195 million. Deducting Council set-asides of \$44.712 million leaves \$238.483 million as budgeted bureau on-going CSL program costs.

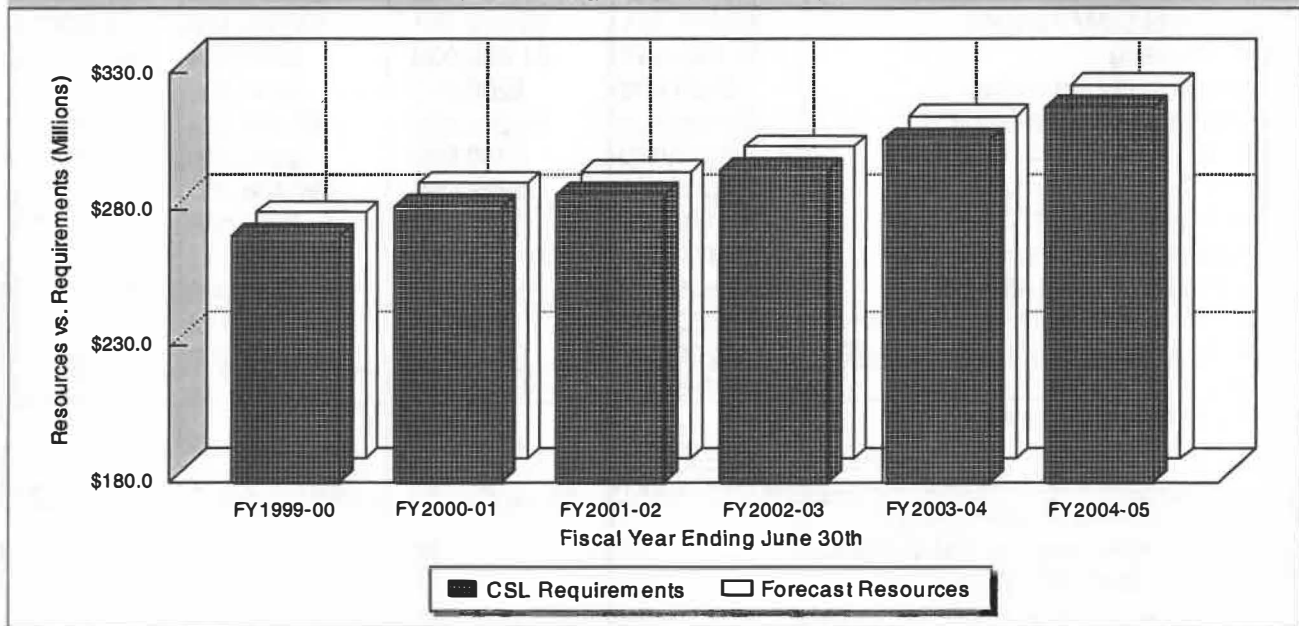
Council's indicated second year budget is balanced but with a much lower than normal contingency of \$565,200. If additional resources show-up in next Fall's forecast, the Office of Management and Finance (OMF) recommends that contingency first be "refilled" to the standard \$1.4 million level.

Sources & Uses of Funds: Adopted Budget FY2000-01		
Item	Budget	FY2000-01
	FY1990-00	Budget
Forecast FUND Revenues.....	\$256,844,458	\$268,316,936
Beginning FUND Balance.....	\$13,584,770	\$12,878,451
<b>Total FUND RESOURCES</b>	<b>\$270,429,228</b>	<b>\$281,195,387</b>
Less: Assumed Set-Asides.....	(\$38,845,690)	(\$40,992,075)
Less: Capital Set-Aside.....	(\$4,000,000)	(\$3,720,000)
<b>EQUALS: AVAILABLE TO BUREAUS-PROGRAMS.....</b>	<b>\$227,583,538</b>	<b>\$236,483,312</b>
Bureaus CSL Requirement.(*)....	\$227,583,537	\$236,483,311
<b>EST. GAP, DIFFERENCE.....</b>	<b>\$1</b>	<b>\$1</b>
AVAILABLE For ON-GOING PROGRAMS.....		\$0
New One-Time...FY2001-02..Second Year.....		\$0

The "Budget" column, shows that forecast FY2000-01 resources are consistent with Council's Adopted Budget. As noted elsewhere in this document, the principal reason for this is in part, a \$3.8 million reduction in on-going bureau CSL costs that came out of Council's two-year budget deliberations. Set-asides and one-time budgets are correspondingly higher and reflect the commitment of the \$1.5 million on-going resources forecast in December as available over and above estimated CSL costs.

There are three principal risks to out-year CSL costs. First, a Fire labor arbitration is scheduled for October. An adverse decision could result in increased personal services and CSL costs above forecast. Second, pension obligation bond debt service includes variable interest rate principal. The Federal Reserve increased interest rates several times over the last 8 months. This may result in higher annual debt service costs in the next forecast upsetting the cost side of the next financial forecast. Third, US West has been ordered by the Oregon PUC to refund about \$260 million in over charges and interest to Oregon customers. US West is proposing to fund this obligation by not paying franchise fees for one full year. The City and US West are in discussions and this issue is currently unresolved.

**Forecast Difference Between Resources And Current Service Level (CSL) Requirements  
General Fund Financial Model**



**Figure 3-Financial Forecast Resources Compared To Requirements**

**2-YEAR FINANCIAL FORECAST RESOURCES & REQUIREMENTS DETAIL**

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

- Resources total \$566.587 million for two years ending FY2001-02.
- Estimated requirements total \$556.587 million over two years.
- The General Fund's two-year budget is balanced but the second year FY2001-02 budget's contingency is about \$835,000 below the standard \$1.4 million level.

		<i>Resources &amp; Requirements Summary Next Two Years</i>			
		Budget	Current 2 Year Budget Forecast		
Item-Category	RESOURCES>	FY1999-00	FY2000-01	FY2001-02	Total
		\$270,429,228	\$281,195,387	\$285,392,245	<b>\$566,587,632</b>
<b>Less: Assumed Set-Asides</b>					
LID & Other Debt Service		\$6,454,900	\$1,348,491	\$1,350,003	\$2,698,494
Compensation Set-Aside		\$3,482,208	\$8,736,329	\$6,208,863	\$14,945,192
<b>Other Set-Asides</b>					
Contingency		\$2,316,942	\$1,542,555	\$565,200	\$2,107,755
Unforeseen Reimbursable		\$2,000,000	\$2,000,000	\$2,000,000	\$4,000,000
Subtotal-Contingency		\$4,316,942	\$3,542,555	\$2,565,200	\$6,107,755
<b>Capital Set-Aside</b>					
Capital Set-Aside		\$4,000,000	\$3,720,000	\$5,062,950	\$8,782,950
PERS Debt Service		\$0	\$2,988,165	\$3,469,216	\$6,457,382
Master Lease		\$1,357,566	\$1,283,899	\$1,436,223	\$2,720,121
Subtotal-Capital		\$5,357,566	\$7,992,064	\$9,968,389	\$17,960,453
City Hall/Precincts-Debt Service		\$2,427,396	\$2,424,890	\$2,479,350	\$4,904,240
Street Light O&M Transfer		\$4,851,151	\$4,832,968	\$5,025,127	\$9,858,095
2040 Planning		\$1,565,048	\$1,000,000	\$266,753	\$1,266,753
Unemployment Insurance		\$200,000	\$200,000	\$200,000	\$400,000
Business License Refunds		\$3,935,438	\$5,060,972	\$5,462,324	\$10,523,296
City Hall Maintenance Reserve		\$250,000	\$350,000	\$400,000	\$750,000
Y2K FY99-00/ESA and US West		\$65,000	\$959,298	\$4,484,701	\$5,443,999
PDOT CSL Support, One-Time		\$1,419,876	\$707,885	\$726,968	\$1,434,853
Homeless Shelter Debt Service		\$1,150,000	\$1,262,088	\$1,112,113	\$2,374,200
Housing Investment Initiative		\$6,806,962	\$5,680,000	\$500,000	\$6,180,000
Misc. Transfers/Transfer To Reserve		\$363,203	\$13,124	\$13,472	\$26,596
Cultural Tourism (Last of 5-Years)/BIT		\$200,000	\$601,410	\$388,252	\$989,662
Subtotal, Assumed Set-Asides		\$42,845,690	\$44,712,074	\$41,151,514	\$85,863,588
<b>LESS: Estimated Bureau Requirements</b>					
Requirements		\$227,583,537	\$236,483,311	\$244,240,731	\$480,724,042
<b>Total: Bureaus + Set-Asides</b>		<b>\$270,429,227</b>	<b>\$281,195,385</b>	<b>\$285,392,245</b>	<b>\$566,587,630</b>
<b>Difference: Fund Resources Less</b>					
Bureau Requirements, Set-Asides		\$1	\$2	\$0	\$2
Assumed, On-Going Programs		\$0	\$0	\$0	\$0
Assumed, One-Time Projects		\$0	\$2	\$0	\$2

**FY2000-01 Through FY2004-05 Financial Forecast Summary**

- *This fourth Measure 50 forecast continues to show a relatively stable General Fund financial outlook over the five-year forecast period. Property tax revenue growth has been higher than expected: new construction continues to add values to the tax roles at a rate of about 1.5 percent per year. This probably represents what can be expected at the high end of the business cycle. The financial forecast continues to assume that new construction will add an additional 1.1 percent to values year over year. This translates into 1.1 percent of additional property tax revenue growth (all other variables the same).*
- *The financial forecast assumes the use of about \$2.175 million of excess reserves over the next two year budget. This continues Council's planned use of excess reserves. Reserve levels are at or above the 10% level for the life of the financial forecast.*
- *The scenario used for the 5-year forecast is realistic. Legislative or voter action that reduce property tax revenues, state shared cigarette and liquor revenues, or franchise fees upsets the forecast. The possibility of a recession or slower economic growth continue to represent more of a risk to the five-year forecast than at any time during the recent past.*

**Out-Year Detail Of 5-Year Financial Forecast, Two-Year Budget**

*The revised financial forecast shows a five year forecast that is balanced with the General Reserve Fund at or above the required 10% level throughout the forecast period. The five year forecast does, however commit all available excess reserves above the 10 percent requirement in order to meet CSL requirements as currently understood. The table below summarizes the five year financial forecast as it currently stands given Council's previous five-year financial plan and the current CSL cost forecast incorporates higher capitals set-asides into Council's five year financial plan. In addition, the five-year plan continues to incorporate increased operation and maintenance costs for new Fire Bureau facilities.*

Item	Two Year Budget		Next Two-Year Budget		Out-Year
	2001	2002	2003	2004	2005
<b>Total Resources.....</b>	\$279,645,387	\$284,767,245	\$294,543,954	\$305,714,197	\$317,318,234
<b>Transfer In From General Reserve.....</b>	\$1,550,000	\$625,000	\$0	\$0	\$0
Bureaus & Programs.....	\$228,955,403	\$242,770,336	\$252,653,777	\$262,240,684	\$272,194,399
Capital Set-Aside(*).....	\$3,720,000	\$5,062,950	\$6,062,850	\$7,064,850	\$7,061,050
Est. New On-Going.....	\$0	\$0	\$0	\$0	\$0
Scheduled One-Time..	\$7,527,908	\$1,470,395	\$0	\$0	\$1,125,000
New One-Time.....	\$0	\$0	\$0	\$0	\$0
Pension Bonds P&I.....	\$2,988,165	\$3,469,216	\$4,574,072	\$5,325,729	\$6,031,971
Council Set-Asides.....	\$38,003,909	\$32,619,348	\$30,275,761	\$30,386,736	\$30,905,814
<b>Total Requirements</b>	\$281,195,385	\$285,392,245	\$293,566,460	\$305,017,998	\$317,318,235
<b>Difference</b>	\$2	\$0	\$977,494	\$696,198	(\$0)
<b>Reserve Fund As A Percent Net Revenues</b>	10.1%	<b>10.0%</b>	10.2%	10.3%	10.4%

(\*) Per Council Adopted Resolution #35526, June 12, 1996.

**Risks To The Financial Forecast**

*This forecast continues to assume moderate State and regional economic growth. All indications, both from the State and Regional Financial Associates (RFA) suggest that the national economy will continue to grow moderately although slower than in past years. As was the case in past years, uncertainties continue to plague the forecast. Some crucial uncertainties are:*

- *The Federal Reserve has embarked upon a process of raising interest rates to slow the economy. This raises the possibility of "over-tightening" resulting in a recession.*
- *The November ballot will include two initiatives that, if approved by voters, will have large and far-ranging negative fiscal impacts on the both State and local governments.*

<b>Two-Year Forecast Resources-By Budget Category Detail</b>			
<i>Category</i>	<i>FY2000-01</i>		<i>FY2001-02</i>
<b>RESOURCES</b>	<b>December</b>	<b>Adopt. Budget</b>	<b>2nd Yr. Budget</b>
<b>Property Taxes</b>			
<i>Current Year Taxes</i>	\$134,495,962	\$134,601,672	\$140,391,572
<i>Prior Year Taxes</i>	\$3,706,912	\$3,706,912	\$3,242,770
<i>Payment in Lieu of Taxes</i>	\$459,102	\$509,102	\$459,102
<b>Total Property Taxes</b>	<b>\$138,661,975</b>	<b>\$138,817,685</b>	<b>\$144,093,444</b>
<b>Other Taxes</b>			
<i>Lodging Tax</i>	\$10,846,666	\$11,334,892	\$11,903,778
<b>Licenses &amp; Permits</b>			
<i>Business Licenses</i>	\$53,127,604	\$53,127,604	\$54,523,238
<i>Utility License-External</i>	\$34,650,587	\$35,630,717	\$36,766,386
<b>State Sources(*)</b>			
<i>State Shared Revenue</i>	\$7,957,661	\$7,957,226	\$7,969,710
<b>Local Government</b>			
<i>Local Shared Revenue</i>	\$1,542,869	\$1,932,794	\$2,003,334
<b>Miscellaneous Revenues</b>			
<i>Refunds</i>	\$30,000	\$30,000	\$30,000
<i>Interest on Investments</i>	\$2,126,404	\$2,469,089	\$2,437,145
<b>Other Misc. Revenues</b>			
<i>Other Misc. Revenues</i>	\$125,000	\$125,000	\$125,000
<i>Unforeseen Reimbursable</i>	\$2,000,000	\$2,000,000	\$2,000,000
<b>Transfers, Other Funds</b>			
<b>Utility License-Internal</b>			
<i>Water Operating</i>	\$3,766,000	\$3,524,990	\$3,858,000
<i>Sewer Operating</i>	\$9,616,000	\$9,284,180	\$10,169,544
<b>Miscellaneous</b>			
<i>Parking Facility-Tax Offset</i>	\$190,418	\$190,418	\$196,131
<i>Hyro-Fund Transfer</i>	\$250,000	\$200,000	\$150,000
<i>Auto Port-Tax Offset</i>	\$0	\$0	\$0
<i>Refuse Disposal</i>	\$35,000	\$35,000	\$35,000
<i>HCD-Indirect</i>	\$167,738	\$97,624	\$97,624
<i>Federal Grants-Indirect</i>	\$33,427	\$9,717	\$9,717
<i>Transfer-General Reserve</i>	\$1,650,000	\$1,550,000	\$625,000
<i>Supplemental Retire.....</i>	\$0	\$0	\$0
<b>Subtotal-Transfers, Misc.</b>	<b>\$2,326,583</b>	<b>\$2,082,759</b>	<b>\$1,113,472</b>
<b>Beginning Fund Balance</b>			
<i>Unencumbered</i>	\$8,480,910	\$12,878,451	\$8,399,194
<b>TOTAL DISCRETIONARY</b>	<b>\$275,258,260</b>	<b>\$281,195,387</b>	<b>\$285,392,245</b>
<b>Checksum Total-Page 2</b>	<b>\$275,258,260</b>	<b>\$281,195,387</b>	<b>\$285,392,245</b>
<b>Checksum Difference</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**This table shows the resource forecast by budget categories as they appear in City's budget document. The italicized categories are identical to line items on the summary on page 2. Local Shared Revenues and Miscellaneous Revenues are collapsed into one simplified category on page 2 (Misc.& Local Shared) but are shown here in budget detail.**

The Financial Forecast is written and produced by D.S. Barden, City Economist, Kouros Ghahemghami, Economist, Bureau of Financial Planning  
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**Discussion of PERS Pension Obligation Bonds (POBS) Debt Service Schedule**

In November of 1999, the City sold \$300 million of Pension Obligation Bonds (POBS). The bond proceeds were used to eliminate the City's unfunded PERS pension liability. This reduced the City's employer's PERS contribution rate from 10.48% to 8.56% during FY2000-01. In selling the POBS, the City avoids an immediate PERS employer contribution rate increase to 17.4%. In addition, the City had been able to structure debt service costs so as to phase in the higher pension costs over a ten year period thus allowing revenue growth to help absorb the impact of higher employer PERS costs.

*First year General Fund debt service costs \$2.9 million and reduced on-going resources a like amount.*

Annual pension bond debt service will be allocated to bureaus using the most recent year's actual PERS contributions. This means that for FY2000-01, actual FY1998-99 PERS contributions are used to allocate annual FY2000-01 debt service costs of \$8,048,992. The table below details the allocation of pension bond debt service for the two-year budget period ending FY2000-02.

FUND	Bureau Total PERS	Percentage Allocation	Annual POB Debt Service	
			FY2000-01	FY2001-02
			<b>\$8,048,992</b>	<b>\$9,344,762</b>
General Fund Bureaus..	\$8,813,506	32.33808%	\$2,602,890	\$3,021,917
Street Light (PDOT).....	\$60,862	0.22331%	\$17,974	\$20,868
BOEC @ 77%.....	\$896,883	3.29080%	\$264,876	\$307,517
OPDR.....	\$346,817	1.27252%	\$102,425	\$118,914
<b>Subtotal.....</b>	<b>\$10,118,068</b>	<b>37.12471%</b>	<b>\$2,988,165</b>	<b>\$3,469,216</b>
PDOT (net).....	\$5,014,563	18.39919%	\$1,480,949	\$1,719,360
BOEC (net).....	\$259,426	0.95187%	\$76,616	\$88,950
Buildings (OPDR)	\$1,301,983	4.77717%	\$384,514	\$446,415
BES	\$3,563,778	13.07604%	\$1,052,489	\$1,221,925
Hydroelectric	\$27,315	0.10022%	\$8,067	\$9,366
WATER	\$3,701,370	13.58088%	\$1,093,124	\$1,269,101
Golf Operating	\$223,183	0.81889%	\$65,913	\$76,524
PIR	\$42,964	0.15764%	\$12,689	\$14,731
Refuse Disposal	\$69,305	0.25429%	\$20,468	\$23,763
Environ. Remediation	\$1,600	0.00587%	\$473	\$549
Parks Bond Const.	\$123,643	0.45366%	\$36,515	\$42,394
Parks Construction	\$2,066	0.00758%	\$610	\$708
Facilities Services	\$221,856	0.81402%	\$65,521	\$76,069
Fleet Operating	\$521,345	1.91289%	\$153,969	\$178,755
Print & Distribution	\$176,673	0.64824%	\$52,177	\$60,576
BIT	\$400,021	1.46774%	\$118,138	\$137,157
RISK	\$229,608	0.84247%	\$67,810	\$78,726
LID	\$92,867	0.34074%	\$27,426	\$31,842
FPD&R	\$55,583	0.20394%	\$16,415	\$19,058
Arena-Spectator	\$20,405	0.07487%	\$6,026	\$6,996
Comm. Services	\$219,608	0.80577%	\$64,857	\$75,298
BGS Non Gen. Fund	\$118,330	0.43417%	\$34,946	\$40,572
PDC	\$748,704	2.74711%	\$221,114	\$256,711
<b>TOTAL All Funds.....</b>	<b>\$27,254,264</b>	<b>100.00000%</b>	<b>\$8,048,992</b>	<b>\$9,344,762</b>

The table below details POB debt service for the three out-years of the financial forecast. About half of

	2002	2003	2004
Out-Year Debt Service.....	\$9,344,762	\$12,320,826	\$14,345,507

the debt issued is variable interest rate debt. Actual annual debt service numbers will fluctuate year-to-year in response to short term interest rates. The out-year numbers must be viewed as approximate. Higher interest rates clearly represent a risk to this and subsequent forecasts.

**Budget Note Forecast Scenario: Fire GO Bond New Station Operations Costs**

A Budget Note on page 73 of Council's Adopted (two year) Budget directs the Fire Bureau to develop a financial plan identifying the on-going increased CSL operations, maintenance, and replacement costs the General Fund would need to fund with voter approval of a \$53 million November General Obligation (GO) bond request. Bond proceeds would be used for seismic retrofits and remodels for existing stations along with provision for the construction of two new stations. The Budget Note also says that operational support for at least one new station will be a priority for the FY1999-00 second year budget as well as the next two year budget cycle ending FY2001-02. This Budget Note directs the Office of Finance and Administration to, "present scenarios incorporating fire station operating costs in conjunction with future financial forecasts." The table at the left summarizes the Fire Bureau's estimated operation and maintenance cost impact over a 10 year period which would allow funding for two new fire stations. These estimates were provided by the Fire Bureau. Fire Bureau staff reviewed this schedule before it was incorporated into a financial forecast scenario.

Fiscal Year	Fire Bureau O&M Plan
1999	
2000	
2001	\$1,179,115
2002	\$1,305,357
2003	\$1,422,783
2004	\$1,469,475
2005	\$1,509,885
2006	\$1,556,885
2007	\$2,678,645
2008	\$2,752,307

Source: SEISPLAN.XLS, Fire Bureau

The table below summarizes the impact of incorporating one new fire station along with estimated operations and maintenance costs into the current five year financial forecast.

Item	2nd Year		Next Two Year Budget		Out Years of Forecast	
	2001	2002	2003	2004	2005	
<b>Total Resources.....</b>	\$269,043,705	\$277,748,741	\$287,573,690	\$299,649,107	\$299,649,107	
<b>Transfer In From Excess Reserves.....</b>	\$2,494,580	\$0	\$0	\$0	\$0	
<b>Fund Resources.....</b>	<b>\$271,538,285</b>	<b>\$277,748,741</b>	<b>\$287,573,690</b>	<b>\$299,649,107</b>	<b>\$299,649,107</b>	
Bureaus-Programs.....	\$220,266,806	\$231,631,328	\$239,799,749	\$248,221,477	\$257,501,141	
2nd Year One-Time.....	\$2,885,672	\$0	\$0	\$0	\$0	
<b>Fire Bureau New O&amp;M</b>	<b>\$0</b>	<b>\$1,180,000</b>	<b>\$1,310,000</b>	<b>\$1,425,000</b>	<b>\$1,470,000</b>	
Council Set-Asides.....	\$36,205,861	\$37,983,144	\$35,980,575	\$37,898,784	\$39,829,660	
<b>Available On-Going.....</b>	<b>\$1,390,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Available One-Time.....</b>	<b>\$7,485,209</b>	<b>\$743,813</b>	<b>\$658,417</b>	<b>\$28,429</b>	<b>\$848,306</b>	
<b>Total Requirements</b>	<b>\$268,233,547</b>	<b>\$271,538,285</b>	<b>\$277,748,741</b>	<b>\$287,573,690</b>	<b>\$299,649,107</b>	
<b>Balanced or GAP.....</b>	<b>\$3,304,738</b>	<b>\$6,210,457</b>	<b>\$9,824,949</b>	<b>\$12,075,417</b>	<b>\$0</b>	
<i>Reserve Fund As A Percent Net Revenues</i>	10.0%	<b>10.2%</b>	10.3%	10.4%	10.4%	

The financial forecast scenario above includes an additional \$1.18 million necessary to fund on-going operation and maintenance costs associated with one new fire station to be located at NW Skyline and Thompson. This changes the financial forecast in the following ways:

- On-going resources available to Council above CSL requirements drop from \$2.66 million to \$1.39 million. This makes room for \$1.18 million of new fire station O&M costs beginning FY2000-01 and increasing to \$1.47 million in FY2003-04.
- One-time resources available to Council increase from \$9.24 million to \$10.51 million.

This scenario clearly shows, given forecast assumptions, that the forecast can handle a new fire station.



**Forecast Scenario: Increase In Employer PERS Contribution Rate**

The Public Employees Retirement System (PERS) recently notified the City that the employer's contribution payroll tax rate is set to rise from 10.48% July 1 to 17.4%. An increase to 10.48% was expected and included in past financial plans. The City was notified, with little warning, of the July 1, 1999 increase from 10.48% to 17.4%. The following page from the published target document details the first year impact of this change in the employer contribution rate. As shown in the table the first year increase in on-going General Fund costs amounts to \$6.86 million. This has been allocated to discretionary and non-discretionary bureau budgets. About \$4.06 million is discretionary with the remaining \$1.79 million allocated to non-discretionary resources. This means that bureaus would have to recover about \$1.79 million through a combination of increased overhead charges, higher fees and increased General Fund provided inter-agency (IA) charges. General Fund

Fiscal Year	Increased PERS Cost(*)	Bureaus would be subject to increased IAs from provider bureaus as the costs of the higher employer PERS contribution rate worked itself out through inter-bureau financial relationships. The modeling done on this page does not take into account the "feedback" effects on General Fund costs of higher PERS related costs elsewhere in the City's financial structure. Given the size of the PERS increase, it is reasonable to expect that General Fund bureaus would experience substantial increases in IA costs from internal service bureaus such as Fleet, Communications Services, and Risk. These are not taken into account
1999	NA	
2000	\$0	
2001	\$1,180,000	
2002	\$1,310,000	
2003	\$1,425,000	
2004	\$1,470,000	

(\*) Discretionary, General Fund bureaus only.

The table below summarizes a financial forecast scenario that includes the estimated discretionary PERS cost increases as well as the Fire Bureau increased O&M schedule from the previous page.

Item	2nd Year		Next Two Year Budget		Out Years of Forecast	
	2001	2002	2003	2004	2005	
<b>Total Resources.....</b>	\$269,028,691	\$277,732,959	\$287,557,931	\$299,632,410	\$299,632,410	
<b>Transfer In From General Reserve.....</b>	\$2,494,580	\$0	\$0	\$0	\$0	
<b>Fund Resources.....</b>	<b>\$271,523,271</b>	<b>\$277,732,959</b>	<b>\$287,557,931</b>	<b>\$299,632,410</b>	<b>\$299,632,410</b>	
Bureaus-Programs.....	\$220,266,806	\$229,970,628	\$237,992,097	\$246,281,348	\$255,496,754	
2nd Year One-Time.....	\$2,885,672	\$0	\$0	\$0	\$0	
<b>Fire Bureau New O&amp;M</b>	<b>\$0</b>	<b>\$1,180,000</b>	<b>\$1,310,000</b>	<b>\$1,425,000</b>	<b>\$1,470,000</b>	
<b>PERS Discretionary.....</b>	<b>\$0</b>	<b>\$1,180,000</b>	<b>\$1,310,000</b>	<b>\$1,425,000</b>	<b>\$1,470,000</b>	
Council Set-Asides.....	\$36,205,861	\$37,983,144	\$35,980,575	\$37,898,784	\$39,829,660	
<b>Available On-Going.....</b>	<b>\$930,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Available One-Time.....</b>	<b>\$7,541,862</b>	<b>\$773,591</b>	<b>\$671,182</b>	<b>\$29,810</b>	<b>\$831,411</b>	
<b>Total Requirements</b>	<b>\$267,830,200</b>	<b>\$271,087,363</b>	<b>\$277,263,854</b>	<b>\$287,059,942</b>	<b>\$299,097,825</b>	
<b>Balanced or GAP.....</b>	<b>(\$3,693,070)</b>	<b>(\$6,645,596)</b>	<b>(\$10,294,077)</b>	<b>(\$12,572,468)</b>	<b>(\$534,585)</b>	
<i>Reserve Fund As A Percent Net Revenues</i>	10.5%	<b>10.0%</b>	10.2%	10.3%	10.4%	

The financial forecast scenario above adjusts CSL costs both for discretionary PERS and Fire Bureau O&M costs. The scenario shows that:

- On-going resources available to Council above CSL requirements drop from \$4.41 million to \$950,000, making room for a new fire station and PERS costs.
- One-time resources decrease from \$9.19 million to \$6.86 million partially reflecting movement of excess reserve use from FY1999-00 to FY2000-01.

The \$950,000 on-going resources would likely be needed to deal with "feedback" PERS cost increases.

**Discussion: Funding PERS Increase With Pension Obligation Bonds**

The City's PERS account currently stands at about 63% funded leaving a shortfall of about \$260 million. The standard way to close this gap as proposed by PERS is to increase the PERS employer contribution rate from 10.48%, July 1 1999 to about 17.4% July 1, 1999. Alternatively, the City could issue \$260 million of Pension Obligation Bonds (POBs). The primary advantages of this approach are:

- The interest rate on the POBs would probably be between 6% and 7% versus a PERS' guaranteed 8% earnings rate.
- The PERS employer contribution rate would go up to 10.48% for FY1999-00 and then drop to 8.56% for FY2000-01. The first full year of POBs debt service then coincides with the first year of the next two year budget.
- The POBS debt service schedule has been structured so as to produce early savings and phases in the higher pension costs consistent with revenue growth.

The schedule directly below shows preliminary POBs annual debt service numbers and pro-rated costs using fund payroll totals as estimated by staff. This debt service schedule "loads" all savings into the first nine years. First year General Fund discretionary costs are \$2.9 million versus \$4.1 million without bonds.

ITEM	2nd Year		Next Two Year Budget		Out Years of Forecast	
	2001	2002	2003	2004	2005	
<b>POB Debt Service.....</b>	<b>\$0</b>	<b>\$7,298,992</b>	<b>\$8,594,762</b>	<b>\$11,570,826</b>	<b>\$13,595,507</b>	
Pro-Rata Shares For:						
General Fund.....	\$0	\$22,918	\$3,518,141	\$4,736,350	\$5,565,123	
Water Bureau.....	\$0	\$2,696	\$106,880	\$15,540	\$143,661	
BES.....	\$0	\$19,051	\$253,741	\$112,660	\$428,359	
PDOT.....	\$0	\$6,308	\$27,810	\$38,237	\$76,943	
All OTHER.....	\$0	\$305,109	\$4,061,498	\$1,792,034	\$6,798,254	

Note: Estimates in table above are preliminary, not final, and subject to revision. Bureau estimates are for pro-rata shares of debt service costs. Indirect feedback effects of increased IA costs are not in the numbers.

The schedule below summarizes Council's five year financial plan as revised by this updated financial forecast. The schedule below clearly shows Council's five year spending plan.

Item	2nd Year		Next Two Year Budget		Out Years of Forecast	
	2001	2002	2003	2004	2005	
<b>Total Resources.....</b>	<b>\$279,645,387</b>	<b>\$284,767,245</b>	<b>\$294,543,954</b>	<b>\$305,714,197</b>	<b>\$317,318,234</b>	
Transfer In From						
General Reserve.....	\$1,550,000	\$625,000	\$0	\$0	\$0	
<b>Fund Resources.....</b>	<b>\$281,195,387</b>	<b>\$285,392,245</b>	<b>\$294,543,954</b>	<b>\$305,714,197</b>	<b>\$317,318,234</b>	
Bureaus-Programs.....	\$228,955,403	\$241,590,336	\$251,343,777	\$260,815,684	\$270,724,399	
2nd Year One-Time.....	\$7,527,908	\$0	\$0	\$0	\$0	
<b>Fire Bureau New O&amp;M</b>	<b>\$0</b>	<b>\$1,180,000</b>	<b>\$1,310,000</b>	<b>\$1,425,000</b>	<b>\$1,470,000</b>	
<b>POB Debt Service(*).....</b>	<b>\$0</b>	<b>\$22,918</b>	<b>\$3,518,141</b>	<b>\$4,736,350</b>	<b>\$5,565,123</b>	
Council Set-Asides.....	\$41,723,909	\$37,659,379	\$32,820,470	\$32,715,236	\$32,401,741	
Available On-Going.....	\$0	\$0	\$0	\$0	\$0	
Available One-Time.....	\$0	\$0	\$0	\$0	\$0	
<b>Total Requirements</b>	<b>\$278,207,220</b>	<b>\$280,452,633</b>	<b>\$288,992,388</b>	<b>\$299,692,270</b>	<b>\$310,161,263</b>	
<b>Difference</b>	<b>(\$2,988,167)</b>	<b>(\$4,939,611)</b>	<b>(\$5,551,566)</b>	<b>\$6,021,927</b>	<b>(\$7,156,971)</b>	
Reserve Fund As A Percent Net Revenues	10.2%	10.0%	10.1%	10.3%	10.4%	

(\*) Pro-rata General Fund share of annual POB debt service, discretionary only.

**Summary Page For Financial Forecast And Fire Scenario**

The table directly below summarizes both the financial forecast and the page 9 scenario that incorporates increased Fire operations costs associated with construction of one new fire station into the forecast. OF&A recommends that the alternative scenario incorporating the added new fire station O&M into the financial forecast serve as the basis of Council's financial planning and FY1999-00 budgeting.

**Both the financial forecast and the Fire scenario assume a capital set-aside rising by \$1 million per year: from \$4 million in FY1999-00 to \$8 million in the last year of the forecast in FY2003-04.**

	Financial Forecast Base		New Fire+PERS Scenario No. 1	Recommended: New Fire+PERS
	with \$4.7M	without \$4.7M		
<b>Resources Available</b>				
On-Going Available.....	\$0	\$0	\$1,390,000	\$1,390,000
One-Time Available.....	\$2,988,165	\$2	\$7,485,209	\$7,485,209
<b>Total Available To Council...</b>	<b>\$2,988,165</b>	<b>\$2</b>	<b>\$8,875,209</b>	<b>\$8,875,209</b>
<b>First Year PERS Costs.(*)....</b>	<b>\$2,988,165</b>	<b>\$2,988,165</b>	<b>\$2,988,165</b>	<b>\$2,988,165</b>
<b>New Fire O&amp;M in FY2000-01</b>	<b>Not Applicable</b>	<b>Not Applicable</b>	<b>\$1,180,000</b>	<b>\$1,180,000</b>
<b>Out-Years of Forecast.....</b>				
On-Going	2001	\$0	\$0	\$0
Schedule.....	2002	\$0	\$0	\$0
Resources	2003	\$0	\$0	\$0
Available	2004	\$0	\$0	\$0
One-Time	2001	\$0	\$0	\$743,813
Schedule.....	2002	\$0	\$0	\$658,417
Resources	2003	\$0	\$0	\$28,429
Available	2004	\$0	\$0	\$848,306
<b>Excess Reserve Use</b>				
Schedule.....	2000	\$1,550,000	\$1,550,000	\$2,494,580
	2001	\$625,000	\$625,000	\$0
<b>Excess Reserves Used...</b>		<b>\$2,175,000</b>	<b>\$2,175,000</b>	<b>\$2,494,580</b>

(\*) General Fund pro-rata share of estimated annual POBS debt service.

The schedule directly below shows preliminary POBs annual debt service numbers and pro-rated costs using fund payroll totals as estimated by staff. This debt service schedule "loads" all savings into the first nine years. First year General Fund discretionary costs are \$2.7 million.

ITEM	2nd Year	Next Two Year Budget		Out Years of Forecast	
	2001	2002	2003	2004	2005
<b>POB Debt Service.....</b>	<b>\$0</b>	<b>\$7,298,992</b>	<b>\$8,594,762</b>	<b>\$11,570,826</b>	<b>\$13,595,507</b>
Pro-Rata Shares For:					
General Fund.....	\$0	\$22,918	\$3,518,141	\$4,736,350	\$5,565,123
Water Bureau.....	\$0	\$997,368	\$1,174,428	\$1,581,090	\$1,857,752
BES.....	\$0	\$956,293	\$1,126,061	\$1,515,976	\$1,781,244
PDOT.....	\$0	\$1,417,884	\$1,669,597	\$2,247,720	\$2,641,030
ALL OTHER.....	\$0	\$3,904,529	\$1,106,535	\$1,489,689	\$1,750,358

Note: Estimates in table above are preliminary, not final, and subject to revision. Bureau estimates are for pro-rata shares of debt service costs. Indirect feedback effects of increased IA costs are not in the numbers.



# Portland Office of Transportation

## Financial Plan

### Executive Summary

The Portland Office of Transportation is a partner in shaping a livable city. We plan, build, operate and maintain an effective transportation system that provides access and mobility. Our vision is to provide transportation choices that best meet the needs of our growing community. We will deliver services with creativity, recognizing the importance of public trust and understanding, regional cooperation and efficient use of public resources.

Portland Transportation's priority issues are to maintain the investment in the transportation infrastructure; create effective partnerships and awareness of Portland Transportation's role in the community; enhance Portland Transportation's effectiveness by investment in staff training, development, and recognition; support growth management to enhance livability; and, to finance the departments mission.

### The Need

The City owns and manages a significant transportation system including over 3,841 lane miles of improved streets, 51,500 street lights, 959 traffic signals, 149 bridges and over 150,000 street and traffic signs. The complete inventory of transportation facilities has a replacement value of more that \$5.4 billion. While most of our facilities are in A fair or A better condition, to repair them to a A very good condition would require over \$131 million. More than \$200 million is needed over the next ten years to improve our facilities to meet regional transportation goals for moving freight, increasing bicycle, pedestrian and transit use and supporting development. A similar amount of federal dollars was spent over the last ten years, if adjusted for inflation. These federal resources are no longer available to us. And, of course, public safety on our local neighborhood streets also continues to be a significant community concern.

Demographic trends indicate strong and steady growth in Multnomah County, as well as the four-county area, between now and the year 2020. Growth is an important trend for any transportation system provider, for as population and employment increase, the demand on the transportation system also increases. Population and employment forecasts (listed below) are a product of the Metro's Region 2040 effort. These forecasts were produced in conjunction with member jurisdictions to examine regional growth issues.

<b><i>Population</i></b>	<b>1995 Population</b>	<b>1995-2000 Growth</b>	<b>1995-2020 Growth</b>
Multnomah County	624,000	6.94%	23.97%
Four-County Total	1,597,000	10.00%	48.00%

<b><i>Employment</i></b>	<b>1995 Employment</b>	<b>1995-2000 Growth</b>	<b>1995-2020 Growth</b>
Multnomah County	482,600	7.15%	25.47%
Four-County Total	979,600	12.70%	64.87%

Vehicle miles traveled (VMT) in the future will increase with population increases. Forecasts estimate that VMT will increase 27 percent over the period from 1993 to 2010 in Portland, and 57% in Washington and Clackamas Counties. These travel forecasts are based upon travel behavior surveys and the transportation models constructed from those surveys.

In addition, the number of deficient streets is growing at an average rate of approximately 90 to 110 miles each year. As of July 1, 1999, conservative estimates place the number of deficient miles at 497, costing approximately \$50.4 million. Per the American Public Works Association, if streets are maintained in good to excellent condition, the total annual maintenance investment is four to five times less than if the pavement is allowed to deteriorate to poor or very poor conditions.

**THE PROBLEM**

Portland’s road condition was recently ranked ninth worst in the nation by the Surface Transportation Policy Project. This dubious distinction is a reflection of the fact that available transportation funding falls short of keeping up with current requirements. There are four primary factors that are contributing to this problem:

**AGE:** Historically we have had an advantage over East Coast cities where stories of crumbling infrastructure and potholes abound. Portland is no longer a young city, in fact, much of our infrastructure is well beyond middle age. Things are simply beginning to wear out and wear out at an accelerated rate as backlogs in maintenance continue to grow.

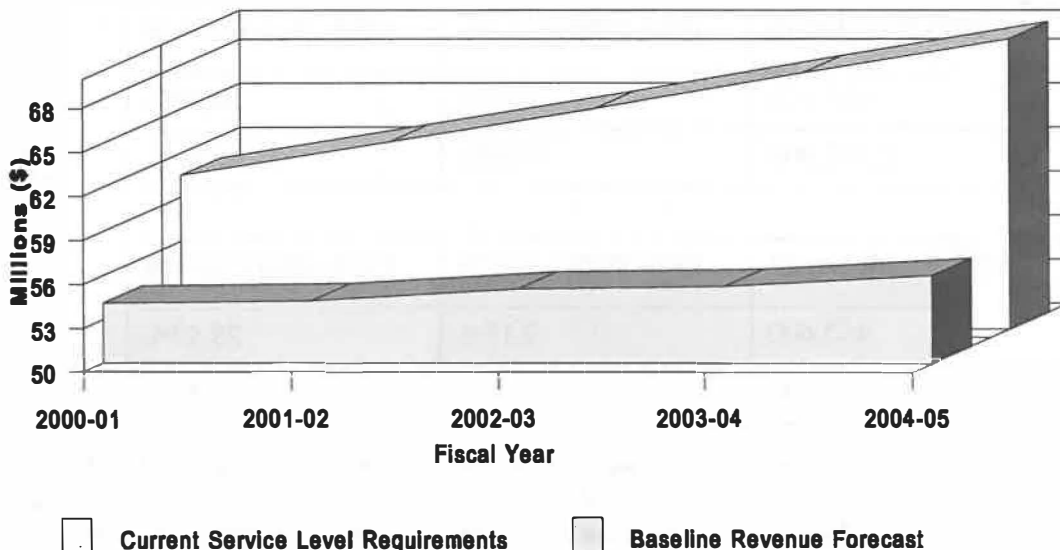
**USE:** The transportation system is being used in ways it was not built to accommodate. Our inner city streets were built in the era of streetcars, not large trucks and heavy buses on ten-minute headways. In the past twenty years Oregon’s population has grown

20% and the vehicle miles traveled on the system in the same period have increased by 40%. Traffic continually causes our roads to bend and just like a paper clip - bent enough times, they break.

**SIZE:** As the city has grown, so has the inventory of things to maintain. In 1979 we had 695 traffic signals; today we have 959, a 38% growth. Since 1986 we have added 596 lane miles to our pavement inventory. Adding bike lanes, parking signs, traffic calming devices, and signs, such as fines double in school zones, increases the demand for maintenance dollars.

**PURCHASING POWER:** Due to inflation, transportation dollars have lost 18% of their purchasing power since 1993. In fact, to equal the purchasing power of gas tax in 1999 that we had in 1969 would require a 30-cent tax. Oregon’s state gas tax is only 24 cents due to the legislature’s inaction on this issue. This six-cent differential means that today Portland Transportation has \$9 million less in purchasing power than we had thirty years ago. In addition, Oregon has one of the lowest vehicle registration fees in the country. Revenue from gas taxes is also in decline. Vehicle fuel efficiency has nearly doubled since 1970. The combined affect is, in constant dollars, the cost of taxes to drive an automobile one-mile has decreased from 2.7 cents in 1970 to 1.3 cents today.

**Requirements v. Resources**



In summary, the combined affect of age, usage, increasing size, decreasing purchasing power and revenue decline has resulted in repeated funding shortfalls for the Office of Transportation. The Legislature has tried to deal with transportation funding by passing a gas tax increase. However this increase was defeated at the polls in May 2000.

Without additional revenues, the current revenue forecast, when compared with forecasted current service level needs, indicates deficits for FY 2000-01, 2001-02, 2002-03, 2003-04 and 2004-05 of \$6.4 million, \$8.5 million, \$10.0 million, \$12.2 million and \$13.8 million respectively. These deficits do not include the current deficiencies or growth needs previously cited. Assumptions are:

**Resources:**

Gas tax revenues are based on the August, 1999 ODOT forecast. The new Highway Cost Allocation Study (HCAS) adopted by the last Legislature is incorporated. The net impact to the City of Portland is an annual loss of \$1.4 million in gas tax revenue. No increases at either the state or local levels are assumed. Also, no new annexations that impact the City's intergovernmental agreement with Multnomah County are assumed.

Parking fee revenues reflect the current metered areas with the current meter fees and citation fines. No adjustments are assumed.

Parking Fund cash transfer in this graph of GTR includes only the amount for Portland Transportation CSL support as specified by the parking fund finance plan increased for inflation. The portion that funds the Central City Streetcar project is not used for this graph. This portion is bond sale proceeds to fund the project.

General Fund cash transfer in this graph of GTR excludes the cash transfer amounts for street light operations and maintenance and Capital Review Committee allocations of General Fund Capital Set-asides. FY 2000-01 amounts include an estimate for on going CSL commitment for downtown street cleaning of \$732,892. Future cash transfers assume a continuation of support for downtown street cleaning, increased for inflation.

**Requirements:**

Inflation on requirements (and cash transfers that are adjusted by such rates) are based on the rates identified in the FY 99/00 OFA Budget Manual, 3.5% for FY 00/01, 3.4% for FY 01/02 and 3.3% for FY 02/03. Until an updated budget manual is released, the Plan assumes 3.3% for FY 03/04 and FY 04/05.

The Plan assumes a FY 1999-00 figure of \$489,000 for funding of the Geographic Information System (GIS) implementation. This assumes \$189,000 for debt service. This is above the current commitment of \$300,000 per year. The Plan excludes the impact from the Endangered Species Listing for steelhead.

**PORTLAND TRANSPORTATION'S RE-ORGANIZATION PROCESS**

During the FY 1999-2000 budget process, Portland Transportation's management team began discussions on how to set organization wide priorities and break away from traditional bureau competition in the allocation of resources. The outcome of these discussions was the Portland Transportation Charter.

The Charter sets forth a series of operating principles and standards for organizational, as well as individual behavior based on a collaborative and corporate approach to the work we do. Decisions about resource allocation are based on a community and bureau-wide principles and priorities, not those of individual organizational units. This requires the management team to focus on the big picture and not programmatic current service level allocations.

Within the framework provided by the Charter, the Directors Team re-examined Portland Transportation's organization with the following questions in mind:

Are we organized in a way that maximizes our capability to deliver services to the public effectively and efficiently?

Given our financial constraints, do opportunities exist to reduce overhead and/or realign our management structure

Are we organized in a way that best allows us to implement the agenda of the 21<sup>st</sup> Century as defined in the Metro 2040 Plan, including main streets and town centers?

Are their opportunities to reduce internal friction losses and be a more productive organization?

Can we create greater opportunities for employee career growth and mobility throughout the organization?

Also incorporated in the re-examination process are the following key findings about the environment in which Portland Transportation delivers services:

**Customer Expectations:** Long gone are the days when our customers are willing to accept the foibles of a scattered bureaucracy. We have all become busier dealing with a more complex world and have little time nor respect for fractured service delivery in government or at Nordstroms. Our customers, even those we regulate, expect seamless service delivery and rightfully so. Portland Transportation needs to organize in a way that maximizes seamless service delivery potential and eliminates handoffs.

**Change at Warp Speed:** The regulatory complexity of the world in which we operate is undergoing constant change and it is not getting simpler. From Endangered Species Listings to issues surrounding growth in our maintenance inventory, our work is daily becoming more complex and expensive. Portland Transportation needs to be in front of these emergent issues and at the least in a position to respond with thoughtful dexterity.

**Blue Print 2000:** As the city moves toward consolidation of development review functions in one organization it will be important that Portland Transportation be organized in a way that supports this effort.

**The VMT Struggle:** From 1986 to 1997, Portland's population increased 109,840 or 28%. During that same time period vehicle miles of travel have grown 56% in spite of the statewide planning goal of reducing vehicle miles traveled. Portland Transportation needs to be organized to make a serious attempt at turning this tide. We all talk about it, we wring our hands about it, but we fundamentally do little about it. Resources need to be focused and highlighted to create change in how we all choose to live and travel.

**Capital Priorities:** How Portland Transportation is organized to one degree or another dictates capital priorities. We have been very successful in making Portland a bike and pedestrian friendly community. Now we have the opportunity to mainstream these efforts. Our programmatic silos, with their attendant staffing, require various levels of fiscal care and feeding and foster fragmentation and competition among programs that should be part of an integrated transportation strategy. By restructuring in a way that creates organizational units focused on the transportation system we can be even more aggressive in augmenting these modes toward implementation of the Metro 2040 Plan and the other needs of our business community and neighborhoods.

**Project Delivery System:** The working group studying how we deliver capital projects has, after extensive employee involvement, completed its recommendation and shared it with you. We concur with the recommendation to create a structure in which project managers within one division of the organization manage projects from Acradle to grave@. This will provide for additional mobility and opportunity for a large number of people.

**Attracting and Retaining Employees:** Attracting and retaining outstanding employees is one way we can continue to assure a high level of service to the public. Structuring Portland Transportation in a way which provides the maximum opportunity for employees to move about the organization is important to this agenda.

These are the driving forces that we believe provide both the basis and necessity of some organizational restructuring.

### **Portland Transportation 2000**

There is no silver bullet@ that addresses all the challenges facing Portland Transportation as we move into the next millennium. We have often said, in the context of the transportation system, that we can not build our way out of congestion and that we can not keep pace with travel demand by providing endless systemic capacity. However, what is built around the transportation system can go a long way toward easing the demands placed on the system, while at the same time enhancing our already vibrant neighborhoods and community. In order to accomplish this, at least two things must happen from a transportation perspective:

The urban form must become increasingly supportive of neighborhood based retail and service delivery in order to reduce the need for automobile travel. This means implementing the 2040 agenda and spending our limited capital resources in a way that leverages the maximum complementary private sector development and redevelopment



The transportation system must be managed and configured to support a more multi-modal society. Simply providing people choices about how they move about is no longer sufficient to avoid congestion. We must become increasingly pro-active in enabling people to make choices other than the single occupancy automobile whenever possible. To do this means tearing down barriers and creating opportunities for people to make changes in how they move around.

For example, consider how airline companies reward people for travel decisions. They do it with frequent flyer miles, seating upgrades and preferential treatment all designed to reward the customer for making the right choice. Now think about how we regard our Most Valued Commuter®, (MVC). We make our MVC stand in a ditch on SW Garden Home Road in order to ride transit. We make our MVC put their life in the hands of the drivers of 15,000 pound suburban assault vehicles while trying to cross SE 122<sup>nd</sup> to walk to the store. We make our MVC walk along SE 39<sup>th</sup> Avenue on a five foot sidewalk adjacent to a 35 mph travel lane with cars, trucks and buses throwing water out of the gutter a good ten feet. We make our MVC park their bike or car at a MAX park and ride with no positive assurance of its existence on the return trip. In short, we penalize the people who are making the best choices.

We believe that we must create a strong focus on managing the transportation system in a way that moves us in the direction of creating greater equity amongst the modes and that promotes the maximum opportunity for choice.



# Bureau of Water Works

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## Five Year Financial Plan - FY 2001-2005

The Bureau of Water Works is a major public water utility owned by the people of the City of Portland, serving approximately 800,000 people. 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 an ongoing task to keep those user charges low.

The objective of the financial forecasting effort is to provide a multi-year framework within which the revenues, expenditures, and capital financing options of the Portland water system may be managed. Each year a new 5 year Financial Forecast is prepared for the active funds under the Bureau's care to reflect changing economic conditions as well as changes to the operating environment. The forecast is monitored closely throughout the year to address budgetary constraints, capital decisions, and cash flow requirements.

The Bureau's approach has been to create an interactive process which examines the large planning issues within the framework of the financial realities of the utility business. The utility financial planning/rate making process is complex and dynamic, requiring a variety of inputs ranging from hard accounting data to strategic planning goals and policy decisions.

The following set of requirements shape our financial planning process and the objectives we emphasize each year:

- ◆ The need to preserve a sound fiscal position as measured by the presence of adequate capital investment, fund balances, operating income, and credit ratios.
- ◆ The need, as a governmental agency, to comply with City Charter mandates, and to be responsive to City Council direction and the Office of Finance & Administration budgetary requirements.
- ◆ The need to be financially self-sustaining by covering virtually all costs through user charges.
- ◆ The need to allocate equitable user charges between inside-City (retail) and outside-City (wholesale) customers, in accordance with wholesale contract terms.
- ◆ The need to accurately predict and meet demand, both through demand-side and supply-side management.
- ◆ The need to plan, construct, and finance massive and expensive capital facilities which take years to complete and must meet changing federal and state regulations.

**Annual Financial Planning Process**

As a result of the unique nature of the utility environment, the Bureau employs a fairly rigorous year-round financial planning process. The annual planning process has been summarized below to highlight the key financial activities of the Bureau and to provide the context from which this planning document was derived. The Bureau's financial planning process addresses both the governmental budgetary perspective as well as the utility rate setting/financial planning environment.

The basic elements of the Bureau's financial planning process include:

- ◆ Establishment of goals and program priorities by upper management;
- ◆ Development of an internal budget manual and process;
- ◆ Development of the Capital Improvement Program (CIP);
- ◆ Preparation of the cost-of-service rate model;
- ◆ Development of Operating and Maintenance (O&M), and Capital requirements for each Bureau Work Group;
- ◆ Evaluation of new program requests and available funding including efficiencies in existing operations;
- ◆ Forecast/rate scenarios to determine fiscal impacts of budget decisions;
- ◆ Preliminary financial forecast analysis and plan publication;
- ◆ Budget request publication;
- ◆ Development and presentation of rate ordinance;
- ◆ Final Financial Plan publication;
- ◆ Development of Bureau trimester financial plans and status reports;
- ◆ Ongoing monitoring, analysis and reporting of utility and budgetary fiscal/operating performance; and,
- ◆ Implement financial adjustments, as appropriate, to ensure the Bureau's financial plan is achieved.

**Forecast Results**

**Revenue Requirements, Rates, and Residential Bill**

<u>Fiscal Year</u>	<u>Revenue Req.</u>	<u>In-City Rates</u>	<u>Wholesale Rates</u>	<u>Residential Monthly Bill</u>
2000-01	3.0%	3.0%	4.6%	\$12.70
2002-05*	6.1%	5.9%	4.4%	N.A.

\* Represents average annual projected increases over the remaining 4 years of the forecast period. In-City Rates for are projected to be 5.4% in FY 2002 and 6.0% in FY 2003-05.

The Bureau's total revenue requirement is forecast to increase from \$59.1million in FY 1999-00 to \$60.9 million in FY 2000-01. That's an increase of approximately 3.0% which reflects increases in both O&M and the CIP. Total revenue requirements are projected to rise on average 5.5% 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. Also, wholesale and retail rate changes take into account changes in estimated water demand. For FY 2000-01, overall retail and wholesale demand are forecast to not change. Wholesale demand is expected to increase 2.5 percent per year over the remaining 4 years of the forecast period.

### **FY 2000-01 Average Retail Rate Increase**

The adopted FY 2000-01 average retail rate increased 3.0 percent. This increase funds current service level inflationary impacts and new/enhanced service levels for Workforce Planning and Development, the Endangered Species Act, the extension of Low Income Relief to Non-Profit Housing Providers, and continuation of the SDC Affordable Housing Fee Waiver Program. This increase also reflects the Mayor's Proposed Budget reductions of \$2.7 million, or the equivalent rate offset of approximately 2.8 percent.

### **Retail Bills**

On May 31, 2000, FY 2000-01 water rates and charges were adopted with the passage of City ordinance no. 174507. The resulting "typical" residential customer using 8 ccf/month will pay \$12.70 per month – a decrease of \$1.32.

The adopted FY 2000-01 retail rate schedule reflects City Council's resolution no. 35876 to direct Water (and the Bureau of Environmental Services) to develop recommendations for reforming water rates. As a result the following changes were incorporated in the FY 2000-01 retail rates:

Reduced water service charge revenue requirements (SCRR) from \$16.1 million to \$4.5 million – a total decrease of about 70 percent. This reduction reflects costs transferred out of SCRR for program costs incurred outside of customer service, computer support, and meter reading/inspection.

Service charges are now billed to customers on a per bill basis – currently at \$5.23 per bill.

Retail volume charges were increased from \$30.5 million to \$42.2 million to offset reductions in SCRR. These SCRR were reallocated to all customers uniformly based on water use. Retail volume block rates increased approximately \$0.35 directly related to rate reform – an increase of approximately 35 percent.

The Bureau's Low Income Utility Relief Program was once again approved by City Council. This existing program provides to qualified single family residential water customers a 30 percent discount on a typical low income (5 ccf per month usage) bill or \$30.60 per year. Funding for this program has been expanded to include utility bill assistance for low income multi-family properties owned by non-profit housing agencies. This new program is currently under development and scheduled for implementation early in 2001.

### **Wholesale Water Rates**

About \$14.2 million of the total \$60.9 million in FY 2000-01 revenue requirements is planned to come from wholesale customers. FY 2000-01 revenue to be generated from wholesale customers is up 6.0% or \$0.8 million from FY 1999-00, with an effective overall wholesale rate increase of 4.6%.

Wholesale rates 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.

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 be over 20 percent higher than those proposed.

### **Capital Policies**

#### **Capital Expenditures**

The Bureau's capital expenditures cover routine, ongoing capital repair and replacements to the water system as well as enhancements and additions which tend to be large and nonrecurring. The capital expenditure forecast is composed of the capitalized portion of the Capital Improvement Program (CIP), base capital (expenditures including new/renewed water services, water meter purchases, hydrant renewals, and stand-alone equipment purchases), and indirect capitalized costs (overhead and interest). This would also include the cost of issuing Water Revenue Bonds.

### **Capital Financing**

Capital costs are financed mainly from three major sources of funds: water sales; proceeds from Revenue bond sales; and Construction Fund revenues (capital project reimbursements, sales of property, interest earnings, etc.). For FY 2000-01, approximately 50 percent of the capital forecast is planned to be funded with current resources (29 percent water sales, 21 percent Construction Fund revenues) and the balance from bond sales. The funding of the 5 year forecast period averages 24 percent water sales, 51 percent debt, and 25 percent Construction Fund revenues.

### **Debt**

The Bureau has the ability, by City Charter State Authority, to issue debt in the form of general obligation (G.O.) or Revenue tax-free bonds. Before July 1993, the Bureau had issued only "double-barreled" (revenue-backed) General Obligation (G.O.) bonds, which carry no debt coverage requirement since they are backed by the full faith and credit of the City. Because the debt service on these bonds was wholly paid out of water revenues, the Bureau had made it a practice to target a minimum overall debt service coverage of only 1.2. For reasons related to State Ballot Measure 5, new debt beginning with the 1993 bond sale, and future bond sales would be in the form of revenue issues. Unlike G.O. debt, the Bureau's new revenue issues were required by bond ordinance to dedicate net water revenues to the payment of revenue bond debt service, and pass a debt service coverage test. Given the likelihood the Bureau will no longer sell G.O. debt, it 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 desires as a policy to maintain its Aa1 Revenue bond rating, the Bureau's minimum target coverage for overall (G.O. plus revenue) debt service was increased to 1.9. The Bureau's overall target coverage is met or exceeded each year of the forecast.

# City Comprehensive Financial Management Policy Resolution #35005

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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 a part of the budget development process, and recommend modifications and adjustments as necessary to keep the policy updated.

Adopted by the Council, June 17, 1992

Mayor J.E. Bud Clark Barbara Clark

SCB:jb Auditor of the City of Portland

June 11, 1992

## EXHIBIT I

### 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 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 request. 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 submittal 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.
  - ◆ Presentation 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 Standard 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 benefits 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 services charges should prepare and periodically update cost-of-service studies for such service. When consistent with legal requirements, other City interest 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 to 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 the 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 services 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 adjustment 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 projects 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 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 contract 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.
3. Purpose Statement for Funds
  - a. Each fund in the City will have a Statement of Purpose which includes the following items:
    - ◆ Purpose(s) of the fund
    - ◆ Source(s) of revenues to the fund
    - ◆ A method of establishing annual contributions to the fund, if any.
    - ◆ The Bureau responsible for managing the fund.

- ◆ Size and use of contingency, if any. Contingency levels will be based on the uncertainties associated with the purposes of the fund
- ◆ 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:
  - ◆ For purchase of capital items, a method for periodically testing the cost-effectiveness of pre-funding 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.
  - ◆ Clear equipment replacement policies and identifiable equipment reserves, where appropriate.
  - ◆ A method of clearly accounting for equipment reserves from and purchases for each bureau.
  - ◆ A policy and procedure for protecting capital reserves from being used for operating purposes.
  - ◆ A method for periodically testing the cost-effectiveness of internal provision of services vs. contacting 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:
  - ◆ Required level of debt service coverage for the fund.
  - ◆ 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.
- 4. The Office of Finance and Administration will do annual review of all funds to determine if each is still serving a useful purpose and is needed.
- 5. 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 on 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



# General Fund Revenue Policy Resolution #35006

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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 Council, June 17, 1992

Mayor J.E. Bud ClarkBarbara Clark

SCB:jbAuditor of the City of Portland

June 11, 1992

## EXHIBIT I

### OFFICE OF FINANCE AND ADMINISTRATION

updated June 1996

#### 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. These 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 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) is 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 request 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 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.



# City Debt Management Policy

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## 1. SELECTION OF FINANCE CONSULTANTS AND SERVICE PROVIDERS

The City's Debt Manager shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the City's debt program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices.

- a. **Bond Counsel.** As part of its responsibility to oversee and coordinate the marketing of all City indebtedness, the City Attorney, with advice of the Debt Manager and a committee representing City Bureaus, Agencies, and Commissions with capital financing needs, shall 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 solicitation and selection process for such services will comply with City Code requirements for Professional, Technical, and Expert Services. The Council shall make such selection, taking into consideration these recommendations.
- b. **Underwriters.** The Debt Manager shall solicit proposals for underwriting services for all debt issued in a negotiated or private placement sale mode. The solicitation process used for these services shall comply fully with City Code requirements for Professional, Technical, and Expert Services, and shall include formation of a review committee to evaluate written proposals and, if deemed necessary, conduct oral interviews. In addition, the proposal solicitation and selection process for negotiated sales as developed by the Debt Manager, and amended from time to time, shall also be followed. The selection of underwriters may be for an individual or series of financings or a specified time period. The Council shall make such selections taking into consideration the recommendations of the review committee.
- c. **Financial Advisor.** The Debt Manager, with advice of a committee representing City Bureaus, Agencies, and Commissions with capital financing needs, shall make recommendations to the City Council regarding the selection of financial advisors to be employed and the duration of such employment. The solicitation and selection process for such services will comply with City Code requirements for Professional, Technical, and Expert Services. The time period for employment may relate to an individual or a series of financings, or for a specified period of time.
- d. **Paying Agent.** The Debt Manager, in consultation with the City Treasurer, shall solicit periodically for paying agent services from qualified commercial and trustee banks. The cost of providing such services shall be used by the Debt Manager, along with other qualitative measurements, in developing a Paying Agent recommendation to City Council, along with the term of such agreement.
- e. **Other Service Providers.** The Debt Manager shall periodically solicit for other service providers (escrow agents, verification agents, trustees, etc.). The cost of providing such services shall be used by the Debt Manager in developing a recommendation to City Council, along with the term of such agreement.

2. COMPREHENSIVE CAPITAL PLANNING AND FINANCING SYSTEM

- a. **Capital Planning and Financing System.** The City shall develop a capital planning and financing system for use in preparing a multi-year Capital Improvement Plan for consideration and adoption by the City Council as part of the City's budget process. Individual bureaus and agencies shall prepare multi-year capital plans and coordination and preparation of the City-wide Capital Improvement Plan shall reside with the Office of Finance and Administration. This Plan shall be for the coming five fiscal years and shall be updated periodically. The Plan shall contain a comprehensive description of the sources of funds and the timing of capital 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, analyze the conformance of the planned financings 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. Affordability impacts of the Plan shall be evaluated in consultation with the various City Bureaus.
- b. **Debt Calendar and Financing Priorities.** It shall be the responsibility of the Debt Manager, within the context of the Capital Improvement Plan, to oversee and coordinate the timing, process of issuance, and marketing of the City's borrowing and capital funding activities required in support of the Plan. In this capacity, the Debt Manager shall make recommendations to the City Council regarding necessary and desirable actions and shall keep it informed through regular and special reports as to the progress and results of current-year activities under the Plan.
- c. **Funding of Capital Outlays.** As part of its capital financing philosophy, the City shall make contributions from its own current revenues, or from outside funding sources such as state or federal grants, to each capital project or program equal to at least 5% of its total capital cost.
- d. **Maintenance, Replacement and Renewal.** Consistent with its philosophy of keeping its capital facilities and infrastructure systems in good repair and to maximize the capital 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.
- e. **Debt Authorization.** No City debt issued for the purpose of funding capital projects shall be authorized by the City Council unless it has been included in the Capital Improvement Plan or until the Council has modified the Plan. Such modification shall occur only after the Council has received a report of the impact of the contemplated borrowing on the existing Capital Improvement Plan and recommendations as to the financing arrangements from the Debt Manager and the Office of Finance and Administration.

3. LIMITATIONS ON CITY INDEBTEDNESS

- a. **Target Limitations on Non-Self-Supporting Unlimited Tax General Obligation Indebtedness.** The City shall, as a matter of policy, conduct its finances so that the amount of direct, non-self-supporting, unlimited tax general obligation ("UTGO") debt outstanding at any time that is subject to approval by the voters (excluding long-term, non-self-supporting leases) does not exceed 0.75% of the City's taxable assessed valuation.
- b. **Target Limitations on Non-Self-Supporting Limited Tax General Obligation Indebtedness and Full Faith and Credit Lease-Purchase Obligations.** The City shall, as a matter of policy, conduct its finances so that the amount of direct, non-self-supporting, limited tax general obligation ("LTGO") debt and full faith and credit lease purchase obligations outstanding at any time that are not subject to approval by the voters does not exceed 1.0% of the City's taxable assessed valuation. Furthermore, the City shall strive to limit the annual debt service requirements on these obligations to an amount that is not greater than 10% of annual General Fund revenues.

These limitations apply to debt obligations issued with a specific LTGO pledge, obligations secured by a pledge of the City's full faith and credit, and obligations that are in effect secured by a LTGO pledge and are not self-supporting, or which are paid for from General Fund monies. Also included within this limitation are any other loan agreements entered into directly by the City or secured indirectly by a pledge of the City's General Fund.

- c. **Target Limitations on Lease-Purchase Financing of Equipment and Furnishings.** The City may enter into short-term lease-purchase obligations to finance the acquisition of capital equipment and furnishings with estimated useful lives of less than ten years. Outstanding lease-purchase obligations issued to finance capital equipment and furnishings shall not exceed 0.125% of the City's taxable assessed valuation. Repayment of these lease-purchase obligations shall occur over a period not to exceed the useful life of the underlying asset or in any case no longer than five years from the dated date of such obligations. The Debt Management Group of the Office of Finance and Administration shall be responsible for developing procedures for use by City Bureaus interested in participating in the lease-purchase program, and for setting repayment terms and amortization schedules, in consultation with participating Bureaus.
- d. **Limitations on General Fund Loan Guarantees and Credit Support.** As part of the City's financing activities, General Fund resources may be used to provide credit support or loan guarantees for public or private developments that meet high priority City needs. Before such General Fund commitments are made, specific policy goals and objectives that determine the nature and type of projects qualifying for such support, and specific limitations to be placed on the maximum amount of General Fund resources pledged to such projects shall be developed. The Office of Finance and Administration shall be responsible for coordinating the development of such policies and goals, which shall not take effect until approved by the City Council. General Fund loan guarantees shall be subject to the overall debt limitations set forth in B, above.

Recognizing the limited capacity of the City's General Fund to support both ongoing operating programs and secure long-term debt obligations, use of the General Fund to secure such obligations must first be approved by the Debt Manager and the Director of the Office of Finance and Administration. Key factors that will be considered in determining whether or not the General Fund should be used to secure a particular debt obligation will include the following:

- ◆ Demonstration of underlying self-support, thus limiting potential General Fund financial exposure.
  - ◆ Use of General Fund support as a transition to a fully stand alone credit structure, where interim use of General Fund credit support reduces borrowing costs and provides a credit history for new or hard to establish credits.
  - ◆ General Fund support is determined by the City Council to be in the City's overall best interest.
- e. **Target Limitations on the Issuance of Revenue-Secured Debt Obligations.** The City shall seek to finance the capital needs of its revenue producing enterprise activities through the issuance of revenue-secured debt obligations. Prior to issuing revenue-secured debt obligations, City Bureaus, in consultation with the Debt Manager, will develop financial plans and projections showing the feasibility of the planned financing, required rates and charges needed to support the planned financing, and the impact of the planned financing on ratepayers, property owners, City Bureaus, and other affected parties. The amount of revenue-secured debt obligations issued by a City Bureau will be limited by the feasibility of the overall financing plan as determined by the Debt Manager.

Revenue-secured debt obligations must first be reviewed and approved by the Debt Manager and the Director of the Office of Finance and Administration before being issued.

4. STRUCTURE AND TERM OF CITY INDEBTEDNESS

- a. **Rapidity of Debt Repayment.** Generally, borrowings 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 shall strive to repay the principal amount of its long-term general obligation debt (both voter and non-voter approved) according to the following schedule: at least 20% in five years and 40% in ten years. The City may choose to structure debt repayment so as to wraparound existing obligations or to achieve other financial planning goals. Such alternative structures shall be subject to the approval of the Debt Manager and Director of the Office of Finance and Administration, in consultation with the involved Bureaus, before being recommended to the City Council.
- b. **Use of Variable-Rate Securities.** When appropriate, the City may choose to issue securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities. The decision to issue such securities must be reviewed and approved by the Debt Manager and the Director of the Office of Finance and Administration, in consultation with the City Treasurer, before Council is requested to approve their issuance.
- c. **Pledge of Restricted Funds to Secure Debt.** The City has the power to make an irrevocable pledge of a security interest in an account created exclusively for the security of holders of City obligations. Before such funds are used to secure a prospective financing, policies regarding the use of such restricted funds shall be developed by the affected Bureau and the Debt Manager, subject to approval by the Director of the Office of Finance and Administration, to ensure that the use of such funds to secure bonds does not violate restrictions on such funds and that underlying program commitments can be maintained in addition to meeting debt service obligations on debt secured by the restricted funds. These policies shall be presented as recommendations to Council prior to or at the time issuance of the secured debt is to be authorized.
- d. **Use of Subordinate Lien Obligations.** Creation of a subordinate lien financing structure, if appropriate, shall be based on the overall financing needs of a particular bureau, expected credit ratings, relative cost of a subordinate lien structure, and impacts on the City as determined by the Debt Manager and the Director of the Office of Finance and Administration, in consultation with the involved Bureau. The results of this review shall be presented in the form of recommendations to Council for consideration prior to or at the time such bonds are being authorized.

5. METHOD OF SALE

- a. **Competitive Sale.** The City, as a matter of policy, shall seek to issue its debt obligations in a competitive sale unless it is determined by the Debt Manager that such a sale method will not produce the best results for the City. In such instances where the City in a competitive bidding for its debt securities (whether general obligation or non-general obligation debt) deems the bids received as unsatisfactory or does not receive bids, it may, at the election of the City Council, enter into negotiation for sale of the securities.
- b. **Negotiated Sale.** When determined appropriate by the Debt Manager and approved by the Director of the Office of Finance and Administration, the City may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a specific financing program. Selection of the underwriting team shall be made pursuant to selection procedures set forth in these Debt Policies, consistent with City Code.
- c. **Private Placement.** When determined appropriate by the Debt Manager and approved by the Director of the Office of Finance and Administration, the City may elect to sell its debt obligations through a private placement or limited public offering. Selection of a placement agent shall be made pursuant to selection procedures developed by the Debt Manager, consistent with City Code.
- d. **Official Bid Form.** The City shall design an official bid form to be made part of each official notice of sale published in conjunction with the sale of debt securities in a competitive sale by the City.



## 6. SHORT-TERM DEBT AND INTERIM FINANCING

- a. **Lines and Letters of Credit.** Where their use is judged by the Debt Manager to be prudent and advantageous to the City, the City has the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit that shall provide the City with access to credit under terms and conditions as specified in such agreements. Before entering into any such agreements, takeout financing for such lines or letters of credit must be planned for and determined to be feasible by the Debt Manager. Any agreements with financial institutions for the acquisition of lines or letters of credit shall be approved by the City Council. Lines and letters of credit entered into by the City shall be in support of projects contained in the approved Capital Improvement Plan.
- b. **Bond Anticipation Notes.** Where their use is judged by the Debt Manager to be prudent and advantageous to the City, the City may choose to issue Bond Anticipation Notes as a source of interim construction financing. Before issuing such notes, takeout financing for such notes must be planned for and determined to be feasible by the Debt Manager. Bond Anticipation Notes may be sold in either a competitive or negotiated sale, subject to authorization and approval by the City Council.
- c. **Tax and Revenue Anticipation Notes.** Where their use is judged by the Debt Manager to be prudent and advantageous to the City, the City may choose to issue Tax and Revenue Anticipation Notes to fund internal working capital cashflow needs. Before issuing such notes, cashflow projections will be prepared by the appropriate City Bureaus and reviewed by the Debt Manager. Tax and Revenue Anticipation Notes may be sold in either a competitive or negotiated sale, subject to authorization and approval by the City Council.
- d. **Tax Exempt Commercial Paper.** The City may choose to issue Tax Exempt Commercial Paper as a source of interim construction financing for projects contained in the City's approved Capital Improvement Plan only after the Debt Manager, in consultation with the City Treasurer, determines that such a financing represents the least cost interim financing option for the City. Furthermore, Tax Exempt Commercial Paper shall not be issued for City capital programs unless it is of sufficient economic size as determined by the Debt Manager. A report recommending the issuance of Tax Exempt Commercial Paper must first be approved by the Director of the Office of Finance and Administration, before recommendations are made to City Council authorizing the establishment of such a program.

## 7. IMPROVEMENT DISTRICT AND ASSESSMENT CONTRACT FINANCING

- a. **Financing Policies.** The policies guiding the City's improvement district and assessment contract financing program shall be guided by City Council Resolution No. 34847, as amended.
- b. **Interest Rates on Improvement Assessment Loans.** The contract interest rate on loans made from the proceeds of Improvement Assessment Bonds shall be equal to the effective interest rate paid on the bonds sold to finance such loans plus an additional percentage markup to cover self-insurance and loan servicing costs. The self-insurance and servicing charge markup shall be adjusted annually based upon the historical Improvement Assessment Bond collection history and consultation among the Auditor's Office, the Debt Manager, and the City Treasurer. The contract interest rate shall be determined on the day of the sale of Improvement Assessment Bonds for those assessment contracts financed with proceeds of the sale.
- c. **Interim Assessment Contract Interest Rates.** The interim assessment contract interest rate is the interest rate set on contracts that precede the sale of Improvement Assessment Bonds. This rate shall be set at a level deemed reasonable and prudent by the Debt Manager and the Auditor's Office to insure that funds collected through assessment contract payments are sufficient to meet that portion of future debt service requirements on Improvement Assessment Bonds attributable to such contracts.
- d. **Commitment to Self-Supporting Improvement District Financings.** Consistent with the concept of Improvement Assessment financing, all of the City's Improvement Assessment indebtedness shall be self-supporting. Prior to the issuance of Improvement Assessment Bonds, the Auditor's Office shall review projected cash flows which incorporate scheduled assessment contract payments, prepayments, delinquencies, and non-payments with the Debt Manager to ensure that the proposed Bonds shall meet the City's self-support requirement.

8. REFUNDING OF CITY INDEBTEDNESS

- a. **Debt Service Savings--Advance Refundings.** The City may issue advance refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings, expressed as a percentage of the par amount of the refunding bonds, equal or exceed 5 percent. Exceptions to this requirement shall be made only upon the approval of the Debt Manager and the Director of the Office of Finance and Administration.
- b. **Debt Service Savings--Current Refundings.** The City may issue current refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings equal or exceed \$100,000.
- c. **Restructuring of Debt.** The City may choose to refund outstanding indebtedness when existing bond covenants or other financial structures impinge on prudent and sound financial management. Savings requirements for current or advance refundings undertaken to restructure debt may be waived by the Debt Manager and the Director of the Office of Finance Administration upon a finding that such a restructuring is in the City's overall best financial interests.
- d. **Open Market Purchase of City Securities.** The City may choose to defease its outstanding indebtedness through purchases of its securities on the open market when market conditions make such an option financially feasible. The Debt Manager and the City Treasurer shall be responsible for developing procedures for executing open market purchases and the savings objectives to be achieved by undertaking such actions.

9. USE OF CREDIT ENHANCEMENT

The City shall seek to use credit enhancement (letters of credit, bond insurance, surety bonds, etc.) when such credit enhancement proves cost-effective. Selection of credit enhancement providers shall be subject to a competitive bid process developed by the Debt Manager. Credit enhancement may be used to improve or establish a credit rating on a City debt obligation even if such credit enhancement is not cost effective if, in the opinion of the Debt Manager, the use of such credit enhancement meets the City's debt financing goals and objectives.

10. REBATE REPORTING AND COVENANT COMPLIANCE

The Debt Management Group in the Office of Finance and Administration shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This effort shall include tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the City's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants shall be monitored to ensure that all covenants are complied with.

11. CONDUIT FINANCINGS

The City may sponsor conduit financings for those activities (i.e., economic development, housing, health facilities, etc.) that have a general public purpose and are consistent with the City's overall service and policy objectives as determined by the Portland Development Commission. All conduit financings must insulate the City completely from any credit risk or exposure and must first be approved by the Debt Manager and the Director of the Office of Finance and Administration before being submitted to City Council for authorization and implementation.

12. FINANCING PROPOSALS

Any capital financing proposal made 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 leases, or making of guarantees or otherwise involving directly or indirectly the lending or pledging of the City's credit shall be referred to the Debt Manager, who in a timely manner shall be responsible for analyzing the proposal, responding to the proposal, and recommending to the Director of the Office of Finance and Administration the required action to be taken.

13. DERIVATIVE PRODUCTS

The City may in the future choose to enter into contracts and financing agreements involving interest rate swaps, floating/fixed rate auction or reset securities, or other forms of debt bearing synthetically determined interest rates as authorized under Oregon statutes. Before entering into such contracts or agreements, a review team consisting of the Debt Manager, the City Treasurer, and appropriate bureau staff and outside consultants shall be formed to review the risks and benefits of such financing techniques and expected impacts on the City's long-term financial operations and credit ratings. The report, when completed, shall be presented to the Director of the Office of Finance and Administration for review and approval before any recommendations are submitted to the City Council for authorization and implementation.

#### 14. OTHER POLICIES AND REQUIREMENTS

- a. **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 debt financing of the City. The audit may also contain a report detailing any material or rate covenants contained in any direct offering of the City and whether or not such covenants have been satisfied.

#### 15. CREDIT RATINGS

- a. **Rating Agency Relationships.** The Debt Manager shall be responsible for maintaining relationships with the rating agencies that currently assign ratings to the City's various debt obligations. This effort shall include providing periodic updates on the City's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.
- b. **Use of Rating Agencies.** The Debt Manager shall be responsible for determining whether or not a rating shall be requested on a particular financing, and which of the major rating agencies shall be asked to provide such a rating.
- c. **Minimum Long-Term Rating Requirements.** The City's minimum rating requirement for its direct, long-term, debt obligations is a rating of "A" or higher. If such a debt obligation cannot meet this requirement based on its underlying credit strength, then credit enhancement shall be sought to ensure that the minimum rating is achieved. If credit enhancement is unavailable or is determined by the Debt Manager to be uneconomic, then the obligations may be issued without a rating.

A lower rating standard may be accepted for indirect or conduit obligations, subject to the approval of the Debt Manager.

#### 16. ONGOING DISCLOSURE

The Debt Manager shall be responsible for providing ongoing disclosure information to established national information repositories and for maintaining compliance with disclosure standards promulgated by state and national regulatory bodies.



# City Investment Policy Resolution #35440

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Adopt City of Portland Investment Policy. (Resolution)

WHEREAS, the City of Portland is allowed under State of Oregon law to invest its idle funds in United States Government or United States Agency securities; time deposits and bankers' acceptances of financial institutions located within Oregon; in commercial paper of financial institutions and corporations; 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 Public Finance and Treasury Division of the 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.

September 7, 1995

## 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 the investment of all funds on deposit at the City of Portland Treasurer's Office, as well as all trust funds for which the City has investment responsibility. Funds held by Trustee or Fiscal Agents are excluded, if the City does not have explicit investment authority. Deferred Compensation funds have separate rules and are not covered within this Policy. The estimated investments covered herein range from \$350 million to \$750 million.

## RESPONSIBILITY

The City Treasurer will be responsible for the implementation of this Policy. In the absence of the City Treasurer, the City's Chief Deputy Treasurer or the Director of the Bureau of Financial Management shall perform the investment duties. 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 Director of the Office of Finance and Administration (or designee) will establish the maximum investment level with each Oregon financial institution after consulting with the 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:

- ◆ United States Treasury Debt Obligations
  - ◆ Maximum % of Portfolio 100%
  - ◆ Maximum Maturity 7 Years
  - ◆ Securities held for safekeeping at the City's custodian Bank or successor.
- ◆ United States Agency Debt Obligations
  - ◆ Maximum % of Portfolio 100%
  - ◆ Maximum Maturity 2 Years
  - ◆ Maximum % of Portfolio Per Issuer 100%
  - ◆ Securities held for safekeeping at the City's custodian Bank or successor.
- ◆ Repurchase Agreements Secured by United States Treasury Debt Obligations
  - ◆ Maximum % of Portfolio 30%
  - ◆ Maximum Maturity 30 days
  - ◆ 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
  - ◆ Repurchase agreements cannot exceed 2% of brokerage firm's liabilities.
  - ◆ A signed repurchase agreement will be obtained in advance of the initial execution of an investment.
  - ◆ Securities which serve as collateral for repurchase agreements must be delivered to the City's Trust Account at the City's custodian bank or successor on a delivery versus payment basis.
  - ◆ Only United States Treasury Securities shall be used in conjunction with the repurchase agreement and such securities shall have a maturity of not longer than three years.
  - ◆ The price paid by the Treasurer for United States Treasury Securities in the repurchase agreement shall not exceed amounts or percentages prescribed by written policy of the Oregon Investment Council or the Oregon Short-Term Fund Board created by ORS 294.885.
- ◆ Time Deposits in State of Oregon Financial Institutions Collateralized 25% by Securities as Required by Oregon Revised Statutes
  - ◆ Maximum % of Portfolio 50%
  - ◆ Maximum Maturity 1 Year
  - ◆ Maximum % of Portfolio Per Issuer 25%
  - ◆ Securities held in vault at the City's Treasury
- ◆ Bankers' Acceptance Issued by Financial Institutions in Compliance With the Provisions of ORS 294.035
  - ◆ Maximum Percent of Portfolio 50%

- ◆ Maximum Maturity 6 Months
- ◆ Maximum Percent of Portfolio Per Issuer 25%
- ◆ Securities held for safekeeping at the City's custodian Bank or successor Bank.
- ◆ State of Oregon Local Government Investment Pool

The legal maximum as provided under ORS 294.810.

- ◆ Commercial Paper Issued by United States Corporations in Compliance With the Provisions of ORS 294.035
  - ◆ Investment Rating A-1, P-1
  - ◆ Maximum Percent of Portfolio 25%
  - ◆ Maximum Maturity 270 Days
  - ◆ Maximum Percent of Portfolio Per Issuer 5%
  - ◆ Securities held for safekeeping through the City's custodian Bank or successor

### **INVESTMENT DIVERSIFICATION**

Diversification requirements must be met on the settlement date of an investment transaction. If due to unanticipated cash needs, the investment in any security type or financial issuer later exceeds the limitations in this policy, the Treasurer is responsible for bringing the investment portfolio back into compliance as soon as is practical.

### **DISTRIBUTION OF PORTFOLIO MATURITIES**

Distribution, by maturity, of the investments is illustrated below:

#### Maturity Percentage of Funds

0-2 Years 50-100%

2-7 Years 0-50%

This 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 \$200 million, then up to \$100 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. The City's Investment Advisory Committee will be consulted prior to implementing a strategy of purchasing securities with maturities beyond two years. The portfolio's weighted average maturity shall not exceed eighteen (18) months.

### **BROKERAGE ALLOCATION**

The Treasury will maintain a current list of all brokerage firms that have been approved by the Director of the Office of Finance and Administration (or designee) to conduct investment business with the City. The Treasury will obtain a minimum of three quotes from different brokers before it executes a government securities transaction, or purchases commercial paper issued by a corporation outside of Oregon on the national market. The allocation of brokerage business will be based upon which brokerage firm offers the best price to the City on each particular transaction. Where two or more brokers have offered the same best price, allocation will go to the investment firm that has provided the best service to the City.

When purchasing bankers' acceptances or commercial paper, the Treasury will compare interest rates on similar investments from other investment dealers. The Treasury will also determine that the rates being offered the city are rates comparable to those available for similar investments in the national market.

When purchasing time deposits, the Treasury will obtain interest rate offers from all Oregon financial institutions approved to do business with the City. The time deposits will be allocated to the highest interest rate offered the City, consistent with the maximum deposit levels set for each financial institution by the Director of the Office of Finance and Administration (or designee).

## **METHOD OF ACCOUNTING**

The City shall comply with all required legal provisions and Generally Accepted Accounting Principles (GAAP). The accounting principles are those contained in the pronouncements of authoritative bodies including but not necessarily limited to, the American Institute of Certified Public Accountants (AICPA); the Financial Accounting Standards Board (FASB); and the Government Accounting Standards Board (GASB).

## **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 (or designee):

- ◆ A list of securities owned, with all maturities over one year priced at both cost and market value.
- ◆ A list of all investment transactions showing the net gain or loss on each investment.

## **INTERNAL CONTROLS**

The internal controls of the City of Portland's Treasury are reviewed and tested by the City's internal and external auditors.

## **PERFORMANCE EVALUATION**

The City's investment performance shall be reviewed monthly by the Director of the Bureau of Financial Management. The City's portfolio yield will be compared monthly to the yield of U.S. Treasury Securities with a maturity similar to the average maturity of the City's portfolio.

## **ANALYSIS OF INVESTMENT 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 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 serves 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 the City's investments 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.

September 17, 1996



**MEMORANDUM**

TO: Mayor Vera Katz

Commissioner Jim Francesconi

Commissioner Charlie Hales

Commissioner Dan Saltzman

Commissioner Erik Sten

City Auditor Gary Blackmer

FROM: Tim Grewe

SUBJECT: Council Resolution on Investment Policy

Attached is the Investment Policy developed by the Office of Finance and Administration. Oregon law pertaining to the investment of public funds requires the annual adoption of an Investment Policy. The City's Investment Advisory Committee has reviewed the Policy and unanimously recommended its adoption by Council. The three member Investment Advisory Committee is appointed by Council and is comprised of public volunteers with economics, investment and/or cash management experience.

The Investment Policy continues to reflect the conservative strategies the City has utilized since the adoption of its first Policy in 1978. The Policy's basic strategies, which have generated above average returns, remain in tact. Two minor changes were made in this year's policy: (1) the maximum percentage of the portfolio that can be invested in any single United States Agency is being increased from 50% of the portfolio to 100% and (2) the maximum maturity for commercial paper is being expanded from 180 days to 270 days. These changes are being made because bank time deposits are not currently offering competitive rates of return. Consequently, the changes will expand the City's capacity in other permissible investment alternatives and will provide additional investment management flexibility without increasing credit risk to the City. These changes will also provide needed capacity to accommodate the City's proposed PERS pension bond issue. Our policy remains more conservative than state law allows and fully protects the City's cash reserves.

If you have any questions, please call David Thurman directly at 823-6822.

TG:DS:jb

Attached



# General Fund Reserves Use Policy Resolution #34722

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Adopt a General Reserve 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 to 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 Fund Reserve Fund.

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 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 the Council's past practice of budgeting transfers totaling a minimum of \$1 million dollars a year to the General Reserve Fund.
4. The second five percent reserve is defined as **counter cyclical reserve** available to either maintain General Fund current service level programs or transition expenditure growth to match slower revenue growth during the first 18 to 24 months of a recession.
5. The **counter cyclical 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 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 of 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 **counter cyclical 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 Council, May 03, 1990

Mayor J.E. Bud Clark

Barbara Clark

April 26, 1990

Auditor of the City of Portland

SCB:TG:RR

## General Reserve Fund Use Policy

### INTRODUCTION

Over the past three years and continuing with the proposed FY 1990-91 budget the Council, through past actions, established the General Reserve Fund to house and clearly identify the discretionary reserve within the budget. 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. A general fund reserve is needed for two reasons:

- ♦ To insulate General Fund programs and current service levels from large and unanticipated one-time expenditure requirements, a revenue reduction due to a change in state or federal legislation, resulting from adverse litigation, or similar unforeseen action.
- ♦ To temporarily insulate General Fund programs and current service levels from slower revenue growth that typically occurs during an economic recession.

This reserve is not intended to be used because General Fund expenditure growth exceeds normal revenue growth.

The level of the reserve fund is measured as a percentage of the budgeted General Fund revenues net of short-term borrowing receipts. Analysis attached as Appendix A of the December 1989 **Financial Forecast** shows that a 10 percent reserve level is required.

The following paragraphs set out policy guidelines that could govern Council's use of reserve funds.

### EMERGENCY RESERVE

The Council reserves the first five percent, or one half of the overall reserve as an Emergency Reserve. The emergency reserve is available to fund one-time emergency, unanticipated expenditure requirements or offset unanticipated revenue fluctuations occurring within a fiscal year. The reserve avoids the need to make budget adjustments outside of the normal budget hearing process. The Council can withdraw funds from the emergency reserve after the General Fund's budgeted contingency is exhausted. The emergency reserve will only be accessed when the result of emergency expenditures or an unexpected revenue reduction would be that the General Fund would likely end the fiscal year with a negative ending fund balance.

Revenue shortfalls associated with bureau service reimbursement income, contract income, or cost recovery revenues may not be offset by a transfer of resources from the General Reserve Fund.

Restoration of the Emergency Reserves will begin the fiscal year following their use. Restoration will be consistent with the Council's past practice of budgeting transfers totaling a minimum of \$1 million dollars a year to the General Reserve Fund.

### USE OF THE COUNTER CYCLICAL RESERVE

The second 5 percent of the reserve is designated as a **counter cyclical**. The Council will use this half of the reserve to either maintain General Fund current service level programs or transition expenditure growth to match slower revenue growth during the first 18- to 24 months of a recession. The counter cyclical reserve is designated for use as "bridge financing" necessary to offset slower revenue growth during a recession.

For purposes of this policy, slower or recessionary revenue growth triggers Council's assessment of use of the reserve when:

- ◆ Basic revenue growth falls to below 5.5 percent for two (2) consecutive quarters or the Financial Forecast estimates basic revenue growth will be below 5.5 percent for the next fiscal year. 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.

In addition, one or more of the following conditions must occur in conjunction with slower basic revenue growth:

- ◆ The Portland Metropolitan Area (PMSA) unemployment rate is reported above 6.5 percent for two (2) consecutive quarters or the Financial Forecast estimates PMSA unemployment will average in excess of 6.5 percent for the next fiscal year.
- ◆ The property tax delinquency rate exceeds 8 percent.
- ◆ Business license year-to-year revenue growth falls below 5.5 percent for two (2) consecutive quarters or the Financial Forecast estimates Business License revenue growth at less than 5.5 percent for the next fiscal year.

Exhibit A summarizes these indicators on an annual fiscal year basis for the period FY 1969-70 through FY 1998-99. Exhibit A shows that basic revenue growth below 5.5 percent occurred three times in the past two decades. Exhibit A should not be construed to suggest that use of reserves would avoid the need to reduce expenditure growth or possibly the absolute level of expenditures over a multi-year period.

Declines in Bureau specific cost recovery revenues, contract income, or service reimbursement income may not be offset by transfer of counter cyclical reserve resources.

The Council should begin to restore Counter cyclical Reserves used under the guidelines within 24 months after their first use.

**Table 1: Counter Cyclical Reserves Use Indicators**

Basic Revenues			PMSA Unemployment Rate		Property Tax Delinquency Rate		Business License Revenue	
Fiscal Year	Growth (%)	Below 5.5%	Rate (%)	Over 6.5%	Rate (%)	Over 8.0%	Growth (%)	Below 5.0%
1971	4.9%	Below 5.5%	7.6%	Over 6.5%	8.2%	Over 8.0%	0.6%	Below 5.0%
1972	9.1%	NA	6.9%	Over 6.5%	7.1%	NA	5.4%	Below 5.0%
1973	9.3%	NA	5.6%	NA	6.8%	NA	14.9%	NA
1974	7.0%	NA	5.8%	NA	12.2%	Over 8.0%	33.4%	NA
1975	4.9%	Below 5.5%	7.8%	Over 6.5%	10.7%	Over 8.0%	-11.9%	Below 5.0%
1976	13.6%	NA	9.6%	Over 6.5%	9.7%	Over 8.0%	24.8%	NA
1977	8.5%	NA	7.7%	Over 6.5%	8.6%	Over 8.0%	42.9%	NA
1978	7.1%	NA	5.7%	NA	8.9%	Over 8.0%	10.9%	NA
1979	10.6%	NA	5.3%	NA	7.9%	NA	19.4%	NA
1980	7.1%	NA	5.7%	NA	11.7%	Over 8.0%	5.3%	Below 5.0%
1981	10.6%	NA	7.1%	Over 6.5%	5.9%	NA	4.8%	Below 5.0%
1982	2.3%	Below 5.5%	9.1%	Over 6.5%	6.7%	Over 8.0%	-10.9%	Below 5.0%
1983	-0.1%	Below 5.5%	10.4%	Over 6.5%	8.6%	Over 8.0%	-0.8%	Below 5.0%
1984	8.9%	NA	8.7%	Over 6.5%	8.3%	NA	5.4%	Below 5.0%
1985	12.1%	NA	7.6%	Over 6.5%	7.6%	NA	24.4%	NA
1986	8.5%	NA	7.4%	Over 6.5%	8.4%	NA	1.7%	Below 5.0%
1987	14.3%	NA	6.2%	NA	7.5%	NA	16.7%	NA
1988	9.2%	NA	5.0%	NA	7.1%	NA	19.3%	NA
1989	7.9%	NA	4.4%	NA	6.5%	NA	11.4%	NA

Note: "Basic Revenues" include General Fund property taxes, business licenses, utility licenses, transient lodging taxes, cigarette and liquor taxes, and interest income revenues.  
 NA: Not Applicable

Table 1 - Counter Cyclical Reserve Use Indicators

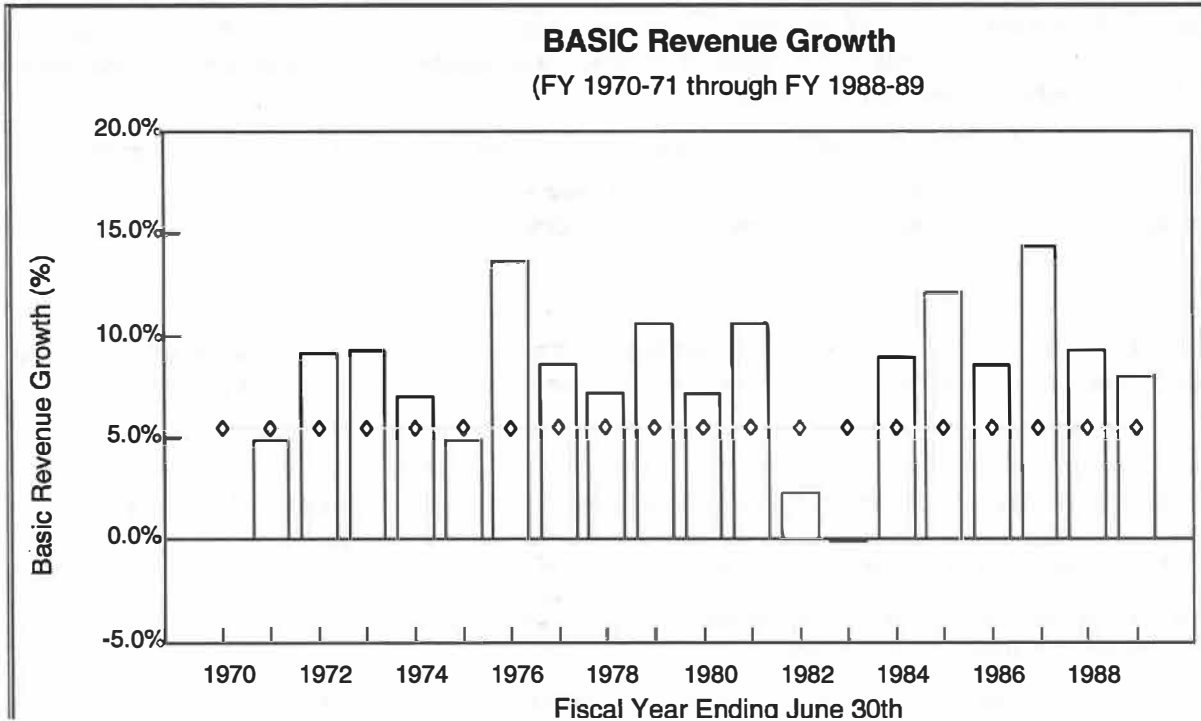


Figure 1 - Basic Revenue Growth vs. 5.5%

**APPENDIX A**

**A DISCUSSION OF REQUIRED GENERAL FUND RESERVE LEVEL**

**General**

The Council, at present, is operating with a goal of funding the General Reserve Fund at 5 percent of the General Fund revenues net of short-term borrowing proceeds. As noted in the Financial Forecast, the General Reserve Fund will probably end FY 1989-90 at or very close to the desired 5 percent goal. Table 2 shows that estimated year-end balance in the General Reserve

**Table 2: General Reserve Fund Status**

Item	Audit FY 1997-88	Actual FY 1988-89	Adopted Budget FY 1989-90	Estimated Year-End FY 1989-90
<b>GENERAL RESERVE FUND DETAIL</b>				
Beginning Fund Balance	\$0	\$1,000,000	\$2,433,894	\$2,434,967
Transfers-IN	\$4,950,000	\$1,340,283	\$1,000,000	\$9,667,952
Transfers-OUT	(\$3,950,000)	\$0	\$0	(\$4,000,000)
Interest Income	\$0	\$94,684	\$103,017	\$472,481
Ending Fund Balance	\$1,000,000	\$2,434,967	\$3,536,911	\$8,575,400
Ending Fund Balance As Percent of Net Revenues	0.623%	1.409%	2.034%	4.926%
Net Revenues	\$160,591,017	\$172,784,494	\$173,926,367	\$174,087,688
5% Reserve Level (5.000%)	\$8,029,551	\$8,639,225	\$8,696,318	\$8,704,384
Over (Under)	(\$7,029,551)	(\$6,204,258)	(\$5,159,407)	(\$128,984)
(*) Total General Fund revenues less short-term borrowing proceeds				

Table 2 -General Reserve Fund Status

Fund will be somewhere around 4.9 percent. The forecast for the fund currently assumes that \$3 million will be needed to fund Police and Fire retirements expected to result from recent vote approval of Fire and Police, Disability and Retirement pension reform. Another \$1 million of possible expenditures, requiring a transfer from the reserve to the General Fund, were outlined in the FY 1988-89 **Fourth Quarter Report**.

There are two principal reasons for building a reserve;

- ◆ First, large unexpected one-time expenditures are more easily funded from a reserve. Temporary or permanent reductions in programs are avoided. For example, the current reserve allows funding of Fire and Police retirement related personal services expenses without disruption of General Fund programs.
- ◆ Second, a “counter-cyclical” reserve is required to ameliorate the effects of an economic downturn on General Fund revenue growth. A slower regional economy will slow revenue growth relative to expenses. The result is a resource gap that, in the absence of a reserve, can probably only be eliminated by expenditure reductions. In addition it should be noted that actions by the State Legislature or the Public Utilities Commission (PUC) can also adversely affect revenue growth.

The General Reserve Fund is now at a level that allows the Council to use reserves to counteract one-time fluctuations in revenues and expenditures or meet large unexpected one-time expenditures. The 5 percent level is not adequate to offset the combination of slower revenue growth and fund large unexpected expenditures. That is it would not provide any insulation against the effects of an economic downturn. The following paragraphs develop alternative estimates of General Reserve Fund levels that would provide a reserve capable of funding extraordinary one-time expenditure requirements and ameliorate the effects of an economic downturn, adverse legislation, or adverse PUC decisions.

**Revenue History FY 1974-75 To FY 1988-89**

Table 3 summarizes historical General Fund discretionary revenue growth characteristics. In table 2 revenue is summarized for the “Big Four” revenues and “All Other” discretionary revenues. Two discretionary revenue streams are shown in Table 2. The top line of Table 2 represents “unadjusted” discretionary revenues, i.e., total revenues less short-term borrowing, contracts, service reimbursements, and grants and donations. The “adjusted” line, at the bottom of Table 2 nets out Federal Revenue Sharing transfers to the General Fund, other irregular or one-time transfers, and construction permit revenues.

**Table 3: General Fund Revenue Growth**

City of Portland Characteristics, FY 1974-75 to FY 1988-89				
Growth Rates (%).....				
Item	Compound			
	Annual	Maximum	Minimum	
General Fund Discretionary	5.5%	12.2%	0.6%	
Big Four Revenue	9.2%	14.4%	2.1%	
Property Taxes	811-814	7.7%	13.2%	2.4%
Transient Lodgings	821	12.0%	31.4%	-9.2%
Business Licenses	831	11.7%	42.9%	-10.9%
Utility License	832	13.3%	22.1%	2.9%
All Other Discretionary (**)		-2.8%	16.9%	-7.4%
Adjusted Discretionary (*)		8.5%	14.5%	0.0%

(\*) Net of Federal Revenue Sharing, one-time or irregular transfers and construction permits.  
 (\*\*) Average of 6 negative changes

Table 3 - General Fund Revenue Growth

This line more accurately reflects the General Fund’s current organizational make-up and revenue mix.

Table 3 shows that overall, General Fund discretionary revenues have at worst gone flat or grown only marginally during the periods of slower regional growth. The compound annual growth rate over the past 15 years has been about 5.5 percent. The worst year of growth for the “unadjusted” discretionary revenue stream was apparently FY 1976-77 at the tail end of a recession. The “adjusted” discretionary revenue stream showed no growth during FY 1982-83. A larger Federal Revenue Sharing transfer (up \$1.4 million) and other one-time transfers (up about \$3.4 million) totaling an estimated \$4.8 million, allowed the City to temporarily support higher expenditure levels.

The Big Four revenues have never failed to grow and the lowest overall year-to-year growth appears to be about 2.1 percent. It is interesting to note the difference in growth characteristics. Property Taxes and Utility Franchise/License Fees appear to have a growth floor in the 2 to 2.5 percent range. Transient Lodging and Business License Taxes both declined during the last recession. Transient Lodging taxes declined by about 9 percent between FY 1979-80 and FY 1980-81 (at \$10.03 million) and did not reach a new high until FY 1984-85 (at \$11.5 million). All Other discretionary revenues appears to be more volatile but the long run trend appears to be downward. This probably reflects the fact that miscellaneous fees and charges are not indexed to a price index and are not regularly reviewed to reflect rising costs.

**Alternative Reserve Level Calculations**

Table 3 seems to show that during an economic downturn revenue growth will at best slow considerably. How much depends on the nature, severity, timing, and length of the downturn. Tables 4 and 5 use the information above and other **Financial Forecast** information to develop three cases or alternative reserve level calculations.

**CASE 1**

Case 1 uses the Lower Bound revenue forecast shown in Figures 4 and 5 of the **Financial Forecast**.

The onset of an economic downturn during late FY 1989-90 creates an estimated gap, during FY 1990-91 of about \$2.8 million between expenditures and revenues. During the second year (FY 1991-92) the estimated gap widens to \$5.6 million. Creation of a reserve large enough to get through the first year translates into a General Reserve Fund totaling about \$11.5 million. This would be composed of a 5 percent element for unexpected expenses plus a \$2.8 million counter-cyclical element. This works out to a total reserve level that is 6.6 percent of Net Revenues as defined above.

Adding the insurance of a second year raises the required reserve level to about \$17.1 million. This works out to a total reserve level of just under 10 percent. A conservative approach argues for the 10 percent level. The reason for this is timing. A recession is likely to result in slower revenue growth during or within a fiscal year. This requires some initial use of the counter cyclical reserve element to get through a part of a year. Adding the second year, really the first full year, would give Council the opportunity to make revenue and expenditure adjustments with the implementation of a new budget. Thus, under the two-year column in Table 3, the \$8.35 million counter cyclical reserve would be used to adjust to slower revenue growth over an 18 to 24 month period. The other reserve elements, the “unexpected expenses” reserve would still be available for the extraordinary one-time expenditure requirements.

The “Case 1” calculations are attractive because they “fall out” of the annual **Financial Forecast**. This calculation can be replicated from year to year. The major drawback associated with the approach is that it depends on a specific (DRI) recession forecast. The specifics and details of the recession forecast that produces the lower bound revenue forecast are different every forecast cycle. Calculations from year-to-year may result in variations in the required reserve level.

**Table 4: Case 1**

CASE 1	
Cyclical Reserve Calculations Use Lower Bound Revenue Forecast	
FY 1990-91 General Fund Net Revenues	\$174,087,688
Item	Required Reserve
Unexpected Expense.(5.00%)	\$8,704,384
Counter cyclical Reserve.....	\$9,912,685
Required Reserve Fund Level.....	\$18,617,070
Reserve Level Percentage.....	10.7%

Table 4 - Case 1 Reserve Calculation



**CASE 2**

Case 2 uses the lowest overall historical year-to-year growth rate of 0.6 percent to compute a counter cyclical reserve element. Under this alternative the difference between the “Most Likely” forecast and lower 0.6 percent discretionary revenue growth translates into about \$7.7 million gap between revenues and expenditures. As shown at the top of table 4, the required reserve level amounts to about \$16.4 million or about 9.4 percent of revenues. The counter cyclical reserve element would total about \$7.7 million. Comparison with Case 1, suggests that this would be large enough to get through a 12 to 18 month period of slow revenue growth.

**CASE 3**

Case 3 uses the lowest growth rate for each major category shown in Table 2 and estimated year-end FY 1989-90 revenues to compute an overall lower bound revenue estimate for FY 1990-91. For example, Transient Lodging Taxes are forecast to increase by about 7 percent during FY 1990-91. Table 2 shows a worst case growth of -9.2 percent. The difference between the forecast and negative growth results in a revenue gap. Doing this for other major categories yields an estimated shortfall of about \$9.9 million. The required reserve level for this case is \$18.6 million. This equates to about 10.7 percent of forecast FY 1990-91 General Fund revenues net of short-term borrowing. A counter-cyclical reserve totaling \$9.9 million would, judging from Case 1, probably be sufficient to offset slower revenue growth over an 18 to 24 month period.

**Table 5: Case 2 and Case 3**

CASE 2	
Cyclical Reserve Calculation	
Use Lowest Year-to-Year Overall Growth	
Item	Required Reserve
Unexpected Expense.(5.00%)	\$8,704,384
Counter cyclical Reserve.....	\$7,699,782
Required Reserve Fund Level.....	\$16,404,167
Reserve Level Percentage.....	9.4%
CASE 3	
Cyclical Reserve Calculations	
Use Lowest Year-to-Year Overall Growth	
Item	Required Reserve
Unexpected Expense.(5.00%)	\$8,704,384
Counter cyclical Reserve.....	\$9,912,685
Required Reserve Fund Level.....	\$18,617,070
Reserve Level Percentage.....	10.7%

Table 5 - Cases 2 and 3 Reserve Calculations

**Conclusion**

The three different reserve level calculations shown above suggest that the desired General Reserve Fund level is about 10 percent of total annual General Fund Revenues net of short-term borrowing receipts. About 5 percentage points constitutes a reserve for large unexpected one-time expenditures. An additional 5 percentage points would provide a counter-cyclical reserve. A 10 percent General Reserve Fund level would give the Council flexibility to contend with the combination of large one-time unexpected expenditures and slower revenue growth due to an economic downturn. The analysis above suggests that the 5 percent counter-cyclical reserve element would provide about 12 to 24 months of leeway in adjusting to the effects of slower revenue growth due to an economic slowdown.



# Interagency Agreement Policy Resolution #35089

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Revise Interagency Agreement Policy for the City of Portland (Resolution No. 35089)

WHEREAS, an Interagency Agreement Policy was adopted by Council (Resolution No. 34580), effective July 1, 1989 upon acknowledging the need for such a policy, consisting of a set of standards and guidelines governing the Interagency Agreement process throughout each fiscal year.

WHEREAS, the IBIS Interagency Agreement Committee, in conjunction with the Bureau of Financial Planning, proposes updates to the policy and revisions to the billing dispute resolution process described under Guideline V of the City's policy.

WHEREAS, the Council of the City of Portland acknowledges a need to revise the Interagency Agreement Policy.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Portland, Oregon that:

1. The Revised Interagency Agreement Policy (Exhibit I) shall be adopted by the Council and shall be in full force and effect, beginning December 9, 1992.
2. All Interagency Agreements entered into by bureaus/agencies of the City of Portland after December 8, 1992 shall follow the revised policy standards and guidelines set forth therein.

Adopted by the Council, Dec. 16, 1992

Mayor Bud Clark

Barbara Clark

JEC:LMS

Auditor of the City of Portland

December 4, 1992

## EXHIBIT I

Revised November 2, 1992

## 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 fulfills 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 (I/A) 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 internal service 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 the tentative agreement, the provider offers a cost estimate to the receiver. If the receiver agency is in agreement with the cost estimate of the providers 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, most of the internal service funds were established by ordinance during FY 1974-75. Internal service fund interagency are unique in that the internal service bureaus (i.e. Communications Services, Printing and Distribution Services, Fleet Services, Insurance and Claims, Worker's Compensation, Computer Services, 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.

An internal service fund, the Intermediate Debt Service Fund, has been established for the acquisition of equipment under the Master Lease program. This fund is managed by the Office of Finance and Administration (OF&A) and is used to collect lease payments from bureaus financing acquisitions through this program. OF&A's Debt Management 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 calendar for the Budget Process, a three-week turn-around 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 I/A 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. Disagreement 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 Services, Printing and Distribution and Distribution Services, or Communication Services, the receiver agency includes only the additional rental or replacement charges for that equipment in its interagency agreement for services. In addition, the BUD 6 Form allows bureaus to provide a description of any equipment to be purchased and the purchase amount. This form is a Cash Transfer (BUD 6). The cost of purchasing the equipment is also listed on the Line Item Worksheet (BUD 1), Line Item 573000 (Equipment Cash Transfers).

In summary, the Interagency Agreement (BUD 5) establishes a mutually agreed upon budget amount for anticipated services to be provided or received. The Cash Transfer (BUD 6) establishes the amount of equipment purchases in much the same manner.

Due to the numerous problems incurred in recent years and the ever-increasing usage of the Interagency Agreements, it became necessary to establish formal policy citing standards and guidelines to allow for a more efficient and effective Interagency Agreement process and to provide a method for conflict resolution. The process was first introduced in FY 1989-90.

**GUIDELINE I: FORMAT OF THE INTERAGENCY AGREEMENT**

The format of a complete Interagency Agreement (I/A) will include the following:

1. The I/A will be written, not verbal, and will be completed on the BUD 5 form provided by OF&A or its equivalent.
2. The I/A will reasonably define the service to be provided in quantitative terms and whenever possible, qualitative terms.
3. The I/A 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 I/A will define the process by which amendments/adjustments may be made to the original agreement.
5. In the case of an unanticipated mid-year amendment, the proper supporting documentation with respect to the changes will be provided. The Interagency Service/Cash Transfer Agreement form includes columns labeled "original", "revised", and "adjustment" to accommodate policy requirements.
6. The I/A will define the billing process and schedule.

Interagency Agreements will only be accepted by the Office of Finance and Administration, Bureau of Financial Planning, if they have been completed according to the above requirements and if they have been signed by both the providers' and the receiver's authorized bureau representative, thus indicating they have entered into an agreement. **If a completed Interagency Agreement is not received by OF&A, it will not be put in the budget.**

Copies of any subsequent signed I/A 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 typically no General Fund or other subsidies built in provider budgets, Interagency 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 the 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 Finance and Administration is nearing the completion of the **Cost of Service Manual** that describes rate setting methodologies and procedures. The anticipated distribution date is December 1992.)

In the case of General Services, the Interagency 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 an internal service 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 a 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 Interagency providers will reflect the true 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 the 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 the service quantity and quality that is to be provided in the subsequent year.
3. Providers will make available to receiver's 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 submission to OF&A, 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 provider's costs among all receivers of a service.

### **GUIDELINE III: RATE APPLICATION**

For each class of I/A receivers, rates will be uniformly applied. Special arrangements or any sort of exception from standard rates or components of rates for the provision of 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 Finance and Administration. There will be a full description 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 for the interagency services fall into three categories: premium/dedicated/cash transfers, charges driven by inventories, and charges based upon specific services or usage. The first category includes insurance premiums and dedicated interagency appropriation. The second category includes billings for assigned equipment (vehicles, telephones, radios), rent and lease financing charges. The third category covers work order charges and other variable cost services like fuel, motor pool, and long distance. In addition, equipment cash transfers would fall into the third category. (These examples are not exhaustive.)

Documents submitted to record direct billings for a service, i.e., printing services, 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 any other direct and indirect charges applied.

The Accounting Division of the Office of Finance and Administration will only accept and 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 serving provision within an existing Interagency Agreement.

In both cases, parties are encouraged to resolve dispute between themselves. However, experience has shown the need for a dispute resolution process.

##### **A. Policy Dispute Resolution**

In cases of disputes relating to policy issues such as rate methodology, either party may submit issues to the Interagency Review Board (IARB), comprised of non-involved Bureau Managers appointed by the OF&A Director on a case-by-case basis for resolution. The IARB will issue a report of its finding 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.

##### **B. Billing Dispute Resolution**

In the case of billing disputes, the following procedure will be utilized:

###### **Step 1 - Receiver Agency:**

1. Formally objects to billing in dispute by writing to provider describing the billings and why receiver believes they are incorrect.

###### **Step II - Provider Agency:**

1. Receives written description of disputed billings from receiver. Provider and receiver agencies then have 20 working days to resolve the dispute. To the degree the dispute is resolved in the receiver's favor, provider will return the cash **plus interest**.

###### **Step III - Provider and Receiver Agencies:**

1. If the dispute is not resolved within 20 working days as noted above, provider and receiver shall submit written justification for their positions to the Office of Finance and Administration in conformance with the following process:
  - a. Position papers must be submitted within 10 working days which clearly:
    - ◆ Defines the dispute
    - ◆ Provides relevant information in support of the Bureau's position.
    - ◆ States the steps that were taken in an attempt to resolve the disputed issues.

**Step IV - Office of Finance and Administration:**

1. Issues a decision on the dispute within 10 working days after receiving the request. (During the budget season, from January 1 through March 31, this 10-day period may need to be extended indefinitely, dependent upon available staff within OF&A.) If the provider and receiver agencies do not accept the decision of OF&A, OF&A will submit its report to the Commissioner-In-Charge of the respective bureaus, with a copy to the rest of Council. When the dispute is finally resolved, to the degree the resolution is in the receiver's favor, provider will make cash restitution **plus interest**.

NOTE: Again, it must be determined by the Office of Finance and Administration 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 I/A disputes prior to the beginning of the Budget Process, either by stipulation or arbitration. Arbitration prior to the submission of the bureau's 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.



# Local Improvement District Financing Policy Resolution #34847

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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;

## 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.

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.

The local improvement district program is an important method for financing local transportation, sewer, water and other capital improvements.

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.

### **D. 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.

**Table 6:**

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>

**E. 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.

**Table 7:**

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) before 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.

# FY 2000-01 Budget Adoption Ordinance #174626

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\*Adopt the annual budget of the City of Portland and establish appropriations for the fiscal year beginning July 1, 2000. (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 2000-01 budget on June 20, 1999 and certified the City's FY 2000-01 budget and proposed levies on that date.
2. The FY 2000-01 Adopted Budget document presents the first year of a two-year financial plan and budget. For FY 2000-01 the document provides specific position authorization and line item expenditure and revenue detail for all City bureaus and funds.
3. After the preparation, approval, public notice, and presentation to the TSCC of the City's Approved Budget, it is advisable to update the estimates of resources and requirements contained in the FY 2000-01 Budget prior to final adoption as allowed under Oregon State budget statutes.
4. The changes to be incorporated in the Adopted Budget include:
  - a. The carryover of appropriations for certain activities or projects previously authorized in the FY 1999-00 budget but not expected to be expended by June 30, 2000;
  - b. Technical adjustments including program revenue adjustments; updated estimates for interagency agreements; and numerous minor adjustments needed in order to make the resource and requirement estimates as up-to-date and technically accurate as possible prior to adoption of the FY 2000-01 budget.
5. The budget should be adopted so that there is no delay in establishing budget authority for conducting City business on July 1, 2000.
6. The Council expresses specific direction to bureaus to ensure proper attention is given to work items in the form of Budget Notes included in the Adopted Budget document.

NOW, THEREFORE, the Council directs:

- a. The Fiscal Year 2000-01 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, 2000, from the funds and for the purposes listed Attachment 1, Table 1. This schedule of appropriations incorporates the changes 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 2000-01 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 2000-01 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 Attachment 2, Appropriation Schedule – FY2000-01, Table 10 except with approval from the City Council as provided for in ORS 294.450, 294.326, or 294.455 or through the Supplemental Budget process provided for in ORS 294.455 and ORS 294.480.
  - (b) Line item budget adjustments may only change the totals for the major object categories of the bureau program budget with written authorization from the Commissioner-in-Charge and subsequent reporting in the trimester Budget Monitoring Reports that bureaus submit to the Office of Management and Finance.
- iii. Expenditures for internal materials & services (line items 551000 through 559000) may only be used to obtain services from City of Portland agencies. Any line item budget adjustment that changes an internal materials & services amount must be agreed to by both the bureau providing the service and the bureau receiving the service, in accordance with the City's policy on interagency agreements adopted by the City Council on June 21, 1989 and revised on December 4, 1992.
- iv. Fund-level cash transfers may not exceed the amounts detailed in the FY 2000-01 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 \$5,000 and an expected life of at least one year. The capital outlay category is subdivided into land, buildings, improvements, and equipment/furniture. "Improvements" are fixed assets other than buildings that add value to land, cost at least \$10,000, and have an expected life of at least 10 years. "Equipment and furniture" (line item 564000) is defined as fixed assets other than land, buildings, and improvements.
- vi. Expenditures on Federal and State grant projects are limited to those grants that have been accepted and approved by the City Council.
- f. Special budget monitoring provisions are hereby authorized for FY 2000-01:

The Financial Planning Division is directed to prepare a trimester report to Council regarding budgetary performance and fiscal status and is authorized to require City bureaus to submit such information as is necessary to prepare this report, including the status of Budget Notes included in the FY 2000-01 Adopted Budget.
- g. The FY 2000-01 Adopted Budget will be prepared in accordance with Council policy directions and state budget law.
- h. The FY 2000-01 Adopted Budget will include the Budget Notes as presented in Attachment 3 titled Budget Notes.

Section 2. The Council declares that an emergency exists, as it necessary to adopt the Fiscal Year 2000-01 budget and establish appropriation without delay in order to provide authority to transact the financial affairs of the City of Portland for Fiscal Year 2000-01; therefore, this ordinance shall be in force and effect from and after the start of the Fiscal Year beginning July 1, 2000.

Passed by the Council, July 21, 2000

Mayor Katz  
Office of Management and Finance  
TG:MM  
June 6, 2000

Gary Blackmer  
Auditor of the City of Portland

By  
Deputy

# FY 2000-01 Tax Levy Ordinance #174625

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\*Levying taxes for the City of Portland for the fiscal year beginning July 1, 2000, and directing the Chief Administrative Officer of the Office of Management and Finance 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 2000-01 Budget for the City of Portland was adopted and appropriations made by the City Council on June 28, 2000 by Ordinance.
2. The City has approved a \$43,944,493 tax increment collection. The collection will be used to pay existing urban renewal debt service requirements and other urban renewal indebtedness.
3. The Department of Revenue has issued a Form "UR-50 Notice to Assessor" in addition to the Notice of Property Tax Levy (Form LB-50), on which the City is required to categorize its levies by Option selected, either 1, 2, or 3 or new plans. The form UR-50 also requires the City to certify the Maximum to Collect From All Methods, the Amount of Special Levy, and the Maximum to Collect From the Division of Taxes method.
4. 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.
5. Collection of tax levy revenues is contingent on the actual assessed value.
6. The City will certify and collect property tax revenues based upon the assessed values as determined by the respective County Assessors of Multnomah, Clackamas, and Washington counties.

NOW, THEREFORE, the Council directs:

- a. In accordance with Oregon State law implementing Measure 50 (SB 1215) the City levies its permanent tax rate of \$4.5770 per \$1,000 of assessed valuation.
- b. Taxes are hereby levied for municipal purposes for the fiscal year beginning July 1, 2000, on all taxable property, both real and personal, within the corporate limits of the City of Portland.

For the payment of general expenses of the City of Portland not otherwise provided for, to be credited to the GENERAL FUND, the estimated sum of one hundred forty four million, three hundred ninety six thousand, two hundred and one dollars.

**\$144,396,201**

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 credited to the BONDED DEBT INTEREST AND SINKING FUND, the estimated sum of eight million, two hundred sixty five thousand, four hundred eighty one dollars.

**\$8,265,481**

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 sixty five million, six hundred seventy one thousand, two hundred forty nine dollars.

**\$65,671,249**

- c. The Chief Administrative Officer of the Office of Management and Finance is hereby directed to certify on the Form LB-50 the tax levies made in Section 1.a through 1.b hereof to the Assessors of Multnomah, Clackamas, and Washington Counties.
- d. 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 South Park Renewal Debt Service Fund, the Oregon Convention Center Area Debt Service Fund, the Lents Town Center District Debt Service Fund, the River District Debt Service Fund, and the Macadam 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.
- e. The Chief Administrative Officer of the Office of Management and Finance is hereby directed to certify that the City of Portland requests that tax increment revenue be collected for urban renewal bonded indebtedness and other indebtedness in FY 2000-01 for Airport Way, Central Eastside, Convention Center, South Park Blocks, Downtown Waterfront, Lents Town Center District, River District, North Macadam District and North Interstate District debt service requirements as outlined below. This means that on Form UR-50, the following amounts will be certified for urban renewal collections:

Tax Increment Authority for FY2000-01 by Plan Area	Max. to Collect All Methods	Amount of Special Levy	Max. to Collect Division of Tax
Downtown Waterfront District	\$ 13,910,000	\$ 6,200,000	\$ 7,710,000
South Park Blocks	\$ 6,560,000	\$ 900,000	\$ 5,660,000
Central Eastside	\$ 4,436,653	<i>No Special Levy</i>	\$ 4,436,653
Lents Town Center District	\$ 2,235,567	<i>No Special Levy</i>	\$ 2,235,567
River District	\$ 2,372,686	<i>No Special Levy</i>	\$ 2,372,686
Airport Way	\$ 7,240,000	\$ 4,700,000	\$ 2,540,000
Convention Center	\$ 6,540,000	\$ 800,000	\$ 5,740,000
MacAdam District	\$ 253,029	<i>No Special Levy</i>	\$ 253,029
North Interstate District	\$ 396,558	<i>No Special Levy</i>	\$ 396,558
<b>Total Certified For Collection</b>	<b>\$ 43,944,493</b>	<b>\$ 12,600,000</b>	<b>\$ 31,344,493</b>

- f. Collection of the tax increment revenues is contingent on actual assessed value growth. The City will certify and collect the tax increment revenues only if the increase in assessed value is sufficient to allow the tax increment collection without forcing the City's other levies into compression under the \$10 limit.

Section 2. The Council declares that an emergency exists inasmuch as it is necessary to certify the above amounts to the County Assessors by July 15, 2000; therefore, this Ordinance shall be in force and effect from and after its passage.

Passed by the Council,

Gary Blackmer

Auditor of the City of Portland

Mayor Katz

Office of Management and Finance

TG:MWM

June 20, 2000

By

Deputy



# Creation & Closure of Funds Ordinance #174624

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ORDINANCE No.

\*Create one new fund in FY 2000-01, and rename one fund effective July 1, 2000. (Ordinance)

The City of Portland ordains:

Section 1. The Council finds:

1. The City's independent auditors have consistently recommended that the City control the number of funds to streamline its financial management and accounting.
2. The renaming of the one fund listed below will enable the City to improve financial management and accounting through recognition of the changing nature of the funds.
3. Establishment of one new fund will improve the financial management and accounting of the City.

NOW, THEREFORE, the Council directs:

- a. Rename the 'Buildings Fund' to the 'Planning and Development Fund' (116).
- b. Create the North Macadam Urban Renewal Area Debt Redemption Fund (313) and include it in the FY2000-01 Adopted budget. The fund is established to manage the tax increment revenues and debt service payments for activities associated with the North Macadam Urban Renewal Area.

Section 2. The Council declares that an emergency exists inasmuch as it is necessary to open and rename the above City funds on the designated effective date in order to properly transact the financial affairs of the City of Portland as budgeted for FY 2000-01; therefore, this ordinance shall be in force and effect from and after its passage by the Council.

Passed by the Council,

Gary Blackmer  
Auditor of the City of Portland

Mayor Katz

Office of Management and Finance  
TG:MM

By  
Deputy

June 21, 2000





**Tax Supervising  
& Conservation  
Commission**

801 SE Hawthorne  
4th Floor  
Portland, Oregon 97214

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www.municode.com/ci/portland/or

June 20, 2000

Mayor and Council  
City of Portland  
1220 SW 5th  
Portland, Oregon 97204

Dear Mayor and Council Members:

The Tax Supervising and Conservation Commission met on June 20, 2000 to review, discuss, and conduct a public hearing on the City of Portland 2000-01 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 2000-01 budget, filed June 5, 2000, is hereby certified with one objection which will require a written response.

**Objection:**

**Approval of the Permanent Tax Rate and Debt Service Tax Levy**

The Budget Committee must approve any tax levies or rate in the Resolution to Approve the Budget and Tax Levy in accordance with ORS 294.408. The amount or rate is established by the budget committee and cannot be increased after approval. Since the tax levy was not established by the budget committee the board will set the General Fund Permanent Rate Levy at \$4.5770. We recommend that in future years the budget committee take formal action to approve the permanent rate amount as an item in the Resolution to Approve the Budget and Tax Levy.

Estimates were judged to be reasonable for the purposes shown and the document was found to be in substantial compliance with the law. The budget estimates and tax levies as shown in the approved budget are identified on the following pages.

Please file a copy of the adopted budget and supporting documentation with the Commission within 15 days of adoption. The filing should include all budget detail sheets, LB-50, proof of publication of the notice of the public hearing, and the resolutions. The response to the Commission objection should be included in either the adopting resolution, or within an accompanying letter.

Yours very truly,

TAX SUPERVISING & CONSERVATION COMMISSION

  
Anthony Jankans, Commissioner

  
Nancy Corraht, Commissioner

  
Julie Van Noy, Commissioner

Commissioners  
Richard Anderson  
Nancy Corraht  
Anthony Jankans  
Carol Samuels  
Julie Van Noy

**Schedule of Funds and Budget Estimates**

	Fund Totals	Unappropriated Portion
<i>Operating Funds:</i>		
General Fund	\$ 350,554,093	
Spectator Facilities	109,622,589	
Water Fund	126,391,259	
Sewer System Operating Fund	244,624,604	
Transportation Operating Fund	139,399,279	
Assessment Collection Fund	54,326	
Buildings Operating Fund	30,643,940	\$ 652,277
Cable Fund	4,329,218	247,877
Property Management License Fund	3,056,917	
Emergency Communications Fund	15,921,908	2,177,416
Golf Fund	7,272,661	
Hydropower Operating Fund	1,181,850	
Parking Facilities Fund	13,900,677	
Portland International Raceway Fund	927,072	
Public Safety Fund	1,542,662	
Refuse Disposal Fund	6,777,596	
<i>Sub-Total Operating Funds</i>	1,056,200,651	3,077,570
<i>Internal Service Funds:</i>		
Communications Fund	24,982,759	
Information Technology Fund	12,350,275	
Facilities Services Fund	36,021,367	
Fleet Services Fund	30,651,111	8,972,052
Health Insurance Fund	61,892,929	
Insurance and Claims Fund	15,202,945	
Printing & Distribution Fund	8,206,270	
Workers' Compensation Fund	15,722,871	
<i>Sub-Total Internal Service Funds</i>	205,030,527	8,972,052
<i>Agency &amp; Trust Funds:</i>		
Environmental Remediation Fund	2,413,261	600,000
Housing Investment Fund	15,376,433	
Hydropower Renewal & Replacement Fund	8,404,215	
Portland Parks Memorial Trust Fund	4,330,687	27,259
Sewer System Rate Stabilization Fund	5,798,920	
Sewer Revolving Loan Fund	1,700,883	
Sewer Safety Net Fund	2,409,400	
Water Growth Impact Fund	1,540,655	1,540,655
Unappropriated Balance		
<i>Sub-Total Agency &amp; Trust Funds</i>	41,974,454	2,167,914
<i>Construction Funds:</i>		
Capital Improvement Construction Fund	144,520	93,800
LID Construction Fund	26,065,710	
Parks Bond Construction Fund	1,500,000	
Parks Construction Fund	14,275,074	
Sewer System Construction Fund	161,879,298	
Water Construction Fund	47,426,341	7,372,376
BFRS Facilities GO Bond Fund	23,843,000	
<i>Sub-Total Construction Funds</i>	275,133,943	7,466,176
<i>Debt Service Funds:</i>		
Airport Way Urban Renewal Debt Fund	11,871,040	4,753,273
River District Urban Renewal Debt Fund	2,212,371	
Bancroft Bond Interest & Sinking Fund	11,284,322	3,993,044
Bonded Debt Interest & Sinking Fund	7,948,685	
Lents Urban Renewal Debt Fund	2,064,826	
Central Eastside Urban Renewal Debt Fund	6,173,831	1,500,000
Convention Center Area Urban Renewal Debt Fund	9,666,815	3,300,000
Parking Facilities Debt Fund	2,392,413	
Golf Revenue Bond Redemption Fund	588,354	231,354



