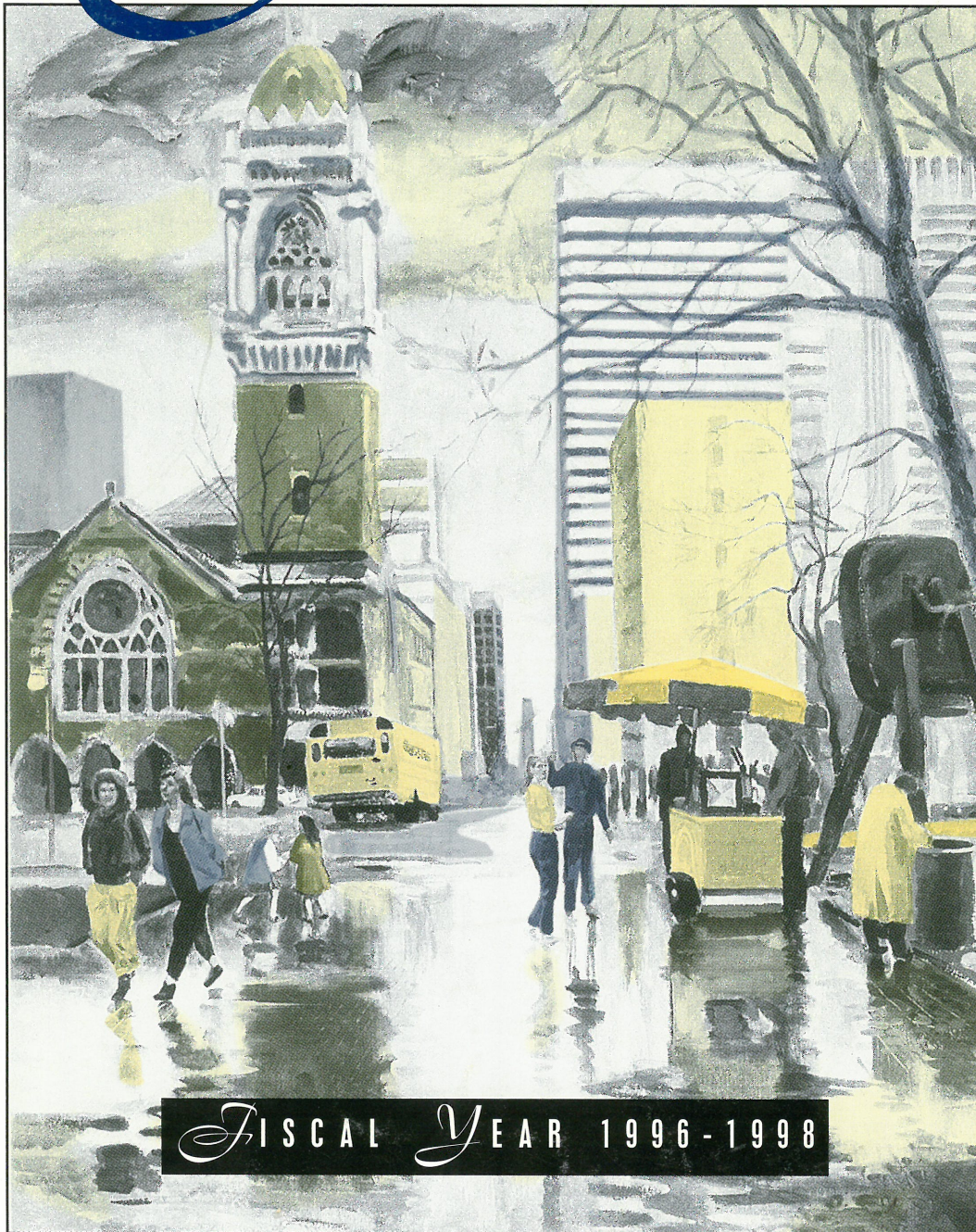


# The City Of *Portland*

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FY 96-98

Adopted Vol. 2



**ADOPTED**

# BUDGET

**VOLUME TWO**

CAPITAL IMPROVEMENT PLAN • PORTLAND DEVELOPMENT COMMISSION • APPENDICES



## City of Portland FY 1996-1997 Adopted Budget

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

- The Mayor's Budget Message,
- An introductory **User's Guide** to the budget,
- An **Overview** of the contents and major policy decisions in the 1996-97 budget,
- **Financial Summaries** that present in table form some condensed budget figures for the overall City,
- **Budget Notes** which express City Council direction and assigns responsibility for actions to various bureaus,
- **CORE** (Comprehensive Organizational Review and Evaluation), the results of a pilot process for in depth review of bureau operations, and
- **Service Area Details** that present and discuss the budget for individual bureaus and associated funds for each of the City's six service areas:

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

Volume II of the Adopted Budget documents presents:

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

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



# **Adopted Budget**

**City of Portland  
Fiscal Year 1996-97  
Volume Two**

**Capital Budgets  
Portland Development Commission  
Appendices**

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## INTRODUCTION

The five-year capital planning and budgeting process was initiated by the City of Portland in FY1974-75. Over the years, the focus of the process has varied from a review of citywide capital policies and requirements to one focusing on a very detailed project-by-project review in order to identify scheduling and other conflicts between bureaus. Allocation of the General Fund capital set-aside has gradually become one of the major functions of this process. The FY1996-97 budget continues to build upon these objectives.

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

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

### *PUBLIC FACILITIES PLANS*

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

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

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

In preparing the FY1995-96 and FY1996-97 budgets, Council continued its commitment to funding the City's capital needs by committing General Fund support to funding the City Hall and Police precinct projects as well as providing substantial General Fund support to the Portland Development Commission (PDC) for payment of tax increment debt service and funding certain PDC projects. In addition to these levels of support, the FY1996-97 Capital Budget also reflects Council's ongoing commitment of General Fund set-aside and Master Lease monies which totaled more than \$5.26 million.

## ***PROCESS OBJECTIVES***

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

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

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

## ***CAPITAL DEFINITIONS***

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

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

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

## ***CAPITAL PROCESS BACKGROUND***

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

- Capital recommendations are made in early January to allow for incorporation into the budget process and review by the Council during the annual budget hearings.
- Greater emphasis is placed on the ongoing financial impact of proposed capital projects, particularly on the consideration of increased or reduced maintenance and operating costs stemming from projects.
- Increased emphasis is placed on long term public facility plans, which span 20 years. All bureaus having major, recurring capital requirements have now completed these plans. The plans serve as guides for the five year capital process and assist in identifying long-term financial needs. These plans will continue to be updated on a periodic basis in coordination with the Bureau of Financial Planning.
- In acknowledgment of a significant and increasing backlog of capital projects, Council has provided increased funding to support General Fund capital projects. In FY1990-91 Council as a matter of policy established a minimum annual capital allocation to \$1 million. In FY1991-92 this amount was increased to \$2 million. Additionally, during FY1991-92 Council allocated \$5 million on a one-time basis to support replacement of the City's radio system and to build a new emergency communications center. For FY1992-93, Council established \$4 million as an initial set-aside for General Fund capital requirements.

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

Because the FY1994-95 budget process was designed to produce a two-year budget authorization, commitment of General Fund capital monies had to address the two-year budgeting cycle. The initial General Fund commitment for each of the budget years totaled \$3 million. In developing the actual capital budget, the use of General Fund capital monies in FY1995-96 was limited to \$2 million, thus providing Council with some flexibility in adjusting funding and project priorities in the second year of the two-year budget cycle. In addition to General Fund capital set-aside monies, the General Fund's commitment to the bureaus in support of Master Lease payments enabled an additional \$2.25 million of capital projects to be funded during each year of the two-year budget cycle.

In conjunction with deliberations over the FY1996-97 budget, the City Council increased its commitment of General Fund support of on going capital projects to include improvements to City Hall, the Portland Building, Police Bureau precincts and the River District. Council also furthered its support of PDC in its development activities with \$6.2 million in General Fund support for construction of a men's homeless shelter facility. These improvements will be funded with the proceeds of bonds secured and paid from the General Fund.

During FY1992-93, Council adopted the Comprehensive Financial Management Policy, which includes a Capital Funding Policy. This policy is intended to provide Council direction on future capital priorities and the use of



annual General Fund resources as well as debt to meet identified needs.

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

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

## CAPITAL REVIEW COMMITTEE (CRC) PROCESS

### *OVERVIEW*

The CRC is convened each year to develop recommendations on the capital budget for Council review. Historically, committee membership consisted of representatives from each of the bureaus regularly submitting capital requests. Beginning in FY1994-95 capital budget, the CRC did not include representatives from the Water Bureau or the Bureau of Environmental Services. These bureaus do not compete directly for General Fund set-aside monies to fund their capital projects, and their capital budgets are subject to independent review by the Bureau of Financial Planning's Utilities Review Team.

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

The Committee completes the following tasks:

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

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

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

### *CAPITAL PRIORITIES*

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

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

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

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

As a result of utilizing these criteria some requested projects were not approved or funded in the FY1996-97 Capital Budget because they met fewer of the criteria than other projects.



## OVERVIEW OF THE FIVE-YEAR PROPOSED CAPITAL BUDGET

### *SUMMARY*

FY1996-97 capital expenditures will total \$233 million. Of this amount, almost \$13.6 million represents projects to be undertaken by the Portland Development Commission (PDC) and about \$4.5 million is for carryover funding of projects initiated in prior years. The CRC focused primarily on those projects that were competing for General Fund support, and did not directly review the capital budgets of the City's utilities and the Office of Transportation. Nevertheless, Council had thorough presentations regarding those projects, and the bureaus involved continue an active dialogue with other capital bureaus to ensure coordination of activities.

Summary details of the FY1996-97 capital budget is shown in the tables at the end of this section. Additional project detail and discussion of bureau capital budget submittals are presented in subsequent sections of this report. Project details for individual capital projects are contained in a separate report document.

### *CAPITAL PROCESS REVISIONS*

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

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

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

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

**Impact on Maintenance.** The Capital Review Committee should identify the expected increases and decreases in maintenance as a result of the capital improvement and use the information as a

consideration in selecting projects. Also, OF&A should adjust the base budgets accordingly following completion of the project.

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

1. The role of the Capital Review Committee has been revised to focus specifically on the allocation of General Fund capital dollars.
2. Review of capital budgets and financing plans for City's water and sewer utilities is now undertaken by the City's Utility Review Team and the Public Utilities Review Board.
3. Revised debt management policies were adopted in October 1995 which explicitly identify debt ratios and limits that should be carefully considered in the development and implementation of a capital funding strategy.
4. An assessment of long-term capital needs has been undertaken by Commissioner Hale's office and has provided important information regarding the future capital and funding needs facing the City. This information has provided a platform for significant discussions at the Council level regarding capital needs and resulted in the adoption of Resolution No. 35526 in June 1996 which increases the General Fund capital set-aside by no less than \$1 million per year above current levels (\$3 million annually), beginning no later than FY1998-1999. The resolution further directs the Office of Finance of Administration to begin working with the bureaus to identify the appropriate level of set-aside funding, inclusive of routine capital maintenance and asset replacement costs, required to meet the ongoing capital needs of City Bureaus supported by the General Fund

This effort is a valuable step forward in the City's attempt to reduce the existing gap between capital needs and funding sources. It will also assist the City in identifying the ongoing capital maintenance and replacement costs associated with General Fund Bureaus so that these costs may be distinguished from other capital needs and funded by means other than the General Fund set-aside. Despite this recent Council initiative, it has become increasingly apparent that narrowing the gap between needs and resources will necessarily be a multi-year process. Although several Council objectives have been achieved during the past year, developing a more comprehensive capital budgeting and financing strategy will be the focus of the Public Finance and Treasury Division in the coming year.

#### ***CITY-WIDE ASSESSMENT OF CAPITAL NEEDS***

During the FY1994-95 budget year the City began taking steps towards developing a comprehensive assessment of the City's capital investment needs, and identifying options for funding these needs. Early efforts focused on the City's park system and the backlog of capital renovation and rehabilitation needs. This effort resulted in the development of a \$58.8 million G.O. bond measure that was approved by the voters in November 1994. The bonds were sold in March 1995 and the proceeds will fund the Park System improvements through FY1998-99.

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

## **City-Wide Capital Needs**

The results of the survey of capital needs showed that the City could expect to invest approximately \$1.3 billion in capital projects over the next five years, subject to funding availability. Of this amount, more than 70 percent could be accounted for by the Bureau of Environmental Services (\$505 million) and the Office of Transportation (\$439.1 million). Other significant capital programs include the Water Bureau, Parks Bureau and the Bureau of General Services.

## **Capital Funding Plan**

Capital costs submitted by the bureaus were analyzed and funding sources identified for all projects based on the type of project being undertaken, historical funding practices, self-supporting nature of the activity, etc. The funding status of each project was evaluated and to determine whether or not the project was likely to be funded or unfunded. Based on this information, approximately \$328 million of capital projects did not have a secure source of funding.

The largest amount of unfunded capital projects was in the area of transportation projects, where in the latter years of the capital forecast more than \$200 million of capital projects could go unfunded. For these projects, receipt of pass-through grants from the State of Oregon and the Federal Highway Administration, future increases in the gas tax, or other revenue sources will be needed to fully fund expected capital needs. In the absence of these funds, capital projects will have to be reduced and/or deferred with an expected decrease in service levels and system performance.

Based on the revised debt policies that were adopted by Council in October 1995, limitations on the City's unlimited tax and general obligation bonds currently provide the City with approximately \$250 million in long term debt capacity. With the issuance of \$34.7 million Limited Tax Revenue Bonds in June 1996 to fund improvements to City Hall and other facilities and the use of the General Fund to secure portions of the long term financing for the Arena project, the City will still have approximately \$175-200 million of capacity available to fund needed capital over the next five years. Much of this capacity would be available only if voters approved additional property tax-supported G.O. bonds.

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

1. Reducing/eliminating projects by lowering service standards.
2. Seeking voter approval for additional G.O. bonds to fund activities that are not self supporting in nature.
3. Dedicating additional one-time monies to capital projects.
4. Increasing Bureau budget targets to accommodate routine capital needs.
5. Increasing the General Fund set-aside, bringing it more in line with current capital needs.
6. Continuing to look for ways to leverage funds by including the private sector in the City's capital investment program.



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

## HIGHLIGHTS OF GENERAL FUND SUPPORTED FY1996-97 CAPITAL BUDGET

### GENERAL FUND SUPPORTED CAPITAL EXPENDITURES

A total of 14 Capital Improvement Budget requests were received by the Bureau of Financial Planning. Included with the 14 submissions was a request from the Portland Development Commission (PDC), the City's urban renewal organization. PDC submits a separate budget for inclusion within the City's budget. Because of the inter-relationship of its programs with other City capital projects, PDC fully participates in the annual capital budgeting process. The PDC capital budget as presented in this document does not include PDC housing projects because the City's CIP guidelines require that only capital projects which increase the asset base of the City be included in the CIP. Such housing projects are not City assets and consequently, do not increase the City's asset base.

General Fund capital projects may be funded from the General Fund set aside, from new Master Lease borrowings, from ordinary General Fund appropriation within the bureau budgets (this is the case with prior year master lease payments), or from additional General Fund allocations made by Council. If the source of funding is from any of the above categories, the project is considered a General Fund project. As a result, the total cost of General Fund capital projects is greater than the General Fund set-aside. The table below reconciles the General Fund capital expenditures to the various funding sources.

#### Summary of FY1996-97 General Fund Capital Support

TYPE OF FUNDING	AMOUNT
General Fund Set-Aside Projects:	
Bureau of General Services	\$560,000
Police Bureau	50,000
Bureau of Fire, Rescue & Emerg. Svcs.	701,380
Bureau of Parks and Recreation	1,498,640
Office of Transportation	180,000
Subtotal--General Fund Set-Aside	\$2,990,020
Master Lease Funding:	
New Master Lease Borrowings	\$2,276,283
Subtotal -- Master Lease	\$2,276,283
Carryover from Prior Years:	
Bureau of Parks and Recreation	\$2,998,000
Bureau of General Services	341,000
Police Bureau	71,684
Bureau of Fire, Rescue & Emerg. Svcs.	1,113,500
Subtotal -- Carryovers	\$4,524,184
General Fund Debt Supported :	
Portland Development Commission	\$6,200,000
Subtotal -- General Fund Debt Supported	\$6,200,000
General Fund Special Appropriations:	
Portland Development Commission	\$2,630,000
Office of City Attorney	32,466
Bureau of General Services	120,000
Office of Transportation	250,000
	\$3,032,466

As is the case every year, submitted requests far exceeded General Fund allocation for capital. General Fund set aside and Master Lease request for the two-year budget period FY1996-97 and FY1997-98 totaled in excess of \$39 million, compared to available funds totaling \$10.6 million. In FY1996-97 capital requests totaled \$20.2 million while total CRC resources available were approximately \$5.2 million. A list of the projects which requested but did not receive General Fund support is provided at the end of this section. The following describes the projects which were approved for funding from General Fund set-aside and/or Master Lease funds:

#### **Office of the City Attorney**

FY1996-97 capital outlays total \$32,466, representing second year costs of a four-year computer system project totaling \$146,843. Funding for this project will be provided through additional General Fund appropriations beyond those allocated through the General Fund set-aside and/or Master Lease.

#### **Office of Finance and Administration**

FY1996-97 capital outlays total \$197,346, representing first year costs of a multi-year computer system project totaling \$597,346. Funding for this project will be provided through the City's Master Lease program.

#### **Bureau of Fire, Rescue, and Emergency Services**

The CRC recommended that four Fire Bureau projects be funded, totaling \$2,889,539 (including funding of prior year capital carryover). Of this amount, \$1,074,659 is supported by the Master Lease program and \$701,380 is supported by the General Fund set-aside. In addition, prior year capital carryovers were funded totaling \$1,113,500.

Specific projects included in the area of Emergency Response for FY1996-97, in order of priority, are as follows:

- |   |           |
|---|-----------|
| 1. Apparatus Replacement                | \$974,659 |
| 2. Phase 5 of the New Training Facility | \$351,380 |

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

- |  |           |
|--|-----------|
| 1. Linnton Oil Fire Training Grounds Cleanup | \$350,000 |
| 2. Emergency Generators                      | \$100,000 |

#### **Bureau of General Services**

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

- |                               |           |
|-------------------------------|-----------|
| 1. Auditor's Archive Building | \$150,000 |
| 2. Security Improvements *    | \$384,000 |
| 3. ADA Requirements           | \$26,000  |

\* Note that subsequent to the CRC recommendations, the cost estimate of the Security Improvements projects was reevaluated and reduced from its original estimate of \$384,000 to \$175,000, a savings of \$209,000. Upon further review of the project, it was determined that certain aspects of the project could be eliminated. As a result, the General Fund was able to apply savings of \$209,000 in capital expenses toward the City Hall renovation project.

In addition to General Fund supported projects, a number of other capital projects managed by the Bureau of General Services which are paid for through equipment usage rates and rental rates associated with various facilities managed by the Bureau. For projects such as the Portland Building and City Hall projects, General Fund supported debt has been issued and will be paid for through increases in rental rates. These projects, summarized by major category, are as follows:

1. Parking Garages	\$923,000
2. Communications Services	\$650,298
3. Portland Building	\$4,723,000
4. City Hall	\$4,748,000
5. Auditor's Archive Building	\$28,000
6. Police (Justice Ctr.)	\$223,000
7. Public, Fire & Safety (Comm. Ctr. Expansion)	\$349,000
8. Security Improvements	\$173,000

In addition to the new projects described above, prior year capital carryovers were funded totaling \$341,000.

#### **Metropolitan Human Rights Commission**

FY1996-97 capital outlays for the Metropolitan Human Rights Commission total \$27,922 to cover conference room renovations and computer furniture upgrades.

#### **Bureau of Planning**

FY1996-97 capital outlays total \$126,600, representing first year costs of a multi-year computer system project totaling \$776,803. Funding for this project will be provided through the City's Master Lease program.

#### **Bureau of Parks And Recreation**

The CRC recommended that 16 projects be funded through the General Fund set-aside, summarized as follows:

1. Eastbank Riverfront Park	\$100,000
2. Automated Solid Chlorine Systems	\$11,940
3. Hoyt Arboretum Visitor's Ctr.	\$25,000
4. Unthank Park Development	\$215,000
5. Columbia Pool Shell Repair	\$30,000
6. SE 136th Maintenance Facility	\$80,000
7. Pioneer Courthouse Square	\$100,000
8. Community Music Center	\$173,000
9. Seismic & Life Safety System Survey	\$75,000
10. Dishman CC Pool Safety Improvements	\$60,000
11. Grant Pool Seismic Retrofit	\$80,000
12. Sellwood Pool Seismic Retrofit	\$80,000
13. Multnomah Art Ctr.	\$85,200
14. Willamette Pk. Boat Ramps	\$130,000
15. Chlorine Gas Detection Syst.	\$28,500
16. Intergenerational Cnt/Floyd Light	\$225,000

In addition, the CRC recommended \$199,756 in Master Lease funding for computer upgrades and a pesticide application system. General Fund support was provided for prior year capital carryover projects totaling \$2,998,000.



## HIGHLIGHTS OF OTHER FUND CAPITAL PROJECTS

### *OFFICE OF THE CITY AUDITOR*

FY1996-97 capital outlays for the City Auditor's Office total \$11,082,817 and cover various types of public infrastructure built throughout the City via the local improvement district process. These outlays are funded entirely by property owner assessments and through the issuance of special assessment bonds.

### *BUREAU OF ENVIRONMENTAL SERVICES*

The Bureau of Environmental Services submitted a capital improvement budget totaling \$118.8 million. Project totals by program area include:

Mid-County Sewer Project	\$26.4 million
Sewage Treatment Systems	19.1 million
Maintenance & Reliability	16.6 million
Surface Water Management	5.8 million
Combined Sewage Overflow	41.3 million
System Development	<u>9.6 million</u>
	\$118.8 million

### *GOLF OPERATIONS*

The following projects will be funded through resources available in the Golf Operations Fund:

West Delta/Heron Lakes Dike Improvement	<u>\$500,000</u>
	\$500,000

### *PUBLIC SAFETY OUTLAYS*

Capital expenditures in FY1996-97 totaling \$1,160,000 will complete the upgrade to the City's emergency communications system. This project will be funded through expenditure of fund balances that resulted from the earlier levy of property taxes.

### *OFFICE OF TRANSPORTATION*

The Office of Transportation submitted a Capital Improvement Budget Request totaling \$19.7 million. Project totals by program area include:

Pedestrian Program	\$1.6 million
Bicycle Program	1.0 million
Preservation/Rehabilitation	1.2 million
Street Improvement Program	10.8 million
Traffic Management Program	1.8 million
Transit Program	<u>3.3 million</u>
	\$19.7 million

## ***BUREAU OF WATER***

The Bureau of Water Works submitted a capital request totaling \$19.8 million. Project totals by program area include:

Customer Service Program	\$1.2 million
Distribution Program	11.7 million
Quality Program	2.3 million
Supply Program	<u>4.6 million</u>
	\$19.8 million

## ***PORTLAND DEVELOPMENT COMMISSION***

PDC submitted a capital improvement budget totaling \$13.6 million. Project totals by program area include:

1. Downtown/Old Town	\$110,000
2. Central Eastside District	\$8,520,000
3. Airport Way/Columbia Corridor	\$90,000
4. Inner Northeast	\$550,000
5. North Macadam/South Waterfront	\$205,000
6. River District/Union Station	\$4,187,500

These projects are supported by several sources, including PDC resources, tax increment revenues, the Parks Trust Fund, General Fund appropriations and General Fund supported debt. As previously mentioned, PDC housing projects, which are primarily supported by tax increment revenues, are not included because the City's CIP guidelines require that only capital projects which increase the asset base of the City be included in the CIP. Such housing projects are not City assets and consequently, do not increase the City's asset base.

## ***ARENA PROJECT***

The Oregon Arena project construction was completed in the fall of 1995. Although most of the project was financed through private funds, the City of Portland has contributed approximately \$36 million toward the capital construction costs of related public infrastructure and parking facilities. The City will continue to provide ongoing maintenance for all City owned parking facilities as well as any future capital improvements to the Memorial Coliseum. The FY1996-97 budget includes \$285,000 for improvements to the Memorial Coliseum facade.

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Total Cost by Year**

*Service Area / Bureau / Program*

Bureau/Program/Project	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b>City Support Facilities</b>							
Office of City Auditor	0	11,082,817	0	0	0	0	11,082,817
Office of City Attorney	89,978	32,466	15,929	0	0	0	138,373
Office of Finance & Administration	0	197,346	200,000	200,000	0	0	597,346
<b>Bureau of Fire, Rescue &amp; Emergency Svcs.</b>							
Emergency Response	6,127,054	1,326,039	1,233,794	1,178,973	1,296,871	1,426,558	12,589,289
Support for Emergency Response	1,934,408	450,000	919,000	834,246	450,705	372,280	4,960,639
Prior Year Carryover	0	1,113,500	0	0	0	0	1,113,500
Total Fire	8,061,462	2,889,539	2,152,794	2,013,219	1,747,576	1,798,838	18,663,428
<b>Bureau of General Services</b>							
City Hall Renovation	10,447,000	4,748,000	9,299,000	0	0	0	24,494,000
City Auditor's Archive Building	0	178,000	0	0	0	0	178,000
Police	336,100	223,000	670,000	312,000	223,000	223,000	1,987,100
Portland Building	1,627,700	4,723,000	793,000	807,000	950,000	942,000	9,842,700
Public, Fire and Life Safety	87,600	469,000	600,000	1,550,000	1,500,000	1,450,000	5,656,600
Security Improvements	0	437,000	0	0	0	0	437,000
Fleet Services	0	0	0	405,000	0	0	405,000
Parking Garages	4,270,700	923,000	689,000	4,840,000	13,395,000	13,028,000	37,145,700
Office of Neighborhood Associations	22,200	26,000	0	0	0	0	48,200
Communications Services	0	650,298	460,000	0	0	0	1,110,298
Prior Year Master Lease Payments	1,200,000	341,000	323,000	123,000	101,000	101,000	2,189,000
Total General Services	17,991,300	12,718,298	12,834,000	8,037,000	16,169,000	15,744,000	83,493,598
Metropolitan Human Rights Commission	0	27,922	0	0	0	0	27,922
Bureau of Planning	201,303	126,600	59,800	158,800	0	230,300	776,803
Police	594,286	771,684	770,904	480,851	31,931	0	2,649,656
Public Safety Outlays	8,285,706	1,160,000	0	0	0	0	9,445,706
Subtotal City Support Facilities	35,224,035	29,006,672	16,033,427	10,889,870	17,948,507	17,773,138	126,875,649
<b>Cultural and Recreation</b>							
<b>Bureau of Parks and Recreation</b>							
Acquisitions	1,300,000	2,580,000	3,680,000	100,000	100,000	100,000	7,860,000
ADA Requirements	1,662,567	0	508,219	345,790	0	0	2,516,576
Aquatics	534,250	130,500	240,000	20,000	60,000	0	984,750
Facilities	0	132,200	100,000	100,000	2,000,000	2,000,000	4,332,200
General Obligation Bond	13,811,843	23,839,222	17,510,851	7,849,663	1,863,437	0	64,875,016
Golf	56,500	500,000	666,811	700,151	998,699	3,068,134	5,990,295
Information Technology	40,000	177,756	90,000	143,000	150,000	158,000	758,756
Natural Areas	2,750,000	0	70,000	1,600,000	1,800,000	0	6,220,000
Parks	3,468,333	920,000	100,000	2,644,000	3,863,052	4,651,000	15,646,385
PIR	0	90,000	90,000	334,540	200,000	250,000	964,540
Seismic Safety/Life Safety	0	408,000	282,000	0	0	0	690,000
Prior Year Carryover	0	2,998,000	0	0	0	0	2,998,000
Total Parks	23,623,493	31,775,678	23,337,881	13,837,144	11,035,188	10,227,134	113,836,518
Arena Construction	36,192,330	285,000	0	0	0	0	36,477,330
Subtotal Cultural and Recreation	59,815,823	32,060,678	23,337,881	13,837,144	11,035,188	10,227,134	150,313,848
<b>Bureau of Environmental Services</b>							
Mid-County Sewer Project	21,257,618	26,461,268	3,119,379	0	0	0	50,838,265
Sewage Treatment Systems	61,781,801	19,115,400	20,372,500	15,348,083	17,703,750	18,752,500	153,074,034
Maintenance & Reliability	40,613,049	16,557,221	14,179,826	15,426,666	19,769,666	21,593,666	128,140,094
Surface Water Management	7,364,946	5,759,532	3,882,710	2,568,000	2,656,000	1,664,000	23,895,188
Combined Sewer Overflow	51,790,256	41,321,175	52,856,513	63,019,500	62,052,791	34,148,300	305,188,535
Systems Development	15,641,079	9,616,000	4,141,500	3,447,000	4,906,000	4,840,000	42,591,579
Subtotal Environmental Services	198,448,749	118,830,596	98,552,428	99,809,249	107,088,207	80,998,466	703,727,695

City of Portland, Oregon - FY 1996-97 Adopted Budget

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Total Cost by Year**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b><u>Office of Transportation</u></b>							
Pedestrian Program	467,696	1,586,864	1,525,000	2,997,500	3,947,500	4,615,000	15,139,560
Bicycle Program	342,685	1,029,112	1,055,000	3,507,500	2,367,500	1,900,000	10,201,797
Facilities Program	0	0	0	1,544,000	1,036,000	1,152,000	3,732,000
Preservation/Rehabilitation	1,620,744	1,166,797	1,340,000	5,916,000	5,505,500	4,413,000	19,962,041
Street Improvement Program	16,173,388	10,837,183	55,509,409	78,414,737	75,147,979	111,214,037	347,296,733
Traffic Management Program	2,049,937	1,757,042	4,479,706	11,378,516	7,277,000	6,299,000	33,241,201
Transit Program	13,074,557	3,337,867	17,409,427	13,069,544	13,671,136	2,425,136	62,987,667
							0
<b>Subtotal Transportation</b>	<b>33,729,007</b>	<b>19,714,865</b>	<b>81,318,542</b>	<b>116,827,797</b>	<b>108,952,615</b>	<b>132,018,173</b>	<b>492,560,999</b>
<b><u>Water Bureau</u></b>							
Customer Service Programs	310,000	1,150,000	500,000	200,000	0	0	2,160,000
Distribution Program	25,245,795	11,655,000	7,701,000	10,605,000	10,557,000	10,380,000	76,143,795
Quality Program	4,504,836	2,345,000	1,347,000	265,000	100,000	100,000	8,661,836
Supply Program	5,191,185	4,653,000	9,615,000	12,204,000	5,935,000	3,443,000	41,041,185
<b>Subtotal Water</b>	<b>35,251,816</b>	<b>19,803,000</b>	<b>19,163,000</b>	<b>23,274,000</b>	<b>16,592,000</b>	<b>13,923,000</b>	<b>128,006,816</b>
<b><u>Portland Development Commission</u></b>							
Downtown	2,700,000	110,000	73,000	40,000	0	0	2,923,000
Central Eastside	444,000	8,520,000	2,765,000	3,330,000	2,565,000	450,000	18,074,000
Airport Way/Columbia Corridor	122,000	90,000	93,000	0	0	0	305,000
Inner Northeast	0	550,000	670,000	850,000	530,000	500,000	3,100,000
Lloyd District	0	0	261,000	227,000	210,000	210,000	908,000
North Macadam/South Waterfront	268,000	205,000	300,000	750,000	810,000	500,000	2,833,000
River District	1,047,000	4,187,500	2,107,000	2,200,000	3,650,000	0	13,191,500
							0
<b>Subtotal Portland Development Commission</b>	<b>4,581,000</b>	<b>13,662,500</b>	<b>6,269,000</b>	<b>7,397,000</b>	<b>7,765,000</b>	<b>1,660,000</b>	<b>41,334,500</b>
<b>TOTAL ALL PROJECTS</b>	<b>\$367,050,430</b>	<b>\$233,078,311</b>	<b>\$244,674,278</b>	<b>\$272,035,060</b>	<b>\$269,381,517</b>	<b>\$256,599,911</b>	<b>\$1,642,819,507</b>

189,259,557

43,818,754



**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Funding Sources**

Bureau/Program/Project	General Fund	Transp.	Rates/Charges/Contracts	Federal/State/Local	Other	Total Budget
<b><u>City Support Facilities</u></b>						
Office of City Auditor	0	0	0	0	11,082,817	11,082,817
Office of City Attorney	32,466	0	0	0	0	32,466
Office of Finance & Administration	197,346	0	0	0	0	197,346
<b><u>Bureau of Fire, Rescue &amp; Emergency Svcs.</u></b>						
Emergency Response	1,326,039	0	0	0	0	1,326,039
Support for Emergency Response	450,000	0	0	0	0	450,000
Prior Year Carryover	1,113,500	0	0	0	0	1,113,500
Total Fire	2,889,539	0	0	0	0	2,889,539
<b><u>Bureau of General Services</u></b>						
City Hall Renovation	0	0	0	0	4,748,000	4,748,000
City Auditor's Archive Building	150,000	0	28,000	0	0	178,000
Police	0	0	223,000	0	0	223,000
Portland Building	0	0	949,000	0	3,774,000	4,723,000
Public, Fire and Life Safety	120,000	0	0	0	349,000	469,000
Security Improvements	175,000	0	104,000	0	158,000	437,000
Fleet Services	0	0	0	0	0	0
Parking Garages	0	0	923,000	0	0	923,000
Office of Neighborhood Associations	26,000	0	0	0	0	26,000
Communications Services	0	0	0	0	650,298	650,298
Prior Year Master Lease Payments	229,000	0	112,000	0	0	341,000
Total General Services	700,000	0	2,339,000	0	9,679,298	12,718,298
Metropolitan Human Rights Commission	27,922	0	0	0	0	27,922
Bureau of Planning	126,600	0	0	0	0	126,600
Police	771,684	0	0	0	0	771,684
Public Safety Outlays	0	0	0	0	1,160,000	1,160,000
Subtotal City Support Facilities	4,745,557	0	2,339,000	0	21,922,115	29,006,672
<b><u>Cultural and Recreation</u></b>						
<b><u>Bureau of Parks and Recreation</u></b>						
Acquisitions	80,000	0	0	2,500,000	0	2,580,000
ADA Requirements	0	0	0	0	0	0
Aquatics	130,500	0	0	0	0	130,500
Facilities	132,200	0	0	0	0	132,200
General Obligation Bond	0	0	0	23,839,222	0	23,839,222
Golf	0	0	0	0	500,000	500,000
Information Technology	177,756	0	0	0	0	177,756
Natural Areas	0	0	0	0	0	0
Parks	770,000	0	0	150,000	0	920,000
PIR	0	0	0	90,000	0	90,000
Seismic Safety/Life Safety	408,000	0	0	0	0	408,000
Prior Year Carryover	2,998,000	0	0	0	0	2,998,000
Total Parks	4,696,456	0	0	26,579,222	500,000	31,775,678
Arena Construction	0	0	0	285,000	0	285,000
Subtotal Cultural and Recreation	4,696,456	0	0	26,864,222	500,000	32,060,678
<b><u>Bureau of Environmental Services</u></b>						
Mid-County Sewer Project	0	0	26,461,268	0	0	26,461,268
Sewage Treatment Systems	0	0	19,115,400	0	0	19,115,400
Maintenance & Reliability	0	0	16,557,221	0	0	16,557,221
Surface Water Management	0	0	5,759,532	0	0	5,759,532
Combined Sewer Overflow	0	0	41,321,175	0	0	41,321,175
Systems Development	0	0	9,616,000	0	0	9,616,000
Subtotal Environmental Services	0	0	118,830,596	0	0	118,830,596

City of Portland, Oregon - FY 1996-97 Adopted Budget

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Funding Sources**

Bureau/Program/Project	General Fund	Transp.	Rates/Charges/Contracts	Federal/State/Local	Other	Total Budget
<b><u>Office of Transportation</u></b>						
Pedestrian Program	0	732,864	0	854,000	0	1,586,864
Bicycle Program	0	813,112	0	216,000	0	1,029,112
Facilities Program	0	0	0	0	0	0
Preservation/Rehabilitation	0	1,045,363	0	121,434	0	1,166,797
Street Improvement Program	430,000	1,278,669	617,584	4,316,113	4,194,817	10,837,183
Traffic Management Program	0	1,757,042	0	0	0	1,757,042
Transit Program	0	2,466,762	216,812	654,293	0	3,337,867
<b>Subtotal Transportation</b>	<b>430,000</b>	<b>8,093,812</b>	<b>834,396</b>	<b>6,161,840</b>	<b>4,194,817</b>	<b>19,714,865</b>
<b><u>Water Bureau</u></b>						
Customer Service Programs	0	0	1,150,000	0	0	1,150,000
Distribution Program	0	0	10,605,000	0	0	10,605,000
Quality Program	0	0	2,345,000	0	0	2,345,000
Supply Program	0	0	4,653,000	0	0	4,653,000
<b>Subtotal Water</b>	<b>0</b>	<b>0</b>	<b>18,753,000</b>	<b>0</b>	<b>0</b>	<b>18,753,000</b>
<b><u>Portland Development Commission</u></b>						
Downtown	0	0	0	0	110,000	110,000
Central Eastside	6,200,000	0	0	0	2,320,000	8,520,000
Airport Way/Columbia Corridor	0	0	0	0	90,000	90,000
Inner Northeast	0	0	0	0	550,000	550,000
Lloyd District	0	0	0	0	0	0
North Macadam/South Waterfront	0	0	0	0	205,000	205,000
River District	2,630,000	0	0	0	1,557,500	4,187,500
<b>Subtotal Portland Development Commission</b>	<b>8,830,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,832,500</b>	<b>13,662,500</b>
<b>TOTAL ALL PROJECTS</b>	<b>\$18,702,013</b>	<b>\$8,093,812</b>	<b>\$140,756,992</b>	<b>\$33,026,062</b>	<b>\$31,449,432</b>	<b>\$232,028,311</b>

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Operating and Maintenance Costs**

Bureau/Program/Project	Five-Year Costs	FY 96-98 Costs	ANNUAL			
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	Net Financial Impact
<b>City Support Facilities</b>						
Office of City Auditor	11,082,817	11,082,817	0	0	0	0
Office of City Attorney	48,395	48,395	0	0	0	0
Office of Finance & Administration	597,346	397,346	0	0	0	0
<b>Bureau of Fire, Rescue &amp; Emergency Svcs.</b>						
Emergency Response	6,462,235	2,559,833	0	0	0	0
Support for Emergency Response	3,026,231	1,369,000	0	0	0	0
Prior Year Carryover	1,113,500	1,113,500	0	0	0	0
Total Fire	10,601,966	5,042,333	0	0	0	0
<b>Bureau of General Services</b>						
City Hall Renovation	14,047,000	14,047,000	0	400,000	0	400,000
City Auditor's Archive Building	178,000	178,000	0	6,000	0	6,000
Police	1,651,000	893,000	0	0	0	0
Portland Building	8,215,000	5,516,000	0	0	0	0
Public, Fire and Life Safety	5,569,000	1,069,000	0	18,000	0	18,000
Security Improvements	437,000	437,000	0	221,600	0	221,600
Fleet Services	405,000	0	0	0	0	0
Parking Garages	32,875,000	1,612,000	(2,733,000)	1,588,000	0	(1,145,000)
Office of Neighborhood Associations	26,000	26,000	0	0	0	0
Communications Services	1,110,298	1,110,298	0	106,000	0	106,000
Prior Year Master Lease Payments	989,000	664,000	0	0	0	0
Total General Services	65,502,298	25,552,298	(2,733,000)	2,339,600	0	(393,400)
Metropolitan Human Rights Commission	27,922	27,922	0	0	0	0
<b>Bureau of Planning</b>						
Police	2,055,370	1,542,588	0	566,469	(600,000)	(33,531)
Public Safety Outlays	1,160,000	1,160,000	0	0	0	0
Subtotal City Support Facilities	91,651,614	45,040,099	(2,733,000)	2,906,069	(600,000)	(820,331)
<b>Cultural and Recreation</b>						
<b>Bureau of Parks and Recreation</b>						
Acquisitions	6,560,000	6,260,000	0	83,200	0	83,200
ADA Requirements	854,009	508,219	0	0	0	0
Aquatics	450,500	370,500	0	1,000	0	1,000
Facilities	4,332,200	232,200	0	9,000	0	9,000
General Obligation Bond	51,063,173	41,350,073	(308,817)	540,433	(188,219)	43,397
Golf	5,933,795	1,166,811	0	0	0	0
Information Technology	718,756	267,756	0	52,300	(12,350)	39,950
Natural Areas	3,470,000	70,000	0	4,570	(720)	3,850
Parks	12,178,052	1,020,000	0	96,000	0	96,000
PIR	964,540	180,000	0	0	0	0
Seismic Safety/Life Safety	690,000	690,000	0	0	0	0
Prior Year Carryover	2,998,000	2,998,000	0	0	0	0
Total Parks	90,213,025	55,113,559	(308,817)	786,503	(201,289)	276,397
Arena Construction	285,000	285,000	0	0	0	0
Subtotal Cultural and Recreation	90,498,025	55,398,559	(308,817)	786,503	(402,578)	552,794
<b>Bureau of Environmental Services</b>						
Mid-County Sewer Project	29,580,647	29,580,647	0	77,439	0	77,439
Sewage Treatment Systems	91,292,233	39,487,900	0	0	(65,040)	(65,040)
Maintenance & Reliability	87,527,045	30,737,047	0	287,100	0	287,100
Surface Water Management	16,530,242	9,642,242	0	135,700	(4,000)	131,700
Combined Sewer Overflow	253,398,279	94,177,688	0	248,000	0	248,000
Systems Development	26,950,500	13,757,500	0	116,550	0	116,550
Subtotal Environmental Services	505,278,946	217,383,024	0	864,789	(69,040)	795,749

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Operating and Maintenance Costs**

Bureau/Program/Project	Five-Year Costs	FY 96-98 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Office of Transportation</b>						
Pedestrian Program	14,671,864	3,111,864	0	0	0	0
Bicycle Program	9,859,112	2,084,112	0	73,320	0	73,320
Facilities Program	3,732,000	0	0	0	0	0
Preservation/Rehabilitation	18,341,297	2,506,797	0	0	(4,050)	(4,050)
Street Improvement Program	331,123,345	66,346,592	0	469,945	0	469,945
Traffic Management Program	31,191,264	6,236,748	0	6,700	0	6,700
Transit Program	49,913,110	20,747,294				0
<b>Subtotal Transportation</b>	<b>458,831,992</b>	<b>101,033,407</b>	<b>0</b>	<b>549,965</b>	<b>(4,050)</b>	<b>545,915</b>
<b>Water Bureau</b>						
Customer Service Programs	1,850,000	1,650,000	0	20,000	0	20,000
Distribution Program	50,898,000	19,356,000	0	0	(10,000)	(10,000)
Quality Program	4,157,000	3,692,000	0	700,000	0	700,000
Supply Program	35,850,000	14,268,000	0	90,000	(52,000)	38,000
<b>Subtotal Water</b>	<b>92,755,000</b>	<b>38,966,000</b>	<b>0</b>	<b>810,000</b>	<b>(62,000)</b>	<b>748,000</b>
<b>Portland Development Commission</b>						
Downtown	223,000	183,000	0	0	0	0
MLK/Grand/Central Eastside Improvements	17,630,000	11,285,000	0	0	0	0
Airport Way/Columbia Corridor	183,000	183,000	0	0	0	0
Inner Northeast	3,100,000	1,220,000	0	0	0	0
Lloyd District	908,000	261,000	0	0	0	0
North Macadam/South Waterfront	2,565,000	505,000	0	0	0	0
River District	12,144,500	6,294,500	0	0	0	0
<b>Subtotal Portland Development Commission</b>	<b>36,753,500</b>	<b>19,931,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ALL PROJECTS</b>	<b>\$1,275,769,077</b>	<b>\$477,752,589</b>	<b>(\$3,041,817)</b>	<b>\$5,917,326</b>	<b>(\$1,137,668)</b>	<b>\$1,822,127</b>



**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Unfunded Requests**

Bureau/Program/Project	Fiscal Year 96-97	5 Year Project Costs
<b><u>Bureau of General Services</u></b>		
<b>PUBLIC, FIRE, AND LIFE SAFETY</b>		
Expansion of Portland Comm Center Space for BOEC	745,000	745,000
Seismic Upgrades to Fire Facilities	600,000	5,700,000
Relocate Emergency Operations Center Study and Programming	175,000	4,100,000
Fire Station Location Study Implementation	1,000,000	1,000,000
Downtown Portland 800 MHz Facility and Equipment	1,000,000	3,160,000
Relocate Police Property Warehouse Study	661,000	4,953,800
Relocate Police Mounted Control Unit	2,964,000	4,923,000
Construct Southwest Portland Public Safety Facility	1,565,000	5,990,000
Police Training Facility	30,000	4,870,000
Portable/Backup IR Site (TOW)	250,000	250,000
<b>SPACE REQUIREMENTS</b>		
Development Services Building Study	3,820,000	13,647,000
<b>COMMUNICATIONS SERVICES</b>		
Paging System Phase 1	151,000	441,000
Video Conference Centers	100,000	100,000
<b>Total Bureau of General Services</b>	<b>13,061,000</b>	<b>49,879,800</b>
<b><u>Police Bureau</u></b>		
Investigative Equipment	222,505	435,287
Bureau Wide Computer Network	249,505	366,359
<b>Total Police Bureau</b>	<b>472,010</b>	<b>801,646</b>
<b><u>Bureau of Fire, Rescue &amp; Emerg. Services</u></b>		
Apparatus Bay Ventilation	105,000	315,000
Radio Tap-Out Syst.	135,000	270,000
Firefighter Privacy Accomodations	75,000	225,000
Fire Sprinkler Systems	164,000	498,000
Plumbing/Sewer/HVAC	183,000	414,500
Station 6 Ground Remediation	200,000	400,000
<b>Total Fire Bureau</b>	<b>862,000</b>	<b>2,122,500</b>

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Unfunded Requests**

Bureau/Program/Project	Fiscal Year 96-97	5 Year Project Costs
<b><u>Bureau of Parks &amp; Recreation</u></b>		
Park Acquisition Fund	100,000	500,000
ADA Improvements FY 96-97	77,112	931,121
Burnside Trail Crossing Feasibility	40,000	40,000
Springwater Trailhead Development (136th)	70,000	140,000
Rose Garden Mini Dump Truck	22,835	22,835
Log Loading Crane	131,317	131,317
Wilson Pool Heat Exchanger	20,000	20,000
Gabriel Park Bridge Replacement	20,000	20,000
Community Gardens, Development of Six Sites	195,000	975,000
City Wide Tree Planting Program	25,000	505,000
Irrigation Replacement Fund	300,000	739,000
Wading Pool Renovation	70,000	421,000
Irrigation Systems, Cross Connection Control	125,000	125,000
Forest Heights Parks Development	225,000	225,000
800 MHz Radios	26,400	26,400
Hillside Community Center Seismic Retrofit	32,000	64,000
<b>Total Parks Bureau</b>	<b>1,479,664</b>	<b>4,885,673</b>
<b><u>Bureau of Planning</u></b>		
Geographical Information System	205,000	270,000
<b>Total Planning Bureau</b>	<b>205,000</b>	<b>270,000</b>
<b>TOTAL UNFUNDED REQUESTS</b>	<b>16,079,674</b>	<b>\$57,959,619</b>



## **City Support Facilities**





## **Capital Improvement Program Overview**

### **CITY SUPPORT FACILITIES SYSTEM**

**Fiscal Year 1996-97 to 2000-01**

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

The Bureau of General Services Capital Improvements Plan (CIP) responds to the needs and requirements of the Bureau of General Services and various client bureaus whose major capital needs are coordinated by General Services. The CIP projects were developed from several sources: from BGS client agencies, from the direction and advice of the City Council and from the needs identified by the Bureau's Facilities Maintenance and Project Management staff. Working with several client agencies, BGS has spent several months defining and clarifying their facilities' need. These client agencies include: the Fire Bureau, the Auditors Office, the Police Bureau as well as the Office of Neighborhood Associations. BGS facilities maintenance staff identifies deficiencies and needs during the course of their daily maintenance of City facilities. They are responsible for providing cost effective management of facility construction and maintenance programming. BGS works in conjunction with a number of outside consultants who provide independent information and cost estimates.

#### **Program Summary**

The BGS CIP reflects several important shifts.

First, it reflects General Service's increased knowledge and experience in dealing with seismic issues associated with protecting facilities and their occupants from earthquakes. This program includes a clear plan for initiating seismic upgrades to City Fire Stations and seismic related structural improvements to the 14th and 15th floors of the Portland Building.

Second, recent events have demanded a more careful look at the security provisions in public buildings. Projects in the CIP have been developed based on the recommendations of the Mayor's Security Task Force. Although these projects will not guarantee protection from all security breaches, it is believed that they will provide a more secure yet still welcoming environment for employees and citizens.

Third, the CIP provides for basic, though costly improvements to the Portland Building that will preserve its life and usefulness for years to come. The Portland Building represents an extremely valuable asset to the City of Portland and this CIP provides a means by which the City can continue to maintain and improve its usefulness to citizens and City employees.

Fourth, it is a "working" plan. Several projects including the expansion of the First and Jefferson Garage, the development of additional license and permit facilities, the relocation of the Police Property Warehouse, and the potential development of a sixth Police precinct in S.W. Portland are identified in the CIP, but not recommended for immediate action until needed research and analysis are completed. BGS views the annual CIP process as a way of communicating with the Council those potential opportunities for preserving City assets and developing new facilities to address the requirements of evolving City programs.

These shifts are consistent with the Bureau's policy-driven approach to keep up with facility needs in order to protect the public's investment. This approach has proved successful with past projects and further

implementation will undoubtedly assist the City in its effort to address the balance of its deferred maintenance needs.

### **Coordination with the Public Facilities Plan (PFP)**

The Public Facilities Plan (PFP) was completed in 1991 and represents an important step toward implementing an effective planning process for the City's capital resources. It reinforced the transition from emergency repair of failed building components or systems to coordinated long term capital asset management programs. This approach extends the useful life of the facilities and produces significant long term savings. With the completion of the City Hall project, the City will have made significant progress towards catching addressing the backlog of deferred maintenance needs.

### **System Need Ranking**

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

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

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

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

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

### **Fiscal Overview**

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

The adopted CIP totals \$65.5 million over the five-year period from FY1996-97 through FY2000-2001. Of this amount, \$12.7 million has been appropriated in the FY1996-97 budget.

Appropriation was allocated to the following programs:

### **Communications Services**

Communications Services provides for the communication needs of the City. This Division designs, purchases, installs and maintains all communication and electronic systems including radios, pagers, and telephones.

Communications Services is utilizing new technologies to improve efficiency and service for both internal and external customers. The 800 MHz Trunked Radio system has provided effective and interconnected radio communications for City bureaus and non-City agencies. The City's new voice mail system has further provided effective telephone communication services for City personnel.

Projects included in the CIP expand on the successful 800 MHz trunking system, and the planned introduction of a new technology to further increase the City's capacity to effectively serve the public. The 800 MHz system will be improved by the addition of new communications sites located at: Dixie Mountain in northern Multnomah County, Troutdale, Arrowood in the southwest Multnomah County - Lake Oswego area, and downtown Portland. Several projects are intended to improve the performance and reliability of the 800 MHz system. Dynamic Frequency Blocking will allow for frequency reuse between radio sites that share radio channels. The Portable Backup IR Site and the Portable Trailer Mounted Generator both will increase the City's ability to provide radio coverage and power at different sites during disasters or emergency situations. The Walters Hill 5 Channel Expansion increases radio transmission at that site. The Digital Voting Monitoring System significantly improves our ability to monitor the operation of the voting comparators within the 800 MHz system. Two of these projects, the Downtown Portland 800 MHz Facility and Equipment and the Portable Back Up IR Site (TOW) are in the Public, Fire, and Life Safety program.

### City Hall

Portland City Hall was built in 1894. Since then, City Hall has undergone numerous small scale renovations to accommodate changes in safety codes and regulations. Although efforts have been made to update City Hall facilities, the building suffers from inadequate ventilation and various other structural problems including seismic instability, inadequate HVAC and fire sprinkler systems and an aging plumbing system.

Based on City Council direction in May 1994, plans to address these problems have been implemented and reconstruction is underway. The renovation will enable the City to continue using City Hall as an office for City government and continue its second century as the historic seat of local government.

The renovation is scheduled to be completed in late 1997.

### Police

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

BGS is currently managing the renovation of the Southeast Precinct at 47th and Burnside and the North Precinct. Both of these projects were approved as part of the FY1995-96 capital budget process.

The Southeast Precinct improvement project involves the renovation of a portion of the Penumbra Kelly building at 47th Street and Burnside Avenue to serve as a Southeast Community Policing Facility. Included in the renovation will be structural upgrades to meet seismic requirements, interior upgrades, and building mechanical improvements.

The North Precinct project upgrades the St. Johns City Hall to accommodate the Portland Police Bureau, allowing the Police Bureau to continue providing St. Johns residents with direct access to the bureau's services. St. Johns City Hall requires renovation to meet the Americans with Disabilities Act requirements as well as seismic requirements. This project will provide for these renovations in addition to interior and building mechanical upgrades to increase the usefulness of the facility as a precinct headquarters.



In order to respond to City's geographic and population growth in East Portland, the City is constructing a new East Precinct at 106th and SE Cherry Blossom Lane. The East Precinct project involves the design and construction of a 25,400 square foot facility capable of accommodating 142 officers and eight support staff

All of the precinct projects will be completed at the beginning of FY1996-97. These facilities combined with the Police Bureau's recently renovated Northeast Precinct allow the Police Bureau to have adequate precinct facilities to serve the Portland area.

In addition to these major facilities, the CIP provides authority to carry out major maintenance and/or planning activities for the Justice Center, the Police Property Warehouse and the Mounted Patrol Unit.

### **Portland Building**

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

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

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

In addition to long-term maintenance, the CIP provides for significant seismic related structural improvements to the 14th and 15th floors of the Portland Building. Extensive structural testing revealed significant structural cracks in the corners of the 15th floor slab. In addition to remedying this structural problem, additional testing revealed that the building is in need of seismic upgrades because of errors in the original design. The project will repair the failed areas of the 15th/14th floors and will also strengthen the building at the exterior four corners from the 3rd through 9th floors. The improvements will also reinforce the slabs on floors 2, 3 and 15 and reinforce specific exterior areas on floors 2, 3, 12 and 14.

### **Parking Garages**

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

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

Major maintenance projects for the parking garages in FY96-97 include: improved interior signage and exterior maintenance repairs, continued upgrades to the revenue control system, flooring improvements at the 3rd/Alder and 10th/Yamhill facilities, and replacement of attendant booths.

To meet growing demand and capture increased revenue, construction of two new floors at Fourth and Yamhill is proposed as well as the addition of two floors of commercial space to the Front and Davis Garage. At the close of the five-year budget, the construction of a new garage is identified. An addition to the 1st and Jefferson garage is under study, and is included in the CIP. The need and benefit of these longer term parking investments are currently being identified through the development of a Public Parking Facilities Development Plan currently underway.

### **Portland Communications Center**

This project will construct 1,500 additional square feet of office space at the Portland Communications Center for the Communications Services Division of BGS. The space is needed to alleviate overcrowding currently being experienced and projected for the future. In addition, a 1,500 square feet basement storage space will be added for storage of parts and equipment.

### **Auditor's Archive Building**

The City Auditor is responsible for the City Archives, housed at the Stan Parr Building located on Columbia Blvd. This building has been improved over the years to provide storage of official City records. The build out of the remaining section of the basement will allow for maximum utilization of the building.

### **Fleet Services**

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

### **Carryover From Prior Years**

The FY1996-97 capital budget includes \$341,000 as a carryover of spending authority for projects that were initiated in prior years.

### ***BUREAU OF POLICE***

In addition to Police-related facilities projects undertaken by the Bureau of General Services, FY1996-97 capital projects total \$700,000. The CRC recommended that three projects receive funding through General Fund set-aside and/or Master Lease funds, summarized as follows:

- |                                     |           |
|-------------------------------------|-----------|
| 1. Specialized Fleet Requirements   | \$600,000 |
| 2. East Precinct Livability Package | \$50,000  |
| 3. Handgun Acquisitions             | \$50,000  |

In addition, prior year capital carryovers totaling \$71,684 will be supported by the General Fund.

### ***PUBLIC SAFETY OUTLAYS***

Voters in 1989 approved a special three-year tax levy to fund capital improvements to the City's emergency communications system. FY1991-92 was the third and final year of the levy. Expenditures in FY1996-97 totaling \$1,160,000 will complete the communications upgrade program, and will be funded through expenditure of fund balances that resulted from the earlier levy of property taxes.



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

The Bureau of Fire, Rescue and Emergency Services five-year CIP contains 14 projects totaling \$18.6 million. Capital projects are broken into three program areas; Emergency Response, Support for Emergency Response, and Carryover From Prior Years. Capital projects in FY1996-97 total \$2.88 million. Virtually all of the Bureau's capital costs are funded either by the City's Master Lease program (FY1996-97 Master Lease projects total \$1,074,659) or through an allocation of General Fund capital set-aside monies (FY1996-97 projects total \$701,380). Prior year carryover (\$1,113,000) are also reflected in the Bureau's FY1996-97 capital budget, with this cost being paid from General Fund monies.

Emergency Response projects are those projects necessary to maintain, improve, and/or expand Bureau services in order to eliminate existing deficiencies or to provide for development of peripheral areas of the City. Specific projects included in the area of Emergency Response for FY1996-97, in order of priority, are as follows:

- |   |           |
|---|-----------|
| 1. Apparatus Replacement                | \$974,659 |
| 2. Phase 6 of the New Training Facility | \$351,380 |

Support for Emergency Response includes projects that are necessary to maintain and/or upgrade existing Bureau facilities and equipment costing over \$50,000. The projects receiving FY1996-97 funding are summarized as follows:

- |  |           |
|--|-----------|
| 1. Linnton Oil Fire Training Grounds Cleanup | \$350,000 |
| 2. Emergency Generators                      | \$100,000 |

In addition to the new projects described above, carryover funding for prior year capital projects totals \$1,113,000 in FY1996-97.

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

FY1996-97 capital outlays for the City Auditor's Office total \$11,082,817 and cover various types of public infrastructure built throughout the City via the local improvement district process. These outlays are funded entirely by property owner assessments and through the issuance of special assessment bonds.

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

FY1996-97 capital outlays total \$32,466, representing the third year costs of a four-year computer system project. Funding for this project will be provided through the City's General Fund set-aside.

## ***METROPOLITAN HUMAN RIGHTS COMMISSION***

FY1996-97 capital outlays for the Metropolitan Human Rights Commission total \$27,922 to cover conference room renovations and computer furniture upgrades.

## ***BUREAU OF PLANNING***

FY1996-97 capital outlays total \$126,600, representing the first year costs of a multi-year computer system project totaling \$776,803. Funding for this project will be provided through the City's Master Lease program.

***OFFICE OF FINANCE AND ADMINISTRATION***

FY1996-97 capital outlays total \$197,346 representing the first year costs of a multi-year computer system upgrade totaling \$597,346. Funding for this project will be provided through the City's Master Lease program.

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Total Cost by Year**

Capital System: City Support

Bureau/Program/Project	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b>Bureau of General Services</b>							
<b>CITY HALL</b>							
Renovation	10,447,000	✓ 4,748,000	9,299,000	0	0	0	24,494,000
<b>CITY AUDITOR'S ARCHIVES BUILDING</b>							
Build Out Remaining Section of Basement	0	✓ 150,000	0	0	0	0	150,000
Repave Parking Lot	0	✓ 28,000	0	0	0	0	28,000
<b>POLICE</b>							
Justice Center - Paint Interiors	19,600	✓ 34,000	34,000	34,000	34,000	34,000	189,600
Justice Center - Carpet Replacement	220,100	✓ 93,000	93,000	93,000	93,000	93,000	685,100
Justice Center - Partition Replacement	96,400	✓ 96,000	96,000	96,000	96,000	96,000	576,400
Justice Center - Replace Main Roof	0	0	406,000	0	0	0	406,000
Justice Center - Seal Exterior	0	0	41,000	0	0	0	41,000
Justice Center - Renovate Chiller	0	0	0	89,000	0	0	89,000
Relocate Police Property Warehouse		0	0	0	0	0	0
Relocate Police Mounted Patrol Unit and Canine Unit		0	0	0	0	0	0
Police Training Facility		0	0	0	0	0	0
Southwest Portland Public Safety Facility Study		0	0	0	0	0	0
<b>PORTLAND BUILDING</b>							
Expand Electrical Capacity	19,300	✓ 129,000	80,000	129,000	0	0	357,300
ADA Requirements	0	0	0	0	126,000	0	126,000
Paint Interiors	105,800	✓ 46,000	46,000	46,000	46,000	46,000	335,800
Rest Room Renovations	63,700	✓ 26,000	26,000	26,000	26,000	26,000	193,700
Carpet Replacement	531,500	✓ 110,000	110,000	110,000	110,000	110,000	1,081,500
Renovate Chillers	0	✓ 205,000	0	205,000	0	0	410,000
HVAC Improvements	15,200	0	240,000	0	240,000	0	495,200
Replace Main and Loggia Roofs	123,200	✓ 672,000	0	0	0	333,000	1,128,200
Eliminate Exterior Wall Leaks	396,600	0	291,000	291,000	402,000	0	1,380,600
Upgrade Second Floor Meeting Rooms	372,400	0	0	0	0	427,000	799,400
Structural Improvements to Portland Bldg	0	✓ 3,535,000	0	0	0	0	3,535,000
<b>PUBLIC, FIRE, AND LIFE SAFETY</b>							
Seismic Upgrades to Fire Facilities	0	0	600,000	1,550,000	1,500,000	1,450,000	5,100,000
Relocate Emergency Operations Center	0	0	0	0	0	0	0
Relocate Police Property Warehouse	0	70,000	0	0	0	0	70,000
Relocate Police Mounted Patrol Unit and Canine Unit	37,600	50,000	0	0	0	0	87,600
Police Training	50,000	0	0	0	0	0	50,000
<b>SECURITY IMPROVEMENTS</b>							
Security Improvements	0	✓ 437,000	0	0	0	0	437,000
<b>FLEET SERVICES</b>							
Kerby Garage - Replace Roof	0	0	0	405,000	0	0	405,000
<b>PARKING GARAGES</b>							
Tenth and Yamhill - HVAC Upgrade	0	✓ 0	0	155,000	0	0	155,000
Maintain Exteriors of Parking Garages	0	✓ 259,000	173,000	267,000	122,000	0	821,000
First and Jefferson - Structural Improvements Phase II	0	0	0	1,168,000	0	0	1,168,000
First and Jefferson - Two Additional Floors	0	0	0	3,158,000	0	0	3,158,000
Elevator Lobby Floors	65,700	0	0	92,000	0	0	157,700
Replace Stair Treads	82,600	0	148,000	0	0	0	230,600
Replace Attendant Booths	0	✓ 171,000	196,000	0	0	0	367,000
O'Bryant Square - Repair Leaks	0	0	172,000	0	0	0	172,000
First and Jefferson - Install Elevator	0	0	0	0	450,000	0	450,000
Upgrade Revenue Control Equipment	274,400	✓ 212,000	0	0	278,000	0	764,400
Construct New Garage	0	0	0	0	12,545,000	0	12,545,000
Equipment and Signage for Leased Parking Site	0	✓ 100,000	0	0	0	0	100,000
Third and Alder Flooring	0	✓ 64,000	0	0	0	0	64,000
Tenth and Yamhill - Repaint Steel Flooring	0	✓ 100,000	0	0	0	0	100,000
First and Jefferson - Smart Park Signs	0	✓ 17,000	0	0	0	0	17,000
Fourth and Yamhill - Add Two Parking Levels	3,187,200	0	0	0	0	0	3,187,200
Front and Davis - Add Two Floors for Commercial Space	660,800	0	0	0	0	13,028,000	13,688,800



**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Total Cost by Year**

**Capital System: City Support**

Bureau/Program/Project	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b>OFFICE OF NEIGHBORHOOD ASSOCIATIONS</b>							
ADA Requirements	22,200	✓ 26,000	0	0	0	0	48,200
<b>CITY DOWNTOWN SPACE REQUIREMENTS</b>							
Development Services Building Study	0	0	0	0	0	0	0
<b>COMMUNICATIONS SERVICES</b>							
Dynamic Frequency Blocking	0	✓ 201,538	0	0	0	0	201,538
Dixie Mountain IR Site	0	0	300,000	0	0	0	300,000
Troutdale IR Site	0	✓ 199,380	0	0	0	0	199,380
Arrowood IR Site	0	✓ 199,380	0	0	0	0	199,380
Walters Hill 5 Channel Expansion	0	0	100,000	0	0	0	100,000
Portable Trailer Mounted Generator	0	✓ 50,000	0	0	0	0	50,000
Digital Voting Monitoring System	0	0	60,000	0	0	0	60,000
<b>PORTLAND COMMUNICATIONS CENTER</b>							
Expansion of Space for Communications Services	0	✓ 349,000	0	0	0	0	349,000
<b>PRIOR YEAR MASTER LEASE PAYMENTS</b>							
Prior Year Master Lease Payments	1,200,000	✓ 341,000	323,000	123,000	101,000	101,000	2,189,000
<b>Total Bureau of General Services</b>	17,991,300	12,718,298	12,834,000	8,037,000	16,169,000	15,744,000	83,493,598
<b>Office of the City Auditor</b>							
LID Construction	0	11,082,817	0	0	0	0	11,082,817
<b>Total Office of the City Auditor</b>	0	11,082,817	0	0	0	0	11,082,817
<b>Office of the City Attorney</b>							
Local Area Computer Network	89,978	32,466	15,929	0	0	0	138,373
<b>Total Office of the City Attorney</b>	89,978	32,466	15,929	0	0	0	138,373
<b>Office of Finance &amp; Administration</b>							
Information Systems Upgrade	0	197,346	200,000	200,000	0	0	597,346
<b>Total Office of Finance &amp; Administration</b>	0	197,346	200,000	200,000	0	0	597,346
<b>Bureau of Planning</b>							
Computer System Upgrades	201,303	126,600	59,800	158,800	0	230,300	776,803
<b>Total Bureau of Planning</b>	201,303	126,600	59,800	158,800	0	230,300	776,803
<b>Public Safety Outlays</b>							
Public Safety Communications	8,285,706	1,160,000	0	0	0	0	9,445,706
<b>Total Public Safety Outlays</b>	8,285,706	1,160,000	0	0	0	0	9,445,706
<b>Metropolitan Human Rights Commission</b>							
Conference Room Remodel/Computer Upgrade	0	27,922	0	0	0	0	27,922
<b>Total Metropolitan Human Rights Commission</b>	0	27,922	0	0	0	0	27,922
<b>Police Bureau</b>							
Fleet Requirements	345,000	600,000	454,050	450,000	0	0	1,849,050
East Precinct Livability Package	0	50,000	0	0	0	0	50,000
Investigative Equipment	0	0	150,000	30,851	31,931	0	212,782
Handguns	100,000	50,000	50,000	0	0	0	200,000
Bureau Wide Computer Network	149,286	0	116,854	0	0	0	266,140
Prior Year Carryover	0	71,684	0	0	0	0	71,684
<b>Total Police Bureau</b>	594,286	771,684	770,904	480,851	31,931	0	2,649,656

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Total Cost by Year**

Capital System: City Support

Bureau/Program/Project	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b><u>Bureau of Fire, Rescue &amp; Emerg. Services</u></b>							
<b>EMERGENCY RESPONSE</b>							
Apparatus Replacement	3,865,781	974,659	1,071,794	1,178,973	1,296,871	1,426,558	9,834,636
Training Center Phase VI	2,241,273	351,380	0	0	0	0	2,592,653
Skyline Fire Station	0	0	0	0	0	0	0
Boat House Station 6	0	0	162,000	0	0	0	162,000
<b>SUPPORT FOR EMERGENCY RESPONSE</b>							
Linnton Oil Grounds Cleanup	732,822	350,000	0	0	0	0	1,082,822
Fire Sprinkler Systems	298,096	0	164,000	106,000	99,000	129,000	796,096
Firefighter Privacy Accommodations	0	0	75,000	75,000	0	0	150,000
Plumbing/Sewer/HVAC Upgrades	315,000	0	100,000	33,500	47,000	51,000	546,500
Apparatus Bay Ventilation Systems	353,000	0	210,000	0	0	0	563,000
Station 6 Ground Remediation	0	0	100,000	100,000	0	0	200,000
Roof Replacements	0	0	0	86,000	68,000	76,000	230,000
Emergency Generators	235,490	100,000	135,000	247,706	106,505	0	824,701
Radio Tap-Out System	0	0	135,000	0	0	0	135,000
Paving Repairs	0	0	0	186,040	130,200	116,280	432,520
PRIOR YEAR CARRYOVERS	0	1,113,500	0	0	0	0	1,113,500
<b>Total Bureau of Fire, Rescue &amp; Emerg. Services</b>	<b>8,061,462</b>	<b>2,889,539</b>	<b>2,152,794</b>	<b>2,013,219</b>	<b>1,747,576</b>	<b>1,798,838</b>	<b>18,663,428</b>
<b>TOTAL CITY SUPPORT</b>	<b>\$35,224,035</b>	<b>\$29,006,672</b>	<b>\$16,033,427</b>	<b>\$10,889,870</b>	<b>\$17,948,507</b>	<b>\$17,773,138</b>	<b>\$126,875,649</b>

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Funding Sources**

**Capital System: City Support**

Bureau/Program/Project	General Fund	Transp.	Rates/Charges/Contracts	Federal/State/Local	Other	Total Budget
<b><u>Bureau of General Services</u></b>						
<b>CITY HALL</b>						
Renovation	0	0	0	0	4,748,000	4,748,000
<b>CITY AUDITOR'S ARCHIVES BUILDING</b>						
Build Out Remaining Section of Basement	150,000	0	0	0	0	150,000
Repave Parking Lot	0	0	28,000	0	0	28,000
<b>POLICE</b>						
Justice Center - Paint Interiors			34,000			34,000
Justice Center - Carpet Replacement			93,000			93,000
Justice Center - Partition Replacement			96,000			96,000
Justice Center - Replace Main Roof	0	0	0	0	0	0
Justice Center - Seal Exterior	0	0	0	0	0	0
Justice Center - Renovate Chiller	0	0	0	0	0	0
Relocate Police Property Warehouse	0	0	0	0	0	0
Relocate Police Mounted Patrol Unit and Canine Unit	0	0	0	0	0	0
Police Training Facility	0	0	0	0	0	0
Southwest Portland Public Safety Facility Study	0	0	0	0	0	0
<b>PORTLAND BUILDING</b>						
Expand Electrical Capacity	0	0	129,000	0	0	129,000
ADA Requirements	0	0	0	0	0	0
Paint Interiors	0	0	46,000	0	0	46,000
Rest Room Renovations	0	0	26,000	0	0	26,000
Carpet Replacement	0	0	110,000	0	0	110,000
Renovate Chillers	0	0	205,000	0	0	205,000
HVAC Improvements	0	0	0	0	0	0
Replace Main and Loggia Roofs	0	0	0	0	672,000	672,000
Eliminate Exterior Wall Leaks	0	0	0	0	0	0
Upgrade Second Floor Meeting Rooms	0	0	0	0	0	0
Structural Improvements to Portland Bldg	0	0	433,000	0	3,102,000	3,535,000
<b>PUBLIC, FIRE, AND LIFE SAFETY</b>						
Seismic Upgrades to Fire Facilities	0	0	0	0	0	0
Relocate Emergency Operations Center	0	0	0	0	0	0
Relocate Police Property Warehouse	70,000	0	0	0	0	70,000
Relocate Police Mounted Patrol Unit and Canine Unit	50,000	0	0	0	0	50,000
Police Training	0	0	0	0	0	0
<b>SECURITY IMPROVEMENTS</b>						
Security Improvements	175,000	0	104,000	0	158,000	437,000
<b>FLEET SERVICES</b>						
Kerby Garage - Replace Roof	0	0	0	0	0	0
<b>PARKING GARAGES</b>						
Tenth and Yamhill - HVAC Upgrade	0	0	0	0	0	0
Maintain Exteriors of Parking Garages	0	0	259,000	0	0	259,000
First and Jefferson - Structural Improvements Phase II	0	0	0	0	0	0
First and Jefferson - Two Additional Floors	0	0	0	0	0	0
Elevator Lobby Floors	0	0	0	0	0	0
Replace Stair Treads	0	0	0	0	0	0
Replace Attendant Booths	0	0	171,000	0	0	171,000
O'Bryant Square - Repair Leaks	0	0	0	0	0	0
First and Jefferson - Install Elevator	0	0	0	0	0	0
Upgrade Revenue Control Equipment	0	0	212,000	0	0	212,000
Construct New Garage	0	0	0	0	0	0
Equipment and Signage for Leased Parking Site	0	0	100,000	0	0	100,000
Third and Alder Flooring	0	0	64,000	0	0	64,000
Tenth and Yamhill - Repaint Steel Flooring	0	0	100,000	0	0	100,000
First and Jefferson - Smart Park Signs	0	0	17,000	0	0	17,000
Fourth and Yamhill - Add Two Parking Levels	0	0	0	0	0	0
Front and Davis - Add Two Floors for Commercial Space	0	0	0	0	0	0

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Funding Sources**

**Capital System: City Support**

Bureau/Program/Project	General Fund	Transp.	Rates/Charges/Contracts	Federal/State/Local	Other	Total Budget
<b>OFFICE OF NEIGHBORHOOD ASSOCIATIONS</b>						
ADA Requirements	26,000	0	0	0	0	26,000
<b>CITY DOWNTOWN SPACE REQUIREMENTS</b>						
Development Services Building Study	0	0	0	0	0	0
<b>COMMUNICATIONS SERVICES</b>						
Dynamic Frequency Blocking	0	0	0	0	201,538	201,538
Dixie Mountain IR Site	0	0	0	0	0	0
Troutdale IR Site	0	0	0	0	199,380	199,380
Arrowood IR Site	0	0	0	0	199,380	199,380
Walters Hill 5 Channel Expansion	0	0	0	0	0	0
Portable Trailer Mounted Generator	0	0	0	0	50,000	50,000
Digital Voting Monitoring System	0	0	0	0	0	0
<b>PORTLAND COMMUNICATIONS CENTER</b>						
Expansion of Space for Communications Services	0	0	0	0	349,000	349,000
<b>PRIOR YEAR MASTER LEASE PAYMENTS</b>						
Prior Year Master Lease Payments	229,000	0	112,000	0	0	341,000
<b>Total Bureau of General Services</b>	<b>700,000</b>	<b>0</b>	<b>2,339,000</b>	<b>0</b>	<b>9,679,298</b>	<b>12,718,298</b>
<b>Office of the City Auditor</b>						
LID Construction	0	0	0	0	11,082,817	11,082,817
<b>Total Office of the City Auditor</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,082,817</b>	<b>11,082,817</b>
<b>Office of the City Attorney</b>						
Local Area Computer Network	32,466	0	0	0	0	32,466
<b>Total Office of the City Attorney</b>	<b>32,466</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,466</b>
<b>Office of Finance &amp; Administration</b>						
Information Systems Upgrade	197,346	0	0	0	0	197,346
<b>Total Office of Finance &amp; Administration</b>	<b>197,346</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>197,346</b>
<b>Bureau of Planning</b>						
Computer System Upgrades	126,600	0	0	0	0	126,600
<b>Total Bureau of Planning</b>	<b>126,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126,600</b>
<b>Public Safety Outlays</b>						
Public Safety Communications	0	0	0	0	1,160,000	1,160,000
<b>Total Public Safety Outlays</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,160,000</b>	<b>1,160,000</b>
<b>Metropolitan Human Rights Commission</b>						
Conference Room Remodel/Computer Upgrade	27,922	0	0	0	0	27,922
<b>Total Metropolitan Human Rights Commission</b>	<b>27,922</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,922</b>
<b>Police Bureau</b>						
Fleet Requirements	600,000	0	0	0	0	600,000
East Precinct Livability Package	50,000	0	0	0	0	50,000
Investigative Equipment	0	0	0	0	0	0
Handguns	50,000	0	0	0	0	50,000
Bureau Wide Computer Network	0	0	0	0	0	0
Prior Year Carryover	71,684	0	0	0	0	71,684
<b>Total Police Bureau</b>	<b>771,684</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>771,684</b>

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Funding Sources**

**Capital System: City Support**

Bureau/Program/Project	General Fund	Transp.	Rates/Charges/Contracts	Federal/State/Local	Other	Total Budget
<b><u>Bureau of Fire, Rescue &amp; Emerg. Services</u></b>						
<b>EMERGENCY RESPONSE</b>						
Apparatus Replacement	974,659	0	0	0	0	974,659
Training Center Phase VI	351,380	0	0	0	0	351,380
Skyline Fire Station	0	0	0	0	0	0
Boat House Station 6	0	0	0	0	0	0
<b>SUPPORT FOR EMERGENCY RESPONSE</b>						
Linnton Oil Grounds Cleanup	350,000	0	0	0	0	350,000
Fire Sprinkler Systems	0	0	0	0	0	0
Firefighter Privacy Accommodations	0	0	0	0	0	0
Plumbing/Sewer/HVAC Upgrades	0	0	0	0	0	0
Apparatus Bay Ventilation Systems	0	0	0	0	0	0
Station 6 Ground Remediation	0	0	0	0	0	0
Roof Replacements	0	0	0	0	0	0
Emergency Generators	100,000	0	0	0	0	100,000
Radio Tap-Out System	0	0	0	0	0	0
Paving Repairs	0	0	0	0	0	0
<b>PRIOR YEAR CARRYOVERS</b>	1,113,500	0	0	0	0	1,113,500
<b>Total Bureau of Fire, Rescue &amp; Emerg. Services</b>	<b>2,889,539</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,889,539</b>
<b>TOTAL CITY SUPPORT</b>	<b>\$4,745,557</b>	<b>\$0</b>	<b>\$2,339,000</b>	<b>\$0</b>	<b>\$21,922,115</b>	<b>\$29,006,672</b>



**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Operating and Maintenance Costs**

**Capital System: City Support**

Bureau/Program/Project	Five-Year Costs	FY 96-98 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Bureau of General Services</b>						
<b>CITY HALL</b>						
Renovation	14,047,000	14,047,000	0	400,000	0	400,000
<b>CITY AUDITOR'S ARCHIVES BUILDING</b>						
Build Out Remaining Section of Basement	150,000	150,000	0	6,000	0	6,000
Repave Parking Lot	28,000	28,000	0	0	0	0
<b>POLICE</b>						
Justice Center - Paint Interiors	170,000	68,000	0	0	0	0
Justice Center - Carpet Replacement	465,000	186,000	0	0	0	0
Justice Center - Partition Replacement	480,000	192,000	0	0	0	0
Justice Center - Replace Main Roof	406,000	406,000	0	0	0	0
Justice Center - Seal Exterior	41,000	41,000	0	0	0	0
Justice Center - Renovate Chiller	89,000	0	0	0	0	0
<b>PORTLAND BUILDING</b>						
Expand Electrical Capacity	338,000	209,000	0	0	0	0
ADA Requirements	126,000	0	0	0	0	0
Paint Interiors	230,000	92,000	0	0	0	0
Rest Room Renovations	130,000	52,000	0	0	0	0
Carpet Replacement	550,000	220,000	0	0	0	0
Renovate Chillers	410,000	205,000	0	0	0	0
HVAC Improvements	480,000	240,000	0	0	0	0
Replace Main and Loggia Roofs	1,005,000	672,000	0	0	0	0
Eliminate Exterior Wall Leaks	984,000	291,000	0	0	0	0
Upgrade Second Floor Meeting Rooms	427,000	0	0	0	0	0
Structural Improvements to Portland Bldg	3,535,000	3,535,000	0	0	0	0
<b>PUBLIC, FIRE, AND LIFE SAFETY</b>						
Seismic Upgrades to Fire Facilities	5,100,000	600,000	0	0	0	0
Relocate Emergency Operations Center	0	0	0	0	0	0
Relocate Police Property Warehouse	70,000	70,000				
Relocate Police Mounted Patrol Unit and Canine Unit	50,000	50,000				
Police Training	0	0	0	0	0	0
<b>SECURITY IMPROVEMENTS</b>						
Security Improvements	437,000	437,000	0	388,600	0	388,600
<b>FLEET SERVICES</b>						
Kerby Garage - Replace Roof	405,000	0	0	0	0	0
<b>PARKING GARAGES</b>						
Tenth and Yamhill - HVAC Upgrade	155,000	0	0	0	0	0
Maintain Exteriors of Parking Garages	821,000	432,000	0	0	0	0
First and Jefferson - Structural Improvements Phase II	1,168,000	0	0	0	0	0
First and Jefferson - Two Additional Floors	3,158,000	0	(260,000)	87,000	0	(173,000)
Elevator Lobby Floors	92,000	0	0	0	0	0
Replace Stair Treads	148,000	148,000	0	0	0	0
Replace Attendant Booths	367,000	367,000	0	0	0	0
O'Bryant Square - Repair Leaks	172,000	172,000	0	0	0	0
First and Jefferson - Install Elevator	450,000	0	0	3,000	0	3,000
Upgrade Revenue Control Equipment	490,000	212,000	0	0	0	0
Construct New Garage	12,545,000	0	(1,000,000)	434,000	0	(566,000)
Equipment and Signage for Leased Parking Site	100,000	100,000	(460,000)	217,000	0	(243,000)
Third and Alder Flooring	64,000	64,000	0	0	0	0
Tenth and Yamhill - Repaint Steel Flooring	100,000	100,000	0	0	0	0
First and Jefferson - Smart Park Signs	17,000	17,000	0	0	0	0
Fourth and Yamhill - Add Two Parking Levels	0	0	(425,000)	217,000	0	(208,000)
Front and Davis - Add Two Floors for Commercial Space	13,028,000	0	(588,000)	630,000	0	42,000

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Operating and Maintenance Costs**

**Capital System: City Support**

Bureau/Program/Project	Five-Year Costs	FY 96-98 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>OFFICE OF NEIGHBORHOOD ASSOCIATIONS</b>						
ADA Requirements	26,000	26,000	0	0	0	0
<b>COMMUNICATIONS SERVICES</b>						
Dynamic Frequency Blocking	201,538	201,538	0	5,000	0	5,000
Dixie Mountain IR Site	300,000	300,000	0	30,000	0	30,000
Troutdale IR Site	199,380	199,380	0	30,000	0	30,000
Arrowood IR Site	199,380	199,380	0	30,000	0	30,000
Walters Hill 5 Channel Expansion	100,000	100,000	0	5,000	0	5,000
Portable Trailer Mounted Generator	50,000	50,000	0	4,000	0	4,000
Digital Voting Monitoring System	60,000	60,000	0	2,000	0	2,000
<b>PORTLAND COMMUNICATIONS CENTER</b>						
Expansion of Space for Communications Services	349,000	349,000	0	18,000	0	18,000
<b>PRIOR YEAR MASTER LEASE PAYMENTS</b>						
Prior Year Master Lease Payments	989,000	664,000	0	0	0	0
<b>Total Bureau of General Services</b>	<b>65,502,298</b>	<b>25,552,298</b>	<b>(2,733,000)</b>	<b>2,506,600</b>	<b>0</b>	<b>(226,400)</b>
<b>Office of the City Auditor</b>						
LID Construction	11,082,817	11,082,817	0	0	0	0
<b>Total Office of the City Auditor</b>	<b>11,082,817</b>	<b>11,082,817</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Office of the City Attorney</b>						
Local Area Computer Network	48,395	48,395	0	0	0	0
<b>Total Office of the City Attorney</b>	<b>48,395</b>	<b>48,395</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Office of Finance &amp; Administration</b>						
Information Systems Upgrade	597,346	397,346	0	0	0	0
<b>Total Office of Finance &amp; Administration</b>	<b>597,346</b>	<b>397,346</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Bureau of Planning</b>						
Computer System Upgrades	575,500	186,400	0	0	0	0
<b>Total Bureau of Planning</b>	<b>575,500</b>	<b>186,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Safety Outlays</b>						
Public Safety Communications	1,160,000	1,160,000	0	0	0	0
<b>Total Public Safety Outlays</b>	<b>1,160,000</b>	<b>1,160,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Metropolitan Human Rights Commission</b>						
Conference Room Remodel/Computer Upgrade	27,922	27,922	0	0	0	0
<b>Total Metropolitan Human Rights Commission</b>	<b>27,922</b>	<b>27,922</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Police Bureau</b>						
Fleet Requirements	1,504,050	1,054,050	0	528,189	600,000	1,128,189
East Precinct Livability Package	50,000	50,000	0	2,000	0	2,000
Investigative Equipment	212,782	150,000	0	2,700	0	2,700
Handguns	100,000	100,000	0	0	0	0
Bureau Wide Computer Network	116,854	116,854	0	33,580	0	33,580
Prior Year Carryover	71,684	71,684	0	0	0	0
<b>Total Police Bureau</b>	<b>2,055,370</b>	<b>1,542,588</b>	<b>0</b>	<b>566,469</b>	<b>600,000</b>	<b>1,166,469</b>

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Operating and Maintenance Costs**

**Capital System: City Support**

Bureau/Program/Project	Five-Year Costs	FY 96-98 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b><u>Bureau of Fire, Rescue &amp; Emerg. Services</u></b>						
<b>EMERGENCY RESPONSE</b>						
Apparatus Replacement	5,948,855	2,046,453	0	0	(14,000)	(14,000)
Training Center Phase VI	351,380	351,380	0	0	0	0
Boat House Station 6	162,000	162,000	0	0	(17,000)	(17,000)
<b>SUPPORT FOR EMERGENCY RESPONSE</b>						
Linnton Oil Grounds Cleanup	350,000	350,000	0	0	0	0
Fire Sprinkler Systems	498,000	164,000	0	0	0	0
Firefighter Privacy Accommodations	150,000	75,000	0	0	0	0
Plumbing/Sewer/HVAC Upgrades	231,500	100,000	0	0	(3,000)	(3,000)
Apparatus Bay Ventilation Systems	210,000	210,000	0	0	0	0
Station 6 Ground Remediation	200,000	100,000	0	0	0	0
Roof Replacements	230,000	0	0	0	0	0
Emergency Generators	589,211	235,000	0	0	0	0
Radio Tap-Out System	135,000	135,000	0	0	0	0
Paving Repairs	432,520	0	0	0	0	0
<b>PRIOR YEAR CARRYOVERS</b>	1,113,500	1,113,500	0	0	0	0
<b>Total Bureau of Fire, Rescue &amp; Emerg. Services</b>	10,601,966	5,042,333	0	0	(34,000)	(34,000)
<b>TOTAL CITY SUPPORT</b>	\$91,651,614	\$45,040,099	(\$2,733,000)	\$3,073,069	\$566,000	\$906,069

## **Cultural and Recreation Systems**





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

**Fiscal Year 1996-97 to 2000-01**

***BUREAU OF PARKS AND RECREATION***

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

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

The Bureau of Parks and Recreation's FY1996-97 capital budget includes 24 projects totaling \$28.7 million exclusive of prior year capital carryovers. Of this amount, \$1,698,456 will be funded by the General Fund. The balance of the of Park's Bureau's CIP will be funded through golf fees, other outside funds and the proceeds of the 1995 Parks System General Obligation bond issue. Prior year capital carryovers total \$2,998,000. In preparing the five-year Capital Improvement Program, four objectives were followed:

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

In establishing its lists of capital projects, the Parks Bureau relied on various sources of information including Park Futures, the Public Facilities Plan, the Parks Assessment Summary, and the Facilities Assessment Summary.

The Portland park system is a reasonably large and aging system. The average age of the community centers is 60 years, with the majority of them built prior to the 1940's. Due to system's increasing age and limited funds available to maintain, improve, or expand the park system, the demand for

improvements have far outweighed the available resources. Because of the existing gap between requirements and available resources, the Bureau of Parks and Recreation established priorities for CIP project rankings based on the following criteria:

- Safety - compliance with code requirements, other regulations and mandates, and correction of hazardous conditions within parks and facilities.
- Resource Preservation - evaluation of life cycle and determination whether preventative maintenance investments would offset future replacement costs.
- Compliance - compliance with bureau plans, neighborhood plans, and applicable plans of the Bureau of Planning.
- Public Benefit - service to projected users, year-round use.
- Financial - examination of whether a project generates revenues and/or increase or decreases maintenance requirements, or if the project can be leveraged or funded by a source other than the General Fund.

Listed below are Bureau of Parks and Recreation FY1996-97 capital program areas and projects included within the Cultural and Recreation System.

#### **Acquisitions**

The FY1996-97 budget includes costs totaling \$2,580,000 for facility and land acquisitions. There are two acquisition related projects which include the SE 136th Maintenance Facility acquisition and the Greenspaces Land acquisition. The SE 136th project will be funded through the General Fund set aside while the Greenspaces project will be funded through other local funds.

#### **Aquatics**

The FY1996-97 budget includes project costs totaling \$130,500 for improvements to the Columbia and Dishman Community Center pools as well as investments in a chlorine gas detection system and an automated solid chlorine system. These projects will be funded through General Fund set-aside monies.

#### **Facilities**

The FY1996-97 Capital Budget includes \$132,200 for safety improvements to the Multnomah Art Center and \$25,000 for improvements to the Hoyt Arboretum Visitor's Center. The Facilities program also includes \$22,000 for the replacement of a pesticide application system. Funding for these projects will be provided from General Fund capital set-aside and/or Master Lease monies.

#### **Golf**

The Golf program includes capital improvements to the West Delta and Heron Lakes facilities. Golf operations is a self-supporting activity which pays for all costs through fees charged to users. The FY1996-97 Capital Budget includes a total of \$500,000 for these projects.

### Information Technology

The FY1996-97 Capital Budget provides \$177,756 for improvements to the Parks Bureau's information systems. The Information technology program includes \$87,756 for a complete wide area network to serve remote park sites. This project will also rewire the local area network at the Mt. Tabor Operations Yard. These steps will strengthen the reliability and accessibility of current information systems and provide electronic communications to 26 sites. The remaining Information Technology funds will provide monies for a Bureau wide computer replacement schedule which will bring much needed compatibility to the Bureau's computer technology system. Funding for these project will be provided from General Fund Master Lease monies.

### Parks

The Bureau of Parks and Recreation administer a park system of approximately 200 parks, over 120 of which are fully developed. As a result of the age of the system and a lack of capital investment, many of these parks need to completely rehabilitated. Although the Parks System G.O. bond has provided much needed funding to address the system's rehabilitation needs, several projects still require funding in order to bring them to completion. FY1996-97 capital outlays for parks total \$770,000 as detailed below:

Eastbank Riverfront Park	\$100,000
Pioneer Courthouse Square Improvements	\$100,000
Harney Park Development	\$150,000
Willamette Park Boat Ramp/Dock	\$130,000
Intergenerational Center/Floyd Light	\$225,000
Unthank Park Development	\$215,000

Funding for these projects will be provided from General Fund capital set-aside monies or other available local funds.

### Seismic Safety/Life Safety

The Parks Bureau is undertaking several projects which will bring several facilities up to current seismic safety standards. The FY1996-97 Budget includes \$408,000 for the projects listed below:

Community Music Center Seismic Retrofit	\$173,000
Grant Pool Seismic Retrofit	\$80,000
Sellwood Pool Seismic Retrofit	\$80,000
Seismic & Life -Safety System Wide Survey	\$75,000

### Prior Year Carryover

As previously mentioned, spending authority in the amount of \$2,998,000 associated with capital projects initiated in prior years is also included in the Bureau's FY1996-97 capital budget.

### *ARENA PROJECT*

In the fall of 1995, construction was completed on the new Rose Garden Arena located adjacent to the Memorial Coliseum. Although most of the project was financed through private funds, the City of Portland has contributed approximately \$36 million toward the capital construction costs of related public infrastructure and parking facilities. These facilities have been substantially completed. The City will continue to provide ongoing maintenance for all City owned parking facilities as well as any future capital improvements to the Memorial Coliseum. The FY1996-97 budget includes \$285,000 for improvements to the Memorial Coliseum facade.

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FY 1996-97 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

**Cultural/Recreation**

Bureau/Program/Project	Geographic Area	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 2000-01	Project Total
<b>PORTLAND PARKS &amp; RECREATION</b>								
<b>ACQUISITIONS</b>								
Park Acquisition Fund	ALL	0	0	0	100,000	100,000	100,000	300,000
SE 136th Maintenance Facility Acquisition	SE	0	80,000	80,000	0	0	0	160,000
Greenspaces Land Acquisition/Trail Development	ALL	1,300,000	2,500,000	3,600,000	0	0	0	7,400,000
<b>AMERICANS WITH DISABILITIES</b>								
ADA Improvements FY 96-97	ALL	1,662,567	0	508,219	345,790	0	0	2,516,576
<b>AQUATICS</b>								
Dishman CC Pool Safety Improvements	NE	225,000	60,000	0	0	0	0	285,000
Columbia Pool Shell Repair, Deep End Shallowing	N	309,250	30,000	240,000	0	0	0	579,250
Chlorine Gas Detection Systems	NE, N, SE	0	28,560	0	0	0	0	28,560
Automated Solid Chlorine Systems	NE	0	11,940	0	0	0	0	11,940
Wilson Pool Heat Exchanger	SW	0	0	0	20,000	0	0	20,000
Dishman Therapy Pool	NE	0	0	0	0	60,000	0	60,000
<b>FACILITIES</b>								
Hoyt Arboretum Visitor's Ctr. Class Rm & Trails	SW	0	25,000	0	0	0	0	25,000
Maintenance & Operations Facilities Master Plan	ALL	0	0	100,000	100,000	0	0	200,000
Multnomah Art Ctr Double Glaze Windows	SW	0	85,200	0	0	0	0	85,200
Facilities Master Plan Implementation	ALL	0	0	0	0	2,000,000	2,000,000	4,000,000
Pesticide Application System Replacement	SE	0	22,000	0	0	0	0	22,000
<b>GENERAL OBLIGATION BOND</b>								
General Obligation Bond Projects for FY 96-97	ALL	13,811,843	23,839,222	17,510,851	7,849,663	1,863,437	0	64,875,016
<b>GOLF</b>								
West Delta, Heron Lakes Dike Improvement	N	56,500	500,000	0	0	0	0	556,500
Progress Downs Course Remodel Phase II	SW	0	0	666,811	700,151	998,699	1,043,134	3,408,795
Rose City Maintenance Expansion	SE	0	0	0	0	0	600,000	600,000
Heron Lakes Shop Building	N	0	0	0	0	0	600,000	600,000
Progress Downs New Restrooms	SW	0	0	0	0	0	150,000	150,000
Progress Downs Maintenance Facility Renovation	SW	0	0	0	0	0	675,000	675,000
<b>INFORMATION TECHNOLOGY</b>								
Complete WAN and Rewire LAN	CC, SE	0	87,756	0	0	0	0	87,756
Computer Replacement	ALL	40,000	90,000	90,000	143,000	150,000	158,000	671,000
<b>NATURAL AREAS</b>								
Springwater Trailhead Development (136th)	SE	0	0	70,000	0	0	0	70,000
Springwater Phase III Development	SE	2,750,000	0	0	0	1,800,000	0	4,550,000
Trails in West Delta	N	0	0	0	1,600,000	0	0	1,600,000
<b>PARKS</b>								
Eastbank Riverfront Park	SE, NE	1,986,000	100,000	0	2,000,000	2,000,000	2,000,000	8,086,000
Pioneer Courthouse Square Improvements	CC	333,333	100,000	100,000	0	0	0	533,333
Harney Park Development	SE	150,000	150,000	0	0	0	0	300,000
Willamette Park Boat Ramp, Docks, Parking, Circ.	SW	0	130,000	0	0	0	0	130,000
Intergenerational Ctr/Floyd Light Sch/Track Const.	SE	0	225,000	0	0	0	0	225,000
Gabriel Park Bridge Replacement	SW	0	0	0	0	0	0	0
Community Gardens, Development of Six Sites	ALL	0	0	0	195,000	195,000	195,000	585,000
City Wide Tree Planting Program	ALL	0	0	0	120,000	120,000	120,000	360,000
Irrigation Replacement Fund	ALL	774,000	0	0	124,000	124,000	0	1,022,000
Wading Pool Renovation	ALL	0	0	0	85,000	90,000	96,000	271,000
Irrigation Systems, Cross Connection Control	ALL	0	0	0	0	0	0	0
Forest Heights Park Development	ALL	0	0	0	0	0	0	0
800 MHz Radios	ALL	0	0	0	0	0	0	0
Unthank Park Development	ALL	0	215,000	0	0	0	0	215,000
Play Equipment Replacement	ALL	225,000	0	0	120,000	130,000	140,000	615,000
NE Park Land Acquisition & Development	NE	0	0	0	0	1,000,000	0	1,000,000
SW Park Land Acquisition & Development	SW	0	0	0	0	0	1,000,000	1,000,000
Sewallcrest Playground, Irrigation & Paths	SE	0	0	0	0	91,787	0	91,787
Lillis Albina Playground, Irrigation & Paths	N	0	0	0	0	112,265	0	112,265
Mill Park Development	SE	0	0	0	0	0	500,000	500,000
Merrifield Park Playground, Irrigation & Paths	NE	0	0	0	0	0	400,000	400,000
Richmond Mini-Park Development	SE	0	0	0	0	0	200,000	200,000
<b>PIR</b>								
Sewer Connections	N	0	90,000	90,000	84,540	0	0	264,540
Restroom & Concessions Stand Rebuild	N	0	0	0	250,000	0	0	250,000
Paving	N	0	0	0	0	200,000	0	200,000
40 Mile Loop Trails	N	0	0	0	0	0	250,000	250,000
<b>SEISMIC SAFETY/LIFE SAFETY</b>								
The Community Music Ctr Seismic Retrofit	SE	0	173,000	0	0	0	0	173,000
Seismic & Life-Safety System Wide Survey	ALL	0	75,000	75,000	0	0	0	150,000
Grant Pool Seismic Retrofit	NE	0	80,000	0	0	0	0	80,000
Sellwood Pool Seismic Retrofit	SE	0	80,000	0	0	0	0	80,000
Hillside Community Center Seismic Retrofit	NW	0	0	32,000	0	0	0	32,000
The Community Music Ctr Seismic Retrofit (II)	SE	0	0	175,000	0	0	0	175,000
<b>PRIOR YEAR CARRYOVER</b>								
	ALL	0	2,998,000	0	0	0	0	2,998,000
<b>SUBTOTAL PARKS &amp; RECREATION</b>								
		23,623,493	31,775,678	23,337,881	13,837,144	11,035,188	10,227,134	113,836,518
<b>ARENA PROJECT</b>								
	NE	36,192,330	285,000	0	0	0	0	0
<b>TOTAL</b>								
		59,815,823	32,060,678	23,337,881	13,837,144	11,035,188	10,227,134	113,836,518



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FY1996-97 PROJECTS  
Funding Sources (CB Table 2)**

Capital System:		Cultural/Recreation				Unfunded	Total Budget	Non-Budget
Bureau/Program/Project	General Fund	Bureau Specific	Rate/Charge/ Contracts	Federal/State/ Other Local	Other			
<b>PORTLAND PARKS &amp; RECREATION</b>								
<b>ACQUISITIONS</b>								
Park Acquisition Fund	0	0	0	0	0	0	0	0
SE 136th Maintenance Facility Acquisition	80,000	0	0	0	0	0	80,000	0
Greenspaces Land Acquisition/Trail Developmen	0	0	0	2,500,000	0	0	2,500,000	0
<b>AMERICANS WITH DISABILITIES</b>								
ADA Improvements FY 96-97	0	0	0		0	0	0	0
<b>AQUATICS</b>								
Dishman CC Pool Safety Improvements	60,000	0	0	0	0	0	60,000	0
Columbia Pool Shell Repair, Deep End Shallowin	30,000	0	0	0	0	0	30,000	0
Chlorine Gas Detection Systems	28,560	0	0	0	0	0	28,560	0
Automated Solid Chlorine Systems	11,940	0	0	0	0	0	11,940	0
Wilson Pool Heat Exchanger	0	0	0	0	0	0	0	0
<b>FACILITIES</b>								
Hoyt Arboretum Visitor's Ctr. Class Rm & Trails	25,000	0	0	0	0	0	25,000	0
Maintenance & Operations Facilities Master Plan	0	0	0	0	0	0	0	0
Multnomah Art Ctr Double Glaze Windows	85,200	0	0	0	0	0	85,200	0
Facilities Master Plan Implementation	0	0	0	0	0	0	0	0
Pesticide Application System Replacement	22,000	0	0	0	0	0	22,000	0
<b>GENERAL OBLIGATION BOND</b>								
General Obligation Bond Projects for FY 96-97	0	0	0	23,839,222	0	0	23,839,222	0
<b>GOLF</b>								
West Delta, Heron Lakes Dike Improvement	0	0	0	0	500,000	0	500,000	0
Progress Downs Course Remodel Phase II	0	0	0	0	0	0	0	0
Rose City Maintenance Expansion	0	0	0	0	0	0	0	0
Heron Lakes Shop Building	0	0	0	0	0	0	0	0
Progress Downs New Restroom	0	0	0	0	0	0	0	0
Progress Downs Maint. Facility Renovation	0	0	0	0	0	0	0	0
<b>INFORMATION TECHNOLOGY</b>								
Complete WAN and Rewire LAN	87,756	0	0	0	0	0	87,756	0
Computer Replacement	90,000	0	0	0	0	0	90,000	0
<b>NATURAL AREAS</b>								
Springwater Trailhead Development (136th)	0	0	0	0	0	0	0	0
Wildwood Trail Burnside Crossing	0	0	0	0	0	0	0	0
Trails in West Delta	0	0	0	0	0	0	0	0
<b>PARKS</b>								
Eastbank Riverfront Park	100,000	0	0	0	0	0	100,000	0
Pioneer Courthouse Square Improvements	100,000	0	0	0	0	0	100,000	0
Harney Park Development	0	0	0	150,000	0	0	150,000	0
Willamette Park Boat Ramp, Docks, Parking, Circ	130,000	0	0	0	0	0	130,000	0
Intergenerational Ctr/Floyd Light Sch/Track Cons	225,000	0	0	0	0	0	225,000	0
Gabriel Park Bridge Replacement	0	0	0	0	0	0	0	0
Community Gardens, Development of Six Sites	0	0	0	0	0	0	0	0
City Wide Tree Planting Program	0	0	0	0	0	0	0	0
Irrigation Replacement Fund	0	0	0	0	0	0	0	0
Wading Pool Renovation	0	0	0	0	0	0	0	0
Irrigation Systems, Cross Connection Control	0	0	0	0	0	0	0	0
Forest Heights Parks Development	0	0	0	0	0	0	0	0
800 MHz Radios	0	0	0	0	0	0	0	0
Unthank Park Development	215,000	0	0	0	0	0	215,000	0
Play Equipment Replacement	0	0	0	0	0	0	0	0
NE Park Land Acquisition & Development	0	0	0	0	0	0	0	0
SW Park Land Acquisition & Development	0	0	0	0	0	0	0	0
Sewallcrest Playground, Irrigation & Paths	0	0	0	0	0	0	0	0
Lillis Albina Playground, Irrigation & Paths	0	0	0	0	0	0	0	0
Mill Park Development	0	0	0	0	0	0	0	0
Merriemfield Park Playground, Irrigation & Paths	0	0	0	0	0	0	0	0
Richmond Mini-Park Development	0	0	0	0	0	0	0	0
<b>PIR</b>								
Sewer Connections	0	0	0	0	90,000	0	90,000	0
Restroom & Concessions Stand Rebuild	0	0	0	0	0	0	0	0
Paving	0	0	0	0	0	0	0	0
40 Mile Loop Trails	0	0	0	0	0	0	0	0
<b>SEISMIC SAFETY/LIFE SAFETY</b>								
The Community Music Ctr Seismic Retrofit	173,000	0	0	0	0	0	173,000	0
Seismic & Life-Safety System Wide Survey	75,000	0	0	0	0	0	75,000	0
Grant Pool Seismic Retrofit	80,000	0	0	0	0	0	80,000	0
Sellwood Pool Seismic Retrofit	80,000	0	0	0	0	0	80,000	0
Hillside Community Center Seismic Retrofit	0	0	0	0	0	0	0	0
The Community Music Ctr Seismic Retrofit (II)	0	0	0	0	0	0	0	0
<b>PRIOR YEAR CARRYOVER</b>								
SUBTOTAL PARKS & RECREATION	1,698,456	0	0	26,489,222	590,000	0	28,777,678	0
<b>ARENA PROJECT</b>								
	0	0	0	0	285,000	0	285,000	0
<b>TOTAL</b>	<b>1,698,456</b>	<b>0</b>	<b>0</b>	<b>26,489,222</b>	<b>875,000</b>	<b>0</b>	<b>29,062,678</b>	<b>0</b>

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-97 PROJECTS**  
**Operating and Maintenance Costs (CB Table 3)**

**Capital System:**

**Cultural/Recreation**

Bureau/Program/Project	Five-Year Costs	FY 1996-98 Costs	ANNUAL			
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	Net Financial Impact
<b>ACQUISITIONS</b>						
Park Acquisition Fund	300,000	0	0	0	0	0
SE 136th Maintenance Facility Acquisition	160,000	160,000	0	0	0	0
Greenspaces Land Acquisition/Trail Development	6,100,000	6,100,000	0	83,200	0	83,200
<b>AMERICANS WITH DISABILITIES</b>						
ADA Improvements FY 96-97	854,009	508,219	0	0	0	0
<b>AQUATICS</b>						
Dishman CC Pool Safety Improvements	60,000	60,000	0	0	0	0
Columbia Pool Shell Repair, Deep End Shallowing	270,000	270,000	0	0	0	0
Chlorine Gas Detection Systems	28,560	28,560	0	1,000	0	1,000
Automated Solid Chlorine Systems	11,940	11,940	0	0	2,000	(2,000)
Wilson Pool Heat Exchanger	20,000	0	0	0	0	0
<b>FACILITIES</b>						
Hoyt Arboretum Visitor's Ctr. Class Rm & Trails	25,000	25,000	0	9,000	0	9,000
Maintenance & Operations Facilities Master Plan	200,000	100,000	0	0	0	0
Multnomah Art Ctr Double Glaze Windows	85,200	85,200	0	0	0	0
Pesticide Application System Replacement	22,000	22,000	0	0	0	0
<b>GENERAL OBLIGATION BOND</b>						
General Obligation Bond Projects for FY 96-97	51,063,173	41,350,073	308,817	540,433	188,219	43,397
<b>GOLF</b>						
West Delta, Heron Lakes Dike Improvement	500,000	500,000	0	0	0	0
<b>INFORMATION TECHNOLOGY</b>						
Complete WAN and Rewire LAN	87,756	87,756	0	52,300	12,350	39,950
Computer Replacement	631,000	180,000	0	4,570	720	3,850
<b>NATURAL AREAS</b>						
Springwater Trailhead Development (136th)	70,000	70,000	0	18,000	0	18,000
<b>PARKS</b>						
Eastbank Riverfront Park	6,100,000	100,000	0	80,000	0	80,000
Pioneer Courthouse Square Improvements	200,000	200,000	0	0	0	0
Harney Park Development	150,000	150,000	0	16,000	0	16,000
Willamette Park Boat Ramp, Docks, Parking, Circ.	130,000	130,000	0	0	0	0
Intergenerational Ctr/Floyd Light Sch/Track Const.	225,000	225,000	0	0	0	0
Wading Pool Renovation	271,000	0	0	0	0	0
Unthank Park Development	215,000	215,000	0	0	0	0
<b>PIR</b>						
Sewer Connections	264,540	180,000	0	0	0	0
<b>SEISMIC SAFETY/LIFE SAFETY</b>						
The Community Music Ctr Seismic Retrofit	173,000	173,000	0	0	0	0
Seismic & Life-Safety System Wide Survey	150,000	150,000	0	0	0	0
Grant Pool Seismic Retrofit	80,000	80,000	0	0	0	0
Sellwood Pool Seismic Retrofit	80,000	80,000	0	0	0	0
Hillside Community Center Seismic Retrofit	32,000	32,000	0	0	0	0
The Community Music Ctr Seismic Retrofit (II)	175,000	175,000	0	0	0	0
<b>PRIOR YEAR CARRYOVER</b>	2,998,000	2,998,000	0	0	0	0
<b>SUBTOTAL PARKS &amp; RECREATION</b>	71,732,178	54,446,748	308,817	804,503	203,289	292,397
<b>ARENA PROJECT</b>	285,000	285,000	0	0	0	0
<b>TOTAL</b>	72,017,178	54,731,748	308,817	804,503	203,289	292,397



## **Economic Development Systems**





## Capital Improvement Program Overview

### ECONOMIC DEVELOPMENT SYSTEM

Fiscal Year 1996-97 to 2000-01

### PORTLAND DEVELOPMENT COMMISSION

#### OVERVIEW

The Portland Development Commission (PDC) proposed a five-year CIP totaling \$34.9 million. This is approximately \$7.6 million higher than last year's five-year plan. This is primarily the result of the reintroduction of tax increment revenues as a resource for redevelopment and the City's commitment of General Fund dollars for various PDC activities and requirements. The funding for the five year CIP assumes the realization of tax increment revenues which are dependent on the rate of growth in assessed value throughout the City. Tax increment revenues are earmarked for various projects including: the development of commercial sites in Northeast Portland, revitalization of the Central Eastside target area and the extension of Waterfront Park to the Marquam Bridge.

PDC's CIP is broken down into seven program areas. These program areas and their FY1996-97 capital project outlays are summarized as follows:

1. Downtown/Old Town	\$110,000
2. Central Eastside District	\$8,520,000
3. Airport Way/Columbia Corridor	\$90,000
4. Inner Northeast	\$550,000
5. North Macadam/South Waterfront	\$205,000
6. River District/Union Station	\$4,187,500

Funding for the \$13.6 million of capital outlays in FY1996-97 will come from several sources, including PDC resources (\$2,456,500), tax increment revenues (\$2,286,000), the Parks Trust Fund (\$90,000) and General Fund appropriations (\$2,630,000) and General Fund supported debt (\$6,200,000). The PDC capital budget as presented in this document does not include PDC housing projects because the City's CIP guidelines require that only capital projects which increase the asset base of the City be included in the CIP. Such housing projects are not City assets and consequently, do not increase the City's asset base. PDC housing projects are supported by tax increment revenues which will fund approximately \$3.3 million in housing projects during FY1996-97.

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-97 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System: Economic Development**

Portland Development Commission Bureau/Program/Project	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b>DOWNTOWN</b>							
Block 50 Redevelopment	2,700,000	110,000	73,000	40,000	0	0	2,923,000
Subtotal Downtown	2,700,000	110,000	73,000	40,000	0	0	2,923,000
<b>CENTRAL EASTSIDE DISTRICT</b>							
MLK/Grand/Central Eastside Improvements	0	781,000	735,000	1,030,000	325,000		2,871,000
Eastbank Riverfront Park	70,000	1,539,000	2,030,000	2,300,000	2,240,000	0	8,179,000
Shelter Reconfiguration - Men's Housing	0	6,200,000	0	0	0	0	6,200,000
Subtotal Central Eastside District	70,000	8,520,000	2,765,000	3,330,000	2,565,000	0	17,250,000
<b>AIRPORT WAY/COLUMBIA CORRIDOR</b>							
40-Mile Loop Trail	122,000	90,000	93,000	0	0	0	305,000
Subtotal Airport Way/Columbia Corridor	122,000	90,000	93,000	0	0	0	305,000
<b>INNER NORTHEAST</b>							
MLK Retail Site Development	0	550,000	670,000	850,000	530,000	500,000	3,100,000
Subtotal Inner Northeast	0	550,000	670,000	850,000	530,000	500,000	3,100,000
<b>LLOYD DISTRICT</b>							
Infrastructure/Transportation Improvements	0	0	261,000	227,000	210,000	210,000	908,000
Subtotal Inner Lloyd District	0	0	261,000	227,000	210,000	210,000	908,000
<b>NORTH MACADAM/SOUTH WATERFRONT</b>							
Greenway Development	268,000	205,000	300,000	750,000	810,000	500,000	2,833,000
Subtotal North Macadam/South Waterfront	268,000	205,000	300,000	750,000	810,000	500,000	2,833,000
<b>RIVER DISTRICT</b>							
River District - Public Infrastructure	902,000	4,187,500	2,000,000	2,200,000	3,650,000	0	12,939,500
Subtotal River District	902,000	4,187,500	2,000,000	2,200,000	3,650,000	0	12,939,500
<b>Total Portland Development Commission</b>	<b>4,062,000</b>	<b>13,662,500</b>	<b>6,162,000</b>	<b>7,397,000</b>	<b>7,765,000</b>	<b>1,210,000</b>	<b>40,258,500</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-97 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System: Economic Development**

Portland Development Commission Bureau/Program/Project	General Fund	PDC Resources	Parking Revenue Bonds	Parks Trust Fund	Return on Investment Tax Inc.	Unfunded	Total Budget
<b>DOWNTOWN</b>							
Block 50 Redevelopment		110,000					110,000
Subtotal Downtown	0	110,000	0	0	0	0	110,000
<b>CENTRAL EASTSIDE DISTRICT</b>							
MLK/Grand/Central Eastside Improvements					781,000		781,000
Eastbank Riverfront Park		1,539,000					1,539,000
Shelter Reconfiguration - Men's Housing	6,200,000						6,200,000
Subtotal Central Eastside District	6,200,000	1,539,000	0	0	781,000	0	8,520,000
<b>AIRPORT WAY/COLUMBIA CORRIDOR</b>							
40-Mile Loop Trail				90,000			90,000
Subtotal Airport Way/Columbia Corridor	0	0	0	90,000	0	0	90,000
<b>INNER NORTHEAST</b>							
MLK Retail Site Development					550,000		550,000
Subtotal Inner Northeast	0	0	0	0	550,000	0	550,000
<b>LLOYD DISTRICT</b>							
Infrastructure/Transportation Improvements						0	0
Subtotal Inner Lloyd District	0	0	0	0	0	0	0
<b>NORTH MACADAM/SOUTH WATERFRONT</b>							
Greenway Development					205,000		205,000
Subtotal North Macadam/South Waterfront	0	0	0	0	205,000	0	205,000
<b>RIVER DISTRICT</b>							
River District - Public Infrastructure	2,630,000	807,500			750,000		4,187,500
Subtotal River District	2,630,000	807,500	0	0	750,000	0	4,187,500
<b>Total Portland Development Commission</b>	<b>8,830,000</b>	<b>2,456,500</b>	<b>0</b>	<b>90,000</b>	<b>2,286,000</b>	<b>0</b>	<b>13,662,500</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-97 PROJECTS  
OPERATING AND MAINTENANCE COSTS (CB Table 3)**

**Capital System: Economic Development**

Portland Development Commission Bureau/Program/Project	Five -Year Costs	FY 96-98 Costs	ANNUAL			
			Revenue Generated (-)	Operating/Maintenance Costs (+)	Operating/Maintenance Savings (+)	Net Financial Impact
<b>DOWNTOWN</b>						
Block 50 Redevelopment	2,923,000	183,000				
Subtotal Downtown	2,923,000	183,000	0	0	0	0
<b>CENTRAL EASTSIDE DISTRICT</b>						
MLK/Grand/Central Eastside Improvements	2,871,000	1,516,000				
Eastbank Riverfront Park	8,179,000	3,569,000				
Shelter Reconfiguration - Men's Housing	6,200,000	6,200,000				
Subtotal Central Eastside District	17,250,000	11,285,000	0	0	0	0
<b>AIRPORT WAY/COLUMBIA CORRIDOR</b>						
40-Mile Loop Trail	305,000	183,000				
Subtotal Airport Way/Columbia Corridor	305,000	183,000	0	0	0	0
<b>INNER NORTHEAST</b>						
MLK Retail Site Development	3,100,000	1,220,000				
Subtotal Inner Northeast	3,100,000	1,220,000	0	0	0	0
<b>LLOYD DISTRICT</b>						
Infrastructure/Transportation Improvements	908,000	261,000				
Subtotal Inner Lloyd District	908,000	261,000	0	0	0	0
<b>NORTH MACADAM/SOUTH WATERFRONT</b>						
Greenway Development	2,833,000	505,000				
Subtotal North Macadam/South Waterfront	2,833,000	505,000	0	0	0	0
<b>RIVER DISTRICT</b>						
River District - Public Infrastructure	12,939,500	6,187,500				
Subtotal River District	12,939,500	6,187,500	0	0	0	0
<b>Total Portland Development Commission</b>	<b>40,258,500</b>	<b>19,824,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **Sewer System**





## **Capital Improvement Program Overview**

### **SEWER SYSTEM**

**Fiscal Year 1996-97 to 2000-01**

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

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

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

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

##### ***THE SEWER SYSTEM***

The City owns, operates and maintains the wastewater collection, transport, treatment and disposal systems within its boundaries, including stormwater drainage systems. The drainage area served by these systems encompasses approximately 85,000 acres. The City also provides sanitary sewer and treatment services to approximately 9,000 acres outside the City corporate limits. The City's sanitary sewer and stormwater utilities serve approximately 450,000 people, numerous commercial and industrial facilities, and several wholesale contract customers located adjacent to Portland.

The existing sewer system consists of a network of piping in excess of 2,000 miles, ranging in diameter from 4 inches to 12 feet. There are storm and sanitary sewers, each dedicated to carrying separate waste streams, and combined sewer lines that carry both stormwater runoff and sanitary waste. The sewer system is served by 105 pumping stations and two sewage treatment plants, which have a combined secondary treatment capacity of 108 million gallons per day (mgd). The replacement cost of existing assets in current dollars is estimated to be approximately \$1.5 billion.

##### ***STRATEGIC PLAN***

The Bureau's limited resources do not allow all potentially worthwhile projects to be included in the capital budget. To help guide the project selection process, the Bureau adopted strategic objectives for the CIP.

These guide capital project proposals toward those areas that best serve the Bureau's mission. The list of strategic objectives is updated annually. Current strategic objectives are as follows:

- Maintain acceleration of sewer construction within the Mid County Sewer Project, completing installation of the collection system in FY1997-98.
- Comply fully with regulatory requirements imposed by permits, state and federal directives and orders, memoranda of agreement, and other agreements entered into by the City in response to regulatory requirements.
- Using findings and recommendations of drainage, collection, and treatment system maintenance studies, implement a maintenance program that ensures compliance with regulatory requirements and preserves the City's investment in sewer and drainage system infrastructure.
- Give priority to capital improvements that conserve or reduce operating and maintenance costs and that create significant water quality benefits.
- Design sewer system facilities to be compatible with the surrounding community,
- Accommodate economic and residential growth within the City.

#### ***CIP CRITERIA FOR SELECTING AND RANKING PROJECTS***

The list of proposed projects consistent with CIP strategic objectives is further narrowed during the planning process. Proposals are ranked for selection with respect to the criteria described below.

Projects identified as First and Second Priorities are automatically funded while those projects which fall under the Third Priority are further reviewed for consideration in the current five-year CIP.

##### **FIRST PRIORITY**

1. The project is critical to meeting current regulatory requirements.
2. The project is critical to prevent imminent catastrophic failure.
3. The project is critical to current system operations, safety, and integrity.

##### **SECOND PRIORITY**

1. The project directly supports meeting current regulatory requirements.
2. The project preserves and maintains system operations, safety, and integrity.
3. The City Council has made a specific commitment to the project.

##### **THIRD PRIORITY**

1. The project reduces operating costs or reduces future capital costs and is justified on an economic basis.
2. The project results in significant water quality or flood reduction benefits.
3. The project supports economic development in a manner consistent with the Bureau's mission statement.
4. The project supports making the sewer system compatible with the surrounding community.
5. The project reduces risk or is not justified on an economic basis.

## *SOURCES AND USES OF CONSTRUCTION FUNDING*

Planned CIP outlays total \$505 million (FY1995-96 constant dollars) over the five-year forecast interval. Based on current planning assumptions, the Bureau's five-year CIP request will require \$389.7 million (nominal dollars) in additional borrowings over the five-year forecast interval. A brief description of the resources required to finance these requirements follows:

- Fees, Charges, and Permits - This source of funding includes an estimate of reimbursements for engineering, administration, and construction management services charged for permit sewer construction.
- Line and Branch Charges - Charges in lieu of assessment will be used to fund CIP outlays. Line and branch charge revenues which are projected to total \$10.7 million over the current and five-year forecast interval, are an offset to future borrowing requirements.
- Cash Transfers from the Sewer System Operating Fund - Current sewer system net income from service fees and charges will also be used to fund CIP outlays. The availability of current income to fund CIP expenditures is the result of meeting debt service coverage requirements on outstanding bonds. For planning purposes, the Bureau maintains a 1.50 coverage ratio and an ongoing reserve of ten percent of operating expenses for unforeseen financial needs. After making debt service payments, funds in excess of those required for the ten percent operating reserve are available to fund capital improvements. Cash transfers from the Operating Fund to the Construction Fund are projected to total \$99.7 million over the current and five-year forecast interval.
- Bond Proceeds - Proceeds from the sale of Sewer System Revenue Bonds will be necessary to support the CIP. In general, debt service requirements for future bond sales have been calculated assuming level debt service (principal and interest payments payable semiannually on July 1st and January 1st). The forecast assumes an average annualized coupon rates ranging from 5.75% in FY1996-97 to 7.5 % in FY2000-01 with a 1.20 coverage requirement. As noted above, the Bureau uses a 1.50 coverage ratio for planning purposes.
- Investment Income - Investment or interest income is earned on all Sewer System Funds administered by the City Treasurer. Any investment income earned on balances within Sewer System Funds helps offset future borrowing requirements.
- Beginning Fund Balances - The last source of working capital in support of the CIP is the balance within the Sewer System Funds forecast to be available at the beginning of each fiscal year. Initial balances in all years are forecast to be relatively small.



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FY 1996-97 TO FY 2000-01 PROJECTS  
TOTAL COSTS BY YEAR (CB Table 1)**

**Capital System: Sewerage**

Bureau/Program/Project	Geo. Area	Prior Years Estimate	Year 1 1996-97	Year 2 1997-98	Year 3 1998-99	Year 4 1999-00	Year 5 2000-01	5 Year Total	Year 6 thru Completion	Total Project Costs
<b>Bureau of Environmental Services</b>										
<b>MID COUNTY SEWER PROJECT</b>										
1995-1996 Sewer Projects		15,183,118	13,828,671	126,979				13,955,650	0	29,138,768
Windmere	NE									
Sacajawea	NE									
Darlington	SE									
Lincoln Park	SE									
Robinwood	SE									
Fairfield	SE									
1996-1997 Sewer Projects		1,224,350	11,182,597	2,942,400				14,124,997	0	15,349,347
Eastmont	SE									
Lymann Park	SE									
Brentwood	SE									
Minor Sewer Extensions	NA	3,350,150	100,000	50,000				150,000	0	3,500,150
Mid County Project Support	NA	1,500,000	1,350,000					1,350,000		2,850,000
<b>Total Mid County Project</b>		<b>21,257,618</b>	<b>26,461,268</b>	<b>3,119,379</b>				<b>29,580,647</b>	<b>0</b>	<b>50,838,265</b>
<b>SEWAGE TREATMENT SYSTEMS</b>										
CBWTP Headworks	NW	26,641,276	2,500,000					2,500,000	0	29,141,276
Inverness Force Main	N/A	2,081,740	7,986,000	9,982,500	1,996,500			19,965,000	0	22,046,740
CBWTP Lagoon Renovation	NW	15,323,769	2,500,000	2,500,000	1,250,000	1,250,000	1,250,000	8,750,000	0	24,073,769
CBWTP Odor Control Projects	NW	1,712,786	552,000	305,000	1,534,250	1,739,250	2,061,000	6,191,500	13,934,000	21,838,286
Repair, Rehab, Mts	NA	5,139,736	1,885,000	2,500,000	2,500,000	2,500,000	3,000,000	12,385,000	0	On-going
Pump Station Improvement Pgm	NA	7,771,000	2,500,000	2,500,000	3,000,000	3,000,000	3,000,000	14,000,000	0	On-going
CBWTP Secondary Bypass Relief	NW	352,017	184,000					184,000	0	536,017
TCWTP Odor Control-Sludge	SE	0			336,000			336,000	0	336,000
CBWTP Prim Chain/Flights Repl	NW	1,299,442	300,000					300,000	0	1,599,442
CBWTP Digester Modifications	NW	0	118,400					868,400	0	868,400
CBWTP Outfall Line Repair	NW	0	590,000	1,000,000				1,590,000	0	1,590,000
CBWTP Land Purchase	NW	0			517,333			517,333	1,999,000	2,516,333
CBWTP Primary Clarifiers	NW	0		835,000	4,214,000	4,214,000	2,000,000	11,263,000	6,413,000	17,676,000
CBWTP Automation	NW	1,328,364				250,000	500,000	750,000	0	2,078,364
CBWTP Secondary Scum Removal	NW	0				480,000	620,000	1,100,000	0	1,100,000
CBWTP Primary Clarifier Auto	NW	131,671				610,000	610,000	1,220,000	0	1,351,671
TCWTP Improvements	SE	0				3,090,000	2,500,000	5,590,000	0	5,590,000
CBWTP Seismic Improvements	NW	0				103,500	1,046,500	1,150,000	1,150,000	2,300,000
Maintenance Management Upgrade	NW	0				260,000	140,000	400,000	0	400,000
TCWTP Aeration Basin Modif	SE	0				65,000	580,000	645,000	0	645,000
CBWTP Solids Mgmt-Dewatering	NW	0				142,000	1,278,000	1,420,000	0	1,420,000
CBWTP Process Control Lab Mod	NW	0					167,000	167,000	0	167,000
<b>Total Sewage Treatment Systems</b>		<b>61,781,801</b>	<b>19,115,400</b>	<b>20,372,500</b>	<b>15,348,083</b>	<b>17,703,750</b>	<b>18,752,500</b>	<b>91,292,233</b>	<b>23,496,000</b>	<b>176,570,034</b>
<b>MAINTENANCE &amp; RELIABILITY</b>										
Maintenance Capital - Contract	NA	2,716,106	1,883,555	2,336,160	3,000,000	3,000,000	3,000,000	13,219,715	ongoing	ongoing
Maintenance Capital - Construction	NA	3,001,556	843,666	843,666	843,666	843,666	843,666	4,218,330	ongoing	ongoing
Alder Basin Relief & Reconst.	SE	6,046,959	3,750,000	3,000,000	2,600,000	7,150,000	2,100,000	18,600,000	2,100,000	26,746,959
NW CBD Sewer Reconstruction	SE	333,126	1,100,000	700,000	700,000	600,000	500,000	3,600,000	0	3,933,126
Sump Reconstruction & Upgrade	NA	16,455,309	2,000,000	1,000,000				3,000,000	0	19,455,309
Tryon Creek I & I Abatement	SW	491,855	100,000	100,000	100,000	100,000	100,000	500,000	ongoing	ongoing
Maintenance Capital - Equipment	NA	1,506,841	500,000	500,000	500,000	500,000	500,000	2,500,000	ongoing	ongoing
Maintenance Inventory & Condition P	NA	4,887,695	400,000					400,000	0	5,287,695
Sediment Processing & Recycling	NA	50,077	280,000	100,000				380,000	0	430,077
Fanno Creek PS Installation	SW	232,009	1,350,000	2,050,000	1,970,000			5,370,000	0	5,602,009
Basement Flooding Relief	NA	4,891,516	4,350,000	3,390,000	3,583,000	6,166,000	14,480,000	31,969,000	ongoing	ongoing
Inverness PL Corrosion Protection	NE, N	0			200,000	200,000		400,000	1,110,000	1,510,000
Hayden IS Sanitary System Recon	N	0		40,000	560,000	250,000		850,000	0	850,000
Hayden IS Storm System Recon	N	0		70,000	530,000	810,000		1,410,000	0	1,410,000
NE Sandy Blvd. San. Trunk Relief	NE	0		50,000	840,000			890,000	0	890,000
Inverness Basin Sanitary Relief	NE	0				150,000	70,000	220,000	0	220,000
<b>Total Maintenance &amp; Reliability</b>		<b>40,613,049</b>	<b>16,557,221</b>	<b>14,179,826</b>	<b>15,426,666</b>	<b>19,769,666</b>	<b>21,593,666</b>	<b>87,527,045</b>	<b>3,210,000</b>	<b>131,350,094</b>



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FY 1996-97 TO FY 2000-01 PROJECTS  
TOTAL COSTS BY YEAR (CB Table 1)**

**Capital System: Sewerage**

Bureau/Program/Project	Geo. Area	Prior Years Estimate	Year 1 1996-97	Year 2 1997-98	Year 3 1998-99	Year 4 1999-00	Year 5 2000-01	5 Year Total	Year 6 thru Completion	Total Project Costs
<b>SURFACE WATER MANAGEMENT</b>										
Col. Slough Watershed Imp.	NE	2,317,484	150,000					150,000	0	2,467,484
NE 122nd Ave. Sub-basin	NE	251,000	288,000	174,000	33,000	12,000	3,000	510,000	0	761,000
Col. Slough Streambank Restor.	NE	15,000	75,000	85,000	85,000	115,000	105,000	465,000	0	480,000
Balch Creek/Cornell Thompson WQ	NW	506,044	50,000					50,000	0	556,044
Storm Water Early Action Projects	NA	25,000	180,000	180,000				360,000	0	385,000
Tryon Creek Watershed Imp.	SW	756,485	133,000	108,000	92,000	82,000	61,000	476,000	65,000	1,297,485
J.C. Brookside Wetland	SE	334,146	1,364,000					1,364,000	0	1,698,146
NE 148th Water Quality PRF	NE	10,000	380,000	170,000	120,000	510,000	30,000	1,210,000	0	1,220,000
Mason St. Water Quality PRF	NE	1,025,000	100,000	440,000	10,000	20,000	20,000	590,000	0	1,615,000
Fanno Creek/SW Hamilton	SW	231,813	100,000	110,000				210,000	0	441,813
Tryon Channel Restoration	SW	0	127,000	147,000	147,000	147,000	115,000	683,000	300,000	983,000
J.C. Lents Bypass Storage	SE	1,320,517	1,297,000	1,290,000	1,540,000	1,290,000	790,000	6,207,000	4,900,000	12,427,517
SW 45th and Shattuck	SW	0	100,000					100,000	0	100,000
Fanno Creek/Birkland-Alpenrose	SW	0	5,000	25,000	21,000	60,000	60,000	171,000	0	171,000
Balch Creek Bones Creek WQ Fac.	NW	0	40,000					40,000	0	40,000
Fanno Creek/West Vermont-Tower	SW	0	30,000	110,000	100,000			240,000	0	240,000
Fanno Creek/Buchanan Site	SW	0			40,000	40,000	100,000	180,000	0	180,000
J.C. 162nd Foster Detention Fac.	SE	98,463	150,000	150,000	150,000	150,000	150,000	750,000	1,665,000	2,513,463
J.C. Hillview Rd. Detention Fac.	SE	0		50,000	50,000	50,000	50,000	200,000	1,380,000	1,580,000
J.C. Hogan Road Detention Fac.	SE	0	100,000	100,000	100,000	100,000	100,000	500,000	1,650,000	2,150,000
J.C. 190th Kelly Detention	SE	0	170,000	80,000	80,000	80,000	80,000	490,000	1,380,000	1,870,000
Monitoring Equipment	NA	25,000	61,700					61,700	0	86,700
PRF-Research and Monitoring	NE	21,732	144,769	99,828				244,597	0	266,329
PRF-Design and Construction	NE	0	40,325	442,738				483,063	0	483,063
Well Monitoring Network	NA	184,912	51,088	32,304				83,392	0	268,304
Interpretive Signs @ Ramsey Lake	N	0	40,000					40,000	0	40,000
Community Benefits- Cons. Conduit	N	122,350	77,650					77,650	0	200,000
Sediment Interim Actions	N	120,000	505,000	88,840				593,840	0	713,840
<b>Total Surface Water Management</b>		<b>7,364,946</b>	<b>5,759,532</b>	<b>3,882,710</b>	<b>2,568,000</b>	<b>2,656,000</b>	<b>1,664,000</b>	<b>16,530,242</b>	<b>11,340,000</b>	<b>35,235,188</b>
<b>COMBINED SEWER OVERFLOW</b>										
Columbia Slough Cons. Conduit	NE	5,041,872	3,415,317	22,221,792	21,976,390	21,360,239		68,973,738	0	74,015,610
CB WWTF Outfall	NW	714,266	1,568,748	2,075,833	9,538,328	9,538,743		22,721,652	0	23,435,918
Columbia Blvd WWTF	N	2,293,927	6,817,080	6,119,382	16,525,917	8,421,570	5,269,939	43,153,888	1,000,000	46,447,815
CB WWTF Influent Pump Station	N	79,032	786,988	596,802		5,337,795	1,475,583	8,197,168	0	8,276,200
Ramsey Lake Constructed Wetlands	N	3,347,248	418,333					418,333	0	3,765,581
Ramsey Lake Storm Trunk	N	1,784,856	2,300,830					2,300,830	0	4,085,686
Cathedral Park WQ Facility	N	707,069	418,333					418,333	0	1,125,402
St. Johns "A" CSO Project	N	3,613,941	10,458					10,458	0	3,624,399
Willamette Basin Pre Engr.	NA	810,259	1,490,310	1,476,955	117,016			3,084,281	5,000,000	8,894,540
Tanner Creek Sewer: Phase 1	NW	300,000	941,249	4,940,171	332,674			6,214,094	0	6,514,095
Tanner Creek Sewer: Phase 4	NW	400,000	209,166		4,012,103	299,019		4,520,288	0	4,920,288
Stormwater Infiltration Sumps	NA	21,974,082	3,723,161	2,698,583	2,668,782			9,090,526	11,000,000	42,064,608
St. Johns "B" Separation - Ph2	N	50,000	41,520					41,520	0	91,520
Sellwood Basin: Local Separation	SE	69,337	836,665	830,333	2,463,491	3,695,397	189,718	8,015,604	0	8,084,941
Downspout Disconnection Program	NA	713,219	1,568,748	1,556,875	1,539,682	1,539,749	1,580,982	7,786,036	17,000,000	25,499,255
Downspout Disconnection Grant	NA	252,125	1,125,195	784,180				1,909,375	0	2,161,500
Downspout Disco-Economic Dev.	NA	5,500	20,000					20,000	0	25,500
Willamette Site Acquisition	N	2,411,948	5,333,742					5,333,742	0	7,745,690
Oswego Basin Separation	N	71,484	1,568,748	4,467,712				6,036,460	0	6,107,944
Oregonian Basin Separation	N	6,154	522,916	1,518,679	713,283			2,754,878	0	2,761,032
Tanner Creek/Nicolai	NW	420,917	5,229	5,190	5,132	5,132	5,270	25,953	0	446,870
Willamette River WWTF Phase 1	N	0	522,916	518,958	513,227	1,539,749	3,161,963	6,256,813	19,000,000	25,256,813
NW 110th Ave CSO Control	NW	45,407	98,622	348,844	174,805			622,271	0	667,678
Fiske "B" Basin: Local Separation	N	492,613	4,706,243					4,706,243	0	5,198,856
Tanner Creek Sewer: Phase 2	NW	0				2,566,248	3,161,963	5,728,211	0	5,728,211
Tanner Creek Sewer: Phase 3	NW	0				2,566,248	3,161,963	5,728,211	0	5,728,211
Western Half Lents I Separation	SE	0				307,950	2,107,976	2,415,926	0	2,415,926
Balch Pump Station	SW	0				513,250	2,107,976	2,621,226	19,000,000	21,621,226
Ankeny Pump Station Upgrade	SW	0				513,250	1,580,982	2,094,232	17,300,000	19,394,232
Ankeny/Balch Cons Conduit	SW	0				1,026,499	2,634,970	3,661,469	23,000,000	26,661,469
Willamette River WWTF Outfall	N	0				205,300	1,283,652	1,488,952	11,600,000	13,088,952
California Street Storage	SW	0				360,301	1,161,495	1,521,796	1,306,200	2,827,996
Ankeny Force Main	NW	0					526,994	629,644	4,354,000	4,983,644
Balch River Crossing	NW	0					843,190	843,190	1,600,000	2,443,190
Sheridan Stream Diversion	SW	0					680,876	680,876	13,388,800	14,069,676
Woods/Sheridan/Mill Consol Cond	SW	0					526,994	526,994	1,900,000	2,426,994
California Consolidation Conduit	SW	0					421,595	421,595	9,047,000	9,468,595
Carolina Basin Stream Diversion	SW	0					214,592	214,592	4,000,000	4,214,592
Woods Stream Diversion	SW	0					204,263	204,263	2,096,500	2,300,763
CSO Direct Support	NA	6,185,000	2,870,658	2,696,224	2,438,670	2,153,702	1,845,364	12,004,618	40,000,000	58,189,618
<b>Total Combined Sewer Overflow</b>		<b>51,790,256</b>	<b>41,321,175</b>	<b>52,856,513</b>	<b>63,019,500</b>	<b>62,052,791</b>	<b>34,148,300</b>	<b>253,398,279</b>	<b>201,592,500</b>	<b>506,781,036</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FY 1996-97 TO FY 2000-01 PROJECTS  
TOTAL COSTS BY YEAR (CB Table 1)**

**Capital System: Sewerage**

Bureau/Program/Project	Geo. Area	Prior Years Estimate	Year 1 1996-97	Year 2 1997-98	Year 3 1998-99	Year 4 1999-00	Year 5 2000-01	5 Year Total	Year 6 thru Completion	Total Project Costs
<b>SYSTEMS DEVELOPMENT</b>										
Pollution Control Laboratory	N	7,930,714	3,500,000					3,500,000	0	11,430,714
Pollution Control Lab Equipment	N	788,058	1,000,000	94,500	250,000	104,000	78,000	1,526,500	0	2,314,558
Hydra Contingency/Redundancy	NA	85,000	72,000	97,000	97,000	77,000	12,000	355,000	0	440,000
Permits	NA	729,354	430,000	450,000	450,000	475,000	500,000	2,305,000	On-going	On-going
BTE Interagency	NA	283,284	160,000	150,000	150,000	150,000	150,000	760,000	On-going	On-going
NE 63rd Ave Pump Station	NE	204,816	834,000				0	834,000	0	1,038,816
South Airport Sanitary Trunk Sewer	NE	162,876	200,000	1,150,000			0	1,350,000	0	1,512,876
Residential Sewer Extn. Program	NA	3,668,934	1,000,000	1,000,000	1,000,000	2,000,000	2,000,000	7,000,000	4,000,000	14,668,934
NE 148th/158th Sanitary Sewer	NE	256,345	900,000					900,000	0	1,156,345
C/I Sewer Extension Program	NA	364,970	420,000	100,000	400,000	1,000,000	1,000,000	2,920,000	0	3,284,970
Drainage Improvement Program	NA	497,206	500,000	500,000	500,000	500,000	500,000	2,500,000	On-going	On-going
Permit Reimbursement	NA	209,922	200,000	200,000	200,000	200,000	200,000	1,000,000	On-going	On-going
Sanitary System Improvement	NA	267,817	100,000	100,000	100,000	100,000	100,000	500,000	On-going	On-going
Geographic Information System	NA	191,783	300,000	300,000	300,000	300,000	300,000	1,500,000	0	1,691,783
<b>Total Systems Development</b>		<b>15,641,079</b>	<b>9,616,000</b>	<b>4,141,500</b>	<b>3,447,000</b>	<b>4,906,000</b>	<b>4,840,000</b>	<b>26,950,500</b>	<b>4,000,000</b>	<b>46,591,579</b>
<b>BUREAU TOTAL</b>										
		<b>198,448,749</b>	<b>118,830,596</b>	<b>98,552,428</b>	<b>99,809,249</b>	<b>107,088,207</b>	<b>80,998,466</b>	<b>505,278,946</b>	<b>243,638,500</b>	<b>947,366,196</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FY 1996-97 TO FY 2000-01 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System: Sewerage**

Bureau/Program/Project	General Fund	Service Reimbursements	Rates/Charges Contracts	Federal/State Other Local	Other	Unfunded	Total Budget	Non-Budget
Bureau of Environmental Services								
<b>MID COUNTY SEWER PROJECT</b>								
1995-1996 Sewer Projects			13,955,650				13,955,650	
1996-1997 Sewer Projects			14,124,997				14,124,997	
Minor Sewer Extensions			150,000				150,000	
Mid County Project Support			1,350,000				1,350,000	
<b>Total Mid County Project</b>	0	0	29,580,647	0	0	0	29,580,647	0
<b>SEWAGE TREATMENT SYSTEMS</b>								
CBWTP Headworks			2,500,000				2,500,000	
Inverness Force Main			19,965,000				19,965,000	
CBWTP Lagoon Renovation			8,750,000				8,750,000	
CBWTP Odor Control Projects			6,191,500				6,191,500	
Repair, Rehab, Mts			12,385,000				12,385,000	
Pump Station Improvement Pgm			14,000,000				14,000,000	
CBWTP Secondary Bypass Relief			184,000				184,000	
TCWTP Odor Control-Sludge			336,000				336,000	
CBWTP Prim Chain/Flights Repl			300,000				300,000	
CBWTP Digester Modifications			868,400				868,400	
CBWTP Outfall Line Repair			1,590,000				1,590,000	
CBWTP Land Purchase			517,333				517,333	
CBWTP Primary Clarifiers			11,263,000				11,263,000	
CBWTP Automation			750,000				750,000	
CBWTP Secondary Scum Removal			1,100,000				1,100,000	
CBWTP Primary Clarifier Auto			1,220,000				1,220,000	
TCWTP Improvements			5,590,000				5,590,000	
CBWTP Seismic Improvements			1,150,000				1,150,000	
Maintenance Management Upgrade			400,000				400,000	
TCWTP Aeration Basin Modif			645,000				645,000	
CBWTP Solids Mgmt-Dewatering			1,420,000				1,420,000	
CBWTP Process Control Lab Mod			167,000				167,000	
<b>Total Sewage Treatment Systems</b>	0	0	91,292,233	0	0	0	91,292,233	
<b>MAINTENANCE &amp; RELIABILITY</b>								
Maintenance Capital - Contract			13,219,715				13,219,715	
Maintenance Capital - Construction			4,218,330				4,218,330	
Alder Basin Relief & Reconstr.			18,600,000				18,600,000	
NW CBD Sewer Reconstruction			3,600,000				3,600,000	
Sump Reconstruction & Upgrade			3,000,000				3,000,000	
Tryon Creek I & I Abatement			500,000				500,000	
Maintenance Capital - Equipment			2,500,000				2,500,000	
Maintenance Inventory & Condition Plan			400,000				400,000	
Sediment Processing & Recycling			380,000				380,000	
Fanno Creek PS Installation			5,370,000				5,370,000	
Basement Flooding Relief			31,969,000				31,969,000	
Inverness PL Corrosion Protection			400,000				400,000	
Hayden IS Sanitary System Recon			850,000				850,000	
Hayden IS Storm System Recon			1,410,000				1,410,000	
NE Sandy Blvd. San. Trunk Relief			890,000				890,000	
Inverness Basin Sanitary Relief			220,000				220,000	
<b>Total Maintenance &amp; Reliability</b>	0	0	87,527,045	0	0	0	87,527,045	0
<b>SURFACE WATER MANAGEMENT</b>								
Col. Slough Watershed Imp.			150,000				150,000	
NE 122nd Ave. Sub-basin			510,000				510,000	
Col. Slough Streambank Restor.			465,000				465,000	
Balch Creek/Cornell Thompson WQ			50,000				50,000	
Storm Water Early Action Projects			360,000				360,000	
Tryon Creek Watershed Imp.			476,000				476,000	
J.C. Brookside Wetland			1,364,000				1,364,000	
NE 148th Water Quality PRF			1,210,000				1,210,000	
Mason St. Water Quality PRF			590,000				590,000	
Fanno Creek/SW Hamilton			210,000				210,000	
Tryon Channel Restoration			683,000				683,000	
J.C. Lents Bypass Storage			6,207,000				6,207,000	
SW 45th and Shattuck			100,000				100,000	
Fanno Creek/Birkland-Alpenrose			171,000				171,000	
Balch Creek Bones Creek WQ Fac.			40,000				40,000	
Fanno Creek/West Vermont-Tower			240,000				240,000	
Fanno Creek/Buchanan Site			180,000				180,000	
J.C. 162nd Foster Detention Fac.			750,000				750,000	
J.C. Hillview Rd. Detention Fac.			200,000				200,000	

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FY 1996-97 TO FY 2000-01 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System: Sewerage**

Bureau/Program/Project	General Fund	Service Reimbursements	Rates/Charges Contracts	Federal/State Other Local	Other	Unfunded	Total Budget	Non-Budget
J.C. Hogan Road Detention Fac.			500,000				500,000	
J.C. 190th Kelly Detention			490,000				490,000	
Monitoring Equipment				61,700			61,700	
PRF-Research and Monitoring				244,597			244,597	
PRF-Design and Construction				483,063			483,063	
Well Monitoring Network				83,392			83,392	
Interpretive Signs @ Ramsey Lake				40,000			40,000	
Community Benefits-Cons. Conduit				77,650			77,650	
Sediment Interim Actions				593,840			593,840	
<b>Total Surface Water Management</b>	<b>0</b>	<b>0</b>	<b>14,946,000</b>	<b>1,584,242</b>	<b>0</b>	<b>0</b>	<b>16,530,242</b>	<b>0</b>
<b>COMBINED SEWER OVERFLOW</b>								
Columbia Slough Cons. Conduit			68,973,738				68,973,738	
CB WWTF Outfall			22,721,652				22,721,652	
Columbia Blvd WWTF			43,153,888				43,153,888	
CB WWTF Influent Pump Station			8,197,168				8,197,168	
Ramsey Lake Constructed Wetlands			418,333				418,333	
Ramsey Lake Storm Trunk			2,300,830				2,300,830	
Cathedral Park WQ Facility			418,333				418,333	
St. Johns "A" CSO Project			10,458				10,458	
Willamette Basin Pre Engr.			3,084,281				3,084,281	
Tanner Creek Sewer: Phase 1			6,214,094				6,214,094	
Tanner Creek Sewer: Phase 4			4,520,288				4,520,288	
Stormwater Infiltration Sumps			9,090,526				9,090,526	
St. Johns "B" Separation - Ph2			41,520				41,520	
Sellwood Basin: Local Separation			8,015,604				8,015,604	
Downspout Disconnection Program			7,786,036				7,786,036	
Downspout Disconnection Grant				1,909,375			1,909,375	
Downspout Disco -Economic Dev.				20,000			20,000	
Willamette Site Acquisition			5,333,742				5,333,742	
Oswego Basin Separation			6,036,460				6,036,460	
Oregonian Basin Separation			2,754,878				2,754,878	
Tanner Creek/Nicolai			25,953				25,953	
Willamette River WWTF Phase 1			6,256,813				6,256,813	
NW 110th Ave CSO Control			622,271				622,271	
Fiske "B" Basin: Local Separation			4,706,243				4,706,243	
Tanner Creek Sewer: Phase 2			5,728,211				5,728,211	
Tanner Creek Sewer: Phase 3			5,728,211				5,728,211	
Western Half Lents I Separation			2,415,926				2,415,926	
Balch Pump Station			2,621,226				2,621,226	
Ankeny Pump Station Upgrade			2,094,232				2,094,232	
Ankeny/Balch Cons. Conduit			3,661,469				3,661,469	
Willamette River WWTF Outfall			1,488,952				1,488,952	
California Street Storage			1,521,796				1,521,796	
Ankeny Force Main			629,644				629,644	
Balch River Crossing			843,190				843,190	
Sheridan Stream Diversion			680,876				680,876	
Woods/Sheridan/Mill Consol Cond			526,994				526,994	
California Consolidation Conduit			421,595				421,595	
Carolina Basin Stream Diversion			214,592				214,592	
Woods Stream Diversion			204,263				204,263	
CSO Direct Support			12,004,618				12,004,618	
<b>Total Combined Sewer Overflow</b>	<b>0</b>	<b>0</b>	<b>251,468,904</b>	<b>1,929,375</b>	<b>0</b>	<b>0</b>	<b>253,398,279</b>	<b>0</b>
<b>SYSTEMS DEVELOPMENT</b>								
Pollution Control Laboratory			3,500,000				3,500,000	
Pollution Control Lab Equipment			1,526,500				1,526,500	
Hydra Contingency/Redundancy			355,000				355,000	
Permits			2,305,000				2,305,000	
BTE Interagency		760,000					760,000	
NE 63rd Ave Pump Station			834,000				834,000	
South Airport Sanitary Trunk Sewer			1,350,000				1,350,000	
Residential Sewer Extn. Program			7,000,000				7,000,000	
NE 148th/158th Sanitary Sewer			900,000				900,000	
C/I Sewer Extension Program			2,920,000				2,920,000	
Drainage Improvement Program			2,500,000				2,500,000	
Permit Reimbursement			1,000,000				1,000,000	
Sanitary System Improvement			500,000				500,000	
Geographic Information System			1,500,000				1,500,000	
<b>Total Systems Development</b>	<b>0</b>	<b>760,000</b>	<b>26,190,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,950,500</b>	<b>0</b>
<b>BUREAU TOTAL</b>	<b>0</b>	<b>760,000</b>	<b>501,005,329</b>	<b>3,513,617</b>	<b>0</b>	<b>0</b>	<b>505,278,946</b>	<b>0</b>



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-98 PROJECTS  
Operating and Maintenance Costs (CB Table 3)**

**Capital System: Sewerage**

Bureau/Program/Project	Five-Year Costs	FY 1996-98 Costs	ANNUAL			
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	Net Financial Impact
<b>Bureau of Environmental Services</b>						
<b>MID COUNTY SEWER PROJECT</b>						
1995-1996 Sewer Projects	13,955,650	13,955,650		50,686		50,686
1996-1997 Sewer Projects	14,124,997	14,124,997		26,468		26,468
Minor Sewer Extensions	150,000	150,000		285		285
<b>Total Mid County Project</b>	<b>28,230,647</b>	<b>28,230,647</b>	<b>0</b>	<b>77,439</b>	<b>0</b>	<b>77,439</b>
<b>SEWAGE TREATMENT SYSTEMS</b>						
Inverness Force Main	19,965,000	17,968,500			(12,000)	(12,000)
Repair, Rehab, Mts	12,385,000	4,385,000			(38,040)	(38,040)
CBWTP Digester Modifications	868,400	868,400			(15,000)	(15,000)
<b>Total Sewage Treatment Systems</b>	<b>33,218,400</b>	<b>23,221,900</b>	<b>0</b>	<b>0</b>	<b>(65,040)</b>	<b>(65,040)</b>
<b>MAINTENANCE &amp; RELIABILITY</b>						
Alder Basin Relief & Reconst.	18,600,000	6,750,000		4,100		4,100
Sump Reconstruction & Upgrade	3,000,000	3,000,000		103,000		103,000
Maintenance Inventory & Condition Plan	400,000	400,000		30,000		30,000
Sediment Processing & Recycling	380,000	380,000		150,000		150,000
<b>Total Maintenance &amp; Reliability</b>	<b>22,380,000</b>	<b>10,530,000</b>	<b>0</b>	<b>287,100</b>	<b>0</b>	<b>287,100</b>
<b>SURFACE WATER MANAGEMENT</b>						
Col. Slough Watershed Imp.	150,000	150,000		100,000		100,000
NE 122nd Ave. Sub-basin	510,000	462,000		3,500	(1,500)	2,000
Col. Slough Streambank Restor.	465,000	160,000		5,000		5,000
Balch Creek/Cornell Thompson WQ	50,000	50,000		2,000		2,000
Storm Water Early Action Projects	360,000	360,000		5,000	(2,500)	2,500
J.C. Brookside Wetland	1,364,000	1,364,000		5,700		5,700
Fanno Creek/SW Hamilton	210,000	210,000		5,000		5,000
Tryon Channel Restoration	683,000	274,000		3,000		3,000
SW 45th and Shattuck	100,000	100,000		2,000		2,000
Fanno Creek/Birkland-Alpenrose	171,000	30,000		1,500		1,500
Balch Creek Bones Creek WQ Fac.	40,000	40,000		1,000		1,000
Fanno Creek/West Vermont-Tower	240,000	140,000		2,000		2,000
<b>Total Surface Water Management</b>	<b>4,343,000</b>	<b>3,340,000</b>	<b>0</b>	<b>135,700</b>	<b>(4,000)</b>	<b>131,700</b>
<b>COMBINED SEWER OVERFLOW</b>						
Ramsey Lake Constructed Wetlands	418,333	418,333		37,000		37,000
Ramsey Lake Storm Trunk	2,300,830	2,300,830		5,000		5,000
Cathedral Park WQ Facility	418,333	418,333		32,200		32,200
St. Johns "A" CSO Project	10,458	10,458		19,200		19,200
Tanner Creek Sewer: Phase 1	6,214,094	5,881,420		10,000		10,000
Stormwater Infiltration Sumps	9,090,526	6,421,744		120,000		120,000
Oswego Basin Separation	6,036,460	6,036,460		25,000		25,000
<b>Total Combined Sewer Overflow</b>	<b>24,489,034</b>	<b>21,487,578</b>	<b>0</b>	<b>248,400</b>	<b>0</b>	<b>248,400</b>
<b>SYSTEMS DEVELOPMENT</b>						
Pollution Control Laboratory	3,500,000	3,500,000		116,550		116,550
<b>Total Systems Development</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>0</b>	<b>116,550</b>	<b>0</b>	<b>116,550</b>
<b>BUREAU TOTAL</b>	<b>116,161,081</b>	<b>90,310,125</b>	<b>0</b>	<b>865,189</b>	<b>(69,040)</b>	<b>796,149</b>





## **Transportation Systems**



## Capital Improvement Program Overview

### TRANSPORTATION SYSTEM

Fiscal Year 1996-97 to 2000-01

### OFFICE OF TRANSPORTATION

#### **INTRODUCTION**

Transportation's Capital Improvement Program (CIP) identifies improvements to be considered for FY1996-97 through FY2000-01, consistent with the Office of Transportation's mission to:

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

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

Projects included in this program are generally consistent with the City of Portland's Office of Finance and Administration definition of items to be included in the capital planning process. The CIP reflects priorities and projects outlined in the Transportation Public Facilities Plan and Transportation's Status and Condition Report. Future projects beyond FY2000-01, are developed from the Transportation Public Facilities Plan. The Preservation/Rehabilitation Program of the CIP reflects the needs identified in the Status and Condition Report.

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

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

For the first time, public hearings were held this year to give citizens an opportunity to comment on Transportation's Proposed CIP before it was submitted to City Council. Prior to the hearings, the Proposed Five-Year CIP draft, with FY1996-97 and FY97-98 balanced according to projected revenues, was distributed to the public. Copies were sent directly to all neighborhood associations and all business associations. The draft CIP was also sent to transportation-related advocacy groups and interested parties.

After considering the public testimony, the Office of Transportation management team finalized the Proposed CIP and submitted it to its Citizens Bureau Advisory Committee and the Commissioner of Public Works. The

Commissioner then forwarded the document to the Office of Finance and Administration and to the Mayor.

Total transportation capital outlays over the five-year CIP planning period totals in excess of \$458 million. The majority of these costs, more than 72 percent, are planned for the Street Improvements program area.

### ***SUBMISSION STATUS***

Projects included in this program are consistent with the City of Portland's definition of capital projects. The Capital Improvement Program is also consistent with the Transportation Public Facilities Plan and Portland Transportation System: Status and Condition Report. The Preservation/Rehabilitation Program of the CIP begins to address the needs identified in the Status and Condition Report.

### ***ORGANIZATION***

The CIP document is organized into six program areas that address the City's goals for transpiration, economic development, public safety and neighborhood revitalization: The CIP submittal is broken down into five program areas, each of which contain varying numbers of subprograms. A summary of these program areas and their FY1996-97 CIP outlay is as follows:

The six program areas are arranged as follows:

1. Pedestrian:	\$1,586,864
2. Bicycle:	\$1,029,112
3. Preservation/Rehabilitation:	\$1,166,797
4. Street Improvement:	\$10,837,183
5. Traffic Management:	\$1,757,042
6. Transit:	\$3,337,867

The six program areas are arranged as follows:

#### **Pedestrian Program**

The Pedestrian Program was started in 1992 to make Portland more walkable. To do this, Transportation uses three approaches: planning and building a safe, accessible and convenient network of walkways throughout the city; promoting walking as a viable transportation mode; and educating people about pedestrian safety.

#### **Bicycle Program**

The Bicycle Program works to make cycling a more attractive transportation option. To accomplish this, Transportation employs three main approaches: planning, constructing and maintaining a comprehensive network of bikeways; providing secure bicycle parking; and educating people about the benefits of bicycling as a transportation mode.

#### **Preservation/Rehabilitation Program**

The Preservation Program identifies and eliminates structural deficiencies and restores transportation facilities to their original condition. Road rehabilitation; restoration of walls and bridges; and signal and street lighting replacements are included in this program. These needs are identified in Portland's Transportation System: Status and Condition Report, 1995, an annual assessment of transportation infrastructure.



### **Street Improvement Program**

The Street Improvement Program consists of six subprograms: Regional Trafficways, Major Traffic Streets, Neighborhood Collectors, Local Neighborhood Streets, Local Commercial/Industrial Streets, and Street Lighting System. These projects involve the construction, reconstruction or improvement of the city's street system. These improvements are designed to consider all modes, including automobiles, transit, bicycles and pedestrians.

### **Traffic Management Program**

The Traffic Management Program consists of four subprograms: Intelligent Transportation Systems, Traffic Calming, Traffic Safety and the Traffic Signal System. The four subprograms are intended to make the most efficient use of Portland's street network while improving safety within public rights-of-way and improving livability within residential neighborhoods.

### **Transit Program**

The Transit Program consists of two subprograms: Regional Transitways and the Major Transit Streets. They both include transit-related capital projects on City rights-of-way. Examples are the Westside Light Rail Project, the Regional Rail Program, a Central City Streetcar, Transit Preferential Streets, Transit Signal Priority, Tri-Met Fast Link, and Transit Mall Restoration.

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

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

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

To evaluate Transportation PFP projects for inclusion in the CIP, Transportation recommended that long-term Transportation PFP projects be evaluated using a two-tiered evaluation. The first evaluation assigns projects to a class based upon transportation system needs. During the CIP process, only Class I and Class II projects are assigned points based upon criteria which evaluate how well each project meets established Council or PDOT policies or objectives. Relative needs are also examined and points assigned. The projects are then ranked within CIP sub-programs. PFP six to twenty-year needs are identified as Class III projects. Transportation recommended that these long-term needs, plus any other newly identified needs be evaluated annually as part of the update of the transportation PFP for possible reclassification and inclusion in the CIP. The projects would then again be ranked with remaining, already identified CIP projects.

The Office of Transportation is in the process of developing Portland's Transportation System Plan (TSP). The TSP will become part of the Transportation Element of the Comprehensive Plan and replace the current Transportation Public Facilities Plan. Portland's TSP will be consistent with Metro's 2040 Growth Concept. Transportation's TSP will be completed in two phases. The first phase will address transportation policies and street classifications. The second will develop a series of land use and transportation alternatives for the city, out

of which a "preferred" alternative will be selected. Upon implementation, the TSP will become a primary tool in developing the annual Capital Improvement Program for the Office of Transportation.

### ***SERVICE STANDARDS***

The Office of Transportation sets service standards by subprogram area. Many of the projects the Office of Transportation addresses are regional in nature. Service standards for regional projects are set by the lead agency such as Metro/Tri-met for westside light rail, or ODOT for the sunset highway improvements. Service standards for Portland's transportation system are, in part, documented in the transportation system: status and conditions report. There are also specific policy directions in the transportation element of the comprehensive plan.

### ***FISCAL OVERVIEW***

The primary funding source for the Office of Transportation's Capital Improvement Program is General Transportation Revenue (GTR). These dollars represent the City's share of gas tax revenues combined with local parking revenues. The bureau uses these funds to leverage additional money from the federal government, other jurisdictions and private developers. In addition, some revenues are derived from permit fees. From time-to-time, GTR dollars are used to support revenue bonds such as the one used to construct roads for the Oregon Arena Project (Rose Garden).

Consistent with a balanced two-year budget approach, the proposed five-year CIP is balanced for FY1996-97 and FY1997-98. The General Transportation Revenue (GTR) funding level is \$7.8 million for FY1996-97 and \$8.1 million for FY1997-98.

Historically, a major expenditure of the CIP has been the road rehabilitation program. This program allows us to fully reconstruct streets within the city. The last completed project was Beaverton/Hillsdale Highway. Currently, Transportation has a backlog of \$12.1 million of capital street work in this category. In previous years, this program was supported with federal funds, but the funding ceased with the approval of the Intermodal Surface Transportation Efficiency Act (ISTEA). In FY1994-95, the Office of Transportation cut GTR funding of this program in order to fund the Westside Light Rail local match. Therefore, there are no funds available to fund the Road Rehabilitation program at this time. The last year of the Westside Light Rail match requirement is FY1997-98.

The Office of Transportation is currently exploring, with our regional partners, the possibility of creating a Community Bridge and Road Program. If approved by voters, this program would provide additional funds to ease some of the worst congestion, improve safety and preserve crucial existing transportation investments. For Portland, this could mean the redevelopment of West Burnside, from the Park Blocks to 23rd; two key intersection improvements on SE Foster Road at 162nd and at Jenne Road; the completion of the Hillsdale Town Center, plus well over 20 additional projects.

### ***FINANCIAL ANALYSIS***

As a part of the process for inclusion of projects within for the regional Metro Transportation Improvement Program, the Office of Transportation must demonstrate that proposed projects are efficient and effective. Financial analysis is done at various stages of project development. The environmental impact process is usually when costs and benefits are reviewed.

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

## ***ASSET MANAGEMENT***

Each year, the Office of Transportation publishes Portland's Transportation System: Status and Conditions Report. The 1995 report estimates that the total replacement cost of the City's transportation facilities is approximately \$4 billion. Maintaining the system is a high priority. The report also notes that many of the transportation systems are in good or very good condition. However, traffic signal hardware and bridges (none over the Willamette) are mostly in fair, poor, or very poor condition, while street pavement is deteriorating due to inadequate funding.

The Office of Transportation uses a separate committee and process to identify computer and automation/information system needs. This process occurs outside the CIP because computers are operating expenditures. This year the Office of Transportation is completing an Information Management System Plan that will identify the priority projects needed within the Transportation Bureaus.

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

The Office of Transportation has prepared estimates for future Operating and Maintenance (O & M) costs for projects that are maintained by the City of Portland. It is important to note that these costs are average annual costs, based on the anticipated life of the improvement. Estimates were prepared for only those projects that added new elements to the transportation system. Projects maintained by other jurisdictions, or those that are in the preliminary design stage, do not have estimated O & M costs.

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

## ***URBAN SERVICES***

The Office of Transportation does not track capital projects as they relate to annexations. Improvements are constructed based on need and not geographical area. However, as in past years, the City is continuing to fund the purchase of annexed street lights and the conversion of street light fixtures in annexed areas.



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System - Transportation**

Program / Subprogram / Project	Geographic Area	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b>Pedestrian Program</b>								
<u>Pedestrian Program</u>								
35TH: LURADEL-DICKINSON, SW	SW	0	0	0	130,000	0	0	130,000
BURNSIDE: TICHNER TO SKY,NW	NW	18,214	0	0	725,000	0	0	743,214
CAPITOL:49TH - HILLSDALE, SW	SW	55,739	102,484	215,000	562,500	427,500	1,140,000	2,503,223
CENTRAL CITY PED ENHANCEMT.,CC	CC	0	0	0	50,000	0	0	50,000
CORNELL AT AUDUBON HOUSE, NW	NW	0	50,226	0	0	0	0	50,226
CULLY:KILLINGSWORTH/PRESCOT,NE	NE	0	0	100,000	320,000	1,680,000	0	2,100,000
GATEWAY PED DISTRICT, NE	NE	0	0	95,000	100,000	500,000	0	695,000
HALSEY: 122ND TO 162ND PED, NE	NE	0	0	0	90,000	160,000	520,000	770,000
HAWTHORNE: GRAND - 55TH, SE	SE	68,942	74,872	90,000	450,000	0	1,455,000	2,138,814
HILLSDALE PED DISTRICT, SW	SW	67,980	435,916	0	470,000	0	1,055,000	2,028,896
KILLINGSWORTH: 42ND-CULLY, NE	NE	0	0	0	0	0	345,000	345,000
PED ACCESS TO TRANSIT- 3&4,CW	NA	106,821	550,707	550,000	0	0	0	1,207,528
PED CROSSING DEMO PROJECTS, CW	NA	150,000	221,042	175,000	0	0	0	546,042
PED DEFICIENCY SPOT IMPROV,CW	NA	0	100,696	100,000	100,000	100,000	100,000	500,696
WOODSTOCK: 39TH-49TH, SE	SE	0	50,921	200,000	0	1,080,000	0	1,330,921
<i>Subtotal</i>		467,696	1,586,864	1,525,000	2,997,500	3,947,500	4,615,000	15,139,560
<b>Total Pedestrian Program</b>		467,696	1,586,864	1,525,000	2,997,500	3,947,500	4,615,000	15,139,560

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System - Transportation**

Program / Subprogram / Project	Geographic Area	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b>Bicycle Program</b>								
<u>Bicycle Program</u>								
102ND/CHERRY BLOSSOM, NE/SE	NA	0	0	0	100,000	0	0	100,000
122ND BIKE LANES, NE/SE	NA	0	0	0	100,000	0	0	100,000
BARBUR BIKE LANES, SW	SW	0	0	300,000	1,200,000	0	0	1,500,000
BERTHA BIKE LANES, SW	SW	0	0	0	400,000	0	0	400,000
BIKE RACK PROJECT, CITY-WIDE	NA	0	54,000	0	0	0	0	54,000
BIKEWAY SIGN AND IMPRVMTS, SE	SE	409	50,000	0	0	0	0	50,409
BIKEWAY SPOT IMPROVEMENTS, CW	NA	0	100,000	100,000	100,000	100,000	100,000	500,000
BRIDGE IMPRVMTS, NE/NW/SE/SW	NA	0	270,112	115,000	0	0	0	385,112
BROADWAY/WEIDLER BIKE LANES, NE	NE	143,500	100,000	0	0	0	0	243,500
BURNSIDE BIKE LANES, E	NA	0	0	0	250,000	0	0	250,000
CAPITOL HWY, HILLS-MULT, SW	SW	0	0	90,000	300,000	0	0	390,000
CAPITOL HWY, WPTLD-MULT, SW	SW	0	0	0	87,500	287,500	0	375,000
CENTRAL CITY BIKES, NE/NW/SE/SW	CC	198,776	100,000	0	0	0	0	298,776
FIFTIES BIKEWAY, NE/SE	NA	0	0	150,000	0	0	0	150,000
FORTIES N-S BIKEWAY, NE/SE	NA	0	0	50,000	150,000	0	0	200,000
GOING ST BIKE LANES, N	N	0	0	0	50,000	0	0	50,000
GREELEY BIKEWAY, N	N	0	105,000	0	0	0	0	105,000
GREELEY/INTERSTATE BIKEWAY	N	0	0	0	100,000	1,000,000	0	1,100,000
HALSEY BIKE LANES, NE	NE	0	0	0	10,000	90,000	0	100,000
HOLGATE BIKE LANES, SE	SE	0	0	0	100,000	0	0	100,000
PRESCOTT BIKE/PED, NE	NE	0	0	0	60,000	240,000	0	300,000
SEVENTIES BIKEWAY, NE/SE	NA	0	0	0	150,000	300,000	0	450,000
TAYLORS FERRY, MAC-TERWILL, SW	SW	0	0	0	0	300,000	1,500,000	1,800,000
TILLAMOOK BIKEWAY, NE	NE	0	0	200,000	50,000	0	0	250,000
TWENTIES BIKEWAY, NE/SE	NA	0	0	0	100,000	50,000	0	150,000
VANCOUVER/WILLIAMS BIKEWAY, N	N	0	0	20,000	80,000	0	0	100,000
VAUGHN BIKE LANES, NW	NW	0	0	0	0	0	300,000	300,000
WEST BIKEWAYS, SW/NW	NA	0	250,000	0	0	0	0	250,000
WOODWARD/CLINTON BIKEWAY, SE	SE	0	0	30,000	120,000	0	0	150,000
<i>Subtotal</i>		342,685	1,029,112	1,055,000	3,507,500	2,367,500	1,900,000	10,201,797
<b>Total Bicycle Program</b>		342,685	1,029,112	1,055,000	3,507,500	2,367,500	1,900,000	10,201,797
<b>Facilities Program</b>								
<u>Facilities Program</u>								
KERBY/ALBINA FACILITY, N	N	0	0	0	301,000	63,000	179,000	543,000
MAJOR NEW EQUIPMENT, CW	NA	0	0	0	389,000	389,000	389,000	1,167,000
PERMANENT SIGNING, NE	NE	0	0	0	270,000	0	0	270,000
RECYCLING EQUIPMENT REPLACE, NE	NE	0	0	0	250,000	250,000	250,000	750,000
SATELLITE FACILITIES, CW	NA	0	0	0	334,000	334,000	334,000	1,002,000
<i>Subtotal</i>		0	0	0	1,544,000	1,036,000	1,152,000	3,732,000
<b>Total Facilities Program</b>		0	0	0	1,544,000	1,036,000	1,152,000	3,732,000



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System - Transportation**

Program / Subprogram / Project	Geographic Area	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b>Preservation &amp; Rehab Program</b>								
<u>Street Lighting</u>								
CONVERSION TO H.P. SODIUM, NI	NA	184,560	0	65,000	40,000	25,000	25,000	339,560
M.L.KING VIADUCT LIGHTING, SE	SE	0	0	0	140,000	0	0	140,000
<i>Subtotal</i>		184,560	0	65,000	180,000	25,000	25,000	479,560
<u>Streets</u>								
ROAD REHABILITATION	NA	0	0	0	3,675,000	0	0	3,675,000
<i>Subtotal</i>		0	0	0	3,675,000	0	0	3,675,000
<u>Structures</u>								
138TH OVER COLUMBIA SLOUGH, NE	NE	22,122	138,052	0	0	0	0	160,174
BURGARD BRIDGE REMOVAL, N	N	0	0	0	0	0	0	0
BYBEE BLVD OVER MCLOUGHLIN, SE	SE	0	0	0	0	187,500	1,875,000	2,062,500
PORTLAND RD OVER UPRR, N	N	276,512	374,925	0	0	0	0	651,437
SEISMIC RETROFIT - 12TH AVE NE	NE	50,000	0	594,000	0	0	0	644,000
SEISMIC RETROFIT - 33RD AVE NE	NE	0	0	0	243,000	1,238,000	0	1,481,000
SEISMIC RETROFIT - 60TH AVE NE	NE	0	0	0	0	0	100,000	100,000
SEISMIC RETROFIT - HALSEY NE	NE	0	0	31,000	498,000	268,000	0	797,000
SEISMIC RETROFIT-CAPITOL HW SW	SW	0	0	0	0	100,000	228,000	328,000
SEISMIC RETROFIT-INTERSTATE N	N	0	0	0	0	0	0	0
SEISMIC RETROFIT-KITTRIDGE NW	NW	0	0	0	100,000	347,000	1,040,000	1,487,000
SEISMIC RISK ANALYSIS	NE	582,808	233,812	0	0	0	0	816,620
THURMAN ST BRIDGE, NW	NW	0	0	0	0	0	275,000	275,000
VANCOUVER AT COLUMBIA SL, N	N	0	0	0	270,000	2,430,000	0	2,700,000
<i>Subtotal</i>		931,442	746,789	625,000	1,111,000	4,570,500	3,518,000	11,502,731
<u>Traffic Signals</u>								
Correct NonStandard Signals, NI	NA	0	0	0	150,000	150,000	300,000	600,000
Signal Remodels for Maint., NI	NA	198,803	270,008	500,000	500,000	460,000	270,000	2,198,811
Signal Safety Remodels, NI	NA	305,939	150,000	150,000	300,000	300,000	300,000	1,505,939
<i>Subtotal</i>		504,742	420,008	650,000	950,000	910,000	870,000	4,304,750
<b>Total Preservation &amp; Rehab Program</b>		1,620,744	1,166,797	1,340,000	5,916,000	5,505,500	4,413,000	19,962,040

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System - Transportation**

Program / Subprogram / Project	Geographic Area	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b>Street Improvement Program</b>								
<u>Regional Trafficway</u>								
I-405 RECON,NW	CC	65,040	85,119	0	0	0	0	150,159
I-5 GREELEY BANFIELD PH 2,NE	CC	25,940	20,000	53,344	53,344	27,900,000	3,000,000	31,052,628
MCLOUGHLIN/GRAND/KING STR.,SE	SE	0	0	0	0	0	22,000,000	22,000,000
SUNSET HIGHWAY SUPPORT, SW	SW	349,212	149,530	30,000	20,000	15,000	10,000	573,742
<i>Subtotal</i>		440,192	254,649	83,344	73,344	27,915,000	25,010,000	53,776,529
<u>Major Traffic Streets</u>								
11TH AVE: COLUMBIA/LOMBARD, NE	NE	0	0	704,799	6,939,712	0	0	7,644,511
122ND: SANDY-MARINE DR, NE	NE	0	0	0	250,000	250,000	0	500,000
138TH: SANDY-MARINE, NE	NE	60,904	51,465	0	1,000,000	0	0	1,112,369
13TH: JOHNSON TO SAVIER, NW	NW	53,563	0	0	50,000	0	0	103,563
148TH: SANDY-MARINE, NE	NE	349,665	50,129	3,400,902	0	0	0	3,800,696
158TH: SANDY-MARINE DR, NE	NE	126,441	52,846	524,000	3,323,559	0	0	4,026,846
185TH: MARINE DR, NE	NE	0	0	0	800,000	500,000	6,000,000	7,300,000
60TH AVE: LOMBARD/COLUMBIA, NE	NE	0	0	0	0	500,000	500,000	1,000,000
82ND AVE: SCHILLER-CRYS SPG,SE	SE	0	0	0	5,230,000	0	0	5,230,000
92ND AVE & COL BR RR XING, NE	NE	0	0	700,000	2,000,000	6,000,000	6,000,000	14,700,000
92ND: HALSEY-FREMONT, NE	NE	0	0	0	450,000	800,000	0	1,250,000
AIRPORT WAY, NE	NE	7,825,604	50,212	50,000	50,000	25,000	15,000	8,015,816
BARBUR-HAMILTON-CAPITAL,SW	SW	0	0	0	0	0	3,000,000	3,000,000
BELMONT RAMP/CLAY-KING INT, SE	CC	0	0	220,000	1,230,000	0	0	1,450,000
BROADWAY/WEIDLER INTER, N	CC	0	0	40,000	360,000	0	0	400,000
BROADWAY/WEIDLER PHASE I, NE	CC	0	465,048	4,810,423	0	0	0	5,275,471
BROADWAY/WEIDLER PHASE II, NE	CC	0	0	0	2,900,000	0	0	2,900,000
BURGARD LP: LOMB-COLUMB, N	N	0	0	0	1,700,000	1,200,000	0	2,900,000
BURNSIDE AT 5TH/6TH AVE, W	CC	0	0	0	100,000	50,000	0	150,000
BURNSIDE REDEV: PARK-23RD DTN	CC	0	0	300,000	300,000	401,000	6,672,000	7,673,000
CEID TRUCK ACCESS STUDY,SE	CC	0	0	0	110,000	0	0	110,000
CEID/I-5 SB ACCESS, SE	CC	0	0	5,000,000	0	0	0	5,000,000
CHERRY ST IMOVEMENTS, N	N	0	0	45,000	300,000	0	0	345,000
CITY-WIDE SDC	NA	170,000	140,096	3,000,000	3,000,000	3,000,000	3,000,000	12,310,096
CLAY/KING INT. IMPROVEMTS.,SE	CC	0	0	0	250,000	0	0	250,000
COL SL RAIL BRIDGE & TRACK, N	N	0	240,085	0	0	0	0	240,085
COLUMBIA/LOMB/BURGARD INTERS.N	N	163,312	204,317	0	0	0	0	367,629
COLUMBIA/LOMBARD AT 33RD, NE	NE	0	0	0	2,550,000	2,500,000	11,000,000	16,050,000
DIVISION REDEV: 6TH-40TH, SE	SE	0	0	0	0	0	0	0
DIVISION/11TH/12TH RR XING	CC	0	0	0	50,000	350,000	0	400,000
FLINT ST ARENA ACCESS, N	CC	0	0	0	44,000	256,000	0	300,000
FOSTER AT 162ND, SE	SE	0	0	303,000	206,800	1,690,200	0	2,200,000
FOSTER AT BARBARA WELCH, SE	SE	0	0	0	0	0	0	0
FOSTER AT JENNE, SE	SE	0	0	0	0	100,000	100,000	200,000
FOSTER: 136TH-BARBARA WELCH,SE	SE	0	0	0	0	0	100,000	100,000
FOSTER: BARBARA WELCH-162ND,SE	SE	0	0	0	0	0	100,000	100,000
Front Ave.: Davis-Market NW/SW	CC	64,000	580,212	464,000	0	0	0	1,108,212
GRAND AVE. BRIDGEHEADS,SE	CC	0	0	500,000	3,500,000	0	0	4,000,000
HAYDEN ISLAND BRIDGE, N	N	36,308	4,950	0	1,020,000	1,000,000	9,000,000	11,061,258
INNER E. BURNSIDE,SE	CC	0	0	0	50,000	150,000	0	200,000
LENTS PED/BICYCLE ENHANCE, SE	SE	394,339	0	631,000	369,000	0	0	1,394,339
LOMBARD: RIVERGATE - RAMSEY, N	N	0	0	328,500	1,271,500	0	0	1,600,000

City of Portland, Oregon - FY 1996-97 Adopted Budget

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System - Transportation**

Program / Subprogram / Project	Geographic Area	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
LOMBARD: ST. JOHNS-COLUMBIA,N	N	0	0	0	0	0	0	0
MACADAM AVE ACCESS PLAN,SW	SW	0	0	0	75,000	0	0	75,000
MACADAM, SW	SW	0	0	0	5,000,000	5,000,000	0	10,000,000
MACADAM: BANCROFT-ROSS IS, SW	SW	0	0	0	0	1,500,000	15,395,000	16,895,000
MARINE DR: COL SL-2.5 MI E, N	N	0	0	540,512	4,210,000	0	0	4,750,512
MLK AT COLUMBIA BLVD, NE	NE	0	0	0	152,283	0	0	152,283
MLK STREETScape	NE	0	0	0	0	50,000	0	50,000
MULTNOMAH BL: BARBUR-45TH, SW	SW	0	0	0	2,100,000	0	0	2,100,000
NORTH MACADAM INF. DEV., SW	SW	0	0	0	0	300,000	500,000	800,000
NW 3RD AVE. CROSSING	CC	0	145,000	0	0	0	0	145,000
NW FRONT-STEEL BR.TO 9TH AVE.	CC	0	1,700,000	0	0	0	0	1,700,000
OCC/LLOYD DIST DEV NE	CC	0	50,322	50,358	50,358	50,358	50,358	251,754
PORT AREA INTER IMPROVEMENT, N	N	0	0	0	17,300	575,700	0	593,000
POWELL/8th INTERSECTION,SE	SE	0	0	0	200,000	0	0	200,000
RIGHT OF WAY OPPORTUNITIES,CW	NA	0	0	0	100,000	100,000	100,000	300,000
RIVER ACCESS PHASE I, NE/SW	NA	439,040	569,677	0	0	0	0	1,008,717
RIVER ACCESS PHASE IIA, NE/SW	CC	0	736,017	0	0	0	0	736,017
RIVER ACCESS PHASE IIB, NE/SW	CC	0	0	0	750,000	0	0	750,000
RIVER DISTRICT, NW	CC	2,351,575	1,029,000	4,388,000	8,100,000	1,746,121	8,368,879	25,983,575
S. RIVERGATE OVERPASS:LOMB/COL	N	0	58,422	1,000,000	110,000	880,000	462,000	2,510,422
SANDY BV. 101ST-185TH,NE	NE	0	0	4,870,000	0	0	0	4,870,000
SANDY BV.-STARK-BURNSIDE,SE/NE	SE	0	0	0	35,000	0	0	35,000
SE 1ST AVE RAIL CORRIDOR	SE	0	53,367	0	0	0	0	53,367
SOUTH PORTLAND CIRC STUDY,SW	SW	139,017	401,236	393,000	350,000	0	0	1,283,253
STARK/WASHINGTON 4R: 82-108 SE	SE	0	0	0	0	100,000	2,026,000	2,126,000
WESTERN EDGE, SE	SE	0	0	0	0	50,000	0	50,000
<i>Subtotal</i>		12,173,768	6,582,401	32,263,494	60,654,512	29,124,379	72,389,237	213,187,791
<u>Neighborhood Collectors</u>								
11TH-13TH AVE CONNECTION, NE	NE	0	0	766,250	3,449,000	1,784,750	0	6,000,000
33RD AVE TRAFFIC CALMING, NE	NE	350,000	0	300,000	0	0	0	650,000
ALDERWOOD ST EXTENSION, NE	NE	0	0	5,768,230	0	0	0	5,768,230
ALDERWOOD/CORNFOOT,NE	NE	0	0	200,000	50,000	150,000	0	400,000
ARGYLE: MLK-33RD, NE	NE	0	0	0	668,000	332,000	0	1,000,000
BELMONT MORRISON DECOUPLE,SE	SE	0	40,000	60,000	500,000	0	0	600,000
COLUMBIA/47TH/ALDERWOOD,NE	NE	0	0	0	1,000,000	150,000	150,000	1,300,000
CORNFOOT/47TH-ALDERWOOD,NE	NE	0	0	0	1,650,000	330,000	330,000	2,310,000
DOSCH RD: PATTON TO B/H, SW	SW	0	0	0	450,000	800,000	3,000,000	4,250,000
GARDEN HOME OLESON-MULT.,SW	SW	0	0	0	50,000	50,000	400,000	500,000
GARDEN HOME: MULT-SCHOLLS, SW	SW	0	0	0	1,000,000	4,340,000	0	5,340,000
HAYDEN ISLAND DR/JANTZEN, N	N	0	0	0	335,381	0	0	335,381
HOLGATE: 28TH-82ND AVE, SE	SE	0	0	0	783,750	726,250	0	1,510,000
JENNE: 174TH-FOSTER-POWELL, SE	SE	0	0	0	300,000	0	0	300,000
JOHNSON CR: 32ND-45TH, SE	SE	0	72,720	0	0	0	0	72,720
MARINE DR TRUCK TRAPS, NE	NE	0	0	1,006,730	0	0	0	1,006,730
MARINE DR. I-5 TO 47TH AVE, NE	NE	0	0	0	30,000	200,000	150,000	380,000
MARINE DR/33RD AVE, NE	NE	0	0	0	0	25,000	655,000	680,000
MCLOUGHLIN NEIGHBORHOOD, SE	SE	125,261	20,135	480,000	250,000	250,000	250,000	1,375,396
NW TRAFFIC CIRC. PH 2,NW	NW	0	0	0	29,850	0	0	29,850
PORTLAND AIR FREIGHT ACCESS,NE	NE	0	0	2,276,895	0	0	0	2,276,895
POWELL BUTTE/MT SCOTT COL, SE	SE	0	0	0	100,000	5,000,000	5,000,000	10,100,000
SE 17TH AND OCHOCO	SE	0	12,476	0	0	0	0	12,476

City of Portland, Oregon - FY 1996-97 Adopted Budget



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System - Transportation**

Program / Subprogram / Project	Geographic Area	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
SE RAIL CROSS'G IMPROVEMTS.,SE	SE	0	0	0	125,000	250,000	875,000	1,250,000
SOUTHERN TRIANGLE CIRC IMP.,SE	SE	0	0	0	800,000	800,000	0	1,600,000
TACOMA: 28TH-32ND, SE	SE	62,232	50,794	510,768	0	0	0	623,794
TAYLORS FY: TERW-SPG GDN, SW	SW	0	0	0	1,420,000	0	0	1,420,000
<i>Subtotal</i>		537,493	196,125	11,368,873	12,990,981	15,188,000	10,810,000	51,091,472
<u>Local Neighborhood Streets</u>								
HCD - STREET DESIGN, NI	NA	200,260	33,890	75,400	79,200	83,000	87,000	558,750
HCD REPLACEMENT CAPITAL, NI	NA	20,462	20,093	22,000	24,000	26,000	28,000	140,555
I&D SUBSIDY, NI	NA	0	60,000	60,000	60,000	60,000	60,000	300,000
LID - STREET DESIGN, NI	NA	538,199	341,499	366,700	384,900	404,300	424,500	2,460,098
MINOR PERMIT STREETS PRGM, CW	NA	139,982	82,109	72,600	74,000	75,500	77,000	521,191
NE JARRETT: 138TH-END	NE	0	31,808	0	0	0	0	31,808
NEIGHBORHOOD ENHANCEMENT,S.E.	SE	424,700	1,305,672	1,300,000	1,300,000	1,300,000	1,300,000	6,930,372
NW 18TH/19TH DECOUPLE,NW	NW	0	0	0	180,000	0	0	180,000
NW EVERETT GLISAN DECOUPLE	NW	0	0	0	680,000	0	0	680,000
NW THOMPSON ROAD LID	NW	0	82,311	0	0	0	0	82,311
PERF/SUBSTANDARD STREETS, NI	NA	179,878	116,614	119,700	125,700	132,000	138,600	812,492
SE 48TH: MITCHELL-RAYMOND	SE	0	18,589	0	0	0	0	18,589
SE ANKENY: 119TH-122ND HCD	SE	0	33,978	0	0	0	0	33,978
SE ANKENY: 97TH-99TH	SE	0	18,506	0	0	0	0	18,506
SE CLAYBOURNE/81ST HCD	SE	0	29,875	0	0	0	0	29,875
SE HARNEY PARK HCD	SE	0	107,122	0	0	0	0	107,122
SUBDIVISION STREET PRGM, CW	NA	383,603	228,884	210,000	214,200	218,500	222,900	1,478,087
SW EVANS/19TH	SW	0	41,756	0	0	0	0	41,756
SW PALATINE: 43RD-45TH	SW	0	44,590	0	0	0	0	44,590
SW TEXAS: 26TH-29TH	SW	0	67,887	0	0	0	0	67,887
SW VESTA/37TH	SW	0	26,771	0	0	0	0	26,771
WATER AVENUE LID, SE	CC	0	167,621	273,198	0	0	0	440,819
<i>Subtotal</i>		1,887,084	2,859,575	2,499,598	3,122,000	2,299,300	2,338,000	15,005,557
<u>Local Commercial-Industrial Streets</u>								
COMM/INDUSTRIAL PRGM, CW	NA	520,963	301,724	312,600	318,900	325,300	331,800	2,111,287
DEFICIENCY CORRECTIONS PRGM,CW	NA	0	0	100,000	100,000	100,000	100,000	400,000
DEVEL RESPONSE FUND	NA	0	250,000	0	0	0	0	250,000
LOWER ALBINA OVERCROSSING, NE	NE	593,888	212,709	7,800,000	1,000,000	0	0	9,606,597
MAIN ST REDEV: 1ST-BDWY SW	CC	0	0	874,000	0	0	0	874,000
<i>Subtotal</i>		1,114,851	764,433	9,086,600	1,418,900	425,300	431,800	13,241,884
<u>Street Lighting System</u>								
9TH & PARK: BURNSIDE-MORR., SW	CC	0	0	0	145,000	0	0	145,000
FRONT AVE. TWIN INSTALL, SW	CC	0	0	72,500	0	0	0	72,500
PURCHASE ANNEXED LIGHTS, NI	NA	20,000	0	10,000	10,000	10,000	10,000	60,000
SKIDMORE AREA SGL ORN, SW/NW	CC	0	180,000	0	0	0	0	180,000
TWINS: 3RD N OF BURNSIDE, NW	NW	0	0	125,000	0	0	0	125,000
TWINS: 3RD S OF BURN-WASH, SW	SW	0	0	0	0	186,000	0	186,000
TWINS: 3RD/WASH-MADISON, SW	SW	0	0	0	0	0	225,000	225,000
<i>Subtotal</i>		20,000	180,000	207,500	155,000	196,000	235,000	993,500
<b>Total Street Improvement Program</b>		16,173,388	10,837,183	55,509,409	78,414,737	75,147,979	111,214,037	347,296,733

**CAPITAL SYSTEM  
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Total Cost by Year (CB Table 1)**

**Capital System - Transportation**

Program / Subprogram / Project	Geographic Area	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b>Traffic Management Program</b>								
<u>Intelligent Transportation Systems</u>								
ARTERIAL SURVEILLANCE, CW	NA	0	0	200,000	0	0	200,000	400,000
ATMS INTEGRATION, CW	NA	0	0	350,000	300,000	0	0	650,000
CONGESTION MGMT MONITORING, CW	NA	0	0	0	200,000	100,000	200,000	500,000
Expand Citywide Sig. Sys., CW	NA	363,839	200,000	200,000	300,000	300,000	300,000	1,663,839
ITS DRIVER INFORMATION, CW	NA	0	0	0	300,000	300,000	200,000	800,000
PDX Signal Retiming, CW	NA	37,521	70,542	69,000	70,000	71,000	72,000	390,063
TRANSIT SIGNAL PRIORITY, NI	NA	0	0	100,000	50,000	50,000	50,000	250,000
<i>Subtotal</i>		401,360	270,542	919,000	1,220,000	821,000	1,022,000	4,653,902
<u>Traffic Calming</u>								
17TH: MCLGHLIN-MLWKIE TCP, SE	SE	88,927	78,000	216,000	0	0	0	382,927
32ND/33RD: SNDY-BRNSDE TCP, NE	NE	0	60,500	107,500	0	0	0	168,000
35TH: VERMONT-MLTNMAH TCP, SW	SW	0	28,500	67,500	0	0	0	96,000
42ND: KLNGSWTH-LMBRD TCP, NE	NE	0	0	50,000	75,000	385,000	0	510,000
45TH: WDSTOCK-HARNEY TCP, SE	SE	0	0	0	0	95,000	505,000	600,000
92ND: DIVISION-POWELL TCP, SE	SE	0	0	320,000	935,000	0	0	1,255,000
92ND: POWELL-HOLGATE TCP, SE	SE	0	0	200,000	910,000	0	0	1,110,000
AINSWORTH: INTSTTE-VANC TCP, N	N	0	59,500	134,000	0	0	0	193,500
ALBINA: KILSWRTH-LMBRD TCP, NE	NE	0	41,000	124,000	10,000	0	0	175,000
BEAUMONT/WILSHIRE DISTRICT, NE	NE	0	0	0	50,000	50,000	300,000	400,000
CORBETT: BNDRY-NBRKA TCP, SW	SW	249,805	28,500	0	0	0	0	278,305
FREMONT: 102ND-112TH TCP, NE	NE	0	0	0	0	60,000	240,000	300,000
FREMONT: 112TH-122ND TCP, NE	NE	0	0	0	0	0	90,000	90,000
GLADSTONE: 26TH-39TH TCP, SE	SE	210,307	46,000	0	0	0	0	256,307
MARKET: 96TH-130TH TCP, SE	SE	82,280	52,000	0	0	0	0	134,280
MIDDLE SCHOOL SAFETY, NI	NA	0	0	0	400,000	200,000	200,000	800,000
NEW TCP COLLECTOR PROJECT, NI	NA	31,066	48,500	50,000	0	0	0	129,566
NEW TCP PROJECTS, NI	NA	49,500	35,000	145,000	850,000	860,000	860,000	2,799,500
SCHOOL SAFETY PROJECTS, NI	NA	537,785	425,000	425,000	425,000	425,000	425,000	2,662,785
STREAMLINED BUMP PROJECTS, NI	NA	276,492	140,000	140,000	140,000	140,000	140,000	976,492
VANCOUVER/WILLIAMS DECOUPLE, N	N	0	0	46,000	111,000	0	0	157,000
VERMONT: 30TH-45TH TCP, SW	SW	0	0	0	150,000	1,035,000	0	1,185,000
VERMONT: 45TH-SHATTUCK TCP, SW	SW	0	0	0	0	0	145,000	145,000
VERMONT: SHATTCK-OLSON TCP, SW	SW	0	0	0	0	0	0	0
WILLAMETTE BLVD TCP, N	N	72,415	444,000	16,000	0	0	0	532,415
<i>Subtotal</i>		1,598,577	1,486,500	2,041,000	4,056,000	3,250,000	2,905,000	15,337,077
<u>Traffic Safety</u>								
102ND AVE CORR SAFETY, NE/SE	NA	0	0	75,000	235,000	0	0	310,000
39TH AVE CORRIDOR SAFETY NE/SE	NA	0	0	165,000	535,000	0	0	700,000
60TH AVE CORRIDOR SAFETY NE/SE	NA	0	0	100,000	170,000	0	0	270,000
BURNSIDE/SKYLINE INTERSECT, W	NW	0	0	0	75,000	750,000	0	825,000
DIVISION ST LIVABLE CITY, SE	SE	50,000	0	300,000	1,000,000	0	0	1,350,000
EVERETT ST CORR SAFETY, NW	NW	0	0	40,000	135,000	0	0	175,000
GARDEN HOME RD/MULT SIGNAL, SW	SW	0	0	135,306	642,940	0	0	778,246
HES CORRIDOR SAFETY IMPROV, NI	NA	0	0	0	0	125,000	375,000	500,000
HES SAFETY PROJECTS, NI	NA	0	0	0	79,000	69,000	61,000	209,000
INTERSECTION SAFETY IMPROV, NI	NA	0	0	0	452,000	436,000	436,000	1,324,000
KING/GRAND CORR SAFETY, NE/SE	NA	0	0	150,000	200,000	875,000	0	1,225,000

City of Portland, Oregon - FY 1996-97 Adopted Budget



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System - Transportation**

Program / Subprogram / Project	Geographic Area	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
MARINE DR/122ND AVE, NE	NE	0	0	325,000	1,175,000	0	0	1,500,000
SANDY BLVD CORR SAFETY, NE	NE	0	0	0	150,000	215,000	1,000,000	1,365,000
STARK/WASH CORRIDOR SAFETY, SE	SE	0	0	104,400	714,576	0	0	818,976
TRAFFIC OPERERATION IMPROV, CW	NA	0	0	0	439,000	736,000	500,000	1,675,000
<i>Subtotal</i>		50,000	0	1,394,706	6,002,516	3,206,000	2,372,000	13,025,222
<u>Traffic Signal System</u>								
CLAY/2ND NEW PED/VEH SIGNAL, SW	CC	0	0	0	100,000	0	0	100,000
FOSTER/JENNE NEW SIGNAL, SE	SE	0	0	125,000	0	0	0	125,000
<i>Subtotal</i>		0	0	125,000	100,000	0	0	225,000
<b>Total Traffic Management Program</b>		2,049,937	1,757,042	4,479,706	11,378,516	7,277,000	6,299,000	33,241,201
<b>Transit Program</b>								
<u>Regional Transitways</u>								
CASCADIA INTERCITY RAIL, SE/NE	NA	0	0	3,952,062	0	0	0	3,952,062
REGIONAL RAIL PROGRAM	NA	1,516,791	100,102	100,000	339,864	0	0	2,056,757
S/N DEIS/PE	NA	990,793	766,454	325,136	385,136	385,136	385,136	3,237,791
SOUTH/NORTH LRT PE/DEIS	NA	0	0	250,000	500,000	500,000	500,000	1,750,000
SOUTH/NORTH LRT PE/FEIS	NA	0	44,293	2,500,000	500,000	500,000	500,000	4,044,293
WESTSIDE LIGHT RAIL-DWTN, SW	CC	7,397,834	1,193,690	1,000,000	0	0	0	9,591,524
WESTSIDE LIGHT RAIL-TUNNEL, SW	SW	109,652	53,122	20,000	5,000	0	0	187,774
<i>Subtotal</i>		10,015,070	2,157,661	8,147,198	1,730,000	1,385,136	1,385,136	24,820,201
<u>Major Transit Streets</u>								
BARBUR BV TSM, SW	SW	0	0	0	0	0	100,000	100,000
C.C. STREETCAR - SE, SW, NE, NW	CC	2,450,627	496,628	8,577,348	10,677,348	10,568,000	0	32,769,951
MORRISON ST. BUS LANE, SW	SW	0	0	11,216	22,196	978,000	0	1,011,412
SE 17TH/MILWAUKIE CONNECTOR, SE	SE	0	0	0	100,000	100,000	300,000	500,000
TRANSIT MALL RESTORATION, SW	CC	475,074	663,648	0	0	0	0	1,138,722
TRANSIT PREFERENTIAL STS., CW	NA	129,160	19,930	150,000	150,000	250,000	250,000	949,090
TRI-MET FAST LINK PROGRAM	NA	4,626	0	523,665	390,000	390,000	390,000	1,698,291
<i>Subtotal</i>		3,059,487	1,180,206	9,262,229	11,339,544	12,286,000	1,040,000	38,167,466
<b>Total Transit Program</b>		13,074,557	3,337,867	17,409,427	13,069,544	13,671,136	2,425,136	62,987,667
<b><u>Grand Total Office of Transportation</u></b>		33,729,007	19,714,865	81,318,542	116,827,797	108,952,615	132,018,173	492,560,999

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System - Transportation**

Program / Subprogram / Project	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Unfunded	Total Budget	Non-Budget
<b>Pedestrian Program</b>								
<u>Pedestrian Program</u>								
35TH: LURADEL-DICKINSON, SW	0	0	0	0	0		0	0
BURNSIDE: TICHNER TO SKY,NW	0	0	0	0	0		0	0
CAPITOL:49TH - HILLSDALE, SW	0	102,484	0	0	0		102,484	
CENTRAL CITY PED ENHANCEMT.,CC	0	0	0	0	0		0	
CORNELL AT AUDUBON HOUSE, NW	0	50,226	0	0	0		50,226	0
CULLY:KILLINGSWORTH/PRESCOT,NE	0	0	0	0	0		0	
GATEWAY PED DISTRICT, NE	0	0	0	0	0		0	
HALSEY: 122ND TO 162ND PED, NE	0	0	0	0	0		0	0
HAWTHORNE: GRAND - 55TH, SE	0	74,872	0	0	0		74,872	0
HILLSDALE PED DISTRICT, SW	0	125,916	0	310,000	0		435,916	
KILLINGSWORTH: 42ND-CULLY, NE	0	0	0	0	0		0	
PED ACCESS TO TRANSIT- 3&4,CW	0	50,707	0	500,000	0		550,707	0
PED CROSSING DEMO PROJECTS, CW	0	177,042	0	44,000	0		221,042	
PED DEFICIENCY SPOT IMPROV,CW	0	100,696	0	0	0		100,696	
WOODSTOCK: 39TH-49TH, SE	0	50,921	0	0	0		50,921	
<i>Subtotal</i>	0	732,864	0	854,000	0		1,586,864	0
<b>Total Pedestrian Program</b>	0	732,864	0	854,000	0		1,586,864	

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FISCAL YEAR 1996-1997 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System - Transportation**

Program / Subprogram / Projec	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Unfunded	Total Budget	Non-Budget
<b>Bicycle Program</b>								
<u>Bicycle Program</u>								
102ND/CHERRY BLOSSOM, NE/SE	0	0	0	0	0		0	0
122ND BIKE LANES, NE/SE	0	0	0	0	0		0	0
BARBUR BIKE LANES, SW	0	0	0	0	0		0	0
BERTHA BIKE LANES, SW	0	0	0	0	0		0	0
BIKE RACK PROJECT, CITY-WIDE	0	54,000	0	0	0		54,000	0
BIKEWAY SIGN AND IMPRVMTS, SE	0	50,000	0	0	0		50,000	0
BIKEWAY SPOT IMPROVEMENTS, CW	0	100,000	0	0	0		100,000	0
BRIDGE IMPRVMTS, NE/NW/SE/SW	0	54,112	0	216,000	0		270,112	0
BROADWAY/WEIDLER BIKE LANES, NE	0	100,000	0	0	0		100,000	0
BURNSIDE BIKE LANES, E	0	0	0	0	0		0	0
CAPITOL HWY, HILLS-MULT, SW	0	0	0	0	0		0	0
CAPITOL HWY, WPTLD-MULT, SW	0	0	0	0	0		0	0
CENTRAL CITY BIKES, NE/NW/SE/SW	0	100,000	0	0	0		100,000	0
FIFTIES BIKEWAY, NE/SE	0	0	0	0	0		0	0
FORTIES N-S BIKEWAY, NE/SE	0	0	0	0	0		0	0
GOING ST BIKE LANES, N	0	0	0	0	0		0	0
GREELEY BIKEWAY, N	0	105,000	0	0	0		105,000	0
GREELEY/INTERSTATE BIKEWAY	0	0	0	0	0		0	0
HALSEY BIKE LANES, NE	0	0	0	0	0		0	0
HOLGATE BIKE LANES, SE	0	0	0	0	0		0	0
PRESCOTT BIKE/PED, NE	0	0	0	0	0		0	0
SEVENTIES BIKEWAY, NE/SE	0	0	0	0	0		0	0
TAYLORS FERRY, MAC-TERWILL, SW	0	0	0	0	0		0	0
TILLAMOOK BIKEWAY, NE	0	0	0	0	0		0	0
TWENTIES BIKEWAY, NE/SE	0	0	0	0	0		0	0
VANCOUVER/WILLIAMS BIKEWAY, N	0	0	0	0	0		0	0
VAUGHN BIKE LANES, NW	0	0	0	0	0		0	0
WEST BIKEWAYS, SW/NW	0	250,000	0	0	0		250,000	0
WOODWARD/CLINTON BIKEWAY, SE	0	0	0	0	0		0	0
<i>Subtotal</i>	0	813,112	0	216,000	0		1,029,112	0
<b>Total Bicycle Program</b>	0	813,112	0	216,000	0		1,029,112	0
<b>Facilities Program</b>								
<u>Facilities Program</u>								
KERBY/ALBINA FACILITY, N	0	0	0	0	0		0	0
MAJOR NEW EQUIPMENT, CW	0	0	0	0	0		0	0
PERMANENT SIGNING, NE	0	0	0	0	0		0	0
RECYCLING EQUIPMENT REPLACE, NE	0	0	0	0	0		0	0
SATELLITE FACILITIES, CW	0	0	0	0	0		0	0
<i>Subtotal</i>	0	0	0	0	0		0	0
<b>Total Facilities Program</b>	0	0	0	0	0		0	0

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System - Transportation**

Program / Subprogram / Project	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Unfunded	Total Budget	Non-Budget
<b>Preservation &amp; Rehab Program</b>								
<u>Street Lighting</u>								
CONVERSION TO H.P. SODIUM, NI	0	0	0	0	0		0	0
M.L.KING VIADUCT LIGHTING, SE	0	0	0	0	0		0	0
<i>Subtotal</i>	0	0	0	0	0		0	0
<u>Streets</u>								
ROAD REHABILITATION	0	0	0	0	0		0	0
<i>Subtotal</i>	0	0	0	0	0		0	0
<u>Structures</u>								
138TH OVER COLUMBIA SLOUGH, NE	0	87,500	0	50,552	0		138,052	737,500
BURGARD BRIDGE REMOVAL, N	0	0	0	0	0		0	0
BYBEE BLVD OVER MCLOUGHLIN, SE	0	0	0	0	0		0	0
PORTLAND RD OVER UPRR, N	0	304,043	0	70,882	0		374,925	2,003,460
SEISMIC RETROFIT - 12TH AVE NE	0	0	0	0	0		0	0
SEISMIC RETROFIT - 33RD AVE NE	0	0	0	0	0		0	0
SEISMIC RETROFIT - 60TH AVE NE	0	0	0	0	0		0	0
SEISMIC RETROFIT - HALSEY NE	0	0	0	0	0		0	0
SEISMIC RETROFIT-CAPITOL HW SW	0	0	0	0	0		0	0
SEISMIC RETROFIT-INTERSTATE N	0	0	0	0	0		0	0
SEISMIC RETROFIT-KITTRIDGE NW	0	0	0	0	0		0	0
SEISMIC RISK ANALYSIS	0	233,812	0	0	0		233,812	0
THURMAN ST BRIDGE, NW	0	0	0	0	0		0	0
VANCOUVER AT COLUMBIA SL, N	0	0	0	0	0		0	0
<i>Subtotal</i>	0	625,355	0	121,434	0		746,789	2,740,960
<u>Traffic Signals</u>								
Correct NonStandard Signals, NI	0	0	0	0	0		0	0
Signal Remodels for Maint., NI	0	270,008	0	0	0		270,008	0
Signal Safety Remodels, NI	0	150,000	0	0	0		150,000	0
<i>Subtotal</i>	0	420,008	0	0	0		420,008	0
<b>Total Preservation &amp; Rehab Program</b>	0	1,045,363	0	121,434	0		1,166,797	2,740,960

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System - Transportation**

Program / Subprogram / Projec	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Unfunded	Total Budget	Non-Budget
<b>Street Improvement Program</b>								
<u>Regional Trafficway</u>								
I-405 RECON,NW	0	14,200	0	70,919	0		85,119	0
I-5 GREELEY BANFIELD PH 2,NE	0	0	0	20,000	0		20,000	0
MCLOUGHLIN/GRAND/KING STR.,SE	0	0	0	0	0		0	0
SUNSET HIGHWAY SUPPORT, SW	0	0	0	149,530	0		149,530	0
<i>Subtotal</i>	0	14,200	0	240,449	0		254,649	0
<u>Major Traffic Streets</u>								
11TH AVE: COLUMBIA/LOMBARD, NE	0	0	0	0	0		0	0
122ND: SANDY-MARINE DR, NE	0	0	0	0	0		0	0
138TH: SANDY-MARINE, NE	0	51,465	0	0	0		51,465	0
13TH: JOHNSON TO SAVIER, NW	0	0	0	0	0		0	0
148TH: SANDY-MARINE, NE	0	50,129	0	0	0		50,129	0
158TH: SANDY-MARINE DR, NE	0	52,846	0	0	0		52,846	0
185TH: MARINE DR, NE	0	0	0	0	0		0	0
60TH AVE: LOMBARD/COLUMBIA, NE	0	0	0	0	0		0	0
82ND AVE: SCHILLER-CRYS SPG,SE	0	0	0	0	0		0	0
92ND AVE & COL BR RR XING, NE	0	0	0	0	0		0	0
92ND: HALSEY-FREMONT, NE	0	0	0	0	0		0	0
AIRPORT WAY, NE	0	50,212	0	0	0		50,212	0
BARBUR-HAMILTON-CAPITAL,SW	0	0	0	0	0		0	0
BELMONT RAMP/CLAY-KING INT, SE	0	0	0	0	0		0	0
BROADWAY/WEIDLER INTER, N	0	0	0	0	0		0	0
BROADWAY/WEIDLER PHASE I, NE	0	90,000	0	0	375,048		465,048	0
BROADWAY/WEIDLER PHASE II, NE	0	0	0	0	0		0	0
BURGARD LP: LOMB-COLUMB, N	0	0	0	0	0		0	0
BURNSIDE AT 5TH/6TH AVE, W	0	0	0	0	0		0	0
BURNSIDE REDEV: PARK-23RD DTN	0	0	0	0	0		0	0
CEID TRUCK ACCESS STUDY,SE	0	0	0	0	0		0	0
CEID/I-5 SB ACCESS, SE	0	0	0	0	0		0	0
CHERRY ST IMOVEMENTS, N	0	0	0	0	0		0	0
CITY-WIDE SDC	0	0	140,096	0	0		140,096	0
CLAY/KING INT. IMPROVEMTS.,SE	0	0	0	0	0		0	0
COL SL RAIL BRIDGE & TRACK, N	0	0	0	240,085	0		240,085	0
COLUMBIA/LOMB/BURGARD INTERS.N	0	56,445	0	147,872	0		204,317	831,200
COLUMBIA/LOMBARD AT 33RD, NE	0	0	0	0	0		0	0
DIVISION REDEV: 6TH-40TH, SE	0	0	0	0	0		0	0
DIVISION/11TH/12TH RR XING	0	0	0	0	0		0	0
FLINT ST ARENA ACCESS, N	0	0	0	0	0		0	0
FOSTER AT 162ND, SE	0	0	0	0	0		0	0
FOSTER AT BARBARA WELCH, SE	0	0	0	0	0		0	0
FOSTER AT JENNE, SE	0	0	0	0	0		0	0
FOSTER: 136TH-BARBARA WELCH,SE	0	0	0	0	0		0	0
FOSTER: BARBARA WELCH-162ND,SE	0	0	0	0	0		0	0
Front Ave.: Davis-Market NW/SW	0	40,000	0	540,212	0		580,212	704,000
GRAND AVE. BRIDGEHEADS,SE	0	0	0	0	0		0	0
HAYDEN ISLAND BRIDGE, N	0	0	0	4,950	0		4,950	0
INNER E. BURNSIDE,SE	0	0	0	0	0		0	0
LENTS PED/BICYCLE ENHANCE, SE	0	0	0	0	0		0	0
LOMBARD: RIVERGATE - RAMSEY, N	0	0	0	0	0		0	0

City of Portland, Oregon - FY 1996-97 Adopted Budget



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System - Transportation**

Program / Subprogram / Projec	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Unfunded	Total Budget	Non-Budget
LOMBARD: ST. JOHNS-COLUMBIA,N	0	0	0	0	0		0	0
MACADAM AVE ACCESS PLAN,SW	0	0	0	0	0		0	
MACADAM, SW	0	0	0	0	0		0	
MACADAM: BANCROFT-ROSS IS, SW	0	0	0	0	0		0	0
MARINE DR: COL SL-2.5 MI E, N	0	0	0	0	0		0	
MLK AT COLUMBIA BLVD, NE	0	0	0	0	0		0	
MLK STREETScape	0	0	0	0	0		0	0
MULTNOMAH BL: BARBUR-45TH, SW	0	0	0	0	0		0	0
NORTH MACADAM INF. DEV., SW	0	0	0	0	0		0	
NW 3RD AVE. CROSSING	0	0	0	145,000	0		145,000	
NW FRONT-STEEL BR.TO 9TH AVE.	0	0	0	1,000,000	700,000		1,700,000	0
OCC/LLOYD DIST DEV NE	0	50,322	0	0	0		50,322	
PORT AREA INTER IMPROVEMENT, N	0	0	0	0	0		0	
POWELL/8th INTERSECTION,SE	0	0	0	0	0		0	
RIGHT OF WAY OPPORTUNITIES,CW	0	0	0	0	0		0	0
RIVER ACCESS PHASE I, NE/SW	0	0	0	0	569,677		569,677	2,080,0
RIVER ACCESS PHASE IIA, NE/SW	0	0	0	550,000	186,017		736,017	35,0
RIVER ACCESS PHASE IIB, NE/SW	0	0	0	0	0		0	0
RIVER DISTRICT, NW	0	100,000	0	806,000	123,000		1,029,000	0
S. RIVERGATE OVERPASS:LOMB/COL	0	18,477	0	39,945	0		58,422	250,0
SANDY BV. 101ST-185TH,NE	0	0	0	0	0		0	
SANDY BV.-STARK-BURNSIDE,SE/NE	0	0	0	0	0		0	0
SE 1ST AVE RAIL CORRIDOR	0	0	0	53,367	0		53,367	
SOUTH PORTLAND CIRC STUDY,SW	0	80,000	0	321,236	0		401,236	
STARK/WASHINGTON 4R: 82-108 SE	0	0	0	0	0		0	0
WESTERN EDGE, SE	0	0	0	0	0		0	0
<i>Subtotal</i>	0	639,896	140,096	3,848,667	1,953,742		6,582,401	3,900,2
<u>Neighborhood Collectors</u>								
11TH-13TH AVE CONNECTION, NE	0	0	0	0	0		0	
33RD AVE TRAFFIC CALMING, NE	0	0	0	0	0		0	
ALDERWOOD ST EXTENSION, NE	0	0	0	0	0		0	
ALDERWOOD/CORNFOOT,NE	0	0	0	0	0		0	0
ARGYLE: MLK-33RD, NE	0	0	0	0	0		0	
BELMONT MORRISON DECOUPLE,SE	0	40,000	0	0	0		40,000	
COLUMBIA/47TH/ALDERWOOD,NE	0	0	0	0	0		0	0
CORNFOOT/47TH-ALDERWOOD,NE	0	0	0	0	0		0	0
DOSCH RD: PATTON TO B/H, SW	0	0	0	0	0		0	
GARDEN HOME OLESON-MULT.,SW	0	0	0	0	0		0	
GARDEN HOME: MULT-SCHOLLS, SW	0	0	0	0	0		0	0
HAYDEN ISLAND DR/JANTZEN, N	0	0	0	0	0		0	
HOLGATE: 28TH-82ND AVE, SE	0	0	0	0	0		0	
JENNE: 174TH-FOSTER-POWELL, SE	0	0	0	0	0		0	0
JOHNSON CR: 32ND-45TH, SE	0	10,908	0	61,812	0		72,720	0
MARINE DR TRUCK TRAPS, NE	0	0	0	0	0		0	
MARINE DR. I-5 TO 47TH AVE, NE	0	0	0	0	0		0	
MARINE DR/33RD AVE, NE	0	0	0	0	0		0	0
MCLOUGHLIN NEIGHBORHOOD, SE	0	20,135	0	0	0		20,135	
NW TRAFFIC CIRC. PH 2,NW	0	0	0	0	0		0	
PORTLAND AIR FREIGHT ACCESS,NE	0	0	0	0	0		0	
POWELL BUTTE/MT SCOTT COL, SE	0	0	0	0	0		0	0
SE 17TH AND OCHOCO	0	0	0	12,476	0		12,476	

City of Portland, Oregon - FY 1996-97 Adopted Budget

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System - Transportation**

Program / Subprogram / Projec	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Unfunded	Total Budget	Non-Budget
SE RAIL CROSS'G IMPROVEMTS.,SE	0	0	0	0	0		0	0
SOUTHERN TRIANGLE CIRC IMP.,SE	0	0	0	0	0		0	0
TACOMA: 28TH-32ND, SE	0	50,794	0	0	0		50,794	0
TAYLORS FY: TERW-SPG GDN, SW	0	0	0	0	0		0	0
<i>Subtotal</i>	0	121,837	0	74,288	0		196,125	0
<u>Local Neighborhood Streets</u>								
HCD - STREET DESIGN, NI	0	0	0	0	33,890		33,890	0
HCD REPLACEMENT CAPITAL, NI	0	20,093	0	0	0		20,093	0
I&D SUBSIDY, NI	0	60,000	0	0	0		60,000	0
LID - STREET DESIGN, NI	0	25,800	0	0	315,699		341,499	0
MINOR PERMIT STREETS PRGM, CW	0	24,633	57,476	0	0		82,109	238,000
NE JARRETT: 138TH-END	0	0	0	0	31,808		31,808	0
NEIGHBORHOOD ENHANCEMENT,S.E.	0	85,000	0	0	1,220,672		1,305,672	0
NW 18TH/19TH DECOUPLE,NW	0	0	0	0	0		0	0
NW EVERETT GLISAN DECOUPLE	0	0	0	0	0		0	0
NW THOMPSON ROAD LID	0	0	0	0	82,311		82,311	0
PERF/SUBSTANDARD STREETS, NI	0	116,614	0	0	0		116,614	0
SE 48TH: MITCHELL-RAYMOND	0	0	0	0	18,589		18,589	0
SE ANKENY: 119TH-122ND HCD	0	0	0	0	33,978		33,978	0
SE ANKENY: 97TH-99TH	0	0	0	0	18,506		18,506	0
SE CLAYBOURNE/81ST HCD	0	0	0	0	29,875		29,875	0
SE HARNEY PARK HCD	0	0	0	0	107,122		107,122	0
SUBDIVISION STREET PRGM, CW	0	41,199	187,685	0	0		228,884	1,668,000
SW EVANS/19TH	0	0	0	0	41,756		41,756	0
SW PALATINE: 43RD-45TH	0	0	0	0	44,590		44,590	0
SW TEXAS: 26TH-29TH	0	0	0	0	67,887		67,887	0
SW VESTA/37TH	0	0	0	0	26,771		26,771	0
WATER AVENUE LID, SE	0	0	0	0	167,621		167,621	0
<i>Subtotal</i>	0	373,339	245,161	0	2,241,075		2,859,575	1,906,000
<u>Local Commercial-Industrial Streets</u>								
COMM/INDUSTRIAL PRGM, CW	0	69,397	232,327	0	0		301,724	2,508,800
DEFICIENCY CORRECTIONS PRGM,CW	0	0	0	0	0		0	0
DEVEL RESPONSE FUND	250,000	0	0	0	0		250,000	0
LOWER ALBINA OVERCROSSING, NE	0	60,000	0	152,709	0		212,709	0
MAIN ST REDEV: 1ST-BDWY SW	0	0	0	0	0		0	0
<i>Subtotal</i>	250,000	129,397	232,327	152,709	0		764,433	2,508,800
<u>Street Lighting System</u>								
9TH & PARK: BURNSIDE-MORR., SW	0	0	0	0	0		0	0
FRONT AVE. TWIN INSTALL, SW	0	0	0	0	0		0	0
PURCHASE ANNEXED LIGHTS, NI	0	0	0	0	0		0	0
SKIDMORE AREA SGL ORN, SW/NW	180,000	0	0	0	0		180,000	0
TWINS: 3RD N OF BURNSIDE , NW	0	0	0	0	0		0	0
TWINS: 3RD S OF BURN-WASH , SW	0	0	0	0	0		0	0
TWINS: 3RD/WASH-MADISON , SW	0	0	0	0	0		0	0
<i>Subtotal</i>	180,000	0	0	0	0		180,000	0
<b>Total Street Improvement Program</b>	<b>430,000</b>	<b>1,278,669</b>	<b>617,584</b>	<b>4,316,113</b>	<b>4,194,817</b>		<b>10,837,183</b>	<b>8,315,000</b>

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System - Transportation**

Program / Subprogram / Projec	General Fund	Transp.	Rate / Charges	Fed/State Other Local	Other	Unfunded	Total Budget	Non-Budget
<b>Traffic Management Program</b>								
<u>Intelligent Transportation Systems</u>								
ARTERIAL SURVEILLANCE,CW	0	0	0	0	0		0	0
ATMS INTEGRATION, CW	0	0	0	0	0		0	0
CONGESTION MGMT MONITORING,CW	0	0	0	0	0		0	0
Expand Citywide Sig. Sys., CW	0	200,000	0	0	0		200,000	0
ITS DRIVER INFORMATION, CW	0	0	0	0	0		0	0
PDX Signal Retiming, CW	0	70,542	0	0	0		70,542	0
TRANSIT SIGNAL PRIORITY, NI	0	0	0	0	0		0	0
<i>Subtotal</i>	0	270,542	0	0	0		270,542	0
<u>Traffic Calming</u>								
17TH: MCLGHLIN-MLWKIE TCP, SE	0	78,000	0	0	0		78,000	0
32ND/33RD: SNDY-BRNSDE TCP, NE	0	60,500	0	0	0		60,500	0
35TH: VERMONT-MLTNMAH TCP, SW	0	28,500	0	0	0		28,500	0
42ND: KLNGSWTH-LMBRD TCP, NE	0	0	0	0	0		0	0
45TH: WDSTOCK-HARNEY TCP, SE	0	0	0	0	0		0	0
92ND: DIVISION-POWELL TCP, SE	0	0	0	0	0		0	0
92ND: POWELL-HOLGATE TCP, SE	0	0	0	0	0		0	0
AINSWORTH: INTSTTE-VANC TCP, N	0	59,500	0	0	0		59,500	0
ALBINA: KILSWRTH-LMBRD TCP, NE	0	41,000	0	0	0		41,000	0
BEAUMONT/WILSHIRE DISTRICT, NE	0	0	0	0	0		0	0
CORBETT: BNDRY-NBRKA TCP, SW	0	28,500	0	0	0		28,500	0
FREMONT: 102ND-112TH TCP, NE	0	0	0	0	0		0	0
FREMONT: 112TH-122ND TCP, NE	0	0	0	0	0		0	0
GLADSTONE: 26TH-39TH TCP, SE	0	46,000	0	0	0		46,000	0
MARKET: 96TH-130TH TCP, SE	0	52,000	0	0	0		52,000	0
MIDDLE SCHOOL SAFETY, NI	0	0	0	0	0		0	0
NEW TCP COLLECTOR PROJECT, NI	0	48,500	0	0	0		48,500	0
NEW TCP PROJECTS, NI	0	35,000	0	0	0		35,000	0
SCHOOL SAFETY PROJECTS, NI	0	425,000	0	0	0		425,000	0
STREAMLINED BUMP PROJECTS, NI	0	140,000	0	0	0		140,000	0
VANCOUVER/WILLIAMS DECOUPLE,N	0	0	0	0	0		0	0
VERMONT: 30TH-45TH TCP, SW	0	0	0	0	0		0	0
VERMONT: 45TH-SHATTUCK TCP, SW	0	0	0	0	0		0	0
VERMONT: SHATTCK-OLSON TCP, SW	0	0	0	0	0		0	0
WILLAMETTE BLVD TCP, N	0	444,000	0	0	0		444,000	0
<i>Subtotal</i>	0	1,486,500	0	0	0		1,486,500	0
<u>Traffic Safety</u>								
102ND AVE CORR SAFETY, NE/SE	0	0	0	0	0		0	0
39TH AVE CORRIDOR SAFETY NE/SE	0	0	0	0	0		0	0
60TH AVE CORRIDOR SAFETY NE/SE	0	0	0	0	0		0	0
BURNSIDE/SKYLINE INTERSECT, W	0	0	0	0	0		0	0
DIVISION ST LIVABLE CITY, SE	0	0	0	0	0		0	0
EVERETT ST CORR SAFETY, NW	0	0	0	0	0		0	0
GARDEN HOME RD/MULT SIGNAL, SW	0	0	0	0	0		0	0
HES CORRIDOR SAFETY IMPROV, NI	0	0	0	0	0		0	0
HES SAFETY PROJECTS, NI	0	0	0	0	0		0	0
INTERSECTION SAFETY IMPROV, NI	0	0	0	0	0		0	0
KING/GRAND CORR SAFETY, NE/SE	0	0	0	0	0		0	0

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Funding Sources (CB Table 2)**

**Capital System - Transportation**

<b>Program / Subprogram / Projec</b>	<b>General Fund</b>	<b>Transp.</b>	<b>Rate / Charges</b>	<b>Fed/State Other Local</b>	<b>Other</b>	<b>Unfunded</b>	<b>Total Budget</b>	<b>Non-Budget</b>
MARINE DR/122ND AVE, NE	0	0	0	0	0		0	0
SANDY BLVD CORR SAFETY, NE	0	0	0	0	0		0	0
STARK/WASH CORRIDOR SAFETY, SE	0	0	0	0	0		0	0
TRAFFIC OPERERATION IMPROV, CW	0	0	0	0	0		0	0
<i>Subtotal</i>	0	0	0	0	0		0	0
<u>Traffic Signal System</u>								
CLAY/2ND NEW PED/VEH SIGNAL, SW	0	0	0	0	0		0	0
FOSTER/JENNE NEW SIGNAL, SE	0	0	0	0	0		0	0
<i>Subtotal</i>	0	0	0	0	0		0	0
<b>Total Traffic Management Program</b>	0	1,757,042	0	0	0		1,757,042	0
<b>Transit Program</b>								
<u>Regional Transitways</u>								
CASCADIA INTERCITY RAIL, SE/NE	0	0	0	0	0		0	0
REGIONAL RAIL PROGRAM	0	100,102	0	0	0		100,102	0
S/N DEIS/PE	0	386,454	0	380,000	0		766,454	0
SOUTH/NORTH LRT PE/DEIS	0	0	0	0	0		0	0
SOUTH/NORTH LRT PE/FEIS	0	0	0	44,293	0		44,293	0
WESTSIDE LIGHT RAIL-DWTN, SW	0	1,000,000	163,690	30,000	0		1,193,690	0
WESTSIDE LIGHT RAIL-TUNNEL, SW	0	0	53,122	0	0		53,122	0
<i>Subtotal</i>	0	1,486,556	216,812	454,293	0		2,157,661	0
<u>Major Transit Streets</u>								
BARBUR BV TSM, SW	0	0	0	0	0		0	0
C.C. STREETCAR - SE, SW, NE, NW	0	296,628	0	200,000	0		496,628	0
MORRISON ST. BUS LANE, SW	0	0	0	0	0		0	0
SE 17TH/MILWAUKIE CONNECTOR, SE	0	0	0	0	0		0	0
TRANSIT MALL RESTORATION, SW	0	663,648	0	0	0		663,648	500,000
TRANSIT PREFERENTIAL STS., CW	0	19,930	0	0	0		19,930	0
TRI-MET FAST LINK PROGRAM	0	0	0	0	0		0	0
<i>Subtotal</i>	0	980,206	0	200,000	0		1,180,206	500,000
<b>Total Transit Program</b>	0	2,466,762	216,812	654,293	0		3,337,867	500,000
<b>Grand Total Office of Transportation</b>	430,000	8,093,812	834,396	6,161,840	4,194,817		19,714,865	11,555,964



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Operating and Maintenance (CB Table 3)**

**Capital System - Transportation**

Program / Subprogram / Project	Five-Year Costs	Fiscal Years 96-98	A N N U A L			
			Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
<b>Pedestrian Program</b>						
<u>Pedestrian Program</u>						
35TH: LURADEL-DICKINSON, SW	130,000	0	0	0	0	0
BURNSIDE: TICHNER TO SKY,NW	725,000	0	0	0	0	0
CAPITOL:49TH - HILLSDALE, SW	2,447,484	317,484	0	0	0	0
CENTRAL CITY PED ENHANCEMENT,CC	50,000	0	0	0	0	0
CORNELL AT AUDUBON HOUSE, NW	50,226	50,226	0	0	0	0
CULLY:KILLINGSWORTH/PRESCOT,NE	2,100,000	100,000	0	0	0	0
GATEWAY PED DISTRICT, NE	695,000	95,000	0	0	0	0
HALSEY: 122ND TO 162ND PED, NE	770,000	0	0	0	0	0
HAWTHORNE: GRAND - 55TH, SE	2,069,872	164,872	0	0	0	0
HILLSDALE PED DISTRICT, SW	1,960,916	435,916	0	0	0	0
KILLINGSWORTH: 42ND-CULLY, NE	345,000	0	0	0	0	0
PED ACCESS TO TRANSIT- 3&4,CW	1,100,707	1,100,707	0	0	0	0
PED CROSSING DEMO PROJECTS, CW	396,042	396,042	0	0	0	0
PED DEFICIENCY SPOT IMPROV,CW	500,696	200,696	0	0	0	0
WOODSTOCK: 39TH-49TH, SE	1,330,921	250,921	0	0	0	0
<i>Subtotal</i>	14,671,864	3,111,864	0	0	0	0
<b>Total Pedestrian Program</b>	14,671,864	3,111,864	0	0	0	0



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Operating and Maintenance (CB Table 3)**

**Capital System - Transportation**

Program / Subprogram / Project	Five-Year Costs	Fiscal Years 96-98	A N N U A L			
			Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
<b>Bicycle Program</b>						
<u>Bicycle Program</u>						
102ND/CHERRY BLOSSOM, NE/SE	100,000	0	0	0	0	0
122ND BIKE LANES, NE/SE	100,000	0	0	0	0	0
BARBUR BIKE LANES, SW	1,500,000	300,000	0	0	0	0
BERTHA BIKE LANES, SW	400,000	0	0	0	0	0
BIKE RACK PROJECT, CITY-WIDE	54,000	54,000	0	1,000	0	1,000
BIKEWAY SIGN AND IMPRVMENTS, SE	50,000	50,000	0	0	0	0
BIKEWAY SPOT IMPROVEMENTS, CW	500,000	200,000	0	0	0	0
BRIDGE IMPRVMTS, NE/NW/SE/SW	385,112	385,112	0	6,780	0	6,780
BROADWAY/WEIDLER BIKE LANES, NE	100,000	100,000	0	0	0	0
BURNSIDE BIKE LANES, E	250,000	0	0	0	0	0
CAPITOL HWY, HILLS-MULT, SW	390,000	90,000	0	0	0	0
CAPITOL HWY, WPTLD-MULT, SW	375,000	0	0	0	0	0
CENTRAL CITY BIKES, NE/NW/SE/SW	100,000	100,000	0	27,120	0	27,120
FIFTIES BIKEWAY, NE/SE	150,000	150,000	0	0	0	0
FORTIES N-S BIKEWAY, NE/SE	200,000	50,000	0	0	0	0
GOING ST BIKE LANES, N	50,000	0	0	0	0	0
GREELEY BIKEWAY, N	105,000	105,000	0	6,780	0	6,780
GREELEY/INTERSTATE BIKEWAY	1,100,000	0	0	0	0	0
HALSEY BIKE LANES, NE	100,000	0	0	0	0	0
HOLGATE BIKE LANES, SE	100,000	0	0	0	0	0
PRESCOTT BIKE/PED, NE	300,000	0	0	0	0	0
SEVENTIES BIKEWAY, NE/SE	450,000	0	0	0	0	0
TAYLORS FERRY, MAC-TERWILL, SW	1,800,000	0	0	0	0	0
TILLAMOOK BIKEWAY, NE	250,000	200,000	0	9,040	0	9,040
TWENTIES BIKEWAY, NE/SE	150,000	0	0	0	0	0
VANCOUVER/WILLIAMS BIKEWAY, N	100,000	20,000	0	0	0	0
VAUGHN BIKE LANES, NW	300,000	0	0	0	0	0
WEST BIKEWAYS, SW/NW	250,000	250,000	0	22,600	0	22,600
WOODWARD/CLINTON BIKEWAY, SE	150,000	30,000	0	0	0	0
<i>Subtotal</i>	9,859,112	2,084,112	0	73,320	0	73,320
<b>Total Bicycle Program</b>	9,859,112	2,084,112	0	73,320	0	73,320
<b>Facilities Program</b>						
<u>Facilities Program</u>						
KERBY/ALBINA FACILITY, N	543,000	0	0	0	0	0
MAJOR NEW EQUIPMENT, CW	1,167,000	0	0	0	0	0
PERMANENT SIGNING, NE	270,000	0	0	0	0	0
RECYCLING EQUIPMENT REPLACE, NE	750,000	0	0	0	0	0
SATELLITE FACILITIES, CW	1,002,000	0	0	0	0	0
<i>Subtotal</i>	3,732,000	0	0	0	0	0
<b>Total Facilities Program</b>	3,732,000	0	0	0	0	0

**CAPITAL SYSTEM**  
**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-1997 PROJECTS**  
**Operating and Maintenance (CB Table 3)**

**Capital System - Transportation**

Program / Subprogram / Project	Five-Year Costs	Fiscal Years 96-98	A N N U A L			
			Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
<b>Preservation &amp; Rehab Program</b>						
<u>Street Lighting</u>						
CONVERSION TO H.P. SODIUM, NI	155,000	65,000	0	0	-4,050	-4,050
M.L.KING VIADUCT LIGHTING, SE	140,000	0	0	0	0	0
<i>Subtotal</i>	295,000	65,000	0	0	-4,050	-4,050
<u>Streets</u>						
ROAD REHABILITATION	3,675,000	0	0	0	0	0
<i>Subtotal</i>	3,675,000	0	0	0	0	0
<u>Structures</u>						
138TH OVER COLUMBIA SLOUGH, NE	138,052	138,052	0	0	0	0
BURGARD BRIDGE REMOVAL, N	0	0	0	0	0	0
BYBEE BLVD OVER MCLOUGHLIN, SE	2,062,500	0	0	0	0	0
PORTLAND RD OVER UPRR, N	374,925	374,925	0	0	0	0
SEISMIC RETROFIT - 12TH AVE NE	594,000	594,000	0	0	0	0
SEISMIC RETROFIT - 33RD AVE NE	1,481,000	0	0	0	0	0
SEISMIC RETROFIT - 60TH AVE NE	100,000	0	0	0	0	0
SEISMIC RETROFIT - HALSEY NE	797,000	31,000	0	0	0	0
SEISMIC RETROFIT-CAPITOL HW SW	328,000	0	0	0	0	0
SEISMIC RETROFIT-INTERSTATE N	0	0	0	0	0	0
SEISMIC RETROFIT-KITTRIDGE NW	1,487,000	0	0	0	0	0
SEISMIC RISK ANALYSIS	233,812	233,812	0	0	0	0
THURMAN ST BRIDGE, NW	275,000	0	0	0	0	0
VANCOUVER AT COLUMBIA SL, N	2,700,000	0	0	0	0	0
<i>Subtotal</i>	10,571,289	1,371,789	0	0	0	0
<u>Traffic Signals</u>						
Correct NonStandard Signals, NI	600,000	0	0	0	0	0
Signal Remodels for Maint., NI	2,000,008	770,008	0	0	0	0
Signal Safety Remodels, NI	1,200,000	300,000	0	0	0	0
<i>Subtotal</i>	3,800,008	1,070,008	0	0	0	0
<b>Total Preservation &amp; Rehab Program</b>	18,341,297	2,506,797	0	0	-4,050	-4,050

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Operating and Maintenance (CB Table 3)**

**Capital System - Transportation**

Program / Subprogram / Project	Five-Year Costs	Fiscal Years 96-98	A N N U A L			
			Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
Street Improvement Program						
Regional Trafficway						
I-405 RECON,NW	85,119	85,119	0	0	0	0
I-5 GREELEY BANFIELD PH 2,NE	31,026,688	73,344	0	0	0	0
MCLOUGHLIN/GRAND/KING STR.,SE	22,000,000	0	0	0	0	0
SUNSET HIGHWAY SUPPORT, SW	224,530	179,530	0	0	0	0
Subtotal	53,336,337	337,993	0	0	0	0
Major Traffic Streets						
11TH AVE: COLUMBIA/LOMBARD, NE	7,644,511	704,799	0	5,110	0	5,110
122ND: SANDY-MARINE DR, NE	500,000	0	0	0	0	0
138TH: SANDY-MARINE, NE	1,051,465	51,465	0	81	0	81
13TH: JOHNSON TO SAVIER, NW	50,000	0	0	0	0	0
148TH: SANDY-MARINE, NE	3,451,031	3,451,031	0	13,515	0	13,515
158TH: SANDY-MARINE DR, NE	3,900,405	576,846	0	14,156	0	14,156
185TH: MARINE DR, NE	7,300,000	0	0	0	0	0
60TH AVE: LOMBARD/COLUMBIA, NE	1,000,000	0	0	0	0	0
82ND AVE: SCHILLER-CRYS SPG,SE	5,230,000	0	0	0	0	0
92ND AVE & COL BR RR XING, NE	14,700,000	700,000	0	2,033	0	2,033
92ND: HALSEY-FREMONT, NE	1,250,000	0	0	0	0	0
AIRPORT WAY, NE	190,212	100,212	0	50,000	0	50,000
BARBUR-HAMILTON-CAPITAL,SW	3,000,000	0	0	0	0	0
BELMONT RAMP/CLAY-KING INT, SE	1,450,000	220,000	0	0	0	0
BROADWAY/WEIDLER INTER, N	400,000	40,000	0	0	0	0
BROADWAY/WEIDLER PHASE I, NE	5,275,471	5,275,471	0	25,812	0	25,812
BROADWAY/WEIDLER PHASE II, NE	2,900,000	0	0	0	0	0
BURGARD LP: LOMB-COLUMB, N	2,900,000	0	0	0	0	0
BURNSIDE AT 5TH/6TH AVE, W	150,000	0	0	0	0	0
BURNSIDE REDEV: PARK-23RD DTN	7,673,000	300,000	0	7,252	0	7,252
CEID TRUCK ACCESS STUDY,SE	110,000	0	0	0	0	0
CEID/I-5 SB ACCESS, SE	5,000,000	5,000,000	0	0	0	0
CHERRY ST IMOVEMENTS, N	345,000	45,000	0	296	0	296
CITY-WIDE SDC	12,140,096	3,140,096	0	0	0	0
CLAY/KING INT. IMPROVEMTS.,SE	250,000	0	0	0	0	0
COL SL RAIL BRIDGE & TRACK, N	240,085	240,085	0	0	0	0
COLUMBIA/LOMB/BURGARD INTERS.N	204,317	204,317	0	2,906	0	2,906
COLUMBIA/LOMBARD AT 33RD, NE	16,050,000	0	0	0	0	0
DIVISION REDEV: 6TH-40TH, SE	0	0	0	0	0	0
DIVISION/11TH/12TH RR XING	400,000	0	0	0	0	0
FLINT ST ARENA ACCESS, N	300,000	0	0	0	0	0
FOSTER AT 162ND, SE	2,200,000	303,000	0	20,993	0	20,993
FOSTER AT BARBARA WELCH, SE	0	0	0	0	0	0
FOSTER AT JENNE, SE	200,000	0	0	0	0	0
FOSTER: 136TH-BARBARA WELCH,SE	100,000	0	0	0	0	0
FOSTER: BARBARA WELCH-162ND,SE	100,000	0	0	0	0	0
Front Ave.: Davis-Market NW/SW	1,044,212	1,044,212	0	26,952	0	26,952
GRAND AVE. BRIDGEHEADS,SE	4,000,000	500,000	0	0	0	0
HAYDEN ISLAND BRIDGE, N	11,024,950	4,950	0	10,744	0	10,744
INNER E. BURNSIDE,SE	200,000	0	0	0	0	0
LENTS PED/BICYCLE ENHANCE, SE	1,000,000	631,000	0	0	0	0
LOMBARD: RIVERGATE - RAMSEY, N	1,600,000	328,500	0	887	0	887

City of Portland, Oregon - FY 1996-97 Adopted Budget

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Operating and Maintenance (CB Table 3)**

**Capital System - Transportation**

Program / Subprogram / Project	Five-Year Costs	Fiscal Years 96-98	A N N U A L			
			Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
LOMBARD: ST. JOHNS-COLUMBIA,N	0	0	0	0	0	0
MACADAM AVE ACCESS PLAN,SW	75,000	0	0	0	0	0
MACADAM, SW	10,000,000	0	0	0	0	0
MACADAM: BANCROFT-ROSS IS, SW	16,895,000	0	0	0	0	0
MARINE DR: COL SL-2.5 MI E, N	4,750,512	540,512	0	44,410	0	44,410
MLK AT COLUMBIA BLVD, NE	152,283	0	0	840	0	840
MLK STREETScape	50,000	0	0	0	0	0
MULTNOMAH BL: BARBUR-45TH, SW	2,100,000	0	0	0	0	0
NORTH MACADAM INF. DEV., SW	800,000	0	0	0	0	0
NW 3RD AVE. CROSSING	145,000	145,000	0	0	0	0
NW FRONT-STEEL BR.TO 9TH AVE.	1,700,000	1,700,000	0	0	0	0
OCC/LLOYD DIST DEV NE	251,754	100,680	0	0	0	0
PORT AREA INTER IMPROVEMENT, N	593,000	0	0	0	0	0
POWELL/8th INTERSECTION,SE	200,000	0	0	0	0	0
RIGHT OF WAY OPPORTUNITIES,CW	300,000	0	0	0	0	0
RIVER ACCESS PHASE I, NE/SW	569,677	569,677	0	57,272	0	57,272
RIVER ACCESS PHASE IIA, NE/SW	736,017	736,017	0	14,200	0	14,200
RIVER ACCESS PHASE IIB, NE/SW	750,000	0	0	0	0	0
RIVER DISTRICT, NW	23,632,000	5,417,000	0	18,884	0	18,884
S. RIVERGATE OVERPASS:LOMB/COL	2,510,422	1,058,422	0	12,706	0	12,706
SANDY BV. 101ST-185TH,NE	4,870,000	4,870,000	0	0	0	0
SANDY BV.-STARK-BURNSIDE,SE/NE	35,000	0	0	0	0	0
SE 1ST AVE RAIL CORRIDOR	53,367	53,367	0	0	0	0
SOUTH PORTLAND CIRC STUDY,SW	1,144,236	794,236	0	0	0	0
STARK/WASHINGTON 4R: 82-108 SE	2,126,000	0	0	0	0	0
WESTERN EDGE, SE	50,000	0	0	0	0	0
<i>Subtotal</i>	201,014,023	38,845,895	0	329,049	0	329,049
<u>Neighborhood Collectors</u>						
11TH-13TH AVE CONNECTION, NE	6,000,000	766,250	0	10,594	0	10,594
33RD AVE TRAFFIC CALMING, NE	300,000	300,000	0	0	0	0
ALDERWOOD ST EXTENSION, NE	5,768,230	5,768,230	0	30,606	0	30,606
ALDERWOOD/CORNFOOT,NE	400,000	200,000	0	0	0	0
ARGYLE: MLK-33RD, NE	1,000,000	0	0	0	0	0
BELMONT MORRISON DECOUPLE,SE	600,000	100,000	0	0	0	0
COLUMBIA/47TH/ALDERWOOD,NE	1,300,000	0	0	0	0	0
CORNFOOT/47TH-ALDERWOOD,NE	2,310,000	0	0	0	0	0
DOSCH RD: PATTON TO B/H, SW	4,250,000	0	0	0	0	0
GARDEN HOME OLESON-MULT.,SW	500,000	0	0	0	0	0
GARDEN HOME: MULT-SCHOLLS, SW	5,340,000	0	0	0	0	0
HAYDEN ISLAND DR/JANTZEN, N	335,381	0	0	0	0	0
HOLGATE: 28TH-82ND AVE, SE	1,510,000	0	0	0	0	0
JENNE: 174TH-FOSTER-POWELL, SE	300,000	0	0	0	0	0
JOHNSON CR: 32ND-45TH, SE	72,720	72,720	0	0	0	0
MARINE DR TRUCK TRAPS, NE	1,006,730	1,006,730	0	1,174	0	1,174
MARINE DR. I-5 TO 47TH AVE, NE	380,000	0	0	0	0	0
MARINE DR/33RD AVE, NE	680,000	0	0	0	0	0
MCLOUGHLIN NEIGHBORHOOD, SE	1,250,135	500,135	0	0	0	0
NW TRAFFIC CIRC. PH 2,NW	29,850	0	0	0	0	0
PORTLAND AIR FREIGHT ACCESS,NE	2,276,895	2,276,895	0	7,969	0	7,969
POWELL BUTTE/MT SCOTT COL, SE	10,100,000	0	0	0	0	0
SE 17TH AND OCHOCO	12,476	12,476	0	0	0	0

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Operating and Maintenance (CB Table 3)**

**Capital System - Transportation**

Program / Subprogram / Project	Five-Year Costs	Fiscal Years 96-98	A N N U A L			
			Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
SE RAIL CROSS'G IMPROVEMTS.,SE	1,250,000	0	0	0	0	0
SOUTHERN TRIANGLE CIRC IMP.,SE	1,600,000	0	0	0	0	0
TACOMA: 28TH-32ND, SE	561,562	561,562	0	2,635	0	2,635
TAYLORS FY: TERW-SPG GDN, SW	1,420,000	0	0	0	0	0
<i>Subtotal</i>	50,553,979	11,564,998	0	52,978	0	52,978
<u>Local Neighborhood Streets</u>						
HCD - STREET DESIGN, NI	358,490	109,290	0	0	0	0
HCD REPLACEMENT CAPITAL, NI	120,093	42,093	0	0	0	0
I&D SUBSIDY, NI	300,000	120,000	0	0	0	0
LID - STREET DESIGN, NI	1,921,899	708,199	0	0	0	0
MINOR PERMIT STREETS PRGM, CW	381,209	154,709	0	0	0	0
NE JARRETT: 138TH-END	31,808	31,808	0	1,400	0	1,400
NEIGHBORHOOD ENHANCEMENT,S.E.	6,505,672	2,605,672	0	18,512	0	18,512
NW 18TH/19TH DECOUPLE,NW	180,000	0	0	0	0	0
NW EVERETT GLISAN DECOUPLE	680,000	0	0	0	0	0
NW THOMPSON ROAD LID	82,311	82,311	0	9,300	0	9,300
PERF/SUBSTANDARD STREETS, NI	632,614	236,314	0	0	0	0
SE 48TH: MITCHELL-RAYMOND	18,589	18,589	0	600	0	600
SE ANKENY: 119TH-122ND HCD	33,978	33,978	0	1,100	0	1,100
SE ANKENY: 97TH-99TH	18,506	18,506	0	600	0	600
SE CLAYBOURNE/81ST HCD	29,875	29,875	0	1,500	0	1,500
SE HARNEY PARK HCD	107,122	107,122	0	17,500	0	17,500
SUBDIVISION STREET PRGM, CW	1,094,484	438,884	0	0	0	0
SW EVANS/19TH	41,756	41,756	0	1,300	0	1,300
SW PALATINE: 43RD-45TH	44,590	44,590	0	800	0	800
SW TEXAS: 26TH-29TH	67,887	67,887	0	3,000	0	3,000
SW VESTA/37TH	26,771	26,771	0	1,800	0	1,800
WATER AVENUE LID, SE	440,819	440,819	0	2,000	0	2,000
<i>Subtotal</i>	13,118,473	5,359,173	0	59,412	0	59,412
<u>Local Commercial-Industrial Streets</u>						
COMM/INDUSTRIAL PRGM, CW	1,590,324	614,324	0	0	0	0
DEFICIENCY CORRECTIONS PRGM,CW	400,000	100,000	0	0	0	0
DEVEL RESPONSE FUND	250,000	250,000	0	0	0	0
LOWER ALBINA OVERCROSSING, NE	9,012,709	8,012,709	0	18,178	0	18,178
MAIN ST REDEV: 1ST-BDWY SW	874,000	874,000	0	3,628	0	3,628
<i>Subtotal</i>	12,127,033	9,851,033	0	21,806	0	21,806
<u>Street Lighting System</u>						
9TH & PARK: BURNSIDE-MORR., SW	145,000	0	0	0	0	0
FRONT AVE. TWIN INSTALL, SW	72,500	72,500	0	2,200	0	2,200
PURCHASE ANNEXED LIGHTS, NI	40,000	10,000	0	0	0	0
SKIDMORE AREA SGL ORN, SW/NW	180,000	180,000	0	2,250	0	2,250
TWINS: 3RD N OF BURNSIDE , NW	125,000	125,000	0	2,250	0	2,250
TWINS: 3RD S OF BURN-WASH , SW	186,000	0	0	0	0	0
TWINS: 3RD/WASH-MADISON , SW	225,000	0	0	0	0	0
<i>Subtotal</i>	973,500	387,500	0	6,700	0	6,700
<b>Total Street Improvement Program</b>	331,123,345	66,346,592	0	469,945	0	469,945



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Operating and Maintenance (CB Table 3)**

**Capital System - Transportation**

Program / Subprogram / Project	Five-Year Costs	Fiscal Years 96-98	A N N U A L			
			Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact
Traffic Management Program						
Intelligent Transportation Systems						
ARTERIAL SURVEILLANCE, CW	400,000	200,000	0	0	0	0
ATMS INTEGRATION, CW	650,000	350,000	0	0	0	0
CONGESTION MGMT MONITORING, CW	500,000	0	0	0	0	0
Expand Citywide Sig. Sys., CW	1,300,000	400,000	0	2,500	0	2,500
ITS DRIVER INFORMATION, CW	800,000	0	0	0	0	0
PDX Signal Retiming, CW	352,542	139,542	0	0	0	0
TRANSIT SIGNAL PRIORITY, NI	250,000	100,000	0	0	0	0
Subtotal	4,252,542	1,189,542	0	2,500	0	2,500
Traffic Calming						
17TH: MCLGHLIN-MLWKIE TCP, SE	294,000	294,000	0	0	0	0
32ND/33RD: SNDY-BRNSDE TCP, NE	168,000	168,000	0	0	0	0
35TH: VERMONT-MLTNMAH TCP, SW	96,000	96,000	0	0	0	0
42ND: KLNGSWTH-LMBRD TCP, NE	510,000	50,000	0	0	0	0
45TH: WDSTOCK-HARNEY TCP, SE	600,000	0	0	0	0	0
92ND: DIVISION-POWELL TCP, SE	1,255,000	320,000	0	0	0	0
92ND: POWELL-HOLGATE TCP, SE	1,110,000	200,000	0	0	0	0
AINSWORTH: INTSTTE-VANC TCP, N	193,500	193,500	0	0	0	0
ALBINA: KILSWRTH-LMBRD TCP, NE	175,000	165,000	0	0	0	0
BEAUMONT/WILSHIRE DISTRICT, NE	400,000	0	0	0	0	0
CORBETT: BNDRY-NBRSKA TCP, SW	28,500	28,500	0	0	0	0
FREMONT: 102ND-112TH TCP, NE	300,000	0	0	0	0	0
FREMONT: 112TH-122ND TCP, NE	90,000	0	0	0	0	0
GLADSTONE: 26TH-39TH TCP, SE	46,000	46,000	0	0	0	0
MARKET: 96TH-130TH TCP, SE	52,000	52,000	0	0	0	0
MIDDLE SCHOOL SAFETY, NI	800,000	0	0	0	0	0
NEW TCP COLLECTOR PROJECT, NI	98,500	98,500	0	0	0	0
NEW TCP PROJECTS, NI	2,750,000	180,000	0	0	0	0
SCHOOL SAFETY PROJECTS, NI	2,125,000	850,000	0	0	0	0
STREAMLINED BUMP PROJECTS, NI	700,000	280,000	0	0	0	0
VANCOUVER/WILLIAMS DECOUPLE, N	157,000	46,000	0	0	0	0
VERMONT: 30TH-45TH TCP, SW	1,185,000	0	0	0	0	0
VERMONT: 45TH-SHATTUCK TCP, SW	145,000	0	0	0	0	0
VERMONT: SHATTCK-OLSON TCP, SW	0	0	0	0	0	0
WILLAMETTE BLVD TCP, N	460,000	460,000	0	0	0	0
Subtotal	13,738,500	3,527,500	0	0	0	0
Traffic Safety						
102ND AVE CORR SAFETY, NE/SE	310,000	75,000	0	0	0	0
39TH AVE CORRIDOR SAFETY NE/SE	700,000	165,000	0	0	0	0
60TH AVE CORRIDOR SAFETY NE/SE	270,000	100,000	0	0	0	0
BURNSIDE/SKYLINE INTERSECT, W	825,000	0	0	0	0	0
DIVISION ST LIVABLE CITY, SE	1,300,000	300,000	0	0	0	0
EVERETT ST CORR SAFETY, NW	175,000	40,000	0	0	0	0
GARDEN HOME RD/MULT SIGNAL, SW	778,246	135,306	0	0	0	0
HES CORRIDOR SAFETY IMPROV, NI	500,000	0	0	0	0	0
HES SAFETY PROJECTS, NI	209,000	0	0	0	0	0
INTERSECTION SAFETY IMPROV, NI	1,324,000	0	0	0	0	0
KING/GRAND CORR SAFETY, NE/SE	1,225,000	150,000	0	0	0	0

City of Portland, Oregon - FY 1996-97 Adopted Budget

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-1997 PROJECTS  
Operating and Maintenance (CB Table 3)**

**Capital System - Transportation**

Program / Subprogram / Project	Five-Year Costs	Fiscal Years 96-98	A	N	N	U	A	L
			Revenue Generated (-)	Oper / Maint Costs (+)	Oper / Maint Savings (-)	Net Finan. Impact		
MARINE DR/122ND AVE, NE	1,500,000	325,000	0	0	0	0		
SANDY BLVD CORR SAFETY, NE	1,365,000	0	0	0	0	0		
STARK/WASH CORRIDOR SAFETY, SE	818,976	104,400	0	4,200	0	4,200		
TRAFFIC OPERERATION IMPROV, CW	1,675,000	0	0	0	0	0		
<i>Subtotal</i>	12,975,222	1,394,706	0	4,200	0	4,200		
<u>Traffic Signal System</u>								
CLAY/2ND NEW PED/VEH SIGNAL, SW	100,000	0	0	0	0	0		
FOSTER/JENNE NEW SIGNAL, SE	125,000	125,000	0	0	0	0		
<i>Subtotal</i>	225,000	125,000	0	0	0	0		
<b>Total Traffic Management Program</b>	31,191,264	6,236,748	0	6,700	0	6,700		
<b>Transit Program</b>								
<u>Regional Transitways</u>								
CASCADIA INTERCITY RAIL, SE/NE	3,952,062	3,952,062	0	0	0	0		
REGIONAL RAIL PROGRAM	539,966	200,102	0	0	0	0		
S/N DEIS/PE	2,246,998	1,091,590	0	0	0	0		
SOUTH/NORTH LRT PE/DEIS	1,750,000	250,000	0	0	0	0		
SOUTH/NORTH LRT PE/FEIS	4,044,293	2,544,293	0	0	0	0		
WESTSIDE LIGHT RAIL-DWTN, SW	2,193,690	2,193,690	0	0	0	0		
WESTSIDE LIGHT RAIL-TUNNEL, SW	78,122	73,122	0	0	0	0		
<i>Subtotal</i>	14,805,131	10,304,859	0	0	0	0		
<u>Major Transit Streets</u>								
BARBUR BV TSM, SW	100,000	0	0	0	0	0		
C.C. STREETCAR - SE, SW, NE, NW	30,319,324	9,073,976	0	0	0	0		
MORRISON ST. BUS LANE, SW	1,011,412	11,216	0	0	0	0		
SE 17TH/MILWAUKIE CONNECTOR, SE	500,000	0	0	0	0	0		
TRANSIT MALL RESTORATION, SW	663,648	663,648	0	0	0	0		
TRANSIT PREFERENTIAL STS., CW	819,930	169,930	0	0	0	0		
TRI-MET FAST LINK PROGRAM	1,693,665	523,665	0	0	0	0		
<i>Subtotal</i>	35,107,979	10,442,435	0	0	0	0		
<b>Total Transit Program</b>	49,913,110	20,747,294	0	0	0	0		
<b>Grand Total Office of Transportation</b>	458,831,992	101,033,407	0	549,965	-4,050	545,915		



## **Water System**





## Capital Improvement Program Overview

### WATER SYSTEM

Fiscal Year 1996-97 to 2000-01

### BUREAU OF WATER WORKS

#### *INTRODUCTION*

The FY1996-97 CIP continues the past history of the Bureau in placing emphasis on maintaining and improving the water system to better serve our citizens while planning for future system growth. Fifty-six percent (56%) of the total 10-year CIP budget is allocated to maintaining the water system, while 20% is assigned to projects that expand or enhance service to existing customers. Projects which expand the water systems's water supply sources are listed in the CIP but are not funded because their timing and need will not be determined until after the regional water supply plan is adopted in 1996.

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

The 10-year plan contains nearly 128 identified projects with 83 of those receiving funding in the FY1996-97 and FY1997-98. The majority of these projects are relatively small and address a specific maintenance problem or deficiency in the water system. The most significant projects are:

**Mains Program** - By far the largest project with an average annual funding of \$4,94000, the Mains Program maintains, renews and extends the 1,700 miles of distribution piping system that serve customers within the City. The project installs nearly 12 miles of main each year.

**Powell Butte Reservoir 2** - This \$13,375,000 project will construct a second 50 million gallon reservoir on Powell Butte. The reservoir is needed to allow major maintenance on or replacement of the 100 year old reservoirs on Mt. Tabor & Washington Park while still maintaining storage capacity to safely operate the water system and provide fire protection.

**Transportation Related Construction** - The CIP funds the water system adjustments required for construction of transportation projects. These mandatory, but often reimburseable, projects include ODOT adjustments, North-South Light Rail, and Conduit Relocations - Mt. Hood Expressway. Over the 10 year period of this CIP, they will total \$14,239,000.

**Well Supply System** - The City's well system maintenance needs have increased as reliance on the well supply system is increasing. The funding for this project has been nearly doubled to total \$5,000,000 over the next 10 years to provide the maintenance now required for this critical facility.

**Seismic Projects** - New in this CIP are projects totaling \$4,695,000 to enhance critical water facilities so that they can meet the current earthquake standards for this area.

**Supply Mains** - Supply Mains provide for the maintenance, renewal and extension of mains larger than 12 inches. Because of the level of expenditure, the individual mains are shown in the CIP. Construction of the supply mains will provide for increased fire flow, reduction of pressure problems, and increased reliability for the system. Certain supply mains, such as the Northeast Supply have been constructed in phases over the past fifteen years. Other supply mains are being constructed as the result of commitments made at the time of annexation. Finally, growth in certain areas (like the West Hills) has made it necessary to increase the supply to those areas. Among the projects included in this CIP are: Parkrose Supply Mains, \$3,026,000; Transmission Mains Maintenance, \$4,600,000; West Side Supply Main, \$8,185,000; East Boundary Main, \$1,650,000; Northeast Supply Main, \$6,302,000; Southwest Supply Improvements, \$573,000; and River Crossing Replacements, \$2,260,000. This ten year CIP provides more than \$32,000,000 for Supply Mains.

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

The CIP contains funding for projects totaling \$19,803,000 in FY1996-97 and \$19,163,000 in FY1997-98 for the two-year CIP; \$92,755,000 for FY1996-97 to FY2000-01.

### ***PROJECT RATING SYSTEM***

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

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

Projects which are primarily intended to significantly expand the system's water supply have been removed and are not included in the funded CIP. The need and timing for these projects are dependent upon decisions to be made by the City and 26 other regional water providers based on the findings provided by the Regional Water Supply Plan Phase 2 in 1996.

## CONSERVATION

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

The Water Bureau places a high priority on conservation and environmental ideals and projects. The 10-year CIP allocates \$4,435,700 to projects supporting those ideals. That total represents a small percentage of the total CIP project due to most of the Bureau's conservation efforts being funded from the Bureau Base Budget. Most of the Bureau's conservation measures cannot be capitalized and are therefore not included in the CIP.

## PROJECT REPORTING

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

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

## APPROVED PROJECTS

The Bureau of Water Works submitted a FY1996-97 capital request totalling \$19.8 million. Project totals by program area include:

Customer Service Program	\$1.15 million
Distribution Program	11.65 million
Quality Program	2.35 million
Supply Program	<u>4.65 million</u>
	\$19.8 million

Funding for the FY1996-97 capital projects will be predominantly through water system revenues or the proceeds of revenue bonds which were issued in August 1993.



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-97 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Geographic Area	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b>Bureau of Water Works</b>								
<b>Customer Service</b>								
Customer Accounts Replacement Project	ALL	310,000	750,000	400,000	200,000			1,660,000
CARP Support	ALL		100,000	100,000				200,000
Customer Demand Monitoring	ALL		300,000					300,000
<b>Total Customer Service Program</b>		<b>310,000</b>	<b>1,150,000</b>	<b>500,000</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>2,160,000</b>
<b>Distribution</b>								
North/South LRT	CC	11,304	10,000	200,000	3,000,000	3,000,000	1,000,000	7,221,304
ODOT Adjustments	ALL	1,451,974	655,000	655,000	655,000	655,000	655,000	4,726,974
West Side Light Rail Transit	ALL	2,784,930	25,000					2,809,930
Underground Tank Removal/Compl	ALL	100,089	25,000	25,000	25,000	25,000	25,000	225,089
Hazardous Spoils Disposal	ALL	13,586	10,000	10,000	10,000	10,000	10,000	63,586
West Side Maint/Oper Study and Facility	SW		145,000	100,000	435,000			680,000
Capital Hwy Pump Station	SW	741,722	215,000					956,722
Standards for Facility Design	ALL	40,494	26,000	26,000				92,494
SW Supply Improvements	SW	1,143,221	573,000					1,716,221
Infrastructure Master Plans	ALL	65,036	52,000	52,000				169,036
Mains Program	ALL	13,262,333	4,940,000	4,940,000	4,840,000	5,040,000	4,840,000	37,862,333
Seismic Assessment Studies	ALL	341,054	140,000	100,000				581,054
Emergency Pumps	ALL	117,829	105,000					222,829
Parkrose Supply Mains	NE	790,174	3,076,000				1,782,000	5,648,174
Fountain Operations Plan	CC		10,000	40,000				50,000
Bridge Pipe Evaluation	CC	35,601	15,000					50,601
Downtown Improvements	CC	115,000	120,000	120,000	120,000	120,000	120,000	715,000
Control Systems Improvement	NE	58,001	26,000	26,000	26,000	26,000	26,000	188,001
West Side Header	SW	396,764	30,000	100,000	400,000			926,764
Fountain Improvements	CC	601,948	100,000	100,000	100,000	100,000	100,000	1,101,948
Pump & Control Maintenance	ALL	180,800	75,000	75,000	75,000	175,000	75,000	655,800
Large Valve Program	ALL	57,517	57,000	57,000	57,000	57,000	57,000	342,517
Forest Park Reservoirs	NW	2,398,253	150,000			155,000	1,395,000	4,098,253
Corrosion Control External	ALL	283,605	150,000	150,000	150,000	200,000	200,000	1,133,605
GIS Water Bureau	ALL	30,000	140,000	150,000	360,000	505,000	95,000	1,280,000
SE Harney Main	SE	224,560	210,000					434,560
Instrument Calibration Study	ALL		50,000					50,000
Interstate Security System	N		10,000	200,000				210,000
Electronic Mapping	ALL		175,000	175,000				350,000
Rocky Butte Fire Protection	NE		20,000					20,000
Kings Heights Main Replacement	SW		10,000		52,000	489,000		551,000
Maintenance Management System	ALL		300,000	300,000	200,000			800,000
Hayden Is Master Metering East of I-5	N		10,000	100,000	100,000			210,000
<b>Total Distribution Program</b>		<b>25,245,795</b>	<b>11,655,000</b>	<b>7,701,000</b>	<b>10,605,000</b>	<b>10,557,000</b>	<b>10,380,000</b>	<b>76,143,795</b>
<b>Quality</b>								
Corrosion Control Regulation Compliance	ALL	2,374,543	1,000,000					3,374,543
Tank Overflow Evaluation	ALL	107,439	50,000					157,439
Wellfield Remediation-East Multnomah Co	NE	1,488,559	350,000	300,000	100,000	100,000	100,000	2,438,559
Bull Run Reservoir 2 Water Quality Study	ALL		10,000	20,000	90,000			120,000
Groundwater Disinfection Improvements	ALL	106,242	400,000	172,000				678,242
Water Quality Sample Upgrade	ALL	117,092	75,000	75,000	75,000			342,092
Bull Run Lake Maintenance	ALL	310,961	340,000	355,000				1,005,961
Chlorine Control Improvements	ALL		20,000	300,000				320,000
Dam 1 Outlet Works	ALL		100,000	125,000				225,000
<b>Total Quality Program</b>		<b>4,504,836</b>	<b>2,345,000</b>	<b>1,347,000</b>	<b>265,000</b>	<b>100,000</b>	<b>100,000</b>	<b>8,661,836</b>

(CONTINUED)

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-97 PROJECTS  
Total Cost by Year (CB Table 1)**

**Capital System:**

Bureau/Program/Project	Geographic Area	Est. Prior Years	Fiscal Year 96-97	Fiscal Year 97-98	Fiscal Year 98-99	Fiscal Year 99-00	Fiscal Year 00-01	Project Total
<b>Supply</b>								
Conduit Relocations-Mt. Hood Expresswa	ALL	10,000	30,000	100,000	439,000			579,000
Monitoring Well Installation	NE	252,700	225,000	225,000	225,000			927,700
Saltzman Tank Replacement	NW	41,212	15,000					56,212
Washington Park 30" Pipelines Rehab	NW	21,000	156,000					177,000
Conduit 5 - Preliminary Design	ALL	200,000	450,000	100,000				750,000
Upper Whitwood Tank Replace.	NW	10,000	75,000	300,000	80,000			465,000
Hayden Island Supply Improvement	N	379,733	172,000					551,733
System Metering	ALL	110,715	26,000	26,000	26,000	26,000	26,000	240,715
Demand Model Proj Implementation (1-20	ALL	131,383	120,000					251,383
Wellfield Maintenance	NE	61,252	500,000	500,000	500,000	500,000	500,000	2,561,252
Conduit Relocation - Sandy River	ALL	100,000	150,000	1,500,000	200,000			1,950,000
Powell Butte Master Plan	SE	796,802	76,000					872,802
Powell Butte Reservoir #2	SE	5,000	500,000	2,500,000	8,000,000	2,875,000		13,880,000
Conduit 5 Right Of Way	ALL	53,048	20,000	50,000	100,000	100,000	100,000	423,048
Water Control Center Maintenance	ALL	89,751	250,000	500,000	50,000	26,000	26,000	941,751
Open Reservoirs Study	ALL	632,222	50,000	550,000	230,000			1,462,222
Microwave Communications System	ALL	112,200	10,000	290,000	250,000			662,200
Watershed Dams Maintenance	ALL	103,573	50,000	50,000	50,000	50,000	50,000	353,573
Sandy & Bull Run Rivers Fisheries Study	ALL	23,006	50,000		50,000	50,000		173,006
Penridge Tank Replacement	NW	15,000	100,000		30,000	275,000		420,000
Reservoir Maintenance	ALL	934,331	312,000	312,000	312,000	312,000	312,000	2,494,331
Conduit Blowoff and Access Maintenance	ALL	137,376	100,000	100,000	100,000	100,000	100,000	637,376
Headworks Screenhouse #2 & Intake	ALL	154,004	100,000	1,500,000	500,000			2,254,004
Paint Shop Relocation	NE	8,677	80,000	300,000				388,677
Building Maintenance - General	ALL	433,579	230,000	230,000	250,000	300,000	300,000	1,743,579
Bull Run Bridge Maintenance	ALL	244,621	281,000	52,000	52,000	141,000	141,000	911,621
Water Reuse & Alternate Use	ALL	130,000	130,000	10,000	50,000		208,000	528,000
Dam 2 Tower Improvements	ALL		40,000	120,000	400,000	850,000		1,410,000
Conduit Isolation & Improvements	ALL		30,000			250,000	1,600,000	1,880,000
Fountain Control	ALL		10,000	30,000				40,000
Small Wells Study & Renovation Analysis	NE		30,000	10,000				40,000
Bull Run Lake Cabins	ALL		30,000	100,000				130,000
Burlingame/ WCSL Intertie	SW		10,000		100,000			110,000
Decommission Patton Tank	NE		20,000		110,000			130,000
Industrial Conservation	ALL		30,000	30,000	30,000	30,000	30,000	150,000
Design Process Productivity Enhancement	ALL		40,000	80,000	20,000			140,000
Water Supply Model	ALL		75,000					75,000
Bull Run Lake Mitigation	ALL		80,000	50,000	50,000	50,000	50,000	280,000
<b>Total Supply Program</b>		<b>5,191,185</b>	<b>4,653,000</b>	<b>9,615,000</b>	<b>12,204,000</b>	<b>5,935,000</b>	<b>3,443,000</b>	<b>41,041,185</b>
<b>TOTAL</b>		<b>35,251,816</b>	<b>19,803,000</b>	<b>19,163,000</b>	<b>23,274,000</b>	<b>16,592,000</b>	<b>13,923,000</b>	<b>128,006,816</b>



**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-97 to 2000-01 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System:**

Bureau/Program/Project	Rates/Chrgs Contracts	Water Constr Fund	Contribution	Grants	Other	Unfunded	Total Budget	Non-Budget
<b>Bureau of Water Works</b>								
<b>Customer Service</b>								
Customer Accounts Replacement Project	750,000						750,000	
CARP Support	100,000						100,000	
Customer Demand Monitoring	300,000						300,000	
<b>Total Customer Service Program</b>	<b>1,150,000</b>						<b>1,150,000</b>	
<b>Distribution</b>								
North/South LRT	10,000						10,000	
ODOT Adjustments	327,500			327,500			655,000	
West Side Light Rail Transit	2,500			22,500			25,000	
Underground Tank Removal/Compl	25,000						25,000	
Hazardous Spoils Disposal Study	10,000						10,000	
West Side Maint/Oper Study and Facility	145,000						145,000	
Capital Hwy Pump Station	215,000						215,000	
Standards for Facility Design	26,000						26,000	
SW Supply Improvements	573,000						573,000	
Infrastructure Master Plans	52,000						52,000	
Mains Program	4,240,000		700,000				4,940,000	
Seismic Assessment Studies	140,000						140,000	
Emergency Pumps	105,000						105,000	
Parkrose Supply Mains	3,076,000						3,076,000	
Fountain Operations Plan	10,000						10,000	
Bridge Pipe Evaluation	15,000						15,000	
Downtown Improvements	120,000						120,000	
Control Systems Improvement	26,000						26,000	
West Side Header	30,000						30,000	
Fountain Improvements	100,000						100,000	
Pump & Control Maintenance	75,000						75,000	
Large Valve Program	57,000						57,000	
Forest Park Reservoir	150,000						150,000	
Corrosion Control External	150,000						150,000	
GIS Water Bureau	140,000						140,000	
SE Harney Main	210,000						210,000	
Instrument Calibration Study	50,000						50,000	
Interstate Security System	10,000						10,000	
Electronic Mapping	175,000						175,000	
Rocky Butte Fire Protection	20,000						20,000	
Kings Heights Main Replacement	10,000						10,000	
Maintenance Management System	300,000						300,000	
Hayden Is Master Metering East of I-5	10,000						10,000	
	10,605,000		700,000	350,000			11,655,000	
<b>Quality</b>								
Corrosion Control Regulation Compliance	1,000,000						1,000,000	
Tank Overflow Evaluation	50,000						50,000	
Wellfield Remediation-East Multnomah Cou	350,000						350,000	
Bull Run Reservoir 2 Water Quality Study	10,000						10,000	
Groundwater Disinfection Improvements	400,000						400,000	
Water Quality Sample Upgrade	75,000						75,000	
Bull Run Lake Maintenance	340,000						340,000	
Chlorine Control Improvements	20,000						20,000	
Dam 1 Outlet Works	100,000						100,000	
<b>Total Quality Program</b>	<b>2,345,000</b>						<b>2,345,000</b>	

(Continued)

**CAPITAL SYSTEM  
CAPITAL IMPROVEMENT PROGRAM SUMMARY  
FISCAL YEAR 1996-97 to 2000-01 PROJECTS  
Funding Sources (CB Table 2)**

**Capital System:**

Bureau/Program/Project	Rates/Chrgs Contracts	Water Constr Fund	Contribution	Grants	Other	Unfunded	Total Budget	Non-Budget
<b>Supply</b>								
Conduit Relocations-Mt. Hood Expressway	30,000						30,000	
Monitoring Well Installation	225,000						225,000	
Saltzman Tank Replacement	15,000						15,000	
Washington Park 30" Pipelines Rehab	156,000						156,000	
Conduit 5 - Preliminary Design	450,000						450,000	
Upper Whitwood Tank Replace.	75,000						75,000	
Hayden Island Supply Improvement	172,000						172,000	
System Metering	26,000						26,000	
Demand Model Proj Implementation (1-20 Y	120,000						120,000	
Wellfield Maintenance	500,000						500,000	
Conduit Relocation - Sandy River	150,000						150,000	
Powell Butte Master Plan	76,000						76,000	
Powell Butte Reservoir #2	500,000						500,000	
Conduit 5 Right Of Way	20,000						20,000	
Water Control Center Maintenance	250,000						250,000	
Open Reservoirs Study	50,000						50,000	
Microwave Communications System	10,000						10,000	
Watershed Dams Maintenance	50,000						50,000	
Sandy & Bull Run Rivers Fisheries Study	50,000						50,000	
Penridge Tank Replacement	100,000						100,000	
Reservoir Maintenance	312,000						312,000	
Conduit Blowoff and Access Maintenance	100,000						100,000	
Headworks Screenhouse #2 & Intake	100,000						100,000	
Paint Shop Relocation	80,000						80,000	
Building Maintenance - General	230,000						230,000	
Bull Run Bridge Maintenance	281,000						281,000	
Water Reuse & Alternate Use	130,000						130,000	
Dam 2 Tower Improvements	40,000						40,000	
Conduit Isolation & Improvements	30,000						30,000	
Fountain Control	10,000						10,000	
Small Wells Study & Renovation Analysis	30,000						30,000	
Bull Run Lake Cabins	30,000						30,000	
Burlingame/ WCSL Intertie	10,000						10,000	
Decommission Patton Tank	20,000						20,000	
Industrial Conservation	30,000						30,000	
Design Process Productivity Enhancement	40,000						40,000	
Water Supply Model	75,000						75,000	
Bull Run Lake Mitigation	80,000						80,000	
<b>Total Supply Program</b>	<b>4,653,000</b>						<b>4,653,000</b>	
<b>TOTAL</b>	<b>18,753,000</b>		<b>700,000</b>	<b>350,000</b>			<b>19,803,000</b>	

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-98 PROJECTS**  
**Operating and Maintenance Costs (CB Table 3)**

**Capital System:**

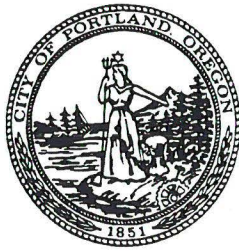
Bureau/Program/Project	Five-Year Costs	FY 1996-98 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Bureau of Water Works</b>						
<b>Customer Service</b>						
Customer Accounts Replacement Project	1,350,000	1,150,000				
CARP Support	200,000	200,000				
Customer Demand Monitoring	300,000	300,000		20,000		20,000
<b>Total Customer Service Program</b>	<b>1,850,000</b>	<b>1,650,000</b>		<b>20,000</b>		<b>20,000</b>
<b>Distribution</b>						
North/South LRT	7,210,000	210,000				
ODOT Adjustments	3,275,000	1,310,000				
West Side Light Rail Transit	25,000	25,000				
Underground Tank Removal/Compl	125,000	50,000				
Hazardous Spoils Disposal	50,000	20,000				
West Side Maint/Oper Study and Facility	680,000	245,000				
Capital Hwy Pump Station	215,000	215,000				
Standards for Facility Design	52,000	52,000				
SW Supply Improvements	573,000	573,000				
Infrastructure Master Plans	104,000	104,000				
Mains Program	24,600,000	9,880,000				
Seismic Assessment Studies	240,000	240,000				
Emergency Pumps	105,000	105,000				
Parkrose Supply Mains	4,858,000	3,076,000				
Fountain Operations Plan	50,000	50,000				
Bridge Pipe Evaluation	15,000	15,000				
Downtown Improvements	600,000	240,000				
Control Systems Improvement	130,000	52,000				
West Side Header	530,000	130,000				
Fountain Improvements	500,000	200,000				
Pump & Control Maintenance	475,000	150,000				
Large Valve Program	285,000	114,000				
Forest Park Reservoirs	1,700,000	150,000				
Corrosion Control External	850,000	300,000				
GIS Water Bureau	1,250,000	290,000				
SE Harney Main	210,000	210,000				
SE Harold Street Main	57,000	5,000				
SE Stark Street Main	57,000	5,000				
Instrument Calibration Study	50,000	50,000				
Interstate Security System	210,000	210,000			(10,000)	(10,000)
Electronic Mapping	350,000	350,000				
Rocky Butte Fire Protection	20,000	20,000				
Kings Heights Main Replacement	551,000	10,000				
Maintenance Management System	800,000	600,000				
Hayden Is Master Metering East of I-5	210,000	110,000				
<b>Total Distribution Program</b>	<b>51,012,000</b>	<b>19,366,000</b>			<b>(10,000)</b>	<b>(10,000)</b>

(Continued)

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**  
**FISCAL YEAR 1996-98 PROJECTS**  
**Operating and Maintenance Costs (CB Table 3)**

**Capital System:**

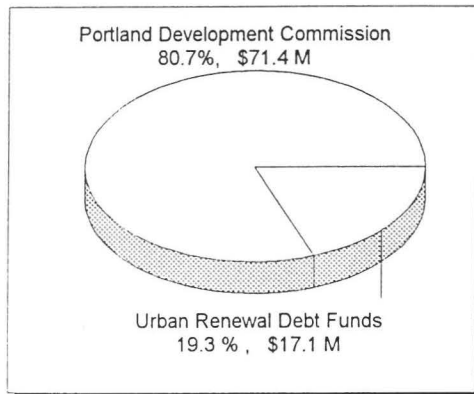
Bureau/Program/Project	Five-Year Costs	FY 1996-98 Costs	ANNUAL			Net Financial Impact
			Revenue Generated (-)	Operating/Maint Costs (+)	Operating/Maint Savings (-)	
<b>Quality</b>						
Corrosion Control Regulation Compliance	1,000,000	1,000,000		700,000		700,000
Tank Overflow Evaluation	50,000	50,000				
Wellfield Remediation-East Multnomah Cou	950,000	650,000				
Bull Run Reservoir 2 Water Quality Study	120,000	30,000				
Groundwater Disinfection Improvements	572,000	572,000				
Water Quality Sample Upgrade	225,000	150,000				
Bull Run Lake Maintenance	695,000	695,000				
Chlorine Control Improvements	320,000	320,000				
Dam 1 Outlet Works	225,000	225,000				
<b>Total Quality Program</b>	<b>4,157,000</b>	<b>3,692,000</b>		<b>700,000</b>		<b>700,000</b>
<b>Supply</b>						
Conduit Relocations-Mt. Hood Expressway	569,000	130,000				
Monitoring Well Installation	675,000	450,000				
Saltzman Tank Replacement	15,000	15,000				
Washington Park 30" Pipelines Rehab	156,000	156,000				
Conduit 5 - Preliminary Design	550,000	550,000				
Upper Whitwood Tank Replace.	455,000	375,000				
Hayden Island Supply Improvement	172,000	172,000				
System Metering	130,000	52,000			(52,000)	(52,000)
Demand Model Proj Implementation (1-20 Y	120,000	120,000				
Wellfield Maintenance	2,500,000	1,000,000				
Conduit Relocation - Sandy River	1,850,000	1,650,000				
Powell Butte Master Plan	76,000	76,000				
Powell Butte Reservoir #2	13,875,000	3,000,000				
River Crossing Replacements	1,140,000	20,000				
Conduit 5 Right Of Way	370,000	70,000				
Water Control Center Maintenance	852,000	750,000				
Open Reservoirs Study	830,000	600,000				
Microwave Communications System	550,000	300,000		90,000		90,000
Watershed Dams Maintenance	250,000	100,000				
Sandy & Bull Run Rivers Fisheries Study	150,000	50,000				
Penridge Tank Replacement	405,000	100,000				
Stephenson Pump Station Analysis	55,000	55,000				
Reservoir Maintenance	1,560,000	624,000				
Diversion Dam Repair	295,000	10,000				
Conduit Blowoff and Access Maintenance	500,000	200,000				
Headworks Screenhouse #2 & Intake	2,100,000	1,600,000				
Freeman Tank Removal	50,000	5,000				
Paint Shop Relocation	380,000	380,000				
Springville Pump Station Main Replacement	95,000	20,000				
Building Maintenance - General	1,310,000	460,000				
Marquam Hill Pump Main Realignment	225,000	5,000				
Bull Run Bridge Maintenance	667,000	333,000				
East Boundary Main	218,000	10,000				
Well Site Improvements	205,000	15,000				
Water Reuse & Alternate Use	398,000	140,000				
Dam 2 Tower Improvements	1,410,000	160,000				
Conduit Isolation & Improvements	1,880,000	30,000				
Fountain Control	40,000	40,000				
Small Wells Study & Renovation Analysis	40,000	40,000				
Bull Run Lake Cabins	130,000	130,000				
Burlingame/ WCSL Intertie	110,000	10,000				
Decommission Patton Tank	130,000	20,000				
Industrial Conservation	150,000	60,000				
Design Process Productivity Enhancement	140,000	120,000				
Water Supply Model	75,000	75,000				
Bull Run Lake Mitigation	280,000	130,000				
<b>Total Supply Program</b>	<b>38,133,000</b>	<b>14,408,000</b>		<b>90,000</b>	<b>(52,000)</b>	<b>38,000</b>
<b>TOTAL</b>	<b>95,152,000</b>	<b>39,116,000</b>		<b>810,000</b>	<b>(62,000)</b>	<b>748,000</b>





## Portland Development Commission & Tax Increment Debt Funds

## PROGRAM AREA OVERVIEW



### BUDGET DATA

1996-97 Budget	\$88.5 M
Change from 95-96:	+ \$25.0 M
Change per Capita:	38.7%
1996-97 Positions:	125
Change from 95-96:	12 FTE
Change per Thousand:	9.6%

### SIGNIFICANT BUDGET ISSUES

- ◆ In FY 1996-98, the City's property tax revenues will not be affected by the Measure 5 property tax rate limit. There is enough capacity within the \$10 property tax rate limit to allow the City to levy an urban renewal collection to cover annual principal and interest payments and may generate up to \$8.4 million in revenues. These additional revenues will be used to pay indebtedness associated with new projects scheduled for existing urban renewal districts. The PDC budget assumes the higher estimate. The tax increment levy will be scaled back if necessary, when final assessed value information is available.
- ◆ Portland Development Commission's budget is focused on specific target areas. The following shows the amounts budgeted for FY 1996-97, assuming the higher tax increment levy collection, in each target area. Housing, \$28.9 million; Business/Workforce Dev. , \$4.4 million; Airport Way, \$421,000; Central Eastside, \$3.1 million; Cully Killingsworth, \$1.2 million; Downtown, \$4.9 million; Inner Northeast, \$5.8 million; Lloyd District, \$570,000; N. Macadam/South Waterfront, \$940,000; Outer South-east, \$3.5 million; River District/Old Town, \$8.5 million; and Transit Station Areas, \$1.2 million.
- ◆ PDC's staffing has increased by 12 FTE. Project staff has been added for administration of the Housing Investment Fund, tax increment funded projects and the Quality Jobs Initiative/Target Industry programs. No Professional Services or Executive staff have been added.
- ◆ The FY 1996-97 Budget includes the following allocations to PDC for FY 1996-97:

#### General Fund Target Funding

Business Development	\$1,022,064
NE Workforce Center	\$109,895
Business Districts	\$55,382
Ec. Dev. Loan Program	<u>\$512,880</u>
	\$1,700,221

#### Project Funding

River District/Union Station	\$2,554,504
<b>Add Packages</b>	
Quality Jobs Initiative	\$225,000
Target Industry Development	<u>\$130,000</u>
	\$355,000

- ◆ As per Council directions, PDC will manage the Housing Investment Fund, which will provide for \$24.6 million to be committed over the next two years. Actual cash flow requirement for FY 1996-97 is estimated at \$4.5 million. Also, funds have been allocated for site acquisition and construction of the Men's Homeless Facility to be financed by the General Fund.



# **Portland Development Commission Adopted Budget Fiscal Year 1996-97**

## **Commissioners**

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**Carl B. Talton**

**John D. Eskildsen**

**Gale Castillo**

**Vernon B. Ryles, Jr.**

**E. Kay Stepp**

## **Executive Director**

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**Janet S. Burreson**

## EXECUTIVE DIRECTOR'S BUDGET MESSAGE

### Introduction

I am pleased to present the Portland Development Commission's FY 1996-97 Adopted Budget. We are making progress toward fulfilling the City's goals for housing, economic development, and neighborhood revitalization and look forward to accelerated progress over the next several years. We believe that the projects included in our budget are essential to achieving the City Council's and Commission's goal of providing increased affordable housing, quality jobs for citizens, increased opportunity for the growth of Portland businesses, and the addition of important amenities that impact Portland's quality of life.

We have based PDC's FY 1996-97 Budget on our Five Year Business Plan. In our update of the plan this summer and fall, we worked intensively with over 200 community partners in developing our work program for the next five years. This budget serves as the implementation program for this work plan and will allow us to make substantial headway on a majority of the projects described in the plan. Each budgeted project and program responds to critical City needs expressed in such documents as the Livable City Housing Initiative, Prosperous Portland, Future Focus, Metro's 2040 Plan, the Central City Plan, existing urban renewal plans, and other community plans such as the Albina Community, Outer Southeast, and River District plans. Our four agency goals support the common themes emerging from these plans:

**Maintain and expand a full range of housing opportunities.** PDC will work with community partners to assist the City in meeting its target of creating more than 50,000 housing units by 2014.

**Stimulate job creation and retention and link jobs to City residents.** Our workforce and business development activities will help the City make strides toward its goal of capturing 157,000 jobs by the year 2014. We will continue to link new jobs to City residents through our JobNet efforts, thereby helping to reach the City's goal of increasing per capita income.

**Maintain and increase the economic base.** This budget will allow us to make urban renewal investments that meet the City's goal of revitalizing neighborhoods, removing urban blight, increasing affordable housing, and providing recreational, commercial, and cultural amenities to area residents. Our continued investment in the infrastructure of our City will allow the tax assessed value to grow and decrease citizen's and business owners' tax rates.

**Integrate all program delivery to revitalize targeted areas.** This budget allows us to expand our work with community groups in neighborhoods to build community wealth, raise per capita income, and improve standards of living through the provision of housing, economic development, workforce and redevelopment services.

## **EXECUTIVE DIRECTOR'S BUDGET MESSAGE**

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### **Accomplishments**

In recent years, we have been working to achieve successes with fewer resources. We have implemented significant management changes that have resulted in a decrease of staff and overhead as a percentage of the total effort while maintaining the organization as a key player in Portland's continued growth. Although planned increases in funding have created the need for a small increase in staff, particularly in housing, our commitment to prudent management of our resources continues as we strive to accomplish the City's goals and objectives. Our departments have significantly increased teamwork to integrate our activities to better serve customers and to build stronger community partnerships.

PDC's accomplishments during FY 1994-95 include:

- Creation or rehabilitation of over 1,370 housing units of which 69% were for low or moderate income residents.
- Recruitment or retention of 3,837 jobs in the metropolitan region. Of this total, 1,236 positions were filled with unemployed or under employed Portland residents through PDC's JobNet program.
- Funding assistance to more than 120 business and commercial property owners. 88 loans went to small businesses.
- Substantial progress on the redevelopment of key target areas including Riverplace, the River District, and Northeast Portland.

Results thus far in FY 1995-96 point to continued success in these areas. Much of this success is attributable to our ability to better involve community partners and to leverage private sector funds in the delivery of housing and development programs. PDC will continue to emphasize working with both community-based and private sector partners in the implementation and creation of housing and commercial projects.

### **Key Initiatives for FY 1996-97**

The FY 1996-97 Budget shows significant increases in capital and loan expenditures over the past two years. This is primarily the result of the reintroduction of tax increment as a resource for housing and redevelopment and the City's commitment to devote General Fund resources to the establishment of the Housing Investment Fund as a major tool in the creation of affordable housing. We have proposed bare bones level increases for staff and materials and services for projects and programs related to the emergence of these two resources.

This adopted budget contains \$8,465,000 in tax increment funding. Realization of this entire amount is dependent on the rate of growth in assessed value throughout the City. Tax increment funds will be used for housing projects in the central city, the development of commercial sites in Northeast Portland, a number of projects important to the



## **EXECUTIVE DIRECTOR'S BUDGET MESSAGE**

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development of the Eastbank Park, revitalization of Martin Luther King, Jr. Boulevard and Grand Avenue in the Central Eastside target area, extension of Waterfront Park to the Marquam Bridge, and several other projects designed to retain and attract job-creating business in the central business core of the City.

Expansion of the City's Housing Investment Fund will fund single and multi-family housing projects throughout the City. We expect, through the allocation of General Fund, to invest nearly \$24 million in projects designed to increase the amount of affordable housing within Portland and respond to the regional 2040 goals of increased density. Through a creative mix of programs and projects and substantial leverage of private dollars, PDC hopes to create new value in the Portland housing market and make progress toward the Livable City goal of 50,000 housing units by the year 2014.

### **Service Delivery**

PDC's effectiveness in the next year will be largely dependent on our success in working with our public and private sector partners. The work of our target area and program teams will be critical in communicating and coordinating with partners and ensuring that quality services are delivered to our priority service areas.

PDC has invested time and energy in reviewing our approach to service delivery with the objective of removing internal and external barriers to efficiency and effectiveness. We have reorganized our housing effort to ensure proper accountability and leadership for our agency-wide housing objectives. We intend to have a single point of contact for housing development projects and will continue to expand on our creative approach to the very complex projects that we bring to the marketplace. Our objective in housing is to simplify the process that we use to move projects through the due diligence and approval process while ensuring that City goals and objectives are met and full integration of services is achieved.

In the next year, we will continue to refine the tools and approach used in our neighborhood revitalization efforts in small business economic development, housing, and commercial site development. We will also continue to carefully examine the internal process through which we allocate resources to this effort, manage the work, and track performance on key objectives.

Business and workforce efforts to attract and retain key target industry business will intensify. We intend to implement programs designed to grow business in the central city area to create job opportunities for City residents. The integration of our business recruitment and workforce development efforts with our commercial site development and central city redevelopment efforts are the cornerstones of an effective strategy.

### **Working with Partners**

We recognize the importance of working with public and private sector partners to accomplish our goals and objectives. Our unprecedented five-year plan outreach effort

## EXECUTIVE DIRECTOR'S BUDGET MESSAGE

marked the beginning of this financial planning and implementation cycle, and preparation of this Adopted Budget is an important benchmark. Our Commission Board will continue to hold meetings in target neighborhoods to better involve community partners and citizens. We will continue to report on our progress to our partners on a regular basis as we work together to implement key projects and programs.

Portland has benefited from strong civic and political leadership and a legacy of investment in amenities that contribute to our citizens' quality of life. Our current robust economy gives us an opportunity to expend the resources necessary to extend prosperity to all neighborhoods in the city. We look forward to a continuing contribution to Portland's livability.

Sincerely,

A handwritten signature in cursive script that reads "Janet S. Burreson". The signature is written in dark ink and is followed by a horizontal line.

Janet S. Burreson  
Executive Director

## **GUIDE TO PDC'S 1996- 97 BUDGET**

### **About PDC**

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

PDC is uniquely positioned to provide a fully integrated and clearly defined mix of services to better serve the community and meet the City's goals. In carrying out City policy, PDC has developed and managed projects and programs that have played a major role in keeping Portland one of America's most livable and vital cities. During the last 38 years, PDC has taken forward sixteen urban renewal plans, has worked extensively in Portland's neighborhoods to deliver a broad range of housing and neighborhood improvement programs and has carried out a comprehensive range of economic development programs aimed at creating jobs for city residents.

### **Five Year Business Plan**

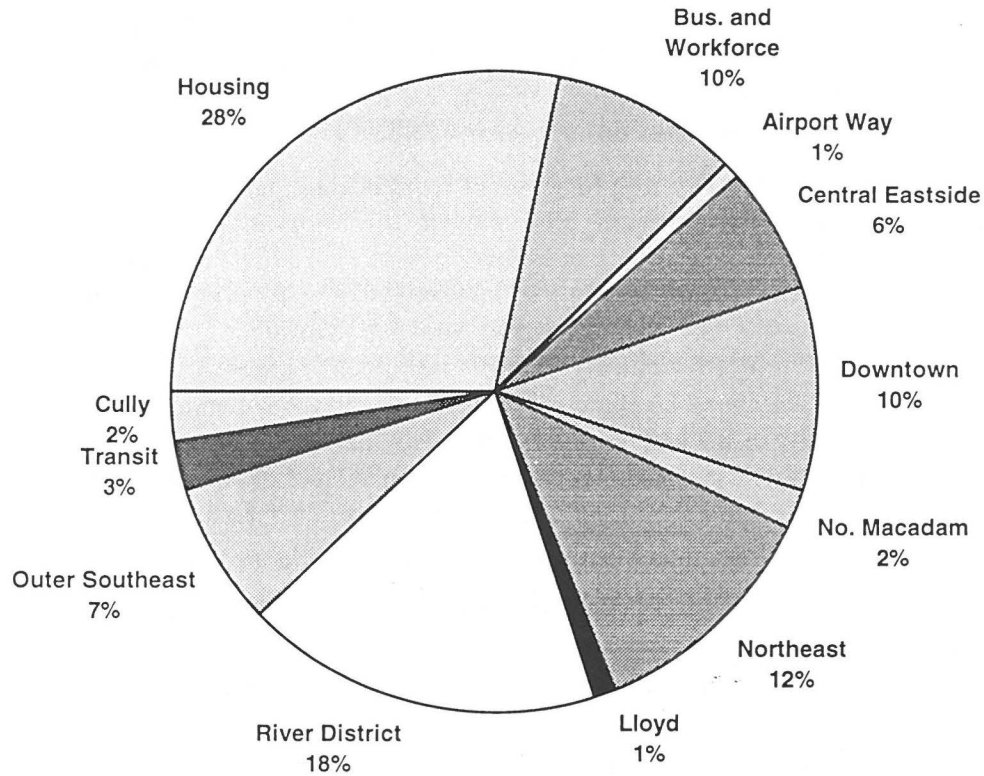
PDC activities are guided by a Five Year Business Plan. Developed in conjunction with public and private community partners, this plan concentrates our resources in two major program areas covering the entire city and ten target areas in Portland's business districts and neighborhoods. The Five Year Business Plan is the Commission's multi-year resource allocation plan and allows us to prudently project revenues and expenditures. The plan is updated annually. Each year, then, the Commission prepares its annual budget as the implementation tool for the expenditure of funds on programs and projects.

### **Lines of Business and Service Delivery**

PDC has identified five lines of business under which it provides value to customers; redevelopment area planning, project finance and development, neighborhood revitalization, business retention, expansion, and recruitment, and workforce development. Responsibility for the lines of business is distributed throughout PDC's operating departments.

In 1994, PDC implemented its target area service delivery strategy, focusing our services to meet specific objectives requested by community and business partners. Our target areas include: Airport Way/Columbia Corridor; Central Eastside; Cully-Killingsworth; Downtown; Inner Northeast: Lloyd District; Outer Southeast; River District; South Waterfront/North Macadam; and Transit Station Areas. Each target area is served by an interdisciplinary team providing the particular services required to meet the current needs of the area. We also deliver housing and business and workforce development programs throughout the city and region beyond any target area boundary to meet City goals.





Budgeted Expenditures by Target Areas

### Description of Program and Target Areas

#### Housing

PDC is the City's lead agency for housing development services and financing. The Commission is recognized throughout the metro region as the premier housing development and implementing organization, and is retained by other public agencies and jurisdictions to assist and manage projects that support the Region 2040 Growth Plan of encouraging higher density and transit oriented development.

In 1994, the City Council adopted the Livable City housing goal of adding 50,000 new housing units in the city by the year 2014. In order to meet this goal, the current rate of

## GUIDE TO PDC'S BUDGET

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housing production in the city by both the public and private sector will have to double. To do its part, the Commission must double its own level of support and financing for housing construction and rehabilitation, beginning with Fiscal Year 1996-97.

The FY 1996-97 budget provides for a significant increase in housing production throughout the city. Funding sources include federal grants, PDC program income, Housing Investment Fund, and tax increment. The increases in this year come from substantial City funding of the Housing Investment Fund and the allocation of considerable tax increment proceeds to housing projects.

The City's funding of the Housing Investment Fund is anticipated to be approximately \$24 million over the next two years. PDC expects to *commit all* of these resources during this two year period to a mix of housing programs and projects, including home repair and rehabilitation, rental rehabilitation, home ownership programs, land assembly for housing, and construction of multi-family housing projects. Because development time lines on larger projects requiring multiple permits and approvals can be as long as a year, actual disbursement of the two year commitment to the Housing Investment Fund is likely to take place over the next several years. Tax increment expenditures will occur within urban renewal areas, including the downtown Waterfront and South Park Blocks areas, MLK Boulevard and the Lloyd District, and the Central Eastside.

Our performance objectives for FY 1996-97 include rehabilitation of 563 owner-occupied units, home buying assistance or rehabilitation on 218 units, and completion of 924 rental housing units.

Budgeted housing expenditures for FY 1996-97 are approximately \$28.9 million.

### **Business and Workforce Development**

The Business and Workforce Development Program works directly with businesses to assist in their retention and expansion and to support their efforts to retain existing and create new jobs. The program also develops workforce strategies within the City's target industries to ensure local residents have the necessary skills and capabilities to take advantage of these employment opportunities. Additionally, the program supports emerging businesses in Northeast and Outer Southeast Portland providing business ownership potential and supporting the revitalization of neighborhood business districts.

The Quality Jobs Initiative represents the City's effort to develop and initiate strategies to lower unemployment rates and to increase the number of households with income above the poverty level in target communities by addressing issues such as work expectations, basic technical skill deficiencies, transportation and child care challenges, and individual job search and interviewing skills. In addition, a pilot project will be initiated to link Outer Southeast residents to jobs in target industries. The budgeted funds provide seed money and basic workforce infrastructure support for key projects in Inner Northeast and Outer Southeast. A major effort during the next year will be devoted to seeking funding for the Quality Jobs Initiative from our community partners also involved in this effort.

The FY 1996-97 budget continues work in Business and Workforce Development through our business retention, expansion and recruitment efforts, funding of the



## **GUIDE TO PDC'S BUDGET**

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Northeast Workforce Center, and support of the JobNet program and business district programs. New efforts included in this budget include the addition of resources in business development to grow businesses in the city; expanded resources for management of the target industries program; and resources to initiate target industry development strategies for biotech and creative services targeted in the central city.

Performance measures for FY 1996-97 include creation or retention of 1,300 jobs; placement of 1,015 target area residents (225 through JobNet); and siting, retaining, or expanding 50 businesses. The FY 1996-97 expenditure allocation to Business and Workforce Development is approximately \$4.44 million.

### **Airport Way**

The Airport Way target area was established to facilitate development of the Columbia Corridor as a major employment center with a diverse economy by attracting and retaining business and by supporting development of the infrastructure and protection of natural resources.

Completion of significant segments of the Airport Way/Columbia Corridor business support infrastructure has resulted in major employment development. The FY 1996-97 budget continues the work begun in the early 1990's with the objective of creating nearly 300 new jobs, and siting, expanding, or retaining 13 businesses.

The FY 1996-97 expenditure allocation to Airport Way is approximately \$421,000.

### **Central Eastside**

The Central Eastside continues its evolution as one of the City's most important employment centers. This area continues to attract specialty manufacturers, as well as industrial service and distributors serving markets throughout the Northwest.

Budget highlights for FY 1996-97 include majors steps toward the construction of the Eastbank Park, continued redevelopment aimed at growing businesses; implementation of a storefront program along Grand, Burnside, and MLK Boulevard; significant public improvements to Burnside, Grand, and MLK Boulevards; and construction of rental housing. Performance measures include the creation or retention of 40 jobs, development or improvement of 6 sites, predevelopment activities for 2 multifamily housing projects, the stimulation of \$75,000 of private investment, and the completion of 5 storefront projects. We also expect to make significant progress on several elements of the Eastbank Park development.

The expenditure allocation to the Central Eastside is about \$3.13 million.

### **Cully Killingsworth**

The goal of activities in Cully Killingsworth is to develop a stable and safe community through the rehabilitation of home owner and rental housing. The expenditure allocation to the Cully Killingsworth target area is approximately \$1,179,000. These funds will provide for the rehabilitation of 45 owner occupied units and completion of 50 rental units.

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### **Downtown**

The objective of the Downtown target area is to reinforce Downtown's health and vitality as the state's largest employment, business, and cultural center. During the next fiscal year, we will undertake programs and projects in a variety of areas, including retail development, preservation of older buildings, increasing a balanced mix of housing opportunities, and growing businesses in the City's target industries to provide employment for City residents. Through an investment of program income, tax increment, and other funds we expect to create over 200 new jobs, complete 102 rental units, provide predevelopment assistance on 5 housing projects, site, expand, or retain 7 businesses, and take steps to create an environment for the emergence of target industry employers in the biotech/health area and in the multi-media/software development industry.

The expenditure allocation for the Downtown target area is about \$4.9 million.

### **Inner Northeast**

Program and project goals in Inner Northeast are intended to build a stable and safe community by preserving, rehabilitating, and increasing available housing stock and available commercial space in support of adopted neighborhood and community plans. This budget contains several new initiatives to be carried out with the investment of tax increment on Martin Luther King, Jr. Boulevard, including programs to support commercial site development, multi-family housing, and small business development. These new programs will be in addition to the continuation of our efforts in single family housing, workforce development, and small business lending. Our efforts in Inner Northeast are intended to create 94 new jobs; place 266 area residents; develop 4 commercial sites; rehabilitate 6 units for home ownership; complete 128 rental housing units; and assist 89 businesses with loans, grants, or technical assistance.

The FY 1996-97 expenditure allocation for the Inner Northeast target area is approximately \$5.8 million.

### **Lloyd District**

PDC's objective in the Lloyd District is to continue the development of the district by stimulating employment and housing opportunities; major public and private investments; and transportation improvements. During FY 1996-97, we will continue our participation in planning efforts intended to expand the convention industry, assess the district's transportation needs, and provide assistance to the development of multi-family housing. During FY 1996-97, we will be working to develop or improve two sites in the district.

The FY 1996-97 expenditure allocation for Lloyd District is approximately \$570,000.

### **North Macadam/South Waterfront**

This area encompasses the Riverplace Project and extends beyond the Ross Island Bridge to Johns Landing. Extensive development of housing, retail space, and office tower will transform the industrial land in the North Macadam/South Waterfront to an extension of

## **GUIDE TO PDC'S BUDGET**

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Portland's central city. Activities during FY 1996-97 will focus on continuing development of the Riverplace Project, including the extension of Waterfront Park and redevelopment area planning activities in North Macadam. We expect the development of two commercial sites and to begin pre-development planning for one multi-family housing project.

The FY 1996-97 expenditure allocation for North Macadam/South Waterfront is approximately \$940,000.

### **Outer Southeast**

Outer Southeast is one of PDC's newest target areas. Our objective is to assist the community in redevelopment and improvement of commercial and residential areas. During the next year we will be undertaking implementation of a development opportunities strategy; assisting small businesses; and providing assistance to owner occupied and rental housing for repair and rehabilitation. Performance measures include placement of 101 target area residents in jobs; rehabilitation of 104 owner occupied units; rehabilitation or construction of 63 rental housing units; siting, expanding or retaining 4 business; and providing financial assistance to 25 businesses.

The FY 1996-97 expenditure allocation for Outer Southeast is approximately \$3.5 million.

### **River District/Old Town**

The River District plan calls for a comprehensive vision of high density urban uses created by a partnership between the City of Portland, property owners, and developers. This area will include a mix of multi-family housing, office facilities, commercial and retail businesses, and recreational attractions. During the next year, we will continue to implement the initial phases of the plan, including completion of the infrastructure improvements to Front Avenue; substantial progress on a major portion of the planned Union Station housing project; development of an agricultural center including public and private tenants; and continued redevelopment area planning of the district.

This target area also includes historic Old Town in which we will continue to offer storefront loans and grants and the street lighting enhancement program. During FY 1996-97, we will complete 50 units for home ownership; provide assistance on at least three development projects; develop or improve 500 square feet of commercial space; and provide financial assistance to 15 businesses.

The FY 1996-97 expenditure allocation for River District/Old Town is approximately \$8.5 million.

### **Transit Station Areas**

In Transit Station Areas, we work to promote employment and residential development by working with community partners to build higher density, mixed use, and transit supportive projects in close proximity to transit. Over the next year, we will complete work on a study of the proposed North/South light rail routes; continue work on redevelopment of the Civic Stadium site on SW 18<sup>th</sup> and Morrison under a contract with



## **GUIDE TO PDC'S BUDGET**

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Tri-Met; and initiate development of a major multi-family housing project at NE 60<sup>th</sup> and Glisan.

The FY 1996-97 expenditure allocation for Transit Station Areas is approximately \$1.2 million.

### **Budget Process**

#### **Oregon Local Budget Law**

Local Budget Law requires the 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 in the following categories: Personal Services, Materials and Services, Capital Outlay, Loans to Borrowers, Debt Service, Cash Transfers Out, Service Reimbursements, and Contingency.

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

Budget 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.

#### **Budget Organization**

PDC's budget is organized according to the funds under which it accounts for its activities. Prior to the specific fund information, we have included a summary of PDC resources and a summary of expenditures.

Funds include PDC's general fund—the Urban Redevelopment Fund; the capital funds—Airport Way, Central Eastside, Convention Center, South Park Urban Renewal, and Waterfront Renewal Bond Redevelopment; the state and federal grant funds—Enterprise Loan, Housing and Community Development Contract, Other Federal Grants, Regional Strategies, and South Auditorium; the Arena Fund; and the Economic Development Revenue Bond Debt Service Fund. The St. Johns Capital Fund is no longer in use, but is included to show the historical revenues and expenditures.

#### **Budgeted Resources**

PDC's operating and capital expenditures are supported by resources derived from a variety of tax, enterprise, private, and grant sources. As stated previously, resources for tax increment and General Fund are budgeted to increase in FY 1996-97. Total resources, including beginning fund balance for FY 1996-97 are budgeted at about \$71,351,000. Below is a discussion of each of the primary resources supporting PDC activities.

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**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 typically used to fund predevelopment activities; provide seed capital for redevelopment projects; provide reserves for loan accounts; and support ongoing program operations. Certain fund balances totaling \$7.5 million are federal grant funds and restricted in their use. The total budgeted beginning fund balance for FY 1996-97 is approximately \$20.9 million.

**City of Portland General Fund:** In recent years, PDC has relied on General Fund allocations from the City of Portland to fund certain on-going program activities and special capital projects. Examples include business development, the Northeast workforce center, River District, Walnut Park, and the Targeted Investment Program. In 1996-97, we have budgeted to administer the Housing Investment Fund. General Fund proceeds will be used as security against a line of credit that will support housing development. Budgeted General Fund allocations for FY 1996-97 are approximately \$5 million. The Housing Investment Fund line of credit for FY 1996-97 totals \$7.7 million.

**Tax Increment:** Tax increment receipts are received in urban renewal areas. Receipts are used to fund urban redevelopment activities within designated urban renewal areas. Actual receipt of tax increment funds will depend on growth in assessed value. Tax increment proceeds have been budgeted assuming a 10.7% average increase in assessed value within the City boundaries. If actual growth is less than this percentage, tax increment revenues will be decreased proportionately. Budgeted tax increment proceeds for FY 1996-97 are approximately \$8.5 million.

### **Federal Grants:**

**Community Development Block Grant (CDBG):** Administered and allocated through the Bureau of Housing and Community Development, the CDBG program funds PDC's housing rehabilitation and repair programs, community business development, and community workforce development. Funds are received through an annual allocation and from program income earned on a large CDBG loan portfolio. PDC's CDBG budget for FY 1996-97 is approximately \$12.4 million.

**HOME program:** HOME funds, also administered by BHCD, are used to support new multi-family housing projects. The FY 1996-97 budget is \$1.8 million.

**Economic Development Agency (EDA):** PDC's annual EDA grants consist entirely of program income derived from previous economic development loans. Loans are to be for creation of new jobs. The FY 1996-97 budget for EDA is about \$872,000.

**North/Northeast Business Assistance Fund:** Commonly referred to as the Hatfield Grant, this resource funds community economic development and workforce efforts in North/Northeast Portland. This grant is set to expire during FY 1997-98, although program income related to lending under this grant will continue for many years thereafter. The FY 1996-97 budget is approximately \$1.3 million.

**Other Grants:** PDC is the administrator for the Regional Strategies money received by the Multnomah/Washington County consortium. This money is derived from lottery



## GUIDE TO PDC'S BUDGET

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proceeds. At the direction of the Regional Strategies Board, out of a two year total of \$1.9 million, approximately 70% of this amount is passed through to other organizations with the remaining amount used to fund PDC workforce and target industry programs. The FY 1996-97 budget for Regional Strategies is approximately \$916,000.

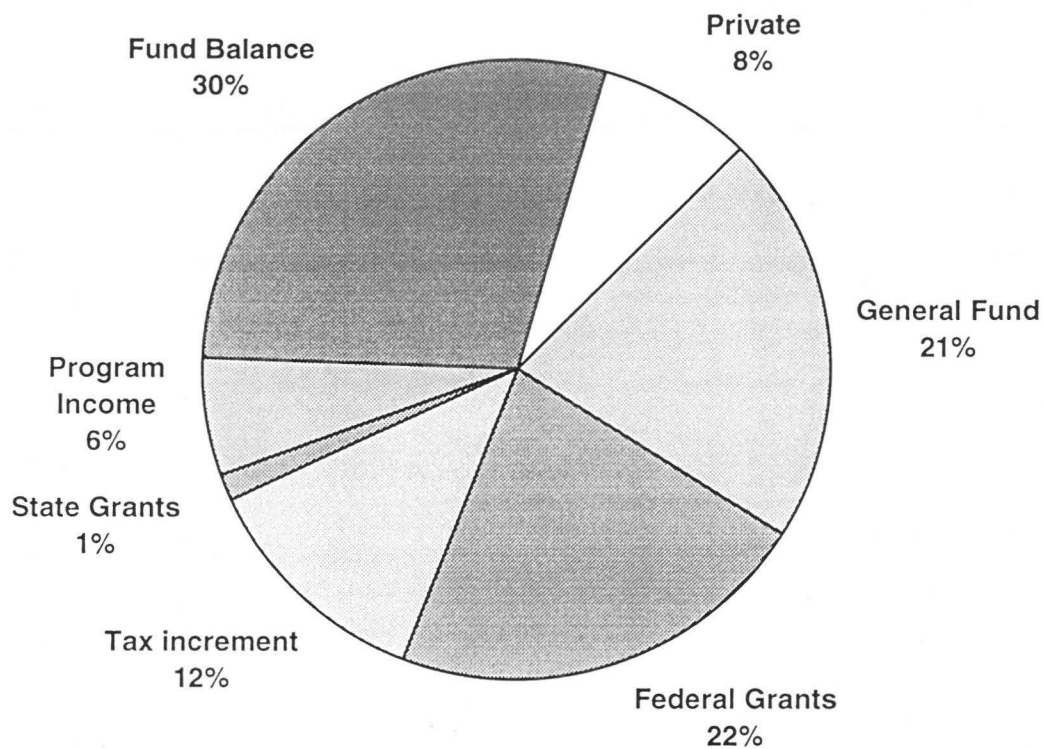
**Program Income:** PDC receives program income from a variety of sources including rents, sale of assets, loan repayments, and interest income. These funds are used to support predevelopment efforts; to provide loans for capital projects; to fund program management in urban renewal areas; and other activities included in the Five-Year Business Plan. By policy, program income received in urban renewal areas is retained for use within that urban renewal area. The FY 1996-97 budget for these funds totals approximately \$8.9 million.

**Contracts:** Certain PDC activities are carried out under contracts with other governmental and non-governmental organizations. Work in FY 1996-97 includes transit area development efforts and target industry and training work under the state's Strategic Investment Program contracts. The total contract budget for this year is about \$1.3 million.

**Private Funding:** PDC currently has agreements with several local banks whereby block grant funds 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. In addition, PDC receives a small amount of funds from private businesses to support business development efforts. The total private funding budget for FY 1996-97 is about \$6 million.

## GUIDE TO PDC'S BUDGET

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**Distribution of PDC Resources**

As shown on the above graph, PDC's resources are primarily distributed among available fund balance, General Fund, federal grants, and tax increment. As assessed value in Portland continues to grow, increases in the share attributable to tax increment is also likely to grow. This provides some balance to a potential future reduction of Community Development Block Grant funds resulting from federal budget cuts.

## GUIDE TO PDC'S BUDGET

### Summary of Resources

	Actual FY 93-94	Actual FY 94-95	Revised FY 95-96	Proposed FY 96-97	Adopted FY 1996-97
Beginning fund balance	\$30,510,736	\$15,301,676	\$18,764,842	\$20,859,300	\$20,859,300
<b>Program Income</b>					
Contracts	\$1,272,441	\$2,477,580	\$2,371,886	\$1,333,702	\$1,440,702
Loan Repayments	3,120,348	6,439,461	1,774,654	1,459,730	1,459,730
Rent Payments	1,304,654	1,622,765	1,621,260	1,477,500	1,477,500
Interest on Investments	1,030,064	1,003,585	605,979	667,816	661,127
Sale of Real Property	2,957,616	879,591	548,000	1,983,000	1,983,000
Reimbursements	1,093,232	699,135	933,320	916,814	916,814
Other	18,494	14,161	4,646	1,090,000	1,090,000
Total Program Income	\$10,796,849	\$13,136,278	\$7,859,745	\$8,928,562	\$9,028,873
<b>Federal and Other Grants</b>					
State Grants	\$ -	\$95,000	\$766,131	\$915,668	\$915,668
Community Development Block Grant	4,840,163	5,313,025	6,010,682	4,368,701	4,113,926
Other Federal Grants	6,537,034	2,895,231	4,973,075	2,952,883	2,952,890
Loan Repayments					
Fees and charges	54,827	62,795	329,461	109,197	109,197
Interest	1,264,323	1,709,959	1,752,150	1,691,700	1,491,700
Principal	6,207,209	7,024,355	4,665,100	4,765,200	4,749,503
Total Federal Grants	\$18,903,566	\$17,100,346	\$18,496,599	\$14,803,349	\$14,332,884
<b>General Fund</b>					
Business Development	\$472,084	\$ -	\$514,653	\$505,440	\$505,440
NE Workforce Center	99,216	99,216	101,638	109,895	109,895
Elderhope Loan	1,595,000	-	-	-	-
Model Cities Fund	158,808	-	-	-	-
Housing Investment Fund	-	-	-	7,658,194	7,658,194
River District	-	-	709,106	2,629,504	2,629,504
Business District Program	-	50,000	51,221	55,382	55,382
Targeted Investment Program	-	-	322,353	500,000	500,000
Target Industry Development	-	-	-	130,000	130,000
Quality Jobs Initiative	-	-	-	225,000	225,000
Men's Homeless Shelter	-	-	-	858,821	858,821
Other	175,000	461,138	193,515	-	-
Total City General Fund	\$2,500,108	\$610,354	\$1,892,486	\$12,672,236	\$12,672,236
<b>Private Funding</b>					
Private Grants & Donations	44,342	89,800	180,000	238,611	238,611
Private Lender Agreements	3,241,927	1,256,920	7,161,032	5,754,616	5,754,616
Total Private Funding	\$3,286,269	\$1,346,720	\$7,341,032	\$5,993,227	\$5,993,227
<b>Tax Increment Proceeds</b>	-	-	356,000	8,591,000	8,464,750
<b>Revenue total</b>	<b>\$65,997,518</b>	<b>\$47,495,373</b>	<b>\$54,710,704</b>	<b>\$71,847,674</b>	<b>\$71,351,270</b>

## GUIDE TO PDC'S BUDGET

### Budgeted Expenditures

PDC expenditures are appropriated under major categories as follows: Personal Services, Materials and Services, Capital Outlay, Financial Assistance (loans and grants), Debt Service, Cash Transfers Out, and Contingency. Total budgeted expenditures for FY 1996-97 not including Cash Transfers Out and Contingency are \$54,262,194. This represents an increase of 42% over the previous year, primarily a result of increases in tax increment and Housing Investment Fund revenues. The table below shows how the funds have been allocated among the appropriation units. As demonstrated, PDC has dedicated the vast majority of its increase in funding to Capital Outlay and Financial Assistance.

### Distribution of Increase in Expenditures

	Budgeted FY 1996-97 Increase in Expenditures	Percentage of Total Increase
Personal Services	\$544,982	3.4%
Materials and Services	1,084,472	6.8%
Capital Outlay	5,516,567	34.4%
Financial Assistance	8,838,240	55.2%
Debt Service	28,056	0.2%
Total increase over 1995-96	\$16,012,317	

### Summary of Expenditures

	Actual FY 93-94	Actual FY 94-95	Revised FY 95-96	Proposed FY 96-97	Adopted FY 96-97
Personal Services	\$6,311,139	\$5,840,598	\$7,244,616	\$7,783,215	\$7,789,598
Materials and Services	9,214,364	4,205,362	5,424,348	6,803,741	6,508,820
Capital Outlay	4,325,166	5,533,777	5,155,477	10,654,874	10,672,044
Loans and Grants	29,434,685	10,395,108	18,878,718	27,514,008	27,716,958
Debt Service	1,325,677	2,906,601	1,546,718	1,574,774	1,574,774
Total operating expenditures	\$50,611,031	\$28,881,446	\$38,249,877	\$54,330,612	\$54,262,194
Contingency	-	-	16,460,827	17,517,062	17,089,076
Unapprop. ending fund balance	15,386,487	18,613,926	-	-	-
Total expenditures	\$65,997,518	\$47,495,373	\$54,710,704	\$71,847,674	\$71,351,270
Authorized positions	115.1	107.3	113.5	125.0	125.0



# General Fund

## Urban Redevelopment Fund

PDC's Urban Redevelopment Fund functions as its general fund. Administrative activities, including indirect costs, and all personal services costs are paid out of the Urban Redevelopment Fund. In addition, most programs and projects that are not funded by federal grants or tax increment, including program income revenue derived from tax increment investments, are budgeted out of the Urban Redevelopment Fund.

Projects and programs funded from the Urban Redevelopment Fund for FY 1996-97 include:

- River District
  - ◆ Infrastructure projects
  - ◆ Land acquisition
- Business Development
- Quality Jobs Initiative
- JobNet and other community workforce projects
- Targeted Industry Program Management
- Targeted Investment Program
- 60<sup>th</sup> and Glisan Multifamily Housing Project
- Contracts
  - ◆ Transit Oriented Development
  - ◆ Strategic Investment Program
  - ◆ Kennedy School
  - ◆ Regional Strategies (Target Industry Development)
- Men's Homeless Shelter Reconfiguration Plan
- Old Town Lighting Enhancement Program



**PORTLAND DEVELOPMENT COMMISSION**
**URBAN REDEVELOPMENT (GENERAL) FUND**
**Commissioner-in-Charge: MAYOR VERA KATZ**
**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<b>Revenues</b>					
Sales of Publications	\$ 821	\$ 30	\$ -	\$ -	\$ -
Loan Fees - EDRB's	79,850	33,857	90,385	-	-
Rent - Hamilton Hotel	30,229	-	-	-	-
Rent - Portland Building	19,650	37,519	39,617	-	-
Rent - Walnut Park	-	-	240,000	150,000	150,000
Rent - St. Johns	-	-	-	2,400	2,400
<b>Contract Services</b>					
City of Lake Oswego	920	-	-	-	-
City of Portland-Ed Benedict Park	9,154	-	-	-	-
Transit Oriented Development Contract	10,072	52,374	412,490	87,000	87,000
Butler Block Contract (Tri-Met)	-	-	53,000	-	-
Tri-Met Banfield LRT Development	1,726	-	-	-	-
Tri-Met Civic Stadium LRT Station Plan	56,385	6,029	53,000	-	-
Goose Hollow LRT	29,647	12,139	22,000	50,000	50,000
South - North Light Rail	-	-	29,239	53,000	93,000
60th and Glisan Housing	-	-	70,000	-	-
Multnomah County - Emergency Repair Loans	-	24,840	68,015	-	-
U.S. General Services Administration-					
Hamilton Hotel Relocation	60,247	-	-	-	-
PCRI Loan Servicing	5,996	4,550	3,360	-	-
Winmar Right-of-Way Acquisition	12,145	63,979	-	-	-
Broadway Historic Nomination	9,829	-	-	-	-
Port of St Helens Urban Renewal Plan	4,000	-	-	-	-
CHDI, Inc.	1,323	4,346	3,814	4,375	4,375
Others-Regional Agreements	96,000	70,509	122,000	145,000	145,000
Old Town Building Lighting	120,000	-	17,696	53,000	120,000
Metro - Oregon Convention Center Exp.	2,498	-	-	-	-
Multnomah County - 102nd/Burnside LRT	10,275	(14,551)	-	-	-
Parking Group Contract CCTMP	-	-	15,000	13,500	13,500
Semiconductor Workforce Dev.	-	-	58,776	-	-
Knott/MLK TGM Grant Mixed Use	-	-	13,000	-	-
Jobnet General	-	-	6,843	-	-
HAP - Hamilton Hotel Contract	33,512	(10,306)	-	-	-
Multnomah County SIP	-	-	120,000	120,000	120,000
Non-Profit Facility Rehabilitation Outer SE	-	-	200,000	-	-
Albina Plan-Mixed Use Handbook	-	-	-	62,000	62,000
Washington County SIP	-	23,008	193,673	85,597	85,597
Miscellaneous Contract Work	20,589	25,652	11,327	-	-
City School Liaison	-	5,734	-	6,957	6,957
Kennedy School	7,723	66,705	74,139	49,164	49,164

**PORTLAND DEVELOPMENT COMMISSION**
**URBAN REDEVELOPMENT (GENERAL) FUND**
**Commissioner-in-Charge: MAYOR VERA KATZ**
**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>Local Government Sources</b>					
Special Public Works Grant-					
State of Oregon	\$ (15,942)	\$ -	\$ -	\$ -	\$ -
State of Oregon-Regional Strategies	5,162	289,990	311,080	195,000	195,000
State of Oregon - Regional Workforce Quality	25,534	78,587	-	-	-
City of Portland General Fund-					
Business Development	472,084	-	514,653	505,440	505,440
Men's Homeless Shelter	-	-	-	858,821	858,821
Target Industry Development	-	-	-	130,000	130,000
Quality Jobs Initiative	-	-	-	225,000	225,000
NE Workforce Center	99,216	99,216	101,638	109,895	109,895
Central Eastside Eastbank Park	-	54,000	-	-	-
River District	-	-	709,106	2,629,504	2,629,504
Business District Program	-	50,000	51,221	55,382	55,382
Targeted Investment Program	-	-	322,353	500,000	500,000
Liveable City Housing	-	34,000	145,515	-	-
City of Portland Facilities Fund-					
Walnut Park Commercial	175,000	373,138	48,000	-	-
Multnomah County - Rental Housing	-	328,730	-	-	-
<b>Miscellaneous Revenues</b>					
Interest on Investments	92,088	103,456	95,000	75,694	69,005
Other Interest	1,487	2,100	-	-	-
Sale of Personal Property	2,417	1,800	-	-	-
Reimbursements	7,049	49,471	2,700	2,700	2,700
Miscellaneous	10,731	2,913	4,646	1,025,000	1,025,000
<b>Private Grants &amp; Donations</b>					
Ambassador Program	44,342	89,800	180,000	238,611	238,611
<b>Revenue Subtotal</b>	<b>\$ 1,541,759</b>	<b>\$ 1,963,616</b>	<b>\$ 4,403,286</b>	<b>\$ 7,433,040</b>	<b>\$ 7,533,351</b>
<b>RESOURCES</b>					
<b>Transfers From Other Funds-</b>					
<b>Cash-Interfund Loan Repayments</b>					
St Johns Project	\$ 3,551,173	\$ 3,646,628	\$ 3,400,000	\$ -	\$ -
Convention Center	-	5,427	-	-	-
Other Federal Grants	1,292	-	-	-	-
<b>Service Reimbursements</b>					
Airport Way	544,053	236,773	315,805	315,403	315,653
Central Eastside Ind. District	167,317	85,304	165,156	285,192	279,925
Convention Center Area	23,759	3,434	27,284	361,486	349,362
St Johns Project	13,849	11,120	7,107	-	-
South Park Urban Renewal	320,881	111,854	103,922	271,839	271,847
Waterfront Renewal Bond	677,168	707,750	1,038,902	1,476,735	1,477,453
Enterprise Loans	100,083	84,764	329,246	935,873	962,123
HCD Contract	4,036,313	3,143,032	3,626,492	3,595,010	3,553,852
Other Federal Grants	267,955	284,464	201,116	167,012	167,019
Regional Strategies	-	60,634	35,803	73,720	73,720
Arena Fund	310,493	118,269	147,236	16,628	16,628
<b>Beginning Fund Balance</b>	<b>3,072,365</b>	<b>2,995,160</b>	<b>1,766,101</b>	<b>2,367,475</b>	<b>2,367,475</b>
<b>Total Resources</b>	<b>\$ 14,628,460</b>	<b>\$ 13,458,229</b>	<b>\$ 15,567,456</b>	<b>\$ 17,299,413</b>	<b>\$ 17,368,408</b>

**PORTLAND DEVELOPMENT COMMISSION****URBAN REDEVELOPMENT (GENERAL) FUND****Commissioner-in-Charge: MAYOR VERA KATZ****FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
Personal Services	\$ 6,311,139	\$ 5,840,598	\$ 7,244,616	\$ 7,783,215	\$ 7,789,598
Materials and Services	1,503,636	1,696,151	2,162,960	2,632,260	2,666,704
Capital Outlay	245,225	872,313	946,637	4,533,015	4,534,570
Financial Assistance	-	22,304	737,044	571,170	598,370
<b>Transfers to Other Funds-Cash</b>					
Convention Center	5,427	-	-	-	-
St Johns Project	3,567,874	3,400,000	3,300,000	-	-
<b>General Operating Contingency</b>	-	-	1,176,199	1,779,753	1,779,166
<b>Unappropriated Ending Balance</b>	2,995,159	1,626,863	-	-	-
<b>Total Requirements</b>	<u>\$ 14,628,460</u>	<u>\$ 13,458,229</u>	<u>\$ 15,567,456</u>	<u>\$ 17,299,413</u>	<u>\$ 17,368,408</u>

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

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

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

**PORTLAND DEVELOPMENT COMMISSION**
**URBAN REDEVELOPMENT (GENERAL) FUND**
**Commissioner-in-Charge: MAYOR VERA KATZ**
**LINE ITEM DETAIL**

Expenditure Classification	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>PERSONAL SERVICES</b>					
Full-time	\$ 3,869,394	\$ 3,410,211	\$ 4,985,936	\$ 5,566,036	\$ 5,570,892
Part-time	122,781	367,426	264,985	330,514	330,514
Benefits	2,318,964	2,062,961	1,993,695	1,886,665	1,888,192
<b>TOTAL PERSONAL SERVICES</b>	<b>\$ 6,311,139</b>	<b>\$ 5,840,598</b>	<b>\$ 7,244,616</b>	<b>\$ 7,783,215</b>	<b>\$ 7,789,598</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	299,788	413,670	686,584	957,639	1,001,733
Legal Fees	4,217	7,038	19,600	5,000	5,000
City of Portland Overhead Charges	178,877	150,816	193,689	210,908	210,908
Temporary Services	57,393	77,168	39,192	61,200	61,200
Printing & Graphics	42,372	48,103	93,045	112,862	112,362
Technical Assistance Contracts	-	196,096	236,638	118,395	109,895
General Office Expense	103,016	131,089	220,505	193,385	192,935
Software Applications	22,955	23,889	33,735	104,780	104,780
Postage & Delivery	20,461	35,666	38,525	61,275	61,075
Advertising	13,583	30,526	21,925	64,500	64,500
Publications & Dues	22,027	23,491	15,523	15,375	15,375
Education	19,893	62,604	59,458	129,610	129,610
Out of Town Travel	14,136	26,483	29,657	32,650	44,650
Mileage Reimbursements	363	1,814	3,669	4,406	4,406
Parking	10,170	8,277	9,800	10,210	10,210
Occupancy Costs	377,097	151,998	203,705	251,834	251,834
Telephone Services	65,260	49,957	50,720	60,320	60,320
Repairs & Maintenance	111,691	116,644	79,925	80,925	80,925
Leases & Rentals	328	59	250	12,800	12,800
Vehicle Maintenance	4,044	4,506	7,000	7,500	7,500
Loan Document Costs	483	734	7,450	1,550	1,550
Appraisals	3,394	3,308	5,750	16,000	16,000
Insurance	85,965	92,523	105,000	105,000	105,000
Miscellaneous	46,123	39,693	1,615	14,136	2,136
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>\$ 1,503,636</b>	<b>\$ 1,696,151</b>	<b>\$ 2,162,960</b>	<b>\$ 2,632,260</b>	<b>\$ 2,666,704</b>
<b>CAPITAL OUTLAY</b>					
Land	91,286	77,867	405,800	1,764,275	1,765,830
Improvements	19,629	667,703	425,697	2,415,900	2,415,900
Furniture & Equipment	134,310	126,742	115,140	254,590	254,590
Relocation	-	-	-	98,250	98,250
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 245,225</b>	<b>\$ 872,313</b>	<b>\$ 946,637</b>	<b>\$ 4,533,015</b>	<b>\$ 4,534,570</b>
<b>OTHER</b>					
Loans to Borrowers	-	-	340,548	441,170	441,170
Grants	-	22,304	396,496	130,000	157,200
<b>TOTAL OTHER</b>	<b>\$ -</b>	<b>\$ 22,304</b>	<b>\$ 737,044</b>	<b>\$ 571,170</b>	<b>\$ 598,370</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,060,000</b>	<b>\$ 8,431,366</b>	<b>\$ 11,091,257</b>	<b>\$ 15,519,660</b>	<b>\$ 15,589,242</b>
Cash - Convention Center	5,427	-	-	-	-
Cash-St. Johns Project	3,567,874	3,400,000	3,300,000	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ 3,573,301</b>	<b>\$ 3,400,000</b>	<b>\$ 3,300,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 11,633,301</b>	<b>\$ 11,831,366</b>	<b>\$ 14,391,257</b>	<b>\$ 15,519,660</b>	<b>\$ 15,589,242</b>

City of Portland, Oregon - FY 1997-97 Adopted Budget

## Capital Funds

**Airport Way**

**Central Eastside Industrial District**

**Convention Center Area**

**South Park Blocks**

**Waterfront Redevelopment Renewal**

**St. Johns Capital (closed)**

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

Projects and programs funded in the Capital Funds for FY 1996-97 include:

- Business Development in Airport Way and Central City
- Trail Development
- Eastbank Park
- Multifamily Housing
- Central Eastside Redevelopment
- Storefront Program
- MLK/Grand/Burnside Streetscape Project
- MLK Commercial Site Development
- Union Station Housing
- Union Station Pedestrian Improvements
- Waterfront Park Extension
- Biotech/Health Services and Creative Services Predevelopment
- Older Building Preservation
- Parking Development Program



**PORTLAND DEVELOPMENT COMMISSION****AIRPORT WAY FUND**

Commissioner-in-Charge: MAYOR VERA KATZ

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<b>Revenues</b>					
Rent-Thriftly Car Rental	\$ 24,000	\$ 24,000	\$ 24,000	\$ 12,000	\$ 12,000
Interest on Investments	276,289	53,241	27,633	9,335	9,335
Interest on Loans	23,075	6,620	-	-	-
Other Contracts	-	817	120,000	120,000	120,000
Loan Principal Collections	111,481	288,519	-	-	-
Reimbursements	175,284	52	-	132,000	132,000
Publication Sales	2	227	-	-	-
Real Property Sales	-	22,620	-	-	-
Tax Increment Proceeds	-	-	-	66,379	66,379
<b>Revenue Subtotal</b>	<b>\$ 610,131</b>	<b>\$ 396,097</b>	<b>\$ 171,633</b>	<b>\$ 339,714</b>	<b>\$ 339,714</b>
<b>Beginning Fund Balance</b>	<b>8,382,695</b>	<b>1,961,457</b>	<b>688,143</b>	<b>291,251</b>	<b>291,251</b>
<b>Total Resources</b>	<b>\$ 8,992,826</b>	<b>\$ 2,357,554</b>	<b>\$ 859,776</b>	<b>\$ 630,965</b>	<b>\$ 630,965</b>
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
Materials and Services	\$ 6,336,242	\$ 132,724	\$ 128,547	\$ 146,802	\$ 146,802
Capital Outlay	151,072	1,299,914	200,600	84,691	84,691
<b>Transfers to Other Funds-</b>					
URF-General	544,053	236,773	315,805	315,403	315,653
<b>General Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>214,824</b>	<b>84,069</b>	<b>83,819</b>
<b>Unappropriated Ending Balance</b>	<b>1,961,459</b>	<b>688,143</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Requirements</b>	<b>\$ 8,992,826</b>	<b>\$ 2,357,554</b>	<b>\$ 859,776</b>	<b>\$ 630,965</b>	<b>\$ 630,965</b>

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

**PORTLAND DEVELOPMENT COMMISSION****AIRPORT WAY FUND**

Commissioner-in-Charge: MAYOR VERA KATZ

**LINE ITEM DETAIL**

<b>Expenditure Classification</b>	<b>Actual FY 1993-94</b>	<b>Actual FY 1994-95</b>	<b>Revised FY 1995-96</b>	<b>Proposed FY 1996-97</b>	<b>Adopted FY 1996-97</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$ 333,358	\$ 58,787	\$ 66,350	\$ 59,208	\$ 59,208
Legal Fees	1,298	50,179	2,000	11,000	11,000
Temporary Services	1,315	1,266	500	-	-
Printing & Graphics	5,013	2,489	8,000	9,550	9,550
General Office Expense	4,470	824	300	-	-
Postage & Delivery	809	84	2,600	2,650	2,650
Advertising	283	20	16,544	17,500	17,500
Meeting Costs	-	-	2,000	2,000	2,000
Special Event Costs	-	-	7,350	13,000	13,000
Publications & Dues	3,009	394	-	-	-
Education	1,974	284	2,500	1,500	1,500
Out of Town Travel	611	492	7,000	12,000	12,000
Mileage Reimbursements	53	78	200	150	150
Parking	15	15	150	150	150
Occupancy Costs	-	13,172	11,253	11,944	11,944
Telephone Services	3,976	2,120	1,700	6,150	6,150
Loan Documents	13	23	-	-	-
Vehicle Maintenance	15	-	-	-	-
Appraisals	6	2,496	-	-	-
Miscellaneous	5,980,024	2	100	-	-
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>\$ 6,336,242</b>	<b>\$ 132,724</b>	<b>\$ 128,547</b>	<b>\$ 146,802</b>	<b>\$ 146,802</b>
<b>CAPITAL OUTLAY</b>					
Land	24,781	167,438	58,400	20,829	20,829
Improvements	126,291	1,132,472	142,200	63,862	63,862
<b>TOTAL CAPITAL OUTLAY</b>	<b>151,072</b>	<b>1,299,914</b>	<b>200,600</b>	<b>84,691</b>	<b>84,691</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,487,314</b>	<b>\$ 1,432,638</b>	<b>\$ 329,147</b>	<b>\$ 231,493</b>	<b>\$ 231,493</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	208,616	150,197	211,955	207,579	207,770
Overhead - URF-General	332,137	84,876	102,150	107,824	107,883
Equipment Recovery - URF - General	3,300	1,700	1,700	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ 544,053</b>	<b>\$ 236,773</b>	<b>\$ 315,805</b>	<b>\$ 315,403</b>	<b>\$ 315,653</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 7,031,367</b>	<b>\$ 1,669,411</b>	<b>\$ 644,952</b>	<b>\$ 546,896</b>	<b>\$ 547,146</b>

# AIRPORT WAY DEBT SERVICE FUND (307)

## Tax Increment

## DEBT REDEMPTION SCHEDULE

This fund pays principal and interest on tax increment bonds issued to finance public improvements in the Airport Way Urban Renewal District. The City initially issued the 1990 Series A and B Bonds. In 1994, the city refunded the 1990 Series A and B Bonds to take advantage of lower interest rates, and to restructure the bond covenants to conform to the requirements of Ballot Measure 5.

Debt service is paid from tax revenues attributable to an increase in assessed valuation of taxable properties within a designated benefited geographical area. This schedule shows the remaining and anticipated payments for principal and interest that the City owes to holders of the Bonds.

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due 06/01	Coupon	12/01	06/01	Total P+I
Series 1994 C 05/01/94	\$17,805,000	1996/97	\$710,000	4.750%	\$489,051	\$489,051	\$1,688,103
		1997/98	735,000	5.000%	472,189	472,189	1,679,378
		1998/99	775,000	5.200%	453,814	453,814	1,682,628
		1999/00	815,000	5.300%	433,664	433,664	1,682,328
		2000/01	860,000	5.400%	412,066	412,066	1,684,133
		2001/02	905,000	5.500%	388,846	388,846	1,682,693
		2002/03	955,000	5.600%	363,959	363,959	1,682,918
		2003/04	1,005,000	5.700%	337,219	337,219	1,679,438
		2004/05	1,065,000	5.800%	308,576	308,576	1,682,153
		2005/06	1,630,000	5.900%	277,691	277,691	2,185,383
		2006/07	1,725,000	6.000%	229,606	229,606	2,184,213
		2007/08	1,835,000	6.000%	177,856	177,856	2,190,713
		2008/09	1,945,000	6.125%	122,806	122,806	2,190,613
2009/10	2,065,000	6.125%	63,241	63,241	2,191,481		
TOTAL			\$17,025,000		\$4,530,584	\$4,530,584	\$26,086,169

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due 06/01	Coupon	12/01	06/01	Total P+I
Other Debt	\$61,069	1996/97	\$61,069	8.695%	\$0	\$5,310	\$66,379
TOTAL			\$61,069		\$0	\$5,310	\$66,379

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due		Interest 1	Interest 2	Total P+I
FUND TOTAL	\$17,866,069	1996/97	\$771,069		\$489,051	\$494,361	\$1,754,482
		1997/98	735,000	0	472,189	472,189	1,679,378
		1998/99	775,000	0	453,814	453,814	1,682,628
		1999/00	815,000	0	433,664	433,664	1,682,328
		2000/01	860,000	0	412,066	412,066	1,684,133
		2001/02	905,000	0	388,846	388,846	1,682,693
		2002/03	955,000	0	363,959	363,959	1,682,918
		2003/04	1,005,000	0	337,219	337,219	1,679,438
		2004/05	1,065,000	0	308,576	308,576	1,682,153
		2005/06	1,630,000	0	277,691	277,691	2,185,383
		2006/07	1,725,000	0	229,606	229,606	2,184,213
		2007/08	1,835,000	0	177,856	177,856	2,190,713
		2008/09	1,945,000	0	122,806	122,806	2,190,613
		2009/10	2,065,000	0	63,241	63,241	2,191,481
TOTAL			\$17,086,069		\$4,530,584	\$4,535,894	\$26,152,548

**PORTLAND DEVELOPMENT COMMISSION**  
**CENTRAL EASTSIDE INDUSTRIAL DISTRICT FUND**  
**Commissioner-in-Charge: MAYOR VERA KATZ**

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<b>Revenues</b>					
Rent Income-Glacier Park Property	\$ 24,180	\$ 27,696	\$ 16,848	\$ -	\$ -
Land Sale Proceeds	341,203	621,540	248,000	533,000	533,000
Interest on Investments	9,866	7,725	-	8,064	8,064
Tax Increment Proceeds	-	-	290,000	2,429,520	2,125,000
Reimbursements	200	17,584	500,000	260,000	260,000
<b>Revenue Subtotal</b>	<b>\$ 375,449</b>	<b>\$ 674,545</b>	<b>\$ 1,054,848</b>	<b>\$ 3,230,584</b>	<b>\$ 2,926,064</b>
<b>Beginning Fund Balance</b>	<b>380,560</b>	<b>264,388</b>	<b>359,262</b>	<b>251,602</b>	<b>251,602</b>
<b>Total Resources</b>	<b>\$ 756,009</b>	<b>\$ 938,934</b>	<b>\$ 1,414,110</b>	<b>\$ 3,482,186</b>	<b>\$ 3,177,666</b>
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
Materials and Services	37,902	10,891	23,765	105,057	105,057
Capital Outlay	253,185	450,260	784,500	2,728,984	2,429,793
Financial Assistance	-	-	-	73,687	73,687
Debt Service	33,216	33,216	33,218	33,218	33,218
<b>Transfers to Other Funds-</b> URF-General	167,317	85,304	165,156	285,192	279,925
<b>General Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>407,471</b>	<b>256,048</b>	<b>255,986</b>
<b>Unappropriated Ending Balance</b>	<b>264,389</b>	<b>359,262</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Requirements</b>	<b>\$ 756,009</b>	<b>\$ 938,934</b>	<b>\$ 1,414,110</b>	<b>\$ 3,482,186</b>	<b>\$ 3,177,666</b>

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



**PORTLAND DEVELOPMENT COMMISSION  
CENTRAL EASTSIDE INDUSTRIAL DISTRICT FUND**

**Commissioner-in-Charge: MAYOR VERA KATZ**

**LINE ITEM DETAIL**

<b>Expenditure Classification</b>	<b>Actual FY 1993-94</b>	<b>Actual FY 1994-95</b>	<b>Revised FY 1995-96</b>	<b>Proposed FY 1996-97</b>	<b>Adopted FY 1996-97</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$ 10,440	\$ 624	\$ 11,300	\$ 84,370	\$ 84,370
Legal Fees	6,104	-	-	-	-
Temporary Services	6,865	-	400	100	100
Printing & Graphics	3,068	388	2,150	2,700	2,700
General Office Expense	1,493	-	950	500	500
Postage & Delivery	806	33	900	2,200	2,200
Advertising	224	-	800	2,200	2,200
Special Events Costs	-	-	-	500	500
Education	240	-	-	3,000	3,000
Out of Town Travel	-	-	200	-	-
Mileage Reimbursements	5	3	150	200	200
Parking	25	7	100	200	200
Meeting Costs	-	73	-	1,300	1,300
Occupancy Costs	-	3,180	5,815	7,237	7,237
Telephone Services	2,622	1,206	1,000	550	550
Loan Documents	-	118	-	-	-
Appraisals	6,010	5,260	-	-	-
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>\$ 37,902</b>	<b>\$ 10,891</b>	<b>\$ 23,765</b>	<b>\$ 105,057</b>	<b>\$ 105,057</b>
<b>CAPITAL OUTLAY</b>					
Land	168,835	448,940	314,500	1,555,879	1,354,938
Improvements	84,350	1,320	470,000	1,173,105	1,074,855
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 253,185</b>	<b>\$ 450,260</b>	<b>\$ 784,500</b>	<b>\$ 2,728,984</b>	<b>\$ 2,429,793</b>
<b>OTHER</b>					
Financial Assistance	-	-	-	73,687	73,687
Debt Service - Principal	10,692	11,387	12,128	12,128	12,128
Debt Service - Interest	22,524	21,829	21,090	21,090	21,090
<b>TOTAL OTHER</b>	<b>\$ 33,216</b>	<b>\$ 33,216</b>	<b>\$ 33,218</b>	<b>\$ 106,905</b>	<b>\$ 106,905</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 324,303</b>	<b>\$ 494,368</b>	<b>\$ 841,483</b>	<b>\$ 2,940,946</b>	<b>\$ 2,641,755</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	90,185	61,567	120,405	156,734	156,782
Overhead - URF-General	75,282	21,737	43,251	128,458	123,143
Equipment Recovery Charge - URF - General	1,850	2,000	1,500	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ 167,317</b>	<b>\$ 85,304</b>	<b>\$ 165,156</b>	<b>\$ 285,192</b>	<b>\$ 279,925</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 491,620</b>	<b>\$ 579,672</b>	<b>\$ 1,006,639</b>	<b>\$ 3,226,138</b>	<b>\$ 2,921,680</b>



## CENTRAL EASTSIDE DEBT FUND (310)

## FUND SUMMARY

	Actual FY 1993-94	Actual FY 1994-95	Revised Budget FY 1995-96	Yr End Estimate FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>						
<b>External Revenues</b>						
Property Taxes						
Current Year	\$0	\$0	\$0	\$0	\$0	\$2,125,000
Prior Year	41,967	26,110	25,000	640	5,000	5,000
Miscellaneous Revenue						
Interest on Investment	8,243	15,257	9,000	16,000	10,000	10,000
Other Miscellaneous Revenues	0	0	0	0	0	0
<b>Total External Revenues</b>	<b>50,210</b>	<b>41,367</b>	<b>34,000</b>	<b>16,640</b>	<b>15,000</b>	<b>2,140,000</b>
<b>Other Financing Sources</b>						
Beginning Fund Balance	213,744	263,954	213,744	305,323	247,744	305,323
<b>TOTAL RESOURCES</b>	<b>\$263,954</b>	<b>\$305,321</b>	<b>\$247,744</b>	<b>\$321,963</b>	<b>\$262,744</b>	<b>\$2,445,323</b>
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
External Materials & Services	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Requirements</b>						
Debt Service						
Bonded Indebtedness						
Principal	0	0	0	0	0	0
Interest	0	0	0	0	0	0
	0	0	0	0	0	0
Other Indebtedness						
Principal	0	0	0	0	0	2,125,000
Interest	0	0	0	0	0	0
	0	0	0	0	0	2,125,000
<b>Total Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,125,000</b>
Ending Balance	263,954	305,321	247,744	321,963	262,744	320,323
<b>TOTAL REQUIREMENTS</b>	<b>\$263,954</b>	<b>\$305,321</b>	<b>\$247,744</b>	<b>\$321,963</b>	<b>\$262,744</b>	<b>\$2,445,323</b>
<b>Line Item Detail - AU 285</b>						
<b>External Materials and Services</b>						
5450 Interest	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL Bureau Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR**

The Central Eastside Debt Fund was established primarily to achieve a proper matching of revenues and debt service related to financing public improvements in the Central Eastside Development Area. Currently, there is not outstanding indebtedness associated with the Central Eastside Development Area. However, in 1996/97, the City intends to utilize tax increment financing to support commercial development, construction of multi-family housing, and small business development in this area.

**CENTRAL EASTSIDE DEBT FUND (310)****Tax Increment****DEBT REDEMPTION SCHEDULE**

This fund pays principal and interest on tax increment bonds issued to finance public improvements in the Central Eastside Development Area. Currently, there is not any outstanding indebtedness associated with the Central Eastside Development Area; however, in 1996-97, the City intends to utilize tax increment financing to support development in this area.

Debt service is paid from tax revenues attributable to an increase in assessed valuation of taxable properties within a designated benefited geographical area. This schedule shows the remaining and anticipated payments for principal and interest that the City owes to holders of the Bonds.

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due 06/01	Coupon	12/01	06/01	Total P+I
Other Debt	\$2,125,000	1996/97	\$2,125,000	0.000%	\$0	\$0	\$2,125,000
TOTAL			\$2,125,000		\$0	\$0	\$2,125,000

**OMSI Debt Service**  
**Limited Tax Note**

**DEBT REDEMPTION SCHEDULE**

The following principal and interest schedule is related to financing infrastructure improvements in the Central Eastside Urban Renewal District. The City received a State of Oregon Economic Development Department Special Public Works Fund Loan to construct a street, and finance sewer, water, and lighting improvements to allow public access to a new museum facility, the Oregon Museum of Science and Industry (OMSI) and access to adjacent parcels.

This schedule shows the remaining payments for principal and interest that the City owes to the State for this loan.

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due 11/01	Coupon	12/01	Total P+I
Series 1991 A 07/01/91	\$621,033	1996/97	\$12,915	6.500%	\$20,301	\$33,216
		1997/98	13,755	6.500%	19,461	33,216
		1998/99	14,649	6.500%	18,567	33,216
		1999/00	15,601	6.500%	17,615	33,216
		2000/01	16,615	6.500%	16,601	33,216
		2001/02	17,695	6.500%	20,103	37,799
		2002/03	41,388	6.500%	31,561	72,949
		2003/04	44,078	6.500%	28,871	72,949
		2004/05	46,943	6.500%	26,006	72,949
		2005/06	49,995	6.500%	22,955	72,949
		2006/07	53,244	6.500%	19,705	72,949
		2007/08	56,705	6.500%	16,244	72,949
		2008/09	60,391	6.500%	12,558	72,949
		2009/10	64,316	6.500%	8,633	72,949
		2010/11	68,497	6.500%	4,452	72,949
TOTAL			\$576,787		\$283,634	\$860,422

**PORTLAND DEVELOPMENT COMMISSION  
CONVENTION CENTER AREA FUND**

Commissioner-in-Charge: MAYOR VERA KATZ

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<b>Revenues</b>					
Rent-Holladay Investors	\$ 5,000	\$ 100	\$ -	\$ -	\$ -
Interest on Investments	6,677	6,191	-	-	-
Tax Increment Proceeds	-	-	56,000	4,479,747	4,784,267
Miscellaneous	330	9	-	-	-
<b>Revenue Subtotal</b>	<b>\$ 12,007</b>	<b>\$ 6,300</b>	<b>\$ 56,000</b>	<b>\$ 4,479,747</b>	<b>\$ 4,784,267</b>
<b>Transfers From Other Funds-</b>					
URF-General	5,427	-	-	-	-
Waterfront Renewal	4,381,498	4,381,498	4,381,498	1,806,979	1,806,979
<b>Beginning Fund Balance</b>	<b>62,530</b>	<b>126,809</b>	<b>99,803</b>	<b>-</b>	<b>-</b>
<b>Total Resources</b>	<b>\$ 4,461,462</b>	<b>\$ 4,514,607</b>	<b>\$ 4,537,301</b>	<b>\$ 6,286,726</b>	<b>\$ 6,591,246</b>
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
Materials and Services	1,852	41	84,114	468,442	467,842
Capital Outlay	20,769	24,405	29,225	327,960	642,770
Financial Assistance	-	-	-	741,787	741,787
<b>Transfers to Other Funds-</b>					
URF-General	23,759	3,434	27,284	361,486	349,362
<b>Transfers to Other Funds-Cash/</b>					
Loan Repayment-Waterfront Renewal	4,288,274	4,386,925	4,381,498	4,381,498	4,381,498
<b>General Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>15,180</b>	<b>5,553</b>	<b>7,987</b>
<b>Unappropriated Ending Balance</b>	<b>126,808</b>	<b>99,803</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Requirements</b>	<b>\$ 4,461,462</b>	<b>\$ 4,514,607</b>	<b>\$ 4,537,301</b>	<b>\$ 6,286,726</b>	<b>\$ 6,591,246</b>

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

**PORTLAND DEVELOPMENT COMMISSION**  
**CONVENTION CENTER AREA FUND**  
**Commissioner-in-Charge: MAYOR VERA KATZ**

Expenditure Classification	LINE ITEM DETAIL				
	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>MATERIALS &amp; SERVICES</b>					
Professional Service Contracts	\$ -	\$ -	\$ 84,000	\$ 422,000	\$ 422,000
Legal Fees	1,726	-	-	10,000	10,000
Temporary Services	-	-	-	600	600
Printing & Graphics	81	-	-	12,650	12,650
General Office Expense	15	-	-	500	500
Postage & Delivery	5	6	-	3,700	3,700
Advertising	-	-	-	3,300	3,300
Meeting Costs	-	-	-	700	700
Publications & Dues	-	-	-	500	500
Special Events Costs	-	-	-	900	900
Education	-	-	-	1,350	1,350
Mileage Reimbursement	-	-	-	1,200	600
Parking	7	7	-	200	200
Occupancy Costs	-	-	114	2,842	2,842
Loan Documents	-	-	-	2,000	2,000
Appraisals	16	-	-	5,000	5,000
Miscellaneous	2	28	-	1,000	1,000
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>\$ 1,852</b>	<b>\$ 41</b>	<b>\$ 84,114</b>	<b>\$ 468,442</b>	<b>\$ 467,842</b>
<b>CAPITAL OUTLAY</b>					
Land	17,416	17,993	26,225	327,960	636,384
Improvements	3,353	6,412	3,000	-	6,386
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 20,769</b>	<b>\$ 24,405</b>	<b>\$ 29,225</b>	<b>\$ 327,960</b>	<b>\$ 642,770</b>
<b>OTHER</b>					
Financial Assistance	-	-	-	741,787	741,787
<b>TOTAL EXPENDITURES</b>	<b>\$ 22,621</b>	<b>\$ 24,446</b>	<b>\$ 113,339</b>	<b>\$ 1,538,189</b>	<b>\$ 1,852,399</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	14,276	2,632	1,577	141,676	141,804
Overhead - URF-General	9,483	802	25,707	219,810	207,558
Cash/Loan Repayment-Waterfront Renewal	4,288,274	4,386,925	4,381,498	4,381,498	4,381,498
<b>TOTAL TRANSFERS</b>	<b>\$ 4,312,033</b>	<b>\$ 4,390,359</b>	<b>\$ 4,408,782</b>	<b>\$ 4,742,984</b>	<b>\$ 4,730,860</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 4,334,654</b>	<b>\$ 4,414,804</b>	<b>\$ 4,522,121</b>	<b>\$ 6,281,173</b>	<b>\$ 6,583,259</b>



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

	Actual FY 1993-94	Actual FY 1994-95	Revised Budget FY 1995-96	Yr End Estimate FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>						
<b>External Revenues</b>						
Property Taxes						
Current Year	\$0	\$0	\$0	\$0	\$0	\$4,784,267
Prior Year	16,955	15,759	12,716	0	0	0
Miscellaneous Revenue						
Interest on Investment	1,406	3,088	1,500	3,678	3,606	3,606
Other Miscellaneous Revenues	0	0	0	98	0	0
<b>Total External Revenues</b>	<b>18,361</b>	<b>18,847</b>	<b>14,216</b>	<b>3,776</b>	<b>3,606</b>	<b>4,787,873</b>
<b>Other Financing Sources</b>						
Beginning Fund Balance	32,985	51,346	51,346	70,193	65,562	65,562
<b>TOTAL RESOURCES</b>	<b>\$51,346</b>	<b>\$70,193</b>	<b>\$65,562</b>	<b>\$73,969</b>	<b>\$69,168</b>	<b>\$4,853,435</b>

**REQUIREMENTS****Expenditures**

External Materials & Services	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Requirements</b>						
Debt Service						
Bonded Indebtedness						
Principal	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Indebtedness						
Principal	0	0	0	0	0	4,401,526
Interest	0	0	0	0	0	382,741
	0	0	0	0	0	4,784,267
<b>Total Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,784,267</b>
Ending Balance	51,346	70,193	65,562	73,969	69,168	69,168
<b>TOTAL REQUIREMENTS</b>	<b>\$51,346</b>	<b>\$70,193</b>	<b>\$65,562</b>	<b>\$73,969</b>	<b>\$69,168</b>	<b>\$4,853,435</b>

**Line Item Detail - AU 287****External Materials and Services**

5450 Interest	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL Bureau Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR**

The Convention Center Area Debt Fund was established primarily to achieve a proper matching of revenues and debt service related to financing public improvements in the Convention Center Development Area. Currently, there is not outstanding indebtedness associated with the Convention Center Development Area. However, in 1996/97, the City intends to utilize tax increment financing to support commercial development, construction of multi-family housing, and small business development in this area.

**PORTLAND DEVELOPMENT COMMISSION**  
**SOUTH PARK URBAN RENEWAL FUND**  
**Commissioner-in-Charge: MAYOR VERA KATZ**

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<b>Revenues</b>					
Loan Principal Collections	\$ 1,554,496	\$ 2,576,588	\$ 1,508,369	\$ 528,216	\$ 528,216
Interest on Loans	201,912	635,059	-	101,514	101,514
Interest on Investments	213,762	110,995	156,524	187,506	187,506
Reimbursements	77,306	-	-	-	-
Tax Increment Proceeds	-	-	-	1,253,000	1,253,000
Miscellaneous	13	177	-	-	-
<b>Revenue Subtotal</b>	<b>\$ 2,047,489</b>	<b>\$ 3,322,819</b>	<b>\$ 1,664,893</b>	<b>\$ 2,070,236</b>	<b>\$ 2,070,236</b>
<b>Beginning Fund Balance</b>	<b>7,858,663</b>	<b>690,610</b>	<b>2,926,674</b>	<b>5,850,430</b>	<b>5,850,430</b>
<b>Total Resources</b>	<b>\$ 9,906,152</b>	<b>\$ 4,013,429</b>	<b>\$ 4,591,567</b>	<b>\$ 7,920,666</b>	<b>\$ 7,920,666</b>
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
Materials and Services	\$ 35,185	\$ 104,901	\$ 58,262	\$ 82,333	\$ 82,333
Capital Outlay	47,987	-	150,000	470,028	470,028
Financial Assistance	8,811,490	870,000	500,000	2,957,325	2,957,325
<b>Transfers to Other Funds-</b>					
URF-General	320,881	111,854	103,922	271,839	271,870
<b>General Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>3,779,383</b>	<b>4,139,141</b>	<b>4,139,110</b>
<b>Unappropriated Ending Balance</b>	<b>690,609</b>	<b>2,926,674</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Requirements</b>	<b>\$ 9,906,152</b>	<b>\$ 4,013,429</b>	<b>\$ 4,591,567</b>	<b>\$ 7,920,666</b>	<b>\$ 7,920,666</b>

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

**PORTLAND DEVELOPMENT COMMISSION  
SOUTH PARK URBAN RENEWAL FUND**

Commissioner-in-Charge: MAYOR VERA KATZ

**LINE ITEM DETAIL**

<b>Expenditure Classification</b>	<b>Actual FY 1993-94</b>	<b>Actual FY 1994-95</b>	<b>Revised FY 1995-96</b>	<b>Proposed FY 1996-97</b>	<b>Adopted FY 1996-97</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$ 18,699	\$ 62,095	\$ 32,312	\$ 44,500	\$ 44,500
Legal Fees	365	17,951	11,000	10,000	10,000
Temporary Services	3,188	5,090	1,200	1,700	1,700
Printing & Graphics	470	393	300	3,500	3,500
General Office Expense	574	-	300	100	100
Postage & Delivery	141	23	150	1,000	1,000
Advertising	728	-	850	500	500
Publications & Dues	-	-	-	300	300
Special Event Costs	-	-	1,000	600	600
Education	120	2,038	1,100	3,500	3,500
Out of Town Travel	664	1,083	-	-	-
Mileage Reimbursement	-	-	-	144	144
Occupancy Costs	-	15,081	3,550	6,039	6,039
Telephone Services	6,336	1,106	2,000	1,350	1,350
Loan Document Costs	-	40	500	500	500
Appraisals	3,900	-	4,000	8,600	8,600
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>\$ 35,185</b>	<b>\$ 104,901</b>	<b>\$ 58,262</b>	<b>\$ 82,333</b>	<b>\$ 82,333</b>
<b>CAPITAL OUTLAY</b>					
Land	43,860	-	150,000	470,028	470,028
Improvements	4,127	-	-	-	-
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 47,987</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 470,028</b>	<b>\$ 470,028</b>
<b>OTHER</b>					
Financial Assistance	8,811,490	870,000	500,000	2,957,325	2,957,325
<b>TOTAL OTHER</b>	<b>8,811,490</b>	<b>870,000</b>	<b>500,000</b>	<b>2,957,325</b>	<b>2,957,325</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,894,662</b>	<b>\$ 974,901</b>	<b>\$ 708,262</b>	<b>\$ 3,509,686</b>	<b>\$ 3,509,686</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	188,534	61,449	66,109	143,146	143,169
Overhead - URF-General	131,547	49,905	37,313	128,693	128,701
Equipment Recovery Charge - URF-General	800	500	500	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ 320,881</b>	<b>\$ 111,854</b>	<b>\$ 103,922</b>	<b>\$ 271,839</b>	<b>\$ 271,870</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 9,215,543</b>	<b>\$ 1,086,754</b>	<b>\$ 812,184</b>	<b>\$ 3,781,525</b>	<b>\$ 3,781,556</b>

**S. PARK BLOCKS BOND REDEMPTION FUND (306)****FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised Budget FY 1995-96	Yr End Estimate FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>						
<b>External Revenues</b>						
Property Taxes						
Current Year	\$0	\$0	\$600,000	\$583,000	\$1,871,840	\$2,179,566
Prior Year	90,000	60,640	22,500	3,000	3,155	3,155
Miscellaneous Revenue						
Interest on Investment	108,426	109,606	58,990	90,000	60,002	60,002
Other Miscellaneous Revenues	0	0	0	0	0	0
<b>Total External Revenues</b>	<b>198,426</b>	<b>170,246</b>	<b>681,490</b>	<b>676,000</b>	<b>1,934,997</b>	<b>2,242,723</b>
<b>Other Financing Sources</b>						
Bond Proceeds	4,625,000	0	0	0	0	0
Cash Transfers from Other Funds						
General Fund	0	0	349,091	349,091	0	0
Beginning Fund Balance	3,444,635	2,496,871	1,403,394	1,493,212	1,179,800	1,406,026
<b>TOTAL RESOURCES</b>	<b>\$8,268,061</b>	<b>\$2,667,117</b>	<b>\$2,433,975</b>	<b>\$2,518,303</b>	<b>\$3,114,797</b>	<b>\$3,648,749</b>
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
External Materials & Services	\$647,246	\$0	\$0	\$0	\$0	\$0
<b>Other Requirements</b>						
Debt Service						
Bonded Indebtedness						
Principal	575,000	575,000	495,000	495,000	450,000	450,000
Interest	0	598,908	559,174	559,174	524,878	524,878
	575,000	1,173,908	1,054,174	1,054,174	974,878	974,878
Other Indebtedness						
Principal	0	0	0	0	0	1,133,000
Interest	0	0	0	0	0	120,000
	0	0	0	0	0	1,253,000
<b>Total Debt Service</b>	<b>575,000</b>	<b>1,173,908</b>	<b>1,054,174</b>	<b>1,054,174</b>	<b>974,878</b>	<b>2,227,878</b>
Bond Defeasance	4,548,944	0	0	0	0	0
Ending Balance						
Unappropriated Ending Balance	2,496,871	313,408	200,000	284,328	960,118	241,070
Unexpendable Reserve	0	1,179,801	1,179,801	1,179,801	1,179,801	1,179,801
<b>Total Ending Balance</b>	<b>2,496,871</b>	<b>1,493,209</b>	<b>1,379,801</b>	<b>1,464,129</b>	<b>2,139,919</b>	<b>1,420,871</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$8,268,061</b>	<b>\$2,667,117</b>	<b>\$2,433,975</b>	<b>\$2,518,303</b>	<b>\$3,114,797</b>	<b>\$3,648,749</b>
<b>Line Item Detail - AU 284</b>						
<b>External Materials and Services</b>						
5450 Interest	\$581,766	\$0	\$0	\$0	\$0	\$0
5490 Other Miscellaneous	65,480	0	0	0	0	0
	647,246	0	0	0	0	0
<b>TOTAL Bureau Expenses</b>	<b>\$647,246</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR**

The South Park Blocks Bond Redemption Fund is primarily used to achieve a proper matching of revenues and debt service related to financing public improvements in the South Park Blocks Urban Renewal District. This fund specifically accounts for resources appropriated to pay principal and interest on tax increment bonded debt related to the South Park Blocks Urban Renewal District.

**GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR (cont)**

In 1990/91, Oregon voters approved an amendment to the Oregon Constitution that limits the ability of local governments, including the City, to a composite tax rate no greater than \$10/1000 of assessed value. In the recent past, the City has elected not to collect any tax increment or only a portion thereof in order not to compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District.

Beginning in 1996/97, the City projects that the growth in assessed valuation will lower the composite tax rate. Therefore, the City anticipates it will certify to collect all tax increment revenues that will be made available to pay annual tax increment debt service including tax increment bonded debt related to the South Park Blocks Bond Redemption Fund. Furthermore, the City intends to collect additional tax increment to finance residential development of mixed use and transit supportive projects in the South Park Blocks Urban Renewal District.



# **SOUTH PARK BLOCKS REDEMPTION FUND (306)**

## **Tax Increment**

## **DEBT REDEMPTION SCHEDULE**

This fund pays principal and interest on tax increment bonds issued to finance public improvements in the South Park Blocks Urban Renewal District. In 1993, the City partially refunded Series A Bonds to take advantage of lower interest rates, and to restructure bond covenants to conform to the requirements of Ballot Measure 5.

Debt service is paid from tax revenues attributable to an increase in assessed valuation of taxable properties within a designated benefited geographical area. This schedule shows the remaining and anticipated payments for principal and interest that the City owes to holders of the Bonds.

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due 12/01	Coupon	12/01	06/01	Total P+I
Series B 12/01/85	\$5,600,000	1996/97	\$255,000	8.400%	\$171,949	\$161,239	\$588,188
		1997/98	275,000	8.500%	161,238	149,550	585,788
		1998/99	300,000	8.600%	149,550	136,650	586,200
		1999/00	330,000	8.700%	136,650	122,295	588,945
		2000/01	360,000	8.800%	122,295	106,455	588,750
		2001/02	390,000	8.900%	106,455	89,100	585,555
		2002/03	430,000	9.000%	89,100	69,750	588,850
		2003/04	470,000	9.000%	69,750	48,600	588,350
		2004/05	515,000	9.000%	48,600	25,425	589,025
		2005/06	565,000	9.000%	25,425	0	590,425
TOTAL		\$3,890,000		\$1,081,011	\$909,064	\$5,880,076	

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due 12/01	Coupon	12/01	06/01	Total P+I
Series C 08/01/93	\$4,625,000	1996/97	\$195,000	3.750%	\$97,674	\$94,018	\$386,691
		1997/98	190,000	3.900%	94,018	90,313	374,330
		1998/99	410,000	4.100%	90,313	81,908	582,220
		1999/00	430,000	4.300%	81,908	72,663	584,570
		2000/01	450,000	4.450%	72,663	62,650	585,313
		2001/02	470,000	4.600%	62,650	51,840	584,490
		2002/03	495,000	4.700%	51,840	40,208	587,048
		2003/04	520,000	4.800%	40,208	27,728	587,935
		2004/05	545,000	4.900%	27,728	14,375	587,103
		2005/06	575,000	5.000%	14,375	0	589,375
TOTAL			\$4,280,000		\$633,374	\$535,700	\$5,449,074

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due 06/01	Coupon	12/01	06/01	Total P+I
Other Debt	\$1,133,000	1996/97	\$1,133,000	10.591%	\$0	\$120,000	\$1,253,000
TOTAL			\$1,133,000		\$0	\$120,000	\$1,253,000

# **SOUTH PARK BLOCKS REDEMPTION FUND (306)**

Tax Increment

## **DEBT REDEMPTION SCHEDULE**

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due	Interest 1	Interest 2	Total P+I
FUND TOTAL	\$11,358,000	1996/97	\$1,583,000	\$269,622	\$375,256	\$2,227,878
		1997/98	465,000	255,255	239,863	960,118
		1998/99	710,000	239,863	218,558	1,168,420
		1999/00	760,000	218,558	194,958	1,173,515
		2000/01	810,000	194,958	169,105	1,174,063
		2001/02	860,000	169,105	140,940	1,170,045
		2002/03	925,000	140,940	109,958	1,175,898
		2003/04	990,000	109,958	76,328	1,176,285
		2004/05	1,060,000	76,328	39,800	1,176,128
		2005/06	1,140,000	39,800	0	1,179,800
		TOTAL	\$9,303,000	\$1,714,385	\$1,564,764	\$12,582,148

**PORTLAND DEVELOPMENT COMMISSION**  
**WATERFRONT RENEWAL BOND REDEVELOPMENT FUND**  
**Commissioner-in-Charge: MAYOR VERA KATZ**

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<b>Revenues</b>					
Rent-Amtrak/Union Station Tenants	\$ 734,916	\$ 1,049,585	\$ 850,000	\$ 880,000	\$ 880,000
Rent - Block 50 Parking Lot	379,644	421,920	360,000	360,000	360,000
Rent - Trailways Block	62,743	36,702	40,000	40,000	40,000
Lease - Cornerstone/PGT	8,001	8,001	8,100	8,100	8,100
Rent - Old Post Office Lot	-	-	25,000	25,000	25,000
Sales of Publications	1,176	3,908	-	-	-
Contract Services	3,837	554	-	-	-
Contract Services - ODOT	56,588	53,979	-	-	-
Water Bureau - South WF Streets Con	91,131	-	-	-	-
Loan Fees	-	11,490	-	-	-
Loan Late Charges	811	499	-	-	-
Interest on Loans	16,863	786,354	50,400	50,000	50,000
Interest on Investments	226,223	299,579	128,648	145,112	145,112
Loan Principal Collections	1,105,191	1,266,410	100,500	750,000	750,000
Reimbursements-Water Bureau	82,317	-	-	-	-
Reimbursements-PDOT	-	22,151	-	50,000	50,000
Reimbursements-4th/Yamhill	435,851	434,663	430,620	522,064	522,064
Reimbursements-DHPP Program	188,136	19,523	-	-	-
Reimbursements - AWA Landscaping	-	24,151	-	-	-
Other Reimbursements	517	13,785	-	-	-
Sale of Real Property-PGT	1,031,244	-	-	-	-
Sale of Real Property-Trammel Crow	332,087	-	-	-	-
Sale of Real Property - Ag Center	-	-	300,000	1,450,000	1,450,000
Sale of Personal Property	350	-	-	-	-
Tax Increment Proceeds	-	-	-	362,354	236,104
Miscellaneous	2,126	4,003	-	65,000	65,000
<b>Revenue Subtotal</b>	<b>\$ 4,759,752</b>	<b>\$ 4,457,258</b>	<b>\$ 2,293,268</b>	<b>\$ 4,707,630</b>	<b>\$ 4,581,380</b>
<b>Transfers From Other Funds-</b>					
Loan Repayment-Convention Center	4,288,274	4,381,498	4,381,498	4,381,498	4,381,498
<b>Beginning Fund Balance</b>	<b>6,200,147</b>	<b>4,151,153</b>	<b>5,815,668</b>	<b>4,527,690</b>	<b>4,527,690</b>
<b>Total Resources</b>	<b>\$ 15,248,173</b>	<b>\$ 12,989,909</b>	<b>\$ 12,490,434</b>	<b>\$ 13,616,818</b>	<b>\$ 13,490,568</b>

**PORTLAND DEVELOPMENT COMMISSION**  
**WATERFRONT RENEWAL BOND REDEVELOPMENT FUND**  
**Commissioner-in-Charge: MAYOR VERA KATZ**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
Materials and Services	\$ 264,102	\$ 296,895	\$ 613,643	\$ 767,642	\$ 767,642
Capital Outlay	2,687,030	1,304,281	2,167,825	2,470,816	2,470,812
Financial Assistance	3,087,223	483,815	1,060,000	4,175,625	4,175,625
<b>Transfers to Other Funds-</b>					
URF-General	677,168	707,750	1,038,902	1,476,735	1,477,453
<b>Transfers to Other Funds-Cash</b>					
Convention Center	4,381,498	4,381,498	4,381,498	1,806,979	1,806,979
<b>General Operating Contingency</b>	-	-	3,228,566	2,919,021	2,792,057
<b>Unappropriated Ending Balance</b>	4,151,152	5,815,670	-	-	-
<b>Total Requirements</b>	<u>\$ 15,248,173</u>	<u>\$ 12,989,909</u>	<u>\$ 12,490,434</u>	<u>\$ 13,616,818</u>	<u>\$ 13,490,568</u>

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

**PORTLAND DEVELOPMENT COMMISSION**  
**WATERFRONT RENEWAL BOND REDEVELOPMENT FUND**  
**Commissioner-in-Charge: MAYOR VERA KATZ**

Expenditure Classification	LINE ITEM DETAIL				
	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$ 190,161	\$ 196,807	\$ 496,030	\$ 631,485	\$ 631,485
Legal Fees	4,129	14,447	25,000	22,000	22,000
Temporary Services	5,616	15,486	1,300	2,000	2,000
Printing & Graphics	4,131	3,071	18,350	17,600	17,600
Technical Assistance Contract	-	4,103	-	-	-
General Office Expense	17,395	1,823	10,300	3,000	3,000
Postage & Delivery	495	1,876	3,700	6,850	6,850
Advertising	3,559	2,940	1,400	9,400	9,400
Meeting Costs	-	-	-	2,900	2,900
Publications & Dues	411	1,300	1,100	850	850
Special Events Costs	-	-	-	4,000	4,000
Education	531	4,481	5,050	7,300	7,300
Out of Town Travel	992	1,274	8,750	9,500	9,500
Mileage Reimbursements	75	121	640	650	650
Parking	268	428	840	450	450
Occupancy Costs	10,078	36,601	31,983	40,272	40,272
Telephone Services	7,809	7,890	9,200	9,385	9,385
Repairs & Maintenance	-	36	-	-	-
Loan Document Costs	46	291	-	-	-
Appraisals	3	3,900	-	-	-
Miscellaneous	18,403	18	-	-	-
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>\$ 264,102</b>	<b>\$ 296,895</b>	<b>\$ 613,643</b>	<b>\$ 767,642</b>	<b>\$ 767,642</b>
<b>CAPITAL OUTLAY</b>					
Land	769,692	1,029,148	966,500	954,204	954,202
Improvements	1,917,338	275,133	1,180,475	1,516,612	1,496,125
LTD Special Assessments	-	-	20,850	-	20,485
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 2,687,030</b>	<b>\$ 1,304,281</b>	<b>\$ 2,167,825</b>	<b>\$ 2,470,816</b>	<b>\$ 2,470,812</b>
<b>OTHER</b>					
Financial Assistance	3,087,223	483,815	1,060,000	4,175,625	4,175,625
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,038,355</b>	<b>\$ 2,084,992</b>	<b>\$ 3,841,468</b>	<b>\$ 7,414,083</b>	<b>\$ 7,414,079</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services-URF-General	325,420	472,678	654,310	867,730	868,280
Overhead-URF-General	346,548	230,872	380,392	609,005	609,173
Equipment Recovery Charge-URF-General	5,200	4,200	4,200	-	-
Cash/Loan-Convention Center	4,381,498	4,381,498	4,381,498	1,806,979	1,806,979
<b>TOTAL TRANSFERS</b>	<b>\$ 5,058,666</b>	<b>\$ 5,089,249</b>	<b>\$ 5,420,400</b>	<b>\$ 3,283,714</b>	<b>\$ 3,284,432</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 11,097,021</b>	<b>\$ 7,174,240</b>	<b>\$ 9,261,868</b>	<b>\$ 10,697,797</b>	<b>\$ 10,698,511</b>



**WTRFRNT. RENEWAL BOND SINKING FUND (303)****FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised Budget FY 1995-96	Yr End Estimate FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>						
<b>External Revenues</b>						
Property Taxes						
Current Year	\$0	\$0	\$1,800,000	\$1,749,000	\$7,187,299	\$6,397,021
Prior Year	309,458	235,697	75,000	10,000	10,000	10,000
Miscellaneous Revenue						
Interest on Investment	508,471	509,507	167,500	295,000	200,001	200,001
Other Miscellaneous Revenue	31,341	10,580	0	9,000	0	0
<b>Total External Revenues</b>	<b>849,270</b>	<b>755,784</b>	<b>2,042,500</b>	<b>2,063,000</b>	<b>7,397,300</b>	<b>6,607,022</b>
<b>Other Financing Sources</b>						
Cash Transfers from Other Funds						
Parking Facilities Fund	0	812,780	690,000	690,000	690,000	690,000
General Fund	0	0	1,049,137	1,049,137	0	0
	0	812,780	1,739,137	1,739,137	690,000	690,000
Beginning Fund Balance	15,839,696	10,704,006	5,769,863	6,246,919	3,950,387	3,923,256
<b>TOTAL RESOURCES</b>	<b>\$16,688,966</b>	<b>\$12,272,570</b>	<b>\$9,551,500</b>	<b>\$10,049,056</b>	<b>\$12,037,687</b>	<b>\$11,220,278</b>
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
External Materials & Services	\$2,774,960	\$41,301	\$15,000	\$15,000	\$15,000	\$15,000
<b>Other Requirements</b>						
Debt Service						
Bonded Indebtedness						
Principal	3,210,000	3,229,576	3,369,598	3,369,598	3,520,485	3,520,485
Interest	0	2,754,774	2,616,902	2,616,902	2,464,079	2,464,079
	3,210,000	5,984,350	5,986,500	5,986,500	5,984,564	5,984,564
Other Indebtedness						
Principal	0	0	0	0	0	217,216
Interest	0	0	0	0	0	18,888
	0	0	0	0	0	236,104
<b>Total Debt Service</b>	<b>3,210,000</b>	<b>5,984,350</b>	<b>5,986,500</b>	<b>5,986,500</b>	<b>5,984,564</b>	<b>6,220,668</b>
Ending Balance						
Unappropriated Ending Balance	10,704,006	6,246,919	200,000	697,556	2,688,123	1,634,610
Unexpendable Reserve	0	0	3,350,000	3,350,000	3,350,000	3,350,000
<b>Total Ending Balance</b>	<b>10,704,006</b>	<b>6,246,919</b>	<b>3,550,000</b>	<b>4,047,556</b>	<b>6,038,123</b>	<b>4,984,610</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$16,688,966</b>	<b>\$12,272,570</b>	<b>\$9,551,500</b>	<b>\$10,049,056</b>	<b>\$12,037,687</b>	<b>\$11,220,278</b>
<b>Line Item Detail - AU 281</b>						
<b>External Materials and Services</b>						
5450 Interest	\$2,774,960	\$0	\$0	\$0	\$0	\$0
5490 Other Miscellaneous	0	41,301	15,000	15,000	15,000	15,000
	2,774,960	41,301	15,000	15,000	15,000	15,000
<b>TOTAL Bureau Expenses</b>	<b>\$2,774,960</b>	<b>\$41,301</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>

**GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR**

The Waterfront Renewal Bond Sinking Fund is primarily used to achieve a proper matching of revenues and debt service related to financing public improvements in the Downtown Waterfront Urban Renewal District. This fund specifically accounts for resources appropriated to pay principal and interest on tax increment bonded indebtedness related to the Downtown Waterfront Urban Renewal District.

In 1990/91, Oregon voters approved an amendment to the Oregon Constitution that limits the ability of local governments, including the City, to a composite tax rate no greater than \$10/1000 of assessed value. In the recent past, the City has elected not to collect any tax increment or only a portion thereof in order not to compete under the limitation with other essential government services of the City, County, Port of Portland, and Metropolitan Service District.

**GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR (cont.)**

Beginning in 1996/97, the City projects that the growth in assessed valuation will lower the composite tax rate.

Therefore, the City anticipates it will certify to collect all tax increment revenues that will be made available to pay annual tax increment debt service including tax increment bonded debt related to the Downtown Waterfront Urban Renewal District. Furthermore, the City intends to collect additional tax increment to finance the extension of Waterfron Park and redevelopment area planning activities in North Macadam including commercial site development and pre-development for a multi-family housing project.

**WATERFRONT RENEWAL BOND SINKING FUND (303)****Tax Increment****DEBT REDEMPTION SCHEDULE**

This fund pays principal and interest on tax increment bonds issued to finance public improvements in the Downtown Waterfront Urban Renewal District. In 1992, the City refunded the Series B, C, F, G, H, and I Bonds to take advantage of lower interest rates, and to restructure bond covenants to conform to the requirements of Ballot Measure 5.

Debt service is paid from tax revenues attributable to an increase in assessed valuation of taxable properties within a designated benefited geographical area. This schedule shows the remaining and anticipated payments for principal and interest that the City owes to holders of the Bonds.

Bond Title	Amount	Fiscal	Principal				
Issue Date	Issued	Year	Due 11/1	Coupon	11/01	05/01	Total P+I
Series J 11/01/88	\$13,196,453	1996/97	\$1,095,000	6.700%	\$76,293	\$39,610	\$1,210,903
		1997/98	1,165,000	6.800%	39,610	0	1,204,610
		1998/99	633,556	CABs	611,444	0	1,245,000
		1999/00	588,873	CABs	656,127	0	1,245,000
		2000/01	546,816	CABs	698,184	0	1,245,000
		2001/02	507,275	CABs	737,725	0	1,245,000
		2002/03	470,137	CABs	774,863	0	1,245,000
		2003/04	435,302	CABs	809,698	0	1,245,000
		2004/05	402,658	CABs	842,342	0	1,245,000
		2005/06	372,093	CABs	872,907	0	1,245,000
		2006/07	346,521	CABs	898,479	0	1,245,000
		2007/08	322,704	CABs	922,296	0	1,245,000
		2008/09	300,518	CABs	944,482	0	1,245,000
TOTAL			\$7,186,453		\$8,884,450	\$39,610	\$16,110,513

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due 11/1	Coupon	11/01	05/01	Total P+I
Series K 11/01/88	\$4,597,251	1996/97	\$255,485	CABs	\$174,516	\$0	\$430,001
		1997/98	237,240	CABs	192,760	0	430,000
		1998/99	219,872	CABs	210,128	0	430,000
		1999/00	203,386	CABs	226,614	0	430,000
		2000/01	187,772	CABs	242,228	0	430,000
		2001/02	174,111	CABs	255,889	0	430,000
		2002/03	162,377	CABs	267,623	0	430,000
		2003/04	149,262	CABs	280,738	0	430,000
		2004/05	139,071	CABs	290,929	0	430,000
		2005/06	129,572	CABs	300,428	0	430,000
		2006/07	119,682	CABs	310,318	0	430,000
		2007/08	111,456	CABs	318,544	0	430,000
		2008/09	103,793	CABs	326,207	0	430,000
TOTAL		\$2,193,079		\$3,396,922	\$0	\$5,590,001	

# WATERFRONT RENEWAL BOND SINKING FUND (303)

Tax Increment

## DEBT REDEMPTION SCHEDULE

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due 06/01	Coupon	12/01	06/01	Total P+I
Series L 03/01/92	\$45,010,000	1996/97	\$2,170,000	5.200%	\$1,086,830	\$1,086,830	\$4,343,660
		1997/98	2,285,000	5.350%	1,030,410	1,030,410	4,345,820
		1998/99	2,405,000	5.500%	969,286	969,286	4,343,572
		1999/00	2,540,000	5.650%	902,548	902,548	4,345,096
		2000/01	2,680,000	5.900%	830,793	830,793	4,341,586
		2001/02	2,840,000	6.000%	751,733	751,733	4,343,466
		2002/03	3,010,000	6.100%	666,533	666,533	4,343,066
		2003/04	3,195,000	6.100%	574,728	574,728	4,344,456
		2004/05	3,390,000	6.400%	477,280	477,280	4,344,560
		2005/06	3,605,000	6.400%	368,800	368,800	4,342,600
		2006/07	3,835,000	6.400%	253,440	253,440	4,341,880
		2007/08	4,085,000	6.400%	130,720	130,720	4,346,440
TOTAL			\$36,040,000		\$8,043,101	\$8,043,101	\$52,126,202

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due 06/01	Coupon	12/01	06/01	Total P+I
Other Debt	\$217,216	1996/97	\$217,216	8.695%	\$0	\$18,888	\$236,104
TOTAL			\$217,216		\$0	\$18,888	\$236,104

Bond Title Issue Date	Amount Issued	Fiscal Year	Principal Due	Interest 1	Interest 2	Total P+I
FUND TOTAL	\$63,020,920	1996/97	\$3,737,701	\$1,337,639	\$1,145,328	\$6,220,668
		1997/98	3,687,240	1,262,780	1,030,410	5,980,430
		1998/99	3,258,428	1,790,858	969,286	6,018,572
		1999/00	3,332,259	1,785,289	902,548	6,020,096
		2000/01	3,414,588	1,771,205	830,793	6,016,586
		2001/02	3,521,386	1,745,347	751,733	6,018,466
		2002/03	3,642,514	1,709,019	666,533	6,018,066
		2003/04	3,779,564	1,665,164	574,728	6,019,456
		2004/05	3,931,729	1,610,551	477,280	6,019,560
		2005/06	4,106,665	1,542,135	368,800	6,017,600
		2006/07	4,301,203	1,462,237	253,440	6,016,880
		2007/08	4,519,160	1,371,560	130,720	6,021,440
		2008/09	404,311	1,270,689	0	1,675,000
TOTAL		\$45,636,748	\$20,324,473	\$8,101,599	\$74,062,820	



**PORTLAND DEVELOPMENT COMMISSION****ST. JOHNS PROJECT FUND - Closed**

Commissioner-in-Charge: MAYOR VERA KATZ

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<b>Revenues</b>					
Interest on Investments	\$ 8,891	\$ 14,493	\$ -	\$ -	\$ -
Publications Sales	90	50	-	-	-
Real Property Sales	-	93,784	-	-	-
Rent - Parking Lot	-	2,615	2,400	-	-
Tax Increment Proceeds	-	-	10,000	-	-
Miscellaneous	150	-	-	-	-
<b>Revenue Subtotal</b>	<b>\$ 9,131</b>	<b>\$ 110,942</b>	<b>\$ 12,400</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Transfers From Other Funds-Cash</b>					
URF-General-Interfund Loan	3,567,874	3,400,000	3,300,000	-	-
<b>Beginning Fund Balance</b>	<b>301,858</b>	<b>306,218</b>	<b>158,512</b>	<b>-</b>	<b>-</b>
<b>Total Resources</b>	<b>\$ 3,878,863</b>	<b>\$ 3,817,160</b>	<b>\$ 3,470,912</b>	<b>\$ -</b>	<b>\$ -</b>
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
Materials and Services	\$ 1,391	\$ 366	\$ 303	\$ -	\$ -
Capital Outlay	6,231	534	2,500	-	-
<b>Transfers to Other Funds-</b>					
URF-General	13,849	11,120	7,107	-	-
<b>Transfers to Other Funds-Cash/</b>					
Loan Repayment-URF-General	3,551,173	3,646,628	3,400,000	-	-
<b>General Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>61,002</b>	<b>-</b>	<b>-</b>
<b>Unappropriated Ending Balance</b>	<b>306,219</b>	<b>158,512</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Requirements</b>	<b>\$ 3,878,863</b>	<b>\$ 3,817,160</b>	<b>\$ 3,470,912</b>	<b>\$ -</b>	<b>\$ -</b>

This fund supports the efforts to sell the St. Johns site. The balance in this fund was transferred to the Urban Redevelopment Fund and the fund was closed in FY 1995-96.



**PORTLAND DEVELOPMENT COMMISSION**

ST. JOHNS PROJECT FUND - Closed

Commissioner-in-Charge: MAYOR VERA KATZ

**LINE ITEM DETAIL**

Expenditure Classification	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>MATERIALS &amp; SERVICES</b>					
Temporary Services	\$ =	\$ 99	\$ =	\$ =	\$ =
Postage & Delivery	-	6	-	-	-
Advertising	1,391	-	-	-	-
Occupancy Costs	-	262	303	-	-
<b>TOTAL MATERIALS &amp; SERVICES</b>	\$ 1,391	\$ 366	\$ 303	\$ -	\$ -
<b>CAPITAL OUTLAY</b>					
Land	6,031	534	2,500	-	-
Improvements	200	-	-	-	-
<b>TOTAL CAPITAL OUTLAY</b>	\$ 6,231	\$ 534	\$ 2,500	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	\$ 7,622	\$ 900	\$ 2,803	\$ -	\$ -
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	8,206	8,469	5,397	-	-
Overhead - URF-General	5,643	2,651	1,710	-	-
Cash/Loan Repayment - URF-General	3,551,173	3,646,628	3,400,000	-	-
<b>TOTAL TRANSFERS</b>	\$ 3,565,022	\$ 3,657,748	\$ 3,407,107	\$ -	\$ -
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	\$ 3,572,644	\$ 3,658,648	\$ 3,409,910	\$ -	\$ -

**ST. JOHNS RVRFRNT. BOND REDEMPTION FUND (305)**
**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised Budget FY 1995-96	Yr End Estimate FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>						
<b>External Revenues</b>						
Property Taxes						
Current Year	\$0	\$0	\$0	\$0	\$0	\$0
Prior Year	0	0	247	0	0	0
Miscellaneous Revenue						
Interest on Investment	190	515	139	530	551	551
Other Miscellaneous Revenues	3,289	3,590	0	1,018	0	0
<b>Total External Revenues</b>	<b>3,479</b>	<b>4,105</b>	<b>386</b>	<b>1,548</b>	<b>551</b>	<b>551</b>
<b>Other Financing Sources</b>						
Beginning Fund Balance	3,854	7,333	8,795	11,439	9,181	9,181
<b>TOTAL RESOURCES</b>	<b>\$7,333</b>	<b>\$11,438</b>	<b>\$9,181</b>	<b>\$12,987</b>	<b>\$9,732</b>	<b>\$9,732</b>
<b>REQUIREMENTS</b>						
<b>Expenditures</b>						
External Materials & Services	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Requirements</b>						
Debt Service						
Bonded Indebtedness						
Principal	0	0	0	0	0	0
Interest	0	0	0	0	0	0
	0	0	0	0	0	0
Other Indebtedness						
Principal	0	0	0	0	0	0
Interest	0	0	0	0	0	0
	0	0	0	0	0	0
<b>Total Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Balance	7,333	11,438	9,181	12,987	9,732	9,732
<b>TOTAL REQUIREMENTS</b>	<b>\$7,333</b>	<b>\$11,438</b>	<b>\$9,181</b>	<b>\$12,987</b>	<b>\$9,732</b>	<b>\$9,732</b>
<b>Line Item Detail - AU 283</b>						
<b>External Materials and Services</b>						
5450 Interest	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL Bureau Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**GENERAL DESCRIPTION and CHANGES FROM PRIOR YEAR**

The St. Johns Riverfront Bond Redemption Fund was established primarily to achieve a proper matching of revenues and debt service related to financing public improvements in the St. Johns Riverfront Development Area. Currently, there is not outstanding indebtedness related to or plan to finance St. Johns Riverfront Development Area public improvements.

## **Grant Funds**

**Housing and Community Development Contract**

**Other Federal Grants**

**Enterprise Loans**

**Regional Strategies**

**South Auditorium**

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 includes the housing activities performed under the HOME contract, economic development and workforce activities under the Northeast Business Assistance Fund, economic development lending under the EDA grant, and other smaller federal grants. The Enterprise Loan Fund accounts for two CDBG-funded housing revolving loan funds, the Private Lender Agreement Program, and other smaller 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, workforce and economic development. The South Auditorium Fund accounts for the proceeds from the sale of properties acquired with U.S. Department of Housing and Urban Development grant funds.

**PORTLAND DEVELOPMENT COMMISSION**  
**HOUSING AND COMMUNITY DEVELOPMENT CONTRACT FUND**  
**Commissioner-in-Charge: MAYOR VERA KATZ**

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<b>Revenues</b>					
Rent Income	\$ 16,291	\$ 14,626	\$ 15,295	\$ -	\$ -
Sales of Publications	1,453	660	-	-	-
Loan Fees	9,443	14,600	-	-	-
Loan Late Charges	11,653	10,913	-	-	-
Interest on Loans	488,962	577,441	824,150	579,700	579,700
Interest on Investments	17,884	83,419	38,909	44,412	44,412
Other Interest	(14,546)	2,648	-	-	-
Loan Principal Collections	4,002,444	3,663,899	3,181,100	3,430,700	3,430,700
Reimbursements	114,723	115,815	-	-	-
Sale of Real Property	1,253,082	141,647	-	-	-
New Debt - Private Lenders	3,241,927	1,256,920	4,161,032	4,254,616	4,254,616
Miscellaneous	(1,425)	384	-	-	-
<b>Revenue Subtotal</b>	<b>\$ 9,141,891</b>	<b>\$ 5,882,971</b>	<b>\$ 8,220,486</b>	<b>\$ 8,309,428</b>	<b>\$ 8,309,428</b>
<b>Local Government Sources</b>					
HCD Contract (net of program income)	4,840,163	5,313,025	6,010,682	4,368,701	4,113,926
<b>Transfers from Other Funds-</b>					
Cash (PIL Program)	630	-	-	-	-
Cash Transfers In	-	572,452	-	-	-
<b>Beginning Fund Balance</b>	<b>140,664</b>	<b>454,439</b>	<b>1,020,160</b>	<b>1,385,697</b>	<b>1,385,697</b>
<b>Total Resources</b>	<b>\$ 14,123,348</b>	<b>\$ 12,222,887</b>	<b>\$ 15,251,328</b>	<b>\$ 14,063,826</b>	<b>\$ 13,809,051</b>
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
Materials and Services	732,993	754,870	1,085,806	1,097,903	969,138
Capital Outlay	623,687	1,472,702	684,390	12,440	12,440
Financial Assistance	8,275,916	5,259,670	8,560,721	7,612,164	7,614,164
<b>Transfers to Other Funds-</b>					
URF-General	4,036,313	3,143,032	3,626,492	3,595,010	3,569,526
Cash Transfers Out	-	572,452	-	-	-
<b>General Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>1,293,919</b>	<b>1,746,309</b>	<b>1,643,783</b>
<b>Unappropriated Ending Balance</b>	<b>454,439</b>	<b>1,020,161</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Requirements</b>	<b>\$ 14,123,348</b>	<b>\$ 12,222,887</b>	<b>\$ 15,251,328</b>	<b>\$ 14,063,826</b>	<b>\$ 13,809,051</b>

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

**PORTLAND DEVELOPMENT COMMISSION**  
**HOUSING AND COMMUNITY DEVELOPMENT CONTRACT FUND**  
**Commissioner-in-Charge: MAYOR VERA KATZ**

**LINE ITEM DETAIL**

<b>Expenditure Classification</b>	<b>Actual FY 1993-94</b>	<b>Actual FY 1994-95</b>	<b>Revised FY 1995-96</b>	<b>Proposed FY 1996-97</b>	<b>Adopted FY 1996-97</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$ 254,316	\$ 155,823	\$ 453,669	\$ 405,118	\$ 292,487
Legal Fees	-	50,397	23,750	23,750	23,750
Temporary Services	71,053	49,161	16,816	20,950	20,600
Technical Assistance Contracts	-	19,775	15,407	8,908	5,816
Printing & Graphics	42,306	24,318	41,352	55,900	50,650
General Office Expense	14,072	12,936	26,365	13,250	12,350
Software Applications	463	11,415	1,300	2,000	2,000
Postage & Delivery	17,951	10,670	14,392	19,107	18,057
Advertising	10,581	12,204	14,500	15,300	14,250
Meeting Costs	-	-	-	2,017	1,400
Publications & Dues	5,127	7,078	7,751	7,616	7,366
Special Events Costs	-	-	-	5,000	5,000
Education	22,583	19,014	26,146	43,450	40,750
Out of Town Travel	4,921	458	3,000	7,400	7,200
Mileage Reimbursements	7,929	6,253	6,160	6,381	5,881
Parking	9,964	8,790	9,900	13,650	13,625
Occupancy Costs	91,657	243,418	226,670	218,423	218,423
Telephone Services	55,595	49,342	51,765	63,930	63,930
Repairs & Maintenance	1,616	9,100	4,300	-	-
Leases & Rentals	309	71	-	-	-
Vehicle Maintenance	10	168	-	300	150
Loan Document Costs	53,640	35,353	65,131	76,103	76,103
Appraisals	53,004	22,231	73,072	85,550	85,550
Loan Foreclosure Costs	2,935	2,836	1,000	1,000	1,000
Insurance	12,164	2,960	3,360	2,800	2,800
Miscellaneous	797	1,098	-	-	-
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>\$ 732,993</b>	<b>\$ 754,870</b>	<b>\$ 1,085,806</b>	<b>\$ 1,097,903</b>	<b>\$ 969,138</b>
<b>CAPITAL OUTLAY</b>					
Land	468,040	324,880	353,979	2,440	2,440
Improvements	155,647	1,147,823	298,461	-	-
LTD Special Assessments	-	-	18,000	-	-
Relocation	-	-	13,950	10,000	10,000
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 623,687</b>	<b>\$ 1,472,702</b>	<b>\$ 684,390</b>	<b>\$ 12,440</b>	<b>\$ 12,440</b>
<b>OTHER</b>					
Financial Assistance	8,275,916	5,178,355	8,105,108	7,271,664	7,373,664
Grants	-	81,315	455,613	340,500	240,500
<b>TOTAL OTHER</b>	<b>\$ 8,275,916</b>	<b>\$ 5,259,670</b>	<b>\$ 8,560,721</b>	<b>\$ 7,612,164</b>	<b>\$ 7,614,164</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,632,596</b>	<b>\$ 7,487,243</b>	<b>\$ 10,330,917</b>	<b>\$ 8,722,507</b>	<b>\$ 8,595,742</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	2,991,619	2,377,049	2,807,123	2,736,177	2,738,493
Overhead-URF-General	1,044,694	736,883	790,269	858,833	831,033
Equipment Recovery Charges-URF-General	-	29,100	29,100	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ 4,036,313</b>	<b>\$ 3,143,032</b>	<b>\$ 3,626,492</b>	<b>\$ 3,595,010</b>	<b>\$ 3,569,526</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 13,668,909</b>	<b>\$ 10,630,275</b>	<b>\$ 13,957,409</b>	<b>\$ 12,317,517</b>	<b>\$ 12,165,268</b>



**PORTLAND DEVELOPMENT COMMISSION**  
**OTHER FEDERAL GRANTS FUND**  
**Commissioner-in-Charge: MAYOR VERA KATZ**

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<b>Revenues</b>					
Rental Rehab Program	\$ 621,816	\$ -	\$ -	\$ -	\$ -
N/NE Business Assistance Fund	902,609	440,693	1,352,172	1,112,883	1,112,890
EDA Planning Grant	100,011	45,372	85,751	-	-
HOME Grant	2,746,979	2,391,120	3,497,070	1,840,000	1,840,000
DHPP Special Projects Grant	2,165,619	18,046	38,082	-	-
Loan Fees	5,260	11,522	-	-	-
Loan Late Charges	541	6,015	-	-	-
Loan Principal Collections	114,482	652,577	50,000	108,000	108,000
Interest on Loans	49,678	137,864	10,000	85,000	85,000
Interest on Investments	-	-	-	1,740	1,740
Contra Program Income	42,404	(581,982)	-	-	-
Reimbursements	9,586	143	-	-	-
<b>Revenue Subtotal</b>	<b>\$ 6,758,985</b>	<b>\$ 3,121,370</b>	<b>\$ 5,033,075</b>	<b>\$ 3,147,623</b>	<b>\$ 3,147,630</b>
<b>Beginning Fund Balance</b>	<b>1,018</b>	<b>138,160</b>	<b>26,094</b>	<b>54,302</b>	<b>54,302</b>
<b>Total Resources</b>	<b>\$ 6,760,003</b>	<b>\$ 3,259,530</b>	<b>\$ 5,059,169</b>	<b>\$ 3,201,925</b>	<b>\$ 3,201,932</b>
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
Materials and Services	\$ 215,976	\$ 176,509	\$ 286,006	\$ 132,871	\$ 132,871
Financial Assistance	6,051,811	2,759,148	4,545,953	2,803,000	2,803,000
<b>Transfers to Other Funds-</b>					
URF-General	267,955	284,464	201,116	167,012	167,019
<b>Transfers to Other Funds- Cash</b>					
URF - General	1,292	-	-	-	-
<b>General Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>26,094</b>	<b>99,042</b>	<b>99,042</b>
<b>Unappropriated Ending Balance</b>	<b>222,969</b>	<b>39,409</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Requirements</b>	<b>\$ 6,760,003</b>	<b>\$ 3,259,530</b>	<b>\$ 5,059,169</b>	<b>\$ 3,201,925</b>	<b>\$ 3,201,932</b>

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

**PORTLAND DEVELOPMENT COMMISSION**
**OTHER FEDERAL GRANTS FUND**
**Commissioner-in-Charge: MAYOR VERA KATZ**
**LINE ITEM DETAIL**

<b>Expenditure Classification</b>	<b>Actual FY 1993-94</b>	<b>Actual FY 1994-95</b>	<b>Revised FY 1995-96</b>	<b>Proposed FY 1996-97</b>	<b>Adopted FY 1996-97</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$ 194,235	\$ 113,296	\$ 160,289	\$ 108,600	\$ 108,600
Legal	-	10,210	-	-	-
Temporary Services	11,223	10,739	13,018	1,000	1,000
Printing & Graphics	-	202	2,200	2,200	2,200
General Office Expense	158	205	1,600	450	450
Technical Assistance Contract	-	33,873	84,500	-	-
Postage & Delivery	69	51	1,300	800	800
Advertising	118	467	5,300	1,700	1,700
Meeting Costs	-	-	-	450	450
Publications & Dues	-	-	200	200	200
Education	60	141	2,000	2,000	2,000
Out of Town Travel	-	2,716	2,780	3,000	3,000
Mileage Reimbursements	62	105	550	550	550
Parking	(11)	12	50	50	50
Occupancy Costs	-	3,514	6,269	7,371	7,371
Telephone Services	2,683	397	1,200	-	-
Leases & Rentals	347	45	-	-	-
Loan Document Costs	3,677	537	750	500	500
Appraisals	3,355	-	4,000	4,000	4,000
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>\$ 215,976</b>	<b>\$ 176,509</b>	<b>\$ 286,006</b>	<b>\$ 132,871</b>	<b>\$ 132,871</b>
<b>FINANCIAL ASSISTANCE</b>					
Loans to Borrowers	6,011,811	2,742,988	3,668,013	2,503,000	2,503,000
Grants	40,000	16,160	877,940	300,000	300,000
<b>TOTAL FINANCIAL ASSISTANCE</b>	<b>\$ 6,051,811</b>	<b>\$ 2,759,148</b>	<b>\$ 4,545,953</b>	<b>\$ 2,803,000</b>	<b>\$ 2,803,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,267,787</b>	<b>\$ 2,935,657</b>	<b>\$ 4,831,959</b>	<b>\$ 2,935,871</b>	<b>\$ 2,935,871</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services-URF-General	184,941	204,897	118,415	112,130	112,137
Overhead - URF-General	82,214	78,967	82,101	54,882	54,882
Equipment Recovery Charge-URF-General	800	600	600	-	-
Cash - URF - General	1,292	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ 269,247</b>	<b>\$ 284,464</b>	<b>\$ 201,116</b>	<b>\$ 167,012</b>	<b>\$ 167,019</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 6,537,034</b>	<b>\$ 3,220,121</b>	<b>\$ 5,033,075</b>	<b>\$ 3,102,883</b>	<b>\$ 3,102,890</b>

**PORTLAND DEVELOPMENT COMMISSION****ENTERPRISE LOANS FUND**

Commissioner-in-Charge: MAYOR VERA KATZ

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<b>Revenues</b>					
Loan Fees	\$ 20,394	\$ 10,234	\$ 329,461	\$ 109,197	\$ 109,197
Loan Late Charges	7,536	9,511	-	-	-
Interest on Loans	725,683	994,655	918,000	1,027,000	827,000
Interest on Investments	170,960	269,947	142,265	167,035	167,035
Loan Principal Collections	2,089,500	3,287,189	1,434,000	1,226,500	1,226,500
Reimbursements	2,263	1,797	-	50	50
Publications Sales	260	-	-	-	-
Private Lender Agreements (PLIP)	-	-	3,000,000	1,500,000	1,500,000
Other Contracts	-	193,923	-	219,232	219,232
HIF Note Revenue	-	-	-	7,658,194	7,658,194
<b>Local Government Sources</b>					
City of Portland General Fund- ElderHope Construction Loan	1,595,000	-	-	-	-
Transfer from Model Cities Fund- City of Portland	158,808	-	-	-	-
<b>Revenue Subtotal</b>	<b>\$ 4,770,404</b>	<b>\$ 4,767,255</b>	<b>\$ 5,823,726</b>	<b>\$ 11,907,208</b>	<b>\$ 11,707,208</b>
<b>Beginning Fund Balance</b>	<b>\$ 4,089,164</b>	<b>\$ 4,181,895</b>	<b>\$ 4,972,597</b>	<b>\$ 5,228,561</b>	<b>\$ 5,228,561</b>
<b>Total Resources</b>	<b>\$ 8,859,568</b>	<b>\$ 8,949,150</b>	<b>\$ 10,796,323</b>	<b>\$ 17,135,769</b>	<b>\$ 16,935,769</b>
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
Materials and Services	49,178	18,231	169,216	525,234	325,234
Capital Outlay	-	-	-	26,940	26,940
Financial Assistance	3,208,245	1,000,172	3,475,000	8,579,250	8,753,000
Debt Service	1,292,461	2,873,385	1,513,500	1,541,556	1,541,556
<b>Transfers to Other Funds-</b>					
URF-General	100,083	84,764	329,246	935,873	962,123
Reclassification	27,075	-	-	-	-
<b>Transfers to Other Funds-Cash</b>					
Residual Equity Transfer (HCD Fund)	630	-	-	-	-
<b>General Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>5,309,361</b>	<b>5,526,916</b>	<b>5,326,916</b>
<b>Unappropriated Ending Balance</b>	<b>4,181,896</b>	<b>4,972,598</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Requirements</b>	<b>\$ 8,859,568</b>	<b>\$ 8,949,150</b>	<b>\$ 10,796,323</b>	<b>\$ 17,135,769</b>	<b>\$ 16,935,769</b>

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

**PORTLAND DEVELOPMENT COMMISSION**  
**ENTERPRISE LOANS FUND**  
**Commissioner-in-Charge: MAYOR VERA KATZ**

**LINE ITEM DETAIL**

<b>Expenditure Classification</b>	<b>Actual FY 1993-94</b>	<b>Actual FY 1994-95</b>	<b>Revised FY 1995-96</b>	<b>Proposed FY 1996-97</b>	<b>Adopted FY 1996-97</b>
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$ 22,463	\$ 2,020	\$ 3,500	\$ 58,500	\$ 58,500
Legal	-	188	-	20,000	20,000
Temporary Services	4,430	88	1,000	38,000	38,000
Printing & Graphics	9,695	243	3,000	13,500	13,500
General Office Expense	157	9	200	11,100	11,100
Postage & Delivery	178	37	400	5,650	5,650
Advertising	264	83	2,600	15,500	15,500
Publications & Dues	41	25	250	1,250	1,250
Education	330	655	5,000	7,070	7,070
Out of Town Travel	1,272	472	-	8,500	8,500
Mileage Reimbursement	6	3	940	2,300	2,300
Occupancy Costs	-	7,371	11,026	38,780	38,780
Telephone Services	1,017	205	300	9,140	9,140
Parking	-	27	-	144	144
Loan Document Costs	861	1,310	23,000	83,300	83,300
Appraisals	3	-	20,000	6,000	6,000
Loan Foreclosure Costs	-	-	-	6,500	6,500
Insurance	7,166	5,470	8,000	-	-
Miscellaneous	1,295	25	90,000	200,000	-
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>\$ 49,178</b>	<b>\$ 18,231</b>	<b>\$ 169,216</b>	<b>\$ 525,234</b>	<b>\$ 325,234</b>
<b>CAPITAL OUTLAY</b>					
Furniture and Equipment	-	-	-	26,940	26,940
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 26,940</b>	<b>\$ 26,940</b>
<b>OTHER</b>					
Debt Service - Principal	858,898	2,210,864	864,000	849,628	849,628
Debt Service - Interest	433,563	662,521	649,500	691,928	691,928
Financial Assistance	3,208,245	1,000,172	3,475,000	8,579,250	8,753,000
<b>TOTAL OTHER</b>	<b>\$ 4,500,706</b>	<b>\$ 3,873,557</b>	<b>\$ 4,988,500</b>	<b>\$ 10,120,806</b>	<b>\$ 10,294,556</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,549,884</b>	<b>\$ 3,891,788</b>	<b>\$ 5,157,716</b>	<b>\$ 10,646,040</b>	<b>\$ 10,619,790</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services-URF-General	70,585	64,194	242,478	559,069	559,069
Overhead-URF-General	28,398	19,720	85,918	376,804	403,054
Equipment Recovery Charge-URF-General	1,100	850	850	-	-
Reclassification	27,075	-	-	-	-
Residual Equity Transfer to HCD Fund	630	-	-	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ 127,788</b>	<b>\$ 84,764</b>	<b>\$ 329,246</b>	<b>\$ 935,873</b>	<b>\$ 962,123</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 4,677,672</b>	<b>\$ 3,976,552</b>	<b>\$ 5,486,962</b>	<b>\$ 11,608,853</b>	<b>\$ 11,608,853</b>

**PORTLAND DEVELOPMENT COMMISSION**

**REGIONAL STRATEGIES FUND**

Commissioner-in-Charge: MAYOR VERA KATZ

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<b>Revenues</b>					
State of Oregon Grant	\$ -	\$ 95,000	\$ 766,131	\$ 915,668	\$ 915,668
Interest on Investments	-	40,390	-	-	-
Other Contracts	-	906,127	-	-	-
<b>Revenue Subtotal</b>	\$ -	\$ 1,041,517	\$ 766,131	\$ 915,668	\$ 915,668
<b>Beginning Fund Balance</b>	-	-	25,000	-	-
<b>Total Resources</b>	\$ -	\$ 1,041,517	\$ 791,131	\$ 915,668	\$ 915,668
<b>REQUIREMENTS</b>					
<b>Expenditures</b>					
Materials and Services	-	980,884	755,328	841,948	841,948
<b>Transfers to Other Funds-</b>					
URF-General	-	60,634	35,803	73,720	73,720
<b>Contingency</b>					
General Operating Contingency	-	-	-	-	-
<b>Unappropriated Ending Balance</b>	-	-	-	-	-
<b>Total Requirements</b>	\$ -	\$ 1,041,517	\$ 791,131	\$ 915,668	\$ 915,668

This fund was created during fiscal year 1994-95 to account for PDC's participation as regional clearinghouse for the Regional Strategies Board, which distributes funds to organizations working to further the regional target industries agenda. Funding is from the State of Oregon.



**PORTLAND DEVELOPMENT COMMISSION**

**REGIONAL STRATEGIES FUND**

Commissioner-in-Charge: MAYOR VERA KATZ

**LINE ITEM DETAIL**

<b>Expenditure Classification</b>	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$ -	\$ 965,944	\$ 450	\$ 500	\$ 500
Temporary Services	-	388	-	-	-
Printing & Graphics	-	737	220	300	300
Technical Assistance Contracts	-	-	750,000	833,500	833,500
General Office Expense	-	447	350	75	75
Postage & Delivery	-	343	200	200	200
Advertising	-	12,937	200	200	200
Mileage Reimbursement	-	81	-	200	200
Parking	-	7	-	-	-
Occupancy Costs	-	-	3,908	4,973	4,973
Miscellaneous	-	-	-	2,000	2,000
<b>TOTAL MATERIALS &amp; SERVICES</b>	\$ -	\$ 980,884	\$ 755,328	\$ 841,948	\$ 841,948
<b>TOTAL EXPENDITURES</b>	\$ -	\$ 980,884	\$ 755,328	\$ 841,948	\$ 841,948
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	-	44,772	47,313	54,758	54,758
Overhead - URF - General	-	15,862	(11,510)	18,962	18,962
<b>TOTAL TRANSFERS</b>	\$ -	\$ 60,634	\$ 35,803	\$ 73,720	\$ 73,720
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	\$ -	\$ 1,041,517	\$ 791,131	\$ 915,668	\$ 915,668

**PORTLAND DEVELOPMENT COMMISSION**  
**SOUTH AUDITORIUM FUND**

Commissioner-in-Charge: MAYOR VERA KATZ

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
Revenues					
Interest on Investments	\$ -	\$ 11,961	\$ 17,000	\$ 28,918	\$ 28,918
Loan Principal Collections	-	800,000	-	-	-
Interest on Loans	25,182	31,964	25,000	30,000	30,000
Revenue Subtotal	\$ 25,182	\$ 843,925	\$ 42,000	\$ 58,918	\$ 58,918
Transfers From Other Funds-Cash					
URF-General	-	-	-	-	-
Beginning Fund Balance	-	25,182	869,107	902,292	902,292
Total Resources	\$ 25,182	\$ 869,107	\$ 911,107	\$ 961,210	\$ 961,210
<b>REQUIREMENTS</b>					
Expenditures	-	-	-	-	-
Transfers to Other Funds-					
URF-General	-	-	-	-	-
Transfers to Other Funds-Cash					
URF-General	-	-	-	-	-
Contingency	-	-	911,107	961,210	961,210
Unappropriated Ending Balance	25,182	869,107	-	-	-
Total Requirements	\$ 25,182	\$ 869,107	\$ 911,107	\$ 961,210	\$ 961,210

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

## Other Funds

### **Oregon Arena Fund**

#### **Economic Development Revenue Bonds: Debt Service 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.

The Debt Service Fund accounts for the repayment of debt service on Economic Development Revenue Bonds issued by the City.

**PORTLAND DEVELOPMENT COMMISSION**  
**OREGON ARENA FUND**

Commissioner-in-Charge: MAYOR VERA KATZ

**FUND SUMMARY**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
Contract - City of Portland	\$ 614,090	\$ 289,864	\$ 393,434	\$ 19,877	\$ 19,877
Interest on Investments	7,424	2,188	-	-	-
<b>Revenue Subtotal</b>	<b>\$ 621,514</b>	<b>\$ 292,051</b>	<b>\$ 393,434</b>	<b>\$ 19,877</b>	<b>\$ 19,877</b>
<b>Beginning Fund Balance</b>	<b>21,072</b>	<b>6,206</b>	<b>37,721</b>	<b>-</b>	<b>-</b>
<b>Total Resources</b>	<b>\$ 642,586</b>	<b>\$ 298,257</b>	<b>\$ 431,155</b>	<b>\$ 19,877</b>	<b>\$ 19,877</b>
<b>REQUIREMENTS</b>					
Materials and Services	35,907	32,900	56,398	3,249	3,249
Capital Outlay	289,980	109,367	189,800	-	-
<b>Transfers to Other Funds-</b> URF - General	<b>310,493</b>	<b>118,269</b>	<b>147,236</b>	<b>16,628</b>	<b>16,628</b>
<b>General Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>37,721</b>	<b>-</b>	<b>-</b>
<b>Unappropriated Ending Balance</b>	<b>6,206</b>	<b>37,721</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Requirements</b>	<b>\$ 642,586</b>	<b>\$ 298,257</b>	<b>\$ 431,155</b>	<b>\$ 19,877</b>	<b>\$ 19,877</b>

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

**PORTLAND DEVELOPMENT COMMISSION**

OREGON ARENA FUND

Commissioner-in-Charge: MAYOR VERA KATZ

**LINE ITEM DETAIL**

	Actual FY 1993-94	Actual FY 1994-95	Revised FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>MATERIALS &amp; SERVICES</b>					
Professional Services	\$ 22,061	\$ 11,080	\$ 37,900	\$ -	\$ -
Legal Fees	2,124	1,098	-	-	-
Temporary Services	1,132	4,918	1,000	-	-
Printing & Graphics	177	819	5,000	-	-
General Office Expense	3,438	159	200	-	-
Postage & Delivery	228	17	500	-	-
Advertising	-	17	500	-	-
Meeting Costs	-	-	500	-	-
Special Event Costs	-	-	2,000	-	-
Out of Town Travel	-	694	1,000	-	-
Mileage Reimbursements	29	127	200	-	-
Parking	2,501	554	200	-	-
Occupancy Costs	-	10,366	5,098	799	799
Telephone Services	4,217	3,050	2,300	2,450	2,450
<b>TOTAL MATERIALS &amp; SERVICES</b>	<b>\$ 35,907</b>	<b>\$ 32,900</b>	<b>\$ 56,398</b>	<b>\$ 3,249</b>	<b>\$ 3,249</b>
<b>CAPITAL OUTLAY</b>					
Land	538	108,856	-	-	-
Improvements	289,442	511	189,800	-	-
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 289,980</b>	<b>\$ 109,367</b>	<b>\$ 189,800</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 325,887</b>	<b>\$ 142,267</b>	<b>\$ 246,198</b>	<b>\$ 3,249</b>	<b>\$ 3,249</b>
<b>INTERFUND TRANSFERS</b>					
Personal Services - URF-General	209,115	93,920	114,437	13,427	13,427
Overhead - URF-General	101,378	24,349	32,799	3,201	3,201
<b>TOTAL TRANSFERS</b>	<b>\$ 310,493</b>	<b>\$ 118,269</b>	<b>\$ 147,236</b>	<b>\$ 16,628</b>	<b>\$ 16,628</b>
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$ 636,380</b>	<b>\$ 260,537</b>	<b>\$ 393,434</b>	<b>\$ 19,877</b>	<b>\$ 19,877</b>



**PORTLAND DEVELOPMENT COMMISSION  
ECONOMIC DEVELOPMENT REVENUE BONDS  
DEBT SERVICE FUND**

	Actual FY 1993-94	Actual FY 1994-95	Adopted FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>RESOURCES</b>					
<i>Revenues</i>					
<i>Interest on Investments</i>					
Columbia Aluminum	\$90	\$104	\$0	\$0	\$0
Oregon Public Broadcasting	104	1	0	0	0
Police Block Associates	1,035	1,617	0	0	0
St. James Project	67	1,169	0	0	0
Westwood Corporation	3,459	5,941	0	0	0
<i>Total Interest</i>	4,755	8,832	0	0	0
 <i>Lease Receipts</i>					
Columbia Aluminum	421,248	492,862	129,000	160,000	160,000
Columbia Wire & Iron	323,352	157,245	312,532	476,812	476,812
Landa, Inc.	218,658	218,188	218,751	219,436	219,436
Norcrest China Company	925,828	1,097,784	1,278,691	1,171,954	1,171,954
Oregon Public Broadcasting	643,221	1,329,200	190,800	100,800	100,800
Police Block Associates	222,106	272,704	301,704	247,062	247,062
Randolph L. Miller Project	219,780	219,780	271,558	222,143	222,143
REACH Laurelhurst (Retired)	287,522	0	0	0	0
Rose City Village	607,778	609,771	612,145	613,010	613,010
South Park Block Project	315,047	450,067	446,250	446,250	446,250
South Park Block Apts. II	238,713	0	0	0	0
St. James Project	77,881	103,842	200,763	199,098	199,098
University Park Apts.	101,492	257,568	279,110	279,110	279,110
Westwood Corporation	304,815	306,972	306,907	313,563	313,563
<i>Total Lease Receipts</i>	4,907,441	5,515,983	4,548,211	4,449,238	4,449,238
<i>Revenue Subtotal</i>	4,912,196	5,524,815	4,548,211	4,449,238	4,449,238

**PORTLAND DEVELOPMENT COMMISSION  
ECONOMIC DEVELOPMENT REVENUE BONDS  
DEBT SERVICE FUND**

	Actual FY 1993-94	Actual FY 1994-95	Adopted FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<i>Beginning Fund Balance</i>					
Columbia Wire & Iron	1	1	0	0	0
Landa, Inc.	2	2	0	0	0
Oregon Public Broadcasting	19	19	0	0	0
Police Block Associates	48,821	48,821	0	0	0
Rose City Village	8	8	0	0	0
St. James Project	64,969	64,969	0	0	0
Westwood Corporation	136,730	136,730	0	0	0
<i>Total Beginning Fund Balance</i>	<u>250,550</u>	<u>250,550</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Resources</b>	<u>\$5,162,746</u>	<u>\$5,775,365</u>	<u>\$4,548,211</u>	<u>\$4,449,238</u>	<u>\$4,449,238</u>

**REQUIREMENTS**

*Expenditures*

*Debt Service*

Columbia Aluminum	\$421,349	\$447,599	\$129,000	\$160,000	\$160,000
Columbia Wire & Iron	323,352	157,245	312,532	476,812	476,812
Landa, Inc.	218,658	218,188	218,751	219,436	219,436
Norcrest China Company	925,828	1,097,784	1,278,691	1,171,954	1,171,954
Oregon Public Broadcasting	645,800	1,329,200	190,800	100,800	100,800
Police Block Associates	218,794	273,997	301,704	247,062	247,062
Randolph L. Miller Project	219,780	219,780	271,558	222,143	222,143
REACH Laurelhurst (Retired)	287,522	0	0	0	0
Rose City Village	607,778	609,780	612,145	613,010	613,010
South Park Block Project	315,047	450,067	446,250	446,250	446,250
South Park Block Apts. II	238,713	0	0	0	0
St. James Project	12,980	95,529	200,763	199,098	199,098
University Park Apts.	101,491	257,568	279,110	279,110	279,110
Westwood Corporation	298,000	299,625	306,907	313,563	313,563

<i>Total Debt Service</i>	<u>4,835,092</u>	<u>5,456,362</u>	<u>4,548,211</u>	<u>4,449,238</u>	<u>4,449,238</u>
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Unappropriated Ending Fund Balance	<u>327,654</u>	<u>319,003</u>	<u>0</u>	<u>0</u>	<u>0</u>
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<b>Total Requirements</b>	<u>\$5,162,746</u>	<u>\$5,775,365</u>	<u>\$4,548,211</u>	<u>\$4,449,238</u>	<u>\$4,449,238</u>
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**PORTLAND DEVELOPMENT COMMISSION  
ECONOMIC DEVELOPMENT REVENUE BONDS  
DEBT SERVICE FUND**

	Actual FY 1993-94	Actual FY 1994-95	Adopted FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>EXPENDITURES BY CLASSIFICATION</b>					
<b>Columbia Aluminum Recycling Corp.</b>					
Principal	\$300,000	\$300,000	\$0	\$0	\$0
Interest	121,349	147,599	129,000	160,000	160,000
Total Appropriation	421,349	447,599	129,000	160,000	160,000
<b>Columbia Wire &amp; Iron</b>					
Principal	164,280	68,450	164,280	328,560	328,560
Interest	159,072	88,795	148,252	148,252	148,252
Total Appropriation	323,352	157,245	312,532	476,812	476,812
<b>Landa, Inc.</b>					
Principal	49,306	53,108	57,492	62,766	62,766
Interest	169,352	165,080	161,259	156,670	156,670
Total Appropriation	218,658	218,188	218,751	219,436	219,436
<b>Norcrest China Company</b>					
Principal	431,215	465,815	498,036	546,734	546,734
Interest	494,613	631,969	780,655	625,220	625,220
Total Appropriation	925,828	1,097,784	1,278,691	1,171,954	1,171,954
<b>Oregon Public Broadcasting</b>					
Principal	500,000	1,250,000	0	0	0
Interest	145,800	79,200	190,800	100,800	100,800
Total Appropriation	645,800	1,329,200	190,800	100,800	100,800
<b>Police Block Associates</b>					
Principal	76,363	77,096	77,178	75,000	75,000
Interest	142,431	196,901	224,526	172,062	172,062
Total Appropriation	218,794	273,997	301,704	247,062	247,062
<b>Randolph L. Miller</b>					
Principal	139,988	121,065	128,459	136,773	136,773
Interest	79,792	98,715	143,099	85,370	85,370
Total Appropriation	219,780	219,780	271,558	222,143	222,143

**PORTLAND DEVELOPMENT COMMISSION  
ECONOMIC DEVELOPMENT REVENUE BONDS  
DEBT SERVICE FUND**

	Actual FY 1993-94	Actual FY 1994-95	Adopted FY 1995-96	Proposed FY 1996-97	Adopted FY 1996-97
<b>EXPENDITURES BY CLASSIFICATION (Continued)</b>					
<b>REACH Laurelhurst (Retired)</b>					
Principal	260,617	0	0	0	0
Interest	26,905	0	0	0	0
Total Appropriation	287,522	0	0	0	0
<b>Rose City Village</b>					
Principal	125,000	135,000	145,000	155,000	155,000
Interest	482,778	474,780	467,145	458,010	458,010
Total Appropriation	607,778	609,780	612,145	613,010	613,010
<b>South Park Block (EDOM)</b>					
Principal	0	0	0	0	0
Interest	315,047	450,067	446,250	446,250	446,250
Total Appropriation	315,047	450,067	446,250	446,250	446,250
<b>South Park Block Apartments II (Refinanced)</b>					
Principal	0	0	0	0	0
Interest	238,713	0	0	0	0
Total Appropriation	238,713	0	0	0	0
<b>St. James Project</b>					
Principal	0	0	45,000	45,000	45,000
Interest	12,980	95,529	155,763	154,098	154,098
Total Appropriation	12,980	95,529	200,763	199,098	199,098
<b>University Park Apartments (formerly South Park II)</b>					
Principal	0	0	0	0	0
Interest	101,491	257,568	279,110	279,110	279,110
Total Appropriation	101,491	257,568	279,110	279,110	279,110
<b>Westwood Corporation</b>					
Principal	200,000	220,000	245,000	265,000	265,000
Interest	98,000	79,625	61,907	48,563	48,563
Total Appropriation	298,000	299,625	306,907	313,563	313,563
<b>Total Expenditures by Classification</b>	<b>\$4,835,092</b>	<b>\$5,456,362</b>	<b>\$4,548,211</b>	<b>\$4,449,238</b>	<b>\$4,449,238</b>

PORTLAND DEVELOPMENT COMMISSION  
ECONOMIC DEVELOPMENT REVENUE BOND FUNDS  
STATEMENT OF BONDED INDEBTEDNESS  
FISCAL YEAR 1996-97

DESCRIPTION	MATURITY DATES (FY TOTALS)	INTEREST RATE	AMOUNT OUTSTANDING JULY 1, 1996	MATURITIES DURING 1996-1997	INTEREST FOR 1996-1997	
COLUMBIA ALUMINUM RECYCLING CORPORATION (CARCO)			Variable-estimated based on current rate			
Issue amount:	\$4,900,000					
Redemption date:	October 1, 2011	2001-02	4.000%	600,000	0	24,000
Issue date:	October 1, 1991	2006-07	4.000%	1,500,000	0	60,000
Payment terms:*	Interest monthly	2011-12	4.000%	1,900,000	0	76,000
TOTAL COLUMBIA ALUMINUM			\$4,000,000	\$0	\$160,000	
COLUMBIA WIRE & IRON WORKS, INC. PROJECT						
Issue amount:	\$2,300,000		Fixed			
Redemption date:	October 1, 2006	1996-97	7.520%	328,560	328,560	24,708
Issue date:	October 1, 1991	1997-98	7.520%	164,280	0	12,354
Payment terms:*	Principal & interest monthly	1998-99	7.520%	164,280	0	12,354
		1999-00	7.520%	164,280	0	12,354
		2000-01	7.520%	164,280	0	12,354
		2001-02	7.520%	164,280	0	12,354
		2002-03	7.520%	164,280	0	12,354
		2003-04	7.520%	164,280	0	12,354
		2004-05	7.520%	164,280	0	12,354
		2005-06	7.520%	164,280	0	12,354
		2006-07	7.520%	164,360	0	12,360
TOTAL COLUMBIA WIRE & IRON WORKS, INC.			\$1,971,440	\$328,560	\$148,252	
LANDA, INC.						
Issue amount:	\$2,300,000		Fixed			
Redemption date:	May 15, 2012	1996-97	7.982%	62,766	62,766	5,010
Issue date:	May 15, 1987	1997-98	7.982%	68,039	0	5,431
Payment terms:*	Principal & interest monthly	1998-99	7.982%	73,754	0	5,887
		1999-00	7.982%	79,566	0	6,351
		2000-01	7.982%	86,633	0	6,915
		2001-02	7.982%	93,910	0	7,496
		2002-03	7.982%	101,798	0	8,126
		2003-04	7.982%	110,052	0	8,784
		2004-05	7.982%	119,593	0	9,546
		2005-06	7.982%	129,639	0	10,348
		2006-07	7.982%	140,528	0	11,217
		2007-08	7.982%	152,155	0	12,145
		2008-09	7.982%	165,113	0	13,179
		2009-10	7.982%	176,982	0	14,286
		2010-11	7.982%	194,017	0	15,486
		2011-12	7.982%	192,119	0	16,463
		TOTAL LANDA INC			\$1,948,664	\$62,766
NORCREST CHINA COMPANY			Varies 73.78% of Prime			
Issue amount:	\$13,000,000					
Redemption date:	January 2, 2001	1996-97	6.407%	546,734	546,734	35,029
Issue date:	December 30, 1985	1997-98	6.407%	589,231	0	37,752
Payment terms:*	Principal & interest monthly	1998-99	6.407%	634,411	0	40,647
		1999-00	6.407%	684,608	0	43,863
		2000-01	6.407%	7,303,406	0	467,929
TOTAL NORCREST CHINA COMPANY			\$9,758,390	\$546,734	\$625,220	

City of Portland, Oregon - FY 1997-97 Adopted Budget

City of Portland, Oregon - FY 1997-97 Adopted Budget



PORTLAND DEVELOPMENT COMMISSION  
ECONOMIC DEVELOPMENT REVENUE BOND FUNDS  
STATEMENT OF BONDED INDEBTEDNESS  
FISCAL YEAR 1996-97

DESCRIPTION	MATURITY DATES (FY TOTALS)	INTEREST RATE	AMOUNT OUTSTANDING JULY 1, 1996	MATURITIES DURING 1996-1997	INTEREST FOR 1996-1997
<b>OREGON PUBLIC BROADCASTING</b>					
		<i>Fixed</i>			
Issue amount: \$3,150,000	2004-05	7.200%	230,000	0	16,560
Redemption date: June 1, 2009	2005-06	7.200%	265,000	0	19,080
Issue date: August 1, 1989	2006-07	7.200%	280,000	0	20,160
Payment terms:* Interest semi-annually	2007-08	7.200%	300,000	0	21,600
	2008-09	7.200%	325,000	0	23,400
TOTAL OREGON PUBLIC BROADCASTING			\$1,400,000	\$0	\$100,800
<b>POLICE BLOCK ASSOCIATES - Series A</b>					
		<i>Varies, 65% of Prime</i>			
Issue amount: \$3,600,000	1996-97	5.688%	75,000	75,000	4,266
Redemption date: November 15, 2015	1997-98	5.688%	75,000	0	4,266
Issue date: November 15, 1985	1998-99	5.688%	100,000	0	5,688
Payment terms:* Interest monthly	1999-00	5.688%	100,000	0	5,688
	2000-01	5.688%	100,000	0	5,688
	2001-02	5.688%	100,000	0	5,688
	2002-03	5.688%	125,000	0	7,110
	2003-04	5.688%	125,000	0	7,110
	2004-05	5.688%	125,000	0	7,110
	2005-06	5.688%	125,000	0	7,110
	2006-07	5.688%	150,000	0	8,532
	2007-08	5.688%	150,000	0	8,532
	2008-09	5.688%	175,000	0	9,954
	2009-10	5.688%	175,000	0	9,954
	2010-11	5.688%	200,000	0	11,376
	2011-12	5.688%	200,000	0	11,376
	2012-13	5.688%	200,000	0	11,376
	2013-14	5.688%	225,000	0	12,798
	2014-15	5.688%	250,000	0	14,220
	2015-16	5.688%	250,000	0	14,220
TOTAL POLICE BLOCK ASSOCIATES - Series A			\$3,025,000	\$75,000	\$172,062
<b>RANDOLPH L. MILLER</b>					
		<i>Varies, 75% of Prime</i>			
Issue amount: \$2,500,000	1996-97	6.563%	136,773	136,773	8,976
Redemption date: December 31, 1999	1997-98	6.563%	145,626	0	9,557
Issue date: December 28, 1984	1998-99	6.563%	155,051	0	10,175
Payment terms:* Principal & interest monthly	1999-00	6.563%	863,427	0	56,662
TOTAL RANDOLPH L MILLER			\$1,300,877	\$136,773	\$85,370
<b>ROSE CITY VILLAGE LTD PARTNERSHIP</b>					
		<i>Fixed Variable</i>			
Issue amount: \$7,000,000	1996-97	6.400%	155,000	155,000	9,920
Redemption date: December 15, 2015	1997-98	6.500%	165,000	0	10,725
Issue date: December 15, 1990	1998-99	6.650%	175,000	0	11,638
Payment terms:* Interest semi-annually	1999-00	6.800%	190,000	0	12,920
	2000-01	6.900%	205,000	0	14,145
	2001-02	7.000%	1,265,000	0	88,550
	2002-03	7.250%	4,325,000	0	310,113
TOTAL ROSE CITY VILLAGE			\$6,480,000	\$155,000	\$458,010

PORTLAND DEVELOPMENT COMMISSION  
ECONOMIC DEVELOPMENT REVENUE BOND FUNDS  
STATEMENT OF BONDED INDEBTEDNESS  
FISCAL YEAR 1996-97

DESCRIPTION	MATURITY DATES (FY TOTALS)	INTEREST RATE	AMOUNT OUTSTANDING JULY 1, 1996	MATURITIES DURING 1996-1997	INTEREST FOR 1996-1997
<b>SOUTH PARK BLOCKS (EDOM)</b>					
Issue amount:	\$12,750,000				
Redemption date:	December 1, 2011	2011-12			
Issue date:	December 23, 1985				
Payment terms:*	Interest monthly				
		Variable - estimated based on current rate			
		3.500%	\$12,750,000	0	446,250
TOTAL SOUTH PARK BLOCKS			\$12,750,000	0	\$446,250
<b>ST. JAMES PROJECT</b>					
Issue amount:	\$3,000,000				
Redemption date:	December 1, 1993	1996-97			
Issue date:	January 1, 2010	1997-98			
Payment terms:*	Interest annually	1998-99			
		Fixed			
		Variable			
		3.850%	45,000	45,000	1,733
		4.050%	50,000		2,025
		4.250%	50,000		2,125
		4.500%	55,000		2,475
		4.600%	55,000		2,530
		4.700%	60,000		2,820
		4.800%	60,000		2,880
		4.900%	65,000		3,185
		5.000%	65,000		3,250
		5.350%	2,450,000		131,075
TOTAL ST. JAMES PROJECT			2,955,000	45,000	154,098
<b>UNIVERSITY PARK APARTMENTS</b>					
Issue amount:	\$7,345,000				
Redemption date:	October 1, 2011	2011-12			
Issue date:	October 1, 1993				
Payment terms:*	Interest monthly				
		Variable - estimated based on current rate*			
		3.800%	7,345,000	0	279,110
TOTAL UNIVERSITY PARK APARTMENTS			\$7,345,000	\$0	\$279,110
<b>WESTWOOD CORPORATION</b>					
Issue amount:	\$2,000,000				
Redemption date:	November 15, 1997	1996-97			
Issue date:	December 19, 1985	1997-98			
Payment terms:*	Interest semi-annually				
		Fixed			
		8.750%	265,000	265,000	23,188
		8.750%	290,000	0	25,375
TOTAL WESTWOOD CORPORATION			\$555,000	\$265,000	\$48,563
TOTAL ECONOMIC DEVELOPMENT REVENUE BOND FUNDS			53,489,371	1,614,833	2,834,405

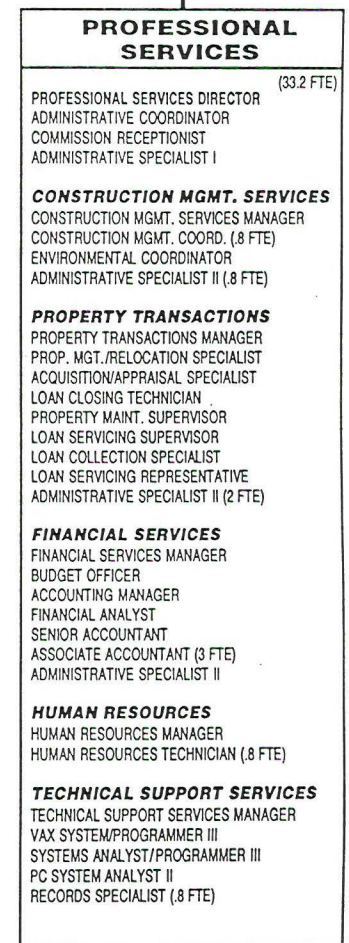
\* Unless otherwise stated, principal is paid annually when due.

## Other Information

Organization Chart

Schedule of Authorized Positions and Salary Levels

# PDC Staff 1996-97 Adopted Budget



**PORTLAND DEVELOPMENT COMMISSION**
**PDC FULL-TIME POSITIONS**

POSITION TITLE	Actual FY 1993-94	Actual FY 1994-95	Revised Budget FY 1995-96		Proposed Budget FY 1996-97		Adopted Budget FY 1996-97	
	No.	No.	No.	Amount	No.	Amount	No.	Amount
Accounting Assistant	0	1	0	0	0	0	0	0
Accounting Manager	1	1	1	46,544	1	52,004	1	52,004
Acquisition/Appraisal Specialist	0	0	0	0	0.5	19,144	0.5	19,144
Administrative Budget Coordinator	1	1	0.9	31,508	0.9	33,344	0.9	33,344
Administrative Budget Coordinator	0	0	0.4	14,739	1	31,508	1	31,508
Administrative Budget Coordinator	1	1	0.6	22,109	1	36,992	1	36,992
Administrative Coordinator	1	0	0	0	0	0	0	0
Administrative Coordinator	0	1	1	32,024	1	35,928	1	35,928
Administrative Specialist I	1	1	1	24,344	1	26,932	1	26,932
Administrative Specialist II	10	8.8	11	283,084	11.8	309,652	11.8	309,652
Administrative Specialist III	4.5	3.6	3.6	130,868	4.6	127,626	4.6	127,626
Appraisal/Acquisition Specialist	1	1	1	42,104	1	47,024	1	47,024
Associate Accountant	2	2	3	95,696	3	96,160	3	96,160
Attorney	1	2	2	145,268	2	156,652	2	156,652
Budget Officer	1	1	1	57,096	1	51,596	1	51,596
Business Finance Specialist	1	1	1	38,952	1	38,952	1	38,952
City Business Development Mgr.	0	0	1	58,708	2	101,770	2	101,770
Commission Secretary	1	1	1	40,160	1	44,132	1	44,132
Const. Mgmt. Services Manager	1	1	1	76,168	1	77,184	1	77,184
Construction Management Coordinator	2	1	1	43,520	0.8	37,316	0.8	37,316
Construction Specialist	2	2	2	97,584	2	98,400	2	98,400
Development Director	1	1	1	88,492	1	88,492	1	88,492
Development Manager	1	2	3	215,088	3	215,680	3	215,680
DHPP Specialist	1	0	0	0	0	0	0	0
Economic Development Director	1	1	1	71,524	1	71,524	1	71,524
Emergency Repair Loan Officer	1	1	1	43,560	1	43,560	1	43,560
Environmental Coordinator	0	1	1	53,492	1	57,096	1	57,096
Executive Director	1	1	1	88,220	1	88,220	1	88,220
Finance Advisor I	4	1	2.5	89,730	2	82,252	2	82,252
Finance Advisor II	1	0	0	0	0	0	0	0
Financial Analyst	0	1	1	46,724	1	43,172	1	43,172
Financial Services Manager	1	1	1	71,476	1	77,392	1	77,392
Graphic Designer	1	1	1	38,952	1	43,656	1	43,656
Graphic Assistant	0.6	0.0	0	0	0	0	0	0
Housing Director	1	1	1	84,796	0.8	56,388	0.8	56,388
Housing Specialist	0	3	5.5	230,868	5	230,780	5	230,780
Human Resources Manager	1	1	1	52,960	1	59,464	1	59,464
Human Resources Tech./Acctg. Asst.	1	0	0	0	0	0	0	0
Human Resources Technician	0	0.6	0.6	17,448	0.8	26,608	0.8	26,608
Information Systems Manager	0	0	0	0	1	55,852	1	55,852
JobNet Assistant	1	0	0	0	0	0	0	0
JobNet Program Assistant	0	1	1	31,108	1	34,772	1	34,772
Legal Assistant	1	1	1	34,336	1	35,052	1	35,052
Legal Counsel	1	0	0	0	0	0	0	0
Loan Closing Technician	1	1	1	38,952	2	67,020	2	67,020



**PORTLAND DEVELOPMENT COMMISSION**
**PDC FULL-TIME POSITIONS**

POSITION TITLE	Actual FY 1993-94	Actual FY 1994-95	Revised Budget FY 1995-96		Proposed Budget FY 1996-97		Adopted Budget FY 1996-97	
	No.	No.	No.	Amount	No.	Amount	No.	Amount
Loan Collection Specialist	1	1	1	33,384	1	34,800	1	34,800
Loan Officer I	1	0	0	0	0	0	0	0
Loan Officer II	1	0	1	42,892	2	90,916	2	90,916
Loan Servicing Representative	1	1	1	36,048	1	38,952	1	38,952
Loan Servicing Supervisor	1	1	1	45,404	1	49,200	1	49,200
Loan Underwriter	0	1	1	37,388	1	42,200	1	42,200
Manager, Public Affairs	1	1	1	64,668	1	67,252	1	72,109
NHP Technician	1	0	0	0	0	0	0	0
PC Systems Analyst II	1	0	1	42,176	1	32,984	1	32,984
Professional Services Director	1	1	1	76,216	1	76,216	1	76,216
Program Development Specialist	0	1	1	37,722	1	39,980	1	39,980
Program Development Technician	0	1	2	52,108	2	68,992	2	68,992
Program/Project Manager	3	3	1	63,988	2	131,268	2	131,268
Project Coordinator I	2	5	4	171,784	5.6	231,862	5.6	231,862
Project Coordinator II	20.5	14	15	758,304	19	985,816	19	985,816
Project Manager	6	5.9	5	288,508	8	488,210	8	488,210
Property Maintenance Supervisor	1	1	1	43,560	1	43,560	1	43,560
Property Mgmt. /Relocation Specialist	2	1	1	40,064	1	43,468	1	43,468
Property Transactions Manager	1	1	1	69,720	1	76,520	1	76,520
Public Affairs Coordinator	0	0.9	0.9	48,968	0.9	49,180	0.9	49,180
Public Affairs Specialist	1	0	0	0	0	0	0	0
Receptionist	2	2	2	46,948	2	47,752	2	47,752
Records Management Coordinator	0	0	0.8	32,868	0.8	34,180	0.8	34,180
Records Specialist	0.5	0.8	0	0	0	0	0	0
Regional Marketing & Recruitment Mgr.	0	0	1	57,244	0	0	0	0
Rehabilitation Specialist	8	0	0	0	0	0	0	0
Research Specialist	1	1	1	42,356	1.5	62,430	1.5	62,430
RHP Technician	1	1	0	0	2	59,208	2	59,208
Senior Accountant	1	1	1	32,170	1	34,224	1	34,224
Special Projects Manager	1	1	1	64,600	1	69,004	1	69,004
Systems Analyst/Programmer III	1	1	1	49,200	1	44,528	1	44,528
Technical Support Services Manager	1	0	1	66,108	0	0	0	0
Underwriter/Income Property	0	0	1	43,580	0	0	0	0
VAX System/Programmer III	1	1	1	49,200	1	49,200	1	49,200
Workforce and Target Industries Director	0	1	1	69,928	1	69,928	1	69,928
<b>TOTAL</b>	<b>115.1</b>	<b>99.6</b>	<b>109.8</b>	<b>5,085,306</b>	<b>125.0</b>	<b>5,861,126</b>	<b>125.0</b>	<b>5,865,983</b>

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# Office of Finance & Administration

## Current 5-Year Financial Forecast

### City Of Portland-General Fund

As Of... 11-Jun-96

#### Spring Financial Forecast Shows Council's Adopted Two-Year Budget Is Balanced

Item	Previous: Dec. 15th	Adopted Budget	Difference Dec. vs. Budgeted
Resources Available For FY1996-97 + FY1997-98	\$488,606,155	\$495,760,758	\$7,154,603
<b>Requirements:</b>			
Capital Set-Aside.....	\$6,000,000	\$5,986,093	(\$13,907)
Council Set-Asides.....	\$52,573,086	\$57,141,390	\$4,568,304
Bureaus, On Going.....	\$397,287,803	\$411,664,615	\$14,376,812
Resources Less Re- quirements EQUALS.....	\$32,745,266	\$20,968,659	(\$11,776,607)
<b>Estimated Allocation:</b>			
Estimated, Programs(*)..	\$13,538,894	\$0	(\$13,538,894)
Estimated One-Time(**)..	\$5,069,675	\$20,968,661	\$15,898,986

(\*)First year FY1996-97 (\*\*) \$4,759,836 (FY97), \$309,839 (FY98)

#### JUNE Resource Forecast Is Improved, Tied To Budget

##### Resources Improve \$7.15 Million In Revised Two-Year Forecast

- ◆ General Fund resources are improved \$7.15 million over the December forecast, up 1.5%. This is due mostly to a \$3.1 million on-going increase in the business license revenue forecast.

##### PDC Debt Requirement And Projects Covered By Urban Renewal Levy

- ◆ 25% assessed value growth over 2 years has produced levy capacity (within Portland's share) to collect annual PDC debt service, reducing set-asides, net, by \$12.2 million over the next two years. In addition, the City will levy somewhere between \$6.3 to \$9.1 million for urban renewal development projects. For the "high" 10.6% assessed value case \$9.1 can be levied to fund development projects for FY1996-97.

##### Council's Adopted Budget: \$14.4 million Into Programs Over Two Years

- ◆ Council's Adopted Budget increases bureau program expenses about \$7.1 million per year above current service level requirements (CSL) over the two-year budget with \$20 million for one-time, over two years...

#### Resource Outlook Improved

##### 5-Year Resource Picture Improved From Dec. '95

A booming regional economy continues to generate strong business license revenue growth which has averaged almost 20% per year, this year and last. Resources are up \$7.2 million over the previous two year budget forecast, up by 1.5%.

##### Urban Renewal Levy

Assessed value growth of 25% over two years creates enough levy capacity for PDC debt service and will allow PDC to levy somewhere between \$6.3 million to \$9.1 million for urban renewal projects depending on actual assessed value growth.

##### Out of Compression, But County Levies Unknown

County levy authority is, at present estimated at \$148.1 million, up 12.7% over last year after voter approval of new 3-year serial levies for Jails and the Library. This levy authority is consistent with the County's estimated pro-rata share.

Some Key Forecast Assump- tions	Assessed Value Growth.....	9.0%	<b>State Cigarette &amp; Liquor</b>	
	FY1996-97 General Fund		<b>Tax Revenues To City.....</b>	\$7,585,192
	Tax Base (Levy).....	\$133,077,735	<b>CPI-W Increase (December '94</b>	
	Levy Compression(%).....	-0.03%	<b>To December '95).....</b>	2.7%
	Delinquency/Discount (%)	-6.50%	<b>Required F&amp;PD&amp;R Levy.....</b>	\$48,982,298
	Actual Levy Revenues.....	\$124,384,759	<b>Beginning General Fund</b>	
	Assumed County Levy Authority.....		<b>FY1995-96 Balance.....</b>	\$17,647,807
	Taxbase Levy.....	\$108,400,189	<b>Estimated Measure 5 GENERAL FUND</b>	
	Library & Jails.....	\$39,665,869	<b>Revenue Loss due to "5".....</b>	(\$42,924)
	Total-All Levies.....	\$148,064,145	<b>Current Forecast: FY1996-97 to FY2000-01</b>	



**Forecast FY1996-97 resources are up by about \$7.36 million (3.04%) when compared to the previous December 15, 1995 financial forecast.** The largest change occurred in beginning fund balance revised up by \$5.92 million. This increase accommodates bureau identified carryover requirements for FY1995-96 projects not completed that are not yet encumbered. Business license revenues are up \$3.1 million, on-going, on the continued strength of revenue growth off of last year's 26% increase. Regional economic growth continues to drive both transient lodging and business license revenue growth at well beyond longrun trend growth rates. Elsewhere

● The municipal utility (water and sewer) tax rate will be reduced from 8% to 6% over the next 5 years. This will cost the General Fund about \$1.3 million over the next two year budget cycle. The only other material revenue change was a \$1.3 million reduction in the transfer from the General Reserve Fund. This reduction plus a \$1.1 million transfer to the General Reserve, FY1996-97, will put an additional \$2.4 million in to reserves. The \$2.4 million will be used to offset an anticipated \$2.4 million charge against business license revenues that will offset a \$2.4 million tax credit liability that the City's accountants want "booked".

**Some key revenue forecast assumptions are** a tax base levy of \$133.07 million on \$30.9 billion of assessed value. The levy is virtually identical to the December 15th, 1995 forecast. Measure 5 will reduce the levy by only \$43,000. Additional assessed value growth will not increase property tax revenues. Rather, additional assessed value growth will result in a lower property tax rate, and will create "room" under the \$10 Measure 5 limit for added local government levy authority. The Urban Renewal collection or levy is estimated at up to \$18.1 million for the high assessed value growth case of 10.6%.

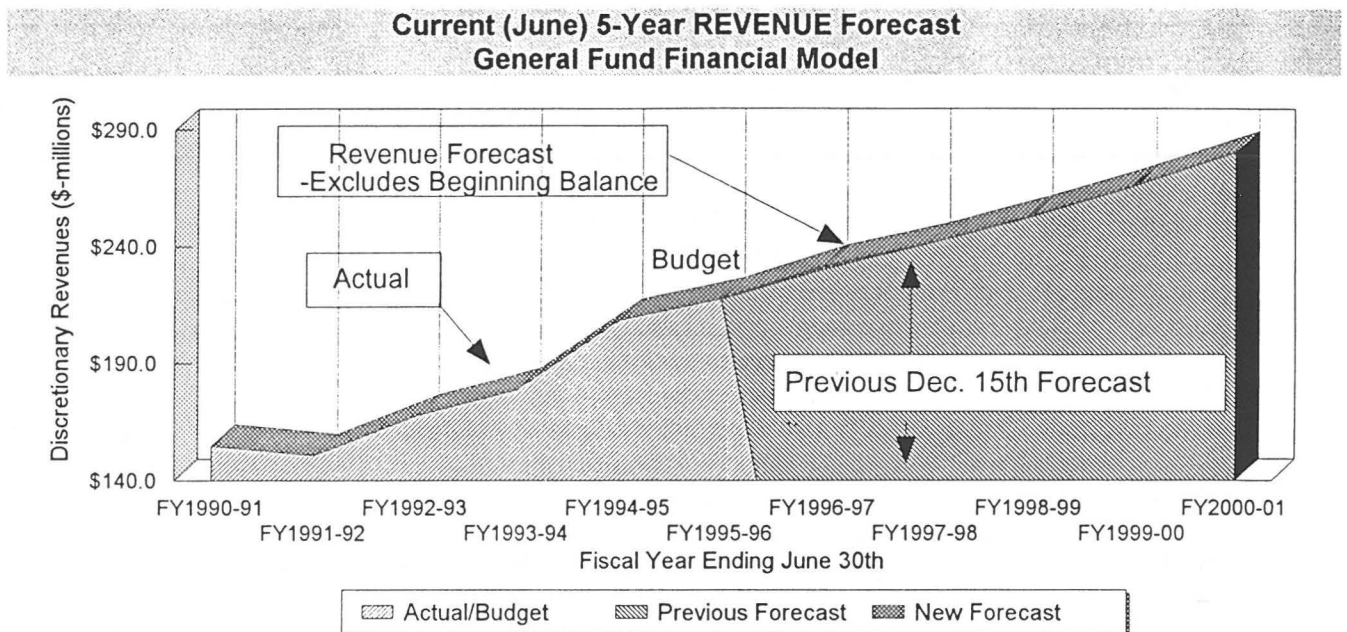
The forecast assumes longrun trend assessed value growth averaging 7.3% over the next five years, with 9% assumed for FY1996-97. This assessed value growth rate is consistent with up to \$148.1 million of County levy authority. This will allow the City to levy at least \$15.4 million to fund urban renewal debt service and designated development projects.

**THE BOTTOM LINE:-The financial forecast is improved due largely to two back-to-back years of double digit assessed value growth and continued strong growth in cyclical revenue categories such as transient lodging taxes and business licenses taxes. The regional economy continues to show strength that is due in large measure to construction of several semiconductor fabrication plants in the region. For the first time in four years the City will be able to levy and urban renewal collection to cover debt service costs.**

Revenue Forecast RECAP			
General Fund Revenue Category	FY1996-97		
	DEC. 15th	Budgeted	Difference
Property Taxes.....	\$129,324,456	\$129,360,056	\$35,599
Transient Lodgings.....	\$8,619,875	\$8,620,875	\$1,000
Business Licenses.....	\$39,271,827	\$42,411,208	\$3,139,381
Utility License/Franchise....	\$38,903,264	\$38,308,374	(\$594,890)
State Revenues.....	\$7,627,898	\$7,585,192	(\$42,706)
Interest Income.....	\$1,459,295	\$1,459,295	\$0
Transfers.....	\$1,958,516	\$736,134	(\$1,222,382)
Miscellaneous.....	\$2,869,211	\$2,989,988	\$120,777
Revenue Forecast.....	\$230,034,343	\$231,471,122	\$1,436,779
Beginning FUND Balance....	\$11,727,698	\$17,647,807	\$5,920,109
Forecast Resources.....	\$241,762,041	\$249,118,929	\$7,356,888
% Change In Revenues.....		0.62%	
% Change In Resources.....		3.04%	

Revenue Forecast ASSUMPTIONS	
Revenue Category	FY1996-97
Property Taxes.....	
Taxbase Levy.....	\$133,077,735
F&PD&R Levy.....	\$48,982,298
Urban Renewal Debt Levies	\$9,040,758
Urban Renewal Projects.....	\$6,342,345
City Levy Authority	\$191,100,792
% Local Government.....	60.9%
Mult. County Serial Levies.....	\$39,665,869
Assessed Value Growth.....	9.0%
Delinquency +Discounts.....	-7.3%
Accrual (% of Levy).....	0.8%
Levy Compression/LOSS.....	-0.0%
Est. Portland Population.....	500,868
GDP Growth (WEFA).....	2.3%
Revenue Sharing (State).....	\$7,585,192





**Figure 1-Current General Fund 5-Year Revenue Forecast**

The City's levy authority will continue to total about 60% of local government levy authority on Portland assessed values. The key environmental assumption, continues to be national and regional economic growth. The forecast assumes that the State continues to share cigarette and liquor taxes with cities.

**Figure 1, above summarizes 5 years of revenue history, shows budgeted FY1995-96 revenues, and graphs the 5-year revenue forecast for FY1996-97 through FY2000-01.** Revenues, for the "Most Likely" case are forecast to grow by about 5.2% per year over the 5-year period. This reflects underlying property tax revenue growth of about 6.0% per year. Property taxes although initially reduced by Measure 5 still constitute over 50% of annual General Fund revenues available to Council for support of City services, programs, and Council priorities.

**Adopted Budget FY1996-97 General Fund** requirements total \$249.12 million. Estimated bureau programs total \$200.24 million. Set-asides are revised up \$851,205, to total \$29.96 million. Estimated FY1996-97 bureau requirements have been generated using materials and services inflation of averaging out to about 3.2% and reflect Council's Adopted Budget decisions that will increase program costs above current CSL estimates by about \$14.4 million over the next two-year budget cycle.

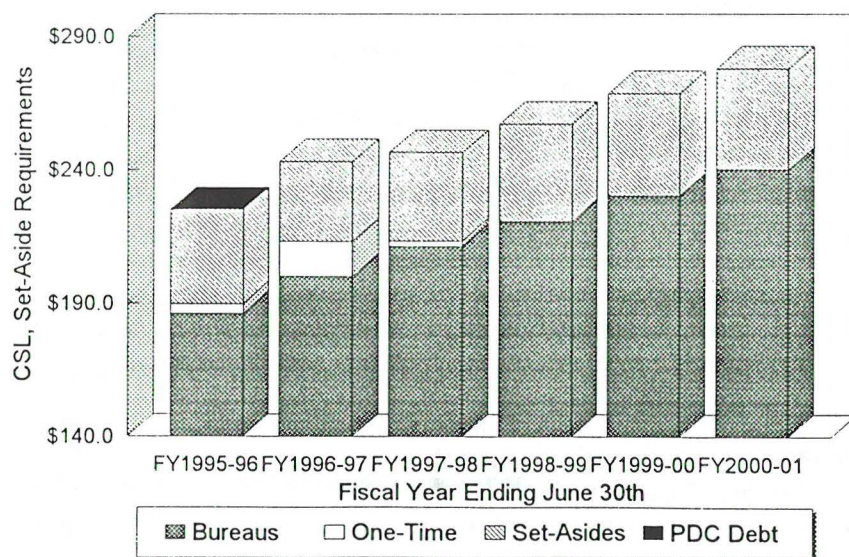
Estimated Current Service Level	
Assumptions	FY1996-97
<b>Estimated Current Service Level (CSL) Adopted Budget.....</b>	<b>\$200,237,707</b>
<b>Previous CSL Estimate.....</b>	<b>\$194,353,122</b>
<b>Difference In Estimates</b>	<b>\$5,884,585</b>
<b>General Inflation Rates.....</b>	
GNP Price Deflator.....	3.0%
CPI-% (Dec.'94-Dec.'95).....	2.7%
Benefits Inflation.....	2.7%
Producer Price Index.....	2.8%
CPI-Services.....	<b>2.9%</b>
<b>External M&amp;S.....</b>	
General-Overall.....	3.3%
Energy-Electricity.....	1.0%
Energy-Gas.....	0.7%
Sewer.....	13.0%
Water.....	5.1%
Utilities-Overall.....	4.7%
<b>Internal M&amp;S.....</b>	
General-Overall.....	2.7%
Risk/Workers' Comp.....	-2.4%
<b>Wage &amp; Salary % Increase.....</b>	
Public Safety.....	2.7%
All Other.....	2.7%

Council allocates a portion of forecast resources as "set-asides." Council FY1996-97 set-asides total \$29.96 million, up \$851,205 from the December 15 forecast. Council made several set-aside changes in moving to an Adopted Budget. City Hall debt service requirements are up about \$105,000 due to higher project costs, but costs are now based on the actual debt service schedule. The bonds for this project were "sold" May 29th.

Council opted to provide about \$470,000 of added support to PDOT. For the first year of the two-year budget, PDOT will get \$220,000 of on-going, program support plus another \$250,000 for one-time projects. As mentioned above, a transfer of \$1.1 million to the General Reserve has been incorporated into Council's Adopted Budget. The compensation set-aside is increased to reflect program additions and includes a \$648,000 carryover for DCTU and Recreation Instructors' COLA adjustments that did not occur during the current fiscal year because labor contracts for these two groups are not settled.

Financial Plan Assumed Set-Asides		
Set-Aside Item	Budget	FY1996-97
	FY1995-96	Budget
Transfer-F&PD&R/Reserve	\$0	\$0
Compensation Set-Aside	\$5,053,701	\$5,971,593
Other Set-Asides		
General Contingency	\$3,671,722	\$1,385,762
Unforeseen & Inventory	\$2,000,000	\$2,000,000
<b>Subtotal-Contingency</b>	<b>\$5,671,722</b>	<b>\$3,385,762</b>
Capital Set-Aside	\$3,012,908	\$2,990,020
Precincts/City Hall Projects	\$4,277,270	\$2,384,478
Existing Master Lease	\$1,231,322	\$1,281,126
<b>Subtotal-Capital Set-Aside</b>	<b>\$8,521,500</b>	<b>\$6,655,624</b>
PDOT-Support	\$1,000,000	\$470,000
Street Light O&M Transfer	\$5,565,004	\$5,661,914
River Dist./2040 Improvements	\$709,106	\$2,554,504
Unemployment Insurance	\$200,000	\$200,000
Business License Refunds	\$2,110,661	\$2,535,668
Coliseum Debt	\$930,000	\$930,810
Unused Line	\$0	\$0
Transfer-OUT General Reserve	\$0	\$1,048,445
Urban Renewal-Debt Service	\$2,925,564	\$0
Housing Investment Fund	\$2,245,915	\$0
Miscellaneous Transfers	\$46,010	\$347,073
Cultural Tourism	\$200,000	\$200,000
<b>Total Budgeted/Council Assumed Set-Asides</b>	<b>\$35,179,183</b>	<b>\$29,961,393</b>
<b>Previous Forecast Assumed Set-Asides.....</b>		<b>\$29,110,188</b>
<b>Difference: Previous Dec. 15th Forecast...</b>		<b>\$851,205</b>

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



Other set-asides assumed in the forecast include a standard \$200,000 for unemployment insurance, Economic Improvement District (EID) fees of about 31,000, \$347,000 for miscellaneous transfers, and Coliseum debt. The capital set-aside is \$3 million per year.

The Fund's contingency is still \$1.4 million. The extra \$400,000 will be used, if needed, to offset expected differences between forecast overhead recovery revenues and adjustment to actuals. In each of the last two years this has averaged about \$400,000.

**Figure 2-Current Service Level Requirements**

City of Portland, Oregon - FY 1997-97 Adopted Budget



The table to the right combines the FY1996-97 resource forecast with bureau requirements and Adopted Budget Council set-asides. Total resources are forecast at \$241.12 million. Deducting Council set-asides of \$26.97 million and a \$3.0 million capital set-aside leaves about \$219.16 million to support bureau current service level (CSL) requirements. CSL requirements are \$194.35 million. This leaves about \$24.80 million. Council's Adopted budget allocates \$5.9 million to bureaus on-going, and \$18.9 million one-time, including a \$5.9 million carryover.

Forecast Resources Compared To Requirements		
Item	DEC 15th	FY1996-97
	FY1996-97	Budget
Forecast FUND Revenues.....	\$230,034,343	\$231,471,122
Beginning FUND Balance.....	\$11,727,698	\$17,647,807
<b>Total FUND RESOURCES</b>	<b>\$241,762,041</b>	<b>\$249,118,929</b>
Less: Assumed Set-Asides.....	(\$26,110,188)	(\$26,971,373)
Less: Capital Set-Aside.....	(\$3,000,000)	(\$2,990,020)
<b>EQUALS: AVAILABLE TO BUREAUS-PROGRAMS.....</b>	<b>\$212,651,853</b>	<b>\$219,157,536</b>
Bureaus CSL Requirement.....	(\$194,353,122)	(\$194,353,122)
<b>ESTIMATED DIFFERENCE.....</b>	<b>\$18,298,730</b>	<b>\$24,804,414</b>
ON-GOING PROGRAMS.....	<b>\$13,538,894</b>	<b>\$5,884,585</b>
ONE-TIME PROJECTS...FY97	<b>\$4,759,836</b>	<b>\$18,919,831</b>
ONE-TIME PROJECTS...FY98.	<b>\$309,839</b>	<b>\$2,048,830</b>

The 5-Year financial forecast shows that the City has "turned the corner" on Measure 5. Two years of double-digit assessed value growth, something that has occurred only twice in the past 50 years, has brought the local government property tax rate down below the \$10 limit. Levy capacity has been freed up to allow the City to set an urban renewal collection for FY1996-97 that will defray all of the annual principal and interest debt service costs. This frees up \$6.1 million per year in outlays in previous forecasts that can be reallocated in accordance with Council priorities. On the revenue side a booming regional economy continues to be an engine for revenue growth particularly business license revenues which are now the General Fund's second largest revenue source having surpassed utility license fees.

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

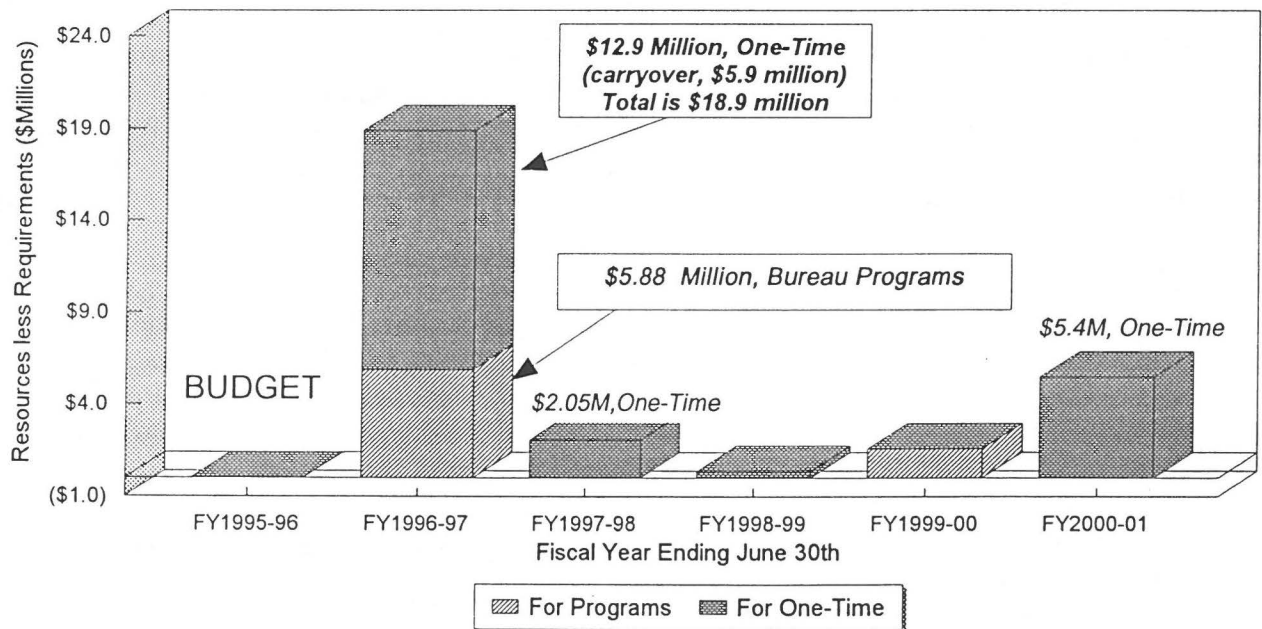


Figure 3-Financial Forecast Resources Compared To Requirements

## 2-YEAR FINANCIAL FORECAST RESOURCES & REQUIREMENTS DETAIL

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

- Resources totaling \$495.66 million over two years.....
- Requirements totaling \$474.79 million over two years.....
- Council's Adopted Budget put \$14.38 million into programs, and about \$20 million into one-time projects over the next two years: \$18,919,831-FY1996-97 (including \$5.9 million for carryover) and \$2,048,830-FY1997-98.

Item-Category	RESOURCES	Budget FY1995-96	Council 2-Year Financial Plan		
			FY1996-97	FY1997-98	Total
		\$225,028,607	\$249,118,929	\$246,641,828	\$495,760,758
<b>Less: Assumed Set-Asides</b>					
Transfer For F&PD&R Reserve		\$0	\$0	\$0	\$0
Compensation Set-Aside		\$5,053,701	\$5,971,593	\$6,658,517	\$12,630,110
Other Set-Asides					
Contingency		\$3,671,722	\$1,385,762	\$2,200,000	\$3,585,762
Unforeseen & Inventory		\$2,000,000	\$2,000,000	\$2,000,000	\$4,000,000
Subtotal-Contingency		\$5,671,722	\$3,385,762	\$4,200,000	\$7,585,762
Capital Set-Aside		\$3,012,908	\$2,430,020	\$2,396,073	\$4,826,093
City Hall/Precincts-Equity		\$4,277,270	\$0	\$0	\$0
Master Lease		\$1,231,322	\$1,281,126	\$1,478,073	\$2,759,199
Subtotal-Capital		\$8,521,500	\$3,711,146	\$3,874,146	\$7,585,292
City Hall/Precincts-Debt Service		\$0	\$2,384,478	\$2,384,165	\$4,768,643
Street Light O&M Transfer		\$5,565,004	\$5,661,914	\$5,893,409	\$11,555,323
River District/2040.....		\$709,106	\$2,554,504	\$1,401,390	\$3,955,894
Unemployment Insurance		\$200,000	\$200,000	\$200,000	\$400,000
Business License Refunds		\$2,110,661	\$2,535,668	\$2,627,662	\$5,163,330
Coliseum Debt		\$930,000	\$930,810	\$929,048	\$1,859,858
PDOT Support, One-Time		\$0	\$250,000	\$1,900,000	\$2,150,000
PDOT Support, Programs		\$0	\$220,000	\$727,608	\$947,608
PDC-Urban Renewal Debt Service		\$2,925,564	\$0	\$0	\$0
Housing Investment/PDOT CIPs		\$3,245,915	\$0	\$1,524,135	\$1,524,135
Miscellaneous Transfers		\$46,010	\$1,955,518	\$646,010	\$2,601,528
Cultural Tourism		\$200,000	\$200,000	\$200,000	\$400,000
Subtotal, Assumed Set-Asides		\$35,179,183	\$29,961,393	\$33,166,090	\$63,127,483
<b>LESS: Estimated Bureau Requirements</b>					
		\$186,132,797	\$194,353,122	\$209,079,094	\$403,432,217
<b>Difference: Fund Resources Less Bureau Requirements, Set-Asides</b>		\$3,716,627	\$24,804,414	\$4,396,644	\$29,201,058
<b>Assumed, On-Going Programs</b>		\$0	\$5,884,583	\$2,347,814	\$8,232,397
<b>Assumed, One-Time Projects</b>		\$3,716,627	\$18,919,831	\$2,048,830	\$20,968,661

### **FY1996-97 Through FY2000-01 Council Financial Plan And Forecast**

- A booming regional economy and two years of double digit assessed value growth have combined to improve the General Fund's financial condition. There is enough levy capacity within Portland's pro-rata share to set an urban renewal collection that will (after delinquency and discount) fund annual debt service (principal and interest) costs. This frees up, net about \$12.2 million over the next two years, \$6.1 million per year for reallocation by Council. In addition, the urban renewal collection will include at least \$6.3 million for development projects.
- The financial forecast continues to show that a fully funded reserve fund at the 10% level. In addition, Council's Adopted Budget includes provision for a \$2.4 million reserve that will be used to fund a \$2.4 million business license tax credit liability.
- The General Fund is balanced, FY1996-97, and the out-years of this forecast. The use of excess reserves can be reassessed during the FY1997-98 budget process.
- The scenario used for the 5-year plan is realistic. Legislative action that reduces revenues or voter approval of new property tax limitation in November 1996 upsets the forecast.

### **Out-Year Detail Of Council's Adopted Budget And 5-Year Financial Plan**

The financial forecast shows that annual PDC debt service requirements can now be offset with an urban renewal debt service collection within Portland's pro-rata share of estimated levy authority. This assumes longrun trend assessed value growth for the next five years averaging 7.3%, with FY1996-97 set at 9%. County levy authority of up to \$148.1 million is consistent with this outlook. Higher assessed value growth is consistent with higher County levy authority.

The table below summarizes the projected use of reserves. The use of reserves still totals about \$0.20 million for the next two year period FY1996-97 to FY1997-98. The General Fund's 5% Countercyclical Reserve and 5% Emergency Reserve remain fully funded at the 10% during the five year forecast window. In addition the last two out-years of the forecast continues to earmark about \$4.6 million for "2040" related projects or possibly additional funding for the River District project.

Item	Two-Year Budget		Out-Year Forecast		
	1997	1998	1999	2000	2001
<b>Total Resources.....</b>	\$249,118,929	\$246,445,248	\$257,687,743	\$270,132,843	\$283,855,767
<b>Transfer In From General Reserve.....</b>	<b>\$0</b>	<b>\$196,580</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Bureaus-Programs.....	\$200,237,705	\$211,426,908	\$220,676,867	\$230,304,233	\$241,427,774
Est. New On-Going.....	\$0	\$0	\$0	\$1,259,116	\$0
One-Time Projects	\$18,919,831	\$2,048,830	\$364,033	\$0	\$4,483,732
Council Set-Asides.....	\$29,961,393	\$33,166,090	\$36,646,843	\$38,569,494	\$37,944,261
<b>Total Requirements</b>	<b>\$249,118,929</b>	<b>\$246,641,828</b>	<b>\$257,687,743</b>	<b>\$270,132,843</b>	<b>\$283,855,767</b>
<b>Difference</b>	<b>(\$0)</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>
Reserve Fund As A Percent Net Revenues	9.95%	10.22%	10.33%	10.33%	10.32%
Urban Renewal Levy	\$9,040,758	\$9,243,887	\$9,547,492	\$9,574,906	\$9,578,824

### **Risks To The Financial Forecast**

The Spring forecast continues to assume moderate State and regional economic growth. All indications, both from the State and WEFA suggest that the national economy will continue to grow moderately and that the prospects for the regional economy are brighter than last Spring given on-going construction of several new wafer fabrication plants in the region. There are two major uncertainties:

- Two property tax limitation measures are being circulated for signatures (120,000 needed) for the November 1996 ballot. New property tax limitation will require a new financial forecast.
- A federal court has ruled recent annexations illegal, but failed to specify a "remedy." Deannexation may reduce resources as shown on page 9 by about \$5.7 million annually.



<b>2-Year Forecast Resources-By Budget Category Detail</b>			
<i>Category</i>	<i>FY1996-97</i>		<i>FY1997-98</i>
<b>RESOURCES</b>	<b>@12-15-95</b>	<b>Budget</b>	<b>Forecast</b>
<i>Property Taxes</i>			
<i>Current Year Taxes</i>	\$124,349,160	\$124,384,759	\$131,583,769
<i>Prior Year Taxes</i>	\$4,576,413	\$4,576,413	\$4,456,689
<i>Payment in Lieu of Taxes</i>	\$398,883	\$398,883	\$398,883
<i>Total Property Taxes</i>	\$129,324,456	\$129,360,056	\$136,439,340
<i>Other Taxes</i>			
<i>Lodging Tax</i>	\$8,619,875	\$8,620,875	\$9,146,130
<i>Licenses &amp; Permits</i>			
<i>Business Licenses</i>	\$39,271,827	\$42,411,208	\$43,946,728
<i>Utility License-External</i>	\$28,783,482	\$28,743,764	\$29,194,675
<i>State Sources(*)</i>			
<i>State Shared Revenue</i>	\$7,627,898	\$7,585,192	\$7,428,161
<i>Local Government</i>			
<i>Local Shared Revenue</i>	\$834,211	\$834,211	\$834,211
<i>Miscellaneous Revenues</i>			
<i>Refunds</i>	\$15,000	\$15,000	\$15,000
<i>Interest on Investments</i>	\$1,459,295	\$1,459,295	\$1,230,148
<i>Other Misc. Revenues</i>			
<i>Other Misc. Revenues</i>	\$20,000	\$140,777	\$140,777
<i>Unforeseen Reimbursable</i>	\$2,000,000	\$2,000,000	\$2,000,000
<i>Transfers, Other Funds</i>			
<i>Utility License-Internal</i>			
<i>Water Operating</i>	\$3,273,000	\$3,177,064	\$3,154,500
<i>Sewer Operating</i>	\$6,846,782	\$6,387,546	\$6,853,500
<i>Miscellaneous</i>			
<i>Parking Facil-Tax Offset</i>	\$135,775	\$135,775	\$137,574
<i>Hyro-Fund Transfer</i>	\$75,000	\$150,000	\$150,000
<i>Auto Port-Tax Offset</i>	\$36,006	\$36,006	\$36,006
<i>Refuse Disposal</i>	\$25,000	\$48,000	\$48,000
<i>HCD-Indirect</i>	\$165,000	\$217,151	\$217,151
<i>Federal Grants-Indirect</i>	\$21,735	\$14,202	\$14,202
<i>Transfer-General Reserve</i>	\$1,500,000	\$0	\$196,580
<i>Supplemental Retire.....</i>	\$0	\$135,000	\$0
<i>Subtotal-Transfers, Misc.</i>	\$1,958,516	\$736,134	\$799,513
<i>Beginning Fund Balance</i>			
<i>Unencumbered</i>	\$11,727,698	\$17,647,807	\$5,459,144
<b>TOTAL DISCRETIONARY</b>	<b>\$241,762,041</b>	<b>\$249,118,929</b>	<b>\$246,641,828</b>
<b>Checksum Total-Page 2</b>	<b>\$241,762,041</b>	<b>\$249,118,929</b>	<b>\$246,641,828</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.***

### Alternative Scenarios: Court Ordered Deannexation

Last Spring, a Federal Court ruled that recent annexations involving about \$691 million of assessed value violated Federal law. The Court did not specify a "remedy." The plaintiffs are asking for deannexation and repayment with interest of all taxes which would now include the four year period ending FY1996-97. General Fund revenues from the contested areas are estimated to total about \$5.7 million, FY1995-96, and do not offset the costs specifically added to bureau budgets for services. Fund revenues from the area, for FY1996-97 are estimated at \$4.66 million in property tax revenues plus \$1.1 million of utility franchise/license and business license revenues. The table below estimates the fiscal impact of deannexation, assuming a court orders deannexation effective July 1, 1996 and does not order refunds of back taxes and interest.

Line #	FY1997-98	<i>Financial Plan-Budget</i>		<i>Deannex Scenario</i>	
	Item	1997	1998	1997	1998
1	<b>Resources.....</b>	\$249,118,929	\$246,641,828	\$249,118,929	\$246,641,828
2	<i>Revenue Loss, Due To Deannexation.....</i>			(\$5,782,287)	(\$6,384,817)
3	<b>Resources.....</b>	<b>\$249,118,929</b>	<b>\$246,641,828</b>	<b>\$243,336,643</b>	<b>\$240,257,011</b>
4	<b>Requirements</b>	\$230,199,100	\$244,592,998	\$230,199,100	\$244,592,998
5	<b>Available for:</b>				
6	<b>Programs</b>	\$0	\$0	\$0	(\$4,335,986)
7	<b>One-Time</b>	\$18,919,829	\$2,048,830	\$13,137,542	\$0

### Alternative Assessed Value Growth Scenarios: Levy Capacity Estimates-High Case

Local government non-debt property tax levy authority beyond current voter approved levies depends solely on assessed value growth. Existing levy authority for the next five years is known with certainty, determined by state statutes. The tables below shows estimated levy capacity available to the City and County assuming the continuation of pro-rata shares of 60.8%-City and 37.2%-County, for the "High" assessed value growth rate case of 10.6%. The financial forecast and Council's Adopted Budget assumes 9% for FY1996-97 and 7.2% for FY1997-98.

#### *HIGH Assessed Value Growth Rate Assumption Shows County At \$150.1 Million*

Fiscal Year Ends 6/30...	1997	1998	1999	2000	2001
Assessed Value Growth	10.6%	9.6%	9.2%	8.8%	8.4%
<b>Portland Levy Capacity</b>					
General Fund Taxbase, & FPD&R Levies.....	\$181,378,856	\$190,633,264	\$203,478,572	\$215,925,615	\$229,066,264
Urban Renewal Levy...	\$9,040,758	\$9,243,887	\$9,547,492	\$9,574,906	\$9,578,824
Development Projects	<b>\$9,053,213</b>	<b>\$18,716,864</b>	<b>\$25,650,298</b>	<b>\$34,155,987</b>	<b>\$42,809,560</b>
Portland Capacity Limit.	\$199,472,827	\$218,594,015	\$238,676,363	\$259,656,508	\$281,454,647
<b>County Levy Capacity</b>					
<b>Pro-Rata Share.....</b>	<b>\$150,132,027</b>	<b>\$164,508,823</b>	<b>\$179,609,074</b>	<b>\$195,385,475</b>	<b>\$211,778,409</b>
Current Estimates, Mult. County Levy Authority	<b>\$148,050,189</b>	<b>\$162,854,200</b>	<b>\$172,998,452</b>	<b>\$183,378,359</b>	<b>\$194,381,061</b>

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



# **Bureau of Buildings City of Portland**

## **Five-Year Financial Plan Fiscal Years 1996-97 through 2000-01**

January 8, 1996

### **Background**

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

The bureau has the traditional "building department" functions of inspections, permit issuance, and review of architectural plans. These functions are funded through permit fees and charges. In addition, we enforce the City's housing, nuisance, and noise control codes. The City's general fund and the solid waste fund partially finance these programs.

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

Beginning in FY 88-89, the bureau has made five-year projections annually to assist us in our fiscal planning.

### **Financial Planning Process**

Each fall, bureau staff prepare preliminary revenue forecasts for the current and five subsequent years. Projections for expenditures are made at the same time. Revenue and expenditures are



compared to determine annual cost recovery rates and whether or not the bureau's reserve will be drawn down or increased. The bureau's Bureau Advisory Committee (BAC) reviews the level of service to customers and makes recommendations on the budget for the subsequent fiscal year. They also review the revenue estimates and make recommendations on whether or not fees should be increased and by how much. Fee increases are set each year to maintain the bureau's financial integrity.

## **Reserve Policy**

In FY 88-89 the City Council established the Bureau of Buildings as an Operating Fund with the goal of the fund eventually being 100% supported by permit fees and charges. The need to be self-supporting, combined with the difficulty in accurately predicting construction activity and fee revenues makes it important for the bureau to maintain a reserve of funds that can be used to ensure a stable and adequate level of service during times when revenues fall below expectations. During periods of strong construction activity, the reserve would be built up to provide a funding source for times when revenues drop. In this way, the fund will be able to weather the ups and downs of construction activity, to remain stable and efficient, and to maintain the staff necessary to provide services on work that has been paid for but not completed. The reserve is not intended to maintain existing budget levels in spite of reduced construction activity and bureau workloads, but rather to allow the bureau time to recognize and respond to such downturns.

The bureau and the Bureau Advisory Committee recently reviewed the reserve policy and found that the policy was generally sound. However, the reserve goals for each program were lowered to more reasonable levels. For the larger programs which are affected by the construction industry (building, electrical, and plumbing) the reserve goal is set at 40-45% of their annual budget. Smaller program (environmental soils, signs, and zoning) have reserve goals of 20% of their annual budget. The reserve policy is included as Exhibit A.

It is important to remember that the goal of the reserve is to allow the bureau time to recognize and respond to unanticipated declines in revenues and to maintain the staffing needed to carry out its obligation to provide services on permits that have already been paid. The size of the reserve really determines how much time the bureau will have to adjust to change and still provide necessary services. A 40-45% reserve will not insulate the programs from making significant budget adjustments in response to lower revenues and reduced workloads over the long term. But it will allow the bureau to remain stable, to meet its prepaid obligations, provide time to respond, and reduce the severity of the budget cuts in the short term.

## **Expenditure Projections**

Each fiscal year, the bureau strives for realistic expenditure projections. Projections for FY 96-97



and 97-98 are based upon proposed budgets for those years, including the program enhancements discussed below. Projections for FY 98-99 through 2000-01 are based upon 6.3% overall increase in costs. The 6.3% growth rate also mirrors the estimate prepared by the City's Office of Finance and Administration.

During FY 96-97, we will refine our methodology for making expenditure and revenue projections with the assistance of an economic consultant.

### **Major Program Changes for FY 1996-97 and 1997-98**

The focus of the budget packages for the next biennium is to improve customer service, improve turn-around time of the permit system, and continue development review and streamlining. These cover two of the Council's "initiatives" which supports their goals to "promote economic vitality and access to quality jobs for all citizens" and "ensure decent, affordable housing."

Contracted Plan Review Services: Out-sourcing plan review to local professionals during peak times will help us maintain an efficient turnaround time for projects and allow some breathing room to plan for future full-time resources. Since much of our business is predicated on economic trends, contracting allows us to respond to short-term increases in workload without making a permanent commitment of resources.

Satellite Permit Center: The Bureau is investigating the feasibility of opening a satellite permit center on the eastside with easy freeway access to better serve our customer base. Presently under consideration is a residential permit center. We are working with the Bureau of Planning on this proposal.

Customer Resource Center: This center is currently being planned and will likely include a complete library of building related documents available primarily via electronic imaging, a self-help code guidance system, and permit application preparation guidance and will be targeted for both residential and commercial customers. Start up funds are needed to provide for one-time implementation expenditures. We are proposing that general fund resources be used for this project.

Master Permits/Minor Labels: The master permits program and the minor labels program are two programs underway to allow for more efficient permitting of tenant improvements for existing buildings. Under the Master Permits program, building owners and property managers can buy annual, low-cost master permits from the Bureau of Buildings. These will cover the majority of the structural, mechanical and plumbing repairs and maintenance work in a commercial building and provide for limited tenant remodeling. This is a time and money savings tool for customers. The Minor Labels allows customers to purchase structural, electrical and plumbing labels for minor installations in books of ten. Each book allows for installations with random inspection and are sold at a reduced cost. Again this program saves customers time and money. There is no specific addition to the budget for these programs. They will be undertaken with reallocation of current

resources.

Customer Assistance through Automation: The building, permit and historical information the City development bureaus keep are paper records. The conversion of these records to electronic records will help encourage in-fill and redevelopment projects for 2040 by making that information more accessible to customers and employees alike. Three Bureau of Buildings projects are key in these efforts.

Electronic Building Records: Currently the City has one copy of all building records dating back to the turn of the century. An electronic version of these records is under consideration both for security and accessibility reasons. Conversion would take time and resources but result in a system that could be accessed initially by anyone on the Permit\*Plan network and eventually by Internet users. Since many of the other City bureaus use building permit histories as a critical part of their project research, this would indeed be an aid for them as well.

Development Liaison: This position is part of an answer for finding a comprehensive strategy to improve our customer service as a tool for encouraging redevelopment and in-fill within the City limits. When a project is presented for development, the development liaison will help to identify all of the major issues which may come up in the project by contacting key staff in appropriate development bureaus for initial consultation. In this way, issues are identified at the beginning of a project and customers are more easily able to plan and budget for them. The development liaison will also act as a facilitator once a project is accepted and begins to move through the development approval processes.

It is possible that there may be development liaisons located in a number of development bureaus. Should resources be available, the development bureaus will coordinate and share this workload function.

Site Development Specialist: Currently the responsibility for site review is spread throughout the bureau. This function should be consolidated to have better control of the program, be able to track program costs, eliminate redundancy and overlap of responsibility. The bureau's proposal is to create a new position to handle onsite review of pre-applications, review of land use review conditions, greenway and view corridor standards. The staffperson would also serve as liaison on these issues between bureaus, develop an environmental handbook for the public, set up a tracking system, and assist inspectors on erosion control issues.

Additional Inspection Positions: The bureau needs to add five new inspector positions to handle the increased workload. The bureau can then return to 24 hour response time for inspection requests. Currently many inspections are completed within two days, because there are simply too many inspections for the staff to handle on a daily basis. Some inspections are now being caught up on the weekends.

Strategic and Economic Planning: The bureau has witnessed tremendous growth in the past 10 years. It is time to reassess where the bureau is going in terms of its programs and responding to

the needs of its customers. The strategic planning project will support a 10-month facilitated process during which staff will assess strengths, weakness, obstacles, and opportunities for continued operation of quality services. The final product will include a 3-5 year plan providing direction and guidance to staff within a fiscally sound framework. This process will be coordinated with the City's CORE process. The CORE is the new "comprehensive organizational review and evaluation" that the City has recently implemented. The goals of both the CORE and the strategic planning process are essentially the same. The bureau has not been scheduled for CORE but will work with the Office of Finance and Administration to ensure that our efforts do not conflict with the intent of the CORE.

The economic planning will support the strategic plan. The bureau needs some assistance in revamping its method for forecasting construction activity and permit revenues. The bureau needs good financial forecasts in order to plan future programs.

### **Revenue Projections**

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

Over the next five years, we expect revenues to increase. The financial plan assumes revenue increases of 7% in both FY 96-97 and FY 97-98. This rate of increase is, in most cases, lower than the actual increases of recent years. For FY 98-99 through FY 00-01, revenue increases are estimated at only 5% a year since the more distant years are more difficult to predict. We deliberately take a conservative approach to setting revenue estimates, especially for a five year forecast.

The forecasted revenues have been increased for FY 96-97 to reflect a potential change in the method of waiving permit fees for community development corporations developing low income housing. Instead of each development bureau waiving fees, Council has a recommendation to allocate general fund resources to cover permit costs. In FY 94-95, the bureau waived \$150,000 in fees. The bureau's revenue estimates reflect this increase in revenues.

During FY 96-97, we expect to engage a economic consultant who can assist us with developing a new forecasting model for predicting our revenues. Our revenues are dependent upon the health of the construction industry which can be volatile. We now have good historical data as well as population projections which both indicate increased growth. The consultant can help us improve our projections so that they may be more reliable and enable us to plan more accurately.



## Fee Increases

Several fee increase are being proposed during the next biennium. Electrical and plumbing fees are proposed to be increased by 5% in FY 96-97 and in FY 97-98. Fees for the electrical program have not increased since FY 89-90. The program has not been 100% cost recovery since FY 91-92, however, this program has had a healthy reserve to draw on. At this point reserves have been drawn to below the reserve goals. Fee increases of 5% are being recommended for FY 96-97, FY 97-98, and FY 98-99. Prior to implementing any of these fee increases, the bureau will carefully review current and expected revenues and expenditures to verify the need for the fee increase.

The plumbing program has been near 100% cost recovery for the past three years (FY 93-94 through FY 95-96). However the reserve in this program has been less than 3% of the reserve goal, and FY 92-93 this program actually overspent its reserve by \$8,000. Fee increases are needed for at least two years to assure that the program is 100% cost recovery and their reserve is brought up to reasonable levels .

In addition to an overall plumbing permit fee increase, the bureau is proposing to increase the fees for sewer connection permits. Revenues from these permits do not cover the bureau's of inspection. Increasing the fee by \$12 would generate an additional \$97,000 and would enable this program to recover its costs.

The bureau is also recommending to reinstate plumbing plan review fees for certain residential structures. Several years ago we eliminated the plumbing plan review fee, since there was little or no plumbing plan review for residential properties. what we neglected to account for was that staff review plans for on-site disposal. We should reinstate plumbing plan review fees for on-site disposal/drainage. Reinstating these fees would generate \$25,000.

A 5% fee increase is recommended for the environmental soils program in FY 97-98 and 98-99. This program has had a very large reserve since FY 90-91 when the bureau assumed the program from Multnomah County. Since FY 93-94, the program has been 90% cost recover or less and has relied on reserves to meet costs. If projected cost recoveries for FY 95-96 and FY 96-97 are higher, the fee increase may be delayed one to two years. We will closely monitor this program before making a final decision on whether to increase fees.

We will also closely monitor the sign program. The program currently has been less than 100% cost recovery since FY 92-93 and their reserve has been approximately half of their reserve goal. However, in FY 95-96 we are projecting a 102% cost recovery rate. The projected cost recovery rates for FY 96-97 and FY 97-98 are 100% and 105% respectively. If these higher than 100% cost recovery rates actually materialize, a fee increase may not be needed. However if revenues drop, we will seriously consider increasing the fees in FY 97-98. No fee increases are included in the financial plan forecast figures.

Beginning in FY 96-9 costs will be segregated for site development inspections; this includes

inspections for environmental overlay zones, onsite review of pre-applications, review of land use review conditions, and greenway and view corridor standards. Currently these costs are spread throughout several of the bureau's sections. The program is funded by building permit fees which is inappropriate. The total projected cost for this program in FY 96-97 is \$145,000. The bureau will be proposing a new fee to recover these costs.

### **Building Permit Fee Schedule Changes**

The current building permit fee schedule used is based upon a national model which inherently charges more than actual costs for larger projects and less than actual costs for smaller projects. The Bureau Advisory Committee requested review of the fee schedule to determine the level of subsidy between large and small projects.

The research showed that large projects (with valuations over \$1,000,000) have a very high cost recovery rate and provide a significant subsidy to other programs or other types of projects. As a group, small commercial projects (with valuations under \$1,000,000) generate a small surplus. On the other hand, residential projects as a group do not recover their costs. Many very small projects, both residential and commercial, cost the bureau far more than the revenue that they generate. Portland's building permit fees for single-family residences are among the lowest in the region. The cross-subsidy study is included as Exhibit B.

Based on the study, the Bureau Advisory Committee recommended that the building permit fee schedule be changed. The recommended changes are revenue-neutral and reduce the cross-subsidy between large and small projects. Fees for larger projects would be reduced slightly. The minimum permit fee is proposed to be increased from \$15 to \$25, however this will require approval from the State Building Codes Division. Fees for new single-family houses would cover the costs of those permits and inspections (whereas now they are only 85% cost recovery).

### **Fees for Zoning Code Enforcement**

The Bureau of Buildings enforces the zoning code which is administered by the Planning Bureau. There are essentially two pieces of the bureau's zoning enforcement program. The first is enforcement during construction; building inspectors enforce provisions of the zoning code when they inspect for compliance with the construction codes. This inspection would include such items as front and sideyard setbacks. The second phase is enforcement of the zoning code when there is no building permit, such as auto repair business in a neighborhood, parking on unpaved surfaces, and so forth. Most of this workload is related to neighborhood livability.

The bureau has been using revenues from the zoning inspection fee associated with the building permit to fund the neighborhood livability zoning inspections. This is an inappropriate use of these



revenues. These revenues should be used to fund the building permit-related zoning inspections; currently building permit revenues are paying for this. Essentially building permit customers are paying for both their permit-related zoning inspections and neighborhood livability-related zoning inspections. The neighborhood livability zoning inspections would more appropriately be funded with general funds.

Total costs for this program is approximately \$370,000 each year for FY 96-97 and FY 97-98. Zoning code enforcement revenues equals \$320,000-\$340,000. Therefore the impact to the general fund is \$320,000 - \$340,000.

If general funds are not allocated to this program, the bureau would continue to use permit-related zoning inspection fees to fund it. However these fees have not covered the full cost of the program. Essentially the program is being subsidized with other permit fees. We would propose at least a 10% fee increase in FY 96-97 to begin to eliminate the program's deficit. At the end of FY 94-95, the program had a \$239,234 deficit from four years of less than 100% cost recovery. If we continue to use zoning inspection fees to fund the program, the deficit will shrink but will not be eliminated unless fees are increased greatly.

#### **Limitations of Use of Revenues from Permit Fees**

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

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



COMPREHENSIVE ORGANIZATIONAL REVIEW AND EVALUATION:  
**FINANCIAL PLAN**

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REPORT TO PORTLAND CITY COUNCIL  
WORK-IN-PROGRESS  
JANUARY 12, 1996



ENVIRONMENTAL SERVICES  
CITY OF PORTLAND



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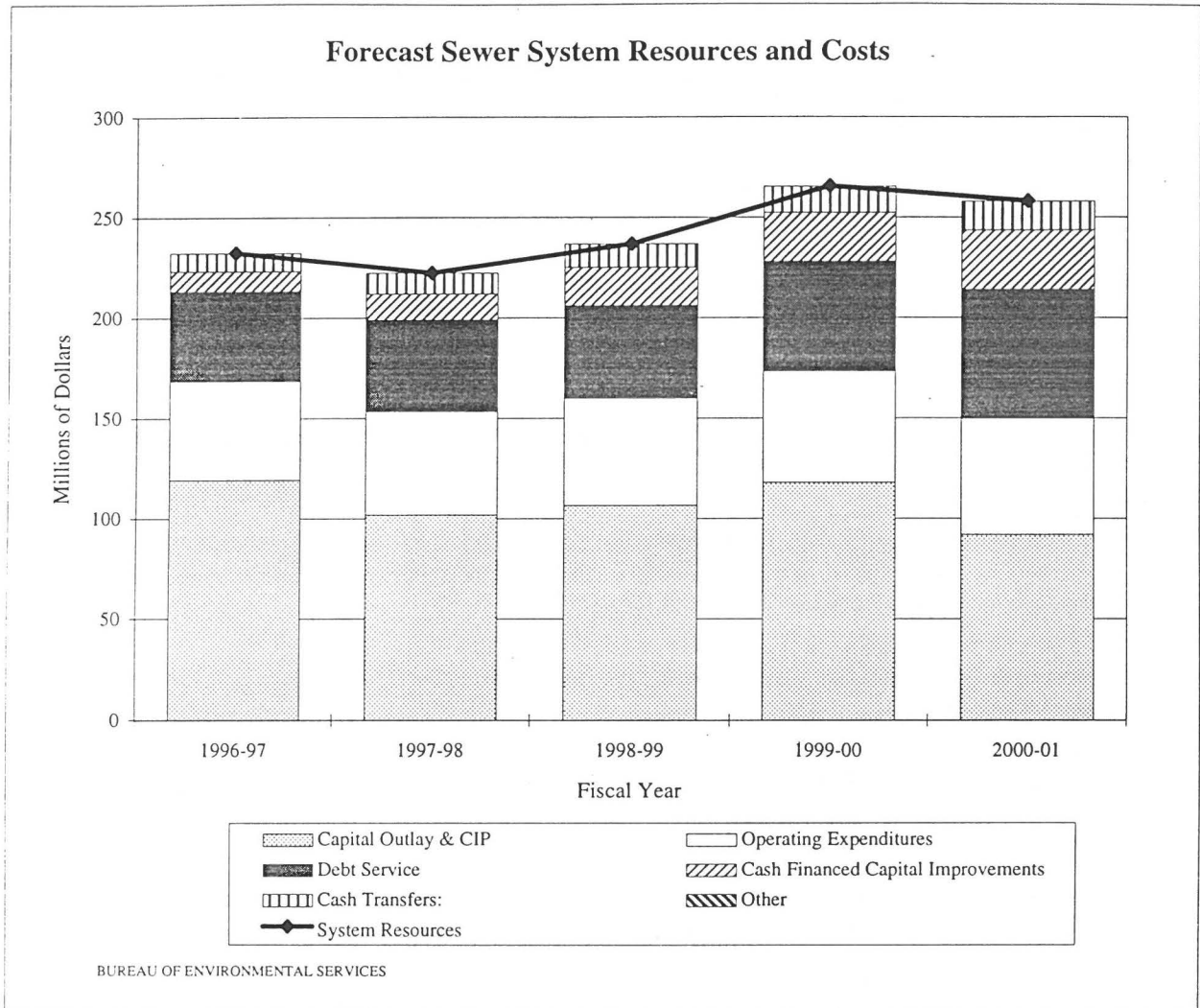
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## **Executive Summary**

- The Bureau of Environmental Services is responsible for providing sanitary sewage and stormwater drainage services to residential, commercial, and wholesale customers. It also manages the City's solid waste and recycling functions.
- The Bureau faces major challenges in implementing the Combined Sewer Overflow (CSO) project and financing the repair and replacement of the aging sewer system. This will require Capital Improvement expenditures of more than \$363 million over the forecast interval.
- Bonded debt is the principal source of funds for the Bureau's Capital Improvement Program. Debt service costs are a primary cause of upward pressure on sanitary sewer and stormwater drainage user charges over the five year forecast interval.
- The Bureau has forecast a rate of increase in average customer bills at or below 12.5% per year over the forecast interval.
- The increase in debt service necessary to support the Capital Improvement Program (CIP) will put increasing pressure on the Bureau's operating program. Operating expenditures in the Financial Plan increase at essentially the rate of inflation over the forecast interval. This leaves no room for new operating requirements in the current plan. New operating initiatives will require offsetting cuts in operating expenditures if rate increases are to remain at or below 12.5% per year.
- The Bureau will rely on the Operating and Management Improvement planning portions of the CORE process to improve operating efficiencies that will aid in meeting these challenges.
- The chart on the following page shows system resources and system costs by major component over the five year forecast interval.

## Executive Summary (Cont.)



## **Funding Structure**

- The Bureau of Environmental Services is responsible for providing sanitary sewage and stormwater drainage services to residential, commercial, and wholesale customers. It also manages the City's solid waste and recycling functions.
- The Bureau's activities are supported through sewer and drainage charges, wholesale contract revenues from jurisdictions, reimbursements for services provided to other bureaus, and reimbursements from the Sewer Construction Fund for capital expenses incurred directly by the Sewer Operating Fund.
- The funds managed by the Bureau are described below:

### **Sewer System Operating Fund**

Accounts for revenues and expenses associated with the development, maintenance, and operation of the City's sanitary sewer and storm drainage system.

### **Sewer System Construction Fund**

Receives revenues that are dedicated to sewer system capital projects. Since FY 1990-91, direct expenditures for capital projects have been budgeted within the Sewer System Operating Fund and are reimbursed from the Sewer System Construction Fund.

### **Sewer System Debt Redemption Fund**

Pays the principal and interest on revenue bonds, notes, and State loans issued to finance sewer system improvements.

### **Sewer System Rate Stabilization Fund**

Created in 1987 to enable the Bureau to smooth forecast rate increases by managing fluctuations in sewer system revenues over several years.

### **Sewer System Revolving Loan Fund**

Established in FY 1993 for the purpose of administering the private plumbing loan program contained in the Mid County Financial Assistance Program passed by the City Council in March 1992.

### **Sewer System Safety Net Fund**

Established in 1987 for the deposit of monies from the State Assessment Deferral Loan Fund, managed by the Department of Environmental Quality. Monies in this fund are used to make loans to low-income homeowners within the boundaries of the Mid County Sewer Project who qualify for participation in the Safety Net Program.

- The Bureau also manages the following two funds relating to solid waste activities:

### **Environmental Remediation Fund**

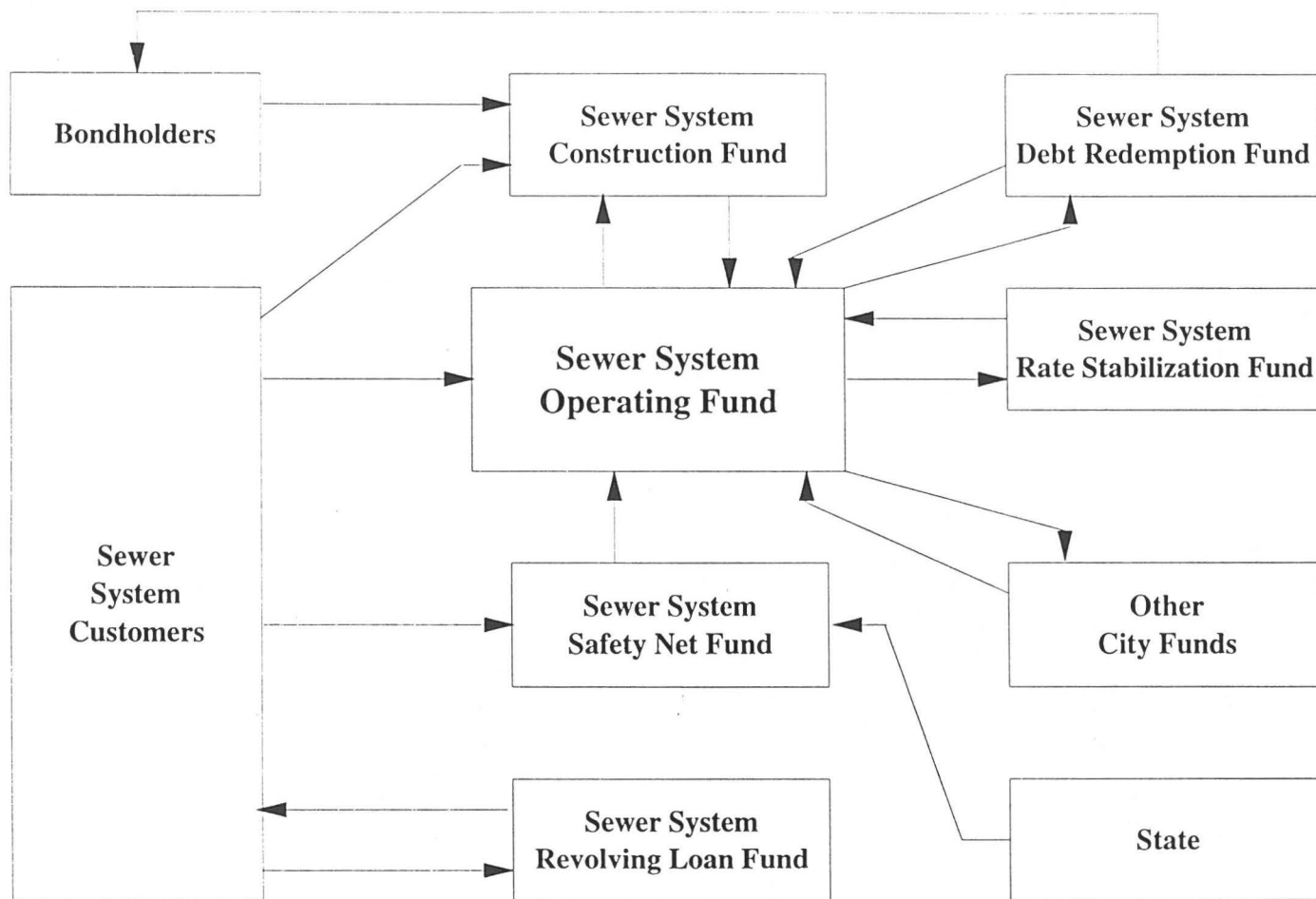
Established by Council action in FY 1993-94 to provide a funding vehicle for conducting Remediation of former solid waste disposal sites for which the City is liable under law.

### **Refuse Disposal Fund**

Accounts for expenses and revenues associated with the City's oversight of solid waste collection activities in Portland as well as efforts to reduce the amount of solid waste through recycling and waste reduction.

- The Bureau's financial structure is viewed graphically on the following page (the two funds related to solid waste are depicted separately in the solid waste portion of the financial plan).

### Funding Structure (Cont.)



## **Funding Structure (Cont.)**

### **Legally Required Spending**

#### **Mid County Program**

The City continues to meet the obligations of the 1986 Environmental Quality Commission Order to install sanitary sewers in mid Multnomah County. The capital project cost for the remaining public portion of the sewer collection system is approximately \$30 million for fiscal years 1996-97 and 1997-98.

#### **Combined Sewer Overflow (CSO)**

The City is subject to an Amended Stipulation and Final Order requiring the elimination of Combined Sewer Overflow discharges that violate applicable water quality standards by December 1, 2011. The estimated capital cost over the life of the project is \$700 million in 1993 dollars.

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

The City is obligated to meet the terms of the NPDES stormwater permit through a combination of best management practices and water quality facilities. The current operating cost impact of these requirements exceeds \$500,000 per year, and is expected to increase in future years.

Capital cost impacts are approximately \$5 million over the five year forecast interval, but are expected to increase in subsequent years.

#### **Bond Covenants**

The City has covenanted with bondholders to operate the system in a safe, sound, efficient and economic manner, and to "cause the System to be maintained, preserved, reconstructed, expanded and kept, with all appurtenances and every part thereof, in good repair, working order and condition."



## Sewer System Costs and Resources

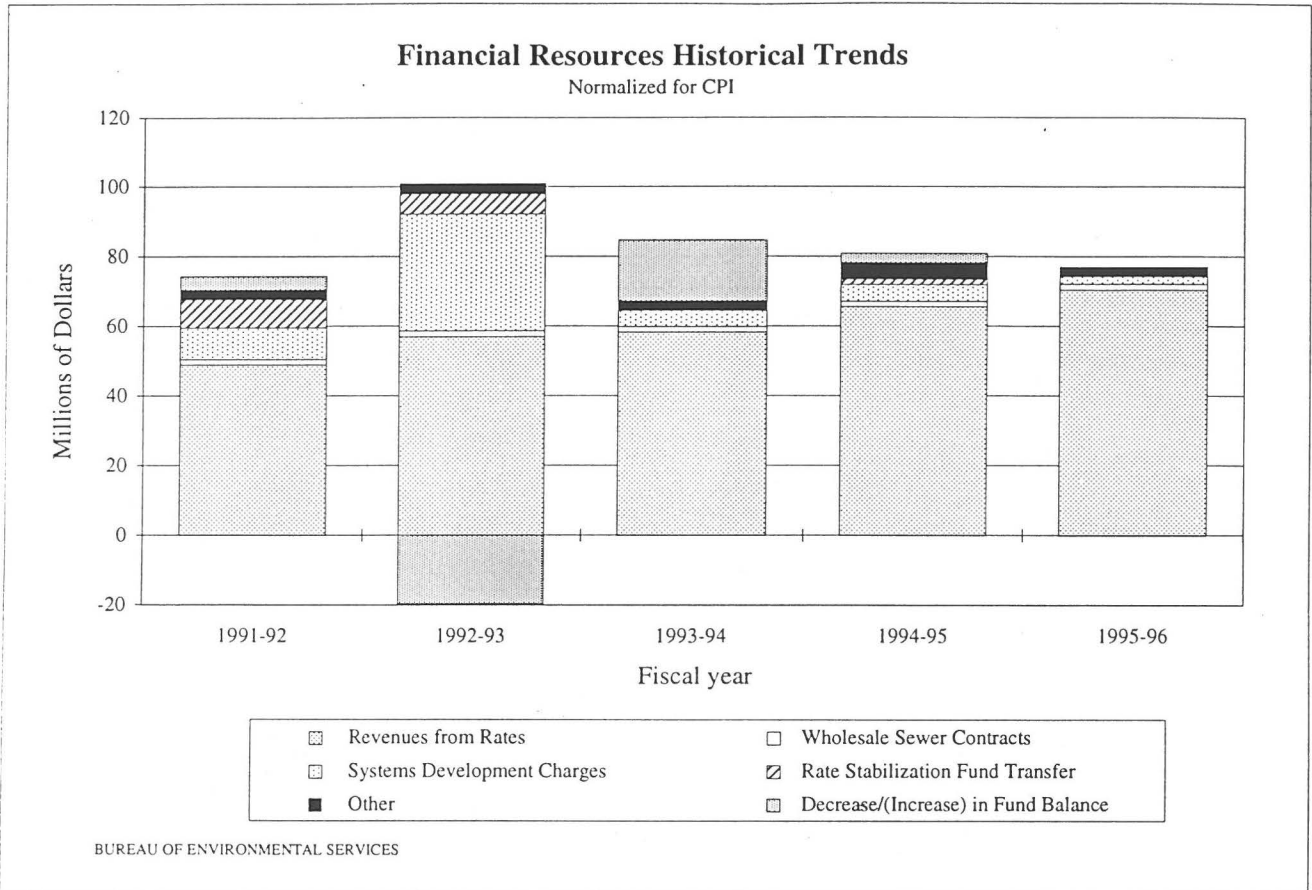
- Annual system costs increase by \$25.7 million over the forecast interval, representing an average annual increase of 2.6%.
- The largest two components of this increase are debt service, which increases by \$19.6 million over the forecast interval, and cash financing of capital improvements, which also increases by \$19.6 million over the interval.
- Total Operations and Maintenance and Capital Improvement Program expenditures decrease by \$13.5 million over the forecast interval.
- Other system resources (including Capital Improvement Program (CIP) reimbursements from the Construction Fund) decrease by \$38.7 million over the forecast interval.
- Accordingly, annual revenue requirements from rates must increase by \$64.4 million over the interval, an annual average percentage increase of approximately 15%.
- Under the current forecast of interest rates, per customer water use, and growth in customer accounts, these required increases can be accommodated with annual rate increases averaging 12.5%.
- Significant changes in any of these variables introduces significant risk to the forecast, however, which could necessitate either increases in rates or reductions in service levels.
- The table on the following page shows system costs and resources in more detail.

### Sewer System Costs and Resources (Cont.)

	Forecast 1996-97	Forecast 1997-98	Forecast 1998-99	Forecast 1999-00	Forecast 2000-01
<u>O&amp;M and CIP Expenses</u>					
Personal Services	\$19,174,522	\$19,941,501	\$20,739,162	\$21,568,729	\$22,431,478
Materials & Services - External	12,680,073	13,129,149	13,594,470	14,076,633	14,576,263
Materials & Services - Internal	17,708,232	18,403,944	19,127,001	19,878,480	20,659,498
Capital Outlay & CIP	119,072,876	101,918,315	106,478,199	117,835,735	92,014,339
Equipment Cash Transfers	44,875	46,293	47,756	49,265	50,822
Cash Transfers:					
General Fund Overhead	2,291,430	2,391,793	2,496,552	2,605,899	2,720,035
Utility Franchise Fees	6,524,149	7,622,060	8,888,051	10,173,799	11,470,953
Rate Stabilization Fund	0	0	0	0	0
Sewer Revolving Loan Fund	0	0	0	0	0
Other Funds	245,668	245,668	245,668	245,668	245,668
Prior Year's Expenditures (FMS Basis)	0	0	0	0	0
Total O&M and CIP Expenses	\$177,741,825	\$163,698,724	\$171,616,859	\$186,434,208	\$164,169,056
Cash Transfers to Debt Redemption Fund :					
Existing Debt Service	38,055,945	44,126,826	35,230,289	35,347,079	35,347,419
Projected New Debt Service	8,745,254	8,749,165	10,973,983	19,307,240	28,883,338
less Capitalized Interest Offset	0	0	0	0	0
Reserve for SRF Loan Repayments	(2,183,119)	(7,195,072)	(863)	(863)	(862)
Cash Transfers to Sewer Construction Fund :					
Cash Financed Capital Improvements	9,993,982	13,005,423	18,970,867	24,314,014	29,634,251
Annual System Costs	\$232,353,886	\$222,385,066	\$236,791,135	\$265,401,677	\$258,033,202
<u>Less: Other System Resources</u>					
CIP Reimbursement from Construction Fund	\$122,262,619	\$105,890,513	\$112,162,826	\$123,563,687	\$97,731,577
Systems Development Charges	2,836,361	3,918,711	3,301,775	2,399,109	2,543,055
Wholesale Sewer Contracts	1,759,570	1,834,174	1,911,941	1,993,006	2,077,508
Other Service Charges	201,945	209,899	218,166	226,758	235,688
Service Reimbursements	558,721	580,726	603,597	627,369	652,078
Rate Stabilization Fund Transfer	16,425,000	8,000,000	1,350,000	2,650,000	3,800,000
Other Cash Transfers	2,213,549	1,647,285	159,695	165,985	172,522
Product Sales	18,896	19,443	15,012	15,603	16,218
Rents	193,730	201,360	209,290	217,533	226,100
Licenses and Permits	232,970	242,145	251,682	261,594	271,897
Interest on Investments	406,982	456,576	474,132	492,381	511,357
Miscellaneous	223,002	231,785	240,914	250,402	260,264
Decrease/(Increase) in Fund Balance (1)	(381,879)	(199,824)	(207,688)	(215,891)	(224,549)
Total Other Resources	\$146,951,467	\$123,032,793	\$120,691,342	\$132,647,535	\$108,273,715
Required Revenues from Rates	\$85,402,419	\$99,352,273	\$116,099,793	\$132,754,143	\$149,759,487

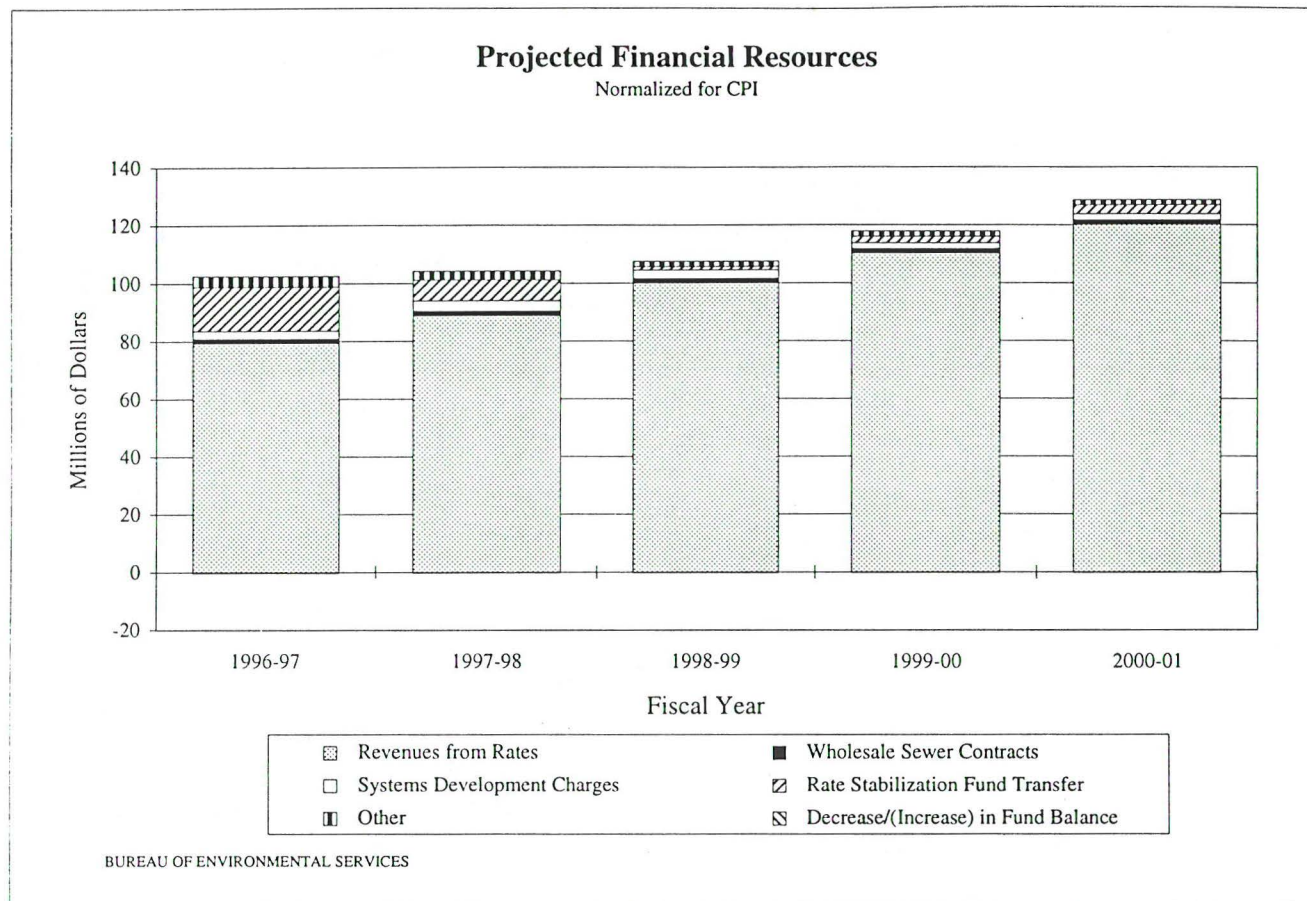
NOTES : (1) Includes use of Debt Redemption Fund balances in-lieu-of cash transfers from the Sewer Operating Fund.

## Sewer System Financial Resources



- Revenues from rates have increased at an average of 9.5% per year in excess of inflation from FY 1991-92 through FY 1995-96, due to annual rate increases averaging 11.8% and an annual average growth rate of approximately 2% in the number of customer accounts.
- Revenues from rates for FY 1995-96 assume a projected \$3 million shortfall for the fiscal year, based on Accounting Period Five revenue data.
- The relatively small increase in rate revenues for FY 1993-94 reflects lower than expected water use for residential customers, coinciding with the first year of metered billing for those customers.
- Line and Branch and Connection Charge revenues averaged just over \$7 million per year for years other than FY 1992-93. The \$31.5 million figure for that year is because the Window of Savings program encouraged customers in the Mid County area to prepay Line and Branch and Connection Charges.
- There were transfers from the Rate Stabilization Fund to the Operating Fund in FYs 1991-92, 1992-93, and 1994-95. This reflects the use of fund transfers as a cash flow management device.
- Changes in ending fund balances for FYs 1992-93 and 1993-94 show the effects of line and branch and connection charge prepayments in Mid County. Sizable revenues from the prepayments in the Operating Fund at fiscal year end were transferred to the Construction Fund the following fiscal year.

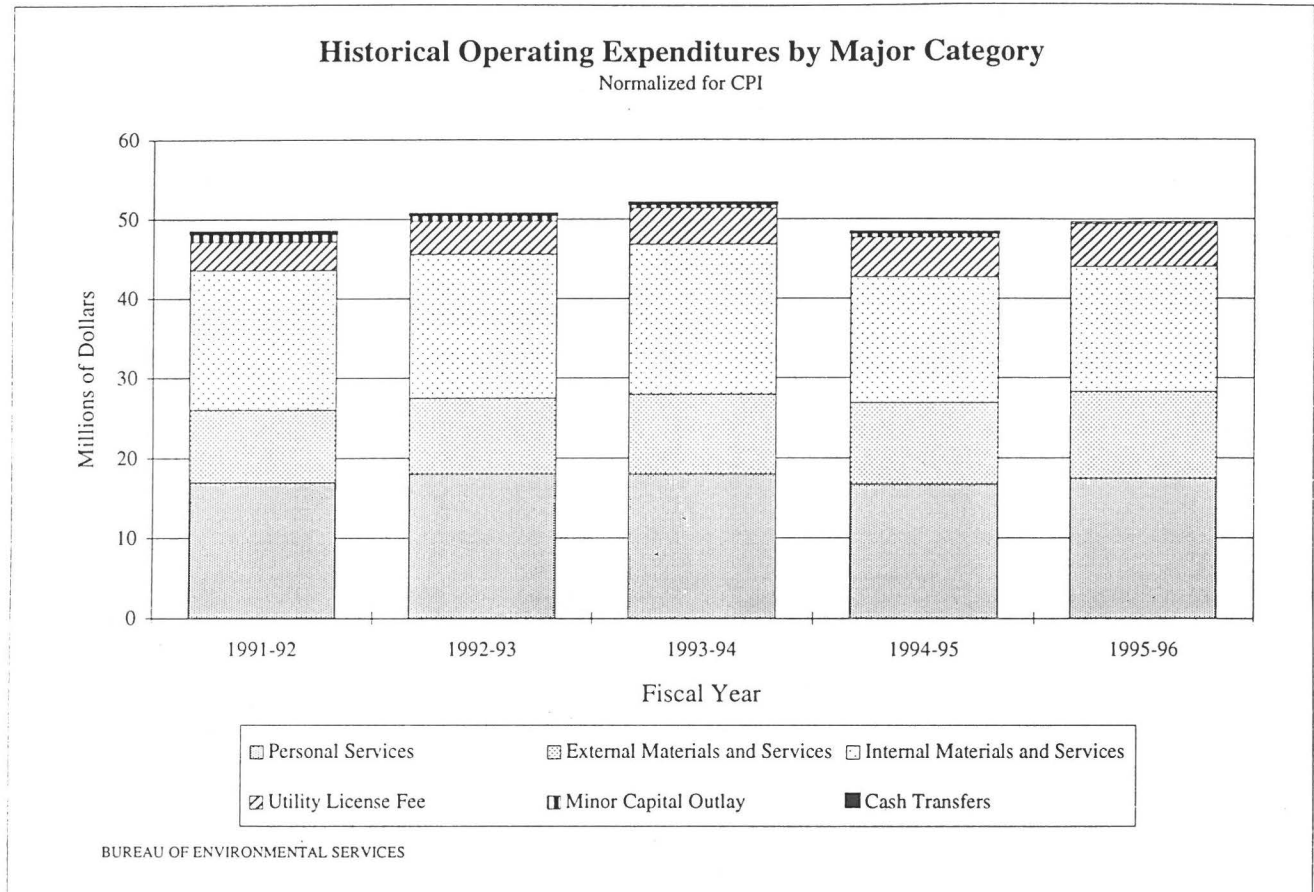
## Sewer System Financial Resources (Cont.)



- Revenues from rates are projected to increase by approximately 10.9% per year in excess of inflation, over the forecast interval. This rate of increase assumes 12.5% annual average rate increases, and a 3.6% average annual rate of growth in the number of customer accounts.
- Customer account growth is driven primarily by new connections to the sewer system in the Mid County area. After project completion, account growth is expected to fall toward the "infill" rate of 0.5% per year.
- Rate Stabilization Fund transfers in all years reflect a drawing down of Fund Balance to reduce revenue requirements from rates.
- Major risks to the forecast include unanticipated changes in water use for all customer classes. Roughly 70% of the Bureau's rate revenues vary directly with flow, so a 10% reduction in flow implies an approximate 7% reduction in revenues. Metered billing prevents a corresponding increase in revenues for residential customers, however.
- The forecast assumes a 1% annual reduction in water use per customer to account for increased conservation efforts, and the effects of block pricing for water.



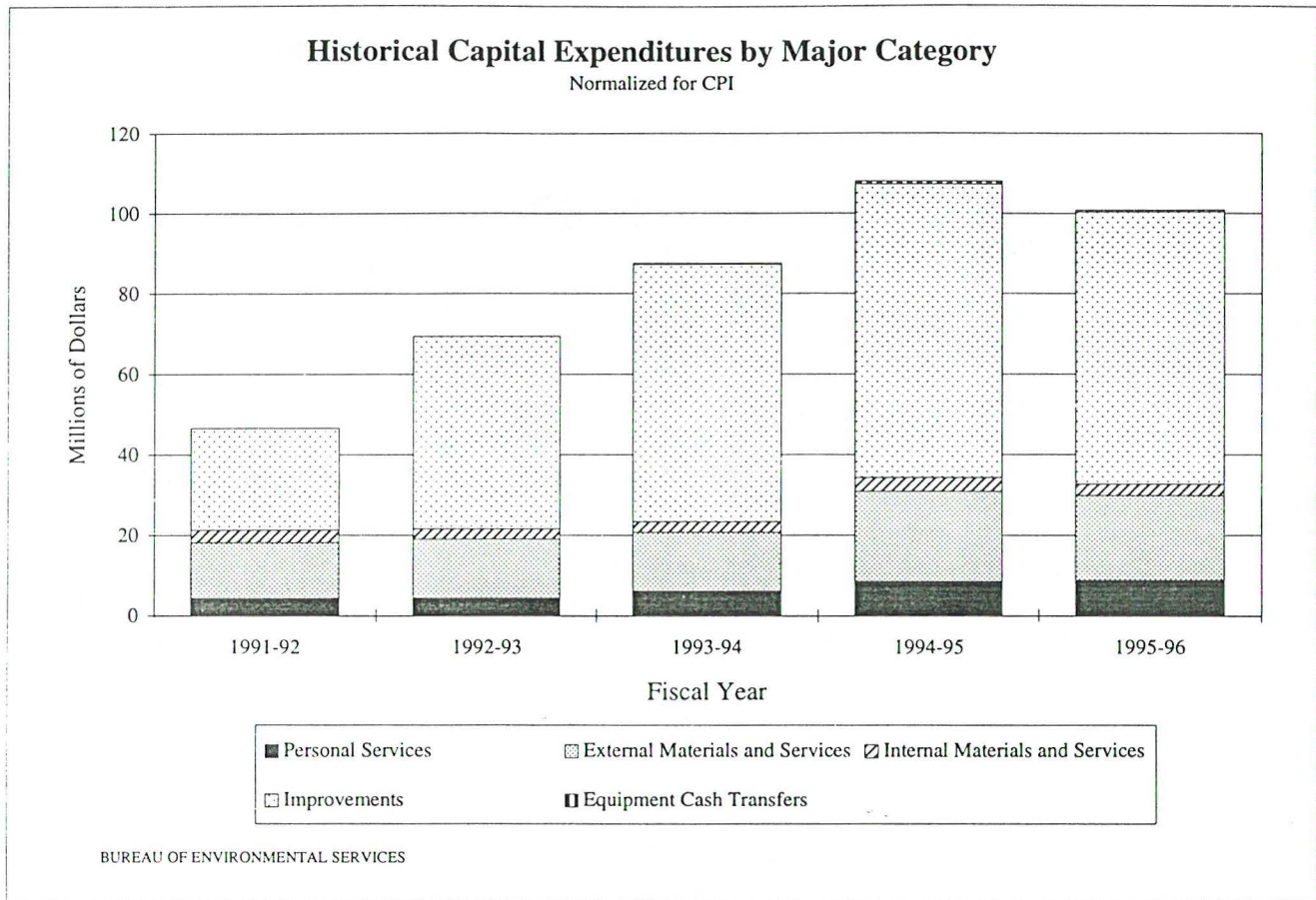
## Historical Expenditures by Major Category



- Total operating expenditures when adjusted for inflation have been relatively stable over the interval, increasing at an average annual rate of less than 1%.
- The decreases in Personal Services and Internal Materials and Services from FY 1993-94 to FY 1994-95 were due to the capitalization of the Mid County program and CSO Program administration costs. These costs were shifted to the Capital Improvement Program.
- Expenditures on External Materials and Services when adjusted for inflation increased at an average annual rate of 4.6% over the interval.
- Utility License Fee expenditures when adjusted for inflation have risen by approximately 10.5% annually over the interval.

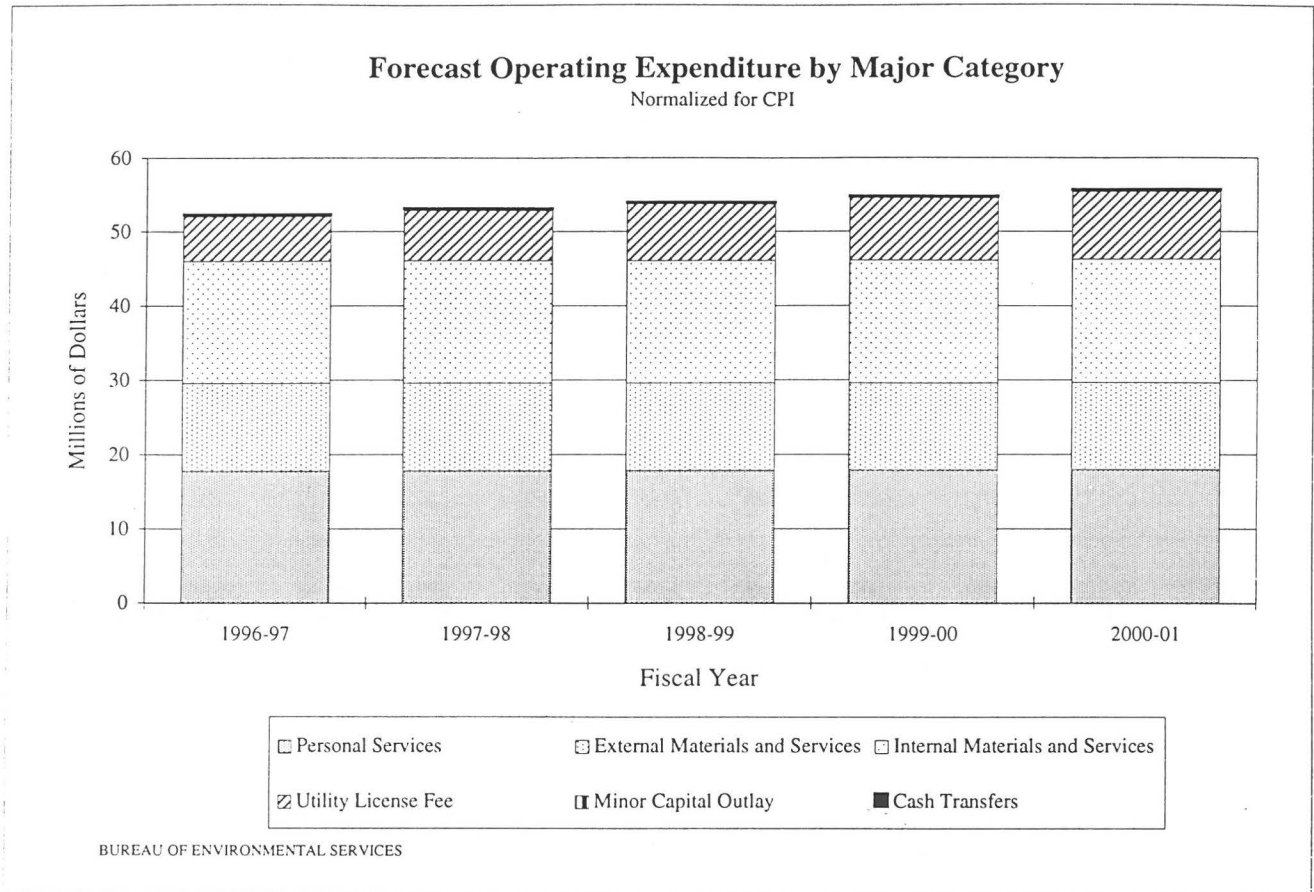


## Historical Expenditures by Major Category (Cont.)



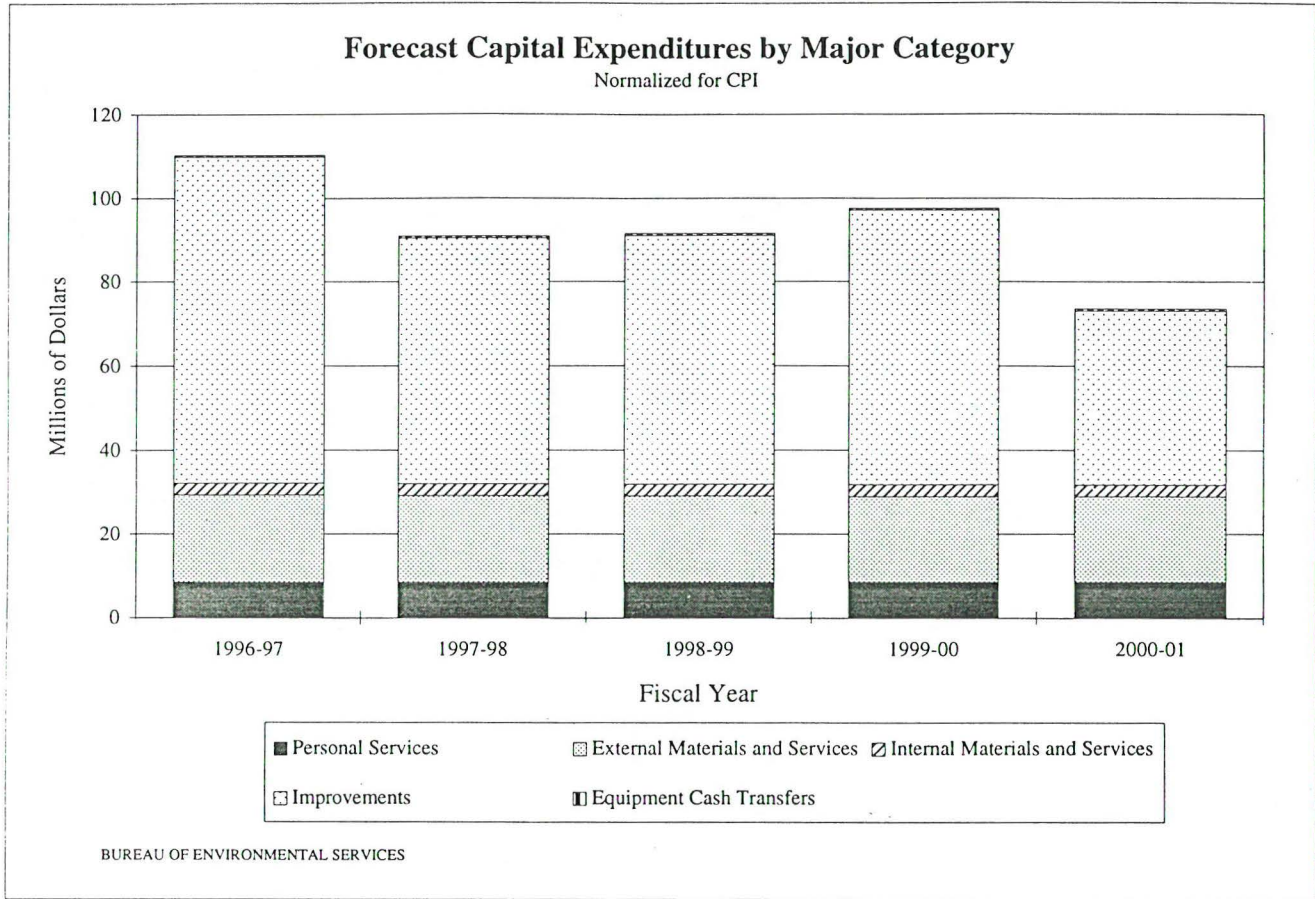
- FY 1995-96 numbers assume expenditures at 97.5% of budgeted capital improvement costs.
- Given the current year forecast, capital expenditures will have increased on average by approximately 21% annually over the interval.
- The increase in Personal Services and External Materials and Services between FY 1993-94 and FY 1994-95 reflects the capitalization of Mid County Program costs and Combined Sewer Overflow Program administration costs, as well as significant CIP growth over time.

## Forecast Expenditures by Major Category



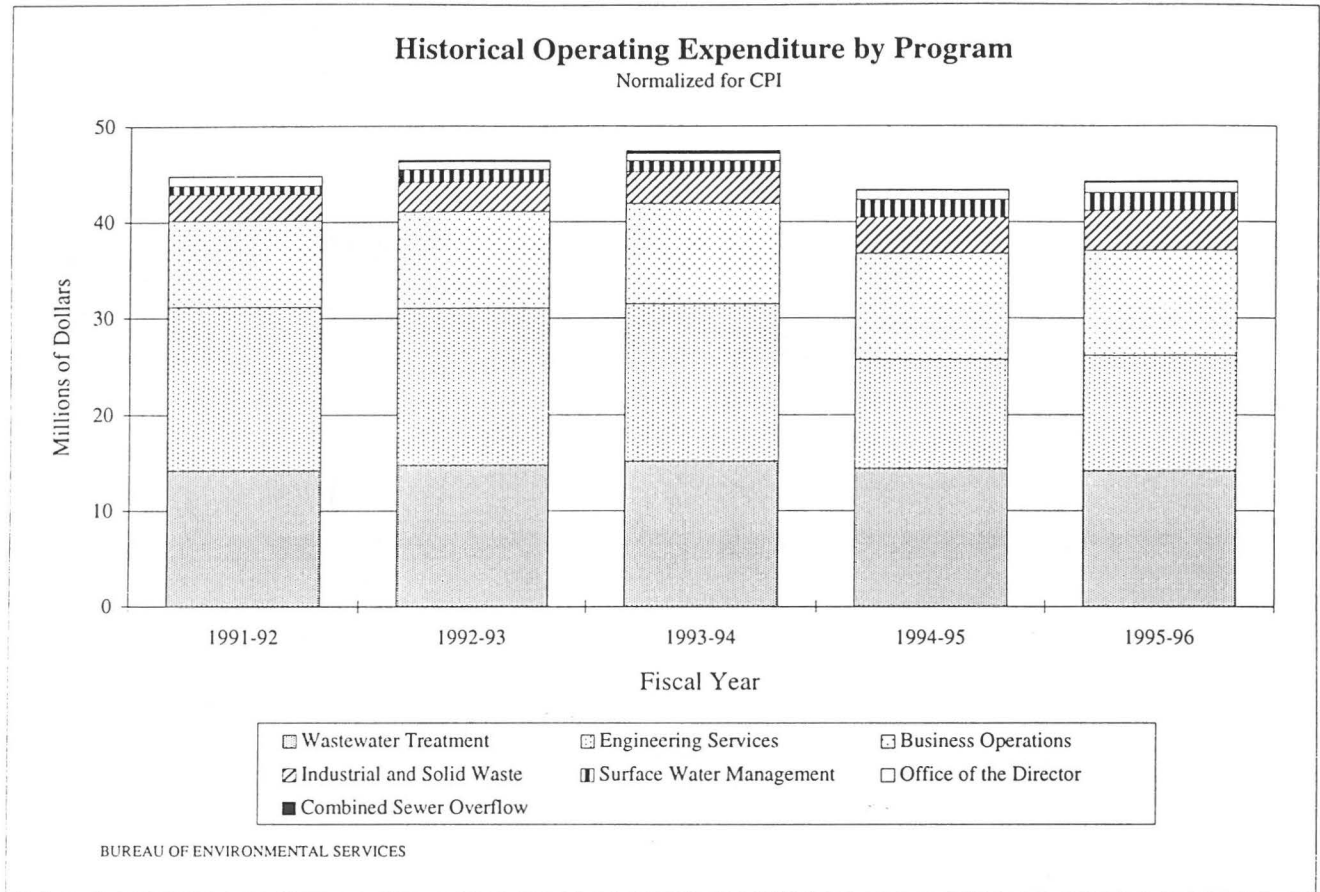
- Operating expenditures, when adjusted for inflation, are forecast to increase by approximately 1.6% per year over the planning interval.
- Most of this increase is in the Utility License Fee, expected to increase at approximately 11% per year. License fee revenues grow more rapidly than inflation due to the effect of customer account growth on rate revenues.
- Other operating expenditures are forecast to increase with inflation, except for a \$600,000 real increase forecast for 1997.

## Forecast Expenditures by Major Category (Cont.)



- Capital expenditures, when adjusted for inflation, are forecast to decrease at an average annual rate of approximately 9.6% over the forecast interval. This reflects Bureau efforts to reduce CIP requirements.

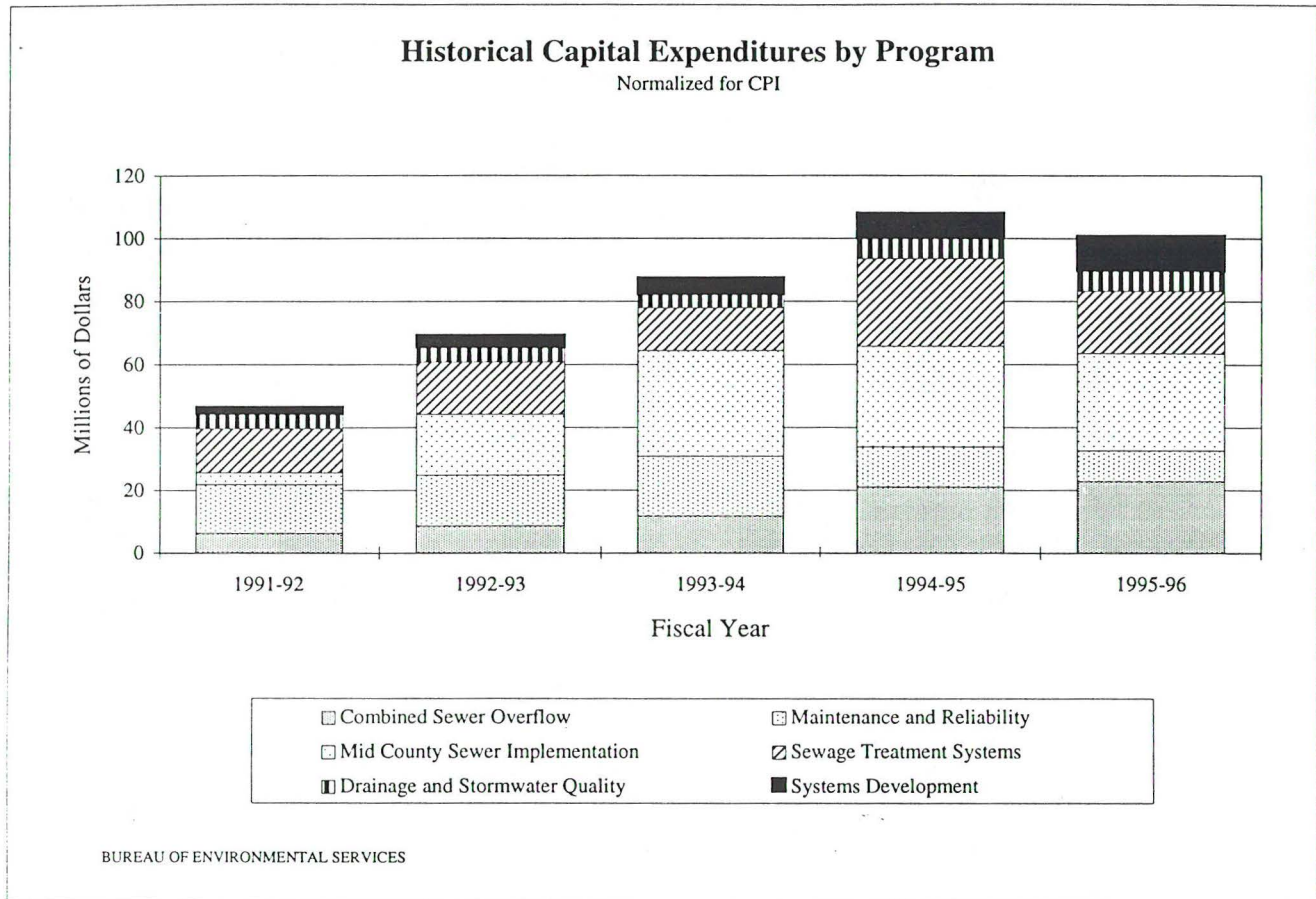
## Historical Expenditures by Program



- The decrease for Engineering Services between FY1993-94 and FY 1994-95 reflects the capitalization of Mid County program costs beginning in FY 1994-95.
- Surface Water Management reflects growth due to NPDES stormwater permit requirements, primarily water quality monitoring activities.
- Growth within Industrial and Solid Waste is a result of intra-Bureau responsibility for water quality monitoring activities. Increases in total program costs reflect increasing demand for these services by other Bureau programs.
- Operating expenditures on Wastewater Treatment have declined slightly over the interval, after adjusting for inflation, reflecting gains in operating efficiency.



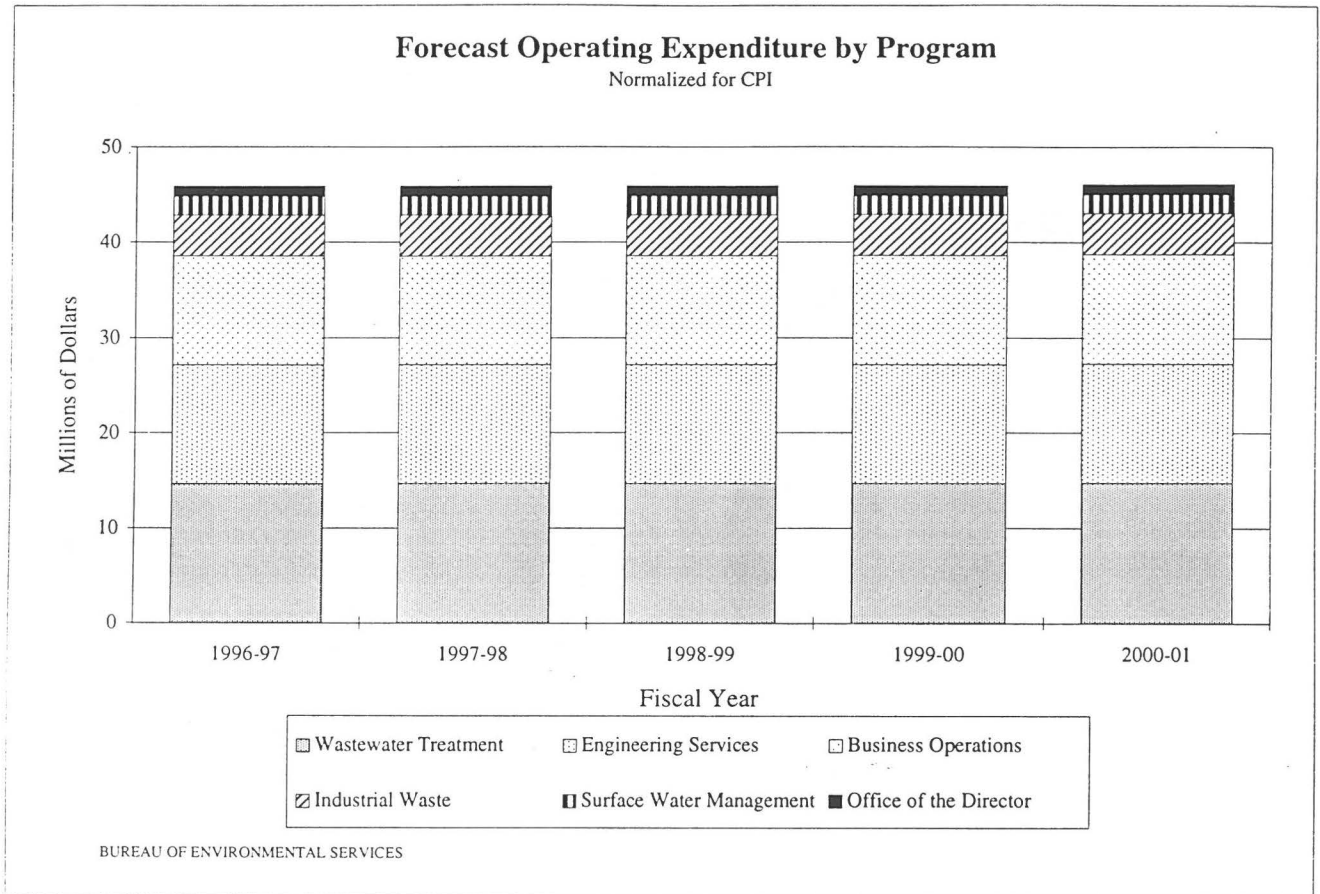
## Historical Expenditures by Program (Cont.)



- The relatively large increases in expenditures for the Mid County program in FY 1992-93 and FY 1993-94 reflect the decision to accelerate the program in order to level resource requirements over time. Resource requirements for the Mid County program will diminish as requirements for the Combined Sewer Overflow program increase.
- The relatively large increase for Sewage Treatment Systems in FY 1994-95 reflects expenditures on the Headworks project.
- Increases for Systems Development are primarily due to the construction of the Water Pollution Control Laboratory.
- FY 1995-96 numbers assume expenditures at 97.5% of budgeted capital improvement costs.

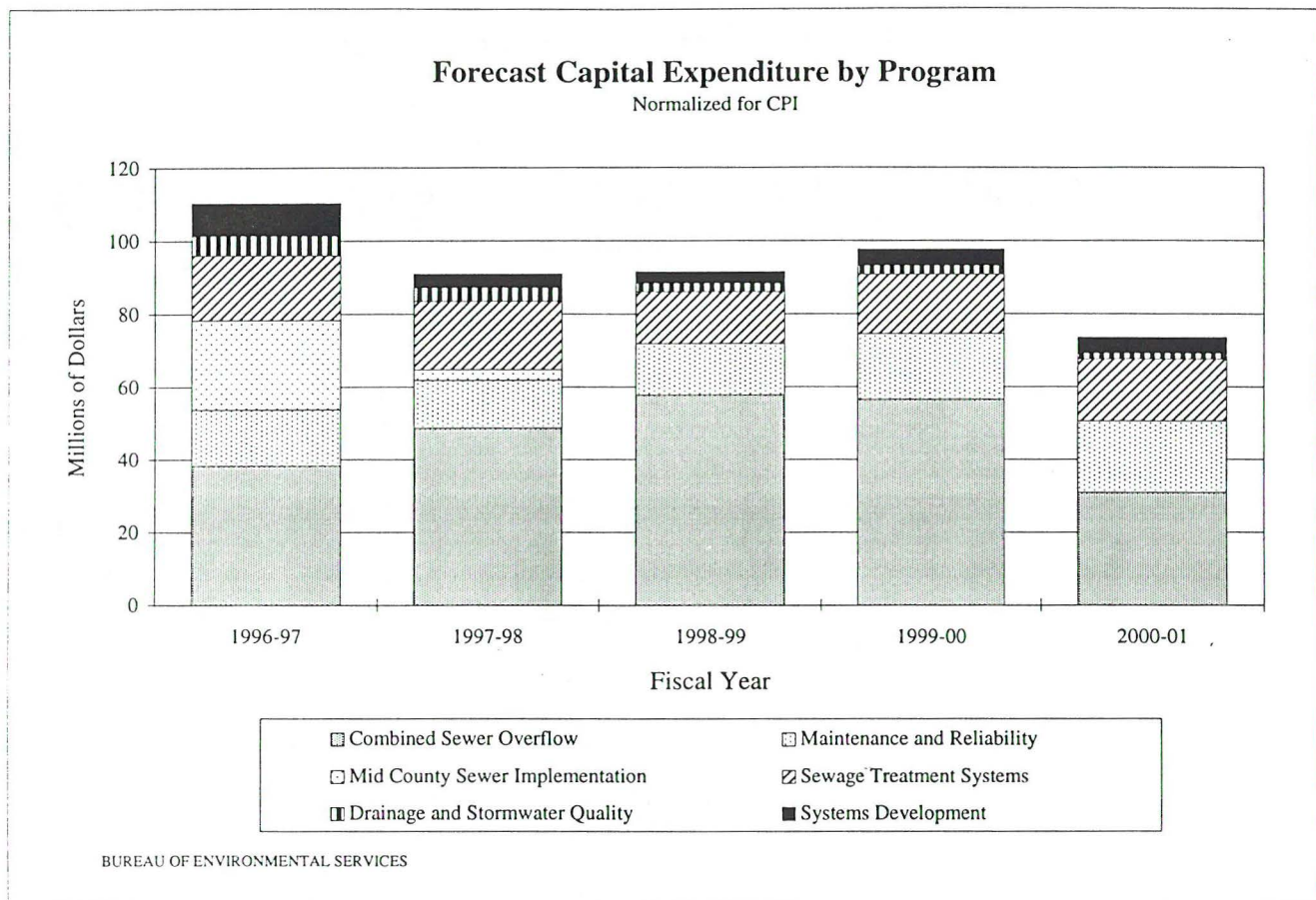


## Forecast Expenditures by Program



- Other operating expenditures are forecast to increase with inflation, except for a \$600,000 real increase forecast for 1997.

## Forecast Expenditures by Program (Cont.)



- The Bureau has sufficient financial flexibility to accommodate a CIP that is relatively larger in the near term, through a combination of debt financing and use of Rate Stabilization Fund balances.
- Mid County program capital expenditures end in FY 1997-98, as Combined Sewer Overflow program expenditures are nearing their peak.
- Combined Sewer Overflow program expenditures reach their peak in FY 1998-99. The lower CIP requirements in FY 2000-01 primarily reflect lower CSO capital requirements.
- System Development program costs decline after FY 1996-97 due to the completion of the Water Pollution Control Laboratory.

## Glossary of Terms

- **Capital Expenditures:** Expenditures to acquire system assets. In general, these assets must be used for the benefit of and be owned or controlled by the Bureau, and these benefits must extend over multiple years.
- **Connection Charges (System Development Charges):** Charges to recover the costs of major sanitary and stormwater facilities that serve larger areas of the City and which were constructed with excess capacity to meet future growth and development. As growth occurs, new customers reimburse existing ratepayers for the investment made in the system.
- **External Materials and Services:** Expenditures for purchasing materials and services from vendors who do not represent other City Bureaus.
- **Personal Services:** The cost of Bureau employees for operating and capital activities. It includes overtime and benefits cost.
- **Forecast Interval:** Fiscal Years 1996-97 through 2000-2001.
- **Fiscal Year (FY):** July 1 to June 30.
- **Internal Materials and Services:** Expenditures for purchasing materials and services from other City Bureaus.
- **Line and Branch Charges:** charges which recover the costs of providing local collector sewers from the properties adjacent to these sewer lines. These charges are typically paid upon connection to sewer service. These are not rate revenues.
- **Metered Billing:** Residential customers are billed on the basis of measured (metered) winter average water use. During the winter quarter, residential bills reflect actual water use, on the theory that water consumed during winter months is discharged to the sanitary sewer system. During spring, summer, and fall, however, water used for irrigation does not necessarily represent sanitary sewer use. Therefore, sanitary sewer bills during those months are based on the measured winter average use. If actual use falls below winter average, however, the customer is billed on the lesser amount.
- **Minor Capital Outlay:** Includes expenditures for land purchases, buildings, improvements other than buildings, or equipment and furniture with unit cost in excess of \$5,000.
- **National Pollutant Discharge Elimination System (NPDES):** The mechanism for enforcing wastewater quality standards under the Clean Water Act. The City discharges treated wastewater under a NPDES permit. The 1987 revisions to the Clean Water Act brought stormwater under NPDES, and the City recently obtained a NPDES stormwater permit.
- **Normalized for CPI:** Revenue and expenditure numbers have been adjusted to make data for all years comparable in terms of purchasing power, as represented by the Consumer Price Index (CPI). In general, this adjustment increases expenditure numbers for prior years and decreases them for future years, thereby removing inflationary trends.
- **Revenues from Rates:** Revenues from monthly charges for sanitary sewer service, stormwater drainage service, and customer account service.
- **Window of Savings Program:** Part of the Mid County Financial Assistance Program adopted by Council in 1992. This program allowed Mid County residents to take advantage of a cap on sewer assessment costs by paying on or before December 31, 1993. Many customers opted to pay line and branch and connection charges in advance of connecting to the sewer system.
- **Wholesale Contracts:** Agreements between the City and adjacent jurisdictions to provide or receive sanitary sewer service and treatment.



**REPORT TO PORTLAND CITY COUNCIL  
TRANSPORTATION FINANCIAL STATUS  
January 19, 1996**

The Office of Transportation's mission is to provide for the safe and efficient movement of people, goods, and services while enhancing the economic vitality and livability of the people of Portland. Our challenge is to maintain and preserve the existing system, safely operate the system, and manage it to support planned development and minimize the impact of traffic congestion. Clearly, preserving the livability of our community is one of the highest public concerns and must be an equally high budget priority.

Without a doubt, the effects of growth throughout the region will significantly impact Portland's transportation system. Adding over 1 million residents by the year 2040 within the metropolitan region will certainly increase traffic throughout Portland and affect all of us living in Portland. There will be more traffic on our state highways, Willamette River bridges, arterials and in our neighborhoods. Much of the traffic will be generated by people living outside Portland's boundaries. The public does not easily distinguish between state, county, city, Tri-met and Metro transportation responsibilities. As a result, our collective will is required to implement measures to reduce vehicle miles traveled per capita, provide alternative forms of transportation to the automobile, and manage congestion while maintaining the transportation facilities already built. Educating the public about the impact of their land use and mobility choices is crucial if we are to preserve Portland's livability.

The City owns and manages a significant transportation system including over 3,700 lane miles of improved streets, 47,000 street lights, 923 traffic signals, 158 bridges and 169 stairways. The complete inventory of transportation facilities has a replacement value of more than \$7.6 billion. While most of our facilities are in "fair" or better condition, to repair them to a "very good" condition would require over \$100 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.

Under the best of circumstances, the demand for transportation improvements considerably exceeds the resource capacity of PDOT's operating and capital budget. Transportation revenues have not kept pace with inflation since FY 91-92 and the revenue gap is widening. Dollars are not available to maintain Transportation's current service level for the FY 1996-98 budget. The current forecast identifies a two year general transportation revenue gap of \$5.2 m.

<b>GTR FORECAST FOR 96/97 BUDGET REQUEST - REVENUE NEEDED FOR CSL</b>					
	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY 00/01
GTR	51.0	51.4	52.0	52.3	52.9
Requirements	52.5	55.1	57.3	59.6	62.0
ANNUAL REVENUE GAP	(1.5)	(3.7)	(5.3)	(7.3)	(9.1)



## MAJOR REASONS THIS IS HAPPENING

Fewer federal dollars available. In the last ten years the City has spent over \$160 million for building or rehabilitating our city streets. For the most part, these were dedicated federal dollars. Most recently these federal grants were used to build Airport Way, and reconstruct Marine Drive and NW 23 rd and Burnside. These funds are no longer available to us and now we must compete at the regional table from a smaller pot of dollars.

No gas tax increase. The state gas tax revenue is the city's primary source of general transportation revenue (GTR) and it does not keep up with the cost of inflation unless it is increased at each session of the Legislature. The 1991 State Legislature enacted the last increase.

Absorbing financial responsibility from other organizations. The Bureau of Environmental Services has reduced or redirected its inter-agency agreement with the Maintenance Bureau for drainage and street cleaning activities. In the last three years over \$3.5m has been cut or redirected. PDOT was obliged to absorb \$1.1m of those activities within baseline budget. In the same time frame, the Portland Development Commission withdrew its commitment to pay \$6m of Westside Light Rail match and financing street improvements to NE 15th and 16th. PDOT absorbed the annual payments within the capital budget.

## HOW WE HAVE COPEd

Efficiencies. In the last five years PDOT has steadfastly pursued improving the efficiency of the organization. Street cleaning efficiencies were gained by changing the notice procedures to households to move cars and by buying more efficient equipment. Recycling of paving materials produced savings in excess of \$1m by avoiding land-fill charges. The Wildflower Program produced savings in the landscaping maintenance budget. In the last two years we have organized a concerted effort (PDOT Design '98) to examine Transportation from bottom to top. That effort resulted in savings of \$1.3m in the budget for FY 1995-96 and efforts to save another \$.5m in FY 1996-97. Those efforts include reducing management positions, streamlining the process to evaluate and approved traffic calming projects, contracting out sidewalk repair, transferring traffic speeding complaints to the Police Bureau for first response and extending the life cycle of equipment/vehicles.

Update fees. PDOT initiated a process to bring recommendations to Council on an annual basis to update cost recovery schedules where appropriate. Careful attention is also given to appropriate parking related revenues and a parking meter rate policy will soon be forwarded to Council.

General Fund assistance. As a result of Council decisions regarding implementing Ballot Measure #5, the street light property tax levy was discontinued. Council chose to phase in support of the Street Light Program with General Fund resources. In addition, in FY 1995-96, Council approved \$1m of General Fund for the Capital Improvement Plan budget.

Cuts. Program cuts have been necessary. The street paving backlog has been growing in recent years and currently stands at about 450 miles. Starting in FY 1986-87 the backlog was reduced an average of 17 miles per year. Due to budget problems, efforts to reduce the backlog ended in FY 1992/93. Other reductions include the Road Rehabilitation Program, Chip Seal Program, Traffic District Operations

and the Local Street Resurfacing Program. To offset the impacts of these cuts, the FY 1995-96 budget includes increases in cold milling and crack sealing designed to provide needed repairs to streets on the paving backlog. This will, for the short term, reduce the impacts of resurfacing cuts and hold backlog increases to a minimum.

Focus on Highest Community Priorities. Limited budget dollars have been re-directed within Transportation's baseline budget to meet high priority community concerns. The Capital Improvement Plan criteria and process were revised to give higher priority to projects advancing alternative modes of transportation and to provide for improved public input. The Bicycle and Pedestrian Programs have doubled over the last five years. To address growing concerns about traffic congestion and safety, the Traffic Calming Program was expanded to include the city's collector streets and school safety became a high priority. The Cheap and Skinny Street Program was created. Planning for the development of River District continues as does the implementation of the street car. And, of course, planning for South/North Light Rail continues as a high priority.

## **PDOT BUDGET STRATEGY FOR FY 1996-97 and FY 1997-98**

Current Service Level: The two year general transportation revenue gap is \$5.2 million. PDOT is requesting City General Fund support of \$4.2 million to maintain transportation programs at current service level. The remaining \$1m will be offset by achieving efficiencies within Transportation's activities.

Add Packages: At the request of Council during the goal setting retreats, PDOT will focus requests for additional resources on the following: (a.) meeting the City's policy objectives for growth and development, (b.) preserving/improving livability, (c.) maintaining the system, and (d.) implementing completed district community plans and increasing involvement in ongoing efforts.

## **OTHER FINANCIAL STRATEGIES**

We will look to the 1997 State Legislature to increase state road related revenues to meet ongoing operations and maintenance needs.

We will continue to work with Metro and the region to identify a capital improvements package for the ballot which meets both the City of Portland's needs and the needs of the region.

We will continue to evaluate a transportation systems development charge to provide needed improvements related to growth.

We will implement parking management strategies consistent with the proposed Parking Meter Rate Policy.

## **ADD PACKAGE CONCEPTS**

### Meeting the City's Policy Objectives for Growth and Development

1. Development Response Fund
2. Main Street Development
3. Traffic Calming Teamed with Land Use Development
4. CCTMP Implementation

### Preserving/Improving Livability

5. Improve SE Morrison/SE Belmont Intersection at 25th
6. Neighborhood Stop Sign Grid Installation
7. Increase School Safety Program to Include Middle Schools
8. Bicycles for Mobility at Low-income Housing
9. NE Street Cleaning--Increased Services and Permanent Signing to Remove Parking
10. Local Street Housing Initiative
11. Walkable Neighborhoods
12. CORE

### Maintaining the System

13. Reduce Paving Backlog

### Implementing Completed District Community Plans/Increasing Involvement in Ongoing Efforts

14. Implement Action Items in Albina and Outer Southeast Plans, and Provide Technical Assistance for Southwest and Inner-Southeast Community Plan Development

**BUREAU OF WATER WORKS**  
**Five Year Financial Plan - FY 1997-2001**

The Bureau of Water Works is a major public water utility owned by the people of the City of Portland, serving over 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 a formidable task to keep those user charges low.

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

The Bureau's approach has been to create an interactive process which examines the large planning issues within the framework of the financial realities of the utility business.

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**Five Year Financial Forecast**  
**June, 1996**



The utility financial planning/rate making process is complex and dynamic, requiring a variety of inputs ranging from hard accounting data to strategic planning goals and policy decisions.

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

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



## **Annual Financial Planning Process**

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

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

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

## Forecast Results

### Revenue Requirements, Rates, And Residential Bill

Fiscal Year	Total Change	In-city Rates	Wholesale Rates	Residential Monthly Bill
1996-97	4.9%	4.3%	4.7%	\$12.35 (8 ccf)
1997-01*	4.8%	4.7%	3.9%	

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

The Bureau's total revenue requirement is forecast to increase from \$49.2 million in FY 1995-96 to \$51.6 million in FY 1996-97. That's an increase of approximately 4.9% which reflects increases in both O&M (inflation) and Capital (debt service) requirements. Total revenue requirements are projected to rise on average 4.8% 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 1996-97, retail and wholesale demand are forecast to increase 0.3 percent and 2.0 percent respectively.

### FY 1996-97 Average Retail Rate Increases

The adopted FY 1996-97 average retail rate increase is 4.3%. This increase is a result of the following:

Economic & Demand Adjustments	0.8%
Existing Program Enhancements	0.3%
New Information Technology	0.5%
Regional Water Supply Implementation	0.1%
New Water Quality Programs	0.2%
Implementation of the Lead and Copper Rule	1.5%
Conservation - Regional Water Supply Plan	1.1%
Utility License Fee Reduction (7.6% at Jan. 1, 1997)	-0.2%
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	<u>4.3%</u>

### Retail Bills

On May 29, 1996, FY 1996-97 water rates and charges were adopted with the passage of city ordinance 170186. The resulting average monthly residential bill (8 ccf usage) increased \$0.80 to \$12.35. In addition to programmatic changes, this increase reflects the first year of a four year phase in of cost of service adjustments as recommended by the Portland Utilities Review Board and the Comprehensive Service Charge Review Report. At full implementation, the additional monthly cost for the average residential customer will be under a dollar. Primarily, fire line accounts will benefit from this change.

For FY 1996-97 only, the fixed low income discount to qualified water customers was increased from 15 percent to 25 percent of a typical low income bill (5 ccf per month usage) for a total of \$29.40 per year. For FY 1997-98, both the Water Bureau and the

Bureau of Environmental Services will develop and present to the City Council a new Comprehensive Low Income Program.

#### Wholesale Water Rates

About \$10.4 million of the total \$51.6 million in FY 1996-97 revenue requirements is planned to come from wholesale customers. FY 1996-97 revenue to be generated from wholesale customers is up 6.9% or \$0.7 million from FY 1995-96, with an effective overall wholesale rate increase of 4.7%.

The less favorable wholesale rates (on average as compared to retail) have occurred because they are calculated using different methodologies from inside-City retail rates, and as such are subject to different influences. Wholesale rates are set on the Utility-Enterprise basis (as required by their various contracts) and fluctuate from year to year according to the allowable rate of return, and plant replacement indexes.

These wholesale contracts do continue to benefit the retail ratepayers as well as the wholesale purveyors. As well as providing our wholesale customers the ability to purchase inexpensive, high quality water, the wholesale contracts remain a very valuable supplemental income source to city rate payers. Without these contracts, retail rates would continue to be over 20% higher than those proposed.

Capital Investment: Historically, the Bureau's goal has been to cash-finance a level of capital investment approximately equal to depreciation on fixed assets to ensure adequate maintenance of the existing system. However, this policy was modified in the FY 1994-95 plan to take into account actual cash needs with capital cash financing now set equal to estimated annual repair and replacement capital costs. This new policy is consistently applied across the 5 year forecast, and does not jeopardize the Bureau's Aa1 revenue bond rating. For FY 1996-97, approximately one fourth of the total capital expenditures will be financed with current water sales.

Debt Service Coverage: Debt Service Coverage measures the Bureau's ability to meet its current debt service payments.

Up until July 1993, the Water Bureau had issued only "double-barrelled" (revenue-backed) General Obligation (G.O.) bonds, which carry no 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 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 the 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.





## ABOUT PDC

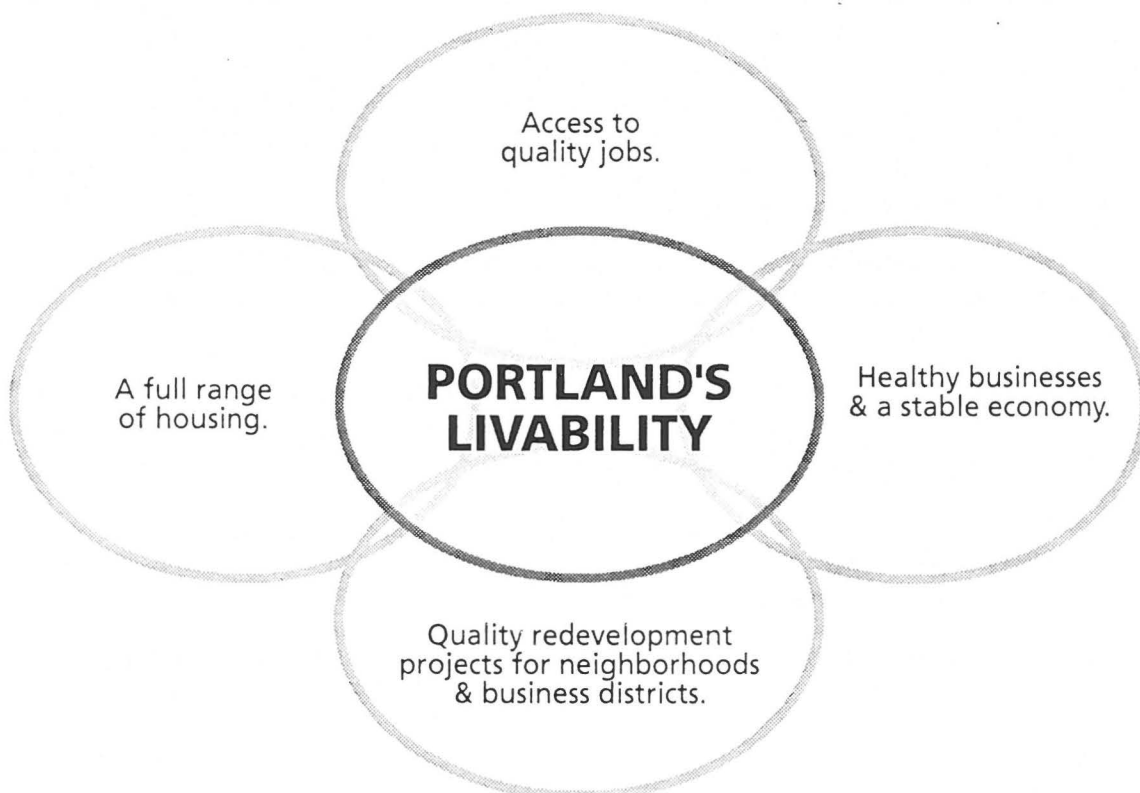
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In 1958 Portland voters created the Portland Development Commission (PDC) as a city agency to deliver projects and programs which achieve the city's housing, economic development and redevelopment priorities and link citizens to jobs.

Specifically, PDC is the City agency that helps provide 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 managed projects and programs which have played a major role in keeping Portland one of America's most livable cities. During the past 37 years, PDC has taken forward sixteen urban renewal plans, has worked extensively in Portland's neighborhoods to deliver a broad range of housing and neighborhood improvement programs and has carried out a comprehensive range of economic development programs aimed at creating jobs for City residents. It is the linkages among these efforts, the integration of services that sets PDC apart and assures true efficiencies are achieved.

### PDC works with partners to provide:



# HOW PDC DELIVERS ON THE CITY'S GOALS: THE ROLE AND DEVELOPMENT OF THE FIVE YEAR PLAN

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PDC is uniquely positioned to provide a fully integrated and clearly defined mix of services to better serve the community and meet the City's goals. The Commission is governed by a five member, volunteer citizen board of Commissioners, appointed by the Mayor and approved by City Council. Commission business is conducted at monthly public meetings and all PDC activities are guided by a Five Year Plan. Developed in conjunction with public and private community partners, this plan concentrates our resources on ten target areas in Portland's business districts and neighborhoods.

## **FIVE-YEAR BUSINESS PLAN PROCESS**

### **Assess Goals**

In developing our Five Year Plan, we began with an examination of the critical issues the City needs PDC to address as expressed in such documents as the Livable City Housing Initiative, Prosperous Portland, Future Focus, METRO's 2040 concept plan, the Central City Plan, existing urban renewal plans, and other community and neighborhood plans such as the Albina Community and River District plans. PDC has developed four goals designed to address the key features of each of these plans:

**Maintain and expand a full range of housing opportunities.** PDC will work with our community partners to assist the City in meeting its target of creating more than 55,000 new housing units by 2014.

**Stimulate job creation and retention and link jobs to city residents.** Our workforce and business development activities will help the city make great strides towards its goal of capturing 157,000 new jobs by the year 2014. We will continue to link new jobs to city residents through our JobNet program thereby helping to reach the City's goal of increasing per capita income. PDC's continued implementation of the business district program and our new focus on assisting small business will encourage and support community member ownership of business. In addition, through the implementation of the City's international plan and other business recruitment and expansion efforts, we will help the City reach its goals for international competitiveness.

**Maintain and increase the economic base.** PDC will continue the urban renewal investments that meet the City's goal for revitalizing our neighborhoods—an essential component of Portland's continued livability. As a result, our tax base will grow and citizen's property tax rates will decrease.

**Integrate all program delivery to revitalize targeted areas.** PDC will work with neighborhood groups and residents to build community wealth, raise per capita income, and improve standards of living through the provision of housing, economic development, workforce, and development services.

### **Identify Lines of Business to Meet City Goals**

PDC has divided customer services into five major categories:

**1. Redevelopment Area Planning:** Planning for comprehensive downtown and neighborhood revitalization programs and projects to redevelop project areas which reflect the public interest. Current programs include:

- Market analysis
- Project feasibility
- Urban renewal district plans
- Development opportunity strategies
- Site Planning

**2. Project Finance and Development:** Developing housing, retail, office, industrial and infrastructure projects that involve public/private partnerships to achieve City objectives. Current programs include:

- Multi-family housing
- Infrastructure
- Office and commercial facilities
- Construction management

**3. Neighborhood Revitalization:** Working with community residents, business owners and non-profits to develop and implement strategies for affordable housing, increased employment, community ownership of business, and neighborhood livability to build healthy neighborhoods and business districts. Current programs include:

- Housing, development, workforce and economic development input on community plans
- Single family housing loans
- Small business loans

**4. Business Retention, Expansion and Recruitment:** Providing a full range of direct assistance to businesses looking to locate or expand in the Portland area and to create jobs for City residents and build a strong economic base of key industries. Current programs include:

- Marketing of sites
- Hiring strategies for businesses
- Incentive packaging
- Enterprise Zone management

**5. Workforce Development:** Providing workforce planning strategies and employment services to businesses locating or expanding in the Portland area. PDC provides customized workforce training and link employees with employers to provide employment opportunities for City residents to increase community wealth. Current programs include:

- JobNet system to supply applicants
- Target industry training strategies
- Systems to eliminate barriers for job openings to employment, i.e. childcare, transportation

### **Consult Community and Business Partners**

Preparation of this plan was guided by advice and feedback we received from our community and business partners in the public and private, non-profit and for profit sectors. We have been engaged in an unprecedented effort to garner input on needs and desires from those we serve and work with in carrying out our programs and activities. Our staff met with more than 200 groups and individuals over the course of the summer to review our last Five Year Plan and update it for the coming years. These groups were also called upon to review the draft plan and to make public comment as required. The plan you are now reading is the consolidation of the input our partners have provided and reviewed.

In each target area, we have listed projects that are funded, as well as projects identified by our partners, but for which funding is not currently available. We will turn to our partners for help with this effort and will endeavor to find funding for and complete as many of these projects as possible.

### **Determine Customer Service Delivery Strategy**

In 1994, PDC implemented its target area service delivery strategy, focusing our services to meet specific objectives requested by community and business partners. Our target areas include: Airport Way/Columbia Corridor; Cully Killingsworth; Central Eastside; Downtown; Lloyd District; Inner Northeast; Outer Southeast; River District; South Waterfront/North Macadam; and Transit Stations. Each target area is served by an interdisciplinary team providing the particular services required to meet the current needs of the area. We also will deliver housing and workforce and business development programs throughout the region beyond any target area boundary to meet City and regional goals.

The target areas were created to allow PDC to focus its services in a geographic area. Target areas require the integration and delivery of two or more services which are planned to make a visible and measurable difference within the area. In establishing target area boundaries, we often consider the areas designated by other service providers. Many of our target areas contain communities given Target Area Designation (TAD) status by the Bureau of Housing and Community Services. This allows us to work with BHCD to deliver housing, business development, and workforce services using Community Development Block Grant funds in these communities. PDC target areas also coincide, in some cases, with local non-profit organizations configured to deliver service to specific communities. Target area boundaries are examined each five-year business plan update to determine whether boundary changes are warranted.

In the current plan, we have refined the boundaries of several target areas to allow us to provide optimum service integration and make a visible difference in our designated communities. As we refine these key service delivery concepts, we will continue to evaluate service delivery methods and review how well PDC's organizational structure helps achieve desired outcomes throughout the City. We will continue to redefine our staffing structure to ensure that customer services are delivered efficiently and effectively.



## SUMMARY OF FIVE YEAR PLAN FINANCES

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This presentation of PDC's five-year finances reflects a projection of financial resources and the fiscal requirements necessary to fund the many community requests we received in developing this five-year business plan. The In Plan and Funded activities described in the plan show an investment in facilities and services totaling \$148,028,000. Resources necessary to support the activities considered Not Funded and Proposed total \$149,993,000.

PDC is funded by a variety of governmental and private sector sources to accomplish its goals in housing, economic development, workforce, and redevelopment. In addition to the resources shown in Table 1, the Commission has been successful at using its funds to leverage significant amounts of private investment into the City's economic and physical infrastructure. PDC's stewardship of public funds can best be demonstrated through appropriate and prudent leverage of private capital. We believe that the Commission's contribution to Portland's future livability is dependent on continuing and expanding its success in this area.

### RESOURCES

#### Summary

PDC's resources consist of City of Portland General Fund allocations, federal and other grants, program income earned on asset management, contracts for service, and private sector donations and lending agreements. Over the next five years, the Commission intends to broaden its financial base to decrease its reliance on community development block grants and increase proportion of funds from banking and other financial institutions. Projected resources from fiscal years 1996 to 2000 are shown on Table 1.

#### Key Resource Assumptions

**General Fund.** We have assumed that programs funded in past years will be continued at current levels with modest increases for inflation. We have also projected General Fund support for those projects that the City Council has committed to by resolution, for example River District.

**Federal Grant.** Community Development Block Grant (CDBG) receipts are divided into two categories; new allocations and program income (primarily principal and interest received on loans). CDBG amounts are received by PDC through a contract with the City's Bureau of Housing and Community Development. CDBG assumptions provide for a three percent increase in funding for FY 1996-97 and 10% reductions in each year thereafter.

Federal grants received from Economic Development Administration are exclusively program income received on PDC loans for job creation. Other federal grants include the HOME grant and the North/Northeast Business Assistance Fund program. The HOME grant is assumed to total approximately \$1.8 million throughout the projection period. The North/Northeast Business Assistance Grant expires in 1998. Amounts received under this grant beyond this period are limited to program income on loans.

**Program Income.** PDC receives program income from a variety of sources including repayment of tax increment loans, sales and management of real estate, and investment income. Projections reflect (1) assumptions regarding the timing and expected revenue of land sales which may affect collection of rental on certain properties; (2) expected repayment of certain outstanding tax increment loans; and (3) the potential for decreasing interest rates on bank balances.

Projections of land sales are formulated on the basis of market value of land owned by PDC and intended for sale for development projects. For the purposes of this analysis, the expected revenue has been reduced by 50% to account for the potential of land write-downs and other unforeseen factors. Principal and interest due on certain loans is subject to positive cash flow from projects. Projections of amounts due have been adjusted by 50% to account for the uncertainty of this cash flow.

Projections of interest income assume generally falling interest rates on decreasing fund balances.

**Private Funding.** The Private Lender Participation Agreements (PLPA) provide partial bank financing for certain PDC single and multi-family loans. Under these agreements, PDC receives bank funds secured by cash flows derived from underlying PDC loans. It is assumed that changes in the terms and conditions of our agreements will cause activity under these agreements to substantially increase during the projection period. If such an increase in activity does not occur, PDC's loan funds will not be extended to as many projects as currently projected.

PDC currently has agreements with banks to participate in the Private Lender Investment Program to provide funding for certain home mortgages. Because a secondary market for the loans under this program has not been identified, this program has not been implemented. It is assumed in this analysis that such a market will be created and the program will be implemented during the projection period.

### **Key Resource Strategies**

**Tax Increment.** Prior to 1992, PDC relied on tax increment receipts as its primary funding source for housing construction and redevelopment. Since that time, the City Council has chosen not to impose a tax increment levy to minimize the effects of compression on its property tax levy. Strong growth in assessed value has reduced the City's property tax rate to a level that will allow tax increment levies to be imposed without causing compression of other tax levies. Reimplementation of the tax increment levy could have a substantial effect on PDC's ability to accomplish its housing and redevelopment objectives over the next decade.

Key public discussions will be taking place over the next several months to determine the appropriate tax increment levy amount. Issues under consideration include sharing of taxing capacity with other taxing districts within the City, balancing tax rate with the need for public investment, and establishing priorities for public investment. A reinstitution of tax increment levy at some amount will be necessary for PDC to realize the City's vision of affordable housing, a strong economic base, revitalized neighborhoods, and appropriate employment opportunities for all citizens.

**Private Funding.** PDC will continue to use its funds to leverage investment capital from banks and other financial institutions. A major resource development priority will be to improve our private lender agreements to allow for increased use of private funds. In addition, PDC intends to pursue extending lending agreements currently used to support housing finance to small business. The Commission will also increase its efforts to market multifamily housing revenue bonds as a way to increase the production of low-income housing in critical areas of need. Financing tools such as credit enhancement and expanded bond programs are also under study for implementation.

Realization of the City's housing and economic development goals is dependent on increased private investment. PDC's success in making greater use of private leverage is critical to meeting these goals.

**Federal and Other Grants.** As community development block grants fall under greater budget-cutting scrutiny, it is important for the Commission to look to other sources to augment and replace current grant resources. We hope to broaden PDC's federal grant base to include other Housing and Urban Development and Economic Development Agency grants. As control of grant funds shifts from the federal government to the state level, PDC and the City will be required to develop the relationships and influence necessary to secure new and emerging resource from this sector. During the next several years, PDC intends to apply for and secure a broad variety of federal and state funding for housing and economic and workforce development.

### **REQUIREMENTS**

Requirements have been divided between Funded and In Plan and Not Funded and Proposed and are shown on Tables 2 and 3. Table 2 shows the total expenditures necessary to support those activities that the Commission can undertake with identified resources by program and target area. Table 3 shows the financial requirements for activities for which the Commission has not yet identified funding. The resource development efforts referred to

in Key Resource Strategies are currently underway to close this funding gap.

As shown on the Tables, activities that are In Plan and Funded total \$148,028,000 for the five-year period. Activities that are Not Funded and Proposed total \$149,993,000.

The totals by target and program area are indicative of PDC's commitment to focus a substantial portion of its activities and effort in neighborhood areas. As shown, 32% of the resources are intended for allocation to Inner Northeast, Outer Southeast, and Cully-Killingsworth target areas, the neighborhood areas of the City that PDC has identified as most in need of revitalization assistance. These efforts will be augmented by planned expenditures in other areas of the City, including Airport Way and Downtown, intended to create job opportunities to residents of these neighborhood communities.

## **FUND BALANCE**

PDC's budgeted beginning fund balance for FY 1995-96 is approximately \$12.6 million. Table 2 shows that we intend to use a portion of this resource to undertake important programs throughout the projection period. Our current plan shows that the fund balance is projected to be about \$6.3 million in FY 2000. The City's General Fund ending fund balance policy calls for maintenance of an amount equal to 10% of annual fund revenues. Because of the more speculative nature of PDC's revenue sources and expenditures, maintenance of a balance of approximately 20% of annual revenues is an appropriate goal. It is assumed for the purpose of this analysis that PDC's combined ending fund balance will be reduced to an amount approximately equal to 20% of average annual revenues by FY 2000 and maintained at that amount thereafter.

## **RISKS AND SENSITIVITIES**

Fulfillment of PDC's Five-Year Business Plan is dependent on the outcome of certain financial projections that may or may not materialize. Differences between projected and actual results are likely and these differences could be material. Described below is an assessment of the key areas of risk included in the projection of financial resources and requirements and potential consequences of any unexpected shortfall of revenue or increase in expenditure.

- General Fund support for business development, the NE Workforce Center, the business district program is critical. There are no other known resources that could fund these programs at current levels. Achievement of the City's economic development and job creation goals are dependent on continued funding of these and similar programs.
- To fulfill the first phase of the River District plan, the City Council must follow through on its commitment of funds for the projects included in this plan. Alternative financing for these activities has not been identified. This phase of the River District Plan focuses on the creation of affordable housing.
- Under PDC's agreement with the City to contribute \$5.9 million towards the refinancing of the Airport Way Bonds, the City Council committed \$500,000 annually towards the establishment of a business loan fund. In the FY 1995-96, this amount was reduced by the City Council to \$322,000. Continued decreases of these funds will reduce the effect of our loan program on job retention in the City and have a negative impact on our ability to fulfill the City's job creation goals.
- Federal grants comprise nearly half of PDC's annual resources. Reduction of the federal budget could impact allocations under these programs to a greater degree than contemplated in the projections. Reduction of federal grant funds in amounts greater than projected will effect PDC's ability to deliver on the City's housing, jobs, and economic development goals.
- Program income assumptions include estimates for loan repayments that are contingent on the borrower's available cash flow. The loan repayment projections assume that certain loans will be repaid within the projection period. If performance in this area is worse than projected, PDC would be forced to reallocate resources and certain redevelopment and housing projects would be postponed.



- Programs under the Private Lender Participation Agreements have not realized their full potential because of certain structural limitations in the agreements. It assumed for the purposes of this analysis that these limitations will be overcome in new restructured agreements. If this is not possible, private participation in the single and multifamily lending programs will be reduced and performance indicators for housing production will not be reached.
- Programs under the Private Lender Investment Program (PLIP) for home purchase mortgages assume the existence of a secondary market for PLIP loans. This secondary market does not currently exist. Discussions are underway with the FNMA to overcome this program limitation. If these or similar discussions are successful, this program will be implemented and goals for increased home ownership will be met.

# PROJECTED REVENUES

TABLE 1

	FY1995-96	FY1996-97	FY1997-98	FY1998-99	FY1999-2000	TOTAL
<b>Beginning Fund Balances</b>	\$12,637,000	\$14,061,000	\$12,270,000	\$12,297,000	\$11,373,000	
<b>General Fund</b>	2,259,000	4,331,000	3,123,000	3,301,000	4,290,000	17,304,000
<b>Tax Increment</b>	356,000	-	-	-	-	356,000
<b>Federal Grants</b>						
CDBG	\$8,700,000	\$8,961,000	\$8,120,000	\$7,728,000	\$7,375,000	\$40,884,000
HOME	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
EDA	400,000	416,000	433,000	450,000	468,000	2,167,000
Other	1,494,000	1,662,000	495,000	347,000	352,000	4,350,000
Total Federal Grants	\$12,394,000	\$12,839,000	\$10,848,000	\$10,325,000	\$9,995,000	\$56,401,000
<b>Other Grants</b>	624,000	420,000	257,000	268,000	1,086,000	2,655,000
<b>Program Income</b>						
Loan repayments	\$3,715,000	\$2,608,000	\$2,682,000	\$2,442,000	\$1,989,000	\$13,036,000
Contracts	867,000	2,608,000	489,000	595,000	622,000	5,181,000
Asset Sales	548,000	1,355,000	996,000	1,525,000	833,000	5,257,000
Rents	1,621,000	1,473,000	959,000	959,000	959,000	5,971,000
Loan Fees	85,000	100,000	150,000	150,000	150,000	635,000
Other	1,081,000	703,000	613,000	614,000	568,000	\$3,579,000
Total Program Income	\$7,917,000	\$8,447,000	\$5,889,000	\$6,285,000	\$5,121,000	\$33,659,000
<b>Private Funding</b>						
Donations	\$180,000	\$187,000	\$195,000	\$202,000	\$211,000	\$975,000
PLPA	4,117,000	3,320,000	3,193,000	4,223,000	3,778,000	18,631,000
PLIP	-	1,659,000	3,336,000	3,359,000	3,381,000	11,735,000
Total Private Funding	\$4,297,000	\$5,166,000	\$6,724,000	\$7,784,000	\$7,370,000	31,341,000
<b>Current Year Revenues</b>	\$27,847,000	\$31,203,000	\$26,841,000	\$27,963,000	\$27,862,000	\$141,716,000
<b>Total Resources</b>	\$40,484,000	\$45,264,000	\$39,111,000	\$40,260,000	\$39,235,000	



# SUMMARY REVENUES AND REQUIREMENTS, FUNDED REQUESTS

TABLE 2

	FY1995-96	FY1996-97	FY1997-98	FY1998-99	FY1999-2000	TOTAL
<b>Resources</b>						
Beginning Fund Balance	\$12,637,000	\$14,061,000	\$12,270,000	\$12,297,000	\$11,373,000	\$12,638,000
General Fund	2,259,000	4,331,000	3,123,000	3,301,000	4,290,000	17,304,000
Tax increment	356,000	-	-	-	-	356,000
Federal Grants	12,394,000	12,839,000	10,848,000	1,325,000	9,995,000	56,401,000
Other Grants	624,000	420,000	257,000	268,000	1,086,000	2,655,000
Program Income	7,917,000	8,447,000	5,889,000	6,285,000	5,121,000	33,659,000
Private funds	4,297,000	5,166,000	6,724,000	7,784,000	7,370,000	31,341,000
<b>Total Resources</b>	\$40,484,000	\$42,264,000	\$39,111,000	\$40,260,000	\$39,235,000	\$154,353,000
<b>Requirements</b>						
Housing programs	\$4,930,000	\$1,035,000	\$1,210,000	\$420,000	\$1,193,000	\$5,352,000
Business and Workforce Development	2,603,000	1,928,000	1,833,000	2,851,000	2,950,000	12,165,000
Airport Way/Columbia Corridor	817,000	965,000	873,000	695,000	456,000	3,806,000
Central Eastside	955,000	99,000	95,000	72,000	92,000	1,313,000
Cully Killingsworth	1,238,000	1,240,000	1,325,000	1,503,000	1,522,000	6,828,000
Downtown/Old Town	1,494,000	1,035,000	1,210,000	420,000	1,193,000	5,352,000
Inner Northeast	6,639,000	5,317,000	3,172,000	3,652,000	3,702,000	22,482,000
Lloyd District	428,000	121,000	136,000	126,000	52,000	863,000
No. Macadam/Riverplace	1,082,000	1,895,000	1,866,000	3,054,000	4,180,000	12,077,000
Outer South East	3,647,000	3,943,000	2,848,000	3,743,000	3,616,000	17,797,000
River District/Union Station	2,414,000	5,809,000	3,485,000	3,743,000	6,242,000	21,693,000
Transit Areas	176,000	2,187,000	76,000	81,000	-	2,520,000
<b>Total Requirements</b>	\$26,423,000	\$32,994,000	\$26,814,000	\$28,887,000	\$32,910,000	148,028,000
<b>Ending Fund Balance</b>						
	\$14,061,000	\$12,270,000	\$12,297,000	\$11,373,000	\$6,325,000	\$6,325,000

# UNFUNDED COMMUNITY REQUESTS

TABLE 3

	FY1995-96	FY1996-97	FY1997-98	FY1998-99	FY1999-2000	TOTAL
<b>Requirements</b>						
Housing programs	\$0	\$1,007,000	\$6,391,000	\$7,244,000	\$12,587,000	\$27,229,000
Business and Workforce						
Development	0	1,072,000	1,273,000	1,401,000	1,551,000	5,297,000
Airport Way	0	37,000	562,000	579,000	580,000	1,758,000
Central Eastside	0	2,676,000	4,101,000	3,504,000	3,936,000	14,217,000
Cully Killingsworth	0	275,000	414,000	532,000	535,000	1,756,000
Downtown/Old Town	0	\$4,933,000	\$4,843,000	\$4,783,000	\$4,799,000	\$19,358,000
Inner Northeast	0	5,035,000	6,702,000	6,996,000	6,242,000	24,975,000
Lloyd District	0	1,936,000	1,892,000	1,865,000	453,000	6,146,000
No.Macadam/RiverPlace	0	0	1,286,000	0	1,237,000	2,523,000
Outer South East	0	1,395,000	1,161,000	1,112,000	803,000	4,471,000
River District/Union						
Station	0	5,431,000	15,095,000	15,339,000	3,897,000	39,762,000
Transit Areas	0	290,000	860,000	867,000	234,000	2,251,000
<b>Unfunded Requests</b>	\$0	\$24,087,000	\$44,705,000	\$44,347,000	\$36,854,000	\$149,993,000

# Performance Measures for Funded Programs

<b>Jobs</b>	<b>FY1995-96</b>	<b>FY1996-97</b>	<b>FY1997-98</b>	<b>FY1998-99</b>	<b>FY1999-2000</b>	<b>TOTAL</b>
Number of jobs created/retained	1,031	1,169	836	858	944	4,838
Number of jobs filled through JobNet	800	800	800	800	800	4,000
Number of target area residents placed	344	367	397	436	487	2,031
<b>Housing</b>						
Number of owner occupied units rehabbed	204	245	251	265	240	1,205
Home ownership <ul style="list-style-type: none"> <li>• New or rehabbed units completed</li> <li>• First-time home buyers assisted</li> </ul>	63	50	50	50	50	263
Rental housing units completed (rehabbed & new) <ul style="list-style-type: none"> <li>• No/low income units</li> <li>• Low/mod income units</li> <li>• Market rate income units</li> </ul>	391	343	855	371	319	2,279
Predevelopment activities/projects assisted	18	13	12	12	11	66
<b>Commercial/Industrial Investment</b>						
Number of businesses sited, expanded or retained	33	38	34	34	32	171
Dollars of financial assistance loaned to business (loans/grants, tech. assistance, etc.)	\$1,702,815	\$683,000	\$845,000	\$870,000	\$647,000	\$4,747,815
Number of businesses financially assisted (loans/grants, tech. assistance, etc.)	132	124	35	18	17	326
Number of sites developed or improved	20	16	3	2	1	42
Square feet of commercial space developed/improved	255,500	5,500	55,500	70,500	290,500	677,500
Amount of new private investment (to be updated)	\$26,180,000	\$1,180,000	\$2,500,000	0	\$10,500,000	\$40,360,000

## **Financial Policies**





# RESOLUTION No. 35005 11

Adopt a Comprehensive Financial Management Policy

WHEREAS, the city has been recognized for excellence in financial management; and

WHEREAS, these achievements are the result of dedicated work by Elected Officials, operating bureaus, central support organizations, and others; and

WHEREAS, the City Council desires to enhance that management by documenting financial management policies; and

WHEREAS, the Council desires a mechanism to communicate financial policy to Citizens, City staff, and the financial community; and,

WHEREAS, Bureaus have had an opportunity to review and comment on the proposed policy,

NOW THEREFORE BE IT RESOLVED by the City Council of the City of Portland, Oregon that

1. The Comprehensive Financial Management Policy, attached hereto as Exhibit I, is hereby adopted.
2. The Office of Finance and Administration is directed to review the policy on a regular basis, especially as part of the budget development process, and recommend modifications and adjustments as necessary to keep the policy updated.

Adopted by the Council, JUN 17 1992

Mayor J.E. Bud Clark  
SCB:RB:jb  
June 11, 1992

**BARBARA CLARK**

Auditor of the City of Portland

By

City of Portland, Oregon - FY 1997-97 Adopted Budget

Deputy

## **COMPREHENSIVE FINANCIAL MANAGEMENT POLICY**

### **RELATION TO OVERALL CITY GOALS AND OBJECTIVES**

The City's development of a mission statement and conforming goals and objectives are critical elements in the successful development, maintenance and operation of a Comprehensive Financial Management Policy (CFMP). Rather than driving the goals and objectives of the City, the finances are simply tools which are used to accomplish the City's mission.

The Comprehensive Financial Management Policy is 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 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:

- 1.) Purpose(s) of the fund
- 2.) Source(s) of revenues to the fund
- 3.) A method of establishing annual contributions to the fund, if any
- 4.) The Bureau responsible for managing the fund.
- 5.) Size and use of contingency, if any. Contingency levels will be based on the uncertainties associated with the purposes of the fund
- 6.) Size, purpose and alternative means of meeting required reserves, if any  
Required reserve levels will be based on long term operating needs of the fund and prudent management requirements.

B. The Internal Service funds will include additional information in the Statement of Purpose, as follows, if appropriate:

- 1.) For purchase of capital items, a method for periodically testing the cost-effectiveness of prefunding capital replacement vs. leasing or lease purchasing. Each fund statement will indicate what level of purchases are suitable for either direct cash payment or financing.
- 2.) Clear equipment replacement policies and identifiable equipment reserves, where appropriate.
- 3.) A method of clearly accounting for equipment reserves from and purchases for each bureau.
- 4.) A policy and procedure for protecting capital reserves from being used for operating purposes.
- 5.) A method for periodically testing the cost-effectiveness of internal provision of services vs. contracting out or direct purchase of all or part of the services provided by the fund. For insurance type funds this will mean a method for periodically testing the cost-effectiveness of self-insurance vs. purchase of all or part of the City's insurance needs; and internal or contracted claims and loss control services.

C. Funds that receive a General Fund subsidy in addition to fees and charges or dedicated revenues will include a rationale for General Fund subsidy and a means for determining the annual level of that subsidy or conditions under which the subsidy should be eliminated.

D. Enterprise Funds will include:

- 1.) Required level of debt service coverage for the fund.
- 2.) Relationship between operating and construction funds.

- E. Existing funds will be so described by fund managers, and adopted by Council resolution, within one year of the adoption of this policy.
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 of financial operations for these organizations in order to protect the City's fiscal status.

1. Affiliated Agencies will be accountable for financial compliance and reporting standards as established in this document.
2. The Criteria for defining Affiliated Agencies will include any of the following:
  - a. Created by City Charter or Council action
  - b. Leadership appointed by the City Council
  - c. A majority of funds are received from the City

#### XI. OTHER FINANCIAL POLICIES

INTRODUCTION: The City has adopted several other financial policies that guide City operations. It is necessary to recognize them as elements of this Comprehensive Financial Management Policy. The following City financial policies are incorporated as part of this policy:

1. Investment Policy
2. Debt Management Policy
3. Urban Services Policy
4. Transportation Funding Policy
5. Revenue Allocation Policy
6. Interagency Agreement Policy
7. Local Improvement District Financing Policy
8. Reserve Policy

# RESOLUTION No. 35006

Adopt a General Fund Revenue Policy. (Resolution)

WHEREAS, increasing emphasis is being placed on support of city programs through the implementation and use of fees, and

WHEREAS, bureaus have been encouraged to seek new and innovative means of supporting services which might otherwise be significantly reduced or eliminated because of their relative priority in comparison to other City services and the scarcity of General Fund discretionary resources and

WHEREAS, advancements in the use of fees and charges have been achieved in piecemeal manner and in the absence of City-wide policy,

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Portland, Oregon that:

1. The General Fund Revenue Policy, attached hereto as Exhibit I, is hereby adopted as the City of Portland's General Fund Revenue Policy.
2. This policy shall apply to all General Fund bureaus of the City of Portland.
3. This policy shall apply to "non-discretionary" General Fund revenues including permits, service charges and fees, and sales, and in some cases to contracts and interagency agreements.
4. Bureaus regularly budgeting fee revenue are required to complete a Cost of Service Study.
5. Revenues effected by this policy shall be dedicated to the bureaus in which they are generated.
6. Year-end revenue shortfalls and surpluses shall be allocated to the Bureau and the General Fund budgets in accordance with completed cost-of-service studies.

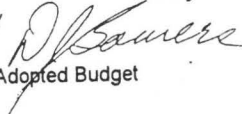
Adopted by the Council, JUN 17 1992

Mayor J.E. Bud Clark  
SCB:TG:jb  
June 11, 1992

**BARBARA CLARK**

Auditor of the City of Portland

By



Deputy

City of Portland, Oregon - FY 1997-97 Adopted Budget

## GENERAL FUND REVENUE ALLOCATION POLICY

### OFFICE OF FINANCE AND ADMINISTRATION

June 1992

#### POLICY OVERVIEW

The following principles underlay the City's General Fund Revenue Policy:

- City services that provide private benefit should be paid for by fees and charges. A "private benefit" should be viewed as one which benefits the user and whose quantity, quality, and/or number of units may be specified. Examples would include parks usage fees, plans review fees, site rental fees, etc. The 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) 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.

# RESOLUTION No. 35451

Adopt City of Portland Debt Management Policies. (Resolution)

WHEREAS, the City of Portland's debt financing needs are a growing and integral part of the City's overall financial operations; and

WHEREAS, substantial changes in financing practices and methods have occurred since the City first adopted a formal set of debt policies in 1984; and

WHEREAS, comprehensive policies governing debt activities are an important factor considered by the national municipal bond insurers, credit enhancers, and investors and can help ensure continued cost-effective access to the regional and national credit markets; and

WHEREAS, well-conceived and clearly articulated debt policies enhance the City's stature and reputation as a sound credit risk and contribute to the very high credit ratings assigned to the City's various debt instruments; and

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Portland, Oregon that:

1. The Debt Management Policies attached hereto are hereby adopted and shall provide the framework for managing the City's debt financing activities.
2. The City's Debt Manager shall be responsible for implementation of the Debt Management Policies..
3. Amendments and changes to the Debt Management Policies must be approved by the City Council.
4. This resolution shall remain in effect from the date of adoption unless a change is directed by Council.

**ADOPTED**

by the Council,

OCT 04 1995

Mayor Vera Katz

TG:KR

September 27, 1995

City of Portland, Oregon - FY 1997-97 Adopted Budget

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**BARBARA CLARK**

Auditor of the City of Portland

By

*Brilla Olson* Deputy



## I. 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. **Paving 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.



## II. 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.

### III. 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:

1. Demonstration of underlying self-support, thus limiting potential General Fund financial exposure.
2. 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.
3. 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.

#### IV. 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.



*City of Portland, Oregon--Debt Management Policies*

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.

## V. 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.

## VI. 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.

## **VII. 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.

### VIII. 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 to the benefit of the City's debt and financial management goals 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.

### IX. 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.

### X. 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.

## **XI. 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.

## **XII. 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.

## **XIII. 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.

## **XIV. 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.

## **XV. 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.

#### **XVI. 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.



# RESOLUTION No. 35440

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 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.

ADOPTED by the Council,

SEP 13 1995

Mayor Vera Katz

TG:DS:JB

Approved: 20 1995

City of Portland, Oregon - FY 1997-98 Adopted Budget

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BARBARA CLARK

Auditor of the City of Portland

By

Britta Olson Deputy

EXHIBIT I  
INVESTMENT POLICY  
CITY OF PORTLAND, OREGON

**PURPOSE**

This Policy sets forth current criteria for the operation of the investment portfolio. As economic conditions change, the Policy may need to be amended to reflect new trends and opportunities within the framework of this Policy. It will be recognized that the primary objective of the Investment Policy is to establish a conservative set of investment criteria that will prudently protect the City's principal sums and enable the City to generate a fair rate of return from its investment activities. This Policy applies to all funds on deposit at the City's Treasury.

**RESPONSIBILITY**

The City Treasurer will be responsible for the implementation of this Policy. Any amendments to this Policy must be approved by the City Council after seeking the advice of the Director of the Office of Finance and Administration, the City Treasurer, and the City's Investment Advisory Committee. The 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 Trust Department of First Interstate Bank

**◆ United States Agency Debt Obligations**

- Maximum % of Portfolio 100%
- Maximum Maturity 2 Years
- Maximum % of Portfolio Per Issuer 25%
- Securities held for safekeeping at the Trust Department of First Interstate Bank

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♦ **Repurchase Agreements Secured by United States Government and United States Agency 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 Head Office of First Interstate Bank of Oregon.
- 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 Trust Department of First Interstate Bank.

◆ **State of Oregon Local Government Investment Pool**

\$30 million maximum, with the exception of pass-through funds which must be withdrawn within ten (10) business days

◆ **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 90 Days
- Maximum Percent of Portfolio Per Issuer 5%
- Securities held for safekeeping through the Trust Department of First Interstate Bank

**DISTRIBUTION OF PORTFOLIO MATURITIES**

Distribution, by maturity, of the investments is illustrated below:

<u>Maturity</u>	<u>Percentage of Funds</u>
0-2 Years	50-100%
2-7 Years	0- 50%



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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 weighted average maturity shall never exceed eighteen (18) months.

## ANALYSIS AND EXECUTION OF THE INVESTMENT POLICY

### 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.

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#### 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 bids 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 low bid, allocation will go to the lowest bidding broker 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 bids 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

- ◆ Investments will be carried at amortized cost.
- ◆ Gains or losses from investment sales will be credited or charged to investment income at the time of sale.
- ◆ Interest purchased from investment transactions will be capitalized until the first interest payment is received. Upon receipt of the first interest payment, the funds will be used to reduce the investment to its principal cost with the remaining balance credited to investment income.
- ◆ Premiums paid on the purchase of government securities will be amortized over the maturity of the respective securities.

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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.

Adopt a General Reserve Fund Use Policy. (Resolution)

WHEREAS, over the past three years, and continuing with the approved FY 1990-91 budget the City Council has endeavored to rebuild General Fund reserves; and

WHEREAS, as a result of annual transfers and one-time unexpected revenues Council was able to achieve a five percent General Reserve in just three years; and

WHEREAS, the Auditor's Annual Financial Condition Report has recommended establishment of reserve levels equal to 10 to 15 percent of annual General Fund operating revenues, and a written financial management policy that includes policies on reserve requirement; and

WHEREAS, an increase in the City's reserves decreases the City's need for short-term borrowing which is an indication of the City's financial health; and

WHEREAS, actions taken in the FY 1990-91 Approved Budget transfer \$2 million toward a second five percent reserve; and

WHEREAS, it is important for Council to adopt a policy governing Council's use of the General Reserve Fund; and

WHEREAS, based on the testimony before Council on May 3, 1990, a verbatim transcript which is attached as an Exhibit;

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Portland, Oregon that the attached General Fund Reserve Fund Use Policy (summarized below) be adopted:

1. The first five percent reserve is defined as an **emergency reserve** available to fund one-time, emergency, unanticipated expenditure requirements or offset unanticipated revenue fluctuations occurring within a fiscal year.
2. The **emergency reserve** will only be accessed when the result of emergency expenditures or an unexpected revenue reduction would likely result in a negative ending fund balance for the General Fund.
3. **Emergency reserve** resources must begin to be restored in the fiscal year following their use. Restoration will be consistent with Council's past practice of budgeting transfers totalling a minimum of \$1 million dollars a year to the General Reserve Fund.
4. The second five percent reserve is defined as a **countercyclical reserve** available to either maintain General Fund current service level programs or to adjust expenditure growth to match slower revenue growth during the first 18 to 24 months of a recession.
5. The **countercyclical reserve** may be used when basic revenue growth (where "basic revenue" is defined as the sum of General Fund property tax, business license, utility license/franchise fees, cigarette and liquor taxes, transient lodging taxes, and interest income falls to below 5.5 percent for two consecutive quarters or the Financial Forecast estimates basic revenue growth will be below 5.5 percent for the next fiscal year, and one or more of the following conditions occurs in conjunction with slower revenue growth:
  - \* The Portland Metropolitan Area unemployment rate is reported above 6.5 percent for two consecutive quarters or the Financial Forecast estimates



**RESOLUTION No.**

unemployment will average in excess of 6.5 percent for the next fiscal year.

- \* The property tax delinquency rate exceeds 8 percent.
  - \* Actual business license year-to-year revenue growth falls below 5.5 percent for two consecutive quarters or the Financial Forecast estimates Business License revenue growth at less than 5.5 percent for the next fiscal year.
6. The Council should begin to restore **countercyclical reserves** within 24 months of their first use.
  7. Revenue shortfalls associated with bureau service reimbursement income, contract income, or cost recovery income may not be offset by a transfer of resources from the General Reserve Fund.

Adopted by the Council, **MAY 03 1990**

Mayor J.E. Bud Clark  
April 26, 1990  
SCB:TG:RR

**BARBARA CLARK**

Auditor of the City of Portland

By *Mary Flanagan* Deputy

City of Portland, Oregon - FY 1997-97 Adopted Budget

**RESOLUTION No. 34580**

Adopt an Interagency Agreement Policy for the City of Portland. (Resolution)

WHEREAS, the numerous problems incurred in recent years and the increased usage of Interagency Agreements among bureaus/agencies of the City of Portland require Council direction in terms of a specific set of standards and guidelines for bureaus/agencies to follow for purposes of consistency when entering into an Interagency Agreement; and

WHEREAS, the Office of Fiscal Administration conducted a study and developed a draft document which provided a set of standards and guidelines for bureaus to utilize when entering into an Interagency Agreement; and

WHEREAS, the Office of Fiscal Administration facilitated an Interagency Agreement Task Force of concerned bureau representatives to finalize the Interagency Policy draft and to make it a usable City-wide document; and

WHEREAS, after several meetings of the Task Force, a more defined draft document was developed and sent to all bureau/agency managers for review and the opportunity for them to provide input for further improvement; and

WHEREAS, the Office of Fiscal Administration allowed a 90-day waiting period for the bureaus to respond and submit any comments or suggestions to be incorporated within the draft document; and

WHEREAS, after 90 days, the Office of Fiscal Administration finalized the Interagency Agreement Policy and distributed copies of the document to City Council and the bureau managers in its final form for review; and

WHEREAS, the Council of the City of Portland acknowledges a need for a policy consisting of a set of standards and guidelines governing the Interagency Agreement process throughout each fiscal year.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Portland, Oregon that:

1. The Interagency Agreement Policy (Exhibit I) shall be adopted by Council and shall be in full force and effect, beginning July 1, 1989.
2. All Interagency Agreements entered into by the bureaus/agencies of the City of Portland after June 30, 1989, shall follow the standards and guidelines set forth therein.

Adopted by the Council, **JUN 21 1989**

Mayor Clark  
JEC:LS:pkh  
June 13, 1989

**BARBARA CLARK**  
Auditor of the City of Portland  
By *Mary E. Howell* Deputy  
City of Portland, Oregon - FY 1997-97 Adopted Budget

## "EXHIBIT I"

### INTERAGENCY AGREEMENT POLICY

#### INTRODUCTION

The City of Portland has a budgeting process that establishes controls at organizational and programmatic levels called appropriation units. These units are cost centers that collect all the appropriate costs associated with the organization or program. Frequently, one organizational unit is better equipped either logistically or economically to provide services that fulfill the organizational or programmatic need of another organizational unit. Due to specific funding requirements and in order to hold managers responsible for the budgets, programs and organizations that they control, there is a need to insure that costs are allocated among appropriate cost centers. The method of assigning these costs is called an Interagency Agreement.

#### BACKGROUND

The Interagency Agreement was first implemented by the City of Portland during FY 1974-75. In its current form, an Interagency Agreement is akin to a contractual agreement between two city agencies/bureaus for either the provision of services or the purchase or replacement of equipment from any of the working capital funds. The receiver is a bureau of the City receiving specific services from another City bureau through an Interagency Agreement. The provider is a bureau of the City which provides specific services to another bureau of the City through an Interagency Agreement.

In theory, the receiver agency requests a specific level of service from a provider agency. Upon reaching a tentative agreement, the provider offers a cost estimate to the receiver. If the receiver agency is in agreement with the cost estimate of the provider agency for the services requested, the bureau manager signs and returns the Interagency Service Agreement (BUD 5) to the provider agency. Also, the fact that rates periodically change to reflect increased/decreased costs in materials and labor must be taken into consideration when providers/receivers are entering into new agreements. BUD 5's should provide a clear and detailed description of the services to be provided and received.

Further, the working capital funds were established by ordinance during FY 1974-75. Working capital fund interagencies are unique in that the working capital bureaus (ie., Electronic Maintenance, Reproduction/Distribution, Fleet Maintenance, Insurance and Claims, Worker's Compensation, Justice Center) furnish receiver bureaus with a BUD 5 indicating the budgeted amount of service for the current fiscal year and an estimate based on the current level of service for the subsequent fiscal year. The Bureau of Computer Services, a General Fund bureau, operates similarly to the working capital bureaus in terms of establishing interagency agreements. Additionally, a Non-Working Capital fund was recently established for Buildings.

An internal working capital fund, the City Equipment Acquisition Fund, has been established for the acquisition of equipment under the Master Lease program. Additionally, a second internal working capital fund has been established, the City Facilities Acquisition Fund, for purposes of administering the 1984 Facilities Lease Purchase and future facilities lease purchase financing. These funds are managed by the Office of Fiscal Administration (OFA) and used to collect lease payments from bureaus financing acquisitions through these two programs. OFA's Accounting Division



is responsible for preparing BUD 5's for bureaus acquiring equipment and/or facilities under an existing Master Lease or the 1984 Facilities Lease Purchase.

Sometimes the receiver bureau wishes to obtain additional services or to delete existing services with the provider, generally after consultation. When this occurs, the receiver bureau makes the necessary changes on the BUD 5 and returns a copy to the provider bureau for its approval. After the provider bureau has agreed to these service changes and both bureaus have signed the agreement, the receiver bureau may then include the revised figure in its budget request. If the receiver agency does not agree with the provider agency's cost estimate, it must resolve the disagreement with the provider agency. In terms of the Budget Process calendar a two-week turnaround is provided for the receiver bureaus to notify the provider bureaus of any changes in service level requests.

In practice, because of the short time frame involved, the IAA process can break down due to:

1. the lateness of the Bud 5's to the receivers,
2. the bureaus not signing their interagency agreements,
3. disagreements as to the content of the agreement,
4. bureaus not informing each other when changes have occurred, etc.

When there are requests for new or replacement equipment from Fleet Maintenance, Reproduction/Distribution, or Electronic Maintenance, the receiver agency includes only the additional rental or replacement charges for that equipment in its interagency agreement for services. Also, on the bottom of the form, in the space provided, bureaus are able to provide a description of any equipment to be purchased and the purchase amount. This becomes a cash transfer. The amount for cash transfers is totalled at the bottom of the form, separately from services. The cost of purchasing the equipment is also listed on the Line Item Worksheet (BUD 1), Line Item 700 (cash transfers).

In summary, the Interagency Agreement establishes a mutually-agreed upon budget amount for anticipated services or equipment purchases to be provided and received.

Due to the numerous problems incurred in recent years and the ever-increasing usage of Interagency Agreements, it has become necessary to establish a formal policy citing standards and guidelines to allow for a more efficient and effective Interagency Agreement process.

It is the recommendation of the Task Force that the following guidelines be implemented during FY 1989-90.

#### **GUIDELINE I: FORMAT OF THE INTERAGENCY AGREEMENT**

The format of a completed Interagency Agreement (IAA) will include the following:

1. The IAA will be written, not verbal.
2. The IAA will reasonably define the service to be provided in quantitative terms and whenever possible, qualitative terms.
3. The IAA will clearly state the price and quantity or elements of the service(s) to be provided so that any necessary amendments/adjustments may be made easily. This will also assist bureaus in



reducing or increasing services to meet their program needs. This requirement may be fulfilled by making reference to procedures manuals or an indication that documentation is available upon request.

4. The IAA will define the process by which amendments/adjustments may be made to the original agreement.
5. In terms of an unanticipated mid-year amendment, the proper supporting documentation with respect to the changes will be provided. The newly-developed Interagency Service/Cash Transfer Agreement form will include columns labeled "original", "revised", and "adjustment" to accommodate the new policy requirements.
6. The IAA will define the billing process and schedule.

Interagency Agreements will only be accepted by the Office of Fiscal Administration-Budget Division if they have been completed according to the above requirements and if they have been signed by both the provider's and the receiver's authorized bureau representative, thus indicating they have entered into an agreement. However, if an Interagency Agreement is not received by OFA, it will not be put in the budget.

Copies of any subsequent signed IAA Change Forms to amend an agreement shall be sent to all parties involved, ie., the provider, receiver, budget analyst, etc.

## GUIDELINE II: RATE SETTING

Brief summary of RATE METHODOLOGY - Since there are no General Fund or other subsidies built into provider budgets, Inter-agency providers must charge the full cost of services provided. This includes not only current services, but also the planning for future provision of services.

Rates will be developed based on cost-of-services data. Each service category must be identified at a level which can be measured (in terms of cost and quantity) and, if possible, comparable to similar externally-provided services. Cost must include both direct and indirect costs. Indirect costs may include elements of both general fund and bureau administrative overhead.

As a result, every rate structure must be composed of two or more elements, with the elements dependent on the type of associated costs (fixed or variable) involved. The computation will also include direct and indirect administrative costs which are part of the rates. Direct costs cover the supervisory functions (ie., personnel and related materials and supplies) directly associated with managing work production. Indirect costs include administrative support functions like accounting, budgeting, payroll, billing, rental space, personnel and the like. These tasks are performed by a central administrative staff within the providing bureau. (The Office of Fiscal Administration is nearing the completion of the **Cost of Service Manual** that describes rate setting methodologies and procedures. The anticipated distribution date is July 1, 1989.)

In the case of General Services, the Inter-Agency agreement (BUD 5) separately identifies

a charge for General Fund Overhead which has not been included as part of the service rate computations. The General Fund Overhead is a cost to a Working Capital Fund for certain centralized services not covered under Interagency Agreements. Services of this kind include central accounting, treasury, purchasing, payroll, legal services and personnel. General Fund Overhead will continue to be included, in some way, as part of the rate computations, denoting the true cost of all services provided to the receivers.

The basic premise of the rate development philosophy is that the rates of Inter-agency providers will reflect the cost of operations.

Each year, prior to the development of bureau budgets, and in conformance with the budget calendar, providers will contact receiving bureaus and present estimates of service costs. This contact will include the following:

1. Notification to receivers of any major changes in their rate methodology. Rate development by provider bureaus will be timed to meet the requirements of the fiscal year budget calendar considering the availability of overhead targets and budget costs.
2. An estimate of service quantity and quality that is to be provided in the subsequent year.
3. Providers will make available to receivers information concerning the development of their interagency rates. This includes detail concerning the methodology of rate construction and cost basis of rates. Upon request by receiver bureaus, other providers will also make this information available.
4. This information will provide the basis of discussions between the provider and receiver to arrive at a mutually agreeable level of service and associated costs.

Annually, after bureau budget submissions to OFA, providers will hold work sessions with receivers to review and explore modifications to rate methodologies for implementation in the following budget process. This rate methodology review will involve:

1. Notice of work sessions regarding the development of their rate methodology annually after submittal of the budget. Any agreed upon changes in methodology will apply to the following year's budget process.
2. Providers must develop rates in any one of several ways consistent with the provider's service: flat rates, fixed plus variable rates, rates based on prior experience, etc. Whatever the methodology chosen, the objective of the rate setting process must be a fair allocation of the providers costs among all receivers of a service.

**GUIDELINE III: RATE APPLICATION**

For each class of IAA receivers, rates will be uniformly applied. Special arrangements or any sort of exception from standard rates or components of rates for the provision services by provider bureaus will not be made unless otherwise directed by Council.

**GUIDELINE IV: BILLING PROCEDURES**

Billing documents and supporting data will be submitted to the Accounting Division in a timely manner and in conformance with the processing schedules set forth by the Office of Fiscal Administration. There will be a full description, in general terms, of the type of service provided, reference made to authorizing work order numbers, as well as a breakdown of either the quantity and rate being charged or the actual costs being billed. Billings will indicate the period of time during which the services were provided and the date of the billing transaction (within the current accounting period). All billings must have an appropriate authorized signature along with the name, position and telephone number of the person preparing the billing.

Billings fall into two categories. Direct billings are services charged on a cost recovery basis, and the billing amount will be variable depending on the quantity of services provided. Contract billings are charges for services at a predetermined fixed rate regardless of the actual services provided. In other words, charges for a specific service will be billed on an equal incremental basis or the same amount each billing period throughout the duration of the maintenance agreement; and the actual services provided have no bearing on the periodic billing amount upon which an agreement is made. Some billings may have elements of both fixed and variable amounts.

Documents submitted to record direct billings for a service, i.e., printing service, telephone service, etc., must include the following:

1. Description of the service which was provided.
2. The price elements of the service(s) which was(were) provided including quantity and rates and any other direct and indirect charges applied.

The Accounting Division of the Office of Fiscal Administration will only accept or process billings which are billed in the same FY for which the services/purchases were provided/made. Therefore, the final billing of all internal services must be complete and submitted to the Accounting Division in time to be included in **Period 13, Run 1**. If actual amounts are not known in time for Run 1, then estimates may be substituted and adjusted to actuals in Run 2. If a receiver wants to challenge a billed amount, it must be filed and resolved prior to Run 2.

**GUIDELINE V: DISPUTE-RESOLUTION PROCESS**

There are two separate types of dispute resolution processes:

- A. Policy disputes - including rate methodology; and,
- B. Billing disputes - involving the application of set rates, and/or service provision within an existing Inter-Agency Agreement.

In both cases, disputes are encouraged to be resolved between the parties. However, experience has shown the need for a dispute resolution process.

In terms of disputes relating to policy issues such as rate methodology, for instance, either party may submit issues to the MRC or its successor for resolution. The MRC will issue a report of its findings and recommendations. Parties to the dispute will have ten (10) days to accept its recommendations. If not, the report and issues will be placed on the Council agenda for final resolution.

In the case of billing/service disputes, either party may request the Office of Fiscal Administration's intervention. The Office of Fiscal Administration-Budget Division will issue a report of its findings and recommendations. Parties to the dispute will have ten (10) days to accept its recommendations. If not, the report and issues will be placed on the Council agenda for final resolution.

Each party to the dispute must submit issue papers to OFA within ten (10) days of request which clearly:

- a. Defines the dispute.
- b. Provides relevant information in support of the bureau's position.
- c. States the steps that were taken to resolve the disputed issues.

Once this information has been submitted, OFA will review the issues and make findings and, if the parties do not agree to OFA's findings within ten (10) days, OFA will submit its report to Council for an ultimate decision.

NOTE: Again, it must be determined by OFA that the bureaus in dispute have taken all possible steps to resolve the disputed issues. Also, bureaus are encouraged to settle any and all apparent IAA disputes prior to the beginning of the Budget Process, either by stipulation or arbitration. Arbitration prior to the submission of the bureaus' budgets will yield a maximum level of agreement. However, once the Budget Process begins, time for arbitration of disputes will be very, very limited, if not non-existent.



**RESOLUTION NO 34847**

Establish a Local Improvement District Financing Policy for evaluating, forming and financing local improvement projects. (Resolution)

**THE COUNCIL OF THE CITY OF PORTLAND FINDS THAT**

1. WHEREAS, the City of Portland forms, finances and constructs more than \$1 million in voluntary local improvement district projects, annually; and
2. WHEREAS, the City of Portland has provided financial security for local improvement projects by pledging the City's taxing authority; and
3. WHEREAS, Ballot Measure 5 imposes new restrictions and conditions on the use of the City's taxing authority by requiring City-wide voter approval of unlimited tax general obligation improvement bonds; and
4. WHEREAS, existing local improvement district financing policies do not address the changing requirements of Ballot Measure 5; and
5. WHEREAS, it is critical to the long-term financial health of the City to have financial policies which protect City resources, and provide adequate security for City bondholders; and
6. WHEREAS, the local improvement district program is an important method for financing local transportation, sewer, water and other capital improvements; and
7. WHEREAS, the City's local improvement district financing policy must be responsive to the varied financial requirements of each local improvement district; and
8. WHEREAS, the Auditor's Office convened a Policy Committee consisting of the Auditor's Office, Office of Transportation, Bureau of Environmental Services, Water Bureau, Office of Finance and Administration, and Public Financial Management, the City's financial advisor; and
9. WHEREAS, the Policy Committee reviewed the issues affecting the City's LID Program and developed recommendations to be included in the LID Financing Policy; and
10. WHEREAS, the Auditor's Office presented the Policy Committee recommendations to the Auditor's Office Budget Advisory Committee on April 23, 1991, and to City Council in informal session on April 30, 1991;

**RESOLUTION NO.**

NOW, THEREFORE, BE IT RESOLVED THAT

1. The City of Portland adopts the Local Improvement District Financing Policy, as set forth in Attachment A; and
2. The Local Improvement District Financing Policy governs all future local improvement projects, including projects which City Council has formed by ordinance, and for which City Council has not awarded a construction contract; and
3. The Local Improvement District Financing Policy supplements all existing City policies related to local improvement districts, assessments and assessment financing; and
4. The Auditor's Office is directed to work with participants on the Policy Committee, existing advisory bodies, property owners and other interested citizens to obtain public review and comment; and
5. The Auditor's Office is directed to prepare City Charter and Code amendments, as needed, to codify this policy after receiving public review and comment.

Adopted by the Council, **MAY 08 1991**

Barbara Clark, CPA  
Auditor of the City of Portland  
DGV/jrh/policy.aud  
May 2, 1991

**BARBARA CLARK, CPA**  
**Auditor of the City of Portland**

By: *Britta Olson*

**Deputy**

## ATTACHMENT A

**City of Portland  
Local Improvement District Financing Policy****A. Purpose and Intent.**

The LID Financing Policy is intended to facilitate the use of the local improvement district process in a manner which protects the City's financial condition. The Policy prescribes a process to (1) evaluate the financial feasibility of local improvement projects, (2) measure financial risk of project default, and (3) identify sources of financial security for long-term assessment financing. Through this process, the City will be able to make reasoned policy decisions about the purpose of the local improvement, the responsibilities of property owners, the contributions (if any) of City resources, and the means of responding to financial risk.

**B. Findings.**

1. The City of Portland forms, finances and constructs more than \$1 million in voluntary local improvement district projects, annually.
2. The City of Portland has provided financial security for local improvement projects by pledging the City's taxing authority.
3. Ballot Measure 5 imposes new restrictions and conditions on the use of the City's taxing authority by requiring City-wide voter approval of general obligation improvement bonds.
4. Existing local improvement district financing policies do not address the changing requirements of Ballot Measure 5.
5. It is critical to the long-term financial health of the City to have financial policies which protect City resources, and provide adequate security for City bondholders.
6. The local improvement district program is an important method for financing local transportation, sewer, water and other capital improvements.
7. The City's local improvement district financing policy must be responsive to the varied financial requirements of each local improvement district.

**C. Responsibilities.**

The following general responsibilities will govern the evaluation of a proposed local improvement project prior to City Council adoption of an ordinance to form a local improvement district:

1. The chief petitioners shall be responsible for responding to any financial concerns or conditions raised by the City as a result of a technical or financial evaluation of the proposed local improvement project.
2. The lead public works bureau shall be responsible for assisting property owners with the procedures to file a petition to form a local improvement district. To the greatest extent possible, the bureau should attempt to identify financing issues early in the petition process, and include the Auditor's Office in a review of possible financial options.
3. The Auditor's Office shall be responsible for evaluating the financial feasibility and measuring the financial risk of a proposed local improvement project based on this Policy.

### C. Feasibility Tests.

The City Auditor shall use the following tests when evaluating the financial feasibility of a local improvement project. These tests, and any resulting financial security issues, shall be completed and addressed before the Auditor's Office prepares and files an ordinance to form a local improvement district. The Auditor's Office will perform the financial evaluation with assistance and involvement from public works bureaus, the Office of Finance and Administration, the Portland Development Commission, petitioners and other interested parties.

Feasibility Test	Standard or Condition
Value to Assessment Ratio	Individual properties must have a value to assessment ratio of 2:1 or greater. Exceptions to this standard will be accepted for aberrant ratios as noted under Waiver Criteria.
Aberrant Value to Assessment Ratio	Ratios below 2:1 will be accepted on properties representing no more than 5% of estimated assessments. No individual aberrant property may represent more than 2% of estimated assessments. No individual aberrant property may have a ratio less than 1.5:1.
Diversity of Ownership	The City will require additional security for projects where 3 or less property owners represent more than 50% of estimated assessments.
Diversity of Development	The City may require additional security for projects involving vacant property which represents more than 25% of total assessments.
Bankruptcy	The City will require additional security for properties which are involved in a bankruptcy proceeding.
Waiver Criteria	<ul style="list-style-type: none"> <li>•Project involving less than 12 properties, and for which more than 75% of assessment estimates are on residential property.</li> <li>•The value to assessment and aberrant ratio standards may be waived if affected property owners file financial statements demonstrating ability to pay assessments, and if total real market property value exceeds total taxes and assessment liens.</li> <li>•Publicly owned property is exempt from all feasibility tests.</li> <li>•The project advances expressed City goals or objectives, and adequate security is identified by City Council.</li> <li>•The project is included in an urban renewal area, and is secured by the Portland Development Commission.</li> </ul>
Conditions for Developer LIDs	<ul style="list-style-type: none"> <li>•Developer/chief petitioner files current financial statements.</li> <li>•No delinquent property taxes or assessments.</li> <li>•Bond, letter of credit or other security equal to total project costs.</li> </ul>



#### D. Improvement Bond Program Security and Structure

The City Council shall use the following security arrangements and bonding structure when approving long-term financing of local improvement assessments. These guidelines are intended to provide adequate financial securities to market limited general obligation improvement bonds at the lowest possible interest cost to property owners. In addition, the guidelines set forth the order of security to be provided in the event that a property owner defaults on a local improvement assessment loan.

Security or Structural Consideration	Standard or Condition
Lien Enforcement	The City shall use active collection and foreclosure practices to collect delinquent local improvement assessments.
Primary Security	The City places a municipal lien on property to secure local improvement assessments. Additional security is pledged by developers based on the value to lien ratio test of 2:1.
Secondary Security	The City shall adjust the interest rate on local improvement assessment loans to provide for insurance for improvement bonds. The adjustment shall be determined by City Council, based on a recommendation of the Office of Finance and Administration, the Auditor's Office and the City's financial advisor. The interest rate adjustment shall be fixed at the time the Auditor's Office sets the permanent interest rate on assessment loans, following a bond sale. Proceeds shall be deposited in a dedicated reserve account to be used to cover debt service payments in the event of an assessment loan default.
Ultimate Security	The General Fund shall be ultimately responsible for securing improvement bonds. In the event that a property owner default of an assessment loan requires debt service payments beyond the coverage established in improvement bond reserve account, City enterprise funds shall make payments on behalf of the General Fund as set forth in the bond sale ordinance. Participation by each enterprise fund shall be proportionate based on the types of local improvement projects involved in the bond sale.
Interest Rate Bump	The Auditor's Office and Office of Finance and Administration shall provide that the interest rate adjustment authorized by City Code is sufficient to administrative costs, cash flow requirements and the reserve requirements set forth in City Code and this Policy.
Contract versus Bond Length	The City shall structure improvement bonds to mature at least 2 years following the last scheduled installment payment of an assessment loan financed by the bond sale.
Bond Amortization Schedule	The City shall offer monthly and semi-annual installment plans for the convenience of property owners. The City shall encourage early payoff and prepayment of assessment loans and use of 10 year loan terms wherever possible.

## E. Definitions

The following definitions are used for the purposes of this Policy:

Aberrant Value	Exceptions to set criteria.
Assessment	Share of public improvement costs apportioned to LID property based on the total Actual Cost (defined in HB 2550) less any project subsidy.
Bare Land LID	An LID which includes predominantly unimproved land.
Bond Reserve Fee	A separate fee (distinct from Financing Fees) charged to property owners to provide a separate reserve fund as additional security for the bonds issued to finance assessment contracts.
Contingent Liability	Potential debt service payments (including unrecovered principal repayment after the foreclosure and sale of property) to be paid if assessment payments are not made on a timely basis.
Developer LID	Local Improvement District formed to install public improvements (streets, sidewalks, lighting, sewers, or water) <u>before</u> private improvements are constructed or completed.
Financing Fees	Charges to LID participants who elect to finance assessments which cover the cost incurred by the City in the provision of such financing. These costs include, but are not limited to, fees to consultants, bond counsel, underwriters and paying agents, and the cost of preparing and printing the official statement.
Letters of Credit	An irrevocable commitment by a credit worthy bank or financial institution to make payments upon demand. Generally required by a developer wishing to proceed with an LID which does not conform to financial criteria established by the City. The Letter of Credit (LC) is generally posted for the estimated total cost of the improvements and subject to draw by the City without further approval.
Lien	Legally enforceable claim on the property second only to taxes and superior to other mortgage liens.
Property	Land, identified by a discrete tax lot number, plus any existing improvements to the land.
Property Value	Real Market Value as determined by Assessor in conformance with HB 2550 or an appraisal by a certified (MAI) appraiser of the market value of the property as of the completion of the public improvements.
Total Liens	All taxes due (current, deferred and delinquent), existing and proposed City assessments, mortgage, and any other legal claim on the property, regardless of lien position.
Value to Lien Ratio	The value of the property, less any taxes or co-equal liens, compared to the estimated LID assessment.

## **Budget Ordinances**





ORDINANCE No.

170288

\*Adopt the annual budget of the City of Portland and establish appropriations for the fiscal year beginning July 1, 1996. (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 1996-97 budget on June 20, 1996 and certified the City's FY 1996-97 budget and proposed levies on that date.
2. The FY 1996-97 Adopted Budget document presents the first year of a two year financial plan and budget. For FY 1996-97, 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 FY1996-97 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 1995-96 Budget but not expected to be expended by June 30, 1996;
  - 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 FY1996-97 Budget.
5. The budget should be adopted so that there is no delay in establishing budget authority for conducting City business on July 1, 1996.

NOW, THEREFORE, the Council directs:

- a. The Fiscal Year 1996-97 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, 1996, from the funds and for the purposes listed in Table 10, attached hereto. 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 1996-97 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 1996-97 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 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 Finance and Administration.
  - iii. Expenditures for internal materials & services (line items 551000 through 559000) may only be used to obtain services from City of Portland agencies. Any line item budget adjustment that changes an internal materials & services amount must be agreed to by both the bureau providing the service and the bureau receiving the

service, in accordance with the City's policy on interagency agreements adopted by the City Council on June 21, 1989 and revised on December 4, 1992.

- iv. Fund-level cash transfers may not exceed the amounts detailed in the FY1996-97 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 which have been accepted and approved by the City Council.
- f. Special budget monitoring provisions are hereby authorized for FY 1996-97:  
  
The Bureau of Financial Planning is directed to prepare a trimester report to Council regarding budgetary performance and fiscal status and is authorized to require City bureaus to submit such information as is necessary to prepare this report, including the status of budget notes included in the FY1996-97 Adopted Budget.
- g. The FY1996-97 Adopted Budget will be prepared in accordance with Council policy directions and state budget law.

Section 2. The Council declares that an emergency exists, as it necessary to adopt the Fiscal Year 1996-97 Budget and establish appropriation without delay in order to provide authority to transact the financial affairs of the City of Portland for the 1996-97 Fiscal Year; therefore, this ordinance shall be in force and effect from and after the start of the Fiscal Year beginning July 1, 1996.

Passed by the Council,  
Mayor Vera Katz  
TG:RR:MM  
June 12, 1996

JUN 20 1996

**BARBARA CLARK**  
Auditor of the City of Portland  
By  
City of Portland, Oregon - FY 1997-97 Adopted Budget  
Deputy  
*Betta Olson*

## APPROPRIATION SCHEDULE - FY 1996-97

Table 10

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increase	
<b>GENERAL FUND</b>						
Office of the City Attorney	3,935,154	0	0	0	0	3,935,154
Office of the City Auditor	4,571,297	0	0	0	0	4,571,297
Office of Cable Communications	1,534,010	0	0	0	0	1,534,010
Commissioner #1-Public Utilities	640,904	0	0	0	0	640,904
Commissioner #2-Public Works	631,769	0	0	0	0	631,769
Commissioner #3-Public Affairs	605,802	0	0	0	0	605,802
Commissioner #4-Public Safety	626,860	0	0	0	0	626,860
Bureau of Community Development	3,745,162	0	0	0	0	3,745,162
Energy Office	536,603	0	0	0	0	536,603
Office of Finance and Administration	18,429,381	0	0	0	0	18,429,381
Bureau of Fire, Rescue & Emerg Svcs	61,121,508	0	0	0	0	61,121,508
Bureau of General Services	1,264,209	0	0	0	0	1,264,209
Governmental Relations	609,366	0	0	0	0	609,366
Bureau of Licenses	2,770,996	0	0	0	0	2,770,996
Office of the Mayor	1,433,826	0	0	0	0	1,433,826
Metropolitan Human Rights Commission	386,195	0	0	0	0	386,195
Office of Neighborhood Associations	3,062,825	0	0	0	0	3,062,825
Bureau of Parks and Recreation	39,248,293	0	0	0	0	39,248,293
Bureau of Planning	7,739,644	0	0	0	0	7,739,644
Bureau of Police	99,447,877	0	0	0	0	99,447,877
Bureau of Purchases and Stores	1,553,840	0	0	0	0	1,553,840
	253,895,521	0	0	0	0	253,895,521
<b>Special Appropriation</b>						
<b>Public Safety</b>						
Regional Drug Initiative - GF	30,000	0	0	0	0	30,000
Regional Drug Initiative - Grant Extend	109,844	0	0	0	0	109,844
Regional Drug Initiative - Grant Extend2	19,636	0	0	0	0	19,636
School Police	1,624,000	0	0	0	0	1,624,000
<b>Community Development</b>						
Block by Block Weatherization	173,908	0	0	0	0	173,908
Business Districts Development	55,382	0	0	0	0	55,382
Civil Rights Ordinance Enforcement	38,767	0	0	0	0	38,767
Downtown Services	649,769	0	0	0	0	649,769
EID Assessments	31,010	0	0	0	0	31,010
Livable Cities	353,760	0	0	0	0	353,760
MERC	250,000	0	0	0	0	250,000
NE Workforce Center	109,895	0	0	0	0	109,895
Neighborhood Enhancement Grant	250,000	0	0	0	0	250,000
PDC Economic Development	512,880	0	0	0	0	512,880
PDC/Business Development	1,022,064	0	0	0	0	1,022,064
Portland Area Schools	8,686,029	0	0	0	0	8,686,029
Quality Jobs Initiative	355,000	0	0	0	0	355,000
River District	2,554,504	0	0	0	0	2,554,504
Workforce Development	374,780	0	0	0	0	374,780
<b>Transportation</b>						
Employee Transit Program	119,305	0	0	0	0	119,305
<b>Legislative/Administrative</b>						
Business License Refunds	2,535,668	0	0	0	0	2,535,668
City Memberships and Dues	272,896	0	0	0	0	272,896
Compensation Adjustment	5,971,593	0	0	0	0	5,971,593
Council Emergency Fund	7,000	0	0	0	0	7,000
Employee Suggestions	95,000	0	0	0	0	95,000
IRS Rebate	77,000	0	0	0	0	77,000
Innovations Loan Fund	250,000	0	0	0	0	250,000
Leaders Roundtable	10,000	0	0	0	0	10,000
Management Council	5,122	0	0	0	0	5,122
Unemployment Insurance	200,000	0	0	0	0	200,000



## APPROPRIATION SCHEDULE - FY 1996-97

Table 10

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increase	
Parks and Recreation						
Civic Stadium Study	5,000	0	0	0	0	5,000
Cultural Tourism	200,000	0	0	0	0	200,000
Oregon Historical Society	22,000	0	0	0	0	22,000
Regional Arts Funding/RACC	1,641,497	0	0	0	0	1,641,497
Total Special Appropriations	28,613,309	0	0	0	0	28,613,309
Fund Requirements		6,785,762	13,049,778			19,835,540
<b>TOTAL GENERAL FUND</b>	282,508,830	6,785,762	13,049,778	0	0	302,344,370
<b>OTHER FUNDS</b>						
<i>Operating Funds</i>						
Arena Operating	1,975,000	686,533	158,467	46,721,810	0	49,541,810
Assessment Collections	56,920	202,384	1,273	0	0	260,577
Auto Port	884,032	785,461	1,456,402	0	0	3,125,895
Buildings	16,899,642	1,253,942	526,302	0	0	18,679,886
Cable	2,784,762	1,001,051	9,701	0	0	3,795,514
Emergency Communications	10,625,957	453,240	270,502	0	0	11,349,699
Golf	4,633,372	744,303	459,173	0	0	5,836,848
Hydropower	586,250	285,994	197,756	0	0	1,070,000
P I R	719,708	73,353	48,808	0	0	841,869
Parking Facilities	3,588,667	8,299,459	2,353,909	0	0	14,242,035
Property Management	2,409,289	16,143	0	0	0	2,425,432
Public Safety	1,510,000	368,656	5,272	0	0	1,883,928
Refuse Disposal	1,692,162	2,341,063	500,958	0	0	4,534,183
Sewer Operating	172,538,069	6,493,908	64,069,466	0	0	243,101,443
Transportation	87,350,483	6,634,699	2,602,749	0	100,000	96,687,931
Water	64,172,415	10,831,779	22,710,728	1,528,146	40,000	99,283,068
<i>Internal Service Funds</i>						
Communication Operating	7,662,412	3,954,062	231,481	510,607	0	12,358,562
Computer Services	3,819,474	598,830	110,977	220,714	0	4,749,995
Facilities Service Fund	18,645,316	17,835,321	514,100	7,854,435	0	44,849,172
Fleet Services Operating	18,931,513	4,816,930	534,549	0	0	24,282,992
Health Insurance	15,020,299	27,020,385	99,364	0	0	42,140,048
Insurance and Claims	4,623,787	6,890,011	109,395	0	0	11,623,193
Printing and Distribution	5,609,466	877,236	219,410	0	0	6,706,112
Workers' Compensation	4,452,471	11,386,161	139,937	0	0	15,978,569
<i>Agency and Trust Funds</i>						
Environmental Remediation	545,136	237,850	19,764	1,047,621	0	1,850,371
Housing Investment Fund	6,648,607	0	0	0	0	6,648,607
Hydro Renew & Replace	0	7,104,000	557,500	0	0	7,661,500
Parks Memorial Trust	1,097,540	1,800,698	0	0	0	2,898,238
Sewer Rate Stabilization	0	12,394,000	17,625,000	0	0	30,019,000
Sewer Revolving Loan	201,500	200,000	0	0	0	401,500
Sewer Safety Net	1,050,000	150,000	0	750,000	0	1,950,000
Water Growth Impact	0	0	0	0	0	0
<i>Construction Funds</i>						
Capital Improvemnt Fund	6,200,000	0	2,297,967	0	0	8,497,967
L I D Construction	12,550,636	1,135,163	3,955,075	5,830,000	0	23,470,874
Parks Bond Construction	23,840,150	29,839,373	25,000	0	0	53,704,523
Sewer Construction	455,000	62,721,316	122,352,524	0	0	185,528,840
Water Construction	0	3,745,192	24,967,946	0	0	28,713,138

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## APPROPRIATION SCHEDULE - FY 1996-97

Table 10

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increase	
<i>Debt Service Funds</i>						
Airport Way Debt	0	0	0	1,754,482	0	1,754,482
Bancroft Bond	0	0	0	18,973,541	0	18,973,541
Bonded Debt	0	0	0	8,487,607	0	8,487,607
Central Eastside	0	0	0	2,125,000	0	2,125,000
Convention Center	0	0	0	4,784,267	0	4,784,267
Fourth & Yamhill Debt	0	0	0	289,054	0	289,054
Golf Revenue	0	0	0	306,087	0	306,087
Governmental Bond	0	0	0	1,436,138	0	1,436,138
Hydropower	0	0	0	3,727,464	0	3,727,464
Morrison Park East	0	0	0	406,938	0	406,938
Morrison Park West	0	0	0	340,350	0	340,350
Old Town Parking	0	0	0	667,058	0	667,058
Sewer Debt	0	0	0	46,221,600	0	46,221,600
South Park Debt	0	0	0	2,227,878	0	2,227,878
St Johns Riverfront	0	0	0	0	0	0
Wash Co Supply	0	0	0	1,352,109	0	1,352,109
Water Bond Sinking	0	0	0	9,577,819	0	9,577,819
Waterfront Renewal	15,000	0	0	6,220,668	0	6,235,668
<i>Federal funds</i>						
Federal Grants	1,262,870	0	9,911,019	0	0	11,173,889
HOME Grant Fund	3,745,368	32,632	0	0	0	3,778,000
Housing & Community Develop	22,654,481	130,146	367,752	0	0	23,152,379
<i>Retirements Funds</i>						
Fire & Police Disability & Retirement	45,422,509	22,228,581	91,714	9,000,000	0	76,742,804
FPD&R Reserve	0	0	750,000	0	0	750,000
FPD&R Supplemental	15,000	0	135,000	0	0	150,000
<i>Revenue and Reserve Funds</i>						
Convention and Tourism	1,715,648	51,797	5,127	0	0	1,772,572
General Reserve Fund	0	34,556,062	0	0	0	34,556,062
Transportation Reserve	0	3,457,610	0	0	0	3,457,610
<b>TOTAL APPROPRIATIONS - ALL FUNDS</b>	<b>861,119,741</b>	<b>300,421,086</b>	<b>293,441,845</b>	<b>182,361,393</b>	<b>140,000</b>	<b>1,637,484,065</b>

**170290**

**ORDINANCE No.**

\*Levy taxes for the City of Portland for the fiscal year beginning July 1, 1996, and direct the Director of Financial Planning to submit said tax levy and other certifications to the County Assessors of Multnomah, Clackamas, and Washington Counties. (Ordinance)

The City of Portland ordains:

Section 1. The City Council finds that:

1. The FY 1996-97 Budget for the City of Portland was adopted and appropriations made by the City Council on June 20, 1996 by Ordinance.
2. The Supreme Court rendered an opinion on September 3, 1992 that tax increment collections are subject to the \$10.00 limit specified by Measure 5. The City's Five-Year Financial Plan establishes the City's strategy for responding to the Supreme Court's decision without further compression of the City's other levies. For FY1996-97, the City has approved a \$18,093,968 tax increment collection in anticipation that increased assessed value growth in FY1996-97 will cause the combined local government tax levy to fall below the \$10 limit. This tax increment collection is contingent upon actual, assessed value growth. The collection will be used to pay existing urban renewal debt service requirements and other urban renewal indebtedness.
3. The Department of Revenue has issued a Form "M-5 Certification to Assessor" in addition to the Notice of Property Tax Levy (Form LB-50), on which the City is required to categorize its levies as "Exclusive School," "General Government," or "Not Subject to Measure 5 Limits." The Form M-5 also requires the City to certify any special assessments, fees, or charges imposed on property that would be subject to Measure 5 limits. Finally, the Form M-5 requires the City Council to certify for each urban renewal district the amount of tax increment revenue to be excluded from the limitation, the amount subject to the General Government limitation, and the amount not to be collected. In no case will an urban renewal district receive more than the amount of increment revenue allowed under the statutory formula outlined in ORS 457.440.

NOW, THEREFORE, the Council directs:

- a. In accordance with the FY 1996-97 annual budget of the City of Portland and the June 20, 1995 certification by the Multnomah County Tax Supervising and Conservation Commission, taxes are hereby levied for municipal purposes for the fiscal year beginning July 1, 1996, on all taxable property, both real and personal, within the corporate limits of the City of Portland as follows:

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For the payment of the general expenses of the City of Portland not otherwise provided for, to be categorized on Form M-5 as "General Government," to be credited to the GENERAL FUND, the sum of one hundred thirty three million, eighty five thousand, three hundred forty eight dollars.

\$133,085,348

For the purchase, payment or redemption of the bonded indebtedness of the City of Portland, not otherwise provided for, and for the payment of interest, not otherwise provided for, accruing on the bonded indebtedness of the City of Portland, to be categorized on Form M-5 as "Not Subject to Measure 5 Limits," to be credited to the BONDED DEBT INTEREST AND SINKING FUND, the sum of eight million, eight hundred thirty two thousand, five hundred sixty one dollars.

\$ 8,832,561

For the benefit of sworn firefighting personnel and their families authorized under the provisions of the Charter of the City of Portland now in force, to be levied for the FIREMEN'S RELIEF AND PENSION FUND and to be credited to the FIRE AND POLICE DISABILITY AND RETIREMENT FUND, the amount of thirty cents per one thousand dollars shall be levied on the assessed valuation of the property in the City of Portland not exempt from taxation. (This amount shall be computed by the Multnomah County Assessor.)

For the benefit of sworn firefighting personnel and sworn police personnel for the payment of pensions and to provide for members eligible for retirement in the Bureau of Fire, Rescue, and Emergency Services and the Bureau of Police authorized under the provisions of the Charter of the City of Portland now in force, to be credited to the FIRE AND POLICE DISABILITY AND RETIREMENT FUND, the amount which when added to the levy for FIREMEN'S RELIEF AND PENSION FUND will total forty eight million, nine hundred eighty two thousand, two hundred ninety eight dollars. (This amount shall be computed by the Multnomah County Assessor.)

Total of the two levies, to be categorized on Form M-5 as "General Government," to be credited to the FIRE AND POLICE DISABILITY AND RETIREMENT FUND.

\$48,982,298

TOTAL LEVIES: One hundred ninety million, nine hundred thousand, two hundred seven dollars.

\$190,900,207



- b. The Director of Financial Planning is hereby directed to certify on the Form LB-50 the tax levies made in Section 1.a hereof to the Assessors of Multnomah, Clackamas, and Washington Counties.
- c. In order to continue the City's active urban renewal districts and provide for potential future tax revenue for obligations of the Waterfront Renewal Bond Sinking Fund, the Central Eastside Industrial District Debt Fund, the Airport Way Debt Service Fund, the St. Johns Riverfront Bond Redemption Fund, the South Park Renewal Debt Service Fund, and the Oregon Convention Center Area Debt Service Fund, the Assessors of Multnomah, Clackamas, and Washington Counties are hereby instructed to implement the procedures specified by ORS 457.420 to ORS 457.440 and other applicable state law relative to tax increment financing of urban renewal indebtedness, subject to the certifications contained in section 1.e.
- d. The Director of Financial Planning is hereby directed to certify on Form M-5 that the City of Portland will not be imposing any special assessments, fees, and charges on property that would be subject to Measure 5's limits during FY 1996-97.
- e. The Director of Financial Planning is hereby directed to certify that the City of Portland requests that tax increment revenue be collected for urban renewal bonded indebtedness and other indebtedness in FY1996-97 for Airport Way, Central Eastside, Convention Center, St. John's Riverfront, South Park Blocks and Downtown Waterfront debt service requirements as outlined below. This means that on Form M-5, the following amounts will be certified for urban renewal collections:

Urban Renewal District	Tax Increment Available for Urban Renewal Debt	Amount Certified	Amount Estimated to be Collected
Airport Way	\$ 6,611,691.00	\$ 1,531,557	\$ 1,432,005
Central Eastside	\$ 2,280,790	\$ 2,272,727	\$ 2,125,000
Convention Center	\$ 6,793,077	\$ 51,168,630	\$ 4,784,267
St. Johns Riverfront	\$ 118,191	\$ 0	\$ 0
South Park Blocks	\$ 672,357	\$ 2,331,087	\$ 2,179,566
Downtown Waterfront	\$ 15,316,145	\$ 6,841,734	\$ 6,397,021
Totals	\$ 37,843,467	\$ 18,093,968	\$ 16,917,859

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Collection of the tax increment revenues is contingent on the actual assessed value growth. The City will certify and collect the tax increment revenues only if the increase in assessed value is sufficient to allow the tax increment collection without forcing the City's other levies into compression under the \$10 limit.

- g. The Multnomah County Assessor is hereby instructed, with respect to the tax code area defined in Ordinance 163210 as the "Ash Grove Cement West Property," to calculate for FY1996-97 a tax for city purposes at a rate that is 35% of the highest rate for city purposes elsewhere in the City, as provided for in ORS 222.111 and the associated Administrative Rules of the Oregon Department of Revenue, as agreed to at the time of annexation by the City Council in Resolution 34692.

<u>Tax Year</u>	<u>Ratio</u>
FY 1990-1991	5%
FY 1991-1992	10%
FY 1992-1993	15%
FY 1993-1994	20%
FY 1994-1995	25%
FY 1995-1996	30%
FY 1996-1997	35%
FY 1997-1998	40%
FY 1998-1999	45%
FY 1999-2000	100%

Section 2. The Council declares that an emergency exists inasmuch as it is necessary to certify the above amounts to the County Assessors by July 15, 1996; therefore, this Ordinance shall be in force and effect from and after its passage.

Passed by the Council, JUN 20 1996

Mayor Vera Katz

RR:MM

June 12, 1996

BARBARA CLARK

Auditor of the City of Portland

City of Portland, Oregon - FY 1997-97 Adopted Budget

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By *Ruth Olsen*

Deputy

## **ORDINANCE NO. 170289**

\*Create one new fund in FY1996-97, close three City funds and transfer the remaining balances effective June 30, 1996, and rename one fund. (Ordinance)

The City of Portland ordains:

Section 1. The Council finds:

1. The Fourth & Yamhill Bond Redemption Fund was approved during FY1995-96 and needs to be included in the FY1996-97 Budget. The fund was established to pay principal and interest on bonds to be issued for the construction of two additional floors at the 4th & Yamhill parking garage. Debt service on these bonds will be paid from fees charged for parking and from retail space rental.
2. The City's independent auditors have consistently recommended that the City reduce the number of funds in order to streamline its financial management, and the closure of the funds listed in 3., below move the City in the direction of that recommendation.
3. Three funds are to be closed in FY1996-97 and will have no resources or requirements included in the FY1996-97 Adopted Budget.
  - a. Arena Debt Service Fund. This fund had been used to pay principal and interest on revenue bonds to finance construction and improvements to the Oregon Arena Project. This fund was used for interim financing during the construction phase.
  - b. Arena Construction Fund. This fund received revenues dedicated to the Oregon Arena capital projects. The primary resource was the transfer from the Arena Debt Service Fund.
  - c. Parks System Improvement Fund. This fund was created to account for the revenues and expenses associated with the 1989 parks special levy.
4. The Intermediate Debt Fund (Fund 702) is to be renamed the Governmental Bond Redemption Fund(fund 702) to more accurately reflect the nature of the fund. The fund accounts for resources and expenditures associated with the payment of principal and interest on capital lease and note obligations.

NOW, THEREFORE, the Council directs:

- a. The 4th & Yamhill Debt Redemption Fund(Fund 360), is to be created and included in the Adopted FY1996-97 Budget.
- b. Effective June 30, 1996, the Arena Debt Service Fund (Fund 363) is closed. Any remaining balances will be transferred to the Arena Operating Fund, fund 160.
- c. Effective June 30, 1996, the Arena Project Construction Fund(Fund 556) is closed. Any remaining balances will be transferred to the Arena Operating Fund, fund 160.
- d. Effective June 30, 1996, the Parks System Improvement Fund(Fund 119) is closed. Any remaining balances or prior years taxes to be received will be transferred to the General Fund.

Section 2. The Council declares that an emergency exists inasmuch as it is necessary to close the above City funds on the designated effective dates in order to properly transact the financial affairs of the City of Portland as budgeted for the FY 1996-97 and close the FY 1995-96 year; therefore, this ordinance shall be in force and effect from and after its passage by the Council.

Passed by the Council,

JUN 20 1996

Mayor Vera Katz  
TG:RR:MM  
June 12, 1996

BARBARA CLARK

Auditor of the City of Portland

By

City of Portland, Oregon - FY 1997-97 Adopted Budget

Deputy

Britta Olson



**TAX SUPERVISING & CONSERVATION COMMISSION**  
**MULTNOMAH COUNTY, OREGON**

724 Mead Building      421 S.W. Fifth Avenue  
 Portland, Oregon 97204-2189    Voice (503) 248-3054  
 FAX (503) 248-3053    E Mail TSCC@aol.com

June 20, 1996

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, 1996 to review, discuss and conduct a public hearing on the City of Portland's 1995-96 Supplemental Budget. This hearing was conducted pursuant to ORS 294.605-705 to confirm compliance with applicable laws and to determine the adequacy of estimates necessary to support efficient and economical administration of the city.

The 1995-96 supplemental budget, filed June 3, 1996, is hereby certified without recommendation or objection. Estimates were judged to be reasonable for the purposes shown and the document was found to be in substantial compliance with the law.

Supplemental budget estimate amounts certified are as follows:

	<u>Supplemental Budget Request</u>	<u>Revised Budget</u>
Arena Operating Fund	\$ 0	\$ 3,855,543
Unappropriated Balance	(3,145,000)	(3,145,000)
Arena Debt Service Fund	-43,150,000	6,205,000
Bancroft Bond Interest & Sinking Fund	14,920,225	27,597,825
Unappropriated Balance	(6,976,752)	(7,364,467)
Capital Improvement Fund	-20,270,000	15,474,337
Facilities Services Fund	0	43,330,886
Health Insurance Fund	3,353,341	35,296,963
Information Systems Services Fund	512,000	5,501,178
Insurance & Claims Fund	709,765	10,485,285

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*Commissioners*  
 Richard Anderson, Anthony Jankans, Roger McDowell,  
 Charles Rosenthal, Ann Sherman

Mayor and Council Members  
City of Portland

June 20, 1995  
Page 2

Supplemental Budget Estimates - Continued:

Intermediate Debt Fund	3,351,380	5,348,356
Parks System Improvements Fund	0	66,888
Transportation Operating Fund	2,000,000	102,489,940
Transportation Reserve Fund	0	5,504,175
Water Construction Fund	0	52,969,311
Workers' Compensation Fund	<u>864,540</u>	<u>16,425,720</u>
 Total City of Portland	 \$ -37,708,749	 \$ 330,551,407
Total Unappropriated Balances	(10,121,752)	(10,509,467)
 Other Federal Grants Fund	 \$ 2,221,848	 \$ 5,583,383
South Auditorium Fund	540,591	911,107
South Park Fund	262,363	4,591,567
Urban Redevelopment Fund	<u>1,539,622</u>	<u>15,663,258</u>
Total Portland Development Commission	\$ 4,564,424	\$ 26,749,315
 GRAND TOTAL - ALL FUNDS	 \$ (33,144,325)	 \$ 357,300,722

Please file a copy of the adopted supplemental budget and supporting documentation within 15 days of adoption.

Yours very truly,

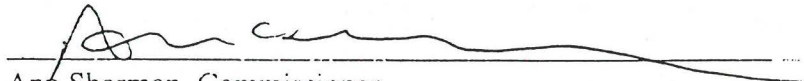
TAX SUPERVISING & CONSERVATION COMMISSION



Charles W. Rosenthal, Commissioner



Richard Anderson, Commissioner



Ann Sherman, Commissioner

Anthony Jankans, Commissioner

## **Fund List**





## Funds listed by type

Fund	Name	Service Area
<u>Agency and Trust Funds</u>		
161	Environmental Remediation	Public Utilities
602	Portland Parks Memorial Trust	Parks, Recreation and Culture
631	Water Growth Impact Charge	Public Utilities
632	Sewer System Rate Stabilization	Public Utilities
633	Sewer System Safety Net	Public Utilities
635	Hydropower Renewal and Replacement	Public Utilities
636	Sewer Revolving Loan Fund	Public Utilities
<u>Construction Funds</u>		
502	L I D Construction	Community Development
503	Capital Improvement Fund	Legislative/Admin/Support Services
504	Parks Bond Construction	Parks, Recreation and Culture
552	Sewer System Construction	Public Utilities
554	Water Construction	Public Utilities
<u>Debt Service Funds</u>		
302	Bonded Debt Interest and Sinking	Parks, Recreation and Culture
303	Waterfront Renewal Bond Sinking	PDC
305	St Johns Riverfront Bond Redemption	Legislative/Admin/Support Services
306	South Park Renewal Debt	PDC
307	Airport Way Debt	PDC
310	Central Eastside Industrial District	PDC
311	Bancroft Bond Interest and Sinking	Community Development
312	Convention Center Area Debt	PDC
351	Sewer System Debt Redemption	Public Utilities
353	Golf Revenue Bond Redemption	Parks, Recreation and Culture
354	Hydropower Bond Redemption	Public Utilities
355	Water Bond Sinking	Public Utilities
356	Washington County Supply Bond	Public Utilities
357	Morrison Park West Bond Redemption	Transportation and Parking
358	Morrison Park East Bond Redemption	Transportation and Parking
359	Parking Facilities Bond Redemption	
360	Fourth & Yamhill Debt Redemption	Legislative/Admin/Support Services
362	Old Town Parking Bond Redemption	Transportation and Parking
702	Governmental Bond Redemption Fund	Legislative/Admin/Support Services
<u>Federal Funds</u>		
252	Federal Grants	Distributed
254	Housing and Community Development	Community Development
255	HOME Grant Fund	Community Development
<u>Historical Funds</u>		
111	Northwest I-405 Recreation	Parks, Recreation and Culture
113	Street Lighting	Transportation and Parking
119	Parks System Improvement	Parks, Recreation and Culture
192	Exposition/Recreation Commission	
203	State Tax Street Fund	
204	Parking Meter Fund	
205	State Revenue Sharing Fund	
207	Street Light Replacement Fund	

City of Portland, Oregon - FY 1997-97 Adopted Budget

## Funds listed by type

Fund	Name	Service Area
<u>Historical Funds</u>		
251	Federal Revenue Sharing Fund	
253	CETA Fund	
301	Short Term Interest and Sinking	Revenue and Reserves
304	NW Front Avenue Industrial Renewal	
308	Improvement Bond Interest & Sinking	
309	System Development Interest & Sink	
352	Tennis Facilities Bond Redemption	Parks, Recreation and Culture
361	P I R Bond Redemption	Parks, Recreation and Culture
363	Arena Debt Service	Parks, Recreation and Culture
501	Transportation Construction	
551	Performing Arts Center Construction	
555	Washington County Supply	
556	Arena Construction	Public Utilities
601	M C Economic Development Trust	Community Development
603	Sundry Trust Fund	Legislative/Admin/Support Services
628	Public Arts Trust Fund	Parks, Recreation and Culture
634	St Johns Landfill End Use	
703	City Facilities Acquisition Fund	
710	Justice Center Operating	Legislative/Admin/Support Services
712	DCTU Benefits	
<u>Internal Service Funds</u>		
701	Health Insurance	Distributed
704	Facilities Service Fund	Legislative/Admin/Support Services
705	Fleet Services Operating	Legislative/Admin/Support Services
706	Printing and Distribution Services O	Legislative/Admin/Support Services
707	Communication Services Operating	Legislative/Admin/Support Services
708	Insurance and Claims Operating	Legislative/Admin/Support Services
709	Workers' Compensation Operating	Legislative/Admin/Support Services
711	Computer Services	Legislative/Admin/Support Services
<u>Operating Funds</u>		
101	General Fund	Distributed
112	Transportation Operating	Transportation and Parking
114	Assessment Collection	Community Development
115	Emergency Communications	Public Safety
116	Buildings Fund	Community Development
117	Property Management License Fund	Community Development
118	Public Safety	Public Safety
120	Cable	Community Development
151	Sewage System Operating	Public Utilities
152	Hydropower Operating	Public Utilities
153	Water	Public Utilities
154	Golf	Parks, Recreation and Culture
156	Portland International Raceway	Parks, Recreation and Culture
157	Refuse Disposal	Public Utilities
158	Auto Port	Transportation and Parking
159	Parking Facilities	Transportation and Parking
160	Arena/Coliseum Operating	Parks, Recreation and Culture

## Funds listed by type

Fund	Name	Service Area
<u>Retirement Funds</u>		
651	Fire & Police Disability and Retirem	Public Safety
652	FPD&R Reserve	Public Safety
654	Supplemental Retirement Program Trus	Public Safety
<u>Revenue &amp; Reserve Funds</u>		
201	Convention and Tourism	Community Development
202	General Reserve Fund	Revenue and Reserves
206	Sewer System Debt Proceeds	Legislative/Admin/Support Services
208	Transportation Reserve	Transportation and Parking
209	Housing Investment Fund	Community Development

## Funds listed by number

Fund	Name	Service Area
101	General Fund	Distributed
111	Northwest I-405 Recreation	Parks, Recreation and Culture
112	Transportation Operating	Transportation and Parking
113	Street Lighting	Transportation and Parking
114	Assessment Collection	Community Development
115	Emergency Communications	Public Safety
116	Buildings Fund	Community Development
117	Property Management License Fund	Community Development
118	Public Safety	Public Safety
119	Parks System Improvement	Parks, Recreation and Culture
120	Cable	Community Development
151	Sewage System Operating	Public Utilities
152	Hydropower Operating	Public Utilities
153	Water	Public Utilities
154	Golf	Parks, Recreation and Culture
156	Portland International Raceway	Parks, Recreation and Culture
157	Refuse Disposal	Public Utilities
158	Auto Port	Transportation and Parking
159	Parking Facilities	Transportation and Parking
160	Arena/Coliseum Operating	Parks, Recreation and Culture
161	Environmental Remediation	Public Utilities
192	Exposition/Recreation Commission	
201	Convention and Tourism	Community Development
202	General Reserve Fund	Revenue and Reserves
203	State Tax Street Fund	
204	Parking Meter Fund	
205	State Revenue Sharing Fund	
206	Sewer System Debt Proceeds	Legislative/Admin/Support Services
207	Street Light Replacement Fund	
208	Transportation Reserve	Transportation and Parking
209	Housing Investment Fund	Community Development
251	Federal Revenue Sharing Fund	
252	Federal Grants	Distributed
253	CETA Fund	
254	Housing and Community Development	Community Development
255	HOME Grant Fund	Community Development
301	Short Term Interest and Sinking	Revenue and Reserves
302	Bonded Debt Interest and Sinking	Parks, Recreation and Culture
303	Waterfront Renewal Bond Sinking	PDC
304	NW Front Avenue Industrial Renewal	
305	St Johns Riverfront Bond Redemption	Legislative/Admin/Support Services
306	South Park Renewal Debt	PDC
307	Airport Way Debt	PDC
308	Improvement Bond Interest & Sinking	
309	System Development Interest & Sink	
310	Central Eastside Industrial District	PDC
311	Bancroft Bond Interest and Sinking	Community Development
312	Convention Center Area Debt	PDC
351	Sewer System Debt Redemption	Public Utilities
352	Tennis Facilities Bond Redemption	Parks, Recreation and Culture
353	Golf Revenue Bond Redemption	Parks, Recreation and Culture
354	Hydropower Bond Redemption	Public Utilities
355	Water Bond Sinking	Public Utilities
356	Washington County Supply Bond	Public Utilities
357	Morrison Park West Bond Redemption	Transportation and Parking
358	Morrison Park East Bond Redemption	Transportation and Parking

City of Portland, Oregon - FY 1997-97 Adopted Budget



## Funds listed by number

Fund	Name	Service Area
359	Parking Facilities Bond Redemption	
360	Fourth & Yamhill Debt Redemption	Legislative/Admin/Support Services
361	P I R Bond Redemption	Parks, Recreation and Culture
362	Old Town Parking Bond Redemption	Transportation and Parking
363	Arena Debt Service	Parks, Recreation and Culture
501	Transportation Construction	
502	L I D Construction	Community Development
503	Capital Improvement Fund	Legislative/Admin/Support Services
504	Parks Bond Construction	Parks, Recreation and Culture
551	Performing Arts Center Construction	
552	Sewer System Construction	Public Utilities
554	Water Construction	Public Utilities
555	Washington County Supply	
556	Arena Construction	Public Utilities
601	M C Economic Development Trust	Community Development
602	Portland Parks Memorial Trust	Parks, Recreation and Culture
603	Sundry Trust Fund	Legislative/Admin/Support Services
628	Public Arts Trust Fund	Parks, Recreation and Culture
631	Water Growth Impact Charge	Public Utilities
632	Sewer System Rate Stabilization	Public Utilities
633	Sewer System Safety Net	Public Utilities
634	St Johns Landfill End Use	
635	Hydropower Renewal and Replacement	Public Utilities
636	Sewer Revolving Loan Fund	Public Utilities
651	Fire & Police Disability and Retirem	Public Safety
652	FPD&R Reserve	Public Safety
654	Supplemental Retirement Program Trus	Public Safety
701	Health Insurance	Distributed
702	Governmental Bond Redemption Fund	Legislative/Admin/Support Services
703	City Facilities Acquisition Fund	
704	Facilities Service Fund	Legislative/Admin/Support Services
705	Fleet Services Operating	Legislative/Admin/Support Services
706	Printing and Distribution Services O	Legislative/Admin/Support Services
707	Communication Services Operating	Legislative/Admin/Support Services
708	Insurance and Claims Operating	Legislative/Admin/Support Services
709	Workers' Compensation Operating	Legislative/Admin/Support Services
710	Justice Center Operating	Legislative/Admin/Support Services
711	Computer Services	Legislative/Admin/Support Services
712	DCTU Benefits	

## Funds listed by name

Fund	Name	Service Area
307	Airport Way Debt	PDC
556	Arena Construction	Public Utilities
363	Arena Debt Service	Parks, Recreation and Culture
160	Arena/Coliseum Operating	Parks, Recreation and Culture
114	Assessment Collection	Community Development
158	Auto Port	Transportation and Parking
311	Bancroft Bond Interest and Sinking	Community Development
302	Bonded Debt Interest and Sinking	Parks, Recreation and Culture
116	Buildings Fund	Community Development
253	CETA Fund	
120	Cable	Community Development
503	Capital Improvement Fund	Legislative/Admin/Support Services
310	Central Eastside Industrial District	PDC
703	City Facilities Acquisition Fund	
707	Communication Services Operating	Legislative/Admin/Support Services
711	Computer Services	Legislative/Admin/Support Services
312	Convention Center Area Debt	PDC
201	Convention and Tourism	Community Development
712	DCTU Benefits	
115	Emergency Communications	Public Safety
161	Environmental Remediation	Public Utilities
192	Exposition/Recreation Commission	
652	FPD&R Reserve	Public Safety
704	Facilities Service Fund	Legislative/Admin/Support Services
252	Federal Grants	Distributed
251	Federal Revenue Sharing Fund	
651	Fire & Police Disability and Retirement	Public Safety
705	Fleet Services Operating	Legislative/Admin/Support Services
360	Fourth & Yamhill Debt Redemption	Legislative/Admin/Support Services
101	General Fund	Distributed
202	General Reserve Fund	Revenue and Reserves
154	Golf	Parks, Recreation and Culture
353	Golf Revenue Bond Redemption	Parks, Recreation and Culture
702	Governmental Bond Redemption Fund	Legislative/Admin/Support Services
255	HOME Grant Fund	Community Development
701	Health Insurance	Distributed
209	Housing Investment Fund	Community Development
254	Housing and Community Development	Community Development
354	Hydropower Bond Redemption	Public Utilities
152	Hydropower Operating	Public Utilities
635	Hydropower Renewal and Replacement	Public Utilities
308	Improvement Bond Interest & Sinking	
708	Insurance and Claims Operating	Legislative/Admin/Support Services
710	Justice Center Operating	Legislative/Admin/Support Services
502	L I D Construction	Community Development
601	M C Economic Development Trust	Community Development
358	Morrison Park East Bond Redemption	Transportation and Parking
357	Morrison Park West Bond Redemption	Transportation and Parking
304	NW Front Avenue Industrial Renewal	
111	Northwest I-405 Recreation	Parks, Recreation and Culture
362	Old Town Parking Bond Redemption	Transportation and Parking
361	P I R Bond Redemption	Parks, Recreation and Culture
159	Parking Facilities	Transportation and Parking
359	Parking Facilities Bond Redemption	
204	Parking Meter Fund	
504	Parks Bond Construction	Parks, Recreation and Culture

City of Portland, Oregon - FY 1997-97 Adopted Budget

## Funds listed by name

Fund	Name	Service Area
119	Parks System Improvement	Parks, Recreation and Culture
551	Performing Arts Center Construction	
156	Portland International Raceway	Parks, Recreation and Culture
602	Portland Parks Memorial Trust	Parks, Recreation and Culture
706	Printing and Distribution Services O	Legislative/Admin/Support Services
117	Property Management License Fund	Community Development
628	Public Arts Trust Fund	Parks, Recreation and Culture
118	Public Safety	Public Safety
157	Refuse Disposal	Public Utilities
151	Sewage System Operating	Public Utilities
636	Sewer Revolving Loan Fund	Public Utilities
552	Sewer System Construction	Public Utilities
206	Sewer System Debt Proceeds	Legislative/Admin/Support Services
351	Sewer System Debt Redemption	Public Utilities
632	Sewer System Rate Stabilization	Public Utilities
633	Sewer System Safety Net	Public Utilities
301	Short Term Interest and Sinking	Revenue and Reserves
306	South Park Renewal Debt	PDC
634	St Johns Landfill End Use	
305	St Johns Riverfront Bond Redemption	Legislative/Admin/Support Services
205	State Revenue Sharing Fund	
203	State Tax Street Fund	
207	Street Light Replacement Fund	
113	Street Lighting	Transportation and Parking
603	Sundry Trust Fund	Legislative/Admin/Support Services
654	Supplemental Retirement Program Trus	Public Safety
309	System Development Interest & Sink	
352	Tennis Facilities Bond Redemption	Parks, Recreation and Culture
501	Transportation Construction	
112	Transportation Operating	Transportation and Parking
208	Transportation Reserve	Transportation and Parking
555	Washington County Supply	
356	Washington County Supply Bond	Public Utilities
153	Water	Public Utilities
355	Water Bond Sinking	Public Utilities
554	Water Construction	Public Utilities
631	Water Growth Impact Charge	Public Utilities
303	Waterfront Renewal Bond Sinking	PDC
709	Workers' Compensation Operating	Legislative/Admin/Support Services





**Your City Your Choice**



# Davis & Hibbitts, Inc.

Market and Public Opinion Research

921 S.W. Morrison, Suite 424, Portland, OR 97205  
Phone (503) 220-0575, FAX 220-0576

November 1, 1995

TO: City of Portland

FROM: Davis & Hibbitts, Inc.

RE: Executive Summary: 1995 Your City, Your Choice Survey

During October, 1995, 400 Portland City residents (over age 18) were randomly selected to participate in a telephone survey to assess opinions about the City of Portland and the provision of city services. The survey was conducted to assist the Portland City Council with its biennial budget development process.

The survey included questions asked in a similar study conducted in January, 1994.

## GENERAL FEELINGS AND BIGGEST NEED

Your Household. When asked for their household's one biggest need that the city council should do something about over the next two years, responses were quite diverse. Money concerns were most often mentioned including reducing taxes and affordable housing. Crime and increasing public safety, education quality and funding, and traffic congestion, urban sprawl, and increasing public transit were also mentioned quite often.

Money concerns were confirmed as a serious household problem; nearly half of the respondents said their family's income was falling behind the rising cost of living, and only an eighth reported their family income going up faster than living costs.

Your neighborhood. Respondents were asked to rate how they felt about 'your neighborhood,' using a 0 degree (cold-negative) to 100 degree (warm-positive) temperature scale. An average rating of 71 degrees indicated a somewhat warm rating and was very similar to the 1994 rating.

When asked for the one biggest need in their neighborhood that the city council

perceived as an increasing problem for Portland.

Respondents were read a list of eight statements specific to the city and were asked if they agreed or disagreed with each one. Highest agreement rating (84%) was to crime, gangs and drugs in Portland are too widespread, followed by 75% agreement to both the cost of housing in Portland is too high and the city's children are not getting the education they need. Three statements drew between 50% and 60% agreement (tax money is not wisely spent, I'm paying too much in city property tax, and good jobs are getting harder to find). The two remaining statements (the middle class is not getting any help from the city and poor people are not getting help from the city) drew between 40% and 50%.

Your metropolitan area. A temperature rating of 70 suggested a somewhat warm feeling on the part of respondents towards the metropolitan area. This was an increase from 66 in 1994.

## IMPORTANCE RANKINGS

Respondents were read short descriptions of 12 city government services and were asked to choose the ones they felt were most, second most, and third most important. A weighted scoring technique was used, where first choice was given 3 points, second choice was given 2 points and third choice was assigned 1 point. In first and second place were police (523 points) and community services (419 points), but over 200 points were recorded for housing, economic development, environmental services, and planning. Fire and water received between 100 and 200 points. Receiving under 100 points were transportation, parks and recreation, arts, and buildings.

Respondents were read a list of 9 city goals and were asked to choose the most, second most, and third most important. One goal stood above the others, that of quality education (618 points), and one goal was alone in second place (a safe, peaceful community, 356 points). Four goals made up a third tier, with 200 to 300 points: a well-planned city with managed and balanced growth; families and children; jobs, economic development and security; and decent affordable housing. Receiving between 100 and 200 points were efficient, responsive, and affordable delivery of city services, the financial stability of city government, and a quality urban life.

Results from the 1994 study placed a similar degree of importance on quality education, but nearly equal importance was placed on a safe and peaceful community. Further comparative analysis suggests an increase in emphasis for a well-planned city with managed and balanced growth. These results are consistent with the previously noted increased concern over traffic congestion and



# Davis & Hibbitts, Inc.

Market and Public Opinion Research

921 S.W. Morrison, Suite 424, Portland, OR 97205  
Phone (503) 220-0575, FAX 220-0576

December 13, 1995

TO: City of Portland, Office of Finance and Administration

FROM: Davis & Hibbitts, Inc.

RE: Your City, Your Choice Surveys - Key Findings By Proposed Council Vision Goals

## Quality Education (Support Quality Education To Produce Well Educated Citizens)

- Highest priority goal in 1995 and 1994.
- Alone in highest priority in 1995; shared highest priority in 1994 with "a safe, peaceful community."
- More important for ages under 45 years.
- Little variation by other demographic variables, including respondent education.
- "Improve education quality/Increase education funding" 3rd most frequently mentioned household need at 8% following money concerns (taxes/rates too high, services too expensive, etc.) at 27% and crime and public safety issues at 9%.
- "Improve education quality/Increase education funding" 3rd most frequently mentioned reason (along with crime and public safety issues) for why Portland is off on the wrong track following traffic congestion/growth management issues and taxes, rates too high/services too expensive.
- 75% agreed with the statement that the city's children are not getting the education they need, 18% disagreed, and 7% were unsure or did not respond.

## Efficient, Responsive, And Affordable Delivery of City Services (Continuously Improve The Delivery Of Quality Public Services)

- Low priority goal in 1995.
- Less important in 1995 than in 1994.
- Positive feelings about delivery of city services may be responsible for generally high city rating.
- Minimal anti-government, anti-tax sentiment in responses to open-ended questions.

## Decent, Affordable Housing (Ensure Decent, Affordable Housing)

- Medium priority goal in 1995.
- Not much difference from 1994.
- Semantics issue. How described affects importance rating. Third most important government service using points allocation technique at 237 points following police at 523 and community services at 419. Sixth most important goal.
- "Affordable housing" ranked third in Scaled Comparisons (first in Inner NE and second in North).
- Cost of housing is a concern that cuts across income groups.

**Jobs, Economic Vitality and Security (Promote Economic Vitality And Access To Quality Jobs For All Citizens)**

- Medium priority goal in 1995.
- Slightly more important than 1994.
- Unemployment and/or job security among biggest household needs.
- 58% agreed (33% strongly) with the statement, "Good jobs are getting harder to find in Portland."
- "Revitalizing economically distressed city areas" ranked eighth in Scaled Comparisons (third in Inner NE).

**A Quality Urban Life (No Comparable 1996-98 Vision Goal)**

- Low priority goal in 1995.
- Little change from 1994.
- Positive feelings about quality of urban life may be contributing to high neighborhood and city ratings.
- Problem may be with the specifics: "Too much traffic congestion, poor growth management, too much urban sprawl, or overpopulation" most often mentioned as reason for why Portland is off on the wrong track and second most often mentioned for what bothers them the most about living in Portland.

(Build A Sense Of Community By Promoting Citizen Participation, Connectedness, And Partnerships). No comparable goal in 1995 Your City, Your Choice Survey.

AD:wm

# Davis & Hibbitts, Inc.

Market and Public Opinion Research

921 S.W. Morrison, Suite 424, Portland, OR 97205  
Phone (503) 220-0575, FAX 220-0576

November 1, 1995

TO: City of Portland

FROM: Davis & Hibbitts, Inc.

RE: Results: 1995 Your City, Your Choice Survey

## I. INTRODUCTION

Davis & Hibbitts, Inc. (DHI) is pleased to present the results of a telephone survey conducted during October to assist the City of Portland with its biennial budget development process and future planning. The sample for the survey was 400 randomly selected respondents identified as over age 18 and living within the City of Portland. Telephone numbers were selected by random digit dialing.

A substantial portion of this questionnaire was originally administered in January, 1994, to a randomly-selected group of Portlanders of the same size and general demographic character. Where significant movement was apparent, the results of that survey (referred to below as the "baseline study") will be compared to the results produced in this one.

Statement of Limitations. Any sampling of opinions or attitudes is subject to a margin of error, which represents the difference between a sample of a given population and the total population (here, the City of Portland). For a sample size of 400, if the respondents answered a particular question in the proportion of 90% one way and 10% the other, the margin of error would be +/- 2.94%. If they answered 50% each way, the margin would be +/- 4.90%. The reason for the difference lies in the fact that when response categories are relatively even in size, each is numerically smaller and thus slightly less able - on a statistical basis - to approximate the larger population.

These plus-minus error margins represent differences between the sample and total population at a confidence interval, or probability, calculated to be 95%. This means that there is a 95% probability that the sample taken for this study would fall within the stated margins of error if compared with the results achieved from surveying the entire target population.

Questionnaire. A copy of the survey questionnaire is attached as Appendix B. In gathering the responses, DHI employed quality control measures which included questionnaire pretesting, callbacks, and verification. The substantive areas of questioning included general feelings related to the respondent's neighborhood, city and metropolitan area, importance rankings for government services and city goals, and city service priorities. Each is discussed in a separate section below. This report will highlight noteworthy findings. Beyond this, only subgroup variations which appeared useful for planning and policy-making purposes were discussed.

Two sets of tables have been prepared in order to provide the full range of subgroup analysis. The first set indicates the raw response totals, as well as means, for all the demographic subcategories except area of residence, income, and business ownership. The second set provides the same coverage for the latter three categories. However, the numbers in the total columns for each table set may not agree. This is because the number of non-respondents for each demographic question was variable.

## II. GENERAL FEELINGS AND BIGGEST NEED

Your household. Respondents were asked what is your household's one biggest need that you feel your city council should do something about over the next two years. One-fourth of respondents were unsure or did not respond, suggesting the perception on the part of many respondents that the city council may not be able to help them with household problems. This response may also reflect the fact that some respondents couldn't separate out what services the city (as opposed to some other government entity) was actually providing them. Among those responding, money concerns (reduce taxes, water/sewer rates too high, affordable housing, affordable health care, unemployment, etc.) were mentioned most often (27%), followed by crime and public safety issues (9%), education quality and funding (8%), and traffic congestion, urban sprawl, and increasing mass transit (7%). See Table 10. The question was not asked in the 1994 Baseline study.

City residents' concern about issues directly related to household income were confirmed by another question about the respondent's family income in relation to the cost of living. Only 12% reported that their family income was going up faster than the cost of living, while 41% said they were staying even with living costs, and 46% said they were falling behind. Two percent (2%) were unsure or did not respond (Table 13).

College graduates (18% to 6% for the other two groups) and working respondents (15% to 4% for non-working) were more likely to report incomes



65 and over). The less the education, the higher the agreement (from 94% for high school diploma or less to 78% for college graduates). The longer the residence in the Portland area, the higher the agreement (from 68% for less than 5 years to 91% for 20 or more years).

There were 75% who agreed with the statement that the city's children are not getting the education they need, 18% disagreed, and 7% were unsure or did not respond (Table 14J). Households with children agreed more with this statement (82% to 71%). Residents of 6-20 years (85%) agreed more with this statement than did shorter (68%) or longer (74%) term residents.

Three-fourths (75%) agreed with the statement that the cost of housing in Portland is too high, 21% disagreed, and 4% were unsure or did not respond (Table 14H). Females agreed more strongly (81% to 70%). Less educated respondents also agreed more strongly (87%, 77%, 68% for the three education groups). Longest term residents (82%) agreed more strongly with this statement than did medium or short term residents (65% to 71%). Those earning under \$50,000 (81% and 76%) agreed more strongly than did higher earners (63%).

To the statement, 'good jobs are getting harder to find in Portland,' 58% agreed, 32% disagreed, and 11% were unsure or did not respond (Table 14G). Youngest respondents (64% for ages 18-34) agreed more strongly with this statement than other respondents (54% to 56%). Less educated persons agreed more (69%, 59%, 51%), as did lower income respondents (65% for the lowest to 44% for the highest income group).

There were 56% who agreed that the tax money the respondent sends to city hall is not being wisely spent, 31% disagreed, and 13% were unsure or did not respond (Table 14B). Higher agreement was noted from those with less education (70%, 64%, 43%) and for those with longer term residence (43%, 55%, 63%).

A little over half (52%) agreed that they are paying too much in city taxes, 27% disagreed, and 21% were unsure or did not respond (Table 14E). Youngest respondents (41%) agreed less than did other respondents (52% to 63%). Respondents with children agreed more (60% to 49%). Longer term residents also agreed more (32%, 52%, 63% for the three groups). Respondents living in East Portland (73%), and to a lesser extent those living in North (56%), Southeast (55%), and Central Northeast (51%), were more likely to agree with this statement.

Less than half of respondents (45%) agreed that the middle class is not getting any help from the city, 42% disagreed, and 14% were unsure or did not respond

TABLE 1  
POINTS ALLOCATION FOR IMPORTANCE OF CITY SERVICES

	1995		1994	
	<u>Points</u>	<u>Rank</u>	<u>Points</u>	<u>Rank</u>
Police	523	1	656	1
Community Services	419	2	435	2
Housing	237	3	254	3
Economic Development	227	4	235	4
Environmental Services	211	5	124	7
Planning	201	6	125	6
Fire	166	7	195	5
Water	145	8	116	8
Transportation	94	9	97	9
Parks and Recreation	68	10	71	10
Arts	57	11	33	11
Buildings	26	12	20	12

In terms of ranks (1 to 12), only environmental services and fire were different, and these switched places (from 7th and 5th in baseline to 5th and 7th here). In terms of points allocation, police services today may be perceived as a little less important in comparison to the other services, as points went down from 656 to 523. Points also went down for fire (195 to 166). On the other hand, points, and importance, went up for planning (125 to 201), environmental services (124 to 211), water (116 to 145), and arts (33 to 57).

As the following table shows, these findings are generally validated by the results for the question that asked respondents to name the one city government service they felt was most important. For example, 29% said police in this study compared to 39% in 1994 (Table 8A).

TABLE 3  
POINTS ALLOCATION FOR CITY GOALS

	1995		1994	
	<u>Points</u>	<u>Rank</u>	<u>Points</u>	<u>Rank</u>
Quality education	618	1	667	1
Safe, peaceful community	356	2	628	2
Well-planned city	289	3	149	6
Families and children	271	4	227	3
Jobs, economic vitality	249	5	125	7
Decent affordable housing	240	6	190	4
Efficient delivery of city services	132	7	161	5
Financial stability of city	117	8	88	9
Quality urban life	110	9	110	8

Quality education was ranked first in both studies, but total points assigned went down from 667 in 1994 to 618 now. Although the second place ranking was also the same, points for a safe, peaceful community went down even more (628 to 356). Thus, while education and safety were about equal in importance 22 months ago, education is perceived as relatively more important today. Also noteworthy was an increase in rank and points for a well-planned city with managed and balanced growth.

These shifts in opinion can also be seen by looking at the results for the question that asked respondents to name the goal they considered to be most important. The following table compares the results for 1994 and today.

TABLE 4  
MOST IMPORTANT CITY GOAL

	1995		1994	
	<u>%</u>	<u>Rank</u>	<u>%</u>	<u>Rank</u>
Quality education	32	1	39	1
Safe, peaceful community	16	2	31	2
Well-planned city	15	3	6	4
Families and children	12	4	7	3
Jobs, economic vitality	8	5	4	6
Decent affordable housing	6	6	4	6
Financial stability of city	5	7	2	8
Efficient delivery of city services	4	8	5	5
Quality urban life	3	9	3	7

TABLE 5  
MEAN ALLOCATION OF GENERAL PURPOSE DOLLARS

	1995		1994	
	\$	Rank	\$	Rank
Police	17	1	23	1
Community services	14	2	15	2
Fire	11	3	13	3
Housing	11	3	--	--
Economic development	10	4	11	4
Parks and recreation	8	5	8	6
Planning	8	5	7	7
Transportation	8	5	8	6
Neighborhood quality	7	6	9	5
Arts	6	7	5	8

Dollarwise, the biggest change was for police, which decreased in importance relative to the other services, thus validating the findings reported above. Though still ranked number one, police received about 25% fewer dollars; it appears to be where 1995 respondents pulled dollars from to help with housing. It is important to note that respondents were not directly asked if they wanted the current spending level for police decreased. One possible interpretation is that these findings suggest a mandate for reducing the spending level for police. However, another possible conclusion is that the current spending level has had a positive effect and any reduction in spending may reverse the trend towards improved feelings about the city and decreasing concern about crime and public safety relative to other issues.

AD:wm



CITY OF PORTLAND  
BUDGET QUESTIONNAIRE  
OCTOBER, 1995

Date: \_\_\_\_\_

Survey Number: \_\_\_\_\_  
1                      2                      3

Interviewer Name: \_\_\_\_\_

Interview Length: \_\_\_\_\_

Hello, my name is \_\_\_\_\_ from DHI, the opinion research company. We're not trying to sell you anything. We are determining for the Mayor and the City Council the opinions of citizens, such as yourself, regarding some important budget issues. All your responses will be treated confidentially and kept anonymous and I think you'll find the questions interesting. At one point in the survey I'll ask you to write down a list of city services that we'll talk about.

S1 Are you 18 years of age or older? (IF NO, ASK TO SPEAK TO ADULT IN HOUSEHOLD -- IF NONE AVAILABLE, TERMINATE)

S2 Do you live within the city limits of the City of Portland? (IF NO, TERMINATE)

1. I would like to read you a list of places. As I read you each place, tell me how you feel about it. Please use a zero degrees (0°) to one hundred degrees (100°) thermometer. If you don't feel particularly warm or cool towards it, then you should give the place a 50° rating. If you have a warm feeling towards the place or feel favorably towards it you should give it a rating of between 60° and 100°, depending on how warm your feeling towards the place is. 100° would be the most favorable or warm. On the other hand, if you don't feel very favorably towards the place – that is you don't care too much for it – then you should give it a rating between 40° and 0°. 0° would be the most unfavorable or cool. Our first place is (ROTATE). Where would you place it on the scale? (INTERVIEWER: DISTINGUISH NEITHER WARM NOR COLD AND DON'T KNOW/UNSURE/NO RESPONSE.)

ROTATE

A. Your neighborhood

	0°	10°	20°	30°	40°	50°	60°	70°	80°	90°	100°	Don't Know 888	Don't Know/Unsure 999
					Neither Warm nor Cold								

B. Your city

0°	10°	20°	30°	40°	50°	60°	70°	80°	90°	100°	888	999
----	-----	-----	-----	-----	-----	-----	-----	-----	-----	------	-----	-----

C. Your metropolitan area

0°	10°	20°	30°	40°	50°	60°	70°	80°	90°	100°	888	999
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2. Would you say things in Portland as a whole are generally headed in the right direction, or would you say things in Portland are off on the wrong track?

1. Right track
2. Wrong track

City of Portland, Oregon - FY 1997-97 Adopted Budget

6. What do you like best about living in the City of Portland? (PROBE.)

DO NOT RECORD IN THIS SPACE			
—	—	—	—
—	—	—	—
DK/NS/NR = 99			

7. What bothers you most about living in the City of Portland? (PROBE.)

DO NOT RECORD IN THIS SPACE			
—	—	—	—
—	—	—	—
DK/NS/NR = 99			

9. How would you like to see city government spend its general purpose dollars over the next two years? General purpose dollars pay for such things as parks, police, fire, and street lighting. Other services like water and sewer are supported by rates and fees. So, circle the following services on your list which the city can spend general services dollars on Arts, Community Services, Economic Development, Fire, Housing, Parks and Recreation, Planning, Police, and Transportation. Add Neighborhood Quality to your list and circle it. Neighborhood Quality deals with neighborhood nuisance, noise, and housing safety. Please read back to me the 10 services. Now divide 100 points among the 10 services to reflect how you would like to see city government spend its general service dollars. You might want to give some services more points than others because you feel that they are more important. You might also give some services only a few points or no points because you don't feel they are important. Again, we're talking only about things that general purpose dollars can be spent on and the time span is over the next two years. (GIVE RESPONDENT TIME TO ASSIGN POINTS THEN RECORD NUMBER OF POINTS IN THE SPACES BELOW. RIGHT JUSTIFY (10 POINTS = 010). IF NO POINTS RECORD 000. TRIPLE CHECK THAT POINTS ADD TO 100.)

Arts	___
Community Services	___
Economic Development	___
Fire	___
Housing	___
Parks and Recreation	___
Planning	___
Police	___
Transportation	___
Neighborhood Quality	___
TOTAL	100 POINTS

14 Now I'd like to read you some statements. For each one, tell me if you disagree strongly, disagree somewhat, agree somewhat or agree strongly.

ROTATE		Disagree		Agree		DK/ NS/NR
		Str	Some	Some	Str	
1	Crime, gangs and drugs in Portland are too widespread	1	2	3	4	5
2	The tax money I send to city hall is not being wisely spent	1	2	3	4	5
3	The middle class is not getting any help from the city	1	2	3	4	5
4	Too much growth and development is hurting the quality of life in my neighborhood	1	2	3	4	5
5	I'm paying too much in city property taxes.	1	2	3	4	5
6	Poor people are not getting any help from the city	1	2	3	4	5
7	Good jobs are getting harder to find in Portland	1	2	3	4	5
8	The cost of housing in Portland is too high	1	2	3	4	5
9	There is too much traffic and congestion in my neighborhood	1	2	3	4	5
10	The city's children are not getting the education they need	1	2	3	4	5

Finally, I need some background information for statistical purposes only to make sure we have a valid sample. Remember, all your answers will be kept strictly confidential.

15. In what age group are you? [READ LIST.]

1. 18 - 24
2. 25 - 34
3. 35 - 44
4. 45 - 54
5. 55 - 64
6. 65+
7. NR/Refused

16. Do any children under age 18 live in your household?

1. Yes
2. No
3. Refused

17. What is your zip code?

9 7

81 82 83



23. Which category best describes your 1994 gross household income, before taxes? Remember to include everyone living in your household. Your best estimate will do. (READ LIST.)

1. Less than \$15,000
2. \$15,000 - \$30,000
3. \$30,000 - \$50,000
4. \$50,000 - \$75,000
5. Over \$75,000
6. Refused

24. Gender [RECORD. DO NOT ASK.]

1. Male
2. Female

INTERVIEWER RECORD:

Respondent's First Name: \_\_\_\_\_

Respondent's Phone  
Number: \_\_\_\_\_

Verification Receipt: By this signature, I hereby certify that I have properly filled out the survey honestly, completely, and correctly. I understand that should I falsify, or in any manner misrepresent the information gathered on this instrument, I will be solely liable for damages that might accrue to DHI.

\_\_\_\_\_  
Interviewer's Signature

\_\_\_\_\_  
Date



## **Community Plans**





# **Albina Community Plan Implementation**

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In 1993, the City Council completed a multi-year effort to develop a plan for the improvement, stabilization, and development of inner-Northeast Portland. The *Albina Community Plan* provides a guide for City bureaus and community based organizations in the provision of services to these areas. The following summarizes major actions supported by the FY1996-98 Budget:

## **Planning and Community Development**

- ◆ MLK Blvd Development and Housing Assistance. Over two years, tax increment funding targeted for: development of two commercial sites with community partners, \$873,000; provide opportunities for business ownership by community residents, \$395,000; storefront facade rehabilitation on MLK Blvd and Alberta Street, \$395,000; and \$963,000 to support private-sector implementation of mixed-use density housing projects on MLK Jr. Blvd.
- ◆ The Quality Jobs Initiative. \$575,000 over two years, funds the establishment of training, employment and job strategies and systems, targeted to outer SE and NNE city residents.
- ◆ The \$30 million Housing Investment Fund to provide assistance to housing developers, low-income homeowners and first time homebuyers.
- ◆ \$8.6 million in federally funded low to moderate income homeowner and rental housing programs budgeted for targeted areas in the Albina and Outer SE plans.
- ◆ \$1 million in federal funds is budgeted for youth employment and involvement programs in targeted areas including Northeast Portland.
- ◆ Ongoing Enterprise Zone program to provide incentives through tax exemptions for business investments that increase job opportunities and provide community benefit.
- ◆ Federally funded Target Area, Community Initiatives, and Community Economic Development programs, \$1.4 million in FY1996-97, to enhance neighborhood livability and promote economic vitality, in specific areas including N/NE Portland and Outer SE Portland.
- ◆ Block-by-Block low-income weatherization projects in 80 homes, \$72,000.
- ◆ Building inspections, Environmental Services clean-ups, and Community Energy Project activities in targeted areas in the Albina and Outer Southeast plans. \$357,000 in federal funds.
- ◆ Northeast Workforce Center, \$110,000 per year, is a centralized service which connects and coordinates existing human resources related to employment for NNE residents.
- ◆ Community and Neighborhood Planning. Monitor zoning patterns and eliminating obstacles to development. Also coordinate action plans of the public and community implementors.
- ◆ Target Inspections program focused on rental housing in three Albina Plan areas: Boise, Kenton, and Walnut Park/Alberta and on at-risk multi-family buildings, \$260,000 in FY1996-97. Other

# **Albina Community Plan Implementation**

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Building's programs include a new monthly enforcement fee for open housing violation cases and increased enforcement of residential rental unit garbage services.

- ◆ ADA upgrades for Neighborhood Association Offices in north and southeast Portland.
- ◆ Neighborhood Enhancement Fund. \$750,000 over two years to improve neighborhood safety & quality of life.

## **Public Safety**

- ◆ Community Policing. Continued implementation including the revision of police patrol districts to align with neighborhood boundaries and working with crime prevention coordinators to finalize foot patrol and block watch programs.
- ◆ Neighborhood Patrols. Continued use of bike patrols and walking beats to increase accessibility and visibility in the Albina Community.
- ◆ Community Emergency Services/Neighborhood Emergency Teams in 12 of 14 neighborhoods in plan area. Three fire stations in the plan area maintain graffiti removal and paint over kits.

## **Transportation and Utilities**

- ◆ Neighborhood traffic improvements, \$2.6 million over two years, includes eight traffic calming program in Albina Plan Area. Cheap and Skinny Street Program also available.
- ◆ South North Light Rail Project. \$450,000 in FY96-97 budget for design and engineering. Improved transit, pedestrian and bike access throughout area, including transit service to Columbia Corridor, Willamette Bikeway and Peninsula Crossing Trail.
- ◆ Utility projects directly impacting the Albina area: Downspout Disconnect Program (\$3 million), the Consolidation Conduit (\$25.6 million), Columbia Blvd Wet Weather Treatment Facility (\$5.1 million), Columbia Slough projects (\$310,000), and Water Mains program (\$2 million)

## **Park and Recreation Programs**

- ◆ Ongoing Community School and Youth programs for after school recreation programs. In the Albina Plan area, the city operates Ockley Green and Whitaker Community Schools.
- ◆ Peninsula Park Community Center upgrade, \$273,000, is budgeted for FY96-97.
- ◆ Continued enhanced park security during the evenings.

# **Outer Southeast Community Plan Implementation**

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Adopted in early 1996, the Outer Southeast Community Plan is the third in a series of eight community plans that will update Portland's Comprehensive Plan. It follows the Central City Plan and the Albina Community Plan and covers the largest area of any community plan to date -- 28 acres. For three years, residents, business owners, and representatives of local institutions and community groups worked with City staff to identify outer southeast's strengths, problems, and opportunities and to fashion a vision for its future. The following summarizes major actions supported by the FY1996-98 Budget:

## **Planning and Community Development**

- ◆ Federally funded Target Area, Community Initiatives, and Community Economic Development programs, \$1.4 million in FY1996-97, assist community based organizations to implement activities that enhance neighborhood livability and promote economic vitality in specific areas of the City including N/NE Portland and Outer SE Portland.
- ◆ Community and Neighborhood Planning. Monitor zoning patterns and eliminating obstacles to development through the Bureau of Planning. Also coordinate action plans of the public and community implementors, including a review of actions that have yet to be implemented. Development of specific strategies for Gateway Regional Center, tax abatement programs, revitalization plan for the Lents Town Center.
- ◆ The \$30 million Housing Investment Fund to provide assistance to housing developers, low-income homeowners and first time homebuyers. \$8.6 million in federally funded homeowner and rental housing programs budgeted for targeted areas in the Albina and Outer SE plans.
- ◆ The Quality Jobs Initiative, \$225,000 in FY1996-97 and \$250,000 in FY1997-98, will fund the establishment of training, employment and job strategies and infrastructure, targeted to outer Southeast and Northeast City residents.
- ◆ \$1 million in federal funds is budgeted for youth employment and involvement programs in targeted areas including Northeast Portland. The City, with nonprofit and community-based organizations, will provide youth workforce strategies and job and entrepreneurship training.
- ◆ Block-by-Block low income weartherization projects for 50 homes, \$45,000.
- ◆ Lents and Brentwood-Darlington Target Areas designated for federal block grant funded projects including Harney park and street improvements.
- ◆ \$357,000 in federal funds for Bureau of Buildings inspections, Bureau of Environmental Services clean-ups, and Community Energy Project activities in targeted areas in the Albina and Outer Southeast plans.
- ◆ \$8.6 million in federally funded homeowner and rental housing programs budgeted for targeted areas in the Albina and Outer Southeast plans.
- ◆ ADA upgrades for Neighborhood Association Offices in north and southeast Portland.

# **Outer Southeast Community Plan Implementation**

- ◆ Neighborhood Enhancement Fund. \$750,000 for grants to improvement neighborhood safety and quality of life.

## **Public Safety**

- ◆ New East Precinct to open in the summer of 1996.
- ◆ Community Emergency Services/Neighborhood Emergency Teams in 10 of 13 neighborhoods in plan area. Two fire stations in the Outer Southeast Plan area maintain graffiti removal and paint over kits.
- ◆ School Resource Officers at David Douglas and Parkrose High Schools, \$83,000.

## **Transportation and Utilities**

- ◆ Transportation SE Neighborhood Enhancement projects. \$3 million over two years, including street and pedestrian improvements and planning for Lents Town Center.
- ◆ Mid County Sewer Project, \$30 million, to install sewers and drainage facilities. Johnson Creek projects, \$1.7 million in FY1996-97.
- ◆ Water projects. Mains and East Boundary Mains programs, \$5 million; master plans for Powell Butte and area infrastructure, \$180,000; and preliminary design work for a major new water facility in the plan area, \$550,000.

## **Park and Recreation Programs**

- ◆ Outer SE Community Centers: Construction of a new community center, \$4.8 million, scheduled to start in fall 1996. Montavilla Community Center, \$1 million, to upgrade center, pool and park. Mt. Scott Community Center, \$4.3 million, to upgrade center and pool. (Funded primarily by 1994 bond measure.)
- ◆ Outer SE Park Improvements: Ed Benedict Park. \$1.3 million budgeted for improving streets, and building a new park. Other park improvements, \$1.2 million; potential locations include Kern, Essex, Laurelwood, Lents, Harrison, and Berrydale Parks and Community Gardens. (Funded primarily by 1994 bond measure.)



# Prosperous Portland Implementation

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Throughout 1993, more than 100 people representing businesses, community organizations and city bureaus worked together to create a set of economic development policies. After extensive public outreach, City Council adopted *Prosperous Portland* as its updated economic development policy in September, 1994. Portland Development Commission is the lead agency for implementation but bureaus citywide have included activities in the FY1996-98 budget. The following summarizes significant actions:

## **Business Climate**

- ◆ Development Review Team (DRT). To address the timeliness, coordination and predictability of the City's permit system, the DRT workplan includes establishing a central Development Coordinator and development facilitators in each of the development bureaus, funded by existing bureau allocations and by new funding. New funding is \$2.1 million for FY1996-97 and \$1.2 million for FY1997-98, totaling \$3.3 million over two years.
- ◆ New Satellite Permit Center, FY1997-98, \$495,000. Combination Inspection Training and Sr. Housing Inspectors, \$353,000.
- ◆ Citywide Quality Initiative. \$358,000 to implement citywide service improvement plan.

## **Business Development**

- ◆ Business Development. PDC programs support new business investments that create jobs and assistance to retain and expand existing businesses. \$600,000 per year includes General Fund allocation and tax increment funds.
- ◆ Targeted Investment Business Loan Program. \$500,000 per year to assist small and medium sized businesses that are growing quality jobs in the City.
- ◆ Business Districts. \$55,000 per year to continue technical support and small matching grants for capital projects that enhance the market image and vitality of business districts.
- ◆ Older Buildings Preservation Strategies. \$150,000 in tax increment funds to create cost effective seismic retrofit policies and identify to strategies to preserve Class B and C buildings downtown (supports Central City 2000 recommendations).
- ◆ Central City Science and Technology Center and a Creative Services/ Multimedia Center. PDC's budget includes \$269,000 per year, from tax increment funds, to undertake strategies that support the City's capability to attract and retain bio-technology/ health services and multimedia/creative service industries.
- ◆ Airport Way Business and Development Assistance. In FY1997-98, \$208,000 from tax increment funds to encourage businesses to locate or expand in the Airport Way target area.
- ◆ Enterprise Zone program. Continue to provide business investment incentives through tax exemptions to increase job opportunities and to provide community benefit.

## **Prosperous Portland Implementation**

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- ◆ **MLK Blvd Development and Housing Assistance.** Over two years, \$2.6 million in tax increment funding to assist commercial development, business ownership by community residents, storefront facade rehabilitation on MLK Blvd and Alberta Street, and private-sector implementation of mixed-use density housing projects on MLK Jr. Blvd.
- ◆ **Federally funded Target Area, Community Initiatives, and Community Economic Development programs.** \$1.4 million in FY1996-97 to assist community based organizations implement activities that enhance neighborhood livability and promote economic vitality.

### **Workforce Development**

- ◆ **Workforce Development.** \$500,000, in federal funds, to increase the number of jobs available for City residents, tie training and hiring needs to City residents through JobNet.
- ◆ **Quality Jobs Initiative.** \$575,000 over two years, to establish training, employment and job strategies and systems; targeted to outer SE and NNE city residents.
- ◆ **Targeted Industry Project.** \$130,000 per year to support target industry growth and target area resident employment. This will tie with the Quality Jobs Initiative.
- ◆ **Northeast Workforce Center.** \$110,000 per year. It is a centralized service which connects and coordinates existing human resource services related to employment for NNE residents.
- ◆ \$1 million in federal funds is budgeted for youth employment and involvement programs - youth workforce strategies and job and entrepreneurship training - in targeted areas.

### **Physical Development and Infrastructure**

- ◆ **Capital Improvements.** The City will continue to make substantial investments to maintain and improve capital systems. An estimated \$139 million will be spent in FY96-98, on sewer, water and transportation projects which tie to *Prosperous Portland* policies. This includes the Surface Water Management Program, Combined Sewer Overflow program, Groundwater Protection and Remediation programs, \$1.58 million in River District; \$250,000 in Rivergate; \$9 million for the Central City Street Car; and \$750,000 for Airport Way.

### **NOTE:**

Tax increment funds and federal block grant dollars support many of these budgeted activities. However, due to the uncertain nature of these funding sources, project adjustments may be needed at a later date.

- Tax increment funding for projects is dependent on actual assessed value growth being sufficient to cover existing urban renewal debt requirements first..
- The budget assumes only a 5% reduction in federal block grant funds in FY1996-97.

**Office of Finance and Administration**

*Tim Grewe, Director*

**Bureau of Financial Planning**

*Ruth Roth, Acting Director of Financial Planning*

*Drew Barden*

*Mindy Feely*

*Carol Ford*

*Kourosh Ghaemmaghami*

*Mona Goode*

*David Hasson*

*Larry Nelson*

*Ann Madsen*

*Mark Murray*

*Jim Ruth*

*Randy Webster*

**Debt Management**

*Ken Rust, Debt Manager*

*Bryant Enge*

*David Thurman*

**Grants Management**

*Dennis Rocheck*

**Production and Graphic Support**

*Sheila Black*

*Linda Harter*

*Cindy Phillips*

*Laurie Knytych, LSK Graphics*

*Office of Finance and Administration*

*1120 SW Fifth, Room 1250*

*Portland, Oregon 97204*

*(503) 823-5288*