

Hanson

The City Of

Portland



FISCAL YEAR 1999-2000

ADOPTED

BUDGET

VOLUME TWO

CAPITAL IMPROVEMENT PLAN • PORTLAND DEVELOPMENT COMMISSION

“A PORTLAND STORY”

JACK McLARTY, 1997, WOODCUT PANELS

Jack McLarty, a lifelong Portlander, grew up within three blocks of Portland's City Hall and attended the Museum Art School (now the Pacific Northwest College of Art), where he later taught. Since early in his career, when he decided to do what he knew best, his paintings have included Portland imagery.

A large mural of colored woodcut panels entitled *A Portland Story* was recently installed on the third floor of City Hall as part of the City's Percent for Art program. McLarty sees the Willamette River as the heart of the City and made it the central focus of the piece. The side panels (from which the cover detail is taken) represent incidents, people, and buildings important throughout Portland's history.

McLarty's work is in numerous public collections including Buckman School, the Civic Auditorium, Laurelhurst School, Lewis and Clark College, Mt. Hood Community College, the Portland Art Museum, the Seattle Art Museum, the State of Oregon Capitol Collection, the Visual Chronicle of Portland and the newly renovated City Hall.

Adopted Budget
City of Portland, Oregon
Fiscal Year 1999-00
Volume Two

Capital Budgets
Portland Development Commission
Appendices

Mayor Vera Katz
Commissioner Jim Francesconi
Commissioner Charlie Hales
Commissioner Dan Saltzman
Commissioner Erik Sten
Auditor Gary Blackmer

Table of Contents

Introduction.....	1
Overview.....	1
Definition of Capital.....	1
Organization of the CIP Budget.....	1
Overview Of Capital Budgeting	3
Planning Process.....	3
Capital Budget Process.....	4
Process Improvements	5
Citywide Summary.....	7
Overview.....	7
Service Area Summary.....	9
City General Fund Supported Project Summary	10
Public Safety Service Area	15
Service Area Overview.....	15
Bureau of Fire, Rescue and Emergency Services.....	15
Bureau of Police	15
Bureau of General Services	16
Parks, Recreation and Culture Service Area	21
Service Area Overview.....	21
Bureau of Parks and Recreation	21
Bureau of General Services	22
Spectator Facilities Operating Fund	23
Public Utilities Service Area	31
Service Area Overview.....	31
Bureau of Environmental Services	31
Bureau of Water Works	33
Transportation and Parking Service Area.....	43
Service Area Overview.....	43
Portland Office of Transportation.....	43
Bureau of General Services	45
Community Development & Services Area	57
Service Area Overview.....	57
Portland Development Commission.....	57
Local Improvement Districts	58

Table of Contents

Legislative, Administrative & Support Services Area	63
Service Area Overview	63
Bureau of General Services	63
Portland Development Commission	69
Appendices	215
Financial Plans	215
General Fund 5-Year Financial Forecast	215
Bureau of Environmental Services	223
Office of Transportation	245
Bureau of Water Works	253
Portland Development Commission	257
Financial Policy Resolutions	265
City Comprehensive Financial Management Policy Resolution #35005	265
General Fund Revenue Policy Resolution #35006	275
City Debt Management Policies	279
City Investment Policy Resolution #35440	287
General Fund Reserves Use Policy Resolution #34722	293
Interagency Agreement Policy Resolution #35089	303
Local Improvement District Financing Policy Resolution #34847	309
FY 1999-00 Budget Adopted Ordinance	313
FY 1999-00 Budget Adoption Ordinance #173499	313
FY 1999-00 Tax Levy Ordinance #173498	321
Creation & Closure of Funds Ordinance #173497	325
Tax Supervising and Conservation Commission	327
Letter of Certification	327

Introduction

OVERVIEW

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

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

The City has been following a capital planning and budgeting process since FY 1974-75. The Council's commitment to maintaining the City's capital infrastructure has contributed to the maintenance of a Aaa bond rating for the last 21 years, the highest level attainable by a municipality.

DEFINITION OF CAPITAL

Projects contained in the CIP budget fit the following definitions:

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

ORGANIZATION OF THE CIP BUDGET

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

Volume Two consists of three sections:

- ◆ Overview of Capital Budgeting and Planning Process, including:
 - ❖ Planning process,
 - ❖ Capital budget, and
 - ❖ Process improvements.
- ◆ Citywide Summary, consisting of:
 - ❖ Overview,
 - ❖ Service area summary,
 - ❖ General Fund supported projects,
 - ❖ Summary of funding sources and project costs, and

- ❖ Summary of annual and five year project costs and operating and maintenance costs.
- ◆ Service Area Summaries, including:
 - ❖ Overview,
 - ❖ Summary of funding sources and project costs,
 - ❖ Summary of annual and five year project costs and operating and maintenance costs, and
 - ❖ Summary of projects.

Overview Of Capital Budgeting

PLANNING PROCESS

Regulatory Requirements

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

Public Facilities Plans

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

Comprehensive Plan

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

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

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

Housing (Goal 4): Provide for a diversity in the type, density and location of housing within the City consistent with the adopted City Housing Policy in order to provide an adequate supply of safe, sanitary housing at price and rent levels appropriate to the varied financial capacities of City residents.

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

Transportation (Goal 6): Provide for and protect the public's interest and investment in the public right-of-way and transportation system by encouraging the development of a balanced, affordable, and efficient transportation system. Provide for the safe and efficient movement of people and goods while preserving, enhancing, or reclaiming neighborhood livability. Reduce reliance on automobile and per capita miles traveled. Maintain infrastructure.

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

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

Process Objectives

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

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

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

CAPITAL BUDGET PROCESS

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

Bureaus

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

Public Input

At the same time public input on both the operating and capital spending priorities is received via community budget forums.

Review by the Office of Administration

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

Review by Citizen Groups

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

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

Capital Review Committee

For General Fund supported projects, the Capital Review Committee, comprised of the bureaus seeking General Fund support, is convened to review the requests for General Fund capital support and make funding recommendations to the City Council.

Eight criteria are used to evaluate General Fund projects.

The criteria used to evaluate General Fund Projects are as follows:

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

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

City Council

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

PROCESS IMPROVEMENTS

Mapping Interface with the Geographic Information System

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

Two Year CIP Budget Process

In order to more closely tie the operating and capital budgets, the City is considering developing a biennial capital budget and multi-year CIP. The Council would authorize the two year budget and minor adjustments will be made for the second year. It is anticipated that this conversion will improve bureau planning and result in a more efficient process.

Growth Analysis Project

Another project providing insight into capital planning and budgeting is the State grant funded Growth Analysis Project. Slated for completion at the end of FY 1998-99, this project's objective is to develop an adaptable model to analyze the costs of growth to the City of Portland. In addition, the project will enhance in-house GIS capabilities in order to look more closely at planned new facilities and capital projects in light of growth-related factors. These tools can be used to analyze capital improvement requests during the budget process, to monitor progress in maintaining quality services, and to enhance the City's ability to connect planning goals and projects to the operating and capital budgets.

Citywide Summary

OVERVIEW

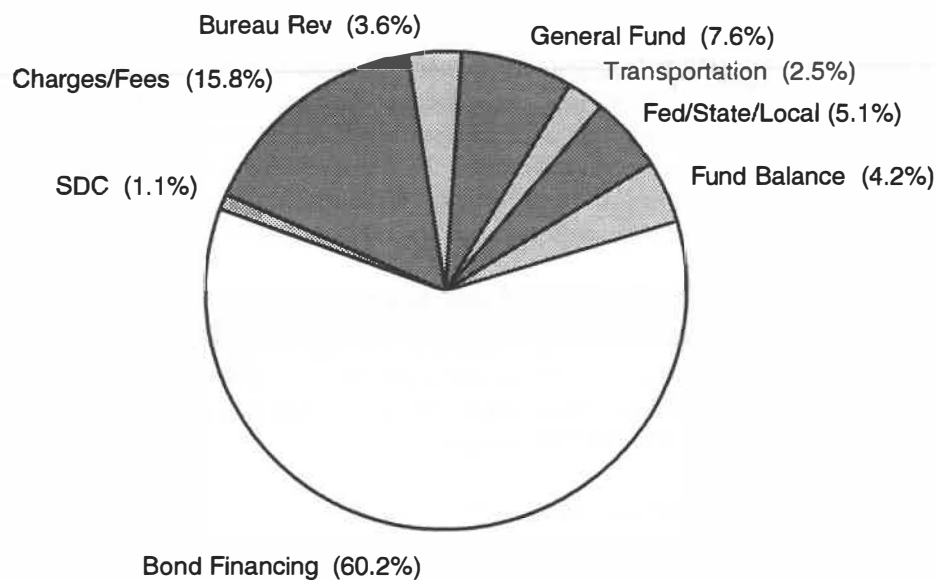
The FY 1999-00 Adopted CIP budget totals \$234.8 million, including Portland Development Commission (PDC) City-owned assets and excluding the Bureau of General Services's (BGS) project management costs and PDC's non City-owned assets.

CIP Budget

The information presented in this document reflects only projects that fit the strict definitions of capital as outlined in the Introduction. Several capitalized expenses are not incorporated into the FY 1999-00 Adopted CIP budget including certain operating costs not included in the Bureau of Environmental Services' CIP (\$1.5 million) and transfers from the LID construction fund to PDOT (\$7.6 million). In addition, in accordance with generally accepted accounting principles, the cost of managing capital projects by the Bureau of General Services is not reflected as a project cost since it is a fund level cost; however, it is noted in the project detail. For FY 1999-00, these costs total approximately \$1.2 million.

Sources of Funding

Funding for CIP projects is primarily provided through bond financing, service charges and fees, the General Fund, Federal/State/local revenues, bureau revenues, and General Transportation revenues.



Bond Financing

Revenue bonds are the largest source of funding for CIP projects during FY 1999-00, with a total of approximately \$109.7 million, which is 47% of the total bond financing. Total bond financing, which includes revenue bonds, general obligation bonds, LID financing, tax increment financing, and other financed resources are budgeted to be about \$141.5 million, or 60.2% of the total CIP budget.

Service Charges and Fees

Service charges and fees, which are mainly utility rates, account for approximately \$37.1 million of resources, or 15.8% of the total.

General Fund

The General Fund will contribute over \$17.7 million to capital projects in FY 1999-00, which is 7.6% of the total CIP revenue. This amount includes more than \$11.4 million to the Housing Investment Fund for PDC projects, \$4 million from the General Fund Setaside, with the remaining approximately \$2.3 million from General Fund discretionary revenues.

In 1996, the City Council approved Resolution 35526 which established a General Fund Setaside for capital projects. The Five Year Financial Forecast for the General Fund provides for an increase of \$1 million a year until the Setaside reaches \$8 million. This target amount is expected to be reached by FY 2003-04.

The process for General Fund Setaside resource allocations is coordinated through the efforts of the Capital Review Committee (CRC). The CRC is an inter-bureau group that was established in FY 1989-90 and which recommends specific project allocations to the Council.

The requests for General Fund resources for capital projects, totaling approximately \$29 million, far exceed the available resources, and this situation has existed for many years, especially since Measures 47 and 50 were approved in FY 1996-97. This situation occurs because the General Fund is often the only available resource to finance projects by or for General Fund bureaus (primarily in the public safety, administration, and parts of the transportation and parks service areas).

Federal/State/Local Revenues

Federal, State, and local revenues include proceeds from State loans, local revenue and cost sharing, Federal and State grants, and resources from other governmental units such as funding from Metro. They are budgeted to be nearly \$12.0 million, or 5.1% of the total FY 1999-00 CIP budget.

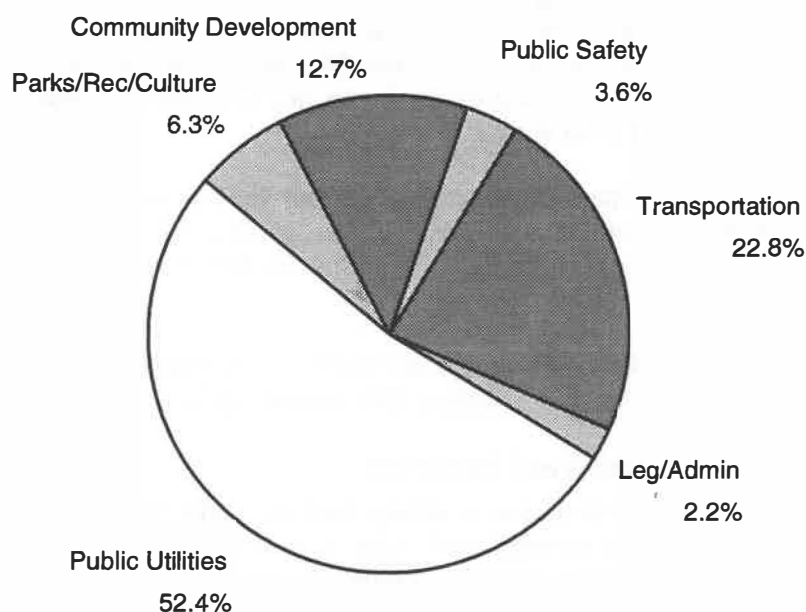
Bureau Revenues

Bureau revenues are budgeted to be more than \$8.4 million in FY 1999-00, or 3.6% of the total. These include revenues for interagency agreements, cash transfers, service reimbursements, rents, land sales, and partnerships.

General Transportation Revenues

General transportation revenues, mainly gas tax revenues, are estimated to be about \$5.8 million, or 2.5% of the total.

SERVICE AREA SUMMARY



Public Utilities Service Area

In FY 1999-00 the largest portion of the CIP is for public utilities, which accounts for \$123.1 million, or 52.4% of the total. The Bureau of Environmental Services accounts for approximately \$95.8 million of this amount, and the Bureau of Water Works CIP totals almost \$27.3 million.

Bureau of Environmental Services

The largest public utilities program expenditures are for the Combined Sewer Overflow Program, which are anticipated to be about \$62.9 million in FY 1999-00. Approximately \$17.1 million is anticipated to be spent on capital maintenance projects and about \$6.1 million on capital projects for wastewater treatment. Nearly \$6.0 million is budgeted for surface water capital improvements.

Bureau of Water Works

The largest area of water utility capital spending is water supply, with a total of about \$14.3 million, followed by \$11.1 million for water distribution improvements.

Transportation and Parking Service Area

Transportation and Parking is the next largest service area of the FY 1999-00 CIP, accounting for more than \$53.6 million, or 22.8% of the CIP budget. Transportation is expected to account for about \$47.7 million, and Parking Facilities will be more than \$5.9 million.

Transportation

The largest programs within the Transportation and Parking service area are the Transit Program (\$26.9 million) and the Street Improvement Program (\$14.5 million). The most significant CIP project in this service area is the construction of the Central City Streetcar, which is estimated to be more than \$25.4 million during FY 1999-00. Examples of other notable projects include \$9.2 million for street improvements, \$2.9 million for work to remove the Lovejoy Ramp, and \$2.4 million of transportation improvements in the Martin Luther King Jr. corridor.

Community Development and Services Service Area

Community Development and Services is the next largest service area, with over \$29.8 million of CIP expenditures, which is 12.7% of the total CIP budget. These include approximately \$27.8 million for PDC City-owned assets and over \$2 million for LID construction.

Parks, Recreation and Culture Service Area

Parks, Recreation and Culture is the fourth largest service area, with a total CIP of more than \$14.8 million. This amount equals 6.3% of the total CIP budget.

Parks and Recreation

Dedicated expenditures from the Parks Bond Construction Fund of more than \$5.2 million are included in this total, as well as over \$3.8 million of Golf Fund improvements, and over \$2.9 million from the Parks Construction Fund. The most significant projects are about \$3.1 million for the Mt. Scott Community Center and pool, more than \$3.1 million for remodeling of the Progress Downs Golf Course, and over \$1.1 million for improvements at Mt. Tabor Park. There is also \$1.9 million budgeted in FY 1999-00 for purchase of surplus schools land for future parks.

Public Safety Service Area

Public Safety follows with approximately \$8.4 million of CIP expenditures. This spending level accounts for 3.6% of the total CIP budget. The budget includes more than \$3.1 million for seismic upgrades and other improvements to fire stations, over \$2.0 million for a new fire station, and more than \$905,000 for expansion of the Portland Communications Center for the Bureau of Emergency Communications.

Legislative, Administrative and Support Services Service Area

Finally, Legislative, Administrative and Support Services accounts for \$5.1 million, or 2.2% of the CIP budget. The budget includes over \$1.3 million for downtown space requirements, over \$452,000 for upgrading of the City's 800 MHz radio system, about \$2.7 million for ongoing repair projects in the Portland Building, approximately \$412,000 for maintenance projects in the Portland Communication Center, and over \$240,000 for the major repair and maintenance of the Union Station.

CITY GENERAL FUND SUPPORTED PROJECT SUMMARY

General Fund projects are supported by discretionary funding and may be appropriated from the General Fund Capital Setaside, carryover from prior years, or as a result of other Council actions. Table 1 provides a summary of the distribution of General Fund capital support by bureau, by appropriation method, and by bureau and project. Table 2 summarizes the allocation of the General Fund Capital Setaside in FY 1999-00.

FY 1999-00 General Fund Capital Support

Type of Funding/Bureau	Amount
General Fund Capital Setaside	
Bureau of General Services	389,000
Bureau of Fire, Rescue & Emerg. Svc.	1,000,000
Bureau of Parks and Recreation	1,932,000
Police Bureau	229,000
Office of Transportation	450,000
Subtotal	4,000,000
Carryover from Prior Years	
Schools Land Acquisition	1,933,000
ITSP Computers	54,000
Subtotal	1,987,000
Other Council Actions	
Bureau of General Services	179,000
Bureau of Parks and Recreation	145,000
Bureau of Fire, Rescue & Emerg. Svc.	50,000
Subtotal	374,000
TOTAL GENERAL FUND CAPITAL SUPPORT	\$6,361,000

FY 1999-00 Capital Setaside Projects

Bureau/Project	Amount
Bureau of General Services	
Bureau Moves	389,000
Bureau of Fire, Rescue & Emerg. Svc.	
Apparatus replacement	1,000,000
Bureau of Parks and Recreation	
Ankeny Dock at Waterfront Park	104,000
Fulton Community Center Roof	55,000
Raleigh Street Landslide Repair	86,000
Multnomah Art Center Roof	269,500
OMSI Children's Annex	200,000
East Delta Park Maintenance Bldg. Roof	80,500
Crystal Springs Bank Stabilization	221,000
University Park	711,000
Pittock Mansion Flashing	205,000
Subtotal	1,932,000
Bureau of Police	
Fleet	229,000
Office of Transportation	
Street Lighting Projects	450,000
GRAND TOTAL	\$4,000,000

Capital Improvement Plan — Citywide

SOURCES AND USES

This table summarizes the project costs for bureaus, grouped by Service Area.

Service Area	Revised		Adopted	Capital Plan				
Bureau	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Public Safety								
Bureau of Fire, Rescue & Emergency	0	0	1,050,000	1,050,000	1,102,500	1,157,625	0	4,360,125
Bureau of General Services	0	3,099,810	7,091,718	10,901,802	26,143,400	5,707,410	5,888,760	55,733,090
Bureau of Police	945,000	0	229,000	0	0	0	0	229,000
Total Public Safety	945,000	3,099,810	8,370,718	11,951,802	27,245,900	6,865,035	5,888,760	60,322,215
Parks, Recreation and Culture								
Bureau of General Services	0	0	41,166	0	0	0	0	41,166
Bureau of Parks and Recreation	6,007,586	8,396,025	14,610,306	5,798,803	5,978,030	8,500,000	2,825,000	37,712,139
Spectator Facilities	0	515,811	100,000	100,000	100,000	100,000	100,000	500,000
Total Parks, Recreation and Culture	6,007,586	8,911,836	14,751,472	5,898,803	6,078,030	8,600,000	2,925,000	38,253,305
Public Utilities								
Bureau of Environmental Services	179,095,146	87,440,530	95,787,110	79,126,154	57,882,156	65,647,815	87,832,554	386,275,789
Bureau of Water Works	22,228,077	29,013,790	27,275,000	32,633,000	34,773,000	32,508,000	36,475,000	163,664,000
Total Public Utilities	201,323,223	116,454,320	123,062,110	111,759,154	92,655,156	98,155,815	124,307,554	549,939,789
Community Development & Services								
Local Improvement Districts	0	5,150,000	2,037,100	9,265,000	3,790,000	1,342,500	587,500	17,022,100
Portland Development Commission	4,154,313	30,742,950	27,840,892	16,332,611	9,073,502	9,387,097	0	62,634,102
Total Community Development & Ser-	4,154,313	35,892,950	29,877,992	25,597,611	12,863,502	10,729,597	587,500	79,656,202
Transportation and Parking								
Bureau of General Services	0	380,130	5,950,561	3,746,418	44,082	8,099,639	5,897,130	23,737,830
Office of Transportation	6,004,461	25,605,457	47,683,963	25,725,391	44,237,109	74,209,770	55,470,883	247,327,116
Total Transportation and Parking	6,004,461	25,985,587	53,634,524	29,471,809	44,281,191	82,309,409	61,368,013	271,064,946
Legislative, Administrative & Support Svcs								
Bureau of General Services	0	1,050,130	5,110,904	7,498,324	2,149,700	2,068,990	2,503,860	19,331,778
Total Legislative, Administrative & Sup-	0	1,050,130	5,110,904	7,498,324	2,149,700	2,068,990	2,503,860	19,331,778
TOTAL CITY CAPITAL PLAN	\$218,434,583	\$191,394,633	\$234,807,720	\$192,177,503	\$185,273,479	\$208,728,846	\$197,580,687	\$1,018,568,235

Capital Improvement Plan — Citywide

COST SUMMARY

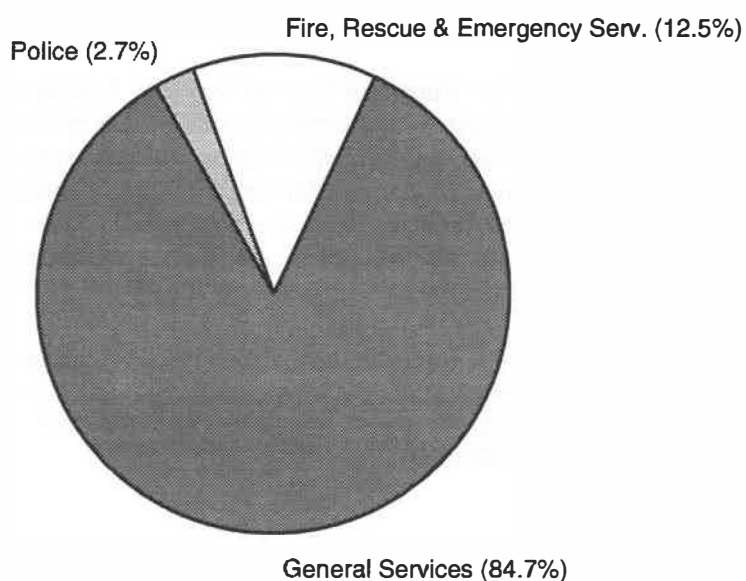
This table summarizes the projects costs and estimated net operating and maintenance costs for programs within each Service Area. Five-year information covers the time period beginning FY 1999–00 and ending FY 2003–04.

Bureau Capital Program	Project Cost		Net Operating and Maintenance Cost	
	FY 1999–00	5-Year	FY 1999–00	5-Year
Public Safety				
Bureau of Fire, Rescue & Emergency Svcs.	1,050,000	4,360,125	0	0
Bureau of General Services	7,091,718	55,733,090	0	5,895,000
Bureau of Police	229,000	229,000	79,000	711,000
Total Public Safety	8,370,718	60,322,215	79,000	6,606,000
Parks, Recreation and Culture				
Bureau of General Services	41,166	41,166	0	0
Bureau of Parks and Recreation	14,610,306	37,712,139	216,703	916,703
Spectator Facilities	100,000	500,000	0	20,000
Total Parks, Recreation and Culture	14,751,472	38,253,305	216,703	936,703
Public Utilities				
Bureau of Environmental Services	95,787,110	386,275,789	(14,000)	3,076,330
Bureau of Water Works	27,275,000	163,664,000	600,000	3,781,000
Total Public Utilities	123,062,110	549,939,789	586,000	6,857,330
Community Development & Services				
Local Improvement Districts	2,037,100	17,022,100	0	0
Portland Development Commission	27,840,892	62,634,102	0	0
Total Community Development & Services	29,877,992	79,656,202	0	0
Transportation and Parking				
Bureau of General Services	5,950,561	23,737,830	0	963,000
Office of Transportation	47,683,963	247,327,116	84,178	420,370
Total Transportation and Parking	53,634,524	271,064,946	84,178	1,383,370
Legislative, Administrative & Support Svcs				
Bureau of General Services	5,110,904	19,331,778	38,000	1,244,000
Total Legislative, Administrative & Support Svcs	5,110,904	19,331,778	38,000	1,244,000
TOTAL ALL SERVICE AREAS	\$ 234,807,720	\$ 1,018,568,235	\$ 1,003,881	\$ 17,027,403

Public Safety

SERVICE AREA OVERVIEW

The bureaus that have capital projects in the Public Safety Service Area are: Bureau of Fire, Rescue and Emergency Services and the Bureau of Police. In addition, the Bureau of General Services undertakes projects in this service area. For FY 1999-00, a total of \$8.4 million is allocated to Public Safety Capital Improvement projects which represent 3.6% of the City's capital budget. More than \$60.3 million is planned for FY 1999-04. The following graph illustrates the distribution of costs across bureaus within the Public Safety Service Area in FY 1999-00.



BUREAU OF FIRE, RESCUE AND EMERGENCY SERVICES

Capital projects for the Bureau of Fire, Rescue and Emergency Services total \$1.05 million in FY 1999-00 and approximately \$4.4 million over the five-year CIP. They consist of replacement of fire and emergency apparatus, pursuant to the bureau's replacement plan, and removal of underground storage tanks. Funding is from the General Fund Setaside and other discretionary General Fund revenues.

BUREAU OF POLICE

The Bureau of Police has one project budgeted for FY 1999-00 which consists of completing the bureau's fleet inventory that was delayed due to Measures 47 and 50. The FY 1999-00 project costs are \$229,000 which are funded out of the General Fund Setaside.

BUREAU OF GENERAL SERVICES

The Bureau of General Services has almost \$7.1 million budgeted in FY 1999-00, in the Public Safety Service Area. This amount excludes over \$941,000 for management of the projects. The projects benefit the Bureau of Fire, Rescue and Emergency Services; Bureau of Police; and the Bureau of Emergency Communications.

Projects Benefiting the Bureau of Fire, Rescue and Emergency Services

Seventy three percent, or over \$5.1 million, of the Bureau of General's capital budget for projects in the Public Safety Service area, is funded from the Fire, Rescue and Emergency Services General Obligation Bond Issue, approved by the voters in 1998. The projects include beginning construction on two new fire stations to improve services in the growth areas of Portland at a cost of more than \$2.0 million in FY 1999-00. A third station is planned for FY 2000-01. The remaining approximately \$3.1 million is budgeted for upgrading existing fire facilities to meet seismic codes; constructing renovations required to comply with ADA; and constructing space to accommodate female employees, EMT personnel, and hazardous/toxic spill cleanup.

Projects Benefiting the Bureau of Police

The Bureau of General Services' Facilities Services will provide ongoing maintenance and repair for the Justice Center (which houses the Police Bureau), and police precincts. The total of these major maintenance projects exceeds \$299,000 which is recovered through rental rates. In addition, the Police Mounted Patrol Unit will be relocated in order to advance the River District Plan. The new facility will be located near the Steel Bridge and new stables, storage areas, and paddock will be constructed. This is a three year project beginning in FY 1998-99. The FY 1999-00 project cost is approximately \$742,000.

Projects Benefiting the Bureau of Emergency Communications

The Fire, Rescue and Emergency Services General Obligation Bond Issue will also fund expansion of the Communications Center for the Bureau of Emergency Communications. The three year project began in FY 1998-99. The FY 1999-00 project cost is more than \$905,000.

Capital Improvement Plan — Public Safety

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau		Revised		Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total	
Bureau of Fire, Rescue & Emergency Svcs.									
Emergency Response									
Funding Sources									
General Fund Discretionary	0	0	1,050,000	1,050,000	1,102,500	1,157,625	0	4,360,125	
Total Funding Sources	0	0	1,050,000	1,050,000	1,102,500	1,157,625	0	4,360,125	
Project Costs									
Const/Equip	0	0	1,050,000	1,050,000	1,102,500	1,157,625	0	4,360,125	
Total Project Costs	0	0	1,050,000	1,050,000	1,102,500	1,157,625	0	4,360,125	
Fund Level Costs	0	0	0	0	0	0	0	0	
Oper & Maint Costs	0	0	0	0	0	0	0	0	
Bureau of General Services									
Fire, Rescue, and Emergency Services									
Funding Sources									
General Obligation Bonds	0	2,416,000	6,010,000	8,942,000	14,281,000	5,662,000	5,782,000	40,677,000	
Total Funding Sources	0	2,416,000	6,010,000	8,942,000	14,281,000	5,662,000	5,782,000	40,677,000	
Project Costs									
Design/ProjMgmt	0	557,000	1,023,560	2,056,660	3,284,630	1,302,260	1,329,860	8,996,970	
Site Acquisition	0	0	173,000	696,000	1,288,000	0	0	2,157,000	
Const/Equip	0	1,690,000	3,949,400	5,563,400	8,708,700	3,963,400	4,047,400	26,232,300	
Total Project Costs	0	2,247,000	5,145,960	8,316,060	13,281,330	5,265,660	5,377,260	37,386,270	
Fund Level Costs	0	169,000	864,040	625,940	999,670	396,340	404,740	3,290,730	
Oper & Maint Costs	0	0	0	72,000	1,279,000	1,287,000	1,287,000	3,925,000	
Police									
Funding Sources									
Bureau Revenues	0	345,000	311,000	325,000	1,135,000	475,000	550,000	2,796,000	
Fund Balance	0	150,000	0	0	29,000	0	0	29,000	
General Fund Discretionary	0	96,000	0	1,225,000	8,188,000	0	0	9,413,000	
Revenue Bonds	0	0	0	0	4,478,000	0	0	4,478,000	
Tax Increment Financing	0	0	771,131	289,637	0	0	0	1,060,768	
Total Funding Sources	0	591,000	1,082,131	1,839,637	13,830,000	475,000	550,000	17,776,768	
Project Costs									
Planning	0	0	0	0	0	0	0	0	
Design/ProjMgmt	0	240,930	283,244	420,367	3,182,770	109,250	126,500	4,122,131	
Const/Equip	0	308,700	757,490	1,290,246	9,679,300	332,500	385,000	12,444,536	
Total Project Costs	0	549,630	1,040,734	1,710,612	12,862,070	441,750	511,500	16,566,666	
Fund Level Costs	0	41,370	41,397	129,025	967,930	33,250	38,500	1,210,102	
Oper & Maint Costs	0	0	0	187,000	187,000	684,000	684,000	1,742,000	
Portland Communications Center									
Funding Sources									
General Obligation Bonds	0	326,000	941,000	941,000	0	0	0	1,882,000	
Total Funding Sources	0	326,000	941,000	941,000	0	0	0	1,882,000	
Project Costs									
Design/ProjMgmt	0	74,980	246,324	216,430	0	0	0	462,754	
Const/Equip	0	228,200	658,700	658,700	0	0	0	1,317,400	
Total Project Costs	0	303,180	905,024	875,130	0	0	0	1,780,154	
Fund Level Costs	0	22,820	35,976	65,870	0	0	0	101,846	
Oper & Maint Costs	0	0	0	57,000	57,000	57,000	57,000	228,000	

Capital Improvement Plan — Public Safety

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau		Revised	Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Bureau of Police								
Public Safety								
Funding Sources								
General Fund Discretionary	945,000	0	229,000	0	0	0	0	229,000
Total Funding Sources	945,000	0	229,000	0	0	0	0	229,000
Project Costs								
Const/Equip	945,000	0	229,000	0	0	0	0	229,000
Total Project Costs	945,000	0	229,000	0	0	0	0	229,000
Fund Level Costs								
	0	0	0	0	0	0	0	0
Oper & Maint Costs								
	0	0	79,000	158,000	158,000	158,000	158,000	711,000

Capital Improvement Plan — Public Safety

COST SUMMARY

This table summarizes the projects costs and estimated net operating and maintenance costs for programs within each Service Area. Five-year information covers the time period beginning FY 1999–00 and ending FY 2003–04.

Bureau Capital Program	Project Cost		Net Operating and Maintenance Cost	
	FY 1999–00	5-Year	FY 1999–00	5-Year
Bureau of Fire, Rescue & Emergency Svcs.				
Emergency Response	1,050,000	4,360,125	0	0
Total Bureau of Fire, Rescue & Emergency Svcs.	1,050,000	4,360,125	0	0
Bureau of General Services				
Fire, Rescue, and Emergency Services	5,145,960	37,386,270	0	3,925,000
Police	1,040,734	16,566,666	0	1,742,000
Portland Communications Center	905,024	1,780,154	0	228,000
Total Bureau of General Services	7,091,718	55,733,090	0	5,895,000
Bureau of Police				
Public Safety	229,000	229,000	79,000	711,000
Total Bureau of Police	229,000	229,000	79,000	711,000
TOTAL PUBLIC SAFETY	\$ 8,370,718	\$ 60,322,215	\$ 79,000	\$ 6,606,000

Capital Improvement Plan — Public Safety

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau								
Capital Program			Revised	Adopted	Capital Plan			
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Bureau of Fire, Rescue & Emergency Svcs.								
Emergency Response								
Apparatus Replacement	0	0	1,000,000	1,050,000	1,102,500	1,157,625	0	4,310,125
Removal of Underground Tank	0	0	50,000	0	0	0	0	50,000
Total Emergency Response	0	0	1,050,000	1,050,000	1,102,500	1,157,625	0	4,360,125
Total Bureau of Fire, Rescue & Emer-	0	0	1,050,000	1,050,000	1,102,500	1,157,625	0	4,360,125
Bureau of General Services								
Fire, Rescue, and Emergency Services								
Fire Facilities Replacement - Seismic	0	0	0	262,260	4,923,420	2,204,100	3,345,210	10,734,990
Fire Station Response-Time Relocations	0	0	0	699,360	4,672,320	947,670	0	6,319,350
New Fire Station Requirements - Growth	0	1,345,000	2,018,140	5,324,250	1,389,420	0	0	8,731,810
Seismic and Functional Upgrades to Fire	0	902,000	3,127,820	2,030,190	2,296,170	2,113,890	2,032,050	11,600,120
Total Fire, Rescue, and Emergency Ser-	0	2,247,000	5,145,960	8,316,060	13,281,330	5,265,660	5,377,260	37,386,270
Police								
In-Service Training Facility Construction	0	40,920	0	0	7,614,840	0	0	7,614,840
Justice Center - Renovate Chiller	0	0	0	0	103,230	0	0	103,230
Justice Center - Seal Exterior	0	0	61,543	0	0	0	0	61,543
Mounted Patrol Unit Relocation	0	139,500	741,636	269,362	0	0	0	1,010,998
On-going Major Maintenance	0	320,850	237,555	302,250	372,000	441,750	511,500	1,865,055
Traffic and Police Property Warehouse	0	48,360	0	1,139,000	4,772,000	0	0	5,911,000
Total Police	0	549,630	1,040,734	1,710,612	12,862,070	441,750	511,500	16,566,666
Portland Communications Center								
Expand Communications Center for BOEC	0	303,180	905,024	875,130	0	0	0	1,780,154
Total Portland Communications Center	0	303,180	905,024	875,130	0	0	0	1,780,154
Total Bureau of General Services	0	3,099,810	7,091,718	10,901,802	26,143,400	5,707,410	5,888,760	55,733,090
Bureau of Police								
Public Safety								
Fleet Package	945,000	0	229,000	0	0	0	0	229,000
Total Public Safety	945,000	0	229,000	0	0	0	0	229,000
Total Bureau of Police	945,000	0	229,000	0	0	0	0	229,000
TOTAL PUBLIC SAFETY	\$ 945,000	\$ 3,099,810	\$ 8,370,718	\$ 11,951,802	\$ 27,245,900	\$ 6,865,035	\$ 5,888,760	\$ 60,322,215

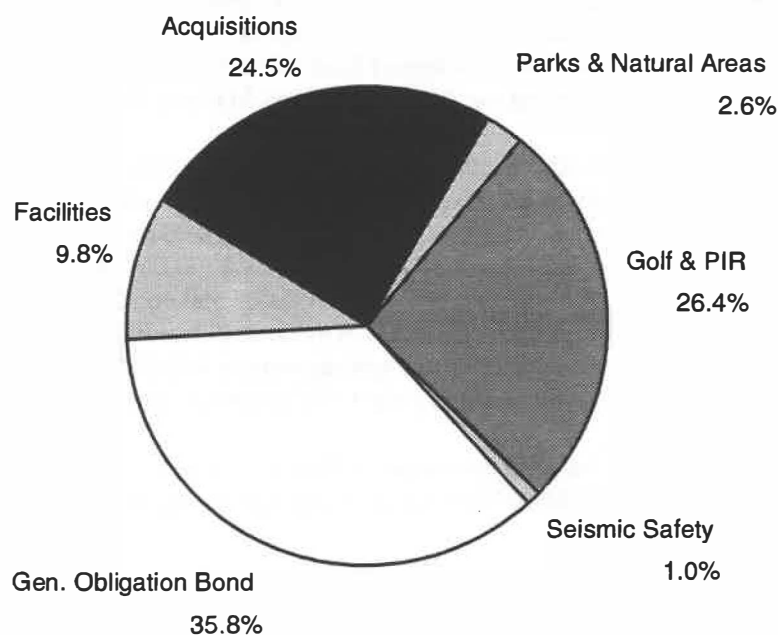
Parks, Recreation and Culture

SERVICE AREA OVERVIEW

The Parks, Recreation and Culture Service Area CIP encompasses projects funded through the Bureau of Parks and Recreation, Bureau of General Services, and the Spectator Facilities Operating Fund. A total of about \$14.8 million is budgeted in FY 1999-00, or 6.3% of the City's capital budget. A total of more than \$38.2 million is planned for the FY 1999-04 CIP.

BUREAU OF PARKS AND RECREATION

Capital projects for the Bureau of Parks and Recreation total more than \$14.6 in FY 1999-00 and approximately \$37.7 million over the five-year CIP. The projects are programed in the following areas: Acquisitions, Parks and Natural Areas, Golf and Portland International Raceway (PIR), Seismic Safety, General Obligation Bond, and Facilities.



Acquisitions

In FY 1999-00, approximately \$3.6 million is budgeted for land and facilities acquisition. The projects include acquiring property for new parks using system development charges (\$793,000), purchasing surplus schools property for future parks (\$1.9 million), acquiring greenspaces land under Metro's 26-26 Greenspaces Bond Program (\$650,000), and relocating the Children's Museum to the old Oregon Museum of Science and Industry (OMSI) Annex in Washington Park (\$200,000 from the General Fund Setaside).

Facilities	The FY 1999-00 budget for Parks facilities is more than \$1.4 million from the General Fund Setaside. Fifty percent (\$711,000) of the facilities budget is for rehabilitation of University Park Community Center. Approximately \$270,000 will fund the replacement of the Multnomah Art Center Roof. Other facilities projects include the replacement of the roof flashing at the Pittock Mansion (\$205,000), replacement of the Ankeny Dock at Waterfront Park (\$104,000), roof replacement at the Forestry and Delta Park Maintenance Headquarters (\$81,000), and roof replacement at the Fulton Community Center (\$55,000).
General Obligation Bond	FY 1999-00 is the fifth year of the Parks General Obligation Bond Program. Over \$5.2 million is budgeted in FY 1999-00. The bond issue has allowed Parks to make significant progress in correcting maintenance deficiencies and in providing services previously unavailable in some of the City's neighborhoods.
Golf	The City's golf program is self-supporting through service charges and fees. In FY 1999-00, over \$3.8 million is budgeted for improvements at Eastmoreland, Heron Lakes, Progress Down, and Rose City golf courses. The largest project, which exceeds \$3.1 million, is for the complete restoration of the Progress Downs course.
Natural Areas	A majority of the City's park land is in natural areas. The Bureau of Parks and Recreation manages the land for its habitat, educational, and recreational values. In FY 1999-00, \$86,000 is budgeted from the General Fund Setaside for repair of the landslide of property overlooking Balch Creek and Macleay Park.
Parks	Portland administers more than 200 parks, of which 140 are developed or partially developed. Although the 1994 general obligation bond issue has had a profound impact in repairing parks, much remains to be done. In FY 1999-00 three projects will be undertaken at a total cost of approximately \$290,000. The largest of the projects, \$221,000, is funded from the General Fund Setaside and consists of stabilizing the Crystal Springs bank. Other projects include a joint effort between Parks and the Portland Development Commission in the River District totaling almost \$60,000, and \$9,000 for installation of a kiosk commemorating the 1948 Vanport flood.
Portland International Raceway	Portland International Raceway is an enterprise fund. The FY 1999-00 budget totals \$40,000 for fencing to separate the raceway from the Forty Mile Loop Trail.
Seismic Safety / Life Safety	In FY 1999-00, the slow moving landslide in Washington Park will be repaired at a cost of \$145,000. Funding is from the General Fund.

BUREAU OF GENERAL SERVICES

Citywide Livability Project

The Citywide Livability project consists of managing the construction of the Chinese Classical Gardens which is funded by the Portland Development Commission. The garden will consist of six small buildings around a garden pool, all inside a traditional walled enclosure. It will be completed in 2000. Approximately \$41,000 is budgeted in FY 1999-00 excluding project management costs.

SPECTATOR FACILITIES OPERATING FUND

The Spectator Facilities Operating Fund is an enterprise fund established to budget the resources and requirements for the Oregon Arena Project and other related activities. The Oregon Arena Project is a multi-million public/private development located on the site of the City's Portland Memorial Coliseum on the east bank of the Willamette River. The City owns all but approximately one acre of the land, but the Oregon Arena Corporation operates and maintains both private and public facilities under agreements and leases with the City. FY 1999-00 projects include funding for traffic signs and major improvements for the Coliseum totaling \$100,000.

Capital Improvement Plan — Parks, Recreation and Culture

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau		Revised	Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Bureau of General Services								
City-Wide Livability Project								
Funding Sources								
Others Financing	0	88,000	90,700	0	0	0	0	90,700
Total Funding Sources	0	88,000	90,700	0	0	0	0	90,700
Project Costs								
Design/ProjMgmt	0	0	41,166	0	0	0	0	41,166
Site Acquisition	0	0	0	0	0	0	0	0
Total Project Costs	0	0	41,166	0	0	0	0	41,166
Fund Level Costs	0	88,000	49,534	0	0	0	0	49,534
Oper & Maint Costs	0	0	0	0	0	0	0	0
Bureau of Parks and Recreation								
Acquisitions								
Funding Sources								
General Fund Discretionary	0	7,250,000	2,133,000	200,000	0	0	0	2,333,000
Intergovernmental	6,000,000	750,000	650,000	0	0	0	0	650,000
System Development Charges	0	350,000	793,296	1,200,000	1,650,000	2,000,000	2,000,000	7,643,296
Total Funding Sources	6,000,000	8,350,000	3,576,296	1,400,000	1,650,000	2,000,000	2,000,000	10,626,296
Project Costs								
Planning	0	60,326	100,000	100,000	100,000	100,000	100,000	500,000
Site Acquisition	6,000,000	8,289,674	3,476,296	1,300,000	1,550,000	1,900,000	1,900,000	10,126,296
Total Project Costs	6,000,000	8,350,000	3,576,296	1,400,000	1,650,000	2,000,000	2,000,000	10,626,296
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	175,000	175,000	175,000	175,000	175,000	875,000
Facilities								
Funding Sources								
General Fund Discretionary	0	0	1,425,000	675,000	0	0	0	2,100,000
Total Funding Sources	0	0	1,425,000	675,000	0	0	0	2,100,000
Project Costs								
Planning	0	0	24,000	0	0	0	0	24,000
Design/ProjMgmt	0	0	103,000	0	0	0	0	103,000
Const/Equip	0	0	1,298,000	675,000	0	0	0	1,973,000
Total Project Costs	0	0	1,425,000	675,000	0	0	0	2,100,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	(4,500)	0	0	0	0	(4,500)
G.O.Bond								
Funding Sources								
General Obligation Bonds	0	0	5,233,356	0	0	0	0	5,233,356
Total Funding Sources	0	0	5,233,356	0	0	0	0	5,233,356
Project Costs								
Design/ProjMgmt	0	0	48,714	0	0	0	0	48,714
Const/Equip	0	0	5,184,642	0	0	0	0	5,184,642
Total Project Costs	0	0	5,233,356	0	0	0	0	5,233,356
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	46,203	0	0	0	0	46,203

Capital Improvement Plan — Parks, Recreation and Culture

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau	Revised		Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Golf								
Funding Sources								
Service Charges and Fees	0	0	3,815,000	0	0	0	0	3,815,000
Total Funding Sources	0	0	3,815,000	0	0	0	0	3,815,000
Project Costs								
Design/ProjMgmt	0	0	600,000	0	0	0	0	600,000
Const/Equip	0	0	3,215,000	0	0	0	0	3,215,000
Total Project Costs	0	0	3,815,000	0	0	0	0	3,815,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0
Natural Areas								
Funding Sources								
General Fund Discretionary	0	0	86,000	0	0	0	0	86,000
Total Funding Sources	0	0	86,000	0	0	0	0	86,000
Project Costs								
Const/Equip	0	0	86,000	0	0	0	0	86,000
Total Project Costs	0	0	86,000	0	0	0	0	86,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0
Parks								
Funding Sources								
General Fund Discretionary	0	0	221,000	0	0	0	0	221,000
Grants/Donations	0	3,000	9,000	16,000	0	0	0	25,000
Intergovernmental	7,586	43,025	59,654	1,481,803	1,328,030	0	0	2,869,487
Total Funding Sources	7,586	46,025	289,654	1,497,803	1,328,030	0	0	3,115,487
Project Costs								
Planning	7,586	46,025	59,654	0	0	0	0	59,654
Const/Equip	0	0	230,000	1,497,803	1,328,030	0	0	3,055,833
Total Project Costs	7,586	46,025	289,654	1,497,803	1,328,030	0	0	3,115,487
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0
Portland International Raceway								
Funding Sources								
Service Charges and Fees	0	0	40,000	2,226,000	3,000,000	6,500,000	825,000	12,591,000
Total Funding Sources	0	0	40,000	2,226,000	3,000,000	6,500,000	825,000	12,591,000
Project Costs								
Const/Equip	0	0	40,000	2,226,000	3,000,000	6,500,000	825,000	12,591,000
Total Project Costs	0	0	40,000	2,226,000	3,000,000	6,500,000	825,000	12,591,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0
Seismic Safety/Life Safety								
Funding Sources								
General Fund Discretionary	0	0	145,000	0	0	0	0	145,000
Total Funding Sources	0	0	145,000	0	0	0	0	145,000
Project Costs								
Const/Equip	0	0	145,000	0	0	0	0	145,000
Total Project Costs	0	0	145,000	0	0	0	0	145,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0

Capital Improvement Plan — Parks, Recreation and Culture

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau		Revised	Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998–99	FY 1999–00	FY 2000–01	FY 2001–02	FY 2002–03	FY 2003–04	5–Year Total
Spectator Facilities								
Memorial Coliseum								
Funding Sources								
Bureau Revenues	0	355,231	100,000	100,000	100,000	100,000	100,000	500,000
Total Funding Sources	0	355,231	100,000	100,000	100,000	100,000	100,000	500,000
Project Costs								
Const/Equip	0	355,231	100,000	100,000	100,000	100,000	100,000	500,000
Total Project Costs	0	355,231	100,000	100,000	100,000	100,000	100,000	500,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0
Rose Quarter								
Funding Sources								
Bureau Revenues	0	160,580	0	0	0	0	0	0
Total Funding Sources	0	160,580	0	0	0	0	0	0
Project Costs								
Planning	0	5,000	0	0	0	0	0	0
Design/ProjMgmt	0	25,000	0	0	0	0	0	0
Site Acquisition	0	20,000	0	0	0	0	0	0
Const/Equip	0	110,580	0	0	0	0	0	0
Total Project Costs	0	160,580	0	0	0	0	0	0
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	5,000	5,000	5,000	5,000	20,000

Capital Improvement Plan — Parks, Recreation and Culture

COST SUMMARY

This table summarizes the projects costs and estimated net operating and maintenance costs for programs within each Service Area. Five-year information covers the time period beginning FY 1999–00 and ending FY 2003–04.

Bureau Capital Program	Project Cost		Net Operating and Maintenance Cost	
	FY 1999–00	5-Year	FY 1999–00	5-Year
Bureau of General Services				
City-Wide Livability Project	41,166	41,166	0	0
Total Bureau of General Services	41,166	41,166	0	0
Bureau of Parks and Recreation				
Acquisitions	3,576,296	10,626,296	175,000	875,000
Facilities	1,425,000	2,100,000	(4,500)	(4,500)
G.O.Bond	5,233,356	5,233,356	46,203	46,203
Golf	3,815,000	3,815,000	0	0
Natural Areas	86,000	86,000	0	0
Parks	289,654	3,115,487	0	0
Portland International Raceway	40,000	12,591,000	0	0
Seismic Safety/Life Safety	145,000	145,000	0	0
Total Bureau of Parks and Recreation	14,610,306	37,712,139	216,703	916,703
Spectator Facilities				
Memorial Coliseum	100,000	500,000	0	0
Rose Quarter	0	0	0	20,000
Total Spectator Facilities	100,000	500,000	0	20,000
TOTAL PARKS, RECREATION AND CULTURE	\$ 14,751,472	\$ 38,253,305	\$ 216,703	\$ 936,703

Capital Improvement Plan — Parks, Recreation and Culture

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau		Capital Plan						
Capital Program		Revised	Adopted					
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Bureau of General Services								
City-Wide Livability Project								
Classical Chinese Garden	0	0	41,166	0	0	0	0	41,166
Total City-Wide Livability Project	0	0	41,166	0	0	0	0	41,166
Total Bureau of General Services	0	0	41,166	0	0	0	0	41,166
Bureau of Parks and Recreation								
Acquisitions								
Greenspaces Land Acquisition	6,000,000	750,000	650,000	0	0	0	0	650,000
OMSI Annex	0	200,000	200,000	200,000	0	0	0	400,000
Purchase of Surplus Schools Land	0	7,050,000	1,933,000	0	0	0	0	1,933,000
System Development Charge	0	350,000	793,296	1,200,000	1,650,000	2,000,000	2,000,000	7,643,296
Total Acquisitions	6,000,000	8,350,000	3,576,296	1,400,000	1,650,000	2,000,000	2,000,000	10,626,296
Facilities								
Ankeny Dock at Waterfront Park	0	0	104,000	0	0	0	0	104,000
Delta Maintenance Facility Roof	0	0	80,500	0	0	0	0	80,500
Fulton Community Center Roof	0	0	55,000	0	0	0	0	55,000
Multnomah Art Center Roof	0	0	269,500	375,000	0	0	0	644,500
Pittock Mansion Flashing Replacement	0	0	205,000	0	0	0	0	205,000
University Park Community Center Rehab	0	0	711,000	300,000	0	0	0	1,011,000
Total Facilities	0	0	1,425,000	675,000	0	0	0	2,100,000
G.O.Bond								
East Delta District Office	0	0	38,265	0	0	0	0	38,265
Farragut	0	0	219,500	0	0	0	0	219,500
Holladay West	0	0	406,536	0	0	0	0	406,536
Johnson Creek	0	0	55,000	0	0	0	0	55,000
Mt Scott Community Center & Pool	0	0	3,076,442	0	0	0	0	3,076,442
Mt Scott Park	0	0	115,650	0	0	0	0	115,650
Mt Tabor Park	0	0	1,102,913	0	0	0	0	1,102,913
Overlook Park	0	0	82,500	0	0	0	0	82,500
Pendleton Park	0	0	74,550	0	0	0	0	74,550
Washington Park Rose Garden & District	0	0	62,000	0	0	0	0	62,000
Total G.O.Bond	0	0	5,233,356	0	0	0	0	5,233,356
Golf								
Eastmoreland Fill for 15 & 16 Fairways	0	0	50,000	0	0	0	0	50,000
Heron Lakes Clubhouse Design	0	0	600,000	0	0	0	0	600,000
Progress Down Remodel	0	0	3,125,000	0	0	0	0	3,125,000
Topdressing Program at Rose City and	0	0	40,000	0	0	0	0	40,000
Total Golf	0	0	3,815,000	0	0	0	0	3,815,000
Natural Areas								
Raleigh Street Landslide Repair	0	0	86,000	0	0	0	0	86,000
Total Natural Areas	0	0	86,000	0	0	0	0	86,000
Parks								
Crystal Springs Bank Stabilization	0	0	221,000	0	0	0	0	221,000
River District/Tanner Creek	7,586	43,025	59,654	1,481,803	1,328,030	0	0	2,869,487
Vanport Kiosk	0	3,000	9,000	16,000	0	0	0	25,000
Total Parks	7,586	46,025	289,654	1,497,803	1,328,030	0	0	3,115,487
Portland International Raceway								
40 Mile Loop Fencing	0	0	40,000	0	0	0	0	40,000
Bridge 1	0	0	0	1,000,000	0	0	0	1,000,000
Bridge 2	0	0	0	0	0	250,000	0	250,000
Cart Paddock	0	0	0	0	2,500,000	0	0	2,500,000
Eastbank Seating	0	0	0	0	0	0	275,000	275,000
Garages	0	0	0	0	0	1,000,000	0	1,000,000
Hot pits	0	0	0	0	0	250,000	0	250,000
Irrigation	0	0	0	0	0	0	400,000	400,000
Media Center	0	0	0	0	0	0	150,000	150,000

Capital Improvement Plan — Parks, Recreation and Culture

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau									
Capital Program		Revised	Adopted	Capital Plan					
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total	
Repaving	0	0	0	750,000	0	0	0	750,000	
Restroom 1	0	0	0	300,000	0	0	0	300,000	
Restroom 2	0	0	0	0	500,000	0	0	500,000	
Shops	0	0	0	0	0	5,000,000	0	5,000,000	
Swales and Filters	0	0	0	176,000	0	0	0	176,000	
Total Portland International Raceway	0	0	40,000	2,226,000	3,000,000	6,500,000	825,000	12,591,000	
Seismic Safety/Life Safety									
Washington Park Landslide	0	0	145,000	0	0	0	0	145,000	
Total Seismic Safety/Life Safety	0	0	145,000	0	0	0	0	145,000	
Total Bureau of Parks and Recreation	6,007,586	8,396,025	14,610,306	5,798,803	5,978,030	8,500,000	2,825,000	37,712,139	
Spectator Facilities									
Memorial Coliseum									
Memorial Coliseum Maintenance/Repair	0	355,231	100,000	100,000	100,000	100,000	100,000	500,000	
Total Memorial Coliseum	0	355,231	100,000	100,000	100,000	100,000	100,000	500,000	
Rose Quarter									
Rose Quarter Electronic Parking System	0	60,580	0	0	0	0	0	0	
Rose Quarter Traffic Devices	0	100,000	0	0	0	0	0	0	
Total Rose Quarter	0	160,580	0	0	0	0	0	0	
Total Spectator Facilities	0	515,811	100,000	100,000	100,000	100,000	100,000	500,000	
TOTAL PARKS, RECREATION AND CULTURE	\$ 6,007,586	\$ 8,911,836	\$ 14,751,472	\$ 5,898,803	\$ 6,078,030	\$ 8,600,000	\$ 2,925,000	\$ 38,253,305	

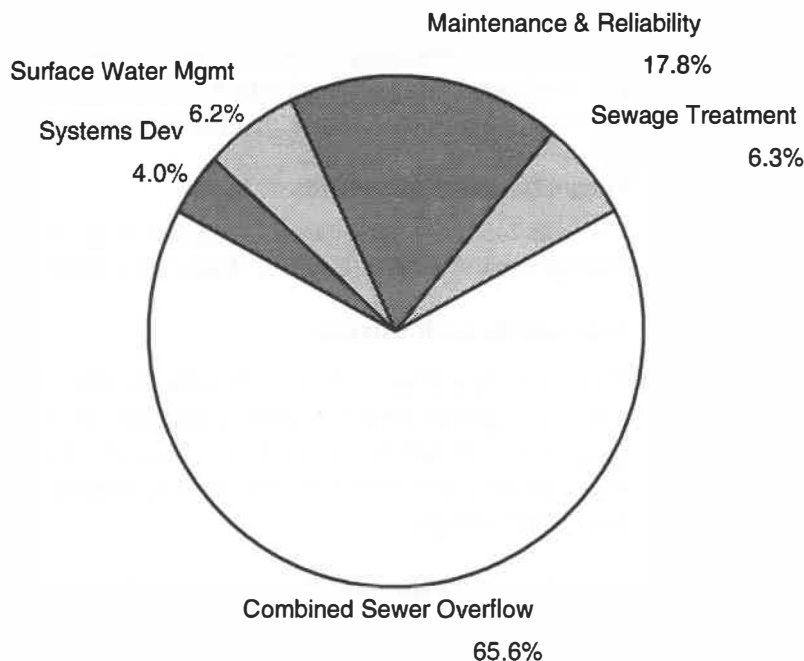
Public Utilities

SERVICE AREA OVERVIEW

The Public Utilities Service Area capital budget is about \$123.1 million in FY 1999-00, or 52.4% of the total City CIP. The service area consists of the Bureau of Environmental Services, which represents over 78% of the service area's capital budget, and the Water Bureau, which comprises the remaining 22%.

BUREAU OF ENVIRONMENTAL SERVICES

The bureau's FY 1999-00 capital budget totals about \$95.8 million, and the five-year CIP totals approximately \$386.3 million. The projects are budgeted in five programs: Combined Sewer Overflow, Maintenance and Reliability, Sewage Treatment Systems, Surface Water Management, and Systems Development.



Combined Sewer Overflow

The Combined Sewer Overflow program totals about \$62.9 million, or 65.6% of the bureau's FY 1999-00 capital budget. The largest projects are the Columbia Boulevard Wet Weather Treatment Facilities (\$22.0 million), the Columbia Slough Consolidation Conduit (\$16.1 million), the Columbia Boulevard Waste Water Treatment Plant Outfall System (\$7.8 million), the Tanner Creek Basin Stream Diversion (\$5.1 million), and the Columbia Boulevard Wet Weather Treatment Facility Influent Pump Station (\$2.3 million).

Maintenance and Reliability

Projects aimed at maintaining and improving the existing sewer system total approximately \$17.1 million in FY 1999-00. Fanno Basin reconstruction is the largest project at a cost of almost \$6.4 million. Over \$2.5 million is budgeted for Insley/Taggart "A" Relief and Reconstruction and about \$2.4 million for privately contracted maintenance repair and reconstruction projects throughout the collection system.

Sewage Treatment Systems

This program maintains and improves two sewage treatment plants and 100 pump stations that serve more than 128,000 residential accounts and 12,000 commercial accounts in Portland. The FY 1999-00 capital budget is approximately \$6.1 million, with almost \$1.8 million for repair, rehabilitation, and modifications at the sewage treatment facilities, and about \$1.0 million each for the Pump Station Improvement Program, Inverness Force Main System, and the Columbia Boulevard Wastewater Treatment Plant land purchase.

Surface Water Management

The Surface Water Management program funds projects to correct water quality and stream hydrology problems. The FY 1999-00 capital budget totals more than \$5.9 million. The construction of a stormwater pollution reduction facilities at NE 148th and the Columbia Slough (\$2.1 million) and NE 162nd and Airport Way (\$1.1 million) make up the bulk of the program. The remaining projects are spread across the City.

Systems Development

This program provides for expansion of the sewage collection system. The FY 1999-00 budget for this program is more than \$3.8 million. The major projects include the South Airport Sanitary Sewer (\$1.3 million), the Residential Sanitary Sewer Extension program (\$601,000), and the NE 59th Pump Station (\$595,000).

Sources of Funding

The Bureau of Environmental Services' funding sources include fees, charges and permits, line and branch charges, cash transfers from the Sewer System Operating Fund, bond proceeds, investment income, and fund balances.

Fees, Charges, and Permits

These include reimbursements for engineering, administration, and construction management services which are charged for permit sewer construction.

Line and Branch Charges

Charges in lieu of assessments are found in this category. They represent cost recovery for collection system sewers, including the portion of the collector sewer that extends to the property line (house branch). Line and branch charges are received in the form of cash along with special assessment bond proceeds from property owners who elect to finance their line and branch charges.

Cash Transfers from the Sewer System Operating Fund

Current sewer system net income from service fees and charges also funds capital outlays. The availability of current income to fund capital expenditures is the result of meeting debt service coverage requirements on outstanding bonds. For planning purposes, the bureau maintains a 1.45 debt service coverage ratio and an ongoing reserve of ten percent of operating expenses for unforeseen financial needs. After making debt service payments, funds in excess of those required for the ten percent operating reserve are available to fund capital improvements.

Bond Proceeds

Proceeds from the sale of Sewer System Revenues Bonds are the largest source of revenue for capital projects. In general, debt service requirements for future bond sales have been calculated assuming level debt service (principal and interest payments payable semi-annually on July 1st and January 1st). The forecast assumes average annualized coupon rates of 6.5% from FY 1999-00 to FY 2002-03 with a 1.20 coverage requirements.

Investment Income

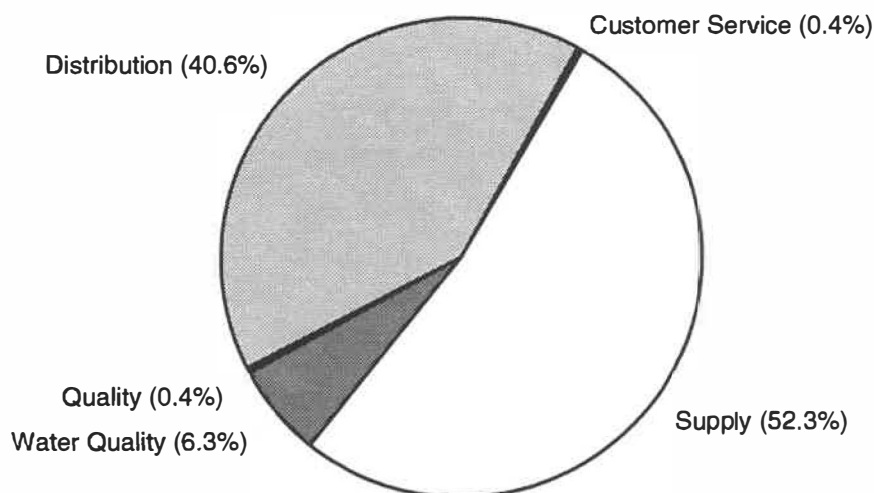
Investment or interest income is earned on all sewer system funds and is used to help offset future borrowing requirements.

Beginning Fund Balance

The final source of working capital in support of the CIP is the balance within the sewer system funds forecast to be available at the beginning of each fiscal year. The Sewer System Operating Fund maintains an ongoing reserve of 10% of operating expenses for unforeseen financial needs. Beginning fund balances in excess of this amount are made available to fund capital improvements. Beginning fund balances in the Construction Fund are also available to fund the bureau's CIP.

BUREAU OF WATER WORKS

The FY 1999-00 projects for the Bureau of Water Works continue to place emphasis on maintaining and improving the water system while planning for future system growth. Approximately \$27.3 million is budgeted in FY 1999-00 and almost \$163.7 million over the five-year CIP. Many of these projects are relatively small and address a specific maintenance problem or deficiency in the water system.



Supply

The FY 1999-00 capital budget for the Supply Program totals approximately \$14.3 million, with over \$110.5 million over the five-year CIP. The largest projects include conduit isolation and improvements (\$2.3 million), headworks screenhouse and intake repairs and renovations (\$1.7 million), well site improvements (\$1.3 million), reservoir maintenance (\$612,000), well field maintenance (\$500,000), and conduit relocation of all three existing water supply conduit crossings of the Sandy River (\$500,000).

Distribution

The Distribution Program capital budget totals almost \$11.1 million in FY 1999-00 and approximately \$44.9 million in FY 1999-04. By far the largest project, with an average annual funding of \$5.1 million, the Mains Program maintains, renews, and extends the 1,900 miles of distribution piping system that serve customers within the City. The project installs nearly 12 miles of mains each year. Other projects include relocating the water facilities to allow construction of the Central City Streetcar (\$1.4 million) and diverting the Tanner Creek (\$1.0 million).

Water Quality

The Water Quality Program capital budget totals approximately \$1.7 million in FY 1999-00 and about \$7.8 million in FY 1999-04. The largest projects consist of constructing improvements to the groundwater disinfection system (\$750,000), performing groundwater contamination remediation activities along the Columbia River (\$300,000), and protecting wellheads (\$150,000).

Capital Improvement Plan — Public Utilities

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau	Revised		Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998–99	FY 1999–00	FY 2000–01	FY 2001–02	FY 2002–03	FY 2003–04	5–Year Total
Bureau of Environmental Services								
Bureau Level								
Funding Sources								
Bureau Revenues	470,662	71,055	50,082	49,944	49,944	49,944	50,082	249,996
Grants/Donations	1,335,947	796,630	1,624,312	3,817,111	1,708,883	8,200	0	7,158,506
Others Financing	3,268,685	1,608,712	1,710,640	1,270,085	991,629	1,240,163	1,662,143	6,874,660
Revenue Bonds	117,759,999	58,252,499	63,595,518	52,765,960	38,495,892	43,619,558	58,438,009	256,914,937
Service Charges and Fees	56,259,853	26,711,634	28,806,558	21,223,054	16,635,808	20,729,950	27,682,320	115,077,690
Total Funding Sources	179,095,146	87,440,530	95,787,110	79,126,154	57,882,156	65,647,815	87,832,554	386,275,789
Combined Sewer Overflow								
Funding Sources								
See Bureau Level Funding Sources								
Project Costs								
Planning	7,411,971	821,655	1,728,527	1,039,322	0	0	0	2,767,849
Design/ProjMgmt	23,517,952	2,425,534	1,494,891	8,449,949	7,556,035	1,902,053	200,483	19,603,411
Site Acquisition	640,817	400,000	23,653	831,779	400,574	992	0	1,256,998
Const/Equip	48,821,597	54,195,612	59,623,868	37,798,821	23,333,795	32,706,155	53,665,797	207,128,436
Total Project Costs	80,392,337	57,842,801	62,870,939	48,119,871	31,290,404	34,609,200	53,866,280	230,756,694
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	2,000	7,000	831,600	839,600	841,600	2,519,800
Maintenance & Reliability								
Funding Sources								
See Bureau Level Funding Sources								
Project Costs								
Planning	1,815,722	138,322	1,266,068	467,588	765,689	11,997	11,997	2,523,339
Design/ProjMgmt	1,958,750	750,760	1,021,791	973,500	2,264,962	2,036,069	646,000	6,942,322
Site Acquisition	680,544	0	122,254	10,000	10,000	10,000	10,000	162,254
Const/Equip	47,389,344	14,053,893	14,662,648	14,449,975	10,227,831	13,770,537	15,407,800	68,518,791
Total Project Costs	51,844,360	14,942,975	17,072,761	15,901,063	13,268,482	15,828,603	16,075,797	78,146,706
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	10,000	15,000	19,200	25,600	31,000	58,800
Sewage Treatment Systems								
Funding Sources								
See Bureau Level Funding Sources								
Project Costs								
Planning	556,184	0	544,312	172,211	172,211	172,211	177,981	1,238,926
Design/ProjMgmt	6,369,140	947,345	1,055,869	516,376	1,294,416	581,351	468,721	3,916,733
Site Acquisition	8,570	191,919	1,488,451	1,132,555	1,132,555	69,923	70,114	3,893,598
Const/Equip	24,912,706	8,168,136	2,971,923	4,607,003	5,553,167	9,652,597	13,020,575	35,805,265
Total Project Costs	31,846,600	9,307,400	6,060,555	6,428,145	8,152,349	10,476,082	13,737,391	44,854,522
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	(27,000)	(27,000)	28,000	28,000	107,000	109,000
Surface Water Management								
Funding Sources								
See Bureau Level Funding Sources								
Project Costs								
Planning	912,999	508,353	459,363	20,000	20,000	0	0	499,363
Design/ProjMgmt	866,406	496,540	511,613	811,206	321,914	150,414	2,744	1,797,891
Site Acquisition	305,000	66,381	2,627,246	508,900	500,000	500,000	0	4,136,146
Const/Equip	4,082,977	2,351,091	2,359,307	3,177,326	1,881,085	1,936,649	1,997,591	11,351,958
Total Project Costs	6,167,382	3,422,365	5,957,529	4,517,432	2,722,999	2,587,063	2,000,335	17,785,358
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	2,000	6,400	12,880	15,740	26,910	63,930

Capital Improvement Plan — Public Utilities

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau	Revised		Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998–99	FY 1999–00	FY 2000–01	FY 2001–02	FY 2002–03	FY 2003–04	5–Year Total
Systems Development								
Funding Sources								
See Bureau Level Funding Sources								
Project Costs								
Planning	240,764	0	0	0	0	0	0	0
Design/ProjMgmt	1,808,725	308,332	616,590	299,669	299,669	299,669	300,491	1,816,088
Site Acquisition	84,802	0	143,216	0	0	0	0	143,216
Const/Equip	6,710,176	1,616,657	3,065,520	3,859,974	2,148,253	1,847,198	1,852,260	12,773,205
Total Project Costs	8,844,467	1,924,989	3,825,326	4,159,643	2,447,922	2,146,867	2,152,751	14,732,509
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	1,000	31,000	66,000	97,000	127,000	322,000
Bureau of Water Works								
Customer Service								
Funding Sources								
Revenue Bonds	263,087	1,967,000	100,000	100,000	100,000	0	0	300,000
Total Funding Sources	263,087	1,967,000	100,000	100,000	100,000	0	0	300,000
Project Costs								
Planning	21,763	65,000	0	0	0	0	0	0
Design/ProjMgmt	47,750	537,000	10,000	10,000	10,000	0	0	30,000
Const/Equip	193,574	1,365,000	90,000	90,000	90,000	0	0	270,000
Total Project Costs	263,087	1,967,000	100,000	100,000	100,000	0	0	300,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	(1,000)	(2,000)	(3,000)	(3,000)	(3,000)	(12,000)
Distribution								
Funding Sources								
Bureau Revenues	0	750,000	500,000	500,000	500,000	500,000	500,000	2,500,000
General Transportation Revenue	0	1,020,000	1,080,000	500,000	0	0	0	1,580,000
Grants/Donations	0	337,500	337,500	337,500	337,500	337,500	337,500	1,687,500
Intergovernmental	0	100,000	100,000	0	0	0	0	100,000
Revenue Bonds	7,510,150	7,712,000	8,271,500	6,843,500	8,233,500	5,973,500	6,460,500	35,782,500
Service Charges and Fees	378,289	1,345,000	785,000	1,000,000	770,000	295,000	350,000	3,200,000
Total Funding Sources	7,888,439	11,264,500	11,074,000	9,181,000	9,841,000	7,106,000	7,648,000	44,850,000
Project Costs								
Planning	55,676	24,000	13,000	1,000	12,000	10,000	20,000	56,000
Design/ProjMgmt	1,685,644	2,635,000	1,559,000	1,274,900	1,021,000	716,000	634,000	5,204,900
Site Acquisition	761,581	40,000	0	0	450,000	20,000	0	470,000
Const/Equip	5,385,538	8,565,500	9,502,000	7,905,100	8,358,000	6,360,000	6,994,000	39,119,100
Total Project Costs	7,888,439	11,264,500	11,074,000	9,181,000	9,841,000	7,106,000	7,648,000	44,850,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	80,000	78,000	78,000	78,000	78,000	392,000
Quality								
Funding Sources								
Revenue Bonds	0	0	100,000	100,000	0	0	0	200,000
Total Funding Sources	0	0	100,000	100,000	0	0	0	200,000
Project Costs								
Planning	0	0	10,000	0	0	0	0	10,000
Design/ProjMgmt	0	0	40,000	10,000	0	0	0	50,000
Const/Equip	0	0	50,000	90,000	0	0	0	140,000
Total Project Costs	0	0	100,000	100,000	0	0	0	200,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	10,000	10,000	10,000	10,000	40,000

Capital Improvement Plan — Public Utilities

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau	Revised		Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998–99	FY 1999–00	FY 2000–01	FY 2001–02	FY 2002–03	FY 2003–04	5–Year Total
Supply								
Funding Sources								
Intergovernmental	0	0	0	0	245,000	245,000	0	490,000
Revenue Bonds	5,539,386	11,830,290	12,297,000	18,922,000	22,146,000	23,634,000	27,077,000	104,076,000
Service Charges and Fees	1,529,358	2,416,000	1,979,000	1,280,000	1,291,000	1,243,000	181,000	5,974,000
Total Funding Sources	7,068,744	14,246,290	14,276,000	20,202,000	23,682,000	25,122,000	27,258,000	110,540,000
Project Costs								
Planning	392,701	70,000	155,000	20,000	125,000	10,000	81,000	391,000
Design/ProjMgmt	4,076,748	5,882,800	5,403,000	3,396,000	4,629,000	4,904,000	3,779,000	22,111,000
Site Acquisition	0	655,000	225,000	45,000	585,000	500,000	0	1,355,000
Const/Equip	2,599,295	7,638,490	8,493,000	16,741,000	18,343,000	19,708,000	23,398,000	86,683,000
Total Project Costs	7,068,744	14,246,290	14,276,000	20,202,000	23,682,000	25,122,000	27,258,000	110,540,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	20,000	200,000	210,500	209,500	209,500	849,500
Water Quality								
Funding Sources								
Revenue Bonds	4,527,510	836,000	1,200,000	2,575,000	825,000	255,000	300,000	5,155,000
Service Charges and Fees	2,480,297	700,000	525,000	475,000	325,000	25,000	1,269,000	2,619,000
Total Funding Sources	7,007,807	1,536,000	1,725,000	3,050,000	1,150,000	280,000	1,569,000	7,774,000
Project Costs								
Planning	16,790	0	2,000	0	0	10,000	0	12,000
Design/ProjMgmt	5,469,879	1,306,000	1,113,000	865,000	600,000	120,000	1,269,000	3,967,000
Site Acquisition	26,875	0	0	0	0	0	0	0
Const/Equip	1,494,263	230,000	610,000	2,185,000	550,000	150,000	300,000	3,795,000
Total Project Costs	7,007,807	1,536,000	1,725,000	3,050,000	1,150,000	280,000	1,569,000	7,774,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	501,000	501,500	502,000	502,000	505,000	2,511,500

Capital Improvement Plan — Public Utilities

COST SUMMARY

This table summarizes the projects costs and estimated net operating and maintenance costs for programs within each Service Area. Five-year information covers the time period beginning FY 1999–00 and ending FY 2003–04.

Bureau Capital Program	Project Cost		Net Operating and Maintenance Cost	
	FY 1999–00	5-Year	FY 1999–00	5-Year
Bureau of Environmental Services				
Combined Sewer Overflow	62,870,939	230,756,694	2,000	2,521,800
Maintenance & Reliability	17,072,761	78,146,706	8,000	58,800
Sewage Treatment Systems	6,060,555	44,854,522	(27,000)	109,800
Surface Water Management	5,957,529	17,785,358	2,000	63,930
Systems Development	3,825,326	14,732,509	1,000	322,000
Total Bureau of Environmental Services	95,787,110	386,275,789	(14,000)	3,076,330
Bureau of Water Works				
Customer Service	100,000	300,000	(1,000)	(12,000)
Distribution	11,074,000	44,850,000	80,000	392,000
Quality	100,000	200,000	0	40,000
Supply	14,276,000	110,540,000	20,000	849,500
Water Quality	1,725,000	7,774,000	501,000	2,511,500
Total Bureau of Water Works	27,275,000	163,664,000	600,000	3,781,000
TOTAL PUBLIC UTILITIES	\$ 123,062,110	\$ 549,939,789	\$ 586,000	\$ 6,857,330

Capital Improvement Plan — Public Utilities

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau		Revised		Adopted	Capital Plan				
Capital Program									
Project	Prior Years	FY 1998–99	FY 1999–00	FY 2000–01	FY 2001–02	FY 2002–03	FY 2003–04	5–Year Total	
Bureau of Environmental Services									
Combined Sewer Overflow									
Ankeny Force Main	0	0	0	17,564	288,495	18,939	847,888	1,172,886	
Ankeny Pump Station Upgrade	0	0	137,289	1,670,354	1,670,354	2,527,974	5,418,701	11,424,672	
Ankeny/Balch Consolidation Conduit	0	0	78,947	1,460,526	960,526	6,243,233	6,634,884	15,378,116	
Balch Pump Station	0	0	59,405	540,594	2,027,409	1,881,918	9,959,203	14,468,529	
Balch River Crossing	0	0	0	300,221	156,443	1,564,621	1,787,158	3,808,443	
Carolina Stream Diversion	0	0	126,500	269,860	1,562,315	571,323	0	2,529,998	
CBWWTP Influent Pump Station	2,936,603	1,426,875	2,265,221	1,151,977	0	0	0	3,417,198	
CBWWTP Outfall	3,564,153	8,475,000	7,780,703	2,686,326	0	0	0	10,467,029	
Columbia Blvd Wet Weather Treatment	11,428,329	10,412,000	22,092,219	7,744,497	5,932,602	1,631,070	0	37,400,388	
Columbia Slough Consolidation Conduit	24,145,962	22,709,000	16,107,560	9,735,265	1,000,000	0	0	26,842,825	
Downspout Disconnection Program	977,299	962,960	750,000	750,000	750,000	750,000	750,000	3,750,000	
Fiske B Basin Local Separation	1,732,384	20,000	11,472	0	0	0	0	11,472	
NW 110th Avenue (Linnton) CSO Control	313,165	706,511	843,638	0	0	0	0	843,638	
Oswego Combined Sewer Overflow	548,744	6,928,608	3,030,577	0	0	0	0	3,030,577	
Sellwood Basin Local Separation	1,209,492	884,367	422,260	1,961,530	1,124,809	0	0	3,508,599	
Sheridan Stream Diversion	0	0	368,500	1,048,985	2,623,117	6,532,323	4,903,716	15,476,641	
Stormwater Infiltration Sump Projects	26,357,945	1,853,960	935,655	933,099	883,145	0	0	2,751,899	
SW CSO Control System	0	0	596,147	1,195,570	3,673,155	12,095,248	10,140,125	27,700,245	
Tanner Creek Basin Stream Diversion	4,174,835	2,489,471	5,075,977	11,928,473	5,340,262	25,626	0	22,370,338	
Western Half Lents 1 Separation	0	249,589	939,986	1,543,618	0	0	0	2,483,604	
Willamette River Basin Predesign	3,003,385	724,460	992,036	498,728	0	0	0	1,490,764	
Willamette River Wet Weather Treatment	9	0	0	995,646	417,353	0	3,670,614	5,083,613	
Willamette River Wet Weather Treatment	32	0	116,470	1,417,058	1,304,470	208,516	9,753,991	12,800,505	
Woods Stream Diversion	0	0	140,377	269,980	1,575,949	558,409	0	2,544,715	
Total Combined Sewer Overflow	80,392,337	57,842,801	62,870,939	48,119,871	31,290,404	34,609,200	53,866,280	230,756,694	
Maintenance & Reliability									
Alder Basin Repair and Reconstruction	9,313,131	1,977,676	966,115	2,416,559	500,000	2,575,471	7,924,528	14,382,673	
Basement Flooding Relief (Shell Project)	3,899,197	29,600	1,001,367	3,898,632	4,532,700	7,000,000	3,300,000	19,732,699	
Beech/Essex Basin Combined Sewer	0	0	295,100	0	0	0	0	295,100	
Fanno Basin Reconstruction	2,691,314	7,036,038	6,393,804	307,393	0	0	0	6,701,197	
Insley/Taggart "A" Relief and	81,652	1,507,000	2,512,156	5,107,712	2,984,105	2,651,220	0	13,255,193	
Inverness Pressure Line Corrosion	0	0	103,938	0	0	0	0	103,938	
Inverness Stormwater Sediment	0	0	287,839	12,806	0	0	0	300,645	
Lambert Subbasin Relief & Reconstruction	0	0	0	0	0	100,000	2,249,700	2,349,700	
Lents Sanitary Interceptor Trunk	0	0	167,788	321,429	0	0	0	489,217	
Linnton Residential Sewer Rehabilitation	0	0	0	54,600	317,100	0	0	371,700	
Maintenance Capital - Construction	4,490,968	699,617	700,154	700,154	700,154	700,154	700,154	3,500,770	
Maintenance Capital - Contract	7,397,091	1,921,179	2,369,489	1,497,313	1,497,313	1,497,313	1,501,415	8,362,843	
NW Central Business District Basin	1,715,487	1,272,768	838,697	567,135	1,093,864	0	0	2,499,696	
Oak Basin Combined Sewer Relief	0	0	0	0	747,692	0	0	747,692	
Sullivan/Stark/Holladay Basins CS Relief	630	99,316	576,522	144,918	0	0	0	721,440	
Sump Reconstruction & Upgrade Master	22,254,890	399,781	400,000	400,000	400,000	400,000	400,000	2,000,000	
SW Woods Street Outfall Reconstruction	0	0	88,260	161,739	0	0	0	249,999	
SW Yamhill and Morrison Sewer	0	0	0	0	495,554	904,445	0	1,399,999	
Taggart B, C, and D Relief and	0	0	371,532	0	0	0	0	371,532	
Tanner Basin/Fremont Basin Combined	0	0	0	310,673	0	0	0	310,673	
Total Maintenance & Reliability	51,844,360	14,942,975	17,072,761	15,901,063	13,268,482	15,828,603	16,075,797	78,146,706	
Sewage Treatment Systems									
CBWTP Automation (14)	671,064	133,453	62,220	62,050	94,050	345,897	210,095	774,312	
CBWTP Central Control Facility	0	0	71,000	375,076	0	0	0	446,076	
CBWTP Lagoon Reconstruction	0	200,000	389,685	339,030	2,016,218	2,016,218	2,021,742	6,782,893	
CBWTP Land Purchase	0	191,919	1,065,543	1,062,632	1,062,632	0	0	3,190,807	
CBWTP Odor Control Projects	2,157,824	41,247	169,205	718,352	840,033	499,427	2,863,358	5,090,375	
CBWTP Outfall Line Repair	370,201	250,000	66,000	0	0	0	2,544,973	2,610,973	
CBWTP Secondary Treatment Expansion	0	0	351,650	0	0	0	0	351,650	
CBWTP Seismic Improvements	0	0	0	0	143,855	1,211,430	1,214,749	2,570,034	
CBWTP Solids Management & Dewatering	0	0	0	0	191,886	1,495,797	0	1,687,683	

Capital Improvement Plan — Public Utilities

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau								
Capital Program	Revised		Adopted	Capital Plan				
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Inverness Force Main	17,201,962	5,887,648	1,018,929	0	0	0	0	1,018,929
Pump Station Improvement Program	6,557,517	1,400,000	1,002,461	1,498,357	1,498,357	1,498,357	1,502,461	6,999,993
TCWTP Aeration Basin Modification	0	0	76,055	580,000	11,040	0	0	667,095
TCWTP Improvements	0	0	0	0	560,000	1,675,802	1,680,394	3,916,196
Treatment Facilities - Rehab & Modification	4,888,032	1,203,133	1,787,807	1,792,648	1,734,278	1,733,154	1,699,619	8,747,506
Total Sewage Treatment Systems	31,846,600	9,307,400	6,060,555	6,428,145	8,152,349	10,476,082	13,737,391	44,854,522
Surface Water Management								
Brookside Wetland and Stream	2,548,122	0	170,000	0	0	0	0	170,000
Buffalo Slough Water Quality Facility	0	0	20,200	84,200	0	0	0	104,400
Columbia Steel Castings Outfall	0	0	41,611	304,910	3,717	0	0	350,238
Fanno Creek @ SW 58th and Hamilton St.	298,061	311,008	352,700	0	0	0	0	352,700
Fanno Creek WQ Improvement	47,301	23,802	205,414	655,143	0	0	0	860,557
Fanno Creek/Birkland (Alpenrose Site)	13,250	43,375	27,715	138,600	0	0	0	166,315
Fanno Creek/Tareen PRF Site	169,088	22,000	2,205	31,294	283,250	0	0	316,749
FANNO WQWD TOWER	114	15,000	299,524	818	0	0	0	300,342
Johnson Creek Projects	182,757	549,259	950,000	2,239,225	2,116,884	1,976,884	1,399,515	8,682,508
NPDES Stormwater BMPs	39,864	71,706	137,555	37,453	0	0	0	175,008
NPDES Stormwater Program: NE 122nd	597,140	12,000	103,916	0	0	0	0	103,916
Pollution Reduction Facility @ NE 148th	321,443	1,415,000	2,100,000	0	0	0	0	2,100,000
Pollution Reduction Facility @ NE 158th/	1,401,363	485,165	1,089,655	661,507	0	0	0	1,751,162
Riparian Restoration Project	184,438	162,061	76,000	76,000	76,000	0	0	228,000
Russell Pond Retrofit	44,204	25,000	109,428	0	0	0	0	109,428
Slough Infrastructure: US Army COE	1,618	199,454	200,657	200,109	0	599,179	600,820	1,600,765
Tryon Creek Channel Restoration	318,619	87,535	15,940	35,173	243,148	11,000	0	305,261
Wapato Wetland Water Quality Facility	0	0	55,009	53,000	0	0	0	108,009
Total Surface Water Management	6,167,382	3,422,365	5,957,529	4,517,432	2,722,999	2,587,063	2,000,335	17,785,358
Systems Development								
Bureau of Transportation Interagency	470,662	71,055	50,082	49,944	49,944	49,944	50,082	249,996
Commercial/Industrial Sanitary Sewer	333,466	0	317,016	599,568	599,568	599,568	601,211	2,716,931
Drainage Improvement Program (DIP)	1,047,395	92,105	100,163	99,890	99,890	99,890	100,163	499,996
Local Improvement Districts	39,896	120,207	60,097	59,933	59,933	59,933	60,097	299,993
Longview City Laundry Cleaners	0	0	325,000	0	0	0	0	325,000
NE 59TH PUMP STATION	961,210	0	595,096	0	0	0	0	595,096
Permit Reimbursement	261,383	139,923	139,228	138,847	138,847	138,847	139,228	694,997
Permits	2,413,767	449,754	300,492	299,671	299,671	299,671	300,492	1,499,997
Residential Sanitary Sewer Extension	2,814,495	849,945	601,478	899,014	899,014	899,014	901,478	4,199,998
South Airport Sanitary Trunk Sewer	502,193	202,000	1,336,674	2,012,776	301,055	0	0	3,650,505
Total Systems Development	8,844,467	1,924,989	3,825,326	4,159,643	2,447,922	2,146,867	2,152,751	14,732,509
Total Bureau of Environmental Services	179,095,146	87,440,530	95,787,110	79,126,154	57,882,156	65,647,815	87,832,554	386,275,789
Bureau of Water Works								
Customer Service								
AMR	234,242	100,000	100,000	100,000	100,000	0	0	300,000
CUSTOMER INFORMATION SYSTEM	28,845	1,867,000	0	0	0	0	0	0
Total Customer Service	263,087	1,967,000	100,000	100,000	100,000	0	0	300,000
Distribution								
AIRPORT LRT	0	200,000	200,000	0	0	0	0	200,000
BRIDGE PIPE EVALUATION	601	40,000	0	0	0	0	0	0
CENTRAL CITY STREETCAR	0	1,500,000	1,350,000	625,000	0	0	0	1,975,000
CONTROL SYSTEMS IMPROVEMENT	0	27,000	27,000	27,000	27,000	27,000	27,000	135,000
CORROSION CONTROL EXTERNAL	0	100,000	50,000	50,000	50,000	50,000	50,000	250,000
CUSTOMER DEMAND MONITORING	54,241	150,000	515,000	440,000	0	0	0	955,000
DESIGN PROCESS PRODUCTIVITY	0	20,000	20,000	80,000	0	0	0	100,000
DOWNTOWN IMPROVEMENTS	0	0	220,000	0	120,000	120,000	120,000	580,000
EAST BOUNDARY MAIN	0	0	0	0	0	0	10,000	10,000
FOUNTAIN IMPROVEMENTS	0	147,000	105,000	25,000	200,000	105,000	315,000	750,000
GIS WATER BUREAU	315,908	710,000	325,000	0	0	0	0	325,000
HAYDEN ISLAND MASTER METERING	2,477	134,000	120,000	0	0	0	0	120,000
HAYDEN ISLAND SUPPLY	930,570	45,000	0	0	0	0	0	0

Capital Improvement Plan — Public Utilities

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau		Capital Plan						
Capital Program		Revised	Adopted					
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
INTERSTATE SECURITY SYSTEM	212	10,000	200,000	0	0	0	0	200,000
INTERSTATE SITE PLAN	1,001,755	50,000	100,000	100,000	500,000	0	0	700,000
KINGS HEIGHTS MAIN REPLACEMENT	482	10,000	10,000	50,000	500,000	0	0	560,000
LARGE VALVE PROGRAM	0	299,000	438,000	0	100,000	57,000	57,000	652,000
MAINS PROGRAM	0	5,755,500	5,100,000	5,100,000	5,600,000	5,600,000	5,600,000	27,000,000
MAINTENANCE MANAGEMENT	0	400,000	400,000	900,000	700,000	200,000	0	2,200,000
MARQUAM HILL PUMP MAIN 2	0	0	0	2,000	72,000	15,000	282,000	371,000
ODOT ADJUSTMENTS	0	675,000	675,000	675,000	675,000	675,000	675,000	3,375,000
PARKROSE SUPPLY MAINS	3,057,124	103,000	0	0	0	0	0	0
PIPE DESIGN AND LIFE STUDY	8,781	20,000	10,000	0	0	0	0	10,000
PROJECT MANAGEMENT SYSTEM	32,194	145,000	0	0	0	0	0	0
PUMP AND CONTROL MAINTENANCE	0	375,000	125,000	0	200,000	125,000	125,000	575,000
ROCKY BUTTE FIRE PROTECTION	34,887	5,000	5,000	0	0	0	0	5,000
SCHOLLS FERRY ROAD SUPPLY MAIN	0	0	0	10,000	350,000	0	0	360,000
SE HAROLD STREET MAIN	0	0	0	0	0	0	5,000	5,000
SE STARK STREET MAIN	0	0	0	0	0	0	5,000	5,000
STANDARDS FOR FACILITY DESIGN	21,406	50,000	30,000	20,000	0	0	0	50,000
SW LANCASTER ROAD MAIN	0	0	0	0	0	10,000	0	10,000
SW SUPPLY IMPROVEMENTS	2,427,707	10,000	0	0	0	0	0	0
SYSTEM METERING	0	79,000	49,000	27,000	27,000	27,000	27,000	157,000
TANNER CREEK DIVERSION	0	200,000	1,000,000	1,000,000	0	0	0	2,000,000
WESTSIDE MAINT. OPERATIONS	94	5,000	0	50,000	650,000	0	0	700,000
WILLAMETTE HEIGHTS TANK ANALYSIS	0	0	0	0	70,000	95,000	350,000	515,000
Total Distribution	7,888,439	11,264,500	11,074,000	9,181,000	9,841,000	7,106,000	7,648,000	44,850,000
Quality								
LUSTED HILL TREATMENT	0	0	100,000	100,000	0	0	0	200,000
Total Quality	0	0	100,000	100,000	0	0	0	200,000
Supply								
BUILDING MAINTENANCE-GENERAL	0	775,290	200,000	150,000	250,000	200,000	200,000	1,000,000
BULL RUN BRIDGE MAINTENANCE	0	431,000	231,000	86,000	52,000	52,000	104,000	525,000
BULL RUN FISHERIES	58,433	700,000	775,000	0	0	0	0	775,000
BULL RUN LAKE CABINS	0	0	40,000	110,000	0	0	0	150,000
BULL RUN LAKE MAINTENANCE	0	914,000	50,000	50,000	50,000	50,000	50,000	250,000
BULL RUN LAKE MONITORING PLAN/	0	80,000	120,000	40,000	40,000	40,000	40,000	280,000
BULL RUN LAKE STUDY	0	0	0	0	83,000	105,000	21,000	209,000
BURLINGAME/WCSL & WESTWOOD	2,409	100,000	400,000	780,000	650,000	0	0	1,830,000
BURNSIDE PUMP STATION UPGRADE	0	0	0	0	0	0	20,000	20,000
CAPITOL HIGHWAY PUMP STATION	1,144,741	20,000	0	0	0	0	0	0
CONDUIT 5 AT POWELL BUTTE	0	0	0	0	0	0	500,000	500,000
CONDUIT 5 RIGHT-OF-WAY	0	10,000	10,000	50,000	100,000	10,000	10,000	180,000
CONDUIT 5-PRELIMINARY DESIGN	8,021	200,000	300,000	300,000	0	0	0	600,000
CONDUIT CATHODIC PROTECTION	0	0	0	0	0	250,000	250,000	500,000
CONDUIT ISOLATION AND	32,687	2,100,000	2,300,000	2,300,000	0	0	1,650,000	6,250,000
CONDUIT MAINTENANCE	0	390,000	390,000	250,000	100,000	100,000	100,000	940,000
CONDUIT RELOCATION-SANDY RIVER	440,929	246,000	500,000	5,500,000	1,400,000	0	0	7,400,000
CONDUIT VULNERABILITY REDUCTION	0	0	0	250,000	1,250,000	0	0	1,500,000
COUNCIL CREST RESERVOIR NO. 3	0	0	0	0	0	0	15,000	15,000
DAM 1 OUTLET WORKS	1,769	100,000	10,000	0	0	0	0	10,000
DAM 2 SPILLWAY APPROACH CHANNEL	0	90,000	250,000	1,165,000	0	0	0	1,415,000
DAM 2 STILLING POOL DEEPENING	0	0	0	0	0	0	10,000	10,000
DAM 2 TOWER IMPROVEMENTS/	5,677	140,000	400,000	850,000	0	0	0	1,250,000
DIVERSION DAM REPAIR	0	10,000	285,000	0	0	0	0	285,000
EAST WELLFIELD COLLECTION	0	10,000	0	0	200,000	2,210,000	1,280,000	3,690,000
EMERGENCY OPERATIONS CENTER	0	0	275,000	100,000	980,000	0	0	1,355,000
FOREST PARK LOW SUPPLY MAIN	0	0	0	0	10,000	0	70,000	80,000
FOREST PARK RESERVOIRS	2,412,882	245,000	215,000	0	1,395,000	0	0	1,610,000
FREEMAN TANK REMOVAL	0	0	0	5,000	50,000	0	0	55,000
FULTON PUMP STATION RENOVATION	0	0	0	0	10,000	0	80,000	90,000
GILBERT-CLATSOP SUPPLY MAIN	0	0	0	15,000	100,000	1,178,000	0	1,293,000

Capital Improvement Plan — Public Utilities

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau		Capital Plan						
Capital Program		Revised	Adopted					
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
GROUNDWATER STUDIES	2,344	142,000	100,000	100,000	100,000	100,000	0	400,000
GROUNDWATER SYSTEM UPGRADE	0	0	0	0	5,000,000	5,000,000	5,000,000	15,000,000
GROUNDWATER TREATMENT STUDY	501,783	20,000	0	0	0	0	0	0
HEADWORKS SCREENHOUSE NO. 2	139,580	588,000	1,700,000	3,100,000	100,000	0	0	4,900,000
INDUSTRIAL CONSERVATION	0	5,000	5,000	90,000	30,000	30,000	30,000	185,000
INFRASTRUCTURE MASTER PLAN	57,930	550,000	300,000	300,000	100,000	0	0	700,000
KELLY BUTTE AREA SUPPLY	0	0	0	0	0	0	16,000	16,000
MARQUAM HILL PUMP MAIN	0	55,000	260,000	0	0	0	0	260,000
MASTER PLAN DODGE PARK	4,796	0	84,000	35,000	30,000	270,000	0	419,000
MASTER PLAN IN-CITY PROPERTY/	6,367	0	0	25,000	0	290,000	85,000	400,000
MICROWAVE COMMUNICATIONS	82,809	707,000	250,000	0	500,000	250,000	0	1,000,000
MT. TABOR PART 12	33,830	5,000	40,000	0	0	0	5,000	45,000
OPEN RESERVOIRS STUDY	425,048	330,000	10,000	0	0	0	0	10,000
PARKROSE WELLS	16,954	350,000	0	0	0	0	0	0
PEAK OFFLOAD/BACKUP WELLS/	0	0	40,000	200,000	200,000	200,000	40,000	680,000
POWELL BUTTE MASTER PLAN	775,306	60,000	0	0	0	0	0	0
POWELL BUTTE RESERVOIR #2	469	300,000	150,000	150,000	1,000,000	4,000,000	10,000,000	15,300,000
REGIONAL PIPELINES	0	0	100,000	1,000,000	5,000,000	5,000,000	4,000,000	15,100,000
REGIONAL WATER SUPPLY PLAN	0	0	0	0	325,000	325,000	0	650,000
RESERVOIR MAINTENANCE	0	1,512,000	612,000	1,334,000	312,000	312,000	312,000	2,882,000
RIVER CROSSING REPLACEMENTS	0	20,000	0	0	150,000	1,350,000	1,000,000	2,500,000
SMALL WELLS STUDY & RENOVATION	7,414	10,000	200,000	0	0	0	0	200,000
STEPHENSON PUMP STATION AND	0	0	50,000	60,000	345,000	0	0	455,000
SYSTEM VULNERABILITY	300,702	400,000	40,000	290,000	290,000	230,000	0	850,000
SYSTEM VULNERABILITY REDUCTION	0	0	10,000	0	2,000,000	2,000,000	1,000,000	5,010,000
TANK IMPROVEMENTS	54,726	455,000	463,000	0	0	0	0	463,000
TRANSMISSION PIPE CONDITION &	0	0	75,000	75,000	150,000	500,000	500,000	1,300,000
USFS/CITY OF PORTLAND LAND	0	250,000	150,000	0	0	0	0	150,000
WASHINGTON COUNTY SUPPLY LINE	0	0	10,000	0	70,000	0	0	80,000
WASHINGTON PARK 30" PIPELINE	0	0	100,000	0	0	0	0	100,000
WATER CONTROL CENTER	0	605,000	80,000	80,000	0	0	0	160,000
WATER DISTRICT CONNECTIONS #1	7,949	100,000	110,000	100,000	100,000	0	0	310,000
WATER LOSS REDUCTION	0	86,000	100,000	100,000	100,000	0	0	300,000
WATER REUSE & ALTERNATIVE USE	128,942	18,000	200,000	60,000	208,000	208,000	0	676,000
WATERSHED DAMS MAINTENANCE	0	128,000	56,000	52,000	52,000	52,000	70,000	282,000
WATERSHED MAINTENANCE	0	325,000	300,000	300,000	300,000	300,000	300,000	1,500,000
WELL SITE IMPROVEMENTS	0	279,000	1,330,000	0	0	0	0	1,330,000
WELLFIELD MAINTENANCE	0	250,000	500,000	500,000	500,000	500,000	500,000	2,500,000
WEST SIDE HEADER	414,247	135,000	100,000	250,000	0	0	0	350,000
WESTSIDE SUPPLY MAIN	0	0	0	0	0	10,000	0	10,000
Total Supply	7,068,744	14,246,290	14,276,000	20,202,000	23,682,000	25,122,000	27,258,000	110,540,000
Water Quality								
CHLORINE CONTROL IMPROVEMENTS	0	40,000	100,000	100,000	0	0	0	200,000
CORROSION CONTROL REGULATION	3,855,891	71,000	0	0	0	0	0	0
GROUNDWATER DISINFECTION	154,804	225,000	750,000	2,225,000	500,000	0	0	3,475,000
PAINT SHOP RELOCATION	8,677	0	0	0	0	80,000	200,000	280,000
REGULATORY COMPLIANCE STUDIES	132,460	200,000	150,000	150,000	0	0	0	300,000
RESOURCE PROTECTION PUBLIC	0	0	25,000	25,000	25,000	25,000	25,000	125,000
TANK OVERFLOW EVALUATION/	0	100,000	100,000	100,000	100,000	100,000	100,000	500,000
WATER QUALITY SAMPLE UPGRADE	224,170	150,000	100,000	0	75,000	75,000	0	250,000
WATER SYSTEM STUDIES	0	0	0	0	0	0	1,244,000	1,244,000
WATER TREATMENT IMPROVEMENTS	0	0	50,000	100,000	100,000	0	0	250,000
WELLFIELD REMEDIATION	2,347,837	500,000	300,000	200,000	200,000	0	0	700,000
WELLHEAD PROTECTION	283,968	250,000	150,000	150,000	150,000	0	0	450,000
Total Water Quality	7,007,807	1,536,000	1,725,000	3,050,000	1,150,000	280,000	1,569,000	7,774,000
Total Bureau of Water Works	22,228,077	29,013,790	27,275,000	32,633,000	34,773,000	32,508,000	36,475,000	163,664,000
TOTAL PUBLIC UTILITIES	\$201,323,223	\$116,454,320	\$123,062,110	\$111,759,154	\$ 92,655,156	\$ 98,155,815	\$124,307,554	\$549,939,789

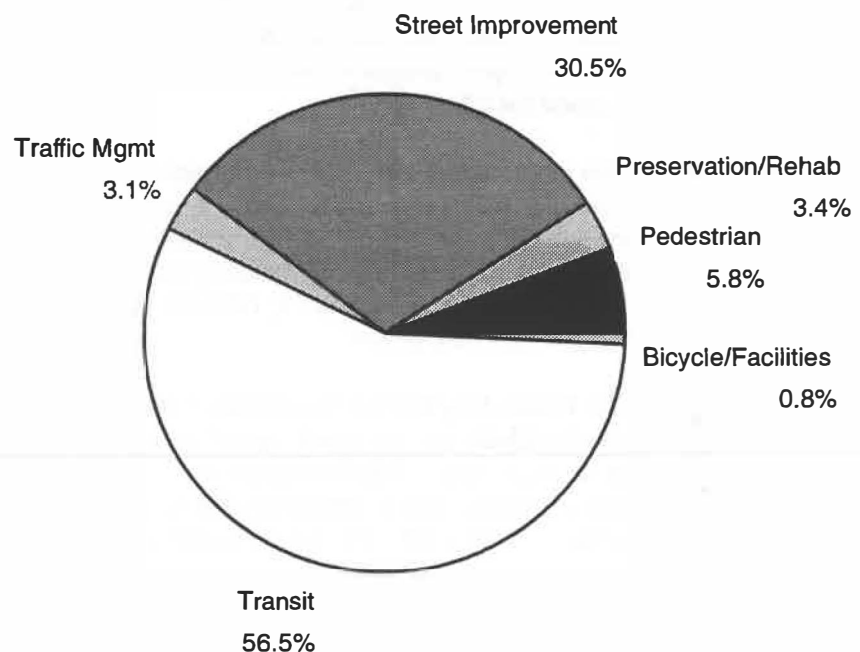
Transportation and Parking

SERVICE AREA OVERVIEW

The Transportation and Parking Service Area reflects the activities of two bureaus: the Portland Office of Transportation (PDOT) and the Bureau of General Services's Parking Division. For FY 1999-00, the service areas' capital budget totals more than \$53.6 million, or 22.8% of the total CIP budget. The FY 1999-04 budget is over approximately \$271.1 million.

PORTLAND OFFICE OF TRANSPORTATION

PDOT's projects comprise 89% of the FY 1999-00 budget and total approximately \$47.7 million. The budget for the five-year CIP window is more than \$247.3 million. The PDOT projects are budgeted in the following seven capital programs: Bicycle, Facilities, Pedestrian, Preservation and Rehabilitation, Street Improvements, Traffic Management and Transit. (For illustrative purposes, the following graph groups the Bicycle and Facilities capital programs together).



Bicycle Program

The Bicycle Program works to make cycling a more attractive transportation option. To accomplish this objective, PDOT uses three approaches: planning, constructing, and maintaining a comprehensive network of bikeways; providing secure bicycle parking; and educating people about the benefits of bicycling as a mode of transportation. The FY 1999-00 budget is approximately \$260,000, and a total of about \$5.1 million is programmed over the five years.

Facilities Program	This program includes capital projects which will increase the efficiencies and productivity of the Bureau of Maintenance operations. In FY 1999-00, \$100,000 is budgeted for replacement of equipment used in a recycling process aimed at diverting construction and maintenance spoils from the landfill. A total of approximately \$3.3 million is planned from FY 1999-04.
Pedestrian Program	The Pedestrian Program was implemented in 1992 in order to make Portland more walkable. Three approaches are used: 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. The FY 1999-00 capital budget is about \$2.8 million. The FY 1999-04 budget is approximately \$10.4 million.
Preservation and Rehabilitation Program	This 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 replacement are included in this program. The 1999-00 budget for this program is \$1.6 million. Approximately \$22.1 million is budgeted for FY 1999-04.
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. Projects involve the construction, reconstruction or improvement of the City's street system and are designed to consider all modes of transportation, including automobiles, transit, bicycles, and pedestrians. The FY 1999-00 capital budget is more than \$14.5 million, and approximately \$141.4 million is planned for FY 1999-04.
Traffic Management Program	This program consists of four subprograms: Intelligent Transportation Systems, Traffic Calming, Traffic Safety, and Traffic Signal Systems. These programs are intended to make the most efficient use of Portland's street network while improving safety within public right-of-way and improving livability within residential neighborhoods. A total of about \$1.5 million is budgeted in FY 1999-00. Approximately \$29.1 million is planned over the FY 1999-04 time period.
Transit Program	The Transit Program has two subprograms, Regional Transitways and Major Transit Streets, which include transit-related capital projects on City right-of-way. In FY 1999-00, the major projects are Transit Mall Restoration (\$1.4 million), Central City Streetcar (\$25.4 million), and a Regional Rail program feasibility study (\$117,000), for a total of more than \$26.9 million. The FY 1999-04 capital budget exceeds \$36.0 million.
Sources of Funding	<p>The primary sources of funding for PDOT projects are debt financing, intergovernmental, Local Improvement Districts, and General Transportation Revenue.</p> <p>Debt financing</p> <p>Debt Financing constitutes 38% of the FY 1999-00 PDOT capital budget. Eighteen million in Parking Revenue Bond proceeds will be used to fund most of the Central City Streetcar. These bonds were issued in 1999 with parking garage and parking meter revenues pledged for debt service.</p>

Intergovernmental

The next largest source of funding in FY 1999-00 is from intergovernmental agreements with the Portland Development Commission, TriMet, the Port of Portland, and Multnomah County. The budget includes almost \$7.1 million, or 15% of the total revenue for FY 1999-00.

Local Improvement Districts

Over 12% of the FY 1999-00 budget, \$6 million is funded from Local Improvement Districts. This method will be used to partially fund the Central City Streetcar.

General Transportation Revenue

General Transportation Revenue (GTR) represents the City's share of gas tax revenues, local parking revenues, cash transfers, and fund balance. The bureau uses these funds to leverage additional money from the federal government, other jurisdictions, and the private sector. In addition, some revenues are derived from permit fees. The FY 1999-00 budget includes almost \$4.7 million in GTR, which is 10% of the total PDOT capital funding.

BUREAU OF GENERAL SERVICES

The City owns seven parking garages in downtown Portland and is currently planning to construct an eighth. The Parking Division of the Bureau of General Services is responsible for the capital projects in the garages and management of the contracts with the Association for Portland Progress, for the day-to-day management of the garages. In FY 1999-00, more than \$5.9 million is budgeted for parking garage projects, primarily using Parking Bond proceeds. These projects include construction of a new Smart Park Garage at Third and Taylor at a cost of \$5.0 million. Other large projects programmed for FY 1999-00 are painting the interior for the Smart Park Garages (\$276,000), upgrading of the HVAC systems in the Tenth and Yamhill garage (\$160,000) and Third and Alder (\$155,000). The budget for FY 1999-04 exceeds \$23.7 million.

Capital Improvement Plan — Transportation and Parking

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau	Revised		Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Bureau of General Services								
Fleet Services								
Funding Sources								
Bureau Revenues	0	0	0	0	0	43,000	0	43,000
Total Funding Sources	0	0	0	0	0	43,000	0	43,000
Project Costs								
Design/ProjMgmt	0	0	0	0	0	9,890	0	9,890
Const/Equip	0	0	0	0	0	30,100	0	30,100
Total Project Costs	0	0	0	0	0	39,990	0	39,990
Fund Level Costs	0	0	0	0	0	3,010	0	3,010
Oper & Maint Costs	0	0	0	0	0	0	0	0
Parking Facilities								
Funding Sources								
Others Financing	0	409,000	934,300	802,600	47,400	666,300	1,200,000	3,650,600
Revenue Bonds	0	0	5,016,261	3,000,000	0	8,000,000	5,141,000	21,157,261
Total Funding Sources	0	409,000	5,950,561	3,802,600	47,400	8,666,300	6,341,000	24,807,861
Project Costs								
Planning	0	0	0	0	0	0	0	0
Design/ProjMgmt	0	91,430	1,296,561	934,598	10,902	1,993,139	1,458,430	5,693,630
Site Acquisition	0	0	4,000,000	2,250,000	0	5,600,000	0	11,850,000
Const/Equip	0	288,700	654,000	561,820	33,180	466,510	4,438,700	6,154,210
Total Project Costs	0	380,130	5,950,561	3,746,418	44,082	8,059,649	5,897,130	23,697,840
Fund Level Costs	0	28,870	0	56,182	3,318	606,651	443,870	1,110,021
Oper & Maint Costs	0	0	0	0	321,000	321,000	321,000	963,000
Office of Transportation								
Bicycle Program								
Funding Sources								
General Transportation Revenue	88,145	149,662	100,412	125,000	520,000	1,145,000	3,040,000	4,930,412
Grants/Donations	0	0	160,000	0	0	0	0	160,000
Total Funding Sources	88,145	149,662	260,412	125,000	520,000	1,145,000	3,040,000	5,090,412
Project Costs								
Planning	0	0	23,200	25,000	143,500	39,000	198,500	429,200
Design/ProjMgmt	0	0	52,000	25,000	145,000	190,000	363,700	775,700
Const/Equip	0	0	185,212	75,000	231,500	916,000	2,477,800	3,885,512
Total	88,145	149,662	0	0	0	0	0	0
Total Project Costs	88,145	149,662	260,412	125,000	520,000	1,145,000	3,040,000	5,090,412
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0
Facilities Program								
Funding Sources								
Fund Balance	0	0	100,000	0	0	0	0	100,000
General Transportation Revenue	0	0	0	120,000	1,144,000	906,000	1,022,000	3,192,000
Revenue Bonds	0	0	0	0	0	0	0	0
Total Funding Sources	0	0	100,000	120,000	1,144,000	906,000	1,022,000	3,292,000
Project Costs								
Planning	0	0	0	0	220,600	0	0	220,600
Design/ProjMgmt	0	0	0	0	280,800	33,400	33,400	347,600
Site Acquisition	0	0	0	0	489,200	589,400	422,400	1,501,000
Const/Equip	0	0	100,000	120,000	153,400	283,200	566,200	1,222,800
Total Project Costs	0	0	100,000	120,000	1,144,000	906,000	1,022,000	3,292,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0

Capital Improvement Plan — Transportation and Parking

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau	Revised		Adopted	Capital Plan				
	Prior Years	FY 1998-99		FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04
Capital Program								5-Year Total
Pedestrian Program								
Funding Sources								
Bureau Revenues	0	0	0	275,000	600,000	0	0	875,000
Fund Balance	0	0	90,000	0	0	0	0	90,000
General Transportation Revenue	427,087	905,000	554,797	512,500	1,445,000	1,100,000	1,255,000	4,867,297
Grants/Donations	12,745	450,000	497,720	0	0	0	0	497,720
Intergovernmental	0	50,000	1,170,385	632,300	9,025	9,519	0	1,821,229
System Development Charges	0	0	467,311	884,982	711,481	48,095	100,000	2,211,869
Total Funding Sources	439,832	1,405,000	2,780,213	2,304,782	2,765,506	1,157,614	1,355,000	10,363,115
Project Costs								
Planning	0	0	8,744	8,750	428,750	138,750	148,750	733,744
Design/ProjMgmt	0	0	689,758	749,982	380,000	130,000	475,000	2,424,740
Site Acquisition	0	0	98,046	106,250	169,398	46,155	8,750	428,599
Const/Equip	0	0	1,983,665	1,439,800	1,787,358	842,709	722,500	6,776,032
Total	439,832	1,405,000	0	0	0	0	0	0
Total Project Costs	439,832	1,405,000	2,780,213	2,304,782	2,765,506	1,157,614	1,355,000	10,363,115
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0
Preservation & Rehab Program								
Funding Sources								
General Fund Discretionary	0	493,000	0	0	0	0	0	0
General Transportation Revenue	0	160,000	1,390,749	1,644,632	4,691,880	4,300,400	4,526,550	16,554,211
Grants/Donations	0	27,205	141,928	0	168,750	2,393,100	2,770,200	5,473,978
Intergovernmental	0	0	67,535	0	0	0	0	67,535
Total Funding Sources	0	680,205	1,600,212	1,644,632	4,860,630	6,693,500	7,296,750	22,095,724
Project Costs								
Planning	0	0	47,885	35,963	65,167	61,925	64,217	275,157
Design/ProjMgmt	0	0	272,178	320,437	647,217	604,790	371,870	2,216,492
Site Acquisition	0	0	6,295	3,732	21,208	19,258	20,688	71,181
Const/Equip	0	0	1,273,854	1,284,500	4,127,038	6,007,527	6,839,975	19,532,894
Total	0	680,205	0	0	0	0	0	0
Total Project Costs	0	680,205	1,600,212	1,644,632	4,860,630	6,693,500	7,296,750	22,095,724
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0
Street Improvement Program								
Funding Sources								
Bureau Revenues	0	1,612,946	1,588,414	449,200	537,682	566,750	436,800	3,578,846
Fund Balance	50,322	4,428,836	3,721,147	85,000	75,000	75,000	75,000	4,031,147
General Fund Discretionary	0	0	450,000	500,000	500,000	500,000	500,000	2,450,000
General Transportation Revenue	982,307	1,530,627	1,345,496	1,929,916	8,155,108	9,987,072	11,716,181	33,133,773
Grants/Donations	385,581	5,174,336	1,211,540	1,475,500	7,227,027	26,760,000	780,000	37,454,067
Intergovernmental	136,000	1,923,333	3,963,088	7,661,047	6,313,083	9,840,193	13,879,983	41,657,394
Others Financing	0	250,000	101,520	0	0	0	0	101,520
Service Charges and Fees	1,008,890	749,333	932,284	759,000	772,000	794,000	818,000	4,075,284
System Development Charges	0	958,929	1,231,491	2,882,314	2,861,573	3,142,641	4,794,169	14,912,188
Total Funding Sources	2,563,100	16,628,340	14,544,980	15,741,977	26,441,473	51,665,656	33,000,133	141,394,219
Project Costs								
Planning	0	0	2,184,127	1,421,041	4,363,401	7,573,772	614,134	16,156,475
Design/ProjMgmt	0	0	2,706,128	2,636,473	8,701,906	12,808,285	3,255,241	30,108,033
Site Acquisition	0	0	178,675	270,371	1,111,401	3,045,871	1,706,375	6,312,693
Const/Equip	0	0	9,476,050	11,414,092	12,264,765	28,237,728	27,424,383	88,817,018
Total	2,563,100	16,628,340	0	0	0	0	0	0
Total Project Costs	2,563,100	16,628,340	14,544,980	15,741,977	26,441,473	51,665,656	33,000,133	141,394,219
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	57,378	57,248	57,248	57,248	57,248	286,370

Capital Improvement Plan — Transportation and Parking

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau	Revised		Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998–99	FY 1999–00	FY 2000–01	FY 2001–02	FY 2002–03	FY 2003–04	5–Year Total
Traffic Management Program								
Funding Sources								
General Transportation Revenue	299,565	1,711,199	1,294,434	844,000	6,203,500	9,413,475	8,672,000	26,427,409
Grants/Donations	0	10,000	100,045	100,000	80,000	321,000	0	601,045
System Development Charges	0	0	81,000	100,000	472,000	1,387,525	0	2,040,525
Total Funding Sources	299,565	1,721,199	1,475,479	1,044,000	6,755,500	11,122,000	8,672,000	29,068,979
Project Costs								
Planning	0	0	113,759	73,200	654,125	626,250	542,000	2,009,334
Design/ProjMgmt	0	0	193,481	107,000	1,594,875	1,374,500	1,300,750	4,570,606
Const/Equip	0	0	1,168,239	863,800	4,506,500	9,121,250	6,829,250	22,489,039
Total	299,565	1,721,199	0	0	0	0	0	0
Total Project Costs	299,565	1,721,199	1,475,479	1,044,000	6,755,500	11,122,000	8,672,000	29,068,979
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	26,800	26,800	26,800	26,800	26,800	134,000
Transit Program								
Funding Sources								
Bureau Revenues	0	0	24,000,000	2,000,000	0	0	0	26,000,000
Fund Balance	0	111,348	931,589	350,000	0	0	0	1,281,589
General Transportation Revenue	1,865,649	1,519,703	11,709	0	170,000	170,000	160,000	511,709
Grants/Donations	748,170	2,190,000	0	2,395,000	1,580,000	1,350,000	925,000	6,250,000
Intergovernmental	0	1,200,000	1,874,369	0	0	0	0	1,874,369
Service Charges and Fees	0	0	105,000	0	0	0	0	105,000
Total Funding Sources	2,613,819	5,021,051	26,922,667	4,745,000	1,750,000	1,520,000	1,085,000	36,022,667
Project Costs								
Planning	0	0	908,978	625,000	1,750,000	1,420,000	735,000	5,438,978
Design/ProjMgmt	0	0	582,100	0	0	100,000	50,000	732,100
Const/Equip	0	0	25,431,589	4,120,000	0	0	300,000	29,851,589
Total	2,613,819	5,021,051	0	0	0	0	0	0
Total Project Costs	2,613,819	5,021,051	26,922,667	4,745,000	1,750,000	1,520,000	1,085,000	36,022,667
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0
Bureau of General Services								
City Downtown Space Requirements								
Funding Sources								
Bureau Revenues	0	0	983,000	0	0	0	0	983,000
General Fund Discretionary	0	0	389,000	0	0	0	0	389,000
Total Funding Sources	0	0	1,372,000	0	0	0	0	1,372,000
Project Costs								
Design/ProjMgmt	0	0	357,603	0	0	0	0	357,603
Const/Equip	0	0	960,990	0	0	0	0	960,990
Total Project Costs	0	0	1,318,593	0	0	0	0	1,318,593
Fund Level Costs	0	0	53,407	0	0	0	0	53,407
Oper & Maint Costs	0	0	0	0	0	0	0	0

Capital Improvement Plan — Transportation and Parking

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau		Revised	Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Communications Services								
Funding Sources								
Bureau Revenues	0	140,000	160,000	0	0	0	0	160,000
Fund Balance	0	500,000	47,066	0	0	0	0	47,066
General Fund Discretionary	0	0	0	1,500,000	0	0	0	1,500,000
Grants/Donations	0	0	0	0	0	0	0	0
Revenue Bonds	0	0	245,000	3,295,000	950,000	820,000	1,200,000	6,510,000
Total Funding Sources	0	640,000	452,066	4,795,000	950,000	820,000	1,200,000	8,217,066
Project Costs								
Planning	0	0	0	0	0	0	0	0
Design/ProjMgmt	0	143,000	90,413	959,000	190,000	164,000	240,000	1,643,413
Const/Equip	0	497,000	361,653	3,836,000	760,000	656,000	960,000	6,573,653
Total Project Costs	0	640,000	452,066	4,795,000	950,000	820,000	1,200,000	8,217,066
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	38,000	150,000	300,000	300,000	300,000	1,088,000
Portland Building								
Funding Sources								
Bureau Revenues	0	267,000	1,713,000	897,800	999,000	1,052,000	1,111,000	5,772,800
General Fund Discretionary	0	0	179,000	0	0	0	0	179,000
Revenue Bonds	0	0	903,000	1,333,000	0	0	0	2,236,000
Total Funding Sources	0	267,000	2,795,000	2,230,800	999,000	1,052,000	1,111,000	8,187,800
Project Costs								
Planning	0	0	0	0	0	0	0	0
Design/ProjMgmt	0	61,410	731,653	513,084	229,770	241,960	255,530	1,971,997
Const/Equip	0	186,900	1,956,500	1,561,560	699,300	736,400	777,700	5,731,460
Total Project Costs	0	248,310	2,688,153	2,074,644	929,070	978,360	1,033,230	7,703,457
Fund Level Costs	0	18,690	106,847	156,156	69,930	73,640	77,770	484,343
Oper & Maint Costs	0	0	0	0	0	0	0	0
Portland Communications Center								
Funding Sources								
Bureau Revenues	0	40,000	41,000	41,000	41,000	41,000	41,000	205,000
General Obligation Bonds	0	134,000	387,000	385,000	0	0	0	772,000
Total Funding Sources	0	174,000	428,000	426,000	41,000	41,000	41,000	977,000
Project Costs								
Design/ProjMgmt	0	40,020	112,065	97,980	9,430	9,430	9,430	238,335
Const/Equip	0	121,800	299,600	298,200	28,700	28,700	28,700	683,900
Total Project Costs	0	161,820	411,665	396,180	38,130	38,130	38,130	922,235
Fund Level Costs	0	12,180	16,335	29,820	2,870	2,870	2,870	54,765
Oper & Maint Costs	0	0	0	39,000	39,000	39,000	39,000	156,000
Union Station								
Funding Sources								
Bureau Revenues	0	0	250,000	250,000	250,000	250,000	250,000	1,250,000
Total Funding Sources	0	0	250,000	250,000	250,000	250,000	250,000	1,250,000
Project Costs								
Planning	0	0	0	0	0	0	0	0
Design/ProjMgmt	0	0	65,427	57,500	57,500	57,500	57,500	295,427
Const/Equip	0	0	175,000	175,000	175,000	175,000	175,000	875,000
Total Project Costs	0	0	240,427	232,500	232,500	232,500	232,500	1,170,427
Fund Level Costs	0	0	9,573	17,500	17,500	17,500	17,500	79,573
Oper & Maint Costs	0	0	0	0	0	0	0	0

Capital Improvement Plan — Transportation and Parking

COST SUMMARY

This table summarizes the projects costs and estimated net operating and maintenance costs for programs within each Service Area. Five-year information covers the time period beginning FY 1999–00 and ending FY 2003–04.

Bureau Capital Program	Project Cost		Net Operating and Maintenance Cost	
	FY 1999–00	5-Year	FY 1999–00	5-Year
Bureau of General Services				
Fleet Services	0	39,990	0	0
Parking Facilities	5,950,561	23,697,840	0	963,000
Total Bureau of General Services	5,950,561	23,737,830	0	963,000
Office of Transportation				
Bicycle Program	260,412	5,090,412	0	0
Facilities Program	100,000	3,292,000	0	0
Pedestrian Program	2,780,213	10,363,115	0	0
Preservation & Rehab Program	1,600,212	22,095,724	0	0
Street Improvement Program	14,544,980	141,394,219	57,378	286,370
Traffic Management Program	1,475,479	29,068,979	26,800	134,000
Transit Program	26,922,667	36,022,667	0	0
Total Office of Transportation	47,683,963	247,327,116	84,178	420,370
TOTAL TRANSPORTATION AND PARKING	\$ 53,634,524	\$ 271,064,946	\$ 84,178	\$ 1,383,370

Capital Improvement Plan — Transportation and Parking

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau		Revised		Adopted		Capital Plan			
Capital Program									
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total	
Bureau of General Services									
Fleet Services									
Powell Garage - Replace Roof	0	0	0	0	0	39,990	0	39,990	
Total Fleet Services	0	0	0	0	0	39,990	0	39,990	
Parking Facilities									
First and Jefferson - Add Two Floors	0	0	0	0	0	0	4,781,130	4,781,130	
First and Jefferson - Replace Commercial	0	0	10,000	0	0	0	0	10,000	
First and Jefferson - Roof Deck Coating	0	0	0	239,475	0	0	0	239,475	
Naito & Davis - Rebuild Stairwells	0	0	45,000	22,320	0	0	0	67,320	
Naito & Davis - Structural Assessment	0	0	0	7,440	0	0	0	7,440	
Naito & Davis - Upgrade Elevators	0	0	52,000	0	0	0	0	52,000	
Smart Park Garages - Advanced Parking	0	46,500	0	0	0	0	1,116,000	1,116,000	
Smart Park Garages - Egress Lighting	0	0	75,000	0	0	0	0	75,000	
Smart Park Garages - Interior Painting/	0	249,000	276,000	93,744	0	0	0	369,744	
Smart Park Garages - Maintain Exteriors	0	0	0	146,010	0	611,000	0	757,010	
Smart Park Garages - Relamp and	0	42,780	9,300	93,837	44,082	8,649	0	155,868	
Smart Park Garages - Second Floor Deck	0	0	34,000	63,240	0	0	0	97,240	
Smart Park Garages Ticket Validation and	0	0	54,000	37,200	0	0	0	91,200	
Tenth and Yamhill - HVAC Upgrade	0	0	160,000	0	0	0	0	160,000	
Third and Alder - Paint Exterior	0	0	0	28,737	0	0	0	28,737	
Third and Alder - Repair Top Deck	0	0	64,000	0	0	0	0	64,000	
Third and Alder - Replace Cooling Tower	0	0	0	14,415	0	0	0	14,415	
Third and Alder - Upgrade North and	0	41,850	155,000	0	0	0	0	155,000	
Third and Taylor - New Smart Park Garage	0	0	5,016,261	3,000,000	0	0	0	8,016,261	
West End Garage	0	0	0	0	0	7,440,000	0	7,440,000	
Total Parking Facilities	0	380,130	5,950,561	3,746,418	44,082	8,059,649	5,897,130	23,697,840	
Total Bureau of General Services	0	380,130	5,950,561	3,746,418	44,082	8,099,639	5,897,130	23,737,830	
Office of Transportation									
Bicycle Program									
102ND/CHERRY BLOSSOM, NE/SE	0	0	0	0	100,000	0	0	100,000	
136TH BIKE LANES, SE	0	0	0	0	0	0	150,000	150,000	
47TH/42ND BIKE LANES, NE	0	0	0	0	0	0	160,000	160,000	
92ND BIKE LANES, NE	0	0	0	0	0	0	25,000	25,000	
ALDERWOOD BIKEWAY, NE	0	0	0	0	0	0	40,000	40,000	
BERTHA BIKE LANES, SW	0	0	0	0	0	40,000	360,000	400,000	
BIKEWAY NETWORK COMPLETION, CW	0	0	100,412	0	100,000	0	0	200,412	
BRIDGE RD BIKE LANES, NW	0	0	0	0	0	0	200,000	200,000	
BURNSIDE BIKE LANES, E	0	0	0	125,000	0	0	0	125,000	
CULLY/57TH BIKE LANES, NE	0	0	0	0	0	0	90,000	90,000	
FIFTIES BIKEWAY, NE/SE	0	0	0	0	25,000	150,000	0	175,000	
GOING ST BIKE LANES, N	0	0	0	0	50,000	0	0	50,000	
GREELEY/INTERSTATE BIKEWAY, N	0	0	160,000	0	0	0	0	160,000	
HOLGATE BIKE LANES, SE	0	0	0	0	10,000	90,000	0	100,000	
KLICKITAT/SISKIYOU BIKEWAY, NE	0	0	0	0	0	0	65,000	65,000	
KNOTT ST BIKEWAY, NE	0	0	0	0	0	0	35,000	35,000	
PRESCOTT BIKE/PED, NE	0	0	0	0	60,000	240,000	0	300,000	
SEVENTIES BIKEWAY, NE/SE	0	0	0	0	50,000	200,000	200,000	450,000	
SKIDMORE BIKEWAY, N/NE	0	0	0	0	0	0	65,000	65,000	
TAYLORS FERRY, CAPL-65TH, SW	0	0	0	0	0	0	150,000	150,000	
TAYLORS FERRY, MAC-TERWILL, SW	0	0	0	0	0	300,000	1,500,000	1,800,000	
TWENTIES BIKEWAY, NE/SE	0	0	0	0	25,000	125,000	0	150,000	
WEST BIKEWAYS, SW/NW	88,145	149,662	0	0	100,000	0	0	100,000	
Total Bicycle Program	88,145	149,662	260,412	125,000	520,000	1,145,000	3,040,000	5,090,412	

Capital Improvement Plan — Transportation and Parking

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau		Capital Plan						
Capital Program		Revised	Adopted					
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Facilities Program								
KERBY/ALBINA FACILITY, N	0	0	0	0	301,000	63,000	179,000	543,000
MAJOR NEW EQUIPMENT, CW	0	0	0	0	389,000	389,000	389,000	1,167,000
SATELLITE FACILITIES, CW	0	0	0	0	334,000	334,000	334,000	1,002,000
SUNDERLAND YARD, NE	0	0	100,000	120,000	120,000	120,000	120,000	580,000
Total Facilities Program	0	0	100,000	120,000	1,144,000	906,000	1,022,000	3,292,000
Pedestrian Program								
CAP HWY:HILLSDALE/MULT VIL,SW	0	180,000	547,114	0	0	0	0	547,114
CAP HWY:W PORT/MULT VILLAGE,SW	0	0	0	397,482	420,000	0	0	817,482
CAP HWY:WEST OF TERWILLIGER,SW	0	0	0	0	45,000	148,095	0	193,095
CAPITOL/BERTHA/BH INTERSECTION	0	0	850,000	0	0	0	0	850,000
CENTRAL CITY PED ENHANCEMT.,CC	0	0	0	0	50,000	0	0	50,000
DIVISION ST: GRAND -136TH, SE	0	0	0	0	85,000	95,000	290,000	470,000
GATEWAY PED DISTRICT, NE	0	0	0	0	0	0	95,000	95,000
HAWTHORNE: GRAND-55TH, SE	91,265	550,000	142,880	975,000	1,396,481	0	0	2,514,361
HILLSDALE PED DISTRICT, SW	86,497	210,000	0	0	0	0	0	0
HOLLYWOOD PED DISTRICT NE	0	0	0	0	160,000	250,000	250,000	660,000
KILLINGSWORTH PED. DIST., NE	0	0	0	0	220,000	200,000	200,000	620,000
MILL PARK PED IMPROVEMENTS, SE	0	0	0	0	0	85,000	150,000	235,000
NE ALBERTA - MLK TO 33RD, NE	0	90,000	566,519	632,300	9,025	9,519	0	1,217,363
PED CAP PROJ DEVEL CW	0	0	0	0	45,000	45,000	45,000	135,000
PED CROSSING PROJECTS, CW	212,182	175,000	215,980	175,000	175,000	175,000	175,000	915,980
SANDY MAIN STREET:12-37, NE	0	0	0	0	160,000	150,000	150,000	460,000
SW TRAILS IMPROVEMENT	0	0	100,720	0	0	0	0	100,720
WOODSTOCK: 39TH-49TH, SE	49,888	200,000	357,000	125,000	0	0	0	482,000
Total Pedestrian Program	439,832	1,405,000	2,780,213	2,304,782	2,765,506	1,157,614	1,355,000	10,363,115
Preservation & Rehab Program								
103 AND KNAPP LANDSLIDE SE	0	0	0	0	150,000	0	0	150,000
138TH OVER COLUMBIA SLOUGH NE	0	27,205	78,524	0	0	0	0	78,524
158TH BRIDGE AT COLUMBIA SLOUGH	0	0	67,535	0	0	0	0	67,535
21ST AVE OVER COLUMBIA SLOUGH	0	0	12,043	0	146,000	0	0	158,043
5955 NW SALTZMAN RD LANDSLIDE	0	0	27,048	0	0	0	0	27,048
BURGARD BRIDGE REMOVAL, N	0	0	0	0	0	0	397,000	397,000
BYBEE BLVD OVER MCLOUGHLIN, SE	0	0	0	0	187,500	1,875,000	0	2,062,500
CAYNON ROAD BRIDGE SW	0	0	0	0	0	0	603,000	603,000
CORRECT NONSTANDARD SIGNALS,NI	0	0	0	0	150,000	150,000	150,000	450,000
FOSTER RD OVER JOHNSON CRK SE	0	0	0	0	0	509,000	0	509,000
PORTLAND LANDSLIDES NO. 2	0	0	63,404	0	0	0	0	63,404
ROAD REHABILITATION	0	493,000	500,260	1,000,000	1,000,000	1,000,000	1,000,000	4,500,260
SEISMIC RETROFIT - 33RD AVE NE	0	0	0	0	0	213,000	0	213,000
SEISMIC RETROFIT - HALSEY NE	0	0	0	0	69,836	0	0	69,836
SEISMIC RETROFIT -33RD AVE, NE	0	0	0	0	116,797	0	0	116,797
SEISMIC RETROFIT-42ND AVE NE	0	0	0	0	0	248,500	0	248,500
SEISMIC RETROFIT-47TH NE	0	0	0	0	403,600	0	0	403,600
SEISMIC RETROFIT-BYBEE BLVD SE	0	0	0	0	0	0	119,000	119,000
SEISMIC RETROFIT-CAPITOL HW SW	0	0	0	0	50,000	233,300	137,500	420,800
SEISMIC RETROFIT-COL BLVD E, N	0	0	0	0	50,000	167,700	0	217,700
SEISMIC RETROFIT-COL BLVD W,N	0	0	0	0	0	172,000	0	172,000
SEISMIC RETROFIT-INTERSTATE N	0	0	0	0	413,000	0	0	413,000
SEISMIC RETROFIT-KITTRIDGE NW	0	0	0	0	396,806	0	0	396,806
SEISMIC RETROFIT-VANCOUVER N	0	0	0	0	0	0	415,250	415,250
SIGNAL REMODELS FOR MAINT.,NI	0	0	751,186	270,000	400,000	450,000	500,000	2,371,186
SIGNAL SAFETY REMODELS, NI	0	160,000	0	300,000	300,000	300,000	300,000	1,200,000
THURMAN ST BRIDGE, NW	0	0	0	0	0	275,000	2,475,000	2,750,000
WESTOVER RETAINING WALL NW	0	0	0	0	27,091	100,000	0	127,091
WILLAMETTE BLVD LANDSLIDES N	0	0	100,212	74,632	1,000,000	1,000,000	1,200,000	3,374,844
Total Preservation & Rehab Program	0	680,205	1,600,212	1,644,632	4,860,630	6,693,500	7,296,750	22,095,724

Capital Improvement Plan — Transportation and Parking

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau		Revised		Adopted	Capital Plan			
Capital Program								
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Street Improvement Program								
102ND: SANDY-KILLINGSWORTH, NE	0	0	0	0	0	10,000	20,000	30,000
109th: SANDY-KILLINGSWORTH, NE	0	0	0	0	30,000	70,000	0	100,000
11TH-13TH AVE CONNECTION, NE	0	0	0	0	0	10,000	80,150	90,150
14TH/16 BURNSIDE TO VAUGHN, NW	0	0	0	0	50,000	0	0	50,000
158TH:MARINE DR - SLOUGH	0	49,019	89,339	5,000	5,000	5,000	5,000	109,339
17TH AVE AT OCHOCO, SE	0	23,556	0	0	0	0	0	0
3RD AV TWINS, WASH-MADISON, SW	0	0	450,000	0	0	0	0	450,000
47TH/COLUMBIA-CORNFOOT, NE	0	0	459,575	2,672,587	0	0	0	3,132,162
82ND: WEBSTER-HOLMAN, NE	0	0	667,914	25,134	230,000	75,000	200,000	1,198,048
AIRPORT WAY, NE	0	33,698	25,948	15,000	10,000	10,000	10,000	70,948
ALDERWOOD/COLUMBIA UPGRADE,	0	0	0	25,000	225,000	0	0	250,000
ALDERWOOD/CORNFOOT, NE	0	0	0	0	98,214	481,786	20,000	600,000
ALDERWOOD: 82ND-CLARK, NE	0	0	0	0	1,000,000	5,000,000	10,000,000	16,000,000
BARBUR-HAMILTON-CAPITAL,SW	0	0	0	0	0	3,000,000	0	3,000,000
BARBUR: NAITO PKWY-HAMILTON,SW	0	11,586	6,806	0	0	0	0	6,806
BELMONT RAMP/CLAY-KING INT, SE	0	0	0	0	0	220,000	1,230,000	1,450,000
BELMONT-MORRISON PROJECT, SE	0	40,000	10,075	60,000	360,000	0	0	430,075
BROADWAY/WEIDLER AT ARENA, N	0	0	0	0	40,000	450,000	0	490,000
BROADWAY/WEIDLER II,15-24TH NE	0	0	93,990	400,198	280,114	294,810	542,983	1,612,095
BURNSIDE AT 5TH/6TH AVE, W	0	0	0	0	100,000	100,000	1,500,000	1,700,000
BURNSIDE REDEV: PARK-23RD, DTN	0	0	0	0	100,000	50,000	50,000	200,000
BWAY-WEIDLER III GRAND-10TH,NE	0	0	0	256,140	1,076,208	500,000	1,500,000	3,332,348
BYBEE OVERPASS	0	0	0	500,000	629,527	0	0	1,129,527
CAPITAL PROJECT DEVELOPMENT	0	0	50,678	0	50,000	0	0	100,678
CEID ACCESS IMPROVEMENTS	0	0	0	0	300,000	0	0	300,000
CEID TRUCK ACCESS STUDY,SE	0	0	0	0	146,000	0	0	146,000
CHERRY ST. MODIFICATIONS, N	0	0	0	40,000	300,000	0	0	340,000
CLAY/KING INT. IMPROVEMTS.,SE	0	0	0	0	250,000	0	0	250,000
COLUMBIA/LOMB: RVGT. S. ENT, N	0	72,516	0	0	0	0	0	0
COMM/INDUSTRIAL PRGM, CW	548,459	331,776	378,999	349,000	359,000	370,000	381,000	1,837,999
COMMERCIAL LID FORMATION	0	0	0	0	100,000	100,000	100,000	300,000
CORNFOOT: 47TH-AIRTRANS WY, NE	0	0	0	68,750	352,514	13,736	0	435,000
CULLY: PRESCOTT-LOMBARD, NE	0	0	0	0	280,000	1,553,684	0	1,833,684
DEFICIENCY CORRECTIONS	0	100,000	100,125	100,000	100,000	100,000	100,000	500,125
DIVISION/11TH/12TH RR XING	0	0	0	0	50,000	350,000	0	400,000
EVANS/19TH, SW	0	12,348	26,450	0	0	0	0	26,450
FLINT ST ARENA ACCESS, N	0	0	0	0	0	44,000	256,000	300,000
FOSTER AT 162ND, SE	0	1,266,789	186,434	300,000	0	0	0	486,434
FOSTER AT BARBARA WELCH, SE	0	0	24,776	150,000	50,000	775,000	700,000	1,699,776
FOSTER AT JENNE, SE	0	521,670	611,711	0	0	0	0	611,711
GARDEN HOME OLESON-MULT.,SW	0	0	0	0	50,000	50,000	400,000	500,000
GARDEN HOME: MULT-74TH, SW	0	0	0	0	10,000	10,000	500,000	520,000
GATEWAY REGIONAL CENTER, NE	0	0	0	0	0	75,000	75,000	150,000
GATEWAY TRANSPORTATION PLAN,NE	0	0	0	0	100,000	0	0	100,000
GOING ST BR. WIDENING & RET, N	0	208,840	201,044	0	0	0	0	201,044
GRAND AVE AT DIVISION ST, SE	0	37,559	18,903	0	0	0	0	18,903
GRAND AVE. BRIDGEHEADS,SE	0	0	500,000	3,500,000	0	0	0	4,000,000
GRAND/MLK VIADUCT, SE	0	0	40,073	0	5,000	5,000	0	50,073
HAYDEN IS.IMPROVEMENTS N.	0	49,114	25,256	0	74,786	100,000	0	200,042
HCD STREET DESIGN, NI	0	58,974	59,048	63,900	67,100	70,500	74,000	334,548
HOLMAN/CLARK:105TH-ALDERWOOD,	0	0	0	0	0	30,000	210,000	240,000
I&D SUBSIDY, NI	0	60,000	0	60,000	60,000	60,000	60,000	240,000
I-5 FREIGHT MOBILITY, N	0	0	0	0	0	10,000	0	10,000
INNER E. BURNSIDE,SE	0	0	0	0	50,000	150,000	0	200,000
IVON CT: 125TH-DEADEND, SE	0	0	13,354	0	0	0	0	13,354
JENNE/174TH: FOSTER-POWELL, SE	0	0	0	0	79,548	230,000	200,000	509,548
JOHNSON CR: 32ND-45TH, PH 2&3	0	346,237	49,770	100,000	0	243,240	60,000	453,010

Capital Improvement Plan — Transportation and Parking

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau									
Capital Program		Revised	Adopted	Capital Plan					
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total	
KILLINGSWORTH ST: 102-109, NE	0	0	0	0	83,871	158,250	0	242,121	
LENTS PED/BICYCLE ENHANCE, SE	0	74,263	151,141	500,000	691,332	0	0	1,342,473	
LENTS TRANSPORTATION PLAN,SE	0	0	50,572	0	0	0	0	50,572	
LID STREET DESIGN, NI	0	267,420	276,536	301,700	316,800	332,600	349,200	1,576,836	
LLOYD DISTRICT/ROSE Q TRANS IMP	0	0	247,124	0	0	0	0	247,124	
LOMBARD CRITTER PATH	0	22,400	86,098	0	0	0	0	86,098	
LOMBARD: RIVERGATE - RAMSEY, N	0	0	0	0	60,000	200,000	1,345,000	1,605,000	
LOMBARD: ST. JOHNS-COLUMBIA,N	0	0	0	0	1,500,000	4,250,000	4,250,000	10,000,000	
LOVEJOY RAMP-NW	0	5,944,000	2,945,775	0	0	0	0	2,945,775	
LOWER ALBINA OVERCROSSING, NE	0	289,580	180,984	0	0	0	0	180,984	
MAIN STREET/TOWN CENTER LIGHTS	0	0	0	500,000	500,000	500,000	500,000	2,000,000	
MARINE DR @ BRIDGETON RD, NE	0	0	0	0	100,000	375,000	0	475,000	
MARINE DR @ FALOMA & 6TH, NE	0	0	0	0	20,000	160,000	840,000	1,020,000	
MARINE DR: COL SL-2.5 MI E, N	0	269,159	317,320	0	0	0	0	317,320	
MASON ST, PH. III, NE	0	0	75,801	0	0	0	0	75,801	
MCLOUGHLIN NEIGHBORHOOD, SE	0	20,000	106,545	50,000	0	0	0	156,545	
MCLOUGHLIN/GRAND/KING STR.,SE	0	0	0	0	0	22,000,000	0	22,000,000	
MINOR PERMIT STREETS PRGM, CW	154,829	141,383	174,466	153,318	155,000	159,000	164,000	805,784	
MLK AT COLUMBIA BLVD, NE	0	0	0	0	0	0	300,000	300,000	
MLK CORRIDOR FINAL ENG & CONST	0	1,220,226	2,357,117	2,944,000	2,975,000	3,006,000	0	11,282,117	
MULTNOMAH BL: BARBUR-45TH, SW	0	0	0	0	10,000	10,000	200,000	220,000	
N MACADAM INFRASTRUCTURE, SW	0	0	21,441	150,000	2,780,000	1,980,000	1,430,000	6,361,441	
NAITO PARKWAY: DAVIS-MARKET,SW	0	666,750	0	78,500	49,299	9,000	0	136,799	
NE KILLINGSWORTH	0	250,000	101,520	0	0	0	0	101,520	
Neighborhood Enhancement	0	849,791	119,490	90,000	95,000	95,000	95,000	494,490	
NORTH-SOUTH FREIGHT ADJ I-5 NE	0	0	0	0	100,000	150,000	2,500,000	2,750,000	
NW 12TH AVENUE	0	0	0	0	456,000	355,500	0	811,500	
NW 18TH/19TH DECOUPLE,NW	0	0	0	0	180,000	0	0	180,000	
NW EVERETT GLISAN DECOUPLE	0	0	0	0	680,000	0	0	680,000	
NW TRAFFIC CIRC. PH 2,NW	0	0	0	0	29,850	0	0	29,850	
OCC//LLOYD/MACADM DIST DEV NESW	50,322	81,043	106,037	85,000	75,000	75,000	75,000	416,037	
ODOT DISTRICT HWYS. EVAL, C/N	0	0	0	0	100,000	0	0	100,000	
PRE-LID'S, NI	0	104,369	47,586	144,100	151,300	158,900	166,800	668,686	
PSU TRANSIT CENTER, SW	0	569,993	31,128	0	0	0	0	31,128	
RATS PH I - STEEL BRIDGE NE/SW	651,841	733,158	709,134	0	0	0	0	709,134	
RATS PH II - OCC DOCK, NE/SW	0	580,000	8,955	0	0	0	0	8,955	
RATS PH III-OAKS PK DOCK,NE/SE	0	0	0	0	714,663	100,000	0	814,663	
RIGHT OF WAY OPPORTUNITIES,CW	0	0	0	0	100,000	100,000	100,000	300,000	
RIVER AVE EXTENSION	0	0	80,440	0	59,697	50,000	0	190,137	
RIVER DISTRICT - NW	693,368	100,000	50,432	50,000	150,000	150,000	100,000	500,432	
RIVER PARKWAY, SW	0	0	38,739	0	0	0	0	38,739	
ROSE QUARTER IMPROVEMENTS	0	0	0	0	0	0	0	0	
S RVGTRRO-PASS:LOM,BUR,COL, N	0	244,570	213,058	607,650	507,650	507,650	1,000,000	2,836,008	
SANDY BLVD.-I-205 TO 101ST, NE	0	0	0	0	0	500,000	0	500,000	
SANDY BLVD: 102ND - 121ST, NE	0	6,488	9,408	0	0	0	0	9,408	
SANDY BV. 122ND-185TH,NE	0	0	0	487,000	4,870,000	0	0	5,357,000	
SANDY BV.-STARK-BURNSIDE,SE/NE	0	0	0	0	35,000	0	0	35,000	
SOUTH PORTLAND CIRC STUDY,SW	0	393,000	398,258	350,000	0	0	0	748,258	
SOUTHERN TRIANGLE CIRC IMP.,SE	0	0	0	0	925,000	740,000	800,000	2,465,000	
SPRINGWATER O-XING MCLOUGHLIN	0	0	0	0	0	20,000	20,000	40,000	
STREETCAR PHASE II	0	0	285,722	100,000	35,000	0	0	420,722	
SUBDIVISION STREET PROGRAM, CW	464,281	333,858	358,880	356,000	366,000	377,000	388,000	1,845,880	
SUBSTANDARD STREET PROGRAM	0	78,827	73,230	74,000	77,000	80,000	83,000	387,230	
SUNSET HIGHWAY SUPPORT, SW	0	49,506	45,200	30,000	10,000	5,000	0	90,200	
TACOMA MAIN STREET, SE	0	0	0	0	150,000	0	0	150,000	
TACOMA: 28TH-32ND, SE	0	0	636,042	0	0	0	0	636,042	
TEXAS/26-29TH, SW	0	57,352	95,884	0	0	0	0	95,884	
THURMAN-VAUGHN CORRIDOR, NW	0	0	0	0	75,000	425,000	0	500,000	
UNION STATION MULTI-MODAL CTR	0	0	0	0	100,000	0	0	100,000	
UPRR GRADE CROSSINGS, SE	0	0	20,010	0	40,000	20,000	20,000	100,010	

Capital Improvement Plan — Transportation and Parking

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau		Capital Plan						
Capital Program		Revised	Adopted					
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
WATER AVE EXTENSION, SE	0	57,522	34,639	0	0	0	0	34,639
WESTERN EDGE, SE	0	0	0	0	50,000	0	0	50,000
Total Street Improvement Program	2,563,100	16,628,340	14,544,980	15,741,977	26,441,473	51,665,656	33,000,133	141,394,219
Traffic Management Program								
102ND AVE CORR SAFETY, NE/SE	0	0	0	0	0	75,000	235,000	310,000
26TH/REGENTS, NE	0	0	0	0	0	15,000	100,000	115,000
39TH AVE CORRIDOR SAFETY NE/SE	0	0	0	0	165,000	535,000	0	700,000
60TH AVE CORRIDOR SAFETY NE/SE	0	0	0	0	100,000	280,000	0	380,000
60TH, DIV-HAWTH, SE	0	0	100,224	0	0	0	0	100,224
82ND AVE HEP MATCH, NE/SE	0	0	50,112	0	0	0	0	50,112
82ND ITS CORRIDOR, NE/SE	0	0	0	0	0	0	430,000	430,000
ATMS INTEGRATION, CW	0	0	0	0	150,000	300,000	300,000	750,000
AUDIBLE PEDESTRIAN SIGNALS, CW	0	0	0	0	50,000	50,000	50,000	150,000
BARBUR BLVD ITS CORRIDOR, SW	0	0	0	100,000	475,000	0	0	575,000
BARBUR/30TH NEW SIGNAL, SW	0	0	0	0	0	175,000	0	175,000
BURNSIDE/SKYLINE INTERSECT, W	0	0	0	0	0	75,000	750,000	825,000
CLAY/2ND NEW PED/VEH SIGNAL, SW	0	0	0	0	100,000	0	0	100,000
DESTINATION SIGNING, CW	0	0	0	0	75,000	75,000	75,000	225,000
ELEMENTARY SCHOOL SAFETY, NI	0	517,000	189,209	188,000	325,000	0	0	702,209
EVERETT ST CORR SAFETY, NW	0	0	0	0	0	40,000	135,000	175,000
EXPAND CITYWIDE SIG SYS, CW	0	200,000	100,403	200,000	300,000	300,000	300,000	1,200,403
FUTURE HEP MATCH	0	0	0	0	0	50,000	0	50,000
GARDEN HOME RD/MULT SIGNAL, SW	0	0	131,289	0	744,000	0	0	875,289
GLISAN/131ST NEW SIGNAL, NE	0	0	0	0	0	0	140,000	140,000
INTERSECTION SAFETY IMPROV, NI	0	0	0	0	450,000	300,000	400,000	1,150,000
LOMBARD(S&JHNS-MLK)HEP MATCH, N	0	0	0	0	50,000	0	0	50,000
LOMBARD/PENINSULAR INTERS, N	0	0	0	0	15,000	135,000	0	150,000
LOMBARD/PORTSMOUTH INTERS, N	0	0	0	0	25,000	155,000	0	180,000
MARINE DR/122ND AVE, NE	0	0	0	0	50,000	1,450,000	0	1,500,000
MARINE DR/33RD AVE, NE	0	0	0	0	0	50,000	700,000	750,000
MIDDLE SCHOOL SAFETY, NI	0	0	0	0	100,000	425,000	425,000	950,000
MLK/INTERSTATE ITS CORRIDOR, NE	0	0	0	0	50,000	520,000	0	570,000
N AINSWORTH ST:INTS-VNCR TCP,N	0	70,500	100,117	0	0	0	0	100,117
N ALBINA AVE:KLNGS-LMBD TCP,N	0	70,500	100,182	0	0	0	0	100,182
N FREMONT ST:MSSRI-VNCR TCP,N	0	0	0	0	0	79,000	263,000	342,000
N VANCOUVER;SKID-KLNGS TCP,N	0	0	0	0	0	0	103,000	103,000
N WALL AVE:FESSDN-LMBD TCP,N	0	0	0	0	73,000	243,000	0	316,000
N WILLAMETTE BLVD TCP, N	0	0	0	0	0	99,000	232,000	331,000
NE 32ND/33RD/HASSALO TCP, NE	72,568	258,199	120,091	0	0	0	0	120,091
NE 60TH AVE:KLNS-PRSC TCP,NE	0	0	0	0	0	0	82,000	82,000
NE 72ND AVE:KLNS-PRES TCP,NE	0	0	0	0	73,000	234,000	0	307,000
NE 7TH AVE:FREMNT-PRES TCP,NE	0	0	0	0	70,500	234,000	0	304,500
NE KNOTT ST:15TH-33RD TCP, NE	0	0	0	0	0	79,000	263,000	342,000
NE KNOTT ST:MLK-15TH TCP,NE	0	0	0	0	0	0	82,000	82,000
NE SHAVER ST:122D-141ST TCP,NE	0	0	0	0	73,000	243,000	0	316,000
NEW TCP DEVICES, NI	0	0	0	0	50,000	50,000	50,000	150,000
OPTICOM FOR FIRE/TRANSIT PRIOR	0	0	0	0	1,100,000	1,100,000	1,100,000	3,300,000
OVERHEAD STREET NAME SIGNS, CW	0	0	0	0	50,000	50,000	50,000	150,000
RETROFIT LED SIGNAL HEADS, CW	0	0	0	0	450,000	450,000	450,000	1,350,000
ROUNABOUTS TRAFFIC SAFETY, SE	0	0	0	0	50,000	200,000	0	250,000
SANDY ITS CORRIDOR, NE	0	0	0	0	0	90,000	165,000	255,000
SANDY/BRNSD-33RD HEP MATCH, NE	0	0	0	0	50,000	0	0	50,000
SE 112TH AVE/110TH DR:FS-FV,SE	0	0	0	0	0	0	103,000	103,000
SE 128TH AVE:HARLD-FSTR TCP,SE	0	0	0	0	76,000	253,000	0	329,000
SE 139TH AVE:STRK-DIVS TCP,SE	0	0	0	0	76,000	253,000	0	329,000
SE 26TH AVE:HOLGT-STELE TCP,SE	0	0	0	0	0	0	82,000	82,000
SE 41ST AVE:WDSTK-STLE TCP,SE	0	0	71,244	0	234,000	0	0	305,244
SE 52ND AVE:DIV-POWL TCP, SE	0	0	0	0	0	79,000	263,000	342,000
SE 92ND AVE:DIV-PWL, TCP,SE	0	0	0	0	0	99,000	241,000	340,000
SE FLAVEL ST:112-DERDF TCP,SE	0	0	80,410	156,000	0	0	0	236,410

Capital Improvement Plan — Transportation and Parking

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau		Capital Plan						
Capital Program		Revised	Adopted					
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
SE HAWTHRONE BLVD;50-60 TCP,SE	0	0	0	0	76,000	263,000	0	339,000
SE MAIN ST:162ND-182ND TCP,SE	0	0	0	0	0	79,000	263,000	342,000
SE WOODSTOCK BLVD:52-72 TCP,SE	0	0	0	0	73,000	232,000	0	305,000
STARK/WASH CORRIDOR SAFETY, SE	0	405,000	90,649	0	0	0	0	90,649
STREAMLINED BUMP PROJECTS, NI	226,997	140,000	90,770	100,000	140,000	140,000	140,000	610,770
SW BARNES RD:BURNS-SKY TCP, SW	0	0	0	0	73,000	234,000	0	307,000
SW HUBER ST:25TH-35TH TCP,SW	0	0	0	0	76,000	253,000	0	329,000
SW TERWILLIGER BLVD:BF-PLT,SW	0	0	0	0	73,000	241,000	0	314,000
TEA-21 SIGNAL PRIORITY	0	10,000	100,045	100,000	80,000	60,000	0	340,045
TRAFFIC OPERATIONS IMPROV, CW	0	0	0	0	315,000	580,000	500,000	1,395,000
TRANSIT SIGNAL PRIORITY, NI	0	50,000	150,734	200,000	200,000	200,000	200,000	950,734
Total Traffic Management Program	299,565	1,721,199	1,475,479	1,044,000	6,755,500	11,122,000	8,672,000	29,068,979
Transit Program								
AIRPORT LIGHT RAIL,NE	0	0	0	0	150,000	150,000	100,000	400,000
BARBUR BV TSM,SW	0	0	0	0	0	100,000	0	100,000
CC STREETCAR - SW & NW	2,613,819	4,405,915	25,431,589	2,150,000	0	0	0	27,581,589
REGIONAL RAIL PROGRAM,CW	0	100,000	116,709	0	0	0	0	116,709
S/N FEIS-IOS 2	0	515,136	0	0	0	0	0	0
SE 17TH/MILWAUKIE CONNECTOR,SE	0	0	0	0	100,000	100,000	300,000	500,000
SOUTH/NORTH LRT IOS2 FE/CON,N	0	0	0	625,000	1,500,000	1,170,000	685,000	3,980,000
TRANSIT MALL RESTORATION, SW	0	0	1,374,369	1,970,000	0	0	0	3,344,369
Total Transit Program	2,613,819	5,021,051	26,922,667	4,745,000	1,750,000	1,520,000	1,085,000	36,022,667
Total Office of Transportation	6,004,461	25,605,457	47,683,963	25,725,391	44,237,109	74,209,770	55,470,883	247,327,116
TOTAL TRANSPORTATION AND PARKING	\$ 6,004,461	\$ 25,985,587	\$ 53,634,524	\$ 29,471,809	\$ 44,281,191	\$ 82,309,409	\$ 61,368,013	\$271,064,946

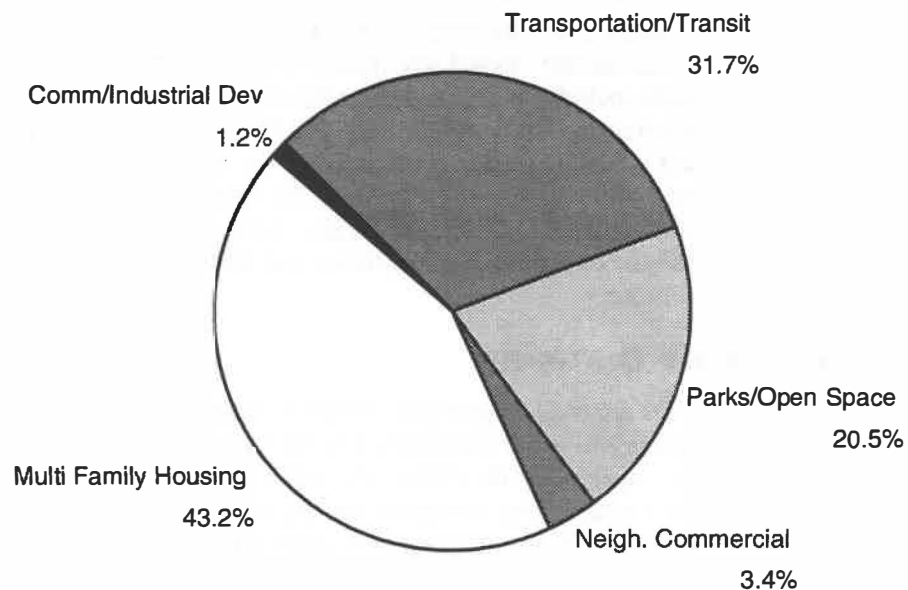
Community Development & Services

SERVICE AREA OVERVIEW

The Community Development and Services Service Area covers the Portland Development Commission's (PDC) projects that are part of the City's asset base and Local Improvement Districts (LIDs) administered by the Office of the City Auditor. The FY 1999-00 capital budget for the service area totals more than \$29.8 million, or 12.7% of the total CIP budget. The FY 1999-04 budget totals approximately \$79.7 million.

PORTLAND DEVELOPMENT COMMISSION

The Portland Development Commission (PDC) was created as a City agency in 1958 by Portland voters to deliver projects and programs which achieve the City's housing, economic development, and redevelopment priorities and link citizens to jobs. The FY 1999-00 budget is \$27.8 million, while the FY 1999-04 plan totals more than \$62.6 million. PDC's programs consist of Commercial/Industrial Development, Multi Family Housing, Neighborhood Commercial, Parks and Open Space, Public Facilities, and Transportation/Transit.



Commercial/ Industrial Development

The FY 1999-00 budget for commercial/industrial development totals about \$340,000 for design and construction of shore line improvements at the River Place North Park and is funded through tax increment financing.

Multi-Family Housing The Portland Development Commission is the City's lead agency for housing development services and financing. PDC's financial products include loans to homeowners and developers of first time homebuyer housing and rental housing, as well as equity investments, fee waivers, technical assistance, bond allocation, and property tax abatements. In FY 1999-00 the budget for Multi-Family Housing exceeds \$12.0 million and is primarily funded out of PDC's Housing Investment Fund which receives monies from the City's General Fund.

Neighborhood Commercial One of PDC's goals is quality redevelopment to revitalize neighborhoods. The FY 1999-00 capital budget for the Neighborhood Commercial program is about \$939,000, and more than \$5.1 million is planned for FY 1999-2004. The projects under development are Ninth Avenue/Lovejoy redevelopment which includes a mixed use development with a grocery store on the ground level (\$738,000) and Martin Luther King/Grand Ave. streetscape improvements (\$202,000). These projects are financed through tax increment financing.

Parks and Open Space The parks and open space projects total over \$5.7 million in FY 1999-00 and are financed primarily through tax increment financing. The two largest projects are phase one of the Eastbank Riverfront Park at a cost of \$3.2 million and the Classical Chinese Garden at more than \$1.9 million. The five-year capital budget anticipates a total spending level of approximately \$20.7 million.

Transportation/Transit The Transportation/Transit capital program is aimed at promoting employment and residential development. This is accomplished by working with community partners to build higher density, mixed use, transit supportive projects in close proximity to transit. Other goals include neighborhood revitalization, efficient use of City and regional land resources, and reduced traffic congestion. The FY 1999-00 capital budget totals more than \$8.8 million and is funded primarily through tax increment financing. The FY 1999-04 planned expenditures total \$24.3 million. The largest projects are public improvements in the River District (\$4.0 million), design and engineering of the extension of SW Harrison from Front Avenue to Moody (\$2.4 million), and the Airport Way transportation improvements (\$1.3 million).

LOCAL IMPROVEMENT DISTRICTS

LIDs are used by property owners to finance infrastructure improvements such as local streets and sewer improvements. The projects are financed through local assessments which are collected by the Office of the City Auditor. The size of the annual budgets varies greatly from year to year depending on the level of the demand by property owners. The FY 1999-00 budget is over \$2.0 million, and the FY 1999-04 budget exceeds \$17 million.

Capital Improvement Plan — Community Development & Services

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau		Revised	Adopted	Capital Plan					
Capital Program	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total	
Local Improvement Districts									
Local Improvement Districts									
Funding Sources									
LID	0	5,150,000	2,037,100	9,265,000	3,790,000	1,342,500	587,500	17,022,100	
Total Funding Sources	0	5,150,000	2,037,100	9,265,000	3,790,000	1,342,500	587,500	17,022,100	
Project Costs									
Const/Equip	0	5,150,000	2,037,100	9,265,000	3,790,000	1,342,500	587,500	17,022,100	
Total Project Costs	0	5,150,000	2,037,100	9,265,000	3,790,000	1,342,500	587,500	17,022,100	
Fund Level Costs	0	0	0	0	0	0	0	0	
Oper & Maint Costs	0	0	0	0	0	0	0	0	
Portland Development Commission									
Commercial/Industrial Dev									
Funding Sources									
Intergovernmental	3,635	0	0	0	0	0	0	0	
Tax Increment Financing	0	248,472	339,952	0	0	0	0	339,952	
Total Funding Sources	3,635	248,472	339,952	0	0	0	0	339,952	
Project Costs									
Design/ProjMgmt	1,923	22,355	18,587	0	0	0	0	18,587	
Const/Equip	1,712	226,117	321,365	0	0	0	0	321,365	
Total Project Costs	3,635	248,472	339,952	0	0	0	0	339,952	
Fund Level Costs	0	0	0	0	0	0	0	0	
Oper & Maint Costs	0	0	0	0	0	0	0	0	
Multi Family Housing									
Funding Sources									
Bureau Revenues	0	0	582,700	0	0	0	0	582,700	
Grants/Donations	0	2,923,285	0	0	0	0	0	0	
Housing Investment Fund (GF)	0	511,697	11,431,195	0	0	0	0	11,431,195	
Total Funding Sources	0	3,434,982	12,013,895	0	0	0	0	12,013,895	
Project Costs									
Planning	0	499,569	1,128,695	0	0	0	0	1,128,695	
Design/ProjMgmt	0	170,515	554,877	0	0	0	0	554,877	
Site Acquisition	0	2,764,898	10,330,323	0	0	0	0	10,330,323	
Total Project Costs	0	3,434,982	12,013,895	0	0	0	0	12,013,895	
Fund Level Costs	0	0	0	0	0	0	0	0	
Oper & Maint Costs	0	0	0	0	0	0	0	0	
Neighborhood Commercial									
Funding Sources									
Fund Balance	0	1,054,581	0	0	1,730,361	1,220,153	0	2,950,514	
Intergovernmental	269,965	0	0	0	0	0	0	0	
Tax Increment Financing	0	335,254	938,940	955,686	0	295,323	0	2,189,949	
Total Funding Sources	269,965	1,389,835	938,940	955,686	1,730,361	1,515,476	0	5,140,463	
Project Costs									
Planning	0	0	0	0	546,119	563,343	0	1,109,462	
Design/ProjMgmt	100,577	170,386	141,542	237,416	242,515	245,654	0	867,127	
Const/Equip	169,387	1,219,449	797,398	718,270	941,727	706,479	0	3,163,874	
Total Project Costs	269,965	1,389,835	938,940	955,686	1,730,361	1,515,476	0	5,140,463	
Fund Level Costs	0	0	0	0	0	0	0	0	
Oper & Maint Costs	0	0	0	0	0	0	0	0	

Capital Improvement Plan — Community Development & Services

SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau	Revised		Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Parks And Open Space								
Funding Sources								
Bureau Revenues	0	215,057	11,801	1,015,626	142,931	0	0	1,170,358
Fund Balance	0	1,174,468	1,000,000	0	1,348,627	32,375	0	2,381,002
Grants/Donations	0	400,000	0	0	0	0	0	0
Intergovernmental	2,841,569	0	0	0	0	0	0	0
Tax Increment Financing	0	10,770,067	4,698,923	7,944,582	2,768,761	1,694,898	0	17,107,164
Total Funding Sources	2,841,569	12,559,592	5,710,724	8,960,208	4,260,319	1,727,273	0	20,658,524
Project Costs								
Design/ProjMgmt	1,217,518	1,357,950	365,357	1,069,680	999,562	1,147,636	0	3,582,235
Site Acquisition	24,218	250,000	0	0	0	0	0	0
Const/Equip	1,599,834	10,951,642	5,345,367	7,890,528	3,260,757	579,637	0	17,076,289
Total Project Costs	2,841,569	12,559,592	5,710,724	8,960,208	4,260,319	1,727,273	0	20,658,524
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0
Public Facilities								
Funding Sources								
Bureau Revenues	0	0	0	200,000	0	0	0	200,000
Total Funding Sources	0	0	0	200,000	0	0	0	200,000
Project Costs								
Design/ProjMgmt	0	0	0	100,000	0	0	0	100,000
Const/Equip	0	0	0	100,000	0	0	0	100,000
Total Project Costs	0	0	0	200,000	0	0	0	200,000
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0
Transportation/Transit								
Funding Sources								
Bureau Revenues	0	0	2,266,359	2,706,162	477,108	486,404	0	5,936,033
Fund Balance	0	3,935,331	3,993,198	0	1,355,000	4,885,237	0	10,233,435
General Fund Discretionary	0	159,377	0	0	0	0	0	0
Intergovernmental	1,039,144	0	0	0	0	0	0	0
Others Financing	0	0	0	40,567	17,279	19,557	0	77,403
Tax Increment Financing	0	9,015,361	2,577,824	3,469,988	1,233,435	753,150	0	8,034,397
Total Funding Sources	1,039,144	13,110,069	8,837,381	6,216,717	3,082,822	6,144,348	0	24,281,268
Project Costs								
Design/ProjMgmt	197,421	774,994	464,152	472,696	295,258	500,635	0	1,732,741
Site Acquisition	0	96,343	0	0	0	0	0	0
Const/Equip	841,723	12,238,732	8,373,229	5,744,021	2,787,564	5,643,713	0	22,548,527
Total Project Costs	1,039,144	13,110,069	8,837,381	6,216,717	3,082,822	6,144,348	0	24,281,268
Fund Level Costs	0	0	0	0	0	0	0	0
Oper & Maint Costs	0	0	0	0	0	0	0	0

Capital Improvement Plan — Community Development & Services

COST SUMMARY

This table summarizes the projects costs and estimated net operating and maintenance costs for programs within each Service Area. Five-year information covers the time period beginning FY 1999-00 and ending FY 2003-04.

Bureau Capital Program	Project Cost		Net Operating and Maintenance Cost	
	FY 1999-00	5-Year	FY 1999-00	5-Year
Local Improvement Districts				
Local Improvement Districts	2,037,100	17,022,100	0	0
Total Local Improvement Districts	2,037,100	17,022,100	0	0
Portland Development Commission				
Commercial/Industrial Dev	339,952	339,952	0	0
Multi Family Housing	12,013,895	12,013,895	0	0
Neighborhood Commercial	938,940	5,140,463	0	0
Parks And Open Space	5,710,724	20,658,524	0	0
Public Facilities	0	200,000	0	0
Transportation/Transit	8,837,381	24,281,268	0	0
Total Portland Development Commission	27,840,892	62,634,102	0	0
TOTAL COMMUNITY DEVELOPMENT & SERVICES	\$ 29,877,992	\$ 79,656,202	\$ 0	\$ 0

Capital Improvement Plan — Community Development & Services

CAPITAL PLAN

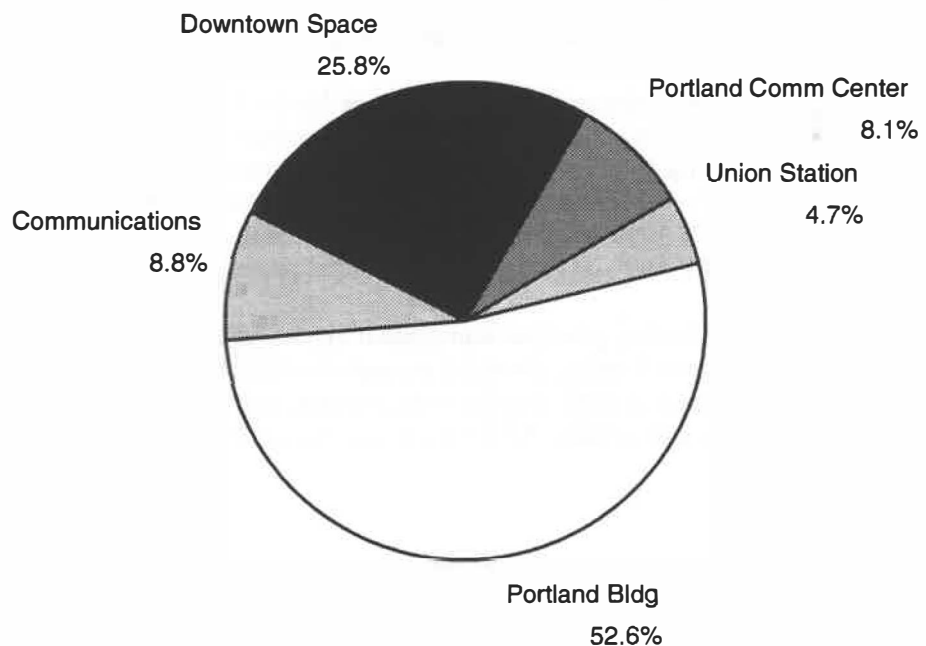
This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau		Capital Plan						
Capital Program		Revised	Adopted					
Project	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Local Improvement Districts								
Local Improvement Districts								
Local Improvement Districts	0	5,150,000	2,037,100	9,265,000	3,790,000	1,342,500	587,500	17,022,100
Total Local Improvement Districts	0	5,150,000	2,037,100	9,265,000	3,790,000	1,342,500	587,500	17,022,100
Total Local Improvement Districts	0	5,150,000	2,037,100	9,265,000	3,790,000	1,342,500	587,500	17,022,100
Portland Development Commission								
Commercial/Industrial Dev								
SWF Park Restoration/Repair	3,635	248,472	339,952	0	0	0	0	339,952
Total Commercial/Industrial Dev	3,635	248,472	339,952	0	0	0	0	339,952
Multi Family Housing								
MFH - Housing Preservation - City-Wide	0	3,434,982	12,013,895	0	0	0	0	12,013,895
Total Multi Family Housing	0	3,434,982	12,013,895	0	0	0	0	12,013,895
Neighborhood Commercial								
MLK/Grand Public Improvements	269,965	1,054,832	201,542	478,889	570,502	295,323	0	1,546,256
Ninth Avenue/Lovejoy Redevelop	0	335,003	737,398	476,797	1,159,859	1,220,153	0	3,594,207
Total Neighborhood Commercial	269,965	1,389,835	938,940	955,686	1,730,361	1,515,476	0	5,140,463
Parks And Open Space								
AW Trail Development	568,470	80,944	5,022	0	0	0	0	5,022
Classical Chinese Garden	575,219	1,047,193	1,936,980	38,182	0	0	0	1,975,162
Eastbank Riverfront Park	961,700	7,898,760	3,189,208	7,329,093	3,652,985	1,694,898	0	15,866,184
Park Block 5	0	32,695	235,277	577,307	607,334	32,375	0	1,452,293
SWF Greenway Development	736,181	3,500,000	344,237	1,015,626	0	0	0	1,359,863
Total Parks And Open Space	2,841,569	12,559,592	5,710,724	8,960,208	4,260,319	1,727,273	0	20,658,524
Public Facilities								
Old Town Public Restrooms	0	0	0	200,000	0	0	0	200,000
Total Public Facilities	0	0	0	200,000	0	0	0	200,000
Transportation/Transit								
AW Transportation Improvement	0	976,169	1,330,531	1,300,000	0	0	0	2,630,531
CES Transportation/Infrastruct	0	0	0	1,190,704	4,871	5,122	0	1,200,697
Midtown Park Blocks Street Improvement	746	256,184	530,929	1,140,404	620,331	0	0	2,291,664
OHS Area Streetscape	0	0	0	1,677	597,008	0	0	598,685
Old Town/CT Streetscape Impr.	0	158,677	716,364	499,050	489,516	505,961	0	2,210,891
River Distr - Public Site Improvement	1,038,398	3,160,030	3,993,198	0	0	1,174,837	0	5,168,035
Streetcar Streetscape Improvements	0	7,859,009	15,282	1,122,000	1,355,000	2,030,482	0	4,522,764
SWF Harrison St Extension	0	550,000	2,082,200	0	0	0	0	2,082,200
SWF River Parkway Realignment	0	150,000	168,877	947,679	0	0	0	1,116,556
University Dist. Pedestrian Im	0	0	0	15,203	16,096	2,427,946	0	2,459,245
Total Transportation/Transit	1,039,144	13,110,069	8,837,381	6,216,717	3,082,822	6,144,348	0	24,281,268
Total Portland Development Commission	4,154,313	30,742,950	27,840,892	16,332,611	9,073,502	9,387,097	0	62,634,102
TOTAL COMMUNITY DEVELOPMENT & SERVICES	\$ 4,154,313	\$ 35,892,950	\$ 29,877,992	\$ 25,597,611	\$ 12,863,502	\$ 10,729,597	\$ 587,500	\$ 79,656,202

Legislative, Administrative & Support Svcs

SERVICE AREA OVERVIEW

Projects found in the Legislative, Administrative and Support Services Service Area support the City's operating bureaus. The services provided include legal advice, facilities, fleet, purchasing, human resources, financial planning, and administrative services including the Mayor and Commissioner's Offices. The majority of the projects are undertaken by the Bureau of General Services (BGS). The FY 1999-00 budget for Legislative, Administrative and Support Services is \$5.1 million, or 2.2% of the total CIP budget. Approximately \$19.3 million is budgeted over the five year CIP timeframe. These projects are found in the Downtown Space Requirements, Communications Services, Portland Building, Portland Communications Center, and Union Station capital programs.



BUREAU OF GENERAL SERVICES

Downtown Space Requirements

The projects under the Downtown Space Requirements program are aimed at enhancing customer access, creating efficiencies and adjacencies, and reducing the use of leased space. The FY 1999-00 budget is more than \$1.3 million which is funded by the General Fund Setaside and interagency charges. The majority of these projects involve moves to and within the Portland Building in order to use space more efficiently and effectively.

Communications Services

The Communications Services projects are focused on upgrading the City's 800 MHz radio system. The FY 1999-00 capital budget is approximately \$452,000 and is funded by revenues bonds and interagency charges. The projects include the purchase and installation of hardware and software to add three simulcast channels at a total cost of \$160,000. In addition, \$50,000 is budgeted for each of the following projects: removal and replacement of the abandoned and damaged cables at the Council Crest Tower, and creation of a Disaster Recovery Plan for all mission critical systems and sites. A total of more than \$8.2 million is programed for FY 1999-04.

Portland Building

The Bureau of General Services provides ongoing maintenance for the majority of the buildings owned by the City. This program includes large repair projects on the Portland Building, totaling approximately \$2.7 million in FY 1999-00 and over \$7.7 million is planned for FY 1999-04. Funding for these projects is from revenue bonds, the General Fund Setaside, and interagency charges. The largest projects in FY 1999-00 involve repair of the exterior wall leaks at a cost of over \$1 million, replacement of the loggia roofs for more than \$646,000, and creation of an on-site daycare center for children of downtown employees at a cost of approximately \$394,000.

Portland Communications Center

BGS also provides maintenance for the Portland Communications Center. The FY 1999-00 budget includes about \$412,000 for these activities. As part of the Fire, Rescue and Emergency Services General Obligation Bond Issue, the space used by BGS Communications staff and shop employees will be expanded at a cost of around \$372,000 in FY 1999-00. Ongoing maintenance of the center is funded at about \$39,000 annually. The FY 1999-04 budget for this capital program area is approximately \$922,000.

Union Station

The City provides rent-funded major repair and maintenance of the Union Station. The annual budget for these projects is about \$240,000. In FY 1999-00, the projects include re-roofing, replacing the boiler system, painting interiors, and repairing restrooms. A total of approximately \$1.2 million is programed for FY 1999-04.

Capital Improvement Plan — Legislative, Administrative & Support Svcs SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau		Revised		Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total	
Bureau of General Services									
City Downtown Space Requirements									
Funding Sources									
Bureau Revenues	0	0	983,000	0	0	0	0	983,000	
General Fund Discretionary	0	0	389,000	0	0	0	0	389,000	
Total Funding Sources	0	0	1,372,000	0	0	0	0	1,372,000	
Project Costs									
Design/ProjMgmt	0	0	357,603	0	0	0	0	357,603	
Const/Equip	0	0	960,990	0	0	0	0	960,990	
Total Project Costs	0	0	1,318,593	0	0	0	0	1,318,593	
Fund Level Costs	0	0	53,407	0	0	0	0	53,407	
Oper & Maint Costs	0	0	0	0	0	0	0	0	
Communications Services									
Funding Sources									
Bureau Revenues	0	140,000	160,000	0	0	0	0	160,000	
Fund Balance	0	500,000	47,066	0	0	0	0	47,066	
General Fund Discretionary	0	0	0	1,500,000	0	0	0	1,500,000	
Grants/Donations	0	0	0	0	0	0	0	0	
Revenue Bonds	0	0	245,000	3,295,000	950,000	820,000	1,200,000	6,510,000	
Total Funding Sources	0	640,000	452,066	4,795,000	950,000	820,000	1,200,000	8,217,066	
Project Costs									
Planning	0	0	0	0	0	0	0	0	
Design/ProjMgmt	0	143,000	90,413	959,000	190,000	164,000	240,000	1,643,413	
Const/Equip	0	497,000	361,653	3,836,000	760,000	656,000	960,000	6,573,653	
Total Project Costs	0	640,000	452,066	4,795,000	950,000	820,000	1,200,000	8,217,066	
Fund Level Costs	0	0	0	0	0	0	0	0	
Oper & Maint Costs	0	0	38,000	150,000	300,000	300,000	300,000	1,088,000	
Portland Building									
Funding Sources									
Bureau Revenues	0	267,000	1,713,000	897,800	999,000	1,052,000	1,111,000	5,772,800	
General Fund Discretionary	0	0	179,000	0	0	0	0	179,000	
Revenue Bonds	0	0	903,000	1,333,000	0	0	0	2,236,000	
Total Funding Sources	0	267,000	2,795,000	2,230,800	999,000	1,052,000	1,111,000	8,187,800	
Project Costs									
Planning	0	0	0	0	0	0	0	0	
Design/ProjMgmt	0	61,410	731,653	513,084	229,770	241,960	255,530	1,971,997	
Const/Equip	0	186,900	1,956,500	1,561,560	699,300	736,400	777,700	5,731,460	
Total Project Costs	0	248,310	2,688,153	2,074,644	929,070	978,360	1,033,230	7,703,457	
Fund Level Costs	0	18,690	106,847	156,156	69,930	73,640	77,770	484,343	
Oper & Maint Costs	0	0	0	0	0	0	0	0	
Portland Communications Center									
Funding Sources									
Bureau Revenues	0	40,000	41,000	41,000	41,000	41,000	41,000	205,000	
General Obligation Bonds	0	134,000	387,000	385,000	0	0	0	772,000	
Total Funding Sources	0	174,000	428,000	426,000	41,000	41,000	41,000	977,000	
Project Costs									
Design/ProjMgmt	0	40,020	112,065	97,980	9,430	9,430	9,430	238,335	
Const/Equip	0	121,800	299,600	298,200	28,700	28,700	28,700	683,900	
Total Project Costs	0	161,820	411,665	396,180	38,130	38,130	38,130	922,235	
Fund Level Costs	0	12,180	16,335	29,820	2,870	2,870	2,870	54,765	
Oper & Maint Costs	0	0	0	39,000	39,000	39,000	39,000	156,000	

Capital Improvement Plan — Legislative, Administrative & Support Svcs SOURCES AND USES

This table summarizes the sources of funding and costs by type for bureaus within each Service Area.

Bureau	Revised		Adopted	Capital Plan				
Capital Program	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Union Station								
Funding Sources								
Bureau Revenues	0	0	250,000	250,000	250,000	250,000	250,000	1,250,000
Total Funding Sources	0	0	250,000	250,000	250,000	250,000	250,000	1,250,000
Project Costs								
Planning	0	0	0	0	0	0	0	0
Design/ProjMgmt	0	0	65,427	57,500	57,500	57,500	57,500	295,427
Const/Equip	0	0	175,000	175,000	175,000	175,000	175,000	875,000
Total Project Costs	0	0	240,427	232,500	232,500	232,500	232,500	1,170,427
Fund Level Costs								
	0	0	9,573	17,500	17,500	17,500	17,500	79,573
Oper & Maint Costs	0	0	0	0	0	0	0	0

Capital Improvement Plan — Legislative, Administrative & Support Svcs

COST SUMMARY

This table summarizes the projects costs and estimated net operating and maintenance costs for programs within each Service Area. Five-year information covers the time period beginning FY 1999–00 and ending FY 2003–04.

Bureau Capital Program	Project Cost		Net Operating and Maintenance Cost	
	FY 1999–00	5-Year	FY 1999–00	5-Year
Bureau of General Services				
City Downtown Space Requirements	1,318,593	1,318,593	0	0
Communications Services	452,066	8,217,066	38,000	1,088,000
Portland Building	2,688,153	7,703,457	0	0
Portland Communications Center	411,665	922,235	0	156,000
Union Station	240,427	1,170,427	0	0
Total Bureau of General Services	5,110,904	19,331,778	38,000	1,244,000
TOTAL LEGISLATIVE, ADMINISTRATIVE & SUPPORT SVCS	\$ 5,110,904	\$ 19,331,778	\$ 38,000	\$ 1,244,000

Capital Improvement Plan — Legislative, Administrative & Support Svcs

CAPITAL PLAN

This table summarizes project costs by the capital programs of the bureaus within this Service Area.

Bureau Capital Program Project	Revised		Adopted		Capital Plan			
	Prior Years	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	5-Year Total
Bureau of General Services								
City Downtown Space Requirements								
Accounting Move to an OFA Floor of The	0	0	247,185	0	0	0	0	247,185
Bureau of Information Technology GIS	0	0	36,537	0	0	0	0	36,537
Energy Office, Cable, and Risk Mgmt to	0	0	440,474	0	0	0	0	440,474
Move MHRC to the 1st floor in The	0	0	37,553	0	0	0	0	37,553
Printing & Distribution Copy Center in The	0	0	31,722	0	0	0	0	31,722
Transportation Move to 9th Floor of The	0	0	525,122	0	0	0	0	525,122
Total City Downtown Space Require-	0	0	1,318,593	0	0	0	0	1,318,593
Communications Services								
Automated Receiver Testing System	0	0	0	0	40,000	0	0	40,000
Council Crest Generator Upgrade	0	0	0	250,000	0	0	0	250,000
Council Crest Tower Cable Removal,	0	0	50,000	300,000	0	0	0	350,000
Digital Voting Monitoring System	0	0	0	0	60,000	0	0	60,000
Disaster Recovery Plan	0	0	50,000	0	0	0	0	50,000
Dixie Mountain IR Site	0	0	0	0	0	0	500,000	500,000
EPIC Board Upgrade for all IR Sites	0	0	0	0	0	75,000	0	75,000
Goat Mountain 2 Channel Expansion	0	0	0	0	0	45,000	0	45,000
IR Sites Generator Upgrade	0	0	45,000	45,000	0	0	0	90,000
Microwave T-1 Overbuild for T-1 Landline	0	0	0	200,000	200,000	200,000	200,000	800,000
Miscellaneous IR site Channel Expansion	0	0	25,000	25,000	25,000	25,000	0	100,000
Network Management Console - RNC	0	0	0	0	0	200,000	0	200,000
Portable/Backup Trunking on Wheels	0	0	0	0	400,000	0	0	400,000
Portland Building 800MHz Site	0	0	0	1,500,000	0	0	0	1,500,000
Quantro to Quantar Upgrade at BB & GM	0	0	0	0	0	100,000	0	100,000
Radio Site Networking Project	0	0	0	0	150,000	0	0	150,000
RD-LAP Data-Tac 2 Upgrade	0	0	0	0	0	0	500,000	500,000
RNC 16 to 32 Port Expansion	0	0	0	0	0	100,000	0	100,000
Simulcast Expansion	0	0	75,000	75,000	75,000	75,000	0	300,000
Three Channel Simulcast Upgrade	0	140,000	160,000	0	0	0	0	160,000
Wide Area Network	0	500,000	47,066	2,400,000	0	0	0	2,447,066
Total Communications Services	0	640,000	452,066	4,795,000	950,000	820,000	1,200,000	8,217,066
Portland Building								
Access Card System	0	0	0	0	137,640	0	0	137,640
Electrical System Expansion	0	0	0	1,239,690	0	0	0	1,239,690
Exterior Wall Leaks Repair	0	0	1,029,081	0	0	0	0	1,029,081
HVAC Improvements	0	0	246,214	252,030	0	0	0	498,244
Loggia Roof Replacement	0	0	646,307	0	0	0	0	646,307
Main Roof Replacement	0	0	0	350,610	0	0	0	350,610
On-going Major Maintenance	0	248,310	372,214	232,314	340,380	978,360	1,033,230	2,956,498
Portland Building Daycare	0	0	394,337	0	0	0	0	394,337
Second Floor Meeting Rooms Upgrade	0	0	0	0	451,050	0	0	451,050
Total Portland Building	0	248,310	2,688,153	2,074,644	929,070	978,360	1,033,230	7,703,457
Portland Communications Center								
Expand Communications Center for	0	124,620	372,214	358,050	0	0	0	730,264
On-going Major Maintenance	0	37,200	39,451	38,130	38,130	38,130	38,130	191,971
Total Portland Communications Center	0	161,820	411,665	396,180	38,130	38,130	38,130	922,235
Union Station								
On-going Major Maintenance	0	0	96,179	93,000	232,500	232,500	232,500	886,679
Roof Replacement	0	0	144,248	139,500	0	0	0	283,748
Total Union Station	0	0	240,427	232,500	232,500	232,500	232,500	1,170,427
Total Bureau of General Services	0	1,050,130	5,110,904	7,498,324	2,149,700	2,068,990	2,503,860	19,331,778
TOTAL LEGISLATIVE, ADMINISTRATIVE & SUPPORT SVCS	\$ 0	\$ 1,050,130	\$ 5,110,904	\$ 7,498,324	\$ 2,149,700	\$ 2,068,990	\$ 2,503,860	\$ 19,331,778

Adopted Budget
Fiscal Year 1999-00

PDC
PORTLAND
DEVELOPMENT
COMMISSION

June 11, 1999



From Left: James J. Atkinson, Carl B. Talton, Chairman Martin Brantley,
Douglas C. Blomgren, Noell Webb

Portland Development Commission

FY 1999-00 Adopted Budget

Table of Contents

	Page
Executive Director's Budget Message.....	71
Budget User's Guide.....	74
Summary of Budgeted Revenues and Expenditures	
❖ Expenditure Trends.....	77
❖ Distribution of Expenditures.....	77
❖ Expenditures by Category.....	78
❖ PDC's Budget by Target Area.....	79
❖ PDC's Implementation of 2040.....	81
❖ Project Budgets by Revenue Type.....	88
Summary of Resources.....	95
Staffing.....	99
Department Summaries	
❖ Housing Department	103
❖ Development Department	111
❖ Economic Development Department.....	120
❖ Administration	130
♦ Executive Department.....	130
♦ Finance and Information Systems Department.....	131
♦ Fund Level Requirements Not Allocated to Departments	139
❖ Summary of PDC Budget.....	141
Fund Summaries	
❖ General Fund.....	146
❖ Capital Funds.....	154
❖ Grant Funds.....	181
❖ Other Funds.....	199

Executive Director's Budget Message

Dear Members of the Portland Development Commission:

It is with great pleasure that I present you with the Fiscal Year 1999-00 Adopted Budget for the Portland Development Commission. This budget was developed on the basis of extensive public outreach performed in the update of our five-year business plan. We believe that the budget accurately reflects the feedback we received from our community partners on the appropriate allocation and expenditure of funds for our areas of focus: jobs, housing, and revitalization. In addition, we have provided considerable resources for parks and open spaces, affordable housing, job creation programs, public infrastructure, small business programs, and enhanced transportation systems.



Realization of the projects and programs included in this budget will have a significant effect on the quality of life for Portland citizens, including those who work, live, and shop in the Downtown, residents and employees in the Central Eastside and Lloyd Districts; and residents in Northeast and outer Southeast. We have also provided funding for the creation of new neighborhoods in the River District and North Macadam. Each budgeted project and program responds to critical City needs expressed in documents such 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 those for the Albina Community, outer Southeast, and River District were also valuable resources.

Our FY 1999-00 budget also provides funding for modest increases in the Commission's staff and organizational infrastructure. The initiation of two new urban renewal areas in the last year, with the potential addition of a third area by next fall, combined with an active development agenda has created the need for more staff and continued investment in information systems. Despite this increase, our ratio of staff and materials and services to total budget remains extremely low. (See the Financial Summary section in the budget document.)

The information contained in this document is designed to offer readers a complete picture of the financial structure and strategy of the organization. Our new computer system allows us to format the information in a manner compatible with City bureau presentations.

Continuing Activities

This budget contains substantial funding for many projects that have long been in the City's capital planning program, including:

- Eastbank Riverfront Park
- Improvements to Martin Luther King, Jr. Boulevard
- Classical Chinese Garden
- Land acquisition in both the River District for open space and park development, and in Lloyd District for commercial redevelopment
- Light rail transportation to the airport, and the development of the 250-acre Portland International Center site in Airport Way into an office and retail center.
- Continuation of our partnership with Fannie Mae utilizing Fannie Mae funds to extend home rehabilitation and acquisition loans to citizens.

Executive Director's Budget Message

The City's Budget fully funds the requirements of the Housing Preservation Program in the next fiscal year. This program was designed to retain existing very low-income rental housing through a combination of owner equity, bond financing and the investment of City funds. Beyond housing preservation, no new funding was provided for housing production from the Housing Investment Fund.

Our revitalization agenda remains full with improvements to downtown parking, the storefront improvement program, Waterfront Park extension, streetscape improvements, and continued progress on the River District public improvements (scheduled to move forward this year).

New Initiatives

We have also provided for several new initiatives such as:

- Creation of the Central City Development and Employment Opportunity Fund. This fund will encourage commercial redevelopment in urban renewal areas and allow us to assist employers in expanding and retaining jobs in the central city.
- Construction of the Central City Street Car through the South Park Blocks area. The streetcar will extend from NW 23rd Avenue to the new PSU urban plaza. PDC will assist in the funding of the line along SW 10th and 11th Avenues through the park blocks area.
- New City of Portland General Fund support for housing preservation, expanded business retention, expansion and recruitment efforts, and continued work to implement the 2040 Plan in Gateway, North Macadam and other areas of the City. We have also received funding for development planning in the Civic Stadium area and to continuation of the Mayor's initiative to develop areas above I-405.

As we move forward to further implement the 2040 Plan, we will undertake development efforts in the recently created urban renewal areas of River District and Lents Town Center. We are very excited about the opportunity to create a new neighborhood in the River District and the challenges of bringing revitalization to the Lents area.

We are currently undertaking feasibility studies to determine if a new urban renewal area is appropriate for North Macadam and will move forward to seek public input on the development of an urban renewal plan during this and next fiscal years. Work also continues with residents and business owners in the Gateway area to determine the development plan required to transform this area into a regional center, as provided in the Metro 2040 Plan.

Linkages

As part of our planning process for FY 1999-00 and beyond, we have involved representatives from City bureaus that have served as key partners in the undertaking of our housing, jobs, and revitalization agenda. These representatives have come from the Office of Transportation, the Bureau of Housing and Community Development, the Planning Bureau and the Office of Finance and Administration, among others. Continued and strengthened partnership with these bureaus is critical to the success of the City's efforts to maintain the advantages currently enjoyed by Portland residents and to extend these advantages to residents currently not able to access them. Portland's benefits include reduced urban sprawl, an enviable neighborhood and regional parks system, the nation's best transportation system, housing in close proximity to jobs, low unemployment, and a strong sense of civic pride and foresight on the part of its leadership.

* * * * *

Executive Director's Budget Message

Over the past several years, we have made strong inroads in the production of affordable housing. While continuing our work in single-family and rental housing rehabilitation, which has led to strengthened Portland neighborhoods. All of which has helped to recruit and retain major employers in the high technology, metals industry, and creative services in Portland. There has been significant progress in the revitalization of Portland's Central City, Lents and Inner Northeast neighborhoods.

We welcome Portland citizens and our public and private partners to join us in preserving and maintaining Portland's natural and manufactured advantages. We seek to not merely accommodate regional growth within our existing boundaries, but to manage this growth for the betterment of our community, ensuring that all Portland residents are able to take part in this City's economic vitality and renowned livability.

Sincerely,

A handwritten signature in dark ink, appearing to read "Felicia Trader". The signature is fluid and cursive, with the first name "Felicia" being more prominent than the last name "Trader".

Felicia Trader
Executive Director

A. PDC's Budget Document

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

B. About PDC

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

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 that has played a major role in keeping Portland one of America's most livable cities. During the past 40 years, PDC has taken forward nine 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 and the integration of services that set PDC apart and assures true efficiencies are achieved.

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

C. Budget Process

PDC has historically used the annual update to the Five-Year Business Plan as a foundation for the next year's budget. The Five Year Business Plan is the Commission's multi-year resource allocation plan that allows PDC to prudently project revenues and expenditures for nine target areas and three 2040 goal areas: housing, revitalization and jobs. The plan is updated in conjunction with community partners and is adopted by the Commission each fall. PDC did an extensive Five-Year Business Plan update this fall, which was largely used in shaping next year's budget. PDC's Five Year Business Plan outreach efforts went further than ever before, with staff meeting with more than 120 organizations and contacting more than 1,300 individuals. Both the PDC Commission and City Council adopted the plan.

D. Basis of Budgeting/Budget Controls

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

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

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

E. Description of PDC's Funds

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

- ◆ **General Fund**—The Urban Redevelopment Fund serves as PDC's General Fund. Administrative activities, including indirect, are paid out of this fund. Also, certain programs and projects funded with City General Fund monies are budgeted in this fund. In addition, a sub-fund used for predevelopment activities associated with the creation of new urban renewal areas was created in FY 1997-98.

- ◆ **Capital Funds**—PDC's capital funds include the following: Airport Way, Central Eastside, Convention Center, South Park Urban Renewal, Waterfront Renewal Bond Redevelopment, and the newly created Lents Town Center and River District. The Lents Town Center and River District urban renewal areas were created this fall. These funds are used to manage the finances of PDC's urban renewal areas. The primary source of capital funds is tax increment debt proceeds and program income derived from the investment of tax increment.
- ◆ **Grant Funds**—PDC's Grant Funds include the following: Enterprise Loan, Housing and Community Development Contract, HOME Contract and Regional Strategies. The Grant Funds account for federal and state grant activities in the funds listed above.

The Housing and Community Development Fund provides for all Community Development Block Grant housing and economic development activities performed under contract with the Bureau of Housing and Community Development (BHCD). The HOME Grant Fund provides for all housing activities performed under the HOME contract which is also under contract with BHCD. The Enterprise Loan Fund accounts for two CDBG-funded housing revolving loan funds, the Private Lender Agreement Program, the Housing Investment Fund, economic development under the Northeast Business Assistance Fund, economic development lending under the EDA grant 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 those target industries, workforce and economic development.

The South Auditorium Grant Fund's balance was transferred to the Urban Redevelopment Fund to be used for predevelopment activities, but is included to show the historical revenues and expenditures.

- ◆ **Other Funds**—Other Funds accounts for the Oregon Arena Fund. The Oregon Arena Fund was established to account for the activities performed under PDC's contract with the City of Portland to manage the public improvements constructed in conjunction with the Oregon Arena Project, including improvements to the Memorial Coliseum, road and street improvements and parking garage construction. This work is expected to be completed in FY 1998-99. The fund is included to show the historical revenues and expenditures.

Summary of Budgeted Revenues and Expenditures

PDC total expenditure budget for FY 1999-00 is \$166,463,816 (\$190,497,238 including contingency and interfund transfers), a decrease of \$11 million from the revised FY 1998-99 expenditure budget of \$177.5 million.

Expenditure Trends

The chart below shows PDC's Personal Services budget continues to be a small percentage of the total PDC budget. Financial Assistance and Capital Outlay now make up over 86% of the total budget for FY 1999-00.

	FY 1996-97	FY 1997-98	FY 1998-99	FY 1999-00
	% of Total	% of Total	% of Total	% of Total
Personal Services	15%	14%	4%	5%
Materials and Services	13%	12%	6%	7%
Capital Outlay	10%	31%	46%	45%
Financial Assistance	58%	39%	41%	41%
Debt Service	4%	5%	2%	2%
	100%	100%	100%	100%

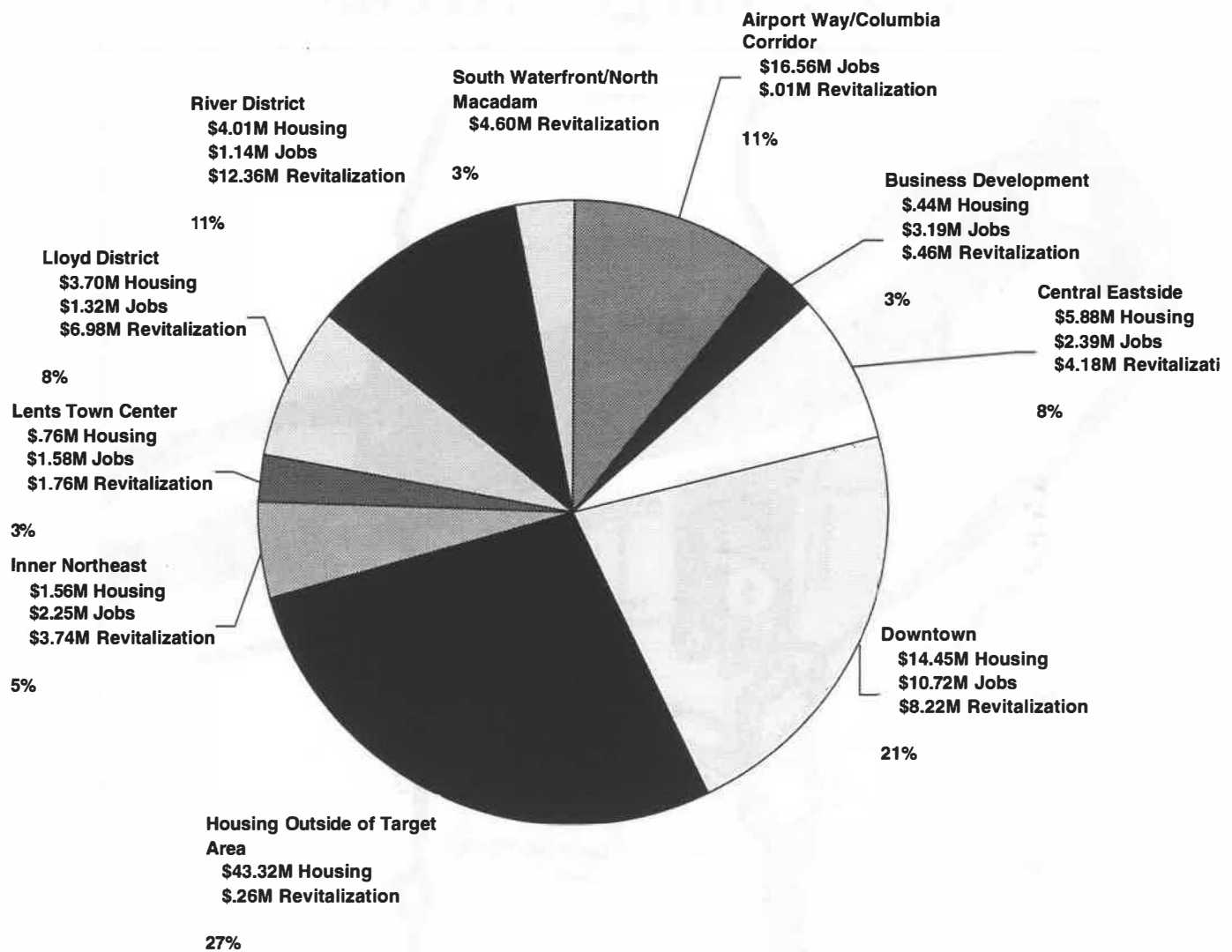
Distribution of Expenditures

The table on the next page provides a summary of PDC's revenue and breaks out the budget by major category: Personal Services, Materials and Services, Capital Outlay, Financial Assistance, Debt Service, Cash Transfers Out, Indirect and Contingency. The table also shows the total budget by legal appropriation fund. PDC's Capital Outlay budget has decreased by a net \$7.9 million mainly due to a large capital project (Airport light Rail) in the FY 1998-99 budget and Financial Assistance has gone down by approximately \$4.9 million due to changes in certain loan programs, such as Fannie Mae. The table is followed on the next page by a pie chart that shows expenditures by geographic area. Amounts in the pie chart for Housing and the Business/Job program areas do not include expenditures for housing, jobs programs and projects occurring in the target areas. The pie chart is followed by a map that shows where each of PDC's target areas are located in the city.

Total PDC Budget by Funding Category

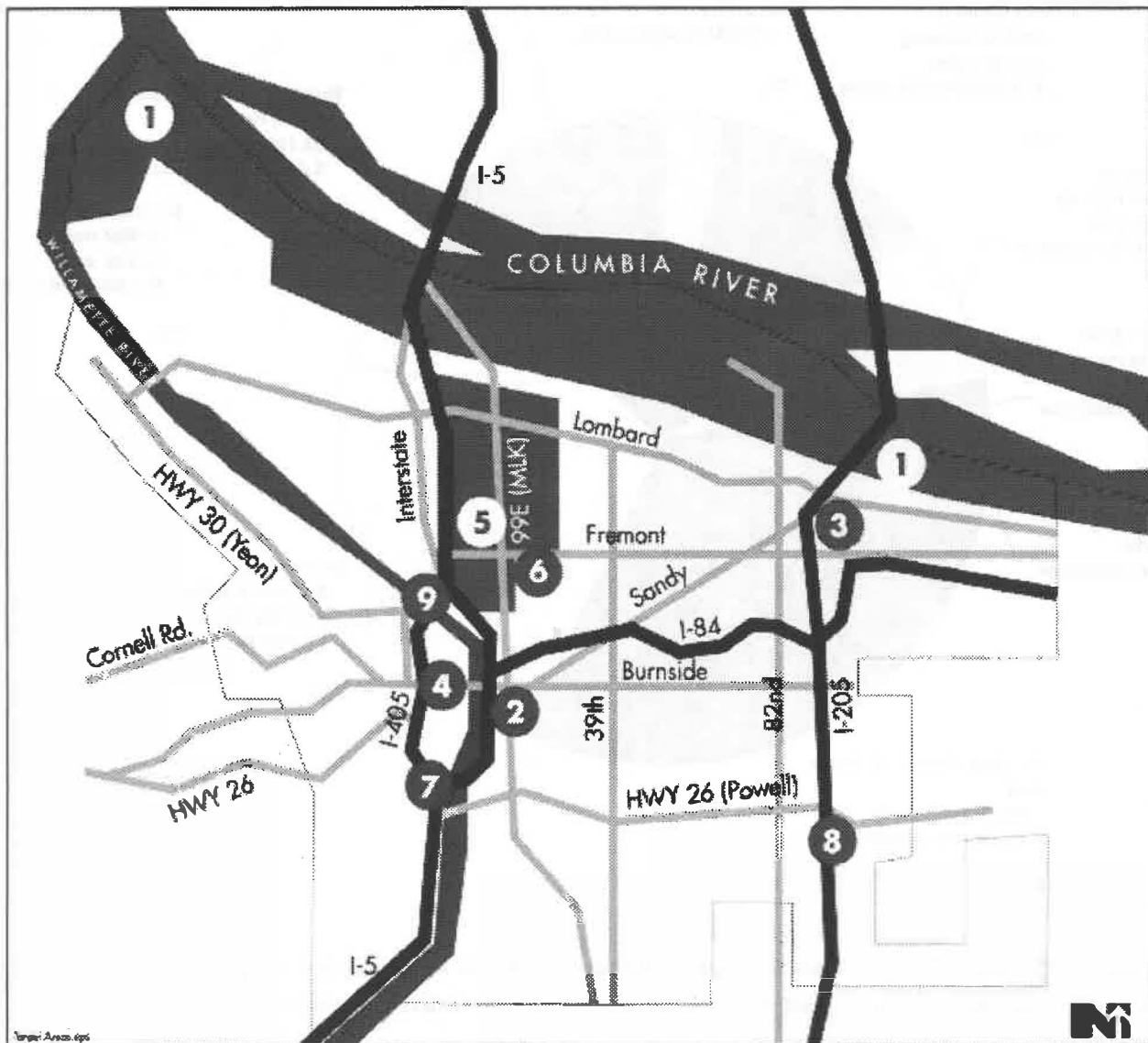
	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Revenue - All Funds						
Beginning Fund Balance	21,429,871	27,956,804	48,448,179	27,890,524	27,890,524	27,940,524
Cash Transfer In	10,000	2,900,816	2,100,000	0	0	0
City General Fund	4,798,159	4,743,434	8,416,162	6,599,237	6,599,237	6,599,237
Federal and Other Grants	8,887,893	5,801,712	16,992,656	9,110,111	8,646,903	8,651,205
Housing Investment Fund	8,161,322	-1,141,951	10,029,972	9,106,081	19,069,135	19,069,135
Loans From Other Funds	6,188,477	1,806,979	0	0	0	0
Private Funding	3,354,085	2,887,868	20,174,200	9,079,200	9,079,200	9,079,200
Program Income	19,504,387	27,469,358	20,502,874	26,980,569	26,823,238	26,823,238
Service Reimbursement In	3,412,052	3,760,456	4,305,572	5,431,674	5,448,872	5,448,872
Tax Increment Debt Proceeds	8,393,080	26,043,461	68,076,406	111,381,178	88,381,178	86,885,827
Total	\$ 84,139,326	\$ 102,228,937	\$ 199,046,021	\$ 205,578,574	\$ 191,938,287	\$ 190,497,238
Expenditures - By Expense Category						
Personal Services	6,940,096	6,133,899	7,139,282	8,051,907	8,051,868	8,051,860
Materials and Services	6,231,920	5,598,458	10,590,361	11,091,941	11,320,459	11,357,340
Capital Outlay	4,715,749	13,570,288	79,980,798	84,839,861	72,495,014	72,039,869
Financial Assistance	26,851,969	17,225,806	71,441,445	68,759,269	67,562,154	66,532,462
Debt Service	1,831,868	2,205,993	4,024,060	3,033,000	3,033,412	3,033,412
Cash Transfers Out	6,198,477	4,382,830	2,100,000	3,000	3,000	3,000
Indirect Allocation	3,412,288	3,760,456	4,305,566	5,431,674	5,448,873	5,448,873
Contingency	0	0	19,464,509	24,367,923	24,023,507	24,030,422
Total	\$ 56,182,366	\$ 52,877,730	\$ 199,046,021	\$ 205,578,575	\$ 191,938,287	\$ 190,497,238
Expenditures - By Fund						
Airport Way Urban Renewal	431,329	1,094,140	27,614,641	45,501,330	22,501,331	22,501,331
Arena	255,574	385,386	117,430	0	0	0
Central Eastside Urban Renewal	738,427	1,988,365	6,828,045	8,583,069	8,583,039	8,583,039
Convention Center Urban Renewal	6,448,064	4,551,237	19,323,626	21,212,640	21,212,640	21,212,640
Enterprise Loan	13,422,732	9,939,762	42,314,480	27,992,548	37,438,302	37,438,302
HOME Grant	5,243,485	2,705,182	5,422,769	3,325,872	3,325,872	3,325,872
Housing and Community Dev Contract	10,719,309	10,007,538	19,684,088	14,991,559	14,528,353	14,532,655
Lents Town Center	0	0	0	3,436,961	3,436,962	3,436,962
Regional Strategies	1,664,561	1,088,634	1,339,708	159,635	159,635	159,635
River District	0	0	0	6,326,870	6,326,868	6,326,868
South Park Blocks Urban Renewal	82,949	1,306,509	26,053,721	19,437,124	17,937,123	17,937,123
St. Johns	0	0	0	0	0	0
Urban Redevelopment Fund	7,618,541	8,545,679	17,296,086	17,720,412	17,737,609	17,787,609
Waterfront Renewal Bond Redevelopm	9,557,395	11,265,299	33,051,427	36,890,556	38,750,553	37,255,202
Total	\$ 56,182,366	\$ 52,877,730	\$ 199,046,021	\$ 205,578,575	\$ 191,938,287	\$ 190,497,238

PDC's Budget by Target Area



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

PDC Target Areas



- | | |
|----------------------------------|-----------------------------------|
| 1. Airport Way/Columbia Corridor | 6. Lloyd District |
| 2. Central Eastside | 7. North Macadam/South Waterfront |
| 3. Gateway | 8. Lents Town Center |
| 4. Downtown | 9. River District/Union Station |
| 5. Inner Northeast | |

PDC's Implementation of 2040

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

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

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

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

Housing	<p>Provide a diverse range of housing types with specific goals for low- and moderate-income and market rate housing, and provide for housing densities and costs supportive of public policy for the development of the regional transportation system and designated centers and corridors. PDC efforts will focus on annual progress towards supporting the production of 55,000 housing units by 2014.</p> <table><tr><td>PDC unit goals are:</td><td><u>FY 1999-00</u></td><td><u>5 Year</u></td></tr><tr><td>Rental Housing</td><td>1,030</td><td>5,150</td></tr><tr><td>Home Rehabilitation</td><td>400</td><td>2,000</td></tr><tr><td>Home Ownership</td><td>150</td><td>600</td></tr><tr><td>Total</td><td>1,580</td><td>7,750</td></tr></table>	PDC unit goals are:	<u>FY 1999-00</u>	<u>5 Year</u>	Rental Housing	1,030	5,150	Home Rehabilitation	400	2,000	Home Ownership	150	600	Total	1,580	7,750
PDC unit goals are:	<u>FY 1999-00</u>	<u>5 Year</u>														
Rental Housing	1,030	5,150														
Home Rehabilitation	400	2,000														
Home Ownership	150	600														
Total	1,580	7,750														
Jobs	<p>Maintain a strong economic climate by encouraging the development of a diverse and sufficient supply of jobs, especially family wage jobs, in appropriate locations. Utilize a target industry approach focusing on retention, recruitment and expansion in order to broaden and diversify the region’s industrial base. Create 158,000 jobs within the City; create 71,000 jobs in the Central City.</p> <table><tr><td>PDC unit goals are:</td><td><u>FY 1999-00</u></td><td><u>5 Year</u></td></tr><tr><td>Land Acquisition and Development</td><td>980</td><td>4,900</td></tr><tr><td>Building Rehabilitation and Redevelopment</td><td>240</td><td>1,200</td></tr><tr><td>Business Assistance</td><td>1,740</td><td>8,700</td></tr><tr><td>Total</td><td>2,960</td><td>14,800</td></tr></table>	PDC unit goals are:	<u>FY 1999-00</u>	<u>5 Year</u>	Land Acquisition and Development	980	4,900	Building Rehabilitation and Redevelopment	240	1,200	Business Assistance	1,740	8,700	Total	2,960	14,800
PDC unit goals are:	<u>FY 1999-00</u>	<u>5 Year</u>														
Land Acquisition and Development	980	4,900														
Building Rehabilitation and Redevelopment	240	1,200														
Business Assistance	1,740	8,700														
Total	2,960	14,800														
Revitalization	<p>The projects listed under Revitalization in the following pages serve as goals for this 2040 goal area.</p> <ul style="list-style-type: none">• Redevelop and reuse lands used in the past or already used for commercial and industrial purposes in support of the 2040 goals for ensuring that the prospect of living, working and doing business in those locations remains attractive to a wide range of households and employers.• Facilitate the development and preservation of affordable mixed-income neighborhoods.• Recognize and protect critical open spaces for use and enjoyment of City residents. Access to community trails and walkways, and other recreation and cultural areas and public facilities.• Support public policies that encourage diversity and excellence in the design and development of settlement patterns, landscapes and structures.• Create a balanced transportation system, which is less dependent on the private automobile.															

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

Projects by 2040 Theme and Program For FY 1999-00

Housing

Multi Family Housing

CES Eastside Permanent Hsg - 33807	4,651,776
DT Mixed Use Site Acq. - 11990	3,429,194
Fee Waiver - 33008	439,171
Housing Predevelopment Assistance - 16210	94,968
Lents Livability - Rental - 32109	348,983
MFH - 60th & Glisan - 19506	3,047,214
MFH - Housing Preservation - City-Wide - 34501	12,013,895
MFH - Lloyd District - 16203	3,608,069
MFH - Preservation - Downtown - 34502	2,956,448
MFH - Preservation - River District - 34503	43,347
MFH - Rental Projects - Central Eastside - 32112	1,226,722
MFH - Rental Projects - City-Wide - 32102	15,642,530
MFH - Rental Projects - River District - 32108	3,944,510
MFH - Rental Projects-Downtown - 32104	5,905,066
MFH - Rental Projects-Inner NE - 32105	1,556,766
MFH - Sprinkler Program - 33007	258,336
MFH - Youth Facility Projects - 32701	2,154,461
Receivership Program - 33006	340,163
Union Station Housing Phase II/III - 11238	25,177
Total: Multi Family Housing	61,686,796

Neighborhood Hsg Preservation

Fannie Mae - Ownership/Rehabilitation - 33411	5,287,246
Home Ownership Program - 33401	2,426,442
Home Rehabilitation Loans City-Wide - 31046	2,518,842
Lead Hazard Program - 32523	1,158,049
Lents Livability - Home Rehab - 31209	174,289
Lents Livability - Homeowner - 33409	234,714
LID Subsidy to Homeowners - 31502	50,000
Refinance City-Wide - 31044	427,952
Urban Homestead Program - 36992	152,753
Total: Neighborhood Hsg Preservation	12,430,287

Total: Housing

74,117,083

Jobs

Redevelopment Project Mgmt

AW Finance & Community Outreach - 11019	111,005
Total: Redevelopment Project Mgmt	111,005

Redevelopment Area Planning

AW Predevelopment - 11007	18,886
Total: Redevelopment Area Planning	18,886

Commercial/Industrial Dev

AW Develop. Opportunities Fund - 11009	888,169
CES Redevelopment - 10039	1,973,363
DT Development Opportunity Fund - 11022	6,546,066
DT Older Building Seismic Program - 10217	853,869
RD Developm. Opportunity Fund - 13101	681,292

Projects by 2040 Theme and Program For FY 1999-00

Jobs

Commercial/Industrial Dev

Union Station - Agricultural Center - 11244	398,789
Total: Commercial/Industrial Dev	11,341,548

Transportation/Transit

AW - Airport Light Rail/PIC - 19014	248,334
AW Transportation Improvement - 11001	1,330,531
Total: Transportation/Transit	1,578,865

Neighborhood Commercial

CES Building Rehabilitation - 10045	399,068
Lents/OSE Development Fund - 28213	1,170,000
Lloyd Commercial Development - 25606	1,231,329
MLK Commercial Site Development - 25605	1,645,011
MLK Marketing Plan - 25522	45,388
Total: Neighborhood Commercial	4,490,796

Business Development

AW Land Acquisition & Development - 11014	2,149,625
AW PIC Business Development - 11002	7,320,687
AW PIC Infrastructure - 11003	4,496,993
Business Assistance City Wide - 67610	563,423
Business Development CES URA - 64618	13,655
Business Development City-wide - 67606	390,563
Business Development OCC URA - 64617	89,852
Business Development WF URA - 64616	116,952
Lents Jobs and Economic Development - 12208	405,366
Planning and Technical Assistance - 28800	52,477
RD Creative Services - 25495	61,587
Redevelopment Planning - 28810	211,000
Reg. Bus Dev & Recruitment - 24015	370,000
Total: Business Development	16,242,180

Business Services/Finance

Business Asst Loans - Hatfield - 28516	355,275
Business Development Financing - 28820	510,000
EDA Business Development RLF - 28301	217,854
EDA Real Estate Devel RLF - 28201	217,854
MLK Equity Loan Fund - 25527	201,761
Targeted Investment Program - 28212	268,588
Total: Business Services/Finance	1,771,332

Targeted Industries Dev

DT Creative Serv. Target Ind. Dev - 25493	3,323,071
Regional Strategies - 24444	159,635
Target Industry Development - 24512	112,526
Total: Targeted Industries Dev	3,595,232

Total: Jobs

39,149,844

Revitalization

Redevelopment Project Mgmt

Projects by 2040 Theme and Program For FY 1999-00

Revitalization

Redevelopment Project Mgmt

CES Finance\Community Outreach - 10019	79,516
DT Finance & Comm Outreach - 11601	68,243
Lents Proj Mgt & Public Invol - 28215	248,533
Lents Project Management - 13121	6,668
Lloyd Finance & Comm Outreach - 16209	121,064
North Macadam Pre-development - 11099	710,400
RD Project Management - 13118	145,437
SPB Finance & Community Outreach - 12205	64,550
Total: Redevelopment Project Mgmt	1,444,411

Redevelopment Area Planning

CES Predevelopment - 10030	38,755
Destination Retail - 10219	1,227,247
Gateway Pre-development - 14400	558,000
Hollywood/St. Johns Pre-Develop. - 14405	15,815
I-405 Predevelopment - 12250	66,000
Lloyd Area Planning - 16217	107,837
Old Town/Chinatown Dev. Plan - 11234	67,577
Parking Development Program - 14201	87,130
Parking Group Contract - 14202	5,726
SPB Predevelopment - 12206	50,826
Total: Redevelopment Area Planning	2,224,913

Multi Family Housing

RD Chinatown Sr Housing Assess. - 13077	72,197
Total: Multi Family Housing	72,197

Public Facilities

DT Pioneer Square Public Impr - 10210	166,758
Lents Community/Public Service Center - 12204	27,404
Mounted Patrol Unit Facility - 13129	1,247,315
Non-profit Facility Rehab Citywide - 32702	256,465
PSU Urban Plaza - 12203	1,273,586
Union Station - 11231	13,493
Union Station - Property Mgt - 11237	314,879
Total: Public Facilities	3,299,900

Commercial/Industrial Dev

CES Dev. Opportunity Strategy - 10024	83,652
DT Block 50 Development - 10213	23,284
Lloyd Land Acquisition/Redevel - 16201	2,311,272
Old Town Lighting Grants - 13087	50,000
RD Environmental - 13130	361,447
RD Historic Preservation - 13080	17,769
RD Old Post Office Building (511) - 13114	3,682
RD Older Building Seismic - 13108	107,493
RD Terminal One - 13090	98,130
RD Trailways/Post Office Block - 13084	143,350
SPB Simon Benson House - 11992	310,739
SWF Environ. Test/Remediation - 11060	291,311
SWF Parcel Development - 11069	279,379

Projects by 2040 Theme and Program For FY 1999-00

Revitalization

Commercial/Industrial Dev

SWF Park Restoration/Repair - 11073	339,952
Total: Commercial/Industrial Dev	4,421,460

Parks And Open Space

AW Trail Development - 11016	5,022
CES Eastbank Park - 10048	3,413,167
DT Park Block 5 - 12210	235,277
Lents Parks and Open Space - 13120	262,404
OCC Eastbank Riverfront Park - 10049	3,189,208
RD Classical Chinese Garden - 13128	1,486,980
RD Land Acquisition - 13110	970,473
RD Tanner Creek Park Development - 13119	275,528
RD Waterfront Park Development - 13112	36,500
SWF Greenway Development - 18041	344,237
Willamette River HCP - 10051	200,000
Total: Parks And Open Space	10,418,796

Transportation/Transit

CES Grand/MLK/Burnside Public Imps - 10022	201,542
CES Water Avenue Extension - 10029	34,639
DT Midtown Park Blocks St Impr. - 11991	530,929
DT Transit Mall Rehabilitation - 10027	1,374,369
Lents Transportation Projects - 26714	141,911
MLK Blvd Improvements - 25525	2,357,117
MLK Sidewalks - 25528	136,310
NE Alberta Street Improvements - 25526	566,519
Old Town/CT Streetscape Impr. - 10025	718,964
RD Agricultural Center Parking - 13113	1,050,129
RD Chinatown Parking/Dev Site - 10222	1,353,413
RD Public Site Improvement - 11233	3,993,198
SPB Cultural Center Parking - 12098	1,678,241
SPB Streetcar/Streetscape Imps - 12099	15,282
SWF Harrison St Extension - 11072	2,082,200
SWF Public Parking Development - 11025	386,573
SWF River Parkway Realignment - 11074	168,877
Total: Transportation/Transit	16,790,213

Neighborhood Commercial

CES Storefront - 10021	327,413
DT - Storefront Grants - 12202	229,518
DT Neighborhood Commercial Serv - 11997	552,650
DT Predevelopment Activity - 16306	61,225
Goose Hollow/Civic Stadium Planning - 14420	159,000
Hollywood/Sandy Storefront - 14410	118,050
Lents Foster/Powell Storefront - 28907	48,603
Lents Neighborhood Livability - 13122	141,930
Lents Redevelopment - 12209	884,657
MLK Blvd Storefront Program - 25521	351,042
MLK Predevelopment - 25519	143,198
N. Downtown Storefront Grants - 13086	344,685

Projects by 2040 Theme and Program
For FY 1999-00

Revitalization

Neighborhood Commercial

NE Alberta Storefront Program - 28906	40,941
NE Humbolt Storefront - 28916	77,892
NE Mississippi/Shaver Storefront - 28918	64,692
New TAD/SE Milwaukie Storefront - 28911	44,311
RD Ninth Avenue/Lovejoy Redev - 13115	737,398
SPB West End Retail Improvements - 12101	200,886
St. Johns Storefront - 14415	73,750

Total: Neighborhood Commercial	4,601,841
---------------------------------------	------------------

Business Development

Bus. Distr. Projects City Wide - 26712	50,972
--	--------

Total: Business Development	50,972
------------------------------------	---------------

Total: Revitalization	43,324,703
------------------------------	-------------------

Project Budgets by Revenue Type

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

Projects by Revenue Type For FY 1999-00

Revenue Type	Project	Revenue Amount
Beginning Fund Balance		
	Business Assistance City Wide	28,088
	Business Development CES URA	13,655
	Business Development OCC URA	89,852
	CES Building Rehabilitation	69,996
	CES Eastbank Park	1,037,225
	CES Finance\Community Outreach	79,516
	CES Predevelopment	38,755
	CES Redevelopment	1,493,363
	CES Storefront	327,413
	CES Water Avenue Extension	34,639
	Contingency	6,883,360
	Debt Management	1,272,903
	EDA Business Development RLF	217,854
	EDA Real Estate Devel RLF	217,854
	Gateway Pre-development	150,000
	General Administration-Housing	45,021
	Goose Hollow/Civic Stadium Planning	50,000
	Hollywood/Sandy Storefront	50,550
	Hollywood/St. Johns Pre-Develop.	6,000
	Home Ownership Program	26,279
	Home Rehabilitation Loans City-Wide	266,621
	Lents/OSE Development Fund	1,170,000
	Lloyd Area Planning	107,837
	Lloyd Commercial Development	1,231,329
	Lloyd Finance & Comm Outreach	121,064
	MFH - Lloyd District	2,090,395
	MFH - Rental Projects - City-Wide	1,867,782
	MFH - Rental Projects-Inner NE	1,556,766
	MLK Blvd Storefront Program	351,042
	MLK Commercial Site Development	1,145,011
	MLK Predevelopment	43,198
	North Macadam Pre-development	150,000
	OCC Eastbank Riverfront Park	1,000,000
	Old Town Lighting Grants	50,000
	RD Land Acquisition	306,802
	RD Public Site Improvement	3,993,198
	Regional Strategies	47,906
	St. Johns Storefront	23,500
	Targeted Investment Program	268,588
	Tax Increment Bond Issuance costs	17,162
	Total for Beginning Fund Balance	27,940,524
City General Fund		
	Bus. Distr. Projects City Wide	50,972
	Business Development City-wide	390,563
	CES Eastside Permanent Hsg	4,651,776
	Gateway Pre-development	308,000
	Goose Hollow/Civic Stadium Planning	109,000
	I-405 Predevelopment	66,000
	North Macadam Pre-development	560,400

Projects by Revenue Type For FY 1999-00

Revenue Type	Project	Revenue Amount
City General Fund		
	Reg. Bus Dev & Recruitment	150,000
	Target Industry Development	112,526
	Willamette River HCP	200,000
	Total for City General Fund	6,599,237
Federal and Other Grants		
	Business Development Financing	510,000
	Home Ownership Program	151,404
	Home Rehabilitation Loans City-Wide	1,233,553
	Lead Hazard Program	1,158,049
	Lents Foster/Powell Storefront	48,603
	LID Subsidy to Homeowners	50,000
	MFH - Rental Projects - City-Wide	3,325,872
	MFH - Youth Facility Projects	1,074,464
	NE Alberta Storefront Program	40,941
	NE Humbolt Storefront	77,892
	NE Mississippi/Shaver Storefront	64,692
	New TAD/SE Milwaukie Storefront	44,311
	Non-profit Facility Rehab Citywide	256,465
	Planning and Technical Assistance	52,477
	Redevelopment Planning	211,000
	Refinance City-Wide	119,752
	Reg. Bus Dev & Recruitment	120,000
	Regional Strategies	111,730
	Total for Federal and Other Grants	8,651,205
Housing Investment Fund		
	Fee Waiver	439,171
	General Administration-Housing	78,877
	Home Ownership Program	156,170
	Home Rehabilitation Loans City-Wide	184,692
	MFH - 60th & Glisan	3,047,214
	MFH - Housing Preservation - City-Wide	11,431,195
	MFH - Rental Projects - City-Wide	3,133,317
	MFH - Sprinkler Program	258,336
	Receivership Program	340,163
	Total for Housing Investment Fund	19,069,135
Private Funding		
	Fannie Mae - Ownership/Rehabilitation	5,000,000
	Home Ownership Program	480,000
	Home Rehabilitation Loans City-Wide	105,000
	MFH - Rental Projects - City-Wide	3,000,000
	Refinance City-Wide	308,200
	Reg. Bus Dev & Recruitment	100,000
	Urban Homestead Program	86,000
	Total for Private Funding	9,079,200
Program Income		
	Asset Management	177,942

Projects by Revenue Type For FY 1999-00

Revenue Type	Project	Revenue Amount
Program Income		
	AW Finance & Community Outreach	100,000
	Budgeting & Financial Planning	50,058
	Business Assistance City Wide	535,335
	Business Asst Loans - Hatfield	355,275
	CES Building Rehabilitation	329,072
	CES Dev. Opportunity Strategy	83,652
	CES Redevelopment	480,000
	Contingency	998,111
	Debt Management	3,105,343
	DT Creative Serv. Target Ind. Dev	422,633
	DT Development Opportunity Fund	1,036,570
	DT Mixed Use Site Acq.	1,929,194
	DT Older Building Seismic Program	337,105
	DT Park Block 5	11,801
	DT Predevelopment Activity	32,029
	Endangered Species Act	55,000
	Fannie Mae - Ownership/Rehabilitation	287,246
	Gateway Pre-development	100,000
	General Administration-Housing	138,937
	Grant & Contract Accounting	39,443
	Hollywood/Sandy Storefront	67,500
	Hollywood/St. Johns Pre-Develop.	9,815
	Home Ownership Program	432,205
	Home Rehabilitation Loans City-Wide	728,976
	Housing Predevelopment Assistance	54,480
	Loan Servicing Ec Dev	12,904
	Loan Servicing Housing	321,537
	MFH - Housing Preservation - City-Wide	582,700
	MFH - Preservation - Downtown	2,444,648
	MFH - Rental Projects - City-Wide	4,315,559
	MFH - Rental Projects-Downtown	1,500,000
	MLK Commercial Site Development	500,000
	MLK Equity Loan Fund	201,761
	Parking Development Program	87,130
	Parking Group Contract	5,726
	RD Environmental	200,000
	RD Project Management	96,993
	RD Trailways/Post Office Block	125,000
	Risk Management	30,000
	SPB Finance & Community Outreach	64,550
	SPB Predevelopment	50,826
	SPB Simon Benson House	310,739
	SPB Streetcar/Streetscape Impr	15,282
	St. Johns Storefront	50,250
	SWF Environ. Test/Remediation	291,311
	SWF Harrison St Extension	2,082,200
	SWF Parcel Development	279,379
	SWF Public Parking Development	386,573
	SWF River Parkway Realignment	168,877
	Union Station	13,493

Projects by Revenue Type For FY 1999-00

Revenue Type	Project	Revenue Amount
Program Income		
	Union Station - Agricultural Center	398,789
	Union Station - Property Mgt	314,879
	Urban Homestead Program	66,753
	Urban Renewal Legal Costs	7,658
	Total for Program Income	26,823,239
Service Reimbursement In		
	Accounting Admin	56,207
	Budgeting & Financial Planning	162,514
	Cash Receipts	49,482
	City Development Center	200,447
	Computer Services	1,077,237
	Const. Mgt and Engineering	6,365
	Contract Rules Management	129,951
	Debt Management	30,883
	Desktop Systems	88,075
	Disparity Work	135,727
	Executive Department Admin	468,444
	Facilities Management	1,284,937
	Finance Dept Admin	125,512
	Financial Accounting Systems	132,458
	Financial System Conversion	59,387
	Five Year Business Plan	66,867
	Grant & Contract Accounting	5,001
	Human Resources	231,152
	Legal Section Administration	160,827
	Legislative Liaison	8,277
	Management Reporting	357,000
	Property Transactions Admin	40,015
	Public Affairs Administration	177,918
	Records Management	213,713
	REO Property Management	88,909
	Resource Development Core	21,500
	Risk Management	70,067
	Total for Service Reimbursement In	5,448,872
Tax Increment Debt Proceeds		
	AW - Airport Light Rail/PIC	248,334
	AW Develop. Opportunities Fund	888,169
	AW Finance & Community Outreach	11,005
	AW Land Acquisition & Development	2,149,625
	AW PIC Business Development	7,320,687
	AW PIC Infrastructure	4,496,993
	AW Predevelopment	18,886
	AW Trail Development	5,022
	AW Transportation Improvement	1,330,531
	Business Development WF URA	116,952
	CES Eastbank Park	2,375,942
	CES Grand/MLK/Burnside Public Imps	201,542
	Contingency	14,781,901

Projects by Revenue Type For FY 1999-00

Revenue Type	Project	Revenue Amount
Tax Increment Debt Proceeds	Debt Management	81,835
	Destination Retail	1,227,247
	DT - Storefront Grants	229,518
	DT Block 50 Development	23,284
	DT Creative Serv. Target Ind. Dev	2,900,438
	DT Development Opportunity Fund	5,509,496
	DT Finance & Comm Outreach	68,243
	DT Midtown Park Blocks St Impr.	530,929
	DT Mixed Use Site Acq.	1,500,000
	DT Neighborhood Commercial Serv	552,650
	DT Older Building Seismic Program	516,764
	DT Park Block 5	223,476
	DT Pioneer Square Public Impr	166,758
	DT Predevelopment Activity	29,196
	DT Transit Mall Rehabilitation	1,374,369
	General Administration-Housing	156,443
	Home Ownership Program	1,180,384
	Housing Predevelopment Assistance	40,488
	Lents Community/Public Service Center	27,404
	Lents Jobs and Economic Development	405,366
	Lents Livability - Home Rehab	174,289
	Lents Livability - Homeowner	234,714
	Lents Livability - Rental	348,983
	Lents Neighborhood Livability	141,930
	Lents Parks and Open Space	262,404
	Lents Proj Mgt & Public Invol	248,533
	Lents Project Management	6,668
	Lents Redevelopment	884,657
	Lents Transportation Projects	141,911
	Lloyd Land Acquisition/Re devel	2,311,272
	MFH - Lloyd District	1,517,674
	MFH - Preservation - Downtown	511,800
	MFH - Preservation - River District	43,347
	MFH - Rental Projects - Central Eastside	1,226,722
	MFH - Rental Projects - River District	3,944,510
	MFH - Rental Projects-Downtown	4,405,066
	MFH - Youth Facility Projects	1,079,997
	MLK Blvd Improvements	2,357,117
	MLK Marketing Plan	45,388
	MLK Predevelopment	100,000
	MLK Sidewalks	136,310
	Mounted Patrol Unit Facility	1,247,315
	N. Downtown Storefront Grants	344,685
	NE Alberta Street Improvements	566,519
	OCC Eastbank Riverfront Park	2,189,208
	Old Town/Chinatown Dev. Plan	67,577
	Old Town/CT Streetscape Impr.	718,964
	PSU Urban Plaza	1,273,586
	RD Agricultural Center Parking	1,050,129
	RD Chinatown Parking/Dev Site	1,353,413

Projects by Revenue Type For FY 1999-00

Revenue Type	Project	Revenue Amount
Tax Increment Debt Proceeds		
	RD Chinatown Sr Housing Assess.	72,197
	RD Classical Chinese Garden	1,486,980
	RD Creative Services	61,587
	RD Developm. Opportunity Fund	681,292
	RD Environmental	161,447
	RD Historic Preservation	17,769
	RD Land Acquisition	663,671
	RD Ninth Avenue/Lovejoy Redev	737,398
	RD Old Post Office Building (511)	3,682
	RD Older Building Seismic	107,493
	RD Project Management	48,444
	RD Tanner Creek Park Development	275,528
	RD Terminal One	98,130
	RD Trailways/Post Office Block	18,350
	RD Waterfront Park Development	36,500
	SPB Cultural Center Parking	1,678,241
	SPB West End Retail Improvements	200,886
	SWF Greenway Development	344,237
	SWF Park Restoration/Repair	339,952
	Tax Increment Bond Issuance costs	182,838
	Union Station Housing Phase II/III	25,177
	Urban Renewal Legal Costs	19,463
	Total for Tax Increment Debt Proceeds	86,885,827
	Grand Total	190,497,239

Budgeted Resources

PDC's operating and capital expenditures are supported by resources derived from a variety of taxes, enterprise, private, and grant sources. As shown in the table on the next page, total resources, including Beginning Fund Balance for FY 1999-00, are budgeted at \$190,497,238 (including \$5.4 million in Indirect for overhead reimbursements). Below is a discussion of each of the primary resources supporting PDC activities.

Summary of Resources

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

Fund Balance: Several of PDC's capital funds carry balances resulting from tax increment funded loan repayments, remaining tax increment bond proceeds, and program income receipts. These balances are programmed over the next five years, to fund critical housing and redevelopment projects and provide reserves for loan accounts. Certain fund balances, totaling \$1.2 million, are federal grant funds and restricted in their use. The Beginning Fund Balance for FY 1999-00 is approximately \$27.9 million.

Tax Increment Debt Proceeds: The City collects tax increment property taxes in urban renewal areas, and converts the revenue to debt proceeds for PDC use on eligible projects within designated urban renewal areas. PDC budget tax increment debt proceeds for FY 1999-00 is approximately \$86.9 million. PDC anticipates bond issuances in certain urban renewal areas. The schedule and amount of bonds to be issued will be determined with the assistance of the City's Debt Management group. Budgeted tax increment debt proceeds are as follows for each of these Urban Renewal Areas: Airport Way, \$22.4 million; Downtown Waterfront, \$22.6 million; Convention Center, \$12.6 million; South Park Blocks, \$15.6 million; Central Eastside, \$3.8 million; Lents Town Center, \$3.4 million; and River District, \$6.3 million.

City of Portland General Fund: In recent years, PDC has relied on City General Fund allocations from the City of Portland to fund certain on-going program activities and special capital projects. Examples in this year's budget include business development, Targeted Industry Development, the Employment Development Fund, 2040 planning implementation and Endangered Species Act funding. City General Fund proceeds also finances the Housing Investment Fund (HIF). Budgeted City General Fund allocations for FY 1999-00 are approximately \$1.9 million, excluding the Eastside Permanent Housing Facility and HIF funding. PDC has budgeted \$4.6 million for the Eastside Permanent Housing Facility. The HIF budget includes approximately \$12 million in debt proceeds for housing preservation. OFA will set up a line of credit to support this program and will provide the budget for the debt service costs in the HIF debt fund. No new HIF funding is available for new housing production. HIF funding was provided, \$772,700, for fee waivers, receiverships and sprinklers. In addition, the HIF budget includes \$6.2 million budgeted from the balance of funds approved by Council in past years.

PDC Financial Summaries

Summary of Resources

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
Beginning Fund Balance	21,429,871	27,956,804	48,448,179	27,890,524	27,890,524	27,940,524
<u>Cash Transfer In</u>						
Cash Transfers In	10,000	2,900,816	2,100,000	0	0	0
Total Cash Transfer In	\$ 10,000	\$ 2,900,816	\$ 2,100,000	\$ 0	\$ 0	\$ 0
City General Fund	4,798,159	4,743,434	8,416,162	6,599,237	6,599,237	6,599,237
<u>Federal and Other Grants</u>						
Grants - Except Hcd	4,424,790	1,676,970	5,735,757	3,325,872	3,325,872	3,325,872
Grants - State And Local	2,020,520	1,191,835	949,713	231,730	231,730	231,730
Grants - Hcd Contract	2,442,582	2,932,907	10,307,186	5,552,509	5,089,301	5,093,603
Total Federal and Other Grants	\$ 8,887,893	\$ 5,801,712	\$ 16,992,656	\$ 9,110,111	\$ 8,646,903	\$ 8,651,205
HIF Note Revenue	8,161,322	-1,141,951	10,029,972	9,106,081	19,069,135	19,069,135
Loans From Other Funds	6,188,477	1,806,979	0	0	0	0
<u>Private Funding</u>						
Private Grants & Donations	33,065	251,458	195,000	100,000	100,000	100,000
Private Lender Agreements	3,321,020	2,636,410	19,979,200	8,979,200	8,979,200	8,979,200
Total Private Funding	\$ 3,354,085	\$ 2,887,868	\$ 20,174,200	\$ 9,079,200	\$ 9,079,200	\$ 9,079,200
<u>Program Income</u>						
Rent Income	1,486,201	1,594,888	602,394	582,394	1,165,094	1,165,094
Publications And Other Sales	589	193	0	0	0	0
Loan Fees	106,789	201,209	337,000	217,246	217,246	217,246
Loan Late Charges	22,312	20,937	4,000	4,000	4,000	4,000
Application Fee	29,625	52,905	59,000	59,000	59,000	59,000
Other Contracts	1,761,912	8,685,790	496,168	375,421	375,421	375,421
Loan Principal Collections	11,320,020	10,475,396	10,751,345	11,772,540	10,672,540	10,672,540
Loans - Interest Earned	2,502,839	2,153,625	2,067,200	2,357,934	2,357,934	2,357,934
Interest - City Investmnt Pool	1,079,629	2,012,064	1,109,994	922,401	922,370	922,370
All Other Interest	27,031	30,773	0	0	0	0
Real Property Sales	369,606	2,260,558	1,860,000	9,400,000	9,760,000	9,760,000
Personal Property Sales	24,718	12,240	1,026,000	0	0	0
Reimbursements	588,264	116,889	2,032,773	1,289,633	1,289,633	1,289,633
Miscellaneous Income	184,852	196,481	157,000	0	0	0
Contra Program Income	0	-344,589	0	0	0	0
Total Program Income	\$ 19,504,387	\$ 27,469,358	\$ 20,502,874	\$ 26,980,569	\$ 26,823,238	\$ 26,823,238
Ind Cost-admin Alloc-contra	3,412,052	3,760,456	4,305,572	5,431,674	5,448,872	5,448,872
<u>Tax Increment Debt Proceeds</u>						
Tax Increment Debt Proceeds	8,375,580	26,043,461	60,876,406	16,422,980	16,708,980	16,708,980
Tax Increment-Long Term Debt	0	0	7,200,000	94,958,198	71,672,198	70,176,847
Bond Sales	17,500	0	0	0	0	0
Total Tax Increment Debt Proceeds	\$ 8,393,080	\$ 26,043,461	\$ 68,076,406	\$ 111,381,178	\$ 88,381,178	\$ 86,885,827
Total Resources (including beginning fund balance)	\$ 84,139,326	\$ 102,228,937	\$ 199,046,021	\$ 205,578,574	\$ 191,938,287	\$ 190,497,238

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, and community business 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 1999-00 includes approximately \$5.1 million in new CDBG and \$4.1 million of program income. This figure excludes \$4 million in private lender funds which are described below. This figure also excludes \$1.3 million budgeted in two CDBG housing revolving loan funds.

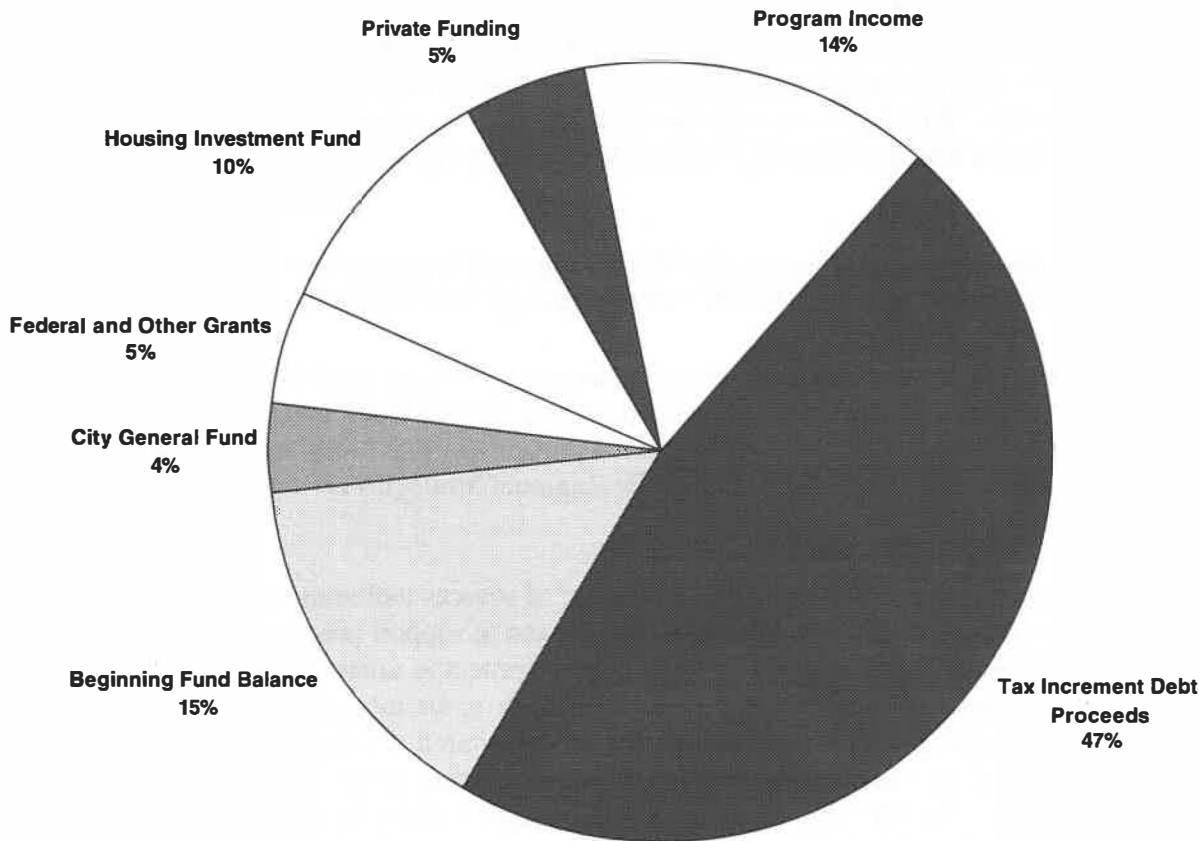
HOME Program: HOME funds, also administered by BHCD, are used to support new multi-family housing and homeownership projects. The FY 1999-00 budget is \$3.3 million.

Other Grants: PDC is the administrator for the Regional Strategies money received by a consortium of Multnomah and Washington counties. This money is derived from lottery proceeds and is operated under State guidelines. A substantial portion of these funds are "passed through" to other organizations. The FY 1999-00 budget for Regional Strategies is approximately \$159,600.

Program Income: PDC receives program income from a variety of sources including rents, sale of assets, loan repayments and interest income. These funds are used to support predevelopment efforts, to provide loans for capital projects, to fund program management in urban renewal areas, and other activities included in the Five-Year Business Plan. Program income received in urban renewal areas is retained within the corresponding urban renewal area and expended on projects in accordance with the City's adopted urban renewal plans. Certain program income is restricted in expenditure by law. The FY 1999-00 budget for these funds totals approximately \$23.4 million (excluding \$4.1 million in block grant program income discussed above).

Private Funding: PDC currently has agreements with several local banks, whereby block grant funds and other funding sources are used together with bank funds, to finance certain single and multi-family housing projects. We also have agreements with local banks to use bank funds to fund single-family mortgage loans. A new program initiated in the FY 1998-99 is a program with Fannie Mae to augment funding for neighborhood housing. The FY 1999-00 budget includes \$5 million for this program. In addition, PDC receives funds from private businesses to support regional business development efforts. The total private funding budget for FY 1999-00 is about \$9 million.

Distribution of PDC Resources



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

Staffing

Staffing

PDC's FTE position count has increased by 10.2 FTE, from a revised FY 1998-99 count of 100.6, to an Adopted FY 1999-00 count of 110.8. The following table summarizes the change in FTE position by department.

Department	Actual	Actual	Revised	Adopted
	FY 1996-97	FY 1997-98	FY 1998-99	FY 1999-00
Housing	35.3	29.0	31.0	31.3
Development	18.9	18.0	23.0	25.0
Economic Development	16.5	13.0	15.0	18.0
Workforce and Target Industries	12.6	9.5	0.0	0.0
Professional Services	12.6	1.0	0.0	0.0
Finance and Information Systems	17.8	17.9	19.0	22.0
Executive	<u>13.3</u>	<u>11.1</u>	<u>12.6</u>	<u>14.5</u>
Total	<u>127.0</u>	<u>99.5</u>	<u>100.6</u>	<u>110.8</u>

Salary Schedule - The following schedule lists all of PDC's positions and budgeted salaries. The FY 1999-00 budget assumes a 6% merit increase to each position's salary; however, the actual raise will depend on each individual's work performance and position on the salary range. Actual salary increases are applied to a position range mid-point.

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

PORTLAND DEVELOPMENT COMMISSION

POSITION TITLE	Actual FY 1996-97	Actual FY 1997-98	Revised FY 1998-99		Proposed FY 1999-00		Approved FY 1999-00		Adopted FY 1999-00	
	No.	No.	No.	Amount	No.	Amount	No.	Amount	No.	Amount
Accounting Manager	1.0	1.0	1.0	64,843	1.0	69,319	1.0	69,319	1.0	69,319
Accounting Technician	0.0	1.0	1.0	27,825	1.0	27,560	1.0	27,560	1.0	27,560
Acquisition/Appraisal Specialist	0.5	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Administrative Budget Coordinator	3.9	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Administrative Coordinator	0.0	1.0	1.0	32,852	2.0	78,998	2.0	78,998	2.0	78,998
Administrative Specialist I	1.0	1.0	2.0	49,784	0.0	0	0.0	0	0.0	0
Administrative Specialist II	12.8	6.5	7.0	197,705	10.0	272,073	10.0	272,073	10.0	272,073
Administrative Specialist III	4.6	2.0	2.0	67,974	2.0	69,539	2.0	69,539	2.0	69,539
Appraisal/Acquisition Specialist	1.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Associate Accountant	3.0	0.3	0.0	0	0.0	0	0.0	0	0.0	0
Attorney	2.0	2.0	2.0	162,405	3.0	240,433	3.0	240,433	3.0	240,433
Budget Analyst	0.0	2.0	2.0	87,972	2.0	101,553	2.0	101,553	2.0	101,553
Budget Officer	1.0	1.0	1.0	64,843	1.0	69,473	1.0	69,473	1.0	69,473
Business Finance Specialist	1.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Commission Receptionist	2.0	1.0	1.0	24,914	1.0	26,612	1.0	26,612	1.0	26,612
Commission Secretary	1.0	1.0	1.0	47,513	1.0	50,071	1.0	50,071	1.0	50,071
Communications/Contract Coordinator	0.9	1.0	1.0	47,505	1.0	61,690	1.0	61,690	1.0	61,690
Const. Mgmt. Services Manager	1.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Construction Coordinator	0.0	5.0	2.0	118,287	2.0	122,785	2.0	122,785	2.0	122,785
Constructions Advisor					3.0	161,149	3.0	161,149	3.0	161,149
Deputy Housing Director	0.0	1.0	1.0	84,047	1.0	79,593	1.0	79,593	1.0	79,593
Development Director	1.0	1.0	1.0	100,693	1.0	100,693	1.0	100,693	1.0	100,693
Development Manager	3.0	5.0	5.0	402,553	5.0	419,993	5.0	419,993	5.0	419,993
Economic Development Director	1.0	1.0	1.0	85,348	1.0	88,170	1.0	88,170	1.0	88,170
Emergency Repair Loan Officer	1.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Environmental Coordinator	1.0	1.0	1.0	56,222	1.0	59,530	1.0	59,530	1.0	59,530
Executive Director	1.0	1.0	1.0	102,810	1.0	110,240	1.0	110,240	1.0	110,240
Finance Assistant	0.0	1.0	1.0	29,809	1.0	34,461	1.0	34,461	1.0	34,461
Finance Director	0.0	1.0	1.0	90,154	1.0	95,887	1.0	95,887	1.0	95,887
Financial Analyst	1.0	0.0	0.0	0	1.0	48,131	1.0	48,131	1.0	48,131
Financial Services Manager	1.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Graphic Designer	1.0	0.0	0.5	18,575	1.0	31,793	1.0	31,793	1.0	31,793
HDF Technician	2.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Housing Construction Specialist	2.0	0.0	1.0	58,339	1.0	61,933	1.0	61,933	1.0	61,933
Housing Development Finance Manager	0.0	1.0	1.0	67,202	1.0	71,546	1.0	71,546	1.0	71,546
Housing Director	0.8	1.0	1.0	94,343	1.0	104,772	1.0	104,772	1.0	104,772
Housing Finance Advisor I	2.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Housing Finance Coordinator	0.0	3.0	3.0	165,079	3.0	178,213	3.0	178,213	3.0	178,213
Housing Finance Specialist	0.0	1.0	1.0	49,828	0.0	0	0.0	0	0.0	0
Housing Initiatives Coordinator	0.0	1.0	1.0	50,666	1.0	57,876	1.0	57,876	1.0	57,876
Housing Programs Analyst	0.0	0.0	0.0	0	1.0	45,044	1.0	45,044	1.0	45,044
Housing Resource Coordinator	0.0	1.0	1.0	51,769	1.0	55,076	1.0	55,076	1.0	55,076
Housing Specialist	5.0	0.0	3.0	154,204	0.0	0	0.0	0	0.0	0
Hsg. Construction Management Coordinat	0.8	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Human Resources Manager	1.0	1.0	1.0	65,857	1.0	63,807	1.0	63,807	1.0	63,807
Human Resources Technician	0.8	0.6	0.6	18,123	1.0	34,461	1.0	34,461	1.0	34,461
Information Program Specialist	0.0	1.0	1.0	38,209	1.0	41,957	1.0	41,957	1.0	41,957
Information Services Manager	1.0	1.0	1.0	63,675	1.0	67,820	1.0	67,820	1.0	67,820
Jobnet Program Assistant	1.0	1.0	0.0	0	0.0	0	0.0	0	0.0	0
Legal Assistant	1.0	1.0	1.0	41,913	1.0	44,471	1.0	44,471	1.0	44,471
Loan Closing Technician	1.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Loan Collection Specialist	1.0	1.0	1.0	39,686	1.0	42,905	1.0	42,905	1.0	42,905
Loan Officer II	2.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0

PORTLAND DEVELOPMENT COMMISSION

POSITION TITLE	Actual FY 1996-97	Actual FY 1997-98	Revised FY 1998-99		Proposed FY 1999-00		Approved FY 1999-00		Adopted FY 1999-00	
	No.	No.	No.	Amount	No.	Amount	No.	Amount	No.	Amount
Loan Originator/Processor	1.0	3.0	3.0	110,724	3.0	121,573	3.0	121,573	3.0	121,573
Loan Processor/Closer	0.0	3.0	3.0	114,429	2.9	117,197	2.9	117,197	2.9	117,197
Loan Servicing Representative	1.0	1.0	0.0	0	0.0	0	0.0	0	0.0	0
Loan Servicing Supervisor	1.0	1.0	1.0	56,178	1.0	57,259	1.0	57,259	1.0	57,259
Loan Underwriter	2.0	2.0	2.0	96,041	2.0	99,150	2.0	99,150	2.0	99,150
NHP Team Manager	1.0	2.0	1.0	61,911	1.0	69,341	1.0	69,341	1.0	69,341
Outsource Contract Manager	0.0	1.0	1.0	58,295	1.0	63,939	1.0	63,939	1.0	63,939
PC Systems Analyst I	0.0	0.0	1.0	33,910	0.0	0	0.0	0	0.0	0
PC Systems Analyst II	1.0	1.0	1.0	41,538	2.0	82,349	2.0	82,349	2.0	82,349
Professional Services Director	1.0	1.0	0.0	0	0.0	0	0.0	0	0.0	0
Program Development Assistant	0.0	2.0	2.0	75,846	4.0	153,565	4.0	153,565	4.0	153,565
Program Development Technician	2.0	4.0	4.0	131,406	4.0	131,869	4.0	131,869	4.0	131,869
Project Coordinator I	9.6	3.0	2.0	102,391	4.0	179,471	4.0	179,471	4.0	179,471
Project Coordinator II	15.0	8.0	10.0	557,463	10.0	569,742	10.0	569,742	10.0	569,742
Project Manager	11.0	8.0	8.0	507,367	8.4	560,644	8.4	560,644	8.4	560,644
Property Maintenance Supervisor	1.0	0.5	0.5	29,500	0.5	24,253	0.5	24,253	0.5	24,253
Property Mgmt./Relocation Specialist	1.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Property Transaction Manager	1.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Public Affairs Manager	1.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
Records Specialist	0.8	0.6	1.0	43,964	1.0	45,154	1.0	45,154	1.0	45,154
Research Specialist	1.5	1.0	1.0	49,233	1.0	52,121	1.0	52,121	1.0	52,121
Senior Accountant	1.0	1.0	2.0	76,594	2.0	85,282	2.0	85,282	2.0	85,282
Special Assistant to the Executive Director	0.0	1.0	1.0	80,630	1.0	85,480	1.0	85,480	1.0	85,480
Special Projects Manager	1.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0
System Analyst/Programmer III	1.0	1.0	1.0	50,137	2.0	101,244	2.0	101,244	2.0	101,244
Vax System/Programmer III	1.0	1.0	1.0	55,539	1.0	57,038	1.0	57,038	1.0	57,038
Workforce and Target Industries Director	1.0	1.0	0.0	0	0.0	0	0.0	0	0.0	0
TOTAL	126.0	99.5	100.6	5,256,622	110.8	5,946,298	110.8	5,946,298	110.8	5,946,298

PDC

PORTLAND

DEVELOPMENT

COMMISSION

EXECUTIVE (14.50)
<u>Executive</u>
Administrative Specialist II
Commission Receptionist
Exec Asst/Comm Secretary
Executive Director
Special Asst to Exec Director
<u>Human Resources</u>
Human Resources Manager
Human Resources Technician
<u>Legal</u>
Attorney (2.00)
Attorney II
Legal Assistant
<u>Office/Facility Management</u>
Facilities Coordinator
Prop Maintenance Supervisor (.50)
<u>Public Affairs</u>
Communications/Contract Coord
Graphics Specialist

ECONOMIC DEVELOPMENT (18.00)
Administrative Specialist II (2.00)
Administrative Specialist III
Economic Development Director
Information Program Specialist
Program Development Asst (2.00)
Project Coordinator I (2.00)
Project Coordinator II (3.00)
Project Manager (5.00)
Research Specialist - Ec Dev

HOUSING (31.30)
Administrative Specialist II
Administrative Specialist III
Construction Advisor (3.00)
Construction Coordinator (2.00)
Construction Specialist
Deputy Housing Director
Development Manager
Finance Coordinator (3.00)
Housing Dev Finance Manager
Housing Director
Housing Initiatives Coordinator
Housing Programs Analyst
Loan Processor/Closer (2.90)
Originator/Processor (3.00)
Program Development Tech (2.00)
Project Manager (2.40)
Team Manager - NHP
Team Resource Coordinator
Underwriter/Closer (2.00)

DEVELOPMENT (25.00)
Administrative Coordinator
Administrative Specialist II (4.00)
Development Director
Development Manager (4.00)
Environmental Coordinator
Outsourcing Manager
Program Development Asst (2.00)
Program Development Tech
Project Coordinator I (2.00)
Project Coordinator II (7.00)
Project Manager

FINANCE & INFORMATION SYSTEMS (22.00)
<u>Finance</u>
Accounting Manager
Accounting Technician
Administrative Specialist II (2.00)
Budget Analyst (2.00)
Budget Officer
Finance Assistant
Finance Director
Financial Analyst
Loan Collection Specialist
Loan Servicing Supervisor
Program Development Tech
Senior Accountant (2.00)
<u>Information Services</u>
Information Services Manager
PC Systems Analyst II (2.00)
Records Specialist
System Analyst/Vax Programmer (2.00)
Vax System/Programmer III

Total FTE: 110.80

Housing Department

Background

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

Budget Summary

The Housing Department has a FY 1999-00 budget of **\$74,792,826**, funded primarily from the Housing Investment Fund (carryover and Housing Preservation), tax increment debt proceeds, program income and federal funds. The financial pages that follow the narrative provide the budget broken out by major expenditure category, the number of Full Time Equivalent positions, the source of funding, the programs in the budget, the account detail (by major expenditure category), and a list of projects that fall under each program area. The major programs and services are described below.

Program Areas

Multifamily Housing (Housing Development Finance) - \$61,686,796

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

❖ Rental Housing Loans

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

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

Other tools to encourage affordable housing development include:

- ◆ Equity Gap Investment
- ◆ Permit and Fee Waivers
- ◆ Predevelopment Loans
- ◆ Bond Allocation
- ◆ Credit Enhancement
- ◆ Property Tax Exemption

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

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

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

❖ **Housing Preservation**

The budget includes \$12.1 million for affordable housing preservation, namely for the acquisition of expiring Section 8 housing sites. Council passed an Ordinance that enables the City to purchase housing projects when the existing owner “opts out” of the federal housing preservation program. The City’s budget contains the debt services requirements for this program.

Owner Occupied Housing (Neighborhood Housing Preservation) - \$12,430,287 Budgeted for FY 1999-2000

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

❖ **Home Repair**

The Housing Department continues its 30-year tradition of providing affordable home repair financing to low-income homeowners, and has now expanded its capacity to serve all homeowners throughout the City. Programs include deferred payment and low interest loans to make the home repairs necessary to comply with the City’s building code; loans

specifically for controlling lead-related hazards in homes; and refinance with renovation loans to address repair and remodeling needs of Portland homeowners. The Home Repair/Rehabilitation Council housing guidelines for Housing Investment Fund and federal dollars specify that 11% of funds spent on this program must target borrowers at 0-80% of median family income.

❖ Home Ownership

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

Public Facilities and General Administration - \$675,743 Budgeted for FY 1999-2000

❖ Public Facilities

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

PDC Department Summaries

HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> FY 1996-97	<i>Actuals</i> FY 1997-98	<i>Revised</i> FY 1998-99	<i>Proposed</i> FY 1999-00	<i>Approved</i> FY 1999-00	<i>Adopted</i> FY 1999-00
Expenditures						
Personal Services	2,041,533	1,996,570	2,439,959	2,546,678	2,546,678	2,549,310
Materials and Services	1,367,067	796,389	1,131,637	1,352,551	1,315,504	1,302,385
Capital Outlay	2,316,895	6,560,673	15,019,628	5,900,467	16,507,722	16,502,572
Financial Assistance	21,861,619	13,788,167	65,348,811	53,100,217	53,194,927	52,165,235
Cash Transfers Out	0	1,049	0	0	0	0
Indirect Allocation	1,065,429	2,119,323	1,890,417	2,480,594	2,273,324	2,273,324
Contingency	0	0	0	0	0	0
Total:	\$ 28,652,543	\$ 25,262,171	\$ 85,830,452	\$ 65,380,507	\$ 75,838,155	\$ 74,792,826

Authorized Full Time Positions

Total	35.30	29.00	30.00	31.30	31.30	31.30
--------------	--------------	--------------	--------------	--------------	--------------	--------------

SOURCE OF FUNDING

Beginning Fund Balance	2,124,890	1,305,651	18,093,495	5,852,865	5,852,864	5,852,864
Cash Transfer In	0	1,017,119	0	0	0	0
Federal and Other Grants	7,877,234	6,007,598	13,663,809	7,499,512	7,365,257	7,369,559
City General Fund	941,911	1,508,625	6,000,000	4,651,776	4,651,776	4,651,776
Housing Investment Fund	8,161,322	-1,141,951	9,514,021	9,106,081	19,069,135	19,069,135
Loans From Other Funds	1,299,448	0	0	0	0	0
Private Funding	0	0	19,979,200	8,979,200	8,979,200	8,979,200
Program Income	9,661,766	16,034,643	9,102,957	11,851,847	12,480,698	12,480,698
Tax Increment Debt Proceeds	17,500	0	9,476,970	17,439,225	17,439,225	16,389,594
Total Resources:	\$ 30,084,071	\$ 24,731,685	\$ 85,830,452	\$ 65,380,506	\$ 75,838,155	\$ 74,792,826

PROGRAMS

Business Development	0	0	0	0	0	0
<i>Positions:</i>			<i>0.00</i>	<i>0.04</i>	<i>0.04</i>	<i>0.04</i>
Business Services/Finance	0	0	0	0	0	0
<i>Positions:</i>			<i>0.15</i>	<i>0.29</i>	<i>0.29</i>	<i>0.29</i>
Commercial/Industrial Dev	0	0	0	0	0	0
<i>Positions:</i>			<i>0.00</i>	<i>0.01</i>	<i>0.01</i>	<i>0.01</i>
General Administration	264,141	333,756	296,586	419,279	419,278	419,278
<i>Positions:</i>			<i>2.48</i>	<i>3.63</i>	<i>3.63</i>	<i>3.63</i>
Multi Family Housing	21,477,252	19,308,002	62,326,417	52,085,470	62,736,427	61,686,796
<i>Positions:</i>			<i>15.60</i>	<i>15.56</i>	<i>15.56</i>	<i>15.56</i>
Neighborhood Commercial	0	0	0	0	0	0
<i>Positions:</i>			<i>0.00</i>	<i>0.40</i>	<i>0.40</i>	<i>0.40</i>
Neighborhood Hsg Preservation	6,737,383	4,947,066	22,915,519	12,623,824	12,430,287	12,430,287
<i>Positions:</i>			<i>11.67</i>	<i>11.13</i>	<i>11.13</i>	<i>11.13</i>
Public Facilities	173,767	673,348	291,930	251,934	252,163	256,465
<i>Positions:</i>			<i>0.10</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Redevelopment Project Mgmt	0	0	0	0	0	0
<i>Positions:</i>			<i>0.00</i>	<i>0.24</i>	<i>0.24</i>	<i>0.24</i>
Total Programs:	\$ 28,652,543	\$ 25,262,171	\$ 85,830,452	\$ 65,380,507	\$ 75,838,155	\$ 74,792,826
<i>Positions:</i>			<i>30.00</i>	<i>31.30</i>	<i>31.30</i>	<i>31.30</i>

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

PDC Department Summaries

HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
<u>Personal Services</u>						
4115 Salaries and Wages	1,619,713	1,514,511	1,801,902	1,880,720	1,880,720	1,882,663
4175 Taxes, Health/Dental Insurance	421,821	482,059	638,057	665,958	665,958	666,647
Total: Personal Services	\$ 2,041,533	\$ 1,996,570	\$ 2,439,959	\$ 2,546,678	\$ 2,546,678	\$ 2,549,310
<u>Materials and Services</u>						
5110 Prof. Service Contracts	920,329	440,285	590,881	864,401	837,354	830,985
5130 Legal	115,121	21,780	76,652	21,000	21,000	20,000
5150 Temporary Services	68,912	55,209	54,591	58,000	58,000	58,000
5160 Printing And Graphics	9,403	16,499	21,413	51,000	51,000	50,500
5210 General Office Expense	15,971	25,404	19,211	13,000	13,000	13,000
5220 Postage And Delivery	6,376	3,239	5,265	6,000	6,000	6,000
5230 Advertising And Publ. Notices	19,240	8,993	27,090	27,500	27,500	27,500
5260 Meeting Costs	8,673	7,203	4,183	16,000	16,000	15,700
5270 Publications and Dues	691	8,220	18,290	2,750	2,750	2,750
5280 Software Applications	434	594	6,698	4,000	4,000	4,000
5290 Special Events Costs	11,875	9,496	19,824	16,500	16,500	16,500
5310 Education	12,350	17,523	30,430	41,000	41,000	41,000
5320 Out of Town Travel	97	16,062	8,659	12,250	12,250	12,250
5330 Mileage Reimbursement	4,816	3,755	5,938	5,800	5,800	5,850
5340 Parking	7,828	7,873	9,440	9,600	9,600	9,600
5410 Occupancy Costs	28,773	3,408	0	0	0	0
5430 Telephone Services	31,052	2,519	0	0	0	0
5510 Equipment Repairs & Maint.	52	3,835	0	0	0	0
5520 Equipment Lease & Rentals	52	0	0	0	0	0
5610 Property Taxes	0	3,975	0	0	0	0
5620 External Repairs & Utilities	3,603	4,987	500	500	500	500
5710 Loan Documents	59,091	48,452	82,440	75,000	75,000	75,000
5720 Appraisals	34,252	24,688	133,132	111,000	111,000	106,000
5730 Loan Foreclosure Costs	70	0	10,000	0	0	0
5740 Bank Fees	7,500	0	0	10,000	0	0
5810 Miscellaneous	4,190	4,034	1,000	1,250	1,250	1,250
5820 Insurance	0	0	6,000	6,000	6,000	6,000
Total: Materials and Services	\$ 1,370,752	\$ 738,033	\$ 1,131,637	\$ 1,352,551	\$ 1,315,504	\$ 1,302,385
<u>Capital Outlay</u>						
6110 Prof. & Tech. Services	542,239	4,361,815	1,204,800	50,000	87,933	87,933
6120 Acquisition	1,597,621	753,664	8,478,988	1,650,000	11,980,323	11,980,323
6130 Closing Costs	1,775	-61	0	0	0	0
6170 Demolition & Site Prep.	0	126,023	0	0	0	0
6320 Permits, Review & Fees	684	25,046	0	0	0	0
6330 Testing & Inspection	0	116,886	0	0	0	0
6360 Construction Contracts	43,453	1,155,116	5,332,560	4,195,967	4,433,813	4,428,663
6410 Furniture & Equipment	27,360	743	3,280	4,500	5,653	5,653
6412 System Software Applications	0	58,356	0	0	0	0
6510 LID Special Assessments	15,899	0	0	0	0	0
6610 Relocation	84,178	24,216	0	0	0	0
Total: Capital Outlay	\$ 2,313,210	\$ 6,621,804	\$ 15,019,628	\$ 5,900,467	\$ 16,507,722	\$ 16,502,572
<u>Financial Assistance</u>						
7810 Loans To Borrowers	17,651,606	10,621,492	60,603,658	49,121,017	49,215,727	48,146,035
7811 Loans To Borrowers - PLPA	3,321,020	2,506,220	3,979,200	3,979,200	3,979,200	3,979,200

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

PDC Department Summaries

HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
7820 Grants	888,993	657,681	765,953	0	0	40,000
Total: Financial Assistance	\$ 21,861,619	\$ 13,785,392	\$ 65,348,811	\$ 53,100,217	\$ 53,194,927	\$ 52,165,235
<u>Cash Transfers Out</u>						
9990 Cash Transfers Out	0	1,049	0	0	0	0
Total: Cash Transfers Out	\$ 0	\$ 1,049	\$ 0	\$ 0	\$ 0	\$ 0
<u>Indirect Allocation</u>						
9910 Indirect Cost-admin Allocation	1,065,429	2,119,323	1,890,417	2,480,594	2,273,324	2,273,324
Total: Indirect Allocation	\$ 1,065,429	\$ 2,119,323	\$ 1,890,417	\$ 2,480,594	\$ 2,273,324	\$ 2,273,324
<u>Contingency</u>						
9110 Contingency	0	0	0	0	0	0
Total: Contingency	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Operating Budget:	\$ 28,652,543	\$ 25,262,171	\$ 85,830,452	\$ 65,380,507	\$ 75,838,155	\$ 74,792,826

PROJECT BY PROGRAM

General Administration

BHCD Community Init & Misc - 33012	3,642	0	0	0	0	0
General Administration-Housing - 37910	246,011	333,406	296,586	419,279	419,278	419,278
Non-profit Environ. Reviews - 33402	14,488	350	0	0	0	0
Total For General Administration	264,141	333,756	296,586	419,279	419,278	419,278

Multi Family Housing

Belmont Dairy Bonds - 13179	2,656	27	0	0	0	0
CES Eastside Permanent Hsg - 33807	0	461	6,000,000	4,651,776	4,651,776	4,651,776
Civic Stadium Lrt Station Plan - 19035	42,869	2,638	0	0	0	0
Community Based Hsg City-wide - 36007	1,039	1,941	0	0	0	0
Community-Based Hsg Northeast - 36105	2,827	278	0	0	0	0
Community-Based Hsg Transit St - 36110	0	664	0	0	0	0
DT Mixed Use Site Acq. - 11990	0	0	4,708,404	3,429,194	3,429,194	3,429,194
East Precinct Housing - 11018	10,422	0	0	0	0	0
Fee Waiver - 33008	7,583	937	423,895	439,171	439,171	439,171
Goose Hollow Lrt Contract - 19036	1,233	0	0	0	0	0
Hap Davis Bacon Contract - 31712	888	0	0	0	0	0
HIF Program Development - 33010	849,640	123,829	0	0	0	0
Housing Inventory - 33011	25,157	1,608	0	0	0	0
Housing Predevelopment Assistance - 1621	0	0	0	94,968	94,968	94,968
Hsg Dev Assistance Cully - 33103	0	30	0	0	0	0
Hsg Dev Assistance Inner NE - 33105	145,270	25,835	0	0	0	0
Hsg Dev Assistance Macadam/SWF - 33107	94	0	0	0	0	0
Hsg Dev Assistance Old Town - 33104	320	1,495	0	0	0	0
Hsg Dev Assistance Outer SE - 33109	1,187	6,245	0	0	0	0
Hsg Dev Assistance Transit Sta - 33110	641	2,413	0	0	0	0
Hsg Dev Asst City-wide - 33102	75,803	21,031	105,000	0	0	0
Hsg TA/Policy Development - 12212	17,481	110,476	17,000	0	0	0
Hsg Tax Abatement Reviews - 12112	1,985	72	0	0	0	0
Lents Livability - Rental - 32109	1,909,485	63,194	0	348,983	348,983	348,983
Limited Property Tax Assess - 33009	18,730	17,163	0	0	0	0
Liveable City Housing Council - 12109	1,780	568	0	0	0	0
MFH - 333 Oak Street - 11076	0	3,794,232	71,824	0	0	0

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

PDC Department Summaries

HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1996-97	Actuals FY 1997-98	Revised FY 1998-99	Proposed FY 1999-00	Approved FY 1999-00	Adopted FY 1999-00
Multi Family Housing						
MFH - 60th & Glisan - 19506	1,065,874	50,526	0	0	0	3,047,214
MFH - Broadway Hotel - 34513	1,774	360	0	0	0	0
MFH - Clark Center - 33806	909,914	1,664,359	0	0	0	0
MFH - Elderhope New Const Sp - 34515	9,716	2,305	0	0	0	0
MFH - Gallery Park Housing - 12105	28,320	20,057	0	0	0	0
MFH - Hamilton West - 34523	0	387	3,408,937	0	0	0
MFH - Hamltm Hotl 13/Market - 34520	13	0	0	0	0	0
MFH - Housing Preservation - City-Wide - 34	0	0	3,434,982	133,355	12,013,895	12,013,895
MFH - Kafoury Commons - 34524	381	534,543	2,833,786	0	0	0
MFH - Lloyd District - 16203	270	62,480	2,030,973	0	3,608,069	3,608,069
MFH - McDonald Center - 11077	0	0	211,396	0	0	0
MFH - MLK Density Housing - 12108	426,580	3,017	0	0	0	0
MFH - Mod 8 WF United Way B1 - 34516	1,963	40	0	0	0	0
MFH - Preservation - Downtown - 34502	6,473	18,984	0	2,956,448	2,956,448	2,956,448
MFH - Preservation - River District - 34503	0	0	0	43,347	43,347	43,347
MFH - Program Delivery Costs - 32992	595,098	599,019	78,790	0	0	0
MFH - PSU Housing - 12104	1,823	82,017	0	0	0	0
MFH - Rental Projects - Central Eastside - 32	0	0	0	1,226,722	1,226,722	1,226,722
MFH - Rental Projects - City-Wide - 32102	3,386,729	6,740,687	26,947,365	19,919,324	18,689,744	15,642,530
MFH - Rental Projects - Cully - 32103	8,362	1,417	0	0	0	0
MFH - Rental Projects - Downtown - 10216	1,400,957	1,140,550	0	0	0	0
MFH - Rental Projects - River District - 32108	3,227,115	-1,190,218	0	3,899,780	3,899,780	3,944,510
MFH - Rental Projects-Centrl E - 32122	658,322	259,672	0	0	0	0
MFH - Rental Projects-Downtown - 32104	74,147	1,223,276	0	5,905,066	5,905,066	5,905,066
MFH - Rental Projects-Inner NE - 32105	3,178,080	1,877,896	789,828	1,556,766	1,556,766	1,556,766
MFH - Rental Projects-Lloyd - 32106	0	433	0	3,608,070	0	0
MFH - Rental Projects-Regional - 32111	167	0	0	0	0	0
MFH - Rental Projects-S Waterf - 32107	0	6	0	0	0	0
MFH - Rental Projects-Transit - 32110	14,263	22,165	0	0	0	0
MFH - Residential Conversion - 10020	1,884	23,254	627,039	0	0	0
MFH - Sprinkler Program - 33007	0	0	168,860	258,336	258,336	258,336
MFH - St. Francis Hotel - 34521	510	0	0	0	0	0
MFH - Youth Facility Projects - 32701	0	0	0	2,154,461	2,154,461	2,154,461
Multi-family Tax-exempt Bond P - 34012	0	70	0	0	0	0
Multnomah Hotel-Revenue Bond - 13178	32	22	0	0	0	0
N/NE Housing New Construction - 34526	755	1,801	0	0	0	0
Old Town/Chinatown Housing - 11236	24,247	0	1,042,662	1,094,362	1,094,361	0
Parksize Plaza Revenue Bonds - 10214	11	0	0	0	0	0
Receivership Program - 33006	0	0	134,106	340,164	340,163	340,163
Rosemont Property - 19037	14,517	483,422	1,150,000	0	0	0
Shelter Reconfiguration - 33805	14,903	-478	0	0	0	0
SPB Mixed Use Site Acq. - 12102	0	0	794,424	0	0	0
SWF - Trammel Crow Contract - 11070	0	75	0	0	0	0
Union Station Housing Gsl Bond - 11245	33,154	1,470	0	0	0	0
Union Station Housing Phase II/III - 11238	3,265,476	1,509,089	7,347,146	25,177	25,177	25,177
Union Station Housing Rev Bonds - 11240	8,329	161	0	0	0	0
Total For Multi Family Housing	21,477,252	19,308,002	62,326,417	52,085,470	62,736,427	61,686,796
Neighborhood Hsg Preservation						
Emergency Repair City Wide - 31018	9,738	7,405	0	0	0	0
Emergency Repair Cully - 31003	960	0	0	0	0	0

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

PDC Department Summaries

HOUSING DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1996-97	Actuals FY 1997-98	Revised FY 1998-99	Proposed FY 1999-00	Approved FY 1999-00	Adopted FY 1999-00
Neighborhood Hsg Preservation						
Emergency Repair Downtown - 31004	145	0	0	0	0	0
Emergency Repair Lns Mult Co - 31011	24,374	65	0	0	0	0
Emergency Repair Northeast - 31005	4,001	0	0	0	0	0
Emergency Repair Outer SE - 31009	3,964	0	0	0	0	0
Emergency Repair Transit Sta - 31010	123	0	0	0	0	0
Even Better Housing - 31602	318	0	0	0	0	0
Fannie Mae - Ownership/Rehabilitation - 334	0	0	16,407,000	5,287,246	5,287,246	5,287,246
Home Ownership Program - 33401	1,400,834	1,019,602	2,454,919	2,774,514	2,426,442	2,426,442
Home Rehab Loans Cully/Killing - 31203	148,139	15,482	0	0	0	0
Home Rehab Loans Downtown - 31204	65	0	0	0	0	0
Home Rehab Loans Inner NE - 31205	1,129,906	1,161,419	0	0	0	0
Home Rehab Loans Lloyd Distric - 31206	3,976	3,962	0	0	0	0
Home Rehab Loans N Macadam SWF - 3120	343	0	0	0	0	0
Home Rehab Loans Transit Stati - 31210	552	3,502	0	0	0	0
Home Rehabilitation Loans City-Wide - 31046	601,395	1,161,874	2,692,820	2,316,792	2,518,842	2,518,842
Homestead Cully/Killingsworth - 36003	29	0	0	0	0	0
Homestead Inner Northeast - 36005	9,882	1,095	0	0	0	0
Homestead Old Town - 36014	0	154	0	0	0	0
Homestead Outer Southeast - 36009	1,052	0	0	0	0	0
Lead Hazard Program - 32523	0	0	300,000	1,158,049	1,158,049	1,158,049
Lents Livability - Home Rehab - 31209	543,290	678,105	0	174,289	174,289	174,289
Lents Livability - Homeowner - 33409	0	0	0	234,714	234,714	234,714
LID Subsidy to Homeowners - 31502	7,703	110,461	99,862	96,427	50,000	50,000
Neigh Imp Incentive Cully - 31053	16,446	8,670	0	0	0	0
Neigh Imp Incentive N/NE - 31055	176,875	27,010	0	0	0	0
Neigh Imp Incentive Outer SE - 31069	11,674	20,632	0	0	0	0
Neighborhood Improvement Incen - 31050	4,553	16,139	0	0	0	0
NHP Program Delivery Costs - 31992	388,099	496,368	353,670	0	0	0
PDX Homestead - 36002	13,731	2,989	0	0	0	0
Refinance City-Wide - 31044	298,242	145,258	445,399	428,405	427,952	427,952
Refinance Lloyd District - 31106	59	54	0	0	0	0
Refinance NE Cully - 31103	345,207	2	0	0	0	0
Refinance Northeast - 31105	585,783	5,485	0	0	0	0
Refinance Outer SE - 31109	1,003,277	47,118	0	0	0	0
Refinance Transit Stations - 31110	56	285	0	0	0	0
Urban Homestead Program - 36992	2,195	13,801	161,849	153,389	152,753	152,753
Walnut Park Housing - 36004	395	125	0	0	0	0
Total For Neighborhood Hsg Preservat	6,737,383	4,947,066	22,915,519	12,623,824	12,430,287	12,430,287
Public Facilities						
Non-profit Facility Rehab Citywide - 32702	9,048	45,461	291,930	251,934	252,163	256,465
Non-profit Facility Rehab N/NE - 32705	2,707	627,295	0	0	0	0
Non-profit Facility Rehab Outer SE - 32709	162,011	593	0	0	0	0
Total For Public Facilities	173,767	673,348	291,930	251,934	252,163	256,465
Total Requirements	\$ 28,652,543	\$ 25,262,171	\$ 85,830,452	\$ 65,380,507	\$ 75,838,155	\$ 74,792,826

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

Development Department

Background

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

Budget Summary

The Development Department has a FY 1999-00 budget of **\$51,850,338**, funded primarily from tax increment debt proceeds and fund balance. The financial pages that follow the narrative provide: the budget broken out by major expenditure category, the number of Full Time Equivalent positions, the source of funding, the programs in the budget, the account detail (by major expenditure category), and a list of projects that fall under each program area. The major programs and services are described below.

Program Areas

Redevelopment Area Planning/Project Management - \$3,414,123 Budgeted for FY 1999-2000

❖ District and Strategic Planning & Implementation

Planning provides the basis for comprehensive downtown and neighborhood revitalization projects to redevelop areas that reflect the public interest. These plans include urban renewal plans and Central City efforts like the River District Plan, Central City Plan, and Central City 2000 as well as Transit Oriented Development and the Metro 2040 Plan. Project feasibility and market studies are generated to move plans into implementation. Developing strategic action plans that account for market forces and the targeted implementation of public resources has been a key part of the agency's role in the preparation of area plans.

❖ Predevelopment Assistance

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

❖ **Policy Development and Public Information**

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

Public Facilities & Parks and Open Space - \$12,972,423 Budget for FY 1999-2000

❖ **Design and Construction of Public Facilities**

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

- ◆ **Chinese Classical Garden** – Design and construction of a classical Chinese garden on the city block at NW 3rd and Everett. The project is now under design. Construction is set to begin later this year with completion in 2000.
- ◆ **Eastbank Riverfront Park** – Manage, design and construction of a park along the Willamette River on Portland's eastside. Phase I includes development between the Steel and Burnside Bridges, and Phase II includes the development between the Burnside and Hawthorne Bridges.
- ◆ **PSU Urban Plaza** – Coordinate capital construction of PSU Urban Plaza in the University District.

Commercial/Industrial Development - \$14,874,839 Budgeted for FY 1999-2000

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

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

- ◆ **Central Eastside Redevelopment** – The Lower Burnside Redevelopment Plan involves blocks between NE Couch and SE Ankeny from 12th to 2nd Avenue. PDC recently purchased block 76 at the northwest corner of East Burnside and Martin Luther King Jr. Boulevard. PDC plans to acquire two acres of underutilized land and redevelop it. The vision for the area includes creating a strong retail street along Burnside and developing a mix of housing types that would support corporate employers and downtown businesses.
- ◆ **Land Acquisition and Development Opportunity Fund** – As part of the Central City Jobs Proposal, the department, in conjunction with the Economic Development Department, is using tax increment dollars to link capital improvements to the creation of jobs. Redevelopment projects, such as land acquisition, seismic rehabilitation, and infrastructure investment will be directed to improvements that support employment goals in the central city.

❖ Land Marketing & Development Negotiations

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

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

Transportation & Neighborhood Commercial - \$20,588,953 Budget for FY 1999-2000

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

Storefront Grant Program – 50/50 matching grants are provided to property owners/tenants for exterior improvement to existing commercial businesses in Central Eastside, South Park Blocks, River District/Old Town and along MLK Boulevard.

- ◆ **Harrison Street Extension** – Design and engineer to extend SW Harrison from Naito Parkway to Moody as part of transportation improvements connecting Downtown to Riverplace and North Macadam.
- ◆ **River District Public Site Improvements** – Develop pedestrian access over railroad tracks, public pedestrian plaza at Union Station and public access to Waterfront via McCormick Pier Apartments (concurrent with Phase B Union Station Housing).
- ◆ **Midtown Park Blocks Street Improvements** – Design guidelines are being completed and preliminary capital improvements will begin for Midtown Park Blocks in downtown Portland.

PDC Department Summaries

DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> FY 1996-97	<i>Actuals</i> FY 1997-98	<i>Revised</i> FY 1998-99	<i>Proposed</i> FY 1999-00	<i>Approved</i> FY 1999-00	<i>Adopted</i> FY 1999-00
Expenditures						
Personal Services	890,209	918,007	1,482,319	1,765,286	1,765,247	1,762,612
Materials and Services	696,140	1,335,977	4,130,558	3,928,384	3,890,480	3,940,480
Capital Outlay	1,912,164	5,402,003	36,173,089	40,985,169	41,128,994	40,678,994
Financial Assistance	75,510	236,268	1,436,205	3,544,698	3,553,523	3,553,523
Debt Service	33,216	33,216	1,005,731	33,000	33,412	33,412
Cash Transfers Out	6,198,477	2,066,322	0	0	0	0
Indirect Allocation	969,594	902,636	1,432,706	1,593,838	1,881,317	1,881,317
Contingency	0	0	0	0	0	0
Total:	\$ 10,775,311	\$ 10,894,429	\$ 45,660,608	\$ 51,850,375	\$ 52,252,973	\$ 51,850,338

Authorized Full Time Positions

Total	18.90	18.00	24.00	25.00	25.00	25.00
--------------	--------------	--------------	--------------	--------------	--------------	--------------

SOURCE OF FUNDING

Beginning Fund Balance	9,972,981	16,750,122	11,268,555	10,271,187	10,271,187	10,321,187
Cash Transfer In	10,000	259,343	0	0	0	0
Federal and Other Grants	8,295	10,651	506,886	0	0	0
City General Fund	2,554,504	1,290,688	1,190,061	1,043,400	1,043,400	1,043,400
Loans From Other Funds	4,599,510	1,806,979	0	0	0	0
Private Funding	0	96,048	75,000	0	0	0
Program Income	4,087,931	6,455,595	2,250,920	7,069,541	7,429,541	7,429,541
Tax Increment Debt Proceeds	8,375,580	20,249,261	30,369,186	33,466,246	33,508,845	33,056,210
Total Resources:	\$ 29,608,801	\$ 46,918,688	\$ 45,660,608	\$ 51,850,374	\$ 52,252,973	\$ 51,850,338

PROGRAMS

Business Development	0	0	0	0	0	0
<i>Positions:</i>			<i>0.37</i>	<i>0.35</i>	<i>0.35</i>	<i>0.35</i>
Commercial/Industrial Dev	707,333	1,742,285	3,811,377	14,514,839	14,874,839	14,874,839
<i>Positions:</i>			<i>2.99</i>	<i>3.41</i>	<i>3.41</i>	<i>3.41</i>
General Administration	63,131	13,973	0	0	0	0
<i>Positions:</i>			<i>2.45</i>	<i>2.16</i>	<i>2.16</i>	<i>2.16</i>
Multi Family Housing	0	0	0	72,197	72,197	72,197
<i>Positions:</i>			<i>1.41</i>	<i>1.07</i>	<i>1.07</i>	<i>1.10</i>
Neighborhood Commercial	144,569	285,598	2,284,977	5,477,558	5,477,559	5,461,559
<i>Positions:</i>			<i>3.92</i>	<i>4.94</i>	<i>4.94</i>	<i>4.94</i>
Neighborhood Hsg Preservation	0	0	0	0	0	0
<i>Positions:</i>			<i>0.05</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Parks And Open Space	370,495	2,296,398	13,903,668	10,404,713	10,404,712	9,956,392
<i>Positions:</i>			<i>2.17</i>	<i>2.81</i>	<i>2.81</i>	<i>2.83</i>
Public Facilities	1,385,354	1,286,764	3,703,975	3,000,295	3,016,031	3,016,031
<i>Positions:</i>			<i>1.43</i>	<i>0.36</i>	<i>0.36</i>	<i>0.36</i>
Redevelopment Area Planning	99,639	156,497	2,337,400	2,158,913	2,158,913	2,224,913
<i>Positions:</i>			<i>2.47</i>	<i>3.05</i>	<i>3.05</i>	<i>3.05</i>
Redevelopment Project Mgmt	7,332,197	2,857,069	1,060,461	1,189,211	1,189,210	1,189,210
<i>Positions:</i>			<i>4.00</i>	<i>4.46</i>	<i>4.46</i>	<i>4.46</i>
Targeted Industries Dev	0	0	0	0	0	0
<i>Positions:</i>			<i>0.23</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Transportation/Transit	672,594	2,255,843	18,558,750	15,032,649	15,059,512	15,055,197
<i>Positions:</i>			<i>2.51</i>	<i>2.39</i>	<i>2.39</i>	<i>2.34</i>

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

PDC Department Summaries

DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Total Programs:	\$ 10,775,311	\$ 10,894,429	\$ 45,660,608	\$ 51,850,375	\$ 52,252,973	\$ 51,850,338
Positions:			24.00	25.00	25.00	25.00

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

PDC Department Summaries

DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
<u>Personal Services</u>						
4115 Salaries and Wages	705,290	705,726	1,095,063	1,303,661	1,303,622	1,301,676
4175 Taxes, Health/Dental Insurance	184,919	212,281	387,256	461,625	461,625	460,936
Total: Personal Services	\$ 890,209	\$ 918,007	\$ 1,482,319	\$ 1,765,286	\$ 1,765,247	\$ 1,762,612
<u>Materials and Services</u>						
5110 Prof. Service Contracts	451,542	1,100,661	3,827,479	3,346,449	3,301,205	3,351,205
5130 Legal	63,559	54,410	112,700	219,300	216,312	216,312
5150 Temporary Services	39,507	3,996	4,500	99,000	99,000	99,000
5160 Printing And Graphics	19,406	16,344	41,561	113,900	113,900	113,900
5190 Underwriter Fees	779	0	0	0	0	0
5210 General Office Expense	3,130	10,230	4,800	3,400	3,400	3,400
5220 Postage And Delivery	2,188	3,523	12,969	54,735	64,716	64,716
5230 Advertising And Publ. Notices	3,729	6,221	8,899	11,450	11,450	11,450
5260 Meeting Costs	1,237	5,768	18,888	17,600	17,947	17,947
5270 Publications and Dues	826	810	220	1,300	1,300	1,300
5280 Software Applications	1,012	0	400	0	0	0
5290 Special Events Costs	1,670	5,234	2,700	1,950	1,950	1,950
5310 Education	6,839	5,202	23,106	15,000	15,000	15,000
5320 Out of Town Travel	5,144	13,823	14,500	13,150	13,150	13,150
5330 Mileage Reimbursement	432	572	1,838	1,700	1,700	1,700
5340 Parking	925	874	1,633	1,950	1,950	1,950
5410 Occupancy Costs	79,415	0	0	200	200	200
5430 Telephone Services	10,512	1,201	0	450	450	450
5510 Equipment Repairs & Maint.	49	350	0	100	100	100
5610 Property Taxes	0	93,647	0	0	0	0
5620 External Repairs & Utilities	960	3,237	3,100	10,600	10,600	10,600
5630 Vehicle Maintenance	15	0	0	0	0	0
5710 Loan Documents	482	63	0	0	0	0
5720 Appraisals	3,603	7,144	50,000	15,150	15,150	15,150
5810 Miscellaneous	141	1,886	1,265	1,000	1,000	1,000
5820 Insurance	0	850	0	0	0	0
Total: Materials and Services	\$ 697,100	\$ 1,336,047	\$ 4,130,558	\$ 3,928,384	\$ 3,890,480	\$ 3,940,480
<u>Capital Outlay</u>						
6110 Prof. & Tech. Services	1,384,125	2,253,818	2,243,774	2,552,000	2,492,939	2,492,939
6120 Acquisition	41,236	804,900	6,601,307	15,932,651	16,145,766	16,145,766
6130 Closing Costs	46	0	20,000	0	0	0
6140 Property Taxes	95,586	0	23,000	21,000	21,000	21,000
6170 Demolition & Site Prep.	425	58,824	892,466	325,000	325,000	325,000
6320 Permits, Review & Fees	15,148	26,242	55,000	175,000	175,000	175,000
6330 Testing & Inspection	50	10,345	0	0	0	0
6360 Construction Contracts	354,749	1,323,209	26,309,542	21,974,018	21,963,789	21,513,789
6410 Furniture & Equipment	525	106,104	0	0	0	0
6450 Leases	0	0	20,000	0	0	0
6510 LID Special Assessments	19,314	818,492	8,000	5,500	5,500	5,500
Total: Capital Outlay	\$ 1,911,204	\$ 5,401,933	\$ 36,173,089	\$ 40,985,169	\$ 41,128,994	\$ 40,678,994
<u>Financial Assistance</u>						
7810 Loans To Borrowers	0	0	0	1,720,450	1,706,226	1,706,226
7820 Grants	75,510	236,268	1,436,205	1,824,248	1,847,297	1,847,297

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

PDC Department Summaries

DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Total: Financial Assistance	\$ 75,510	\$ 236,268	\$ 1,436,205	\$ 3,544,698	\$ 3,553,523	\$ 3,553,523
<u>Debt Service</u>						
8310 Debt Service - Principal	12,915	13,755	985,731	15,000	15,412	15,412
8320 Debt Service - Interest	20,301	19,461	20,000	18,000	18,000	18,000
Total: Debt Service	\$ 33,216	\$ 33,216	\$ 1,005,731	\$ 33,000	\$ 33,412	\$ 33,412
<u>Cash Transfers Out</u>						
9990 Cash Transfers Out	6,198,477	2,066,322	0	0	0	0
Total: Cash Transfers Out	\$ 6,198,477	\$ 2,066,322	\$ 0	\$ 0	\$ 0	\$ 0
<u>Indirect Allocation</u>						
9910 Indirect Cost-admin Allocation	969,594	902,636	1,432,706	1,593,838	1,881,317	1,881,317
Total: Indirect Allocation	\$ 969,594	\$ 902,636	\$ 1,432,706	\$ 1,593,838	\$ 1,881,317	\$ 1,881,317
<u>Contingency</u>						
9110 Contingency	0	0	0	0	0	0
Total: Contingency	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Operating Budget:	\$ 10,775,311	\$ 10,894,429	\$ 45,660,608	\$ 51,850,375	\$ 52,252,973	\$ 51,850,338

PROJECT BY PROGRAM

Commercial/Industrial Dev

AW Holman Land Disp Prop Mgt - 11017	156	6,527	0	0	0	0
CES Dev. Opportunity Strategy - 10024	0	0	0	83,652	83,652	83,652
CES Redevelopment - 10039	39,390	714,345	805,329	1,973,363	1,973,363	1,973,363
DT Block 50 Development - 10213	230,568	173,947	43,370	23,284	23,284	23,284
DT Development Opportunity Fund - 11022	0	0	651,321	6,186,066	6,546,066	6,546,066
DT Older Building Seismic Program - 10217	43,671	2,748	23,346	853,869	853,869	853,869
Historic Preservation - 13421	3,896	480	0	0	0	0
Lloyd Land Acquisition/Redevel - 16201	33,157	62,857	93,781	2,311,272	2,311,272	2,311,272
National Resource Conservation - 11021	4,602	607	0	0	0	0
Old Town Lighting Grants - 13087	21,439	51,382	134,030	50,000	50,000	50,000
RD Developm. Opportunity Fund - 13101	0	0	0	681,292	681,292	681,292
RD Environmental - 13130	0	0	0	361,447	361,447	361,447
RD Historic Preservation - 13080	0	0	0	17,769	17,769	17,769
RD Old Post Office Building (511) - 13114	8,619	5,138	79,938	3,682	3,682	3,682
RD Older Building Seismic - 13108	0	0	0	107,493	107,493	107,493
RD Stormwater Policy - 13116	0	0	2,532	0	0	0
RD Terminal One - 13090	0	0	0	98,130	98,130	98,130
RD Trailways/Post Office Block - 13084	19,483	19,718	84,739	143,350	143,350	143,350
Riverplace Parcel 6 Conf. Ctr - 11075	0	0	59,656	0	0	0
SPB Simon Benson House - 11992	0	5,960	352,402	310,739	310,739	310,739
SWF - Pgt. Project - 11071	0	142	0	0	0	0
SWF Environ. Test/Remediation - 11060	71,428	158,491	450,000	291,311	291,311	291,311
SWF Parcel Development - 11069	186,047	147,067	296,314	279,379	279,379	279,379
SWF Park Restoration/Repair - 11073	1,349	0	248,472	339,952	339,952	339,952
Union Station - Agricultural Center - 11244	43,528	392,875	486,147	398,789	398,789	398,789
Total For Commercial/Industrial Dev	707,333	1,742,285	3,811,377	14,514,839	14,874,839	14,874,839

General Administration

Development Administration - 17910	63,131	13,973	0	0	0	0
------------------------------------	--------	--------	---	---	---	---

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

PDC Department Summaries

DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1996-97	Actuals FY 1997-98	Revised FY 1998-99	Proposed FY 1999-00	Approved FY 1999-00	Adopted FY 1999-00
General Administration						
Total For General Administration	63,131	13,973	0	0	0	0
Multi Family Housing						
RD Chinatown Sr Housing Assess. - 13077	0	0	0	72,197	72,197	72,197
Total For Multi Family Housing	0	0	0	72,197	72,197	72,197
Neighborhood Commercial						
CES Building Rehabilitation - 10045	0	0	0	399,068	399,068	399,068
CES Storefront - 10021	21,254	89,916	271,350	327,413	327,413	327,413
DT - Storefront Grants - 12202	0	0	128,993	229,518	229,518	229,518
DT Neighborhood Commercial Serv - 11997	0	0	0	552,650	552,650	552,650
DT Predevelopment Activity - 16306	26,684	38,729	90,029	61,225	61,225	61,225
Goose Hollow/Civic Stadium Planning - 1442	0	0	0	175,000	175,000	159,000
Hollywood/Sandy Storefront - 14410	0	0	72,900	118,050	118,050	118,050
Lents Neighborhood Livability - 13122	0	0	0	141,930	141,930	141,930
Lents Redevelopment - 12209	0	0	0	884,657	884,657	884,657
Lloyd Commercial Development - 25606	0	7,831	1,110,104	1,231,329	1,231,329	1,231,329
N. Downtown Storefront Grants - 13086	80,167	80,260	101,043	344,686	344,685	344,685
RD Ninth Avenue/Lovejoy Redev - 13115	0	0	335,003	737,397	737,398	737,398
SPB West End Retail Improvements - 12101	16,463	68,863	148,825	200,886	200,886	200,886
St. Johns Storefront - 14415	0	0	26,730	73,750	73,750	73,750
Total For Neighborhood Commercial	144,569	285,598	2,284,977	5,477,558	5,477,559	5,461,559
Parks And Open Space						
AW Trail Development - 11016	93,115	396,793	80,944	5,022	5,022	5,022
CES Eastbank Park - 10048	0	0	0	3,413,167	3,413,167	3,413,167
DT Park Block 5 - 12210	0	0	32,695	235,277	235,277	235,277
OCC Eastbank Riverfront Park - 10049	140,179	773,190	7,898,760	3,189,208	3,189,208	3,189,208
RD Classical Chinese Garden - 13128	9,139	547,521	1,047,193	1,936,980	1,936,980	1,486,980
RD Land Acquisition - 13110	83,429	43,842	1,284,051	968,793	968,793	970,473
RD Tanner Creek Park Development - 13119	0	7,586	43,025	275,528	275,528	275,528
RD Waterfront Park Development - 13112	0	0	0	36,500	36,500	36,500
SWF Greenway Development - 18041	44,634	527,467	3,500,000	344,237	344,237	344,237
Willamette River Bank Stabilization - 10052	0	0	17,000	0	0	0
Total For Parks And Open Space	370,495	2,296,398	13,903,668	10,404,713	10,404,712	9,956,392
Public Facilities						
Arena - 16301	99,244	67,780	0	0	0	0
DT Pioneer Square Public Impr - 10210	0	0	0	166,758	166,758	166,758
Memorial Coliseum General Impv - 16303	139,934	317,606	117,430	0	0	0
Mounted Patrol Unit Facility - 13129	0	0	0	1,231,580	1,247,315	1,247,315
OCC Public Improvements - 16206	0	0	13,812	0	0	0
PSU Urban Plaza - 12203	0	0	2,569,426	1,273,586	1,273,586	1,273,586
Rose Quarter Management - 16300	15,474	0	0	0	0	0
Union Station - 11231	17,034	9,611	13,391	13,493	13,493	13,493
Union Station - Property Mgt - 11237	1,095,211	891,419	927,463	314,879	314,879	314,879
Union Station Restoration - 11239	18,457	349	62,453	0	0	0
Total For Public Facilities	1,385,354	1,286,764	3,703,975	3,000,295	3,016,031	3,016,031
Redevelopment Area Planning						
Albina Plan-Mixed Use Handbook - 25511	7,736	108	0	0	0	0
Central City 2000 Task Force - 12312	10,605	0	0	0	0	0
CES Predevelopment - 10030	0	0	43,121	38,755	38,755	38,755

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

PDC Department Summaries

DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1996-97	Actuals FY 1997-98	Revised FY 1998-99	Proposed FY 1999-00	Approved FY 1999-00	Adopted FY 1999-00
Redevelopment Area Planning						
Destination Retail - 10219	0	0	73,430	1,227,247	1,227,247	1,227,247
Gateway Pre-development - 14400	0	17,335	98,400	558,000	558,000	558,000
Hollywood/St. Johns Pre-Develop. - 14405	0	0	8,667	15,815	15,815	15,815
I-405 Predevelopment - 12250	0	0	25,000	0	0	66,000
Lloyd Area Planning - 16217	0	0	0	107,837	107,837	107,837
N. Macadam Predevelopment - 19501	1,664	0	0	0	0	0
Old Town/Chinatown Dev. Plan - 11234	5,883	18,296	100,267	67,577	67,577	67,577
Parking Contract For RFP - 14199	35,293	27,828	0	0	0	0
Parking Development Program - 14201	31,299	82,644	1,925,000	87,130	87,130	87,130
Parking Group Contract - 14202	7,157	10,287	15,000	5,726	5,726	5,726
SPB Predevelopment - 12206	0	0	48,515	50,826	50,826	50,826
Total For Redevelopment Area Plannin	99,639	156,497	2,337,400	2,158,913	2,158,913	2,224,913
Redevelopment Project Mgmt						
Central Eastside Outreach - 10079	827	0	0	0	0	0
CES Finance/Community Outreach - 10019	184,175	71,792	84,665	79,516	79,516	79,516
DT Finance & Comm Outreach - 11601	2,374,618	180,959	131,949	68,243	68,243	68,243
Lloyd Finance & Comm Outreach - 16209	4,512,574	2,219,409	180,857	121,064	121,064	121,064
North Macadam Pre-development - 11099	168,130	299,704	472,036	710,400	710,400	710,400
RD Project Management - 13118	91,139	81,247	136,431	145,437	145,437	145,437
SPB Finance & Community Outreach - 12205	0	3,958	54,523	64,550	64,550	64,550
St. Johns Riverfront - 19001	734	0	0	0	0	0
Total For Redevelopment Project Mgm	7,332,197	2,857,069	1,060,461	1,189,211	1,189,210	1,189,210
Transportation/Transit						
102nd & Burnside Lrt Mult Co - 19507	26	0	0	0	0	0
AW Landscaping/Signage - 11010	5,592	0	0	0	0	0
AW Transportation Improvement - 11001	0	0	976,169	1,288,409	1,330,531	1,330,531
Broadway/Weidler Street Plan - 16202	0	837,065	256,140	0	0	0
CES Grand/MLK/Burnside Public Imps - 1002	0	269,965	1,054,832	201,542	201,542	201,542
CES Water Avenue Extension - 10029	33,216	0	34,916	34,639	34,639	34,639
CES Water Avenue Phase 2 LID - 10074	300,601	163,477	1,007,324	0	0	0
DT Midtown Park Blocks St Impr. - 11991	0	746	256,184	530,929	530,929	530,929
DT Transit Mall Rehabilitation - 10027	0	33,285	842,299	1,374,369	1,374,369	1,374,369
MLK Sidewalks - 25528	0	0	0	136,310	136,310	136,310
North/South Light Rail - 19010	56,044	35,753	0	0	0	0
Old Town/CT Streetscape Impr. - 10025	0	0	158,677	716,364	716,364	718,964
RD Agricultural Center Parking - 13113	0	0	0	1,065,387	1,050,129	1,050,129
RD Chinatown Parking/Dev Site - 10222	0	0	1,577,288	1,353,413	1,353,413	1,353,413
RD Public Site Improvement - 11233	190,070	790,396	3,160,030	3,993,198	3,993,198	3,993,198
SPB Cultural Center Parking - 12098	0	0	665,882	1,685,156	1,685,156	1,678,241
SPB Streetcar/Streetscape Impr - 12099	0	0	7,859,009	15,282	15,282	15,282
SWF Harrison St Extension - 11072	0	0	550,000	2,082,200	2,082,200	2,082,200
SWF Public Parking Development - 11025	105	21,412	10,000	386,573	386,573	386,573
SWF River Parkway Realignment - 11074	0	0	150,000	168,877	168,877	168,877
SWF Street Improvements - 11020	4,994	0	0	0	0	0
Transit Oriented Dev (CMAQ/TOD - 19038	81,944	103,744	0	0	0	0
Total For Transportation/Transit	672,594	2,255,843	18,558,750	15,032,649	15,059,512	15,055,197
Total Requirements	\$ 10,775,311	\$ 10,894,429	\$ 45,660,608	\$ 51,850,375	\$ 52,252,973	\$ 51,850,338

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

Economic Development Department

Background

For more than 30 years, PDC has worked closely with the region on economic development projects to create new job opportunities for residents. The mission of PDC's Economic Development Department is to work within the context of the regional economy to:

- Create jobs for city residents and residents of the metropolitan region;
- Revitalize and create community wealth in target areas, specifically Northeast, outer Southeast, and the Central City;
- Expand Portland's economic base through programs and policies that are competitive regionally, nationally, and internationally.

The health of the regional and city economy has a direct impact on the development and revitalization efforts in targeted neighborhoods. The Economic Development Department connects neighborhoods to broader opportunities through an integrated strategy that combines regional and city economic development trends with community-based activities. The Economic Development Department is one of many public and private partners with a shared goal of community livability and development. This focus allows PDC to plan for and respond to the type of business development that best benefits the city and make connections that allow target neighborhoods to benefit from the region's economic growth.

Budget Summary

The Economic Development Department FY 1999-00 budget is **\$30,167,745**, funded primarily from tax increment debt proceeds and fund balance. The financial pages that follow the narrative provide: the budget broken out by major expenditure category, the number of Full Time Equivalent positions, the source of funding, the programs in the budget, the account detail by major expenditure category, and a list of projects that fall under each program area. The major programs and services are described below.

Program Areas

Business Development - \$16,293,152 Budgeted for FY 1999-2000

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

- ◆ PDC in partnership with the City of Portland, Tri-Met, the Port of Portland and Bechtel Corporation is in the final design stage for the extension of Light Rail to Portland International Airport through the Portland International Center. Groundbreaking is scheduled for June 1999 with fare service beginning in September 2001. Light Rail with associated development activities will result in 10,000 to 12,000 jobs at build-out in 2010. PDC is contributing funds to support infrastructure work including a portion of streets, park blocks, and over-crossing at the 20 acre Cascade Station development. PDC plans to contribute \$23 million to the light rail project in FY 1998-99. The FY 1999-00 budget includes \$11.8 million for related Portland International Center business development and infrastructure.
- ◆ Economic Development staff works with over 150 prospects, site selection consultants, and local businesses a year. In 1998, this resulted in successfully siting companies that created over 800 jobs in the region.
- ◆ A marketing event was held recently in Boston to showcase Portland as a prime location for new business and investment. Over 20 Portland business leaders participated in this marketing activity.

Community and Target Area Development - \$8,508,028 Budgeted for FY 1999-2000

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

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

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

Target Industry Development - \$3,595,232 Budgeted for FY 1999-2000

Increasing the number of jobs in targeted industries is an essential component of the Central City Jobs Proposal. Targeted industries are those which have been identified as existing, knowledge based, fast growing, representing a significant percentage of metropolitan workforce, and/or exhibiting significant market capacity for export of goods and/or services out of the state.

The five target industries that PDC is committed to are:

- Semiconductors
- Metals
- Biotech/Health Services
- Creative Services
- Information Services

PDC recently sponsored a Creative Services conference in Portland that included over 300 industry members as participants. Creative Services is a term used to describe specialized industries that design, produce, and deliver creative content in forms of various media and communication. Industries include film and video, graphic design, advertising and public relations, software and multimedia. Strategies for assisting development of this industry cluster will come out of the conference and guide efforts of PDC to maximize impact and efficiency.

Business Services - \$1,771,332 Budgeted for FY 1999-2000

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

- ◆ ***North/Northeast Portland Enterprise Zone Program*** – PDC administers this program on behalf of the City of Portland. The program offers three to five years of property tax abatements for qualified businesses expanding or relocating within the North/Northeast Portland Enterprise Zone.
- ◆ ***PDC Business Loan Program*** – PDC makes loans and provides technical assistance to businesses in Northeast and outer Southeast Portland to stimulate business ownership, community revitalization, and to provide goods and services to the community. Additionally, PDC provides financial assistance to companies citywide to support job creation and the development of target industries.
- ◆ ***Predevelopment/Development Assistance*** – PDC provides property owners and businesses with predevelopment assistance in Northeast and outer Southeast Portland to facilitate commercial revitalization. Funds are available for site planning, design assistance, environmental testing and other predevelopment activities. Development assistance may also be available, as well as support for site and area improvement projects.

- ◆ ***Development Opportunity Fund*** – This performance-based loan program encourages job density and job quality for businesses that locate within the Airport Way Urban Renewal Area. The program allows for a \$2,000 per employee loan to be used for tenant improvements and/or infrastructure. If the program requirements are met, principal and interest on the loan are forgiven.

PDC Department Summaries

ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> FY 1996-97	<i>Actuals</i> FY 1997-98	<i>Revised</i> FY 1998-99	<i>Proposed</i> FY 1999-00	<i>Approved</i> FY 1999-00	<i>Adopted</i> FY 1999-00
Expenditures						
Personal Services	1,574,780	1,132,494	1,305,204	1,417,795	1,417,795	1,417,790
Materials and Services	1,816,823	1,135,730	2,425,330	1,928,365	2,260,787	2,260,787
Capital Outlay	191,164	1,473,420	28,540,331	37,475,125	14,379,198	14,379,203
Financial Assistance	4,914,839	3,158,495	4,656,429	12,114,354	10,813,704	10,813,704
Debt Service	11,833	0	0	0	0	0
Cash Transfers Out	0	1,179,620	100,000	3,000	3,000	3,000
Indirect Allocation	689,278	651,916	982,443	1,356,655	1,293,260	1,293,260
Contingency	0	0	29,410	0	0	0
Total:	\$ 9,198,716	\$ 8,731,674	\$ 38,039,147	\$ 54,295,294	\$ 30,167,744	\$ 30,167,744

Authorized Full Time Positions

Total	16.50	13.00	15.00	18.00	18.00	18.00
--------------	-------	-------	-------	-------	-------	-------

SOURCE OF FUNDING

Beginning Fund Balance	2,825,476	2,523,409	7,242,948	3,593,048	3,593,048	3,593,048
Cash Transfer In	0	721,325	832,434	0	0	0
Federal and Other Grants	5,285,838	2,228,799	2,311,796	1,610,599	1,281,646	1,281,646
City General Fund	1,191,850	1,849,358	1,186,101	704,061	704,061	704,061
Loans From Other Funds	289,519	0	0	0	0	0
Private Funding	33,065	155,410	120,000	100,000	100,000	100,000
Program Income	2,286,940	2,234,862	1,035,971	3,215,004	2,115,004	2,115,004
Service Reimbursement In	3	52,574	0	0	0	0
Tax Increment Debt Proceeds	0	5,794,200	25,309,897	45,072,584	22,373,986	22,373,986
Total Resources:	\$ 11,912,690	\$ 15,559,938	\$ 38,039,147	\$ 54,295,296	\$ 30,167,745	\$ 30,167,745

PROGRAMS

Business Development	1,535,517	1,167,871	2,691,899	16,942,177	16,293,152	16,293,152
<i>Positions:</i>			7.22	9.73	9.73	9.73
Business Services/Finance	4,314,219	3,182,193	3,713,321	1,967,472	1,771,332	1,771,332
<i>Positions:</i>			2.47	2.08	2.08	2.08
Commercial/Industrial Dev	14,045	39,073	337,309	888,169	888,169	888,169
<i>Positions:</i>			0.41	0.88	0.88	0.88
General Administration	0	0	0	0	0	0
<i>Positions:</i>			0.00	0.05	0.05	0.05
Multi Family Housing	0	0	0	0	0	0
<i>Positions:</i>			0.00	0.05	0.05	0.05
Neighborhood Commercial	1,199,140	2,013,478	5,072,438	3,670,519	3,631,078	3,631,078
<i>Positions:</i>			2.98	0.86	0.86	0.86
Neighborhood Hsg Preservation	0	0	0	0	0	0
<i>Positions:</i>			0.00	0.08	0.08	0.08
Parks And Open Space	0	0	0	313,622	262,404	262,404
<i>Positions:</i>			0.05	0.37	0.37	0.37
Public Facilities	0	0	0	27,404	27,404	27,404
<i>Positions:</i>			0.00	0.06	0.06	0.06
Redevelopment Area Planning	0	0	15,853	18,886	18,886	18,886
<i>Positions:</i>			0.27	0.36	0.36	0.36
Redevelopment Project Mgmt	115,301	23,545	88,863	406,993	366,206	366,206
<i>Positions:</i>			0.55	1.58	1.68	1.68
Targeted Industries Dev	2,012,536	1,527,128	1,921,722	3,595,232	3,595,232	3,595,232
<i>Positions:</i>			0.50	0.91	0.91	0.91

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

PDC Department Summaries

ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Transportation/Transit	7,958	778,388	24,197,742	26,464,820	3,313,881	3,313,881
<i>Positions:</i>			0.55	0.99	0.89	0.89
Total Programs:	\$ 9,198,716	\$ 8,731,674	\$ 38,039,147	\$ 54,295,294	\$ 30,167,744	\$ 30,167,744
<i>Positions:</i>			15.00	18.00	18.00	18.00

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

PDC Department Summaries

ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
<u>Personal Services</u>						
4115 Salaries and Wages	1,228,972	837,967	968,230	1,047,039	1,047,039	1,047,035
4175 Taxes, Health/Dental Insurance	345,808	294,527	336,974	370,756	370,756	370,755
Total: Personal Services	\$ 1,574,780	\$ 1,132,494	\$ 1,305,204	\$ 1,417,795	\$ 1,417,795	\$ 1,417,790
<u>Materials and Services</u>						
5110 Prof. Service Contracts	1,453,163	788,002	2,135,301	1,618,715	1,948,964	1,948,964
5130 Legal	12,652	27,796	4,872	6,000	6,000	6,000
5150 Temporary Services	66,963	25,856	14,965	14,500	14,500	14,500
5160 Printing And Graphics	39,978	52,622	60,287	76,700	76,700	76,700
5190 Underwriter Fees	180	0	0	0	0	0
5210 General Office Expense	10,071	5,954	5,600	7,450	7,450	7,450
5220 Postage And Delivery	7,381	6,882	10,950	11,750	11,750	11,750
5230 Advertising And Publ. Notices	8,963	12,420	19,060	7,050	7,050	7,050
5260 Meeting Costs	16,416	10,447	12,093	9,750	11,760	11,760
5270 Publications and Dues	11,838	12,878	3,800	6,150	6,150	6,150
5280 Software Applications	5,469	125	1,000	0	0	0
5290 Special Events Costs	90,927	99,096	33,500	85,950	85,950	85,950
5310 Education	13,458	5,345	9,233	6,200	6,200	6,200
5320 Out of Town Travel	8,455	31,175	26,100	29,000	29,000	29,000
5330 Mileage Reimbursement	2,695	3,009	3,456	3,700	3,863	3,863
5340 Parking	898	1,378	1,835	1,650	1,650	1,650
5410 Occupancy Costs	22,396	15,000	0	0	0	0
5430 Telephone Services	19,917	2,197	1,000	650	650	650
5440 Building Reps/Improvements	2,972	250	0	0	0	0
5510 Equipment Repairs & Maint.	0	48	0	0	0	0
5520 Equipment Lease & Rentals	0	72	0	0	0	0
5610 Property Taxes	0	6,671	0	0	0	0
5620 External Repairs & Utilities	16	197	0	500	500	500
5630 Vehicle Maintenance	0	40	0	0	0	0
5710 Loan Documents	1,972	1,236	5,957	2,000	2,000	2,000
5720 Appraisals	3,237	8,921	66,306	30,000	30,000	30,000
5730 Loan Foreclosure Costs	11,088	17,836	9,865	10,000	10,000	10,000
5740 Bank Fees	5,625	0	0	0	0	0
5810 Miscellaneous	108	277	150	650	650	650
Total: Materials and Services	\$ 1,816,839	\$ 1,135,730	\$ 2,425,330	\$ 1,928,365	\$ 2,260,787	\$ 2,260,787
<u>Capital Outlay</u>						
6110 Prof. & Tech. Services	2,231	748,650	589,986	58,000	58,000	58,000
6120 Acquisition	132,679	695,090	3,683,008	3,805,925	3,797,864	3,797,864
6130 Closing Costs	596	0	0	0	0	0
6140 Property Taxes	0	0	0	15,000	15,000	15,000
6170 Demolition & Site Prep.	0	0	100,000	0	0	0
6330 Testing & Inspection	0	1,100	0	0	0	0
6360 Construction Contracts	50,197	0	24,011,736	33,596,200	10,508,334	10,508,339
6410 Furniture & Equipment	4,619	3,290	0	0	0	0
6450 Leases	826	25,289	5,601	0	0	0
6510 LID Special Assessments	0	0	150,000	0	0	0
Total: Capital Outlay	\$ 191,148	\$ 1,473,420	\$ 28,540,331	\$ 37,475,125	\$ 14,379,198	\$ 14,379,203
<u>Financial Assistance</u>						
7810 Loans To Borrowers	3,481,400	1,666,294	2,088,084	10,120,000	9,407,568	9,407,568

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

PDC Department Summaries

ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
7820 Grants	1,433,439	1,492,201	2,568,345	1,994,354	1,406,136	1,406,136
Total: Financial Assistance	\$ 4,914,839	\$ 3,158,495	\$ 4,656,429	\$ 12,114,354	\$ 10,813,704	\$ 10,813,704
<u>Debt Service</u>						
8310 Debt Service - Principal	10,786	0	0	0	0	0
8320 Debt Service - Interest	1,047	0	0	0	0	0
Total: Debt Service	\$ 11,833	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<u>Cash Transfers Out</u>						
9990 Cash Transfers Out	0	1,179,620	100,000	3,000	3,000	3,000
Total: Cash Transfers Out	\$ 0	\$ 1,179,620	\$ 100,000	\$ 3,000	\$ 3,000	\$ 3,000
<u>Indirect Allocation</u>						
9910 Indirect Cost-admin Allocation	689,278	651,916	982,443	1,356,655	1,293,260	1,293,260
Total: Indirect Allocation	\$ 689,278	\$ 651,916	\$ 982,443	\$ 1,356,655	\$ 1,293,260	\$ 1,293,260
<u>Contingency</u>						
9110 Contingency	0	0	29,410	0	0	0
Total: Contingency	\$ 0	\$ 0	\$ 29,410	\$ 0	\$ 0	\$ 0
Total Operating Budget:	\$ 9,198,716	\$ 8,731,674	\$ 38,039,147	\$ 54,295,294	\$ 30,167,744	\$ 30,167,744

PROJECT BY PROGRAM

Business Development

Ambassador Program - 64615	185,611	185,431	0	0	0	0
AW Land Acquisition & Development - 11014	51	10,011	1,458,319	2,068,929	2,149,625	2,149,625
AW PIC Business Development - 11002	0	0	0	7,046,403	7,320,687	7,320,687
AW PIC Infrastructure - 11003	0	0	0	4,328,505	4,496,993	4,496,993
Bus. Distr. Projects City Wide - 26712	50,905	47,457	49,370	50,972	50,972	50,972
Business Assistance City Wide - 67610	0	0	0	1,663,423	563,423	563,423
Business Dev Regional - 24211	16,872	17	4,958	0	0	0
Business Develop. Airport Way - 24001	209,784	41,780	4,000	0	0	0
Business Development CES URA - 64618	0	0	0	13,655	13,655	13,655
Business Development City-wide - 67606	441,159	202,637	482,164	390,563	390,563	390,563
Business Development OCC URA - 64617	0	0	0	89,852	89,852	89,852
Business Development WF URA - 64616	30,362	169,316	229,793	116,952	116,952	116,952
Business Recruitment City-wide - 67605	21,578	-1,114	0	0	0	0
Business Recruitment Downtown - 24004	18,876	0	0	0	0	0
Business Recruitment NE - 24005	12,787	0	0	0	0	0
Business Recruitment SWF Macad - 24007	184	0	0	0	0	0
Business Retention Central Es - 23832	607	3,613	0	0	0	0
Business Retention City-Wide - 23812	-23,124	0	0	0	0	0
International Bus Dev - 24012	137	0	0	0	0	0
Jobnet Washington County - 26013	69,022	124,576	44,082	0	0	0
Lents Jobs and Economic Development - 122	0	0	0	484,489	405,366	405,366
NE Community Ec Dev Planning - 25502	-974	0	0	0	0	0
Planning and Technical Assistance - 28800	0	0	0	46,023	52,477	52,477
RD Creative Services - 25495	0	0	0	61,587	61,587	61,587
Redevelopment Planning - 28810	0	0	0	210,825	211,000	211,000
Reg Strat Emissions Project - 24411	7,126	55,230	0	0	0	0
Reg Strat Recruitment - 24446	1,837	0	0	0	0	0
Reg. Bus Dev & Recruitment - 24015	199,952	102,723	379,463	370,000	370,000	370,000

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

PDC Department Summaries

ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1996-97	Actuals FY 1997-98	Revised FY 1998-99	Proposed FY 1999-00	Approved FY 1999-00	Adopted FY 1999-00
Business Development						
Regional Recruitment Contracts - 24016	1,517	0	0	0	0	0
Semiconductor Multi-Regional - 24450	264,123	221,476	39,750	0	0	0
Workforce Department Admin - 77910	26,531	1,173	0	0	0	0
Workforce Study - 24448	593	3,544	0	0	0	0
Total For Business Development	1,535,517	1,167,871	2,691,899	16,942,177	16,293,152	16,293,152
Business Services/Finance						
Business Asst Loans - Hatfield - 28516	2,765,963	267,778	882,342	355,275	355,275	355,275
Business Development Financing - 28820	0	0	0	706,141	510,000	510,000
Ec Dev Policy & Planning - 23822	53,978	913	0	0	0	0
Ec Dev Revolv Loans Central Es - 28302	0	3,620	0	0	0	0
Economic Development Admin - 27910	55,312	43,650	36,819	0	0	0
EDA Business Development RLF - 28301	259,905	70,934	1,252,988	217,854	217,854	217,854
EDA Real Estate Devel RLF - 28201	334,840	275,334	230,385	217,854	217,854	217,854
Microbusiness Loans - 25524	1,607	40,438	10,240	0	0	0
MLK Equity Loan Fund - 25527	0	0	0	201,761	201,761	201,761
N/NE Bus Asst Fnd Job Training - 26018	211,963	503,702	0	0	0	0
N/NE Bus Asst Fund Tech Asst - 26908	65,911	18,379	30,076	0	0	0
N/NE Bus. Assistance Loans - 28512	228,545	348,591	318,187	0	0	0
OSE Small Bus Lending Program - 25503	69,232	201,258	233,782	0	0	0
Research - City-wide - 67645	71,577	6,041	0	0	0	0
Sustainable Ec Dev Loan Prg - 23803	14	0	0	0	0	0
Targeted Investment Program - 28212	195,374	1,401,556	718,502	268,588	268,588	268,588
Total For Business Services/Finance	4,314,219	3,182,193	3,713,321	1,967,472	1,771,332	1,771,332
Commercial/Industrial Dev						
AW Develop. Opportunities Fund - 11009	0	16,004	337,309	888,169	888,169	888,169
Kennedy School - 32703	14,045	23,069	0	0	0	0
Total For Commercial/Industrial Dev	14,045	39,073	337,309	888,169	888,169	888,169
Neighborhood Commercial						
Alberta Development Strat Implementation - 2	166,651	89,648	156,138	0	0	0
Family Day Care Providers - 31202	174	0	0	0	0	0
Kenton Storefront - 28910	0	19,067	53,790	0	0	0
Knott/mlk Tgm Grant Mixed Use - 25505	6	0	0	0	0	0
Lents Foster/Powell Storefront - 28907	91,646	136,665	163,008	96,110	48,603	48,603
Lents/OSE Development Fund - 28213	0	655,648	1,948,676	1,170,000	1,170,000	1,170,000
MLK Blvd Storefront Program - 25521	73,521	92,670	375,176	351,042	351,042	351,042
MLK Commercial Site Development - 25605	260,300	285,488	1,342,717	1,645,011	1,645,011	1,645,011
MLK Marketing Plan - 25522	66,337	54,609	0	45,388	45,388	45,388
MLK Predevelopment - 25519	85,532	110,714	207,002	43,198	143,198	143,198
NE Alberta Storefront Program - 28906	119,199	83,469	181,661	56,703	40,941	40,941
NE Humbolt Storefront - 28916	0	0	0	94,136	77,892	77,892
NE Mississippi/Shaver Storefront - 28918	0	0	0	79,756	64,692	64,692
Neighborhood Business District - 26800	0	0	200,000	0	0	0
New TAD DOS/Loans - 27000	0	0	50,000	0	0	0
New TAD/SE Milwaukie Storefront - 28911	0	0	180,177	89,175	44,311	44,311
OSE Dev. Opportunity Strategy - 25501	81,072	444,474	163,667	0	0	0
SE Community Ec Dev Planning - 25509	167,644	8,700	0	0	0	0
SE/NE Storefront Facade Prg - 28905	1,351	244	0	0	0	0
Vancouver/Williams Corridor TAD - 27010	0	0	44,000	0	0	0
Walnut Park Laundromat Bldg - 25518	323	0	0	0	0	0

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

PDC Department Summaries

ECONOMIC DEVELOPMENT DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Neighborhood Commercial						
Walnut Park Retail - 25507	62,673	28,756	6,426	0	0	0
Walnut Pk Operating Costs - 25514	22,713	3,326	0	0	0	0
Total For Neighborhood Commercial	1,199,140	2,013,478	5,072,438	3,670,519	3,631,078	3,631,078
Parks And Open Space						
Lents Parks and Open Space - 13120	0	0	0	313,622	262,404	262,404
Total For Parks And Open Space	0	0	0	313,622	262,404	262,404
Public Facilities						
Lents Community/Public Service Center - 122	0	0	0	27,404	27,404	27,404
Total For Public Facilities	0	0	0	27,404	27,404	27,404
Redevelopment Area Planning						
AW Predevelopment - 11007	0	0	15,853	18,886	18,886	18,886
Total For Redevelopment Area Plannin	0	0	15,853	18,886	18,886	18,886
Redevelopment Project Mgmt						
AW Finance & Community Outreach - 11019	115,301	23,545	88,863	103,281	111,005	111,005
Lents Proj Mgt & Public Involv - 28215	0	0	0	297,044	248,533	248,533
Lents Project Management - 13121	0	0	0	6,668	6,668	6,668
Total For Redevelopment Project Mgm	115,301	23,545	88,863	406,993	366,206	366,206
Targeted Industries Dev						
Biotech Target Industry Dev. - 25494	73,577	219,334	381,888	0	0	0
DT Creative Serv. Target Ind. Dev - 25493	507	42,472	65,452	3,323,071	3,323,071	3,323,071
Match Metals Jobs To Community - 24453	0	4,500	0	0	0	0
Multnomah County SIP - 26017	94,265	43,831	0	0	0	0
Reg Strat Elec Equip Repair - 24447	0	0	19,000	0	0	0
Reg Strat Metals Competitive - 24451	443,225	88,775	772	0	0	0
Reg Strat Metals Placement - 24445	46,491	-3,048	0	0	0	0
Regional Strategies - 24444	1,031,638	956,223	1,303,686	159,635	159,635	159,635
Regional Strategies-Multimedia - 24449	189,167	44,583	16,250	0	0	0
Semiconductor Workforce Dev - 24511	51,274	371	0	0	0	0
Target Industry Development - 24512	82,392	130,087	134,674	112,526	112,526	112,526
Total For Targeted Industries Dev	2,012,536	1,527,128	1,921,722	3,595,232	3,595,232	3,595,232
Transportation/Transit						
AW - Airport Light Rail/PIC - 19014	0	543,786	22,724,364	23,399,272	248,334	248,334
Lents Transportation Projects - 26714	0	0	0	141,911	141,911	141,911
MLK Blvd Improvements - 25525	3,799	226,654	1,469,378	2,357,117	2,357,117	2,357,117
MLK Blvd Streetscape Plan - 25516	0	-13,406	0	0	0	0
NE Alberta Street Improvements - 25526	0	0	0	566,519	566,519	566,519
Technical Assistance - 16204	4,158	21,353	4,000	0	0	0
Total For Transportation/Transit	7,958	778,388	24,197,742	26,464,820	3,313,881	3,313,881
Total Requirements	\$ 9,198,716	\$ 8,731,674	\$ 38,039,147	\$ 54,295,294	\$ 30,167,744	\$ 30,167,744

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

Administrative Departments

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

Budget Summary

The Administrative Departments have a combined FY 1999-00 budget of **\$6,531,994** (not including \$24 million in Contingency and \$3 million in Debt Service shown under Requirements Not Allocated to Departments – see description below), funded primarily from funds derived from PDC's indirect cost allocation system. The financial tables that follow the narrative provide: the budget broken out by major expenditure category, the number of Full Time Equivalent positions, the source of funding, the programs in the budget, the account detail (by major expenditure category), and a list of projects that fall under each program area. The individual departments and their programs are described below.

Executive Department - \$3,288,036 Budgeted for FY 1999-2000

Background

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

Program Areas

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

Finance and Information Systems Department - \$3,243,958 Budgeted for FY 1999-2000

Background

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

Program Areas

- ◆ **Finance** – Provides for budget planning and analysis, accounts payable/receivable, payroll, loan servicing support, asset management, resource development, reporting, and strategic planning.
- ◆ **Information Services** – Provides for system management, records/archiving, and equipment maintenance.

Requirements Not Allocated to Departments - \$27,154,336 Budgeted for FY 1999-2000

This display shows budgeted expenditures for fund level requirements that are not allocated to specific departments, including Contingency and debt service. This allows the department budgets to more accurately reflect revenue and expenditures attributable to their programs.

PDC Department Summaries

EXECUTIVE DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> FY 1996-97	<i>Actuals</i> FY 1997-98	<i>Revised</i> FY 1998-99	<i>Proposed</i> FY 1999-00	<i>Approved</i> FY 1999-00	<i>Adopted</i> FY 1999-00
Expenditures						
Personal Services	985,616	791,818	759,908	902,651	902,651	902,651
Materials and Services	1,114,675	1,364,003	1,607,060	2,234,087	2,249,285	2,249,285
Capital Outlay	31,148	29,169	20,000	136,100	136,100	136,100
Financial Assistance	0	20,535	0	0	0	0
Indirect Allocation	468,201	0	0	0	0	0
Total:	\$ 2,599,640	\$ 2,205,526	\$ 2,386,968	\$ 3,272,838	\$ 3,288,036	\$ 3,288,036

Authorized Full Time Positions

Total	12.30	11.10	12.60	14.50	14.50	14.50
--------------	--------------	--------------	--------------	--------------	--------------	--------------

SOURCE OF FUNDING

Beginning Fund Balance	3,436,396	1,205,426	2,184	0	0	0
Federal and Other Grants	16,982	52,999	0	0	0	0
City General Fund	0	0	40,000	200,000	200,000	200,000
Housing Investment Fund	0	0	6,830	0	0	0
Program Income	378,967	512,976	0	85,000	85,000	85,000
Service Reimbursement In	3,412,049	3,629,279	2,337,954	2,987,838	3,003,036	3,003,036
Total Resources:	\$ 7,244,394	\$ 5,400,680	\$ 2,386,968	\$ 3,272,838	\$ 3,288,036	\$ 3,288,036

PROGRAMS

Business Development	0	0	0	0	0	0
<i>Positions:</i>			<i>0.09</i>	<i>0.12</i>	<i>0.12</i>	<i>0.12</i>
Business Services/Finance	0	0	0	0	0	0
<i>Positions:</i>			<i>0.10</i>	<i>0.06</i>	<i>0.06</i>	<i>0.06</i>
Commercial/Industrial Dev	0	0	0	0	0	0
<i>Positions:</i>			<i>0.36</i>	<i>0.22</i>	<i>0.22</i>	<i>0.22</i>
Finance and Information	0	0	0	0	0	0
<i>Positions:</i>			<i>0.07</i>	<i>0.05</i>	<i>0.05</i>	<i>0.05</i>
General Administration	2,599,640	2,205,526	2,346,968	3,072,838	3,088,036	3,088,036
<i>Positions:</i>			<i>9.85</i>	<i>10.90</i>	<i>10.90</i>	<i>10.90</i>
Multi Family Housing	0	0	0	0	0	0
<i>Positions:</i>			<i>0.95</i>	<i>1.84</i>	<i>1.84</i>	<i>1.84</i>
Neighborhood Commercial	0	0	0	0	0	0
<i>Positions:</i>			<i>0.23</i>	<i>0.16</i>	<i>0.16</i>	<i>0.16</i>
Neighborhood Hsg Preservation	0	0	0	0	0	0
<i>Positions:</i>			<i>0.35</i>	<i>0.27</i>	<i>0.27</i>	<i>0.27</i>
Parks And Open Space	0	0	40,000	200,000	200,000	200,000
<i>Positions:</i>			<i>0.10</i>	<i>0.21</i>	<i>0.21</i>	<i>0.21</i>
Public Facilities	0	0	0	0	0	0
<i>Positions:</i>			<i>0.22</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Redevelopment Area Planning	0	0	0	0	0	0
<i>Positions:</i>			<i>0.00</i>	<i>0.06</i>	<i>0.06</i>	<i>0.06</i>
Redevelopment Project Mgmt	0	0	0	0	0	0
<i>Positions:</i>			<i>0.12</i>	<i>0.29</i>	<i>0.29</i>	<i>0.29</i>
Targeted Industries Dev	0	0	0	0	0	0
<i>Positions:</i>			<i>0.00</i>	<i>0.01</i>	<i>0.01</i>	<i>0.01</i>
Transportation/Transit	0	0	0	0	0	0
<i>Positions:</i>			<i>0.16</i>	<i>0.31</i>	<i>0.31</i>	<i>0.31</i>
Total Programs:	\$ 2,599,640	\$ 2,205,526	\$ 2,386,968	\$ 3,272,838	\$ 3,288,036	\$ 3,288,036
<i>Positions:</i>			<i>12.60</i>	<i>14.50</i>	<i>14.50</i>	<i>14.50</i>

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

PDC Department Summaries

EXECUTIVE DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
<u>Personal Services</u>						
4115 Salaries and Wages	780,544	600,445	562,499	666,606	666,606	666,606
4175 Taxes, Health/Dental Insurance	205,072	191,374	197,409	236,045	236,045	236,045
Total: Personal Services	\$ 985,616	\$ 791,818	\$ 759,908	\$ 902,651	\$ 902,651	\$ 902,651
<u>Materials and Services</u>						
5110 Prof. Service Contracts	106,153	85,448	261,500	541,342	541,342	541,342
5130 Legal	40,482	45,029	85,000	105,000	105,000	105,000
5140 City Overhead Charges	103,868	40,302	81,785	180,428	180,428	180,428
5150 Temporary Services	60,175	28,831	14,500	101,700	101,700	101,700
5160 Printing And Graphics	34,942	11,879	23,450	38,800	38,800	38,800
5210 General Office Expense	65,062	67,750	85,550	89,640	89,640	89,640
5220 Postage And Delivery	30,937	48,744	32,900	38,550	38,550	38,550
5230 Advertising And Publ. Notices	9,680	9,342	14,700	8,600	8,600	8,600
5260 Meeting Costs	12,197	9,385	8,250	8,580	8,580	8,580
5270 Publications and Dues	6,503	7,696	8,050	9,782	9,782	9,782
5280 Software Applications	4,105	0	3,500	500	500	500
5290 Special Events Costs	2,130	571	1,700	3,700	3,700	3,700
5310 Education	65,289	18,778	27,300	25,350	25,350	25,350
5320 Out of Town Travel	6,878	15,089	13,500	11,500	11,500	11,500
5330 Mileage Reimbursement	299	158	250	400	400	400
5340 Parking	14,447	10,031	15,495	13,515	13,515	13,515
5410 Occupancy Costs	394,281	652,464	647,200	803,700	818,898	818,898
5430 Telephone Services	59,488	148,970	146,000	148,000	148,000	148,000
5510 Equipment Repairs & Maint.	3,416	2,962	6,100	7,500	7,500	7,500
5520 Equipment Lease & Rentals	152	1,398	2,000	3,000	3,000	3,000
5610 Property Taxes	0	3,926	5,830	0	0	0
5620 External Repairs & Utilities	63	47	1,800	800	800	800
5630 Vehicle Maintenance	4,695	3,171	3,500	3,500	3,500	3,500
5710 Loan Documents	200	43,001	0	0	0	0
5720 Appraisals	298	26	0	0	0	0
5730 Loan Foreclosure Costs	0	0	1,000	0	0	0
5810 Miscellaneous	8,137	15,807	200	200	200	200
5820 Insurance	80,863	93,198	116,000	90,000	90,000	90,000
Total: Materials and Services	\$ 1,114,738	\$ 1,364,003	\$ 1,607,060	\$ 2,234,087	\$ 2,249,285	\$ 2,249,285
<u>Capital Outlay</u>						
6110 Prof. & Tech. Services	10,000	0	0	0	0	0
6140 Property Taxes	1,781	0	0	0	0	0
6410 Furniture & Equipment	19,279	16,078	20,000	136,100	136,100	136,100
6610 Relocation	25	33,626	0	0	0	0
Total: Capital Outlay	\$ 31,085	\$ 49,704	\$ 20,000	\$ 136,100	\$ 136,100	\$ 136,100
<u>Indirect Allocation</u>						
9910 Indirect Cost-admin Allocation	468,201	0	0	0	0	0
Total: Indirect Allocation	\$ 468,201	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Operating Budget:	\$ 2,599,640	\$ 2,205,526	\$ 2,386,968	\$ 3,272,838	\$ 3,288,036	\$ 3,288,036

PROJECT BY PROGRAM

General Administration

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

PDC Department Summaries

EXECUTIVE DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> FY 1996-97	<i>Actuals</i> FY 1997-98	<i>Revised</i> FY 1998-99	<i>Proposed</i> FY 1999-00	<i>Approved</i> FY 1999-00	<i>Adopted</i> FY 1999-00
General Administration						
Administrative Services - 47010	442,662	366,680	0	0	0	0
CHDI Prop Mgt Contract - 52301	1,176	5,001	6,830	0	0	0
City Development Center - 40520	0	0	0	200,447	200,447	200,447
Const. Mgt and Engineering - 47410	56,037	21,810	11,078	6,365	6,365	6,365
Contract Rules Management - 47020	61,971	66,201	60,397	129,951	129,951	129,951
Disparity Work - 47021	0	0	95,000	135,727	135,727	135,727
Endangered Species Act - 10053	0	0	0	55,000	55,000	55,000
Executive Department Admin - 97910	431,138	392,361	361,927	468,444	468,444	468,444
Facilities Management - 40600	0	601,893	1,127,725	1,269,739	1,284,937	1,284,937
Human Resources - 47210	221,156	128,818	247,315	231,152	231,152	231,152
Legal Section Administration - 97510	67,923	102,715	80,018	160,827	160,827	160,827
Legislative Liaison - 97710	6,543	349	0	8,277	8,277	8,277
Local Projects - 40101	654,818	158,795	0	0	0	0
Marketing - 47420	0	18	0	0	0	0
Misc PDC Staff Contract Work - 52300	4,655	5,271	0	0	0	0
PA - Mayor's Office Contract - 60101	8,259	2,399	2,184	0	0	0
Professional Services Admin - 47910	152,635	13,322	0	0	0	0
Property Transactions Admin - 47460	181,654	44,960	22,045	40,015	40,015	40,015
Public Affairs Administration - 67910	224,200	175,993	197,427	177,918	177,918	177,918
REO Property Management - 40601	3,684	172	0	88,909	88,909	88,909
Risk Management - 47030	81,129	118,770	135,022	100,067	100,067	100,067
Total For General Administration	2,599,640	2,205,526	2,346,968	3,072,838	3,088,036	3,088,036
Parks And Open Space						
Willamette River HCP - 10051	0	0	40,000	200,000	200,000	200,000
Total For Parks And Open Space	0	0	40,000	200,000	200,000	200,000
Total Requirements	\$ 2,599,640	\$ 2,205,526	\$ 2,386,968	\$ 3,272,838	\$ 3,288,036	\$ 3,288,036

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

PDC Department Summaries

FINANCE & INFORMATION SYSTEMS DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
Expenditures						
Personal Services	1,049,614	1,088,340	1,151,892	1,390,614	1,390,614	1,390,614
Materials and Services	920,281	789,132	1,045,091	1,553,523	1,509,372	1,509,372
Capital Outlay	264,378	105,023	227,750	343,000	343,000	343,000
Debt Service	1,786,818	2,172,776	0	0	0	0
Cash Transfers Out	0	1,016,070	0	0	0	0
Indirect Allocation	103,597	7,105	0	587	972	972
Contingency	0	0	0	0	0	0
Total:	\$ 4,124,689	\$ 5,178,446	\$ 2,424,733	\$ 3,287,724	\$ 3,243,958	\$ 3,243,958

Authorized Full Time Positions

Total	17.80	17.90	19.00	22.00	22.00	22.00
--------------	--------------	--------------	--------------	--------------	--------------	--------------

SOURCE OF FUNDING

Beginning Fund Balance	3,012,591	6,165,083	5,192	17,162	17,162	17,162
Cash Transfer In	0	903,028	0	0	0	0
Federal and Other Grants	-4,845,518	-2,816,532	510,165	0	0	0
Private Funding	3,321,020	2,636,410	0	0	0	0
Program Income	2,800,159	2,155,054	29,151	655,724	609,542	609,542
Service Reimbursement In	0	0	1,878,927	2,412,953	2,414,953	2,414,953
Tax Increment Debt Proceeds	0	0	1,298	201,886	202,301	202,301
Total Resources:	\$ 4,288,252	\$ 9,043,042	\$ 2,424,733	\$ 3,287,725	\$ 3,243,958	\$ 3,243,958

PROGRAMS

Business Development	0	0	0	0	0	0
<i>Positions:</i>			<i>0.05</i>	<i>0.10</i>	<i>0.10</i>	<i>0.10</i>
Business Services/Finance	0	0	0	0	0	0
<i>Positions:</i>			<i>0.16</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Debt Management	1,969,141	3,194,349	0	0	0	0
<i>Positions:</i>			<i>0.00</i>	<i>0.25</i>	<i>0.25</i>	<i>0.25</i>
Finance and Information	1,260,270	809,450	1,251,767	1,370,004	1,392,004	1,392,004
<i>Positions:</i>			<i>14.05</i>	<i>11.72</i>	<i>11.72</i>	<i>11.72</i>
General Administration	895,278	1,174,647	1,172,966	1,917,720	1,851,954	1,851,954
<i>Positions:</i>			<i>3.20</i>	<i>9.06</i>	<i>9.06</i>	<i>9.06</i>
Multi Family Housing	0	0	0	0	0	0
<i>Positions:</i>			<i>0.75</i>	<i>0.40</i>	<i>0.40</i>	<i>0.40</i>
Neighborhood Commercial	0	0	0	0	0	0
<i>Positions:</i>			<i>0.05</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Neighborhood Hsg Preservation	0	0	0	0	0	0
<i>Positions:</i>			<i>0.45</i>	<i>0.10</i>	<i>0.10</i>	<i>0.10</i>
Redevelopment Project Mgmt	0	0	0	0	0	0
<i>Positions:</i>			<i>0.27</i>	<i>0.35</i>	<i>0.35</i>	<i>0.35</i>
Transportation/Transit	0	0	0	0	0	0
<i>Positions:</i>			<i>0.02</i>	<i>0.02</i>	<i>0.02</i>	<i>0.02</i>
Total Programs:	\$ 4,124,689	\$ 5,178,446	\$ 2,424,733	\$ 3,287,724	\$ 3,243,958	\$ 3,243,958
<i>Positions:</i>			<i>19.00</i>	<i>22.00</i>	<i>22.00</i>	<i>22.00</i>

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

PDC Department Summaries

FINANCE & INFORMATION SYSTEMS DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1996-97	Actuals FY 1997-98	Revised FY 1998-99	Proposed FY 1999-00	Approved FY 1999-00	Adopted FY 1999-00
<u>Personal Services</u>						
4115 Salaries and Wages	794,761	806,756	850,663	1,026,959	1,026,959	1,026,959
4175 Taxes, Health/Dental Insurance	254,853	281,584	301,229	363,655	363,655	363,655
Total: Personal Services	\$ 1,049,614	\$ 1,088,340	\$ 1,151,892	\$ 1,390,614	\$ 1,390,614	\$ 1,390,614
<u>Materials and Services</u>						
5110 Prof. Service Contracts	217,087	449,433	549,337	591,502	591,502	591,502
5130 Legal	62,369	24,597	21,670	227,951	201,800	201,800
5140 City Overhead Charges	189,095	30,853	62,352	60,735	60,735	60,735
5150 Temporary Services	89,387	79,038	47,500	120,000	110,000	110,000
5160 Printing And Graphics	3,009	15,286	7,500	14,000	26,000	26,000
5210 General Office Expense	36,985	23,117	47,499	42,250	42,250	42,250
5220 Postage And Delivery	1,055	1,669	900	1,900	1,900	1,900
5230 Advertising And Publ. Notices	5,331	5,322	2,500	6,100	6,100	6,100
5260 Meeting Costs	1,196	430	893	1,700	1,700	1,700
5270 Publications and Dues	9,664	14,025	7,240	7,715	7,715	7,715
5280 Software Applications	44,004	7,422	133,500	160,430	160,430	160,430
5285 Computer Hardware	0	0	0	12,050	12,050	12,050
5290 Special Events Costs	0	72	0	2,000	2,000	2,000
5310 Education	10,606	26,868	94,400	175,690	155,690	155,690
5320 Out of Town Travel	5,448	13,434	7,000	9,000	9,000	9,000
5330 Mileage Reimbursement	121	308	0	2,000	2,000	2,000
5340 Parking	97	57	0	100	100	100
5410 Occupancy Costs	114,414	0	0	0	0	0
5430 Telephone Services	24,025	10,663	0	0	0	0
5510 Equipment Repairs & Maint.	98,172	43,630	42,600	40,600	40,600	40,600
5520 Equipment Lease & Rentals	0	0	20,200	67,800	67,800	67,800
5620 External Repairs & Utilities	81	0	0	0	0	0
5710 Loan Documents	6,314	7,156	0	10,000	10,000	10,000
5720 Appraisals	0	40	0	0	0	0
5730 Loan Foreclosure Costs	1,781	228	0	0	0	0
5810 Miscellaneous	124	30	0	0	0	0
Total: Materials and Services	\$ 920,362	\$ 753,679	\$ 1,045,091	\$ 1,553,523	\$ 1,509,372	\$ 1,509,372
<u>Capital Outlay</u>						
6110 Prof. & Tech. Services	0	0	30,000	0	0	0
6130 Closing Costs	1,944	0	0	0	0	0
6410 Furniture & Equipment	262,353	14,594	197,750	3,000	3,000	3,000
6411 Computer Equipment	0	90,429	0	250,000	250,000	250,000
6412 System Software Applications	0	35,453	0	90,000	90,000	90,000
Total: Capital Outlay	\$ 264,297	\$ 140,476	\$ 227,750	\$ 343,000	\$ 343,000	\$ 343,000
<u>Debt Service</u>						
8310 Debt Service - Principal	1,049,862	1,241,656	0	0	0	0
8320 Debt Service - Interest	736,956	931,120	0	0	0	0
Total: Debt Service	\$ 1,786,818	\$ 2,172,776	\$ 0	\$ 0	\$ 0	\$ 0
<u>Cash Transfers Out</u>						
9990 Cash Transfers Out	0	1,016,070	0	0	0	0
Total: Cash Transfers Out	\$ 0	\$ 1,016,070	\$ 0	\$ 0	\$ 0	\$ 0
<u>Indirect Allocation</u>						

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

PDC Department Summaries

FINANCE & INFORMATION SYSTEMS DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1996-97	Actuals FY 1997-98	Revised FY 1998-99	Proposed FY 1999-00	Approved FY 1999-00	Adopted FY 1999-00
9910 Indirect Cost-admin Allocation	103,597	7,105	0	587	972	972
Total: Indirect Allocation	\$ 103,597	\$ 7,105	\$ 0	\$ 587	\$ 972	\$ 972
<u>Contingency</u>						
9110 Contingency	0	0	0	0	0	0
Total: Contingency	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Operating Budget:	\$ 4,124,689	\$ 5,178,446	\$ 2,424,733	\$ 3,287,724	\$ 3,243,958	\$ 3,243,958

PROJECT BY PROGRAM

Debt Management

550 SW Oak - 18126	81	0	0	0	0	0
Industrial Revenue Bonds - Gen - 18199	668	449	0	0	0	0
Landa, Inc. - 18116	3	0	0	0	0	0
Notes Payable - Bank of Americ - 52129	1,249,709	2,228,101	0	0	0	0
Notes Payable - Collins, Etc. - 52199	34	0	0	0	0	0
Notes Payable - FIOR PLPA - 52124	663,821	537,587	0	0	0	0
Notes Payable - PIL Loans - 31059	11,903	0	0	0	0	0
Notes Payable - U.S. Bank PLPA - 52126	39,380	427,958	0	0	0	0
PCRI (PDX Comm Reinv Inc) - 33502	3,627	255	0	0	0	0
PLIP Agreement - 52122	-480	0	0	0	0	0
So Park Apt I (Simpson/Edom) - 18113	235	0	0	0	0	0
University Park (Schnitzer) - 18114	161	0	0	0	0	0
Total For Debt Management	1,969,141	3,194,349	0	0	0	0

Finance and Information

3 Percent Loans - 31032	3,369	2,959	0	0	0	0
6 Percent Loans - 31042	586	1,321	0	0	0	0
Accounting Admin - 57911	0	0	50,097	56,207	56,207	56,207
Accounts Payable - 57240	51,355	15,706	0	0	0	0
Auditing - 57510	165,809	6,874	0	0	0	0
Budgeting & Financial Planning - 57110	124,510	146,291	168,438	212,572	212,572	212,572
Cash Receipts - 57310	35,303	30,846	0	49,482	49,482	49,482
Computer Services - Equipment - 49110	257,441	0	0	0	0	0
Deferred Payment Loans (DPLs) - 31012	10,877	4,025	0	0	0	0
Desktop Systems - 57710	0	0	192,359	88,075	88,075	88,075
Escrow Accounting - 52232	3,298	1,756	0	0	0	0
Finance Dept Admin - 57910	250,690	166,791	160,588	125,512	125,512	125,512
Financial Accounting Systems - 57411	0	0	139,127	132,458	132,458	132,458
Financial Analysis - 57160	1,779	1,677	0	0	0	0
Financial System Conversion - 57610	104,086	46,678	4,037	59,387	59,387	59,387
Five Year Business Plan - 57111	16,495	2,633	43,134	54,867	66,867	66,867
Fixed Assets - 57810	66	0	0	0	0	0
Grant & Contract Accounting - 57350	-6,408	12,220	15,298	44,444	44,444	44,444
Home Security Loans - 0% & 3% - 31142	274	0	0	0	0	0
Loan Origination - 57180	415	2,805	0	0	0	0
Management Reporting - 57410	165,001	334,693	478,689	347,000	357,000	357,000
Minority Wk Cap Lns (delete) - 28522	-5	0	0	0	0	0
Payroll - 57210	74,553	32,176	0	0	0	0
PP&L Conversion Loans - 33709	13	0	0	0	0	0
Recycled Housing Loans - 35992	40	0	0	0	0	0
Sewer Hook-up Loans - 31152	722	0	0	0	0	0

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

PDC Department Summaries

FINANCE & INFORMATION SYSTEMS DEPARTMENT

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Finance and Information						
Tax Increment Bond Issuance costs - 57151	0	0	0	200,000	200,000	200,000
Total For Finance and Information	1,260,270	809,450	1,251,767	1,370,004	1,392,004	1,392,004
General Administration						
Asset Management - 47809	0	0	0	177,942	177,942	177,942
Computer Services - 47110	410,233	609,226	570,968	1,097,237	1,077,237	1,077,237
Loan Servicing Ec Dev - 47811	0	0	22,191	12,904	12,904	12,904
Loan Servicing Housing - 47810	400,972	442,735	455,750	367,688	321,537	321,537
MIS Development - 47111	16,733	8,841	0	0	0	0
Records Management - 47710	33,145	7,169	104,057	213,713	213,713	213,713
Resource Development Core - 57112	34,196	106,676	20,000	21,500	21,500	21,500
Urban Renewal Legal Costs - 10018	0	0	0	26,736	27,121	27,121
Total For General Administration	895,278	1,174,647	1,172,966	1,917,720	1,851,954	1,851,954
Total Requirements	\$ 4,124,689	\$ 5,178,446	\$ 2,424,733	\$ 3,287,724	\$ 3,243,958	\$ 3,243,958

Note: In years prior to FY 1998-99, expenditures and resources will not match by department, however, they do match by fund. The FY 1998-99 budget directly ties department resources to the actual expenditures. Also, FTE's were not assigned to programs prior to FY 1998-98.

PDC Department Summaries

REQS NOT ALLOCATED TO DEPTS

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	<i>Actuals</i> FY 1996-97	<i>Actuals</i> FY 1997-98	<i>Revised</i> FY 1998-99	<i>Proposed</i> FY 1999-00	<i>Approved</i> FY 1999-00	<i>Adopted</i> FY 1999-00
Expenditures						
Personal Services	2,596	312	0	28,883	28,883	28,883
Materials and Services	102,456	66,794	250,685	95,031	95,031	95,031
Debt Service	0	0	3,018,329	3,000,000	3,000,000	3,000,000
Cash Transfers Out	0	0	2,000,000	0	0	0
Indirect Allocation	3,783	0	0	0	0	0
Contingency	0	0	19,435,099	24,367,923	24,023,507	24,030,422
Total:	\$ 108,835	\$ 67,107	\$ 24,704,113	\$ 27,491,837	\$ 27,147,421	\$ 27,154,336

Authorized Full Time Positions

SOURCE OF FUNDING

Beginning Fund Balance	0	0	11,835,805	8,156,263	8,156,263	8,156,263
Cash Transfer In	0	0	1,267,566	0	0	0
Federal and Other Grants	-60,464	-18,399	0	0	0	0
Housing Investment Fund	0	0	509,121	0	0	0
Program Income	69,250	19,860	8,083,875	4,103,454	4,103,454	4,103,454
Service Reimbursement In	0	0	88,691	30,883	30,883	30,883
Tax Increment Debt Proceeds	0	0	2,919,055	15,201,237	14,856,821	14,863,736
Total Resources:	\$ 8,786	\$ 1,462	\$ 24,704,113	\$ 27,491,837	\$ 27,147,421	\$ 27,154,336

PROGRAMS

Debt Management	108,835	67,107	5,342,712	4,490,964	4,490,964	4,490,964
<i>Positions:</i>			<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
General Administration	0	0	19,361,401	23,000,873	22,656,457	22,663,372
<i>Positions:</i>			<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Total Programs:	\$ 108,835	\$ 67,107	\$ 24,704,113	\$ 27,491,837	\$ 27,147,421	\$ 27,154,336
<i>Positions:</i>			<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

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

PDC Department Summaries

REQS NOT ALLOCATED TO DEPTS

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF DEPARTMENT EXPENSE

	Actuals FY 1996-97	Actuals FY 1997-98	Revised FY 1998-99	Proposed FY 1999-00	Approved FY 1999-00	Adopted FY 1999-00
Personal Services						
4115 Salaries and Wages	1,913	227	0	21,330	21,330	21,330
4175 Taxes, Health/Dental Insurance	683	85	0	7,553	7,553	7,553
Total: Personal Services	\$ 2,596	\$ 312	\$ 0	\$ 28,883	\$ 28,883	\$ 28,883
Materials and Services						
5110 Prof. Service Contracts	55,250	66,056	149,085	93,031	93,031	93,031
5130 Legal	403	0	50,000	0	0	0
5190 Underwriter Fees	46,760	0	50,000	0	0	0
5230 Advertising And Publ. Notices	0	738	300	0	0	0
5260 Meeting Costs	44	0	0	0	0	0
5270 Publications and Dues	0	0	200	0	0	0
5310 Education	0	0	1,100	1,000	1,000	1,000
5320 Out of Town Travel	0	0	0	1,000	1,000	1,000
Total: Materials and Services	\$ 102,456	\$ 66,794	\$ 250,685	\$ 95,031	\$ 95,031	\$ 95,031
Debt Service						
8310 Debt Service - Principal	0	0	2,518,329	0	0	0
8320 Debt Service - Interest	0	0	500,000	3,000,000	3,000,000	3,000,000
Total: Debt Service	\$ 0	\$ 0	\$ 3,018,329	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Cash Transfers Out						
9990 Cash Transfers Out	0	0	2,000,000	0	0	0
Total: Cash Transfers Out	\$ 0	\$ 0	\$ 2,000,000	\$ 0	\$ 0	\$ 0
Indirect Allocation						
9910 Indirect Cost-admin Allocation	3,783	0	0	0	0	0
Total: Indirect Allocation	\$ 3,783	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Contingency						
9110 Contingency	0	0	19,435,099	24,367,923	24,023,507	24,030,422
Total: Contingency	\$ 0	\$ 0	\$ 19,435,099	\$ 24,367,923	\$ 24,023,507	\$ 24,030,422
Total Operating Budget:	\$ 108,835	\$ 67,107	\$ 24,704,113	\$ 27,491,837	\$ 27,147,421	\$ 27,154,336

PROJECT BY PROGRAM

Debt Management

Debt Management - 57150	108,835	67,107	5,342,712	4,490,964	4,490,964	4,490,964
Total For Debt Management	108,835	67,107	5,342,712	4,490,964	4,490,964	4,490,964

General Administration

Contingency - 99999	0	0	19,361,401	23,000,873	22,656,457	22,663,372
Total For General Administration	0	0	19,361,401	23,000,873	22,656,457	22,663,372

Total Requirements	\$ 108,835	\$ 67,107	\$ 24,704,113	\$ 27,491,837	\$ 27,147,421	\$ 27,154,336
---------------------------	-------------------	------------------	----------------------	----------------------	----------------------	----------------------

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

Summary of PDC Budget

General Description

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

PDC Commission Summary

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF COMMISSION EXPENSE

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Expenditures						
Personal Services	6,940,096	6,133,899	7,139,282	8,051,907	8,051,868	8,051,860
Materials and Services	6,231,920	5,598,458	10,590,361	11,091,941	11,320,459	11,357,340
Capital Outlay	4,715,749	13,570,288	79,980,798	84,839,861	72,495,014	72,039,869
Financial Assistance	26,851,969	17,225,806	71,441,445	68,759,269	67,562,154	66,532,462
Debt Service	1,831,868	2,205,993	4,024,060	3,033,000	3,033,412	3,033,412
Cash Transfers Out	6,198,477	4,382,830	2,100,000	3,000	3,000	3,000
Indirect Allocation	3,412,288	3,760,456	4,305,566	5,431,674	5,448,873	5,448,873
Contingency	0	0	19,464,509	24,367,923	24,023,507	24,030,422
Total:	\$ 56,182,366	\$ 52,877,730	\$199,046,021	\$205,578,575	\$191,938,287	\$190,497,238

Authorized Full Time Positions

Total:	126.00	99.50	100.60	110.80	110.80	110.80
---------------	--------	-------	--------	--------	--------	--------

SOURCE OF FUNDING

Beginning Fund Balance	21,429,719	27,956,804	48,448,179	27,890,525	27,890,524	27,940,524
Cash Transfer In	10,000	2,900,816	2,100,000	0	0	0
Federal and Other Grants	8,887,657	5,801,712	16,992,656	9,110,111	8,646,903	8,651,205
City General Fund	4,798,159	4,743,434	8,416,162	6,599,237	6,599,237	6,599,237
Housing Investment Fund	8,161,322	-1,141,951	10,029,972	9,106,081	19,069,135	19,069,135
Loans From Other Funds	6,188,477	1,806,979	0	0	0	0
Private Funding	3,354,085	2,887,868	20,174,200	9,079,200	9,079,200	9,079,200
Program Income	19,291,970	27,469,358	20,502,874	26,980,570	26,823,239	26,823,239
Service Reimbursement In	3,412,052	3,760,456	4,305,572	5,431,674	5,448,872	5,448,872
Tax Increment Debt Proceeds	8,393,080	26,043,461	68,076,406	111,381,178	88,381,178	86,885,827
Total Resources:	\$ 83,926,522	\$102,228,937	\$199,046,021	\$205,578,576	\$191,938,288	\$190,497,239

PROGRAMS

	0	8,018	0	0	0	0
Positions:	0.00	0.00	0.00	0.00	0.00	0.00
Business Development	1,645,455	1,350,976	2,691,899	16,942,177	16,293,152	16,293,152
Positions:	0.00	0.00	7.72	10.34	10.34	10.34
Business Services/Finance	4,321,508	3,192,609	3,713,321	1,967,472	1,771,332	1,771,332
Positions:	0.00	0.00	2.88	2.43	2.43	2.43
Commercial/Industrial Dev	721,378	1,781,358	4,148,686	15,403,008	15,763,008	15,763,008
Positions:	0.00	0.00	3.76	4.51	4.51	4.51
Debt Management	2,077,977	3,261,456	5,342,712	4,490,964	4,490,964	4,490,964
Positions:	0.00	0.00	0.00	0.25	0.25	0.25
Finance and Information	1,260,270	809,450	1,251,767	1,370,004	1,392,004	1,392,004
Positions:	0.00	0.00	14.12	11.77	11.77	11.77
General Administration	3,822,189	3,727,901	23,177,921	28,410,710	28,015,725	28,022,640
Positions:	0.00	0.00	17.98	25.80	25.80	25.80
Multi Family Housing	21,477,252	19,308,002	62,326,417	52,157,668	62,808,624	61,758,993
Positions:	0.00	0.00	18.71	18.92	18.92	18.95
Neighborhood Commercial	1,343,709	2,299,075	7,357,415	9,148,077	9,108,637	9,092,637
Positions:	0.00	0.00	7.18	6.36	6.36	6.36
Neighborhood Hsg Preservation	6,737,383	4,947,066	22,915,519	12,623,824	12,430,287	12,430,287
Positions:	0.00	0.00	12.52	11.58	11.58	11.58
Parks And Open Space	370,495	2,296,398	13,943,668	10,918,334	10,867,116	10,418,796
Positions:	0.00	0.00	2.32	3.39	3.39	3.41

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

PDC Commission Summary

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF COMMISSION EXPENSE

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
Public Facilities	1,559,120	1,960,112	3,995,905	3,279,632	3,295,598	3,299,900
Positions:	0.00	0.00	1.76	0.42	0.42	0.42
Redevelopment Area Planning	99,639	156,497	2,353,253	2,177,800	2,177,799	2,243,799
Positions:	0.00	0.00	2.74	3.47	3.47	3.47
Redevelopment Project Mgmt	7,447,498	2,880,614	1,149,324	1,596,204	1,555,416	1,555,416
Positions:	0.00	0.00	4.94	6.92	7.02	7.02
Targeted Industries Dev	2,012,536	1,527,128	1,921,722	3,595,232	3,595,232	3,595,232
Positions:	0.00	0.00	0.73	0.92	0.92	0.92
Transportation/Transit	680,552	3,034,231	42,756,492	41,497,469	18,373,393	18,369,078
Positions:	0.00	0.00	3.24	3.71	3.61	3.56
Workforce Development	605,405	336,838	0	0	0	0
Positions:	0.00	0.00	0.00	0.00	0.00	0.00
Total Programs:	\$ 56,182,366	\$ 52,877,730	\$ 199,046,021	\$ 205,578,575	\$ 191,938,287	\$ 190,497,238
Positions:	0.00	0.00	100.60	110.80	110.80	110.80

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

PDC Commission Summary

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF COMMISSION EXPENSE

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
4110						
4115 Salaries and Wages	5,443,738	4,619,514	5,278,357	5,946,315	5,946,276	5,946,269
4175 Taxes, Health/Dental Insurance	1,496,358	1,514,384	1,860,925	2,105,592	2,105,592	2,105,591
Total: Personal Services	\$ 6,940,096	\$ 6,133,899	\$ 7,139,282	\$ 8,051,907	\$ 8,051,868	\$ 8,051,860
4120						
5110 Prof. Service Contracts	3,379,974	3,018,954	7,513,583	7,055,440	7,313,398	7,357,029
5130 Legal	294,587	173,611	350,894	579,251	550,112	549,112
5140 City Overhead Charges	292,963	71,155	144,137	241,163	241,163	241,163
5150 Temporary Services	325,784	206,000	136,056	393,200	383,200	383,200
5160 Printing And Graphics	109,547	115,314	154,211	294,400	306,400	305,900
5190 Underwriter Fees	47,719	0	50,000	0	0	0
5210 General Office Expense	132,534	132,674	162,660	155,740	155,740	155,740
5220 Postage And Delivery	53,233	64,989	62,984	112,935	122,916	122,916
5230 Advertising And Publ. Notices	47,789	43,499	72,549	60,700	60,700	60,700
5260 Meeting Costs	42,485	33,233	44,307	53,630	55,987	55,687
5270 Publications and Dues	29,729	43,820	37,800	27,697	27,697	27,697
5280 Software Applications	55,683	8,443	145,098	164,930	164,930	164,930
5285 Computer Hardware	0	0	0	12,050	12,050	12,050
5290 Special Events Costs	106,631	114,519	57,724	110,100	110,100	110,100
5310 Education	113,218	73,866	185,569	264,240	244,240	244,240
5320 Out of Town Travel	28,607	91,269	69,759	75,900	75,900	75,900
5330 Mileage Reimbursement	9,593	8,136	11,482	13,600	13,763	13,813
5340 Parking	24,311	20,217	28,403	26,815	26,815	26,815
5410 Occupancy Costs	639,278	670,871	647,200	803,900	819,098	819,098
5430 Telephone Services	158,512	166,773	147,000	149,100	149,100	149,100
5440 Building Reps/Improvements	2,972	250	0	0	0	0
5510 Equipment Repairs & Maint.	101,689	50,825	48,700	48,200	48,200	48,200
5520 Equipment Lease & Rentals	203	1,470	22,200	70,800	70,800	70,800
5610 Property Taxes	0	108,219	5,830	0	0	0
5620 External Repairs & Utilities	4,723	8,469	5,400	12,400	12,400	12,400
5630 Vehicle Maintenance	4,710	3,210	3,500	3,500	3,500	3,500
5710 Loan Documents	68,058	99,908	88,397	87,000	87,000	87,000
5720 Appraisals	41,390	40,819	249,438	156,150	156,150	151,150
5730 Loan Foreclosure Costs	14,115	18,064	20,865	10,000	10,000	10,000
5740 Bank Fees	13,125	0	0	10,000	0	0
5810 Miscellaneous	12,700	22,092	2,615	3,100	3,100	3,100
5820 Insurance	80,863	94,048	122,000	96,000	96,000	96,000
Total: Materials and Services	\$ 6,236,725	\$ 5,504,719	\$ 10,590,361	\$ 11,091,941	\$ 11,320,459	\$ 11,357,340
4130						
6110 Prof. & Tech. Services	1,938,595	7,364,284	4,068,560	2,660,000	2,638,872	2,638,872
6120 Acquisition	1,771,537	2,253,654	18,763,303	21,388,576	31,923,953	31,923,953
6130 Closing Costs	4,361	-61	20,000	0	0	0
6140 Property Taxes	97,367	0	23,000	36,000	36,000	36,000
6170 Demolition & Site Prep.	425	184,847	992,466	325,000	325,000	325,000
6320 Permits, Review & Fees	15,832	51,288	55,000	175,000	175,000	175,000
6330 Testing & Inspection	50	128,331	0	0	0	0
6360 Construction Contracts	448,399	2,478,324	55,653,838	59,766,185	36,905,936	36,450,791
6410 Furniture & Equipment	314,136	140,809	221,030	143,600	144,753	144,753
6411 Computer Equipment	0	90,429	0	250,000	250,000	250,000
6412 System Software Applications	0	93,809	0	90,000	90,000	90,000
6450 Leases	826	25,289	25,601	0	0	0

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

PDC Commission Summary

Commissioner-in-Charge: Mayor Vera Katz

SUMMARY OF COMMISSION EXPENSE

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
6510 LID Special Assessments	35,213	818,492	158,000	5,500	5,500	5,500
6610 Relocation	84,203	57,842	0	0	0	0
Total: Capital Outlay	\$ 4,710,944	\$ 13,687,337	\$ 79,980,798	\$ 84,839,861	\$ 72,495,014	\$ 72,039,869
4140						
7810 Loans To Borrowers	21,133,006	12,287,786	62,691,742	60,961,467	60,329,521	59,259,829
7811 Loans To Borrowers - PLPA	3,321,020	2,506,220	3,979,200	3,979,200	3,979,200	3,979,200
7820 Grants	2,397,942	2,408,491	4,770,503	3,818,602	3,253,433	3,293,433
Total: Financial Assistance	\$ 26,851,969	\$ 17,202,496	\$ 71,441,445	\$ 68,759,269	\$ 67,562,154	\$ 66,532,462
4150						
8310 Debt Service - Principal	1,073,564	1,255,411	3,504,060	15,000	15,412	15,412
8320 Debt Service - Interest	758,304	950,582	520,000	3,018,000	3,018,000	3,018,000
Total: Debt Service	\$ 1,831,868	\$ 2,205,993	\$ 4,024,060	\$ 3,033,000	\$ 3,033,412	\$ 3,033,412
5110						
9990 Cash Transfers Out	6,198,477	4,382,830	2,100,000	3,000	3,000	3,000
Total: Cash Transfers Out	\$ 6,198,477	\$ 4,382,830	\$ 2,100,000	\$ 3,000	\$ 3,000	\$ 3,000
5120						
9910 Indirect Cost-admin Allocation	3,412,288	3,760,456	4,305,566	5,431,674	5,448,873	5,448,873
Total: Indirect Allocation	\$ 3,412,288	\$ 3,760,456	\$ 4,305,566	\$ 5,431,674	\$ 5,448,873	\$ 5,448,873
6110						
9110 Contingency	0	0	19,464,509	24,367,923	24,023,507	24,030,422
Total: Contingency	\$ 0	\$ 0	\$ 19,464,509	\$ 24,367,923	\$ 24,023,507	\$ 24,030,422
Total Operating Budget	\$ 56,182,366	\$ 52,877,730	\$ 199,046,021	\$ 205,578,575	\$ 191,938,287	\$ 190,497,238

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

General Fund

Urban Redevelopment Fund

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

Projects and programs funded from the Urban Redevelopment Fund for FY 1999-00 include:

- Business Development
- Targeted Industry Development
- North Macadam Redevelopment Planning
- Gateway Planning
- Civic Stadium/I-405 Cap Planning
- Eastside Permanent Housing Facility
- Endangered Species Act
- Employment Development Fund

PDC Fund Summaries

Urban Redevelopment Fund

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
RESOURCES						
Beginning Fund Balance	1,733,320	1,540,730	2,851,042	5,030,300	5,030,300	5,080,300
<u>Cash Transfer In</u>						
Cash Transfers In	10,000	0	0	0	0	0
Operating Transfers In	0	1,162,372	2,000,000	0	0	0
Total Cash Transfer In	10,000	1,162,372	2,000,000	0	0	0
City General Fund	2,243,655	3,545,246	7,325,181	6,599,237	6,599,237	6,599,237
Grants - State And Local	551,774	280,313	351,636	120,000	120,000	120,000
Private Grants & Donations	33,065	251,458	195,000	100,000	100,000	100,000
<u>Program Income</u>						
Rent Income	2,765	4,856	20,000	0	0	0
Publications And Other Sales	430	118	0	0	0	0
Loan Fees	38,226	6,026	0	0	0	0
Application Fee	29,625	47,405	0	0	0	0
Other Contracts	567,200	348,430	197,399	288,291	288,291	288,291
Loans - Interest Earned	56	0	0	0	0	0
Interest - City Investmnt Pool	0	0	44,612	150,909	150,909	150,909
Interest - City Investmnt Pool	178,852	264,552	0	0	0	0
All Other Interest	8,181	7,336	0	0	0	0
Real Property Sales	44,339	102,600	0	0	0	0
Personal Property Sales	23,518	9,240	0	0	0	0
Reimbursements	226,301	11,014	5,644	0	0	0
Miscellaneous Income	38,416	54,570	0	0	0	0
Total Program Income	1,157,908	856,147	267,655	439,200	439,200	439,200
Ind Cost-admin Alloc-contra	3,412,052	3,760,456	4,305,572	5,431,674	5,448,872	5,448,872
Bond Sales	17,500	0	0	0	0	0
Total Resources	\$ 9,159,274	\$ 11,396,721	\$ 17,296,086	\$ 17,720,411	\$ 17,737,609	\$ 17,787,609

REQUIREMENTS

Personal Services	2,894,979	2,221,575	2,434,102	2,744,720	2,744,720	2,744,720
Materials and Services	2,629,347	2,683,299	3,529,064	4,512,456	4,759,198	4,809,198
Capital Outlay	1,069,432	2,115,586	7,128,855	5,288,268	5,538,765	5,538,765
Financial Assistance	85,834	277,159	725,920	762,852	828,502	828,502
Debt Service	11,833	0	0	0	0	0
Cash Transfers Out	0	911,594	100,000	0	0	0
Indirect Allocation	927,117	336,466	508,731	830,957	285,265	285,265
Contingency	0	0	2,869,414	3,581,159	3,581,159	3,581,159
Total Requiremen	\$ 7,618,541	\$ 8,545,679	\$ 17,296,086	\$ 17,720,412	\$ 17,737,609	\$ 17,787,609
Unappropriated Ending Balance	1,540,733	2,851,042	0	-1	0	0
Total Requirements	\$ 9,159,274	\$ 11,396,721	\$ 17,296,086	\$ 17,720,411	\$ 17,737,609	\$ 17,787,609

FTE POSITIONS

	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>
Accounting Manager			0.85	55,117	0.98	67,933	0.98	67,933	0.98	67,933
Accounting Technician					1.00	27,560	1.00	27,560	1.00	27,560
Administrative Coordinator					0.50	19,877	0.50	19,877	0.50	19,877
Administrative Specialist II			3.57	98,471	3.70	101,924	3.70	101,924	3.70	101,924
Administrative Specialist III			0.22	7,882	0.32	11,789	0.32	11,789	0.32	11,789
Attorney			0.08	6,106	0.34	25,028	0.34	25,028	0.34	25,028
Attorney II			0.19	15,924	0.40	36,785	0.40	36,785	0.40	36,785
Budget Analyst			1.08	47,505	0.95	48,274	0.95	48,274	0.95	48,274
Budget Officer			0.80	51,874	0.75	52,105	0.75	52,105	0.75	52,105

PDC Fund Summaries

Urban Redevelopment Fund

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Commission Receptionist		1.00	24,914	1.00	26,612	1.00 26,612
Communications/Contract Coord		0.90	42,755	0.41	25,293	0.41 25,293
Construction Coordinator		0.15	9,667			
Deputy Housing Director			0.20	15,919	0.20	15,919 0.20 15,919
Development Director		0.20	20,139	0.35	35,243	0.35 35,243
Development Manager		0.91	68,649	1.24	97,796	1.24 97,796
Economic Development Director			0.38	33,505	0.38	33,505 0.38 33,505
Environmental Coordinator		0.03	1,687	0.10	5,953	0.10 5,953
Exec Asst/Comm Secretary		1.00	47,513	1.00	50,071	1.00 50,071
Executive Director		1.00	102,810	1.00	110,240	1.00 110,240
Facilities Coordinator		1.00	32,852	1.00	39,245	1.00 39,245
Finance Assistant			1.00	34,461	1.00	34,461 1.00 34,461
Finance Director		0.95	85,646	0.93	89,175	0.93 89,175
Graphics Specialist			1.00	31,793	1.00	31,793 1.00 31,793
Human Resources Manager			1.00	63,807	1.00	63,807 1.00 63,807
Human Resources Technican			1.00	34,461	1.00	34,461 1.00 34,461
Information Program Specialist		0.05	1,910	0.40	16,783	0.40 16,783
Information Services Manager		1.00	63,675	1.00	67,820	1.00 67,820
Legal Assistant		0.25	10,478	0.25	11,118	0.25 11,118
Loan Processor/Closer		0.15	5,262			
Not Assigned		0.01	239			
Outsourcing Manager		0.93	54,214	1.00	63,939	1.00 63,939
PC Systems Analyst II		1.00	41,538	2.00	82,349	2.00 82,349
Program Development Asst		0.36	13,282	1.07	40,635	1.07 40,635
Program Development Tech		1.02	28,475	0.28	9,468	0.28 9,468
Project Coordinator I		1.00	55,539	1.55	77,518	1.55 77,518
Project Coordinator II		0.06	3,631	0.63	34,085	0.63 34,085
Project Manager		3.30	209,510	2.33	151,634	2.33 151,634
Prop Maintenance Supervisor		0.20	11,800	0.50	24,253	0.50 24,253
Records Specialist		1.00	43,964	1.00	45,154	1.00 45,154
Research Specialist - Ec Dev		0.60	29,540	0.55	28,667	0.55 28,667
Senior Accountant		0.85	32,552	1.90	80,835	1.90 80,835
Special Asst to Exec Director		0.89	72,083	0.58	49,578	0.58 49,578
System Analyst/Vax Programmer		1.00	50,137	2.00	101,244	2.00 101,244
Vax System/Programmer III		1.00	55,539	1.00	57,038	1.00 57,038
Total FTE		28.60	1,502,879	38.59	2,026,963	38.59 2,026,963

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

PDC Fund Summaries

Urban Redevelopment Fund

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	651,071	550,480	635,121	717,755	717,755	717,755
Salaries and Wages	2,243,908	1,671,095	1,798,981	2,026,965	2,026,965	2,026,965
Total Personal Services	2,894,979	2,221,575	2,434,102	2,744,720	2,744,720	2,744,720
<u>Materials and Services</u>						
Publications and Dues	26,737	29,737	17,990	18,297	18,297	18,297
Equipment Lease & Rentals	152	1,398	22,200	70,800	70,800	70,800
Equipment Repairs & Maint.	101,588	47,198	48,700	48,100	48,100	48,100
Building Reps/Improvements	2,950	250	0	0	0	0
Telephone Services	92,229	161,077	146,500	148,500	148,500	148,500
Occupancy Costs	398,982	655,236	647,200	803,700	818,898	818,898
Parking	15,365	11,551	16,195	14,215	14,215	14,215
Mileage Reimbursement	2,815	2,975	2,888	2,650	2,650	2,650
Out of Town Travel	21,286	48,301	41,500	45,000	45,000	45,000
Education	80,016	45,818	125,050	201,040	181,040	181,040
Special Events Costs	87,911	89,979	32,700	65,700	65,700	65,700
Software Applications	53,681	7,593	138,000	150,930	150,930	150,930
Vehicle Maintenance	4,695	3,187	3,500	3,500	3,500	3,500
Meeting Costs	24,513	16,373	15,341	18,280	18,627	18,627
Advertising And Publ. Notices	16,206	17,233	19,000	13,900	13,900	13,900
Postage And Delivery	40,117	54,971	38,150	87,185	97,166	97,166
General Office Expense	112,422	122,363	121,900	134,190	134,190	134,190
Underwriter Fees	959	0	0	0	0	0
Printing And Graphics	57,311	42,089	43,650	134,900	146,900	146,900
Temporary Services	156,705	107,431	70,214	248,700	258,700	258,700
City Overhead Charges	162,717	60,018	124,344	240,706	240,706	240,706
Legal	122,665	55,365	85,800	105,800	105,800	105,800
Prof. Service Contracts	939,824	954,331	1,593,977	1,876,813	2,096,029	2,146,029
Computer Hardware	0	0	0	12,050	12,050	12,050
Loan Documents	1,148	332	0	0	0	0
Appraisals	15,498	66	55,000	5,000	5,000	5,000
Loan Foreclosure Costs	70	5	1,000	0	0	0
Bank Fees	5,625	0	0	0	0	0
Miscellaneous	4,297	6,700	1,465	1,700	1,700	1,700
Insurance	80,863	93,198	116,000	60,000	60,000	60,000
External Repairs & Utilities	-1,977	1,547	800	800	800	800
Property Taxes	0	11,524	0	0	0	0
Total Materials and Services	2,627,370	2,647,847	3,529,064	4,512,456	4,759,198	4,809,198
<u>Capital Outlay</u>						
Permits, Review & Fees	0	25,410	0	0	0	0
Relocation	73,843	33,626	0	0	0	0
LID Special Assessments	0	0	150,000	0	0	0
Leases	826	25,289	5,601	0	0	0
System Software Applications	0	35,453	0	90,000	90,000	90,000
Computer Equipment	0	87,410	0	250,000	250,000	250,000
Furniture & Equipment	286,251	23,124	192,700	139,100	139,100	139,100
Testing & Inspection	0	18,920	0	0	0	0
Demolition & Site Prep.	0	126,023	0	0	0	0
Closing Costs	0	13	0	0	0	0
Acquisition	596,070	607,100	433,008	485,925	485,925	485,925
Prof. & Tech. Services	18,369	34,089	764,986	0	0	0

PDC Fund Summaries

Urban Redevelopment Fund

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Construction Contracts	96,050	1,155,116	5,582,560	4,323,243	4,573,740	4,573,740
Total Capital Outlay	1,071,409	2,171,574	7,128,855	5,288,268	5,538,765	5,538,765
Grants	85,834	256,624	725,920	762,852	828,502	828,502
<u>Debt Service</u>						
Debt Service - Principal	10,786	0	0	0	0	0
Debt Service - Interest	1,047	0	0	0	0	0
Total Debt Service	11,833	0	0	0	0	0
Cash Transfers Out	0	911,594	100,000	0	0	0
Indirect Cost-admin Allocation	927,117	336,466	508,731	830,957	285,265	285,265
Contingency	0	0	2,869,414	3,581,159	3,581,159	3,581,159
Total Requiremen	\$ 7,618,541	\$ 8,545,679	\$ 17,296,086	\$ 17,720,412	\$ 17,737,609	\$ 17,787,609

PROJECT SUMMARY

- 23009	0	431	0	0	0	0
102nd & Burnside Lrt Mult Co - 19507	26	0	0	0	0	0
550 SW Oak - 18126	81	0	0	0	0	0
Accounting Admin - 57911	0	0	50,097	56,207	56,207	56,207
Accounts Payable - 57240	51,355	12,502	0	0	0	0
Administrative Services - 47010	442,662	366,680	0	0	0	0
Albina Plan-Mixed Use Handbook - 25511	7,736	108	0	0	0	0
Ambassador Program - 64615	185,598	185,414	0	0	0	0
Auditing - 57510	63,565	6,874	0	0	0	0
Belmont Dairy Bonds - 13179	2,656	27	0	0	0	0
Budgeting & Financial Planning - 57110	102,426	128,428	136,714	162,514	162,514	162,514
Bus. Distr. Projects City Wide - 26712	50,905	47,457	49,370	50,972	50,972	50,972
Business Dev Regional - 24211	16,872	17	4,958	0	0	0
Business Develop. Airport Way - 24001	1,620	136	0	0	0	0
Business Development City-wide - 67606	441,159	202,637	482,164	390,563	390,563	390,563
Business Development WF URA - 64616	248	20	0	0	0	0
Business Recruitment City-wide - 67605	21,578	-1,114	0	0	0	0
Business Recruitment Downtown - 24004	18,876	0	0	0	0	0
Business Recruitment NE - 24005	885	0	0	0	0	0
Business Recruitment SWF Macad - 24007	184	0	0	0	0	0
Business Retention Central Es - 23832	607	3,613	0	0	0	0
Business Retention City-Wide - 23812	-23,124	0	0	0	0	0
Cash Receipts - 57310	35,303	30,846	0	49,482	49,482	49,482
Central City 2000 Task Force - 12312	605	0	0	0	0	0
CES Eastside Permanent Hsg - 33807	0	461	6,000,000	4,651,776	4,651,776	4,651,776
CES Redevelopment - 10039	45	0	0	0	0	0
CES Storefront - 10021	0	27	0	0	0	0
CHDI Prop Mgt Contract - 52301	1,176	5,001	0	0	0	0
City Development Center - 40520	0	0	0	200,447	200,447	200,447
City-school Liaison - 26020	7,289	10,416	0	0	0	0
Civic Stadium Lrt Station Plan - 19035	42,869	2,638	0	0	0	0
Community-Centered Wkfc Dev - 26015	43	45,000	0	0	0	0
Computer Services - 47110	410,233	609,226	570,968	1,097,237	1,077,237	1,077,237
Computer Services - Equipment - 49110	257,441	0	0	0	0	0
Const. Mgt and Engineering - 47410	56,037	21,810	11,078	6,365	6,365	6,365
Contingency - 99999	0	0	2,840,004	3,581,159	3,581,159	3,581,159
Contract Rules Management - 47020	61,971	66,201	60,397	129,951	129,951	129,951
Debt Management - 57150	52,696	60,486	88,691	30,883	30,883	30,883

PDC Fund Summaries

Urban Redevelopment Fund

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Desktop Systems - 57710	0	0	192,359	88,075	88,075	88,075
Development Administration - 17910	63,131	13,962	0	0	0	0
Disparity Work - 47021	0	0	95,000	135,727	135,727	135,727
DT Block 50 Development - 10213	0	24	0	0	0	0
DT Finance & Comm Outreach - 11601	0	0	0	0	0	0
DT Predevelopment Activity - 16306	26,684	26,428	0	0	0	0
East Precinct Housing - 11018	10,422	0	0	0	0	0
Eastbank Park Extension - 10059	0	0	0	0	0	0
Ec Dev Policy & Planning - 23822	10,728	913	0	0	0	0
Economic Development Admin - 27910	23,669	4,121	0	0	0	0
EDA Business Development RLF - 28301	17	0	0	0	0	0
Emergency Repair Lns Mult Co - 31011	22,885	65	0	0	0	0
Emergency Repair Transit Sta - 31010	123	0	0	0	0	0
Endangered Species Act - 10053	0	0	0	55,000	55,000	55,000
Executive Department Admin - 97910	431,138	392,361	361,927	468,444	468,444	468,444
Facilities Management - 40600	0	601,893	1,127,725	1,269,739	1,284,937	1,284,937
Finance Dept Admin - 57910	248,038	166,927	160,588	125,512	125,512	125,512
Financial Accounting Systems - 57411	0	0	139,127	132,458	132,458	132,458
Financial Analysis - 57160	1,779	1,677	0	0	0	0
Financial System Conversion - 57610	104,086	46,678	4,037	59,387	59,387	59,387
Five Year Business Plan - 57111	16,495	2,633	43,134	54,867	66,867	66,867
Fixed Assets - 57810	66	0	0	0	0	0
Gateway Pre-development - 14400	0	17,335	98,400	558,000	558,000	558,000
General Administration-Housing - 37910	14,291	8,754	0	0	0	0
Goose Hollow Lrt Contract - 19036	1,233	0	0	0	0	0
Goose Hollow/Civic Stadium Planning - 14420	0	0	0	175,000	175,000	159,000
Grant & Contract Accounting - 57350	666	2,114	3,586	5,001	5,001	5,001
Hap Davis Bacon Contract - 31712	888	0	0	0	0	0
HIF Program Development - 33010	-176	2,122	0	0	0	0
Hollywood/Sandy Storefront - 14410	0	0	72,900	118,050	118,050	118,050
Hollywood/St. Johns Pre-Develop. - 14405	0	0	8,667	15,815	15,815	15,815
Home Rehabilitation Loans City-Wide - 31046	6	0	0	0	0	0
Hsg Dev Assistance Inner NE - 33105	0	819	0	0	0	0
Hsg TA/Policy Development - 12212	6,123	255	0	0	0	0
Human Resources - 47210	221,156	128,818	247,315	231,152	231,152	231,152
I-405 Predevelopment - 12250	0	0	25,000	0	0	66,000
Industrial Revenue Bonds - Gen - 18199	668	449	0	0	0	0
International Bus Dev - 24012	137	0	0	0	0	0
Jobnet General - 26012	114	243	0	0	0	0
Jobnet Inner Northeast - 26005	0	0	0	0	0	0
Jobnet Washington County - 26013	69,022	124,576	44,082	0	0	0
Kennedy School - 32703	14,045	23,069	0	0	0	0
Knott/mlk Tgm Grant Mixed Use - 25505	6	0	0	0	0	0
Landa, Inc. - 18116	3	0	0	0	0	0
Legal Section Administration - 97510	67,923	102,715	80,018	160,827	160,827	160,827
Legislative Liaison - 97710	6,543	349	0	8,277	8,277	8,277
Lents Livability - Rental - 32109	-93	3,957	0	0	0	0
Lents/OSE Development Fund - 28213	0	655,648	1,948,676	1,170,000	1,170,000	1,170,000
Limited Property Tax Assess - 33009	18,730	17,163	0	0	0	0
Liveable City Housing Council - 12109	1,780	568	0	0	0	0
Loan Origination - 57180	0	349	0	0	0	0
Loan Servicing Housing - 47810	34,928	24,937	0	0	0	0
Local Projects - 40101	649,536	106,771	0	0	0	0
Management Reporting - 57410	126,980	318,425	454,260	347,000	357,000	357,000

PDC Fund Summaries

Urban Redevelopment Fund

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Marketing - 47420	0	18	0	0	0	0
Match Metals Jobs To Community - 24453	0	4,500	0	0	0	0
Memorial Coliseum General Impv - 16303	152	0	0	0	0	0
MFH - 60th & Glisan - 19506	-333	12,189	0	0	0	0
MFH - Broadway Hotel - 34513	76	0	0	0	0	0
MFH - Clark Center - 33806	909,914	1,664,359	0	0	0	0
MFH - Elderhope New Const Sp - 34515	12	0	0	0	0	0
MFH - Gallery Park Housing - 12105	-178	0	0	0	0	0
MFH - Hamltn Hotl 13/Market - 34520	13	0	0	0	0	0
MFH - Program Delivery Costs - 32992	0	-16,234	0	0	0	0
MFH - Rental Projects - City-Wide - 32102	12,941	6,696	0	0	0	0
MFH - Rental Projects - River District - 32108	0	564	0	0	0	0
MFH - Rental Projects-Centrl E - 32122	733	0	0	0	0	0
MFH - Rental Projects-Downtown - 32104	14,224	2,117	0	0	0	0
MFH - Rental Projects-Inner NE - 32105	-194	4,315	0	0	0	0
MFH - Rental Projects-Transit - 32110	0	774	0	0	0	0
MIS Development - 47111	16,733	8,841	0	0	0	0
Misc PDC Staff Contract Work - 52300	4,655	5,271	0	0	0	0
MLK Commercial Site Development - 25605	5,606	0	0	0	0	0
Multi-family Tax-exempt Bond P - 34012	0	70	0	0	0	0
Multnomah County SIP - 26017	94,265	43,831	0	0	0	0
Multnomah Hotel-Revenue Bond - 13178	32	22	0	0	0	0
N/NE Bus Asst Fund Tech Asst - 26908	50	0	0	0	0	0
N/NE Bus. Assistance Loans - 28512	-119	0	0	0	0	0
NE Community Ec Dev Planning - 25502	-974	0	0	0	0	0
NE Workforce Center - 26014	109,895	107,104	0	0	0	0
Neighborhood Business District - 26800	0	0	134,000	0	0	0
NHP Program Delivery Costs - 31992	0	-5,708	0	0	0	0
Non-profit Facility Rehab Citywide - 32702	0	213	0	0	0	0
North Macadam Pre-development - 11099	0	92,741	472,036	710,400	710,400	710,400
North/South Light Rail - 19010	59,425	32,995	0	0	0	0
Notes Payable - Bank of Americ - 52129	0	3	0	0	0	0
Notes Payable - U.S. Bank PLPA - 52126	0	8	0	0	0	0
OCC Eastbank Riverfront Park - 10049	-633	214	0	0	0	0
Old Town Lighting Grants - 13087	21,439	51,382	134,030	50,000	50,000	50,000
OSE Dev. Opportunity Strategy - 25501	0	94	0	0	0	0
PA - Mayor's Office Contract - 60101	8,259	2,399	2,184	0	0	0
Parking Contract For RFP - 14199	35,293	27,825	0	0	0	0
Parking Group Contract - 14202	-73	10,287	15,000	5,726	5,726	5,726
Parksize Plaza Revenue Bonds - 10214	11	0	0	0	0	0
Payroll - 57210	74,553	32,176	0	0	0	0
PCRI (PDX Comm Reinv Inc) - 33502	3,627	255	0	0	0	0
Professional Services Admin - 47910	152,607	13,322	0	0	0	0
Property Transactions Admin - 47460	170,664	48,852	22,045	40,015	40,015	40,015
Public Affairs Administration - 67910	224,200	175,959	197,427	177,918	177,918	177,918
RD Classical Chinese Garden - 13128	8,051	1,390	0	0	0	0
RD Land Acquisition - 13110	4,878	0	0	0	0	0
RD Project Management - 13118	85,346	13,251	15,000	0	0	0
RD Public Site Improvement - 11233	40	-1,038	0	0	0	0
Records Management - 47710	33,145	7,154	104,057	213,713	213,713	213,713
Reg Strat Emissions Project - 24411	7,126	55,230	0	0	0	0
Reg Strat Metals Placement - 24445	46,491	-3,048	0	0	0	0
Reg Strat Recruitment - 24446	1,837	0	0	0	0	0
Reg. Bus Dev & Recruitment - 24015	199,952	102,723	379,463	370,000	370,000	370,000

PDC Fund Summaries

Urban Redevelopment Fund

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Regional Recruitment Contracts - 24016	1,517	0	0	0	0	0
Regional Strategies - 24444	0	947	0	0	0	0
REO Property Management - 40601	153	60	0	88,909	88,909	88,909
Research - City-wide - 67645	0	6,041	0	0	0	0
Resource Development Core - 57112	34,196	106,676	20,000	21,500	21,500	21,500
Risk Management - 47030	81,129	118,770	135,022	70,067	70,067	70,067
Rose Quarter Management - 16300	-1,072	0	0	0	0	0
Rosemont Property - 19037	14,517	0	0	0	0	0
Semiconductor Multi-Regional - 24450	263,623	221,476	39,750	0	0	0
Semiconductor Workforce Dev - 24511	51,274	371	0	0	0	0
Shelter Reconfiguration - 33805	14,903	-171	0	0	0	0
So Park Apt I (Simpson/Edom) - 18113	235	0	0	0	0	0
St. Johns Riverfront - 19001	734	0	0	0	0	0
St. Johns Storefront - 14415	0	0	26,730	73,750	73,750	73,750
Sustainable Ec Dev Loan Prg - 23803	14	0	0	0	0	0
Target Industry Development - 24512	82,392	130,087	134,674	112,526	112,526	112,526
Targeted Investment Program - 28212	35,094	685,034	0	0	0	0
Transit Oriented Dev (CMAQ/TOD - 19038	81,944	103,744	0	0	0	0
Union Station Housing Gsl Bond - 11245	28,039	0	0	0	0	0
Union Station Housing Phase II/III - 11238	71	285	0	0	0	0
Union Station Housing Rev Bonds - 11240	8,329	32	0	0	0	0
University Park (Schnitzer) - 18114	161	0	0	0	0	0
Walnut Park Housing - 36004	0	125	0	0	0	0
Walnut Park Retail - 25507	62,339	27,583	6,426	0	0	0
Walnut Pk Operating Costs - 25514	22,713	3,326	0	0	0	0
Willamette River Bank Stabilization - 10052	0	0	17,000	0	0	0
Willamette River HCP - 10051	0	0	40,000	200,000	200,000	200,000
Workforce Department Admin - 77910	26,509	1,173	0	0	0	0
Workforce Entry Skills - 24452	0	31,000	0	0	0	0
Workforce Study - 24448	593	3,544	0	0	0	0
Total Requirements	\$ 7,618,541	\$ 8,545,679	\$ 17,296,086	\$ 17,720,412	\$ 17,737,609	\$ 17,787,609

Capital Funds

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

The capital funds are used to manage the finances of PDC's urban renewal areas. The primary funding source for Capital Funds 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 1999-00 include:

- Chinese Classical Garden
- Lents Redevelopment
- Development Opportunity Fund
- Business Development in the Central City
- Eastbank Park
- Multifamily Housing
- Central Eastside Redevelopment
- Storefront Program
- MLK/Grand/Burnside Revitalization
- MLK Commercial Site Development
- Agriculture Center Parking
- River District Infrastructure Improvements
- Lloyd Commercial Development
- Mounted Patrol Unit Facility
- Transportation/Parking Projects
- Destination Retail
- PSU Urban Plaza

PDC Fund Summaries

Airport Way Urban Renewal

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
RESOURCES						
Beginning Fund Balance	445,662	162,304	5,474,866	0	0	0
<u>Program Income</u>						
Rent Income	22,000	16,000	0	0	0	0
Publications And Other Sales	0	25	0	0	0	0
Other Contracts	115,046	354,892	0	0	0	0
Interest - City Investmt Pool	10,431	4,174	0	0	0	0
Interest - City Investmnt Pool	0	0	143,211	100,000	100,000	100,000
Real Property Sales	0	237,411	0	0	0	0
Reimbursements	495	0	0	0	0	0
Total Program Income	147,972	612,502	143,211	100,000	100,000	100,000
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	0	5,794,200	21,996,564	401,330	401,330	401,330
Tax Increment-Long Term Debt	0	0	0	45,000,001	22,000,001	22,000,001
Total Tax Increment Debt Proceeds	0	5,794,200	21,996,564	45,401,331	22,401,331	22,401,331
Total Resources	\$ 593,633	\$ 6,569,006	\$ 27,614,641	\$ 45,501,331	\$ 22,501,331	\$ 22,501,331

REQUIREMENTS

Personal Services	190,300	104,526	167,349	251,939	251,939	251,939
Materials and Services	68,953	77,977	722,298	456,305	451,194	451,194
Capital Outlay	36,431	866,253	24,364,597	30,475,000	7,475,000	7,475,000
Financial Assistance	0	15,000	290,355	7,830,000	7,795,428	7,795,428
Indirect Allocation	135,644	30,384	202,968	254,889	717,112	717,112
Contingency	0	0	1,867,074	6,233,197	5,810,658	5,810,658
Total Requiremen	\$ 431,329	\$ 1,094,140	\$ 27,614,641	\$ 45,501,330	\$ 22,501,331	\$ 22,501,331
Unappropriated Ending Balance	162,304	5,474,866	0	1	0	0
Total Requirements	\$ 593,633	\$ 6,569,006	\$ 27,614,641	\$ 45,501,331	\$ 22,501,331	\$ 22,501,331

FTE POSITIONS

	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>
Administrative Specialist II			0.25	7,634	0.25	7,188	0.25	7,188	0.25	7,188		
Administrative Specialist III			0.05	1,791	0.05	1,842	0.05	1,842	0.05	1,842		
Attorney					0.01	636	0.01	636	0.01	636		
Attorney II			0.10	8,608	0.19	17,473	0.19	17,473	0.19	17,473		
Budget Analyst			0.05	2,199	0.05	2,575	0.05	2,575	0.05	2,575		
Communications/Contract Coord					0.05	3,085	0.05	3,085	0.05	3,085		
Development Director			0.02	2,014	0.02	2,014	0.02	2,014	0.02	2,014		
Economic Development Director					0.20	17,634	0.20	17,634	0.20	17,634		
Finance Director			0.02	1,803	0.02	1,918	0.02	1,918	0.02	1,918		
Information Program Specialist			0.15	5,731	0.15	6,294	0.15	6,294	0.15	6,294		
Program Development Asst					1.00	34,637	1.00	34,637	1.00	34,637		
Project Coordinator I					0.10	5,704	0.10	5,704	0.10	5,704		
Project Coordinator II			1.05	60,704	1.02	64,048	1.02	64,048	1.02	64,048		
Project Manager			0.05	3,420	0.05	3,659	0.05	3,659	0.05	3,659		
Research Specialist - Ec Dev			0.25	12,308	0.30	15,636	0.30	15,636	0.30	15,636		
Special Asst to Exec Director				242	0.02	1,710	0.02	1,710	0.02	1,710		
Total FTE			1.99	106,454	3.48	186,051	3.48	186,051	3.48	186,051		

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

PDC Fund Summaries

Airport Way Urban Renewal

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	42,772	27,342	43,743	65,881	65,881	65,881
Salaries and Wages	147,528	77,184	123,606	186,058	186,058	186,058
Total Personal Services	190,300	104,526	167,349	251,939	251,939	251,939
<u>Materials and Services</u>						
Postage And Delivery	68	651	450	2,200	2,200	2,200
Out of Town Travel	0	1,255	4,000	5,000	5,000	5,000
Education	609	40	1,000	1,000	1,000	1,000
Special Events Costs	40	3,609	500	3,750	3,750	3,750
Software Applications	104	0	0	0	0	0
Publications and Dues	0	25	0	2,750	2,750	2,750
Parking	22	211	350	850	850	850
Advertising And Publ. Notices	716	4,863	2,250	250	250	250
Occupancy Costs	15,723	0	0	0	0	0
General Office Expense	79	46	250	500	500	500
Printing And Graphics	11,935	4,642	8,000	9,500	9,500	9,500
Temporary Services	6,969	340	0	0	0	0
Legal	484	761	10,300	78,727	78,727	78,727
Prof. Service Contracts	26,440	55,269	691,205	347,028	341,754	341,754
Meeting Costs	739	703	1,543	2,000	2,000	2,000
Telephone Services	1,965	141	0	0	0	0
Property Taxes	0	5,328	0	0	0	0
External Repairs & Utilities	47	0	0	0	0	0
Loan Documents	0	0	2,000	2,000	2,000	2,000
Appraisals	3,000	0	0	0	0	0
Miscellaneous	0	0	150	150	150	150
Mileage Reimbursement	61	163	300	600	763	763
Total Materials and Services	69,001	78,047	722,298	456,305	451,194	451,194
<u>Capital Outlay</u>						
Prof. & Tech. Services	21,570	503,777	0	0	0	0
Furniture & Equipment	0	600	0	0	0	0
Construction Contracts	7,600	361,471	23,364,597	28,575,000	5,575,000	5,575,000
Permits, Review & Fees	1,826	117	0	0	0	0
Acquisition	0	218	1,000,000	1,900,000	1,900,000	1,900,000
Property Taxes	5,388	0	0	0	0	0
Total Capital Outlay	36,384	866,183	24,364,597	30,475,000	7,475,000	7,475,000
<u>Financial Assistance</u>						
Loans To Borrowers	0	15,000	0	7,830,000	7,795,428	7,795,428
Grants	0	0	290,355	0	0	0
Total Financial Assistance	0	15,000	290,355	7,830,000	7,795,428	7,795,428
Indirect Cost-admin Allocation	135,644	30,384	202,968	254,889	717,112	717,112
Contingency	0	0	1,867,074	6,233,197	5,810,658	5,810,658
Total Requiremen	\$ 431,329	\$ 1,094,140	\$ 27,614,641	\$ 45,501,330	\$ 22,501,331	\$ 22,501,331

PROJECT SUMMARY

- 10016	0	5,524	0	0	0	0
AW - Airport Light Rail/PIC - 19014	0	543,786	22,724,364	23,399,272	248,334	248,334
AW Develop. Opportunities Fund - 11009	0	16,004	337,309	888,169	888,169	888,169
AW Finance & Community Outreach - 11019	115,286	23,545	88,863	103,281	111,005	111,005

PDC Fund Summaries

Airport Way Urban Renewal

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
AW Holman Land Disp Prop Mgt - 11017	156	6,527	0	0	0	0
AW Land Acquisition & Development - 11014	51	10,011	1,458,319	2,068,929	2,149,625	2,149,625
AW Landscaping/Signage - 11010	5,592	0	0	0	0	0
AW PIC Business Development - 11002	0	0	0	7,046,403	7,320,687	7,320,687
AW PIC Infrastructure - 11003	0	0	0	4,328,505	4,496,993	4,496,993
AW Predevelopment - 11007	0	0	15,853	18,886	18,886	18,886
AW Trail Development - 11016	93,097	396,778	80,944	5,022	5,022	5,022
AW Transportation Improvement - 11001	0	0	976,169	1,288,409	1,330,531	1,330,531
Biotech Target Industry Dev. - 25494	0	17	0	0	0	0
Broadway/Weidler Street Plan - 16202	0	1,860	0	0	0	0
Business Develop. Airport Way - 24001	208,164	41,645	4,000	0	0	0
Business Development WF URA - 64616	7,181	46,039	0	0	0	0
Contingency - 99999	0	0	1,867,074	6,233,197	5,810,658	5,810,658
Debt Management - 57150	1,674	2,390	61,746	39,028	39,028	39,028
MLK Predevelopment - 25519	78	0	0	0	0	0
Notes Payable - Collins, Etc. - 52199	34	0	0	0	0	0
Parking Development Program - 14201	16	0	0	0	0	0
Regional Strategies - 24444	0	0	0	0	0	0
Tax Increment Bond Issuance costs - 57151	0	0	0	77,227	77,227	77,227
Union Station - Property Mgt - 11237	0	16	0	0	0	0
Urban Renewal Legal Costs - 10018	0	0	0	5,003	5,166	5,166
Total Requiremen	\$ 431,329	\$ 1,094,140	\$ 27,614,641	\$ 45,501,330	\$ 22,501,331	\$ 22,501,331

PDC Fund Summaries

Central Eastside Urban Renewal

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
RESOURCES						
Beginning Fund Balance	10,507	2,263,098	3,488,148	3,844,562	3,844,562	3,844,562
<u>Program Income</u>						
Publications And Other Sales	0	50	0	0	0	0
Other Contracts	294,753	96,413	0	0	0	0
Interest - City Investmnt Pool	35,858	150,431	0	0	0	0
Interest - City Investmnt Pool	0	0	86,895	115,337	115,306	115,306
Real Property Sales	325,267	0	0	300,000	300,000	300,000
Reimbursements	3,080	0	0	480,000	480,000	480,000
Miscellaneous Income	0	24,000	0	0	0	0
Total Program Income	658,958	270,894	86,895	895,337	895,306	895,306
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	0	2,942,521	3,253,002	3,843,170	3,843,170	3,843,170
Tax Increment Debt Proceeds	2,332,059	0	0	0	0	0
Total Tax Increment Debt Proceeds	2,332,059	2,942,521	3,253,002	3,843,170	3,843,170	3,843,170
Total Resources	\$ 3,001,525	\$ 5,476,513	\$ 6,828,045	\$ 8,583,069	\$ 8,583,038	\$ 8,583,038

REQUIREMENTS

Personal Services	150,080	215,872	269,407	360,808	360,808	360,808
Materials and Services	97,870	414,062	546,224	769,900	800,686	800,686
Capital Outlay	325,986	963,422	3,466,531	5,550,743	5,636,434	5,636,434
Financial Assistance	0	127,187	730,920	725,000	728,896	728,896
Debt Service	33,216	33,216	1,005,731	33,000	33,412	33,412
Indirect Allocation	131,274	234,606	222,960	393,618	272,803	272,803
Contingency	0	0	586,272	750,000	750,000	750,000
Total Requiremen	\$ 738,427	\$ 1,988,365	\$ 6,828,045	\$ 8,583,069	\$ 8,583,039	\$ 8,583,039
Unappropriated Ending Balance	2,263,098	3,488,148	0	0	-1	-1
Total Requirements	\$ 3,001,525	\$ 5,476,513	\$ 6,828,045	\$ 8,583,069	\$ 8,583,038	\$ 8,583,038

FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Administrative Coordinator					0.10	3,975	0.10	3,975	0.10	3,975
Administrative Specialist II			0.31	7,389	0.98	25,592	0.98	25,592	0.98	25,592
Administrative Specialist III			0.02	717	0.02	737	0.02	737	0.02	737
Attorney			0.01	1,145	0.01	636	0.01	636	0.01	636
Attorney II			0.05	4,304	0.08	7,357	0.08	7,357	0.08	7,357
Budget Analyst			0.05	2,199	0.05	2,575	0.05	2,575	0.05	2,575
Communications/Contract Coord			0.04	1,900						
Construction Coordinator			0.10	5,384	0.10	6,619	0.10	6,619	0.10	6,619
Construction Specialist			0.04	2,334						
Deputy Housing Director			0.03	2,521	0.05	3,980	0.05	3,980	0.05	3,980
Development Director			0.08	8,055	0.07	7,049	0.07	7,049	0.07	7,049
Development Manager			0.48	40,780	0.46	40,155	0.46	40,155	0.46	40,155
Environmental Coordinator			0.15	8,433	0.18	10,715	0.18	10,715	0.18	10,715
Finance Coordinator			0.05	2,491	0.10	6,125	0.10	6,125	0.10	6,125
Housing Dev Finance Manager					0.05	3,577	0.05	3,577	0.05	3,577
Housing Director					0.10	10,477	0.10	10,477	0.10	10,477
Information Program Specialist			0.15	5,731	0.15	6,294	0.15	6,294	0.15	6,294
Loan Processor/Closer			0.20	7,505	0.05	1,850	0.05	1,850	0.05	1,850
Program Development Asst			0.15	6,036	0.13	5,133	0.13	5,133	0.13	5,133
Program Development Tech			0.03	971	0.08	2,760	0.08	2,760	0.08	2,760
Project Coordinator I					0.08	3,180	0.08	3,180	0.08	3,180

PDC Fund Summaries

Central Eastside Urban Renewal

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Project Coordinator II		1.00	50,556	0.98	53,045	0.98 53,045
Project Manager		0.32	19,269	0.92	61,203	0.92 61,203
Special Asst to Exec Director				0.04	3,419	0.04 3,419
Total FTE		3.26	177,721	4.78	266,454	4.78 266,454

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

PDC Fund Summaries

Central Eastside Urban Renewal

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	27,081	50,043	70,436	94,353	94,353	94,353
Salaries and Wages	122,999	165,829	198,971	266,455	266,455	266,455
Total Personal Services	150,080	215,872	269,407	360,808	360,808	360,808
<u>Materials and Services</u>						
Postage And Delivery	154	1,272	2,205	2,350	2,350	2,350
Parking	42	6	375	350	350	350
Mileage Reimbursement	9	1	314	150	150	150
Out of Town Travel	1,014	3,012	140	1,150	1,150	1,150
Education	2,245	614	8,317	2,500	2,500	2,500
Special Events Costs	0	1,727	1,226	1,250	1,250	1,250
Software Applications	0	0	140	0	0	0
Publications and Dues	0	0	632	500	500	500
Advertising And Publ. Notices	506	2,170	2,977	2,400	2,400	2,400
Equipment Repairs & Maint.	0	0	0	100	100	100
General Office Expense	100	56	1,721	450	450	450
Underwriter Fees	12,158	0	10,000	0	0	0
Printing And Graphics	5,811	7,042	9,663	11,200	11,200	11,200
Temporary Services	8,346	0	1,228	0	0	0
Legal	4,909	4,104	56,577	52,300	52,300	52,300
Prof. Service Contracts	51,653	390,395	416,760	683,100	713,886	713,886
Meeting Costs	265	1,510	2,054	5,200	5,200	5,200
External Repairs & Utilities	5	0	0	300	300	300
Loan Documents	0	0	842	1,000	1,000	1,000
Appraisals	281	1,545	31,053	5,150	5,150	5,150
Miscellaneous	0	544	0	0	0	0
Occupancy Costs	9,462	0	0	200	200	200
Telephone Services	917	65	0	250	250	250
Total Materials and Services	97,875	414,062	546,224	769,900	800,686	800,686
<u>Capital Outlay</u>						
Demolition & Site Prep.	0	0	110,000	0	0	0
Furniture & Equipment	525	95,504	0	0	0	0
Construction Contracts	0	95,176	1,733,843	1,374,092	1,378,840	1,378,840
Permits, Review & Fees	0	20	50,000	170,000	170,000	170,000
Closing Costs	30	0	20,000	0	0	0
Acquisition	24,000	654,880	852,688	3,342,651	3,342,651	3,342,651
Prof. & Tech. Services	301,425	117,442	700,000	664,000	744,943	744,943
Testing & Inspection	0	400	0	0	0	0
Total Capital Outlay	325,980	963,422	3,466,531	5,550,743	5,636,434	5,636,434
<u>Financial Assistance</u>						
Loans To Borrowers	0	68,286	500,217	450,000	450,000	450,000
Grants	0	58,901	230,703	275,000	278,896	278,896
Total Financial Assistance	0	127,187	730,920	725,000	728,896	728,896
<u>Debt Service</u>						
Debt Service - Principal	12,915	13,755	985,731	15,000	15,412	15,412
Debt Service - Interest	20,301	19,461	20,000	18,000	18,000	18,000
Total Debt Service	33,216	33,216	1,005,731	33,000	33,412	33,412
Indirect Cost-admin Allocation	131,274	234,606	222,960	393,618	272,803	272,803
Contingency	0	0	586,272	750,000	750,000	750,000

PDC Fund Summaries

Central Eastside Urban Renewal

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Total Requiremen	\$ 738,427	\$ 1,988,365	\$ 6,828,045	\$ 8,583,069	\$ 8,583,039	\$ 8,583,039

PROJECT SUMMARY

Budgeting & Financial Planning - 57110	0	153	0	0	0	0
Business Development CES URA - 64618	0	0	0	13,655	13,655	13,655
Business Development WF URA - 64616	6,781	27,122	11,216	0	0	0
Central Eastside Outreach - 10079	827	0	0	0	0	0
CES Building Rehabilitation - 10045	0	0	0	399,068	399,068	399,068
CES Dev. Opportunity Strategy - 10024	0	0	0	83,652	83,652	83,652
CES Eastbank Park - 10048	0	0	0	3,413,167	3,413,167	3,413,167
CES Finance/Community Outreach - 10019	177,789	71,792	84,665	79,516	79,516	79,516
CES Grand/MLK/Burnside Public Imps - 10022	0	269,965	1,054,832	201,542	201,542	201,542
CES Predevelopment - 10030	0	0	43,121	38,755	38,755	38,755
CES Redevelopment - 10039	39,345	714,345	805,329	1,973,363	1,973,363	1,973,363
CES Storefront - 10021	21,254	89,889	271,350	327,413	327,413	327,413
CES Water Avenue Extension - 10029	33,216	0	34,916	34,639	34,639	34,639
CES Water Avenue Phase 2 LID - 10074	300,601	163,477	1,007,324	0	0	0
Contingency - 99999	0	0	586,272	750,000	750,000	750,000
Debt Management - 57150	12,158	0	20,972	0	0	0
General Administration-Housing - 37910	0	156	10,178	38,964	38,964	38,964
Local Projects - 40101	0	544	0	0	0	0
MFH - Program Delivery Costs - 32992	0	218	0	0	0	0
MFH - Rental Projects - Central Eastside - 321	0	0	0	1,226,722	1,226,722	1,226,722
MFH - Rental Projects - City-Wide - 32102	0	68,286	44,819	0	0	0
MFH - Residential Conversion - 10020	1,884	23,254	627,039	0	0	0
MLK Blvd Improvements - 25525	3,799	0	0	0	0	0
MLK Blvd Streetscape Plan - 25516	0	-13,412	0	0	0	0
National Resource Conservation - 11021	0	0	0	0	0	0
North/South Light Rail - 19010	0	27	0	0	0	0
OCC Eastbank Riverfront Park - 10049	140,771	572,549	2,226,012	0	0	0
Urban Renewal Legal Costs - 10018	0	0	0	2,614	2,583	2,583
Total Requiremen	\$ 738,427	\$ 1,988,365	\$ 6,828,045	\$ 8,583,069	\$ 8,583,039	\$ 8,583,039

PDC Fund Summaries

Convention Center Urban Renewal

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
RESOURCES						
Beginning Fund Balance	11,708	18,169	3,495,290	7,836,152	7,836,152	7,836,152
Grants - State And Local	0	150,000	0	0	0	0
Loans From Other Funds	1,806,979	0	0	0	0	0
<u>Program Income</u>						
Rent Income	3,828	0	0	0	0	0
Loans - Principal Collection	0	33,594	0	2,945	2,945	2,945
Loans - Interest Earned	3,805	15,824	0	18,211	18,211	18,211
Interest - City Investmnt Pool	58,142	112,190	0	0	0	0
Interest - City Investmnt Pool	0	0	45,328	235,085	235,085	235,085
Real Property Sales	0	0	0	500,000	500,000	500,000
Miscellaneous Income	708	1,556	0	0	0	0
Total Program Income	66,483	163,163	45,328	756,241	756,241	756,241
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	0	7,715,195	15,783,008	3,620,247	3,620,247	3,620,247
Tax Increment Debt Proceeds	4,581,063	0	0	0	0	0
Tax Increment-Long Term Debt	0	0	0	9,000,000	9,000,000	9,000,000
Total Tax Increment Debt Proceeds	4,581,063	7,715,195	15,783,008	12,620,247	12,620,247	12,620,247
Total Resources	\$ 6,466,233	\$ 8,046,527	\$ 19,323,626	\$ 21,212,640	\$ 21,212,640	\$ 21,212,640

REQUIREMENTS

Personal Services	52,440	155,054	331,733	406,371	406,371	406,366
Materials and Services	185,689	314,166	1,179,191	1,008,208	1,046,026	1,046,026
Capital Outlay	160,333	1,385,372	8,789,783	12,790,000	12,722,350	12,722,355
Financial Assistance	1,528,132	444,120	3,123,823	4,218,489	4,218,488	4,218,488
Cash Transfers Out	4,381,498	1,806,979	0	0	0	0
Indirect Allocation	139,973	445,547	428,971	569,982	715,615	715,615
Contingency	0	0	5,470,125	2,219,590	2,103,790	2,103,790
Total Requiremen	\$ 6,448,064	\$ 4,551,237	\$ 19,323,626	\$ 21,212,640	\$ 21,212,640	\$ 21,212,640
Unappropriated Ending Balance	18,169	3,495,290	0	0	0	0
Total Requirements	\$ 6,466,233	\$ 8,046,527	\$ 19,323,626	\$ 21,212,640	\$ 21,212,640	\$ 21,212,640

FTE POSITIONS

	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>
Administrative Coordinator					0.10	3,975	0.10	3,975	0.10	3,975
Administrative Specialist II			0.20	4,767	0.55	16,164	0.55	16,164	0.55	16,164
Administrative Specialist III			0.07	2,508	0.07	2,579	0.07	2,579	0.07	2,579
Attorney					0.12	8,696	0.12	8,696	0.12	8,696
Attorney II			0.14	12,051	0.04	3,678	0.04	3,678	0.04	3,678
Budget Analyst			0.05	2,199	0.05	2,575	0.05	2,575	0.05	2,575
Communications/Contract Coord			0.06	2,850						
Construction Coordinator			0.10	6,445	0.12	7,943	0.12	7,943	0.12	7,943
Construction Specialist			0.10	5,834						
Deputy Housing Director					0.05	3,980	0.05	3,980	0.05	3,980
Development Director			0.10	10,069	0.23	23,159	0.23	23,159	0.23	23,159
Development Manager			0.17	13,844	0.09	8,054	0.09	8,054	0.09	8,054
Economic Development Director					0.09	7,935	0.09	7,935	0.09	7,935
Environmental Coordinator			0.15	8,433	0.18	10,715	0.18	10,715	0.18	10,715
Finance Coordinator			0.25	13,039	0.14	8,451	0.14	8,451	0.14	8,451
Housing Dev Finance Manager					0.05	3,577	0.05	3,577	0.05	3,577
Housing Director					0.15	15,716	0.15	15,716	0.15	15,716
Housing Initiatives Coordinator					0.10	5,788	0.10	5,788	0.10	5,788

PDC Fund Summaries

Convention Center Urban Renewal

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Information Program Specialist		0.15	5,731	0.15	6,294	0.15 6,294
Loan Processor/Closer		0.10	3,753	0.12	4,440	0.12 4,440
Originator/Processor			0.15	6,079	0.15	6,079 0.15 6,079
Program Development Asst		0.12	4,829	0.10	3,843	0.10 3,843
Program Development Tech		0.02	650	0.07	2,414	0.07 2,414
Project Coordinator I			0.77	30,610	0.77	30,610 0.77 30,610
Project Coordinator II		0.10	6,047	0.27	16,377	0.27 16,377
Project Manager		1.08	66,481	1.07	69,889	1.07 69,889
Research Specialist - Ec Dev		0.05	2,462	0.05	2,606	0.05 2,606
Special Asst to Exec Director		0.07	5,402	0.19	16,241	0.19 16,241
Team Manager - NHP			0.12	8,321	0.12	8,321 0.12 8,321
Total FTE		3.08	177,393	5.19	300,100	5.19 300,100

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

PDC Fund Summaries

Convention Center Urban Renewal

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	10,238	36,103	86,754	106,268	106,268	106,267
Salaries and Wages	42,202	118,951	244,979	300,103	300,103	300,099
Total Personal Services	52,440	155,054	331,733	406,371	406,371	406,366
<u>Materials and Services</u>						
Postage And Delivery	146	208	4,996	1,950	1,950	1,950
Parking	83	146	1,419	450	450	450
Mileage Reimbursement	13	0	532	100	100	100
Out of Town Travel	0	2,568	755	3,000	3,000	3,000
Education	1,730	1,328	4,383	4,200	4,200	4,200
Special Events Costs	0	4,609	958	2,300	2,300	2,300
Software Applications	108	0	0	0	0	0
Publications and Dues	0	1,627	1,649	3,000	3,000	3,000
Advertising And Publ. Notices	2,359	2,213	7,553	2,400	2,400	2,400
Property Taxes	0	7,710	0	0	0	0
General Office Expense	74	337	1,566	2,500	2,500	2,500
Underwriter Fees	27,588	0	30,000	0	0	0
Printing And Graphics	3,228	30,329	37,979	15,500	15,500	15,500
Temporary Services	718	140	2,235	3,500	3,500	3,500
Legal	37,983	862	21,596	66,162	66,162	66,162
Prof. Service Contracts	105,894	239,238	1,038,831	873,196	911,014	911,014
Meeting Costs	566	1,592	4,946	2,100	2,100	2,100
External Repairs & Utilities	475	520	1,800	5,500	5,500	5,500
Loan Documents	40	0	77	2,000	2,000	2,000
Appraisals	237	5,572	17,916	20,000	20,000	20,000
Miscellaneous	1,200	167	0	0	0	0
Occupancy Costs	3,721	15,000	0	0	0	0
Telephone Services	0	0	0	350	350	350
Total Materials and Services	186,164	314,166	1,179,191	1,008,208	1,046,026	1,046,026
<u>Capital Outlay</u>						
Demolition & Site Prep.	0	37	0	0	0	0
LID Special Assessments	5,814	805,629	6,000	5,000	5,000	5,000
Leases	0	0	20,000	0	0	0
Furniture & Equipment	0	13,290	0	0	0	0
Testing & Inspection	0	1,100	0	0	0	0
Property Taxes	4,628	0	6,000	20,000	20,000	20,000
Acquisition	149,415	35,808	2,000,000	5,590,000	5,536,676	5,536,676
Prof. & Tech. Services	0	529,508	50,000	65,000	65,000	65,000
Construction Contracts	0	0	6,707,783	7,110,000	7,095,674	7,095,679
Total Capital Outlay	159,858	1,385,372	8,789,783	12,790,000	12,722,350	12,722,355
<u>Financial Assistance</u>						
Loans To Borrowers	1,355,600	325,000	2,680,260	3,943,489	3,943,488	3,943,488
Grants	172,532	119,120	443,563	275,000	275,000	275,000
Total Financial Assistance	1,528,132	444,120	3,123,823	4,218,489	4,218,488	4,218,488
Cash Transfers Out	4,381,498	1,806,979	0	0	0	0
Indirect Cost-admin Allocation	139,973	445,547	428,971	569,982	715,615	715,615
Contingency	0	0	5,470,125	2,219,590	2,103,790	2,103,790
Total Requiremen	\$ 6,448,064	\$ 4,551,237	\$ 19,323,626	\$ 21,212,640	\$ 21,212,640	\$ 21,212,640

PDC Fund Summaries

Convention Center Urban Renewal

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
PROJECT SUMMARY						
AW Trail Development - 11016	0	15	0	0	0	0
Broadway/Weidler Street Plan - 16202	0	835,205	256,140	0	0	0
Budgeting & Financial Planning - 57110	0	175	0	0	0	0
Business Development OCC URA - 64617	0	0	0	89,852	89,852	89,852
Business Development WF URA - 64616	6,781	32,046	116,387	0	0	0
Contingency - 99999	0	0	5,470,125	2,219,590	2,103,790	2,103,790
Debt Management - 57150	27,588	0	41,946	11,196	11,196	11,196
DT Block 50 Development - 10213	33	0	0	0	0	0
General Administration-Housing - 37910	0	4,578	0	45,021	45,021	45,021
Home Ownership Program - 33401	0	0	0	26,279	26,279	26,279
Housing Predevelopment Assistance - 16210	0	0	0	94,968	94,968	94,968
Lloyd Area Planning - 16217	0	0	0	107,837	107,837	107,837
Lloyd Commercial Development - 25606	0	7,831	1,110,104	1,231,329	1,231,329	1,231,329
Lloyd Finance & Comm Outreach - 16209	4,512,571	2,219,409	180,857	121,064	121,064	121,064
Lloyd Land Acquisition/Redevel - 16201	33,157	62,857	93,781	2,311,272	2,311,272	2,311,272
MFH - Lloyd District - 16203	270	62,480	2,030,973	0	3,608,069	3,608,069
MFH - MLK Density Housing - 12108	426,580	3,017	0	0	0	0
MFH - Program Delivery Costs - 32992	1,200	3,940	0	0	0	0
MFH - Rental Projects - City-Wide - 32102	0	0	82,652	0	0	0
MFH - Rental Projects-Inner NE - 32105	955,600	325,034	789,828	1,556,766	1,556,766	1,556,766
MFH - Rental Projects-Lloyd - 32106	0	0	0	3,608,070	0	0
MLK Blvd Improvements - 25525	0	226,654	1,469,378	2,357,117	2,357,117	2,357,117
MLK Blvd Storefront Program - 25521	73,521	92,670	375,176	351,042	351,042	351,042
MLK Commercial Site Development - 25605	254,694	285,488	1,342,717	1,645,011	1,645,011	1,645,011
MLK Equity Loan Fund - 25527	0	0	0	201,761	201,761	201,761
MLK Marketing Plan - 25522	66,337	54,609	0	45,388	45,388	45,388
MLK Predevelopment - 25519	85,454	110,714	207,002	43,198	143,198	143,198
MLK Sidewalks - 25528	0	0	0	136,310	136,310	136,310
Mounted Patrol Unit Facility - 13129	0	0	0	1,231,580	1,247,315	1,247,315
NE Alberta Street Improvements - 25526	0	0	0	566,519	566,519	566,519
Neighborhood Business District - 26800	0	0	66,000	0	0	0
North/South Light Rail - 19010	0	2,732	0	0	0	0
OCC Eastbank Riverfront Park - 10049	41	200,427	5,672,748	3,189,208	3,189,208	3,189,208
OCC Public Improvements - 16206	0	0	13,812	0	0	0
Tax Increment Bond Issuance costs - 57151	0	0	0	17,162	17,162	17,162
Technical Assistance - 16204	4,158	21,353	4,000	0	0	0
Urban Renewal Legal Costs - 10018	0	0	0	5,101	5,166	5,166
Walnut Park Laundromat Bldg - 25518	78	0	0	0	0	0
Walnut Park Retail - 25507	0	3	0	0	0	0
Total Requiremen	\$ 6,448,064	\$ 4,551,237	\$ 19,323,626	\$ 21,212,640	\$ 21,212,640	\$ 21,212,640

PDC Fund Summaries

Lents Town Center

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
RESOURCES						
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	0	0	0	850,000	670,000	670,000
Tax Increment-Long Term Debt	0	0	0	2,586,962	2,766,962	2,766,962
Total Tax Increment Debt Proceeds	0	0	0	3,436,962	3,436,962	3,436,962
Total Resources	\$ 0	\$ 0	\$ 0	\$ 3,436,962	\$ 3,436,962	\$ 3,436,962

REQUIREMENTS

Personal Services	0	0	0	305,231	305,231	305,231
Materials and Services	0	0	0	522,965	552,596	552,596
Capital Outlay	0	0	0	1,181,500	1,182,214	1,182,214
Financial Assistance	0	0	0	725,651	760,412	760,412
Indirect Allocation	0	0	0	351,614	107,657	107,657
Contingency	0	0	0	350,000	528,852	528,852
Total Requiremen	\$ 0	\$ 0	\$ 0	\$ 3,436,961	\$ 3,436,962	\$ 3,436,962
Unappropriated Ending Balance	0	0	0	1	0	0
Total Requirements	\$ 0	\$ 0	\$ 0	\$ 3,436,962	\$ 3,436,962	\$ 3,436,962

FTE POSITIONS

	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>
Administrative Specialist II					0.50	14,817	0.50	14,817	0.50	14,817	0.50	14,817
Attorney					0.02	1,272	0.02	1,272	0.02	1,272	0.02	1,272
Budget Analyst					0.05	2,575	0.05	2,575	0.05	2,575	0.05	2,575
Communications/Contract Coord					0.05	3,085	0.05	3,085	0.05	3,085	0.05	3,085
Construction Advisor					0.15	8,057	0.15	8,057	0.15	8,057	0.15	8,057
Construction Specialist					0.08	4,955	0.08	4,955	0.08	4,955	0.08	4,955
Deputy Housing Director					0.01	796	0.01	796	0.01	796	0.01	796
Economic Development Director					0.14	12,344	0.14	12,344	0.14	12,344	0.14	12,344
Finance Coordinator					0.08	4,457	0.08	4,457	0.08	4,457	0.08	4,457
Housing Dev Finance Manager					0.02	1,431	0.02	1,431	0.02	1,431	0.02	1,431
Housing Director					0.10	10,477	0.10	10,477	0.10	10,477	0.10	10,477
Housing Programs Analyst					0.05	2,252	0.05	2,252	0.05	2,252	0.05	2,252
Loan Processor/Closer					0.08	3,186	0.08	3,186	0.08	3,186	0.08	3,186
Originator/Processor					0.06	2,431	0.06	2,431	0.06	2,431	0.06	2,431
Program Development Asst					0.25	9,465	0.25	9,465	0.25	9,465	0.25	9,465
Project Coordinator I					0.88	37,310	0.88	37,310	0.88	37,310	0.88	37,310
Project Coordinator II					0.20	12,634	0.20	12,634	0.20	12,634	0.20	12,634
Project Manager					1.04	74,918	1.04	74,918	1.04	74,918	1.04	74,918
Special Asst to Exec Director					0.01	855	0.01	855	0.01	855	0.01	855
Team Manager - NHP					0.11	7,628	0.11	7,628	0.11	7,628	0.11	7,628
Team Resource Coordinator					0.10	5,508	0.10	5,508	0.10	5,508	0.10	5,508
Underwriter/Closer					0.10	4,958	0.10	4,958	0.10	4,958	0.10	4,958
Total FTE					4.08	225,410	4.08	225,410	4.08	225,410	4.08	225,410

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

PDC Fund Summaries

Lents Town Center

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	0	0	0	79,820	79,820	79,820
Salaries and Wages	0	0	0	225,411	225,411	225,411
Total Personal Services	0	0	0	305,231	305,231	305,231
<u>Materials and Services</u>						
Mileage Reimbursement	0	0	0	1,000	1,000	1,000
Prof. Service Contracts	0	0	0	426,307	454,849	454,849
Legal	0	0	0	8,408	8,408	8,408
Temporary Services	0	0	0	5,000	5,000	5,000
Printing And Graphics	0	0	0	40,700	40,700	40,700
General Office Expense	0	0	0	1,000	1,000	1,000
Postage And Delivery	0	0	0	7,700	7,700	7,700
Advertising And Publ. Notices	0	0	0	7,500	7,500	7,500
Meeting Costs	0	0	0	7,250	8,339	8,339
Special Events Costs	0	0	0	12,000	12,000	12,000
Out of Town Travel	0	0	0	2,000	2,000	2,000
Parking	0	0	0	100	100	100
Loan Documents	0	0	0	1,000	1,000	1,000
Appraisals	0	0	0	1,000	1,000	1,000
Education	0	0	0	2,000	2,000	2,000
Total Materials and Services	0	0	0	522,965	552,596	552,596
<u>Capital Outlay</u>						
Prof. & Tech. Services	0	0	0	103,000	103,000	103,000
Acquisition	0	0	0	680,000	680,000	680,000
Construction Contracts	0	0	0	398,500	398,500	398,500
Furniture & Equipment	0	0	0	0	714	714
Total Capital Outlay	0	0	0	1,181,500	1,182,214	1,182,214
<u>Financial Assistance</u>						
Loans To Borrowers	0	0	0	628,651	657,864	657,864
Grants	0	0	0	97,000	102,548	102,548
Total Financial Assistance	0	0	0	725,651	760,412	760,412
Indirect Cost-admin Allocation	0	0	0	351,614	107,657	107,657
Contingency	0	0	0	350,000	528,852	528,852
Total Requiremen	\$ 0	\$ 0	\$ 0	\$ 3,436,961	\$ 3,436,962	\$ 3,436,962

PROJECT SUMMARY

Contingency - 99999	0	0	0	350,000	528,852	528,852
Debt Management - 57150	0	0	0	4,307	4,307	4,307
General Administration-Housing - 37910	0	0	0	18,536	18,536	18,536
Lents Community/Public Service Center - 122	0	0	0	27,404	27,404	27,404
Lents Jobs and Economic Development - 122	0	0	0	484,489	405,366	405,366
Lents Livability - Home Rehab - 31209	0	0	0	174,289	174,289	174,289
Lents Livability - Homeowner - 33409	0	0	0	234,714	234,714	234,714
Lents Livability - Rental - 32109	0	0	0	348,983	348,983	348,983
Lents Neighborhood Livability - 13122	0	0	0	141,930	141,930	141,930
Lents Parks and Open Space - 13120	0	0	0	313,622	262,404	262,404
Lents Proj Mgt & Public Involv - 28215	0	0	0	297,044	248,533	248,533
Lents Project Management - 13121	0	0	0	6,668	6,668	6,668
Lents Redevelopment - 12209	0	0	0	884,657	884,657	884,657

PDC Fund Summaries

Lents Town Center

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Lents Transportation Projects - 26714	0	0	0	141,911	141,911	141,911
Tax Increment Bond Issuance costs - 57151	0	0	0	8,408	8,408	8,408
Total Requiremen	\$ 0	\$ 0	\$ 0	\$ 3,436,961	\$ 3,436,962	\$ 3,436,962

PDC Fund Summaries

River District

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
RESOURCES						
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	0	0	0	0	466,000	466,000
Tax Increment-Long Term Debt	0	0	0	6,326,868	5,860,868	5,860,868
Total Tax Increment Debt Proceeds	0	0	0	6,326,868	6,326,868	6,326,868
Total Resources	\$ 0	\$ 0	\$ 0	\$ 6,326,868	\$ 6,326,868	\$ 6,326,868

REQUIREMENTS

Personal Services	0	0	0	296,472	296,472	296,472
Materials and Services	0	0	0	489,263	517,200	517,200
Capital Outlay	0	0	0	2,501,500	2,521,496	2,521,496
Financial Assistance	0	0	0	2,100,000	2,145,100	2,145,100
Indirect Allocation	0	0	0	301,030	192,737	192,737
Contingency	0	0	0	638,605	653,863	653,863
Total Requiremen	\$ 0	\$ 0	\$ 0	\$ 6,326,870	\$ 6,326,868	\$ 6,326,868
Unappropriated Ending Balance	0	0	0	-2	0	0
Total Requirements	\$ 0	\$ 0	\$ 0	\$ 6,326,868	\$ 6,326,868	\$ 6,326,868

FTE POSITIONS

	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>
Administrative Coordinator					0.05	1,988	0.05	1,988	0.05	1,988	0.05	1,988
Administrative Specialist II					0.05	1,219	0.05	1,219	0.05	1,219	0.05	1,219
Attorney					0.08	6,789	0.08	6,789	0.08	6,789	0.08	6,789
Budget Analyst					0.05	2,575	0.05	2,575	0.05	2,575	0.05	2,575
Communications/Contract Coord					0.10	6,169	0.10	6,169	0.10	6,169	0.10	6,169
Construction Specialist					0.05	3,097	0.05	3,097	0.05	3,097	0.05	3,097
Deputy Housing Director					0.10	7,959	0.10	7,959	0.10	7,959	0.10	7,959
Development Manager					0.55	46,976	0.55	46,976	0.55	46,976	0.55	46,976
Finance Coordinator					0.05	2,786	0.05	2,786	0.05	2,786	0.05	2,786
Housing Dev Finance Manager					0.15	10,732	0.15	10,732	0.15	10,732	0.15	10,732
Housing Director					0.15	15,716	0.15	15,716	0.15	15,716	0.15	15,716
Housing Programs Analyst					0.05	2,252	0.05	2,252	0.05	2,252	0.05	2,252
Loan Processor/Closer					0.05	1,991	0.05	1,991	0.05	1,991	0.05	1,991
Program Development Asst					0.15	6,452	0.15	6,452	0.15	6,452	0.15	6,452
Program Development Tech					0.44	14,156	0.44	14,156	0.44	14,156	0.44	14,156
Project Coordinator I					0.25	10,071	0.25	10,071	0.25	10,071	0.25	10,071
Project Coordinator II					0.67	38,483	0.67	38,483	0.67	38,483	0.67	38,483
Project Manager					0.61	39,535	0.61	39,535	0.61	39,535	0.61	39,535
Total FTE					3.60	218,945	3.60	218,945	3.60	218,945	3.60	218,945

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

PDC Fund Summaries

River District

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	0	0	0	77,524	77,524	77,524
Salaries and Wages	0	0	0	218,948	218,948	218,948
Total Personal Services	0	0	0	296,472	296,472	296,472
<u>Materials and Services</u>						
Education	0	0	0	2,000	2,000	2,000
Prof. Service Contracts	0	0	0	456,868	484,805	484,805
Legal	0	0	0	12,395	12,395	12,395
Temporary Services	0	0	0	3,000	3,000	3,000
Printing And Graphics	0	0	0	2,000	2,000	2,000
General Office Expense	0	0	0	1,000	1,000	1,000
Postage And Delivery	0	0	0	500	500	500
Advertising And Publ. Notices	0	0	0	1,000	1,000	1,000
Special Events Costs	0	0	0	1,500	1,500	1,500
Out of Town Travel	0	0	0	1,000	1,000	1,000
Loan Documents	0	0	0	2,000	2,000	2,000
Appraisals	0	0	0	5,000	5,000	5,000
Meeting Costs	0	0	0	1,000	1,000	1,000
Total Materials and Services	0	0	0	489,263	517,200	517,200
<u>Capital Outlay</u>						
Prof. & Tech. Services	0	0	0	325,000	328,450	328,450
Construction Contracts	0	0	0	2,175,000	2,190,868	2,190,868
Furniture & Equipment	0	0	0	1,500	2,178	2,178
Total Capital Outlay	0	0	0	2,501,500	2,521,496	2,521,496
<u>Financial Assistance</u>						
Loans To Borrowers	0	0	0	2,000,000	2,043,128	2,043,128
Grants	0	0	0	100,000	101,972	101,972
Total Financial Assistance	0	0	0	2,100,000	2,145,100	2,145,100
Indirect Cost-admin Allocation	0	0	0	301,030	192,737	192,737
Contingency	0	0	0	638,605	653,863	653,863
Total Requiremen	\$ 0	\$ 0	\$ 0	\$ 6,326,870	\$ 6,326,868	\$ 6,326,868

PROJECT SUMMARY

Contingency - 99999	0	0	0	638,605	653,863	653,863
Debt Management - 57150	0	0	0	8,936	8,936	8,936
Destination Retail - 10219	0	0	0	1,107,934	1,107,934	1,107,934
DT Older Building Seismic Program - 10217	0	0	0	52,612	52,612	52,612
General Administration-Housing - 37910	0	0	0	35,370	35,370	35,370
MFH - Preservation - River District - 34503	0	0	0	43,347	43,347	43,347
MFH - Rental Projects - River District - 32108	0	0	0	2,247,479	2,247,479	2,247,479
N. Downtown Storefront Grants - 13086	0	0	0	137,723	137,723	137,723
RD Agricultural Center Parking - 13113	0	0	0	1,065,387	1,050,129	1,050,129
RD Creative Services - 25495	0	0	0	61,587	61,587	61,587
RD Environmental - 13130	0	0	0	53,732	53,732	53,732
RD Ninth Avenue/Lovejoy Redev - 13115	0	0	0	438,767	438,767	438,767
RD Project Management - 13118	0	0	0	48,444	48,444	48,444
RD Tanner Creek Park Development - 13119	0	0	0	240,920	240,920	240,920
RD Terminal One - 13090	0	0	0	98,130	98,130	98,130
RD Waterfront Park Development - 13112	0	0	0	36,500	36,500	36,500

PDC Fund Summaries

River District

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Tax Increment Bond Issuance costs - 57151	0	0	0	11,395	11,395	11,395
Total Requiremen	\$ 0	\$ 0	\$ 0	\$ 6,326,870	\$ 6,326,868	\$ 6,326,868

PDC Fund Summaries

South Park Blocks Urban Renewal

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
RESOURCES						
Beginning Fund Balance	6,070,109	8,666,924	13,697,997	0	0	0
<u>Program Income</u>						
Loan Fees	0	23,202	0	0	0	0
Loan Late Charges	0	-1	0	0	0	0
Loans - Principal Collection	0	1,625,098	500,000	684,984	684,984	684,984
Loan Principal Collections	783,543	0	0	0	0	0
Loans - Interest Earned	179,349	143,611	120,000	10,394	10,394	10,394
Interest - City Investmnt Pool	254,398	548,510	0	0	0	0
Interest - City Investmnt Pool	0	0	400,479	100,000	100,000	100,000
Real Property Sales	0	0	0	3,000,000	1,500,000	1,500,000
Reimbursements	16	16	0	0	0	0
Total Program Income	1,217,306	2,340,436	1,020,479	3,795,378	2,295,378	2,295,378
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	0	3,997,145	4,135,245	2,735,245	2,735,245	2,735,245
Tax Increment Debt Proceeds	1,462,457	0	0	0	0	0
Tax Increment-Long Term Debt	0	0	7,200,000	12,906,500	12,906,500	12,906,500
Total Tax Increment Debt Proceeds	1,462,457	3,997,145	11,335,245	15,641,745	15,641,745	15,641,745
Total Resources	\$ 8,749,873	\$ 15,004,506	\$ 26,053,721	\$ 19,437,123	\$ 17,937,123	\$ 17,937,123

REQUIREMENTS

Personal Services	22,932	74,538	503,233	477,856	477,856	470,941
Materials and Services	32,933	255,735	1,051,650	527,267	458,539	458,539
Capital Outlay	0	0	15,203,142	6,596,500	6,514,010	6,514,010
Financial Assistance	0	525,000	7,210,157	9,424,676	7,935,238	7,935,238
Indirect Allocation	27,084	451,236	606,201	410,891	551,637	551,637
Contingency	0	0	1,479,338	1,999,934	1,999,843	2,006,758
Total Requiremen	\$ 82,949	\$ 1,306,509	\$ 26,053,721	\$ 19,437,124	\$ 17,937,123	\$ 17,937,123
Unappropriated Ending Balance	8,666,924	13,697,997	0	-1	0	0
Total Requirements	\$ 8,749,873	\$ 15,004,506	\$ 26,053,721	\$ 19,437,123	\$ 17,937,123	\$ 17,937,123

FTE POSITIONS

	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>
Administrative Coordinator					0.10	3,975	0.10	3,975	0.10	3,975		
Administrative Specialist II					0.55	13,472	0.55	13,472	0.55	13,472		
Attorney			0.01	763	0.12	8,483	0.12	8,483	0.12	8,483		
Attorney II			0.08	6,886	0.06	5,518	0.06	5,518	0.06	5,518		
Budget Analyst			0.05	2,199	0.05	2,575	0.05	2,575	0.05	2,575		
Communications/Contract Coord					0.12	7,403	0.12	7,403	0.12	7,403		
Construction Coordinator			0.50	29,572	0.24	14,351	0.24	14,351	0.24	14,351		
Deputy Housing Director			0.03	2,521	0.05	3,980	0.05	3,980	0.05	3,980		
Development Director			0.15	15,104	0.08	8,055	0.08	8,055	0.08	8,055		
Development Manager			0.80	62,590	0.73	59,769	0.73	59,769	0.73	59,769		
Environmental Coordinator			0.02	1,124	0.05	2,977	0.05	2,977	0.05	2,977		
Finance Coordinator			0.54	30,262	0.29	17,877	0.29	17,877	0.29	17,877		
Housing Dev Finance Manager					0.15	10,732	0.15	10,732	0.15	10,732		
Housing Director					0.15	15,716	0.15	15,716	0.15	15,716		
Housing Initiatives Coordinator					0.10	5,788	0.10	5,788	0.10	5,788		
Housing Programs Analyst					0.15	6,757	0.15	6,757	0.15	6,757		
Loan Collection Specialist			0.02	794								
Loan Processor/Closer			0.50	19,226	0.24	10,228	0.24	10,228	0.24	10,228		
Not Assigned			0.39	9,304								

PDC Fund Summaries

South Park Blocks Urban Renewal

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>			
Originator/Processor			0.24	9,726	0.24	9,726	0.24	9,726	
Program Development Asst		0.15	6,036	0.15	6,452	0.15	6,452	0.15	6,452
Program Development Tech		0.06	1,943	0.27	8,279	0.27	8,279	0.27	8,279
Project Coordinator II		0.59	35,675	1.84	104,145	1.84	104,145	1.76	99,039
Project Manager		0.90	57,186	0.24	15,437	0.24	15,437	0.24	15,437
Special Asst to Exec Director			0.05	4,274	0.05	4,274	0.05	4,274	
Team Manager - NHP			0.10	6,934	0.10	6,934	0.10	6,934	
Total FTE		4.79	281,184	6.12	352,902	6.12	352,902	6.04	347,796

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

PDC Fund Summaries

South Park Blocks Urban Renewal

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	4,764	16,261	132,100	124,960	124,960	123,152
Salaries and Wages	18,168	58,277	371,133	352,896	352,896	347,789
Total Personal Services	22,932	74,538	503,233	477,856	477,856	470,941
<u>Materials and Services</u>						
General Office Expense	215	1,030	2,248	2,000	2,000	2,000
Special Events Costs	0	505	3,131	2,000	2,000	2,000
Software Applications	0	0	702	0	0	0
Publications and Dues	0	59	3,158	0	0	0
Meeting Costs	68	1,088	7,003	4,000	4,000	4,000
Out of Town Travel	0	2,402	702	750	750	750
Postage And Delivery	56	978	1,276	500	500	500
Mileage Reimbursement	0	3	175	0	0	0
Underwriter Fees	7,014	0	10,000	0	0	0
Printing And Graphics	316	477	3,316	7,500	7,500	7,500
Temporary Services	1,281	0	6,140	3,000	3,000	3,000
Legal	4,987	438	14,386	52,485	52,485	52,485
Prof. Service Contracts	1,015	247,110	989,123	431,832	363,104	363,104
Advertising And Publ. Notices	753	435	1,386	2,500	2,500	2,500
Parking	0	70	877	200	200	200
Occupancy Costs	7,896	0	0	0	0	0
Telephone Services	1,339	109	0	0	0	0
Loan Documents	33	52	211	6,000	6,000	6,000
Appraisals	0	706	6,763	13,000	13,000	13,000
Miscellaneous	2,660	0	0	0	0	0
Education	5,300	276	1,053	1,500	1,500	1,500
Total Materials and Services	32,933	255,735	1,051,650	527,267	458,539	458,539
<u>Capital Outlay</u>						
Prof. & Tech. Services	0	0	59,391	405,000	400,760	400,760
Furniture & Equipment	0	0	0	1,500	1,376	1,376
Construction Contracts	0	0	10,141,750	1,900,000	1,877,117	1,877,117
Acquisition	0	0	4,902,001	4,290,000	4,234,757	4,234,757
Demolition & Site Prep.	0	0	100,000	0	0	0
Total Capital Outlay	0	0	15,203,142	6,596,500	6,514,010	6,514,010
<u>Financial Assistance</u>						
Loans To Borrowers	0	525,000	6,828,197	8,949,676	7,460,837	7,460,837
Grants	0	0	381,960	475,000	474,401	474,401
Total Financial Assistance	0	525,000	7,210,157	9,424,676	7,935,238	7,935,238
Indirect Cost-admin Allocation	27,084	451,236	606,201	410,891	551,637	551,637
Contingency	0	0	1,479,338	1,999,934	1,999,843	2,006,758
Total Requiremen	\$ 82,949	\$ 1,306,509	\$ 26,053,721	\$ 19,437,124	\$ 17,937,123	\$ 17,937,123

PROJECT SUMMARY

Accounts Payable - 57240	0	52	0	0	0	0
Biotech Target Industry Dev. - 25494	0	218,115	381,888	0	0	0
Budgeting & Financial Planning - 57110	0	136	0	0	0	0
Contingency - 99999	0	0	1,479,338	1,999,934	1,999,843	2,006,758
Debt Management - 57150	10,438	803	23,069	21,027	21,027	21,027
DT - Storefront Grants - 12202	0	0	128,993	229,518	229,518	229,518

PDC Fund Summaries

South Park Blocks Urban Renewal

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
DT Development Opportunity Fund - 11022	0	0	0	3,065,637	3,065,637	3,065,637
DT Midtown Park Blocks St Impr. - 11991	0	746	256,184	530,929	530,929	530,929
DT Mixed Use Site Acq. - 11990	0	0	4,708,404	2,321,082	2,321,082	2,321,082
DT Neighborhood Commercial Serv - 11997	0	0	0	552,650	552,650	552,650
DT Older Building Seismic Program - 10217	0	0	0	337,105	337,105	337,105
DT Park Block 5 - 12210	0	0	32,695	235,277	235,277	235,277
Finance Dept Admin - 57910	620	0	0	0	0	0
General Administration-Housing - 37910	0	9,506	4,413	28,996	28,996	28,996
Home Ownership Program - 33401	0	0	0	595,389	595,389	595,389
Hsg TA/Policy Development - 12212	3,939	110,221	17,000	0	0	0
Loan Servicing Housing - 47810	0	36	2,596	0	0	0
Local Projects - 40101	2,660	0	0	0	0	0
MFH - 60th & Glisan - 19506	8,193	0	0	0	0	0
MFH - Elderhope New Const Sp - 34515	7,926	0	0	0	0	0
MFH - Gallery Park Housing - 12105	28,498	20,057	0	0	0	0
MFH - Hamilton West - 34523	0	387	3,408,937	0	0	0
MFH - Kafoury Commons - 34524	381	534,543	2,833,786	0	0	0
MFH - Preservation - Downtown - 34502	18	0	0	1,190,718	1,190,718	1,190,718
MFH - Program Delivery Costs - 32992	0	16,485	0	0	0	0
MFH - PSU Housing - 12104	1,823	82,017	0	0	0	0
MFH - Rental Projects - City-Wide - 32102	15	132,760	283,412	0	0	0
MFH - Rental Projects - Downtown - 10216	1,466	101,501	0	0	0	0
MFH - Rental Projects - River District - 32108	0	706	0	0	0	0
MFH - Rental Projects-Downtown - 32104	0	0	0	3,591,279	2,091,279	2,091,279
MFH - St. Francis Hotel - 34521	510	0	0	0	0	0
MFH - Youth Facility Projects - 32701	0	0	0	1,079,997	1,079,997	1,079,997
Neighborhood Hsg Preservation - 12100	0	0	0	0	0	0
PSU Urban Plaza - 12203	0	0	2,569,426	1,273,586	1,273,586	1,273,586
Regional Strategies - 24444	0	0	0	0	0	0
SPB Cultural Center Parking - 12098	0	0	665,882	1,685,156	1,685,156	1,678,241
SPB Finance & Community Outreach - 12205	0	3,615	54,523	64,550	64,550	64,550
SPB Mixed Use Site Acq. - 12102	0	0	794,424	0	0	0
SPB Predevelopment - 12206	0	0	48,515	50,826	50,826	50,826
SPB Simon Benson House - 11992	0	5,960	352,402	310,739	310,739	310,739
SPB Streetcar/Streetscape Impr - 12099	0	0	7,859,009	15,282	15,282	15,282
SPB West End Retail Improvements - 12101	16,463	68,863	148,825	200,886	200,886	200,886
Tax Increment Bond Issuance costs - 57151	0	0	0	51,485	51,485	51,485
Urban Renewal Legal Costs - 10018	0	0	0	5,075	5,166	5,166
Total Requiremen	\$ 82,949	\$ 1,306,509	\$ 26,053,721	\$ 19,437,124	\$ 17,937,123	\$ 17,937,123

PDC Fund Summaries

Waterfront Renewal Bond Redevelopment

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
RESOURCES						
Beginning Fund Balance	3,907,097	5,794,526	8,185,307	4,300,000	4,300,000	4,300,000
City General Fund	2,554,504	1,198,188	1,090,981	0	0	0
Grants - Federal Except Hcd	0	10,651	400,000	0	0	0
Loans From Other Funds	4,381,498	1,806,979	0	0	0	0
<u>Program Income</u>						
Rent Income	1,455,733	1,574,032	582,394	582,394	582,394	582,394
Publications And Other Sales	54	0	0	0	0	0
Loan Fees	0	55,511	0	0	0	0
Loan Late Charges	42	4,469	0	0	0	0
Other Contracts	524,717	435,643	175,000	87,130	87,130	87,130
Loans - Principal Collection	0	139,050	2,800,000	1,374,420	1,374,420	1,374,420
Loan Principal Collections	1,827,826	0	0	0	0	0
Loans - Interest Earned	150,038	473,889	127,000	177,000	177,000	177,000
Interest - City Investmnt Pool	0	0	161,351	6,121	6,121	6,121
Interest - City Investmnt Pool	172,832	412,042	0	0	0	0
Real Property Sales	0	1,920,547	1,860,000	5,600,000	7,460,000	7,460,000
Personal Property Sales	1,200	3,000	0	0	0	0
Reimbursements	231,157	1,804	1,960,808	652,633	652,633	652,633
Miscellaneous Income	145,223	25,875	0	0	0	0
Total Program Income	4,508,822	5,045,862	7,666,553	8,479,698	10,339,698	10,339,698
<u>Tax Increment Debt Proceeds</u>						
Tax Increment-Short Term Debt	0	5,594,400	15,708,587	4,972,988	4,972,988	4,972,988
Tax Increment-Long Term Debt	0	0	0	19,137,867	19,137,867	17,642,516
Total Tax Increment Debt Proceeds	0	5,594,400	15,708,587	24,110,855	24,110,855	22,615,504
Total Resources	\$ 15,351,921	\$ 19,450,606	\$ 33,051,428	\$ 36,890,553	\$ 38,750,553	\$ 37,255,202

REQUIREMENTS

Personal Services	572,339	694,703	954,974	960,290	960,251	960,249
Materials and Services	573,895	676,574	1,979,304	1,440,919	1,364,610	1,351,191
Capital Outlay	1,883,085	7,085,793	15,748,722	20,456,350	20,574,422	20,119,272
Financial Assistance	3,990,144	1,951,117	10,514,668	9,483,703	10,907,686	9,880,906
Cash Transfers Out	1,816,979	259,343	0	0	0	0
Indirect Allocation	720,954	597,768	830,469	871,218	1,265,604	1,265,604
Contingency	0	0	3,023,290	3,678,076	3,677,980	3,677,980
Total Requiremen	\$ 9,557,395	\$ 11,265,299	\$ 33,051,427	\$ 36,890,556	\$ 38,750,553	\$ 37,255,202
Unappropriated Ending Balance	5,794,526	8,185,307	1	-3	0	0
Total Requirements	\$ 15,351,921	\$ 19,450,606	\$ 33,051,428	\$ 36,890,553	\$ 38,750,553	\$ 37,255,202

FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Administrative Coordinator					0.15	5,963	0.15	5,963	0.15	5,963		
Administrative Specialist II			0.57	14,016	0.97	23,710	0.97	23,710	0.97	23,710		
Administrative Specialist III			0.04	1,433	0.04	1,474	0.04	1,474	0.04	1,474		
Attorney			0.02	1,527	0.34	24,284	0.34	24,284	0.34	24,284		
Attorney II			0.29	24,962	0.18	16,553	0.18	16,553	0.18	16,553		
Budget Analyst			0.07	3,079	0.05	2,575	0.05	2,575	0.05	2,575		
Communications/Contract Coord					0.12	7,403	0.12	7,403	0.12	7,403		
Construction Coordinator			0.25	16,112	0.09	5,094	0.09	5,094	0.09	5,094		
Construction Specialist			0.11	6,417	0.05	3,097	0.05	3,097	0.05	3,097		
Deputy Housing Director			0.02	1,681	0.10	7,959	0.10	7,959	0.10	7,959		
Development Director			0.45	45,312	0.22	22,152	0.22	22,152	0.22	22,152		

PDC Fund Summaries

Waterfront Renewal Bond Redevelopment

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>			
Development Manager		2.34	192,424	1.83	158,969	1.83	158,969	1.83	158,969
Economic Development Director				0.04	3,527	0.04	3,527	0.04	3,527
Environmental Coordinator		0.60	33,733	0.44	26,193	0.44	26,193	0.44	26,193
Finance Coordinator		0.10	5,274	0.31	18,234	0.31	18,234	0.31	18,234
Housing Dev Finance Manager				0.15	10,732	0.15	10,732	0.15	10,732
Housing Director				0.15	15,716	0.15	15,716	0.15	15,716
Housing Initiatives Coordinator				0.10	5,788	0.10	5,788	0.10	5,788
Housing Programs Analyst				0.15	6,757	0.15	6,757	0.15	6,757
Information Program Specialist		0.15	5,731	0.15	6,294	0.15	6,294	0.15	6,294
Loan Collection Specialist		0.01	397						
Loan Processor/Closer		0.20	7,016	0.18	7,644	0.18	7,644	0.18	7,644
Not Assigned		0.60	14,314						
Outsourcing Manager		0.07	4,081						
Program Development Asst		0.78	27,959	0.48	20,648	0.48	20,648	0.48	20,648
Program Development Tech		0.82	26,642	0.80	26,602	0.80	26,602	0.80	26,602
Project Coordinator I				0.10	4,028	0.10	4,028	0.10	4,028
Project Coordinator II		1.00	59,893	3.74	205,867	3.74	205,867	3.74	205,867
Project Manager		0.25	15,786	0.87	55,490	0.87	55,490	0.87	55,490
Prop Maintenance Supervisor		0.30	17,700						
Research Specialist - Ec Dev		0.05	2,462	0.10	5,212	0.10	5,212	0.10	5,212
Special Asst to Exec Director		0.01	1,129	0.05	4,274	0.05	4,274	0.05	4,274
Team Manager - NHP				0.10	6,934	0.10	6,934	0.10	6,934
Total FTE		9.10	529,079	12.04	709,172	12.04	709,172	12.04	709,172

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

PDC Fund Summaries

Waterfront Renewal Bond Redevelopment

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	131,273	160,676	249,732	251,117	251,117	251,117
Salaries and Wages	441,066	534,028	705,242	709,173	709,134	709,132
Total Personal Services	572,339	694,704	954,974	960,290	960,251	960,249
<u>Materials and Services</u>						
Meeting Costs	1,192	3,192	5,437	4,800	4,800	4,300
Equipment Repairs & Maint.	49	350	0	0	0	0
Telephone Services	8,772	1,028	0	0	0	0
Occupancy Costs	57,281	0	0	0	0	0
Parking	800	825	925	1,050	1,050	1,050
Mileage Reimbursement	300	447	908	1,100	1,100	1,050
Out of Town Travel	3,625	10,349	14,334	7,500	7,500	7,500
Education	5,183	4,420	17,851	8,500	8,500	8,500
Special Events Costs	9,756	7,898	7,377	12,600	12,600	12,600
Publications and Dues	1,322	2,016	1,673	400	400	400
External Repairs & Utilities	448	2,867	1,300	5,300	5,300	5,300
Advertising And Publ. Notices	4,217	3,531	2,663	7,750	7,750	7,750
Postage And Delivery	1,837	1,805	7,240	5,950	5,950	5,950
General Office Expense	1,935	1,155	4,752	2,550	2,550	2,550
Printing And Graphics	10,918	9,493	24,600	34,800	34,800	34,300
Temporary Services	21,445	7,268	12,547	4,000	4,000	4,000
Legal	37,690	55,444	82,048	159,823	156,835	155,835
Prof. Service Contracts	402,963	465,212	1,773,191	1,122,796	1,049,475	1,043,106
Software Applications	494	0	634	0	0	0
Vehicle Maintenance	15	0	0	0	0	0
Loan Documents	587	127	70	7,000	7,000	7,000
Appraisals	3,322	12,754	21,754	25,000	25,000	20,000
Miscellaneous	141	1,886	0	0	0	0
Insurance	0	850	0	30,000	30,000	30,000
Property Taxes	0	83,656	0	0	0	0
Equipment Lease & Rentals	52	0	0	0	0	0
Total Materials and Services	574,343	676,574	1,979,304	1,440,919	1,364,610	1,351,191
<u>Capital Outlay</u>						
Property Taxes	85,570	0	17,000	16,000	16,000	16,000
LID Special Assessments	13,500	12,863	2,000	500	500	500
Furniture & Equipment	0	0	0	1,500	1,385	1,385
Construction Contracts	208,472	500,000	8,123,305	13,910,350	13,816,197	13,361,047
Testing & Inspection	50	107,911	0	0	0	0
Demolition & Site Prep.	425	58,786	782,466	325,000	325,000	325,000
Closing Costs	16	0	0	0	0	0
Acquisition	0	205,524	4,448,619	5,100,000	5,413,621	5,413,621
Prof. & Tech. Services	1,564,391	6,175,043	2,370,332	1,098,000	996,719	996,719
Permits, Review & Fees	10,213	25,666	5,000	5,000	5,000	5,000
Total Capital Outlay	1,882,636	7,085,793	15,748,722	20,456,350	20,574,422	20,119,272
<u>Financial Assistance</u>						
Loans To Borrowers	3,926,569	1,883,000	9,842,735	8,772,230	10,205,712	9,178,932
Grants	63,576	68,117	671,933	711,473	701,974	701,974
Total Financial Assistance	3,990,144	1,951,117	10,514,668	9,483,703	10,907,686	9,880,906
Cash Transfers Out	1,816,979	259,343	0	0	0	0
Indirect Cost-admin Allocation	720,954	597,768	830,469	871,218	1,265,604	1,265,604

PDC Fund Summaries

Waterfront Renewal Bond Redevelopment

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
Contingency	0	0	3,023,290	3,678,076	3,677,980	3,677,980
Total Requiremen	\$ 9,557,395	\$ 11,265,299	\$ 33,051,427	\$ 36,890,556	\$ 38,750,553	\$ 37,255,202

PROJECT SUMMARY

Accounts Payable - 57240	0	64	0	0	0	0
Ambassador Program - 64615	3	17	0	0	0	0
AW Finance & Community Outreach - 11019	16	0	0	0	0	0
AW Trail Development - 11016	18	0	0	0	0	0
Biotech Target Industry Dev. - 25494	73,577	1,202	0	0	0	0
Budgeting & Financial Planning - 57110	0	301	0	0	0	0
Business Development WF URA - 64616	9,371	64,089	102,190	116,952	116,952	116,952
Central City 2000 Task Force - 12312	10,000	0	0	0	0	0
CES Finance\Community Outreach - 10019	6,386	0	0	0	0	0
Contingency - 99999	0	0	3,023,290	3,678,076	3,677,980	3,677,980
Debt Management - 57150	4,282	3,428	14,261	8,537	8,537	8,537
Destination Retail - 10219	0	0	73,430	119,313	119,313	119,313
Development Administration - 17910	0	11	0	0	0	0
DT Block 50 Development - 10213	230,535	173,923	43,370	23,284	23,284	23,284
DT Creative Serv. Target Ind. Dev - 25493	507	42,472	65,452	3,323,071	3,323,071	3,323,071
DT Development Opportunity Fund - 11022	0	0	651,321	3,120,429	3,480,429	3,480,429
DT Finance & Comm Outreach - 11601	2,374,618	180,959	131,949	68,243	68,243	68,243
DT Mixed Use Site Acq. - 11990	0	0	0	1,108,112	1,108,112	1,108,112
DT Older Building Seismic Program - 10217	43,671	2,748	23,346	464,152	464,152	464,152
DT Pioneer Square Public Impr - 10210	0	0	0	166,758	166,758	166,758
DT Predevelopment Activity - 16306	0	12,300	90,029	61,225	61,225	61,225
DT Transit Mall Rehabilitation - 10027	0	33,285	842,299	1,374,369	1,374,369	1,374,369
General Administration-Housing - 37910	2,463	135	3,223	34,577	34,577	34,577
Historic Preservation - 13421	3,896	480	0	0	0	0
Home Ownership Program - 33401	0	0	0	584,995	584,995	584,995
Hsg TA/Policy Development - 12212	7,419	0	0	0	0	0
Hsg Tax Abatement Reviews - 12112	1,985	72	0	0	0	0
Lents Livability - Rental - 32109	19	0	0	0	0	0
Lloyd Land Acquisition/Redevel - 16201	0	0	0	0	0	0
Loan Servicing Housing - 47810	411	120	1,298	0	0	0
MFH - 333 Oak Street - 11076	0	3,794,232	71,824	0	0	0
MFH - Broadway Hotel - 34513	1,698	360	0	0	0	0
MFH - Elderhope New Const Sp - 34515	1,779	2,305	0	0	0	0
MFH - McDonald Center - 11077	0	0	211,396	0	0	0
MFH - Mod 8 WF United Way BI - 34516	1,963	40	0	0	0	0
MFH - Preservation - Downtown - 34502	6,455	18,984	0	1,765,730	1,765,730	1,765,730
MFH - Program Delivery Costs - 32992	0	4,249	0	0	0	0
MFH - Rental Projects - City-Wide - 32102	135	383,065	2,538,828	0	0	0
MFH - Rental Projects - Downtown - 10216	1,399,491	1,039,049	0	0	0	0
MFH - Rental Projects - River District - 32108	0	929	0	1,652,301	1,652,301	1,697,031
MFH - Rental Projects-Downtown - 32104	0	2,089	0	2,313,787	3,813,787	3,813,787
MFH - Rental Projects-Inner NE - 32105	0	40	0	0	0	0
N. Downtown Storefront Grants - 13086	80,167	80,260	101,043	206,962	206,962	206,962
N. Macadam Predevelopment - 19501	1,664	0	0	0	0	0
National Resource Conservation - 11021	4,602	607	0	0	0	0
North Macadam Pre-development - 11099	168,130	206,962	0	0	0	0
North/South Light Rail - 19010	-3,380	0	0	0	0	0
Old Town/Chinatown Dev. Plan - 11234	5,883	18,296	100,267	67,577	67,577	67,577
Old Town/Chinatown Housing - 11236	24,247	0	1,042,662	1,094,362	1,094,361	0

PDC Fund Summaries

Waterfront Renewal Bond Redevelopment

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Old Town/CT Streetscape Impr. - 10025	0	0	158,677	716,364	716,364	718,964
Parking Contract For RFP - 14199	0	3	0	0	0	0
Parking Development Program - 14201	31,284	82,644	1,925,000	87,130	87,130	87,130
Parking Group Contract - 14202	7,230	0	0	0	0	0
RD Chinatown Parking/Dev Site - 10222	0	0	1,577,288	1,353,413	1,353,413	1,353,413
RD Chinatown Sr Housing Assess. - 13077	0	0	0	72,197	72,197	72,197
RD Classical Chinese Garden - 13128	1,087	546,131	1,047,193	1,936,980	1,936,980	1,486,980
RD Developm. Opportunity Fund - 13101	0	0	0	681,292	681,292	681,292
RD Environmental - 13130	0	0	0	307,715	307,715	307,715
RD Historic Preservation - 13080	0	0	0	17,769	17,769	17,769
RD Land Acquisition - 13110	78,551	43,842	1,284,051	968,793	968,793	970,473
RD Ninth Avenue/Lovejoy Redev - 13115	0	0	335,003	298,631	298,631	298,631
RD Old Post Office Building (511) - 13114	8,619	5,138	79,938	3,682	3,682	3,682
RD Older Building Seismic - 13108	0	0	0	107,493	107,493	107,493
RD Project Management - 13118	5,793	67,995	121,431	96,993	96,993	96,993
RD Public Site Improvement - 11233	190,030	791,434	3,160,030	3,993,198	3,993,198	3,993,198
RD Stormwater Policy - 13116	0	0	2,532	0	0	0
RD Tanner Creek Park Development - 13119	0	7,586	43,025	34,608	34,608	34,608
RD Trailways/Post Office Block - 13084	19,483	19,718	84,739	143,350	143,350	143,350
Records Management - 47710	0	15	0	0	0	0
Risk Management - 47030	0	0	0	30,000	30,000	30,000
Riverplace Parcel 6 Conf. Ctr - 11075	0	0	59,656	0	0	0
SPB Finance & Community Outreach - 12205	0	343	0	0	0	0
SWF - Pgt. Project - 11071	0	142	0	0	0	0
SWF - Trammel Crow Contract - 11070	0	75	0	0	0	0
SWF Environ. Test/Remediation - 11060	71,428	158,491	450,000	291,311	291,311	291,311
SWF Greenway Development - 18041	44,634	527,467	3,500,000	344,237	344,237	344,237
SWF Harrison St Extension - 11072	0	0	550,000	2,082,200	2,082,200	2,082,200
SWF Parcel Development - 11069	186,047	147,067	296,314	279,379	279,379	279,379
SWF Park Restoration/Repair - 11073	1,349	0	248,472	339,952	339,952	339,952
SWF Public Parking Development - 11025	105	21,412	10,000	386,573	386,573	386,573
SWF River Parkway Realignment - 11074	0	0	150,000	168,877	168,877	168,877
SWF Street Improvements - 11020	4,994	0	0	0	0	0
Tax Increment Bond Issuance costs - 57151	0	0	0	34,323	34,323	34,323
Union Station - 11231	17,034	9,611	13,391	13,493	13,493	13,493
Union Station - Agricultural Center - 11244	43,528	392,875	486,147	398,789	398,789	398,789
Union Station - Property Mgt - 11237	1,095,211	891,403	927,463	314,879	314,879	314,879
Union Station Housing Gsl Bond - 11245	5,115	1,470	0	0	0	0
Union Station Housing Phase II/III - 11238	3,265,405	1,482,886	7,347,146	25,177	25,177	25,177
Union Station Housing Rev Bonds - 11240	0	128	0	0	0	0
Union Station Restoration - 11239	18,457	349	62,453	0	0	0
Urban Renewal Legal Costs - 10018	0	0	0	8,944	9,040	9,040
Total Requiremen	\$ 9,557,395	\$ 11,265,299	\$ 33,051,427	\$ 36,890,556	\$ 38,750,553	\$ 37,255,202

Grant Funds

- ❖ **Housing and Community Development Contract**
- ❖ **HOME Grant**
- ❖ **Enterprise Loans**
- ❖ **Regional Strategies**
- ❖ **South Auditorium (closed)**

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

The Regional Strategies Fund accounts for PDC's management of the Regional Strategies state grant of lottery proceeds to Multnomah and Washington Counties for target industries, and economic development. The South Auditorium fund balance was transferred to the Urban Redevelopment Fund in FY 1997-98 to create a sub-fund used for predevelopment activities associated with the creation of new urban renewal areas. The South Auditorium legal appropriation fund is closed.

PDC Fund Summaries

Housing and Community Dev Contract

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
RESOURCES						
Beginning Fund Balance	1,495,897	1,097,554	1,436,101	1,196,461	1,196,461	1,196,461
Operating Transfers In	0	1,016,070	0	0	0	0
Grants - Hcd Contract	2,442,582	2,932,907	10,307,186	5,552,509	5,089,301	5,093,603
Private Lender Agreements	3,321,020	1,804,340	3,979,200	3,979,200	3,979,200	3,979,200
<u>Program Income</u>						
Rent Income	1,875	0	0	0	0	0
Publications And Other Sales	105	0	0	0	0	0
Loan Fees	18,368	3,547	0	0	0	0
Loan Late Charges	6,807	5,702	0	0	0	0
Loans - Principal Collection	0	3,763,565	3,387,900	3,634,459	3,634,459	3,634,459
Loan Principal Collections	3,742,013	0	0	0	0	0
Loans - Interest Earned	632,526	625,116	573,700	593,038	593,038	593,038
Interest - City Investmnt Pool	0	0	0	35,894	35,894	35,894
Interest - City Investmnt Pool	93,539	93,244	0	0	0	0
All Other Interest	11,863	23,291	0	0	0	0
Reimbursements	49,974	9,257	0	0	0	0
Miscellaneous Income	295	69,045	0	0	0	0
Total Program Income	4,557,364	4,592,767	3,961,600	4,263,391	4,263,391	4,263,391
Total Resources	\$ 11,816,863	\$ 11,443,638	\$ 19,684,087	\$ 14,991,561	\$ 14,528,353	\$ 14,532,655

REQUIREMENTS

Personal Services	2,515,826	2,129,457	1,787,230	1,589,950	1,589,950	1,589,950
Materials and Services	984,395	861,470	1,149,259	934,658	897,805	897,805
Capital Outlay	31,633	269,231	3,207,884	0	0	0
Financial Assistance	6,446,858	4,588,367	12,511,484	11,590,537	11,674,574	11,678,876
Cash Transfers Out	0	1,016,070	0	0	0	0
Indirect Allocation	740,595	1,142,944	956,176	866,463	356,073	356,073
Contingency	0	0	72,055	9,951	9,951	9,951
Total Requiremen	\$ 10,719,309	\$ 10,007,538	\$ 19,684,088	\$ 14,991,559	\$ 14,528,353	\$ 14,532,655
Unappropriated Ending Balance	1,097,554	1,436,100	-1	2	0	0
Total Requirements	\$ 11,816,863	\$ 11,443,638	\$ 19,684,087	\$ 14,991,561	\$ 14,528,353	\$ 14,532,655

FTE POSITIONS

	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>	<i>No. FTE</i>	<i>Salary Amount</i>
Accounting Manager	0.15	9,726	0.02	1,386	0.02	1,386	0.02	1,386	0.02	1,386
Administrative Specialist II				2.00	56,467	2.00	56,467	2.00	56,467	
Administrative Specialist III			1.23	39,350	0.75	24,523	0.75	24,523	0.75	24,523
Attorney			0.66	49,996	0.77	59,288	0.77	59,288	0.77	59,288
Attorney II			0.11	9,038						
Budget Analyst			0.55	24,192	0.65	32,750	0.65	32,750	0.65	32,750
Budget Officer			0.20	12,969	0.25	17,368	0.25	17,368	0.25	17,368
Communications/Contract Coord					0.10	6,169	0.10	6,169	0.10	6,169
Construction Advisor			2.00	103,255	2.00	107,476	2.00	107,476	2.00	107,476
Construction Coordinator			0.60	33,153	0.75	45,805	0.75	45,805	0.75	45,805
Construction Specialist			0.70	40,837	0.47	29,109	0.47	29,109	0.47	29,109
Deputy Housing Director			0.50	42,024	0.24	19,102	0.24	19,102	0.24	19,102
Development Director					0.03	3,021	0.03	3,021	0.03	3,021
Development Manager			0.25	20,687						
Economic Development Director					0.05	4,409	0.05	4,409	0.05	4,409
Environmental Coordinator			0.05	2,811	0.05	2,977	0.05	2,977	0.05	2,977
Finance Coordinator			1.41	74,655	1.04	61,636	1.04	61,636	1.04	61,636
Finance Director			0.03	2,705	0.05	4,794	0.05	4,794	0.05	4,794

PDC Fund Summaries

Housing and Community Dev Contract

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>			
Financial Analyst			1.00	48,131	1.00	48,131	1.00	48,131	
Housing Dev Finance Manager			0.23	16,456	0.23	16,456	0.23	16,456	
Housing Director		0.80	75,474	0.10	10,477	0.10	10,477	0.10	10,477
Housing Initiatives Coordinator		0.80	40,533	0.50	28,938	0.50	28,938	0.50	28,938
Housing Programs Analyst			0.30	13,513	0.30	13,513	0.30	13,513	
Information Program Specialist		0.05	1,910						
Legal Assistant		0.75	31,435	0.75	33,353	0.75	33,353	0.75	33,353
Loan Collection Specialist		0.95	37,702	1.00	42,905	1.00	42,905	1.00	42,905
Loan Processor/Closer		1.30	49,217	1.31	52,711	1.31	52,711	1.31	52,711
Loan Servicing Supervisor			1.00	57,259	1.00	57,259	1.00	57,259	
Originator/Processor		2.00	74,008	1.95	79,022	1.95	79,022	1.95	79,022
Program Development Asst		1.34	49,235	0.67	26,298	0.67	26,298	0.67	26,298
Program Development Tech		1.63	47,911	1.41	46,911	1.41	46,911	1.41	46,911
Project Coordinator I			0.27	11,051	0.27	11,051	0.27	11,051	
Project Coordinator II		0.33	19,936	0.50	31,584	0.50	31,584	0.50	31,584
Project Manager		2.05	134,145	0.79	55,909	0.79	55,909	0.79	55,909
Research Specialist - Ec Dev		0.05	2,462						
Senior Accountant		0.15	5,745	0.10	4,447	0.10	4,447	0.10	4,447
Special Asst to Exec Director		0.02	1,613	0.04	3,419	0.04	3,419	0.04	3,419
Team Manager - NHP		0.90	55,720	0.35	24,269	0.35	24,269	0.35	24,269
Team Resource Coordinator		1.00	51,769	0.75	41,307	0.75	41,307	0.75	41,307
Underwriter/Closer		1.00	49,167	1.41	69,930	1.41	69,930	1.41	69,930
Total FTE		23.55	1,193,379	23.64	1,174,170	23.64	1,174,170	23.64	1,174,170

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

PDC Fund Summaries

Housing and Community Dev Contract

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	516,630	550,224	467,185	415,776	415,776	415,776
Salaries and Wages	1,999,196	1,579,233	1,320,045	1,174,174	1,174,174	1,174,174
Total Personal Services	2,515,826	2,129,457	1,787,230	1,589,950	1,589,950	1,589,950
<u>Materials and Services</u>						
Meeting Costs	6,796	7,791	5,138	6,000	6,921	6,921
Building Reps/Improvements	22	0	0	0	0	0
Telephone Services	52,226	4,276	500	0	0	0
Occupancy Costs	138,966	0	0	0	0	0
Parking	7,925	7,341	7,419	9,350	9,350	9,350
Mileage Reimbursement	6,015	4,346	5,280	6,250	6,250	6,250
Out of Town Travel	2,682	21,928	7,696	9,500	9,500	9,500
Education	16,761	21,131	22,026	34,500	34,500	34,500
Special Events Costs	6,794	5,376	9,858	6,000	6,000	6,000
Publications and Dues	1,180	9,432	10,130	1,750	1,750	1,750
Vehicle Maintenance	0	24	0	0	0	0
Advertising And Publ. Notices	13,286	10,261	14,146	6,000	6,000	6,000
Postage And Delivery	8,195	4,524	7,922	4,100	4,100	4,100
General Office Expense	17,317	7,352	28,024	9,050	9,050	9,050
Printing And Graphics	17,549	20,432	20,716	32,300	32,300	32,300
Temporary Services	72,859	88,072	33,736	119,000	99,000	99,000
City Overhead Charges	130,246	11,137	19,793	457	457	457
Legal	43,118	18,793	34,452	37,151	11,000	11,000
Prof. Service Contracts	348,374	469,013	844,786	577,500	585,877	585,877
Software Applications	617	849	5,096	14,000	14,000	14,000
Loan Documents	62,550	66,072	32,039	44,000	44,000	44,000
Appraisals	19,052	20,175	29,002	16,000	16,000	16,000
Loan Foreclosure Costs	2,553	199	10,000	0	0	0
Bank Fees	7,500	0	0	0	0	0
Miscellaneous	1,844	4,088	1,000	1,250	1,250	1,250
External Repairs & Utilities	988	316	500	500	500	500
Equipment Repairs & Maint.	52	187	0	0	0	0
Total Materials and Services	985,465	803,114	1,149,259	934,658	897,805	897,805
<u>Capital Outlay</u>						
Property Taxes	1,781	0	0	0	0	0
Relocation	10,360	6,006	0	0	0	0
LID Special Assessments	15,899	0	0	0	0	0
System Software Applications	0	58,356	0	0	0	0
Computer Equipment	0	3,019	0	0	0	0
Construction Contracts	-2,400	0	0	0	0	0
Closing Costs	3,693	0	0	0	0	0
Acquisition	500	251,312	3,144,754	0	0	0
Prof. & Tech. Services	310	1,345	34,800	0	0	0
Furniture & Equipment	420	7,548	28,330	0	0	0
Total Capital Outlay	30,563	327,587	3,207,884	0	0	0
<u>Financial Assistance</u>						
Loans To Borrowers	2,608,741	2,486,774	8,122,967	7,341,337	7,505,374	7,509,676
Loans To Borrowers - PLPA	3,321,020	1,804,340	3,979,200	3,979,200	3,979,200	3,979,200
Grants	517,097	297,253	409,317	270,000	190,000	190,000
Total Financial Assistance	6,446,858	4,588,367	12,511,484	11,590,537	11,674,574	11,678,876

PDC Fund Summaries

Housing and Community Dev Contract

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Cash Transfers Out	0	1,016,070	0	0	0	0
Indirect Cost-admin Allocation	740,595	1,142,944	956,176	866,463	356,073	356,073
Contingency	0	0	72,055	9,951	9,951	9,951
Total Requiremen	\$ 10,719,309	\$ 10,007,538	\$ 19,684,088	\$ 14,991,559	\$ 14,528,353	\$ 14,532,655

PROJECT SUMMARY

3 Percent Loans - 31032	3,369	2,959	0	0	0	0
6 Percent Loans - 31042	570	1,321	0	0	0	0
Accounts Payable - 57240	0	2,254	0	0	0	0
Alberta Development Strat Implementation - 2	166,651	89,648	156,138	0	0	0
Asset Management - 47809	0	0	0	177,942	177,942	177,942
Auditing - 57510	102,244	0	0	0	0	0
BHCD Community Init & Misc - 33012	3,642	0	0	0	0	0
Budgeting & Financial Planning - 57110	22,084	16,741	31,724	50,058	50,058	50,058
Business Development Financing - 28820	0	0	0	706,141	510,000	510,000
Business Recruitment City-wide - 67605	0	0	0	0	0	0
Business Recruitment NE - 24005	11,903	0	0	0	0	0
Community Based Hsg City-wide - 36007	949	1,941	0	0	0	0
Community-Based Hsg Northeast - 36105	2,827	278	0	0	0	0
Community-Based Hsg Transit St - 36110	0	664	0	0	0	0
Contingency - 99999	0	0	72,055	9,951	9,951	9,951
Deferred Payment Loans (DPLs) - 31012	10,829	4,025	0	0	0	0
Ec Dev Policy & Planning - 23822	43,250	0	0	0	0	0
Economic Development Admin - 27910	31,642	39,529	36,819	0	0	0
Emergency Repair City Wide - 31018	9,717	7,405	0	0	0	0
Emergency Repair Cully - 31003	960	0	0	0	0	0
Emergency Repair Downtown - 31004	145	0	0	0	0	0
Emergency Repair Lns Mult Co - 31011	1,489	0	0	0	0	0
Emergency Repair Northeast - 31005	3,969	0	0	0	0	0
Emergency Repair Outer SE - 31009	3,890	0	0	0	0	0
Escrow Accounting - 52232	3,298	1,756	0	0	0	0
Even Better Housing - 31602	318	0	0	0	0	0
Finance Dept Admin - 57910	2,032	-136	0	0	0	0
General Administration-Housing - 37910	170,096	186,294	186,869	138,937	138,937	138,937
Grant & Contract Accounting - 57350	-7,556	10,106	11,712	39,443	39,443	39,443
HIF Program Development - 33010	35,171	178	0	0	0	0
Home Ownership Program - 33401	557,829	84,231	1,728,058	1,305,351	957,278	957,278
Home Rehab Loans Cully/Killing - 31203	148,102	15,482	0	0	0	0
Home Rehab Loans Downtown - 31204	65	0	0	0	0	0
Home Rehab Loans Inner NE - 31205	1,129,805	1,161,419	0	0	0	0
Home Rehab Loans Lloyd Distric - 31206	3,976	3,962	0	0	0	0
Home Rehab Loans N Macadam SWF - 31207	343	0	0	0	0	0
Home Rehab Loans Transit Stati - 31210	552	3,502	0	0	0	0
Home Rehabilitation Loans City-Wide - 31046	601,389	1,149,469	2,692,820	1,866,745	2,139,209	2,139,209
Home Security Loans - 0% & 3% - 31142	274	0	0	0	0	0
Homestead Cully/Killingsworth - 36003	29	0	0	0	0	0
Homestead Inner Northeast - 36005	9,882	1,095	0	0	0	0
Homestead Old Town - 36014	0	154	0	0	0	0
Homestead Outer Southeast - 36009	1,052	0	0	0	0	0
Housing Inventory - 33011	25,157	1,608	0	0	0	0
Hsg Dev Assistance Cully - 33103	0	30	0	0	0	0
Hsg Dev Assistance Inner NE - 33105	145,270	25,016	0	0	0	0
Hsg Dev Assistance Macadam/SWF - 33107	94	0	0	0	0	0

PDC Fund Summaries

Housing and Community Dev Contract

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Hsg Dev Assistance Old Town - 33104	320	1,495	0	0	0	0
Hsg Dev Assistance Outer SE - 33109	1,187	6,014	0	0	0	0
Hsg Dev Assistance Transit Sta - 33110	252	2,413	0	0	0	0
Hsg Dev Asst City-wide - 33102	73,303	20,899	0	0	0	0
Jobnet Airport Way - 26001	24,699	7,602	0	0	0	0
Jobnet Central Eastside - 26002	257	56	0	0	0	0
Jobnet Downtown - 26004	2,225	62	0	0	0	0
Jobnet General - 26012	492,976	272,106	0	0	0	0
Jobnet Inner Northeast - 26005	45,217	7,078	0	0	0	0
Jobnet Lloyd District - 26006	563	5,311	0	0	0	0
Jobnet Macadam/South WF - 26007	62	0	0	0	0	0
Jobnet Outer SE - 26009	6,758	2,791	0	0	0	0
Jobnet Regional - 26011	32,535	7,761	0	0	0	0
Kennedy School - 32703	0	0	0	0	0	0
Kenton Storefront - 28910	0	19,067	53,790	0	0	0
Lead Hazard Program - 32523	0	0	300,000	1,158,049	1,158,049	1,158,049
Lents Foster/Powell Storefront - 28907	91,646	136,665	163,008	96,110	48,603	48,603
Lents Livability - Home Rehab - 31209	543,202	678,105	0	0	0	0
Lents Livability - Rental - 32109	114,145	37,190	0	0	0	0
LID Subsidy to Homeowners - 31502	7,703	110,461	99,862	96,427	50,000	50,000
Limited Property Tax Assess - 33009	0	0	0	0	0	0
Loan Origination - 57180	357	2,225	0	0	0	0
Loan Servicing Ec Dev - 47811	0	0	19,595	12,904	12,904	12,904
Loan Servicing Housing - 47810	332,295	403,039	451,856	367,688	321,537	321,537
Management Reporting - 57410	37,971	16,268	24,429	0	0	0
MFH - 60th & Glisan - 19506	0	0	0	0	0	0
MFH - Broadway Hotel - 34513	0	0	0	0	0	0
MFH - Housing Preservation - City-Wide - 345	0	0	2,923,285	0	0	0
MFH - Program Delivery Costs - 32992	386,288	532,587	78,790	0	0	0
MFH - Rental Projects - City-Wide - 32102	670,647	1,250,179	7,684,610	6,140,841	6,515,797	6,515,797
MFH - Rental Projects - Cully - 32103	6,752	975	0	0	0	0
MFH - Rental Projects - River District - 32108	0	13	0	0	0	0
MFH - Rental Projects-Centr E - 32122	1,129	3,658	0	0	0	0
MFH - Rental Projects-Downtown - 32104	37,573	69,809	0	0	0	0
MFH - Rental Projects-Inner NE - 32105	604,899	73,622	0	0	0	0
MFH - Rental Projects-Lloyd - 32106	0	433	0	0	0	0
MFH - Rental Projects-Transit - 32110	4,028	6,039	0	0	0	0
MFH - Youth Facility Projects - 32701	0	0	0	1,074,464	1,074,464	1,074,464
Microbusiness Loans - 25524	1,607	40,438	10,240	0	0	0
Minority Wk Cap Lns (delete) - 28522	-5	0	0	0	0	0
N/NE Bus. Assistance Loans - 28512	228,665	348,590	318,187	0	0	0
N/NE Housing New Construction - 34526	787	1,801	0	0	0	0
NE Alberta Storefront Program - 28906	119,199	83,469	181,661	56,703	40,941	40,941
NE Community Ec Dev Planning - 25502	0	0	0	0	0	0
NE Humbolt Storefront - 28916	0	0	0	94,136	77,892	77,892
NE Mississippi/Shaver Storefront - 28918	0	0	0	79,756	64,692	64,692
Neigh Imp Incentive Cully - 31053	16,446	8,670	0	0	0	0
Neigh Imp Incentive N/NE - 31055	176,875	27,010	0	0	0	0
Neigh Imp Incentive Outer SE - 31069	11,674	20,632	0	0	0	0
Neighborhood Improvement Incen - 31050	4,553	16,139	0	0	0	0
New TAD DOS/Loans - 27000	0	0	50,000	0	0	0
New TAD/SE Milwaukie Storefront - 28911	0	0	180,177	89,175	44,311	44,311
NHP Program Delivery Costs - 31992	371,504	470,160	353,670	0	0	0
Non-profit Environ. Reviews - 33402	14,488	350	0	0	0	0

PDC Fund Summaries

Housing and Community Dev Contract

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Non-profit Facility Rehab Citywide - 32702	9,048	45,248	291,930	251,934	252,163	256,465
Non-profit Facility Rehab N/NE - 32705	2,707	627,295	0	0	0	0
Non-profit Facility Rehab Outer SE - 32709	162,011	593	0	0	0	0
Notes Payable - Bank of Americ - 52129	153,194	1,017,079	0	0	0	0
Notes Payable - FIOR PLPA - 52124	4,344	987	0	0	0	0
Notes Payable - PIL Loans - 31059	399	0	0	0	0	0
Notes Payable - U.S. Bank PLPA - 52126	19,787	2,793	0	0	0	0
OSE Dev. Opportunity Strategy - 25501	81,072	444,380	163,667	0	0	0
OSE Small Bus Lending Program - 25503	69,232	201,258	233,782	0	0	0
PDX Homestead - 36002	13,777	2,076	0	0	0	0
Planning and Technical Assistance - 28800	0	0	0	46,023	52,477	52,477
Property Transactions Admin - 47460	10,990	-3,893	0	0	0	0
Public Affairs Administration - 67910	0	34	0	0	0	0
Quality Jobs Initiative - 25490	0	33,828	0	0	0	0
Receivership Program - 33006	0	0	134,106	340,164	0	0
Recycled Housing Loans - 35992	40	0	0	0	0	0
Redevelopment Planning - 28810	0	0	0	210,825	211,000	211,000
Refinance City-Wide - 31044	298,242	57,043	445,399	428,405	427,952	427,952
Refinance Lloyd District - 31106	59	54	0	0	0	0
Refinance NE Cully - 31103	345,207	2	0	0	0	0
Refinance Northeast - 31105	585,783	5,485	0	0	0	0
Refinance Outer SE - 31109	1,003,277	47,118	0	0	0	0
Refinance Transit Stations - 31110	56	285	0	0	0	0
REO Property Management - 40601	3,532	112	0	0	0	0
Research - City-wide - 67645	71,577	0	0	0	0	0
Rosemont Property - 19037	0	37	400,000	0	0	0
SE Community Ec Dev Planning - 25509	167,644	8,700	0	0	0	0
SE/NE Storefront Facade Prg - 28905	1,351	244	0	0	0	0
Sewer Hook-up Loans - 31152	722	0	0	0	0	0
Shelter Reconfiguration - 33805	0	-306	0	0	0	0
Urban Homestead Program - 36992	2,195	13,801	161,849	153,389	152,753	152,753
Vancouver/Williams Corridor TAD - 27010	0	0	44,000	0	0	0
Walnut Park Housing - 36004	395	0	0	0	0	0
Walnut Park Laundromat Bldg - 25518	245	0	0	0	0	0
Walnut Park Retail - 25507	334	1,170	0	0	0	0
Total Requiremen	\$ 10,719,309	\$ 10,007,538	\$ 19,684,088	\$ 14,991,559	\$ 14,528,353	\$ 14,532,655

PDC Fund Summaries

HOME Grant

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
RESOURCES						
Beginning Fund Balance	318,282	621,134	87,012	0	0	0
<u>Federal and Other Grants</u>						
Grants - Federal Except Hcd	0	1,666,319	5,335,757	3,325,872	3,325,872	3,325,872
Grants - Except Hcd	4,216,219	0	0	0	0	0
Total Federal and Other Grants	4,216,219	1,666,319	5,335,757	3,325,872	3,325,872	3,325,872
Private Lender Agreements	0	314,170	0	0	0	0
<u>Program Income</u>						
Loan Fees	12,088	3,883	0	0	0	0
Loan Late Charges	6,086	7,318	0	0	0	0
Loans - Principal Collection	0	1,122,563	0	0	0	0
Loan Principal Collections	947,256	0	0	0	0	0
Loans - Interest Earned	355,754	48,854	0	0	0	0
Interest - City Investmt Pool	8,588	41,871	0	0	0	0
Reimbursements	138	-1,248	0	0	0	0
Miscellaneous Income	210	0	0	0	0	0
Contra Program Income	0	-344,589	0	0	0	0
Total Program Income	1,330,120	878,651	0	0	0	0
Total Resources	\$ 5,864,620	\$ 3,480,274	\$ 5,422,769	\$ 3,325,872	\$ 3,325,872	\$ 3,325,872
REQUIREMENTS						
Personal Services	78,086	62,816	0	0	0	0
Materials and Services	385,240	41,693	0	0	0	0
Capital Outlay	214	0	0	0	0	0
Financial Assistance	4,723,571	2,176,217	5,335,757	3,325,872	3,325,872	3,325,872
Cash Transfers Out	0	387,795	0	0	0	0
Indirect Allocation	56,374	36,661	0	0	0	0
Contingency	0	0	87,012	0	0	0
Total Requiremen	\$ 5,243,485	\$ 2,705,182	\$ 5,422,769	\$ 3,325,872	\$ 3,325,872	\$ 3,325,872
Unappropriated Ending Balance	621,135	775,092	0	0	0	0
Total Requirements	\$ 5,864,620	\$ 3,480,274	\$ 5,422,769	\$ 3,325,872	\$ 3,325,872	\$ 3,325,872

PDC Fund Summaries

HOME Grant

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	14,934	15,821	0	0	0	0
Salaries and Wages	63,152	46,995	0	0	0	0
Total Personal Services	78,086	62,816	0	0	0	0
<u>Materials and Services</u>						
Mileage Reimbursement	43	127	0	0	0	0
Prof. Service Contracts	305,680	8,330	0	0	0	0
Legal	15,433	9,926	0	0	0	0
Temporary Services	50,719	200	0	0	0	0
Printing And Graphics	49	30	0	0	0	0
General Office Expense	257	27	0	0	0	0
Postage And Delivery	197	24	0	0	0	0
Advertising And Publ. Notices	452	537	0	0	0	0
Meeting Costs	129	362	0	0	0	0
Publications and Dues	440	685	0	0	0	0
Software Applications	141	0	0	0	0	0
Special Events Costs	0	95	0	0	0	0
Out of Town Travel	0	1,454	0	0	0	0
Parking	10	33	0	0	0	0
Occupancy Costs	169	0	0	0	0	0
Equipment Lease & Rentals	0	72	0	0	0	0
Loan Documents	604	705	0	0	0	0
Appraisals	0	0	0	0	0	0
Loan Foreclosure Costs	10,262	10,383	0	0	0	0
Miscellaneous	0	8,704	0	0	0	0
Education	654	0	0	0	0	0
Total Materials and Services	385,240	41,693	0	0	0	0
Closing Costs	214	0	0	0	0	0
<u>Financial Assistance</u>						
Loans To Borrowers	4,439,667	1,967,581	5,335,757	3,325,872	3,325,872	3,325,872
Loans To Borrowers - PLPA	0	192,600	0	0	0	0
Grants	283,904	16,036	0	0	0	0
Total Financial Assistance	4,723,571	2,176,217	5,335,757	3,325,872	3,325,872	3,325,872
Cash Transfers Out	0	387,795	0	0	0	0
Indirect Cost-admin Allocation	56,374	36,661	0	0	0	0
Contingency	0	0	87,012	0	0	0
Total Requiremen	\$ 5,243,485	\$ 2,705,182	\$ 5,422,769	\$ 3,325,872	\$ 3,325,872	\$ 3,325,872

PROJECT SUMMARY

Business Asst Loans - Hatfield - 28516	2,765,963	267,778	0	0	0	0
Contingency - 99999	0	0	87,012	0	0	0
Ec Dev Revolv Loans Central Es - 28302	0	159	0	0	0	0
Grant & Contract Accounting - 57350	481	0	0	0	0	0
Home Ownership Program - 33401	234,142	223,475	680,000	0	0	0
Lents Livability - Rental - 32109	400,000	0	0	0	0	0
Loan Origination - 57180	58	231	0	0	0	0
Loan Servicing Housing - 47810	27,642	9,603	0	0	0	0
Local Projects - 40101	0	8,704	0	0	0	0
MFH - Program Delivery Costs - 32992	0	9	0	0	0	0
MFH - Rental Projects - City-Wide - 32102	925,530	823,435	4,655,757	3,325,872	3,325,872	3,325,872

PDC Fund Summaries

HOME Grant

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
MFH - Rental Projects-Inner NE - 32105	611,816	849,701	0	0	0	0
MLK Blvd Streetscape Plan - 25516	0	6	0	0	0	0
N/NE Bus Asst Fnd Job Training - 26018	211,963	503,702	0	0	0	0
N/NE Bus Asst Fund Tech Asst - 26908	65,861	18,379	0	0	0	0
N/NE Bus. Assistance Loans - 28512	0	0	0	0	0	0
N/NE Housing New Construction - 34526	0	0	0	0	0	0
Professional Services Admin - 47910	27	0	0	0	0	0
Total Requiremen	\$ 5,243,485	\$ 2,705,182	\$ 5,422,769	\$ 3,325,872	\$ 3,325,872	\$ 3,325,872

PDC Fund Summaries

Enterprise Loan

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
RESOURCES						
Beginning Fund Balance	5,682,057	5,959,034	9,077,555	5,635,143	5,635,143	5,635,143
Operating Transfers In	0	677,374	100,000	0	0	0
HIF Note Revenue	8,161,322	-1,141,951	10,029,972	9,106,081	19,069,135	19,069,135
Private Lender Agreements	0	517,900	16,000,000	5,000,000	5,000,000	5,000,000
<u>Program Income</u>						
Rent Income	0	0	0	0	582,700	582,700
Loan Fees	38,108	109,040	337,000	217,246	217,246	217,246
Loan Late Charges	9,377	3,449	4,000	4,000	4,000	4,000
Application Fee	0	5,500	59,000	59,000	59,000	59,000
Other Contracts	0	7,127,576	0	0	0	0
Loans - Principal Collection	0	3,791,526	4,063,445	6,075,732	4,975,732	4,975,732
Loan Principal Collections	4,019,382	0	0	0	0	0
Loans - Interest Earned	1,181,312	846,331	1,246,500	1,559,291	1,559,291	1,559,291
Interest - City Investmnt Pool	0	0	214,008	179,055	179,055	179,055
Interest - City Investmnt Pool	206,269	344,552	0	0	0	0
All Other Interest	6,986	146	0	0	0	0
Personal Property Sales	0	0	1,026,000	0	0	0
Reimbursements	77,103	67,325	0	157,000	157,000	157,000
Miscellaneous Income	0	21,435	157,000	0	0	0
Total Program Income	5,538,538	12,316,880	7,106,953	8,251,324	7,734,024	7,734,024
Total Resources	\$ 19,381,917	\$ 18,329,237	\$ 42,314,480	\$ 27,992,548	\$ 37,438,302	\$ 37,438,302

REQUIREMENTS

Personal Services	359,640	441,734	645,385	655,231	655,231	662,145
Materials and Services	544,781	235,683	349,164	430,000	472,605	472,905
Capital Outlay	1,034,056	518,070	1,982,233	0	10,330,323	10,330,323
Financial Assistance	9,174,843	6,124,835	29,795,462	18,420,212	17,091,818	17,084,604
Debt Service	1,786,818	2,172,776	3,018,329	3,000,000	3,000,000	3,000,000
Cash Transfers Out	0	1,049	2,000,000	0	0	0
Indirect Allocation	522,593	445,615	513,978	579,694	980,914	980,914
Contingency	0	0	4,009,929	4,907,411	4,907,411	4,907,411
Total Requiremen	\$ 13,422,732	\$ 9,939,762	\$ 42,314,480	\$ 27,992,548	\$ 37,438,302	\$ 37,438,302
Unappropriated Ending Balance	5,959,185	8,389,475	0	0	0	0
Total Requirements	\$ 19,381,917	\$ 18,329,237	\$ 42,314,480	\$ 27,992,548	\$ 37,438,302	\$ 37,438,302

FTE POSITIONS

	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>
Administrative Specialist II					0.45	11,519	0.45	11,519	0.45	11,519
Administrative Specialist III			0.37	13,256	0.75	26,595	0.75	26,595	0.75	26,595
Attorney			0.22	16,793	0.20	13,359	0.20	13,359	0.20	13,359
Attorney II			0.05	4,304	0.05	4,598	0.05	4,598	0.05	4,598
Budget Analyst			0.10	4,399	0.05	2,502	0.05	2,502	0.05	2,502
Communications/Contract Coord					0.05	3,085	0.05	3,085	0.05	3,085
Construction Advisor			1.00	50,949	0.85	45,615	0.85	45,615	0.85	45,615
Construction Coordinator			0.30	17,955	0.70	42,975	0.70	42,975	0.70	42,975
Construction Specialist			0.05	2,917	0.35	21,677	0.35	21,677	0.35	21,677
Deputy Housing Director			0.42	35,300	0.20	15,919	0.20	15,919	0.20	15,919
Development Manager			0.05	3,580	0.10	8,275	0.10	8,275	0.10	8,275
Economic Development Director					0.10	8,817	0.10	8,817	0.10	8,817
Finance Coordinator			0.65	36,463	0.99	58,647	0.99	58,647	0.99	58,647
Housing Dev Finance Manager					0.20	14,309	0.20	14,309	0.20	14,309
Housing Director			0.20	18,869	0.10	10,477	0.10	10,477	0.10	10,477

PDC Fund Summaries

Enterprise Loan

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Housing Initiatives Coordinator		0.20	10,133	0.20	11,575	0.20 11,575
Housing Programs Analyst				0.30	13,513	0.30 13,513
Loan Collection Specialist		0.02	794			
Loan Processor/Closer		0.55	22,451	0.87	35,148	0.87 35,148
Originator/Processor		1.00	36,716	0.60	24,315	0.60 24,315
Program Development Asst		0.10	3,503			
Program Development Tech		0.42	12,380	0.65	21,277	0.65 21,277
Project Coordinator II		0.87	52,586	0.15	9,475	0.15 9,475
Project Manager		0.95	63,245	0.44	30,726	0.44 30,726
Special Asst to Exec Director			161	0.02	1,710	0.02 1,710
Team Manager - NHP		0.10	6,191	0.22	15,255	0.22 15,255
Team Resource Coordinator				0.15	8,261	0.15 8,261
Underwriter/Closer		1.00	46,874	0.49	24,262	0.49 24,262
Total FTE		8.62	459,817	9.23	483,886	9.23 483,886

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

PDC Fund Summaries

Enterprise Loan

	<i>Actuals FY 1996-97</i>	<i>Actuals FY 1997-98</i>	<i>Revised FY 1998-99</i>	<i>Proposed FY 1999-00</i>	<i>Approved FY 1999-00</i>	<i>Adopted FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	74,481	97,811	168,772	171,343	171,343	173,151
Salaries and Wages	285,159	343,923	476,613	483,888	483,888	488,994
Total Personal Services	359,640	441,734	645,385	655,231	655,231	662,145
<u>Materials and Services</u>						
Meeting Costs	8,216	489	2,755	3,000	3,000	3,200
Equipment Repairs & Maint.	0	3,089	0	0	0	0
Occupancy Costs	-480	636	0	0	0	0
Parking	53	32	843	250	250	250
Mileage Reimbursement	77	46	1,085	1,750	1,750	1,850
Out of Town Travel	0	0	632	1,000	1,000	1,000
Education	659	239	5,889	7,000	7,000	7,000
Special Events Costs	2,131	623	1,974	3,000	3,000	3,000
Publications and Dues	50	240	2,568	1,000	1,000	1,000
Loan Documents	3,096	32,621	53,158	22,000	22,000	22,000
Advertising And Publ. Notices	8,355	20	18,164	17,000	17,000	17,000
Postage And Delivery	2,051	406	695	500	500	500
General Office Expense	102	177	2,199	2,500	2,500	2,500
Printing And Graphics	2,398	782	6,287	6,000	6,000	6,000
Temporary Services	2,265	460	9,605	7,000	7,000	7,000
Legal	27,318	27,918	45,735	6,000	6,000	6,000
Prof. Service Contracts	484,573	157,206	86,404	260,000	312,605	312,605
Software Applications	129	0	526	0	0	0
Appraisals	0	0	87,950	66,000	66,000	66,000
Loan Foreclosure Costs	1,230	7,478	9,865	10,000	10,000	10,000
Bank Fees	0	0	0	10,000	0	0
Miscellaneous	2,558	5	0	0	0	0
Insurance	0	0	6,000	6,000	6,000	6,000
Property Taxes	0	0	5,830	0	0	0
External Repairs & Utilities	4,737	3,218	1,000	0	0	0
Total Materials and Services	549,518	235,683	349,164	430,000	472,605	472,905
<u>Capital Outlay</u>						
Closing Costs	408	-74	0	0	0	0
Relocation	0	18,210	0	0	0	0
Permits, Review & Fees	0	75	0	0	0	0
Acquisition	1,001,552	498,811	1,982,233	0	10,330,323	10,330,323
Prof. & Tech. Services	419	3,080	0	0	0	0
Furniture & Equipment	26,940	743	0	0	0	0
Total Capital Outlay	1,029,319	520,845	1,982,233	0	10,330,323	10,330,323
<u>Financial Assistance</u>						
Loans To Borrowers	8,802,429	5,017,145	29,381,609	17,720,212	16,941,818	16,894,604
Loans To Borrowers - PLPA	0	509,280	0	0	0	0
Grants	372,414	595,635	413,853	700,000	150,000	190,000
Total Financial Assistance	9,174,843	6,122,060	29,795,462	18,420,212	17,091,818	17,084,604
<u>Debt Service</u>						
Debt Service - Principal	1,049,862	1,241,656	2,518,329	0	0	0
Debt Service - Interest	736,956	931,120	500,000	3,000,000	3,000,000	3,000,000
Total Debt Service	1,786,818	2,172,776	3,018,329	3,000,000	3,000,000	3,000,000
Cash Transfers Out	0	1,049	2,000,000	0	0	0

PDC Fund Summaries

Enterprise Loan

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
Indirect Cost-admin Allocation	522,593	445,615	513,978	579,694	980,914	980,914
Contingency	0	0	4,009,929	4,907,411	4,907,411	4,907,411
Total Requiremen	\$ 13,422,732	\$ 9,939,762	\$ 42,314,480	\$ 27,992,548	\$ 37,438,302	\$ 37,438,302

PROJECT SUMMARY

- 19505	0	2,064	0	0	0	0
6 Percent Loans - 31042	16	0	0	0	0	0
Accounts Payable - 57240	0	834	0	0	0	0
Budgeting & Financial Planning - 57110	0	356	0	0	0	0
Business Assistance City Wide - 67610	0	0	0	1,663,423	563,423	563,423
Business Asst Loans - Hatfield - 28516	0	0	882,342	355,275	355,275	355,275
CHDI Prop Mgt Contract - 52301	0	0	6,830	0	0	0
Community Based Hsg City-wide - 36007	90	0	0	0	0	0
Contingency - 99999	0	0	3,936,231	3,540,361	3,540,361	3,540,361
Debt Management - 57150	0	0	5,092,027	4,367,050	4,367,050	4,367,050
Deferred Payment Loans (DPLs) - 31012	48	0	0	0	0	0
Ec Dev Revolv Loans Central Es - 28302	0	3,462	0	0	0	0
EDA Business Development RLF - 28301	259,888	70,934	1,252,988	217,854	217,854	217,854
EDA Real Estate Devel RLF - 28201	334,840	275,334	230,385	217,854	217,854	217,854
Emergency Repair City Wide - 31018	21	0	0	0	0	0
Emergency Repair Northeast - 31005	32	0	0	0	0	0
Emergency Repair Outer SE - 31009	74	0	0	0	0	0
Family Day Care Providers - 31202	174	0	0	0	0	0
Fannie Mae - Ownership/Rehabilitation - 3341	0	0	16,407,000	5,287,246	5,287,246	5,287,246
Fee Waiver - 33008	7,583	937	423,895	439,171	439,171	439,171
General Administration-Housing - 37910	59,161	123,983	91,903	78,877	78,877	78,877
HIF Program Development - 33010	814,645	121,528	0	0	0	0
Historic - New Market Udag - 13414	0	0	0	0	0	0
Home Ownership Program - 33401	608,864	711,896	46,861	262,500	262,501	262,501
Home Rehab Loans Cully/Killing - 31203	37	0	0	0	0	0
Home Rehab Loans Inner NE - 31205	101	0	0	0	0	0
Home Rehabilitation Loans City-Wide - 31046	0	12,405	0	450,046	379,633	379,633
Hsg Dev Assistance Outer SE - 33109	0	231	0	0	0	0
Hsg Dev Assistance Transit Sta - 33110	389	0	0	0	0	0
Hsg Dev Asst City-wide - 33102	2,500	132	105,000	0	0	0
Lents Livability - Home Rehab - 31209	88	0	0	0	0	0
Lents Livability - Rental - 32109	1,395,415	22,046	0	0	0	0
Limited Property Tax Assess - 33009	0	0	0	0	0	0
Loan Servicing Ec Dev - 47811	0	0	2,596	0	0	0
Loan Servicing Housing - 47810	5,696	5,000	0	0	0	0
Local Projects - 40101	2,622	42,776	0	0	0	0
Management Reporting - 57410	51	0	0	0	0	0
MFH - 60th & Glisan - 19506	1,058,015	38,338	0	0	0	3,047,214
MFH - Housing Preservation - City-Wide - 345	0	0	511,697	133,355	12,013,895	12,013,895
MFH - Program Delivery Costs - 32992	207,610	57,765	0	0	0	0
MFH - Rental Projects - City-Wide - 32102	1,777,461	4,076,266	11,657,287	10,452,611	8,848,075	5,800,861
MFH - Rental Projects - Cully - 32103	1,611	442	0	0	0	0
MFH - Rental Projects - River District - 32108	3,227,115	-1,192,431	0	0	0	0
MFH - Rental Projects-Centr E - 32122	656,460	256,015	0	0	0	0
MFH - Rental Projects-Downtown - 32104	22,350	1,149,261	0	0	0	0
MFH - Rental Projects-Inner NE - 32105	1,005,959	625,185	0	0	0	0
MFH - Rental Projects-Regional - 32111	167	0	0	0	0	0
MFH - Rental Projects-S Waterf - 32107	0	6	0	0	0	0

PDC Fund Summaries

Enterprise Loan

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
MFH - Rental Projects-Transit - 32110	10,235	15,351	0	0	0	0
MFH - Sprinkler Program - 33007	0	0	168,860	258,336	258,336	258,336
N/NE Bus Asst Fund Tech Asst - 26908	0	0	30,076	0	0	0
N/NE Bus. Assistance Loans - 28512	0	0	0	0	0	0
N/NE Housing New Construction - 34526	-32	0	0	0	0	0
NHP Program Delivery Costs - 31992	16,594	31,916	0	0	0	0
Notes Payable - Bank of Americ - 52129	1,096,515	1,211,019	0	0	0	0
Notes Payable - FIOR PLPA - 52124	659,477	536,601	0	0	0	0
Notes Payable - PIL Loans - 31059	11,503	0	0	0	0	0
Notes Payable - U.S. Bank PLPA - 52126	19,593	425,157	0	0	0	0
PCRl (PDX Comm Reinv Inc) - 33502	0	0	0	0	0	0
PDX Homestead - 36002	-46	913	0	0	0	0
PLIP Agreement - 52122	-480	0	0	0	0	0
PP&L Conversion Loans - 33709	13	0	0	0	0	0
Receivership Program - 33006	0	0	0	0	340,163	340,163
Refinance City-Wide - 31044	0	88,215	0	0	0	0
Rosemont Property - 19037	0	483,385	750,000	0	0	0
Targeted Investment Program - 28212	160,280	716,521	718,502	268,588	268,588	268,588
Union Station Housing Phase II/III - 11238	0	25,919	0	0	0	0
Total Requiremen	\$ 13,422,732	\$ 9,939,762	\$ 42,314,480	\$ 27,992,548	\$ 37,438,302	\$ 37,438,302

PDC Fund Summaries

Regional Strategies

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>				
RESOURCES										
Beginning Fund Balance	831,511	874,091	661,200	47,906	47,906	47,906				
Operating Transfers In	0	45,000	0	0	0	0				
<u>Federal and Other Grants</u>										
Grants - Except Hcd	208,571	0	0	0	0	0				
Grants - State And Local	1,468,747	761,523	598,077	111,730	111,730	111,730				
Total Federal and Other Grants	1,677,318	761,523	598,077	111,730	111,730	111,730				
<u>Program Income</u>										
Interest - City Investmt Pool	29,823	40,498	0	0	0	0				
Interest - City Investmnt Pool	0	0	14,110	0	0	0				
Reimbursements	0	28,722	66,321	0	0	0				
Total Program Income	29,823	69,220	80,431	0	0	0				
Total Resources	\$ 2,538,652	\$ 1,749,834	\$ 1,339,708	\$ 159,636	\$ 159,636	\$ 159,636				
REQUIREMENTS										
Personal Services	59,812	31,763	42,869	3,039	3,039	3,039				
Materials and Services	702,163	36,210	64,546	0	0	0				
Financial Assistance	902,587	996,806	1,202,899	152,277	150,140	150,140				
Cash Transfers Out	0	0	0	3,000	3,000	3,000				
Indirect Allocation	0	23,855	29,394	1,319	3,456	3,456				
Total Requiremen	\$ 1,664,561	\$ 1,088,634	\$ 1,339,708	\$ 159,635	\$ 159,635	\$ 159,635				
Unappropriated Ending Balance	874,091	661,200	0	1	1	1				
Total Requirements	\$ 2,538,652	\$ 1,749,834	\$ 1,339,708	\$ 159,636	\$ 159,636	\$ 159,636				
FTE POSITIONS										
	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>	<i>No.</i> <i>FTE</i>	<i>Salary</i> <i>Amount</i>
Administrative Specialist II			0.10	3,054						
Information Program Specialist			0.30	11,463						
Project Manager			0.10	5,483	0.04	2,244	0.04	2,244	0.04	2,244
Total FTE			0.50	20,000	0.04	2,244	0.04	2,244	0.04	2,244

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

PDC Fund Summaries

Regional Strategies

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	14,693	8,522	7,082	795	795	795
Salaries and Wages	45,118	23,241	35,787	2,244	2,244	2,244
Total Personal Services	59,812	31,763	42,869	3,039	3,039	3,039
<u>Materials and Services</u>						
Special Events Costs	0	99	0	0	0	0
Prof. Service Contracts	694,101	31,403	59,645	0	0	0
Temporary Services	0	2,025	351	0	0	0
Printing And Graphics	22	0	0	0	0	0
General Office Expense	33	132	0	0	0	0
Postage And Delivery	240	149	50	0	0	0
Meeting Costs	0	134	90	0	0	0
Education	62	0	0	0	0	0
Mileage Reimbursement	260	28	0	0	0	0
Parking	2	2	0	0	0	0
Occupancy Costs	6,505	0	0	0	0	0
Advertising And Publ. Notices	939	2,238	4,410	0	0	0
Total Materials and Services	702,163	36,210	64,546	0	0	0
Grants	902,587	996,806	1,202,899	152,277	150,140	150,140
Cash Transfers Out	0	0	0	3,000	3,000	3,000
Indirect Cost-admin Allocation	0	23,855	29,394	1,319	3,456	3,456
Total Requiremen	\$ 1,664,561	\$ 1,088,634	\$ 1,339,708	\$ 159,635	\$ 159,635	\$ 159,635

PROJECT SUMMARY

Ambassador Program - 64615	9	0	0	0	0	0
Reg Strat Elec Equip Repair - 24447	0	0	19,000	0	0	0
Reg Strat Metals Competitive - 24451	443,225	88,775	772	0	0	0
Regional Strategies - 24444	1,031,638	955,276	1,303,686	159,635	159,635	159,635
Regional Strategies-Multimedia - 24449	189,167	44,583	16,250	0	0	0
Semiconductor Multi-Regional - 24450	500	0	0	0	0	0
Workforce Department Admin - 77910	22	0	0	0	0	0
Total Requiremen	\$ 1,664,561	\$ 1,088,634	\$ 1,339,708	\$ 159,635	\$ 159,635	\$ 159,635

PDC Fund Summaries

South Auditorium

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
RESOURCES						
Beginning Fund Balance	872,143	903,028	0	0	0	0
Interest - City Investmt Pool	30,886	0	0	0	0	0
Total Resources	\$ 903,029	\$ 903,028	\$ 0	\$ 0	\$ 0	\$ 0
REQUIREMENTS						
Unappropriated Ending Balance	903,029	903,028	0	0	0	0
Total Requirements	\$ 903,029	\$ 903,028	\$ 0	\$ 0	\$ 0	\$ 0

Other Funds

Oregon Arena Fund

The Oregon Arena Fund was established to account for the activities performed under PDC's contract with the City of Portland to manage the public improvements constructed in conjunction with the Oregon Arena Project, including improvements to the Memorial Coliseum, road and street improvements and parking garage construction. This fund should be closed out in FY 1999-00.

PDC Fund Summaries

Arena

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
RESOURCES						
Beginning Fund Balance	51,578	56,211	-6,339	0	0	0
<u>Program Income</u>						
Other Contracts	260,196	322,836	123,769	0	0	0
Interest - City Investmt Pool	10	0	0	0	0	0
Interest - City Investmnt Pool	0	0	0	0	0	0
Total Program Income	260,207	322,836	123,769	0	0	0
Total Resources	\$ 311,785	\$ 379,047	\$ 117,430	\$ 0	\$ 0	\$ 0
REQUIREMENTS						
Personal Services	43,661	1,861	3,000	0	0	0
Materials and Services	26,654	1,589	19,661	0	0	0
Capital Outlay	174,580	366,562	89,051	0	0	0
Indirect Allocation	10,680	15,374	5,718	0	0	0
Contingency	0	0	0	0	0	0
Total Requiremen	\$ 255,574	\$ 385,386	\$ 117,430	\$ 0	\$ 0	\$ 0
Unappropriated Ending Balance	56,211	-6,339	0	0	0	0
Total Requirements	\$ 311,785	\$ 379,047	\$ 117,430	\$ 0	\$ 0	\$ 0

PDC Fund Summaries

Arena

	<i>Actuals</i> <i>FY 1996-97</i>	<i>Actuals</i> <i>FY 1997-98</i>	<i>Revised</i> <i>FY 1998-99</i>	<i>Proposed</i> <i>FY 1999-00</i>	<i>Approved</i> <i>FY 1999-00</i>	<i>Adopted</i> <i>FY 1999-00</i>
<u>Personal Services</u>						
Taxes, Health/Dental Insurance	8,421	1,100	0	0	0	0
Salaries and Wages	35,240	761	3,000	0	0	0
Total Personal Services	43,661	1,861	3,000	0	0	0
<u>Materials and Services</u>						
Parking	9	0	0	0	0	0
Prof. Service Contracts	19,457	1,446	19,661	0	0	0
Temporary Services	4,476	64	0	0	0	0
Printing And Graphics	11	0	0	0	0	0
Postage And Delivery	171	0	0	0	0	0
Mileage Reimbursement	1	0	0	0	0	0
Occupancy Costs	1,054	0	0	0	0	0
Telephone Services	1,065	79	0	0	0	0
Software Applications	410	0	0	0	0	0
Total Materials and Services	26,654	1,589	19,661	0	0	0
<u>Capital Outlay</u>						
Prof. & Tech. Services	32,110	0	89,051	0	0	0
Permits, Review & Fees	3,793	0	0	0	0	0
Construction Contracts	138,677	366,562	0	0	0	0
Total Capital Outlay	174,580	366,562	89,051	0	0	0
Indirect Cost-admin Allocation	10,680	15,374	5,718	0	0	0
Contingency	0	0	0	0	0	0
Total Requiremen	\$ 255,574	\$ 385,386	\$ 117,430	\$ 0	\$ 0	\$ 0

PROJECT SUMMARY

Arena - 16301	99,244	67,780	0	0	0	0
Lloyd Finance & Comm Outreach - 16209	2	0	0	0	0	0
Memorial Coliseum General Impv - 16303	139,782	317,606	117,430	0	0	0
Rose Quarter Management - 16300	16,546	0	0	0	0	0
Total Requiremen	\$ 255,574	\$ 385,386	\$ 117,430	\$ 0	\$ 0	\$ 0

Project Descriptions

The following section provides the project descriptions in alphabetical order for all active projects in the FY 1999-00 budget. The project budgets are shown under both the Department and Fund pages, as well as under the Financial Summaries section.

PDC Project Descriptions

Accounting Admin - 57911	This project tracks accounting staff time spent on administrative activities, such as attending staff meetings, coding invoices, etc.
Asset Management - 47809	Asset management and compliance monitoring ensures that PDC's borrowers are meeting the cash flow and tenant requirements stated in the PDC loan agreements.
AW - Airport Light Rail/PIC - 19014	Financial planning, design and construction for infrastructure to support job creation and allow extension of light rail through the Portland International Center (PIC) terminating at the Portland Airport. 6,000 to 10,000 jobs expected to be created by 2015.
AW Develop. Opportunities Fund - 11009	Quality Jobs Program in Airport Way developed to provide financial assistance to companies creating/retaining quality jobs and developing a job density that meets 2040 goals.
AW Finance & Community Outreach - 11019	Airport Way program management and budget development/oversight. Working with other organizations within Airport Way including the Columbia Corridor Association, Port of Portland, Tri-Met, etc.
AW Land Acquisition & Development - 11014	Planning, acquisition, and development in Airport Way of up to 50 acres to develop a compact, high quality job center.
AW PIC Business Development - 11002	Assignment of funds to provide infrastructure for Cascade Station at Portland International Center in Airport Way.
AW PIC Infrastructure - 11003	Infrastructure contribution to pay for a portion of streets, park block, and over-crossing at the 20 acre Cascade Station development in Airport Way.
AW Predevelopment - 11007	New project review, feasibility analysis and business development in Airport Way.
AW Trail Development - 11016	Staff funding for planning and design of 10,000 linear foot trail along the Columbia Slough.
AW Transportation Improvement - 11001	Replace existing culvert at NE 158th and Columbia Slough with bridge to increase drainage capacity of Slough and traffic capacity of south/north street. Includes funding for expansion of NE Alderwood.
Budgeting & Financial Planning - 57110	Accounts for budget staff time for developing the annual budget and performing financial analysis throughout the year.
Bus. Distr. Projects City Wide - 26712	Strictly pass through funds supporting business district groups to pay for business vitality projects which have a positive long-term impact on the area and can be completed in a short time. Examples are street banners, hanging baskets, benches, etc.
Business Assistance City Wide - 67610	City-wide business loan fund to support quality job creation/retention and target industry development.
Business Asst Loans - Hatfield - 28516	Small business lending for businesses located in N/NE Portland.
Business Development CES URA - 64618	Central city target industry development and direct business assistance services to individual companies - retention/expansion as well as recruitment in the Central Eastside Urban Renewal Area.
Business Development City-wide - 67606	Direct business assistance services to individual companies - retention/expansion as well as recruitment.
Business Development Financing - 28820	Provide financial assistance to small businesses that promote expansion of business and jobs.

PDC Project Descriptions

Business Development OCC URA - 64617	Central city target industry development and direct business assistance services to individual companies - retention/expansion as well as recruitment in the Oregon Convention Center Urban Renewal Area.
Business Development WF URA - 64616	Central city target industry development and direct business assistance services to individual companies - retention/expansion as well as recruitment in the Waterfront Urban Renewal Area.
Cash Receipts - 57310	Accounts for PDC staff time and an Intergovernmental Agreement with the City Treasurer's Office related to handling PDC's cash receipts.
CES Building Rehabilitation - 10045	Building rehabilitation is the process of conserving/reusing existing buildings and promoting the preservation of historic structures which can be economically rehabilitated and may include seismic and handicap accessibility updates.
CES Dev. Opportunity Strategy - 10024	To promote, identify, and carry out development projects along Water Avenue within the Central Eastside Urban Renewal Area.
CES Eastbank Park - 10048	Manage design and construct (Phase II & III) east side park along Willamette River between Burnside and Hawthorne bridges.
CES Eastside Permanent Hsg - 33807	Provides a minimum of 90 units of very low income housing in the Central Eastside Urban Renewal Area. The project completes the City/County Shelter Reconfiguration Plan by creating permanent housing for single men and women.
CES Finance\Community Outreach - 10019	Maintain involvement and participation of Kerns, Buckman and Hosford Abernethy neighborhoods and Central Eastside Industrial Council in long term capital and program planning activities.
CES Grand/MLK/Burnside Public Imps - 10022	Streetscape improvements of Grand Ave./MLK Blvd./E. Burnside Street. Includes new/replacement trees, ornamental lighting on MLK, and curb extensions on Grand Avenue. Plan to extend across district during life of urban renewal plan.
CES Predevelopment - 10030	Staff assistance to property owners, businesses and developers for future development activities.
CES Redevelopment - 10039	Acquisition of two acres of land for redevelopment. May require litigation, relocation, environmental testing and remediation.
CES Storefront - 10021	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses in targeted areas: Grand & MLK Blvd. from Everett to Madison and along East Burnside from the bridgehead to SE 12th Ave.
CES Water Avenue Extension - 10029	Assist the Portland Office of Transportation with coordination of property owner involvement in construction of Water Avenue Project.
City Development Center - 40520	This project accounts for all costs related to the new building PDC will be moving into in the Summer of 1999.
Computer Services - 47110	Accounts for all staff and computer equipment costs related to PDC's information system program.
Const. Mgt and Engineering - 47410	Accounts for staff time to manage PDC's construction and engineering contracts.
Contingency - 99999	This project accounts for PDC's reserve funds. PDC's financial policy calls a 10% minimum reserve amount in each of PDC's capital funds.

PDC Project Descriptions

Contract Rules Management - 47020	Accounts for staff time associated with managing PDC's outside contracts for services such as appraisals, property management, and other services related to real estate transactions.
Debt Management - 57150	Accounts for Intergovernmental Agreement with City's Debt Management group as well as PDC Finance staff time working on bonds and other debt issues.
Desktop Systems - 57710	Costs for maintaining PDC's desktop systems and includes staff time for answering computer information "hot-phone" line.
Destination Retail - 10219	In support of the Central City Plan - promote the development of destination retail in the downtown core.
Disparity Work - 47021	Accounts for disparity work for project construction for minority contractors.
DT - Storefront Grants - 12202	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses in the South Park Blocks area.
DT Block 50 Development - 10213	Staff, legal and design assistance in the sale of property, permitting assistance, and construction monitoring of Pioneer Place II.
DT Creative Serv. Target Ind. Dev - 25493	Creative Services industry research and implementation of projects to support business development and job growth. Efforts to focus in the Downtown area.
DT Development Opportunity Fund - 11022	Funds to support business expansion/relocation/recruitment to downtown sites. Provides a financial mechanism to address (partially offset) the higher costs of a central city business location.
DT Finance & Comm Outreach - 11601	Downtown Target Area team staff time for budget preparation, monitoring and community outreach - includes time for part of 10 the staff members.
DT Midtown Park Blocks St Impr. - 11991	Completion of design guidelines and preliminary capital improvements for Midtown Park Blocks.
DT Mixed Use Site Acq. - 11990	Implement University District Plan through strategic site acquisition near Portland State University.
DT Neighborhood Commercial Serv - 11997	Financing within mixed-use housing projects encouraging more neighborhood services in the South Park Blocks area.
DT Older Building Seismic Program - 10217	Staff, engineering, and financial analysis of prospective financial incentives in the downtown area.
DT Park Block 5 - 12210	Manage the planning and design for the new Park Block at Taylor and Park Avenue.
DT Pioneer Square Public Impr - 10210	PDC portion of two year capital improvement commitment.
DT Predevelopment Activity - 16306	Project & program planning. Special projects allowance for unbudgeted activities in the downtown area. Includes part of 11 staff members.
DT Transit Mall Rehabilitation - 10027	Provide funds to Portland Office of Transportation for repairs to Transit Mall including sidewalk brick work reconstruction, curbs, gutters and other pedestrian improvements.
EDA Business Development RLF - 28301	City-wide business loan fund to support quality job creation/retention and target industry development.
EDA Real Estate Devel RLF - 28201	City-wide business loan fund based on job creation and retention for real estate projects only.

PDC Project Descriptions

Endangered Species Act - 10053	Activities and work undertaken by PDC in response to the Steelhead endangered species act listing.
Executive Department Admin - 97910	This project accounts for Executive staff time spent on administrative activities, such as attending staff meetings, and performing Commission wide executive duties.
Facilities Management - 40600	This project accounts for PDC's office space rent and all office management costs.
Fannie Mae - Ownership/Rehabilitation - 33411	Provides up to 200 affordable first mortgage loans for the purchase/rehabilitation or refinance/rehabilitation of owner occupied homes.
Fee Waiver - 33008	This program provides fee waivers for nonprofit owned properties through the City's Fee Waiver Program.
Finance Dept Admin - 57910	This project accounts for Finance Director and Finance support staff time spent on administrative activities, such as attending staff meetings, coding invoices, etc.
Financial Accounting Systems - 57411	Manage, maintain, and enhance PDC's Financial Accounting System. These systems are necessary for the successful management of the Commission's accounting efforts.
Financial System Conversion - 57610	This allows for the conversion from old software with limited applications to new software which will stay compliant with new operating systems and increasing reporting requirements and requests. This effort will cross fiscal years.
Five Year Business Plan - 57111	Costs related to the production and updating of the Five Year Business Plan. Efforts will cycle by year with some years having minor rewrites while other years having exhaustive overhauls.
Gateway Pre-development - 14400	The goal is to spark activity in the Gateway area and develop a thriving Regional Center. Initial efforts targeted toward strategic planning in areas such as transportation improvements, community design, housing and jobs strategies in relationship to the region's 2040 growth estimates.
General Administration-Housing - 37910	Funds for providing reports, analysis, evaluation, financial funding development, budgeting, staff training and education. A new information system, providing loan origination & data reporting will be a priority of Administrative staff in 1999.
Goose Hollow/Civic Stadium Planning - 14420	Contract with PDOT for transportation and parking analysis, examine urban design, economic, and planning elements as part of an area redevelopment plan due in February 2000.
Grant & Contract Accounting - 57350	Grant and Contract Accounting captures costs of accounting for federal grants and other contracts. Costs include Finance staff who provide accounting necessary for various reports, audits, billings, and records.
Hollywood/Sandy Storefront - 14410	Provides storefront grants within the Hollywood Town Center and Sandy Boulevard Main Street area to encourage revitalization.
Hollywood/St. Johns Pre-Develop. - 14405	The goal is to spark activity in the Hollywood and St. Johns areas and develop thriving Town Centers. Initial efforts targeted toward strategic planning in areas such as housing, jobs, and transportation.
Home Ownership Program - 33401	Provides financing for acquisition of housing for first time low and moderate income homebuyers. Grants available under a Community Land Trust model, up to \$45,000 per unit.

PDC Project Descriptions

Home Rehabilitation Loans City-Wide - 31046	Provide 60 no- or low- interest loans to low and moderate income homeowners in the Bureau of Housing and Community Development target areas to make repairs and needed improvements. Outside those target areas, provide 76 loans to homeowners who make between 0-60% of Median Family Income (MFI).
Housing Predevelopment Assistance - 16210	Project supports tax abatement analysis and other activities that facilitate housing development.
Human Resources - 47210	This project accounts for Human Resources staff time and all costs related to this function. The principle areas of Human Resources are staffing, benefits administration, compensation, and training.
I-405 Predevelopment - 12250	Working with the Mayor's Office, this project will pay for costs related to engineering, architecture and economic analysis for developing over I-405 from Burnside to Taylor.
Lead Hazard Program - 32523	This project tracks lead interim control and abatement work in low and moderate-income homes and is funded through a contract with the Bureau of Housing and Community Development.
Legal Section Administration - 97510	Tracks Attorney and support staff time and work efforts. Legal activities include real estate transactions, contract negotiation, personnel issues, claims, loan foreclosures, urban renewal matters, and fair contracting regulation.
Legislative Liaison - 97710	PDC is interested in legislative activity as it effects urban renewal as well as housing and other issues that effect day-to-day matters of the Commission. This project tracks staff time to track and testify on related legislation.
Lents Community/Public Service Center - 12204	A facility envisioned to serve as a community-gathering place. The facility would be associated with other public or community uses that create an active and multi-purpose focus for the town center.
Lents Foster/Powell Storefront - 28907	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses.
Lents Jobs and Economic Development - 12208	Provide technical and financial business assistance to aid business owners; support workforce development through a manufacturing learning center; and support business recruitment and marketing efforts to provide quality jobs.
Lents Livability - Home Rehab - 31209	Helps rehabilitate existing housing in residential neighborhoods.
Lents Livability - Homeowner - 33409	Provides financing for acquisition of housing for first time low and moderate income homebuyers in the Lents target area.
Lents Livability - Rental - 32109	Funds to provide loans to develop, acquire or rehabilitate (depending on income level served) affordable rental housing units meeting affordability, and neighborhood revitalization goals.
Lents Neighborhood Livability - 13122	Provide street and streetscape improvements; as well as area gateways (appropriate markers, signs or landscaping treatments) to reinforce the identity of distinct areas.
Lents Parks and Open Space - 13120	Invest in developing parks, open space, and other public facilities to promote revitalization of Lents.
Lents Proj Mgt & Public Involv - 28215	Community involvement and project/budget management activities.
Lents Project Management - 13121	Project Management for the Lents Town Center Urban Renewal Area.

PDC Project Descriptions

Lents Redevelopment - 12209	Work with property owners and developers to redevelop key sites in conformance with zoning and other public objectives.
Lents Transportation Projects - 26714	Improve transportation to provide safe/convenient access to homes/business within Lents and between Lents and rest of region. Improve multi-modal transportation facilities to promote walking, biking, transit, as well as motor vehicle.
Lents/OSE Development Fund - 28213	Provides funding for property acquisition, transportation projects, public space development projects, and administrative costs related to redevelopment efforts in the Lents commercial district.
LID Subsidy to Homeowners - 31502	The Local Improvement District Program provides grants for 20 single family low-income homeowners who are required by a local improvement district to participate in an assessment. Improvements can include sidewalks or streets.
Lloyd Area Planning - 16217	Provides staff and consultant services for ongoing Lloyd District development and transportation planning to facilitate growth.
Lloyd Commercial Development - 25606	Seeks selective purchase of property for redevelopment, with particular emphasis around the Convention Center.
Lloyd Finance & Comm Outreach - 16209	Update area development plan, conduct five-year plan outreach and respond to citizen, property owner and developer inquiries and issues. Includes target area team activities.
Lloyd Land Acquisition/Redevel - 16201	Land acquisition, loans and capital project assistance in the Lloyd District to support commercial redevelopment. This supports the City's jobs development strategy.
Loan Servicing Ec Dev - 47811	Provides staff and operating costs for the servicing of loans made with Community Development Block Grant and other funds. PDC contracts with Leader Mortgage to provide loan servicing for loans producing approximately \$4 million in loan repayments.
Loan Servicing Housing - 47810	Provides staff and operating costs for the servicing of loans made with Community Development Block Grant and other funds. PDC contracts with Leader Mortgage to provide loan servicing for loans producing approximately \$4 million in loan repayments.
Management Reporting - 57410	This provides supervisory information ranging from transactional accounting to budget versus actual. It also provides for a variety of financial reports both in-house and to outside reporting agencies and contractors.
MFH - 60th & Glisan - 19506	Funds Phase II, 60 family units within the 288 unit mixed-income, mixed-use affordable housing project. The location is along a MAX line and allows for community amenities including a day care center and retail uses.
MFH - Housing Preservation - City-Wide - 34501	Acquisition of existing multi-family residential properties with Housing and Urban Development (HUD) expiring subsidies city-wide.
MFH - Lloyd District - 16203	Funds to be used for land acquisition or financing to promote development of high density, mixed-income housing in the Lloyd District.
MFH - Preservation - Downtown - 34502	Acquisition of existing multi-family residential properties with Housing and Urban Development (HUD) expiring subsidies. One project every two years.
MFH - Preservation - River District - 34503	High priority projects which are purchased with the purpose of preserving affordability for the low-income residents in the River District target area.

PDC Project Descriptions

MFH - Rental Projects - Central Eastside - 32112	After CES Building Rehabilitation analysis is complete, the plan is to develop mixed-use (including housing) in the upper stories of older commercial storefronts.
MFH - Rental Projects - City-Wide - 32102	Funds to provide loans to develop, acquire or rehabilitate (depending on income level served) affordable rental housing units throughout the city, meeting affordability, growth management and neighborhood revitalization goals.
MFH - Rental Projects - River District - 32108	Funds to provide loans to develop, acquire for preservation or rehabilitate (depending on income level served) affordable multifamily housing meeting affordability, growth management and neighborhood revitalization goals.
MFH - Rental Projects-Downtown - 32104	Funds to provide loans to develop, acquire or rehabilitate (depending on income level served) affordable rental housing units throughout the city, meeting affordability, growth management and neighborhood revitalization goals.
MFH - Rental Projects-Inner NE - 32105	Funds to provide loans to develop, acquire for preservation or rehabilitate (depending on income level served) affordable multifamily housing meeting affordability, growth management and neighborhood revitalization goals.
MFH - Sprinkler Program - 33007	Loan funds set aside for low and moderate income housing projects owned by non-profit organizations. Eligible properties will be designated by the City of Portland Sprinkler Committee.
MFH - Youth Facility Projects - 32701	Transitional housing for homeless youth in the downtown target area. Funding will come from approximately \$1,000,000 new Community Development Block Grant (BHCD) and \$1,000,000 Tax Increment Financing.
MLK Blvd Improvements - 25525	Transfer to PDOT for reconstruction of MLK Blvd. -- Phase One from Fremont to Skidmore Street per recent MLK Blvd. Strategic Plan.
MLK Blvd Storefront Program - 25521	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses in targeted areas: MLK Blvd. only from NE Schuyler to Portland Blvd.
MLK Commercial Site Development - 25605	Purchase property within Oregon Convention Center urban renewal area on MLK Blvd. and Alberta Street and redevelop for commercial uses. Also used to assist existing property owners with redevelopment.
MLK Equity Loan Fund - 25527	Provides long term loans for new, small businesses on MLK and Alberta Street targeted at MBE and WBE businesses. Tax Increment not required past 2009-10. Revolving Fund established.
MLK Marketing Plan - 25522	Implement recommendations contained in the 1997 MLK Blvd. Commercial Development Strategy to promote and market the MLK Blvd. corridor. Efforts may include printing and publication of a marketing brochure aimed at increasing customer awareness of the business, and goods and services in the corridor.
MLK Predevelopment - 25519	Predevelopment assistance (architects, engineers, financial feasibility) for business and property owners in the Oregon Convention Center urban renewal area on MLK Blvd. and Alberta Street.
MLK Sidewalks - 25528	Incentives to encourage businesses to implement MLK Blvd. street improvements in conjunction with construction projects.
Mounted Patrol Unit Facility - 13129	PDC contribution to relocation of the Mounted Patrol Unit Facility due to development of the current River District site.

PDC Project Descriptions

N. Downtown Storefront Grants - 13086	Provides 50% matching grants, up to \$15,000, for building storefront improvements in Old Town/Chinatown. Work includes painting, awnings, etc. on over 50 projects.
NE Alberta Storefront Program - 28906	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses in targeted areas: Alberta & Kenton.
NE Alberta Street Improvements - 25526	Streetscape improvements to implement the Alberta Street Plan prepared by the Portland Office of Transportation.
NE Humbolt Storefront - 28916	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses.
NE Mississippi/Shaver Storefront - 28918	50/50 matching grants given to property owners/tenants for exterior improvements only to existing commercial businesses.
New TAD/SE Milwaukie Storefront - 28911	Provide up to five storefront grants to help stimulate revitalization in the following Bureau of Housing and Community Development areas/streets: Milwaukie, Mississippi, Humboldt, and Foster.
Non-profit Facility Rehab Citywide - 32702	Funds for non-profit organizations to acquire, construct or rehabilitate properties which will be used to provide direct community services to non-residents.
North Macadam Pre-development - 11099	Coordination of North Macadam Framework Plan Process and creation of a new North Macadam Urban Renewal Area and plan.
OCC Eastbank Riverfront Park - 10049	Manage, design and construct (Phase I) east side park along Willamette River between Steel and Burnside bridges. Includes Floating Walkway portion.
Old Town Lighting Grants - 13087	Provides 50% matching grants to businesses in Old Town and Chinatown for lighting improvements. Funding: PGE and City of Portland. Funds building lighting, signage and other work to enhance area night life.
Old Town/Chinatown Dev. Plan - 11234	Preparation of development plan for Old Town/Chinatown outlining public improvements strategy, urban design recommendations and proposed parking, transportation and other redevelopment improvements.
Old Town/CT Streetscape Impr. - 10025	Design/construction of public improvements in Old Town/Chinatown to enhance cultural identity. Work to follow preparation of Chinatown Development Plan in 1999; construction complete in 2000. Work includes sidewalks, street trees, and other pedestrian improvements.
Parking Development Program - 14201	Smart Park location management - staff, design and legal services.
Parking Group Contract - 14202	Contract with the Bureau of General Services to compensate PDC for participation on City's "Parking Group" - planning and financing strategies for Smart Park.
Planning and Technical Assistance - 28800	Provide assistance to the Bureau of Housing and Community Development and potential/existing target areas in evaluating needs, developing work plans, and conducting training.
Property Transactions Admin - 47460	Manage activities relating to the various properties owned by the Commission.
PSU Urban Plaza - 12203	Capital funding for Urban Plaza project (\$2.5 M), plus project coordination. First major investment in University District.

PDC Project Descriptions

Public Affairs Administration - 67910	Tracks Public Affairs staff time and work efforts. These efforts include strategic communications planning, media relations, publication writing, speech writing, internal communications, event planning, and issues management.
RD Agricultural Center Parking - 13113	Design and construct a 500 car parking structure under the Broadway Bridge to facilitate the development of the Agricultural Marketing Center Phases II and III and to acquire River Queen and Albers Mills lots.
RD Chinatown Parking/Dev Site - 10222	Acquire 3/4 block in Chinatown to allow for construction of the Chinese Classical Garden and for future redevelopment as a mixed-use project which may include a parking structure, retail, residential and/or cultural facility.
RD Chinatown Sr Housing Assess. - 13077	Chinatown senior housing/community center needs assessment/feasibility study.
RD Classical Chinese Garden - 13128	Design and construction of a Suzhou-style Classical Chinese Garden on city block at NW 3rd and Flanders. Majority of private funds have been raised. Construction to start Spring 1999; completed by Summer 2000.
RD Creative Services - 25495	Creative Services industry research and implementation of projects to support business development and job growth. Efforts to focus in River District area.
RD Developm. Opportunity Fund - 13101	Financial assistance to River District property owners and businesses for job creation and retention. Possible uses also include interior renovations, seismic work, payment of System Development Charges, or other assistance.
RD Environmental - 13130	This project funds Brownfields policy development; Level I and II environmental work; and remediation work.
RD Historic Preservation - 13080	Overall coordination and liaison in River District with State Historic Preservation Office, Advisory Council, National Trust, liaison with local historic districts. Printing of public information, brochures, promotional materials, etc.
RD Land Acquisition - 13110	Funds to acquire waterfront property for public access. Properties include Centennial Mills, River Queen & McCormick Pier accessways. Options secured during 1999. Other funds necessary to follow through with acquisition thereafter.
RD Ninth Avenue/Lovejoy Redev - 13115	Preparation of a development plan and Disposition and Development Agreement; initiation of site preparation, testing, etc. Project will be mixed use with grocery store on ground floor, housing above and parking.
RD Old Post Office Building (511) - 13114	Staff services for transfer of property and potential reuse planning effort (architect, engineer, financial consultants).
RD Older Building Seismic - 13108	Staff, engineering, and financial analysis of prospective financial incentives for buildings located in River District.
RD Project Management - 13118	Ongoing management of PDC's role in River District - Steering Committee, Coordinating Committee, overseeing Housing Strategy updates, managing Development Agreement with Hoyt St. Properties, public information, public meetings, hearings, etc.

PDC Project Descriptions

RD Public Site Improvement - 11233	City's share of NW Naito Pkwy local improvement district, pedestrian access over railroad tracks, public pedestrian plaza at Union Station and public access to Waterfront via McCormick Pier Apts. Concurrent w/Phase II Union Station Housing.
RD Tanner Creek Park Development - 13119	Staff and consultants to undertake Tanner Creek Park and Water Feature project planning, design, and construction of the first Tanner Park Square.
RD Terminal One - 13090	Feasibility study to determine acquisition and redevelopment potential of Terminal One site in River District.
RD Trailways/Post Office Block - 13084	Ongoing operating & maintenance budget for managing two lots. Includes parking operator contract, capital improvements, property taxes, preparation of marketing materials and offer for redevelopment.
RD Waterfront Park Development - 13112	Design and build open spaces along the Willamette River per the River District Plan.
Receivership Program - 33006	This project funds receivership projects identified through the Bureau of Buildings Receivership Program. Loans are provided to court appointed receivers of rental properties having outstanding and uncorrected code deficiencies.
Records Management - 47710	To manage the Commission's records retention needs as well as comply with state and federally mandated record-keeping laws as they apply to various Commission activities.
Redevelopment Planning - 28810	Provide assistance to target areas and individual property owners in developing plans and determining feasibility for potential development projects, and financing development projects.
Refinance City-Wide - 31044	Provide rehabilitation/refinance loans to low and moderate income homeowners in the Bureau of Housing and Community Development target areas, to lower housing payments and accomplish home rehabilitation. Loans are leveraged with Private Lender Participation Agreement funds.
Reg. Bus Dev & Recruitment - 24015	Direct business assistance as well as regional data collection and analysis in order to support regional business development City goals.
Regional Strategies - 24444	Pass through funds and administration support to complete projects funded through 95-99 allocation of Regional Strategies dollars to the Metro Region. Funds are allocated through an appointed board and PDC acts solely as fiscal/administrative agent.
REO Property Management - 40601	This project accounts for managing real estate owned by PDC that is not currently tied to an active project, such as the management of property PDC owns in St. Johns.
Resource Development Core - 57112	Accounts for efforts to develop and review new funding mechanisms and sources to augment PDC's financial base.
Risk Management - 47030	Accounts for PDC's insurance coverage, including public liability, property damage liability, and workers compensation insurance.
SPB Cultural Center Parking - 12098	Address parking needs/issues in South Park Blocks/West End area; architectural/engineering/planning feasibility analysis for potential new parking garage/mixed-use project. Assume potential site acquisition/control.
SPB Finance & Community Outreach - 12205	Internal administrative category to cover budget, five year plan, department management and communications with key stakeholders in the South Park Blocks area.

PDC Project Descriptions

SPB Predevelopment - 12206	Respond to new project activities and policy development/analysis in the South Park Blocks area.
SPB Simon Benson House - 11992	Provide technical assistance and challenge grant funds (up to \$300,000) to acquire, relocate and rehabilitate the historic Simon Benson House.
SPB Streetcar/Streetscape Impr - 12099	Architectural/engineering/planning and construction for Central City streetcar and related streetscape improvements along SW 10th/11th Ave.
SPB West End Retail Improvements - 12101	Complete visioning and planning for West End area. Initiate first phase of public improvements to define character of area and foster private investment.
St. Johns Storefront - 14415	Provide storefront grants within the St. Johns Town Center and Lombard Main Street area to encourage revitalization.
SWF Environ. Test/Remediation - 11060	Continue environmental investigation of RiverPlace development parcels, Voluntary Clean-up Program contract with DEQ, groundwater monitoring and reporting and soil removal and treatment.
SWF Greenway Development - 18041	Construction of final phase of Waterfront Park at RiverPlace from SW Montgomery to Marquam Bridge.
SWF Harrison St Extension - 11072	Design and engineering of extension of SW Harrison from Front Avenue to Moody.
SWF Parcel Development - 11069	RiverPlace parcel pre-development demolition, grading, geotechnical investigations, utility relocation, landscaping and off-site infrastructure construction.
SWF Park Restoration/Repair - 11073	Design and construction of shore line at RiverPlace North Park improvements.
SWF Public Parking Development - 11025	Negotiation of long-term lease with the Oregon Department of Transportation for use of Marquam Bridge Right of Way for visitor parking. Undertake environmental investigation, project design and engineering.
SWF River Parkway Realignment - 11074	Construction of SW River Parkway from Moody to Marquam Bridge.
Target Industry Development - 24512	Develop/implement strategies for target industries. Focus connecting Portland suppliers to regional firms (primarily high tech/metals). Provide program/project support for Central City target industries (info services, creative services, biotech).
Targeted Investment Program - 28212	City-wide business loan fund to support quality job creation/retention and target industry development.
Tax Increment Bond Issuance costs - 57151	Debt Management costs associated with issuing long term tax increment debt.
Union Station - 11231	On-going staffing associated with long-term planning for redevelopment of the 30-acre Union Station property and preservation of the historic building.
Union Station - Agricultural Center - 11244	Capital improvements associated with construction of the Food Innovation Center including landscaped berm and fence along railroad tracks and environmental site remediation. Staffing costs to plan and develop Phases II and III.
Union Station - Property Mgt - 11237	Funds to cover potential capital improvements to property at Union Station. Offset by parking revenues.

PDC Project Descriptions

Union Station Housing Phase II/III - 11238

Funds for financial assistance as part of constructing Phase II and III of the Union Station housing project. Phase II has approximately 380 units and Phase III will have approximately 130 units.

Urban Homestead Program - 36992

Recycle properties returned to PDC's inventory by defaults to new homesteaders as necessary. Convey property titles to homesteaders who have met the requirements of their original assessment.

Urban Renewal Legal Costs - 10018

Legal costs associated with the issuance of tax increment debt and other legal questions related to tax increment financing.

Willamette River HCP - 10051

Work related to developing a Habitat Conservation Plan (HCP) in response to the City Council Steelhead Resolution related to the Endangered Species Act Steelhead listing.

Office of Finance & Administration

Current 5-Year Financial Forecast

City Of Portland-General Fund

As Of.... 23-Jun-99

Revised Forecast Reflects Higher Business License Revenues And Small Increase In Beginning Balance

Item	Approved Budget	Adopted Budget	Approved less Adopted
Resources Available			
FY1999-00.....	\$267,902,273	\$270,429,224	\$2,526,951
Requirements:			
Capital Set-Aside.....	\$4,000,000	\$4,000,000	\$0
Council Set-Asides.....	\$36,601,800	\$38,845,648	\$2,243,848
One-Time Bureaus	\$4,332,657	\$4,581,817	\$249,160
Bureaus, On Going.....	\$222,967,817	\$223,001,758	\$33,942
Fund Requirements..	\$267,902,274	\$270,429,223	\$2,526,950
Resources Less Re-quirements EQUALS.....	(\$1)	\$0	\$1
Available, Programs.....	\$0	\$0	\$0
Available One-Time.....	(\$1)	\$0	\$1

Revised Forecast Continues To Reflect Measure 50

- ◆ Resources are improved \$2.527 million for Council's Adopted FY1999-00 Budget. Beginning balance is up 667,014 over the previous forecast. The business license forecast is up \$1.887 million based on better than expected revenues during FY1998-99. Both OF&A and Licenses are concerned about the role of a \$1.5 million one-time receipt during FY1998-99, expected headquarters revenue losses, and weak revenue growth experienced throughout FY1998-99.
- ◆ Council's Adopted Budget includes technical adjustments to bureau budgets funded with excess contingency and revised forecast revenues. The cost of these adjustments total about \$1.531 million on-going plus about \$800,000 of one-time budgets inclusive of \$500,000 additional for affordable housing support. This leaves about \$916,942 in contingency and unbudgeted. Council will revisit this issue after year-end results are in.

Resource Outlook

Revised Forecast: Increased Business License Revenues

The revised resource forecast is improved \$2.527 over the Approved Budget forecast. The bulk of the increase is due to a \$1.887 million increase in the business license revenue estimate. Both OF&A and Licenses are concerned with the revised forecast because of \$1.5 million one-time FY1998-99 receipt, the loss of headquarters tax revenues, a slower regional economy, and weak FY1998-99 revenue growth of only 5%.

Labor Settlements Remain A Key Uncertainty

The Adopted Budget financial plan assumes a 1.1% FY1999-00 cost-of-living (COLA) adjustment. Several labor contracts are being negotiated as this document goes to print. Labor settlements in excess of 1.1% put Council's financial plan at risk. The result could very well be FY2000-01 resources that cannot fund current CSL costs as adjusted for new labor contracts.

Some Key Forecast Assump-tions	M50 Assess. Value \$1000.....	\$29,927,616	State Cigarette & Liquor Tax Revenues To City.....	\$8,706,698
	FY1999-00 M50 Tax Base.....	\$136,978,699	CPI-W Increase (December '97 To December '98).....	1.1%
	M50 Compression Loss.....	(\$2,658,796)	Measure 50 FPD&R Levy.....	\$59,225,698
	Est. Tax Base Imposed.....	\$134,319,903	Beginning General Fund FY1999-00 Balance.....	\$13,584,770
	Delinquency/Discount(%).....	-5.0500%	Estimated Urban Renewal Divide-The-Taxes (7 Districts)..	\$28,696,886
	Delinquency/Discount (\$).....	(\$6,783,155)	Current Forecast: FY1999-00 to FY2003-04	
	New Tax Base Revenues.....	\$127,536,748		
	County M50 Levy.....	\$158,562,657		
	Library-Local Option.....	\$21,710,460		
	Total-County Levies.....	\$180,273,117		

Forecast FY1999-00 resources are up \$2.527 million (+0.94%) compared to the previous forecast. The bulk of the increase is concentrated in business license revenues and a small increase in forecast beginning balance. The business license revenue forecast is up \$1.887 million, net of a \$400,000 reduction in the audit recovery revenue element. The principal reason for the increase is better than expected FY1998-99 results. Both OF&A and Licenses staff remain concerned with several problems that continue to bedevil business license revenues and revenue estimates. The headquarters loss problem, although understood, is difficult to directly estimate. FY1998-99 revenues include a \$1.5 million one-time receipt. Adjusting year-end FY1998-99 revenues for the one-time receipt, puts growth at about 3%: by far the worst year since the last recession. Both the regional and state economies are clearly slower.

All other revenues, net, are up \$164,667. The

use of excess reserves (*) includes \$2.3 million of excess reserves from the General Reserve Fund, FY1999-00. is about \$191,487 lower in this forecast. The higher revenue forecast increased the minimum amount necessary to make sure the General Reserve remains at 10% of revenues throughout the five-year financial forecast horizon.

Some key revenue forecast assumptions are an "M50" General Fund tax base levy of \$136.98 million. The levy estimate results from application of the fixed permanent \$4.5770 per \$1,000 tax rate to about \$29.9 billion of Measure 50 assessed values. This levy is assumed compressed by about 1.94% reflecting actual experience with the new Measure 50 system and increased property-by-property compression. The property tax revenue forecast also incorporates Council's creation of two new urban renewal districts. This increases frozen base assessed value from about \$1 billion to about \$1.5 billion and reduces General Fund revenue growth. All growth off the base generates new urban renewal district revenues. The delinquency and discount rate assumption is 5.05%, unchanged from last forecast. Lower and slower growing property taxes continue to improve the "revenue yield" of each new year's tax base levy by reducing the delinquency rate offsetting to a small extent slower growth.

THE BOTTOM LINE: The revised forecast shows some improvement in revenues compared to the previous forecast. The bulk of the improvement is in business license revenues which were very weak during FY1998-99 and could possibly continue to deteriorate into FY1999-00. The five-year financial plan as found in Council's Adopted Budget is balanced but uncertainties surrounding business license revenues and labor negotiations could easily upset Council's five-year financial plan.

ADOPTED BUDGET Revenue Forecast RECAP-Second Year Budget				
General Fund Revenue Category	FY1999-00			Difference
	Approved	Revised		
Property Taxes.....	\$131,836,333	\$131,767,224		(\$69,109)
Transient Lodgings.....	\$10,794,799	\$10,794,799		\$0
Business Licenses.....	\$50,521,890	\$52,409,103		\$1,887,213
Utility License/Franchise.....	\$44,010,885	\$44,244,205		\$233,320
State Revenues.....	\$8,706,698	\$8,706,698		\$0
Interest Income.....	\$2,490,156	\$2,490,156		\$0
Transfers (*) IN.....	\$2,955,887	\$2,764,400		(\$191,487)
Miscellaneous.....	\$3,667,869	\$3,667,869		\$0
Revenue Forecast.....	\$254,984,517	\$256,844,454		\$1,859,937
Beginning FUND Balance....	\$12,917,756	\$13,584,770		\$667,014
Forecast Resources.....	\$267,902,273	\$270,429,224		\$2,526,951
% Change In Revenues.....		0.73		
% Change In Resources.....		0.94		

Revenue Forecast ASSUMPTIONS	
Revenue Category	FY1999-00
CITY Property Tax Levies.....	
Measure 50 Taxbase Levy.....	\$136,978,699
Local Option Levy.....	\$0
Measure 50 F&PD&R Levy.....	\$59,225,698
FPD&R, General Fund Total.....	\$196,204,397
MULTNOMAH County Levies	
Measure 50 Levy Authority.....	\$158,562,657
Local Option Levy (Library).....	\$21,710,460
Mult. County Levy Total.....	\$180,273,117
M50 Assessed Value Growth.....	4.1%
Percent of FY1999-00 Levies	
Not Received First Year.....	-5.050%
Measure 50 Compression.....	-1.941
Est. Portland Population.....	514,281
GDP Growth (RFA).....	2.4%
Revenue Sharing (State).....	\$8,706,698

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

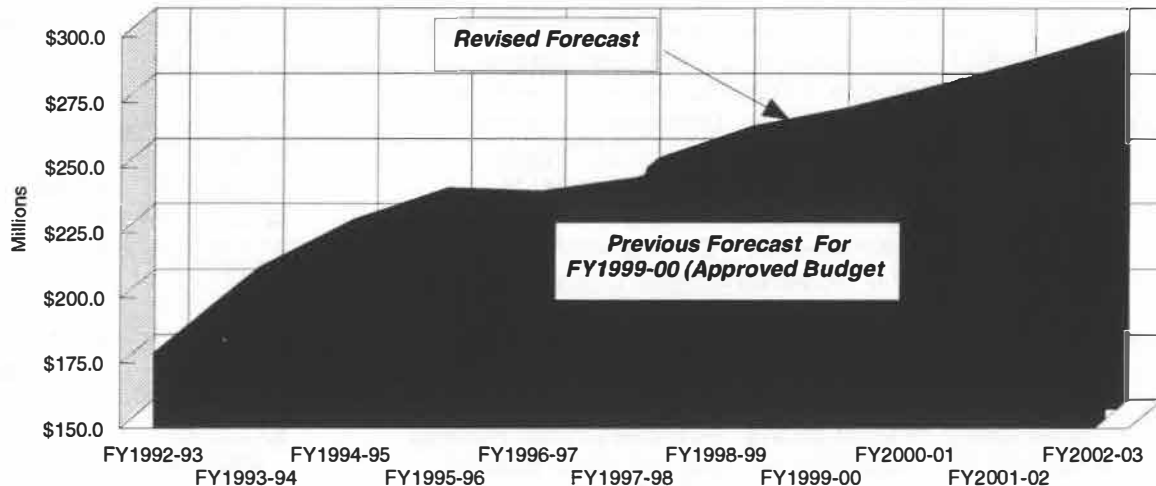


Figure 1-Current General Fund 5-Year Revenue Forecast

The key environmental assumption continues to be national and regional economic growth. National and global economic conditions are more unsettled than at any time in the recent past. The City's national economic advisor, Regional Financial Associates is not currently forecasting a recession, although most forecasters attach much higher probability to a calendar year 1999 or 2000 recession. Economic conditions will be monitored closely for any signs portending the beginning of a recession.

Figure 1 summarizes 5 years of revenue forecast over the 5-year period off of the FY1998-99 base. The revenue growth rate now depends critically on assessed value growth which is expected to average at least 4.2% over the next five years. Slower regional growth or a recession will quickly translate into slower overall revenue growth because of the increased importance of business license revenues and new sensitivity of property tax revenues to real estate market cycles.

Estimated FY1999-00 General Fund current service level (CSL) costs are \$223.0 million unchanged compared to the previous forecast. As noted earlier, this CSL estimate assumes a 1.1% COLA. If higher COLA's result from labor settlements or arbitrations then FY1999-00 and out-year CSL costs will be higher than projected in the the financial forecast. In the absence of better than forecast revenue growth, Council may have to weigh priorities during the next two-year budget cycle in order to fashion a two-year budget than can be funded.

Estimated Current Service Level Forecast Assumptions	
	FY1999-00
Previous FY1999-00 CSL	
Estimate--Approved Budget	\$222,967,817
Adopted Budget CSL.....	\$223,001,758
Difference In CSL Estimates.....	\$33,942
General Inflation Rates.....	
GDP Price Deflator....(RFA).....	2.0%
CPI-% (Dec.'97-Dec.'98).....	1.1%
Benefits Inflation.....	1.1%
Producer Price Index.....	3.4%
CPI-Energy.....	2.5%
External M&S.....	
General-Overall.....	1.4%
Energy-Electricity.....	0.0%
Energy-Gas.....	1.9%
Sewer.....	8.9%
Water.....	3.0%
Utilities-Overall.....	3.2%
Internal M&S.....	
General-Overall.....	1.7%
Risk/Workers' Comp.....	3.6%
Wage & Salary % Increase.....	
Public Safety.....	1.1%
All Other.....	1.1%

COUNCIL set-asides, FY1999-00, are as included in Council's Adopted Budget are as follows:

- The compensation set-aside is increased net, \$0.719 million and reflecting added Adopted Budget "FTE" well as \$907,000 for expected labor related class, compensation increases.

- Based on Council's Resolution No. 35526, the capital set-aside remains at \$4 million and is increased in each forecast out-year by \$1 million per year, rising to \$8 million in FY1999-00, the last year of the forecast.

- Contingency includes \$0.916 million of forecast but unbudgeted resources that will be allocated pending actual FY1998-99 year-end results.

- Out-year set-asides continue to include pension obligation bonds debt service. Annual costs start at \$2.9 million FY2000-01, increasing to about \$5. million FY2003-04. This assumes debt issuance of \$280 to \$300 million during FY1999-00. Bond proceeds will fund a shortfall on the City's PERS account.

Adopted Budget Council Budget Set-Asides		
Set-Aside Item	Forecast FY1999-00	
	Approved	Adopted
LID, Debt Service, Schools	\$4,414,891	\$4,414,891
Compensation Set-Aside	\$2,762,678	\$3,482,208
POBS Debt Service	\$0	\$0
General Fund Contingenc	\$1,587,981	\$2,316,942
Unforeseen & Inventor	\$2,000,000	\$2,000,000
Subtotal-Contingenc	\$3,587,981	\$4,316,942
Capital Set-Aside	\$4,000,000	\$4,000,000
Precincts/City Hall Projects	\$2,427,396	\$2,427,396
Existing Master Lease	\$1,446,186	\$1,446,186
Subtotal-Capital Set-Aside	\$7,873,582	\$7,873,582
PDOT-CSL & One-Time	\$2,647,176	\$2,647,135
Street Light O&M Transfer	\$4,851,151	\$4,851,151
2040 Planning/Town Centers	\$1,565,048	\$1,565,048
Unemployment Insurance	\$200,000	\$200,000
Business License Refunds	\$3,793,897	\$3,935,438
City Hall Maint. Reserve	\$250,000	\$250,000
Y2K (Year 2000) Set-Aside	\$65,000	\$65,000
ESA Transfer	\$724,089	\$724,089
Homeless-Debt Service(*)	\$1,150,000	\$1,150,000
Housing Investment Fund	\$6,306,962	\$6,806,962
Miscellaneous Transfers	\$209,346	\$363,203
Cultural Tourism (Art Museum)	\$200,000	\$200,000
Total Budgeted/Council		
Adopted Budget Set-Asides	\$40,601,800	\$42,845,648
Difference versus Previous Forecast.....		\$2,243,848

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

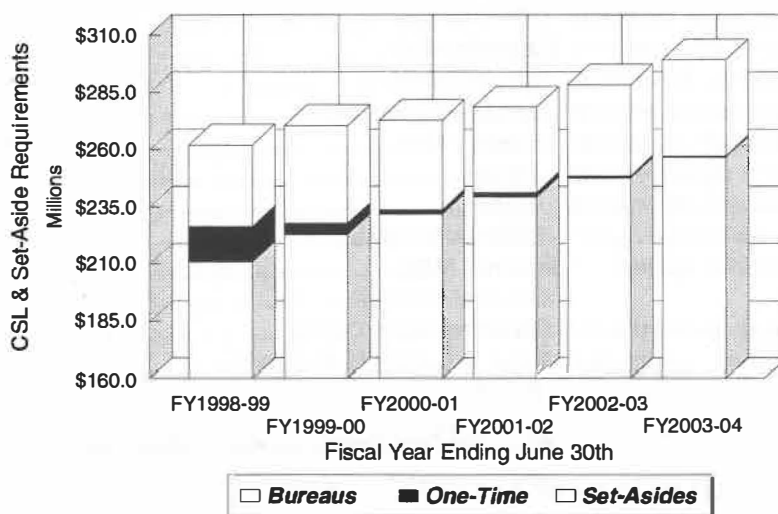


Figure 2-Current Service Level (CSL) Requirements

Other set-asides in Council's second year Budget remain for the most part unchanged. Cultural Tourism is \$200,000. Business license refunds are up to \$3.9 million. Master lease debt service payments are unchanged from Approved. Set-asides still include \$65,000 for year 2000 ("Y2K") remediation as set out in Council's second year budget. Homeless facility debt service costs are estimated by Debt Management at \$719,483 plus OMSI debt service of \$425,000 included in special appropriations. Set-asides are up about \$2.24 million compared to Council's Approved Budget set-asides.

The table to the right combines the FY1999-00 resource forecast with bureau CSL targets plus Council set-asides. Total resources are \$270.429 million. Deducting assumed set-asides of \$42.845 million leaves \$227.583 million against bureau CSL requirements of \$227.583 million. The Adopted Budget is balanced with an estimated \$2.816 million in contingency. Of this amount, \$1.416 million will be considered for allocation in the Fall, pending actual year-end FY1998-99 audited financial results.

Sources & Uses of Funds: Forecast FY1999-00		
Item	Budget	FY1999-00
	FY1998-99	Adopted
Forecast FUND Revenues.....	\$242,496,932	\$256,844,454
Beginning FUND Balance.....	\$19,554,190	\$13,584,770
Total FUND RESOURCES	\$262,051,122	\$270,429,224
Less: Assumed Set-Asides.....	(\$32,842,182)	(\$38,845,648)
Less: Capital Set-Aside.....	(\$2,859,766)	(\$4,000,000)
EQUALS: AVAILABLE TO BUREAUS-PROGRAMS.....	\$226,349,174	\$227,583,575
Bureaus CSL Requirement.(*)....	\$226,349,175	\$227,583,575
EST. GAP, DIFFERENCE.....	(\$1)	\$0
AVAILABLE For ON-GOING PROGRAMS.....		\$0
New One-Time...FY1999-00..2nd Year.....		\$0

The "Adopted Budget" column, above summarizes Council's Approved Budget plus technical adjustments of \$1.531 million on-going and \$816,197 in one-time budgets. This leaves \$0.916 million budgeted in contingency pending final FY1998-99 year-end results. About \$851,289 of the \$0.916 million is on-going with the remainder available as one-time. Council will wait until late August or early September to consider disposition of the remaining \$0.916 million. OF&A recommends this approach:

- On-going labor negotiations and potential Police and Fire labor arbitrations could easily result in compensation adjustments exceeding the financial plan's 1.1 percent COLA assumption.
- The legislature has legislation under consideration in several areas (franchise fees, business licenses, and property taxes) that could potentially reduce General Fund on-going revenues.
- The Hemstreet urban renewal challenge is currently in the Oregon Tax Court. An adverse Oregon Tax Court decision would have a major fiscal impact on the General Fund. An adverse court decision has the potential to cut annual divide-the-taxes collections in half.

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

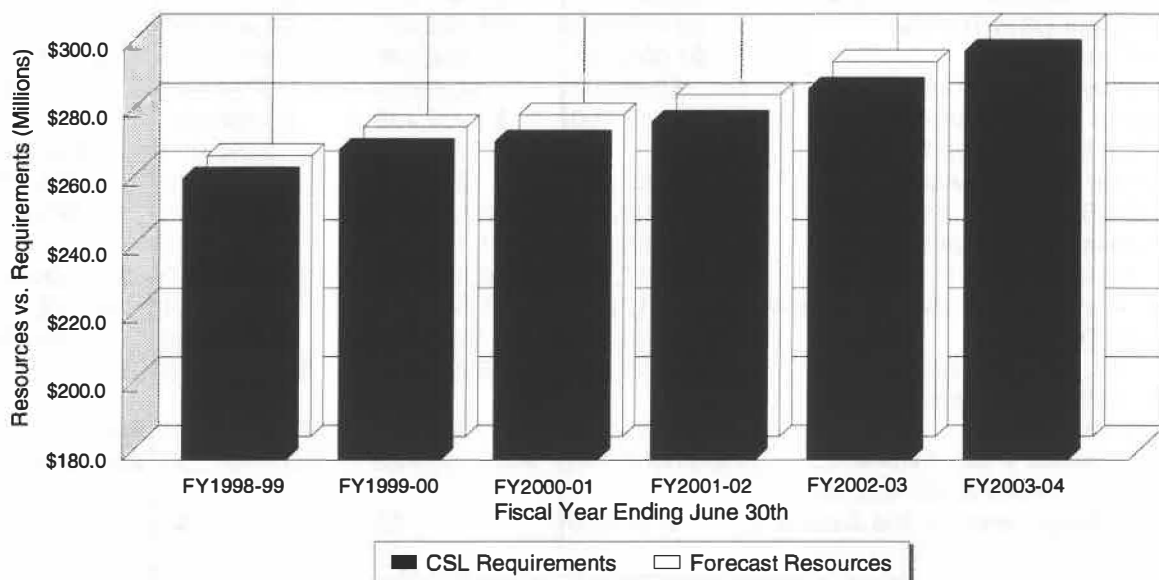


Figure 3-Financial Forecast Resources Compared To Requirements

2-YEAR FINANCIAL FORECAST RESOURCES & REQUIREMENTS DETAIL

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

- Resources total \$544.363 million for two years ending FY2000-01.
- Estimated requirements total \$544.363 million over two years.
- The General Fund is balanced for this five year financial forecast period with about \$1.416 million available as either all one-time for FY1999-00, or \$851,000 available for on-going, the rest one-time.

Item-Category	RESOURCES	Current 2 Year Budget		Out-Year	Total
		FY1998-99	FY1999-00	FY2000-01	
		\$262,051,122	\$270,429,224	\$273,934,532	\$544,363,756
Less: Assumed Set-Asides					
LID & Other Debt Service		\$323,620	\$4,414,891	\$416,201	\$4,831,092
Compensation Set-Aside		\$6,784,884	\$3,482,208	\$6,859,263	\$10,341,472
Other Set-Asides					
Contingenc		\$2,001,157	\$2,316,942	\$1,400,000	\$3,716,942
Unforeseen & Inventor		\$2,000,000	\$2,000,000	\$2,000,000	\$4,000,000
Subtotal-Contingenc		\$4,001,157	\$4,316,942	\$3,400,000	\$7,716,942
Capital Set-Aside		\$2,859,766	\$4,000,000	\$5,000,000	\$9,000,000
PERS Debt Service		\$0	\$0	\$2,987,736	\$2,987,736
Master Lease		\$1,377,794	\$1,446,186	\$1,437,781	\$2,883,966
Subtotal-Capital		\$4,237,560	\$5,446,186	\$9,425,517	\$14,871,702
City Hall/Precincts-Debt Service		\$2,424,545	\$2,427,396	\$2,479,350	\$4,906,746
Street Light O&M Transfer		\$4,632,955	\$4,851,151	\$4,954,380	\$9,805,531
2040 Planning		\$1,090,981	\$1,565,048	\$736,550	\$2,301,598
Unemployment Insurance		\$200,000	\$200,000	\$200,000	\$400,000
Business License Refunds		\$3,667,760	\$3,935,438	\$3,989,937	\$7,925,375
City Hall Maintenance Reserve		\$0	\$250,000	\$350,000	\$600,000
Y2K Year 2000 Set-Aside		\$265,000	\$65,000	\$0	\$65,000
PDOT CSL Support, One-Time		\$693,159	\$2,647,135	\$718,305	\$3,365,440
Homeless Shelter Debt Service		\$725,000	\$1,150,000	\$1,150,000	\$2,300,000
Housing Investment Initiative		\$6,257,502	\$6,806,962	\$4,330,000	\$11,136,962
Misc. Transfers/Transfer To Reserve		\$12,815	\$1,087,292	\$101,954	\$1,189,246
Cultural Tourism		\$200,000	\$200,000	\$200,000	\$400,000
Subtotal, Assumed Set-Asides		\$35,516,938	\$42,845,648	\$39,311,458	\$82,157,106
LESS: Estimated Bureau Requirements.....		\$226,349,175	\$227,583,575	\$234,623,074	\$462,206,649
Total: Bureaus + Set-Asides.....		\$261,866,113	\$270,429,223	\$273,934,532	\$544,363,755
Difference: Fund Resources Less Bureau Requirements, Set-Asides....		\$185,009	\$0	\$0	\$1
Assumed, On-Going Programs.....		\$0	\$0	\$0	\$0
Assumed, One-Time Projects.....		\$0	\$0	\$0	\$1

FY1999-00 Through FY2003-04 Financial Forecast Summary

- This third Measure 50 forecast shows a stable General Fund financial outlook for the near term. Increased property tax revenues and continued regional economic growth have stabilized General Fund finances and accommodate out-year program cost increases associated with the withdrawal of federal grants funding for public safety programs. The five year financial forecast is balanced given Council's second year budget and out-year expense and resource forecasts. The forecast, however, is balanced using all available excess reserves above the required 10 percent requirement.
- The financial forecast assumes the use of about \$3.8 million of excess reserves during the first two years of the forecast. Reserve levels continue at or above the 10% level for the life of the financial forecast.
- The scenario used for the 5-year forecast is realistic. Legislative action that reduces revenues, either property tax revenues, state shared cigarette and liquor revenues, or franchise fees upsets the forecast. The possibility of a "Y2K" recession or slower economic growth represent more of a risk to the five-year forecast than at any time during the recent past.

Out-Year Detail Of Spring 5-Year Financial Forecast

The revised financial forecast shows a five year forecast that is balanced with the General Reserve Fund at or above the required 10% level throughout the forecast period. The five year forecast does, however commit all available excess reserves above the 10 percent requirement in order to meet CSL requirements as currently understood. The table below summarizes the five year financial forecast as it currently stands given Council's second year Adopted Budget and current CSL cost forecast that incorporates a \$1 million a year increase in the capital set-aside into Council's previous five-year financial plan for FY1999-00 through FY2002-04 as well as new fire stations.

Item	2nd Year	Next Two Year Budget		Out Years of Forecast	
	2000	2001	2002	2003	2004
Total Resources.....	\$268,329,224	\$272,284,532	\$279,790,083	\$289,466,451	\$300,442,992
Transfer In From General Reserve.....	\$2,100,000	\$1,650,000	\$0	\$0	\$0
Bureaus & Programs.....	\$223,001,758	\$231,843,047	\$240,514,401	\$248,774,237	\$257,986,427
Capital Set-Aside(*).....	\$4,000,000	\$5,000,000	\$6,000,000	\$7,000,000	\$8,000,000
Est. New On-Going.....	\$0	\$1,145,294	\$0	\$0	\$0
Scheduled One-Time..	\$4,581,817	\$700,000	\$300,000	\$0	\$0
New One-Time.....	\$0	\$934,733	\$1,495,716	\$839,651	\$353,289
Pension Bonds P&I.....	\$0	\$2,987,736	\$3,518,141	\$4,736,350	\$5,565,123
Council Set-Asides.....	\$38,845,648	\$31,323,721	\$27,961,825	\$28,116,213	\$28,538,153
Total Requirements	\$270,429,223	\$273,934,532	\$279,790,082	\$289,466,450	\$300,442,992
Difference	\$0	\$0	\$0	\$0	\$0
Reserve Fund As A Percent Net Revenues	10.0%	10.1%	10.2%	10.4%	10.5%

(*) As directed by Council in a November 17, 1998 work session and required by Council adopted Resolution #35526, June 12, 1996.

Economic Risks To The Financial Forecast

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

- Recent financial turmoil in Southeast Asia has slowed regional economic growth without causing a recession. The probability of a recession is however heightened.
- Although the "Y2K" problem has been and is being widely discussed, there is some probability that some disruptions could occur. Such disruptions could result in slower revenue growth.

Two-Year Forecast Resources-By Budget Category Detail			
<i>Category</i>	<i>FY1999-00</i>		<i>FY2000-01</i>
RESOURCES	Approved	Adopted	Forecast
Property Taxes			
<i>Current Year Taxes</i>	\$127,605,856	\$127,536,748	\$132,960,153
<i>Prior Year Taxes</i>	\$3,718,540	\$3,718,540	\$3,111,189
<i>Payment in Lieu of Taxes</i>	\$511,937	\$511,937	\$511,937
Total Property Taxes	\$131,836,333	\$131,767,224	\$136,583,278
Other Taxes			
<i>Lodging Tax</i>	\$10,794,799	\$10,794,799	\$11,376,568
Licenses & Permits			
<i>Business Licenses</i>	\$50,521,890	\$52,409,103	\$53,065,824
<i>Utility License-External</i>	\$31,671,233	\$31,905,009	\$31,689,753
State Sources(*)			
<i>State Shared Revenue</i>	\$8,706,698	\$8,706,698	\$8,864,888
Local Government			
<i>Local Shared Revenue</i>	\$1,542,869	\$1,542,869	\$1,542,869
Miscellaneous Revenues			
<i>Refunds</i>	\$30,000	\$30,000	\$30,000
<i>Interest on Investments</i>	\$2,490,156	\$2,490,156	\$2,475,964
Other Misc. Revenues			
<i>Other Misc. Revenues</i>	\$95,000	\$95,000	\$95,000
<i>Unforeseen Reimbursable</i>	\$2,000,000	\$2,000,000	\$2,000,000
Transfers, Other Funds			
<i>Utility License-Internal</i>			
<i>Water Operating</i>	\$3,530,374	\$3,529,918	\$3,777,000
<i>Sewer Operating</i>	\$8,809,278	\$8,809,278	\$9,737,531
Miscellaneous			
<i>Parking Facil-Tax Offset</i>	\$178,235	\$178,235	\$183,582
<i>Hyro-Fund Transfer</i>	\$250,000	\$250,000	\$250,000
<i>Auto Port-Tax Offset</i>	\$0	\$0	\$0
<i>Refuse Disposal</i>	\$35,000	\$35,000	\$35,000
<i>HCD-Indirect</i>	\$167,738	\$167,738	\$167,738
<i>Federal Grants-Indirect</i>	\$33,427	\$33,427	\$33,427
<i>Transfer-General Reserve</i>	\$2,291,487	\$2,100,000	\$1,650,000
<i>Supplemental Retire.....</i>	\$0	\$0	\$0
Subtotal-Transfers, Misc.	\$2,955,887	\$2,764,400	\$2,319,747
Beginning Fund Balance			
<i>Unencumbered</i>	\$12,917,756	\$13,584,770	\$10,376,109
TOTAL DISCRETIONARY	\$267,902,273	\$270,429,224	\$273,934,532
Checksum Total-Page 2	\$267,902,273	\$270,429,224	\$273,934,532
Checksum Difference	\$0	\$0	\$0

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

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

The Financial Forecast is written and produced by D.S. Barden, City Economist, Kourosh Ghaemmaghami, Economist, Bureau of Financial Planning
dbarden@ci.portland.or.us (823-6954) and kmaghami@ci.portland.or.us (823-6957)

Bureau of Environmental Services Financial Plan

INTRODUCTION

The Bureau has completed its preliminary 5-year financial forecast for the Fiscal Years 1999-2000 through 2003-04. We forecast annual rate increases averaging 8.8% over the 5-year forecast interval (10.8% for FYs 1999-2000 and 2000-01, 10.0% in FY 2001-02, and 7.2% in FY 2002-03, and 6.5% in FY 2003-04). This compares with forecast rate increases of 9.2%, 9.2%, 8.0%, 7.3%, and 7.3% from last year's financial plan. The Bureau is absorbing significant new costs, including an increased PERS contribution of approximately \$1.2 million for FY 1999-2000, a projected annual revenue loss of \$750,000 from System Development Charge exemptions for affordable housing, and enhanced program expenditures associated with the Endangered Species Act. In addition, sanitary sewer usage is down significantly in the commercial sector. This decrease is primarily a result of company investments in pretreatment facilities, irrigation metering, and process changes. These changes imply that larger rate increases will be necessary for a given increase in rate revenues. The Bureau is undertaking significant reductions in the current and forecast budgets to help offset the effects of declining consumption on rates.

This forecast should be regarded as preliminary for several reasons. First, the Bureau's budget submission is not complete. Second, some of the assumptions underlying the forecast will require further discussion:

- ◆ The Bureau is currently finalizing its list of reductions to its proposed budget for the coming fiscal year, and is committed to moving rate increases back to the range of previous forecasts as quickly as possible.
- ◆ The Bureau is seeking to recover costs from specific user fees wherever possible, which can partially offset rate increases.
- ◆ There is considerable current discussion about stormwater fees and revenues, including rate structure and potential revenue sources. No changes to the forecast have been assumed as a result of discussions to date, but this could change, as alternatives are more narrowly defined. Rate structure changes should not change required revenues, but could potentially add risk to the revenue forecast. New revenue sources for stormwater-related activities could partially offset future stormwater rate increases, however.

THE SEWER SYSTEM

The Bureau operates and maintains the City's sanitary and stormwater collection and transport systems, providing service to approximately 500,000 people, numerous commercial and industrial facilities, and six wholesale contract customers located adjacent to the City. The existing Sewer System consists of a network of approximately 1,403 miles of separated storm and sanitary sewers, each dedicated to carrying separate waste streams, and 849 miles of combined sewer lines that carry both stormwater runoff and sanitary waste. Ninety-eight pumping stations and two wastewater treatment plants, which have a combined secondary treatment capacity of 108 million gallons per day, serve the Sewer System.

The Bureau's activities are supported through sewer and drainage charges, wholesale contract revenues from other jurisdictions, and reimbursements for services provided to other bureaus.

FUND STRUCTURE

The Bureau's financial reporting system is organized into the eight funds 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 occurred within the Sewer System Operating Fund and have been 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 offsetting fluctuations in sewer system revenues over several years.

Sewer System Revolving Loan Fund

Established in FY 1992-93 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:

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.

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.

FINANCIAL POLICIES AND PRACTICES

The Bureau funds its operations, maintenance, and capital expenditures from rates system development charges, debt, and fund balances. Key financial policies for each source of funding are described below.

Rates

The Bureau attempts to smooth rate changes over the 5-year forecast interval. Requirements include transfers to and from the Rate Stabilization Fund for the purpose of equalizing percentage rate changes for each year. This is one of the Bureau's key financial planning objectives and is aimed at maintaining financial stability and predictability in context of changing regulatory requirements and operating needs. As Rate Stabilization Fund balances decline, the Bureau's ability to smooth rate increases over several years is constrained.

Revenue Bonds

The bulk of the Bureau's CIP is financed by revenue bonds, so principal and interest payments on outstanding debt are a substantial part of the Bureau's current and forecast revenue requirements. Covenants on outstanding revenue bonds affect revenue requirements through coverage standards:

- ◆ Net income without transfers from the Rate Stabilization Fund must be equal to or greater than 1.0 times current year debt service.
- ◆ Net income including transfers from the Rate Stabilization Fund must be equal to or greater than 1.2 times current year debt service.

Though not required by existing covenants, the Bureau's planning standard is to set rates adequate to provide net income including transfers from the Rate Stabilization Fund equal to or greater than 1.5 times the annual debt service requirement. This exceeds the 1.2 standard required by existing bond covenants, and serves three purposes:

- ◆ The absolute dollar difference between the planning standard and the Bureau's actual debt service coverage requirement provides a margin of safety for meeting coverage requirements.
- ◆ The 1.5 standard plays a significant role in demonstrating the Bureau's commitment to sound fiscal management of the sewer system, and supports our efforts to maintain the highest possible bond rating, keeping our borrowing costs low.
- ◆ The 1.5 standard ensures ongoing equity contributions to the capital program, further strengthening our financial operations.

Ending Fund Balances

The Bureau maintains a reserve equal to the greater of 10 percent of each year's operating expenses (as defined by bond covenants) or \$4,500,000. Nine percent is maintained as ending fund balance within the Operating Fund, with the remaining one percent maintained as ending fund balance within the Rate Stabilization Fund. This is consistent with industry standards, is a reasonable reserve for cash flow requirements and funding of minor budget adjustments, and reflects the City's commitment to strong fiscal management of its sewer utility.

LEGALLY REQUIRED SPENDING

Combined Sewer Overflow

The City is subject to three administrative orders issued by the Environmental Quality Commission relating to overflows from the combined sewer portion of the collection system. The City has agreed to eliminate discharges that violate applicable water quality standards by December 1, 2011. The estimated capital costs over the life of the project are approximately one billion 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 operating cost impact of these requirements, distributed across Bureau and other City programs (for example, street sweeping), exceeds \$500,000 per year and is expected to increase in future years, primarily from increased operations and maintenance expenditures associated with new water quality facilities. Capital cost impacts are approximately \$5 million over the 5-year forecast interval.

Endangered Species Act

On March 13, 1998 the National Marine Fisheries Service (NMFS) listed the Lower Columbia Steelhead as a threatened species under the Endangered Species Act (ESA). The City recently completed a screening level assessment of all its activities that might affect steelhead or steelhead habitat. The City is beginning to evaluate how to modify practices for steelhead protection. Informal negotiations with NMFS will begin once the screening assessment is completed. These negotiations will more clearly establish the City's requirements under the ESA. These negotiations are expected to be lengthy but will probably produce interim agreements at regular intervals, each of which will include pieces of the final requirements.

Because this is the first time a fish has been listed in an urban area, it is unclear what the exact requirements and associated financial obligations will be from the listing of the steelhead. There are some clear areas that will be affected within the scope of the Bureau. At a minimum there will be costs associated with more complicated permitting issues. At a maximum there will be additional costs from new facilities and revised operating procedures that will help address those water quality and habitat issues within the Bureau's charge. Funds of approximately \$610,000 for the ESA response are included in the operating budget forecast. Funding for any capital projects or additional operating requirements will be budgeted as needs are identified.

Portland Harbor Sediments

Under the federal National Priorities Listing process, the Environmental Protection Agency (EPA) will evaluate whether the Willamette River Portland Harbor site qualifies under the Hazard Ranking System for listing as a Superfund site. The site is approximately six river miles in length, extending from the Multnomah Channel to the Swan Island industrial area, all within the corporate boundaries of the City of Portland.

The State Department of Environmental Quality (DEQ) is working with a group of public agencies and private landowners to present the principles of an agreement under which the continued investigation and cleanup of the Portland Harbor would be conducted through DEQ's Voluntary Cleanup Program. EPA has agreed to delay any decision regarding listing Portland Harbor until the DEQ has presented its position.

The City's potential contribution of contaminants is associated with stormwater discharges to the river. Taking into account what currently is known about the discharges from industries in the Portland Harbor, at this time it does not appear that the City's potential contribution to contaminants in sediments is large in relation to the potential contributions of others. The total costs associated with the cleanup, if any, are unknown and, as such, the City cannot predict the financial impact on the sewer system, if any.

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."

OPERATING AND CAPITAL ISSUES FOR THE FINANCIAL PLAN

Operating Issues

CIP-related Operations and Maintenance

The Bureau has made special efforts to identify and document operation and maintenance costs associated with capital improvements included within the 5-year CIP forecast. These forecast O&M costs are included with operating costs in the 5-year financial forecast.

O&M costs in years beyond the current 5-year forecast horizon are expected to increase for the following reasons:

- ◆ completion and operation of treatment and storage facilities on the Willamette River associated with the CSO program, and
- ◆ expanded drainage maintenance activities.

Maintenance and Reliability

The Bureau continues to examine operating requirements for maintenance and reliability. The addition of large numbers of new sumps and the general aging of the combined system make defining and carrying out a comprehensive maintenance strategy a high priority. The current forecast includes an additional \$4.0 million for collection system maintenance over the 5-year forecast interval.

City Contributions to the Public Employees' Retirement System

A recent actuarial valuation of the Oregon Public Employee Retirement System (PERS) showed a need for increased annual City contributions to maintain the financial integrity of the system. The City's contribution (excluding employee contributions paid by the City) is currently 9.29 percent of City employees' salaries. This may need to increase to as much as 17.4 percent. The City will finance the additional contribution through issuance of Pension Obligation Bonds. The Bureau's share of this increased contribution (both direct and indirect through interagency agreements is) approximately \$1.2 million for FY 1999-2000, and \$9.9 million over the 5-year forecast interval, and is included in the financial forecast.

Johnson Creek

The current 5 year financial plan includes funding for continued study of flooding problems within the Johnson Creek watershed, and some minor flood mitigation projects. Permanent solutions to Johnson Creek flooding, however, would likely require cooperation and financial investment of jurisdictions outside Portland's boundaries, including Clackamas County and the City of Gresham. There are policy and related financial issues solving Johnson Creek flooding problems. Resolution of these issues could impact the current 5-year financial forecast, particularly in years 2 through 5. The predesign process currently underway should clarify these issues when completed.

Columbia Slough Total Maximum Daily Loads

The water quality of the Columbia Slough is affected by municipal and industrial stormwater discharges, and by CSOs. Based on data from a City assessment of the Slough, the Department of Environmental Quality (DEQ) has prepared draft Total Maximum Daily Loads (TMDLs) for bacteria, dissolved oxygen, toxic pollutants, and eutrophication. These TMDLs have been submitted informally to the Environmental Protection Agency (EPA) and are now being finalized at DEQ based on the EPA comments. The final draft TMDLs will be submitted to EPA by DEQ sometime in the near future. Specific implementation requirements of the TMDLs for the Columbia Slough will be negotiated between DEQ and the City using a Memorandum of Agreement once the EPA accepts the TMDLs. The Bureau intends to fund implementation costs within the current forecast of operating requirements.

Columbia Boulevard Wastewater Treatment Plant Biosolids Removal

The biosolids storage facility (lagoon) at the Columbia Boulevard Wastewater Treatment Plant does not have an impervious lining and at certain times of year may be as much as four feet below the groundwater level, posing a potential risk to groundwater quality in the area. The Oregon Environmental Quality Commission generally requires new facilities of this type to be lined. The plant's National Pollutant Discharge Elimination System permit requires groundwater monitoring in the vicinity of the lagoon. The Bureau intends to line the lagoon to prevent potential water quality problems; this project is in the current capital improvement program.

Lining the lagoon will require removal of approximately 24 thousand dry tons of biosolids projected to be in the facility by the end of the current fiscal year. This cost cannot be capitalized as part of the project. Several options for biosolids removal are being considered as part of the predesign process for the lagoon renovation. They include land application, landfilling, and surface disposal monofill (essentially dewatering, entombing, and burying). Which of these options is ultimately used will depend on EPA standards for contaminants in biosolids, expected in December 1999. The Bureau currently meets applicable standards by diluting biosolids from the storage lagoon with process biosolids from the treatment plant. If the new standards make this unfeasible, a more expensive landfill alternative would be required. The 5-year forecast assumes \$6 million in additional operating expenses for biosolids removal.

Geographical Information Systems Support

The Bureau is committed to support the City of Portland corporate Geographical Information System (GIS) business plan, which will implement the platform for citywide GIS services. The financial forecast assumes approximately \$2.4 million in support for this effort over the 5-year forecast interval.

Capital Issues

Integrated Watershed Planning

The Bureau has sought advice on options for improving water quality for the Willamette River and tributaries from a local Stakeholders Task Force and a panel of technical advisors. Both groups have recommended that the Bureau broaden its focus beyond CSOs and define actions that would best serve uses and water quality in a broader context.

The Bureau is currently preparing an integrated watershed action plan covering the Willamette mainstem, Columbia Slough, Johnson Creek, and Tryon Creek. The plan will address the remaining CSO control, stormwater permit requirements (NPDES permit), water quality limited listings on tributaries and the lower Willamette (Section 303 list under the Clean Water Act) and recent listing of Steelhead trout as threatened under the Endangered Species Act. The Bureau has reviewed this strategy with the DEQ and City Council. DEQ is open to considering change in the CSO program if the City clearly demonstrates greater benefits to the river and environment under the new plan as compared to the benefit that would have been achieved under the current facility plan for addressing CSOs.

The schedule for completing the action plan and putting it before DEQ is as follows:

- ❖ December 1998: Identify the best actions available for CSO and water quality in each watershed and integrate into citywide alternatives.
- ❖ February - April 1999: Review alternatives with the public.
- ❖ April 1999: Complete modeling of the costs and benefits of each citywide alternative.
- ❖ April - June of 1999: Decide on a final recommendation and present it to DEQ requesting any changes that may be required in the Amended Stipulation and Final Order (ASFO).

The City will continue with the design of any CSO facilities that would proceed under either case, but some of the design work will be deferred in favor of further refinement of the citywide alternative. The City at this point has a high degree of confidence that it will develop a much preferred alternative; however, if the State holds fast to the present ASFO schedule and requirements, the City will be able to resume design work on CSO structures as defined in the original facility plan. The impact would be to shift a greater portion of the CSO construction schedule to the 2004-2006 time frame.

If the alternative plan is incorporated into the ASFO, the City will replace the milestones for 2001-2011 with a new commitment aimed at bringing the city in compliance with multiple environmental requirements. Preliminary revised facilities costs will be available in February. If CSO facilities costs are reduced by this planning approach, the Bureau will consider whether to reduce forecast rate increases or to seek additional upstream benefits with the cost savings.

The Bureau will begin developing a drainage facilities master plan in FY 1999-00. In addition to developing a clearer picture of capital requirements over the next 20 years, the master plan will also create opportunities to enhance the equity of the current system of charges. For example, certain areas of the City where development occurs are not suitable for on-site stormwater management. The facilities master plan will provide the information necessary to calculate "in-lieu" fees for developers that recover an equitable share of the costs necessary to construct regional (basin-specific) facilities to handle resulting stormwater flows.

Tryon Creek Treatment and Transportation Capacity

Weather patterns in the past few years have increased the amount of surfacewater and groundwater entering the sewage collection system within the Tryon Creek sewer system, creating very high peak wet weather flows at the Tryon Creek treatment facility. Infiltration of groundwater into sanitary sewers typically increases with the age of collection facilities. The majority of inflow of surface water occurs when stormwater collection facilities are connected to sanitary sewers.

Absent corrective action, peak wet weather flows may begin to routinely exceed the treatment capacity of the Tryon Creek sewage treatment plant. Either infiltration and inflow will need to be significantly reduced, or wet weather treatment capacity at the Tryon Creek facility will have to be increased. The current NPDES permit requires that a program be developed to reduce inflow into the collection system and that a plan be submitted to DEQ for approval. If treatment capacity is increased, the Tryon Creek facility's discharge permit would undergo full review by DEQ and it is likely that treatment standards would be increased (Treatment capacity expansion precipitates review of treatment standards, often resulting in higher treatment requirements.).

Correcting infiltration and inflow problems would require a significant investment by Portland and Lake Oswego. Recent work has focused on basins suspected to be the largest contributors to the infiltration and inflow problem. Though the economic analysis has not been completed yet, preliminary work indicates that the most effective solution is to increase flows to the combined system and eliminate the need to expand the Tryon Creek Treatment Plant. Sending more flows to the combined system will result in incremental increases to proposed westside CSO collection system improvements and added treatment capacity at either CBWTP or the proposed Willamette River Treatment Facility.

The current 5-year financial plan includes funding for study of these issues but does not presume a specific amount of funding for Tryon Creek expansion or for infiltration and inflow correction, above levels for routine capital repair and replacement. Discussions are underway with representatives of the Lake Oswego Public Works Department on the appropriate level of effort to correct these problems within Lake Oswego. Updates of the 5 year financial plan next year or the year after may show considerably higher costs related to infiltration and inflow correction within the Tryon Creek basin than are shown in the current plan.

Fanno Creek Pump Station

Five separate pump stations have served the Vermont basin in southwest Portland. These pump stations will be replaced by one new pump station and pressure line, which will allow conversion of the basin sewers to a gravity system. As a result of these new facilities, sanitary sewage now flowing to the Unified Sewerage Agency (USA) will be pumped to the City's Tryon Creek and Columbia Boulevard wastewater treatment plants. The new pump station is expected to be on line in the fall of 1999.

This improvement has several potential consequences for other Bureau capital projects. Flows from the Fanno Creek pump station can be divided between the Tryon Creek and Columbia Boulevard treatment plants (TCWTP and CBWTP, respectively). Considerable flow is being diverted from USA to Portland's system. Sending the bulk of these flows to TCWTP will force expansion of that facility sooner than would otherwise be the case. CBWTP, on the other hand, has the capacity to deal with these flows. Sending them there, however, will require increasing the capacity of CSO-related facilities on the west side of the Willamette River.

The 5-year financial forecast assumes that flows will be diverted to CBWTP in sufficient quantity to delay expansion of TCWTP. The necessary oversizing costs for CSO facilities are included in the current capital improvement cost forecast.

Rate and Revenue Issues

Rate Stabilization Fund Balance

The Rate Stabilization Fund balance is forecast to be drawn down to its long run level of one percent of annual operating expenditures in FY 2001-02. This forces a constraint on the Bureau's ability to smooth rate increases over the 5-year forecast interval, since further use of Rate Stabilization Fund balance to lower rates in the near term is not feasible. The Bureau is exploring options which might increase flexibility in future years, including holding a greater portion of the 10% of operating expenses in the Rate Stabilization Fund instead of the Operating Fund.

Fanno Creek Pump Station

When it begins operation in FY 2000-01, the Fanno Creek pump station will send some sanitary sewer flows currently being treated by USA to Portland's Tryon Creek and Columbia Boulevard sewage treatment plants. The Bureau currently pays about \$2.0 million annually to USA to treat these flows. Forecast payments are approximately \$775,000 by FY 2001-02. The 5-year forecast includes reductions in these payments of \$4.7 million over the forecast interval.

Industrial Waste Discharge Permitting

The Bureau currently administers discharge permits issued by the DEQ for approximately 160 industries in Portland and surrounding communities. Permit administration involves sampling and monitoring activities, site inspections, customer contacts, data maintenance, and other administrative activities.

The current fee is \$75 for the initial five-year permit and \$50 for subsequent five-year renewals. This recovers only a small portion of the costs of administering the permits. Most of these costs (approximately \$500,000 including indirect costs) are currently recovered through sanitary sewer volume rates charged to all 12,200 commercial customers. Thus, most of these program costs are paid by non-permitted industries even though all of the costs are related to the permittees.

An annual permitting fee that recovers all costs from the permittees:

- ◆ would be more consistent with the Bureau's cost of service ratemaking principles, and
- ◆ would improve equity among commercial and industrial customers.

Annual costs for permittees could increase substantially, however, in some cases by several thousand dollars per year. The cost for any particular permittee would depend on the number of pollutants monitored, frequency of sampling necessary, number of sampling points, compliance history, and other relevant factors.

The rate and revenue forecast for the current fiscal year assumed revenues from these charges for part of the year. The Portland Utilities Review Board (PURB) deliberated on the Bureau's proposed permitting fee in December and recommended against the Bureau's initial fee proposal. The Bureau will make a revised proposal this spring for FY 1999-2000.

Extra Strength Charges

The Bureau currently charges 48 commercial/industrial customers for extra strength sanitary sewage discharges based upon samples taken and laboratory analysis of their sewage discharges. In lieu of focusing only on these very high strength dischargers, the Bureau is developing a low/medium/high strength designation for commercial customers who generate higher than domestic strength sewage and is designing a corresponding system of rates and charges. This would improve customer equity and send clearer pricing signals to commercial/industrial customers relative to the strength of their wastewater discharges.

A proposal for implementation will be brought forward for PURB and City Council review in the spring. The Bureau does not propose implementing any new strength classification system until the Water Bureau Customer Information System is in place. The rate structure will be designed for revenue neutrality, so no changes to revenues are included in the forecast. There will be rate impacts for individual customers, however, depending on the strength of their discharges.

Stormwater Charges

Monthly stormwater charges are currently calculated based on the amount of impervious area on a customer's site. No discounts are given for on-site facilities to handle stormwater runoff. While the system is relatively simple to administer and provides rough proportionality to runoff, improvements in equity are possible.

The Bureau is exploring alternatives to the current structure of stormwater management charges. Alternatives being considered include area-based charges and including a transportation-related component in the monthly charge to reflect costs associated with draining public rights of way.

There will be a public process to review staff's initial analysis of these options during the remainder of the fiscal year. Given the implementation schedule for the new Customer Information System, it is unlikely that any alternative rate structure would be in place before January 2000.

SDC Exemptions for Affordable Housing

In an effort to encourage development of more affordable housing units in Portland, the Council approved exempting all developers of affordable housing from paying systems development charges. Estimates of the cost of this for the Bureau range from \$500,000 to \$1.5 million per year, depending on the pace of construction of affordable housing units. These reduced revenues cannot be recovered through higher systems development charges on other types of development; they must instead be made up through some combination of reduced expenditures and higher rates. The five-year financial forecast assumes reduced revenues of \$750,000 for FY 1999-2000.

Current and Forecast Sewer Use per Customer

Sewer usage for the current year is slightly below forecast for residential customers and considerably below forecast for large commercial and industrial customers. As a result, revenues from rates for the current year may be as much as \$6 million lower than originally forecast. The Water Bureau has not seen a corresponding reduction in water use within the commercial sector, however. Investigation of large commercial and industrial accounts revealed significant changes in process and metering, which implies that the reduced usage is likely to persist in future years. Accordingly, the forecast water usage has been adjusted downward by 2% for residential accounts and 15% for large commercial accounts. This is a likely to be a permanent reduction in forecast average sewer usage for these classes.

System development charge revenues are ahead of forecast for the current fiscal year, which partially offsets the shortfall. The remainder of the shortfall for the current year will be offset by budget reductions of \$3.1 million. Reductions to the Bureau's requested budget for FY 1999-2000 will help offset reductions in average consumption in future years.

Ending Fund Balances

The Bureau maintains a reserve equal to the greater of 10 percent of each year's operating expenses (as defined by bond covenants) or \$4,500,000. Nine percent is maintained as ending fund balance within the Operating Fund, with the remaining one percent maintained as ending fund balance within the Rate Stabilization Fund. This is consistent with industry standards, is a reasonable reserve for cash flow requirements and funding of minor budget adjustments, and reflects the City's commitment to strong fiscal management of its sewer utility.

FIVE YEAR FINANCIAL FORECAST

Forecast Assumptions

The following table shows the economic and other assumptions underlying the 5-year forecast.

Table 1: Economic and Other Assumptions Current Year and Forecast Interval

	Current	Forecast				
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Economic Assumptions						
Inflation rates						
Personal Services (%)	4.16	3.34	3.34	3.34	3.34	3.34
External Materials & Services (%)	3.15	2.62	2.62	2.62	2.62	2.62
Internal Materials & Services (%)	3.62	2.78	2.78	2.78	2.78	2.78

Table 1: Economic and Other Assumptions Current Year and Forecast Interval

Utilities (%)	4.02	3.08	3.08	3.08	3.08	3.08
Capital Outlay (%)	3.15	2.61	2.61	2.61	2.61	2.61
Other (%)	4.00	2.71	2.71	2.71	2.71	2.71
Interest Earnings Rate (%)	5.25	5.25	5.25	5.25	5.25	5.25
Revenue Bond Interest Rate (%)	4.68	6.00	6.00	6.50	6.50	6.50
Bond Discount (%)	1.00	1.00	1.00	1.00	1.00	1.00
Bond Term (years)	20.00	20.00	20.00	20.00	20.00	20.00
Target Coverage Ratio (Net Revenues/Debt Service)	1.45	1.45	1.50	1.50	1.50	1.50
Forecast Assumptions						
Net Ending Fund Balances (% of Operating Expenses)	10.00	10.00	10.00	10.00	10.00	10.00
City Overhead Growth Rate (%)	3.46	2.62	2.62	2.62	2.62	2.62
Utility License Fee (% of Revenues)	7.75	7.75	7.75	7.75	7.75	7.75
Expenditure Rates (% of Budget)						
CIP	100.00	100.00	100.00	100.00	100.00	100.00
Personal Services	98.50	98.50	98.50	98.50	98.50	98.50
Materials and Services - External	100.00	98.00	98.00	98.00	98.00	98.00
Materials and Services - Internal	98.00	100.00	100.00	100.00	100.00	100.00
Other Assumptions						
Annual Customer Account Growth (%)	2.27	2.49	0.66	0.55	0.54	0.54

Key assumptions include:

- ◆ Customer account growth slows by the second year of the forecast interval. The Mid County program will be completed by then and new connections from the area will fall back toward the “infill” rate of 0.5% per year.
- ◆ As mentioned previously, forecast sewer usage has been adjusted downward by 2% for residential accounts and 15% for large commercial accounts. This is a permanent reduction in forecast average sewer usage for these classes. Average annual sewer use is assumed to decrease by 0.75% annually for FY 2000-01 and after, reflecting water conservation and pollution prevention efforts, the effects of block pricing for water, and increases in the number of customers who use less than their winter average during non-winter months. This compares with a .7% annual reduction in consumption forecast by the Water Bureau; the greater annual decrease in sewer usage reflects metering and other process changes that affect sewer usage but do not affect water usage. The Bureau will continue to monitor usage closely.

Forecast Sewer System Costs and Resources

The Bureau forecasts substantial annual rate increases over the next five years. These increases are a combination of growth in annual system costs and decreases in non-rate revenues, as explained below. The table on the following page shows forecast system costs and resources in more detail.

System Costs

Annual system costs increase by \$47.8 million over the 5-year forecast interval, an average annual increase of 4.7%.

- ◆ More than half of the increase is capital-related, including \$12.3 million in additional debt service expenditures, an annual increase of 5.4%. In addition, cash transfers from the Operating Fund to the Construction Fund increase by \$17.4 million over the forecast interval, an annual increase of 25.5%. These cash transfers are largely driven by coverage requirements on the Bureau's outstanding debt (see the Financial Policies section for a discussion).
- ◆ Total operations, maintenance, and capital expenditures increase by \$18.1 million over the interval, an average annual increase of 2.5%. operating expenditures are the largest component of this increase, with personal services and materials and services accounting for about \$9.9 million, and average annual rate of increase of 3.8%. This increase is attributable to increased operations and maintenance expenditures on new capital facilities and expanded system maintenance expenditures.
- ◆ Utility License Fees, which increase in proportion to revenue requirements and not rates, increase by \$3.7 million over the 5-year interval, an annual rate of increase of 9.1%.
- ◆ CIP expenditures total \$427.7 million over the forecast interval. The pattern of expenditures is influenced primarily by the timing of CSO projects.

System Resources

Forecast annual system revenues from sources other than rates decrease by \$6.9 million over the 5-year forecast interval, an average annual decrease of 14.4%.

- ◆ Transfers from the Rate Stabilization Fund to the Operating Fund end in FY 2001-02. After that time the Rate Stabilization Fund balance is maintained at one percent of annual operating expenditures (see Financial Policies section).
- ◆ Other non-rate resources are forecast to increase slightly when adjusted for inflation.
- ◆ Reimbursements from the Construction Fund to the Operating Fund increase by \$4.8 million over the forecast interval, reflecting the timing of CIP expenditures.
- ◆ System development charge revenues are forecast to decrease by \$1.1 million over the forecast interval, reflecting in part the completion of the Mid County project and an end to the resulting high connection rate in that area, and in part an assumption of generally slower regional economic growth. The forecast also includes a permanent reduction of \$750,000 reflecting System Development Charge exemptions for affordable housing.
- ◆ The large increase in fund balance for FY 1999-2000 reflects the timing of grant fund transfers from the Operating Fund to the Construction Fund as grant-reimbursable capital projects are completed.
- ◆ Annual revenue requirements from rates must therefore increase by \$50.0 million over the forecast interval, an average increase of 9.1%. Account growth provides an offset, allowing an average percentage increase in rates of 8.8%. Lower consumption, particularly in the commercial sector, partially offsets the effects of account growth.

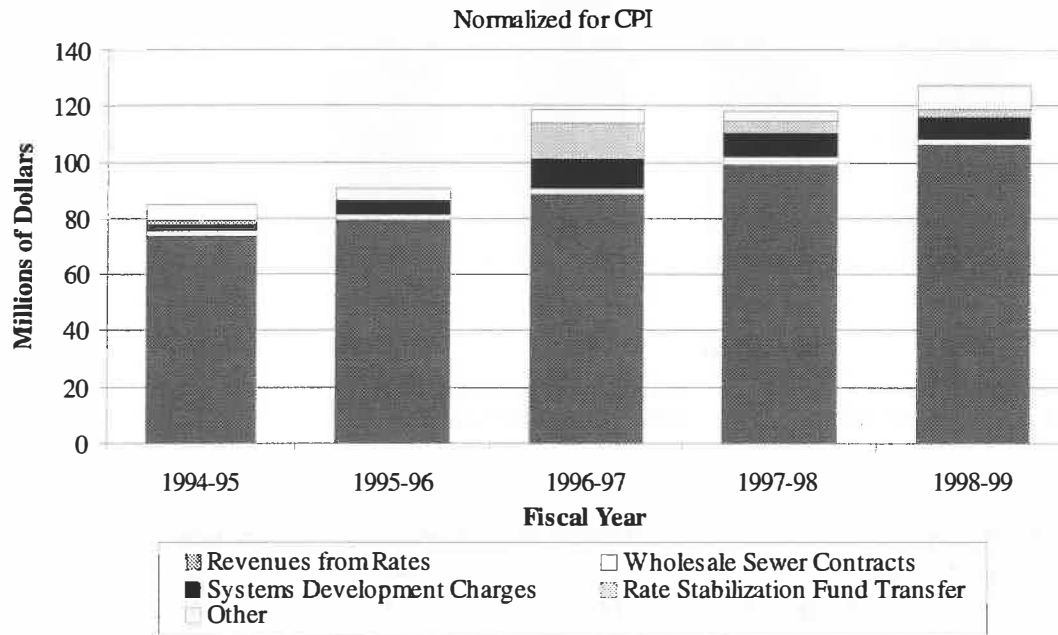
Forecast Sewer System Costs and Resources

	2000	2001	2002	2003	2004
O&M and CIP Expenses					
Personal Services	\$27,330,155	\$28,348,629	\$29,565,888	\$30,718,025	\$31,889,518
Materials & Services - External	13,471,265	13,067,005	13,939,903	14,362,538	14,879,896
Materials & Services - Internal	20,541,979	21,190,267	21,972,227	23,268,376	24,445,617
Capital Outlay & CIP	100,034,006	85,173,664	64,344,599	74,684,317	103,435,497
Equipment Cash Transfers	0	0	0	0	0
Amortized Bond Interest/Discount	(155,604)	(156,625)	(162,362)	(178,416)	(163,428)
Cash Transfers:					
General Fund Overhead	2,953,065	3,030,413	3,109,787	3,191,240	3,274,827
Utility License Fees	8,971,563	9,979,418	11,020,146	11,878,026	12,700,499
Rate Stabilization Fund	0	0	0	550,000	2,050,000
Sewer Revolving Loan Fund	0	0	0	0	0
Other Funds	0	0	0	0	0
Columbia Slough Grant Operating Expenses	1,279,237	0	0	0	0
Total O&M and CIP Expenses	\$174,425,665	\$160,632,771	\$143,790,188	\$158,474,107	\$192,512,426
Cash Transfers to Debt Redemption Fund :					
Existing Debt Service	53,015,298	53,006,106	53,008,966	53,015,289	53,005,140
Projected New Debt Service	0	0	3,831,255	7,695,341	12,340,987
less Capitalized Interest Offset	0	0	0	0	0
Reserve for SRF Loan Repayments	55,595	54,774	53,935	53,085	52,225
Cash Transfers to Sewer Construction Fund :					
Cash Financed Capital Improvements	11,756,801	23,771,095	25,704,906	27,530,378	29,191,138
Annual System Costs	\$239,253,359	\$237,464,747	\$226,389,251	\$246,768,199	\$287,101,915
Less: Other System Resources					
CIP Reimbursement from Constr. Fd	\$104,026,855	\$90,099,181	\$69,505,846	\$79,933,468	\$108,850,012
Systems Development Charges	4,158,613	3,535,405	3,183,922	2,908,486	3,082,995
Wholesale Sewer Contracts	2,091,424	2,155,809	2,222,177	2,290,587	2,361,103
Other Service Charges	331,653	340,871	350,344	360,081	370,089
Service Reimbursements	627,627	552,569	567,926	583,710	599,933
Rate Stabilization Fund Transfer	8,275,000	4,650,000	1,428,855	22,806	29,559
Other Cash Transfers	1,097,953	101,271	104,085	106,978	109,951
Product Sales	164,947	169,532	174,243	179,086	184,063
Rents	67,767	69,651	71,587	73,576	75,621
Licenses and Permits	689,269	800,088	822,324	845,179	868,669
Interest on Investments	373,039	471,421	455,613	475,768	493,122
Miscellaneous	659,005	266,595	274,410	282,456	290,740
Decrease/(Increase) in Oper. Fund Balance	(3,516,515)	541,743	(427,027)	(443,355)	(383,328)
Total Other Resources	\$119,046,638	\$103,754,136	\$78,734,304	\$87,618,827	\$116,932,529
Required Revenues from Rates	\$120,206,721	\$133,710,612	\$147,654,947	\$159,149,372	\$170,169,386

The following section presents revenue and cost information for the five years ending with the current year, and for the 5-year forecast interval. The numbers, presented in graphical form, have been adjusted to remove the effects of inflation.

Financial Resources

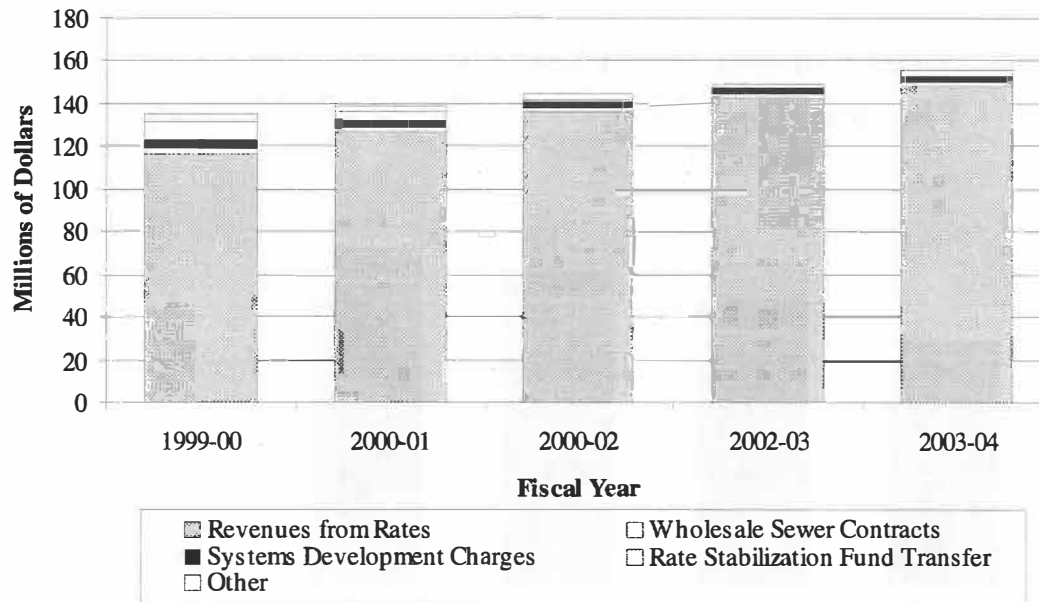
Historical and Current Sewer System Financial Resources



- ◆ Revenues from rates have increased at an average of 9.6% per year in excess of inflation from FY 1994-95 through FY 1998-99 (forecast). The average annual growth rate in the number of customer accounts over the same interval was 3.4%, and the monthly bill for an average single family residential customer grew at an average of 6.9% annually in excess of inflation.
- ◆ System development charge revenues, primarily from connections in Mid County, totaled \$26.1 million over the first four years of the interval.
- ◆ Cash transfers from the Rate Stabilization Fund to the Operating Fund in FYs 1995-96 through 1998-99 reflects a planned drawing down of fund balance for smoothing rate increases.
- ◆ “Other” resources for FY 1998-99 includes grant reimbursements for projects in the Columbia Slough area.

Forecast Sewer System Financial Resources

Normalized for CPI

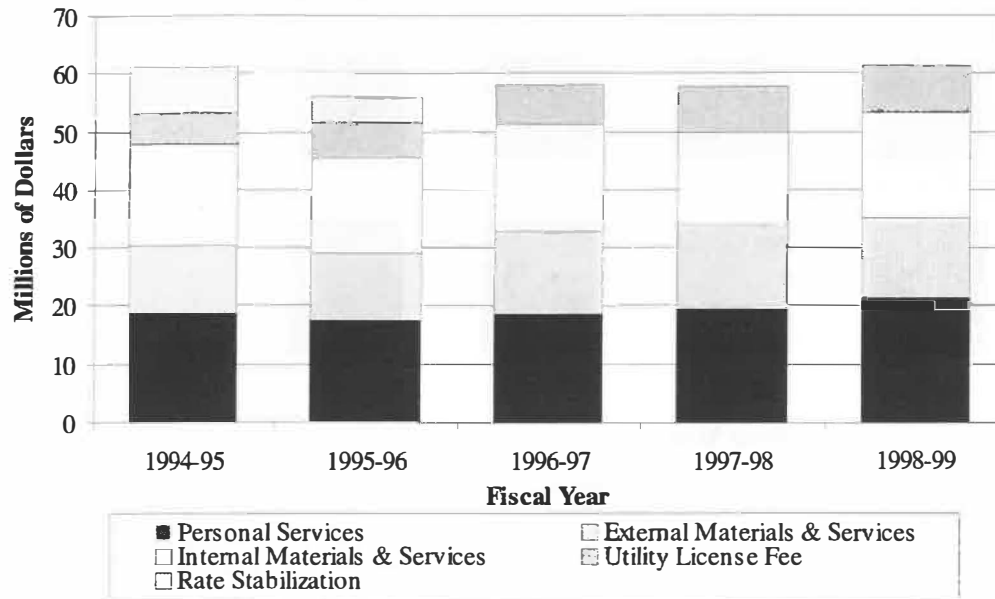


- ◆ Revenues from rates will make up a larger percentage of overall system resources than in the past. They are forecast to increase by 6.1% per year in excess of inflation over the forecast interval.
- ◆ Customer account growth will fall toward the “infill” rate of 0.5% per year after FY 2000-01 with a minimum additional amount of infill in the Mid County area. System Development charge revenues are therefore expected to decrease slightly over the interval.
- ◆ Rate Stabilization Fund transfers for FYs 1999-2000 through FY2001-02 reflect a drawing down of fund balance to reduce revenue requirements from rates. These transfers represent a smaller part of overall system resources than in previous years. No transfers are forecast for the last two years of the 5-year plan.

Operating Expenditures by Expense Type

Sewer System Historical and Current Operating Expenditures by Expense Type

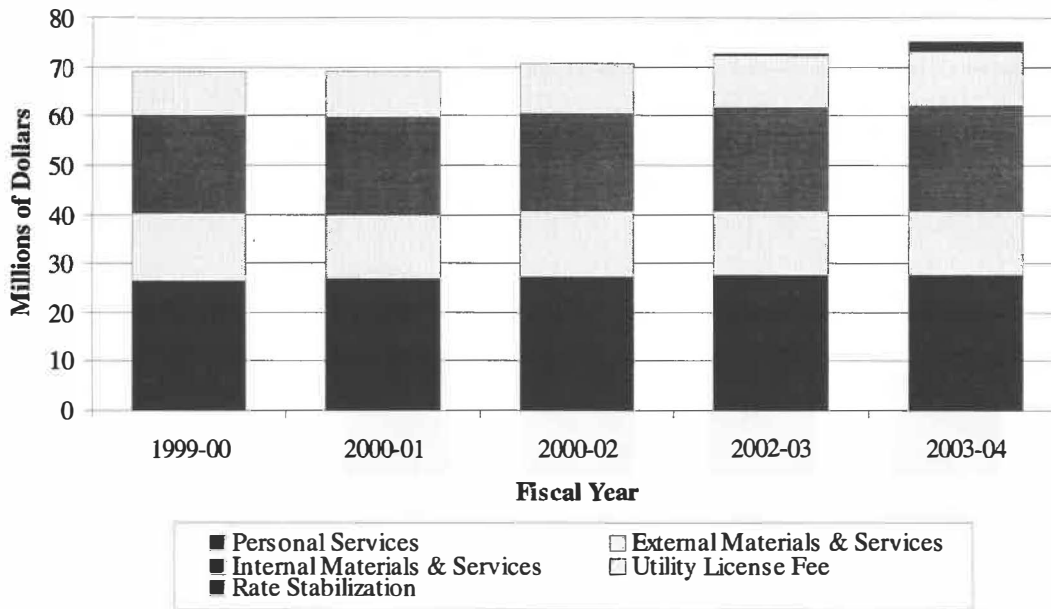
Normalized for CPI



- ◆ Transfers from the Operating Fund to the Rate Stabilization Fund ended in FY 1995-96. The Bureau is now drawing on those fund balances to smooth forecast rate increases. Other operating expenses have increased by 3.4% annually in excess of inflation over the interval.
- ◆ Operating expenditures for FYs 1996-97 through 1998-99 reflect \$3.6 million in expenditures on Columbia Slough projects, which are reimbursed by grant funds.
- ◆ Utility License Fee expenditures adjusted for inflation have risen by approximately 10.4% annually over the interval despite last year's decrease in the License Fee rate to 7.75%, primarily as a result of increases in Bureau revenues.

Sewer System Forecast Operating Expenditures by Expense Type

Normalized for CPI

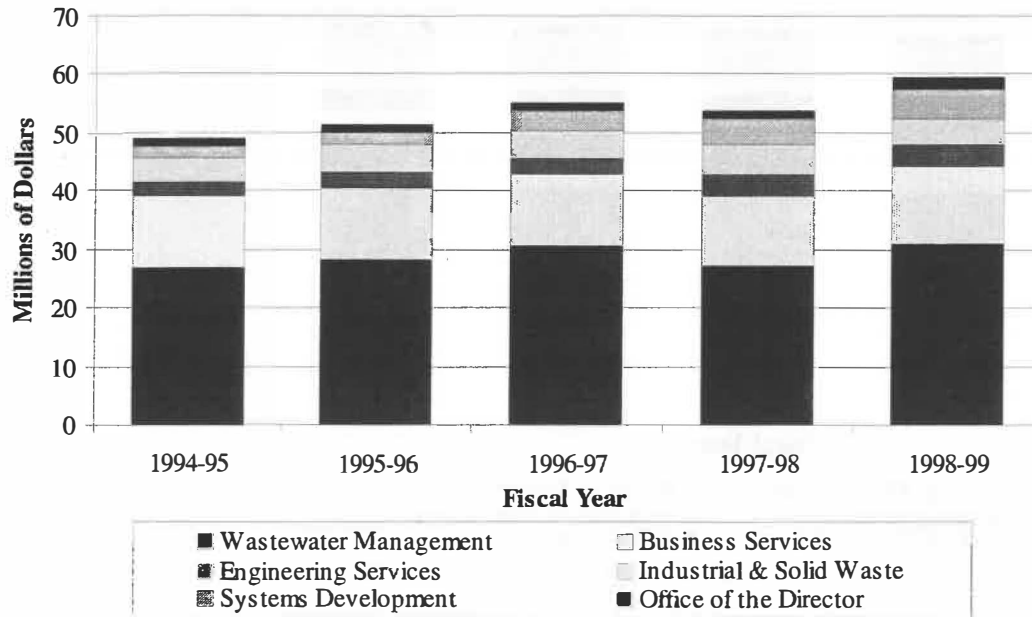


- ◆ Operating expenditures are forecast to increase by approximately 2.1% annually after inflation.
- ◆ The largest part of this increase is Utility License Fee payments, forecast to increase at an average rate of 6.1% after inflation.
- ◆ Internal materials and services are forecast to increase at an average annual rate of 1.6%, primarily for increased collection system maintenance.

Operating Expenditures by Program

Sewer System Historical and Current Operating Expenditures by Program

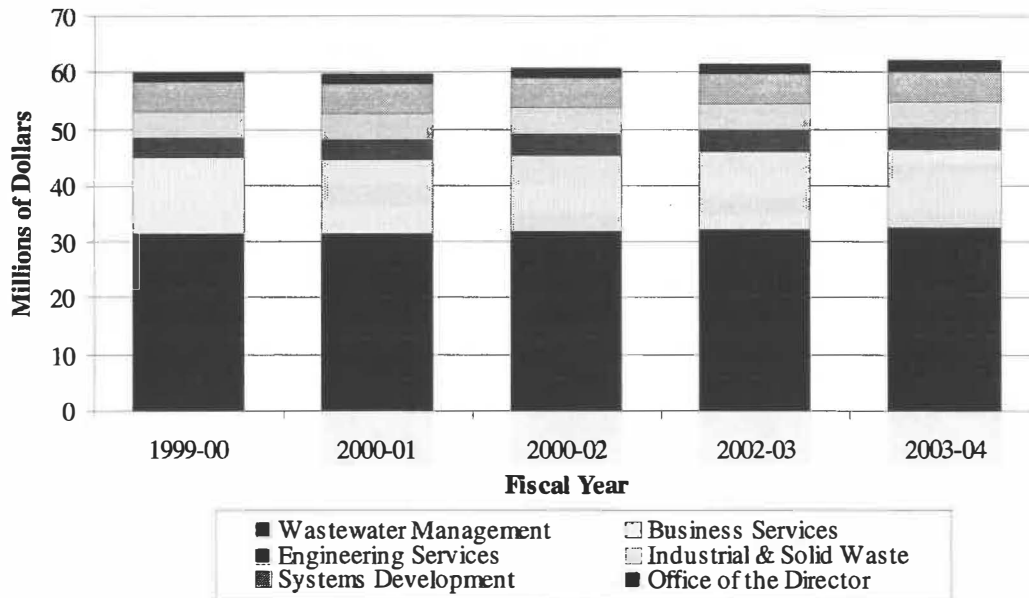
Normalized for CPI



- ◆ Overall operating expenditures by program have increased at an average annual rate of 5.0% over the interval after adjusting for inflation. This reflects reductions of \$3.1 million in the current fiscal year operating budget.
- ◆ Operating expenditures for Wastewater Management have increased at an average annual rate of 3.8% after inflation. This reflects increased biosolids removal costs as well as a change in capitalization policy increasing the proportion of those costs charged to the operating program, increased utility costs, and increased collection system maintenance costs.
- ◆ Recent growth in Systems Development reflects the Bureau's increased emphasis on facility planning, and a change in capitalization policy resulting in some planning costs moving from capital to operating.
- ◆ Business Services costs for FY 1998-99 include \$675,000 in support for implementation of the Water Bureau Customer Information System.

Sewer System Forecast Operating Expenditures by Program

Normalized for CPI



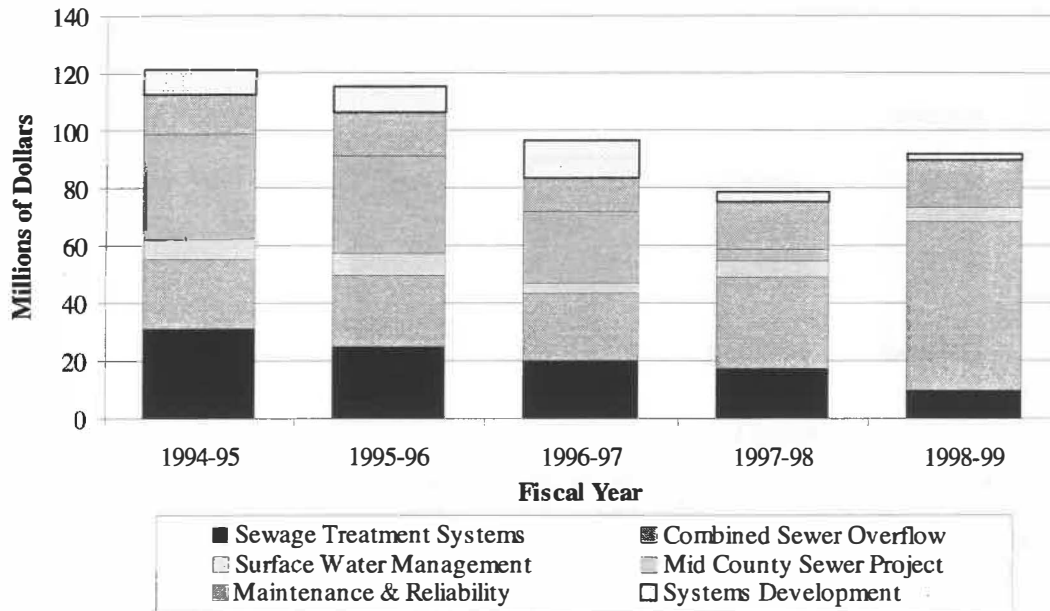
Program operating expenditures are forecast to increase at an annual rate of 0.8% after inflation. This increase includes:

- ◆ \$4.0 million for additional sanitary and drainage collection system maintenance over the forecast interval.
- ◆ \$3.6 million for operations and maintenance expenditures for new capital facilities over the forecast interval.
- ◆ \$5.1 million for biosolids removal costs over the forecast interval.
- ◆ \$7.5 million for additional PERS contributions over the forecast interval (including interagency costs).

Capital Expenditures by Program

Sewer System Historical and Current Capital Expenditures by Program

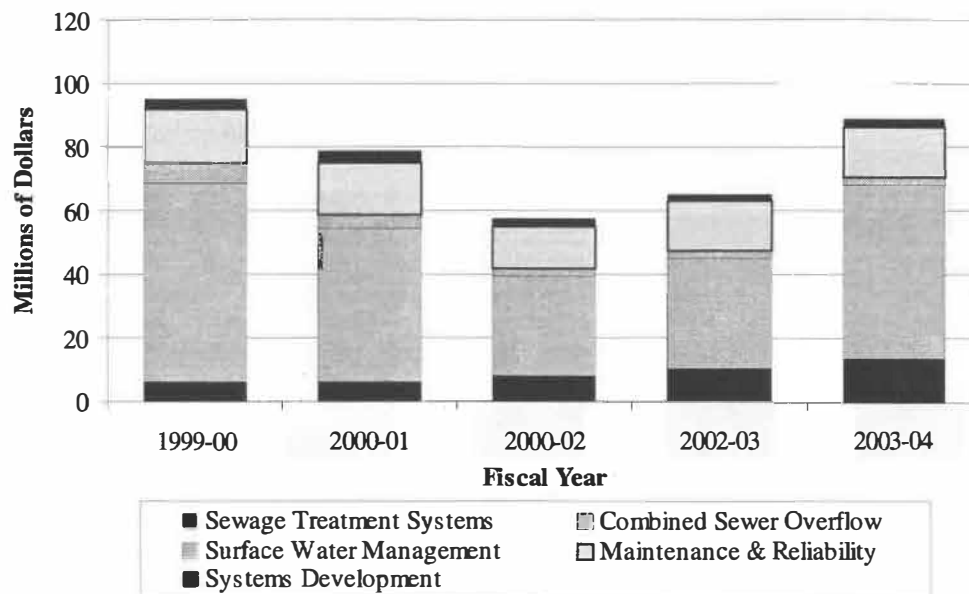
Normalized for CPI



- ◆ The CSO program accounted for the largest share of capital improvement expenditures over the interval, at \$163 million adjusted for inflation. Major expenditures included stormwater infiltration sumps and sewer separation projects, and the Columbia Slough Consolidation Conduit, in progress.
- ◆ Mid County program expenditures totaled \$99 million over the interval. Construction on this project is complete.
- ◆ Sewage Treatment Systems program expenditures were \$103 million over the interval, and included replacement of the headworks and renovation of the sludge lagoon at the Columbia Boulevard Wastewater Treatment Plant.
- ◆ The lower overall CIP expenditures for FYs 1997-98 and 1998-99 reflect in part the Bureau's continuing efforts to reduce CIP costs where possible, and the completion of the Mid County Sewer Project.

Sewer System Forecast Capital Expenditures by Program

Normalized for CPI



Forecast total CIP expenditures for the 5-year planning interval are \$385.3 million, adjusted for inflation.

- ◆ CSO accounts for the largest portion at \$231.0 million over the interval. Roughly half of CSO expenditures will occur during the first and final years of the interval. Major projects during this time include the Columbia Slough consolidation conduit; the Columbia Boulevard wet weather treatment facilities; the Ankeny pump station upgrade; the Tanner Creek Basin stream diversion; and the Columbia Boulevard Wastewater Treatment Plant outfall project.
- ◆ Maintenance and Reliability expenditures are forecast at \$77.7 million over the interval. Fanno Basin reconstruction and basement flooding relief are the two largest components, together accounting for approximately \$28 million.
- ◆ Forecast expenditures for Sewage Treatment are \$44.6 million over the interval. Major projects during that time include pump station improvements, completion of the Inverness force main, treatment plant rehabilitation and modification, and reconstruction of the Columbia Boulevard sludge lagoon.
- ◆ Surface Water Management expenditures are forecast at \$17.7 million over the interval. Approximately half of this is for Johnson Creek projects.
- ◆ Systems Development program expenditures are forecast at \$14.3 million, primarily for the South Airport sanitary trunk sewer, and residential and commercial sewer extensions.

Forecast capital expenditures will require additional debt issues totaling \$212.9 million over the 5-year interval, requiring an additional \$12.3 million in annual debt service by FY 2003-04.

RISKS TO THE FORECAST

The following were judged to be issues of potential significance, but their potential effects were not explicitly included in the forecast. The Bureau maintains a contingency to offset potential cost increases should unfavorable outcomes occur.

Columbia Slough Sediments

On October 7, 1993 the City entered into a consent order with the DEQ to conduct a remedial investigation and feasibility study of contaminated sediments in the Columbia Slough. The main purposes of the study were to determine which contaminants are present and at what levels, to define the types of risks posed, to identify hot spots of sediment contamination, and to propose types of cleanup actions. The City has begun a feasibility study of potential cleanup options for Buffalo Slough, a side channel of the Middle Columbia Slough. Because these costs cannot be treated as capital costs, they are not eligible for revenue bond financing. Alternative financing methods are being studied, but at this point the costs of sediment remediation are not within the 5-year financial forecast and if included, would require rate increases higher than those being proposed.

"303 List"

The state is required by the Federal Clean Water Act (Section 303) to periodically publish a list of water quality limited streams and rivers. The current 303 list includes Johnson Creek, Balch Creek, Fanno Creek, the Columbia Slough, and the Willamette River. Being included on the 303 list is the first step in setting regulatory standards that limit the amount of pollutants discharged to the waterway. These have already been set for Fanno Creek and the City is taking steps to reduce discharges of phosphorus to Fanno Creek and its tributaries. It is expected that regulatory standards (called "Total Maximum Daily Loadings," or TMDLs) will be set for the other streams on the 303 list as determined by DEQ based on their priority list.

It is difficult to predict what all of the requirements will be once regulatory standards are set, or what the costs of meeting those standards will be. The current financial plan assumes that the costs of meeting future TMDLs for all of the streams on the 303 list will be accommodated within existing funding levels of existing stormwater or watershed programs. If future requirements exceed current funding levels, corresponding adjustments to other Bureau programs or forecast rate increases would have to be made. The current 5 year financial forecast assumes all costs associated with TMDLs are accommodated within current stormwater and watershed program funding levels.

Drainage Districts and Riparian Customers

There are three drainage districts within City boundaries, all located along the Columbia South Shore. These districts maintain the flood plain within the Columbia South Shore by operating pumping facilities that move water from the Columbia Slough to the Columbia River. The districts also maintain area levees and dikes. They charge properties within their boundaries for this service, based upon the amount of impervious area they have and their elevation, relative to the flood plain.

Historically, the City has not charged its drainage fees to properties within the drainage districts on the premise the districts are the primary drainage service providers, except to those discharging stormwater directly into City-maintained stormwater facilities. However, with the advent of stormwater quality programs and requirements, the City is now providing drainage services within the districts. The City is also expanding other basic drainage services, such as roadside drainage maintenance, as the area continues to develop.

Although Bureau staff is analyzing the impacts of imposing stormwater charges within the districts, the current 5-year financial forecast presumes no change in the current service and funding arrangement. A key issue that must be decided before such fees are imposed is the division of responsibilities for drainage services between the City and the drainage districts. To this end, Bureau and drainage district staff have been gathering information on relative responsibilities and expenditures in the districts. A report summarizing this work will be issued shortly, and will form the basis for further discussions on this issue. The Bureau will seek guidance from Council before making specific recommendations.

Bureau staff is also analyzing the rate impact of imposing stormwater charges on properties in Portland outside the drainage districts that are located next to and discharge stormwater runoff directly to a river, lake, or slough. The City has not imposed stormwater management fees on these properties unless they discharge stormwater into a city maintained system. In the past, the City did not incur costs as a result of these stormwater discharges to these water bodies. With increasing federal mandates which require the city take more responsibility for protecting water quality, however, the Bureau has committed increasingly more resources to the protection and management of water quality in area rivers.

Imposing stormwater charges on these “riparian” properties would partially offset forecast rate increases. Until review of this issue is complete, however, rate impacts are not included in the 5-year forecast.

Water Bureau Customer Information System

The Water Bureau provides customer account and billing services for the Bureau of Environmental Services through an interagency agreement. The Water Bureau is in the process of replacing its current customer billing and information system, and the 5-year forecast includes \$1.2 million in support of the new Customer Information System (CIS).

The CIS should improve the efficiency of the account service and billing operations, offering the potential for cost reductions when it begins operation in the spring of 1999. A proposed change from quarterly to monthly billing for approximately 130,000 residential customers will increase the interagency cost for these services if not offset by efficiencies from the new system.

The financial forecast presented in the preceding section makes assumptions about factors internal to the Bureau and the City, such as program levels, and external factors such as inflation and borrowing costs. Changes to some of these factors may change the forecast. The following is a description of some of these factors, and the risks involved in unanticipated changes.

Internal (Bureau and City)

- ◆ The forecast includes \$800,000 annually in additional funding for implementation of monthly billing by the Water Bureau beginning with FY 2000-01. The actual level of additional funding required for this change will depend in part on operating efficiencies realized with the new Customer Information System and other enhancements to customer service that the bureaus might jointly decide to make.
- ◆ Although there is provision in the budget and forecast for reasonable maintenance and repair activities, it is possible that additional study of maintenance requirements will reveal a need for even higher levels of maintenance. This could require additional operating and capital expenditures.
- ◆ The revenue forecast includes the potential effects of SDC waivers for affordable housing. Depending on the number of affordable housing units constructed, actual revenue losses from these waivers could be higher or lower than the forecast \$750,000.

External

- ◆ The forecast is based on a 0.75% reduction in average water use per customer. If consumption is lower than this, there could be the need for an upward adjustment in rates. Higher than projected consumption would make possible a reduction in rates or an increase in Rate Stabilization Fund balance to offset further unforeseen expenses or revenue reductions.
- ◆ Changes in interest rates will affect the cost of new debt. A significant increase in interest rates over the forecast interval will increase revenue requirements for interest on new debt. New debt will account for roughly one-third of debt service requirements by the end of the forecast interval. An increase in interest rates of one-half of one percent could add about three-quarters of one percent to revenue requirements from rates.
- ◆ The forecast rate increases include best estimates of inflation over the forecast interval. An increase in the actual rate of inflation over the forecast inflation rate will require correspondingly higher rate increases.
- ◆ There is currently no allowance in the forecast for significant expenditures associated with the Portland Harbor issue. Although no major expenditures are anticipated, they would, if realized, require rate increases higher than those in the current forecast.

Office of Transportation Financial Plan

Executive Summary

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

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

The Need

The City owns and manages a significant transportation system including over 3,800 lane miles of improved streets, 51,000 street lights, 956 traffic signals, 149 bridges and 169 stairways. The complete inventory of transportation facilities has a replacement value of more than \$7.97 billion. While most of our facilities are in "fair" or better condition, to repair them to a "very good" condition would require over \$120 million. More than \$200 million is needed over the next ten years to improve our facilities to meet regional transportation goals for moving freight, increasing bicycle, pedestrian and transit use and supporting development. A similar amount of federal dollars was spent over the last ten years, if adjusted for inflation. These federal resources are no longer available to us. And, of course, public safety on our local neighborhood streets also continues to be a significant community concern.

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

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

Employment	1995 Employment	1995-2000 Growth	1995-2020 Growth
Multnomah County	482,600	7.15%	25.47%
Four-County Total	979,600	12.70%	64.87%

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

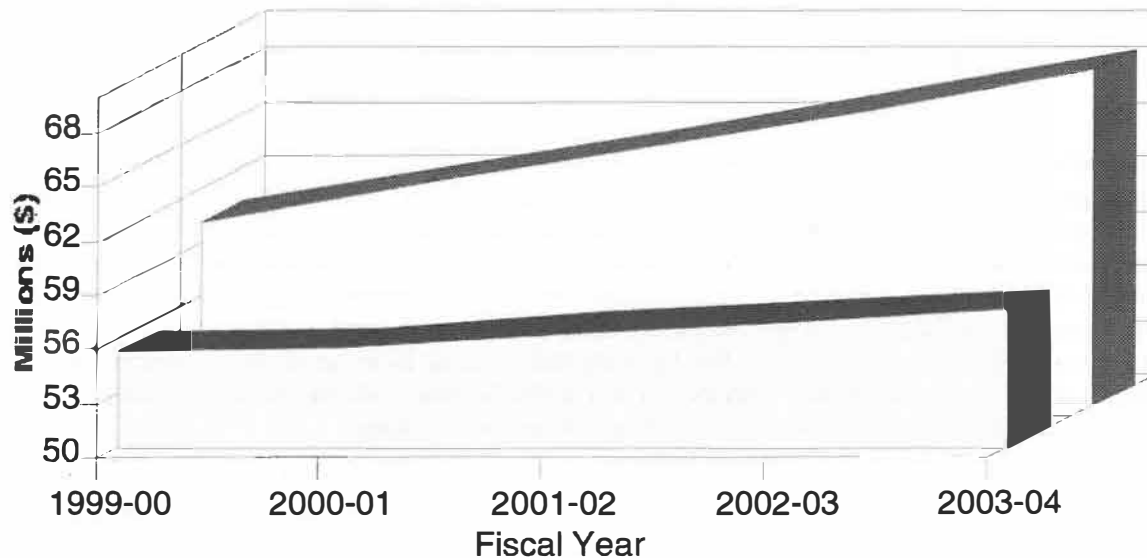
In addition, the backlog paving requirements of deficient streets is growing at an average rate of approximately 90 to 110 miles each year. As of July 1, 1998, conservative estimates place the number of deficient miles at 494, costing approximately \$41.9 million. Per the American Public Works Association, if streets are maintained in good to excellent condition, the total annual maintenance investment is four to five times less than if the pavement is allowed to deteriorate to poor or very poor conditions.

THE PROBLEM

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

- ◆ **AGE:** Historically we have had an advantage over east coast cities where stories of crumbling infrastructure and potholes abound. Portland is no longer a young city, in fact, much of our infrastructure is well beyond middle age. Things are simply beginning to wear out and wear out at an accelerated rate as backlogs in maintenance continue to grow.
- ◆ **USE:** The transportation system is being used in ways it was not built to accommodate. Our inner city streets were built in the era of streetcars, not large trucks and heavy buses on ten minute head ways. In the past twenty years Oregon's population has grown 20% and the vehicle miles traveled on the system in the same period have increased by 40%. Traffic continually causes our roads to bend and just like a paper clip - bent enough times, they break.
- ◆ **SIZE:** As the city has grown, so has the inventory of things to maintain. In 1979 we had 695 traffic signals; today we have 956, a 38% growth. Since 1985 we have added 414 lane miles to our pavement inventory. Adding bike lanes, parking signs, traffic calming devices, and signs, such as fines double in school zones, increases the demand for maintenance dollars.
- ◆ **PURCHASING POWER:** Due to inflation, transportation dollars have lost 16% of their purchasing power since 1993. In fact, to equal the purchasing power of gas tax in 1998 that we had in 1968 would require a 30 cent tax. Oregon's state gas tax is only 24 cents due to the legislatures inaction on this issue. This six cent differential means that today PDOT has \$9 million less in purchasing power than we had thirty years ago. In addition, Oregon has one of the lowest vehicle registration fees in the country. Revenue from gas taxes is also in decline. Vehicle fuel efficiency has nearly doubled since 1970. The combined affect is, in constant dollars, the cost of taxes to drive an automobile one mile has decreased from 2.7 cents in 1970 to 1.3 cents today.

Requirements v. Resources



Shaded = Baseline Resources Forecast Unshaded = Current Service Level Request

In summary, the combined affect of age, usage, increasing size, decreasing purchasing power and revenue decline has resulted in repeated funding shortfalls for the Office of Transportation. The need for the Legislature to deal with transportation funding should be clear, but we will not know the results of the next session until the beginning of FY 1999-00 and any revenue increase passed by the Legislature will not begin flowing before January, 2000.

Without additional revenues, the current revenue forecast, when compared with forecasted current service level needs, indicates deficits for FY 1999-00, 2000-01, 2001-02, 2002-03 and 2003-04 of \$4.78 million, \$6.74 million, \$7.92 million, \$9.38 million and \$10.90 million respectively. These deficits do not include the current deficiencies or growth needs previously cited. Assumptions are:

Resources:

Gas tax revenues are based on the April, 1998 ODOT forecast, modified downward per an October discussion with ODOT economist to estimate impact of December, 1998 forecast. No increases at either the state or local levels are assumed. Also, no new annexations that impact the City's intergovernmental agreement with Multnomah County are assumed.

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

Parking Fund cash transfer includes only the amount for PDOT CSL support as specified by the parking fund finance plan increased for inflation.

General Fund cash transfer excludes amounts for street light operations and maintenance and Capital Review Committee allocations of General Fund Capital Set-asides. FY 1999-2000 amounts include a one-time allocation of \$716,000 and an on-going CSL commitment for downtown street cleaning of \$708,109. Future cash transfers assume a continuation of support for downtown street cleaning, increased for inflation.

Requirements:

Inflation on requirements (and cash transfers that are adjusted by such rates) are based on the rates identified in the FY 99/00 OFA Budget Manual. 2.0% for FY 99/00, 3.5% for FY 00/01, 3.4% for FY 01/02 and 3.3% for FY 02/03.

Excludes funding of the Geographic Information System (GIS) implementation above the current commitment of \$300,000 per year. The capital implementation of GIS is still under discussion and requires further review by the Council.

Excludes impact from the Endangered Species Listing for steel head. It is unknown at this time.

Excludes costs associated with the re-stacking of the Portland Building.

PDOT's PROCESS

In response to the Council's request, and knowing that we would face another very lean year in FY 1999-00, the management team began a series of discussions about how to set organization wide priorities and break away from traditional bureau competition in the allocation of resources. The outcome of these discussions was the PDOT Charter which we have previously shared with the Council. The Charter sets forth a series of operating principles and standards for organizational, as well as individual behavior based on a collaborative and corporate approach to the work we do. Decisions about resource allocation are based on community and PDOT-wide principles and priorities not those of individual organizational units. This really requires that the management team focus on the big picture and not programmatic current service level allocations. With the Charter as the backdrop we undertook to do what the Council had asked and began by defining the principles which would guide decision making.

The principles were crafted around PDOT's mission to provide a safe and well maintained transportation system that accommodates the increasing access and mobility needs created by growth in the community. Recognizing that not all decisions can be based solely on these principles, they are intended to help weigh choices based on the core business strategies of the organization.

- ❖ Identify and honor prior commitments.
- ❖ Stop "accelerated cost" maintenance backlog growth.
- ❖ Reduce/manage maintenance inventory growth.
- ❖ Reduce travel demand through multi-modal efforts focused on main streets and in town centers.
- ❖ Work toward a sustainable level of service.

Next, a matrix was developed which breaks down every operating program into its component parts, defines current service level, a minimum service level below which the activity should simply be discontinued, a recommended service level should resources be available or reallocated, and finally a preferred (non-constrained) service level. Detailed programmatic explanations were compiled for each of these activities to give the management team a clear understanding of the work across bureau lines. Using the principles as a guide, each member of the PDOT Management Team then slotted each of the activities into one of three categories:

- ◆ Category A: These are activities of the highest priority and core business functions in keeping with the organizations mission. These activities are candidates for reallocation of resources from lesser priorities.
- ◆ Category B: These activities, while not top priority in terms of PDOT's mission, are things that simply need to be done and realistically can not be abandoned. These activities are, in many cases, things that contribute to making Portland a full service city.
- ◆ Category C: These activities are of lessor importance in achieving the organization's mission. These activities are candidates for lower service levels or elimination.

Although there was not consensus regarding the categorization of each and every activity, in most areas there was clear agreement. In addition to categorizing our services, the management team made recommendations regarding the funding level for each of the activities. It is interesting to note that most of the activities which the team designated as potentials for additional funding are in the maintenance area. This is consistent with our discussions last year with the Council regarding the need to stop maintenance backlog growth and renew our focus on the stewardship role for the public's investment in the system.

FY 1999-00 BUDGET PROCESS

In FY 1998-99 one-time General Fund was allocated to the paving program to stop the backlog growth in the amount of \$1.5 million and \$75,000 was allocated to maintain the signal re-timing program. Since we effectively reduced other PDOT programs to fund these efforts we believe it is important for us to continue to make these investments even without additional General Fund support.

Therefore as we look to FY 1999-00, maintaining current services, particularly the pavement backlog containment, results in a \$2.3 million problem. In addition to the current service level shortfall, we have recently been advised that the PERS rate increase could potentially add as much as \$2.4 million to our deficit. The bottom line is that in order to submit a balanced budget PDOT has had to craft a strategy to accommodate a \$4.78 million shortfall in resources. A number of unresolved issues could change PDOT's financial position for FY 1999-00. Principal among these are the results of the upcoming legislative session and resolution of the PERS rate impact. We likely will not have an answer from the Legislature until near the beginning of the fiscal year and any new revenue would not begin flowing until January, 2000. While we realize that PDOT must, at some point, reconcile resources and requirements on an on-going basis, proposing a \$4.78 million reduction package at this point does not seem appropriate. This level of service reduction would have substantial impact on the organization, our employees and the community. For these reasons we are recommending taking advantage of one-time savings to bridge a portion of our gap while still recommending \$2.3 million in budget reductions for Council's consideration.

With respect to bridging the shortfall we propose two specific actions.

Savings Plan - PDOT historically has had a mandatory 2% General Transportation Revenue savings plan to encourage efficiencies and recognize that bureaus rarely spend 100% of appropriated funds. This allowed us to roll forward in our financial plan 2% of discretionary resources into the succeeding years Beginning Fund Balance.

Three years ago, anticipating a shortfall, the savings rate was increased to 4% to balance the budget request. This means that for every \$100 appropriated only \$96 can be expended. The net effect is to tie up 4% of our resources.

By reducing the savings rate back to 2% and at the same time reducing current service level across the board, we are able to realize a one-time cash infusion of \$1 million which can be used to sustain services in FY 1999-00.

While we could eliminate the savings plan altogether and generate \$2 million, the management team believes that the residual 2% rate is a valuable tool in helping to bring fiscal discipline throughout the organization. Meeting the savings plan requirements forces all program managers to carefully monitor their expenditure rates throughout the year while providing a cushion for error that helps to avoid contingency or reserve draws.

Carryover - A long standing area of concern is carryover. Not unlike other large city bureaus, PDOT program managers have historically requested General Transportation Revenue carryovers (exclusive of encumbrances) in the range of \$2 million, mainly for capital work. When carryover represents work not accomplished during the budget year, it frequently results in displacing work in the succeeding year which in turn generates another request for carryover. In essence, this "bow wave" effect tends to create self-perpetuating carryover requests from year to year. While for a variety of reasons it is unlikely that all carryover can be eliminated, we believe it can and should be significantly reduced. We are therefore proposing to set a target for carryover reduction of \$1.4 million in the current year resulting in a beginning fund balance increase for FY 1999-00 of a like amount. While we want to be extremely careful that we do not send a message of "spend it or lose it", we also do not want to continue to allow the tying up of funds which could otherwise be put to productive use. This strategy, like the savings rate reduction, results in one-time resources being made available.

Reduction Package - In addition to the Savings Plan and Carryover proposals, the PDOT Management Team has identified two reduction packages.

The first, in the amount of \$4.125 million carries forward into the second year the reductions approved by the Council in the FY 1998-99 budget process.

The second package consists of additional reductions proposed totaling \$2.343 million. These include both reductions identified by the management team based on our review of the previously described matrix analysis of services and reductions of our capital programming target from \$5.6 million to \$5.0 million.

All development reviews necessary to support land use case processing are supported by General Transportation Revenues. PDOT is proposing to implement charges for these activities which are consistent with the cost recovery policy Council adopted for the Bureau of Planning. Fees will be structured to recover 50% of the cost of reviewing land use applications. 100% cost recovery will be implemented for processing applications which are solely for a private benefit.

With respect to stewardship of the community's assets, I am pleased to report that the reductions enable us to continue the \$1.5 million commitment to the pavement maintenance program without requesting additional General Fund dollars. It is important to point out that the management team agreed to reduce service levels in other areas to sustain this effort. Based on our matrix analysis of service levels we also identified resources which can be redirected to begin addressing the sign and pavement marking backlog in the amount of \$200,000. These actions address the need to adequately fund two core business activities.

Also included in the balanced request is funding for the LID Administrator position recently approved by the Council, as well as funding for the Brownfield Showcase coordinator. Both of these efforts are important to the community and our ability to manage and accommodate growth.

On the capital side, the management team held two public hearings on November 17th and 19th to receive input on our draft \$5.6 million Capital Improvement Program. Once again we were confronted with community transportation needs that far outstrip our funding ability. Following the hearings we carefully reviewed each project in the draft document to stretch our resources, enable us to redirect monies to core business activities, to deliver on some of the requests we heard at the hearings, as well as balance the budget. The following are the notable changes and reductions that were made as a result of this review.

- ❖ Eliminate GTR support for the Regional Rail Program(\$105,000)
- ❖ Eliminate LID Subsidies for one year(\$60,000)
- ❖ Eliminate LID Marketing for one year(\$35,446)
- ❖ Eliminate S/N Light Rail FEIS (\$50,000)
- ❖ Eliminate spot safety, pedestrian and bike improvements(\$100,000)
- ❖ Reduce GTR support for road rehabilitation by 50%(\$500,000)
- ❖ Eliminate GTR support for the Greeley Bikeway(\$160,000)

These reductions coupled with other changes and spreading some projects over two years provides the ability to fund three of the community's top priorities in addition to lowering the commitment of General Transportation Revenue by \$615,000. The three new additions are:

- ❖ SE Flavel Street Traffic Calming\$79,650
- ❖ Signal Design for SW Garden Home and Multnomah\$50,000
- ❖ Traffic Safety/Pedestrian Improvements on SE 60th at Mt. Tabor Park\$100,000

The reductions also allowed us to begin dealing with the backlog in traffic signal replacements by allocating \$750,000 to this effort in keeping with needs identified in the matrix analysis.

GENERAL FUND REQUEST

We are requesting Council consideration of restoring two proposed cuts using General Fund dollars as follows:

- ❖ Transportation Demand Management Program\$140,000
- ❖ Special Events Barricading & Coordination\$154,000

In addition, the Abandoned Auto Program which is funded by the General Fund for FY 1999-00 will be \$85,000 underfunded based on revenues from the revised towing contract. The original contract called for the towing company to pay PDOT \$35 per scrapped vehicle, we will now receive \$7. This shortfall is solely due to the Pacific Rim economic situation and the decline in the value of scrap metal. We are requesting that Council fund this shortfall.

Finally we are requesting Council consideration of funding the leaf removal program from the General Fund or other appropriate funds in the amount of \$600,000. At this level leaves would be picked up twice each year, in the seventeen affected neighborhoods, which has been the practice prior to the FY 1998-99 budget reduction approved by the Council.

These are all items that relate to the general livability of the community and are not core businesses for transportation. We do not demean the importance of the services but believe they are more appropriately General Fund responsibilities given our financial situation.

Bureau of Water Works Financial Plan

Five Year Financial Plan - FY 1999-2003

The Bureau of Water Works is a major public water utility owned by the people of the City of Portland, serving approximately 800,000 people. As an enterprise fund, the Bureau operates on a self sustaining basis, and is required to operate the water system within available resources and budget approved by the City Council. Water rates are established annually to ensure the collection of adequate revenues for the support of the water system as provided for in the City Charter.

Overall, the Bureau's mission is to act as a steward of our resource, our water system, our personnel, and the values of the community. Our operating goal is to ensure that a reliable and adequate system is available to provide sufficient quantities of high quality water, at standard pressures which satisfy the existing and future needs of the community on an equitable, efficient and self-sustaining basis.

FINANCIAL PLANNING PROCESS

The Water Bureau faces the unique challenge of operating like a private enterprise while remaining a governmental agency, and providing an essential service at an affordable cost. Almost all of the Bureau's costs are recovered through user charges. Considering the massive capital investment and years of planning and construction necessary to create and deliver additional water supply, it is an ongoing task to keep those user charges low.

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

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

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

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

Annual Financial Planning Process

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

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

- ◆ Establishment of goals and program priorities by upper management
- ◆ Development of an internal budget manual and process
- ◆ Development of the Capital Improvement Program (CIP)
- ◆ Preparation of the cost-of-service rate model
- ◆ Development of Operating and Maintenance (O&M), and Capital requirements for each Bureau Work Group
- ◆ Evaluation of new program requests and available funding including efficiencies in existing operations
- ◆ Forecast/rate scenarios to determine fiscal impacts of budget decisions
- ◆ Preliminary financial forecast analysis and plan publication
- ◆ Budget request publication
- ◆ Development and presentation of rate ordinance
- ◆ Final Financial Plan publication
- ◆ Development of Bureau 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

<u>Fiscal Year</u>	<u>Revenue Req.</u>	<u>In-city Rates</u>	<u>Wholesale Rates</u>	<u>Residential Monthly Bill</u>
1999-00	6.1 %	4.4 %	3.1 %	\$14.02 (8 ccf)
2001-04*	6.1 %	6.3 %	4.8 %	N.A.

* Represents average annual projected increases over the remaining 4 years of the forecast period. In-City Rates exclude implementation of monthly billing for all customers.

The Bureau's total revenue requirement is forecast to increase from \$55.7 million in FY 1998-99 to \$59.1 million in FY 1999-00. That's an increase of approximately 6.1 % which reflects increases in both O&M and the CIP. Total revenue requirements are projected to rise on average 6.6% 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 1999-00, retail and wholesale demand are forecast to increase 1.1 percent and 4.1 percent respectively.

FY 1999-00 Average Retail Rate Increases

The adopted FY 1999-00 average retail rate increased 4.4 percent. This increase funds current service level inflationary impacts and increasing employer PERS obligations. This increase also funds new/enhanced service levels for the Capital Improvement Program, the Bureau's contribution to City-wide GIS, Call Center Technology, BIG Conservation Program, Distribution System Flushing, Laboratory Information Management System Implementation, Groundwater ASR, and Implementation of the SDC Affordable Housing Fee Waiver Program.

Retail Bills

On May 19, 1999, FY 1999-00 water rates and charges were adopted with the passage of city ordinance no. 173388. The resulting "typical" residential customer using 8 ccf/month will pay \$14.02 per month - an increase of \$0.97. This increase reflects the third year (of a four year) phase in of cost of service adjustments as recommended by the Portland Utilities Review Board and the 1996 Comprehensive Service Charge Review Report. Approximately \$0.40 of this increase is related directly to these rate schedule improvements. At full implementation, the additional monthly cost for the average residential customer will be about a dollar. Primarily, fire line accounts benefit from this change.

The Bureau's comprehensive Low Income Utility Relief Program was once again approved by City Council. The discount provided to qualified water customers is 30 percent of a typical low income (5 ccf per month usage) bill or \$39.60 per year.

Wholesale Water Rates

About \$13.4 million of the total \$59.1 million in FY 1999-00 revenue requirements is planned to come from wholesale customers. FY 1999-00 revenue to be generated from wholesale customers is up 6.4% or \$0.8 million from FY 1998-99, with an effective overall wholesale rate increase of 3.1%.

The more 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 be over 20 percent higher than those proposed.

CAPITAL POLICIES

Capital Expenditures

The Bureau's capital expenditures cover routine, ongoing capital repair and replacements to the water system as well as enhancements and additions which tend to be large and nonrecurring. The capital expenditure forecast is composed of the capitalized portion of the Capital Improvement Program (CIP), base capital (expenditures including new/renewed water services, water meter purchases, hydrant renewals, and stand-alone equipment purchases), and indirect capitalized costs (overhead and interest). This would also include the cost of issuing Water Revenue Bonds.

Capital Financing

Capital costs are financed mainly from three major sources of funds: water sales; proceeds from Revenue bond sales; and Construction fund revenues (capital project reimbursements, sales of property, interest earnings, etc.). For FY 1999-00, approximately 50 percent of the capital forecast is planned to be funded with current resources (28 percent water sales, 21 percent Construction fund revenues) and the balance from bond sales. The funding of the 5 year forecast period averages 27 percent water sales, 57 percent debt, and 16 percent Construction fund revenues.

Debt

The Bureau has the ability, by City Charter State Authority, to issue debt in the form of general obligation (G.O.) or Revenue tax-free bonds. Before July 1993, the Bureau had issued only "double-barreled" (revenue-backed) General Obligation (G.O.) bonds, which carry no debt coverage requirement since they are backed by the full faith and credit of the City. Because the debt service on these bonds was wholly paid out of water revenues, the Bureau had made it a practice to target a minimum overall debt service coverage of only 1.2. For reasons related to State Ballot Measure 5, new debt beginning with the 1993 bond sale, and future bond sales would be in the form of revenue issues. Unlike G.O. debt, the Bureau's new revenue issues were required by bond ordinance to dedicate net water revenues to the payment of revenue bond debt service, and pass a debt service coverage test. Given the likelihood the Bureau will no longer sell G.O. debt, it has adopted the more conservative assumption that all future debt will be supported solely by net revenues of the water system. Since revenue bonds do carry a coverage requirement, and the Bureau desires as a policy to maintain its Aa1 Revenue bond rating, the Bureau's minimum target coverage for overall (G.O. plus revenue) debt service was increased to 1.9. The Bureau's overall target coverage is met or exceeded each year of the forecast.

Portland Development Commission Financial Plan

BUSINESS PLAN

SUMMARY OF FIVE YEAR PLAN FINANCES

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.

PDC is funded by a variety of governmental and private sector sources to accomplish its goals in housing, jobs and revitalization. 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 proceeds from tax increment borrowings, General Fund allocations, federal and other grants, program income earned on investments of tax increment and other funds, contracts for service, and private sector donations and lending agreements. Projected resources from fiscal years 1998-99 to 2002-03 are shown on Table 1.

Key Resource Assumptions

Beginning Fund Balance/Cash Transfers. Several of PDC's capital funds carry balances resulting from tax increment funded loan repayments, remaining tax increment bond proceeds, and program income receipts. These balances are programmed over the next five years to fund critical housing and redevelopment projects and provide reserves for loan accounts. Certain fund balances are federal grant funds and restricted in their use. Cash Transfers are fund transfers between PDC's legal appropriation funds.

PDC's fund balance policy is to provide for an annual ending fund balance equal to 10% of total expenditures in capital funds. For the purposes of this plan, we have attempted to provide a fund balance consistent with agency policy in the final year of the plan. Actual balances will be planned for at the beginning of each budget year and subject to actual receipts of revenue and expenditures each year.

City of Portland General Fund. We have assumed that current service level programs funded in past years will be continued at current levels with modest increases for inflation. During the past several years, General Fund has been used to support projects in River District and Lents. Because of the adoption of urban renewal plans in these areas and the expectation of new cash flow, further General Fund will not be requested for these areas. General Fund has also been used to support the Housing Investment Fund. Although PDC may request General Fund support for specific projects during future annual budget discussions, no new General Fund amounts are projected in this plan. All Housing Investment Fund revenues shown are projections of program income from existing loans.

Federal Grants. Community Development Block Grant (CDBG) amounts are received by PDC through a contract with the City's Bureau of Housing and Community Development (BHCD). CDBG assumptions provide for a level funding throughout the projection period.

Federal grants received from Economic Development Administration and for the North/ Northeast Business Assistance Grant are exclusively program income received on PDC loans for job creation and business development. Other federal grants include the HOME grant, received through a contract with BHCD.

During 1997 and 1998, the City, with PDC's assistance, was successful in attaining \$10 million in Economic Development Initiative (EDI) grant and loan funds. Under this program, PDC and BHCD are working together to identify mixed-use housing projects and job producing projects in the Northeast community that would benefit from funding under this program. Portland has also been identified as a Brownfield's Showcase Community. This may be significant in attaining federal support for future environmental cleanup efforts. The projections in the five-year plan do not assume substantial revenue from either the EDI or Brownfield Showcase programs.

Housing Investment Fund. In 1995, the City Council created the Housing Investment Fund (HIF) to spur investment in affordable and market rate housing. In 1996, an allocation of \$27 million was budgeted for fiscal years 1996-97 and 1997-98. At that time, PDC was appointed to implement programs funded under HIF and administer the fund. HIF proceeds were to be used for a variety of housing programs including multi-family housing, home ownership, home rehabilitation, and special needs housing. By the end of FY 1998-99, the original HIF allocation will be exhausted. The FY 1998-99 budget also included an additional \$1 million allocation of HIF Funds to PDC. Continued funding of this program is critical if PDC is to achieve its production goals for affordable housing.

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 continue the use of and strengthen our private lender agreements to allow for increased use of private funds. The Commission will also continue its efforts to secure bond allocation cap authority to allow for the use of 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.

In June 1998, PDC was approved as a Fannie Mae seller-servicer. This allows the agency to sell single family rehabilitation mortgages directly to Fannie Mae, greatly expanding our ability to support home ownership throughout Portland.

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 PDC will be successful in securing future commitments of funding from banks so that the program can be maintained at the current level. If such a commitment cannot be secured, PDC's loan funds will not be extended to as many projects as currently projected.

PDC also participates in the Advance Commitment Loan Program with the Community Reinvestment Fund (CRF) whereby private capital is accessed to provide business loan funds for job creation. This program is still in its infancy and PDC is working with CRF to strike the appropriate balance between risk and community benefit.

Program Income. PDC receives program income from a variety of sources including repayment of tax increment and other non-federal grant 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 rent on certain properties; and (2) expected repayment of certain outstanding tax increment loans.

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, it is assumed that land is sold within three years of purchase at 50% of purchased costs. Principal and interest due on certain loans is subject to positive cash flow from projects. This analysis assumes that cash flow targets are met.

Tax Increment. With the advent of Measure 50 and subsequent legislation, tax increment has returned as PDC's major resource for housing, jobs, and revitalization. Within the seven tax increment districts, we anticipate short- and long-term bond proceeds of approximately \$308.2 million. Actual receipt of these bond proceeds is dependent on several assumptions which are further discussed in the Risks and Sensitivities section. Allocation of available revenue in each of the urban renewal areas is guided by the urban renewal plans for each of these areas. Each plan was developed to address one or more causes of slum and blight and provides a set of objectives and list of approved activities.

Expenditure of funds on activities not provided for in the plan requires an amendment to the plan. PDC manages seven urban renewal areas:

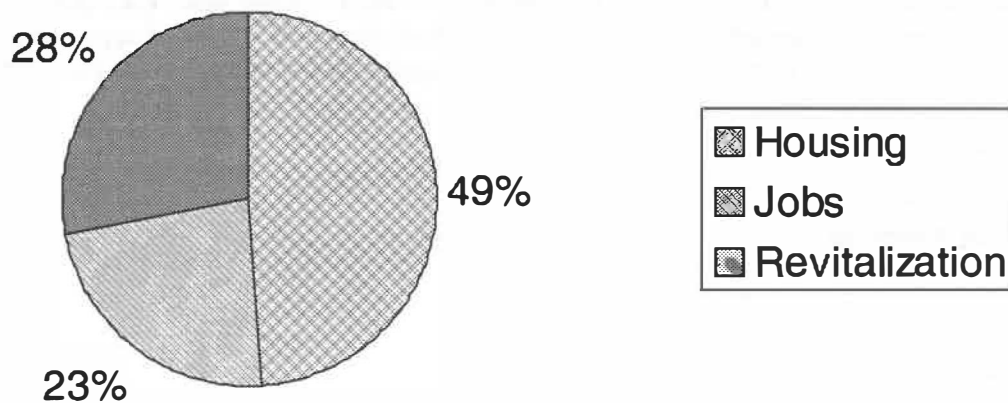
- ❖ Airport Way
- ❖ Central Eastside
- ❖ Downtown Waterfront
- ❖ Lents
- ❖ Oregon Convention Center
- ❖ River District
- ❖ South Park Blocks

The revenue shown in the forecast for each area is the total amount expected for both short- and long-term bonds.

REQUIREMENTS

Requirements have been divided between Funded and Unfunded and are shown on Table 1. Table 1 shows the total expenditures necessary to support those activities that the Commission can undertake with identified resources by program and target area and 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 Table 1, activities that are Funded total \$611.8 million (including \$8.2 million in Contingency Reserves) for the five-year period. The breakout of funded projects by 2040 theme of Housing, Jobs and Revitalization is illustrated in the pie chart below. Unfunded activities total \$95.9 million over the same period.



RISKS AND SENSITI VITIES

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.

- ◆ City General Fund support for business development and 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.
- ◆ The tax increment revenue amounts shown in the projections are dependent on a variety of assumptions regarding bond market conditions. In addition, there is still some uncertainty regarding the calculation of tax increment and its effect on other governmental revenue sources. Tax increment proceeds may be reduced as the State of Oregon resolves the uncertainty. The assumptions herein provide for a continuation of the current revenue collection method. If this method is changed, tax receipts could be reduced and the long- and short-term bond proceeds included in the projection could be reduced. This would affect our ability to deliver on the housing, jobs, and revitalization goals within urban renewal areas.
- ◆ Federal grants comprise a substantial portion 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.
- ◆ Continuation of programs funded by the Private Lender Participation Agreements is dependent on a substantial funding commitment by the banking institutions. If this commitment is not obtained, private participation in the single and multifamily lending programs will be reduced and performance indicators for housing production will not be reached.

Table 1
Five Year Plan Revenues and Expenditures

	<i>5 Year Plan</i>	<i>5 Year Plan</i>	<i>5 Year Plan</i>	<i>5 Year Plan</i>	<i>5 Year Plan</i>	
	<i>FY 1998-99</i>	<i>FY 1999-00</i>	<i>FY 2000-01</i>	<i>FY 2001-02</i>	<i>FY 2002-03</i>	Total
REVENUE						
Beginning Fund Balance	39,296,000	21,515,000	12,601,000	37,537,000	25,907,000	39,296,000
Cash Transfer In	<u>732,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>732,000</u>
City General Fund	8,367,000	740,000	762,000	785,000	809,000	11,464,000
Federal and Other Grants	10,024,000	10,481,000	9,509,000	9,610,000	9,714,000	49,339,000
Housing Investment Fund	9,998,000	0	0	0	0	9,998,000
Private Funding	20,174,000	20,587,000	24,678,000	30,361,000	31,153,000	126,953,000
Program Income	<u>9,201,000</u>	<u>13,715,000</u>	<u>17,576,000</u>	<u>14,637,000</u>	<u>10,620,000</u>	<u>65,750,000</u>
Tax Increment Debt Proceeds	<u>49,932,000</u>	<u>87,862,000</u>	<u>93,627,000</u>	<u>44,973,000</u>	<u>31,852,000</u>	<u>308,246,000</u>
Total Revenue	147,726,000	154,900,000	158,753,000	137,904,000	110,054,000	611,778,000
EXPENDITURES						
FUNDED PROJECTS						
Housing	67,437,000	53,244,000	53,359,000	62,456,000	59,495,000	295,992,000
Jobs	24,723,000	53,613,000	30,807,000	14,995,000	12,940,000	137,079,000
Revitalization	34,050,000	35,442,000	37,048,000	34,544,000	29,454,000	170,539,000
Total Funded Projects	126,211,000	142,299,000	121,215,000	111,996,000	101,889,000	603,610,000
Contingency/ Reserve	<u>21,515,000</u>	<u>12,601,000</u>	<u>37,538,000</u>	<u>25,908,000</u>	<u>8,166,000</u>	<u>8,166,000</u>
Total Funded Projects and Contingency	147,726,000	154,900,000	158,753,000	137,904,000	110,055,000	611,776,000
UNFUNDED PROJECTS						
Housing	0	6,271,000	6,774,000	5,407,000	11,638,000	30,090,000
Jobs	0	5,495,000	2,456,000	6,561,000	6,344,000	20,855,000
Revitalization	<u>2,089,000</u>	<u>3,821,000</u>	<u>13,169,000</u>	<u>13,924,000</u>	<u>11,932,000</u>	<u>44,935,000</u>
Total Unfunded Projects	2,089,000	15,587,000	22,398,000	25,892,000	29,914,000	95,880,000

Project costs include personal services, materials and services, capital outlays, financial assistance, and indirect. Differences are due to rounding.

EMERGING ISSUES

Several issues have surfaced during the last year that are not addressed in this plan. PDC is often asked to be involved in the exploratory stages of a development effort prior to the creation of an implementation strategy. Several of these issues are discussed below.

“Main Streets” Community Development. In FY 1998-99 and 1999-2000, PDC has a small amount of money to work with community leaders in St. Johns and Hollywood to engage in planning and redevelopment, and to explore the creation of business improvement districts in these and other commercial districts in the city. We are also working with these communities to determine appropriate strategies for the implementation of Metro 2040 Plan goals. No funds have been identified to continue or expand these efforts beyond 2000.

Civic Stadium Development. The City is receiving proposals from private developers to upgrade the Civic Stadium and the level of sports and other entertainment available. If this project is successful, it is likely that there will be a desire to improve the area surrounding the stadium, and it may be necessary to provide infrastructure support such as parking to make the stadium successful. No funds have been identified for this effort.

I-405 Planning. The Mayor’s study of capping and developing the area above I-405 showed substantial redevelopment potential for this project. PDC has a specific interest in exploring the possibilities suggested in the report, such as reconnecting west end neighborhoods and providing commercial and housing opportunities in an area of the downtown where undeveloped space is at a premium. It is likely that during the five-year period addressed in this report most of the project activity would be devoted to planning and private/public negotiation. No funds have been identified for this effort.

Endangered Species Act. The National Marine Fisheries Service has listed steelhead trout as a threatened species, and will make decisions about the potential listing of three species of salmon by late spring, 1999. The effect on regional development is uncertain. PDC will chair the development of a habitat conservation plan for the main stem of the Willamette River, and will serve on several other committees developing the city’s response to the listing. This effort will be supported with general fund dollars.

OVERVIEW OF FUNDING AND ACTIVITIES

What follows are overviews of our activities, the costs associated with those activities and detailed project descriptions. The information is presented two ways; first by 2040 service area – Jobs, Housing, Revitalization. PDC is the City’s implementing agency for meeting 2040 goals in each of these areas. METRO’s Regional Urban Growth Goals and Objectives (RUGGOS), amended and adopted in 1995, and the Regional Framework Plan adopted in December 1997 provide the context for PDC’s role in implementing the 2040 Growth Concept.

PDC’s projects and programs in three areas, housing, jobs and revitalization support a number of the goals in that plan. Specifically, balancing the region’s growth by:

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

Next, the information is presented by target area. Our target areas are:

- ❖ Airport Way/Columbia Corridor
- ❖ Central Eastside
- ❖ Downtown
- ❖ Gateway Regional Center
- ❖ Inner Northeast
- ❖ Lents Town Center
- ❖ Lloyd District
- ❖ River District
- ❖ South Waterfront/North Macadam

Activities planned for the next five years are divided into Funded and Unfunded. Funded activities are those for which resources have been committed or for which a reasonable expectation exists for the development of resources necessary to support the activity. Unfunded activities are activities which have been requested by our community partners and for which PDC is actively seeking, but has not yet identified, resources. Revenue and expenditures for each area are presented by project followed by specific project descriptions.

City Comprehensive Financial Management Policy

Resolution #35005

Adopt a Comprehensive Financial Management Policy

WHEREAS, the city has been recognized for excellence in financial management; and

WHEREAS, these achievements are the result of dedicated work by Elected Officials, operating bureaus, central support organizations, and others; and

WHEREAS, the City Council desires to enhance that management by documenting financial management policies; and

WHEREAS, the Council desires a mechanism to communicate financial policy to Citizens, City staff, and the financial community; and,

WHEREAS, Bureaus have had an opportunity to review and comment on the proposed policy,

NOW THEREFORE BE IT RESOLVED by the City council of the City of Portland, Oregon that

1. The comprehensive Financial Management Policy, attached hereto as Exhibit I, is hereby adopted.
2. The Office of Finance and Administration is directed to review the policy on a regular basis, especially as a part of the budget development process, and recommend modifications and adjustments as necessary to keep the policy updated.

Adopted by the Council, June 17, 1992

Mayor J.E. Bud Clark

Barbara Clark

SCB:jb

Auditor of the City of Portland

June 11, 1992

EXHIBIT I

RELATION TO OVERALL CITY GOALS AND OBJECTIVES

The City's development of a mission statement and conforming goals and objectives are critical elements in the successful development, maintenance and operation of a Comprehensive Financial Management Policy (CFMP). Rather than driving the goals and objectives of the City, the finances are simply tools which are used to accomplish the City's mission.

The Comprehensive Financial Management Policy is a mechanism to ensure that the City is financially able to meet its immediate and long term service objectives. These policies also enhance financial planning and internal financial management of the City.

In addition, the City as an institution has multiple partners, including citizens, taxpayers, businesses, employees and other governments. As a major institutional, economic and service force in the region, it is important that the City strengthen its relationships with its partners by adopting clear and comprehensive financial policies.

PURPOSE

The City of Portland is accountable to its citizens for the use of public dollars. Municipal resources should be used wisely to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs. The CFMP is intended to serve as a blueprint to achieve the fiscal stability required to achieve the City's policy goals and objectives.

OBJECTIVES

In order to achieve the above purpose, the Comprehensive Financial Management Policy has the following objectives for the City's fiscal performance.

1. To guide Council and management policy decisions that have significant fiscal impact.
2. To set forth operating principles that minimize the cost of government and reduce financial risk.
3. To employ balanced and fair revenue policies that provide adequate funding for desired programs.
4. To maintain appropriate financial capacity for present and future needs.
5. To promote sound financial management by providing accurate and timely information on financial condition.
6. To protect and enhance the City's credit rating and prevent default on any municipal debts.
7. To ensure the legal use of financial resources through an effective system of internal controls.
8. To promote cooperation and coordination with other governments and the private sector in financing and delivery of services.

To achieve these objectives, the Comprehensive Financial Management Policy consists of twelve major sections:

- I. FINANCIAL PLANNING POLICIES
- II. BUDGET POLICIES
- III. ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES
- IV. REVENUE POLICIES
- V. OPERATING POLICIES
- VI. EMPLOYEE COMPENSATION AND SUPPORT POLICIES
- VII. CAPITAL PLANNING AND FINANCING POLICIES
- VIII. INTERGOVERNMENTAL REVENUES AND RELATIONS POLICIES
- IX. ACCOUNTING STRUCTURE POLICIES
- X. AFFILIATED AGENCIES
- XI. OTHER FINANCIAL POLICIES
- XII. APPENDICES

I. FINANCIAL PLANNING POLICIES

INTRODUCTION: A long range plan that estimates revenue and expenditure behavior of the City and regional and national economies is necessary to support the Council and community in decisions that they make about City services. This planning must recognize the effects of economic cycles on the demand for services and the City's revenues.

City financial planning should ensure the delivery of needed services (many of which become more critical during economic downturns) by increasing reserves during periods of a strong economy in order to support continued City services during economic downturns.

The City is a major force in a complex regional economic system. The City must understand how it affects and is affected by that system in order to maximize its positive contributions. The City must have the capacity to understand and anticipate changes in both regional and national economic systems in order to engage in strategic financial and management planning.

GENERAL FUND:

1. The City will prepare annually a five year financial plan for General Fund operations based on current service levels and current funding sources. If appropriate, needed additional resources to continue current service levels or identified service adjustments will be made.
2. The City will constantly test both its planning methodology and use of planning tools in order to provide information that is timely, accurate and widely disseminated to users throughout the City.
3. General Fund Bureaus will forecast and monitor their own revenues and expenditures. OF&A will assist bureaus in developing appropriate systems for such monitoring. OF&A will retain overall fiscal oversight responsibility for the General Fund.
4. The Office of Finance and Administration will publish regular General fund status reports on revenues and expenditures during the course of each budget year.

ENTERPRISE FUNDS: Just as a forecasting effort is made for the City's General Fund, similar efforts will be made for Enterprise and major Special Revenue activities. Examples of such operations are Water, Environmental Services, and Transportation. The purpose of these forecasts will be to allow the Council and Citizens to evaluate the impact of the financial needs of these programs on both the local and metropolitan regional economies; and to coordinate funding needs with those of the General Fund.

1. Enterprise/ Special Revenue activities will prepare annually, a five year financial forecast for operations and capital needs based on current service levels and current revenue sources.
2. The forecasts should rely on the same basic economic assumptions as the General Fund forecast. These forecasts will also identify other assumptions used in their preparation and the risks associated with them.
3. The forecasts must identify how they will impact rate structures.
4. The forecasts will discuss how standards for debt service coverage and operating reserves are established.
5. Enterprise and major Special Revenue activities will coordinate periodic status reports on expenditures and revenues within a fiscal year with the Office of Finance & Administration.

ALL FUNDS: The financial planning and subsequent budgeting for all funds will be based on the following principles:

1. Revenue estimates should be prepared on a conservative basis to minimize the possibility that economic fluctuations could imperil ongoing service programs during the upcoming budget year.
2. Expenditure estimates should anticipate contingencies that are reasonably predictable.

II. BUDGET POLICIES

INTRODUCTION: The Bureau of Financial Planning under the Office of Finance and Administration is responsible for coordinating the overall preparation and administration of the City's annual budget. This function is fulfilled in compliance with applicable State of Oregon Statutes governing local government budgeting practices.

1. **BUDGET PREPARATION:** Each year the Mayor will provide direction to the Office of Finance and Administration on the process for the development of the annual budget. The Office of Finance and Administration translates this direction into guidelines and rules for the preparation and review of bureau budget request. The budget request format will be designed to identify major financial and service issues. It will include detailed budget and performance information for all City organizations, including the Portland Development Commission. This information will be compiled from Bureau submittal by the Office of Finance and Administration for inclusion in the budget document. The City will prepare and present its budget consistent with the criteria developed by GFOA for distinguished budget presentations.

Unless otherwise directed by the Mayor, the annual budget process will consist of the following phases:

- ❖ Issuance of budget preparation guidelines and schedules. The budget process will provide for the full participation of the City's budget advisory committees and ensure opportunities for public testimony and participation.
 - ❖ Presentation to Council of five-year financial forecasts for the General and other major City funds.
 - ❖ Presentation of bureau budget requests in a manner consistent with budget directives.
 - ❖ The issuance of OFA reviews, summarizing each budget request and as necessary identifying related issues for Council consideration.
 - ❖ Development of a proposed budget as required by ORS for presentation to the Council, sitting as the budget committee.
 - ❖ Council budget hearings for the purpose of receiving public testimony and reaching final decisions necessary to balance the City's budget.
 - ❖ Submission of the Council approved budget to the Multnomah County Tax Supervising and Conservation Commission for review.
 - ❖ Adoption of the budget in accordance with Council directives, and Local Budget Law, and certification from the Tax Supervising and Conservation Commission.
2. **BUDGET MONITORING:** The Office of Finance and Administration will maintain a system for monitoring the City's budget during the fiscal year. This system will provide the Council with quarterly information on expenditures and performance at both the bureau and fund level. Included will be provisions for amending the budget during the year in order to address unanticipated needs, emergencies, or compliance with State of Oregon budgetary statutes. Budget adjustments requiring Council approval will occur through a process coordinated by the Bureau of Financial Planning.
3. **REVIEW OF COUNCIL ACTIONS:** The Office of Finance and Administration will review ordinances and significant administrative decisions submitted for Council actions. The objective of these reviews will be to ensure compliance with the budget and to identify for the Council financial and service issues. The Bureau of Financial Planning will distribute procedures and guidelines for the submission of fiscal impact statements on proposed ordinances.

III. ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

INTRODUCTION: The City must maintain a system of financial monitoring, control and reporting for all operations, funds and agencies in order to provide effective means of ensuring that overall City goals and objectives will be met and to assure the City's partners and investors that the City is well managed and fiscally sound.

1. The City will maintain its accounting records and report on its financial condition and results of operations in accordance with state and federal law and regulations. And Generally Accepted Accounting Principles (GAAP). And standards established by the Governmental Accounting Standard Board (GASB). Budgetary reporting will be in accordance with the State Local Budget Law.
2. An independent firm of certified public accountants will annually perform a financial and compliance audit of the City's financial statements. Their opinions will be contained in the City's Comprehensive Annual Financial Report (CAFR), and the Report on Compliance with the Single Audit Act of 1984.
3. As an additional independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting. The CAFR will be presented in a way designed to communicate with citizens about the financial affairs of the City.
4. The City's elected Auditor will supervise and conduct a full range of performance and financial audits of City programs. In addition, the City's elected Auditor will prepare an annual report on service efforts and accomplishments.

IV. REVENUE POLICY

INTRODUCTION: The City must consider its General Fund discretionary revenues as defined in operating policies on page 7 as a group rather than in isolation. Both individual revenues and the total package must be viewed in the context of broader City goals. The City must be sensitive to the balance between the need for services and the City's ability to raise fees, charges and taxes to support City services. As much as is possible and feasible, City services that provide private benefits should be paid by fees and charges in order to provide maximum flexibility in use of general City taxes to meet the cost of services of broader public benefit.

1. Charges for services that benefit specific users should recover full costs, including all direct costs and bureau overhead, loss of interest, depreciation on capital plant and equipment, and general fund overhead. Bureaus that impose fees or services charges should prepare and periodically update cost-of-service studies for such service. When consistent with legal requirements, other City interest such as remaining competitive within the region or meeting other City objectives, may dictate a subsidy of a portion of the costs of such services. However, all services will be presumed to be 100% cost reimbursable unless the Council makes a specific exception in the ordinance adopting the charge. In some cases, with Council approval, it will be appropriate to meet this test on a program-wide basis in order to achieve administrative efficiencies and service equity. Current charges not meeting this standard will be reviewed within two years of the adoption of this policy.
2. The City should strive to diversify its revenues in order to maintain needed services during periods of declining economic activity. A base of property taxes and other stable revenues provide a reliable base of revenues during periods of economic downturn. Elastic revenues will allow the building of reserves during periods of strong economic performance. If the proportion of elastic City revenues increases, adjustments to reserve policies may be necessary as greater "swings" in resources may occur from year to year.
3. The City's overall revenue structure should be designed to recapture for the City some of the financial benefits resulting from City economic and community development investments.
4. The City will observe the following priorities in utilizing existing and obtaining additional resources:
 - a. The City will use as efficiently as possible the resources that it already collects.
 - b. The City will collect as efficiently as possible the resources to which it is already entitled.
 - c. The City will seek new resources, consistent with the policies in this document and other City goals.
5. The City will strive to keep a total revenue mix that encourages growth and keeps Portland competitive in the metropolitan area.
 - a. As part of the annual Financial Forecast or budget process, the revenue mix will be analyzed with an evaluation of the impact on the competitiveness of Portland within the metropolitan area, including Clark County. This comparison of costs for services will be used as baseline data for Council budget discussions.
 - b. The evaluation should include all local taxation and fees including those of overlapping jurisdictions.

V. OPERATING POLICIES

INTRODUCTION: The City should accommodate both one-time and on-going expenditures to current revenues, establish and adequately fund reserves, regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible, and constantly review City services for appropriateness and effectiveness. For purposes of this document, the City's General Fund "discretionary revenues" are defined as the property taxes within the tax base as may be compressed, 5 percentage points of lodging taxes, business license fees, utility license fees, interest income, state shared revenues, and beginning cash balances.

1. On-going revenues should be equal to or exceed on-going expenditures. Each City fund budget must identify on-going resources that at least match expected on-going annual requirements. One-time cash transfers and non-recurring ending balances will be applied to reserves or to fund one-time expenditures; they will not be used to fund on-going programs. Each year OF&A will provide Council with the amount of ending balance that is estimated to be non-recurring for the General Fund.
2. Unless otherwise stated explicitly by the Council, the City will not earmark discretionary revenues for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.
3. The City will maintain a system of financial monitoring and control. The major components of this system include:
 - a. Financial Accounting System and periodic Status Reports: Each Accounting Period the Office of Finance and Administration will publish a General Fund financial status report on the revenues and expenditures to date and estimated year end balance.
 - b. Quarterly budget review: Each quarter the Office of Finance and Administration will review all City financial operations, report to Council on financial results, and recommend financial management actions necessary to meet the adopted budget's financial planning goals.
4. The City will seek to optimize the efficiency and effectiveness of its services to reduce costs and improve service quality.
5. City operations will be run on an enterprise basis if doing so will increase efficiency of service delivery or recover the cost of providing the service by a user fee or charge.
6. The City will attempt to maintain cash reserves in order to reduce borrowing needed for General Fund operating purposes.
7. The City will not increase accruals and non-cash enhancements to revenues as a means to influence fund balances at year end.
8. All city agencies will maintain accurate inventories of physical assets, their condition, lifespan and cost. The Office of Finance and Administration will coordinate the master inventory of assets for the city.
9. The Treasury Division in the Office of Finance and Administration will develop, maintain and constantly seek to improve cash management systems which ensure the accurate and timely accounting, investment, and security to all cash assets. All cash received by City agencies will be deposited to Treasury accounts within twenty-four hours of receipt.
10. The City shall endeavor to reduce needless competition with other public and private providers and to ensure the most cost-effective and efficient provision of services.
11. General Fund overhead costs will be allocated according to consistent methodology developed in consultation between the Office of Finance and Administration and other fund managing bureaus.
12. The City will strive to ensure that the City service priorities keep pace with the dynamic needs of the community by incorporating a service needs review as part of the budget process.

VI. EMPLOYEE COMPENSATION AND SUPPORT

INTRODUCTION: Personal services costs comprise a significant percentage of the City's Operating Funds budget. The City of Portland is fortunate to have employees who are dedicated to the City and to public service. These employees are vital to the City's ability to meet its services demands. The City expects its workers to be highly productive. In return, the City must fairly compensate, train and equip its employees in order to attract and keep high quality, productive employees. Subject to collective bargaining law, as appropriate, it is the City's "Total Compensation Policy" that

1. Direct and indirect compensation (wages, premiums, health benefits, vacations, holidays, and other leaves, pensions, etc.) are to be considered collectively in determining appropriate levels of compensation for employees.
2. Wage and benefits packages are considered "externally competitive" if they approximate the average of the total compensation offered in applicable labor markets for similar work.
3. Other factors such as compression between classes and the ease or difficulty of recruitment of qualified employees may also be considered in establishing wages and benefits.
4. Annual adjustment to the compensation plan may be based upon a formula that considers the consumer price index and that is consistent with the cost of living formulas found in collective bargaining agreements.

VII. CAPITAL PLANNING AND FINANCING POLICIES

INTRODUCTION: The City must preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating costs associated with new capital improvements or major equipment budgeted as part of the CIP process.

The City must make the capital investment needed to support and enhance the delivery of basic services. This commitment is important because the demands for basic services (police officers on the street and fire fighters in the stations) often receive priority over infrastructure improvements (streets and fire stations and apparatus).

1. The City will maintain a strong bond rating that is consistent with other City goals.
2. Each bureau with major capital assets will develop and maintain five year capital plans. The actual bureau planning horizon for capital programs should relate to the useful life of capital assets, the term of financing, and industry standards for the particular type of asset. Since adopted citywide plans contain capital expenditure needs, bureaus will include projects from such plans in their capital plans. Capital plans will display proposed projects in a map format that can be included in the annual CIP.
3. The City will prepare, adopt and update annually a City five year Capital Improvement Plan that includes and prioritizes bureau needs for capital replacement and additions. The plan will include estimated projects costs and identify funding sources.
4. The City will prepare an annual Capital Budget which will include current year capital expenditures based on the first year of the current Capital Improvement Plan.
5. As part of the annual Capital Budget, the City will identify and include full costs of future maintenance needs and operating costs of new capital improvements and equipment prior to funding as part of the annual Capital Budget.
6. In general, all assets will be maintained at a level that protects capital investment and minimizes future maintenance and replacement costs. The City will maintain accurate information on the condition, lifespan and estimated replacement cost of its major physical assets to assist in long term planning.
7. The budget will provide sufficient funding for adequate operations, maintenance and scheduled replacement and enhancements of capital plant and equipment. Whenever bureaus identify that there is a significant discrepancy between the need to maintain / modernize City infrastructure or facilities and the funds available for such improvements, the fund manager will prepare and present to Council a strategy for meeting such needs.
8. In general, maintenance and operations of capital facilities should be given priority over acquisition of new facilities, unless a cost/benefit analysis indicates to the contrary. In addition, State or federal mandates or new service demands may require acquisition of new facilities even when maintenance needs are not fully met.

9. A high priority should be placed on maintenance where deferring maintenance will result in greater costs to restore or replace neglected facilities.
10. The City may finance the improvement of transportation, water, wastewater, and other public improvements through creation of Local Improvements Districts (LIDs). Unless otherwise directed by Council, LID assessments will include all costs associated with the project, including but not limited to financing, and administrative costs. The City will take actions to ensure that financial risk to the City is minimized.

VIII. INTERGOVERNMENTAL REVENUES AND RELATIONS

INTRODUCTION: Many service costs of the City are influenced by other governments, either because of service overlap or service mandates imposed by State and Federal governments. The City must take advantage of opportunities to enhance service delivery through intergovernmental cooperation, shared revenues and grants while aggressively opposing mandates that distort local service priorities.

1. The City will avoid using grants to meet on-going service delivery needs. In the City's financial planning, grants will be treated in the same manner as all temporary and uncertain resources and should not fund on-going, basic service needs.
2. All grant applications will be reviewed by the Grants Division of OF&A to ensure compliance with State, Federal and City regulations. This review must occur before a grant application submittal, or acceptance in cases of no application.
3. The City will budget expenditures for grant-funded programs only after grant award or letter of commitment, and only for the amount of grant award. Entitlement programs will be budgeted based on expected revenues. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted.
4. The City will aggressively oppose State or Federal actions that mandate expenditures which the Council considers unnecessary. The City will pursue intergovernmental funding to support the incremental cost of those mandates.
5. The City will work with other governments to identify the jurisdiction most capable and appropriate to provide specific public services. When the City cannot simply transfer responsibility for service delivery, it will consider intergovernmental agreements and contract for service delivery.

IX. ACCOUNTING STRUCTURE POLICIES

INTRODUCTION: The City is a complex financial and service organization. Its financial operations are organized into three types of funds (Governmental, Proprietary, and Fiduciary). All funds and City operations must work to achieve the City's mission and goals.

1. The City manages all funds to meet the objectives of a single comprehensive long range financial plan.
2. Funds
 - a. The City will minimize the number of funds. The funds will be categorized by standard GAAP functional classifications but may also be referred to by City of Portland fund types.
 - b. Appendix A of this policy lists current Funds and their standard GAAP functional classification as well as their City fund type.
3. Purpose Statement for Funds
 - a. Each fund in the City will have a Statement of Purpose which includes the following items:
 - ❖ Purpose(s) of the fund
 - ❖ Source(s) of revenues to the fund
 - ❖ A method of establishing annual contributions to the fund, if any.
 - ❖ The Bureau responsible for managing the fund.

- ❖ Size and use of contingency, if any. Contingency levels will be based on the uncertainties associated with the purposes of the fund
- ❖ Size, purpose and alternative means of meeting required reserves, if any. Required reserve levels will be based on long term operating needs of the fund and prudent management requirements.
- b. The Internal Service funds will include additional information in the Statement of Purpose, as follows, if appropriate:
 - ❖ For purchase of capital items, a method for periodically testing the cost-effectiveness of pre-funding capital replacement vs. leasing or lease purchasing. Each fund statement will indicate what level of purchases are suitable for either direct cash payment or financing.
 - ❖ Clear equipment replacement policies and identifiable equipment reserves, where appropriate.
 - ❖ A method of clearly accounting for equipment reserves from and purchases for each bureau.
 - ❖ A policy and procedure for protecting capital reserves from being used for operating purposes.
 - ❖ A method for periodically testing the cost-effectiveness of internal provision of services vs. contacting out or direct purchase of all or part of the services provided by the fund. For insurance type funds this will mean a method for periodically testing the cost-effectiveness of self-insurance vs. purchase of all or part of the City's insurance needs; and internal or contracted claims and loss control services.
- c. Funds that receive a General Fund subsidy in addition to fees and charges or dedicated revenues will include a rationale for General Fund subsidy and a means for determining the annual level of that subsidy or conditions under which the subsidy should be eliminated.
- d. Enterprise Funds will include:
 - ❖ Required level of debt service coverage for the fund.
 - ❖ Relationship between operating and construction funds.
- e. Existing funds will be so described by fund managers, and adopted by Council resolution, within one year of the adoption of this policy.
- 4. The Office of Finance and Administration will do annual review of all funds to determine if each is still serving a useful purpose and is needed.
- 5. New funds must be created by resolution of Council containing the above required descriptions. A review and report by OF&A will be required precedent to Council action.

X. AFFILIATED AGENCIES

INTRODUCTION: City Charter, Council action, inter-governmental agreements and state and federal laws have created a number of agencies which are affiliated with the City and which can have an adverse effect on the City if not managed to the same financial standards as direct City agencies. It is necessary to spell out standards on financial operations for these organizations in order to protect the City's fiscal status.

1. Affiliated Agencies will be accountable for financial compliance and reporting standards as established in this document.
2. The Criteria for defining Affiliated Agencies will include any of the following:
 - a. Created by City Charter or Council action
 - b. Leadership appointed by the City Council
 - c. A majority of funds are received from the City

XI. OTHER FINANCIAL POLICIES

INTRODUCTION: The City has adopted several other financial policies that guide City operations. It is necessary to recognize them as elements of this Comprehensive Financial Management Policy. The following City financial policies are incorporated as part of this policy:

1. Investment Policy
2. Debt Management Policy
3. Urban Services Policy
4. Transportation Funding Policy
5. Revenue Allocation Policy
6. Interagency Agreement Policy
7. Local Improvement District Financing Policy
8. Reserve Policy

General Fund Revenue Policy Resolution #35006

Adopt a General Fund Revenue Policy. (Resolution)

WHEREAS, increasing emphasis is being placed on support of city programs through the implementation and use of fees, and

WHEREAS, bureaus have been encouraged to seek new and innovative means of supporting services which might otherwise be significantly reduced or eliminated because of their relative priority in comparison to other City services and the scarcity of General Fund discretionary resources and

WHEREAS, advancements in the use of fees and charges have been achieved in piecemeal manner and in the absence of City-wide policy,

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Portland, Oregon that:

1. The General Fund Revenue Policy, attached hereto as Exhibit I, is hereby adopted as the City of Portland's General Fund Revenue Policy.
2. This policy shall apply to all General Fund bureaus of the City of Portland.
3. This policy shall apply to "non-discretionary" General Fund revenues including permits, service charges and fees, and sales, and in some cases to contracts and interagency agreements.
4. Bureaus regularly budgeting fee revenue are required to complete a Cost of Service Study.
5. Revenues effected by this policy shall be dedicated to the bureaus in which they are generated.
6. Year-end revenue shortfalls and surpluses shall be allocated to the Bureau and the General Fund budgets in accordance with completed cost-of-service studies.

Adopted by Council, June 17, 1992

Mayor J.E. Bud Clark

Barbara Clark

SCB:jb

Auditor of the City of Portland

June 11, 1992

EXHIBIT I

OFFICE OF FINANCE AND ADMINISTRATION

updated June 1996

POLICY OVERVIEW

The following principles underlay the City's General Fund Revenue Policy:

- ◆ City services that provide private benefit should be paid for by fees and charges. A "private benefit" should be viewed as one which benefits the user and whose quantity, quality, and/or number of units may be specified. Examples would include parks usage fees, plans review fees, site rental fees, etc. These will maximize flexibility in the use of general city taxes to meet the cost of broader public services.
- ◆ All bureaus charging fees are required to complete and present for review by OF&A and subsequently for action by Council fee studies based upon cost-of-service principles. These studies are to be updated at a minimum every two years.
- ◆ In performing fee studies and developing fee structures, bureaus shall take into account:

- ❖ The degree to which a service provides a general benefit or public good in addition to the private good provided to a specific business, property, or individual;
- ❖ The economic impact of new or expanded fees, especially in terms of comparability with other governmental jurisdictions within the metropolitan area;
- ❖ The true or comprehensive cost of providing a service.
- ❖ The impact of imposing or increasing the fee upon populations at risk and the achievement of other city goals.
- ◆ All fee revenues are dedicated to the Bureau in which they are generated.

SCOPE OF POLICY

This Policy applies to General Fund Bureaus. Because of their financial structure, both Enterprise and Operating Funds automatically dedicate revenues to their respective services. The methodology utilized by these funds in establishing fees and charges will continue to be reviewed in their respective financial plans the initial step in the annual budget process. For General Fund bureaus, all bureau-specific revenues are dedicated to the bureaus through which they are generated. This means that bureaus are responsible for the preparation of revenue forecasts, the tracking of receipts, and the administration of all related changes during the fiscal year. Each Bureau is responsible for attaining revenue estimates. These are reported in the quarterly budget process, and adjustments are made to appropriations accordingly.

Revenue categories covered by this policy are permits, service charges and fees, and sales. Contracts and inter-agency agreements which result in surplus may also be included, provided that such surplus does not violate the conditions imposed under the contract or inter-agency agreement.

Excluded are the major non-Bureau specific General Fund revenue categories of Property Taxes, Utility License Fees, Franchise Fees, business License Fees, Lodging Tax, Interest earnings, Local Government Sources, and State Sources. These resources will continue to be categorized as discretionary and be allocated to Bureaus as part of the annual budget process. Also excluded are donations and grants.

GUIDELINES

The following guidelines will be followed by bureaus in developing and updating fees:

Bureau Responsibilities

Each Bureau which produces revenues (as identified above) is responsible for:

- ◆ Preparing annual revenue estimates as part of the annual budget request. These estimates should be developed after completion of a cost-of-service study. Annual review of fee schedules should include necessary adjustments to cover inflation.
- ◆ Monitoring actual revenue receipts throughout the fiscal year. Report on status within the quarterly budget reports.
- ◆ Adjusting budgets as necessary in response to total revenue shortfalls and surpluses occurring during the fiscal year. These adjustments will occur in conjunction with the quarterly review process. Bureaus will need to decrease appropriation when total Bureau specific resources are projected to be less than budgeted.

Bureau of Financial Planning Responsibilities

It is the responsibility of the Bureau of Financial Planning to work with the bureaus in developing, implementing, and monitoring fees in the following ways:

- ◆ The Bureau of Financial Planning is responsible for reviewing bureau rates and revenue estimates as well as monitoring the receipt of bureau revenues. Variances between planned and actual revenues are reported to Council in the Quarterly budget Report along with recommended actions.
- ◆ All Bureau request for adjustments related to revenues will require the review of the Office of Finance and Administration prior to Council action in accordance with procedures for the Council Calendar or Quarterly review process.
- ◆ Bureau of Financial Planning staff provide assistance to bureaus in completing fee studies.

Revenue Surpluses

- ◆ Current year surplus revenues above the budgeted revenue estimate shall be available to the Bureau for appropriation through the quarterly ordinance process. Additional appropriation shall be used for activities supporting the sources generating the additional fees.
- ◆ Bureaus recognizing a revenue surplus may elect to establish a reserve or “rainy day fund” with all or part of the surplus. The Bureau will develop a policy for the creation and use of the fund. Use of funds from the reserve will be identified and justified in the quarterly or annual budget process, in accordance with the policy adopted by the bureau. Such reserve accounts will be budgeted as special appropriations.
- ◆ Year-end surpluses and shortfalls shall be treated in accordance with the ratio outlined in the bureau’s cost of service study. In the absence of a cost of service study, the surplus shall be available or the shortfall absorbed at a level of 50% to the bureau and 50% to the General Fund.

Revenue Shortfalls

- ◆ It is the responsibility of each Bureau to achieve budgeted revenues. In the event of a projected total revenue shortfall, the Bureau is required to document other offsetting revenues, or reduce its budget within the quarterly budget report.
- ◆ Additional General Fund discretionary appropriation will not be transferred to cover revenue shortfalls without Council authorization.
- ◆ A five percent (5%) margin of error is established as acceptable for fee projection and collection. Bureaus will share any amount of surplus in the manner outlined in the section above. In the event of a shortfall, this policy shall take effect when the shortfall exceeds 5% of the total non-discretionary revenue. In such case, the bureau will reduce expenditures in non-discretionary funded programs by the same percentage identified in the cost of service study, or 50-50 in the absence of a cost of service study.

City Debt Management Policies

1. SELECTION OF FINANCE CONSULTANTS AND SERVICE PROVIDERS

The City's Debt Manager shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the City's debt program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices.

- a. **Bond Counsel.** As part of its responsibility to oversee and coordinate the marketing of all City indebtedness, the City Attorney, with advice of the Debt Manager and a committee representing City Bureaus, Agencies, and Commissions with capital financing needs, shall make recommendations to the City Council regarding the selection of Bond Counsel to be employed and the duration of the employment for individual or a series of financings. The solicitation and selection process for such services will comply with City Code requirements for Professional, Technical, and Expert Services. The Council shall make such selection, taking into consideration these recommendations.
- b. **Underwriters.** The Debt Manager shall solicit proposals for underwriting services for all debt issued in a negotiated or private placement sale mode. The solicitation process used for these services shall comply fully with City Code requirements for Professional, Technical, and Expert Services, and shall include formation of a review committee to evaluate written proposals and, if deemed necessary, conduct oral interviews. In addition, the proposal solicitation and selection process for negotiated sales as developed by the Debt Manager, and amended from time to time, shall also be followed. The selection of underwriters may be for an individual or series of financings or a specified time period. The Council shall make such selections taking into consideration the recommendations of the review committee.
- c. **Financial Advisor.** The Debt Manager, with advice of a committee representing City Bureaus, Agencies, and Commissions with capital financing needs, shall make recommendations to the City Council regarding the selection of financial advisors to be employed and the duration of such employment. The solicitation and selection process for such services will comply with City Code requirements for Professional, Technical, and Expert Services. The time period for employment may relate to an individual or a series of financings, or for a specified period of time.
- d. **Paying Agent.** The Debt Manager, in consultation with the City Treasurer, shall solicit periodically for paying agent services from qualified commercial and trustee banks. The cost of providing such services shall be used by the Debt Manager, along with other qualitative measurements, in developing a Paying Agent recommendation to City Council, along with the term of such agreement.
- e. **Other Service Providers.** The Debt Manager shall periodically solicit for other service providers (escrow agents, verification agents, trustees, etc.). The cost of providing such services shall be used by the Debt Manager in developing a recommendation to City Council, along with the term of such agreement.

2. COMPREHENSIVE CAPITAL PLANNING AND FINANCING SYSTEM

- a. **Capital Planning and Financing System.** The City shall develop a capital planning and financing system for use in preparing a multi-year Capital Improvement Plan for consideration and adoption by the City Council as part of the City's budget process. Individual bureaus and agencies shall prepare multi-year capital plans and coordination and preparation of the City-wide Capital Improvement Plan shall reside with the Office of Finance and Administration. This Plan shall be for the coming five fiscal years and shall be updated periodically. The Plan shall contain a comprehensive description of the sources of funds and the timing of capital projects for future operating and capital budgets, effect of the projects on future debt sales, debt outstanding, and debt service requirements, and the impact on future debt burdens and current revenue requirements. In this latter regard, the Plan shall, analyze the conformance of the planned financings with policy targets regarding the (1) magnitude and composition of the City's indebtedness, and (2) the economic and fiscal resources of the City to bear such indebtedness over the next five years. Affordability impacts of the Plan shall be evaluated in consultation with the various City Bureaus.
- b. **Debt Calendar and Financing Priorities.** It shall be the responsibility of the Debt Manager, within the context of the Capital Improvement Plan, to oversee and coordinate the timing, process of issuance, and marketing of the City's borrowing and capital funding activities required in support of the Plan. In this capacity, the Debt Manager shall make recommendations to the City Council regarding necessary and desirable actions and shall keep it informed through regular and special reports as to the progress and results of current-year activities under the Plan.
- c. **Funding of Capital Outlays.** As part of its capital financing philosophy, the City shall make contributions from its own current revenues, or from outside funding sources such as state or federal grants, to each capital project or program equal to at least 5% of its total capital cost.
- d. **Maintenance, Replacement and Renewal.** Consistent with its philosophy of keeping its capital facilities and infrastructure systems in good repair and to maximize the capital stock's useful life, the City should set aside sufficient current revenues to finance ongoing maintenance needs and to provide reserves for periodic replacement and renewal.
- e. **Debt Authorization.** No City debt issued for the purpose of funding capital projects shall be authorized by the City Council unless it has been included in the Capital Improvement Plan or until the Council has modified the Plan. Such modification shall occur only after the Council has received a report of the impact of the contemplated borrowing on the existing Capital Improvement Plan and recommendations as to the financing arrangements from the Debt Manager and the Office of Finance and Administration.

3. LIMITATIONS ON CITY INDEBTEDNESS

- a. **Target Limitations on Non-Self-Supporting Unlimited Tax General Obligation Indebtedness.** The City shall, as a matter of policy, conduct its finances so that the amount of direct, non-self-supporting, unlimited tax general obligation ("UTGO") debt outstanding at any time that is subject to approval by the voters (excluding long-term, non-self-supporting leases) does not exceed 0.75% of the City's taxable assessed valuation.
- b. **Target Limitations on Non-Self-Supporting Limited Tax General Obligation Indebtedness and Full Faith and Credit Lease-Purchase Obligations.** The City shall, as a matter of policy, conduct its finances so that the amount of direct, non-self-supporting, limited tax general obligation ("LTGO") debt and full faith and credit lease purchase obligations outstanding at any time that are not subject to approval by the voters does not exceed 1.0% of the City's taxable assessed valuation. Furthermore, the City shall strive to limit the annual debt service requirements on these obligations to an amount that is not greater than 10% of annual General Fund revenues.

These limitations apply to debt obligations issued with a specific LTGO pledge, obligations secured by a pledge of the City's full faith and credit, and obligations that are in effect secured by a LTGO pledge and are not self-supporting, or which are paid for from General Fund monies. Also included within this limitation are any other loan agreements entered into directly by the City or secured indirectly by a pledge of the City's General Fund.

- c. **Target Limitations on Lease-Purchase Financing of Equipment and Furnishings.** The City may enter into short-term lease-purchase obligations to finance the acquisition of capital equipment and furnishings with estimated useful lives of less than ten years. Outstanding lease-purchase obligations issued to finance capital equipment and furnishings shall not exceed 0.125% of the City's taxable assessed valuation. Repayment of these lease-purchase obligations shall occur over a period not to exceed the useful life of the underlying asset or in any case no longer than five years from the dated date of such obligations. The Debt Management Group of the Office of Finance and Administration shall be responsible for developing procedures for use by City Bureaus interested in participating in the lease-purchase program, and for setting repayment terms and amortization schedules, in consultation with participating Bureaus.
- d. **Limitations on General Fund Loan Guarantees and Credit Support.** As part of the City's financing activities, General Fund resources may be used to provide credit support or loan guarantees for public or private developments that meet high priority City needs. Before such General Fund commitments are made, specific policy goals and objectives that determine the nature and type of projects qualifying for such support, and specific limitations to be placed on the maximum amount of General Fund resources pledged to such projects shall be developed. The Office of Finance and Administration shall be responsible for coordinating the development of such policies and goals, which shall not take effect until approved by the City Council. General Fund loan guarantees shall be subject to the overall debt limitations set forth in b, above.

Recognizing the limited capacity of the City's General Fund to support both ongoing operating programs and secure long-term debt obligations, use of the General Fund to secure such obligations must first be approved by the Debt Manager and the Director of the Office of Finance and Administration. Key factors that will be considered in determining whether or not the General Fund should be used to secure a particular debt obligation will include the following:

- ❖ Demonstration of underlying self-support, thus limiting potential General Fund financial exposure.
 - ❖ Use of General Fund support as a transition to a fully stand alone credit structure, where interim use of General Fund credit support reduces borrowing costs and provides a credit history for new or hard to establish credits.
 - ❖ General Fund support is determined by the City Council to be in the City's overall best interest.
- e. **Target Limitations on the Issuance of Revenue-Secured Debt Obligations.** The City shall seek to finance the capital needs of its revenue producing enterprise activities through the issuance of revenue-secured debt obligations. Prior to issuing revenue-secured debt obligations, City Bureaus, in consultation with the Debt Manager, will develop financial plans and projections showing the feasibility of the planned financing, required rates and charges needed to support the planned financing, and the impact of the planned financing on ratepayers, property owners, City Bureaus, and other affected parties. The amount of revenue-secured debt obligations issued by a City Bureau will be limited by the feasibility of the overall financing plan as determined by the Debt Manager.

Revenue-secured debt obligations must first be reviewed and approved by the Debt Manager and the Director of the Office of Finance and Administration before being issued.

4. STRUCTURE AND TERM OF CITY INDEBTEDNESS

- a. **Rapidity of Debt Repayment.** Generally, borrowings by the City should be of a duration that does not exceed the economic life of the improvement that it finances and where feasible should be shorter than the projected economic life. Moreover, to the extent possible, the City should design the repayment of debt so as to recapture rapidly its credit capacity for future use. The City shall strive to repay the principal amount of its long-term general obligation debt (both voter and non-voter approved) according to the following schedule: at least 20% in five years and 40% in ten years. The City may choose to structure debt repayment so as to wraparound existing obligations or to achieve other financial planning goals. Such alternative structures shall be subject to the approval of the Debt Manager and Director of the Office of Finance and Administration, in consultation with the involved Bureaus, before being recommended to the City Council.
- b. **Use of Variable-Rate Securities.** When appropriate, the City may choose to issue securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities. The decision to issue such securities must be reviewed and approved by the Debt Manager and the Director of the Office of Finance and Administration, in consultation with the City Treasurer, before Council is requested to approve their issuance.
- c. **Pledge of Restricted Funds to Secure Debt.** The City has the power to make an irrevocable pledge of a security interest in an account created exclusively for the security of holders of City obligations. Before such funds are used to secure a prospective financing, policies regarding the use of such restricted funds shall be developed by the affected Bureau and the Debt Manager, subject to approval by the Director of the Office of Finance and Administration, to ensure that the use of such funds to secure bonds does not violate restrictions on such funds and that underlying program commitments can be maintained in addition to meeting debt service obligations on debt secured by the restricted funds. These policies shall be presented as recommendations to Council prior to or at the time issuance of the secured debt is to be authorized.
- d. **Use of Subordinate Lien Obligations.** Creation of a subordinate lien financing structure, if appropriate, shall be based on the overall financing needs of a particular bureau, expected credit ratings, relative cost of a subordinate lien structure, and impacts on the City as determined by the Debt Manager and the Director of the Office of Finance and Administration, in consultation with the involved Bureau. The results of this review shall be presented in the form of recommendations to Council for consideration prior to or at the time such bonds are being authorized.

5. METHOD OF SALE

- a. **Competitive Sale.** The City, as a matter of policy, shall seek to issue its debt obligations in a competitive sale unless it is determined by the Debt Manager that such a sale method will not produce the best results for the City. In such instances where the City in a competitive bidding for its debt securities (whether general obligation or non-general obligation debt) deems the bids received as unsatisfactory or does not receive bids, it may, at the election of the City Council, enter into negotiation for sale of the securities.
- b. **Negotiated Sale.** When determined appropriate by the Debt Manager and approved by the Director of the Office of Finance and Administration, the City may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue by issue basis, for a series of issues, or for part or all of a specific financing program. Selection of the underwriting team shall be made pursuant to selection procedures set forth in these Debt Policies, consistent with City Code.
- c. **Private Placement.** When determined appropriate by the Debt Manager and approved by the Director of the Office of Finance and Administration, the City may elect to sell its debt obligations through a private placement or limited public offering. Selection of a placement agent shall be made pursuant to selection procedures developed by the Debt Manager, consistent with City Code.
- d. **Official Bid Form.** The City shall design an official bid form to be made part of each official notice of sale published in conjunction with the sale of debt securities in a competitive sale by the City.

6. SHORT-TERM DEBT AND INTERIM FINANCING

- a. **Lines and Letters of Credit.** Where their use is judged by the Debt Manager to be prudent and advantageous to the City, the City has the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit that shall provide the City with access to credit under terms and conditions as specified in such agreements. Before entering into any such agreements, takeout financing for such lines or letters of credit must be planned for and determined to be feasible by the Debt Manager. Any agreements with financial institutions for the acquisition of lines or letters of credit shall be approved by the City Council. Lines and letters of credit entered into by the City shall be in support of projects contained in the approved Capital Improvement Plan.
- b. **Bond Anticipation Notes.** Where their use is judged by the Debt Manager to be prudent and advantageous to the City, the City may choose to issue Bond Anticipation Notes as a source of interim construction financing. Before issuing such notes, takeout financing for such notes must be planned for and determined to be feasible by the Debt Manager. Bond Anticipation Notes may be sold in either a competitive or negotiated sale, subject to authorization and approval by the City Council.
- c. **Tax and Revenue Anticipation Notes.** Where their use is judged by the Debt Manager to be prudent and advantageous to the City, the City may choose to issue Tax and Revenue Anticipation Notes to fund internal working capital cashflow needs. Before issuing such notes, cashflow projections will be prepared by the appropriate City Bureaus and reviewed by the Debt Manager. Tax and Revenue Anticipation Notes may be sold in either a competitive or negotiated sale, subject to authorization and approval by the City Council.
- d. **Tax Exempt Commercial Paper.** The City may choose to issue Tax Exempt Commercial Paper as a source of interim construction financing for projects contained in the City's approved Capital Improvement Plan only after the Debt Manager, in consultation with the City Treasurer, determines that such a financing represents the least cost interim financing option for the City. Furthermore, Tax Exempt Commercial Paper shall not be issued for City capital programs unless it is of sufficient economic size as determined by the Debt Manager. A report recommending the issuance of Tax Exempt Commercial Paper must first be approved by the Director of the Office of Finance and Administration, before recommendations are made to City Council authorizing the establishment of such a program.

7. IMPROVEMENT DISTRICT AND ASSESSMENT CONTRACT FINANCING

- a. **Financing Policies.** The policies guiding the City's improvement district and assessment contract financing program shall be guided by City Council Resolution No. 34847, as amended.
- b. **Interest Rates on Improvement Assessment Loans.** The contract interest rate on loans made from the proceeds of Improvement Assessment Bonds shall be equal to the effective interest rate paid on the bonds sold to finance such loans plus an additional percentage markup to cover self-insurance and loan servicing costs. The self-insurance and servicing charge markup shall be adjusted annually based upon the historical Improvement Assessment Bond collection history and consultation among the Auditor's Office, the Debt Manager, and the City Treasurer. The contract interest rate shall be determined on the day of the sale of Improvement Assessment Bonds for those assessment contracts financed with proceeds of the sale.
- c. **Interim Assessment Contract Interest Rates.** The interim assessment contract interest rate is the interest rate set on contracts that precede the sale of Improvement Assessment Bonds. This rate shall be set at a level deemed reasonable and prudent by the Debt Manager and the Auditor's Office to insure that funds collected through assessment contract payments are sufficient to meet that portion of future debt service requirements on Improvement Assessment Bonds attributable to such contracts.

- d. **Commitment to Self-Supporting Improvement District Financings.** Consistent with the concept of Improvement Assessment financing, all of the City's Improvement Assessment indebtedness shall be self-supporting. Prior to the issuance of Improvement Assessment Bonds, the Auditor's Office shall review projected cash flows which incorporate scheduled assessment contract payments, prepayments, delinquencies, and non-payments with the Debt Manager to ensure that the proposed Bonds shall meet the City's self-support requirement.

8. REFUNDING OF CITY INDEBTEDNESS

- a. **Debt Service Savings--Advance Refundings.** The City may issue advance refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings, expressed as a percentage of the par amount of the refunding bonds, equal or exceed 5 percent. Exceptions to this requirement shall be made only upon the approval of the Debt Manager and the Director of the Office of Finance and Administration.
- b. **Debt Service Savings--Current Refundings.** The City may issue current refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings equal or exceed \$100,000.
- c. **Restructuring of Debt.** The City may choose to refund outstanding indebtedness when existing bond covenants or other financial structures impinge on prudent and sound financial management. Savings requirements for current or advance refundings undertaken to restructure debt may be waived by the Debt Manager and the Director of the Office of Finance Administration upon a finding that such a restructuring is in the City's overall best financial interests.
- d. **Open Market Purchase of City Securities.** The City may choose to defease its outstanding indebtedness through purchases of its securities on the open market when market conditions make such an option financially feasible. The Debt Manager and the City Treasurer shall be responsible for developing procedures for executing open market purchases and the savings objectives to be achieved by undertaking such actions.

9. USE OF CREDIT ENHANCEMENT

The City shall seek to use credit enhancement (letters of credit, bond insurance, surety bonds, etc.) when such credit enhancement proves cost-effective. Selection of credit enhancement providers shall be subject to a competitive bid process developed by the Debt Manager. Credit enhancement may be used to improve or establish a credit rating on a City debt obligation even if such credit enhancement is not cost effective if, in the opinion of the Debt Manager, the use of such credit enhancement meets the City's debt financing goals and objectives.

10. REBATE REPORTING AND COVENANT COMPLIANCE

The Debt Management Group in the Office of Finance and Administration shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This effort shall include tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the City's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants shall be monitored to ensure that all covenants are complied with.

11. CONDUIT FINANCINGS

The City may sponsor conduit financings for those activities (i.e., economic development, housing, health facilities, etc.) that have a general public purpose and are consistent with the City's overall service and policy objectives as determined by the Portland Development Commission. All conduit financings must insulate the City completely from any credit risk or exposure and must first be approved by the Debt Manager and the Director of the Office of Finance and Administration before being submitted to City Council for authorization and implementation.

12. FINANCING PROPOSALS

Any capital financing proposal made to a City Bureau, Agency, or Commission involving a pledge or other extension of the City's credit through the sale of securities, execution of loans or leases, or making of guarantees or otherwise involving directly or indirectly the lending or pledging of the City's credit shall be referred to the Debt Manager, who in a timely manner shall be responsible for analyzing the proposal, responding to the proposal, and recommending to the Director of the Office of Finance and Administration the required action to be taken.

13. DERIVATIVE PRODUCTS

The City may in the future choose to enter into contracts and financing agreements involving interest rate swaps, floating/fixed rate auction or reset securities, or other forms of debt bearing synthetically determined interest rates as authorized under Oregon statutes. Before entering into such contracts or agreements, a review team consisting of the Debt Manager, the City Treasurer, and appropriate bureau staff and outside consultants shall be formed to review the risks and benefits of such financing techniques and expected impacts on the City's long-term financial operations and credit ratings. The report, when completed, shall be presented to the Director of the Office of Finance and Administration for review and approval before any recommendations are submitted to the City Council for authorization and implementation.

14. OTHER POLICIES AND REQUIREMENTS

- a. **Annual Audit of City.** The annual audit of the City shall describe in detail all funds and fund balances established as part of any direct debt financing of the City. The audit may also contain a report detailing any material or rate covenants contained in any direct offering of the City and whether or not such covenants have been satisfied.

15. CREDIT RATINGS

- a. **Rating Agency Relationships.** The Debt Manager shall be responsible for maintaining relationships with the rating agencies that currently assign ratings to the City's various debt obligations. This effort shall include providing periodic updates on the City's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.
- b. **Use of Rating Agencies.** The Debt Manager shall be responsible for determining whether or not a rating shall be requested on a particular financing, and which of the major rating agencies shall be asked to provide such a rating.
- c. **Minimum Long-Term Rating Requirements.** The City's minimum rating requirement for its direct, long-term, debt obligations is a rating of "A" or higher. If such a debt obligation cannot meet this requirement based on its underlying credit strength, then credit enhancement shall be sought to ensure that the minimum rating is achieved. If credit enhancement is unavailable or is determined by the Debt Manager to be uneconomic, then the obligations may be issued without a rating.

A lower rating standard may be accepted for indirect or conduit obligations, subject to the approval of the Debt Manager.

16. ONGOING DISCLOSURE

The Debt Manager shall be responsible for providing ongoing disclosure information to established national information repositories and for maintaining compliance with disclosure standards promulgated by state and national regulatory bodies.

City Investment Policy Resolution #35440

Adopt City of Portland Investment Policy.(Resolution)

WHEREAS, the City of Portland is allowed under State of Oregon law to invest its idle funds in United States Government or United States Agency securities; time deposits and bankers' acceptances of financial institutions located within Oregon; in commercial paper of financial institutions and corporations; and in the Local Government Investment Pool; and

WHEREAS, State of Oregon law (ORS 294.135) requires that the City of Portland annually adopt a formal Investment Policy; and

WHEREAS, there is a need to clearly define the criteria for operation of the City's investment portfolio; and

WHEREAS, the primary objective of the Investment Policy is to establish a conservative set of investment criteria that will prudently protect the City's principal sums and enable the City to generate a fair rate of return; and

WHEREAS, the Public Finance and Treasury Division of the Office of Finance and Administration is charged with responsibility for managing the City's investments; and

WHEREAS, the Office of Finance and Administration has developed a formal Investment Policy after seeking the advice of the City's Investment Advisory Committee; and

WHEREAS, the City of Portland is required under State of Oregon law (ORS 294.135) to submit the Investment Policy for review by the State of Oregon Short-Term Fund Board;

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Portland, Oregon that:

1. The Investment Policy, attached hereto as Exhibit I, fulfills all State of Oregon, City Charter and Code mandated requirements, and is hereby adopted as the City of Portland's Investment Policy.
2. The City Treasurer shall submit the adopted Investment Policy to the State of Oregon Short-Term Fund Board for their review.
3. The City Treasurer shall be responsible for the implementation of the Investment Policy.
4. Amendments to the Investment Policy must be approved by the City Council.
5. This resolution shall remain in effect from the date of adoption unless a change is directed by Council.

Sept. 7, 1995

Barbara Clark

Mayor Vera Katz

Auditor of the City of Portland, Oregon

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. In the absence of the City Treasurer, the City's Debt Manager shall perform the investment duties. Any amendments to this Policy must be approved by the City Council after seeking the advice of the Director of the Office of Finance and Administration, the City Treasurer, and the City's Investment Advisory Committee. The Director of the Office of Finance and Administration (or designee) will establish the maximum investment level with each Oregon financial institution after consulting with the Investment Advisory Committee. The City Council will adopt a City Investment Policy annually.

TYPES OF INVESTMENT AND DIVERSIFICATION

The following types of investments will be permitted in the City's investment portfolio:

- ◆ **United States Treasury Debt Obligations**
 - ❖ Maximum % of Portfolio 100%
 - ❖ Maximum Maturity 7 Years
 - ❖ Securities held for safekeeping at the City's custodian Bank or successor.
- ◆ **United States Agency Debt Obligations**
 - ❖ Maximum % of Portfolio 100%
 - ❖ Maximum Maturity 2 Years
 - ❖ Maximum % of Portfolio Per Issuer 25%
 - ❖ Securities held for safekeeping at the City's custodian Bank or successor.
- ◆ **Repurchase Agreements Secured by United States Treasury Debt Obligations**
 - ❖ Maximum % of Portfolio 30%
 - ❖ Maximum Maturity 30 days
 - ❖ Repurchase agreements with brokerage firms will only be executed with dealers from the list of Government Security Dealers reporting to the Market Reports Division of the Federal Reserve Bank of New York.
 - ❖ Repurchase agreements cannot exceed 2% of brokerage firm's liabilities.
 - ❖ A signed repurchase agreement will be obtained in advance of the initial execution of an investment.
 - ❖ Securities which serve as collateral for repurchase agreements must be delivered to the City's Trust Account at the City's custodian bank or successor on a delivery versus payment basis.
 - ❖ Only United States Treasury Securities shall be used in conjunction with the re-purchase agreement and such securities shall have a maturity of not longer than three years.
 - ❖ The price paid by the Treasurer for United States Treasury Securities in the repurchase agreement shall not exceed amounts or percentages prescribed by written policy of the Oregon Investment Council or the Oregon Short-Term Fund Board created by ORS 294.885.
- ◆ **Time Deposits in State of Oregon Financial Institutions Collateralized 25% by Securities as Required by Oregon Revised Statutes**
 - ❖ Maximum % of Portfolio 50%
 - ❖ Maximum Maturity 1 Year
 - ❖ Maximum % of Portfolio Per Issuer 25%
 - ❖ Securities held in vault at the City's Treasury
- ◆ **Bankers' Acceptance Issued by Financial Institutions in Compliance With the Provisions of ORS 294.035**
 - ❖ Maximum Percent of Portfolio 50%
 - ❖ Maximum Maturity 6 Months

- ❖ Maximum Percent of Portfolio Per Issuer 25%
- ❖ Securities held for safekeeping at the City's custodian Bank or successor Bank.
- ◆ State of Oregon Local Government Investment Pool

\$30.63 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 City's custodian Bank or successor

DISTRIBUTION OF PORTFOLIO MATURITIES

Distribution, by maturity, of the investments is illustrated below:

Maturity Percentage of Funds

0-2 Years 50-100%

2-7 Years 0-50%

This maturity structure applies to the Treasury's estimate of the lowest cash balance that the portfolio will reach during the next seven years. If, for example, the projected lowest cash balance is \$200 million, then up to \$100 million may be invested in the two to seven-year maturity range. All other funds must be invested in less than two year maturities and must meet the City's cash flow requirements. The City's Investment Advisory Committee will be consulted prior to implementing a strategy of purchasing securities with maturities beyond two years. The weighted average maturity shall never exceed eighteen (18) months.

BROKERAGE ALLOCATION

The Treasury will maintain a current list of all brokerage firms that have been approved by the Director of the Office of Finance and Administration (or designee) to conduct investment business with the City. The Treasury will obtain a minimum of three quotes from different brokers before it executes a government securities transaction, or purchases commercial paper issued by a corporation outside of Oregon on the national market. The allocation of brokerage business will be based upon which brokerage firm offers the best price to the City on each particular transaction. Where two or more brokers have offered the same best price, allocation will go to the investment firm that has provided the best service to the City.

When purchasing bankers' acceptances or commercial paper, the Treasury will compare interest rates on similar investments from other investment dealers. The Treasury will also determine that the rates being offered the city are rates comparable to those available for similar investments in the national market.

When purchasing time deposits, the Treasury will obtain interest rate 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

The City shall comply with all required legal provisions and Generally Accepted Accounting Principles (GAAP). The accounting principles are those contained in the pronouncements of authoritative bodies including but not necessarily limited to, the American Institute of Certified Public Accountants (AICPA); the Financial Accounting Standards Board (FASB); and the Government Accounting Standards Board (GASB).

REPORTING REQUIREMENTS

The City Treasurer will provide the following reports on a monthly basis to the City's Investment Advisory Committee and the Director of the Office of Finance and Administration (or designee):

- ◆ A list of securities owned, with all maturities over one year priced at both cost and market value.
- ◆ A list of all investment transactions showing the net gain or loss on each investment.

PERFORMANCE EVALUATION

The City's investment performance shall be reviewed monthly by the Director of the Office of Finance and Administration.

ANALYSIS OF INVESTMENT RISKS

In analyzing the City's Investment Portfolio, there are three major risks that the City incurs through its investment activities. The first risk that the City faces is the interest rate risk. This risk is the uncertainty of the size of future incomes from securities caused by fluctuations in the general level of interest rates in the capital markets. Interest rates have fluctuated dramatically over the last ten years and, therefore, the City's Investment Policy is designed to minimize the interest rate risk. This is accomplished by limiting investments to a maximum maturity of seven years, and by investing to meet the City's cash flow requirements.

The second risk that the City faces can be termed the purchasing power risk. This risk can be defined as the uncertainty of the purchasing power of interest and principal to be received in the future. It can be easily recognized that if the amount of income from a security in current dollars remains unchanged over a period of time while the price index is rising, then the amount of income in constant dollars declines and the constant value of the principal to be received also declines.

The final risk is the financial risk of not receiving principal and interest when due from an issuer. The design of the types of investments permitted by the Investment Policy seeks to minimize this risk by the conservative nature of the permissible investments and by establishing safe limits on the level of investments with Oregon financial institutions and issuers of commercial paper. A portfolio policy stressing a relatively short maturity serves to additionally minimize the financial risk.

Thus, it is the conclusion that the shorter the portfolio is in maturity, the less risk the City is incurring with regard to the three major risks that it faces. The policy of keeping 100% of the funds in seven year or less maturities leaves open the flexibility to earn capital gains on the City's investments by shifting funds out to longer maturity when interest rates are falling, yet avoids the extreme amount of exposure to the interest rate risk and purchasing power risk that we would incur in an even longer-term portfolio.

September 17, 1996

MEMORANDUM

TO: Mayor Vera Katz
Commissioner Charlie Hales
Commissioner Gretchen Miller Kafoury
Commissioner Mike Lindberg
City Auditor Barbara Clark

FROM: Tim Grewe

SUBJECT: Council Resolution on Investment Policy

Attached is the Investment Policy developed by the Office of Finance and Administration. Oregon law pertaining to the investment of public funds requires the annual adoption of an Investment Policy. The City's Investment Advisory Committee has reviewed the Policy and recommends its adoption by Council.

The Investment Policy continues to reflect the conservative strategies the City has utilized since adoption of the first Policy nearly two decades ago. The Policy protects the City's financial reserves, while allowing the City to generate a market rate of return on its investments. The Policy's investment parameters and strategies have not changed from the previous Policy; however, some housekeeping changes related to format have been included.

If you have any questions, please call David Smith directly at 823-4584.

TG:DS:jb

Attached

General Fund Reserves Use Policy Resolution #34722

Adopt a General Reserve Use Policy. (Resolution)

WHEREAS, over the past three years, and continuing with the approved FY 1990-91 budget the City Council has endeavored to rebuild General Fund reserves; and

WHEREAS, as a result of annual transfers and one-time unexpected revenues Council was able to achieve a five percent General Reserve in just three years; and

WHEREAS, the Auditor's Annual Financial Condition Report has recommended establishment to reserve levels equal to 10 to 15 percent of annual General Fund operating revenues, and a written financial management policy that includes policies on reserve requirement; and

WHEREAS, an increase in the City's reserves decreases the City's need for short-term borrowing which is an indication of the City's financial health; and

WHEREAS, actions taken in the FY 1990-91 Approved Budget transfer \$2 million toward a second five percent reserve; and

WHEREAS, it is important for Council to adopt a policy governing Council's use of the General Fund Reserve Fund.

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Portland, Oregon that the attached General Fund Reserve Fund Use Policy (summarized below) be adopted:

1. The first five percent reserve is defined as an **emergency reserve** available to fund one-time, emergency, unanticipated expenditure requirements or offset unanticipated revenue fluctuations occurring within a fiscal year.
2. The **emergency reserve** will only be accessed when the result of emergency expenditures or an unexpected revenue reduction would likely result in a negative ending balance for the General Fund.
3. **Emergency Reserve** resources must begin to be restored in the fiscal year following their use. Restoration will be consistent with the Council's past practice of budgeting transfers totaling a minimum of \$1 million dollars a year to the General Reserve Fund.
4. The second five percent reserve is defined as **counter cyclical reserve** available to either maintain General Fund current service level programs or transition expenditure growth to match slower revenue growth during the first 18 to 24 months of a recession.
5. The **counter cyclical reserve** may be used when basic revenue growth (where "basic revenue" is defined as the sum of General Fund property tax, business license, utility license/franchise fees, cigarette and liquor taxes, transient lodging taxes, and interest income) falls to below 5.5 percent for two consecutive quarters or the Financial Forecast estimates basic revenue growth will be below 5.5 percent for the next fiscal year, and one or more of the following conditions occurs in conjunction with slower revenue growth:
 - ❖ The Portland Metropolitan Area unemployment rate is reported above 6.5 percent for two consecutive quarters or the Financial Forecast estimates unemployment will average in excess of 6.5 percent for the next fiscal year.
 - ❖ The property tax delinquency rate exceeds 8 percent.
 - ❖ Actual business license year-to-year revenue growth falls below 5.5 percent for two consecutive quarters of the Financial Forecast estimates Business License revenue growth at less than 5.5 percent for the next fiscal year.
6. The Council should begin to restore **counter cyclical reserves** within 24 months of their first use.
7. Revenue shortfalls associated with bureau service reimbursement income, contract income, or cost recovery income may not be offset by a transfer of resources from the General Reserve Fund.

Adopted by Council, May 03, 1990

Mayor J.E. Bud Clark

Barbara Clark

April 26, 1990

Auditor of the City of Portland

SCB:TG:RR

General Reserve Fund Use Policy

INTRODUCTION

Over the past three years and continuing with the proposed FY 1990-91 budget the Council, through past actions, established the General Reserve Fund to house and clearly identify the discretionary reserve within the budget. As a result of annual transfers and one-time unexpected revenues Council was able to achieve a five percent General Reserve in just three years. A general fund reserve is needed for two reasons:

- ❖ To insulate General Fund programs and current service levels from large and unanticipated one-time expenditure requirements, a revenue reduction due to a change in state or federal legislation, resulting from adverse litigation, or similar unforeseen action.
- ❖ To temporarily insulate General Fund programs and current service levels from slower revenue growth that typically occurs during an economic recession.

This reserve is not intended to be used because General Fund expenditure growth exceeds normal revenue growth.

The level of the reserve fund is measured as a percentage of the budgeted General Fund revenues net of short-term borrowing receipts. Analysis attached as Appendix A of the December 1989 **Financial Forecast** shows that a 10 percent reserve level is required.

The following paragraphs set out policy guidelines that could govern Council's use of reserve funds.

EMERGENCY RESERVE

The Council reserves the first five percent, or one half of the overall reserve as an Emergency Reserve. The emergency reserve is available to fund one-time emergency, unanticipated expenditure requirements or offset unanticipated revenue fluctuations occurring within a fiscal year. The reserve avoids the need to make budget adjustments outside of the normal budget hearing process. The Council can withdraw funds from the emergency reserve after the General Fund's budgeted contingency is exhausted. The emergency reserve will only be accessed when the result of emergency expenditures or an unexpected revenue reduction would be that the General Fund would likely end the fiscal year with a negative ending fund balance.

Revenue shortfalls associated with bureau service reimbursement income, contract income, or cost recovery revenues may not be offset by a transfer of resources from the General Reserve Fund.

Restoration of the Emergency Reserves will begin the fiscal year following their use. Restoration will be consistent with the Council's past practice of budgeting transfers totaling a minimum of \$1 million dollars a year to the General Reserve Fund.

USE OF THE COUNTER CYCLICAL RESERVE

The second 5 percent of the reserve is designated as a **counter cyclical**. The Council will use this half of the reserve to either maintain General Fund current service level programs or transition expenditure growth to match slower revenue growth during the first 18- to 24 months of a recession. The counter cyclical reserve is designated for use as "bridge financing" necessary to offset slower revenue growth during a recession.

For purposes of this policy, slower or recessionary revenue growth triggers Council's assessment of use of the reserve when:

- ❖ Basic revenue growth falls to below 5.5 percent for two (2) consecutive quarters or the Financial Forecast estimates basic revenue growth will be below 5.5 percent for the next fiscal year. Basic Revenue is defined as the sum of General Fund property tax, business license, utility license/franchise fees, cigarette and liquor taxes, transient lodging taxes, and interest income.

In addition, one or more of the following conditions must occur in conjunction with slower basic revenue growth:

- ❖ The Portland Metropolitan Area (PMSA) unemployment rate is reported above 6.5 percent for two (2) consecutive quarters or the Financial Forecast estimates PMSA unemployment will average in excess of 6.5 percent for the next fiscal year.
- ❖ The property tax delinquency rate exceeds 8 percent.
- ❖ Business license year-to-year revenue growth falls below 5.5 percent for two (2) consecutive quarters or the Financial Forecast estimates Business License revenue growth at less than 5.5 percent for the next fiscal year.

Exhibit A summarizes these indicators on an annual fiscal year basis for the period FY 1969-70 through FY 1998-99. Exhibit A shows that basic revenue growth below 5.5 percent occurred three times in the past two decades. Exhibit A should not be construed to suggest that use of reserves would avoid the need to reduce expenditure growth or possibly the absolute level of expenditures over a multi-year period.

Declines in Bureau specific cost recovery revenues, contract income, or service reimbursement income may not be offset by transfer of counter cyclical reserve resources.

The Council should begin to restore Counter cyclical Reserves used under the guidelines with 24 months after their first use.

Table 2: Counter Cyclical Reserve Use Indicators

City of Portland - History of Counter Cyclical Reserve Use Indicators								
Basic Revenues			PMSA Unemployment Rate		Property Tax Delinquency Rate		Business License Revenue	
Fiscal Year	Growth (%)	Below 5.5%	Rate (%)	Over 6.5%	Rate (%)	Over 8.0%	Growth (%)	Below 5.0%
1971	4.9%	Below 5.5%	7.6%	Over 6.5%	8.2%	Over 8.0%	0.6%	Below 5.0%
1972	9.1%	NA	6.9%	Over 6.5%	7.1%	NA	5.4%	Below 5.0%
1973	9.3%	NA	5.6%	NA	6.8%	NA	14.9%	NA
1974	7.0%	NA	5.8%	NA	12.2%	Over 8.0%	33.4%	NA
1975	4.9%	Below 5.5%	7.8%	Over 6.5%	10.7%	Over 8.0%	-11.9%	Below 5.0%
1976	13.6%	NA	9.6%	Over 6.5%	9.7%	Over 8.0%	24.8%	NA
1977	8.5%	NA	7.7%	Over 6.5%	8.6%	Over 8.0%	42.9%	NA
1978	7.1%	NA	5.7%	NA	8.9%	Over 8.0%	10.9%	NA
1979	10.6%	NA	5.3%	NA	7.9%	NA	19.4%	NA
1980	7.1%	NA	5.7%	NA	11.7%	Over 8.0%	5.3%	Below 5.0%
1981	10.6%	NA	7.1%	Over 6.5%	5.9%	NA	4.8%	Below 5.0%
1982	2.3%	Below 5.5%	9.1%	Over 6.5%	6.7%	Over 8.0%	-10.9%	Below 5.0%
1983	-0.1%	Below 5.5%	10.4%	Over 6.5%	8.6%	Over 8.0%	-0.8%	Below 5.0%

Table 2: Counter Cyclical Reserve Use Indicators

1984	8.9%	NA	8.7%	Over 6.5%	8.3%	NA	5.4%	Below 5.0%
1985	12.1%	NA	7.6%	Over 6.5%	7.6%	NA	24.4%	NA
1986	8.5%	NA	7.4%	Over 6.5%	8.4%	NA	1.7%	Below 5.0%
1987	14.3%	NA	6.2%	NA	7.5%	NA	16.7%	NA
1988	9.2%	NA	5.0%	NA	7.1%	NA	19.3%	NA
1989	7.9%	NA	4.4%	NA	6.5%	NA	11.4%	NA

Note: "Basic Revenues" include General Fund property taxes, business licenses, utility licenses, transient lodging taxes, cigarette and liquor taxes, and interest income revenues.
NA: Not Applicable

Table 2 - Counter Cyclical Reserve Use Indicators

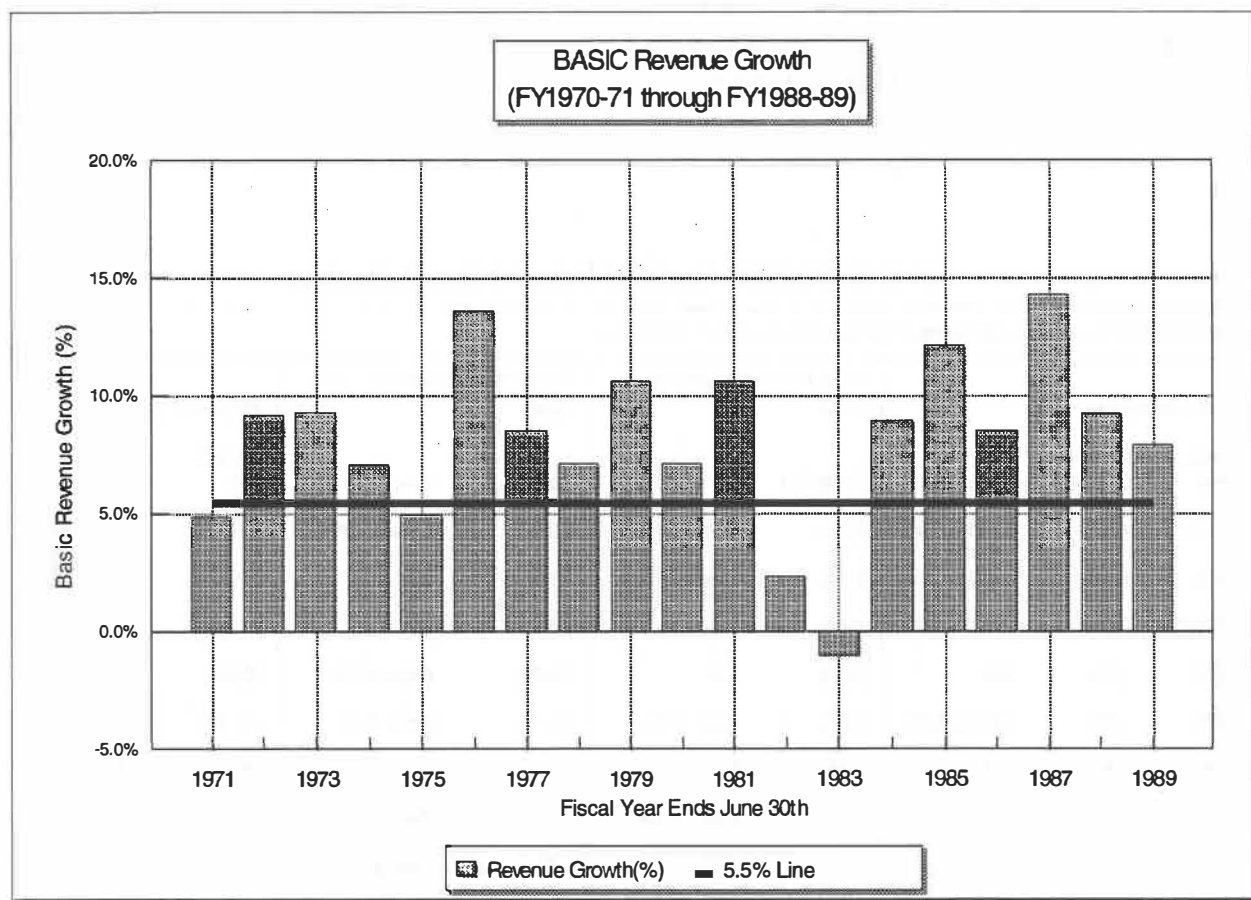


Figure 1 - Basic Revenue Growth vs. 5.5%

APPENDIX A

A DISCUSSION OF REQUIRED GENERAL FUND RESERVE LEVEL

General

The Council, at present, is operating with a goal of funding the General Reserve Fund at 5 percent of the General Fund revenues net of short-term borrowing proceeds. As noted in the Financial Forecast, the General Reserve Fund will probably end FY 1989-90 at or very close to the desired 5 percent goal. Table 3 shows that estimated year-end balance in the General Reserve

Table 3: General Reserve Fund Status

City of Portland General Fund Reserve Fund				
Item	Audit FY 1997-88	Actual FY 1988-89	Adopted Budget FY 1989-90	Estimated Year-End FY 1989-90
GENERAL RESERVE FUND DETAIL				
Beginning Fund Balance	\$0	\$1,000,000	\$2,433,894	\$2,434,967
Transfers-IN	\$4,950,000	\$1,340,283	\$1,000,000	\$9,667,952
Transfers-OUT	(\$3,950,000)	\$0	\$0	(\$4,000,000)
Interest Income	\$0	\$94,684	\$103,017	\$472,481
Ending Fund Balance	\$1,000,000	\$2,434,967	\$3,536,911	\$8,575,400
Ending Fund Balance As Percent of Net Revenues	0.623%	1.409%	2.034%	4.926%
Net Revenues	\$160,591,017	\$172,784,494	\$173,926,367	\$174,087,688
5% Reserve Level (5.000%)	\$8,029,551	\$8,639,225	\$8,696,318	\$8,704,384
Over (Under)	(\$7,029,551)	(\$6,204,258)	(\$5,159,407)	(\$128,984)
(*) Total General Fund revenues less short-term borrowing proceeds				

Table 3 -General Reserve Fund Status

Fund will be somewhere around 4.9 percent. The forecast for the fund currently assumes that \$3 million will be needed to fund Police and Fire retirements expected to result from recent vote approval of Fire and Police, Disability and Retirement pension reform. Another \$1 million of possible expenditures, requiring a transfer from the reserve to the General Fund, were outlined in the FY 1988-89 **Fourth Quarter Report**.

There are two principal reasons for building a reserve;

- ❖ First, large unexpected one-time expenditures are more easily funded from a reserve. Temporary or permanent reductions in programs are avoided. For example, the current reserve allows funding of Fire and Police retirement related personal services expenses without disruption of General Fund programs.
- ❖ Second, a “counter-cyclical” reserve is required to ameliorate the effects of an economic downturn on General Fund revenue growth. A slower regional economy will slow revenue growth relative to expenses. The result is a resource gap that, in the absence of a reserve, can probably only be eliminated by expenditure reductions. In addition it should be noted that actions by the State Legislature or the Public Utilities Commission (PUC) can also adversely affect revenue growth.

The General Reserve Fund is now at a level that allows the Council to use reserves to counteract one-time fluctuations in revenues and expenditures or meet large unexpected one-time expenditures. The 5 percent level is not adequate to offset the combination of slower revenue growth and fund large unexpected expenditures. That is it would not provide any insulation against the effects of an economic downturn. The following paragraphs develop alternative estimates of General Reserve Fund levels that would provide a reserve capable of funding extraordinary one-time expenditure requirements and ameliorate the effects of an economic downturn, adverse legislation, or adverse PUC decisions.

Revenue History FY 1974-75 To FY 1988-89

Table 4 summarizes historical General Fund discretionary revenue growth characteristics. In Table 4 revenue is summarized for the “Big Four” revenues and “All Other” discretionary revenues. Two discretionary revenue streams are shown in Table 4. The top line of Table 4 represents “unadjusted” discretionary revenues, i.e., total revenues less short-term borrowing, contracts, service reimbursements, and grants and donations. The “adjusted” line, at the bottom of Table 4 nets out Federal Revenue Sharing transfers to the General Fund, other irregular or one-time transfers, and construction permit revenues.

Table 4: General Fund Revenue Growth

City of Portland General Fund Revenue Growth Characteristics, FY 1974-75 to FY 1988-89			
		Growth Rates (%).....	
Item		Compound Annual	Maximum Minimum
General Fund Discretionary		5.5%	12.2% 0.6%
Big Four Revenue		9.2%	14.4% 2.1%
Property Taxes	811-814	7.7%	13.2% 2.4%
Transient Lodgings	821	12.0%	31.4% -9.2%
Business Licenses	831	11.7%	42.9% -10.9%
Utility License	832	13.3%	22.1% 2.9%
All Other Discretionary (**)		-2.8%	16.9% -7.4%
Adjusted Discretionary (*)		8.5%	14.5% 0.0%
(*) Net of Federal Revenue Sharing, one-time or irregular transfers and construction permits.			
(**) Average of 6 negative changes			

Table 4 -General Fund Revenue Growth

This line more accurately reflects the General Fund’s current organizational make-up and revenue mix.

Table 4 shows that overall, General Fund discretionary revenues have at worst gone flat or grown only marginally during the periods of slower regional growth. The compound annual growth rate over the past 15 years has been about 5.5 percent. The worst year of growth for the “unadjusted” discretionary revenue stream was apparently FY 1976-77 at the tail end of a recession. The “adjusted” discretionary revenue stream showed no growth during FY 1982-83. A larger Federal Revenue Sharing transfer (up \$1.4 million) and other one-time transfers (up about \$3.4 million) totaling an estimated \$4.8 million, allowed the City to temporarily support higher expenditure levels.

The Big Four revenues have never failed to grow and the lowest overall year-to-year growth appears to be about 2.1 percent. It is interesting to note the difference in growth characteristics. Property Taxes and Utility Franchise/License Fees appear to have a growth floor in the 2 to 2.5 percent range. Transient Lodging and Business License Taxes both declined during the last recession. Transient Lodging taxes declined by about 9 percent between FY 1979-80 and FY 1980-81 (at \$10.03 million) and did not reach a new high until FY 1984-85 (at \$11.5 million). All Other discretionary revenues appears to be more volatile but the long run trend appears to be downward. This probably reflects the fact that miscellaneous fees and charges are not indexed to a price index and are not regularly reviewed to reflect rising costs.

Alternative Reserve Level Calculations

Table 4 seems to show that during an economic downturn revenue growth will at best slow considerably. How much depends on the nature, severity, timing, and length of the downturn. Tables 3 and 4 use the information above and other **Financial Forecast** information to develop three cases or alternative reserve level calculations.

CASE 1

Case 1 uses the Lower Bound revenue forecast shown in Figures 4 and 5 of the **Financial Forecast**.

The onset of an economic downturn during late FY 1989-90 creates an estimated gap, during FY 1990-91 of about \$2.8 million between expenditures and revenues. During the second year (FY 1991-92) the estimated gap widens to \$5.6 million. Creation of a reserve large enough to get through the first year translates into a General Reserve Fund totaling about \$11.5 million. This would be composed of a 5 percent element for unexpected expenses plus a \$2.8 million counter-cyclical element. This works out to a total reserve level that is 6.6 percent of Net Revenues as defined above.

Adding the insurance of a second year raises the required reserve level to about \$17.1 million. This works out to a total reserve level of just under 10 percent. A conservative approach argues for the 10 percent level. The reason for this is timing. A recession is likely to result in slower revenue growth during or within a fiscal year. This requires some initial use of the counter cyclical reserve element to get through a part of a year. Adding the second year, really the first full year, would give Council the opportunity to make revenue and expenditure adjustments with the implementation of a new budget. Thus, under the two-year column in Table 3, the \$8.35 million counter cyclical reserve would be used to adjust to slower revenue growth over an 18 to 24 month period. The other reserve elements, the “unexpected expenses” reserve would still be available for the extraordinary one-time expenditure requirements.

The “Case 1” calculations are attractive because they “fall out” of the annual **Financial Forecast**. This calculation can be replicated from year to year. The major drawback associated with the approach is that it depends on a specific (DRI) recession forecast. The specifics and details of the recession forecast that produces the lower bound revenue forecast are different every forecast cycle. Calculations from year-to-year may result in variations in the required reserve level.

Table 5: Case 1 Reserve Calculation

CASE 1	
Cyclical Reserve Calculations	
Use Lower Bound Revenue Forecast	
FY 1990-91 General Fund Net Revenues	\$174,087,688
Item	Required Reserve
Unexpected Expense.(5.00%)	\$8,704,384
Counter cyclical Reserve.....	\$9,912,685
Required Reserve Fund Level.....	\$18,617,070
Reserve Level Percentage.....	10.7%

Table 5 - Case 1 Reserve Calculation

CASE 2

Case 2 uses the lowest overall historical year-to-year growth rate of 0.6 percent to compute a counter cyclical reserve element. Under this alternative the difference between the "Most Likely" forecast and lower 0.6 percent discretionary revenue growth translates into about \$7.7 million gap between revenues and expenditures. As shown at the top of Table 6, the required reserve level amounts to about \$16.4 million or about 9.4 percent of revenues. The counter cyclical reserve element would total about \$7.7 million. Comparison with Case 1, suggests that this would be large enough to get through a 12 to 18 month period of slow revenue growth.

CASE 4

Case 3 uses the lowest growth rate for each major category shown in Table 4 and estimated year-end FY 1989-90 revenues to compute an overall lower bound revenue estimate for FY 1990-91. For example, Transient Lodging Taxes are forecast to increase by about 7 percent during FY 1990-91. Table 4 shows a worst case growth of -9.2 percent. The difference between the forecast and negative growth results in a revenue gap. Doing this for other major categories yields an estimated shortfall of about \$9.9 million. The required reserve level for this case is \$18.6 million. This equates to about 10.7 percent of forecast FY 1990-91 General Fund revenues net of short-term borrowing. A counter-cyclical reserve totaling \$9.9 million would, judging from Case 1, probably be sufficient to offset slower revenue growth over an 18 to 24 month period.

Table 6: Cases 2 and 3 Reserve Levels

CASE 2	
Cyclical Reserve Calculation	
Use Lowest Year-to-Year Overall Growth	
Item	Required Reserve
Unexpected Expense.(5.00%)	\$8,704,384
Counter cyclical Reserve.....	\$7,699,782
Required Reserve Fund Level.....	\$16,404,167
Reserve Level Percentage.....	9.4%
CASE 3	
Cyclical Reserve Calculations	
Use Lowest Year-to-Year Overall Growth	
Item	Required Reserve
Unexpected Expense.(5.00%)	\$8,704,384
Counter cyclical Reserve.....	\$9,912,685
Required Reserve Fund Level.....	\$18,617,070
Reserve Level Percentage.....	10.7%

Table 6 - Cases 2 and 3 Reserve Levels

Conclusion

The three different reserve level calculations shown above suggest that the desired General Reserve Fund level is about 10 percent of total annual General Fund Revenues net of short-term borrowing receipts. About 5 percentage points constitutes a reserve for large unexpected one-time expenditures. An additional 5 percentage points would provide a counter-cyclical reserve. A 10 percent General Reserve Fund level would give the Council flexibility to contend with the combination of large one-time unexpected expenditures and slower revenue growth due to an economic downturn. The analysis above suggests that the 5 percent counter-cyclical reserve element would provide about 12 to 24 months of leeway in adjusting to the effects of slower revenue growth due to an economic slowdown.

Interagency Agreement Policy Resolution #35089

Revise Interagency Agreement Policy for the City of Portland (Resolution No. 35089)

WHEREAS, an Interagency Agreement Policy was adopted by Council (Resolution No. 34580), effective July 1, 1989 upon acknowledging the need for such a policy, consisting of a set of standards and guidelines governing the Interagency Agreement process throughout each fiscal year.

WHEREAS, the IBIS Interagency Agreement Committee, in conjunction with the Bureau of Financial Planning, proposes updates to the policy and revisions to the billing dispute resolution process described under Guideline V of the City's policy.

WHEREAS, the Council of the City of Portland acknowledges a need to revise the Interagency Agreement Policy.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Portland, Oregon that:

1. The Revised Interagency Agreement Policy (Exhibit I) shall be adopted by the Council and shall be in full force and effect, beginning December 9, 1992.
2. All Interagency Agreements entered into by bureaus/agencies of the City of Portland after December 8, 1992 shall follow the revised policy standards and guidelines set forth therein.

Adopted by the Council, Dec. 16, 1992

Mayor Bud Clark

Barbara Clark

JEC:LMS

Auditor of the City of Portland

December 4, 1992

EXHIBIT I

Revised November 2, 1992

INTRODUCTION

The City of Portland has a budgeting process that establishes controls at organizational and programmatic levels called appropriation units. These units are cost centers that collect all the appropriate costs associated with the organization or program. Frequently, one organizational unit is better equipped either logistically or economically to provide services that fulfills the organizational or programmatic need of another organizational unit. Due to specific funding requirements and in order to hold managers responsible for the budgets, programs and organizations that they control, there is a need to insure that costs are allocated among appropriate cost centers. The method of assigning these costs is called an Interagency Agreement.

BACKGROUND

The Interagency Agreement (I/A) was first implemented by the City of Portland during FY 1974-75. In its current form, an Interagency Agreement is akin to a contractual agreement between two city agencies/bureaus for either the provision of services or the purchase or replacement of equipment from any of the internal service funds. The receiver is a bureau of the City receiving specific services from another City bureau through an Interagency Agreement. The provider is a bureau of the City which provides specific services to another bureau of the City through an Interagency Agreement.

In theory, the receiver agency requests a specific level of service from a provider agency. Upon reaching the tentative agreement, the provider offers a cost estimate to the receiver. If the receiver agency is in agreement with the cost estimate of the providers agency for the services requested, the bureau manager signs and returns the Interagency Service Agreement (Bud 5) to the provider agency. Also, the fact that rates periodically change to reflect increased/decreased costs in materials and labor must be taken into consideration when providers/receivers are entering into new agreements. Bud 5's should provide a clear and detailed description of the services to be provided and received.

Further, most of the internal service funds were established by ordinance during FY 1974-75. Internal service fund interagency are unique in that the internal service bureaus (i.e. Communications Services, Printing and Distribution Services, Fleet Services, Insurance and Claims, Worker's Compensation, Computer Services, Justice Center) furnish receiver bureaus with a Bud 5 indicating the budgeted amount of service for the current fiscal year and an estimate based on the current level of service for the subsequent fiscal year.

An internal service fund, the Intermediate Debt Service Fund, has been established for the acquisition of equipment under the Master Lease program. This fund is managed by the Office of Finance and Administration (OF&A) and is used to collect lease payments from bureaus financing acquisitions through this program. OF&A's Debt Management Division is responsible for preparing BUD 5's for bureaus acquiring equipment and/or facilities under an existing Master Lease or the 1984 Facilities Lease Purchase.

Sometimes the receiver bureau wishes to obtain additional services or to delete existing services with the provider, generally after consultation. When this occurs, the receiver bureau makes the necessary changes on the BUD 5 and returns a copy to the provider bureau for its approval. After the provider bureau has agreed to these service changes and both bureaus have signed the agreement, the receiver bureau may then include the revised figure in its budget request. If the receiver agency does not agree with the provider agency's cost estimate, it must resolve the disagreement with the provider agency. In terms of the calendar for the Budget Process, a three-week turn-around is provided for the receiver bureaus to notify the provider bureaus of any changes in service level requests.

In practice, because of the short time frame involved, the I/A process can break down due to:

1. The lateness of the BUD 5's to the receivers,
2. The bureaus not signing their interagency agreements,
3. Disagreement as to the content of the agreement,
4. Bureaus not informing each other when changes have occurred, etc.

When there are requests for new or replacement equipment from Fleet Services, Printing and Distribution and Distribution Services, or Communication Services, the receiver agency includes only the additional rental or replacement charges for that equipment in its interagency agreement for services. In addition, the BUD 6 Form allows bureaus to provide a description of any equipment to be purchased and the purchase amount. This form is a Cash Transfer (BUD 6). The cost of purchasing the equipment is also listed on the Line Item Worksheet (BUD 1), Line Item 573000 (Equipment Cash Transfers).

In summary, the Interagency Agreement (BUD 5) establishes a mutually agreed upon budget amount for anticipated services to be provided or received. The Cash Transfer (BUD 6) establishes the amount of equipment purchases in much the same manner.

Due to the numerous problems incurred in recent years and the ever-increasing usage of the Interagency Agreements, it became necessary to establish formal policy citing standards and guidelines to allow for a more efficient and effective Interagency Agreement process and to provide a method for conflict resolution. The process was first introduced in FY 1989-90.

GUIDELINE I: FORMAT OF THE INTERAGENCY AGREEMENT

The format of a complete Interagency Agreement (I/A) will include the following:

1. The I/A will be written, not verbal, and will be completed on the BUD 5 form provided by OF&A or its equivalent.
2. The I/A will reasonably define the service to be provided in quantitative terms and whenever possible, qualitative terms.
3. The I/A will clearly state the price and quantity or elements of the service(s) to be provided so that any necessary amendments/adjustments may be made easily. This will also assist bureaus in reducing or increasing services to meet their program needs. This requirement may be fulfilled by making reference to procedures manuals or an indication that documentation is available upon request.
4. The I/A will define the process by which amendments/adjustments may be made to the original agreement.
5. In the case of an unanticipated mid-year amendment, the proper supporting documentation with respect to the changes will be provided. The Interagency Service/Cash Transfer Agreement form includes columns labeled "original", "revised", and "adjustment" to accommodate policy requirements.
6. The I/A will define the billing process and schedule.

Interagency Agreements will only be accepted by the Office of Finance and Administration, Bureau of Financial Planning, if they have been completed according to the above requirements and if they have been signed by both the providers' and the receiver's authorized bureau representative, thus indicating they have entered into an agreement. **If a completed Interagency Agreement is not received by OF&A, it will not be put in the budget.**

Copies of any subsequent signed I/A Change Forms to amend an agreement shall be sent to all parties involved, i.e., the provider, receiver, budget analyst, etc.

GUIDELINE II: RATE SETTING

Brief summary of RATE METHODOLOGY -- Since there are typically no General Fund or other subsidies built in provider budgets, Interagency providers must charge the full cost of services provided. This includes not only current services, but also the planning for future provision of services.

Rates will be developed based on the cost-of-services data. Each service category must be identified at a level which can be measured (in terms of cost and quantity) and, if possible, comparable to similar externally-provided services. Cost must include both direct and indirect costs. Indirect costs may include elements of both General Fund and bureau administrative overhead.

As a result, every rate structure must be composed of two or more elements, with the elements dependent on the type of associated costs (fixed or variable) involved. The computation will also include direct and indirect administrative costs which are part of the rates. Direct costs cover the supervisory functions (i.e., personnel and related materials and supplies) directly associated with managing work production. Indirect costs include administrative support functions like accounting, budgeting, payroll, billing, rental space, personnel and the like. These tasks are performed by a central administrative staff within the providing bureau. (The Office of Finance and Administration is nearing the completion of the **Cost of Service Manual** that describes rate setting methodologies and procedures. The anticipated distribution date is December 1992.)

In the case of General Services, the Interagency Agreement (BUD 5) separately identifies a charge for General Fund Overhead which has not been included as part of the service rate computations. The General Fund Overhead is a cost to an internal service fund for certain centralized services not covered under Interagency Agreements. Services of this kind include central accounting, treasury, purchasing, payroll, legal services and personnel. General Fund Overhead will continue to be included, in some way, as a part of the rate computations, denoting the true cost of all services provided to the receivers.

The basic premise of the rate development philosophy is that the rates of Interagency providers will reflect the true cost of operations.

Each year, prior to the development of bureau budgets and in conformance with the budget calendar, providers will contact receiving bureaus and present estimates of service costs. This contact will include the following:

1. Notification to receivers of any major changes in their rate methodology. Rate development by the provider bureaus will be timed to meet the requirements of the fiscal year budget calendar considering the availability of overhead targets and budget costs.
2. An estimate of the service quantity and quality that is to be provided in the subsequent year.
3. Providers will make available to receiver's information concerning the development of their interagency rates. This includes detail concerning the methodology of rate construction and cost basis of rates. Upon request by receiver bureaus, other providers will also make this information available.
4. This information will provide the basis of discussions between the provider and receiver to arrive at a mutually agreeable level of service and associated costs.

Annually, after bureau budget submission to OF&A, providers will hold work sessions with receivers to review and explore modifications to rate methodologies for implementation in the following budget process. This rate methodology review will involve:

1. Notice of work sessions regarding the development of their rate methodology annually after submittal of the budget. Any agreed upon changes in methodology will apply to the following year's budget process.
2. Providers must develop rates in any one of several ways consistent with the provider's service: flat rates, fixed plus variable rates, rates based on prior experience, etc. Whatever the methodology chosen, the objective of the rate setting process must be a fair allocation of the provider's costs among all receivers of a service.

GUIDELINE III: RATE APPLICATION

For each class of I/A receivers, rates will be uniformly applied. Special arrangements or any sort of exception from standard rates or components of rates for the provision of services by provider bureaus will not be made unless otherwise directed by Council.

GUIDELINE IV: BILLING PROCEDURES

Billing documents and supporting data will be submitted to the Accounting Division in a timely manner and in conformance with the processing schedules set forth by the Office of Finance and Administration. There will be a full description of the type of service provided, reference made to authorizing work order numbers, as well as a breakdown of either the quantity and rate being charged or the actual costs being billed. Billings will indicate the period of time during which the services were provided and the date of the billing transaction (within the current accounting period). All billings must have an appropriate authorized signature along with the name, position and telephone number of the person preparing the billing.

Billings for the interagency services fall into three categories: premium/dedicated/cash transfers, charges driven by inventories, and charges based upon specific services or usage. The first category includes insurance premiums and dedicated interagency appropriation. The second category includes billings for assigned equipment (vehicles, telephones, radios), rent and lease financing charges. The third category covers work order charges and other variable cost services like fuel, motor pool, and long distance. In addition, equipment cash transfers would fall into the third category. (These examples are not exhaustive.)

Documents submitted to record direct billings for a service, i.e., printing services, telephone service, etc., must include the following:

1. Description of the service which was provided
2. The price elements of the service(s) which was (were) provided including quantity and any other direct and indirect charges applied.

The Accounting Division of the Office of Finance and Administration will only accept and process billings which are billed in the same FY for which the services/purchases were provided/made. Therefore, the final billing of all internal services must be complete and submitted to the Accounting Division in time to be included in **Period 13, Run 1. If actual amounts are not known in time for Run 1, then estimates may be substituted and adjusted to actuals in Run 2. If a receiver wants to challenge a billed amount, it must be filed and resolved prior to Run 2.**

GUIDELINE V: DISPUTE RESOLUTION PROCESS

There are two separate types of dispute resolution processes:

- a. Policy disputes - including rate methodology; and,
- b. Billing disputes - involving the application of set rates, and/or serving provision within an existing Interagency Agreement.

In both cases, parties are encouraged to resolve dispute between themselves. However, experience has shown the need for a dispute resolution process.

A. Policy Dispute Resolution

In cases of disputes relating to policy issues such as rate methodology, either party may submit issues to the Interagency Review Board (IARB), comprised of non-involved Bureau Managers appointed by the OF&A Director on a case-by-case basis for resolution. The IARB will issue a report of its finding and recommendations. Parties to the dispute will have ten (10) days to accept its recommendations. If not, the report and issues will be placed on the Council agenda for final resolution.

B. Billing Dispute Resolution

In the case of billing disputes, the following procedure will be utilized:

Step 1 - Receiver Agency:

1. Formally objects to billing in dispute by writing to provider describing the billings and why receiver believes they are incorrect.

Step II - Provider Agency:

1. Receives written description of disputed billings from receiver. Provider and receiver agencies then have 20 working days to resolve the dispute. To the degree the dispute is resolved in the receiver's favor, provider will return the cash **plus interest**.

Step III - Provider and Receiver Agencies:

1. If the dispute is not resolved within 20 working days as noted above, provider and receiver shall submit written justification for their positions to the Office of Finance and Administration in conformance with the following process:
 - a. Position papers must be submitted within 10 working days which clearly:
 - ❖ Defines the dispute
 - ❖ Provides relevant information in support of the Bureau's position.
 - ❖ States the steps that were taken in an attempt to resolve the disputed issues.

Step IV - Office of Finance and Administration:

1. Issues a decision on the dispute within 10 working days after receiving the request. (During the budget season, from January 1 through March 31, this 10-day period may need to be extended indefinitely, dependent upon available staff within OF&A.) If the provider and receiver agencies do not accept the decision of OF&A, OF&A will submit its report to the Commissioner-In-Charge of the respective bureaus, with a copy to the rest of Council. When the dispute is finally resolved, to the degree the resolution is in the receiver's favor, provider will make cash restitution **plus interest**.

NOTE: Again, it must be determined by the Office of Finance and Administration that the bureaus in dispute have taken all possible steps to resolve the disputed issues. Also, bureaus are encouraged to settle any and all apparent I/A disputes prior to the beginning of the Budget Process, either by stipulation or arbitration. Arbitration prior to the submission of the bureau's budgets will yield a maximum level of agreement. However, once the Budget Process begins, time for arbitration of disputes will be very, very limited, if not non-existent.

Local Improvement District Financing Policy

Resolution #34847

Establish a Local Improvement District Financing Policy for evaluating, forming and financing local improvement projects. (Resolution)

THE COUNCIL OF THE CITY OF PORTLAND FINDS THAT

1. WHEREAS, the City of Portland forms, finances and constructs more than \$1 million in voluntary local improvement district projects, annually; and
2. WHEREAS, the City of Portland has provided financial security for local improvement projects by pledging the City's taxing authority; and
3. WHEREAS, Ballot Measure 5 imposes new restrictions and conditions on the use of the City's taxing authority by requiring City-wide voter approval of unlimited tax general obligation improvement bonds; and
4. WHEREAS, existing local improvement district financing policies do not address the changing requirements of Ballot Measure 5; and
5. WHEREAS, it is critical to the long-term financial health of the City to have financial policies which protect City resources, and provide adequate security for City bondholders; and
6. WHEREAS, the local improvement district program is an important method for financing local transportation, sewer, water and other capital improvements; and
7. WHEREAS, the City's local improvement district financing policy must be responsive to the varied financial requirements of each local improvement district; and
8. WHEREAS, the Auditor's Office convened a Policy Committee consisting of the Auditor's Office, Office of Transportation, Bureau of Environmental Services, Water Bureau, Office of Finance and Administration, and Public Financial Management, the City's financial advisor; and
9. WHEREAS, the Policy Committee reviewed the issues affecting the City's LID Program and developed recommendations to be included in the LID Financing Policy; and
10. WHEREAS, the Auditor's Office presented the Policy Committee recommendations to the Auditor's Office Budget Advisory Committee on April 23, 1991, and to City Council in informal session on April 30, 1991;

NOW, THEREFORE, BE IT RESOLVED THAT

1. The City of Portland adopts the Local Improvement District Financing Policy, as set forth in Attachment A; and
2. The Local Improvement District Financing Policy governs all future local improvement projects, including projects which City Council has formed by ordinance, and for which City Council has not awarded a construction contract; and
3. The Local Improvement District Financing Policy supplements all existing City policies related to local improvement districts, assessments and assessment financing; and
4. The Auditor's Office is directed to work with participants on the Policy Committee, existing advisory bodies, property owners and other interested citizens to obtain public review and comment; and
5. The Auditor's Office is directed to prepare City Charter and Code amendments, as needed, to codify this policy after receiving public review and comment.

Attachment A

City of Portland

Local Improvement District Financing Policy

A. Purpose and Intent.

The LID Financing Policy is intended to facilitate the use of the local improvement district process in a manner which protects the City's financial condition. The Policy prescribes a process to (1) evaluate the financial feasibility of local improvement projects, (2) measure financial risk of project default, and (3) identify sources of financial security for long-term assessment financing. Through this process, the City will be able to make reasoned policy decisions about the purpose of the local improvement, the responsibilities of property owners, the contributions (if any) of City resources, and the means of responding to financial risk.

B. Findings.

1. The City of Portland forms, finances and constructs more than \$1 million in voluntary local improvement district projects, annually.
2. The City of Portland has provided financial security for local improvement projects by pledging the City's taxing authority.
3. Ballot Measure 5 imposes new restrictions and conditions on the use of the City's taxing authority by requiring City-wide voter approval of general obligation improvement bonds.
4. Existing local improvement district financing policies do not address the changing requirements of Ballot Measure 5.
5. It is critical to the long-term financial health of the City to have financial policies which protect City resources, and provide adequate security for City bondholders.
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.

D. Feasibility Tests.

The City Auditor shall use the following tests when evaluating the financial feasibility of a local improvement project. These tests, and any resulting financial security issues, shall be completed and addressed before the Auditor's Office prepares and files an ordinance to form a local improvement district. The Auditor's Office will perform the financial evaluation with assistance and involvement from public works bureaus, the Office of Finance and Administration, the Portland Development Commission, petitioners and other interested parties.

Table 7:

Feasibility Test	Standard or Condition
Value to Assessment Ratio	Individual properties must have a value to assessment ratio of 2:1 or greater. Exceptions to this standard will be accepted for aberrant ratios as noted under Waiver Criteria.
Aberrant Value to Assessment Ratio	Ratios below 2:1 will be accepted on properties representing no more than 5% of estimated assessments. No individual aberrant property may represent more than 2% of estimated assessments. No individual aberrant property may have a ratio less than 1.5:1.
Diversity of Ownership	The City will require additional security for projects where 3 or less property owners represent more than 50% of estimated assessments.
Diversity of Development	The City may require additional security for projects involving vacant property which represents more than 25% of total assessments.
Bankruptcy	The City will require additional security for properties which are involved in a bankruptcy proceeding.
Waiver Criteria	<ul style="list-style-type: none"> ◆ Project involving less than 12 properties, and for which more than 75% of assessment estimates are on residential property. ◆ The value to assessment and aberrant ratio standards may be waived if affected property owners file financial statements demonstrating ability to pay assessments, and if total real market property value exceeds total taxes and assessment liens. ◆ Publicly owned property is exempt from all feasibility tests. ◆ The project advances expressed City goals or objectives, and adequate security is identified by City Council. ◆ The project is included in an urban renewal area, and is secured by the Portland Development Commission.
Conditions for Developer LIDs	<ul style="list-style-type: none"> ◆ Developer/chief petitioner files current financial statements. ◆ No delinquent property taxes or assessments. ◆ Bond, letter of credit or other security equal to total project costs.

E. Improvement Bond Program Security and Structure

The City Council shall use the following security arrangements and bonding structure when approving long-term financing of local improvement assessments. These guidelines are intended to provide adequate financial securities to market limited general obligation improvement bonds at the lowest possible interest cost to property owners. In addition, the guidelines set forth the order of security to be provided in the event that a property owner defaults on a local improvement assessment loan.

Table 8:

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.

F. Definitions

The following definitions are used for the purposes of this Policy:

Aberrant Value: Exceptions to set criteria.

Assessment: Share of public improvement costs apportioned to LID property based on the total Actual Cost (defined in HB 2550) less any project subsidy.

Bare Land LID: An LID which includes predominantly unimproved land.

Bond Reserve Fee: A separate fee (distinct from Financing Fees) charged to property owners to provide a separate reserve fund as additional security for the bonds issued to finance assessment contracts.

Contingent Liability: Potential debt service payments (including unrecovered principal repayment after the foreclosure and sale of property) to be paid if assessment payments are not made on a timely basis.

Developer LID: Local Improvement District formed to install public improvements (streets, sidewalks, lighting, sewers, or water) before private improvements are constructed or completed.

Financing Fees: Charges to LID participants who elect to finance assessments which cover the cost incurred by the City in the provision of such financing. These costs include, but are not limited to, fees to consultants, bond counsel, underwriters and paying agents, and the cost of preparing and printing the official statement.

Letters of Credit: An irrevocable commitment by a credit worthy bank or financial institution to make payments upon demand. Generally required by a developer wishing to proceed with an LID which does not conform to financial criteria established by the City. The Letter of Credit (LC) is generally posted for the estimated total cost of the improvements and subject to draw by the City without further approval.

Lien: Legally enforceable claim on the property second only to taxes and superior to other mortgage liens.

Property: Land, identified by a discrete tax lot number, plus any existing improvements to the land.

Property Value: Real Market Value as determined by Assessor in conformance with HB 2550 or an appraisal by a certified (MAI) appraiser of the market value of the property as of the completion of the public improvements.

Total Liens: All taxes due (current, deferred and delinquent), existing and proposed City assessments, mortgage, and any other legal claim on the property, regardless of lien position.

Value to Lien Ratio: The value of the property, less any taxes or co-equal liens, compared to the estimated LID assessment.

FY 1999-00 Budget Adoption Ordinance #173499

*Adopt the annual budget of the City of Portland and establish appropriations for the fiscal year beginning July 1, 1999. (Ordinance)

The City of Portland ordains:

Section 1. The City Council finds that:

1. The Multnomah County Tax Supervising and Conservation Commission (TSCC) held its public hearing on the City of Portland's FY 1999-00 Budget on June 10, 1999 and certified the City's FY 1999-00 budget and proposed levies on that date.
2. The FY 1999-00 Adopted Budget document presents the second year of a two-year financial plan and budget. For FY 1999-00 the document provides specific position authorization and line item expenditure and revenue detail for all City bureaus and funds.
3. After the preparation, approval, public notice, and presentation to the TSCC of the City's Approved Budget, it is advisable to update the estimates of resources and requirements contained in the FY 1999-00 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 1998-99 budget but not expected to be expended by June 30, 1999;
 - b. Technical adjustments including program revenue adjustments; updated estimates for interagency agreements; updated estimates for General Fund overhead recovery; and numerous minor adjustments needed in order to make the resource and requirement estimates as up-to-date and technically accurate as possible prior to adoption of the FY 1999-00 budget.
5. The budget should be adopted so that there is no delay in establishing budget authority for conducting City business on July 1, 1999.
6. The Council expresses specific direction to bureaus to ensure proper attention is given to work items in the form of Budget Notes included in the Adopted Budget document.

NOW, THEREFORE, the Council directs:

- a. The Fiscal Year 1999-00 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, 1999, from the funds and for the purposes listed Attachment 1, Table 1. This schedule of appropriations incorporates the changes referred to in the Finding 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 1999-00 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 1999-00 Adopted Budget, as amended throughout the fiscal year by the appropriate authority. The “major object categories” include personal services, external materials and services, internal materials and services, capital outlay, equipment cash transfers, contingency, fund-level cash transfers, debt retirement, and inventory increases.

ii. Bureau managers may adjust their line item budgets as needed, subject to the limitations described below.

(a) Line item budget adjustments may not change the appropriation amounts shown in Attachment 2, Appropriation Schedule - FY 1999-00, 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 FY 1999-00 Adopted Budget without approval from the City Council.

v. The capital outlay category is to be used for the purchase of “fixed assets,” which are defined as tangible assets having a unit cost of at least \$5,000 and an expected life of at least one year. The capital outlay category is subdivided into land, buildings, improvements, and equipment/furniture. “Improvements” are fixed assets other than buildings that add value to land, cost at least \$10,000, and have an expected life of at least 10 years. “Equipment and furniture” (line item 564000) is defined as fixed assets other than land, buildings, and improvements.

vi. Expenditures on Federal and State grant projects are limited to those grants that have been accepted and approved by the City Council.

f. Special budget monitoring provisions are hereby authorized for FY 1999-00:

The Financial Planning Division is directed to prepare a trimester report to Council regarding budgetary performance and fiscal status and is authorized to require City bureaus to submit such information as is necessary to prepare this report, including the status of budget notes included in the FY 1999-00 Adopted Budget.

g. The FY 1999-00 Adopted Budget will be prepared in accordance with Council policy directions and state budget law.

h. The FY 1999-00 Budget will include the Budget Notes as presented in Attachment 3, titled Budget Notes.

Section 2. The Council declares that an emergency exists, as it necessary to adopt the Fiscal Year 1999-00 budget and establish appropriation without delay in order to provide authority to transact the financial affairs of the City of Portland for Fiscal Year 1999-00; therefore, this ordinance shall be in force and effect from and after the start of the Fiscal Year beginning July 1, 1999.

Passed by the Council, June 23, 1999

Gary Blackmer
Auditor of the City of Portland

Mayor Katz
Office of Finance and Administration
TG:KR:MWM
June 16, 1999

By
Deputy

Total City Budget – Revenues and Expenses**TABLE 1**

This table summarizes the City budget as a whole according to the major categories of expenses and revenues. The figures on this page combine all of the City's funds except those of the Portland Development Commission, a semi-autonomous agency that operates under City charter but is budgeted separately. All subsequent budget tables follow this format.

	Revised FY 1998-99	Adopted FY 1999-00
RESOURCES		
External Revenues		
Property Taxes	221,820,506	229,160,303
Other Taxes	12,187,979	12,986,933
Licenses and Permits	103,186,375	107,096,377
Service Charges	256,070,605	266,923,812
Intergovernmental	131,509,730	110,105,320
Miscellaneous	55,700,346	57,045,702
Debt Proceeds	148,774,800	86,273,000
Total External Revenues	929,250,341	869,591,447
Transfer from Other Funds		
Service Reimbursements	108,431,510	119,959,210
Cash Transfers	345,273,217	336,884,739
Total Transfers from Other Funds	453,704,727	456,843,949
Beginning Fund Balances	387,806,308	441,741,800
Total Budget	1,770,761,376	1,768,177,196
Less Interfund Transfers and Tax Anticipation Notes	(473,704,727)	(476,843,949)
TOTAL NET BUDGET	\$ 1,297,056,649	\$ 1,291,333,247
REQUIREMENTS		
Bureau Expenses		
Personal Services	351,609,178	367,136,969
External Materials & Services	315,755,076	305,104,315
Internal Materials & Services	107,189,038	119,781,210
Capital Outlay	212,549,407	163,388,144
Equipment Cash Transfers	1,242,472	178,000
Total Bureau Expenses	988,345,171	955,588,638
Fund Level Expenses		
Debt Service	167,413,979	173,562,040
Fund Level Cash Transfers	345,273,217	336,884,739
Inventory Increases	140,000	140,000
Contingency	224,258,053	243,633,486
Total Fund Level Expenses	737,085,249	754,220,265
Total Appropriated Budget	1,725,430,420	1,709,808,903
Unappropriated Ending Balance	45,330,956	58,368,293
Total Budget	1,770,761,376	1,768,177,196
Less Interfund Transfers and Tax Anticipation Notes	(473,704,727)	(476,843,949)
TOTAL NET BUDGET	\$ 1,297,056,649	\$ 1,291,333,247

Appropriation Schedule – FY 1999–00**TABLE 10**

This table summarizes the major fund level requirements by bureaus in the General Fund, Special Appropriations, and other funds. Bureau level expenses are summarized in Table 6.

Summarized in Table C.

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increase	
GENERAL FUND						
City Attorney	4,370,120	0	0	0	0	4,370,120
City Auditor	5,205,262	0	0	0	0	5,205,262
Cable Communications	1,717,565	0	0	0	0	1,717,565
Commissioner of Public Utilities	624,589	0	0	0	0	624,589
Commissioner of Public Works	632,414	0	0	0	0	632,414
Commissioner of Public Affairs	624,561	0	0	0	0	624,561
Commissioner of Public Safety	624,399	0	0	0	0	624,399
Community Development	8,173,692	0	0	0	0	8,173,692
Energy Office	953,906	0	0	0	0	953,906
Finance and Administration	26,613,511	0	0	0	0	26,613,511
Fire, Rescue & Emergency Service	61,145,020	0	0	0	0	61,145,020
BGS-Admin	1,426,900	0	0	0	0	1,426,900
Government Relations	674,523	0	0	0	0	674,523
Licenses	3,214,814	0	55,850	0	0	3,270,664
Mayor	1,356,165	0	0	0	0	1,356,165
Neighborhood Involvement	4,076,327	0	0	0	0	4,076,327
Parks Division	37,968,618	0	13,984	0	0	37,982,602
Planning	10,631,401	0	0	0	0	10,631,401
Police	111,453,400	0	0	0	0	111,453,400
Purchases	2,798,080	0	0	0	0	2,798,080
Total General Fund Bureaus	284,285,267	0	69,834	0	0	284,355,101
Special Appropriations						
Public Safety						
Justice Council	27,920	0	0	0	0	27,920
Regional Drug Initiative	145,561	0	0	0	0	145,561
Regional Drug Initiative	27,710	0	0	0	0	27,710
Parks & Recreation						
Cultural Tourism	200,000	0	0	0	0	200,000
MERC/PCPA	670,084	0	0	0	0	670,084
Oregon Historical Society	35,000	0	0	0	0	35,000
Regional Arts & Culture Comm	2,661,623	0	0	0	0	2,661,623
Community Development						
Block by Block Weatherization	203,899	0	0	0	0	203,899
Civil Rights Fair Housing Council	45,456	0	0	0	0	45,456
Civil Rights Mediation	50,000	0	0	0	0	50,000
Clean & Safe (EID)	18,323	0	0	0	0	18,323
Downtown Services	848,845	0	0	0	0	848,845
Endangered Species Act	724,089	0	0	0	0	724,089
Millennium Celebration	50,000	0	0	0	0	50,000
PDC - 2040	1,043,400	0	0	0	0	1,043,400
PDC 2040 Implementation	521,648	0	0	0	0	521,648
PDC Business Development	466,866	0	0	0	0	466,866
PDC Business Districts	54,015	0	0	0	0	54,015
PDC Business Retention	100,000	0	0	0	0	100,000
PDC NE Workforce Center	105,833	0	0	0	0	105,833

Appropriation Schedule – FY 1999–00**TABLE 10**

This table summarizes the major fund level requirements by bureaus in the General Fund, Special Appropriations, and other funds. Bureau level expenses are summarized in Table 6.

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increase	
PDC Targeted Industry Jobs	119,244	0	0	0	0	119,244
PDC Waterfront Devel Activities	479,657	0	0	0	0	479,657
Portland Area Schools	4,000,000	0	0	0	0	4,000,000
Schools Land Acquisition	1,933,000	0	0	0	0	1,933,000
Legislative & Administration						
Business License Refunds	3,935,438	0	0	0	0	3,935,438
City Membership and Dues	281,723	0	0	0	0	281,723
Compensation Adjustments	3,332,208	0	0	0	0	3,332,208
Council Emergency Funds	7,096	0	0	0	0	7,096
DCTU	450,000	0	0	0	0	450,000
Employee Suggestion Program	31,440	0	0	0	0	31,440
Employee Transit Program	139,888	0	0	0	0	139,888
Innovations Fund	180,788	0	0	0	0	180,788
IRS Rebate	93,600	0	0	0	0	93,600
ITSP Capital	54,000	0	0	0	0	54,000
Leaders Roundtable	10,137	0	0	0	0	10,137
Management Council	5,528	0	0	0	0	5,528
Unemployment Insurance	200,000	0	0	0	0	200,000
Total Special Appropriations	23,254,019	0	0	0	0	23,254,019
Total Fund Requirements	0	8,321,962	33,446,114	0	0	41,768,076
TOTAL GENERAL FUND	\$ 307,539,286	\$ 8,321,962	\$ 33,515,948	\$ 0	\$ 0	\$ 349,377,196

OPERATING FUNDS

Spectator Facilities Fund	1,139,464	5,924,943	464,558	3,231,092	0	10,760,057
Assessment Collection	0	42,641	450	0	0	43,091
Buildings	23,712,498	1,558,623	767,515	0	0	26,038,636
Cable	2,850,600	25,254	14,882	0	0	2,890,736
Emergency Communications	13,230,303	359,360	351,627	0	0	13,941,290
Golf	8,341,453	7,004,451	456,841	0	0	15,802,745
Hydropower Operating	518,742	202,606	308,519	0	0	1,029,867
Parking Facilities	10,556,799	12,782,093	21,838,997	300,000	0	45,477,889
Portland International Raceway	908,567	37,150	57,993	0	0	1,003,710
Property Management License	2,782,247	29,009	0	0	0	2,811,256
Public Safety	1,016,170	238,164	231,987	0	0	1,486,321
Refuse Disposal	2,245,549	4,278,527	468,241	0	0	6,992,317
Sewage System Operating	161,115,924	5,659,045	76,083,470	0	0	242,858,439
Transportation Operating	118,959,412	11,630,458	3,585,339	0	100,000	134,275,209
Water	80,042,558	15,071,998	28,597,559	609,337	40,000	124,361,452
Total Operating Funds	427,420,286	64,844,322	133,227,978	4,140,429	140,000	629,773,015

Internal Service Funds

Communications Svcs Operating	9,195,009	5,262,821	255,455	574,897	0	15,288,182
Information Technology Fund	5,692,314	1,030,124	203,091	39,031	0	6,964,560
Facilities Services	18,270,345	5,780,764	783,032	9,968,618	0	34,802,759
Fleet Services Operating	18,099,294	1,572,087	492,466	78,954	0	20,242,801
Health Insurance	26,564,331	32,121,189	168,463	0	0	58,853,983
Insurance and Claims Operating	5,472,738	7,650,779	144,911	0	0	13,268,428
Printing/Distribution Services	6,727,014	652,892	265,930	0	0	7,645,836

Appropriation Schedule – FY 1999–00**TABLE 10**

This table summarizes the major fund level requirements by bureaus in the General Fund, Special Appropriations, and other funds. Bureau level expenses are summarized in Table 6.

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increase	
Workers' Compensation Operating	4,578,093	11,532,266	117,406	0	0	16,227,765
Total Internal Service Funds	94,599,138	65,602,922	2,430,754	10,661,500	0	173,294,314
Agency and Trust Funds						
Environmental Remediation	635,036	21,844	19,340	1,177,215	0	1,853,435
Housing Investment	7,924,709	166,926	10,000	0	0	8,101,635
Hydropower Renewal & Replacement	0	7,833,524	250,000	0	0	8,083,524
Portland Parks Memorial Trust	1,560,192	2,905,210	0	0	0	4,465,402
Sewer Revolving Loan	600,000	1,480,708	0	0	0	2,080,708
Sewer System Rate Stabilization	0	6,010,277	7,975,000	0	0	13,985,277
Sewer System Safety Net	1,959,930	0	0	0	0	1,959,930
Water Growth Impact Charge Trust	0	0	0	0	0	0
Total Agency and Trust Funds	12,679,867	18,418,489	8,254,340	1,177,215	0	40,529,911
Construction Funds						
BFRES Facilities Bond Fund	5,145,960	17,576,040	1,328,000	0	0	24,050,000
Capital Improvement Fund	0	0	52,475	0	0	52,475
LID Construction Fund	11,171,462	232,506	4,126,721	9,000,000	0	24,530,689
Parks Bond Construction	5,233,356	13,047	25,000	0	0	5,271,403
Parks Construction	2,938,950	449,250	5,454	0	0	3,393,654
Sewer System Construction	0	25,099,135	102,555,613	0	0	127,654,748
Water Construction	0	4,578,420	30,522,802	0	0	35,101,222
Total Construction Funds	24,489,728	47,948,398	138,616,065	9,000,000	0	220,054,191
Debt Service Funds						
Airport Way Debt Service	0	0	0	6,277,046	0	6,277,046
Bancroft Bond	0	0	0	7,906,320	0	7,906,320
Bonded Debt Interest and Sinking	0	0	0	7,959,485	0	7,959,485
Central Eastside Industrial Debt	0	0	0	3,579,936	0	3,579,936
Convention Center Area Debt Svc	0	0	0	5,437,064	0	5,437,064
Parking Facilities Debt Fund	0	0	0	354,000	0	354,000
Gas Tax Bond Redemption	0	0	0	786,887	0	786,887
Golf Revenue Bond	0	0	0	304,615	0	304,615
Governmental Bond Redemption	10,000	0	0	3,060,439	0	3,070,439
Hydropower Bond	0	0	0	3,735,662	0	3,735,662
Lents Urban Renewal Debt Fund	0	0	0	623,444	0	623,444
Morrison Park East Bond	0	0	0	406,150	0	406,150
Morrison Park West Bond	0	0	0	343,445	0	343,445
Old Town Parking Bond	0	0	0	667,040	0	667,040
Parking Facilities Bond	0	0	0	0	0	0
River District Debt Fund	0	0	0	473,356	0	473,356
Sewage Disposal Debt	0	0	0	53,071,633	0	53,071,633
South Park Renewal Debt Service	0	0	0	5,223,061	0	5,223,061
Washington County Supply Bond	0	0	0	1,880,245	0	1,880,245
Water Bond Sinking	0	0	0	11,543,759	0	11,543,759
Waterfront Renewal Bond Sinking	15,000	0	0	14,449,309	0	14,464,309
Total Debt Service Funds	25,000	0	0	128,082,896	0	128,107,896
Federal and State Funds						

Appropriation Schedule – FY 1999–00**TABLE 10**

This table summarizes the major fund level requirements by bureaus in the General Fund, Special Appropriations, and other funds. Bureau level expenses are summarized in Table 6.

	Bureau Program Expenses	Fund Requirements				Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Retirement	Inventory Increase	
Federal Grants	0	0	17,408,044	0	0	17,408,044
Home Grant	4,532,568	43,432	0	0	0	4,576,000
Housing & Community Development	22,829,922	43,789	315,419	0	0	23,189,130
Total Federal and State Funds	27,362,490	87,221	17,723,463	0	0	45,173,174
Retirement Funds						
FPD&R	59,277,514	3,766,184	79,185	20,500,000	0	83,622,883
FPD&R Retirement Reserve	0	0	750,000	0	0	750,000
Supp Retirement Program Trust	10,000	0	0	0	0	10,000
Total Retirement Funds	59,287,514	3,766,184	829,185	20,500,000	0	84,382,883
Revenue and Reserve Funds						
Convention and Tourism	2,185,329	16,363	7,009	0	0	2,208,701
General Reserve	0	34,059,536	2,279,997	0	0	36,339,533
Sewer System Debt Proceeds	0	0	0	0	0	0
Transportation Reserve	0	568,089	0	0	0	568,089
Total Revenue and Reserve Funds	2,185,329	34,643,988	2,287,006	0	0	39,116,323
TOTAL ALL FUNDS	\$ 955,588,638	\$ 243,633,486	\$ 336,884,739	\$ 173,562,040	\$ 140,000	\$ 1,709,808,903

Budget Notes

PUBLIC SAFETY

- ◆ Police Bureau: purchase of an airplane, along with any additional equipment and modifications, will come from shared forfeiture funds only. The FY 1999-2000 annual budget allowed for all operations, insurance, and maintenance costs for the air unit and airplane will be limited to the amount spent for rental costs during 1998, plus the appropriate inflation adjustment.

PUBLIC UTILITIES

- ◆ Water bureau: The Water bureau will identify the cost savings and improvements anticipated due to the new billing information system and call center technology enhancements and present this information for Council review within six months of project completion.
- ◆ Transfer of Bureau of Environmental Services owned property to the Parks bureau: Environmental Services (BES) and Parks will investigate the possible transfer of properties purchased by BES to Parks. The investigation shall highlight the costs of on-going maintenance for subject properties and options for how the costs may be funded.

COMMUNITY DEVELOPMENT AND SERVICES

- ◆ Schools Support: Portland area schools will receive \$4.0 million in City General Fund support. The funds will be released upon Council approval of the contract.
 - ❖ The contract shall require the submission of a spending plan.
 - ❖ The contract shall specify funds appropriated to Portland Public Schools shall be used to address findings identified in the audit performed by KPMG. This may include funding one-time investments in operational or management efficiencies that improve the delivery of services to students; and/or support achievement of higher academic standards.
 - ❖ The school districts receiving City funds will provide the City with a semi-annual report on progress in achieving improvements to student performance and efficiencies gained through use of City dollars.
- ◆ Housing approach: The City will continue its efforts to increase the stock of affordable housing units. Commissioner Sten will continue his efforts to develop and implement a multi-faceted approach to fulfilling the affordable housing goals of the city.

LEGISLATIVE, ADMINISTRATIVE AND SUPPORT SERVICES

- ◆ Pension Management 3/1: The Office of Finance and Administration (OF&A) will continue efforts to effectively manage the increasing costs of pensions for city employees by analyzing options in managing and funding the retirement systems. This effort includes the Public Employees Retirement System (PERS), and the Fire and Police Disability and Retirement Fund. OF&A will report progress quarterly to the Council.

FY 1999-00 Tax Levy Ordinance #173498

*Levy taxes for the City of Portland for the fiscal year beginning July 1, 1999, and direct the Director of Financial Management 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 1999-00 Budget for the City of Portland was adopted and appropriations made by the City Council on June 23, 1999 by Ordinance.
2. The City has approved a \$37,016,667 tax increment collection. The collection will be used to pay existing urban renewal debt service requirements and other urban renewal indebtedness.
3. The Department of Revenue has issued a Form "UR-50 Notice to Assessor" in addition to the Notice of Property Tax Levy (Form LB-50), on which the City is required to categorize its levies by Option selected, either 1, 2, or 3 or new plans. The form UR-50 also requires the City to certify the Maximum to Collect From All Methods, the Amount of Special Levy, and the Maximum to Collect From the Division of Taxes method.
4. In no case will an urban renewal district receive more than the amount of increment revenue allowed under the statutory formula outlined in ORS 457.440.

NOW, THEREFORE, the Council directs:

- a. In accordance with Oregon State law implementing Measure 50 (SB 1215) the City levies its permanent tax rate of \$4.5770 per \$1,000 of assessed value.
- b. In accordance with the FY 1999-00 annual budget of the City of Portland and the June 10, 1998 certification by the Multnomah County Tax Supervising and Conservation Commission, taxes are hereby levied for municipal purposes for the fiscal year beginning July 1, 1999, on all taxable property, both real and personal, within the corporate limits of the City of Portland as follows:

For the payment of the general expenses of the City of Portland not otherwise provided for, to be credited to the GENERAL FUND, the sum of one hundred thirty seven million, fifty two thousand, nine hundred thirty one dollars **\$137,052,931**.

For the purchase, payment or redemption of the bonded indebtedness of the City of Portland, not otherwise provided for, and for the payment of interest, not otherwise provided for, accruing on the bonded indebtedness of the City of Portland, to be credited to the BONDED DEBT INTEREST AND SINKING FUND, the sum of seven million, six hundred ninety one thousand, seven hundred ninety seven dollars **\$7,691,797**.

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 fifty nine million, two hundred twenty five thousand, six hundred ninety eight dollars. (This amount shall be computed by the Multnomah County Assessor) **\$59,225,698**.

TOTAL ALL LEVIES:Two hundred three million, nine hundred seventy thousand, four hundred twenty six dollars **\$203,970,426.**

- c. The Director of Financial Management 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.
- d. In order to continue the City's active urban renewal districts and provide for potential future tax revenue for obligations of the Waterfront Renewal Bond Sinking Fund, the Central Eastside Industrial District Debt Fund, the Airport Way Debt Service Fund, the South Park Renewal Debt Service Fund, the Oregon Convention Center Area Debt Service Fund, the Lents Town Center District Debt Service Fund, and the River District Debt Service Fund, the Assessors of Multnomah, Clackamas, and Washington Counties are hereby instructed to implement the procedures specified by ORS 457.420 to ORS 457.440 and other applicable state law relative to tax increment financing of urban renewal indebtedness, subject to the certifications contained in section 1.e.
- e. The Director of Financial Management is hereby directed to certify that the City of Portland requests that tax increment revenue be collected for urban renewal bonded indebtedness and other indebtedness in FY 1999-00 for Airport Way, Central Eastside, Convention Center, South Park Blocks, Downtown Waterfront, Lents Town Center District, and River District debt service requirements as outlined below. This means that on Form UR-50, 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 FY1999-00
Airport Way	\$ 7,120,000	\$ 7,120,000	\$ 6,790,000
Convention Center	\$ 6,200,000	\$ 6,200,000	\$ 5,740,000
Central Eastside	\$ 3,890,185	\$ 3,890,185	\$ 3,506,896
Downtown Waterfront	\$ 12,960,000	\$ 12,960,000	\$ 11,695,689
South Parks Blocks	\$ 5,660,000	\$ 5,660,000	\$ 5,087,311
Lents Town Center	\$ 674,989	\$ 674,989	\$ 611,844
River District	\$ 512,493	\$ 512,493	\$ 464,549
	\$ 37,017,667	\$ 37,017,667	\$ 33,896,289

Collection of the tax increment revenues is contingent on the actual assessed value growth. The City will certify and collect the tax increment revenues only if the increase in assessed value is sufficient to allow the tax increment collection without forcing the City's other levies into compression under the \$10 limit.

- f. The Multnomah County Assessor is hereby instructed, with respect to the tax code area defined in Ordinance 163210 as the "Ash Grove Cement West Property," to calculate for FY 1999-00 a tax for city purposes at a rate that is 100% of the highest rate for city purposes elsewhere in the City, as provided for in ORS 222.111 and the associated Administrative Rules of the Oregon Department of Revenue, 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, 1999; therefore, this Ordinance shall be in force and effect from and after its passage.

Passed by the Council, June 23, 1999

Mayor Katz
Office of Finance and Administration
TG:KR:MWM
June 16, 1999

Gary Blackmer
Auditor of the City of Portland

By
Deputy

Creation & Closure of Funds Ordinance #173497

ORDINANCE No. 173497

*Create three (3) new funds in FY 1999-00, and rename two (2) funds effective July 1, 1999. (Ordinance)

The City of Portland ordains:

Section 1. The Council finds:

1. The City's independent auditors have consistently recommended that the City control the number of funds to streamline its financial management and accounting.
2. The renaming of the two (2) funds listed below will enable the City to improve financial management and accounting through recognition of the changing nature of the funds.
3. Establishment of three (3) new funds will improve the financial management and accounting of the City.

NOW, THEREFORE, the Council directs:

- a. Rename the Arena Operating fund to the Spectator Facilities Operating Fund (Fund 160).
- b. Rename the 4th and Yamhill Debt Redemption Fund to the Parking Facilities Debt Redemption Fund (Fund 360).
- c. Create the BFRES (Bureau of Fire, Rescue and Emergency Services) Facilities GO Bond Construction (Fund 501) and include it in the FY1999-00 Adopted Budget. The fund is established to improve the financial management and accounting for capital expenditures undertaken from the GO Bond passed to support public safety facilities.
- d. Create the Lents Town Center Urban Renewal Area Debt Redemption Fund (309) and include it in the FY1999-00 Adopted budget. The fund is established to manage the financing of funds used in the new Lents Town Center Urban Renewal Area.
- e. Create the River District Urban Renewal Area Debt Redemption Fund (301) and include it in the FY1999-00 Adopted Budget. The fund is established to manage the financing of funds used in the new River District Urban Renewal Area

Section 2. The Council declares that an emergency exists inasmuch as it is necessary to open and rename the above City funds on the designated effective date in order to properly transact the financial affairs of the City of Portland as budgeted for FY 1999-00; therefore, this ordinance shall be in force and effect from and after its passage by the Council.

Passed by the Council, June 23, 1999

Gary Blackmer
Auditor of the City of Portland

Mayor Katz

Office of Finance and Administration

TG:KR:MM

June 16, 1999

By
Deputy



**Tax Supervising
& Conservation
Commission**

724 Mead Building
421 S.W. Fifth Avenue
Portland, Oregon
97204-2189

TELEPHONE (503) 248-3054
FAX (503) 248-3053

E-Mail
TSCC@co.multnomah.or.us

Web Site
www.multnomah.lib.or.us/tsc/

June 10, 1999

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 10, 1999 to review, discuss, and conduct a public hearing on the City of Portland 1999-00 Annual Budget. This hearing was conducted pursuant to ORS 294.605-705 to confirm compliance with applicable laws and to determine the adequacy of estimates necessary to support efficient and economical administration of the city.

The 1999-00 budget, filed May 19, 1999, is hereby certified with the following objection and recommendation which will require a written response. Aside from the items noted, estimates were judged to be reasonable for the purposes shown and the document was found to be in substantial compliance with the law.

Objection:

Exclusion of Funds

The Lents Town Center Urban Renewal Debt Service Fund and the River District Debt Service Fund were not approved by the City Council at the time of approval. The Council shall adopt the budget that includes these two debt service funds and adjust the total budget amount to reflect the change. The City shall include the fund detail and resulting summary adjustments in the Adopted Budget Document.

Recommendation:

Intra-City Transactions with the Portland Development Commission

The City of Portland provides the Portland Development Commission with both direct cash transfers from the City's General Fund and proceeds from City loans. Consequently, it appears that cash transfers between the City and PDC are out of balance. Actually, the amount that PDC shows as a resource above the amount the City of Portland has budgeted for cash transfers represents loan proceeds. We recommend that PDC and the City of Portland consider different formats for communicating how transactions with PDC work.

Commissioners
Richard Anderson
Nancy Conrath
Anthony Jenkins
Charles Rosenthal
Carol Samuels

Mayor and Council
City of Portland

June 10, 1999
Page 2

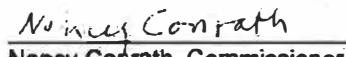
The certified budget estimates and tax levies are identified on the attached schedule.


Please file a copy of the adopted budget and supporting documentation with the Commission within 15 days of adoption. The filing should include all budget detail sheets, LB-50, proof of publication of the notice of the public hearing, and the resolutions. The response to the Commission objection and recommendation should be included in either the adopting resolution, or within an accompanying letter.

Yours very truly,

TAX SUPERVISING & CONSERVATION COMMISSION


Richard Anderson, Commissioner


Nancy Conrath, Commissioner


Charles Rosenthal, Commissioner


Carol Samuels, Commissioner

Schedule of Funds and Budget Estimates

	Fund	Unappropriated
Budget Estimates:	<u>Totals</u>	<u>Portion</u>
<i>Operating Funds:</i>		
General Fund	\$ 341,408,947	\$ 0
Water Fund	124,366,334	0
Sewer System Operating Fund	242,846,693	0
Transportation Operating Fund	134,236,689	0
Assessment Collection Fund	43,091	0
Arena Operating Fund	10,760,057	0
Buildings Operating Fund	27,343,766	1,451,276
Cable Fund	3,362,181	471,445
Property Management License Fund	2,811,256	0
Emergency Communications Fund	16,097,702	2,218,725
Golf Fund	15,802,745	0
Hydropower Operating Fund	1,029,867	0
Parking Facilities Fund	45,477,889	0
Portland International Raceway Fund	1,003,710	0
Public Safety Fund	1,486,321	0
Refuse Disposal Fund	<u>6,992,317</u>	<u>0</u>
<i>Sub-Total Operating Funds</i>	\$ 975,069,565	\$ 4,141,446
<i>Internal Service Funds:</i>		
Communications Fund	\$ 15,288,182	\$ 0
Computer Services Fund	6,490,779	0
Facilities Services Fund	34,915,751	0
Fleet Services Fund	29,011,947	8,769,146
Health Insurance Fund	55,930,993	0
Insurance and Claims Fund	13,268,428	0
Printing & Distribution Fund	7,657,916	0
Workers' Compensation Fund	<u>16,227,765</u>	<u>0</u>
<i>Sub-Total Internal Service Funds</i>	\$ 178,791,761	\$ 8,769,146
<i>Agency & Trust Funds:</i>		
Environmental Remediation Fund	\$ 2,453,435	\$ 600,000
Housing Investment Fund	7,601,635	0
Hydropower Renewal & Replacement Fund	8,083,524	0
Portland Parks Memorial Trust Fund	4,491,711	26,309
Sewer System Rate Stabilization Fund	13,985,277	0
Sewer Revolving Loan Fund	2,080,708	0
Sewer Safety Net Fund	1,959,930	0
Water Growth Impact Fund	<u>1,461,339</u>	<u>1,461,339</u>
<i>Sub-Total Agency & Trust Funds</i>	\$ 42,117,559	\$ 2,087,648
<i>Construction Funds:</i>		
Capital Improvement Construction Fund	\$ 204,133	\$ 151,658
LID Construction Fund	24,530,689	0
Parks Bond Construction Fund	5,271,403	0
Parks Construction Fund	3,263,454	14,800
Sewer System Construction Fund	127,654,748	0
Water Construction Fund	59,806,461	24,705,620
BFRS Facilities GO Bond Fund	<u>24,050,000</u>	<u>0</u>

Schedule of Funds and Budget Estimates

	<i>Sub-Total Construction Funds</i>	\$ 244,780,888	\$ 24,872,078
<i>Federal Funds:</i>			
Federal and State Grants Fund		\$ 17,406,314	\$ 0
Home Grant		4,576,000	0
Housing and Community Development Fund		<u>21,803,400</u>	<u>0</u>
	<i>Sub-Total Federal Funds</i>	\$ 43,785,714	\$ 0
<i>Retirement Funds:</i>			
Fire & Police Disability & Retirement Fund		\$ 83,622,883	\$ 0
Fire & Police Disability & Retirement Reserve Fund		750,000	0
Supplemental Retirement Program Trust Fund		<u>349,664</u>	<u>339,664</u>
	<i>Sub-Total Retirement Funds</i>	\$ 84,722,547	\$ 339,664
<i>Debt Service Funds:</i>			
Airport Way Urban Renewal Debt Fund		\$ 6,865,915	\$ 477,031
River District Urban Renewal Debt Fund		473,356	0
Bancroft Bond Interest & Sinking Fund		11,749,728	3,843,408
Bonded Debt Interest & Sinking Fund		7,576,124	82,628
Lents Urban Renewal Debt Fund		623,444	0
Central Eastside Urban Renewal Debt Fund		3,579,936	0
Convention Center Area Urban Renewal Debt Fund		5,437,064	0
Fourth & Yamhill Bond Redemption Fund		354,000	0
Golf Revenue Bond Redemption Fund		537,845	233,230
Governmental Bond Redemption Fund		6,422,892	37,045
Hydropower Bond Redemption Fund		7,944,443	4,208,781
Gas Tax Bond Redemption Fund		786,887	0
Morrison Park East Bond Redemption Fund		796,028	389,878
Morrison Park West Bond Redemption Fund		676,793	333,348
Old Town Parking Bond Redemption Fund		667,040	0
Sewer Disposal Debt Redemption Fund		55,971,406	2,899,773
South Park Block Bond Redemption Fund		6,402,862	1,179,801
Washington County Supply Bond Redemption Fund		3,362,812	1,482,597
Water Bond Sinking Fund		11,563,253	19,494
Waterfront Renewal Bond Sinking Fund		<u>17,814,309</u>	<u>3,350,000</u>
	<i>Sub-Total Debt Service Funds</i>	\$ 149,606,137	\$ 18,537,014
<i>Revenue & Reserves:</i>			
Convention & Tourism Fund		\$ 2,208,701	\$ 0
General Reserve Fund		36,351,023	0
Transportation Reserve Fund		<u>568,089</u>	<u>0</u>
	<i>Sub-Total Revenue & Reserves</i>	\$ 39,127,813	\$ 0
Totals - City of Portland		\$	\$ 58,746,996
<i>Tax Levy:</i>			
Permanent Rate - General Government			\$ 4.5770
Bonded Debt Fund - Not Subject to Limit			\$ 7,691,797
Fire & Police Disability & Retirement - General Government			\$ 59,225,698
<i>Urban Renewal Maximum to Collect From Increment</i>			
Downtown Waterfront	Option 3		\$ 7,710,000
South Park Blocks	Option 3		5,660,000

Schedule of Funds and Budget Estimates

Central Eastside	Option 1	3,890,185
Lents Town Center	New Option	674,989
River District	New Option	512,493
Airport Way	Option 3	2,870,000
Convention Center	Option 3	<u>6,200,000</u>
Total Amount to Collect from Tax Increment		\$ 27,517,667
Urban Renewal Special Levies:		
Downtown Waterfront		\$ 5,250,000
Airport Way		<u>4,250,000</u>
Subtotal - Special Levy		\$ 9,500,000

