

# Portland Development Commission PROPOSED BUDGET

**FY**2011-12



Top: Vestas turbines generate clean energy near Wasco, Oregon; left to right: construction at the new Vestas North American headquarters.



Above, left to right: workers hoist an engine at Freightliner; Mayor Adams presents a check to three Portland Main Street districts; music instruction at PDC grant recipient Ethos Music Center.

# Proposed Budget FY 2011-12

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**Portland Development Commission  
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(503) 823-3200**

**PORTLAND DEVELOPMENT COMMISSION  
FY 2011-12 Proposed Budget**

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## A Message from Patrick Quinton Executive Director

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To the Members of the Portland Development Commission and Portland City Council:

Enclosed you will find the Fiscal Year 2011-12 Budget for the Portland Development Commission. The focus on investments in this budget demonstrate PDC's aggressive efforts to assist small businesses and improve neighborhood commercial corridors, increase opportunities for the creation of jobs, and pursue opportunities for social equity in our role of leveraging private sector investment as we improve the economic climate for Portland and the region.

These priorities and activities are driven by the PDC Strategic Plan, the 2009 Five-Year City of Portland Economic Development Strategy, the 2011 Draft Neighborhood Economic Development Strategy, and City Council objectives.

The total FY 2011-12 PDC Budget is \$204 million with \$152 million in expenditures. This budget represents a significant decrease from the FY 2010-11 Revised Budget of \$269 million. This reflects an ongoing trend in reduced resources due to expiring urban renewal areas, slower assessed value, and conservative debt assumptions.

PDC has responded to the reduced resources by reducing internal operations as well as external expenditures. Total FTE have dropped from 160.5 in FY 2010-11 to 138.3 for FY 2011-12. This reduction was based on an analysis of PDC's operational needs over the next five years.



## **ECONOMIC DEVELOPMENT AND CLUSTER STRATEGY INITIATIVES**

The 2009 Five-Year City of Portland Economic Development Strategy and its goal of creating 10,000 new jobs by 2014 is driving work throughout PDC.

PDC's traded-sector economic development function drives job creation by raising the national and international profile and competitiveness of Portland's target cluster industries: Clean Tech, Advanced Manufacturing, Athletic & Outdoor, Software, and Research & Commercialization. This approach to economic development is highly effective because it helps organize disparate efforts such as business retention and expansion, recruitment, innovation, entrepreneurship, land assembly and workforce development. Working on these issues directly with private industry leads to greater competitiveness for Portland and ultimately to job growth.

This year's Budget continues to integrate real estate and job-creation objectives. This approach proactively uses tax increment financing invested in real estate developments in a manner that leverages high growth industries to increase jobs and employment opportunities for the community. This approach is not only a part of our strategy for investing City General Fund resources, but is also built into each project and program throughout the urban renewal area budgets.

## **NEIGHBORHOOD ECONOMIC DEVELOPMENT AND SOCIAL EQUITY**

The goal of the Neighborhood Economic Development Strategy is to foster economic opportunity and neighborhood vitality throughout Portland. Neighborhood residents, local businesses, community development organizations, and public entities will work collaboratively to grow vibrant commercial areas, support small business growth, and increase access to jobs by successfully positioning neighborhoods, local businesses and their residents to compete in the regional economy. The Strategy concentrates on Building Local Capacity, Growing Neighborhood Businesses and Driving Alignment with a focus on target neighborhoods and historically disadvantaged communities to achieve this goal.

## **URBAN RENEWAL AREA HIGHLIGHTS**

Many projects in the FY 2011-12 Budget are catalytic actions that will leverage public and private sector investment and result in an accelerated growth in property taxes and an increase in job growth (further details follow in the Urban Renewal Area Summaries section of this document). This list does not include ongoing financial programs which make marked improvements in the areas where they are active such as our storefront grants, green grants, development opportunity initiative grants, and community livability grants:

- **Airport Way – Last Date to Issue Debt is 2011 (reached maximum debt limit)**
  - Land redevelopment and business expansion
- **Central Eastside – Last Date to Issue Debt is 2018**
  - Renovation of Convention Plaza/Phase 1 of the Burnside Bridgehead project
  - Eastside Streetcar Loop

- **Convention Center – Last Date to Issue Debt is 2013**
  - Rose Quarter District Plan and opportunities in the vicinity
  - Upgrades to Memorial Coliseum
- **Downtown Waterfront – Last Date to Issue Debt was 2008 (reached maximum debt limit)**
  - Close gap on Uwajimaya mixed use project
  - Block 8 and the Globe Hotel
- **Gateway – Last Date to Issue Debt is 2022**
  - Gateway urban plaza financing plan
  - Project scoping for the Gateway Education Center
  - Implement Gateway Business Development Strategy
- **Interstate – Last Date to Issue Debt is 2021**
  - Expand URA to include areas of St. Johns, MLK Jr. Blvd, and Alberta
  - Make progress on community priorities related to the GEM List
  - Bridgeton Trail
  - Killingsworth Streetscape project
- **Lents Town Center – Last Date to Issue Debt is 2020**
  - Redevelopment of Lents Town Center/possible Grocery Store
  - 92<sup>nd</sup> and Harold mixed use project
  - Foster/Woodstock streetscapes
  - Transportation safety improvements
- **North Macadam – Last Date to Issue Debt is 2020**
  - Continue greenway development in Central District
  - Advance Federal Innovation quadrant resources
- **River District – Last Date to Issue Debt is 2021**
  - Purchase and sale agreement for Post Office acquisition
  - Centennial Mills
  - Fields Park construction in 2012
- **South Park Blocks – Last Date to Issue Debt was 2008 (cannot issue more debt)**
  - Planning and development of the Oregon Sustainability Center
- **Willamette Industrial – Last Date to Issue Debt is 2024**
  - Manufacturing investment fund
  - Enterprise Zone investments



**PROCESS**

The process to create the FY 2011-12 budget began in late fall 2010 when staff and stakeholders constructed a discussion draft of priorities and programs for each urban renewal area. This work was reviewed by the PDC Board and Mayor in January/February prior to submitting the Requested Budget to the City of Portland. Following production of the Proposed Budget, the budget will be submitted to Portland City Council in May, 2011 for approval. Once again, City Council will formally convene as PDC's Budget Committee and will approve the budget prior to adoption by the PDC Board in June.

Sincerely,

A handwritten signature in black ink, appearing to read "Patrick Quinton". The signature is written in a cursive, flowing style.

Patrick Quinton  
Executive Director

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## Budget Overview

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The FY 2011-12 Budget represents a total budget of \$204.2 million in resources from tax increment debt proceeds, sale of property and loan collections, and City of Portland General Fund. Resources also include an estimated beginning fund balance of \$56.4 million, primarily from prior bond proceeds that were retained for specific projects. In FY 2011-12, PDC is planning to access approximately \$107.8 million in tax increment debt proceeds to support program investments across 8 of the 11 urban renewal areas. The other 3 urban renewal areas no longer have capacity to issue additional debt.

Total expenditures equal \$152.2 million for Business and Industry, Housing, Infrastructure, and Revitalization programs, along with the staff and administration required to implement the programs. Overall, expenditures reflect a \$33.8 million decrease from the FY 2010-11 Revised Budget.

### Basis of Budgeting

Per State of Oregon Local Budget Law, PDC is required to appropriate expenditures in each fund by either organizational units or programs. In FY 2011-12 PDC is appropriating all expenditures by the following business lines:

- Business Development (job creation focus programs)
- Housing (housing unit creation programs)
- Infrastructure (programs that result in transportation, park and public facilities)
- Property Redevelopment (real estate redevelopment focus)
- Administration (functions that support general, agency-wide costs including urban renewal plan area development, strategic planning, and financial administration).

The FY 2011-12 Budget Document includes the following sections:

- **Budget Process** which provides a step-by-step overview of each phase of the budget process;
- **Strategic Plan/Metrics** which delivers key strategic issues and performance measures over time;
- **Financial Summary** which provides a more in-depth discussion on changes in resources and requirements;
- **Urban Renewal Area Summaries** which includes the maps and detailed program and project budgets and four-year forecast for each of PDC's eleven urban renewal areas;
- **Department Summaries** which provides narrative describing each department and associated expenditures for FY 2011-12 Budget;
- **Staffing** which shows PDC's positions and describes certain assumptions included in the FY 2011-12 Budget;
- **Fund Summaries** which show the legal appropriation totals for each of PDC's funding sources as required by Local Budget Law.

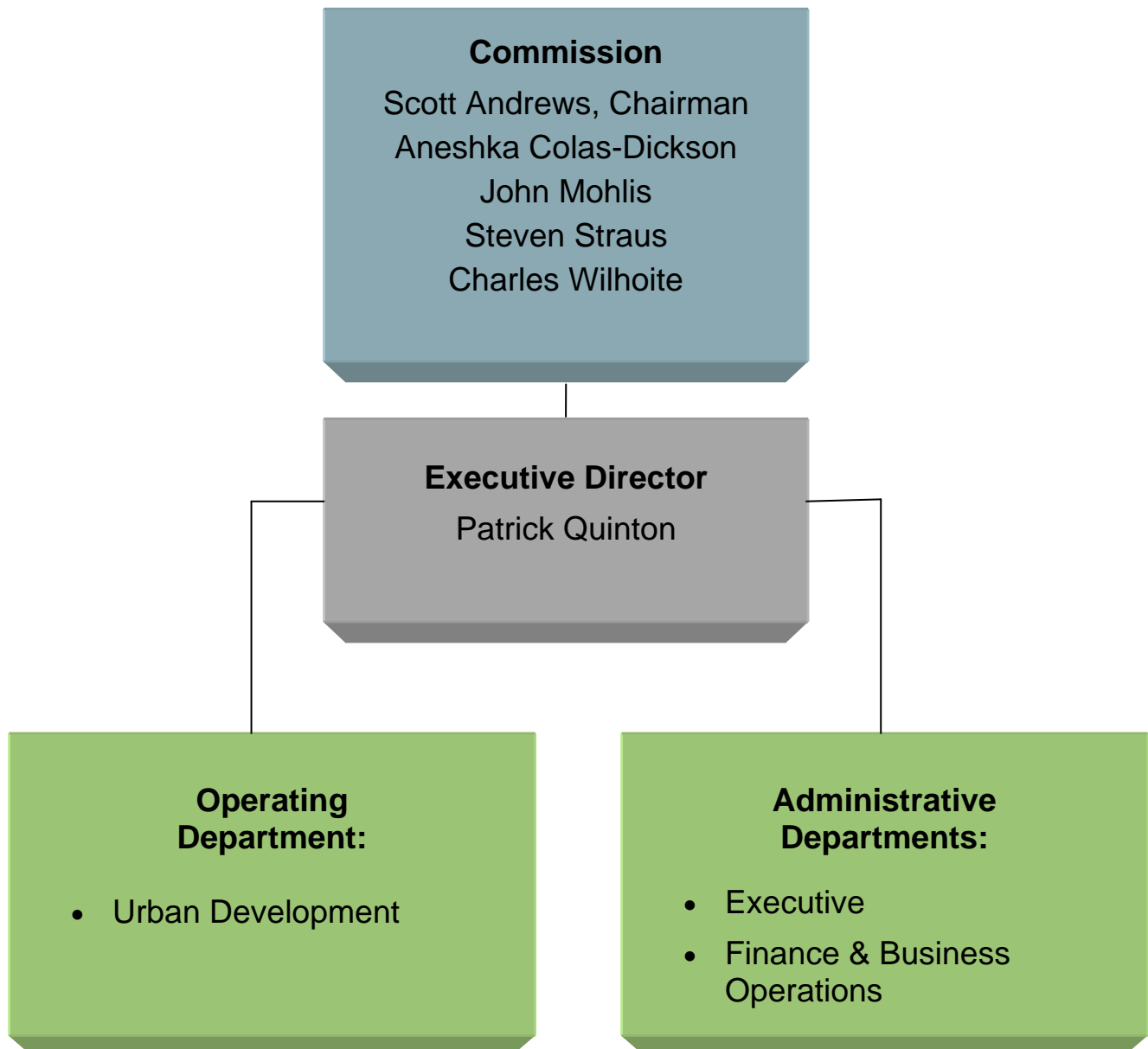
No changes have been made to the basis of accounting or budgeting from the prior fiscal year.

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## Welcome to PDC

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The following chart summarizes the Portland Development Commission's (PDC) organizational structure.





**Scott Andrews,  
Chairman**



**Aneshka  
Colas-Dickson**



**John Mohlis**



**Steven Straus**



**Charles Wilhoite**

## **About PDC**

Created by Portland voters in 1958, PDC has played a major role in keeping Portland one of America's most livable cities. During the past five decades, PDC has taken forward 20 urban renewal plans that have changed the face of Portland – making it a better place to live for all Portlanders.

Waterfront redevelopment, small business loans, affordable housing, new retail opportunities, transit-oriented development, business recruitment and retention – all this and more make up the day to day work of the staff at PDC.

PDC is governed by a volunteer Board of Commissioners which is approved by City Council and reports directly to Portland's Mayor. The Board is authorized by City Charter to administer the business activities of the agency.

PDC has 11 active urban renewal areas and works extensively in Portland's neighborhoods to deliver a broad range of neighborhood improvement programs. It also carries out a comprehensive range of economic development programs that create jobs for Portland residents.

PDC delivers its services through its Urban Development Department. Administrative and support functions are handled by the Executive and Finance & Business Operations Departments. PDC's departments are described in detail under the Department Summaries section.

## **Vision, Mission, and Values**

### **Vision**

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Our Vision is to be a catalyst for positive change in the creation of a world-class 21<sup>st</sup> Century city; a city in which economic prosperity, quality housing, and employment opportunities are available to all.

### **Mission**

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Our Mission is to bring together resources to achieve Portland's vision of a diverse, sustainable community with healthy neighborhoods, a vibrant central city, a strong regional economy, and quality jobs and housing for all.

### **Values**

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Our core Values guide how we will accomplish our mission.

## **Core Values**

**Excellence and Innovation** – We strive to deliver top quality projects, programs, and services with professionalism, integrity, and vision. This requires being sensitive and responsive to our clients' needs, encouraging ourselves and others to realize our fullest potential, and rewarding creativity and candor. We actively seek new ideas and encourage responsible risk-taking. We work to maximize community value by encouraging and implementing integrated opportunities for development, leveraging resources, and linking citizens to our strategies and the prosperity of the city.

**Stewardship** – We take a leadership role in encouraging the wise use of all resources. We encourage sustainable development practices to minimize natural resource consumption in projects we support. We are fiscally responsible, looking for ways to achieve the most value at the least cost to the public as well as ways to best leverage public investment with private dollars. We speak out on issues important to our mission, serving as advocates for Portland citizens.

**Diversity** – We embrace the diverse nature of others, both within our organization and the wider community we serve. We seek diversity in our workplace and community and in ideas. We treat co-workers, clients, and all people with dignity and respect.

**Collaboration and Teamwork** – We collaborate with others for the maximum benefit of those we serve. We take pride in building relationships and alliances with stakeholders and the public, valuing their contributions. Likewise, within our organization, we recognize the important synergies gained by effective teamwork. We encourage open communication within and across departments and bring together outstanding individual talents for impressive cooperative results.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

**PRESENTED TO**

**Portland Development Commission  
Oregon**

For the Fiscal Year Beginning

**July 1, 2010**



President

Executive Director

Budget Presentation Award

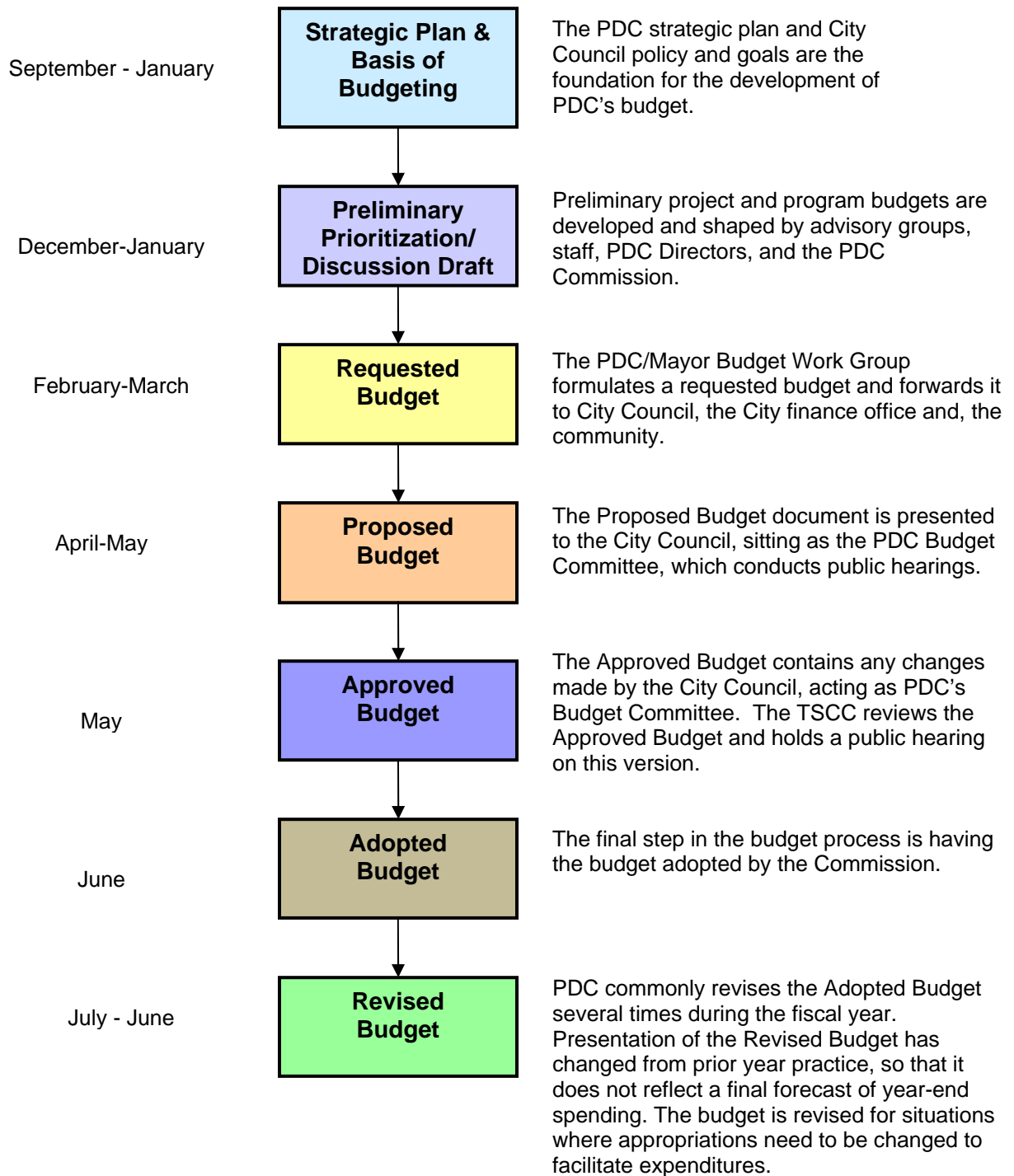
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Portland Development Commission, Oregon for its annual budget for the fiscal year beginning July 1, 2010.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

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# Budget Process

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## Strategic Plan & Basis of Budgeting

**PDC's Strategic Plan** – Development of the budget is a critical element in how PDC implements its Strategic Plan. The Strategic Plan prescribes the overall organizational strategy and direction. It includes PDC's Mission, Vision, and Values and contains a system of measuring success through Performance Outcomes and Measures. Strategic planning is incorporated throughout the budget process.

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**Basis of Budgeting** - PDC budgets revenues and expenditures for all funds except Agency Funds on the modified accrual basis of accounting. PDC reports expenditures and revenues in its Comprehensive Annual Financial Report (CAFR) on a modified accrual basis of accounting for all governmental funds and a full accrual basis of accounting for all proprietary funds. Governmental funds include all funds except the Enterprise Loan Fund which is classified as a proprietary fund.

Under the modified accrual basis of accounting, revenues are recognized as soon as they are both measurable and available. Under the full accrual basis of accounting, revenues are recorded when earned regardless of the timing of related cash flows. Grants and similar items are recognized as revenue as soon as all eligibility requirements of the grantor have been met. Under both bases of accounting, expenditures are recorded when a liability is incurred with one exception: expenditures related to compensated absences, claims and judgments are recorded only when payment is due under the modified accrual basis of accounting.

**Comprehensive Annual Financial Report (CAFR)** – For the CAFR, PDC prepares its government-wide financial statements in conformance with generally accepted accounting principals (GAAP) and other requirements specified by the Governmental Accounting Standards Board (GASB). Where differences exist between GAAP/GASB statements prepared in the CAFR and the modified-accrual basis used to prepare the budget, reconciliations are included to explain those differences. One of the most significant differences included in these reconciliations relates to governmental fund capital assets. Governmental fund statements report capital assets as expenditures. On the government-wide statements, the cost of the same assets is allocated over their estimated useful lives and reported as depreciation expense.

**Preliminary  
Prioritization/  
Discussion Draft**

**Preliminary Prioritization** – PDC’s Commission and the Portland City Council are crucial to the budget process. The Commission and the Council provide strategic direction with key policy decisions as they relate to the budget. PDC uses this direction to prioritize its efforts in the following program areas that are consistent with PDC’s appropriation structure for FY 2011-12:

**Business Development** – This category includes all Cluster Industry Development, Business Lending and Small Business/Entrepreneurship activities.

**Property Redevelopment** – This category includes all projects and programs that facilitate private development through various loans and grants programs as well as development and disposition agreements.

**Housing** – This category includes all affordable housing activities funded through an intergovernmental agreement with the Portland Housing Bureau.

**Infrastructure** – This category includes all projects and programs that are public infrastructure improvements, such as parks, light-rail, and public facilities.

**Administration** – This category includes all administrative functions.

Each Urban Renewal Area project is also evaluated against specific URA Plan Goals.

The development of this year’s budget began with a compilation of priority projects using PDC’s FY 2010-11 Adopted Budget and Five-Year Forecast. Urban Renewal Area inter-departmental teams refined the prioritized lists of projects, updated project timing, and balanced costs for recommended projects against available resources.

The Commission holds budget work sessions in February to review the Discussion Draft budget with the Mayor. The product of the work sessions is the Requested Budget.

## Requested Budget

PDC submits a Requested Budget to City Council for review and comment. This budget continues the integration between the PDC and City Budget Processes.

Concurrent to the development of the Requested Budget, the Urban Development Department creates work plans to frame the development of the FY 2011-12 Requested Budget. The work plans highlight specific activities planned for FY 2011-12 along with how those activities align with Council established goals and initiatives. The work plans also discuss specific innovations and how the Urban Development Department will measure results and performance.

The following are key elements of the Requested Budget:

**Five Year Estimates** – The budget process develops a one year detailed budget and four future years of more general information. This includes tax increment resource projections and identified prioritized project and program costs (citywide objectives such as “Housing Set-Aside” affordable housing obligations, activities required by bond covenants, and future year commitments of existing activities). This tracks obligations and opportunities in the future in order to preserve capacity for issuing bonds and lines of credit.

**Staffing** – The employee position count for FY 2011-12 is 138.3 positions. This is comprised of 135.3 Full-Time Equivalent positions, and 3.0 Limited-Term Equivalent positions. Total employee count is a decrease of 22.2 positions from FY 2010-11. This reduction was based on an analysis of PDC’s operational needs over the next five years.

**Personal Services** – Budgeting for Personal Services is managed by the Central Services Department which calculates salary information for each position. There are no salary increases or cost of living adjustments scheduled for FY 2011-12. Health insurance and benefit rates are calculated at 42.07%. Further details of these budgeted costs are detailed in the Staffing Section that follows later in this Budget Document.

**Materials and Services** – PDC budgets and monitors multiple accounts categorized under Materials and Services. Professional Service Contracts is the largest line item. The balance between staffing and Professional Service Contracts is reviewed annually to ensure that each is sufficiently budgeted.

**Indirect Cost Allocation** – The Indirect Cost Allocation Plan is reviewed and approved annually. The allocation reimburses all overhead costs that are not directly charged to the operating departments' activities.

**Revenue** – Estimates are developed by the Financial Planning section. The operating departments advise on estimates of rent income, grants, and land sales. Tax increment debt proceeds estimates are calculated in conjunction with the City's Debt Management Group.

**Contingency** – A contingency amount is budgeted to cover unanticipated requirements and reserve funds for future projects in the Five-Year Forecast. A sufficient contingency is important in PDC's capital funds where large capital projects are often funded over multiple years. Funds budgeted under Contingency are available through a budget amendment or supplemental budget.

**Carry-over of Funds** – Unspent funds at year-end do not automatically carry-over to fund activities in the following fiscal year. The funds must be requested and the carry-over approved by the Executive Director and adopted by the Commission. This is accomplished as part of the supplemental budget process.

## Proposed Budget

**Proposed Budget Development** – The FY 2011-12 Proposed Budget and four year forecast are presented to the Executive Director and Chief Financial Officer. They review the list of projects and administrative budgets and approved final edits to the Proposed Budget.

The Proposed Budget is balanced, that is resources (beginning fund balance + revenue) = requirements (expenditures + contingency).

The Financial Planning section is responsible for updating resource projections for each fund. Operating Departments update revenue and expenditure estimates that relate to specific projects, such as rent income, grants, and land sales. An important element of this last phase involves balancing authorized staffing positions against the project list. The outcome is the Executive Director's Proposed Budget.

As the revenue projections are updated and the budget balanced, projects are added and/or removed from the funded list. As balancing unfolds, projects continue to be evaluated against the criteria described above to ensure that projects most critical to meeting PDC's goals are funded.

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## Approved Budget

**Approved Budget Development** – The budget is presented to PDC's Commission and the City Council a number of times. The first comprehensive version of the budget the City Council (acting in its role as Budget Committee) reviews is the Proposed Budget. Any changes to the Proposed Budget recommended by the Budget Committee are incorporated into the Approved Budget.

The Approved Budget is balanced, that is resources (beginning fund balance + revenue) = requirements (expenditures + contingency).

The Approved Budget is submitted to the Tax Supervising and Conservation Commission (TSCC) for review. Specifically, this advisory body ensures that PDC's budget is in compliance with Oregon Local Budget Law. TSCC holds a public hearing with the PDC Commission in attendance and certifies that the budget is in compliance with Oregon Local Budget Law.

## Adopted Budget

**Adopted Budget Development** – Subsequent to TSCC certification, the Commission adopts the budget in late June. Usually, only technical changes are made between the Approved and Adopted budget versions.

The Adopted Budget is balanced, that is resources (beginning fund balance + revenue) = requirements (expenditures + contingency).

**Budget Controls** – Oregon Local Budget Law allows PDC to appropriate its budget by funding source and by program or organizational unit. PDC appropriates the expenditure budget by program.

Expenditure detail is also provided by the following categories: Personal Services, Materials and Services, Capital Outlay, Financial Assistance, Debt Service, Cash Transfers Out, Indirect, and Contingency.

The Central Services Department monitors the budget throughout the fiscal year to ensure that spending is within the appropriation limits. Spending is also monitored to ensure that it is in line with bond covenants and other expenditure restrictions.

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## Revised Budget

**Changes after Adoption** – Amendments to the Adopted Budget may be made during the fiscal year by action of the Commission. Oregon Local Budget Law requires the Commission to amend or supplement the budget when it:

- Recognizes new revenues and appropriates them
- Moves appropriation authority from one appropriation category to another
- Moves appropriation authority from Contingency to another category

Certain budget amendments require the preparation of a supplemental budget. A supplemental budget requires a public notice and in some cases a hearing before the TSCC. Examples of supplemental budget changes that require a hearing before the TSCC include amendments transferring from Contingency more than 15% of a fund's total appropriation and the establishment of a new fund. Any changes resulting in budgeted expenditures of a fund increasing by more than 10% is also subject to a supplemental budget hearing with the PDC Commission. Expenditure increases below 10% still require a supplemental budget but not a hearing with the TSCC.

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# Strategic Plan

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In January 2010, the Board adopted PDC's 2010 Strategic Plan which establishes five goals to guide PDC's investments and actions over the next five years. The Plan includes 75 specific key actions that direct PDC's work, and 20 outcomes that shape PDC's performance measurement framework.

## PDC Goals:

- Strong Economic Growth and Competitiveness
- Sustainability and Social Equity
- A Vibrant Central City
- Healthy Neighborhoods
- Effective Stewardship over our Resources and Operations

To read the complete 2010 Strategic Plan, please go to:

<http://www.pdc.us>



## KEY PERFORMANCE METRICS

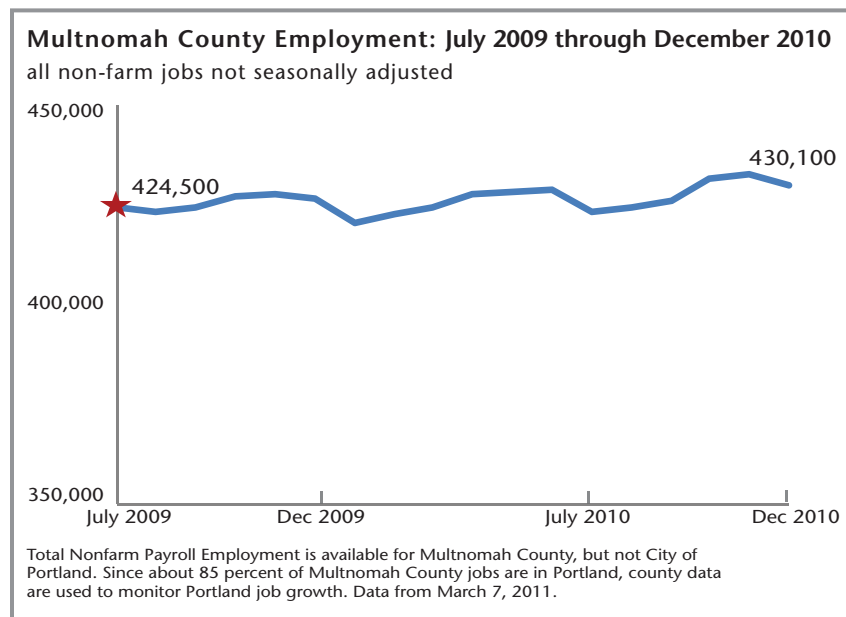
### FY 2001-02 through FY 2009-10

The metrics presented here align with the five Goals of the Portland Development Commission (PDC) 2010 Strategic Plan. Each goal focuses on a set of outcomes for economic growth, sustainability and social equity, healthy neighborhoods, a vibrant central city, and effective stewardship of PDC's resources and operations. For a comprehensive look at PDC's annual performance, go to:

[http://www.pdc.us/pdf/pubs\\_general/pdc-annual-performance-report-fy-2009-10.pdf](http://www.pdc.us/pdf/pubs_general/pdc-annual-performance-report-fy-2009-10.pdf)

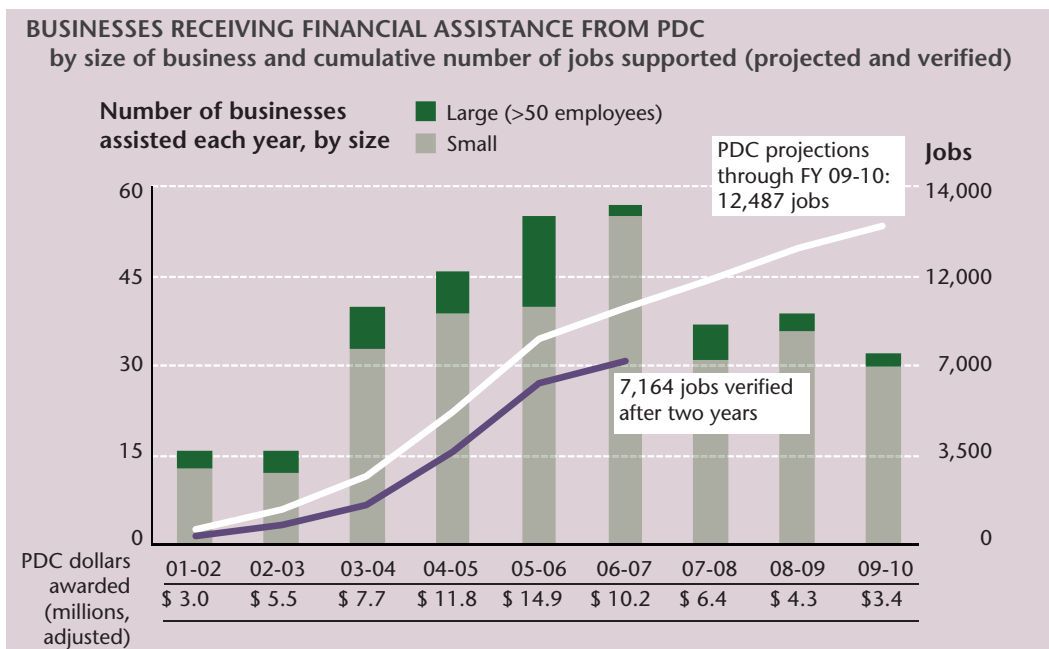
### STRONG ECONOMIC GROWTH AND COMPETITIVENESS

Although most investments are limited to Urban Renewal Areas (URAs) that cover less than 15 percent of Portland's taxable acreage, job creation is the highest priority of the PDC. The City of Portland Economic Development Strategy, of which PDC is a primary driver, sets an ambitious target of creating 10,000 new jobs in Portland by 2014. At the adoption of the Economic Development Strategy in July 2009, there were about 424,500 jobs in Multnomah County. Over the past year and a half, the number gradually grew to 430,000. On average, there were about 427,000 jobs in Multnomah County in 2010.



## STRONG ECONOMIC GROWTH AND COMPETITIVENESS

PDC contributes to job retention and job growth in several ways. Most directly, PDC finances the development of large and small businesses. Over the past nine years PDC assisted hundreds of businesses — the majority employing 50 or less. PDC projects the number of jobs retained or to be created at the time we provide funding. Of the thousands of jobs projected for these businesses, PDC's job verification shows that 80 percent are actually met. Over the six year period between FY 2001-02 and FY 2006-07, PDC verified the retention and creation of 7,164 jobs at the businesses it assisted with business finance loans and grants.



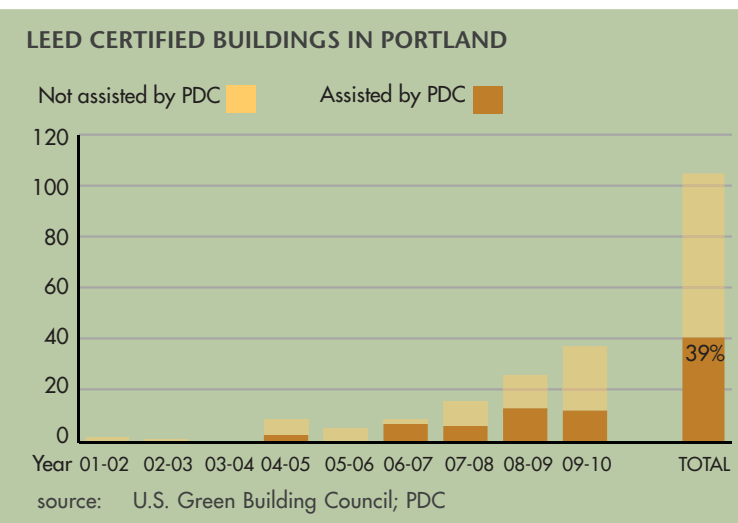
PDC's Strategic Plan and the City of Portland Economic Development Strategy focus business development efforts on four industry clusters. PDC began tracking its direct investments by these clusters in FY 2008-09. Since then, almost half of PDC's business development loans and grants were awarded to firms in the four clusters. Similarly, more than half of projected jobs are in the four clusters.

#### BUSINESSES AWARDED PDC BUSINESS FINANCE LOANS AND GRANTS in FY 2009-10, by cluster

Targeted Cluster	\$ Loans / Grants awarded, millions	Businesses assisted	Supported Jobs retained / to create* <small>*after two years</small>
Activewear & Design.....	\$0.9	5	244 / 78
Advanced Manufacturing.....	<\$0.1	2	6 / 0
Clean Tech. & Sustainable Services.....	\$0.6	5	68 / 27
Software .....	\$0.6	3	32 / 29
<b>High Growth, non-cluster.....</b>	<b>\$0.0</b>	<b>0</b>	<b>0 / 0</b>
<b>Neighborhood Economic Development</b>	<b>\$1.3</b>	<b>17</b>	<b>235 / 126</b>
<b>Total .....</b>	<b>\$3.4</b>	<b>32</b>	<b>585 / 260</b>

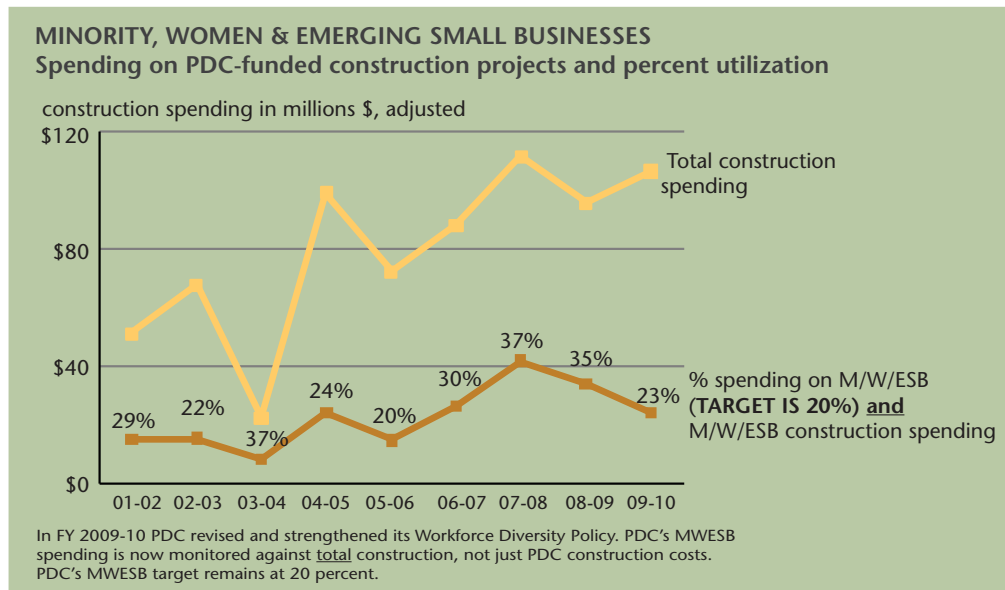
## SUSTAINABILITY AND SOCIAL EQUITY

PDC development policy and investment standards contribute to Portland being one of the most sustainable cities in the nation. Through June 2010, PDC assisted 39 percent of the city's total Leadership in Energy and Environmental Design (LEED) certified buildings through targeted public investments to urban development and historic preservation that have a lighter environmental footprint.



## SUSTAINABILITY AND SOCIAL EQUITY

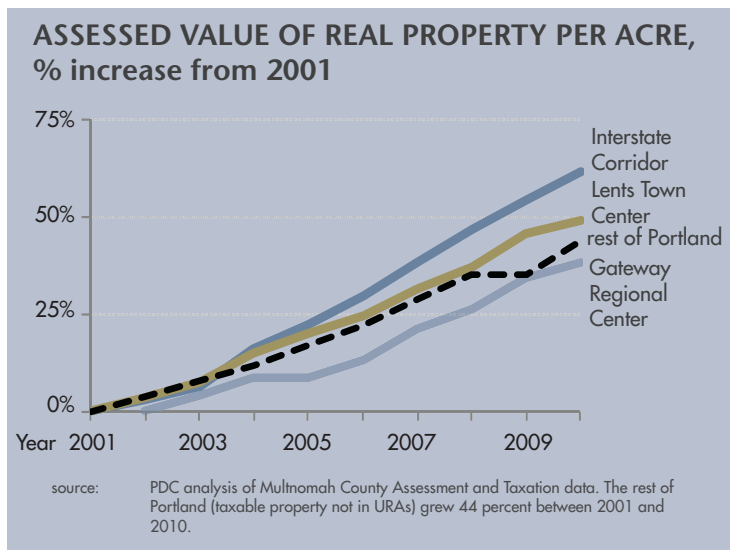
Another way that PDC policies and business practices advance social equity is by targeting construction contracts to minority, women and emerging small businesses (M/W/ESB). In FY 2009-10, twenty-three percent of total construction spending on PDC funded-projects went to M/W/ESB firms — a total of more than \$24 million.



## HEALTHY NEIGHBORHOODS

Through these investments in public infrastructure, storefront improvements, redevelopment projects, and financial assistance to businesses and community partners, PDC helps Portland neighborhoods thrive. These investments and other incentives for community development ultimately contribute to the tax base which generates long-term income for the city and county.

The assessed value of real property per acre within neighborhood URAs grew between 38 and 62 percent over the past nine years, compared to 44 percent in the rest of Portland.



## HEALTHY NEIGHBORHOODS

Investments in public infrastructure, loans and grant to businesses, and grants for storefront improvements are some of the major economic development and livability investments that PDC makes in Portland neighborhoods. PDC invested more than \$98 million among neighborhood URAs and other areas outside of the Central City over the past nine years.

### PDC NEIGHBORHOOD INVESTMENTS, Nine-year totals

#### PDC INVESTMENT IN PUBLIC INFRASTRUCTURE

(and as a % of URA spending) FY 2001-02 to FY 2009-10, by area

Neighborhood URAs	<u>\$ invested (millions adjusted)</u>		% of total TIF URA spending
	streets / transportation	parks / public amenities	
GATEWAY REGIONAL CTR.....	\$4.2	\$13.2	56%
LENTS TOWN CENTER.....	\$11.5	\$3.8	22%
INTERSTATE CORRIDOR .....	\$44.1	\$2.1	75%
<b>Nine-year total .....</b>	<b>\$59.8</b>	<b>\$19.1</b>	

#### PDC INVESTMENT IN STOREFRONT IMPROVEMENT PROJECTS

Neighborhood URAs	<u>\$ invested</u> millions (adjusted)	<u># of</u> projects
GATEWAY REGIONAL CTR.....	\$0.5	32
LENTS TOWN CENTER.....	\$1.5	83
INTERSTATE CORRIDOR .....	\$2.9	189
OREGON CONVENTION CTR.* .....	\$1.6	102
Neighborhoods outside URAs .....	\$2.2	132
<b>Nine-year total .....</b>	<b>\$8.7</b>	<b>538</b>

#### PDC INVESTMENT IN DIRECT BUSINESS ASSISTANCE

Neighborhood URAs	<u>\$ invested</u> millions (adjusted)	<u># of</u> businesses
GATEWAY REGIONAL CTR.....	\$1.5	6
LENTS TOWN CENTER.....	\$5.5	20
INTERSTATE CORRIDOR .....	\$8.8	68
OREGON CONVENTION CTR.* .....	\$9.6	42
Neighborhoods outside URAs .....	\$4.7	33
<b>Nine-year total .....</b>	<b>\$30.1</b>	<b>169</b>

\* Data from FY 08-09 includes only the Martin Luther King Boulevard portion. Previous years include all areas of Oregon Convention Center.

## A VIBRANT CENTRAL CITY

With an estimated 135,000 jobs, the Central City is Portland's employment core. PDC is committed over the next five years to provide assistance to businesses to grow jobs in the Central City. Additionally, most Portland residents feel that downtown Portland is a good or very good place for recreation, shopping, working and living.

In many URAs, PDC investments result in considerable increases in assessed property values. The assessed value of real property per acre among Central City URAs grew between 28 and 379 percent over the past nine years, compared to 44 percent in the rest of Portland.

### Jobs in the Central City, change between 2002 and 2008

	2002	2008
Government .....	13,869	14,364
Education, health care, social services..	10,352	11,687
Private sector.....	102,407	109,298
<b>TOTAL</b>	<b>126,628</b>	<b>135,349</b>

source: PDC analysis of Oregon Employment Department Covered Employment and Wage data.

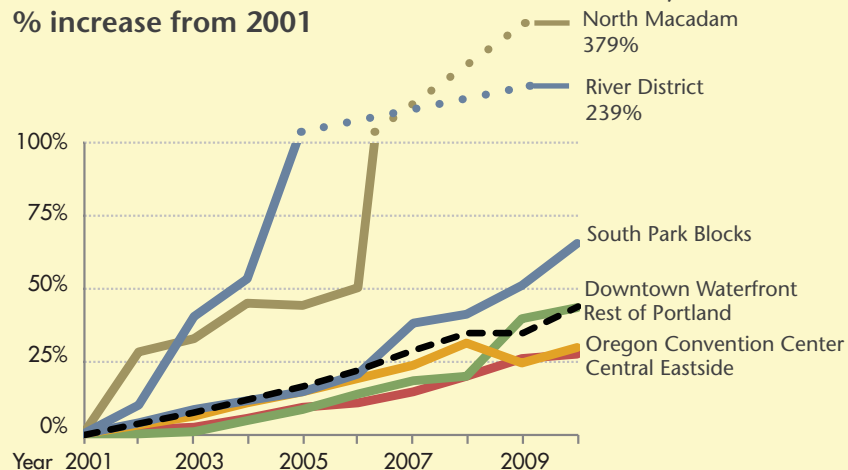
### How do you think the City is doing in making downtown a good place for recreation, shopping, working and living?

"good" and "very good" ratings

2006	62%
2008	68%
2009	66%
2010	62%

source: City Auditor annual survey of Portland residents. Question not asked in 2007.

### ASSESSED VALUE OF REAL PROPERTY PER ACRE, % increase from 2001



source: PDC analysis of Multnomah County Assessment and Taxation data. The rest of Portland (taxable property not in URAs) grew 44 percent between 2001 and 2010.



## A VIBRANT CENTRAL CITY

Investments in public infrastructure, loans and grant to businesses, and grants for storefront improvements are some of the major economic development and livability investments which maintain and improve the vibrancy of Portland's core. Through the programs shown in the table below, PDC invested more than \$160 million in Portland's Central City and downtown over the past nine years.

### PDC NEIGHBORHOOD INVESTMENTS, Nine-year totals

#### PDC INVESTMENT IN PUBLIC INFRASTRUCTURE

(and as a % of URA spending) FY 2001-02 to FY 2009-10, by area

Central City URAs	<u>\$ invested (millions adjusted)</u>		% of total TIF URA spending
	streets / transportation	parks / public amenities	
DOWNTOWN WATERFRONT .....	\$27.5	\$33.1	32%
NORTH MACADAM .....	\$30.2	\$15.0	44%
RIVER DISTRICT .....	\$14.7	\$43.7	30%
SOUTH PARK BLOCKS .....	\$8.3	\$5.0	12%
CENTRAL EASTSIDE.....	\$6.5	\$12.1	28%
OREGON CONVENTION CTR. ....	\$11.3	\$8.1	18%
<b>Nine-year total .....</b>	<b>\$98.5</b>	<b>\$117.0</b>	

#### PDC INVESTMENT IN STOREFRONT IMPROVEMENT PROJECTS

Central City URAs	<u>\$ invested millions (adjusted)</u>	<u># of projects</u>
DOWNTOWN WATERFRONT .....	\$1.9	116
NORTH MACADAM .....	NOT OFFERED	—
RIVER DISTRICT .....	\$1.5	93
SOUTH PARK BLOCKS .....	\$1.3	73
CENTRAL EASTSIDE.....	\$1.3	86
OREGON CONVENTION CTR. * .....	\$1.4	90
<b>Nine-year total .....</b>	<b>\$7.4</b>	<b>458</b>

#### PDC INVESTMENT IN DIRECT BUSINESS ASSISTANCE

Central City URAs	<u>\$ invested millions (adjusted)</u>	<u># of businesses</u>
DOWNTOWN WATERFRONT .....	\$7.1	39
NORTH MACADAM .....	\$0.4	2
RIVER DISTRICT .....	\$6.2	24
SOUTH PARK BLOCKS .....	\$4.2	13
CENTRAL EASTSIDE.....	\$10.9	61
OREGON CONVENTION CTR. * .....	\$8.6	33
<b>Nine-year total .....</b>	<b>\$37.4</b>	<b>172</b>

\* Data from FY 08-09 includes only the Lloyd Center portion. Previous years include all areas of Oregon Convention Center.

## EFFECTIVE STEWARDSHIP OVER OUR RESOURCES AND OPERATIONS, AND EMPLOYEE INVESTMENT

The amount of other public and private funds contributed to PDC projects, or leverage, is an important indicator of PDC's stewardship of the public funds it manages. Average leverage among programs and projects varies year to year. PDC's necessary contribution depends upon project type and size, economic conditions and the lending environment. Over the past several years leverage shows declines in all project types. In FY 2008-09, PDC reduced the leverage requirements in its business and storefront programs in order to provide greater assistance to businesses, non-profits and other developers during the economic downturn. Nonetheless, PDC investments leveraged a total of \$110.8 million in FY 2009-10.

### LEVERAGE FROM PDC PROJECTS AND LOAN/GRANT RECIPIENTS, FY 2009-10

PDC PROGRAM <sup>†</sup>	PDC FY 2009-10 INVESTMENT	TOTAL LEVERAGE	MEDIAN LEVERAGE
Multi-family rental housing Projects (n=12).....	\$72.3 million	1:3	1:2
Multi-family owner housing Projects (n=1).....	\$1.1 million	1:<1	1:<1
Commercial Property Redevelopment Loan recipients (n=5) .....	\$1.9 million	1:4	1:3
Business Finance Program Businesses assisted (n=32) .....	\$3.4 million	1:3	1:1
Storefront Program (and SLIP when combined) New projects (n=136).....	\$2.2 million	1:<1	1:<1

<sup>†</sup>Some of the loan/grant recipients may have received funding from another program; therefore total leverage per recipient may be slightly less than shown.

## EFFECTIVE STEWARDSHIP OVER OUR RESOURCES AND OPERATIONS, AND EMPLOYEE INVESTMENT

Customer satisfaction is an indicator of service delivery that PDC periodically monitors as it strives to continually improve key business processes. In 2009, PDC contracted for a customer satisfaction survey of 194 applicants of various programs. The results show high marks across all key satisfaction indicators.

### CUSTOMER SATISFACTION RATINGS, 2009

#### % OF CUSTOMERS SOMEWHAT OR STRONGLY AGREEING THAT:

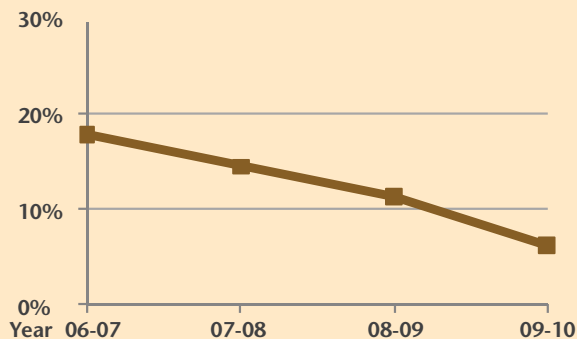
<u>PDC PROGRAM:</u>	PDC is positive force in improving my local community	Overall I am satisfied with PDC	I would recommend PDC to someone else	PDC is easy to work with
Home repair and lead abatement	96%	91%	93%	86%
Home buyer programs	92%	80%	88%	80%
Business Finance	96%	96%	96%	84%
Storefront	98%	93%	100%	88%
DOS, Community Livability, Commercial Redevelopment	96%	84%	100%	80%
<b>All respondents</b>	<b>96%</b>	<b>90%</b>	<b>96%</b>	<b>85%</b>

source: The Pulse Group.

The percent of employee separations from PDC in FY 2009-10 was 6.2 percent — down from almost 18 percent four years ago. The housing transition and reduction of force that occurred at the end of FY 2009-10 are not factored into the turnover calculation.

### PDC EMPLOYEE TURNOVER

voluntary and involuntary separations as a percentage of average number of employees each month, annualized



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# Financial Summary

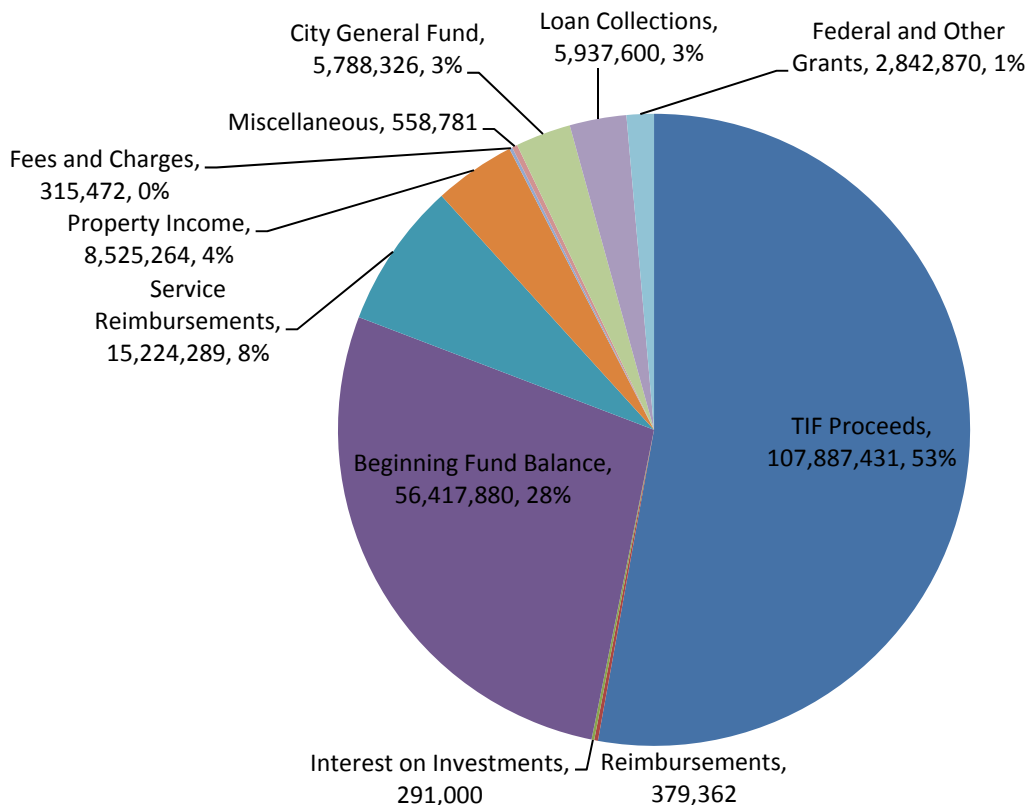
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## Financial Summary

### Total Resources

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	84,888,587	105,410,843	97,294,988	56,417,880	0	0
<b>Revenue</b>						
City General Fund	4,444,086	8,288,461	4,075,126	5,788,326	0	0
Contra Program Income	-1,650,802	-990,212	0	0	0	0
Debt Proceeds	6,801,725	5,035,871	0	0	0	0
Federal and Other Grants	6,783,567	11,951,681	3,955,371	2,842,870	0	0
Fees and Charges	674,747	581,016	369,633	315,472	0	0
Interest on Investments	2,975,050	1,240,378	512,527	291,000	0	0
Loan Collections	20,234,983	19,965,067	5,603,677	5,937,600	0	0
Miscellaneous	668,112	252,155	1,150,873	558,781	0	0
Property Income	3,919,968	11,416,921	13,528,432	8,525,264	0	0
Reimbursements	4,315,936	857,976	1,749,427	379,362	0	0
Service Reimbursements	32,987,671	23,681,321	20,401,729	15,224,289	0	0
TIF Proceeds	105,254,571	89,778,161	117,137,687	107,887,431	0	0
Transfers In	41,631,987	35,542,318	3,524,815	0	0	0
<b>Total Revenue</b>	<b>229,041,602</b>	<b>207,601,113</b>	<b>172,009,297</b>	<b>147,750,395</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>313,930,189</b>	<b>313,011,956</b>	<b>269,304,285</b>	<b>204,168,275</b>	<b>0</b>	<b>0</b>

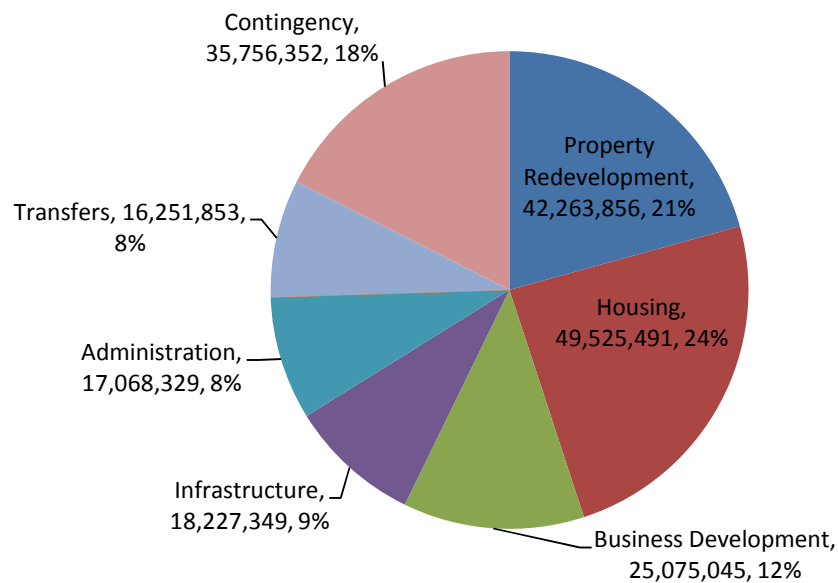
### Total Resources: FY 2011-12 Proposed Budget



## Financial Summary Total Requirements

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	15,883,828	16,005,390	29,117,764	25,075,045	0	0
Housing	64,307,497	71,812,489	47,752,081	49,525,491	0	0
Infrastructure	33,963,098	21,890,328	27,076,698	18,227,349	0	0
Property Redevelopment	31,014,035	18,609,036	54,265,309	42,263,856	0	0
Administration	21,427,221	25,062,496	24,639,491	17,068,329	0	0
Debt Service	291,678	3,262,121	3,100,000	0	0	0
<b>Total Expenditures</b>	<b>166,887,357</b>	<b>156,641,859</b>	<b>185,951,343</b>	<b>152,160,070</b>	<b>0</b>	<b>0</b>
Transfers	41,631,988	59,223,639	26,812,249	16,251,853	0	0
Contingency	0	0	56,540,693	35,756,352	0	0
Ending Fund Balance	105,410,843	97,146,459	0	0	0	0
<b>Total Requirements</b>	<b>313,930,189</b>	<b>313,011,956</b>	<b>269,304,285</b>	<b>204,168,275</b>	<b>0</b>	<b>0</b>

### Total Requirements: FY 2011-12 Proposed Budget



## Financial Summary

### Summary of Resources

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	84,888,587	105,410,843	97,294,988	56,417,880	0	0
<b>Revenue</b>						
<b>City General Fund</b>						
City General Fund	4,444,086	8,288,461	4,075,126	5,788,326	0	0
	<b>4,444,086</b>	<b>8,288,461</b>	<b>4,075,126</b>	<b>5,788,326</b>	<b>0</b>	<b>0</b>
<b>Contra Program Income</b>						
Contra Program Income	-1,650,802	-990,212	0	0	0	0
	<b>-1,650,802</b>	<b>-990,212</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Proceeds</b>						
Line of Credit	6,801,725	5,035,871	0	0	0	0
	<b>6,801,725</b>	<b>5,035,871</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Federal and Other Grants</b>						
Grants - Federal Except HCD	3,124,215	5,102,089	0	0	0	0
Grants - HCD Contract	3,659,352	6,849,592	3,725,371	2,384,370	0	0
Grants - State and Local	0	0	230,000	458,500	0	0
	<b>6,783,567</b>	<b>11,951,681</b>	<b>3,955,371</b>	<b>2,842,870</b>	<b>0</b>	<b>0</b>
<b>Fees and Charges</b>						
Application Fees and Dues	12,280	25,189	50,500	0	0	0
Bond Application Fee	63,000	0	0	0	0	0
Loan Fees	298,065	238,518	11,972	0	0	0
Loan Late Charges	10,824	8,683	281	0	0	0
Loan NSF Charges	175	101	0	0	0	0
Other Contracts	290,402	308,526	306,880	315,472	0	0
	<b>674,747</b>	<b>581,016</b>	<b>369,633</b>	<b>315,472</b>	<b>0</b>	<b>0</b>
<b>Interest on Investments</b>						
Interest - All Other	8,755	4,530	75,000	50,000	0	0
Interest - City Invest Pool	2,966,295	1,235,848	437,527	241,000	0	0
	<b>2,975,050</b>	<b>1,240,378</b>	<b>512,527</b>	<b>291,000</b>	<b>0</b>	<b>0</b>
<b>Loan Collections</b>						
Loans - Interest Capitalized	271,708	674,533	0	0	0	0
Loans - Interest Earned	2,745,378	2,545,133	931,635	161,000	0	0
Loans - Principal Collection	17,217,897	16,745,401	4,672,042	5,776,600	0	0
	<b>20,234,983</b>	<b>19,965,067</b>	<b>5,603,677</b>	<b>5,937,600</b>	<b>0</b>	<b>0</b>
<b>Miscellaneous</b>						
Miscellaneous Income	638,020	141,155	625,023	558,781	0	0
Private Grants and Donations	30,092	91,000	210,000	0	0	0
Write-Off Recovery	0	20,000	315,850	0	0	0
	<b>668,112</b>	<b>252,155</b>	<b>1,150,873</b>	<b>558,781</b>	<b>0</b>	<b>0</b>



## Financial Summary

### Summary of Resources

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
<b>Property Income</b>						
Personal Property Sales	1,025	0	0	0	0	0
Real Property Sales	1,887,348	8,930,241	10,994,000	5,850,000	0	0
Rent and Property Income	2,031,594	2,486,680	2,534,432	2,675,264	0	0
	<b>3,919,968</b>	<b>11,416,921</b>	<b>13,528,432</b>	<b>8,525,264</b>	<b>0</b>	<b>0</b>
<b>Reimbursements</b>						
Reimbursements	4,315,936	857,976	1,749,427	379,362	0	0
	<b>4,315,936</b>	<b>857,976</b>	<b>1,749,427</b>	<b>379,362</b>	<b>0</b>	<b>0</b>
<b>Service Reimbursements</b>						
Serv Reimbursements - Admin	22,272,541	20,542,779	18,637,341	15,224,289	0	0
Serv Reimbursements - Overhead	3,827,069	3,138,542	1,764,388	0	0	0
Serv Reimbursements - Pers Serv	6,888,061	0	0	0	0	0
	<b>32,987,672</b>	<b>23,681,321</b>	<b>20,401,729</b>	<b>15,224,289</b>	<b>0</b>	<b>0</b>
<b>TIF Proceeds</b>						
TIF Proceeds - LT Exempt	52,462,078	8,236,051	59,898,574	53,989,253	0	0
TIF Proceeds - LT Non-Exempt	0	30,247,530	0	0	0	0
TIF Proceeds - ST Exempt	52,792,493	50,544,580	57,239,113	53,898,178	0	0
TIF Proceeds - ST Non-Exempt (Inactive)	0	750,000	0	0	0	0
	<b>105,254,571</b>	<b>89,778,161</b>	<b>117,137,687</b>	<b>107,887,431</b>	<b>0</b>	<b>0</b>
<b>Transfers In</b>						
Budgeted Transfers	41,027,986	35,542,318	3,524,815	0	0	0
Loan Repayment - Other Funds	604,002	0	0	0	0	0
	<b>41,631,988</b>	<b>35,542,318</b>	<b>3,524,815</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenue</b>	<b>229,041,601</b>	<b>207,601,113</b>	<b>172,009,297</b>	<b>147,750,395</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>313,930,189</b>	<b>313,011,956</b>	<b>269,304,285</b>	<b>204,168,275</b>	<b>0</b>	<b>0</b>

## Financial Summary

### Summary of Requirements

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Requirements/Expenditures by Fund</b>						
<b>Capital Projects Fund</b>						
Airport Way URA	1,128,611	815,453	5,477,273	2,278,941	0	0
Central Eastside URA	3,354,313	9,882,652	8,441,064	8,344,411	0	0
Convention Center URA	9,464,040	7,974,038	8,557,247	17,854,565	0	0
Downtown Waterfront URA	23,104,288	3,694,364	8,625,948	2,155,961	0	0
Gateway Regional Center URA	3,770,555	3,304,320	2,738,824	3,220,671	0	0
Interstate Corridor URA	17,406,350	10,070,159	26,095,020	17,487,499	0	0
Lents Town Center URA	12,520,252	10,166,532	14,120,412	15,190,384	0	0
North Macadam URA	5,787,191	4,950,514	14,545,184	11,709,835	0	0
River District URA	16,276,343	33,682,808	48,277,757	43,092,488	0	0
South Park Blocks URA	12,562,886	12,338,353	13,176,834	2,981,832	0	0
Willamette Industrial URA	239,317	122,200	820,618	1,095,479	0	0
<b>Enterprise Fund</b>						
Enterprise Loans Fund	18,338,084	16,502,710	1,497,720	1,010,356	0	0
Enterprise Management Fund	743,986	1,112,560	1,363,909	0	0	0
<b>General Fund</b>						
General Fund	35,171,337	30,424,213	27,310,864	22,140,430	0	0
<b>Internal Service Fund</b>						
Risk Management Fund	71,132	207,407	249,700	0	0	0
<b>Special Revenue Fund</b>						
Ambassador Program	380,540	11,289	23,619	24,000	0	0
Enterprise Zone	136,719	84,594	320,000	919,405	0	0
HCD Contract Fund	3,307,215	6,345,073	3,584,350	2,250,212	0	0
HOME Grant	3,104,029	4,744,827	0	0	0	0
Other Federal Grants	20,172	207,793	725,000	403,601	0	0
<b>Total Expenditures</b>	<b>166,887,358</b>	<b>156,641,859</b>	<b>185,951,343</b>	<b>152,160,070</b>	<b>0</b>	<b>0</b>
Transfers	41,631,988	59,223,639	26,812,249	16,251,853	0	0
Contingency	0	0	56,540,693	35,756,352	0	0
Ending Fund Balance	105,410,843	97,146,459	0	0	0	0
<b>Total Requirements</b>	<b>313,930,189</b>	<b>313,011,956</b>	<b>269,304,285</b>	<b>204,168,275</b>	<b>0</b>	<b>0</b>

## Financial Summary

### Summary of Requirements

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Requirements/Expenditures by Expense Category</b>						
Personal Services	20,550,762	22,175,427	18,972,360	17,004,113	0	0
Materials and Services	17,105,867	22,976,663	52,124,649	54,263,981	0	0
Capital Outlay	35,660,031	36,776,623	54,842,037	45,102,502	0	0
Financial Assistance	52,267,821	66,245,762	56,912,297	35,789,474	0	0
Debt Service	8,315,205	8,467,384	3,100,000	0	0	0
Transfers - Indirect	32,987,672	0	0	0	0	0
<b>Total Expenditures</b>	<b>166,887,358</b>	<b>156,641,859</b>	<b>185,951,343</b>	<b>152,160,070</b>	<b>0</b>	<b>0</b>
Transfers	41,631,988	59,223,639	26,812,249	16,251,853	0	0
Contingency	0	0	56,540,693	35,756,352	0	0
Ending Fund Balance	105,410,843	97,146,459	0	0	0	0
<b>Total Requirements</b>	<b>313,930,189</b>	<b>313,011,956</b>	<b>269,304,285</b>	<b>204,168,275</b>	<b>0</b>	<b>0</b>

## Financial Summary

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### **Description of Resources**

PDC's operating and capital expenditures are supported by resources described below. Total resources, including Beginning Fund Balance for FY 2011-12, are budgeted at \$204.2 million, a decrease of \$65.1 million from the FY 2010-11 Revised Budget of \$269.3 million.

**Beginning Fund Balance** - The FY 2011-12 Beginning Fund Balance Budget is \$56.4 million, a decrease of \$40.9 million from FY 2010-11 Revised Budget of \$97.3 million. This decrease is due to the spending of proceeds from previous bond issuances in several urban renewal areas.

The bulk of PDC's Beginning Fund Balance are in Capital Funds, which carry balances resulting from long-term and short-term tax increment bond proceeds, loan repayments, and other receipts. These beginning balances are programmed to fund economic development, housing, and redevelopment projects.

The net proceeds from tax increment financing are spent over multiple years on identified projects and programs. The balances are budgeted in Contingency and carried over to Beginning Fund Balance in the succeeding fiscal year. These balances are only spent on projects eligible for the bond proceeds.

**City General Fund** - PDC relies on the General Fund allocation from the City of Portland to fund economic development activities outside of urban renewal areas. These activities generally fall in two categories – Traded Sector and Neighborhood Economic Development. PDC is budgeted to receive \$5.8 million in FY 2011-12 to fund general economic development activities. This is an increase of \$1.7 million from FY 2010-11.

**Federal and Other Grants** - This revenue category includes two funding sources - HCD Contract and State and Local. The overall budget is \$2.8 million in FY 2011-12. The HCD portion is comprised of Community Development Block Grant funds for Economic Opportunity programs at \$2.4 million. Grants State and Local is \$400 thousand from the City of Portland's Bureau of Transportation to fund Green Streets – an urban watershed project.

**Program Income** - Program income derives from the following sources: Fees and Charges, Interest on Investments, Loan Collections, Miscellaneous, Property Income, and Reimbursements. These funds are used to support development efforts, to provide loans for capital projects, to fund program management in urban renewal areas, and other activities. 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. Federal loan collection program income is restricted in expenditure by law.

## Financial Summary

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The program income budget for FY 2011-12 is \$16.0 million, a decrease from the FY 2010-11 Revised Budget of \$22.9 million. The largest increase is in Loan Collections which grew from \$5.6 million in FY 2010-11 to \$5.9 million in FY 2011-12. Loan Collections are generally more robust as the economy improves. The largest decrease is in Property Income declining from \$13.5 million in FY 2010-11 to \$8.5 million in FY 2011-12. PDC is forecasting a decline in real property sales.

**Service Reimbursements** - Includes recovery for administrative expenses for PDC's support departments: Executive and Finance & Business Operations. It also accounts for administrative and personal services charges for the Urban Development Department. The costs are allocated to operating department funds, which reimburse the General Fund for their share of the costs. Service reimbursements are budgeted at \$15.2 million in FY 2011-12 a decrease of \$5.2 million over FY 2010-11's budget of \$20.4 million. The decrease is primarily due to reductions in personal services and materials & services following agency right-sizing.

**Tax Increment Debt Proceeds** - Oregon Revised Statutes (Chapter 457) requires that urban renewal property taxes be used to pay debt service on bonds and notes issued to fund projects in urban renewal areas. The City of Portland collects urban renewal property taxes to make debt service payments on long-term urban renewal bonds, lines of credit or other interim financing, and short-term urban renewal bonds (known as "du jour" bonds). PDC receives the net proceeds of these debt obligations, after payment of issuance costs and required reserves, to use on eligible projects within designated urban renewal areas.

The financing plan for FY 2011-12 was developed in conjunction with the City of Portland using conservative assumptions on tax increment revenue collections and debt service requirements. PDC's FY 2011-12 tax increment debt proceeds of \$107.9 million is estimated to be \$9.2 million lower than in FY 2010-11 based on project timing.

**Short Term (S-T) Debt** – Short-term ("du jour") debt is overnight borrowing used to make tax increment revenues available to PDC that are in excess of amounts necessary for debt service on outstanding urban renewal bonds or other indebtedness. The FY 2011-12 Budget includes \$53.9 million of du jour, a decrease of \$3.3 million from FY 2010-11.

Urban renewal property taxes collected in four urban renewal areas - Airport Way, Convention Center, Downtown Waterfront, and South Park Blocks - do not vary as the Assessed Values within the urban renewal area boundary vary, because of the method chosen to collect tax increment revenues when Measure 50 was implemented. Therefore, du jour in those urban renewal areas generally does not change from year to year unless debt service requirements change.

Urban Renewal property taxes collected in the other seven urban renewal areas - Central Eastside, Gateway Regional Center, Interstate Corridor, Lents Town

## Financial Summary

Center, North Macadam, River District, and Willamette Industrial - do increase (or decrease) as the Assessed Values within the urban renewal area boundary change, and du jour revenues vary as a result. As more long-term debt is issued for these districts, higher debt service payments will reduce amounts available from du jour.

**Long Term (L-T) Debt** - The FY 2011-12 Budget for long term debt is \$54.0 million, a decrease of \$5.9 million from the FY 2010-11 Budget. This number is a combination of proceeds from bond sales and line of credit draws that will ultimately be financed by bond sales. The amount of long-term debt issued each year is based on a number of factors including the urban renewal area's capacity to issue long-term debt, the demand for resources based on projected expenditures and the optimal economic timing for bond sales.

PDC does not have any debt service in its budget related to tax increment funding. This is because the City of Portland issues all urban renewal long-term bonds, tax increment-secured lines of credit, and short term financing per City Charter. The City of Portland maintains separate debt service funds for each Urban Renewal Area. These debt service funds can be found through the City of Portland's budget at <http://www.portlandonline.com/>.

Each urban renewal area has its own plan which details the area including the legal boundaries, goals and objectives, definitions, project activities, and expiration dates. Each plan provides details on the condition of the area, maximum indebtedness, and fiscal impacts. Key facts about each urban renewal area and its capacity for debt issuance are shown on the following table:

Urban Renewal Area	Maximum Indebtedness	Indebtedness Issued as of 6/30/10	Indebtedness Remaining as of 06/30/10	Last Date to Issue Long Term Debt
Airport Way	72,638,268	72,638,268	-	May 2011
Central Eastside	104,979,000	70,870,340	34,108,660	August 2018
Convention Center	167,511,000	114,246,155	53,264,845	June 2013
Downtown Waterfront	165,000,000	165,000,000	-	April 2008
Gateway Regional	164,240,000	24,740,073	139,499,927	June 2022
Interstate Corridor	335,000,000	98,994,127	236,005,873	June 2021
Lents Town Center	245,000,000	86,955,000	158,045,000	June 2020
North Macadam	288,562,000	86,338,661	202,223,339	June 2020
River District	489,500,000	173,150,486	316,349,514	June 2021
South Park Blocks	143,619,000	112,035,000	31,584,000	July 2008
Willamette Industrial	200,000,000	1,845,000	198,155,000	December 2024

Notes:

- (1) Reduced Rate Plan-Bonds and Local Option Levies approved after 10/06/2001 do not contribute to urban renewal.

## Financial Summary

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(2) Standard Rate Plan-All levies contribute to urban renewal.

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

The plan expiration date is the stated date within each urban renewal area's Plan after which no additional new bonded indebtedness may be issued.

The number of acres included in the plan area represents those acres within the boundaries of the district as established by the Plan and subsequent amendments.

Estimates for future year indebtedness are included in the Five-Year Projections for each URA following this section.

### **Description of Requirements**

PDC's Requirements Budget for FY 2011-12 is \$204.2 million (including \$35.8 million in Contingency), a decrease of \$65.1 million from the previous year. The decrease is partly a result of lower estimates of ending fund balances based on the spending of resources accumulated from prior year bond sales. The budget decrease also reflects a conservative approach to estimating funding requirements and improved cash holdings and debt optimization.

PDC's Total Expenditure Budget (net of Contingency, Transfers, and Ending Fund Balance) is \$152.2 million, a decrease of \$33.8 million from the prior fiscal year. PDC's budget is appropriated by Program Area. The budget includes Non-Departmental requirements for Debt Service and Cash Transfers Out.

### **Expenditure Trends by Program Area**

The total budget for PDC's Program Areas in FY 2011-12 is \$152.2 million. Total expenditures are budgeted in five program areas detailed.

**Business Development** – The Business Development program budget is \$25.1 million. This category includes all business finance programs with a job creation and/or retention requirement.

**Housing** – The Housing program budget is \$49.5 million. This category includes all homeownership, home repair, and affordable rental housing projects and programs. These expenditures occur through the Portland Housing Bureau.

**Infrastructure** – The Infrastructure program budget is \$18.2 million. This category includes all projects and programs that are public infrastructure improvements.

**Property Redevelopment** – The Property Redevelopment program budget is \$42.3 million. This category includes all projects and programs that relate to property redevelopment.

**Administration** – The Administration program budget is \$17.1 million. This category includes all administrative and internal service functions.



## Financial Summary

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### **Non-Program Requirements**

Non-Departmental requirements include Transfers and Contingency.

**Transfers** – This category accounts for transfers between funds. There are cash transfers totaling \$16.3 million budgeted for FY 2011-12. This is related to moving Internal Service Reimbursements from Department Expenditures to Fund Transfers starting in FY 2009-10.

**Contingency** – A Contingency amount is budgeted to cover unanticipated requirements. The Contingency budget decreased from \$56.5 million to \$35.8 million in FY 2011-12. Contingency in the capital funds is generally budgeted at 5.0% of total Capital Outlay, Financial Assistance, and Materials & Services if cash is available. Funds budgeted under Contingency are available to PDC during the fiscal year, through a budget amendment, or supplemental budget.

## Financial Summary

### Account Summary by Expense Category

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Personal Services</b>						
Benefits and Taxes						
Benefits and Taxes	5,933,658	5,979,747	5,406,466	4,770,575	0	0
Salaries and Wages						
Salaries and Wages	14,617,104	16,195,679	13,565,894	12,233,538	0	0
	<b>20,550,762</b>	<b>22,175,427</b>	<b>18,972,360</b>	<b>17,004,113</b>	<b>0</b>	<b>0</b>
<b>Materials and Services</b>						
Bank Fees and Charges						
Bank Fees	9,008	21,170	0	0	0	0
Bond Underwriter Fees	0	4,425	0	0	0	0
DMC Admin Services	292,612	336,149	214,183	214,977	0	0
Interest - Nondebt	740	759,043	0	0	0	0
City Charges						
City Overhead Charges	612,423	651,283	543,854	641,426	0	0
PHB Project Expenditures - MS/PS	0	0	3,145,750	2,555,689	0	0
PHB Project Expenditures CO/FA	0	0	24,584,061	37,297,150	0	0
Insurance						
Claims	26,193	50,266	0	0	0	0
Insurance	436,625	477,890	480,000	538,000	0	0
Loan Processing						
Loan Appraisals	4,080	5,000	0	0	0	0
Loan Documents	49,366	23,860	3,500	0	0	0
Loan Foreclosures	0	169	0	0	0	0
Loan Servicing	16,406	19,881	215	200	0	0
Miscellaneous						
Local Travel	46,982	47,387	42,100	40,975	0	0
Miscellaneous	544,275	70,176	7,500	26,600	0	0
Parking	34,195	33,287	23,100	22,630	0	0
Non-Capital Equipment						
Computer Hardware	211,190	99,370	200,000	122,300	0	0
Furniture/Equip <\$5k	44,534	43,256	35,000	25,200	0	0
Software Applications	604,991	569,583	635,000	207,726	0	0
Software Maintenance	0	0	0	607,069	0	0
Office Expense						
General Office	224,787	185,098	220,425	213,970	0	0
Memberships, Dues, & Certifications	190,200	115,800	123,070	95,630	0	0
Postage and Delivery	63,385	59,598	117,025	115,970	0	0
Printing and Graphics	141,564	105,611	94,045	48,250	0	0
Publications and Resource Mat'ls	2,366	21,133	7,400	8,850	0	0
PDC Managed Property						
Bldg Repairs and Maint - PDC	305,870	284,537	409,160	376,160	0	0
Equip Lease and Rentals - PDC	200	738	0	0	0	0
Equip Repairs and Maint - PDC	64,031	29,669	96,700	87,900	0	0
Rents/Leases - Facilities	1,763,076	1,693,633	727,325	952,350	0	0
Vehicles Maintenance - PDC	9,421	3,572	10,000	7,000	0	0
Public Com and Marketing						
Advertising and Public Notices	321,034	224,025	116,600	129,880	0	0
Event Sponsorship	0	5,000	0	0	0	0
Marketing - Resources Dev	115	0	0	0	0	0

## Financial Summary

### Account Summary by Expense Category

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Public Meetings	17,645	50,558	133,500	15,400	0	0
Special Event Food Expense	0	0	33,619	15,000	0	0
Special Events	638,982	442,869	357,033	194,600	0	0
Real Estate Managed Property						
Asset Disposal - RE	0	13,962	0	0	0	0
Bldg Repairs and Maint - RE	780	0	0	71,000	0	0
Property Mgmt Fees - RE	513,163	634,757	1,728,300	1,123,100	0	0
Property Mgmt Other - RE	0	1,414	0	0	0	0
Property Taxes - RE	148,941	412,829	122,759	100,000	0	0
Property Utilities - RE	174,323	86,845	4,500	1,728	0	0
Rents/Leases - RE	3,000	92,647	5,000	0	0	0
Service Contracts						
IGA Prof Services Contracts	0	1,824,310	1,164,564	578,707	0	0
Legal	321,551	680,474	639,700	116,500	0	0
Professional Services	6,908,029	10,928,505	15,276,529	6,827,368	0	0
Recruitment Services	0	25	0	26,000	0	0
Temporary Services	1,493,870	877,443	115,667	88,120	0	0
Training, Travel, and Meetings						
Business Meeting Food Expense	0	0	1,150	300	0	0
Business Meetings	52,961	51,787	38,225	13,725	0	0
Out of Town Travel	139,386	119,165	36,749	104,800	0	0
Training	266,679	252,032	222,192	272,045	0	0
Training Travel	126,612	107,994	32,950	15,000	0	0
Utilities						
Communication Services	268,407	348,629	234,199	222,686	0	0
Utilities and Water	11,867	109,808	142,000	142,000	0	0
	<b>17,105,867</b>	<b>22,976,663</b>	<b>52,124,649</b>	<b>54,263,981</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>						
Computer Equip & Software						
Computer Equipment	258,059	145,660	175,000	175,000	0	0
System Software Applications	162,000	5,247	315,000	23,000	0	0
Fixed Assets						
Acquisitions	7,768,158	12,460,004	6,606,750	5,143,986	0	0
Closing Costs	31	0	0	0	0	0
Construction	17,403,355	8,866,569	21,757,380	9,400,000	0	0
Demolition and Site Preparation	95,805	77,252	1,497,500	0	0	0
Environmental Analysis and Remed	881,456	1,227,130	22,500	347,500	0	0
Leasehold Improvements	0	119,387	0	0	0	0
Percent for Art Contribution	128,382	64,730	0	0	0	0
Permits, Review and Fees	141,429	85,452	0	1,867,000	0	0
Prof and Tech Services	7,927,862	-284,227	1,875,000	272,000	0	0
Infrastructure						
IGA Infrastructure Other Soft	0	0	430,000	2,972,550	0	0
IGA Infrastructure Construction	0	11,241,479	21,936,607	22,468,016	0	0
IGA Infrastructure Planning	0	80,340	0	1,805,450	0	0
IGA Infrastructure Prof Serv	0	2,551,626	50,000	600,000	0	0
Leases (PDC)						
Leasehold Improvements - PDC	0	0	0	8,000	0	0
Leases	0	0	13,300	15,000	0	0

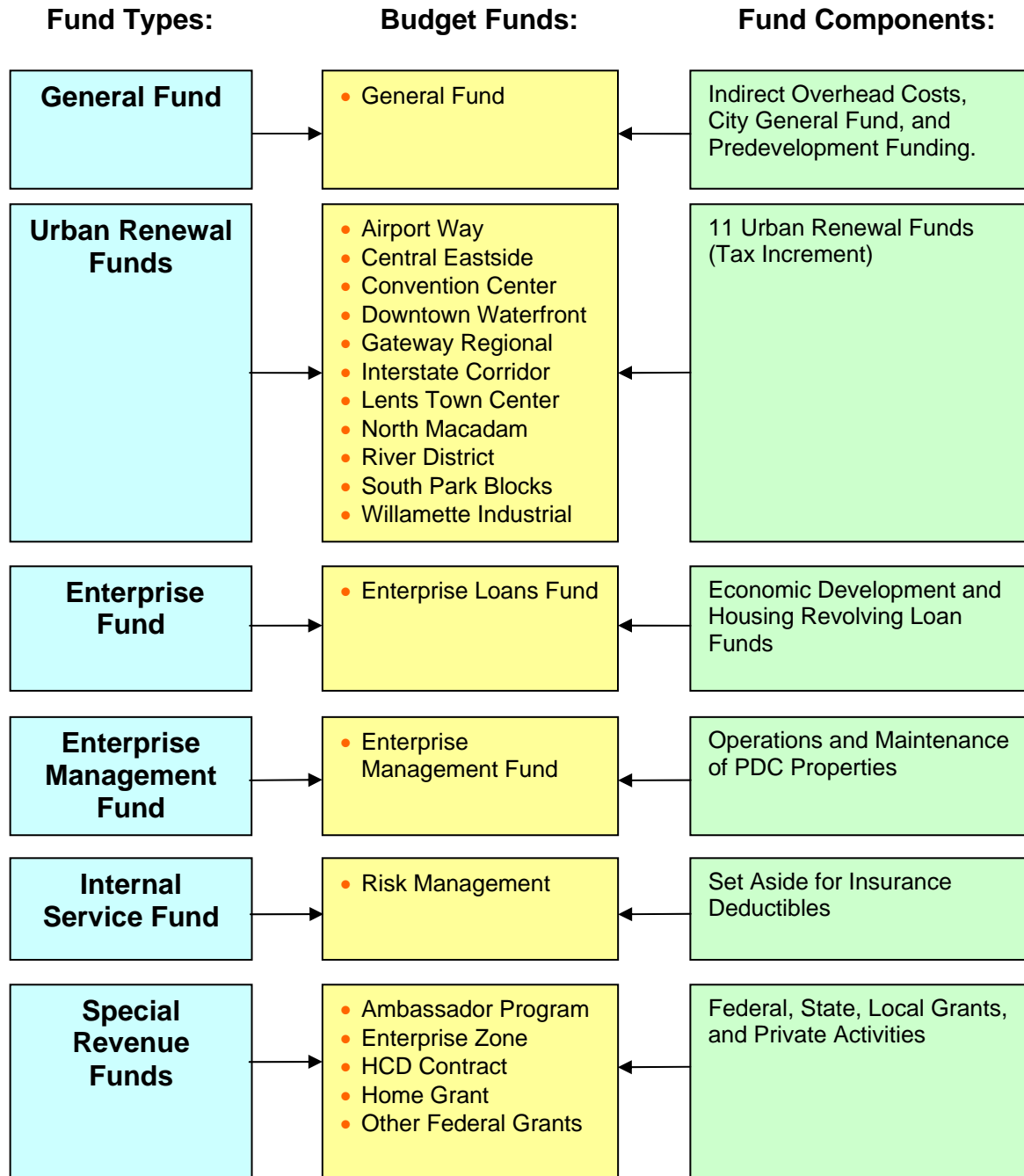
## Financial Summary

### Account Summary by Expense Category

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Other Capital						
Furniture and Equipment	52,107	25,268	5,000	5,000	0	0
LID Special Assessments	226,225	0	78,000	0	0	0
Relocation Administrative Costs	144,533	6,781	0	0	0	0
Relocation Direct Costs	470,629	103,924	80,000	0	0	0
	<b>35,660,031</b>	<b>36,776,623</b>	<b>54,842,037</b>	<b>45,102,502</b>	<b>0</b>	<b>0</b>
<b>Financial Assistance</b>						
Grants						
Grants CY Disbursements	5,070,003	10,156,415	7,713,691	4,808,000	0	0
Grants CY Funded	0	0	13,000	0	0	0
Loans						
Loans CY Disbursements	46,294,676	55,501,533	48,135,606	26,925,000	0	0
Loans To Borrowers CY Funded	0	0	800,000	0	0	0
Other Financial Assistance						
Community Contributions	0	0	250,000	600,000	0	0
Contractor Capacity Assistance	11,295	11,136	0	0	0	0
EcDev & Training Grants - Non-Portfol	860,000	535,000	0	3,456,474	0	0
Permit Fee Waivers	5,418	26,800	0	0	0	0
Temporary Relocation Assistance	26,429	14,878	0	0	0	0
	<b>52,267,821</b>	<b>66,245,762</b>	<b>56,912,297</b>	<b>35,789,474</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>						
Debt Service						
Debt Service	291,678	3,262,121	3,100,000	0	0	0
Other Interest Expense						
Line of Credit Expense	7,279,600	5,204,808	0	0	0	0
Line of Credit Interest	743,928	455	0	0	0	0
	<b>8,315,205</b>	<b>8,467,384</b>	<b>3,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers - Indirect</b>						
Indirect Cost						
Indirect Cost - Admin	22,272,541	0	0	0	0	0
Indirect Cost - Overhead	3,827,069	0	0	0	0	0
Other Internal Expenditures						
Serv Reimbursements - Pers Serv	6,888,061	0	0	0	0	0
	<b>32,987,672</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>166,887,358</b>	<b>156,641,859</b>	<b>185,951,343</b>	<b>152,160,070</b>	<b>0</b>	<b>0</b>
Transfers	41,631,988	59,223,639	26,812,249	16,251,853	0	0
Contingency	0	0	56,540,693	35,756,352	0	0
Ending Fund Balance	105,410,843	97,146,459	0	0	0	0
<b>Total Requirements</b>	<b>313,930,189</b>	<b>313,011,956</b>	<b>269,304,285</b>	<b>204,168,275</b>	<b>0</b>	<b>0</b>

## PDC's Fund Structure

PDC has 6 Fund Types and  
20 active Budget Funds



### **Description of PDC's Fund Structure**

PDC has 20 active budget funds. Within each budget fund, PDC has sub-funds to account for specific programs that require separate tracking. A brief description of each of the legal appropriation fund types is below:

**General Fund** - This is PDC's operating fund. The General Fund accounts for administrative activities including indirect overhead costs and the project management office. In addition, economic development programs funded by the City General Fund are budgeted here.

**Urban Renewal Funds** - These funds are used to manage the finances of PDC's urban renewal areas. The primary source of revenue for these funds is tax increment debt proceeds and program income derived from the investment of tax increment proceeds. PDC's Urban Renewal Funds are:

- **Airport Way** – Airport Way was formed in 1986. Unique to Airport Way is the absence of a housing element and its proximity to major transportation infrastructure, including Portland International Airport. At 1,841 acres, Airport Way is the City's second largest urban renewal district. Its maximum indebtedness of \$72.6 million has been reached and there is no capacity to issue additional debt. The Urban Renewal Plan identifies several objectives including: constructing and improving infrastructure systems; stimulating private investment; and growing the base of industrial/manufacturing jobs.
- **Central Eastside** – Central Eastside was established in 1986 and its last date to issue debt is August 2018. Total acreage is 692. Its maximum indebtedness is \$104.9 million of which \$70.9 million was issued through June 30, 2010. Future investment will expand existing businesses and recruit new businesses to the district; strengthen and redevelop the key commercial corridors along E. Burnside Street, Martin Luther King Jr. Boulevard and Grand Avenue; assist with creating affordable homeownership opportunities, rehabilitating existing low-income rental units and developing new affordable rental units for the workforce.
- **Convention Center** – Convention Center was established in 1989 to meet urban renewal goals in the Lloyd District and inner Northeast Portland. Its last date to issue debt is June 2013. Total acreage is 595. Its maximum indebtedness is \$167.5 million of which \$114.2 million was issued through June 30, 2010. Investments will focus on carrying out projects and support private activities that promote commercial revitalization, increase community wealth through local ownership and employment; capitalize on major public and private investments; and fund transportation and related improvements.

- **Downtown Waterfront** – Downtown Waterfront was established in 1974 and its last date to issue debt was April 2008. Total acreage is 233. Its maximum indebtedness is \$165.0 million of which the total amount has been issued. This district will issue no more debt and begin the process of paying off bonds and lines of credit, with an expected expiration in 2024. The primary focus for these remaining resources will be on projects in the Ankeny/Burnside area; low income housing; and redevelopment of blocks in Old Town/Chinatown.
- **Gateway Regional Center** – Gateway was formed in 2001 with the goal to spur the revitalization of the Gateway Regional Center as envisioned in the Metro 2040 Plan. The URA comprises 659 acres, with a maximum indebtedness of \$164.0 million of which \$24.7 million was issued through June 30, 2010. The primary goals of the URA is to foster high density, mixed-use redevelopment, new parks, continued development of a multi-modal transportation system, business development, new job creation and a range of housing choices.
- **Interstate Corridor** – Interstate Corridor was established in 2000 and its last date to issued debt is June 2021. Total acreage is 3,804. Its maximum indebtedness is \$335.0 million of which \$99.0 million was issued through June 30, 2010. The URA's purpose is to revitalize the district in a manner that benefits area residents and businesses. This includes investment in projects and programs that create community wealth through construction and preservation of housing options, new family-wage jobs, and infrastructure.
- **Lents Town Center** – Lents Town Center was established in 1998 and its last date to issue debt is June 2020. Total acreage is 2,846. Its maximum indebtedness is \$245.0 million of which \$87.0 million was issued through June 30, 2010. These actions will benefit an area which is focused on community economic development to improve the Lents Town Center as a key 2040 Town Center within the region; provide support for the revitalization of commercial and residential properties; and stimulate business development and investment.
- **North Macadam** – North Macadam was established in 1999 and its last date to issue debt is June 2020. Total acreage is 402. Its maximum indebtedness is \$288.6 million of which \$86.3 million was issued through June 30, 2010. Market demand and the South Waterfront Plan have come together to begin the transformation of the North Macadam URA into a Central City hub with employment and housing opportunities, transportation options, and new parks, trails and greenspaces. The broader goals of the area remain housing, employment, and educational facility development which compliment the creation of a high quality riverfront, greenway, and parks system. Improving transportation infrastructure and accessibility remains a priority.

## Financial Summary

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- **River District** – River District was established in 1998 and its last date to issue debt is October 2020. Total acreage is 351. Its maximum indebtedness is \$224.8 million of which \$173.2 million was issued through June 30, 2010. The primary goals continue to be housing development, parks and transportation infrastructure improvements and economic assistance to increase jobs in the area.
- **South Park Blocks** – South Park Blocks was established in 1985 and its last date to issue debt is July 2008. Total acreage is 156. Its maximum indebtedness is \$143.6 million of which \$112.0 million has been issued through June 30, 2010. This district will issue no more debt and begin the process of paying off bonds and lines of credit. The primary purpose for these remaining resources will be on projects such as the Oregon Sustainability Center in partnership with Portland State, retail, and business development endeavors.
- **Willamette Industrial** – Willamette Industrial was established in 2004 and its last date to issue debt is December 2024. Total acreage is 756. Its maximum indebtedness is \$200.0 million of which \$1.9 million was issued through June 30, 2010. Investments are targeted toward cleaning up land adjacent to the Portland Harbor in order to encourage businesses to expand and new ones to make capital investments on land that is now brownfields.

**Enterprise Loans Fund** - The Enterprise Loans Fund accounts for economic development and housing revolving loan funds. This Fund includes the budget for debt service related to the Private Lender Participation Program.

**Enterprise Management Fund** – The Enterprise Management Fund provides for activity related to the operations and maintenance of PDC properties or City of Portland properties PDC has contracted to manage outside of Urban Renewal Areas. Currently, this fund includes operating revenues and expenses of the Headwaters Apartment.

**Internal Service Fund** - The Internal Service Fund, or Risk Management Fund, was created to make funds available for insurance claims and other unforeseen circumstances.

**Special Revenue Funds** - PDC's Special Revenue Funds include the following: Ambassador Program, Enterprise Zone, HCD (Housing and Community Development), Home Grant, Housing Acquisitions, and Other Federal Grants. The Special Revenue Funds account for the proceeds of specific revenue sources that are dedicated for specific purposes. These funds account for federal, local grant, and private activities.

- **Ambassador Program** – Funds accounts for economic development outreach activities with funding from other governmental jurisdictions and private businesses.



## Financial Summary

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- **Enterprise Zone** – Receives contributions from participating Enterprise Zone companies to provide North/Northeast Portland with workforce and business development opportunities.
- **HCD (Housing Community Development)** – Contract Fund provides for Community Development Block Grant housing activities performed under contract with the Portland Housing Bureau.
- **Home Grant** – Provides for federally funded HOME program activities performed under contract with the Portland Housing Bureau.
- **Other Federal Grants** – Accounts for revenues and expenditures under BRAC Grant, EDA Industrial Sites and Revolving Loan, and EPA Brownfield Grant.

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## Urban Renewal Area Summary

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This section provides a higher level of detail about the eleven urban renewal areas than was introduced in the prior section under the heading of Descriptions of PDC's Fund Structure, Urban Renewal Funds. As mentioned in the earlier section, each urban renewal area (URA) has its own fund, and is a Budget Fund.

This section consists of a map, five-year projects at the project level, and project descriptions for each URA.

### **Urban Renewal Area Maps**

The URA maps outline the area included in each URA. The total acreage for all 11 urban renewal areas combined comprises about 13.3% of the City's area.

### **Five-Year Budget Projections**

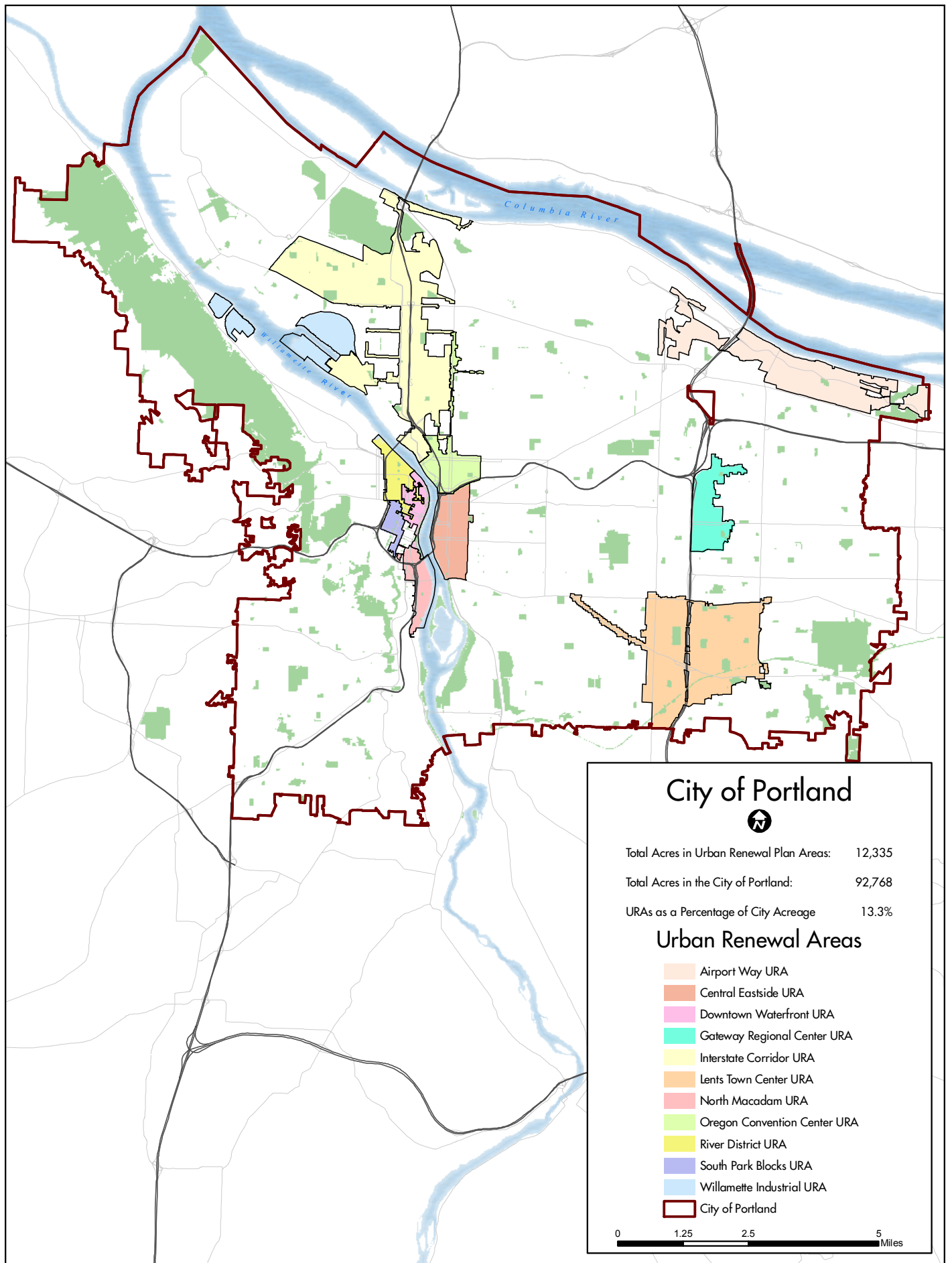
The projections display the FY 2010-11 Revised Budget, the FY 2011-12 Budget and four years of forecasted revenues and expenditures by project (FY 2012-13 through FY 2015-16) for PDC's 11 urban renewal funds.

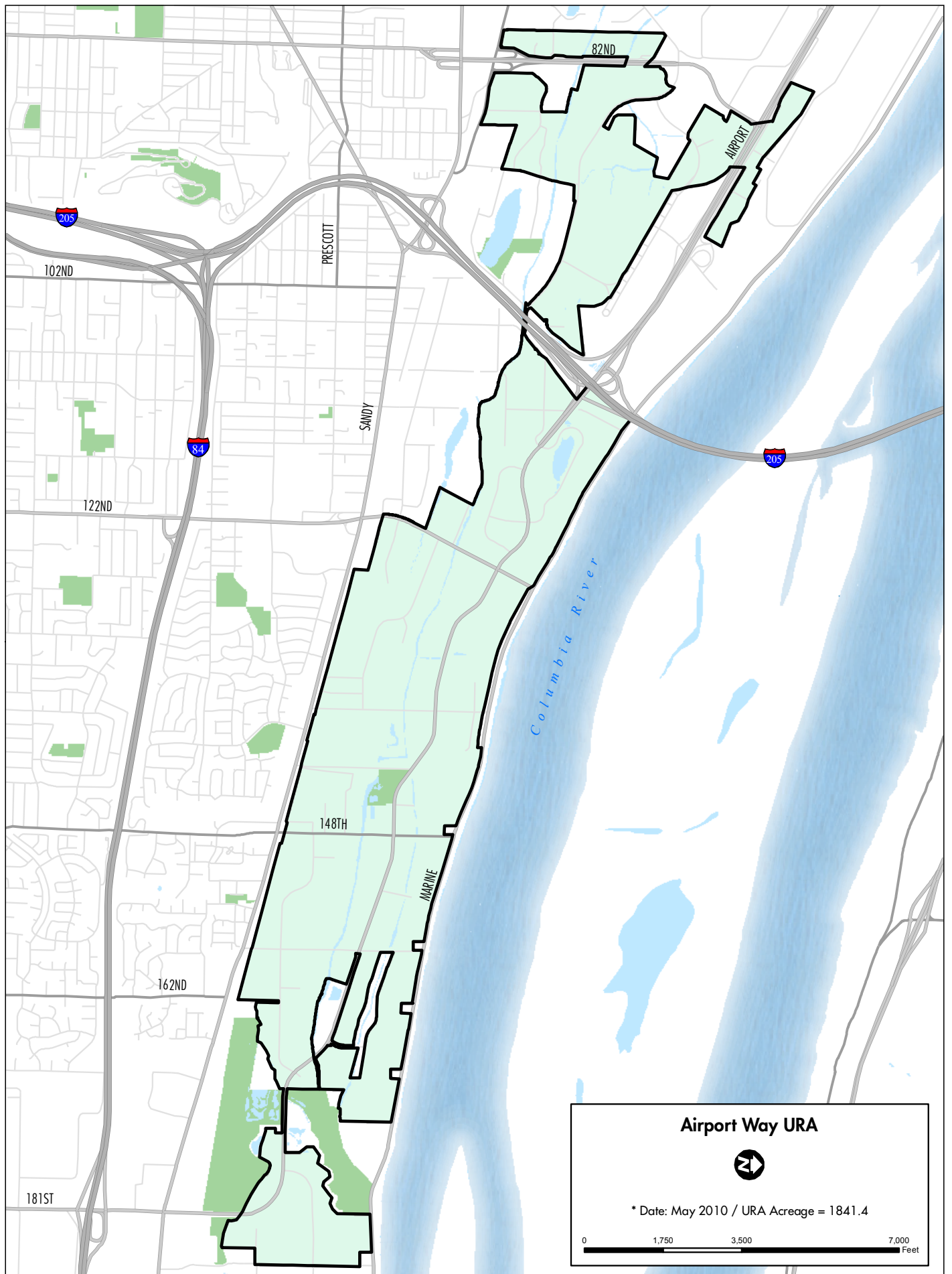
These projections are provided for long-range planning for each of the 11 urban renewal areas.

The individual urban renewal fund budget projections are based on the best available information at the time they were compiled, and are subject to change. The forecasted data beginning in FY 2011-12 does not imply any commitment or obligation toward the projects that are included. The focus of these projections is on estimated resources and priority projects and programs. As such, resources and requirements may not be balanced for these projections.

### **Project Descriptions**

Brief descriptions for each project which have budget in any of the five-forecast years follow the five-year budget projections in this section.





## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<u>Airport Way URA</u>						
<b>Resources</b>						
Beginning Fund Balance	5,663,569	3,086,385	1,530,275	550,773	237,933	442,192
Fees and Charges	0	0	0	0	0	0
Interest on Investments	25,000	30,000	30,000	30,000	30,000	30,000
Loan Collections	247,627	181,536	153,636	153,636	153,636	153,636
Property Income	3,025,000	1,000,000	1,000,000	1,500,000	2,000,000	1,500,000
Reimbursements	15,000	5,000	5,000	5,000	5,000	5,000
<b>Total Resources</b>	<b>8,976,196</b>	<b>4,302,921</b>	<b>2,718,911</b>	<b>2,239,409</b>	<b>2,426,569</b>	<b>2,130,828</b>
<b>Requirements</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
<b>Business Lending</b>						
H28059 Manufacturing Investment Fund	0	200,000	200,000	200,000	200,000	200,000
H79020 Business Finance	2,150,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Cluster Industry Development</b>						
H28069 Lean Manufacturing	0	30,000	30,000	30,000	30,000	30,000
H72026 Cluster Development	50,000	100,000	100,000	100,000	100,000	100,000
H79022 Business Retention	20,000	0	0	0	0	0
H79100 Site Recruitment	0	14,250	14,250	14,250	0	0
<b>Business Development Total</b>	<b>2,220,000</b>	<b>1,344,250</b>	<b>1,344,250</b>	<b>1,344,250</b>	<b>1,330,000</b>	<b>1,330,000</b>
<b>Property Redevelopment</b>						
<b>Property Redevelopment</b>						
H11004 Cascade Station	2,790,000	240,000	240,000	240,000	240,000	240,000
H11014 Riverside Pkwy Indstrl Park Dev	300,000	350,000	120,000	0	0	0
H11601 Community Outreach	2,000	10,000	10,000	10,000	10,000	10,000
H11602 Property Management	0	70,000	70,000	70,000	70,000	70,000
<b>Property Redevelopment Total</b>	<b>3,092,000</b>	<b>670,000</b>	<b>440,000</b>	<b>320,000</b>	<b>320,000</b>	<b>320,000</b>
<b>Administration</b>						
<b>Finance Admin</b>						
H98001 Debt Management	3,308	21,459	22,532	3,647	3,647	3,647
<b>Administration Total</b>	<b>3,308</b>	<b>21,459</b>	<b>22,532</b>	<b>3,647</b>	<b>3,647</b>	<b>3,647</b>
<b>Total Program Expenditures</b>	<b>5,315,308</b>	<b>2,035,709</b>	<b>1,806,782</b>	<b>1,667,897</b>	<b>1,653,647</b>	<b>1,653,647</b>
Personal Services	161,965	243,232	83,112	76,723	76,068	76,068
Transfers - Indirect	412,538	493,705	278,244	256,856	254,662	254,662
<b>Total Fund Expenditures</b>	<b>5,889,811</b>	<b>2,772,646</b>	<b>2,168,138</b>	<b>2,001,476</b>	<b>1,984,377</b>	<b>1,984,377</b>
Contingency	3,086,385	1,530,275	550,773	237,933	442,192	146,451
Ending Fund Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>8,976,196</b>	<b>4,302,921</b>	<b>2,718,911</b>	<b>2,239,409</b>	<b>2,426,569</b>	<b>2,130,828</b>

## Airport Way URA Project Descriptions

Project Outputs/Outcomes		
<b>Administration</b> 98001 Debt Management	IGA with City Debt Management Group related to short and long-term financing requirements and other Administrative Activities.	
	Business loans to help firms identified as having potential for significant revenue and job growth. Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: Projected 16 jobs / \$400,000 leverage
<b>Business Development</b> <b>Business Lending</b> 79020 Business Finance		
<b>Cluster Industry Development</b>		
11014	Riverside Parkway Industrial Park Development	Funding for work to assist firms expand in or relocate to this industrial park owned by PDC (only 7 of 38 acres remaining). Includes technical and financial assistance for firms to acquire and develop the property with high density, quality jobs. Additionally, TIF funds in the total amount of approximately \$350,000 (spread over FYs 2010/11 through 2012/13) will be used to surcharge Lots 1 & 2 so they will be fully shovel-ready for development.
28059	Manufacturing Investment Fund	Financing to be provided to support immediate needs of the Advanced Manufacturing Cluster. Funds are intended to leverage other public and private investment and can be provided as loans to AM businesses, funding to construct infrastructure improvements in support of Advanced Manufacturing and working capital (where eligible).
28069	Lean Manufacturing	Matching funds to retain the Oregon Manufacturing Extension Partnership (OMEP) and the Zero Waste Alliance (ZWA) to develop process and material improvements for businesses that will increase their operational efficiencies and reduce waste thereby improving their bottom line.
72026	Cluster Development	Planning and implementation of projects to support and grow Portland's target clusters (Clean Tech, Athletic & Outdoor, Software, Advanced Manufacturing) within the urban renewal area.
79020	Business Finance	Business loans to firms in four target clusters grow and create jobs. Incentives for additional investment leverage PDC dollars with private or other public funds.
79100	Strategic Site Recruitment	Funding to pursue a more intensive recruitment model to attract potential tenants to PDC redevelopment sites.
		FY 2011-12 Allocation: Projected 24 jobs / \$600,000 Leverage Attract at least one major company to look at investing in a PDC-Controlled property in the URA.

Airport Way URA Project Descriptions			Project Outputs/Outcomes
Property Redevelopment			
11601	Community Outreach	Outreach and program management working with other organizations within Airport Way including the Columbia Corridor Association, Port of Portland, TriMet, etc.	Obtain feedback and support from constituents.
11004	Cascade Station	Funds cover work at Cascade Station including fees for CAMs, LIDs, Design Review and other holding expenses. Funds also available to 1) loan to buyers to incent their acquisition and development of parcels, and 2) to match a private donation to construct a public art installation at the Mt. Hood Light Rail Station.	Leverage depends on when properties are sold, however, at eventual build-out, we anticipate that approximately 806,000 s.f. of office space will be constructed with an investment of >\$200 million and will accommodate >3,000 jobs.
11602	Property Management	Site maintenance, drainage maintenance and drainage district fees, sidewalk repairs and other charges associated with managing PDC's remaining 28 acres at Cascade Station and 2 lots at Riverside Parkway Corp. Center.	PDC-controlled properties remain clean, safe and attractive





## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<b>Central Eastside URA</b>						
<b>Resources</b>						
Beginning Fund Balance	1,170,683	968,677	144,807	697,648	160,569	1,628,554
Fees and Charges	0	0	0	0	0	0
Interest on Investments	25,000	25,000	25,000	25,000	25,000	25,000
Loan Collections	66,207	127,931	115,529	108,331	100,634	93,194
Miscellaneous	0	0	0	0	0	0
Property Income	20,000	3,020,000	2,020,000	20,000	20,000	20,000
Reimbursements	0	2,191	2,191	2,191	2,191	0
TIF Proceeds	9,780,444	5,821,877	2,626,121	2,659,399	2,930,560	3,141,132
<b>Total Resources</b>	<b>11,062,334</b>	<b>9,965,676</b>	<b>4,933,648</b>	<b>3,512,569</b>	<b>3,238,954</b>	<b>4,907,880</b>
<b>Requirements</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
<b>Business Lending</b>						
H79020 Business Finance	1,000,000	600,000	600,000	600,000	600,000	600,000
<b>Cluster Industry Development</b>						
H28069 Lean Manufacturing	0	50,000	0	0	0	0
H72026 Cluster Development	0	50,000	0	0	0	0
H79100 Site Recruitment	0	38,000	38,000	38,000	0	0
<b>Small Business &amp; Entrepreneurship</b>						
H58967 CES Entrepreneurial District	50,000	250,000	50,000	50,000	50,000	0
<b>Business Development Total</b>	<b>1,050,000</b>	<b>988,000</b>	<b>688,000</b>	<b>688,000</b>	<b>650,000</b>	<b>600,000</b>
<b>Housing</b>						
<b>PHB Housing</b>						
H80046 CES Clifford Apartments Rehab	796,275	0	0	0	0	0
H89030 Affordable Rental Housing	0	0	0	0	0	2,797,809
<b>Housing Total</b>	<b>796,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,797,809</b>
<b>Infrastructure</b>						
<b>Parks</b>						
H10048 Eastbank/Asset Transfer	20,000	55,000	95,000	20,000	20,000	20,000
<b>Public Facilities</b>						
H10052 CES Community Center	0	0	0	985,000	0	0
<b>Transportation</b>						
H10041 Eastside Streetcar Construction	3,184,000	3,000,000	0	0	0	0
H10044 Eastside Burnside-Couch Couplet	1,000,000	0	0	0	0	0
H13166 Streetcar LID	122,759	0	0	0	0	0
<b>Infrastructure Total</b>	<b>4,326,759</b>	<b>3,055,000</b>	<b>95,000</b>	<b>1,005,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Property Redevelopment</b>						
<b>Commercial Real Estate Lending</b>						
H28030 Redevelopment Loan Projects	400,000	325,000	325,000	325,000	325,000	325,000
<b>Community Redevelopment Grants</b>						

## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised	Proposed	Forecast	Forecast	Forecast	Forecast
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
H27001 Storefront Grants	350,000	200,000	200,000	200,000	200,000	200,000
H27050 DOS Grants	100,000	100,000	100,000	100,000	100,000	100,000
<b>Property Redevelopment</b>						
H10072 Burnside Bridgehead Redevelop	600,000	3,000,000	2,000,000	0	0	0
H10073 Burnside Bridgehead Mgmt	75,000	75,000	75,000	75,000	0	0
H10074 Burnside Bridgehead Planning	85,000	0	0	0	0	0
H11601 Community Outreach	11,000	11,000	11,000	11,000	11,000	11,000
H11602 Property Management	18,000	18,000	18,000	18,000	18,000	18,000
H61007 New Strategy	50,000	0	0	0	0	0
<b>Property Redevelopment Total</b>	<b>1,689,000</b>	<b>3,729,000</b>	<b>2,729,000</b>	<b>729,000</b>	<b>654,000</b>	<b>654,000</b>
<b>Administration</b>						
<b>Finance Admin</b>						
H98001 Debt Management	18,000	18,000	18,000	18,000	18,000	18,000
<b>Strategic Planning/Policy &amp; Prgm Dvlpmnt</b>						
H60041 Eastside Central City Plan	65,957	0	0	0	0	0
<b>Administration Total</b>	<b>83,957</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
<b>Total Program Expenditures</b>	<b>7,945,991</b>	<b>7,790,000</b>	<b>3,530,000</b>	<b>2,440,000</b>	<b>1,342,000</b>	<b>4,089,809</b>
Personal Services	390,658	452,342	127,080	237,840	48,312	147,233
Transfers - Indirect	1,652,593	1,476,458	487,140	610,720	185,196	564,394
PHB Staff/Admin	104,415	102,069	91,780	63,440	34,892	106,335
<b>Total Fund Expenditures</b>	<b>10,093,657</b>	<b>9,820,869</b>	<b>4,236,000</b>	<b>3,352,000</b>	<b>1,610,400</b>	<b>4,907,771</b>
Contingency	968,677	144,807	697,648	160,569	1,628,554	109
Ending Fund Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>11,062,334</b>	<b>9,965,676</b>	<b>4,933,648</b>	<b>3,512,569</b>	<b>3,238,954</b>	<b>4,907,880</b>

## Central Eastside URA Project Descriptions

## Project Outputs/Outcomes

<b>Administration</b>		
98001	Debt Management	IGA with City Debt Management Group related to short and long-term financing requirements and other Administrative Activities.
<b>Business Development</b>		
<b>Business Lending</b>		
79020	Business Finance	Business loans to help firms identified as having potential for significant revenue and job growth. Incentives for additional investment leverage PDC dollars with private or other public funds.
<b>Cluster Industry Development</b>		
28069	Lean Manufacturing	Matching funds to retain the Oregon Manufacturing Extension Partnership (OMEP) and the Zero Waste Alliance (ZWA) to develop process and material improvements for businesses that will increase their operational efficiencies and reduce waste thereby improving their bottom line.
72026	Cluster Development	Planning and implementation of projects to support and grow Portland's target clusters (Clean Tech, Athletic & Outdoor, Software, Advanced Manufacturing) within the urban renewal area.
79020	Business Finance	Business loans to firms in four target clusters grow and create jobs. Incentives for additional investment leverage PDC dollars with private or other public funds.
79100	Site Recruitment	Funding to pursue a more intensive recruitment model to attract potential tenants to PDC redevelopment sites.
<b>Small Business/Entrepreneurship</b>		
58967	CES Entrepreneurial District	Support and develop entrepreneurial activities in specific nodes in CES. Leverage business and real estate to support.
<b>Housing</b>		
89030	Affordable Rental Housing	Predevelopment and/or financial assistance for the preservation and new development of affordable rental housing focused on 0-50% MFI.

FY 2011-12 allocation: 6 jobs / Leverage \$150,000

Assist 3 companies

FY 2011-12 allocation: 12 jobs / Leverage \$300,000

Meets Portland Economic Development Strategy action items for attracting and nurturing entrepreneurial companies, creating high-wage jobs, and investments in rehabilitating existing building stock.

Meets Implementation Strategy goals for extremely low income housing.

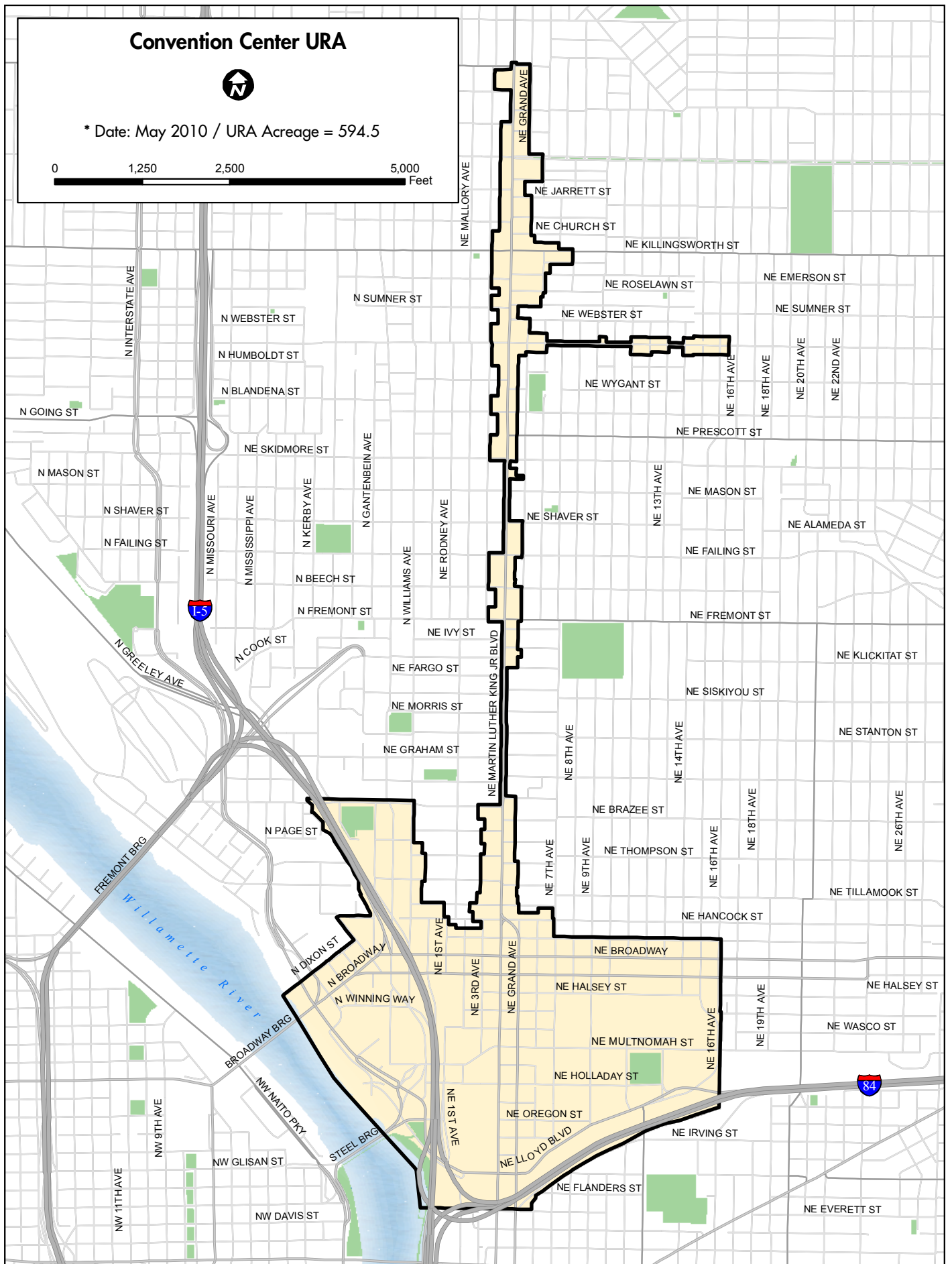
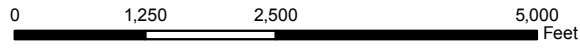
## Central Eastside URA Project Descriptions

Central Eastside URA Project Descriptions		Project Outputs/Outcomes	
Infrastructure	10048 Eastbank/Asset Transfer	Funds PPR through an IGA to assume ownership of multiple Eastbank assets including, but not limited to, the Festival Parking Lots, the Fire Dock and the Light Watercraft Dock.	Transfer of the portions of the PDC owned Eastbank Esplanade
	10052 CES Community Center	Funds Parks through an IGA for development of a full-service community center at the former Washington Monroe High School campus.	Funds available in FY13/14 for PPR based on development of approved program and subject to bond funding
	10041 Eastside Streetcar Construction	Funds PDOT through an IGA to construct the Portland Streetcar Loop through the Central Eastside terminating at the Oregon Museum of Science & Industry.	Funding to provide local match for federal funds 1:4 leverage
	<b>Property Redevelopment</b>		
	11601 Community Outreach	Maintain involvement and participation of Kerns, Buckman & HAND neighborhoods and Central Eastside Industrial Council in long-term capital and program planning activities.	Engage property owners and business in development and customer service
	61007 New Strategy	Station Area Planning for LRT stop at OMSI/PCC/Portland Opera	Develop future redevelopment strategy, leverages Metro Grant 1:5 ratio
	10072 Burnside Bridgehead Redevelopment	Provides funds for pre-development activities and potential gap funding for redevelopment of the site.	Implement Burnside Bridgehead Framework Plan
	11602 Property Management	Site maintenance, security and fees for CES properties.	Property Management
	10073 Convention Plaza: Interim Management	Provides necessary funding for maintaining the unoccupied Convention Plaza building, located at the Burnside Bridgehead site.	Leverage (1:0.5, though actual leverage is higher)
	27001 Storefront Grants	Grants up to \$20,000 not to exceed 50% of the improvement costs are available to business and buildings owners of industrial uses on a first come first serve basis. Purpose is to rehabilitate building facades of industrially-zoned (IG1) properties.	Could lead to increased assessed value in the district.
	27050 DOS Grants	Development Opportunity Services Grants of up to \$12,000 to reimburse applicants for 80% of the cost of predevelopment services associated with commercial and mixed-use projects in the OCCURA, including Lloyd District, Martin Luther King Jr. Blvd, Alberta, and Vancouver/Williams corridors.	Projected leverage \$4,500,000
	28030 Redevelopment Loan Projects	Assists property owners with costs of property improvements, targeting blighted and historic properties.	

## Convention Center URA



\* Date: May 2010 / URA Acreage = 594.5



## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<b>Convention Center URA</b>						
<b>Resources</b>						
Beginning Fund Balance	3,054,495	1,638,487	1,864,342	2,065,828	39,175	303,122
Fees and Charges	0	0	0	0	0	0
Interest on Investments	75,000	50,000	25,000	0	0	0
Loan Collections	527,079	325,000	300,000	300,000	300,000	300,000
Miscellaneous	0	0	0	0	0	0
Property Income	208,000	0	0	0	0	0
Reimbursements	0	0	0	0	0	0
TIF Proceeds	7,495,500	20,495,500	19,198,939	0	0	0
Transfers In	0	0	0	0	0	0
<b>Total Resources</b>	<b>11,360,074</b>	<b>22,508,987</b>	<b>21,388,281</b>	<b>2,365,828</b>	<b>339,175</b>	<b>603,122</b>
<b>Requirements</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
<b>Business Lending</b>						
H79020 Business Finance	512,500	500,000	500,000	0	0	0
<b>Cluster Industry Development</b>						
H72026 Cluster Development	0	200,000	200,000	0	0	0
H79022 Business Retention	20,000	0	0	0	0	0
H79100 Site Recruitment	0	38,000	38,000	38,000	0	0
<b>Small Business &amp; Entrepreneurship</b>						
H72030 Neighborhood Economic Development	100,000	100,000	100,000	0	0	0
<b>Business Development Total</b>	<b>632,500</b>	<b>838,000</b>	<b>838,000</b>	<b>38,000</b>	<b>0</b>	<b>0</b>
<b>Housing</b>						
<b>PHB Housing</b>						
H19032 King/Parks Affordable Housing	250,000	1,519,066	0	0	0	0
H80002 MFH - 2nd and Wasco	5,000	0	0	0	0	0
H80003 Lloyd Cascadian Phase II	3,000	0	0	0	0	0
H80026 Grant Warehouse - Affordable Housing	285,392	0	0	0	0	0
H80042 OCC Miracles Club	3,151,863	0	0	0	0	0
H80043 Rose Qtr Afford Rental Housing	89,000	0	0	0	0	0
H89049 McCoy Apartments Rehab	989,455	387,600	0	0	0	0
<b>Housing Total</b>	<b>4,773,710</b>	<b>1,906,666</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Public Facilities</b>						
H25537 MLK Jr Blvd Gateway Improve	290,000	500,000	0	0	0	0
<b>Transportation</b>						
H28072 Rose Quarter Connection	0	0	150,000	0	0	0
<b>Infrastructure Total</b>	<b>290,000</b>	<b>500,000</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Commercial Real Estate Lending</b>						
H25533 Vanport Redevelopment	15,000	0	0	0	0	0

## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised	Proposed	Forecast	Forecast	Forecast	Forecast
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
H25610 Bee Car Rental Redevelopment	7,000	0	0	0	0	0
H28030 Redevelopment Loan Projects	700,000	0	160,000	0	0	0
<b>Community Redevelopment Grants</b>						
H27001 Storefront Grants	300,000	250,000	150,000	0	0	0
H27050 DOS Grants	60,000	30,000	30,000	0	0	0
<b>Property Redevelopment</b>						
H11601 Community Outreach	80,000	5,000	5,000	0	0	0
H11602 Property Management	0	75,000	75,000	0	0	0
H16237 HQ Hotel/Blocks 43/26	150,000	3,193,986	0	0	0	0
H25606 Lloyd Commercial Development	0	0	4,044,000	0	0	0
H25612 King/Parks Commercial	0	700,000	0	0	0	0
H25613 Rose Quarter Revitalization	430,000	9,044,000	10,400,000	1,500,000	0	0
H28079 Eco District Commercial Retro	0	200,000	0	0	0	0
H61005 Eco District	70,000	70,000	220,000	0	0	0
<b>Property Redevelopment Total</b>	<b>1,812,000</b>	<b>13,567,986</b>	<b>15,084,000</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Finance Admin</b>						
H98001 Debt Management	27,250	28,613	30,044	30,044	30,044	30,044
<b>PHB Housing Support</b>						
H60041 Eastside Central City Plan	141,173	0	0	0	0	0
<b>Urban Renewal Plan Area Development</b>						
H60042 N/NE Economic Dev Initiative	85,792	45,660	0	0	0	0
<b>Administration Total</b>	<b>254,215</b>	<b>74,273</b>	<b>30,044</b>	<b>30,044</b>	<b>30,044</b>	<b>30,044</b>
<b>Total Program Expenditures</b>	<b>7,762,425</b>	<b>16,886,925</b>	<b>16,102,044</b>	<b>1,568,044</b>	<b>30,044</b>	<b>30,044</b>
Personal Services	422,294	713,765	579,674	256,450	1,442	1,442
Transfers - Indirect	1,164,340	2,790,079	2,222,082	500,390	3,846	3,846
PHB Staff/Admin	372,528	253,875	418,653	1,769	721	721
<b>Total Fund Expenditures</b>	<b>9,721,587</b>	<b>20,644,644</b>	<b>19,322,453</b>	<b>2,326,653</b>	<b>36,053</b>	<b>36,053</b>
Contingency	1,638,487	1,864,343	2,065,828	39,175	303,122	567,069
Ending Fund Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>11,360,074</b>	<b>22,508,987</b>	<b>21,388,281</b>	<b>2,365,828</b>	<b>339,175</b>	<b>603,122</b>

## Convention Center URA Project Descriptions

### Administration

60042 N/NE Ec Dev Initiative

The North/Northeast Economic Development Initiative will analyze past and planned investment plans, possible boundary adjustments and priorities for investment in the Interstate Corridor and Oregon Convention Center Urban Renewal Areas. The study will be conducted in partnership with the community to ensure investments made by PDC enhance livability and economic opportunity with the two URAs and the city at-large.

TBD

98001 Debt Management

IGA with City Debt Management Group related to short and long-term financing requirements and other Administrative Activities.

### Business Development

#### Business Lending

79020 Business Finance

Financial assistance through loans to help help emerging firms targeted by PDC's entrepreneurial development efforts grow and create jobs. Required additional investment leverages PDC dollars with private or other public funds.

FY 2011-12 allocation: 5 jobs / leverage \$125,000

#### Cluster Industry Development

72026 Cluster Development

Planning and implementation of projects to support and grow Portland's target clusters (Clean Tech, Athletic & Outdoor, Software, Advanced Manufacturing) within the urban renewal area.

79020 Business Finance

Financial assistance through loans to help firms in four target clusters grow and create jobs. Required additional investment leverages PDC dollars with private or other public funds.

FY 2011-12 allocation: 10 jobs / leverage \$250,000

79100 Strategic Site Recruitment

Funding to pursue a more intensive recruitment model to attract potential tenants to PDC redevelopment sites.

### Small Business/Entrepreneurship

72030 Neighborhood Economic Development

Financial and technical assistance and other incentive programs to support commercial corridor revitalization, development of catalytic commercial projects, historical preservation, and other opportunities to increase economic activity. Particular emphasis on small business development; local retail and service firms; and Minority, Women and Emerging Small Businesses (MWESB). Note that EcDev Strategy development & Innovative/Special Business Development Projects may fall within NED as well.

Would be used for Business Resource Center if proven feasible and for other commercial proposals, such as commercial land trust model.

79020 Business Finance

Financial assistance through loans to support firms in commercial corridors, with a particular emphasis on small business development; local retail and service firms; and Minority, Women and Emerging Small Businesses (MWESB). Required additional investment leverages PDC dollars with private or other public funds.

FY 2011-12 allocation: 4 jobs / leverage \$100,000

### Housing

19032 King Parks Affordable Housing

Formerly known as Piedmont Place Affordable Housing, this is a mixed-income ownership housing, mixed-use project on MLK Jr. Blvd. 24 for-sale, residential units (16 units affordable at 70% MFI). 6,000 sq ft commercial space.

24 ownership units; 66% affordable at or below 70% MFI

## Project Outputs/Outcomes



## Convention Center URA Project Descriptions

89049 McCoy Apartments Rehab Funds for the rehabilitation and preservations of 55 rental units at Gladys McCoy Apartments serving individuals and families at 0-50% MFI.

### Infrastructure

28072 Rose Quarter Connection Funding to improve the pedestrian environment in the Lloyd District.

### Property Redevelopment

11601 OCC Community Outreach Conduct outreach and respond to citizen, property owner, business, and developer inquiries and issues.

16237 HQ Hotel/Blocks 43/26 Revitalization of two blocks located immediately east of the Oregon Convention Center.

25606 Lloyd Commercial Development Support commercial redevelopment and implement the Lloyd District Development Strategy and the OCC Vision Plan. Includes property maintenance of PDC-owned property.

25612 King Parks Commercial Development Formerly known as Piedmont Place, this mixed use project includes approximately 6,000 sq. feet of commercial development and mixed-income ownership housing units.

25613 Rose Quarter Revitalization Supports catalytic mixed-use development for job creation at the Rose Quarter. Funds outreach, District Plan preparation, and activities related to the anticipated renovation of the Veterans Memorial Coliseum.

27001 Storefront Grants Grants up to \$20,000 not to exceed more than 75% of the improvement costs are available to businesses and building owners on a first-come, first-serve basis. Implements MLK Jr. Blvd. Action Plan.

27050 DOS Grants Development Opportunity Services Grants of up to \$12,000 to reimburse applicants for 80% of the cost of predevelopment services associated with commercial and mixed-use projects in the OCCURA, including Lloyd District, Martin Luther King Jr. Blvd, Alberta, and Vancouver/Williams corridors.

28030 Redevelopment Loan Projects Assists property owners with costs of redevelopment, targeting blighted and historic properties or implementing transit-oriented development for commercial and mixed-use development. Also includes loans to retail business owners for real estate improvements to attract or retain key retailers. Implements the MLK Jr. Blvd Action Plan. Focus on commercial and mixed-use development.

28079 Eco District Commercial Retro Analyze feasibility of retrofitting commercial buildings for optimum resource efficiency in the Lloyd pilot EcoDistrict, in coordination with BPS Clean Energy Works activities. Working with green building cluster firms and partners to identify opportunities to pursue retrofits and to commercialize new technologies and processes for retrofitting the commercial building stock more effectively.

61005 Eco District A public/private partnership to identify and implement district-wide solutions for energy, carbon use, water and urban design. Provides funding assistance to the Portland Oregon Sustainability Institute and PDC-BES Holladay Street Green Street Master Plan.

## Project Outputs/Outcomes

Community outreach

Estimated 1500 jobs and \$100M in annual business sales; \$200M Project

No funding in FY 10-11. Future assessed value increase.

\$150M of new development; catalytic mixed use development; leverage public transit investments--i.e. Streetcar.

Leverage \$250,000 in private investment.

Could lead to increased assessed value in the district.

Would position Lloyd as a cutting edge EcoDistrict through private and public partnership.



## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<u>Downtown Waterfront URA</u>						
<b>Resources</b>						
Beginning Fund Balance	17,019,036	11,728,210	9,906,977	1,837,141	2,042,778	2
Fees and Charges	0	0	0	0	0	0
Interest on Investments	75,000	50,000	25,000	10,000	10,000	10,000
Loan Collections	1,652,960	560,164	219,730	183,785	165,254	126,608
Miscellaneous	0	0	0	0	0	0
Property Income	2,234,700	700	700	700	700	700
Reimbursements	750,000	0	482,655	482,655	0	482,655
TIF Proceeds	0	0	0	0	0	0
Transfers In	0	0	0	0	0	0
<b>Total Resources</b>	<b>21,731,696</b>	<b>12,339,074</b>	<b>10,635,062</b>	<b>2,514,281</b>	<b>2,218,732</b>	<b>619,965</b>
<b>Requirements</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
<b>Business Lending</b>						
H79020 Business Finance	250,000	200,000	0	0	0	0
<b>Business Development Total</b>	<b>250,000</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Housing</b>						
<b>PHB Housing</b>						
H89030 Affordable Rental Housing	0	517,345	0	0	1,717,345	0
<b>Housing Total</b>	<b>0</b>	<b>517,345</b>	<b>0</b>	<b>0</b>	<b>1,717,345</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Parks</b>						
H10215 Ankeny/Burnside Public Improvements	862,050	0	0	0	0	0
<b>Public Facilities</b>						
H80034 Community Facilities	78,000	0	0	0	0	0
<b>Infrastructure Total</b>	<b>940,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Commercial Real Estate Lending</b>						
H28030 Redevelopment Loan Projects	20,000	0	0	0	0	0
<b>Community Redevelopment Grants</b>						
H27001 Storefront Grants	175,000	0	0	0	0	0
<b>Property Redevelopment</b>						
H10214 Block 8 Redevelopment	6,394,000	10,000	10,000	10,000	10,000	10,000
H10221 Transit Mall Revitalization	105,000	0	0	0	0	0
H11236 OT/CT Housing - Flanders	150,000	20,000	20,000	20,000	20,000	20,000
H11244 One Waterfront Place	2,700	2,700	2,700	2,700	2,700	2,700
H11601 Community Outreach	5,000	0	0	0	0	0
H13065 RiverPlace Marina Lease	13,300	15,000	15,000	15,000	15,000	15,000
H16306 Block 33	200,000	1,000,000	7,200,000	0	0	0
H28040 Downtown Parking Program	6,000	10,000	10,000	10,000	10,000	10,000
H80041 3rd and Oak Parking Obligation	65,900	65,900	65,900	65,900	65,900	65,900
<b>Property Redevelopment Total</b>	<b>7,136,900</b>	<b>1,123,600</b>	<b>7,323,600</b>	<b>123,600</b>	<b>123,600</b>	<b>123,600</b>

## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<b>Administration</b>						
<b>Finance Admin</b>						
H98001 Debt Management	8,000	8,000	8,000	8,000	8,000	8,000
<b>Strategic Planning/Policy &amp; Prgm Dvlpmt</b>						
H92110 Westside/Central City Study	19,789	0	0	0	0	0
<b>Administration Total</b>	<b>27,789</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>Total Program Expenditures</b>	<b>8,354,739</b>	<b>1,848,945</b>	<b>7,331,600</b>	<b>131,600</b>	<b>1,848,945</b>	<b>131,600</b>
Personal Services	271,209	307,016	263,938	104,738	66,558	4,738
Transfers - Indirect	1,377,538	276,136	1,011,761	231,743	255,154	18,161
PHB Staff/Admin	0	0	190,622	3,422	48,073	3,422
<b>Total Fund Expenditures</b>	<b>10,003,486</b>	<b>2,432,097</b>	<b>8,797,921</b>	<b>471,503</b>	<b>2,218,730</b>	<b>157,921</b>
Contingency	11,728,210	9,906,977	1,837,141	2,042,778	2	462,044
Ending Fund Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>21,731,696</b>	<b>12,339,074</b>	<b>10,635,062</b>	<b>2,514,281</b>	<b>2,218,732</b>	<b>619,965</b>

## Downtown Waterfront URA Project Descriptions

## Project Outputs/Outcomes

<b>Administration</b> 98001 Debt Management	IGA with City Debt Management Group related to short and long-term financing requirements and other Administrative Activities.	
<b>Business Development</b> <b>Business Lending</b> 79020 Business Finance	Business loans to help firms identified as having potential for significant revenue and job growth. Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: 4 jobs / \$100,000 leverage
	Business loans to firms in four target clusters grow and create jobs. Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: 4 jobs / \$100,000 leverage
<b>Cluster Industry Development</b> 79020 Business Finance		
<b>Housing</b> 89030 Affordable Rental Housing	Resources for a redevelopment or preservation affordable rental housing project.	Redevelopment, revitalization or preservation of affordable housing.
<b>Property Redevelopment</b> 11601 Community Outreach	Public meeting/outreach expenses for URA-wide activities.	
10214 Block 8 Redevelopment	Redevelopment of PDC-owned Block at NW Naito, Couch, 1st and Davis. Includes redevelopment of the Globe Hotel and development of the remaining block.	Elimination of surface parking lots, historic preservation, creation of assessed value. Globe = \$16M, 38,000 SF historic rehabilitation occupied by Oregon College of Oriental Medicine = 43 FT and 83 PT jobs, 1,360 patient volunteer hours, 12,000 annual patient visits
11236 OT/CT Housing - Flanders	Property management expense related to Old Town Lofts property.	
11244 One Waterfront Place	Property management expense of vacant land under Broadway bridge that is part of the One Waterfront project.	
13065 Riverplace Marina Lease	Property management/operating expense associated with PDC owned property (floating dock) at Riverplace. Costs are reimbursed 100% by sub-leases.	
28040 3rd and Taylor	Property management associated with PDC owned parcel at 3rd and Taylor	Slated for disposition
80041 3rd & Oak Parking Obligation	Payments related to a parking obligation on the PDC-owned 3rd & Oak property.	Slated for disposition



## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<b><u>Gateway Regional Center URA</u></b>						
<b>Resources</b>						
Beginning Fund Balance	2,294,762	2,324,032	1,656,226	735,834	91,782	399,757
Federal and Other Grants	230,000	208,500	0	150,000	150,000	150,000
Fees and Charges	0	0	0	0	0	0
Interest on Investments	7,000	7,000	8,000	9,000	2,000	2,000
Loan Collections	18,402	18,402	14,478	10,555	10,555	10,555
Property Income	0	0	0	0	0	0
Reimbursements	280,000	0	0	0	0	0
TIF Proceeds	3,167,203	2,990,410	9,028,231	3,943,494	2,695,420	2,195,063
<b>Total Resources</b>	<b>5,997,367</b>	<b>5,548,344</b>	<b>10,706,935</b>	<b>4,848,883</b>	<b>2,949,757</b>	<b>2,757,375</b>
<b>Requirements</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
<b>Business Lending</b>						
H79020 Business Finance	150,000	150,000	150,000	150,000	150,000	150,000
<b>Cluster Industry Development</b>						
H28069 Lean Manufacturing	0	25,000	25,000	25,000	25,000	0
H72026 Cluster Development	11,000	200,000	100,000	100,000	100,000	100,000
H79100 Site Recruitment	0	14,250	14,250	14,250	0	0
<b>Small Business &amp; Entrepreneurship</b>						
H79060 Business Development	90,000	150,000	150,000	150,000	100,000	100,000
<b>Business Development Total</b>	<b>251,000</b>	<b>539,250</b>	<b>439,250</b>	<b>439,250</b>	<b>375,000</b>	<b>350,000</b>
<b>Housing</b>						
<b>PHB Housing</b>						
H20017 Ventura Park	21,619	75,000	300,000	0	0	0
H89034 Gateway/Glisan	25,000	514,000	5,500,000	0	0	0
H89035 Homeownership Development	0	0	100,000	100,000	0	0
<b>Housing Total</b>	<b>46,619</b>	<b>589,000</b>	<b>5,900,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Parks</b>						
H14387 Gateway Urban Plaza	250,000	0	0	0	0	0
<b>Public Facilities</b>						
H14392 Receiving Center Property	83,000	2,000	2,000	2,000	2,000	2,000
<b>Transportation</b>						
H14389 Central Gateway Redevelopment Strategy	530,000	883,000	120,000	0	0	0
H14394 Gateway Transit Center	5,000	0	0	0	0	0
<b>Infrastructure Total</b>	<b>868,000</b>	<b>885,000</b>	<b>122,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Property Redevelopment</b>						
<b>Commercial Real Estate Lending</b>						
H28030 Redevelopment Loan Projects	250,000	250,000	500,000	250,000	250,000	0
<b>Community Redevelopment Grants</b>						
H27001 Storefront Grants	100,000	100,000	100,000	100,000	100,000	100,000
H27050 DOS Grants	100,000	50,000	50,000	50,000	50,000	50,000

## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised	Proposed	Forecast	Forecast	Forecast	Forecast
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
H79025 Green Business Grants	0	75,000	100,000	100,000	75,000	50,000
<b>Property Redevelopment</b>						
H14390 Mixed Use Development/Acquisition	710,000	240,000	1,085,000	2,910,000	1,260,000	1,372,000
<b>Property Redevelopment Total</b>	<b>1,160,000</b>	<b>715,000</b>	<b>1,835,000</b>	<b>3,410,000</b>	<b>1,735,000</b>	<b>1,572,000</b>
<b>Administration</b>						
<b>Finance Admin</b>						
H98001 Debt Management	10,000	10,000	10,000	10,000	10,000	10,000
<b>Strategic Planning/Policy &amp; Prgm Dvlpmnt</b>						
H14403 Gateway Community Outreach	3,000	3,000	3,000	3,000	3,000	3,000
<b>Administration Total</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>
<b>Total Program Expenditures</b>	<b>2,338,619</b>	<b>2,741,250</b>	<b>8,309,250</b>	<b>3,964,250</b>	<b>2,125,000</b>	<b>1,937,000</b>
Personal Services	288,379	365,340	299,133	142,713	76,500	69,732
Transfers - Indirect	934,511	671,447	1,146,677	547,067	293,250	267,306
PHB Staff/Admin	111,826	114,081	216,041	103,071	55,250	50,362
<b>Total Fund Expenditures</b>	<b>3,673,335</b>	<b>3,892,118</b>	<b>9,971,101</b>	<b>4,757,101</b>	<b>2,550,000</b>	<b>2,324,400</b>
Contingency	2,324,032	1,656,226	735,834	91,782	399,757	432,975
Ending Fund Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>5,997,367</b>	<b>5,548,344</b>	<b>10,706,935</b>	<b>4,848,883</b>	<b>2,949,757</b>	<b>2,757,375</b>

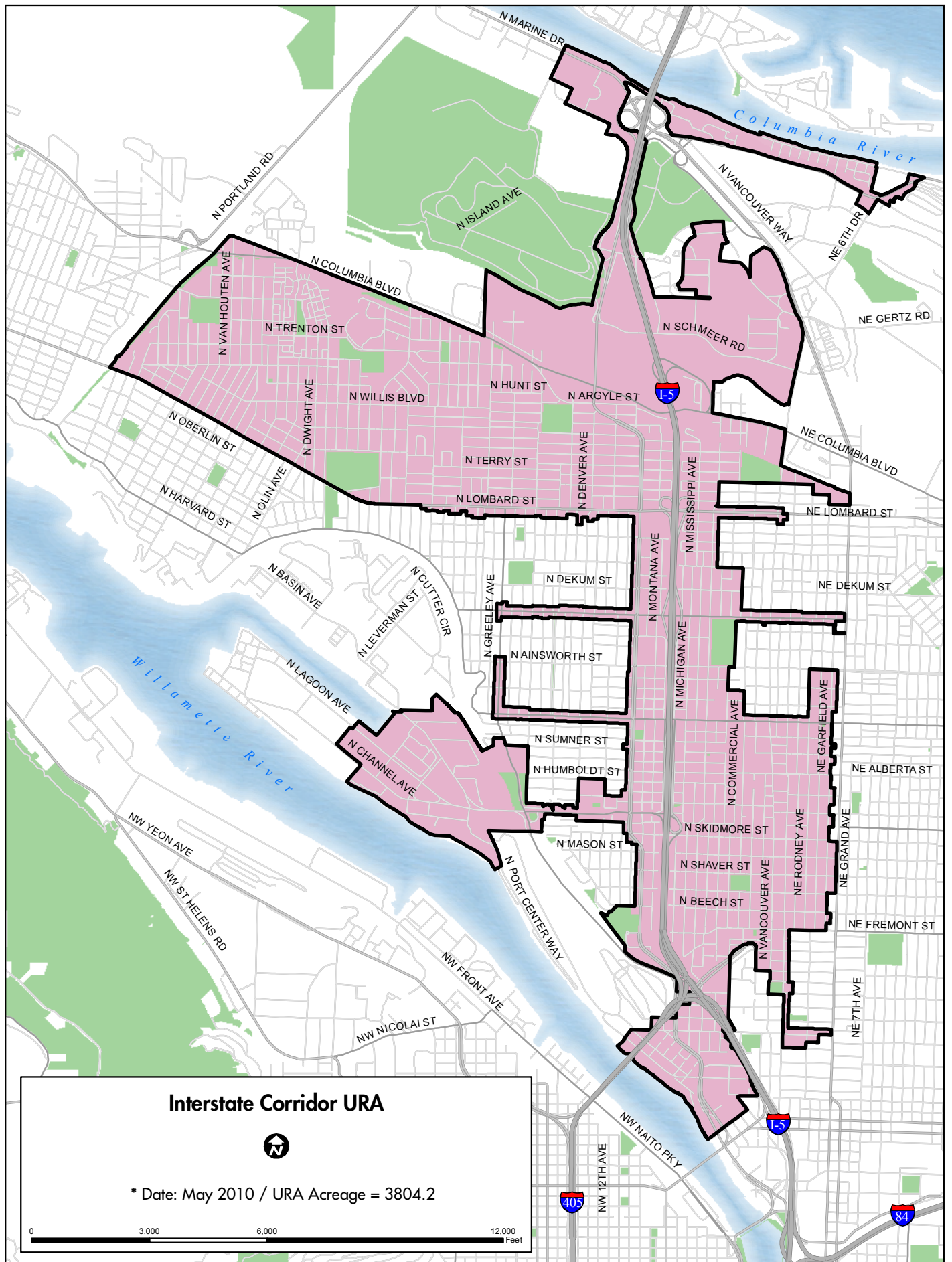


## Gateway Regional Center URA Project Descriptions

		Project Outputs/Outcomes
<b>Administration</b> 98001 Debt Management	IGA with City Debt Management Group related to short and long-term financing requirements and other Administrative Activities.	
	Business loans to help firms identified as having potential for significant revenue and job growth. Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: 2 jobs / leverage \$37,500
<b>Business Development</b> <b>Business Industry</b> 79020 Business Finance	Business loans to firms in four target clusters grow and create jobs. Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: 2 jobs / leverage \$37,500
	Matching funds to retain the Oregon Manufacturing Extension Partnership (OMEP) and the Zero Waste Alliance (ZWA) to develop process and material improvements for businesses that will increase their operational efficiencies and reduce waste thereby improving their bottom line.	Assist 3 companies
<b>Cluster Industry Development</b> 79020 Business Finance	Planning and implementation of projects to support and grow Portland's target clusters (Clean Tech, Athletic & Outdoor, Software, Advanced Manufacturing) within the urban renewal area.	
	Funding to pursue a more intensive recruitment model to attract potential tenants to PDC redevelopment sites.	
	Business loans to local firms to support Neighborhood Economic Development, with a particular emphasis on firms in commercial corridors, firms creating quality jobs and Minority, Women and Emerging Small Businesses (MWESB). Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: 3 jobs / leverage \$75,000
<b>Small Business/Entrepreneurship</b> 79020 Business Finance	Financial and technical assistance and other incentives to support district job growth and commercial corridor revitalization. Particular emphasis on small business development; local retail and service firms; and Minority, Women and Emerging Small Businesses (MWESB). Program enhances economic vitality of the town center and other areas.	
	Funds a grant to Habitat for Humanity Portland Metro/East to acquire property and construct 12 for sale townhomes to be sold to families at 30-80% MFI.	
	Land acquisition, predevelopment and/or financial assistance for the development of new homeownership opportunities for households at 50-100% MFI.	
<b>Housing</b> 20017 Ventura Park	Predevelopment, site disposition, and other activities associated with mixed-income, mixed-use housing project at NE 99th Avenue & Glisan Street.	Fund mixed-income/mixed-use transit oriented housing project at NE 99th & Glisan through Portland Housing Bureau's RFP.
	Homeownership Development	
<b>Infrastructure</b> 14389 Central Gateway Redevelopment Strategy	Gateway/Glisan	
	Implementation of Board approved resolution for Central Gateway Redevelopment Strategy. Includes property acquisitions for key rights-of-way and construction of local green streets. Revisions to Gateway Master Street Plan with stakeholder committee. Also includes property acquisitions and partnerships on key redevelopment sites in Central Gateway sub-district.	Design, engineering, and LID formation for NE 97th Avenue Green Street project resulting in approximately 660 linear feet of local street improvement and 16 temporary construction jobs.
<b>Property Redevelopment</b> 14403 Community Outreach	Outreach activity in the Gateway Regional Center.	

## Gateway Regional Center URA Project Descriptions

Gateway Regional Center URA Project Descriptions		Project Outputs/Outcomes
14390	Mixed Use Development/Acquisition	<p>Redevelopment and catalytic project activities that target public/private partnerships. Projects include technical and financial assistance for underutilized properties that may include predevelopment, development, gap financing, related public improvements and City owned property maintenance and disposition. Current projects include the Gateway Transit Center area, Gateway Education Center, Gateway mixed-use commercial redevelopment on Halsey near the neighborhood park and other commercial opportunities. Redevelopment opportunities that include business growth aligned with the Gateway Business Development Strategy are strongly encouraged.</p> <p>1) Redevelopment framework for Gateway Transit Center; 2) development disposition leading to lot division and site remediation of PDC owned 4 acre property (site intended for commercial/mixed-use redevelopment adjacent to Neighborhood Plaza on SE 106th and Halsey.</p>
27001	Storefront Grants	Leverage 1:1=\$100K. Implement SLIP Program.
27050	DOS Grants	Future assessed value increase.
28030	Redevelopment Loan Projects	Leverage 1:9=\$2.25M
79025	Green Business Grants	Leverage 1:1.75 = \$131,250 in FY11-12



## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<b>Interstate Corridor URA</b>						
<b>Resources</b>						
Beginning Fund Balance	2,392,256	8,947,838	3,649,884	250,148	543,034	686,340
Fees and Charges	0	0	0	0	0	0
Interest on Investments	20,000	20,000	20,000	20,000	20,000	20,000
Loan Collections	1,391,951	3,499,287	240,756	215,712	165,888	155,124
Miscellaneous	0	0	0	0	0	0
Property Income	2,440,000	500,000	0	0	0	0
Reimbursements	0	0	0	0	0	0
TIF Proceeds	31,950,445	10,195,290	8,589,911	10,279,055	10,692,000	5,834,853
<b>Total Resources</b>	<b>38,194,652</b>	<b>23,162,415</b>	<b>12,500,551</b>	<b>10,764,915</b>	<b>11,420,922</b>	<b>6,696,317</b>
<b>Requirements</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
<b>Business Lending</b>						
H28059 Manufacturing Investment Fund	0	200,000	200,000	200,000	200,000	200,000
H61008 Killingsworth Station Commercial	0	902,656	0	0	0	0
H79020 Business Finance	1,825,000	1,230,000	1,230,000	1,230,000	1,230,000	1,230,000
<b>Cluster Industry Development</b>						
H28069 Lean Manufacturing	0	70,000	70,000	70,000	70,000	70,000
H28070 Green Innovation Park	0	200,000	0	0	0	0
H72026 Cluster Development	380,000	100,000	100,000	100,000	100,000	100,000
H79100 Site Recruitment	0	42,750	42,750	42,750	0	0
<b>Small Business &amp; Entrepreneurship</b>						
H72030 Neighborhood Economic Development	50,000	75,000	75,000	75,000	75,000	75,000
<b>Business Development Total</b>	<b>2,255,000</b>	<b>2,820,406</b>	<b>1,717,750</b>	<b>1,717,750</b>	<b>1,675,000</b>	<b>1,675,000</b>
<b>Housing</b>						
<b>PHB Housing</b>						
H20027 PCRI Scattered Sites 2 (NOFA)	0	400,000	0	0	0	0
H34606 Killingsworth Station	0	850,000	0	0	0	0
H37932 HAP Afford Ownership/Rehab	602,000	195,000	0	0	0	0
H38711 Habitat for Humanity - Homeownership	211,750	0	0	0	0	0
H38712 Woolsey Corner Homeownership Dev	480,857	0	0	0	0	0
H89010 Home Repair Projects	587,953	587,953	587,953	587,953	587,953	587,953
H89020 Home Buyer Assistance	201,727	500,000	500,000	500,000	500,000	0
H89030 Affordable Rental Housing	0	250,000	0	0	1,500,000	0
H89035 Homeownership Development	0	0	500,000	500,000	500,000	0
H89046 PCRI Home Ownership Development	625,796	0	0	0	0	0
H89047 Bridge Meadows	1,318,722	0	0	0	0	0
H89048 Ainsworth Court	0	1,400,000	0	0	0	0
<b>Housing Total</b>	<b>4,028,805</b>	<b>4,182,953</b>	<b>1,587,953</b>	<b>1,587,953</b>	<b>3,087,953</b>	<b>587,953</b>

## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<b>Infrastructure</b>						
<b>Parks</b>						
H19038 Interstate Parks	1,370,000	0	0	0	0	0
H28073 Bridgeton	0	1,000,000	700,000	0	0	0
H28074 Dawson Park	0	500,000	400,000	500,000	0	0
H28075 Small Scale Improvements	0	100,000	100,000	30,000	0	0
<b>Transportation</b>						
H19020 Interstate Streetscape Improvements	1,549,999	0	0	0	0	0
H19021 Interstate Trans Improvements	1,133,850	200,000	200,000	200,000	200,000	200,000
H28076 Denver Streetscape	0	15,000	15,000	0	0	15,000
H28077 Killingsworth Streetscape	0	1,000,000	1,000,000	0	0	0
H28078 Lombard Streetscape	0	200,000	600,000	1,000,000	1,000,000	0
<b>Infrastructure Total</b>	<b>4,053,849</b>	<b>3,015,000</b>	<b>3,015,000</b>	<b>1,730,000</b>	<b>1,200,000</b>	<b>215,000</b>
<b>Property Redevelopment</b>						
<b>Commercial Real Estate Lending</b>						
H28030 Redevelopment Loan Projects	1,200,000	2,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>Community Redevelopment Grants</b>						
H19023 Community Livability Projects	760,000	300,000	300,000	300,000	300,000	400,000
H27001 Storefront Grants	700,000	600,000	600,000	600,000	600,000	600,000
H27050 DOS Grants	300,000	150,000	150,000	150,000	150,000	150,000
H28031 Clean Energy Program	1,000,000	1,500,000	0	0	0	0
H79025 Green Business Grants	200,000	200,000	200,000	200,000	200,000	200,000
<b>Property Redevelopment</b>						
H11601 Community Outreach	0	10,000	10,000	10,000	10,000	10,000
H19018 Interstate Redevelopment	150,000	200,000	500,000	500,000	500,000	500,000
H19048 Kenton Redev Downtown	3,700,000	500,000	250,000	500,000	0	0
H34606 Killingsworth Station	5,013,047	0	0	0	0	0
H61010 Jefferson Plaza	100,000	0	500,000	0	0	0
H70712 Brownfields Redevel	100,000	0	0	0	0	0
<b>Property Redevelopment Total</b>	<b>13,223,047</b>	<b>5,660,000</b>	<b>3,710,000</b>	<b>3,460,000</b>	<b>2,960,000</b>	<b>3,060,000</b>
<b>Administration</b>						
<b>Finance Admin</b>						
H98001 Debt Management	20,438	21,459	22,532	22,532	22,532	22,532
<b>PHB Housing Support</b>						
H60041 Eastside Central City Plan	276,998	0	0	0	0	0
<b>Urban Renewal Plan Area Development</b>						
H60042 N/NE Economic Dev Initiative	127,995	68,440	0	0	0	0
<b>Administration Total</b>	<b>425,431</b>	<b>89,899</b>	<b>22,532</b>	<b>22,532</b>	<b>22,532</b>	<b>22,532</b>
<b>Total Program Expenditures</b>	<b>23,986,132</b>	<b>15,768,258</b>	<b>10,053,235</b>	<b>8,518,235</b>	<b>8,945,485</b>	<b>5,560,485</b>
Personal Services	866,545	934,351	548,438	306,656	322,037	200,177
Transfers - Indirect	3,151,794	2,025,032	1,387,346	1,175,516	1,234,477	767,347
PHB Staff/Admin	1,242,343	784,890	261,384	221,474	232,583	144,573

## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised	Proposed	Forecast	Forecast	Forecast	Forecast
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
<b>Total Fund Expenditures</b>	<b>29,246,814</b>	<b>19,512,531</b>	<b>12,250,403</b>	<b>10,221,881</b>	<b>10,734,582</b>	<b>6,672,582</b>
Contingency	8,947,838	3,649,884	250,148	543,034	686,340	23,735
Ending Fund Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>38,194,652</b>	<b>23,162,415</b>	<b>12,500,551</b>	<b>10,764,915</b>	<b>11,420,922</b>	<b>6,696,317</b>

## Interstate Corridor URA Project Descriptions

## Project Outputs/Outcomes

<b>Administration</b> 60041 Eastside Central City Plan 60042 N/NE Ec Dev Initiative 98001 Debt Management	Bureau of Planning IGA for Central City Plan (NE Quadrant) and Lower Albina Subarea Study	Planning project; possible zoning and development regulation changes. URA boundary amendment
	Analyze past and planned investment plans, possible boundary adjustments and priorities for investment in the Interstate Corridor and Oregon Convention Center Urban Renewal Areas.	
	IGA with City Debt Management Group related to short and long-term financing requirements and other Administrative Activities.	
<b>Business Development</b> <b>Business Lending</b> 79020 Business Finance	Business loans to help firms identified as having potential for significant revenue and job growth. Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: 12 jobs / leverage \$300,000
<b>Cluster Industry Development</b> 28059 Manufacturing Investment Fund  28069 Lean Manufacturing  28070 Green Innovation Park	Financing to be provided to support immediate needs of the Advanced Manufacturing Cluster. Funds are intended to leverage other public and private investment and can be provided as loans to AM businesses, funding to construct infrastructure improvements in support of Advanced Manufacturing and working capital (where eligible).	Address 2 - 4 Adv. Mfg. needs in Interstate
	Matching funds to retain the Oregon Manufacturing Extension Partnership (OMEP) and the Zero Waste Alliance (ZWA) to develop process and material improvements for businesses that will increase their operational efficiencies and reduce waste thereby improving their bottom line.	
	Green Innovation Park that will showcase innovative residential buildings, namely net zero energy and low carbon homes, built by local, regional and international firms. The Green Innovation Park is envisioned to become a test-bed for cutting edge residential green building techniques and technologies and the first demonstration project of its kind in the United States.	
72026 Cluster Development	Planning and implementation of projects to support and grow Portland's target clusters (Clean Tech, Athletic & Outdoor, Software, Advanced Manufacturing) within the urban renewal area.	FY 2011-12 allocation: 17 jobs / leverage \$430,000
79020 Business Finance	Business loans to firms in four target clusters grow and create jobs. Incentives for additional investment leverage PDC dollars with private or other public funds.	
79100 Strategic Site Recruitment	Funding to pursue a more intensive recruitment model to attract potential tenants to PDC redevelopment sites.	

## Interstate Corridor URA Project Descriptions

### Small Business/Entrepreneurship

61008	Killingsworth Station Commercial	Financial assistance through loans for property improvements and job creation specifically at the Killingsworth Station ground-floor commercial space. Required additional investment, thereby leveraging PDC dollars with private or other public funds.	Projected 18 jobs. Leverage \$1,800,000 in private investment.
72030	Neighborhood Economic Development	Financial and technical assistance and other incentive programs to support commercial corridor revitalization, development of catalytic commercial projects, historical preservation, and other opportunities to increase economic activity. Particular emphasis on small business development; local retail and service firms; and Minority, Women and Emerging Small Businesses (MWESB). Note that EcDev Strategy development & Innovative/Special Business Development Projects may fall within NED as well.	FY 2011-12 allocation: 20 jobs / leverage \$500,000
79020	Business Finance	Business loans to local firms to support Neighborhood Economic Development, with a particular emphasis on firms in commercial corridors, firms creating quality jobs and Minority, Women and Emerging Small Businesses (MWESB). Incentives for additional investment leverage PDC dollars with private or other public funds.	Projected 50 jobs / Leverage \$1,250,000

### Housing

34606	Killingsworth Block	Redevelopment of the Killingsworth Block along Interstate Blvd mixed-income ownership units and retail. Includes 54 for-sale condominium units with 9,000 sq ft of commercial space. Sixty percent of the units will be made available to individuals and families at 80 % MFI. <i>Multi-year project.</i>	54 ownership units; 60% affordable to 80%MFI
34612	Crown Motel Afford Rental Housing	Redevelopment of Crown Motel property on Interstate Blvd. as affordable rental housing for families with ground floor retail. Includes 52 one, two, and three bedroom apartments serving families at approximately 50% of the median family income. <i>Multi-year project.</i>	
34613	Shaver Green Afford Rental Housing	Development of 85 one, two, and three bedroom apartments for individuals and families earning 0-60% MFI. Ten permanent supportive housing units are included. <i>Multi-year project.</i>	
38712	Woolsey Corner-Homeownership Development	Funds for development of 8 for-sale, family-sized units affordable to low-income, first-time homebuyers. Permanently affordable through Proud Ground land trust model.	8 for-sale units
89035	Homeownership Development	Predevelopment and/or financial assistance for the development of new homeownership opportunities at 50-80% MFI and family sized homeownership at 50-100% MFI.	
37932	HAP Afford Ownership/Rehab	Rehabilitation for resale of 9 homes formerly owned by the Housing Authority of Portland. Homes will be rehabilitated and made available for purchase by families earning 80% of MFI and below. <i>Multi-year project.</i>	
89046	PCRI Homeownership Development	Funding the construction of 4 new family-sized homes to be sold to first-time homebuyers at or below 80% median family income.	4 family-sized units at 80% MFI
89030	Affordable Rental Housing	Predevelopment and/or financial assistance for the preservation and new development of affordable rental housing focused on 0-60% MFI.	

## Project Outputs/Outcomes



## Interstate Corridor URA Project Descriptions

89047 Bridge Meadows  
Predevelopment and gap financing for the development of 36 rental units. 27 apartments for low-income seniors at 0-50% MFI and 9 single family homes for families that agree to adopt hard-to-place foster children.

37914 Hsg Policy/Planning  
Activities relating to program or resource development, strategic planning, production, monitoring/reporting, and housing policy.

37931 HAP Scattered Site Affordable Home Ownership/ Rehabilitation & Financial Assistance  
Purchase of 9 homes formerly owned by the Housing Authority of Portland. *Multi-year project.*

89010 Home Repair Projects  
Provides loans to homeowners for needed home repairs to households at or below 80% MFI.

89020 Homebuyer Assistance  
Financial assistance to first time homebuyers at 50-80% MFI and families at 50-100% MFI. Includes interest buydown and downpayment assistance.

89045 Home Rehab & Retention  
Funds for contracted work providing minor home repair and legal and financial technical assistance to low-income senior and disabled Interstate Corridor homeowners.

38710 Cambridge Court Rehabilitation  
Rehabilitation of existing units for drug and alcohol rehab for women with families. Units affordable at 0-40% MFI. Central City Concern and HAP - Developers.

### Infrastructure

19038 Interstate Parks  
Funds to Parks Bureau through IGAs for park and open space renovations.

19021 Interstate Transportation Improvements  
Funds to PDOT through an IGA to construct priority neighborhood traffic calming, pedestrian safety and bicycle access improvement.

28073 Bridgeton Trail  
Funds to Parks Bureau through IGAs for Bridgeton trail.

28074 Dawson Park  
Funds to Parks Bureau through IGAs for Dawson Park improvements.

28075 Small Scale Improvements  
Funds to Parks Bureau through IGAs for various small scale improvements.

28076 Denver Streetscape  
Funds to PDOT through an IGA to plan, design, engineer and construct streetscape improvements.

19020 Interstate Streetscape Improvements  
Funds to PDOT through an IGA to plan, design, engineer and construct streetscape improvements.

28077 Killingsworth Streetscape  
Funds to PDOT through an IGA to plan, design, engineer and construct streetscape improvements.

28078 Lombard Streetscape  
Funds to PDOT through an IGA to plan, design, engineer and construct streetscape improvements.

### Property Redevelopment

11601 Community Outreach  
Funding for ICURAC and other outreach activities.

19018 Interstate Redevelopment  
Revitalization projects at station area and strategic areas, including loans, predevelopment, and acquisitions.

## Project Outputs/Outcomes

Design for 1/2 mile Bridgeton Trail and Dawson Park. Future construction. Water play pad at Overlook Park.

Estimated 2-3 construction jobs annually

Estimated 22 construction jobs for project.

Estimated 20 construction jobs for project.

Estimated 2-3 construction jobs annually

Tree maintenance

Killingsworth Streetscape II design for 1/2 miles. Future construction.

Estimated 28 construction jobs for project.

Planning/strategy stage; total construction jobs tbd.

Could be used for public/private partnership with PCC to retain ground floor commercial on Killingsworth, or for strategic land acquisition.

## Interstate Corridor URA Project Descriptions

19023 Community Livability

Implements the ICURA Community Livability Strategy for improvements to community facilities and historic preservation and urban design projects. Projects are identified through annual Community Livability Program Grant application process. Public and non-profit facilities eligible.

19048 Kenton Redevelopment Downtown

Redevelopment activities for Downtown Kenton partnering with TriMet and other property owners on redevelopment strategic sites in Kenton.

27001 Storefront Grants

Grants of up to \$32,000 that do not exceed more than 75% of the project costs. Funds are available to businesses and building owners on a first-come, first-serve basis that go towards façade and other street frontage improvements.

27050 DOS Program

Development Opportunity Services Grants of up to \$12,000 to reimburse applicants for 80% of the cost of redevelopment services associated with potential projects on properties with commercial and mixed use zoning.

28030 Redevelopment Loan Program

Assists property owners with costs of redevelopment, targeting blighted and historic properties or implementing transit-oriented development for commercial and mixed-use development.

61006 Clean Energy

Partner with multiple public and private entities to fund Clean Energy Works Oregon; provides financing for energy efficient retrofits for neighborhood single-family residential properties

61010 Jefferson Plaza

Improvements to the NE Killingsworth Street frontage at Jefferson High School.

37928 Vanport Phase II Housing

Staffing, planning and property management for disposition of PDC owned property.

## Project Outputs/Outcomes

Average grant is ≤\$50,000 and leverages other public, private and non-profit funds. Six to eight project awarded annually.

Acquisition of 3.5 acre site in Downtown Kenton for TOD or employment. Future assessed value increase and/or jobs.

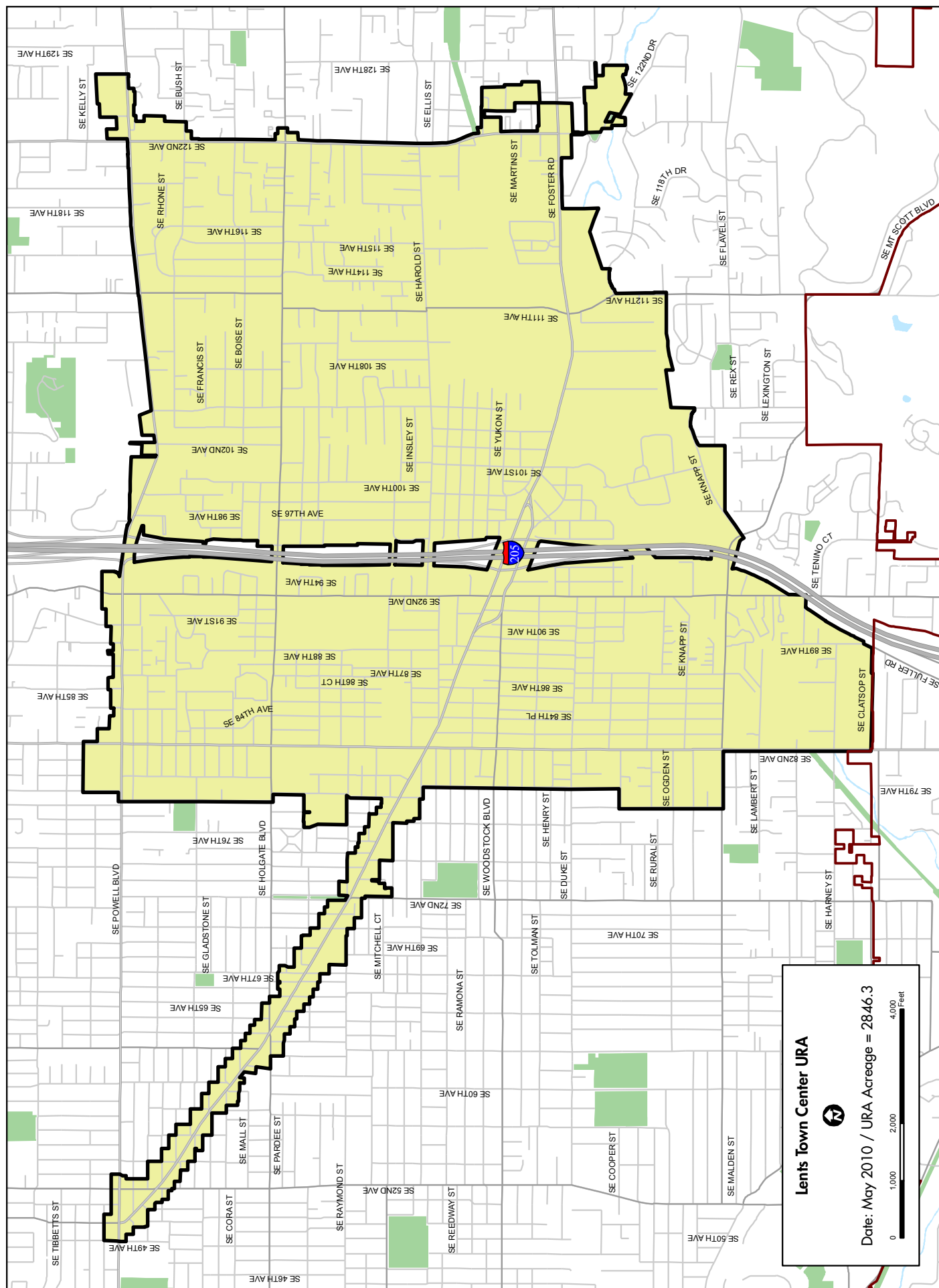
Leverage \$600,000 in private investment.

Future assessed value increase.

Average leverage is about \$1 PDC = \$4 of private investment.

Will retrofit 250 homes @\$10,000 per home.

Future construction; dependant on outcome of PPS bond and its impact on Jefferson HS building. Estimated value of home is \$300,000.



## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<u>Lents Town Center URA</u>						
<b>Resources</b>						
Beginning Fund Balance	15,840,480	7,239,271	218,494	66,153	72,840	1,369,900
Federal and Other Grants	0	250,000	0	0	0	0
Fees and Charges	0	0	0	0	0	0
Interest on Investments	60,000	6,000	7,000	5,000	5,000	5,000
Loan Collections	113,096	108,000	108,000	108,000	108,000	108,000
Miscellaneous	315,850	0	0	0	0	0
Property Income	0	1,100,000	0	0	0	0
Reimbursements	2,500	0	0	0	0	0
TIF Proceeds	7,432,699	8,217,702	16,048,121	15,082,515	11,593,285	5,141,107
<b>Total Resources</b>	<b>23,764,625</b>	<b>16,920,973</b>	<b>16,381,615</b>	<b>15,261,668</b>	<b>11,779,125</b>	<b>6,624,007</b>
<b>Requirements</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
<b>Business Lending</b>						
H79020 Business Finance	1,000,000	800,000	900,000	900,000	900,000	850,000
<b>Cluster Industry Development</b>						
H28069 Lean Manufacturing	0	30,000	30,000	30,000	30,000	30,000
H28070 Green Innovation Park	0	185,000	0	0	0	0
H72026 Cluster Development	0	30,000	30,000	30,000	30,000	30,000
H79100 Site Recruitment	0	38,000	38,000	38,000	0	0
<b>Small Business &amp; Entrepreneurship</b>						
H79060 Business Development	177,000	200,000	200,000	200,000	200,000	200,000
<b>Business Development Total</b>	<b>1,177,000</b>	<b>1,283,000</b>	<b>1,198,000</b>	<b>1,198,000</b>	<b>1,160,000</b>	<b>1,110,000</b>
<b>Housing</b>						
<b>PHB Housing</b>						
H20023 Holgate House	0	922,398	0	0	0	0
H33441 Dahlia Commons Homeownership	598,515	711,485	0	0	0	0
H33442 Habitat for Humanity #3	20,094	7,615	0	0	0	0
H37930 Scat Site Home Rehab & Subs HAP	723,000	200,000	0	0	0	0
H89010 Home Repair Projects	420,571	444,354	434,784	544,354	294,354	444,354
H89015 Rental Rehabilitation Projects	200,000	0	0	0	0	0
H89020 Home Buyer Assistance	709,930	400,000	700,000	800,000	700,000	700,000
H89030 Affordable Rental Housing	0	3,550,000	250,000	250,000	1,000,000	250,000
H89031 The Glen Apartments	1,498,764	0	0	0	0	0
<b>Housing Total</b>	<b>4,170,874</b>	<b>6,235,852</b>	<b>1,384,784</b>	<b>1,594,354</b>	<b>1,994,354</b>	<b>1,394,354</b>
<b>Infrastructure</b>						
<b>Parks</b>						
H13125 Parks Public Improvements	270,000	265,000	1,175,000	100,000	100,000	100,000
<b>Transportation</b>						
H26714 Streets/Sidewalks LID	45,000	377,000	578,000	0	0	0
H26715 Neighborhood Trans Safety Improvements	1,271,000	2,200,000	2,300,000	550,000	0	0
<b>Infrastructure Total</b>	<b>1,586,000</b>	<b>2,842,000</b>	<b>4,053,000</b>	<b>650,000</b>	<b>100,000</b>	<b>100,000</b>

## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<b>Property Redevelopment</b>						
<b>Commercial Real Estate Lending</b>						
H28030 Redevelopment Loan Projects	560,000	300,000	300,000	300,000	300,000	300,000
<b>Community Redevelopment Grants</b>						
H27001 Storefront Grants	300,000	300,000	300,000	300,000	250,000	250,000
H27050 DOS Grants	100,000	75,000	75,000	75,000	50,000	50,000
H28031 Clean Energy Program	600,000	400,000	0	0	0	0
H60052 LTC Comm Livability Grants	250,000	300,000	300,000	300,000	200,000	190,000
H79025 Green Business Grants	125,000	125,000	125,000	125,000	125,000	125,000
<b>Property Redevelopment</b>						
H12209 LTC Town Cntr Redevelopment	2,065,000	1,160,000	2,940,000	1,835,000	1,285,000	500,000
H12212 Johnson Creek Industrial Area Revitalization	100,000	100,000	430,000	4,400,000	1,000,000	1,000,000
H60008 SE 92nd Redevelopment	300,000	500,000	2,250,000	1,200,000	1,200,000	250,000
H60050 Foster Road Redevelopment	1,500,000	0	0	670,000	1,000,000	0
H60053 LTC Station Area Redevelopment	0	0	75,000	0	0	0
<b>Property Redevelopment Total</b>	<b>5,900,000</b>	<b>3,260,000</b>	<b>6,795,000</b>	<b>9,205,000</b>	<b>5,410,000</b>	<b>2,665,000</b>
<b>Administration</b>						
<b>Finance Admin</b>						
H98001 Debt Management	10,000	10,000	10,000	10,000	10,000	10,000
<b>Administration Total</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Total Program Expenditures</b>	<b>12,843,874</b>	<b>13,630,852</b>	<b>13,440,784</b>	<b>12,657,354</b>	<b>8,674,354</b>	<b>5,279,354</b>
Personal Services	536,448	832,012	670,390	455,668	312,277	190,057
Transfers - Indirect	2,404,942	1,512,095	1,854,828	1,746,715	1,197,061	728,551
PHB Staff/Admin	740,090	727,520	349,460	329,091	225,533	137,263
<b>Total Fund Expenditures</b>	<b>16,525,354</b>	<b>16,702,479</b>	<b>16,315,462</b>	<b>15,188,828</b>	<b>10,409,225</b>	<b>6,335,225</b>
Contingency	7,239,271	218,494	66,153	72,840	1,369,900	288,782
Ending Fund Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>23,764,625</b>	<b>16,920,973</b>	<b>16,381,615</b>	<b>15,261,668</b>	<b>11,779,125</b>	<b>6,624,007</b>

## Lents Town Center URA Project Descriptions

## Project Outputs/Outcomes

<b>Administration</b> 98001 Debt Management	IGA with City Debt Management Group related to short and long-term financing requirements and other Administrative Activities.	
<b>Business Development</b> <b>Business Lending</b> 79020 Business Finance	Business loans to help firms identified as having potential for significant revenue and job growth. Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: 8 jobs / leverage \$200,000
<b>Cluster Industry Development</b> 28070 Green Innovation Park	Green Innovation Park that will showcase innovative residential buildings, namely net zero energy and low carbon homes, built by local, regional and international firms. The Green Innovation Park is envisioned to become a test-bed for cutting edge residential green building techniques and technologies and the first demonstration project of its kind in the United States.	
	Planning and implementation of projects to support and grow Portland's target clusters (Clean Tech, Athletic & Outdoor, Software, Advanced Manufacturing) within the urban renewal area.	
72026 Cluster Development		
79020 Business Finance	Business loans to firms in four target clusters grow and create jobs. Incentives for additional investment leverage PDC dollars with private or other public funds.	Focus on business attraction for Freeway Land industrial site. Projected jobs: 8 to leverage 200,000
28069 Lean Manufacturing	Matching funds to retain the Oregon Manufacturing Extension Partnership (OMEP) and the Zero Waste Alliance (ZWA) to develop process and material improvements for businesses that will increase their operational efficiencies and reduce waste thereby improving their bottom line.	Assist 3 companies
79100 Strategic Site Recruitment	Funding to pursue a more intensive recruitment model to attract potential tenants to PDC redevelopment sites.	
<b>Small Business/Entrepreneurship</b> 79020 Business Finance	Business loans to local firms to support Neighborhood Economic Development, with a particular emphasis on firms in commercial corridors, firms creating quality jobs and Minority, Women and Emerging Small Businesses (MWESB). Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: 16 jobs / leverage \$400,000
	Financial and technical assistance and other incentives to support district job growth and commercial corridor revitalization. Particular emphasis on small business development; local retail and service firms; and Minority, Women and Emerging Small Businesses (MWESB). Program enhances economic vitality of the town center and other areas.	Implementation of the Neighborhood Economic Development and Lents Economic Development strategies. Leverage 1:9= \$1,125,000. Revitalize and tenant two empty LTC businesses. Grocery project DDA
<b>Housing</b> 33441 <b>Multi-family - For Sale</b> Dahlia Commons Homeownership	Predevelopment and development funds for construction of 14 new for-sale homes in a courtyard housing design on SE Pardee near 122nd. 8 of the homes are affordable to families earning 80% MFI and are permanently affordable through Portland Community Land Trust.	
20023 <b>Multi-Family - Rental Housing</b> Holgate House	Funds for construction of modular multi-family affordable housing by Native American Youth and Family Center (NAYA) and Guardian Real Estate Services; 9 Units.	

## Lents Town Center URA Project Descriptions

89030 Affordable Rental Housing Pre-development and/or financial assistance for the preservation of existing rental housing or new housing development for 0-60% MFI, especially as part of mixed-use, mixed-income developments.

### Single-Family - Home Repair

89010 Home Repair Projects Loan program for low income homeowners to do needed home repairs.

### Single-Family - Homebuyer Assistance

37930 Scattered Site Home Rehab and Subsidy Funds the rehabilitation and homebuyer subsidy for the resale of 11 scattered site homes for first-time homebuyers at 50-100% MFI.

89020 Homebuyer Assistance Financial assistance to first time homebuyers at 50-80% MFI and families at 50-100% MFI. Includes interest buydown and second mortgage programs.

### Infrastructure

13125 Parks Public Improvement Funds to help implement Portland Parks and Recreation Leach Botanical Garden Plan and a Raymond Park property acquisition. Program includes Lents Springwater Habitat Restoration Project that leverages public/private funds and in-kind volunteer assistance.

26714 Streets/Sidewalk Paving LID Funds to PBOT through an IGA to pave unpaved neighborhood residential streets, Phase IV. Program also provides Local Improvement District (LID) assessment relief to low/moderate income residents through grants and loans.

26715 Neighborhood Transportation Safety Improvements Funds to PBOT through an IGA to improve streets, sidewalks, and traffic safety features in key areas. Includes Foster/Woodstock Streetscape Plan that leverages \$1.9M Metro Transportation Improvement Program grant and Ramona St. in Lents Town Center business district, Foster Road (50th-82nd) Federal grant match, 122nd Ave. State(?) grant match and Center St. construction.

## Project Outputs/Outcomes

Opportunity funds that will be released through a general solicitation. Likely to be focused to create/preserve units at 0-30% MFI to achieve Set Aside target goals.

Down Payment Assistance Loan will finance first-time home purchases for approximately 5 buyers

Implement improvements in Leach Botanical Garden (15.6 acres, 300 linear ft., 2 temporary construction jobs), Raymond Park acquisition and habitat restoration on 100 linear ft. of Springwater Corridor.

Construction start, approximately 450', 7 temporary construction jobs). Portion paid by property owners. Increased property values.

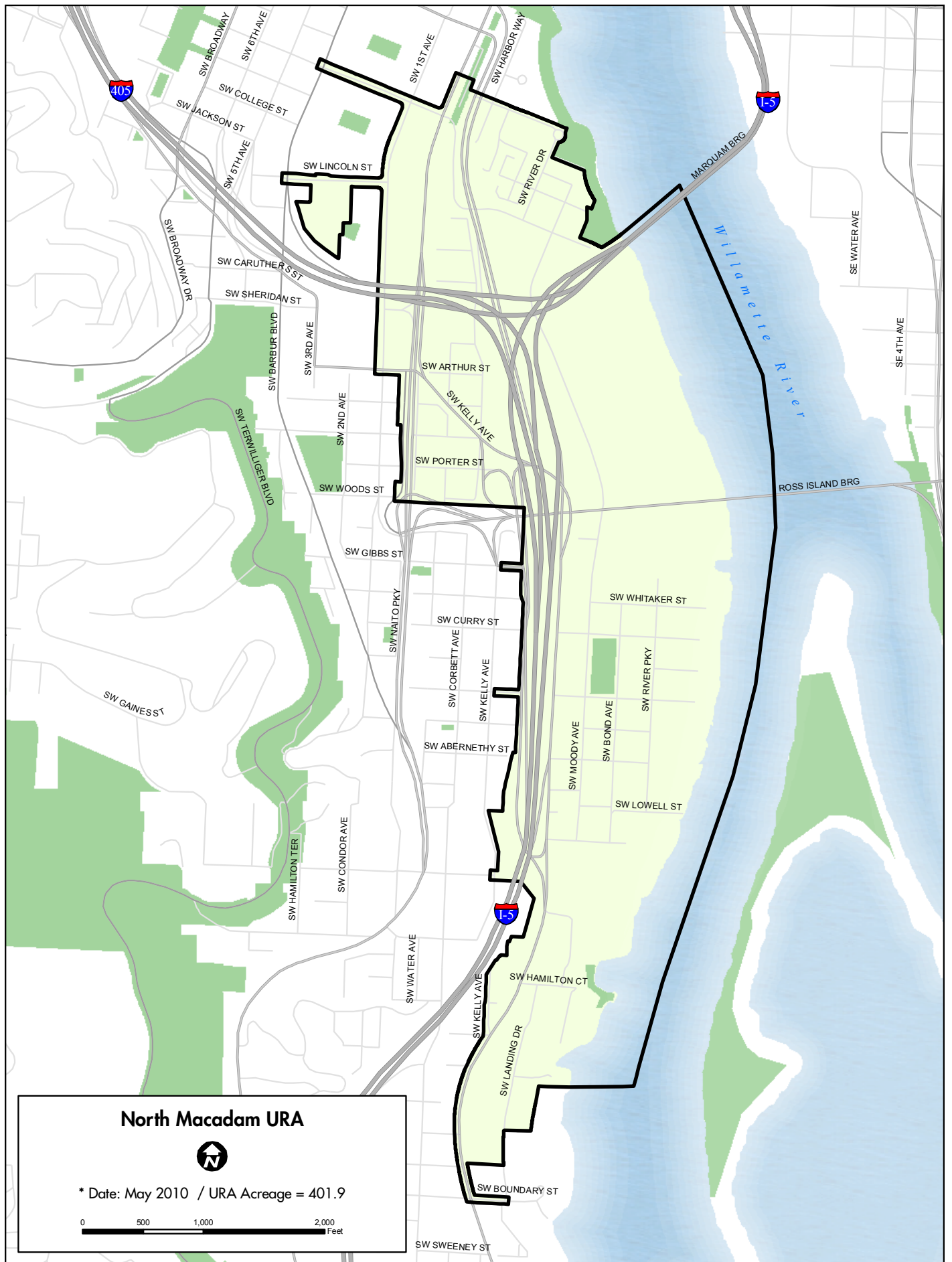
2,210 linear ft. new sidewalks, 570 linear ft. additional on-street parking, temporary construction jobs: 67 Complete engineering and construction for Foster-Woodstock, 92nd Ave. and SE Ramona St. Planning work in other corridors. Complete construction of Center St. (330 linear ft and 1 temporary construction job).

## Lents Town Center URA Draft Project Descriptions

### Property Redevelopment

		Project Outputs/Outcomes
12209	LTC Town Center Redevelopment	Redevelopment and catalytic project activities that target public/private partnerships. Projects include technical and financial assistance for underutilized properties that may include predevelopment, development, gap financing, related public improvements and City owned property maintenance and disposition. Current projects include the town center business anchor attraction, private property and tenant improvements, and coordination with infrastructure improvements. Redevelopment opportunities that include business growth aligned with the Lents Business District Strategy are strongly encouraged.
12212	Johnson Creek Industrial Area Revitalization	Coordination of multi-agency effort to promote redevelopment of industrially zoned Freeway Land site and nearby parcels to maximize jobs. Includes assessment of Johnson Creek flood management to uncrease economic land use through Foster-Lents Integration Partnership (FLIP). Includes coordination of Lents Eco-District Pilot project and alignment with Portland's Economic Development Strategies.
27001	Storefront Grants	Grants up to \$32,000 not to exceed more than 75% of the improvement costs are available to businesses and building owners on a first-come, first-serve basis. Leverages PDC dollars with private or public funds and supports neighborhood livability.
27050	DOS Grants	Development Opportunity Services program grants of up to \$12,000 to reimburse applicants for up to 80% of the cost of predevelopment services for potential projects on properties with commercial and/or mixed-use zoning.
28030	Redevelopment Loan Projects	Assists property owners with costs of redevelopment, targeting blighted and historic properties or implementing transit-oriented development for commercial and mixed-use development. Also includes loans to retail business owners for real estate improvements to attract or retain key retailers.
28031	Clean Energy Program	Partner with multiple public and private entities to fund Clean Energy Works Oregon; provides financing for energy efficient retrofits for neighborhood single-family residential and small commercial properties.
60008	SE 92nd Redevelopment	Key transit oriented redevelopment site in the Lents Town Center. Revitalization project for transit-oriented mixed-use development that includes potential commercial, mixed-income residential and/or institutional uses on PDC owned 3.5 acre lot near new light rail station.
60050	Foster Road Redevelopment	Redevelopment projects for Foster Road business district, including public/private partnerships; potential acquisitions, predevelopment, gap financing and tenaning.
60052	LTC Community Livability Grants	Creation and implementation of a grant program for improvements to community facilities and historic preservation and urban design projects. Projects are identified through annual Community Livability Program Grant application process. Public and non-profit facilities eligible.
60053	LTC Station Area Redevelopment	Creation of transit oriented revitalization strategies for new Green Line MAX station areas at SE Flavel, Holgate and Powell stations.
79025	LTC Green Business Grants	Matching grant to businesses for innovative, energy saving improvements to facilities. Grants awarded on a competitive basis and for a maximum of \$25,000.
		Work with private landowners and businesses to revitalize privately owned Town Center commercial buildings. Complete land assembly and begin PDC property dispositions for the revitalization of Architectural Ironworks and Bakery Block sites. Procure relocation property for Masonic Lodge. Finalize strategy to rejuvenate I-205 Entryway (3 acres) begin implementation (14 temporary construction jobs).
		Complete flood analysis, implement \$250K Metro grant for FLIP and complete Eco-District Base Assessment. Future opportunity funds for infrastructure improvements based upon private and public matching leverage and job growth.
		Leverage 1:1 = \$300,000.
		Future assessed value increase.
		Leverage 1:9 = \$2,700,000
		Est. Leverage 1:5 = \$5,000,000 for FY09-10 if all funds expended. Clean Energy Works Oregon will offer a revolving loan fund, supported by a credit enhancement, for residential and small commercial projects for energy efficient retrofits.
		Complete Development and Disposition Agreement for first project, and secure financing, design and engineering for infrastructure.
		Potential acquisition and redevelopment on Foster Rd. between SE 50th and 82nd.
		Average grant expected is \$50k to leverage other public, private and non-profit funds.
		Leverage Commission investment in new MAX Green Line.
		Leverage 1:1.75 = \$215,250





## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<b>North Macadam URA</b>						
<b>Resources</b>						
Beginning Fund Balance	8,012,556	3,980,048	714,797	65,019	277,070	315,574
Fees and Charges	306,880	315,472	324,309	333,397	348,341	358,641
Interest on Investments	20,000	25,000	25,000	25,000	25,000	25,000
Loan Collections	128,882	128,880	128,880	128,880	128,880	128,880
Property Income	1,547,000	15,000	15,000	15,000	15,000	15,000
Reimbursements	0	0	0	0	0	0
TIF Proceeds	9,939,811	8,717,552	26,154,744	4,119,625	4,399,283	3,012,464
<b>Total Resources</b>	<b>19,955,129</b>	<b>13,181,952</b>	<b>27,362,730</b>	<b>4,686,921</b>	<b>5,193,574</b>	<b>3,855,559</b>
<b>Requirements</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
<b>Business Lending</b>						
H79020 Business Finance	0	700,000	700,000	700,000	700,000	450,000
<b>Cluster Industry Development</b>						
H61000 Bio-Tech Build-Out	450,000	425,000	0	0	0	0
H61016 PSU Wetlab Project	1,196,585	0	0	0	0	0
H79100 Site Recruitment	0	14,250	14,250	14,250	0	0
<b>Business Development Total</b>	<b>1,646,585</b>	<b>1,139,250</b>	<b>714,250</b>	<b>714,250</b>	<b>700,000</b>	<b>450,000</b>
<b>Housing</b>						
<b>PHB Housing</b>						
H10543 Affordable Veterans Housing	7,100,000	5,300,000	11,426,843	0	0	0
<b>Housing Total</b>	<b>7,100,000</b>	<b>5,300,000</b>	<b>11,426,843</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Parks</b>						
H10518 Central District Greenway Design And Construction	100,000	3,735,415	0	0	0	0
H10536 Neighborhood Park Design and Construction	624,717	0	0	0	0	0
H10540 New Initiatives - Parks and Greenway	0	0	0	0	1,000,000	1,000,000
<b>Public Facilities</b>						
H28071 OHSU Life Sciences Center	0	0	0	1,703,625	0	0
<b>Transportation</b>						
H10532 Central District Infrastructure	0	0	0	0	1,058,000	0
H10537 Gibbs Street Pedestrian Bridge	578,000	0	0	0	0	0
H10541 New Initiatives - Transportation	0	0	0	650,000	700,000	1,000,000
H61002 Light Rail	0	0	10,000,000	0	0	0
H61003 South Portal Design	400,000	0	0	0	0	0
<b>Infrastructure Total</b>	<b>1,702,717</b>	<b>3,735,415</b>	<b>10,000,000</b>	<b>2,353,625</b>	<b>2,758,000</b>	<b>2,000,000</b>
<b>Property Redevelopment</b>						
<b>Commercial Real Estate Lending</b>						
H11063 RiverPlace Lot 3	60,000	0	0	0	0	0

## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
Redevelopment						
H28030 Redevelopment Loan Projects	0	225,000	225,000	225,000	225,000	225,000
<b>Community Redevelopment Grants</b>						
H27001 Storefront Grants	0	100,000	100,000	100,000	100,000	100,000
H27050 DOS Grants	0	50,000	50,000	50,000	50,000	50,000
<b>Property Redevelopment</b>						
H10510 NMAC Implement Coord	45,000	50,000	0	0	0	0
H11062 RiverPlace Lot 8 Parcel Develop	15,000	50,000	0	0	0	0
H11080 RiverPlace Property Management	10,000	15,000	0	0	0	0
H61004 Pre-Development	284,500	200,000	200,000	200,000	200,000	200,000
<b>Property Redevelopment Total</b>	<b>414,500</b>	<b>690,000</b>	<b>575,000</b>	<b>575,000</b>	<b>575,000</b>	<b>575,000</b>
<b>Administration</b>						
<b>Finance Admin</b>						
H98001 Debt Management	32,000	32,000	32,000	32,000	32,000	32,000
<b>PHB Housing Support</b>						
H92110 Westside/Central City Study	19,787	0	0	0	0	0
<b>Administration Total</b>	<b>51,787</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>
<b>Total Program Expenditures</b>	<b>10,915,589</b>	<b>10,896,665</b>	<b>22,748,093</b>	<b>3,674,875</b>	<b>4,065,000</b>	<b>3,057,000</b>
Personal Services	251,567	469,685	818,931	132,296	146,340	110,052
Debt Service	3,100,000	0	0	0	0	0
Transfers - Indirect	1,429,897	757,320	3,139,237	507,133	560,970	421,866
PHB Staff/Admin	278,028	343,485	591,450	95,547	105,690	79,482
<b>Total Fund Expenditures</b>	<b>15,975,081</b>	<b>12,467,155</b>	<b>27,297,711</b>	<b>4,409,851</b>	<b>4,878,000</b>	<b>3,668,400</b>
Contingency	3,980,048	714,797	65,019	277,070	315,574	187,159
Ending Fund Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>19,955,129</b>	<b>13,181,952</b>	<b>27,362,730</b>	<b>4,686,921</b>	<b>5,193,574</b>	<b>3,855,559</b>

## North Macadam URA Project Descriptions

## Project Output/Outcomes

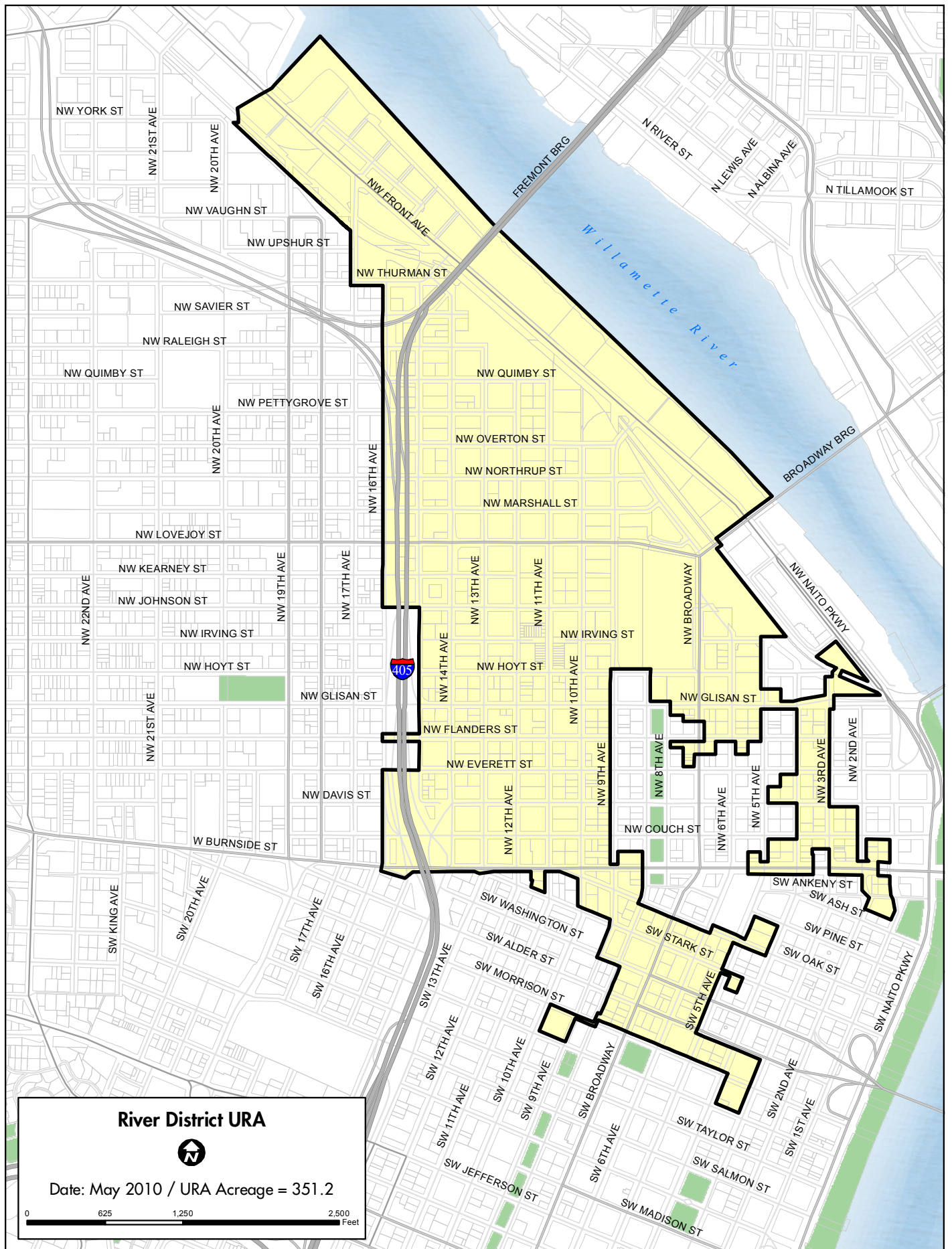
<b>Administration</b> 98001 Debt Management	IGA with City Debt Management Group related to short and long-term financing requirements and other Administrative Activities.	
		FY 2011-12 allocation: 7 jobs / leverage \$175,000
<b>Business Development</b> <b>Business Lending</b> 79020 Business Finance	Business loans to help firms identified as having potential for significant revenue and job growth. Incentives for additional investment leverage PDC dollars with private or other public funds.	
		* 6 jobs (\$50K/job assumption)
<b>Cluster Industry Development</b> 61000 Bio Tech Build Out	Funds projects to grow bioscience infrastructure within the urban renewal area, including recruitment of and business assistance to bioscience firms. Fulfills requirement under IGA with OHSU.	
		* 2,000 SF bioscience wetlab * 24 jobs (\$50K/job assumption)
61016 PSU Accelerator - Wet Lab	Construction of a wet lab facility with the PSU Accelerator to support the start-up and early stage bioscience companies. Fulfills requirement under IGA with OHSU.	
79020 Business Finance	Business loans to firms in four target clusters grow and create jobs. Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: 14 jobs / leverage \$350,000
<b>Small Business/Entrepreneurship</b> 79020 Business Finance	Business loans to local firms to support Neighborhood Economic Development, with a particular emphasis on firms in commercial corridors, firms creating quality jobs and Minority, Women and Emerging Small Businesses (MWESB). Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: 7 jobs / leverage \$175,000
<b>Housing</b> 10543 Block 49 Veterans Housing	Development of new South Waterfront affordable rental housing to households at 0-60% MFI. Implements Central District Development Agreement.	* 209 housing units, new construction, affordable to households earning 50% MFI; 42 units targeted to veterans earning less than 30% MFI
<b>Infrastructure</b> 10518 Central District Greenway Design & Construction	Oversee and coordinate design and construction of the 1300-foot Phase I design project in the Central District through IGA with Portland Parks & Recreation. Implements Central District Development Agreement.	* Environmental and permitting work on 1300 foot portion of greenway
10540 New Initiatives - Parks and Greenway	Planning, Design & Construction of future Park, Greenway or Open Space - opportunities include additional greenway segment, Ross Is Bridge Park, Gibbs Pedestrian plaza, or open space in Harbor Naito or North of Kelly areas.	N/A for FY 2011-12
10532 Central District Infrastructure		N/A for FY 2011-12; 200' of sidewalk improvements on remaining block faces concurrent to adjacent private construction
10541 New Initiatives -Transportation	Planning, Design & Construction of Future Transportation Improvements identified in the North Macadam Transportation Development Strategy - opportunities include South Portal, North District infrastructure, or improvements in the Harbor Naito or North of Kelly development areas.	N/A for FY 2011-12
61002 Light Rail	URA share of Portland-Milwaukie Light Rail (IGA with PBOT).	N/A for FY 2011-12; light rail alignment from PSU to riverfront and two light rail stations
61003 South Portal 30% Design	Design and engineering for transportation portal at URA south end to coordinate with future streetcar extension and potential redevelopment opportunities.	N/A for FY 2011-2012; spending in FY 10-11 is for review/revision of design for approximately 25 acres

## North Macadam URA Project Descriptions

### Property Redevelopment

10510	NMAC Implementation Coordination	Public communication and outreach; URAC management; URA Team and Inter-bureau Team Coordination, resource and opportunity development.	
11062	RiverPlace Lot 8 Parcel Development	Pre-development, disposition and development of RiverPlace Parcel 8.	
11063	RiverPlace Lot 3 Redevelopment	Predevelopment and environmental assessment per an MOU with private developer; targeting private acquisition and redevelopment per a disposition and development agreement.	* Due diligence on 2 acre parcel for private redevelopment
27001	Storefront Grants	Grants up to \$20,000 not to exceed more than 50% of the improvement costs are available to businesses and building owners on a first-come, first-serve basis. Leverages PDC dollars with private or public funds and supports neighborhood livability.	* 1:3 leverage
27050	DOS Grants	Development Opportunity Services Grants of up to \$12,000 to reimburse applicants for 80% of the cost of predevelopment services associated with potential projects on properties with commercial and mixed use zoning.	* Future assessed value increase.
28030	Redevelopment Loan Projects	Provide gap financing to building owners and developers wishing to bring more commercial and industrial space into productive use. Also leverages PDC dollars with private and public funds, and supports neighborhood livability/quality of life. Required additional investment leverages PDC dollars with private funds.	* 1:10+ leverage target
61004	Pre-Development	Assists property owners and businesses with predevelopment costs ; respond to new project activities and policy development/analysis.	
11080	RiverPlace Property Management	Management and maintenance of 3 acres of PDC-owned properties at RiverPlace being held for future development.	

## Project Output/Outcomes



## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<u>River District URA</u>						
<b>Resources</b>						
Beginning Fund Balance	12,157,166	6,602,768	11,855,602	1,806,329	1,108,380	758,217
Fees and Charges	0	0	0	0	0	0
Interest on Investments	100,000	30,000	0	0	0	0
Loan Collections	456,741	450,000	450,000	450,000	450,000	450,000
Property Income	1,016,000	1,352,000	652,000	652,000	652,000	652,000
Reimbursements	125,000	200,000	426,562	0	0	394,419
TIF Proceeds	46,523,874	50,450,100	20,314,110	37,024,952	56,327,237	46,300,387
<b>Total Resources</b>	<b>60,378,781</b>	<b>59,084,868</b>	<b>33,698,274</b>	<b>39,933,281</b>	<b>58,537,617</b>	<b>48,555,023</b>
<b>Requirements</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
<b>Business Lending</b>						
H79020 Business Finance	1,250,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Cluster Industry Development</b>						
H72026 Cluster Development	0	200,000	0	0	0	0
H79023 Design Forum/PDX	0	1,000,000	0	0	0	0
H79100 Site Recruitment	0	71,250	71,250	71,250	0	0
<b>Business Development Total</b>	<b>1,250,000</b>	<b>3,271,250</b>	<b>2,071,250</b>	<b>2,071,250</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Housing</b>						
<b>PHB Housing</b>						
H12030 Fairfield Apartments	430,000	500,000	0	0	0	0
H32138 Pearl Family Housing	7,000,000	0	0	0	0	0
H37937 RAC - Access Center	10,329,607	16,046,927	0	0	0	0
H37938 Blanchet House Redev	200,000	4,000,000	0	0	0	0
H37940 New Avenues for Youth	9,190	0	0	0	0	0
H80036 Yards at Union Station	0	3,973,438	0	0	0	0
H89030 Affordable Rental Housing	0	1,227,314	0	4,000,000	9,000,000	3,500,000
<b>Housing Total</b>	<b>17,968,797</b>	<b>25,747,679</b>	<b>0</b>	<b>4,000,000</b>	<b>9,000,000</b>	<b>3,500,000</b>
<b>Infrastructure</b>						
<b>Parks</b>						
H13119 Neighborhood Park (The Fields)	400,000	1,550,000	4,130,000	0	0	0
H13120 Neighborhood Park SDC Credit	0	400,000	0	0	0	0
<b>Public Facilities</b>						
H13138 Streetcar LID	0	0	500,000	0	0	0
H60020 Union Station	826,500	1,706,500	5,446,500	6,500	6,500	6,500
H80034 Community Facilities	78,000	0	0	0	0	0
<b>Transportation</b>						
H11233 Public Site Improvements	177,000	0	0	0	0	0
H13137 Streetcar Loop Project	11,523,396	0	0	0	0	0
<b>Infrastructure Total</b>	<b>13,004,896</b>	<b>3,656,500</b>	<b>10,076,500</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>
<b>Property Redevelopment</b>						
<b>Commercial Real Estate Lending</b>						
H28030 Redevelopment Loan	3,200,000	2,080,000	3,800,000	3,800,000	4,000,000	4,000,000

## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
Projects						
<b>Community Redevelopment Grants</b>						
H27001 Storefront Grants	300,000	300,000	300,000	300,000	300,000	300,000
H27050 DOS Grants	75,000	75,000	75,000	75,000	75,000	75,000
<b>Property Redevelopment</b>						
H11244 One Waterfront Place	6,000	6,000	6,000	6,000	6,000	6,000
H12101 Downtown Retail Strategy	450,000	500,000	500,000	250,000	250,000	250,000
H12145 Blocks A&N	20,000	5,000	5,000	5,000	5,000	5,000
H13104 Centennial Mills Redevelopment	569,000	464,000	2,860,000	5,260,000	3,060,000	0
H13112 North Pearl District Plan	0	500,000	0	0	0	0
H13115 Station Place Garage/Parcels	378,700	207,000	197,000	197,000	197,000	197,000
H13143 RD Environmental	100,000	65,000	75,000	0	0	0
H22500 Post Office	518,500	420,000	5,000,000	8,000,000	20,000,000	30,000,000
H28032 Vestas	8,100,000	0	0	0	0	0
H60021 10th and Yamhill Redevelopment	250,000	0	0	3,750,000	9,200,000	0
H60027 PNCA	6,000	750,000	0	0	0	0
H60029 Block 25	14,000	0	0	0	0	0
H60031 Block 11	150,000	0	0	0	0	0
H60032 Horse Barn Relocation	0	750,000	1,250,000	0	0	0
H80037 Grove	130,000	2,700,000	0	0	0	0
<b>Property Redevelopment Total</b>	<b>14,267,200</b>	<b>8,822,000</b>	<b>14,068,000</b>	<b>21,643,000</b>	<b>37,093,000</b>	<b>34,833,000</b>
<b>Administration</b>						
<b>Finance Admin</b>						
H98001 Debt Management	70,000	50,000	50,000	50,000	50,000	50,000
<b>PHB Housing Support</b>						
H92110 Westside/Central City Study	150,000	0	0	0	0	0
<b>Administration Total</b>	<b>220,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Total Program Expenditures</b>	<b>46,710,893</b>	<b>41,547,429</b>	<b>26,265,750</b>	<b>27,770,750</b>	<b>48,149,500</b>	<b>40,389,500</b>
Personal Services	877,300	1,066,352	1,318,611	3,499,747	1,733,382	1,454,022
Transfers - Indirect	5,498,256	4,136,778	3,624,674	6,832,364	6,644,631	5,573,751
PHB Staff/Admin	689,564	478,707	682,910	722,040	1,251,887	1,050,127
<b>Total Fund Expenditures</b>	<b>53,776,013</b>	<b>47,229,266</b>	<b>31,891,945</b>	<b>38,824,901</b>	<b>57,779,400</b>	<b>48,467,400</b>
Contingency	6,602,768	11,855,602	1,806,329	1,108,380	758,217	87,619
Ending Fund Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>60,378,781</b>	<b>59,084,868</b>	<b>33,698,274</b>	<b>39,933,281</b>	<b>58,537,617</b>	<b>48,555,023</b>



## River District URA Project Descriptions

River District URA Project Descriptions			Project Outputs/Outcomes
<b>Administration</b>			
98001	Debt Management	IGA with City Debt Management Group related to short and long-term financing requirements and other Administrative Activities.	
<b>Business Development</b>			
<b>Business Lending</b>			
79020	Business Finance	Business loans to help firms identified as having potential for significant revenue and job growth. Incentives for additional investment leverage PDC dollars with private or other public funds.	Projected jobs: 90 to leverage \$2,250,000
<b>Cluster Industry Development</b>			
72026	Cluster Development	Planning and implementation of projects to support and grow Portland's target clusters (Clean Tech, Athletic & Outdoor, Software, Advanced Manufacturing) within the urban renewal area.	
79020	Business Finance	Business loans to firms in four target clusters grow and create jobs. Incentives for additional investment leverage PDC dollars with private or other public funds.	Projected jobs: 180 to leverage \$4,500,000
79023	Design Forum/PDX	Business Plan developed through a collaborative process with University of Oregon and industry leaders in design, activewear, architecture and interior design. There are several sites that are identified in the River District as the location for siting the Material Lab.	The Design Forum will leverage PDC investment to implement a critical component of the Economic Development Strategy. The outcome is to further establish Portland as a design center and to develop the west coast Material Lab
79100	Site Recruitment	Funding to pursue a more intensive recruitment model to attract potential tenants to PDC redevelopment sites.	
<b>Small Business/Entrepreneurship</b>			
79020	Business Finance	Business loans to local firms to support Neighborhood Economic Development, with a particular emphasis on firms in commercial corridors, firms creating quality jobs and Minority, Women and Emerging Small Businesses (MWESB). Incentives for additional investment leverage PDC dollars with private or other public funds.	Projected jobs: 90 to leverage \$2,250,000
<b>Housing</b>			
12030	Fairfield Apartments	Preservation of 82 Section 8 Single Room Occupancy units. The building, owned by PDC needs substantial renovation.	Interim rehab and predevelopment
32138	Pearl Family Housing	Predevelopment and construction funding for new affordable (30-60% MFI) family housing project on Block 247.	Meets family housing goals and 30%-60% MFI TIF set-aside goals
37937	Resource Access Center	10 Year Plan to End Homelessness Resource Access Center to be developed by the Housing Authority of Portland and run by Transition Projects. Relocates Transition Projects men's shelter. Creation of new permanent supportive housing.	Meets River District Housing Implementation Strategy goals for extremely low income housing.
37938	Blanchet House Redevelopment	Financial assistance for redevelopment of Blanchet House service facility and housing on new property to serve very low income households.	Meets TIF Set-aside community facility goals

River District URA Project Descriptions		Project Outputs/Outcomes	
37940	New Avenues for Youth	Funds for homeless youth facility to do renovation and acquisition, matching private fund raising efforts.	Meets TIF Set-aside community facility goals. The PDC investment was funded at 2009 year end. PDC investment leveraged over 4 million dollars of private funding
80036	Yards at Union Station	Final stage of the Yards at Union Station. Loan for new development of 0-60% MFI affordable housing.	Primarily meets 60% MFI goals
89030	Affordable Rental Housing - HSP	Funding for development of Hoyt Street Properties DA obligated project in future years; at least 200 affordable housing units.	Meets obligations of the Development Agreement with Hoyt Street Properties to build affordable housing. Development of these units will help meet the affordable housing goals of the River District Housing Implementation Strategy.
<b>Infrastructure</b>			
60020	Union Station	Plan to renovate Union Station, including the fund State Transportation Enhancement Grant matches for Union Station property improvements and property management agreement with	Repairs the roof of the PDC asset an leverages
13119	Neighborhood Park (the Fields)	Funds to Parks through an IGA for the design and construction of the Neighborhood Park at NW 9th & Naito Parkway.	Construction documents completed out for bid by end of 2010 calendar year
13120	Neighborhood Park (SDC Credit)	Agreement with Hoyt Street Properties to reimburse SDC credits associated with future building (in return for donated land - Fields park)	
13137	Streetcar Loop Project	Funds identified as River District's share of funds for the construction of Streetcar Loop. Funds would be through IGA with PDOT.	Funding to provide local match for federal funds 1:4 leverage
13138	Streetcar LID	PDC share of LID to expand the Streetcar Loop in the River District beyond the initial alignment. Provides greater service into the district.	Expended FY11-12 1:1 leveraged other proeprty owners participation in LID
<b>Property Redevelopment</b>			
11244	One Waterfront Place	Property Mgt Expense	Property Mangement
12101	Downtown Retail Strategy	Financial assistance to attract and retain key retailers in the downtown core in support of the Downtown Retail Strategy, the URA Plan, and the Central City Plan.	Implement the Retail Strategy through increased funding of storefront grants and other finanacal
60028	Block A&N	Property Mgt Expense	Property Mangement
13104	Centennial Mills Redevelopment	Implement City Council accepted and PDC adopted Centennial Mills Framework Plan with The LAB. Move forward on the development of the DDA. Property management of Centennial Mill through an IGA with BGS.	After completion of 100% schematic designs, move to DDA and to 50% Construction Documents. In addition to supporting goal of district, leverage is anticipated at 1:12

## Project Outputs/Outcomes

Master plan in concert with North Pearl property owners to ready property to implement the Economic Development Strategy

13115 Station Place Garage/Parcels

13143 Environmental RD

22500 Post Office

27001 Storefront

27050 DOS Grants

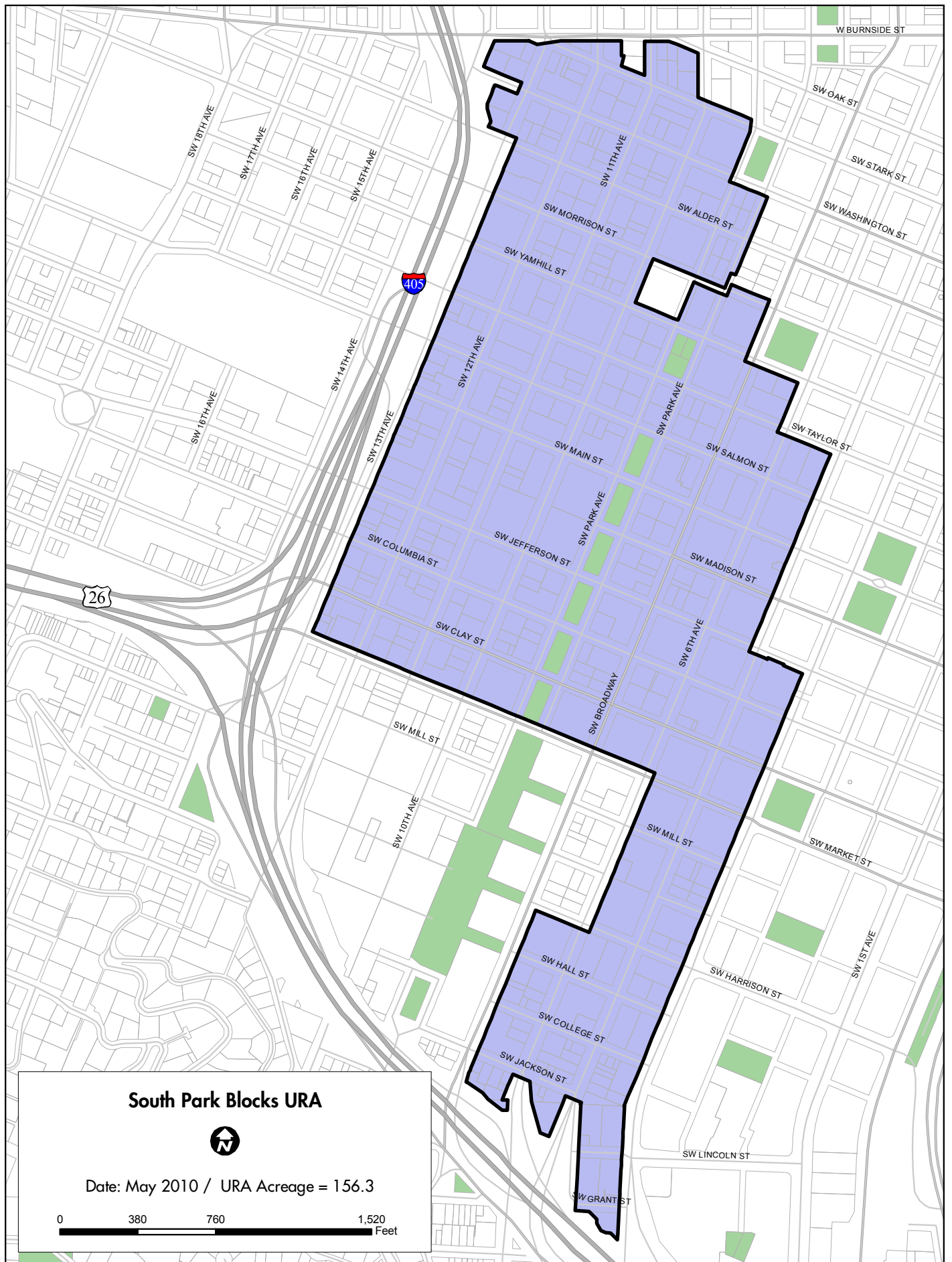
28030 Redevelopment Loan Projects

60021

60027 PNCA

80037

Future assessed value increase. Supports the development of the properties that have moved into the amended RDURA.



## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<b><u>South Park Blocks URA</u></b>						
<b>Resources</b>						
Beginning Fund Balance	18,327,122	5,746,285	2,829,737	0	16,340	223,007
Fees and Charges	0	0	0	0	0	0
Interest on Investments	70,000	25,000	20,000	20,000	10,000	10,000
Loan Collections	68,732	98,400	98,400	98,400	75,667	30,111
Property Income	1,800,000	0	0	0	0	0
Reimbursements	0	0	0	133,000	133,000	133,000
TIF Proceeds	0	0	0	0	0	0
<b>Total Resources</b>	<b>20,265,854</b>	<b>5,869,685</b>	<b>2,948,137</b>	<b>251,400</b>	<b>235,007</b>	<b>396,118</b>
<b>Requirements</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
<b>Business Lending</b>						
H79020 Business Finance	1,017,956	275,000	0	0	0	0
<b>Cluster Industry Development</b>						
H70021 Oregon Sustainability Center	6,700,000	0	0	0	0	0
<b>Business Development Total</b>	<b>7,717,956</b>	<b>275,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Housing</b>						
<b>PHB Housing</b>						
H12027 Jefferson West Apartments	86,000	86,000	86,000	0	0	0
H12035 Martha Washington	281,156	0	0	0	0	0
H12036 Admiral Apartments	370,000	0	0	0	0	0
H12037 Chaucer	2,615,000	35,000	0	0	0	0
H34510 SPB Section 8 Preservation	0	1,890,600	1,181,000	0	0	0
H34525 University Place	315,622	0	0	0	0	0
<b>Housing Total</b>	<b>3,667,778</b>	<b>2,011,600</b>	<b>1,267,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Transportation</b>						
H12099 SPB Streetcar/Scapes Imp	50,000	100,000	1,350,000	0	0	0
<b>Infrastructure Total</b>	<b>50,000</b>	<b>100,000</b>	<b>1,350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Commercial Real Estate Lending</b>						
H28030 Redevelopment Loan Projects	708,000	0	0	0	0	0
<b>Community Redevelopment Grants</b>						
H27001 Storefront Grants	200,000	118,000	0	190,000	0	0
<b>Property Redevelopment</b>						
H10221 Transit Mall Revitalization	112,427	0	0	0	0	0
H12101 Downtown Retail Strategy	124,000	0	0	0	0	0
<b>Property Redevelopment Total</b>	<b>1,144,427</b>	<b>118,000</b>	<b>0</b>	<b>190,000</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Finance Admin</b>						
H98001 Debt Management	10,000	10,000	10,000	10,000	10,000	10,000
<b>Strategic Planning/Policy &amp; Prgm Dvlpmnt</b>						

## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised	Proposed	Forecast	Forecast	Forecast	Forecast
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
H92110 Westside/Central City Study	19,787	0	0	0	0	0
<b>Administration Total</b>	<b>29,787</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Total Program Expenditures</b>	<b>12,609,948</b>	<b>2,514,600</b>	<b>2,627,000</b>	<b>200,000</b>	<b>10,000</b>	<b>10,000</b>
Personal Services	270,366	237,463	94,572	7,200	360	360
Transfers - Indirect	1,342,735	58,116	158,263	27,600	1,380	1,380
PHB Staff/Admin	296,520	229,769	68,302	260	260	260
<b>Total Fund Expenditures</b>	<b>14,519,569</b>	<b>3,039,948</b>	<b>2,948,137</b>	<b>235,060</b>	<b>12,000</b>	<b>12,000</b>
Contingency	5,746,285	2,829,737	0	16,340	223,007	384,118
Ending Fund Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>20,265,854</b>	<b>5,869,685</b>	<b>2,948,137</b>	<b>251,400</b>	<b>235,007</b>	<b>396,118</b>

## South Park Blocks URA Project Descriptions

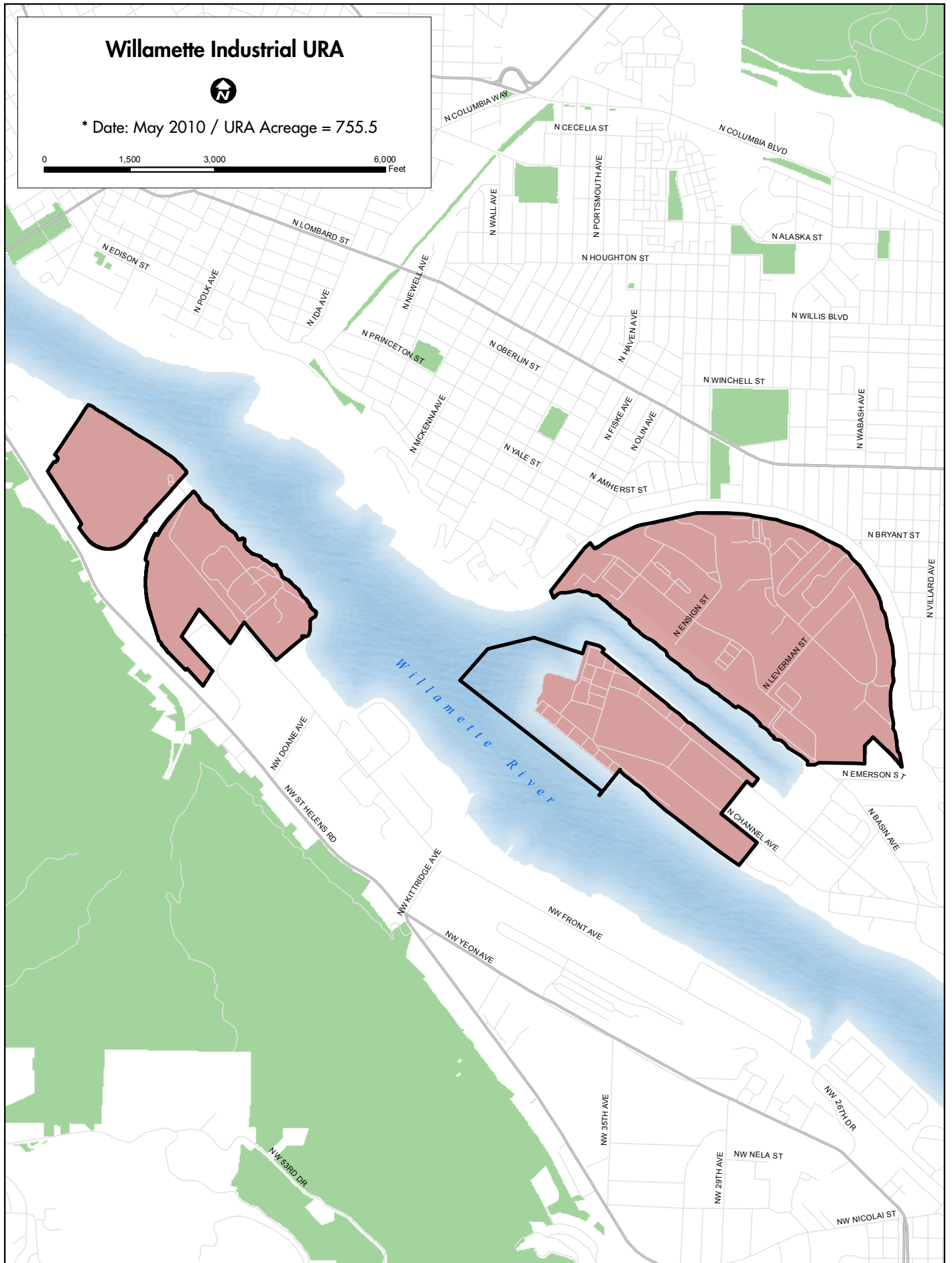
Project Outputs/Outcomes		
<b>Administration</b>		
98001 Debt Management	IGA with City Debt Management Group related to short and long-term financing	
<b>Business Development</b>		
<b>Business Lending</b>		
79020 Business Finance	Business loans to help firms identified as having potential for significant revenue and job	FY 2011-12 allocation: 8 jobs / leverage \$200,000
<b>Housing</b>		
12027 Jefferson West Apartments	Property management of Jefferson West for future redevelopment as housing	Property management of Jefferson West for future redevelopment as housing
12037 Chaucer Apartments	Preservation of 83 units of Section 8 housing for households at 0-30% MFI.	83 unit Section 8 preservation/rehab
34510 Section 8 Preservation	Preservation of expiring Section 8 Projects.	Section 8 preservation/rehab
<b>Infrastructure</b>		
12099 SPB Streetcar/Streetscapes Imp.	Funding for realignment of Streetcar at Oregon Sustainability Center.	
<b>Property Redevelopment</b>		
27001 Storefront Grants	Grants up to \$20,000 not to exceed more than 50% of the improvement costs are available to businesses and building owners on a first-come, first-serve basis. Leverages PDC dollars with private or public funds and supports neighborhood livability.	* 3:1 leverage

# Willamette Industrial URA



\* Date: May 2010 / URA Acreage = 755.5

0 1,500 3,000 6,000 Feet





## Financial Summary

### Fund Summary - Five-Year Budget Projections

	Revised FY 2010-11	Proposed FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
<u>Willamette Industrial URA</u>						
<b>Resources</b>						
Beginning Fund Balance	1,200,605	1,014,167	697,661	519,699	341,737	240,876
Interest on Investments	7,000	5,000	5,000	5,000	5,000	5,000
Property Income	0	0	0	0	0	0
TIF Proceeds	847,711	999,000	999,000	999,000	999,000	999,000
<b>Total Resources</b>	<b>2,055,316</b>	<b>2,018,167</b>	<b>1,701,661</b>	<b>1,523,699</b>	<b>1,345,737</b>	<b>1,244,876</b>
<b>Requirements</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
<b>Business Lending</b>						
H28059 Manufacturing Investment Fund	0	525,000	525,000	525,000	525,000	550,000
H79020 Business Finance	200,000	250,000	250,000	250,000	250,000	250,000
<b>Cluster Industry Development</b>						
H28069 Lean Manufacturing	0	30,000	30,000	30,000	30,000	30,000
H72026 Cluster Development	50,000	25,000	25,000	25,000	25,000	25,000
H79022 Business Retention	25,000	0	0	0	0	0
H79100 Site Recruitment	0	14,250	14,250	14,250	0	0
<b>Business Development Total</b>	<b>275,000</b>	<b>844,250</b>	<b>844,250</b>	<b>844,250</b>	<b>830,000</b>	<b>855,000</b>
<b>Property Redevelopment</b>						
<b>Property Redevelopment</b>						
H70710 Harbor Redevel Initiative	65,000	50,000	50,000	50,000	0	0
H70712 Brownfields Redevel	290,000	75,000	75,000	75,000	75,000	75,000
H70713 Project Management	5,000	10,000	10,000	10,000	10,000	10,000
<b>Property Redevelopment Total</b>	<b>360,000</b>	<b>135,000</b>	<b>135,000</b>	<b>135,000</b>	<b>85,000</b>	<b>85,000</b>
<b>Administration</b>						
<b>Finance Admin</b>						
H98001 Debt Management	5,187	5,446	5,718	5,718	5,718	5,718
<b>Administration Total</b>	<b>5,187</b>	<b>5,446</b>	<b>5,718</b>	<b>5,718</b>	<b>5,718</b>	<b>5,718</b>
<b>Total Program Expenditures</b>	<b>640,187</b>	<b>984,696</b>	<b>984,968</b>	<b>984,968</b>	<b>920,718</b>	<b>945,718</b>
Personal Services	180,431	110,783	68,948	68,948	64,450	66,200
Transfers - Indirect	220,531	225,027	128,046	128,046	119,693	122,943
<b>Total Fund Expenditures</b>	<b>1,041,149</b>	<b>1,320,506</b>	<b>1,181,962</b>	<b>1,181,962</b>	<b>1,104,861</b>	<b>1,134,861</b>
Contingency	1,014,167	697,661	519,699	341,737	240,876	110,015
Ending Fund Balance	0	0	0	0	0	0
<b>Total Requirements</b>	<b>2,055,316</b>	<b>2,018,167</b>	<b>1,701,661</b>	<b>1,523,699</b>	<b>1,345,737</b>	<b>1,244,876</b>

## Willamette Industrial URA Project Descriptions

## Project Outputs/Outcomes

<b>Administration</b> 98001 Debt Management	IGA with City Debt Management Group related to short and long-term financing requirements and other Administrative Activities.	
<b>Business Development</b> <b>Business Lending</b> 79020 Business Finance	Business loans to help firms identified as having potential for significant revenue and job growth. Incentives for additional investment leverage PDC dollars with private or other public funds.	FY 2011-12 allocation: 4 jobs/ leverage \$100,000
<b>Cluster Industry Development</b> 28059 Manufacturing Investment Fund	Financing to be provided to support immediate needs of the Advanced Manufacturing Cluster. Funds are intended to leverage other public and private investment and can be provided as loans to AM businesses, funding to construct infrastructure improvements in support of Advanced Manufacturing and working capital (where eligible).	Address 2 - 4 Adv. Mfg. needs in WIURA
28069 Lean Manufacturing	Matching funds to retain the Oregon Manufacturing Extension Partnership (OMEP) and the Zero Waste Alliance (ZWA) to develop process and material improvements for businesses that will increase their operational efficiencies and reduce waste thereby improving their bottom line.	Assist 3 companies
72026 Cluster Development	Planning and implementation of projects to support and grow Portland's target clusters (Clean Tech, Athletic & Outdoor, Software, Advanced Manufacturing) within the urban renewal area.	FY 2011-12 allocation: 6 jobs/ leverage \$150,000
79020 Business Finance	Business loans to firms in four target clusters grow and create jobs. Incentives for additional investment leverage PDC dollars with private or other public funds.	Projected jobs: 10 to leverage \$240,000
79100 Strategic Site Recruitment	Funding to pursue a more intensive recruitment model to attract potential tenants to PDC redevelopment sites.	Attract at least one major company to look at investing in a PDC-Controlled property in the URA.
<b>Property Redevelopment</b> 70710 Harbor Redevelopment Initiative	Funding to study the Brownfield recommendations from the National Brownfield Association to move contaminated parcels in the URA back to productive industrial use. Funds to hire consultants, run models and prepare studies reports to move the recommendations forward.	Working on key opportunity sites in the harbor, facilitate the sale, redevelopment and cleanup of at least two (2) contaminated properties.
70712 Brownfields Redevelopment	Funding to be used to partner with other public and private entities to implement the remediation of key sites in the district that will bring new jobs and industries in to the City and to undertake environmental mitigation and enhancements in the harbor consistent with the River Plan - North Reach. Funds can be used for property acquisition, feas. studies, design and construction. This is also the implementation phase of the WI Harbor Redevelopment Initiative.	Provide financial assistance to at least two (2) properties (e.g. Siltronic) for environmental consultants, cleanup and/or for environmental enhancements such as mitigation banks, etc. Job growth not known at this time.
70713 Project Management	Funding to cover community outreach to URA constituents such as the Columbia Corridor Assoc., the Swan Island Business Association and the Portland Freight Committee. Also incl. predevelopment planning, budget development, and River Plan - North Reach Coordination.	Obtain feedback and support from constituents.

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# Urban Development Department

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## **Department Budget**

This Urban Development Department (UDD) budget is designed to advance implementation of adopted Urban Renewal Area plans and strategies and to deliver on key elements of the City's five-year Economic Development Strategy, the completion of which was a key action in the FY 2009-10 UDD business plan. Those key elements include: supporting the thousands of existing small businesses that form the backbone of Portland's economy; retaining and creating high-skill, high-wage jobs through catalytic target industry initiatives that grow our job base and build the Portland region's competitive advantage; and revitalizing existing commercial corridors to achieve Portland's goal of 20-minute neighborhoods.

The UDD has a FY 2011-12 Proposed Budget of \$85.6 million, a budget that is lower than the FY 2010-11 Revised Budget of \$113.6 million. Resources from the City's General Fund allow the UDD to fulfill broad economic development and neighborhood development goals that are not eligible for funding through tax increment financing. Work supported by the General Fund goes beyond URA boundaries, and includes critical non-physical assistance such as working capital and grants for technical assistance to help businesses expand, flourish and succeed. A Portland Main Street program with Storefront Program alignment and an Entrepreneurial Growth program are also priorities for General Fund expenditures in FY 2011-12.

## **About the Department**

The challenges PDC faces today are very different than those faced when the agency was first founded more than 50 years ago. Over those five decades the region's economy, population, and development challenges have changed dramatically. In 2008, PDC undertook a reorganization that began to position us to accomplish our mission in the new environment of the 21st century. In early 2011, with the retirement of Executive Director Bruce Warner, new leadership at PDC will continue this effort and augment it. The UDD leadership oversees three divisions: Neighborhood (which includes Neighborhood Economic Development), Central City, and Business & Industry. Each division has project leaders and subgroups and is designed for flexibility, cross-communication and collaboration. Beginning in early 2011, the UDD Division Managers will also serve on the PDC Leadership Team to ensure policy and strategy development in focusing service delivery, and seeking to work collaboratively and cross-functionally across divisions and agency-wide.

The Urban Development Department conducts both city-wide and URA-specific activities, connecting people and resources to promote job creation, wealth creation, economic opportunity and neighborhood revitalization. Projects and programs vary in size and scope, but share the consistent goals of facilitating business activity that fuels creation and retention of livable wage jobs that support families and generate community wealth, creating healthy and vibrant neighborhoods throughout the city.

## **Department Objectives**

- **Business Development:** To build a regional economy that is competitive, sustainable and equitable, by delivering business assistance and financial products that promote job creation, wealth creation, economic opportunity and neighborhood revitalization. Core services to achieve this goal are to:
  - Facilitate development of target industry clusters and community economic development through strategic initiatives
  - Provide funding incentives and technical assistance to support target industry cluster development and community economic development
  - Retain existing businesses in the region through direct and indirect support of individual businesses
  - Recruit new businesses to the region
  - Develop and maintain regional partnerships, plans and strategies
- **Infrastructure:** Improve access to jobs across the region, connect people across neighborhoods, attract private investment, improve the urban environment for workers and residents, enhance safety, and foster vibrant, healthy central city and commercial corridors with convenient, attractive clusters of small businesses. Core services to achieve this goal are to:
  - Facilitate development of transportation, parks and infrastructure improvements through strategic plans and initiatives and community outreach
  - Provide funding to public and private partners to facilitate infrastructure development
- **Property Redevelopment:** Move adopted city plans and policies towards implementation through catalytic projects and initiatives, strategic alliances, and by shaping renovation and new construction projects to maximize achievement of public goals. Core services to achieve this goal are to:
  - Facilitate central city and neighborhood development through strategic revitalization strategies and area plans
  - Conduct project management
  - Perform project feasibility assessments and predevelopment work
  - Perform community outreach to identify stakeholder interests
  - Provide funding incentives including loans, grants and technical assistance to support revitalization
  - Develop and maintain public and private partnerships
  - Acquire, prepare and dispose of property in support of area plans and goals

## **Performance Measures**

The UDD regularly engages in review of performance measures to ensure that metrics align with the direction of PDC as a whole, including, for example, measures for job creation and leverage of public-to-private dollars. Performance can also be measured through specific project accomplishments and the achievement of milestones for example: execution of a development agreement following a period of negotiation, completion of conceptual, schematic and/or design development drawings, completion of engineering and feasibility studies, monitoring construction milestones, and closing on public/private financial agreements.

Project progress and milestones are regularly communicated through:

- Quarterly Project Status Reports
- Public Commission Meeting presentations
- Monthly Executive Director's Report
- Citizen advisory meetings
- Newsletters and mailings
- Electronic announcements and press releases
- PDC website updates

The 36 projects shown in the following table reflect PDC's priority work which implements the PDC Strategic Plan and the City of Portland Economic Development Strategy. This past fiscal year PDC redefined its business lines and sharpened its project selection. This list presents several new projects and milestones than published in previous budgets. For each project, mid-year accomplishments are shown in addition to FY 2011-12 Goals which will be evaluated at the close of the fiscal year.

## Urban Development Department - Major Project/Program Milestones

### Business Development

<p><b>Advanced Manufacturing Cluster Jobs Project</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> \$500,000 leveraged an equivalent private investment for lean and waste reduction through Oregon Manufacturing Extension Partnership and Zero Waste Alliance matching grant programs; provided ongoing support to the Pacific Northwest Defense Council's NW Connector, an inventory of manufacturing companies in the northwest region; achieved highest level of Enterprise Zone activity since 2005, with eight new projects in the pipeline.</p>	<p><b>FY 2011-12 Goals:</b>  Establish Manufacturing Investment Fund (MIF) with \$925,000 for capital investments in buildings, infrastructure and working capital loans; establish a new industry organization to advocate for regional manufacturers.</p>
<p><b>Athletic &amp; Outdoor Jobs Project</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Sponsored Outdoor Industry Association (OIA) Eco-Index and training session for Portland companies; launched first online directory with more than 300 firms; published first comprehensive industry study of Portland and Oregon athletic &amp; outdoor industry, report and genealogy map; published industry defined action plan; launched Design Forum/PDX and hired Executive Director; established A&amp;O leadership team to guide implementation of action plan.</p>	<p><b>FY 2011-12 Goals:</b>  Develop conceptual plan for A&amp;O hub in Rose Quarter; establish OSU apparel research center in Portland; open materials resource library in Design Forum/PDX; implement international strategy – Oregon pavilion at ISPO 2012 (Germany) to promote Portland companies and expand access to markets for A&amp;O firms.</p>
<p><b>CES Entrepreneurial District, Central Eastside URA</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Completed draft project plan and implementation strategy; completed outreach with various resource partners.</p>	<p><b>FY 2011-12 Goals:</b>  Complete development of branding/marketing campaign; issue RFP and award one \$100,000 grant for redevelopment of existing building; issue RFP and award up to 5 grants to recruit entrepreneurial businesses.</p>
<p><b>Clean Tech-Electric Vehicles Cluster Jobs Project</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Recruited ReVolt Technology US headquarters to Portland (75 new jobs); established Drive Oregon as an independent 501c6 industry association; launched two new websites, one for online permitting of charging stations and EV information, and one with information about the industry cluster and economic development opportunities.</p>	<p><b>FY 2011-12 Goals:</b>  Invest in multiple strategic innovative pilot projects: electric vehicle infrastructure, smart grid, and battery storage in select urban renewal areas.</p>
<p><b>Clean Tech-Wind Cluster Jobs Project</b>  <b>FY 2010-11 Accomplishments at mid-year:</b> Showcased Portland's wind cluster strengths at the National Small Wind Show (Portland) with more than 7,000 attendees; secured Vestas Headquarters Expansion Project (\$66 million investment resulting in 300 jobs retained and 100 new jobs anticipated); increased the number of manufacturers repairing installed wind turbines in the northwest; PDC staff authored wind energy article published in national Wind Systems Magazine.</p>	<p><b>FY 2011-12 Goals:</b>  Partner with City of Portland Office of Government Relations to support Business Energy Tax Credits; expand supply chain efforts to support the growth of manufacturing firms and jobs, and to implement recruitment and international strategies; identify other clean energy market opportunities, including biomass and wave energy, which offer supply chain opportunities for local manufacturers.</p>
<p><b>Entrepreneurial Development and Investment Capital Plan</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Supported Portland 10 entrepreneurial mentoring program through grant and board participation; created entrepreneurship focus as part of Athletic and Outdoor industry support plan; hired Bridge City Ventures to implement Portland Seed Fund; hosted Lunch 2.0 entrepreneurial and startup networking event.</p>	<p><b>FY 2011-12 Goals:</b>  Finish and release State of Entrepreneurship in Portland study and Entrepreneurial Index; plan events related to study release; develop plan to maintain Entrepreneurial Index; coordinate entrepreneurial development activities across cluster initiatives; launch Portland Seed Fund.</p>
<p><b>Major Jobs Recruitment Strategy</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Developed new PDC Recruitment Strategy; prepared budget and reallocated staff.</p>	<p><b>FY 2011-12 Goals:</b>  Finalize Strategy and begin implementation; market key opportunity sites within urban renewal areas.</p>

## Urban Development Department - Major Project/Program Milestones

<b>Software Cluster Jobs Project</b> <b>FY 2010-11 Key Accomplishments at mid-year:</b> Held Software Summit event in Dec. 2010, attended by 220+ people; established Portland Seed Fund; completed industry surveys with over 860 responses; implemented software action plan and established three industry networking groups – knowledge, finance, and mentoring.	<b>FY 2011-12 Goals:</b> Establish partnership with Intel and industry to fund expanded capacity of PDX 11.org; establish digital hub in the Central Eastside URA at the Burnside Bridgehead; establish partnership with Software Assoc. of Oregon to expand user group resources; create Portland software industry website.
<b>Industry Cluster Business Loans</b> <b>FY 2010-11 Key Accomplishments at mid-year:</b> Approved \$1,265,000 in loans, which attracted a total of \$17 million in private resources to the projects and resulted in 118 projected family-wage jobs. Among the Industry Cluster companies supported were Revolt Technology, Epic Wheel Works, and Anvil Media. An additional \$1,000,000 is in the pipeline and application process.	<b>FY 2011-12 Goals:</b> Retain or create one job per \$25,000 committed loan; leverage \$4 in private investment for each \$1 in public funds; commit 70% of budget.
<b>Community Economic Development Business Loans</b> <b>FY 2010-11 Key Accomplishments at mid-year:</b> Approved \$2,188,500 in loans, which attracted a total of \$2.25 million in private resources to the projects and resulted in 116 projected jobs. Community Warehouse, Multnomah Family Care Center, and Sister's Coffee are examples of companies supported by these loan products. An additional \$1,225,000 is in the pipeline and application process.	<b>FY 2011-12 Goals:</b> Retain or create one job per \$25,000 committed loan; leverage \$4 in private investment for each \$1 in public funds; commit 70% of budget.
<b>High Growth Business Loans</b> <b>FY 2010-11 Key Accomplishments at mid-year:</b> Approved \$40,000 in a loan to a high growth company, Watershed Communications, which attracted \$96,000 to the project and resulted in 16 projected family-wage jobs. An additional \$50,000 is in the pipeline and application process.	<b>FY 2011-12 Goals:</b> Retain or create one job per \$25,000 committed loan; leverage \$4 in private investment for each \$1 in public funds; commit 70% of budget.

### Infrastructure Development

<b>Lloyd Pilot Eco-District, Oregon Convention Center URA</b> <b>FY 2010-11 Key Accomplishments at mid-year:</b> District stakeholders formed Sustainability Management Association (SMA), committed funding and hired Lloyd District Sustainability Director; scoped district energy potentials in Rose Quarter.	<b>FY 2011-12 Goals:</b> Prioritize projects through work with SMA, Portland Sustainability Institute (PoSI), and other stakeholders; complete district energy analysis, commercial energy retrofit analysis, and concept master plan for NE Holladay Green Street (stormwater management).
<b>North District, North Macadam URA</b> <ul style="list-style-type: none"> <li> <b>Infrastructure Plan Implementation</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Completed North District Master Utility Plan and District Energy Feasibility Analysis; facilitated PMLRT land donation transaction (OHSU &amp; ZRZ); initiated Moody Avenue construction.               </li> <li> <b>Oregon University System Life Sciences Center</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Evaluated PDC investment to occur in Life Sciences Center project per Central District Development Agreement obligation; PSU/OHSU determined private partnership not financially feasible; PSU/OHSU/OSU selected design and general contractor team.               </li> </ul>	<b>FY 2011-12 Goals:</b> Complete Moody Avenue construction; finalize greenway connection development agreement; complete Moody remnant right-of-way planning.
<b>Union Station, River District URA</b> <ul style="list-style-type: none"> <li> <b>Funding, Rehabilitation and Property Management</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Awarded \$4 million high speed rail grant for preliminary engineering of remaining station rehabilitation needs and track/passenger needs. Initiated emergency sewer and storm water repairs.               </li> </ul>	<b>FY 2011-12 Goals:</b> Complete Phase II/IIB roof repair project in coordination with City's Office of Management & Finance; commence preliminary engineering for next phase of improvements.

## Urban Development Department - Major Project/Program Milestones

### Strategic Planning and Policy/Program Development

<b>Neighborhood Economic Development Strategy, City-Wide</b> <b>FY 2010-11 Key Accomplishments at mid-year:</b> Completed Best Practice Review of four cities; completed review of PDC's NED tools; held day-long NED Roundtable with national speakers; held six Project Advisory Committee meetings and developed support for public comment draft Action Plan recommendations; developed Public Comment Draft NED Action Plan and solicited public comments.	<b>FY 2011-12 Goals:</b> Begin implementation of Neighborhood Economic Development Strategy.
<b>North/Northeast Economic Development Study, Multiple URAs</b> <b>FY 2010-11 Key Accomplishments at mid-year:</b> Presented SAC boundary recommendation to PDC Board; consultant preparing amendment reports.	<b>FY 2011-12 Goals:</b> Complete relevant financial analysis; oversee completion of amendment reports by consultant; seek approval of amendments from PDC Board, Planning Commission, and City Council.
<b>PSU Innovation District URA</b> <b>FY 2010-11 Key Accomplishments at mid-year:</b> A 70% Draft Investment Strategy was completed and reviewed with the Mayor's Westside URA evaluation committee; public review through outreach meetings resulted in reformulation of the proposal.	<b>FY 2011-12 Goals:</b> Present recommendation from public evaluation committee to be considered by PDC Board; if directed, complete URA Plan and Report for approval by City Council.

### Property Redevelopment

<b>Cascade Station, Airport Way URA</b> <ul style="list-style-type: none"> <li><b>FBI Headquarters Project</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Secured final commitment for financing project in July 2010; closed transaction and took possession Oct. 2010; broke ground for construction Dec. 1, 2010.               </li> </ul>	<b>FY 2011-12 Goals:</b> Obtain Certificate of Occupancy and open facility by July 1, 2011.
<b>Burnside Bridgehead Redevelopment Project, Central Eastside URA</b> <ul style="list-style-type: none"> <li><b>Block 68 - Convention Plaza</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Beam Development declared interest in Block 68 per Framework Plan MOU; approved \$456,000 predevelopment loan to Beam Development for due diligence, including public infrastructure associated with Block 68.               </li> <li><b>RFI - Remaining Blocks</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Completed RFI process; four development teams were recommended and approved by the PDC Executive Director to move forward with PDC on predevelopment work.               </li> </ul>	<b>FY 2011-12 Goals:</b> Obtain approval of Block 68 Disposition & Development Agreement (DDA); close on property.  <b>FY 2011-12 Goals:</b> Negotiate and execute MOUs for each of the four projects.
<b>Block 33: Uwajimaya, Downtown Waterfront URA</b> <b>FY 2010-11 Key Accomplishments at mid-year:</b> Completed multiple analyses of project to see whether new sources of capital at favorable terms would make the project more financially feasible.	<b>FY 2011-12 Goals:</b> If project feasible, complete predevelopment, design, and permitting for construction start in 2012-13.
<b>Gateway Redevelopment &amp; Neighborhood Park Project, Gateway URA</b> <b>FY 2010-11 Key Accomplishments at mid-year:</b> Completed remediation work; fulfilled EPA grant requirements and received full payment; completed schematic design for park and conceptual design for redevelopment; obtained City Council approval for master plan.	<b>FY 2011-12 Goals:</b> Complete property lot line adjustment; provide predevelopment loan to developer for PDC-owned parcel.
<b>Killingsworth Station Development Project, Interstate Corridor URA</b> <b>FY 2010-11 Key Accomplishments at mid-year:</b> Disposition & Development Agreement amendment regarding loan terms approved by PDC Board; began construction.	<b>FY 2011-12 Goals:</b> Complete construction; verify construction loan paid to PDC; deploy housing and business assistance loans.



## Urban Development Department - Major Project/Program Milestones

<p><b>Lents Town Center Strategy, Lents URA</b></p> <ul style="list-style-type: none"> <li> <b>92nd &amp; Harold Mixed-Use Transit Oriented</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Commenced master planning and feasibility work; completed Environmental Site Assessments; completed site preparation and demolition of old Lents Little League facilities.         </li> <li> <b>Lents Grocery Store</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Performed site analysis and determined preferred option; conducted discussions and site tours with grocers; received letter of interest from grocer; completed preliminary financial analysis for grocer; acquired some property for grocery store.         </li> <li> <b>Lents Town Center Acquisitions &amp; Dispositions</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Conducted study on Lents properties to assist with disposition strategy.         </li> <li> <b>Lents TC Business Development Strategy</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Formulated Strategy; conducted outreach to businesses and commercial brokers; trained Citizens Advisory Committee (CAC) on business recruitment techniques; gained commitments from property owners on storefront improvements.         </li> </ul>	<p><b>FY 2011-12 Goals:</b> Provide pre-development loan for first phase of redevelopment; begin Disposition and Development Agreement negotiations for first phase.</p> <p><b>FY 2011-12 Goals:</b> Enter into Memorandum of Understanding (MOU) with a grocer; enter into MOU with Lents Masons for acquisition of property; determine financial structure for grocery store development; formulate development team.</p> <p><b>FY 2011-12 Goals:</b> Formalize Lents properties disposition strategy.</p> <p><b>FY 2011-12 Goals:</b> Increase and broaden CAC membership; continue business marketing efforts for vacant storefronts and properties; continue recruitment efforts for grocery and other targeted businesses.</p>
<p><b>Rose Quarter Development, Oregon Convention Center URA</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Drafted Rose Quarter District Plan; completed Veterans Memorial Coliseum Conceptual Design.</p>	<p><b>FY 2011-12 Goals:</b> Complete Veterans Memorial Coliseum Schematic Design.</p>
<p><b>10th &amp; Yamhill Redevelopment Project, River District URA</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Implemented interim retail strategy for north side of 10th &amp; Yamhill; negotiated new MOU with Carroll Investments, PDC, and PBOT as new party in place of OMF.</p>	<p><b>FY 2011-12 Goals:</b> Seek PDC Board actions on Development and Disposition Agreement; convene Stakeholder Advisory Committee; convene public open house; revise Interim Parking Strategy.</p>
<p><b>Centennial Mills Redevelopment Project, River District URA</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Made progress on negotiation of Disposition and Development Agreement and pursuit of Corps and DSL permits for in-water work; worked with land use consultant team to determine strategy and prepare draft application materials for greenway review.</p>	<p><b>FY 2011-12 Goals:</b> Satisfy conditions precedent to conveying property for redevelopment, including: Corps/DSL in-water work permits, Greenway Review approval, PDC design review, and preparation of closing documents for property conveyance and PDC financing.</p>
<p><b>Oregon Sustainability Center (OSC), South Park Blocks URA</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Received City Council approval to initiate schematic design; executed IGA between PDC and OUS for schematic design; executed OUS-GED contract for schematic design; initiated schematic design, including kick-off meeting and public presentation; adopted fundraising strategy; issued RFP for solar power.</p>	<p><b>FY 2011-12 Goals:</b> Execute lease agreements with tenants; seek approval from City Council, PDC Board, and OUS Board on Disposition and Development Agreement; initiate final design; execute construction contract.</p>
<p><b>Development Opportunity Services (DOS) Program, multiple URAs</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> Have executed 20 letter agreements, with 33 total projects.</p>	<p><b>FY 2011-12 Goals:</b> Execute between 25 and 30 letter agreements.</p>
<p><b>Property Development &amp; Rehab Financial Assistance Programs</b>  <b>FY 2010-11 Key Accomplishments at mid-year:</b> 7 loans and grants have been approved and funded.</p>	<p><b>FY 2011-12 Goals:</b> Process and obtain Financial Investment Committee approval for 10 loans or grants.</p>
<p><b>Storefront Grants Program, multiple URAs</b>  <b>FY 2010-11 Key Accomplishments:</b> As of 2/28/11, have committed \$1,309,175 to 97 projects.</p>	<p><b>FY 2011-12 Goals:</b> Commit \$1.8 million to between 80 and 100 projects.</p>

## **Issues and Opportunities**

PDC has an important role to play in the current economic downturn and we continue to seek new ways to get more money out our doors, and into our city, including:

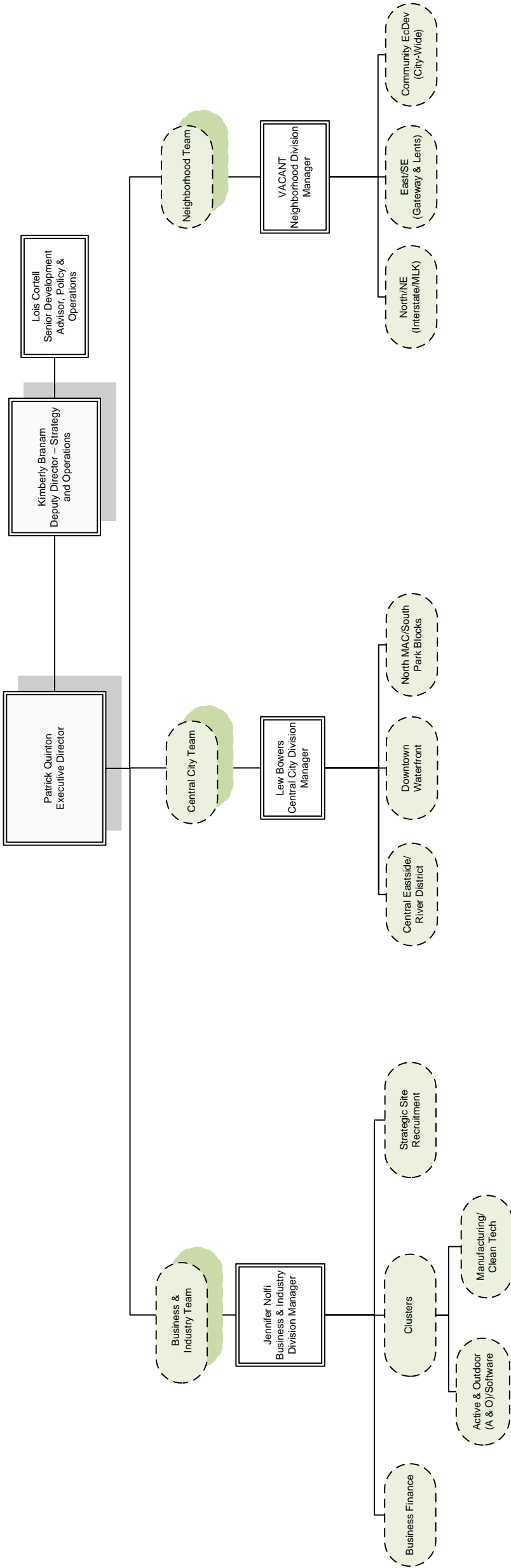
- Updates to Business Finance programs so that during the downturn we can get more funds into the hands of businesses so they can invest in themselves, and invest in their properties.
- Updates to other critical programs, including the Commercial Property Redevelopment Loans, Development Opportunity Services Grants, Green Features Grants, and Community Livability Grants, to ensure our programs best meet the changing market and changing needs of our clients; moreover, so all programs clearly address PDC strategic goals.
- Continue work on development and infrastructure projects that are funded in our budget now. Public works projects like these create substantial design, engineering and construction jobs; and they signal to citizens that work is moving forward.
- Advance predevelopment on strategic opportunity sites, to accelerate these projects as possible on our end, so that when the financial markets improve, we will have positioned ourselves and these sites to find private partners and to hit the ground running.
- Market aggressively. Step up meetings with businesses, with business associations, with bankers -- so we can keep our finger on their issues – but also so they have awareness of program changes, and the budget we have available to distribute now.
- Work to expand our toolbox of resources, so that we can, in particular, seek to improve prosperity throughout Portland by growing vibrant neighborhood commercial areas, promoting healthy businesses, and stimulating job growth, through partnerships between the community, public entities, community-based organizations and the private sector.

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## Urban Development Summary Reports

- Organization Chart
  - Summary of Expenditures
  - Summary by Fund
-

URBAN DEVELOPMENT (UDD)



## Department Summary - Urban Development

### Summary of Expenditures

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Expenditures by Fund</u></b>						
<b>Capital Projects Fund</b>						
Airport Way URA	1,125,540	778,307	5,473,965	2,173,593	0	0
Central Eastside URA	2,824,880	5,467,392	7,456,417	8,107,548	0	0
Convention Center URA	7,886,668	5,251,390	3,131,794	15,432,285	0	0
Downtown Waterfront URA	18,534,593	3,086,016	8,598,159	1,480,491	0	0
Gateway Regional Center URA	3,479,362	1,226,838	2,570,379	2,396,808	0	0
Interstate Corridor URA	5,868,731	6,208,084	20,368,441	12,224,410	0	0
Lents Town Center URA	4,647,832	5,198,083	9,199,448	7,969,039	0	0
North Macadam URA	4,896,312	2,589,235	4,015,369	5,858,739	0	0
River District URA	11,324,074	8,288,752	29,399,396	16,424,510	0	0
South Park Blocks URA	6,279,540	3,021,714	9,182,749	675,665	0	0
Willamette Industrial URA	236,266	120,836	815,431	1,066,784	0	0
<b>Enterprise Fund</b>						
Enterprise Loans Fund	1,249,635	730,142	1,395,690	1,006,308	0	0
<b>General Fund</b>						
General Fund	11,443,498	8,458,461	7,289,313	7,171,253	0	0
<b>Special Revenue Fund</b>						
Ambassador Program	380,461	11,289	23,619	24,000	0	0
Enterprise Zone	136,719	84,594	320,000	911,244	0	0
HCD Contract Fund	0	3,001,631	3,584,350	2,231,650	0	0
Other Federal Grants	0	207,793	725,000	401,577	0	0
<b>Total Expenditures</b>	<b>80,314,111</b>	<b>53,730,556</b>	<b>113,549,520</b>	<b>85,555,904</b>	<b>0</b>	<b>0</b>

## Department Summary - Urban Development

### Summary of Expenditures

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
<b><u>Expenditures by Expense Category</u></b>						
Personal Services	6,894,663	7,357,219	7,760,404	6,561,905	0	0
Materials and Services	6,068,662	9,501,923	12,506,079	7,509,468	0	0
Capital Outlay	29,460,056	24,293,088	36,379,930	35,695,057	0	0
Financial Assistance	17,391,031	12,578,326	56,903,107	35,789,474	0	0
Transfers - Indirect	20,499,699	0	0	0	0	0
<b>Total Expenditures</b>	<b>80,314,111</b>	<b>53,730,556</b>	<b>113,549,520</b>	<b>85,555,904</b>	<b>0</b>	<b>0</b>

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Airport Way URA</u></b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H79020 - Business Finance	0	454,611	2,150,000	1,000,000	0	0
H28059 - Manufacturing Investment Fund	0	0	0	200,000	0	0
H11015 - Subdistrict B Pre-Development	22,580	0	0	0	0	0
Cluster Industry Development						
H79020 - Business Finance	618,811	43,269	0	0	0	0
H79022 - Business Retention	0	0	20,000	0	0	0
H11004 - Cascade Station	1,300	0	0	0	0	0
H72026 - Cluster Development	0	0	50,000	100,000	0	0
H28069 - Lean Manufacturing	0	0	0	30,000	0	0
H11014 - Riverside Pkwy Indstrl Park Dev	137,676	30,296	0	0	0	0
H79100 - Site Recruitment	0	0	0	14,250	0	0
<b>Business Development Total</b>	<b>780,366</b>	<b>528,176</b>	<b>2,220,000</b>	<b>1,344,250</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
Property Redevelopment						
H11004 - Cascade Station	341,859	85,196	2,790,000	240,000	0	0
H11601 - Community Outreach	7,921	5,752	2,000	10,000	0	0
H11602 - Property Management	0	1,845	0	70,000	0	0
H11014 - Riverside Pkwy Indstrl Park Dev	0	0	300,000	350,000	0	0
<b>Property Redevelopment Total</b>	<b>349,780</b>	<b>92,793</b>	<b>3,092,000</b>	<b>670,000</b>	<b>0</b>	<b>0</b>
Personal Services	-4,607	157,339	161,965	159,343	0	0
<b>FUND TOTAL</b>	<b>1,125,540</b>	<b>778,307</b>	<b>5,473,965</b>	<b>2,173,593</b>	<b>0</b>	<b>0</b>
<b><u>Ambassador Program</u></b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Cluster Industry Development						
H79035 - Ambassador Program	87,281	2,705	0	0	0	0
H79065 - Best Practices Conference	267,710	0	0	0	0	0
H79020 - Business Finance	25,470	808	0	0	0	0
Small Business & Entrepreneurship						
H79035 - Ambassador Program	0	0	23,619	24,000	0	0
<b>Business Development Total</b>	<b>380,461</b>	<b>3,513</b>	<b>23,619</b>	<b>24,000</b>	<b>0</b>	<b>0</b>
Personal Services	0	7,776	0	0	0	0
<b>FUND TOTAL</b>	<b>380,461</b>	<b>11,289</b>	<b>23,619</b>	<b>24,000</b>	<b>0</b>	<b>0</b>

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Central Eastside URA</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H79020 - Business Finance	1,116,106	687,118	1,000,000	600,000	0	0
H79022 - Business Retention	86,538	23,971	0	0	0	0
Cluster Industry Development						
H79020 - Business Finance	2,195	0	0	0	0	0
H79022 - Business Retention	358	0	0	0	0	0
H72026 - Cluster Development	0	0	0	50,000	0	0
H28069 - Lean Manufacturing	0	0	0	50,000	0	0
H79100 - Site Recruitment	0	0	0	38,000	0	0
Small Business & Entrepreneurship						
H79020 - Business Finance	0	110,553	0	0	0	0
H58967 - CES Entrepreneurial District	0	0	50,000	250,000	0	0
<b>Business Development Total</b>	<b>1,205,196</b>	<b>821,642</b>	<b>1,050,000</b>	<b>988,000</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
Parks						
H10052 - CES Community Center	2,070	0	0	0	0	0
H10048 - Eastbank/Asset Transfer	36,256	36,505	20,000	55,000	0	0
H10044 - Eastside Burnside-Couch Couplet	177	0	0	0	0	0
H10041 - Eastside Streetcar Construction	539	0	0	0	0	0
H10070 - Sidewalks/Routes to River	233	0	0	0	0	0
Transportation						
H10044 - Eastside Burnside-Couch Couplet	13,493	3,940,748	1,000,000	0	0	0
H10041 - Eastside Streetcar Construction	13,779	12	3,184,000	3,000,000	0	0
H10070 - Sidewalks/Routes to River	116,919	40,210	0	0	0	0
H13166 - Streetcar LID	0	0	122,759	0	0	0
<b>Infrastructure Total</b>	<b>183,465</b>	<b>4,017,475</b>	<b>4,326,759</b>	<b>3,055,000</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
Commercial Real Estate Lending						
H22020 - Central Eastside Revitalization	5,845	4,672	0	0	0	0
H28030 - Redevelopment Loan Projects	87,219	8,998	400,000	325,000	0	0
Community Redevelopment Grants						
H27050 - DOS Grants	0	0	100,000	100,000	0	0
H27001 - Storefront Grants	158,252	85,246	350,000	200,000	0	0
Property Redevelopment						
H10073 - Burnside Bridgehead Mgmt	34,477	93,500	75,000	75,000	0	0
H10074 - Burnside Bridgehead Planning	3,389	114,250	85,000	0	0	0
H10072 - Burnside Bridgehead Redevelop	710,323	19,171	600,000	3,000,000	0	0
H10071 - Burnside Bridgehead Relocation	320,153	42,188	0	0	0	0
H22020 - Central Eastside Revitalization	35	0	0	0	0	0
H11601 - Community Outreach	117,037	6,607	11,000	11,000	0	0
H11602 - Property Management	0	918	18,000	18,000	0	0
H28030 - Redevelopment Loan Projects	99	0	0	0	0	0
H27001 - Storefront Grants	200	34	0	0	0	0
<b>Property Redevelopment Total</b>	<b>1,437,029</b>	<b>375,584</b>	<b>1,639,000</b>	<b>3,729,000</b>	<b>0</b>	<b>0</b>



## Department Summary - Urban Development

### Project Summary by Fund

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
<b>Administration</b>						
Strategic Planning/Policy & Prgm Dvlpmt						
H61007 - New Strategy	0	0	50,000	0	0	0
<b>Administration Total</b>	0	0	50,000	0	0	0
Personal Services	-810	252,691	390,658	335,548	0	0
<b>FUND TOTAL</b>	2,824,880	5,467,392	7,456,417	8,107,548	0	0

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Convention Center URA</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H79020 - Business Finance	757,834	424,209	512,500	500,000	0	0
H79022 - Business Retention	34,658	0	0	0	0	0
Cluster Industry Development						
H79020 - Business Finance	99,365	60,143	0	0	0	0
H79022 - Business Retention	1,109	0	20,000	0	0	0
H72026 - Cluster Development	0	0	0	200,000	0	0
H79100 - Site Recruitment	0	0	0	38,000	0	0
Small Business & Entrepreneurship						
H72030 - Neighborhood Economic Development	171,479	69,606	100,000	100,000	0	0
<b>Business Development Total</b>	<b>1,064,446</b>	<b>553,958</b>	<b>632,500</b>	<b>838,000</b>	<b>0</b>	<b>0</b>
<b>Housing</b>						
PHB Housing						
H80010 - Fremont Housing	165	0	0	0	0	0
<b>Housing Total</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
Parks						
H16237 - HQ Hotel/Blocks 43/26	214	0	0	0	0	0
H25537 - MLK Jr Blvd Gateway Improve	3,032	31,252	0	0	0	0
H16231 - OCC Streetcar	188	0	0	0	0	0
Public Facilities						
H25537 - MLK Jr Blvd Gateway Improve	0	0	290,000	500,000	0	0
Transportation						
H16230 - Lloyd Trans Improve/Streetcar	85,995	40,010	0	0	0	0
H25537 - MLK Jr Blvd Gateway Improve	63,168	164,296	0	0	0	0
H25525 - MLK Jr Blvd Improvements	15,489	1,809	0	0	0	0
H16231 - OCC Streetcar	1,861,067	1,898,213	0	0	0	0
<b>Infrastructure Total</b>	<b>2,029,154</b>	<b>2,135,580</b>	<b>290,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
Commercial Real Estate Lending						
H25536 - 3510 NE MLK Fremont Redevel	63,176	235,058	0	0	0	0
H25535 - 3934 NE MLK Renovation - Heritage Project	2,338,982	373,319	0	0	0	0
H25610 - Bee Car Rental Redevelopment	12,599	14,740	7,000	0	0	0
H16237 - HQ Hotel/Blocks 43/26	605,670	42,917	0	0	0	0
H25606 - Lloyd Commercial Development	37,087	31,582	0	0	0	0
H25605 - MLK Jr Blvd Commercial Site Dev	58,616	74,748	0	0	0	0
H25611 - OCC Blk 47/49 Redevelopment	77,072	113	0	0	0	0
H28030 - Redevelopment Loan Projects	775,305	491,682	700,000	0	0	0
H25613 - Rose Quarter Revitalization	29,214	281,463	0	0	0	0
H25533 - Vanport Redevelopment	38,220	8,993	15,000	0	0	0
Community Redevelopment Grants						
H27050 - DOS Grants	119,260	25,051	60,000	30,000	0	0
H27001 - Storefront Grants	350,602	266,178	300,000	250,000	0	0
Property Redevelopment						
H25536 - 3510 NE MLK Fremont Redevel	83	0	0	0	0	0

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
H25535 - 3934 NE MLK Renovation - Heritage Project	1,179	0	0	0	0	0
H25610 - Bee Car Rental Redevelopment	0	1,499	0	0	0	0
H11601 - Community Outreach	205,203	15,286	80,000	5,000	0	0
H27050 - DOS Grants	823	0	0	0	0	0
H61005 - Eco District	0	26	70,000	70,000	0	0
H28079 - Eco District Commercial Retro	0	0	0	200,000	0	0
H16237 - HQ Hotel/Blocks 43/26	5,861	62	150,000	3,193,986	0	0
H25612 - King/Parks Commercial	0	0	0	700,000	0	0
H16217 - Lloyd Area Planning-OCC Blocks	8,390	0	0	0	0	0
H25606 - Lloyd Commercial Development	177	4,275	0	0	0	0
H25607 - MLK Jr Blvd Action Plan Implmnt	57,725	945	0	0	0	0
H25605 - MLK Jr Blvd Commercial Site Dev	288	0	0	0	0	0
H60042 - N/NE Economic Dev Initiative	0	24,599	0	0	0	0
H25611 - OCC Blk 47/49 Redevelopment	553	0	0	0	0	0
H11602 - Property Management	0	173	0	75,000	0	0
H28030 - Redevelopment Loan Projects	836	0	0	0	0	0
H25613 - Rose Quarter Revitalization	4,274	7,486	430,000	9,044,000	0	0
H27001 - Storefront Grants	933	12,719	0	0	0	0
H13167 - URA Administration	0	1,735	0	0	0	0
H25533 - Vanport Redevelopment	506	5,971	0	0	0	0
<b>Property Redevelopment Total</b>	<b>4,792,632</b>	<b>1,920,620</b>	<b>1,812,000</b>	<b>13,567,986</b>	<b>0</b>	<b>0</b>
Personal Services	271	641,233	397,294	526,299	0	0
<b>FUND TOTAL</b>	<b>7,886,668</b>	<b>5,251,390</b>	<b>3,131,794</b>	<b>15,432,285</b>	<b>0</b>	<b>0</b>

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Downtown Waterfront URA</u></b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H79020 - Business Finance	626,890	842,921	250,000	200,000	0	0
H79022 - Business Retention	2,377	0	0	0	0	0
Cluster Industry Development						
H79020 - Business Finance	1,934	0	0	0	0	0
H79022 - Business Retention	52	0	0	0	0	0
<b>Business Development Total</b>	<b>631,253</b>	<b>842,921</b>	<b>250,000</b>	<b>200,000</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
Parks						
H10215 - Ankeny/Burnside Public Improvements	14,453,192	1,482,009	862,050	0	0	0
H10221 - Transit Mall Revitalization	100	0	0	0	0	0
H11237 - Union Station Mgmt	137	0	0	0	0	0
H11234 - Westside Burnside-Couch Couplet	12	0	0	0	0	0
Public Facilities						
H80034 - Community Facilities	0	0	78,000	0	0	0
H13152 - North OT/CT Redevelopment	17,302	16,497	0	0	0	0
H11237 - Union Station Mgmt	1,799	0	0	0	0	0
Transportation						
H10025 - 3rd and 4th Ave Streetscapes	264	0	0	0	0	0
H10216 - Mult Cty - Morrison Bridgehead	3,877	0	0	0	0	0
H11233 - Public Site Improvements	1,852	0	0	0	0	0
H10221 - Transit Mall Revitalization	2,651	0	105,000	0	0	0
H11234 - Westside Burnside-Couch Couplet	79,884	0	0	0	0	0
<b>Infrastructure Total</b>	<b>14,561,071</b>	<b>1,498,506</b>	<b>1,045,050</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
Commercial Real Estate Lending						
H10213 - Ankeny/Burnside Redevelopment	76,787	41	0	0	0	0
H27050 - DOS Grants	2,319	3	0	0	0	0
H28040 - Downtown Parking Program	5,863	13,397	0	0	0	0
H12101 - Downtown Retail Strategy	52,637	6,216	0	0	0	0
H13130 - DTWF Environmental	4,300	8	0	0	0	0
H11244 - One Waterfront Place	2,640	6,883	0	0	0	0
H28030 - Redevelopment Loan Projects	1,665,276	70,000	20,000	0	0	0
H14205 - White Stag Seismic Loan	99,234	0	0	0	0	0
Community Redevelopment Grants						
H27050 - DOS Grants	0	20,882	0	0	0	0
H27070 - Signage and Lighting Projects	48,020	40,626	0	0	0	0
H27001 - Storefront Grants	364,358	139,299	175,000	0	0	0
Property Redevelopment						
H80041 - 3rd and Oak Parking Obligation	0	15,360	65,900	65,900	0	0
H10220 - Ankeny/Burnside Historic Preservation	52,124	2,090	0	0	0	0
H10215 - Ankeny/Burnside Public Improvements	676	0	0	0	0	0

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
H10213 - Ankeny/Burnside Redevelopment	1,513	0	0	0	0	0
H16306 - Block 33	532,820	2,640	200,000	1,000,000	0	0
H10214 - Block 8 Redevelopment	280,296	85,305	6,394,000	10,000	0	0
H11601 - Community Outreach	33,560	1,833	5,000	0	0	0
H27050 - DOS Grants	221	0	0	0	0	0
H28040 - Downtown Parking Program	0	968	6,000	10,000	0	0
H12101 - Downtown Retail Strategy	51	0	0	0	0	0
H11244 - One Waterfront Place	0	1,046	2,700	2,700	0	0
H11236 - OT/CT Housing - Flanders	0	0	150,000	20,000	0	0
H22030 - RD Waterfront Land Acquisition	0	21,996	0	0	0	0
H28030 - Redevelopment Loan Projects	99	0	0	0	0	0
H28015 - Revitalization Operations	101,790	0	0	0	0	0
H13065 - RiverPlace Marina Lease	12,547	14,549	13,300	15,000	0	0
H27001 - Storefront Grants	402	36	0	0	0	0
H13160 - Third and Oak	0	908	0	0	0	0
H60020 - Union Station	5,057	0	0	0	0	0
<b>Property Redevelopment Total</b>	<b>3,342,590</b>	<b>444,085</b>	<b>7,031,900</b>	<b>1,123,600</b>	<b>0</b>	<b>0</b>
Personal Services	-320	300,504	271,209	156,891	0	0
<b>FUND TOTAL</b>	<b>18,534,593</b>	<b>3,086,016</b>	<b>8,598,159</b>	<b>1,480,491</b>	<b>0</b>	<b>0</b>

### Enterprise Loans Fund

#### Program Expenditures

##### Business Development

##### Business Lending

H79020 - Business Finance	0	150,000	1,193,877	700,000	0	0
H72020 - EDA Loan Projects	844,216	0	0	0	0	0
H72030 - Neighborhood Economic Development	405,050	575,754	0	0	0	0

##### Cluster Industry Development

H72020 - EDA Loan Projects	115	0	0	0	0	0
H72030 - Neighborhood Economic Development	255	0	0	0	0	0

##### Small Business & Entrepreneurship

H72030 - Neighborhood Economic Development	0	0	175,000	300,000	0	0
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<b>Business Development Total</b>	<b>1,249,635</b>	<b>725,754</b>	<b>1,368,877</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>
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Personal Services	0	4,387	26,813	6,308	0	0
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<b>FUND TOTAL</b>	<b>1,249,635</b>	<b>730,142</b>	<b>1,395,690</b>	<b>1,006,308</b>	<b>0</b>	<b>0</b>
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## Department Summary - Urban Development

### Project Summary by Fund

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
<b><u>Enterprise Zone</u></b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H72015 - Ezone Projects	100,070	0	0	250,000	0	0
H79066 - N/NE Portland EZone Comm	0	0	250,000	600,000	0	0
Contr						
H65302 - Portland Ezone PDC Appl Fees	31,697	0	0	0	0	0
Cluster Industry Development						
H72015 - Ezone Projects	4,068	0	0	0	0	0
<b>Business Development Total</b>	<b>135,835</b>	<b>0</b>	<b>250,000</b>	<b>850,000</b>	<b>0</b>	<b>0</b>
Personal Services	885	84,594	70,000	61,244	0	0
<b>FUND TOTAL</b>	<b>136,719</b>	<b>84,594</b>	<b>320,000</b>	<b>911,244</b>	<b>0</b>	<b>0</b>

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Gateway Regional Center URA</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H79060 - Business Development	0	21,724	0	0	0	0
H79020 - Business Finance	275,509	0	150,000	150,000	0	0
H79022 - Business Retention	32,261	0	0	0	0	0
Cluster Industry Development						
H79020 - Business Finance	3,960	0	0	0	0	0
H14389 - Central Gateway Redevelopment Strategy	0	29,625	0	0	0	0
H72026 - Cluster Development	0	0	11,000	200,000	0	0
H28069 - Lean Manufacturing	0	0	0	25,000	0	0
H79100 - Site Recruitment	0	0	0	14,250	0	0
Small Business & Entrepreneurship						
H79060 - Business Development	0	0	90,000	150,000	0	0
<b>Business Development Total</b>	<b>311,730</b>	<b>51,349</b>	<b>251,000</b>	<b>539,250</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
Parks						
H14389 - Central Gateway Redevelopment Strategy	1,267	0	0	0	0	0
H14387 - Gateway Urban Plaza	2,606,169	658,592	250,000	0	0	0
Public Facilities						
H14392 - Receiving Center Property	2,499	5,373	83,000	2,000	0	0
Transportation						
H14389 - Central Gateway Redevelopment Strategy	222,362	51,815	530,000	883,000	0	0
H14394 - Gateway Transit Center	1,766	4,110	5,000	0	0	0
<b>Infrastructure Total</b>	<b>2,834,063</b>	<b>719,890</b>	<b>868,000</b>	<b>885,000</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
Commercial Real Estate Lending						
H28030 - Redevelopment Loan Projects	8,613	0	250,000	250,000	0	0
Community Redevelopment Grants						
H27050 - DOS Grants	51,691	8,011	100,000	50,000	0	0
H79025 - Green Business Grants	0	0	0	75,000	0	0
H27001 - Storefront Grants	173,098	123,023	100,000	100,000	0	0
Property Redevelopment						
H14389 - Central Gateway Redevelopment Strategy	847	46	0	0	0	0
H11601 - Community Outreach	0	54	0	0	0	0
H27050 - DOS Grants	404	0	0	0	0	0
H72040 - Ec Dev Strategy	215	7,676	0	0	0	0
H14403 - Gateway Community Outreach	22,348	1,357	0	0	0	0
H14390 - Mixed Use Development/Acquisition	75,308	111,795	710,000	240,000	0	0
H27001 - Storefront Grants	648	0	0	0	0	0
<b>Property Redevelopment Total</b>	<b>333,171</b>	<b>251,961</b>	<b>1,160,000</b>	<b>715,000</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
Strategic Planning/Policy & Prgm Dvlpmt						
H14403 - Gateway Community Outreach	0	0	3,000	3,000	0	0
<b>Administration Total</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0</b>

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Personal Services	397	203,638	288,379	254,558	0	0
<b>FUND TOTAL</b>	3,479,362	1,226,838	2,570,379	2,396,808	0	0



## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>General Fund</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H72025 - Business and Industry Projects	300,000	0	0	0	0	0
H79060 - Business Development	27,752	1,800	0	0	0	0
H28010 - Capital Loan Fund	500,226	259,431	400,000	200,000	0	0
H24015 - Catalytic Initiatives	39,012	78,070	0	0	0	0
H24019 - City Economic Development	197,990	129,957	0	0	0	0
H24001 - Downtown Marketing	944,841	0	0	0	0	0
H79021 - Portland + Oregon Sustainability Institute (POSI)	0	175,000	0	0	0	0
H79010 - Technical Assistance Contracts	148,124	6,100	0	0	0	0
Cluster Industry Development						
H28025 - Administration	177,238	0	0	0	0	0
H27007 - Business Recruitment	0	96,050	108,365	172,941	0	0
H24015 - Catalytic Initiatives	0	0	151,150	375,000	0	0
H24019 - City Economic Development	0	34	0	0	0	0
H64500 - Harbor REDI	77,377	33,154	10,000	0	0	0
H24512 - Industry Development	911,794	512,440	281,749	415,412	0	0
H27015 - International Business Dev	0	0	0	205,000	0	0
H58947 - Lawson Upgrade 9.0	111	0	0	0	0	0
H27005 - Technical Assistance	0	98,330	0	0	0	0
Small Business & Entrepreneurship						
H27008 - African American Chamber	0	250,000	0	0	0	0
H27010 - APNBA	0	290,495	278,875	282,245	0	0
H27004 - Business Services	0	97,235	86,296	65,000	0	0
H24019 - City Economic Development	0	0	390,000	175,000	0	0
H27003 - Economic Gardening	0	35,169	55,500	0	0	0
H27013 - Economic Progress Initiative	0	0	0	242,065	0	0
H27504 - Eli Lilly	0	0	5,000	0	0	0
H27016 - Entrepreneurial Dev	0	0	0	150,000	0	0
H27012 - Government Relations	0	5,797	15,000	0	0	0
H27009 - Hispanic Chamber	0	250,000	0	0	0	0
H27002 - Main Street	0	63,550	523,660	364,005	0	0
H61013 - NW Area	0	0	177,848	0	0	0
H27501 - NW Area Foundation	0	10,602	0	0	0	0
H27503 - NW Area Foundation 3 (MCIP)	0	0	60,000	0	0	0
H27502 - NW Area Foundation Flex	0	550	0	0	0	0
H27500 - NW Health Foundation	0	77,344	106,656	0	0	0
H27014 - Small/Neighborhood Tech Asst	0	0	0	600,000	0	0
H79010 - Technical Assistance Contracts	500,000	1,716,067	1,226,754	1,376,500	0	0
H92125 - Workforce Training/Hiring	0	2,874	0	0	0	0
<b>Business Development Total</b>	<b>3,824,464</b>	<b>4,190,047</b>	<b>3,876,853</b>	<b>4,623,168</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
Parks						
H24002 - Farmers Market	14,998	0	0	0	0	0
H58947 - Lawson Upgrade 9.0	62	0	0	0	0	0
<b>Infrastructure Total</b>	<b>15,060</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Commercial Real Estate Lending						
H22020 - Central Eastside Revitalization	0	399	0	0	0	0
H12209 - LTC Town Cntr Redevelopment	7,481	0	0	0	0	0
Community Redevelopment Grants						
H27050 - DOS Grants	0	10	0	0	0	0
H27011 - East Portland Storefront	0	103,887	0	0	0	0
H27001 - Storefront Grants	444,949	672,731	13,000	0	0	0
Property Redevelopment						
H28025 - Administration	67,954	0	0	0	0	0
H16306 - Block 33	2,052	0	0	0	0	0
H11601 - Community Outreach	0	860	0	0	0	0
H16237 - HQ Hotel/Blocks 43/26	2,214	54	0	0	0	0
H58947 - Lawson Upgrade 9.0	192	0	0	0	0	0
H90010 - Predevelopment Projects	54,317	34,875	0	0	0	0
H13142 - RD Project Management	141	0	0	0	0	0
H28015 - Revitalization Operations	8	0	0	0	0	0
H28045 - UDD Special Projects	9	0	0	0	0	0
H10018 - ULI Conference	47,473	0	0	0	0	0
<b>Property Redevelopment Total</b>	<b>626,792</b>	<b>812,816</b>	<b>13,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
General Admin						
H28025 - Administration	13,174	181,441	138,700	91,700	0	0
H24520 - Resource Development Activities	69,706	0	0	0	0	0
PHB Housing Support						
H11120 - Urban Renewal Area Plan	0	30	0	0	0	0
Urban Renewal Plan Area Development						
H90010 - Predevelopment Projects	0	0	200,000	100,000	0	0
<b>Administration Total</b>	<b>82,880</b>	<b>181,471</b>	<b>338,700</b>	<b>191,700</b>	<b>0</b>	<b>0</b>
Personal Services	6,894,302	3,274,127	3,060,760	2,356,385	0	0
<b>FUND TOTAL</b>	<b>11,443,498</b>	<b>8,458,461</b>	<b>7,289,313</b>	<b>7,171,253</b>	<b>0</b>	<b>0</b>
<b><u>HCD Contract Fund</u></b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Small Business & Entrepreneurship						
H79011 - Technical Assistance - ARRA	0	201,461	507,202	0	0	0
H79010 - Technical Assistance Contracts	0	2,588,641	2,936,479	2,079,974	0	0
<b>Business Development Total</b>	<b>0</b>	<b>2,790,103</b>	<b>3,443,681</b>	<b>2,079,974</b>	<b>0</b>	<b>0</b>
Personal Services	0	211,528	140,669	151,676	0	0
<b>FUND TOTAL</b>	<b>0</b>	<b>3,001,631</b>	<b>3,584,350</b>	<b>2,231,650</b>	<b>0</b>	<b>0</b>

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Interstate Corridor URA</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H79020 - Business Finance	1,013,848	385,499	1,825,000	1,230,000	0	0
H79022 - Business Retention	10,163	15,888	0	0	0	0
H61008 - Killingsworth Station Commercial	0	0	0	902,656	0	0
H28059 - Manufacturing Investment Fund	0	0	0	200,000	0	0
Cluster Industry Development						
H79020 - Business Finance	5,049	0	0	0	0	0
H79022 - Business Retention	542	0	0	0	0	0
H72026 - Cluster Development	0	0	380,000	100,000	0	0
H28070 - Green Innovation Park	0	0	0	200,000	0	0
H28069 - Lean Manufacturing	0	0	0	70,000	0	0
H79100 - Site Recruitment	0	0	0	42,750	0	0
Small Business & Entrepreneurship						
H79020 - Business Finance	0	66,567	0	0	0	0
H72030 - Neighborhood Economic Development	50,468	228,688	50,000	75,000	0	0
<b>Business Development Total</b>	<b>1,080,070</b>	<b>696,642</b>	<b>2,255,000</b>	<b>2,820,406</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
Parks						
H28073 - Bridgeton	0	0	0	1,000,000	0	0
H28074 - Dawson Park	0	0	0	500,000	0	0
H19038 - Interstate Parks	399,734	315,717	1,370,000	0	0	0
H19018 - Interstate Redevelopment	364,725	153,336	0	0	0	0
H19020 - Interstate Streetscape Improvements	1,993	0	0	0	0	0
H19021 - Interstate Trans Improvements	532	0	0	0	0	0
H28075 - Small Scale Improvements	0	0	0	100,000	0	0
Transportation						
H28076 - Denver Streetscape	0	0	0	15,000	0	0
H19020 - Interstate Streetscape Improvements	2,453,270	2,105,001	1,549,999	0	0	0
H19021 - Interstate Trans Improvements	207,049	207,150	1,133,850	200,000	0	0
H28077 - Killingsworth Streetscape	0	0	0	1,000,000	0	0
H28078 - Lombard Streetscape	0	0	0	200,000	0	0
<b>Infrastructure Total</b>	<b>3,427,303</b>	<b>2,781,205</b>	<b>4,053,849</b>	<b>3,015,000</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
Commercial Real Estate Lending						
H28030 - Redevelopment Loan Projects	333,696	969,902	1,200,000	2,200,000	0	0
Community Redevelopment Grants						
H28031 - Clean Energy Program	0	0	1,000,000	1,500,000	0	0
H19023 - Community Livability Projects	325,270	91,002	760,000	300,000	0	0
H27050 - DOS Grants	194,600	121,289	300,000	150,000	0	0
H79025 - Green Business Grants	0	0	200,000	200,000	0	0
H27070 - Signage and Lighting Projects	0	2,664	0	0	0	0
H27001 - Storefront Grants	466,046	736,483	700,000	600,000	0	0
Property Redevelopment						
H70712 - Brownfields Redevel	0	0	100,000	0	0	0

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
H19023 - Community Livability Projects	6,077	109,084	0	0	0	0
H11601 - Community Outreach	0	1,318	0	10,000	0	0
H27050 - DOS Grants	1,174	0	0	0	0	0
H79025 - Green Business Grants	0	316	0	0	0	0
H19018 - Interstate Redevelopment	4,441	191	150,000	200,000	0	0
H61010 - Jefferson Plaza	0	50,746	100,000	0	0	0
H19048 - Kenton Redev Downtown	21,967	34,900	3,700,000	500,000	0	0
H34606 - Killingsworth Station	0	0	5,013,047	0	0	0
H19051 - Killingsworth/Humboldt Revlt	1,155	0	0	0	0	0
H60042 - N/NE Economic Dev Initiative	0	24,695	0	0	0	0
H28030 - Redevelopment Loan Projects	4,310	0	0	0	0	0
H27001 - Storefront Grants	798	62	0	0	0	0
H13167 - URA Administration	0	5	0	0	0	0
<b>Property Redevelopment Total</b>	<b>1,359,534</b>	<b>2,142,656</b>	<b>13,223,047</b>	<b>5,660,000</b>	<b>0</b>	<b>0</b>
Personal Services	1,823	587,581	836,545	729,004	0	0
<b>FUND TOTAL</b>	<b>5,868,731</b>	<b>6,208,084</b>	<b>20,368,441</b>	<b>12,224,410</b>	<b>0</b>	<b>0</b>

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Lents Town Center URA</u></b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H79020 - Business Finance	251,270	389,535	1,000,000	800,000	0	0
H79022 - Business Retention	39,227	11,000	0	0	0	0
Cluster Industry Development						
H79020 - Business Finance	3,504	0	0	0	0	0
H72026 - Cluster Development	0	0	0	30,000	0	0
H28070 - Green Innovation Park	0	0	0	185,000	0	0
H12212 - Johnson Creek Industrial Area Revitalization	0	59,250	0	0	0	0
H28069 - Lean Manufacturing	0	0	0	30,000	0	0
H79100 - Site Recruitment	0	0	0	38,000	0	0
Small Business & Entrepreneurship						
H79060 - Business Development	0	0	177,000	200,000	0	0
H79020 - Business Finance	0	990	0	0	0	0
H72030 - Neighborhood Economic Development	3,803	33,015	0	0	0	0
<b>Business Development Total</b>	<b>297,805</b>	<b>493,789</b>	<b>1,177,000</b>	<b>1,283,000</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
Parks						
H60009 - LTC Public Facilities	2,834	2,425	0	0	0	0
H26715 - Neighborhood Trans Safety Improvements	0	-142	0	0	0	0
H13125 - Parks Public Improvements	1,201,368	31,683	270,000	265,000	0	0
Public Facilities						
H60009 - LTC Public Facilities	0	32,394	0	0	0	0
Transportation						
H26715 - Neighborhood Trans Safety Improvements	138,604	320,269	1,271,000	2,200,000	0	0
H26714 - Streets/Sidewalks LID	16,568	14,903	45,000	377,000	0	0
<b>Infrastructure Total</b>	<b>1,359,374</b>	<b>401,533</b>	<b>1,586,000</b>	<b>2,842,000</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
Commercial Real Estate Lending						
H12209 - LTC Town Cntr Redevelopment	2,326,831	3,052,885	0	0	0	0
H28030 - Redevelopment Loan Projects	275	126,038	560,000	300,000	0	0
Community Redevelopment Grants						
H28031 - Clean Energy Program	0	0	600,000	400,000	0	0
H27050 - DOS Grants	99,464	55,825	100,000	75,000	0	0
H79025 - Green Business Grants	0	0	125,000	125,000	0	0
H60052 - LTC Comm Livability Grants	0	0	250,000	300,000	0	0
H27070 - Signage and Lighting Projects	0	4,462	0	0	0	0
H27001 - Storefront Grants	370,205	381,239	300,000	300,000	0	0
Property Redevelopment						
H11601 - Community Outreach	0	7	0	0	0	0
H27050 - DOS Grants	774	0	0	0	0	0
H60050 - Foster Road Redevelopment	0	0	1,500,000	0	0	0
H79025 - Green Business Grants	0	316	0	0	0	0
H12212 - Johnson Creek Industrial Area Revitalization	66,068	5,264	100,000	100,000	0	0

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
H12209 - LTC Town Cntr Redevelopment	11,922	109,516	2,065,000	1,160,000	0	0
H37945 - Ramona St Revitalization Lents	749	0	0	0	0	0
H28015 - Revitalization Operations	287	0	0	0	0	0
H60008 - SE 92nd Redevelopment	114,469	27,220	300,000	500,000	0	0
H27001 - Storefront Grants	762	0	0	0	0	0
<b>Property Redevelopment Total</b>	2,991,804	3,762,771	5,900,000	3,260,000	0	0
Personal Services	-1,152	539,990	536,448	584,039	0	0
<b>FUND TOTAL</b>	4,647,832	5,198,083	9,199,448	7,969,039	0	0

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>North Macadam URA</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H61000 - Bio-Tech Build-Out	0	275,000	0	0	0	0
H79020 - Business Finance	0	940	0	700,000	0	0
H61016 - PSU Wetlab Project	0	20,022	0	0	0	0
Cluster Industry Development						
H61000 - Bio-Tech Build-Out	0	0	450,000	425,000	0	0
H79020 - Business Finance	870,599	24,064	0	0	0	0
H61016 - PSU Wetlab Project	0	258,393	1,196,585	0	0	0
H11063 - RiverPlace Lot 3	0	35,170	0	0	0	0
Redevelopment						
H79100 - Site Recruitment	0	0	0	14,250	0	0
<b>Business Development Total</b>	<b>870,599</b>	<b>613,590</b>	<b>1,646,585</b>	<b>1,139,250</b>	<b>0</b>	<b>0</b>
<b>Housing</b>						
PHB Housing						
H10544 - Block 33 Mixed Use Afford	63	0	0	0	0	0
Rental Housing						
<b>Housing Total</b>	<b>63</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
Parks						
H10518 - Central District Greenway	153,172	26,324	100,000	3,735,415	0	0
Design And Construction						
H10516 - Central District Greenway	9,124	0	0	0	0	0
Implementation Strategy						
H11081 - Harbor Naito Plan/Redev	50,271	0	0	0	0	0
H10536 - Neighborhood Park Design and	2,230,039	1,552,488	624,717	0	0	0
Construction						
H10540 - New Initiatives - Parks and	6,264	0	0	0	0	0
Greenway						
H11085 - South Corridor Light Rail	63	0	0	0	0	0
H10511 - Transportation Planning (Trans	270,383	-132,040	0	0	0	0
Sys Dev Strat-TSDS)						
Transportation						
H10535 - Central District DA Proj Mgmt	7,675	0	0	0	0	0
H10532 - Central District Infrastructure	666,285	166,003	0	0	0	0
H10537 - Gibbs Street Pedestrian Bridge	111,096	0	578,000	0	0	0
H11085 - South Corridor Light Rail	7,772	0	0	0	0	0
H61003 - South Portal Design	0	0	400,000	0	0	0
<b>Infrastructure Total</b>	<b>3,512,143</b>	<b>1,612,775</b>	<b>1,702,717</b>	<b>3,735,415</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
Commercial Real Estate Lending						
H10542 - Acquisition & Mixed U NMac	778	0	0	0	0	0
H28030 - Redevelopment Loan Projects	0	5	0	225,000	0	0
H11060 - RiverPlace Environmental	3,128	33,129	0	0	0	0
Parcel 1 - The Strand						
H11063 - RiverPlace Lot 3	25,660	13,054	60,000	0	0	0
Redevelopment						
H11061 - RiverPlace Lot 8 Environmental	0	78	0	0	0	0
H11062 - RiverPlace Lot 8 Parcel	24,762	0	0	0	0	0
Develop						

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
H11069 - RiverPlace Lot Development Parcel 1 & General	733	0	0	0	0	0
Community Redevelopment Grants						
H27050 - DOS Grants	0	0	0	50,000	0	0
H27001 - Storefront Grants	0	0	0	100,000	0	0
Property Redevelopment						
H28025 - Administration	507	0	0	0	0	0
H10512 - Central District Development Agreement	105,757	0	0	0	0	0
H11601 - Community Outreach	0	38	0	0	0	0
H61005 - Eco District	0	3,131	0	0	0	0
H10513 - Inter Bureau Coordination	2,974	0	0	0	0	0
H10536 - Neighborhood Park Design and Construction	316	0	0	0	0	0
H10510 - NMAC Implement Coord	249,984	15,859	45,000	50,000	0	0
H10523 - North District Partnership	89,680	2,214	0	0	0	0
H61004 - Pre-Development	0	16,871	284,500	200,000	0	0
H11063 - RiverPlace Lot 3 Redevelopment	542	0	0	0	0	0
H11062 - RiverPlace Lot 8 Parcel Develop	0	0	15,000	50,000	0	0
H11080 - RiverPlace Property Management	5,368	5,113	10,000	15,000	0	0
<b>Property Redevelopment Total</b>	<b>510,189</b>	<b>89,492</b>	<b>414,500</b>	<b>690,000</b>	<b>0</b>	<b>0</b>
Personal Services	3,317	273,377	251,567	294,074	0	0
<b>FUND TOTAL</b>	<b>4,896,312</b>	<b>2,589,235</b>	<b>4,015,369</b>	<b>5,858,739</b>	<b>0</b>	<b>0</b>

### Other Federal Grants

#### Program Expenditures

##### Business Development

##### Business Lending

H79020 - Business Finance

H72020 - EDA Loan Projects

##### **Business Development Total**

Personal Services

#### **FUND TOTAL**

0	0	725,000	400,000	0	0
0	206,673	0	0	0	0
0	206,673	725,000	400,000	0	0
0	1,120	0	1,577	0	0
0	207,793	725,000	401,577	0	0



## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>River District URA</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H79060 - Business Development	0	63	0	0	0	0
H79020 - Business Finance	986,701	595,236	1,250,000	2,000,000	0	0
H79022 - Business Retention	3,196	0	0	0	0	0
Cluster Industry Development						
H79020 - Business Finance	2,187	0	0	0	0	0
H79022 - Business Retention	236	0	0	0	0	0
H72026 - Cluster Development	0	0	0	200,000	0	0
H79023 - Design Forum/PDX	0	24,674	0	1,000,000	0	0
H79100 - Site Recruitment	0	0	0	71,250	0	0
<b>Business Development Total</b>	<b>992,320</b>	<b>619,973</b>	<b>1,250,000</b>	<b>3,271,250</b>	<b>0</b>	<b>0</b>
<b>Housing</b>						
PHB Housing						
H13115 - Station Place Garage/Parcels	227	0	0	0	0	0
<b>Housing Total</b>	<b>227</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
Parks						
H13119 - Neighborhood Park (The Fields)	235,056	373,933	400,000	1,550,000	0	0
H13120 - Neighborhood Park SDC Credit	0	0	0	400,000	0	0
H11263 - RD Public Site Improvements	172	0	0	0	0	0
H60020 - Union Station	2,916	0	0	0	0	0
H11234 - Westside Burnside-Couch Couplet	12	0	0	0	0	0
Public Facilities						
H80020 -	0	22	0	0	0	0
H80034 - Community Facilities	0	0	78,000	0	0	0
H60020 - Union Station	153,121	490,256	826,500	1,706,500	0	0
Transportation						
H11233 - Public Site Improvements	0	0	177,000	0	0	0
H13144 - RD Pedestrian Bridge	0	74	0	0	0	0
H11263 - RD Public Site Improvements	108,196	245,703	0	0	0	0
H13137 - Streetcar Loop Project	3,126,566	4,752,694	11,523,396	0	0	0
H11234 - Westside Burnside-Couch Couplet	467,782	0	0	0	0	0
<b>Infrastructure Total</b>	<b>4,093,821</b>	<b>5,862,682</b>	<b>13,004,896</b>	<b>3,656,500</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
Commercial Real Estate Lending						
H13104 - Centennial Mills Redevelopment	641,089	230,812	0	0	0	0
H12101 - Downtown Retail Strategy	170,406	42,565	0	0	0	0
H10226 - Meier & Frank Redevelopment	3,146,276	4,743	0	0	0	0
H13143 - RD Environmental	105,369	45,576	0	0	0	0
H28030 - Redevelopment Loan Projects	33,431	32,415	3,200,000	2,080,000	0	0
H10227 - River District Historic Preservation	3,782	14	0	0	0	0
H10221 - Transit Mall Revitalization	778,802	35,516	0	0	0	0
Community Redevelopment Grants						
H27050 - DOS Grants	30,057	37,953	75,000	75,000	0	0

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
H27070 - Signage and Lighting Projects	35,813	34,649	0	0	0	0
H27001 - Storefront Grants	317,455	349,472	300,000	300,000	0	0
Property Redevelopment						
H60021 - 10th and Yamhill Redevelopment	28,485	111,350	250,000	0	0	0
H60031 - Block 11	0	0	150,000	0	0	0
H60029 - Block 25	0	0	14,000	0	0	0
H60028 - Block A&N	0	5,250	0	0	0	0
H12145 - Blocks A&N	0	32,664	20,000	5,000	0	0
H13104 - Centennial Mills Redevelopment	1,039	170,070	569,000	464,000	0	0
H11601 - Community Outreach	0	2,528	0	0	0	0
H27050 - DOS Grants	204	0	0	0	0	0
H12101 - Downtown Retail Strategy	795	0	450,000	500,000	0	0
H80037 - Grove	0	42,366	130,000	2,700,000	0	0
H60032 - Horse Barn Relocation	0	0	0	750,000	0	0
H10226 - Meier & Frank Redevelopment	470	0	0	0	0	0
H13112 - North Pearl District Plan	46,393	-1,000	0	500,000	0	0
H11244 - One Waterfront Place	261,224	28,040	6,000	6,000	0	0
H60027 - PNCA	0	844	6,000	750,000	0	0
H22500 - Post Office	475,493	65,424	518,500	420,000	0	0
H11602 - Property Management	0	19	0	0	0	0
H13143 - RD Environmental	0	0	100,000	65,000	0	0
H13116 - RD Predevelopment	35,465	0	0	0	0	0
H13142 - RD Project Management	124,669	4,050	0	0	0	0
H22030 - RD Waterfront Land Acquisition	0	60	0	0	0	0
H28030 - Redevelopment Loan Projects	252	7,129	0	0	0	0
H13115 - Station Place Garage/Parcels	0	8,271	378,700	207,000	0	0
H27001 - Storefront Grants	86	34	0	0	0	0
H28032 - Vestas	0	0	8,100,000	0	0	0
<b>Property Redevelopment Total</b>	<b>6,237,058</b>	<b>1,290,815</b>	<b>14,267,200</b>	<b>8,822,000</b>	<b>0</b>	<b>0</b>
Personal Services	648	515,282	877,300	674,760	0	0
<b>FUND TOTAL</b>	<b>11,324,074</b>	<b>8,288,752</b>	<b>29,399,396</b>	<b>16,424,510</b>	<b>0</b>	<b>0</b>

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>South Park Blocks URA</b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H79020 - Business Finance	184,570	0	1,017,956	275,000	0	0
H79022 - Business Retention	32,534	0	0	0	0	0
Cluster Industry Development						
H79020 - Business Finance	2,262	0	0	0	0	0
H70021 - Oregon Sustainability Center	431,027	473,707	6,700,000	0	0	0
Small Business & Entrepreneurship						
H79020 - Business Finance	0	30	0	0	0	0
H79021 - Portland + Oregon Sustainability Institute (POSI)	6,907	0	0	0	0	0
<b>Business Development Total</b>	<b>657,300</b>	<b>473,737</b>	<b>7,717,956</b>	<b>275,000</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
Parks						
H12210 - South Park Block 5 and Streetscapes	1,761,307	1,641,464	0	0	0	0
Public Facilities						
H60021 - 10th and Yamhill Redevelopment	5,623	27	0	0	0	0
Transportation						
H12099 - SPB Streetcar/Scapes Imp	0	0	50,000	100,000	0	0
H10221 - Transit Mall Revitalization	0	0	112,427	0	0	0
H12217 - University District Projects	0	136,500	0	0	0	0
<b>Infrastructure Total</b>	<b>1,766,930</b>	<b>1,777,991</b>	<b>162,427</b>	<b>100,000</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
Commercial Real Estate Lending						
H12101 - Downtown Retail Strategy	101,760	56,216	0	0	0	0
H28035 - Historic Preservation	164	0	0	0	0	0
H11912 - Park Ave Vision	303,686	0	0	0	0	0
H28030 - Redevelopment Loan Projects	103,741	0	708,000	0	0	0
H10221 - Transit Mall Revitalization	81,520	57,974	0	0	0	0
H12217 - University District Projects	480,058	84,756	0	0	0	0
Community Redevelopment Grants						
H27050 - DOS Grants	0	6	0	0	0	0
H60004 - Montgomery Blocks - PCAT	2,292,788	40,004	0	0	0	0
H27070 - Signage and Lighting Projects	31,374	66,058	0	0	0	0
H27001 - Storefront Grants	409,835	228,046	200,000	118,000	0	0
Property Redevelopment						
H11601 - Community Outreach	29,160	340	0	0	0	0
H12101 - Downtown Retail Strategy	79	0	124,000	0	0	0
H60004 - Montgomery Blocks - PCAT	90	0	0	0	0	0
H28030 - Redevelopment Loan Projects	393	18	0	0	0	0
H28015 - Revitalization Operations	19,147	0	0	0	0	0
H27001 - Storefront Grants	86	33	0	0	0	0
H10221 - Transit Mall Revitalization	540	0	0	0	0	0
H12217 - University District Projects	983	0	0	0	0	0
<b>Property Redevelopment Total</b>	<b>3,855,402</b>	<b>533,450</b>	<b>1,032,000</b>	<b>118,000</b>	<b>0</b>	<b>0</b>
Personal Services	-92	236,535	270,366	182,665	0	0

## Department Summary - Urban Development

### Project Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>FUND TOTAL</b>	6,279,540	3,021,714	9,182,749	675,665	0	0
<b><u>Willamette Industrial URA</u></b>						
<b>Program Expenditures</b>						
<b>Business Development</b>						
Business Lending						
H79020 - Business Finance	33,269	0	200,000	250,000	0	0
H28059 - Manufacturing Investment Fund	0	0	0	525,000	0	0
Cluster Industry Development						
H79020 - Business Finance	42	0	0	0	0	0
H79022 - Business Retention	0	0	25,000	0	0	0
H72026 - Cluster Development	0	0	50,000	25,000	0	0
H28069 - Lean Manufacturing	0	0	0	30,000	0	0
H79100 - Site Recruitment	0	0	0	14,250	0	0
H79030 - Technical Assistance Projects	866	0	0	0	0	0
Small Business & Entrepreneurship						
H79030 - Technical Assistance Projects	18,101	0	0	0	0	0
<b>Business Development Total</b>	<b>52,277</b>	<b>0</b>	<b>275,000</b>	<b>844,250</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
Property Redevelopment						
H70712 - Brownfields Redevel	0	42,683	290,000	75,000	0	0
H70710 - Harbor Redevel Initiative	180,329	12,621	65,000	50,000	0	0
H70713 - Project Management	3,659	15	5,000	10,000	0	0
<b>Property Redevelopment Total</b>	<b>183,988</b>	<b>55,320</b>	<b>360,000</b>	<b>135,000</b>	<b>0</b>	<b>0</b>
Personal Services	0	65,516	180,431	87,534	0	0
<b>FUND TOTAL</b>	<b>236,266</b>	<b>120,836</b>	<b>815,431</b>	<b>1,066,784</b>	<b>0</b>	<b>0</b>

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# Finance & Business Operations Department

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## **Department Budget**

The Finance & Business Operations Department has a FY 2011-12 Proposed Budget of \$12.9 million, a budget that is 15% lower than the FY 2010-11 Revised Budget of \$14.9 million. This decrease is a result in both decreased staffing levels and lower anticipated materials & services expenditures.

## **About the Department**

The Finance & Business Operations Department is composed of four divisions: Business Operations, Finance and Asset Management, Human Resources, and Information Technology. These divisions provide services that ensure fiscal stewardship of the Commission's financial and real property assets, as well as best management practices in strategic planning, performance measurement, project management, human resources, information technology and internal controls.

**Business Operations** –The Business Operations Division ensures that PDC operates under and advances best management practices in strategic planning, sustainability, performance measurement, project management and internal controls. This Division also ensures that PDC complies with recommendations in internal and external audits, environmental clean-up and due diligence standards, and records management requirements. This division includes the following cost centers:

**Business Operations Management** – The Business Operations management cost center is responsible for:

- Commission-wide policy development and implementation
- Strategic planning
- Performance measures analysis
- Reporting
- Sustainability initiatives.

**Construction and Environmental Services** – This cost center is responsible for:

- Environmental clean-up and construction on PDC-owned properties
- Provides guidance on PDC property acquisition.

**Internal Audit and Records Management** – This cost center is responsible for the following:

- Conducts internal audits on a wide range of topics
- Ensures compliance with State records retention requirements
- Monitors PDC records retention schedules
- Performs record retrieval and disposition services

**PDC Facility Management and Reception** – This cost center is responsible for:

- Emergency operations
- The sustainable and safe management of PDC headquarters facility and fleet vehicles.
- PDC Reception Services

**Project Management Office (PMO)** – The PMO is responsible for the following activities:

- Oversees the planning, implementation and monitoring of Commission-wide internal projects
- Provides project management support throughout the agency
- Supports business process improvement initiatives.

The current focus of the PMO activities is implementation of the Financial Systems Consolidation and Electronic Content Management initiatives.

**Finance and Asset Management** – The Finance and Accounting Division includes four cost centers: Accounting, Asset Management, Financial Planning, and Procurement.

**Accounting** – Responsible for all agency-wide accounting, payroll and financial audits. Specific functions include:

- Financial reporting and analysis for PDC management and departments including preparation of the Comprehensive Annual Financial Report (CAFR)
- Preparation of interim financial statements and regulatory report
- Review of Agency-wide payment transactions for compliance with PDC policy and procedures
- Full accounts payable cycle.
- Proper and consistent recording and classification of expenditures and receipts in accordance with Governmental Accounting and Financial Reporting Standards.
- Interface with and assist PDC departments and City of Portland bureaus with intergovernmental billings;
- Schedule, review, and generate agency-wide payroll

**Asset Management**– Responsible for all transactions related to the Commission's real estate holdings and loan portfolio. This Division provides loan servicing and real property management services. Specific functions include:

- Oversight of acquisitions, dispositions, relocation and on-going real property maintenance, and property management
- Loan servicing, including collections and loan compliance.

**Financial Planning** –Responsible for budget and five-year forecast development, supporting OMF's debt issuance activities, financial analysis and budget reporting. Specific functions include:

- Establish and manage a budget process in accordance with state budget law;
- Develop annual budget based on strategic direction as established by the PDC Board, Mayor and City Council, and the Leadership Team
- Prepare the Requested, Proposed, Approved and Adopted Budgets and related Budget Documents;
- Manage budget revisions based on mid-year changes in project and program requirements or performance in coordination with the Leadership Team and UDD managers;
- Perform financial analysis in support of policy development and implementation and project management;
- Ensure Tax Increment Financing and grant proceeds are spent in accordance with all applicable laws and regulations

**Information Technology** – The Information Technology Divisions consists of three cost centers: Business Systems Development, Business Systems Support, and Infrastructure Systems Support,

**Business Systems Development** – This cost center includes developers and programmers that support the work requirements developed by the Business System Support cost center, including implementation of changes to legacy and in-house systems.

- Support existing IT applications and develop resolution of issues.
- Maintain systems by keeping them running and available for business use.
- Support vendor applications and keep legacy applications running in support of the business.
- Provide geospatial data and support new and existing GIS mappings.

**Business Systems Support** – The Business Systems Support cost center partners with the agency divisions to understand their business issues and opportunities and turn them into requirements and recommended IT system solutions. This center includes:

- Interface between the customer and the IT division
- Customer Support for the ERP system, document management, loan and grant system, and budget system
- Perform analysis and support for internal business improvement projects
- Support deployment of new features and functionality in core IT systems
- Provide staff training on IT systems
- Develops and implement multi-year Agency-wide IT Plan.

**Infrastructure Systems Support** – This cost center is responsible for the management and support of the Commission's IT infrastructure. Specific functions include:

- Hardware and software systems support and monitoring
- Lifecycle replacement and upgrades
- Desktop support
- Email administration and management
- Emergency system monitoring
- Disaster recovery management
- Audio and visual equipment management for the Commission Board room
- Telephone, cell phone, and PDA support and repair

The IGA costs for the COP also hit this cost center, consisting of telephone, internet, and disaster recovery service fees.

The GIS functions and the IGA costs for the COP GIS system are charged to this cost center

**Human Resources** – The Human Resources Division provides a role that strives to achieve a balance between the Commission's goals and objectives, and the job satisfaction and welfare of its employees. This Division provides best practices in total human resource services, including:

- Recruitment, selection and retention
- Employee and labor relations
- Legal compliance
- Diversity promotion
- Performance management
- Classification and compensation
- Benefits administration
- Employee training & development

**Procurement** – Responsible for the public procurement process for all PDC requirements estimated to be over \$5,000 as well as the Federal, State and PDC prevailing wage requirements and disposition of PDC surplus personal property. Other specific responsibilities include:

- Management of the Flexible Services Contracting program to provide an efficient method of acquiring repetitive service;
- Updates to the PDC Local Contract and Review Board Administrative Rules as required by State public contracting legislation and best practices;
- Track and document all prevailing wage requirements for PDC-funded projects;
- Dispose of PDC surplus personal property, including loan-default property, in the most efficient and cost effective manner;



- Coordinate with the PDC Business and Social Equity Department to support the Business and Workforce Equity policy

### **Finance & Business Operations Department Goals and Key Actions: FY 2011-12**

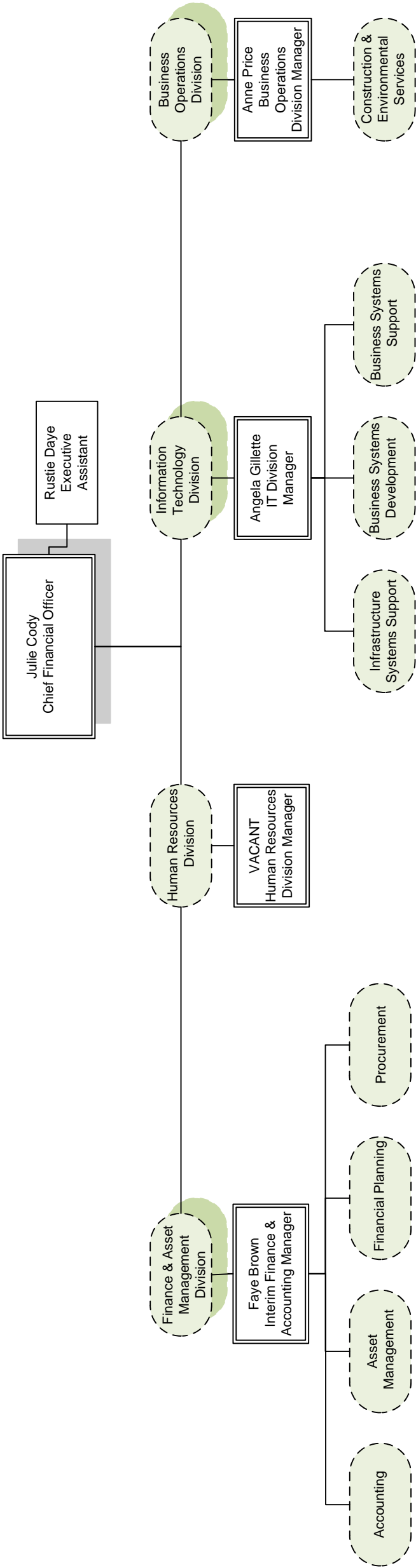
- Continue and advance annual strategic and business planning, measurement and periodic reporting.
- Strengthen budget and cash management of all PDC funds by implementing streamlined fund management processes and new tools in cooperation with UDD project and program managers. Develop tracking methods that enable PDC to compare actual to anticipated results for projects and programs.
- Develop tracking and reporting methods that enable PDC to compare actual to anticipated results for projects and programs.
- Strengthen and integrate PDC's system infrastructure to allow staff to timely and accurately deliver on business plans projects and strategies.
- Continue to assess and improve real estate activities and transactions to ensure timely property acquisition, site preparation and holding and property disposition in a manner that supports PDC's mission.
- Evaluate customer service satisfaction and improve service delivery.
- Establish PDC as an employer of choice by ensuring equity in recruitment and retention of staff.

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## Finance & Business Operations Summary Reports

- Organization Chart
  - Summary of Expenditures
  - Summary by Fund
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FINANCE & BUSINESS OPERATIONS (FBO)



## Department Summary - Finance & Business Operations

### Summary of Expenditures

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Expenditures by Fund</u></b>						
<b>Capital Projects Fund</b>						
Airport Way URA	2,996	9,921	3,308	84,320	0	0
Central Eastside URA	6,262	13,993	18,000	70,127	0	0
Convention Center URA	21,931	17,832	27,250	111,613	0	0
Downtown Waterfront URA	34,726	19,123	8,000	85,341	0	0
Gateway Regional Center URA	6,262	9,686	10,000	39,972	0	0
Interstate Corridor URA	12,372	31,417	20,438	96,911	0	0
Lents Town Center URA	6,590	21,000	10,000	141,004	0	0
North Macadam URA	12,284	32,000	32,000	137,244	0	0
River District URA	49,622	50,458	70,000	250,381	0	0
South Park Blocks URA	34,696	30,970	10,000	27,046	0	0
Willamette Industrial URA	3,051	1,364	5,187	11,275	0	0
<b>Enterprise Fund</b>						
Enterprise Loans Fund	2,065	80,149	45,000	4,048	0	0
<b>General Fund</b>						
General Fund	15,116,863	14,811,590	14,628,325	11,838,025	0	0
<b>Special Revenue Fund</b>						
Enterprise Zone	0	0	0	4,049	0	0
HCD Contract Fund	528,160	556	0	16,656	0	0
Other Federal Grants	0	0	0	2,024	0	0
<b>Total Expenditures</b>	<b>15,837,880</b>	<b>15,130,060</b>	<b>14,887,508</b>	<b>12,920,036</b>	<b>0</b>	<b>0</b>

## Department Summary - Finance & Business Operations

### Summary of Expenditures

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
<b><u>Expenditures by Expense Category</u></b>						
Personal Services	6,931,983	7,647,819	7,847,178	7,822,209	0	0
Materials and Services	7,470,445	6,708,655	6,537,830	4,884,327	0	0
Capital Outlay	907,292	773,586	502,500	213,500	0	0
Transfers - Indirect	528,160	0	0	0	0	0
<b>Total Expenditures</b>	<b>15,837,880</b>	<b>15,130,060</b>	<b>14,887,508</b>	<b>12,920,036</b>	<b>0</b>	<b>0</b>

## Department Summary - Finance & Business Operations

### Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Airport Way URA</u></b>						
<b>Department Expenditures</b>						
Business Operations	0	0	0	38,840	0	0
Finance & Asset Management	2,996	9,921	3,308	45,480	0	0
<b>FUND TOTAL</b>	<b>2,996</b>	<b>9,921</b>	<b>3,308</b>	<b>84,320</b>	<b>0</b>	<b>0</b>
<b><u>Central Eastside URA</u></b>						
<b>Department Expenditures</b>						
Business Operations	0	0	0	3,286	0	0
Finance & Asset Management	6,262	13,993	18,000	66,841	0	0
<b>FUND TOTAL</b>	<b>6,262</b>	<b>13,993</b>	<b>18,000</b>	<b>70,127</b>	<b>0</b>	<b>0</b>
<b><u>Convention Center URA</u></b>						
<b>Department Expenditures</b>						
Business Operations	0	0	0	28,385	0	0
Finance & Asset Management	21,931	17,832	27,250	73,432	0	0
Information Technology	0	0	0	9,796	0	0
<b>FUND TOTAL</b>	<b>21,931</b>	<b>17,832</b>	<b>27,250</b>	<b>111,613</b>	<b>0</b>	<b>0</b>
<b><u>Downtown Waterfront URA</u></b>						
<b>Department Expenditures</b>						
Business Operations	0	0	0	4,811	0	0
Finance & Asset Management	34,726	19,123	8,000	55,634	0	0
Information Technology	0	0	0	24,896	0	0
<b>FUND TOTAL</b>	<b>34,726</b>	<b>19,123</b>	<b>8,000</b>	<b>85,341</b>	<b>0</b>	<b>0</b>
<b><u>Enterprise Loans Fund</u></b>						
<b>Department Expenditures</b>						
Business Operations	0	76,297	45,000	0	0	0
Finance & Asset Management	2,065	3,853	0	4,048	0	0
<b>FUND TOTAL</b>	<b>2,065</b>	<b>80,149</b>	<b>45,000</b>	<b>4,048</b>	<b>0</b>	<b>0</b>
<b><u>Enterprise Zone</u></b>						
<b>Department Expenditures</b>						
Finance & Asset Management	0	0	0	4,049	0	0
<b>FUND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,049</b>	<b>0</b>	<b>0</b>
<b><u>Gateway Regional Center URA</u></b>						
<b>Department Expenditures</b>						
Finance & Asset Management	6,262	9,686	10,000	25,687	0	0
Information Technology	0	0	0	14,285	0	0
<b>FUND TOTAL</b>	<b>6,262</b>	<b>9,686</b>	<b>10,000</b>	<b>39,972</b>	<b>0</b>	<b>0</b>

## Department Summary - Finance & Business Operations

### Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>General Fund</u></b>						
<b>Department Expenditures</b>						
Business Operations	6,138,538	6,242,651	5,902,847	3,587,531	0	0
Finance & Asset Management	4,030,968	3,818,457	3,356,830	3,195,065	0	0
Human Resources	904,419	911,062	1,392,663	1,300,435	0	0
Information Technology	3,688,317	3,560,895	3,642,332	3,470,108	0	0
Office of the CFO	354,621	278,526	333,653	284,886	0	0
<b>FUND TOTAL</b>	<b>15,116,863</b>	<b>14,811,590</b>	<b>14,628,325</b>	<b>11,838,025</b>	<b>0</b>	<b>0</b>
<b><u>HCD Contract Fund</u></b>						
<b>Department Expenditures</b>						
Finance & Asset Management	528,160	556	0	16,656	0	0
<b>FUND TOTAL</b>	<b>528,160</b>	<b>556</b>	<b>0</b>	<b>16,656</b>	<b>0</b>	<b>0</b>
<b><u>Interstate Corridor URA</u></b>						
<b>Department Expenditures</b>						
Finance & Asset Management	12,372	31,417	20,438	77,320	0	0
Information Technology	0	0	0	19,591	0	0
<b>FUND TOTAL</b>	<b>12,372</b>	<b>31,417</b>	<b>20,438</b>	<b>96,911</b>	<b>0</b>	<b>0</b>
<b><u>Lents Town Center URA</u></b>						
<b>Department Expenditures</b>						
Business Operations	0	0	0	53,727	0	0
Finance & Asset Management	6,590	21,000	10,000	63,195	0	0
Information Technology	0	0	0	24,082	0	0
<b>FUND TOTAL</b>	<b>6,590</b>	<b>21,000</b>	<b>10,000</b>	<b>141,004</b>	<b>0</b>	<b>0</b>
<b><u>North Macadam URA</u></b>						
<b>Department Expenditures</b>						
Business Operations	0	0	0	72,504	0	0
Finance & Asset Management	12,284	32,000	32,000	45,149	0	0
Information Technology	0	0	0	19,591	0	0
<b>FUND TOTAL</b>	<b>12,284</b>	<b>32,000</b>	<b>32,000</b>	<b>137,244</b>	<b>0</b>	<b>0</b>
<b><u>Other Federal Grants</u></b>						
<b>Department Expenditures</b>						
Finance & Asset Management	0	0	0	2,024	0	0
<b>FUND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,024</b>	<b>0</b>	<b>0</b>
<b><u>River District URA</u></b>						
<b>Department Expenditures</b>						
Business Operations	0	0	0	104,242	0	0
Finance & Asset Management	49,622	50,458	70,000	136,343	0	0
Information Technology	0	0	0	9,796	0	0
<b>FUND TOTAL</b>	<b>49,622</b>	<b>50,458</b>	<b>70,000</b>	<b>250,381</b>	<b>0</b>	<b>0</b>

## Department Summary - Finance & Business Operations

### Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>South Park Blocks URA</u></b>						
<b>Department Expenditures</b>						
Finance & Asset Management	34,696	30,970	10,000	27,046	0	0
<b>FUND TOTAL</b>	34,696	30,970	10,000	27,046	0	0
<b><u>Willamette Industrial URA</u></b>						
<b>Department Expenditures</b>						
Finance & Asset Management	3,051	1,364	5,187	11,275	0	0
<b>FUND TOTAL</b>	3,051	1,364	5,187	11,275	0	0



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# Executive Department

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## **Department Budget**

The Executive Department's FY 2011-12 Proposed Budget totals \$4.2 million, a budget that is 47% lower than the FY 2010-11 Revised Budget of \$6.2 million. This decrease is a result of decreased staffing levels, lower materials and services expenditures and organizational restructuring.

## **About the Department**

The Executive Department is composed of the Office of the Executive Director, Legal, Business & Social Equity, and Government Relations & Public Affairs.

**Office of the Executive Director** - Provides overall agency leadership and direction. This office sets internal priorities and policies and is accountable to the Board of Commissioners for agency performance.

**Legal** – Provides legal services to the Commission, Executive Director and staff on a wide range of law and regulation, including urban renewal, public finance and budget, housing policy, environmental liability, real estate acquisition and sale, public meetings and public records, employment, construction, tort liability, lender liability and regulatory compliance, and public agency powers, obligations and limitations.

Legal is both responsive to requests for assistance and proactive in trying to shape processes, forms and procedures to ensure compliance with law. It is also involved in reviewing and analyzing proposed legislation that may affect the agency.

**Business & Social Equity** – Strives to lead PDC's efforts in maintaining and growing equity in all aspects of the agency's operations. It consists of Community Relations and MWESB & Workforce Diversity. Consistent with the organization's value of Diversity, BSE provides overall agency support that gives a voice to Portland's diverse communities, firms and individuals, thereby fostering access, equity and wealth creation for all.

The Budget includes a special fund (Workforce Training & Hiring Fund) that consists of fines collected from developers and their prime contractors who fail to meet Business and Workforce Equity Requirements. These funds are used to further diversify the construction workforce and increase access, opportunity and capacity of certified minority-owned, women-owned and emerging small business firms.

**Government Relations & Public Affairs** – Includes management of intergovernmental relations, public affairs, public involvement and new resource development. It acts as the PDC liaison to City Council, City Bureaus, and other local and state governmental bodies, fostering strategic alignment and positive working relationships. It handles public communications for the Agency and manages extensive public involvement processes in order to ensure opportunities for all stakeholders. It also pursues new resource development via new URAs and other sources.

## **Executive Department Goals and Key Actions: FY 2011-12**

### **Legal**

- Legal will conduct a survey to establish a baseline understanding of customer satisfaction and address customer concerns. Metrics will be developed with input from a diverse cross-section of clients throughout the agency and focus on several aspects of the provision of legal services.

### **Business & Social Equity**

- Participate in the utilization and capacity-building of small businesses, including minority-owned, women-owned and emerging small businesses.
- Partner with others to increase the number of women and people of color in the construction trades.

### **Government Relations & Public Affairs**

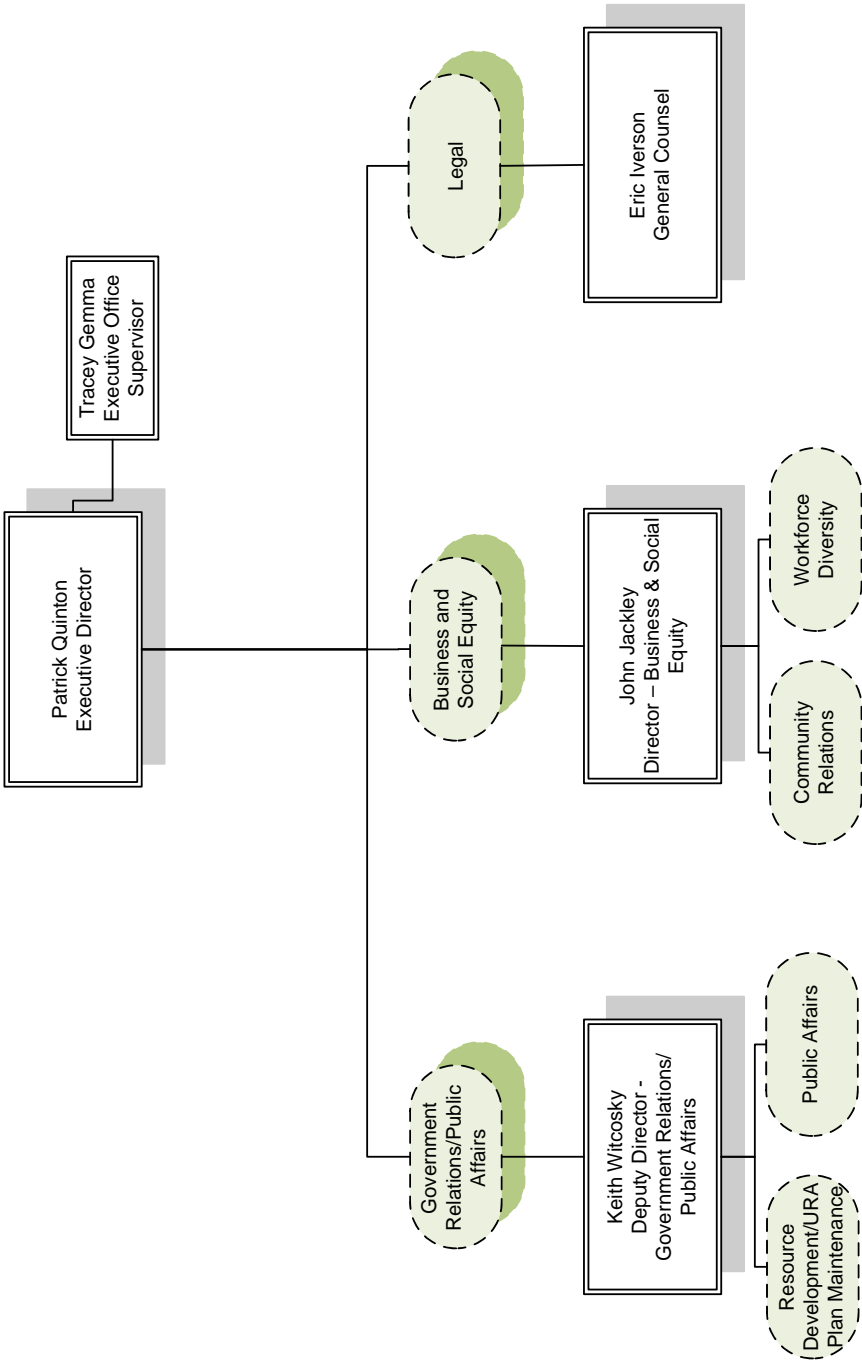
- Ensure that all communications efforts support the City/PDC Economic Development Strategy in partnership with the Urban Development Department.
- Utilize current techniques and new technologies to raise PDC's profile and present the Commission as serving an essential role in Portland's overall vitality.
- Provide meaningful public participation strategies, including nontraditional community outreach, planned community outreach, and engagement on all projects, to build relationships and public trust, and enhance the Commission's credibility within all of its diverse communities.
- Broaden/facilitate public participation in PDC decision making, increasing community connections and reinforcing agency transparency.
- Receive approval on amendments to expand the Interstate URA and amendments for the Convention Center URA.
- Determine feasibility of an Innovation URA in the vicinity of Portland State University.
- Develop comprehensive communication strategy including the role of social and other media.
- Develop and implement a resource development strategy to support actions in the Neighborhood Economic Development Strategy and the over-arching City/PDC Economic Development Strategy.
- Develop customer satisfaction survey for department services (internal and external).

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## Executive Summary Reports

- Organization Chart
  - Summary of Expenditures
  - Summary by Fund
-

EXECUTIVE



## Department Summary - Executive

### Summary of Expenditures

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Expenditures by Fund</u></b>						
<b>Capital Projects Fund</b>						
Airport Way URA	0	26,007	0	21,028	0	0
Central Eastside URA	51,515	0	65,957	64,667	0	0
Convention Center URA	64,049	172,575	251,965	150,126	0	0
Downtown Waterfront URA	110,214	100,441	19,789	72,784	0	0
Gateway Regional Center URA	0	0	0	80,810	0	0
Interstate Corridor URA	100,826	223,896	434,993	198,335	0	0
Lents Town Center URA	1,166	0	0	116,969	0	0
North Macadam URA	0	0	19,787	70,367	0	0
River District URA	240,680	270,424	150,000	191,211	0	0
South Park Blocks URA	34,368	87,885	19,787	37,752	0	0
Willamette Industrial URA	0	0	0	17,420	0	0
<b>Enterprise Fund</b>						
Enterprise Loans Fund	3,306	1,006	57,030	0	0	0
<b>General Fund</b>						
General Fund	4,835,090	5,437,952	4,911,226	3,131,152	0	0
<b>Internal Service Fund</b>						
Risk Management Fund	71,132	207,407	249,700	0	0	0
<b>Special Revenue Fund</b>						
Enterprise Zone	0	0	0	4,112	0	0
HCD Contract Fund	0	0	0	1,906	0	0
<b>Total Expenditures</b>	<b>5,512,346</b>	<b>6,527,594</b>	<b>6,180,234</b>	<b>4,158,639</b>	<b>0</b>	<b>0</b>

**Department Summary - Executive**  
**Summary of Expenditures**

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
<b><u>Expenditures by Expense Category</u></b>						
Personal Services	3,074,718	3,232,758	2,882,778	2,619,999	0	0
Materials and Services	2,279,369	2,871,138	3,297,456	1,538,640	0	0
Capital Outlay	51,332	373,698	0	0	0	0
Financial Assistance	0	50,000	0	0	0	0
Transfers - Indirect	106,927	0	0	0	0	0
<b>Total Expenditures</b>	<b>5,512,346</b>	<b>6,527,594</b>	<b>6,180,234</b>	<b>4,158,639</b>	<b>0</b>	<b>0</b>

## Department Summary - Executive

### Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Airport Way URA</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	0	26,007	0	4,693	0	0
Legal	0	0	0	16,335	0	0
<b>FUND TOTAL</b>	<b>0</b>	<b>26,007</b>	<b>0</b>	<b>21,028</b>	<b>0</b>	<b>0</b>
<b><u>Central Eastside URA</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	51,515	0	65,957	47,492	0	0
Legal	0	0	0	17,175	0	0
<b>FUND TOTAL</b>	<b>51,515</b>	<b>0</b>	<b>65,957</b>	<b>64,667</b>	<b>0</b>	<b>0</b>
<b><u>Convention Center URA</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	64,049	172,575	251,965	116,696	0	0
Legal	0	0	0	33,430	0	0
<b>FUND TOTAL</b>	<b>64,049</b>	<b>172,575</b>	<b>251,965</b>	<b>150,126</b>	<b>0</b>	<b>0</b>
<b><u>Downtown Waterfront URA</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	110,214	100,441	19,789	50,963	0	0
Legal	0	0	0	21,821	0	0
<b>FUND TOTAL</b>	<b>110,214</b>	<b>100,441</b>	<b>19,789</b>	<b>72,784</b>	<b>0</b>	<b>0</b>
<b><u>Enterprise Loans Fund</u></b>						
<b>Department Expenditures</b>						
Business & Social Equity	3,306	1,006	57,030	0	0	0
<b>FUND TOTAL</b>	<b>3,306</b>	<b>1,006</b>	<b>57,030</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Enterprise Zone</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	0	0	0	4,112	0	0
<b>FUND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,112</b>	<b>0</b>	<b>0</b>
<b><u>Gateway Regional Center URA</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	0	0	0	54,769	0	0
Legal	0	0	0	26,041	0	0
<b>FUND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,810</b>	<b>0</b>	<b>0</b>

## Department Summary - Executive

### Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>General Fund</u></b>						
<b>Department Expenditures</b>						
Business & Social Equity	966,976	1,536,006	1,177,881	960,513	0	0
Government Relations & Public Affairs	1,601,445	1,467,924	1,576,871	699,400	0	0
Legal	1,650,505	1,841,045	1,638,743	1,118,965	0	0
Office of Executive Director	616,163	592,977	517,731	352,274	0	0
<b>FUND TOTAL</b>	<b>4,835,090</b>	<b>5,437,952</b>	<b>4,911,226</b>	<b>3,131,152</b>	<b>0</b>	<b>0</b>
<b><u>HCD Contract Fund</u></b>						
<b>Department Expenditures</b>						
Legal	0	0	0	1,906	0	0
<b>FUND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,906</b>	<b>0</b>	<b>0</b>
<b><u>Interstate Corridor URA</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	100,826	223,896	434,993	162,332	0	0
Legal	0	0	0	36,003	0	0
<b>FUND TOTAL</b>	<b>100,826</b>	<b>223,896</b>	<b>434,993</b>	<b>198,335</b>	<b>0</b>	<b>0</b>
<b><u>Lents Town Center URA</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	1,166	0	0	81,299	0	0
Legal	0	0	0	35,670	0	0
<b>FUND TOTAL</b>	<b>1,166</b>	<b>0</b>	<b>0</b>	<b>116,969</b>	<b>0</b>	<b>0</b>
<b><u>North Macadam URA</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	0	0	19,787	44,165	0	0
Legal	0	0	0	26,202	0	0
<b>FUND TOTAL</b>	<b>0</b>	<b>0</b>	<b>19,787</b>	<b>70,367</b>	<b>0</b>	<b>0</b>
<b><u>Risk Management Fund</u></b>						
<b>Department Expenditures</b>						
Legal	71,132	207,407	249,700	0	0	0
<b>FUND TOTAL</b>	<b>71,132</b>	<b>207,407</b>	<b>249,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>River District URA</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	240,680	270,424	150,000	143,178	0	0
Legal	0	0	0	48,033	0	0
<b>FUND TOTAL</b>	<b>240,680</b>	<b>270,424</b>	<b>150,000</b>	<b>191,211</b>	<b>0</b>	<b>0</b>



**Department Summary - Executive  
Summary by Fund**

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
<b><u>South Park Blocks URA</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	34,368	87,885	19,787	16,352	0	0
Legal	0	0	0	21,400	0	0
<b>FUND TOTAL</b>	<b>34,368</b>	<b>87,885</b>	<b>19,787</b>	<b>37,752</b>	<b>0</b>	<b>0</b>
<b><u>Willamette Industrial URA</u></b>						
<b>Department Expenditures</b>						
Government Relations & Public Affairs	0	0	0	6,143	0	0
Legal	0	0	0	11,277	0	0
<b>FUND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,420</b>	<b>0</b>	<b>0</b>

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## Non-Departmental

### Housing

### Summary Reports

- Project Detail
- 

The Non-Departmental Section accounts for requirements not assigned to a specific department. These include cash transfers out, contingency, debt service, and reserve funds.

The Housing Department's functions were transferred to the Portland Housing Bureau during FY 2009-10. Housing related expenditures are now shown as non-departmental.

## Department Summary - Non Departmental

### Summary of Expenditures

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Expenditures by Fund</u></b>						
<b>Capital Projects Fund</b>						
Airport Way URA	76	316,229	3,498,923	2,023,980	0	0
Central Eastside URA	471,656	5,822,029	3,521,960	1,723,334	0	0
Convention Center URA	1,491,392	4,763,708	7,949,065	6,814,963	0	0
Downtown Waterfront URA	4,504,754	1,926,025	13,105,748	10,700,458	0	0
Gateway Regional Center URA	284,931	3,052,158	3,416,988	3,030,754	0	0
Interstate Corridor URA	12,028,424	6,891,479	17,370,780	10,642,759	0	0
Lents Town Center URA	7,864,663	7,458,044	14,555,177	8,693,961	0	0
North Macadam URA	878,595	4,973,358	15,887,973	7,115,602	0	0
River District URA	4,661,966	29,188,598	30,759,385	42,218,766	0	0
South Park Blocks URA	6,214,282	11,024,692	11,053,318	5,129,222	0	0
Willamette Industrial URA	0	166,578	1,234,698	922,688	0	0
<b>Enterprise Fund</b>						
Enterprise Loans Fund	36,361,078	33,445,178	3,315,539	73,148	0	0
Enterprise Management Fund	780,986	1,149,560	1,363,909	1,287,564	0	0
<b>General Fund</b>						
General Fund	5,469,872	5,291,762	5,433,531	669,658	0	0
<b>Special Revenue Fund</b>						
Ambassador Program	79	0	0	0	0	0
Enterprise Zone	0	86,328	621,088	264,216	0	0
HCD Contract Fund	12,448,055	18,396,760	1,357,152	134,158	0	0
HOME Grant	13,374,029	6,414,827	122,182	0	0	0
Other Federal Grants	20,172	109,974	119,607	88,465	0	0
<b>Total Expenditures</b>	<b>106,855,009</b>	<b>140,477,288</b>	<b>134,687,023</b>	<b>101,533,696</b>	<b>0</b>	<b>0</b>

**Department Summary - Non Departmental**  
**Summary of Expenditures**

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
<b><u>Expenditures by Expense Category</u></b>						
Personal Services	3,649,398	3,937,630	482,000	0	0	0
Materials and Services	1,287,390	3,894,947	32,668,979	41,619,110	0	0
Capital Outlay	5,241,352	11,336,251	17,959,607	9,193,945	0	0
Financial Assistance	34,876,790	53,617,436	9,190	0	0	0
Debt Service	8,315,205	8,467,384	3,100,000	0	0	0
Transfers - Indirect	53,484,874	59,223,639	80,467,247	50,720,641	0	0
<b>Total Expenditures</b>	<b>106,855,009</b>	<b>140,477,288</b>	<b>134,687,023</b>	<b>101,533,696</b>	<b>0</b>	<b>0</b>

## Department Summary - Non Departmental

### Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Airport Way URA</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	3,086,385	1,530,275	0	0
Housing	76	1,217	0	0	0	0
Transfers	0	315,012	412,538	493,705	0	0
<b>FUND TOTAL</b>	<b>76</b>	<b>316,229</b>	<b>3,498,923</b>	<b>2,023,980</b>	<b>0</b>	<b>0</b>
<b><u>Ambassador Program</u></b>						
<b>Department Expenditures</b>						
Housing	79	0	0	0	0	0
<b>FUND TOTAL</b>	<b>79</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Central Eastside URA</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	968,677	144,807	0	0
Housing	471,656	4,401,267	900,690	102,069	0	0
Transfers	0	1,420,762	1,652,593	1,476,458	0	0
<b>FUND TOTAL</b>	<b>471,656</b>	<b>5,822,029</b>	<b>3,521,960</b>	<b>1,723,334</b>	<b>0</b>	<b>0</b>
<b><u>Convention Center URA</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	1,638,487	1,864,343	0	0
Housing	1,491,392	2,532,241	5,146,238	2,160,541	0	0
Transfers	0	2,231,467	1,164,340	2,790,079	0	0
<b>FUND TOTAL</b>	<b>1,491,392</b>	<b>4,763,708</b>	<b>7,949,065</b>	<b>6,814,963</b>	<b>0</b>	<b>0</b>
<b><u>Downtown Waterfront URA</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	11,728,210	9,906,977	0	0
Housing	4,424,754	488,784	0	517,345	0	0
Transfers	80,000	1,437,241	1,377,538	276,136	0	0
<b>FUND TOTAL</b>	<b>4,504,754</b>	<b>1,926,025</b>	<b>13,105,748</b>	<b>10,700,458</b>	<b>0</b>	<b>0</b>
<b><u>Enterprise Loans Fund</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	378,504	6,158	0	0
Debt	291,678	1,262,276	0	0	0	0
Housing	16,791,400	14,429,137	2,764,849	0	0	0
Transfers	19,278,000	17,753,765	172,186	66,990	0	0
<b>FUND TOTAL</b>	<b>36,361,078</b>	<b>33,445,178</b>	<b>3,315,539</b>	<b>73,148</b>	<b>0</b>	<b>0</b>
<b><u>Enterprise Management Fund</u></b>						
<b>Department Expenditures</b>						
Housing	743,986	1,112,560	1,363,909	1,287,564	0	0
Transfers	37,000	37,000	0	0	0	0
<b>FUND TOTAL</b>	<b>780,986</b>	<b>1,149,560</b>	<b>1,363,909</b>	<b>1,287,564</b>	<b>0</b>	<b>0</b>

## Department Summary - Non Departmental

### Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Enterprise Zone</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	611,840	245,731	0	0
Transfers	0	86,328	9,248	18,485	0	0
<b>FUND TOTAL</b>	<b>0</b>	<b>86,328</b>	<b>621,088</b>	<b>264,216</b>	<b>0</b>	<b>0</b>
<b><u>Gateway Regional Center URA</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	2,324,032	1,656,226	0	0
Housing	284,931	2,067,796	158,445	703,081	0	0
Transfers	0	984,362	934,511	671,447	0	0
<b>FUND TOTAL</b>	<b>284,931</b>	<b>3,052,158</b>	<b>3,416,988</b>	<b>3,030,754</b>	<b>0</b>	<b>0</b>
<b><u>General Fund</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	2,192,115	372,195	0	0
Debt	359,159	0	0	0	0	0
Housing	3,416,727	1,331,327	0	0	0	0
Other Non Dept Revenue/Expense	0	384,883	482,000	0	0	0
Transfers	1,693,986	3,575,552	2,759,416	297,463	0	0
<b>FUND TOTAL</b>	<b>5,469,872</b>	<b>5,291,762</b>	<b>5,433,531</b>	<b>669,658</b>	<b>0</b>	<b>0</b>
<b><u>HCD Contract Fund</u></b>						
<b>Department Expenditures</b>						
Housing	2,779,055	3,342,886	2,633	0	0	0
Transfers	9,669,000	15,053,874	1,354,519	134,158	0	0
<b>FUND TOTAL</b>	<b>12,448,055</b>	<b>18,396,760</b>	<b>1,357,152</b>	<b>134,158</b>	<b>0</b>	<b>0</b>
<b><u>HOME Grant</u></b>						
<b>Department Expenditures</b>						
Housing	3,104,029	4,744,827	118,182	0	0	0
Transfers	10,270,000	1,670,000	4,000	0	0	0
<b>FUND TOTAL</b>	<b>13,374,029</b>	<b>6,414,827</b>	<b>122,182</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Interstate Corridor URA</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	8,947,838	3,649,884	0	0
Housing	11,424,422	3,606,762	5,271,148	4,967,843	0	0
Transfers	604,002	3,284,717	3,151,794	2,025,032	0	0
<b>FUND TOTAL</b>	<b>12,028,424</b>	<b>6,891,479</b>	<b>17,370,780</b>	<b>10,642,759</b>	<b>0</b>	<b>0</b>

## Department Summary - Non Departmental

### Summary by Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b><u>Lents Town Center URA</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	7,239,271	218,494	0	0
Housing	7,864,663	4,947,448	4,910,964	6,963,372	0	0
Transfers	0	2,510,596	2,404,942	1,512,095	0	0
<b>FUND TOTAL</b>	<b>7,864,663</b>	<b>7,458,044</b>	<b>14,555,177</b>	<b>8,693,961</b>	<b>0</b>	<b>0</b>
<b><u>North Macadam URA</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	3,980,048	714,797	0	0
Debt	0	1,999,844	3,100,000	0	0	0
Housing	878,595	329,435	7,378,028	5,643,485	0	0
Transfers	0	2,644,078	1,429,897	757,320	0	0
<b>FUND TOTAL</b>	<b>878,595</b>	<b>4,973,358</b>	<b>15,887,973</b>	<b>7,115,602</b>	<b>0</b>	<b>0</b>
<b><u>Other Federal Grants</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	82,066	63,465	0	0
Housing	20,172	0	31	0	0	0
Transfers	0	109,974	37,510	25,000	0	0
<b>FUND TOTAL</b>	<b>20,172</b>	<b>109,974</b>	<b>119,607</b>	<b>88,465</b>	<b>0</b>	<b>0</b>
<b><u>River District URA</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	6,602,768	11,855,602	0	0
Housing	4,661,966	21,251,607	18,658,361	26,226,386	0	0
Other Non Dept Revenue/Expense	0	3,821,566	0	0	0	0
Transfers	0	4,115,425	5,498,256	4,136,778	0	0
<b>FUND TOTAL</b>	<b>4,661,966</b>	<b>29,188,598</b>	<b>30,759,385</b>	<b>42,218,766</b>	<b>0</b>	<b>0</b>
<b><u>South Park Blocks URA</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	5,746,285	2,829,737	0	0
Housing	6,214,282	9,197,784	3,964,298	2,241,369	0	0
Transfers	0	1,826,908	1,342,735	58,116	0	0
<b>FUND TOTAL</b>	<b>6,214,282</b>	<b>11,024,692</b>	<b>11,053,318</b>	<b>5,129,222</b>	<b>0</b>	<b>0</b>
<b><u>Willamette Industrial URA</u></b>						
<b>Department Expenditures</b>						
Contingency	0	0	1,014,167	697,661	0	0
Transfers	0	166,578	220,531	225,027	0	0
<b>FUND TOTAL</b>	<b>0</b>	<b>166,578</b>	<b>1,234,698</b>	<b>922,688</b>	<b>0</b>	<b>0</b>

### **Staffing Summary**

The employee position count for FY 2011-12 is 138.3 equivalent positions. This is comprised of 135.3 Full-Time Equivalent (FTE) and 3.0 Limited-Term Equivalent (LTE) positions. Total employee count is a decrease of 22.3 positions from FY 2010-11. This reduction was based on an analysis of PDC's operational needs over the next five years in light of reduced resources.

Total FTE				
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Department	Revised	Revised	Revised	Proposed
Development	41.5	0.0	0.0	0.0
Economic Development	30.0	0.0	0.0	0.0
Housing	41.0	36.0	0.0	0.0
Urban Development	0.0	69.1	66.3	58.3
Central Services	65.0	63.0	54.0	00.0
Executive	43.0	40.0	35.0	19.0
Finance & Business Operations	0.0	0.0	0.0	58.0
<b>Total</b>	<b>220.5</b>	<b>208.1</b>	<b>155.3</b>	<b>135.3</b>

**FTE Position Changes** – The following describes changes in FTE positions by fiscal year:

**FY 2009-10** – FTE count was decreased by 12.4 FTE from FY 2008-09 as a result of agency right-sizing. The Development and Economic Development departments were merged into a new department – Urban Development – with the loss of 2.4 FTE. Central Services, Executive, and Housing were decreased by 10.0 FTE.

**FY 2010-11** – FTE count was decreased by 52.8 FTE from FY 2009-10. 32 FTE in the Housing Department were transferred to the City of Portland (Portland Housing Bureau) and 4 FTE was decreased. 20.8 FTE was decreased as a result of agency right-sizing. Urban Development had a loss of 2.8 FTE. Central Services and Executive were decreased by 14.0 FTE.

**FY 2011-12** – FTE count was decreased by 20.0 FTE from FY 2010-11. The Urban Development Department was decreased by 8.0 FTE. Central Services was reorganized into Finance & Business Operations picking up Human Resources and Procurement functions that were previously assigned to Executive. The administrative departments of Executive and Finance & Business Operations saw a decrease of 12.0 FTE.



## Staffing

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### **Limited-Term Equivalents (LTE)**

LTE positions are hired for assignments that are short-term in nature (one to three years). LTE are utilized by departments as shown in the table below. PDC's policy is to fill LTE positions for initiatives that have clear end-dates or for preliminary work on a new project or program. This allows for flexibility in meeting workload demands while managing long-term staffing costs.

Total LTE				
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Department	Revised	Revised	Revised	Proposed
Development	1.0	0.0	0.0	0.0
Economic Development	2.0	0.0	0.0	0.0
Housing	1.0	1.0	0.0	0.0
Urban Development Department	0.0	2.0	0.0	0.0
Central Services	0.0	0.0	4.3	0.0
Executive	0.0	2.0	0.9	1.0
Finance & Business Operations	0.0	0.0	0.0	2.0
<b>Total</b>	<b>4.0</b>	<b>5.0</b>	<b>5.2</b>	<b>3.0</b>

### **Salary Information**

**Position and Salary Range Schedule** – The table that follows in the summary section provides PDC's positions and base salary ranges for FY 2011-12. The table is comprised of full-time, part-time and limited-term equivalent positions.

### **Benefits**

**Benefits Rate** – PDC's benefits rate (including all taxes) is budgeted at 42.07% of salary costs in FY 2011-12. This increase from last year's rate of 37.56% is mainly due to the increase of the PERS – Employer contribution. The details of the rate are as follows:

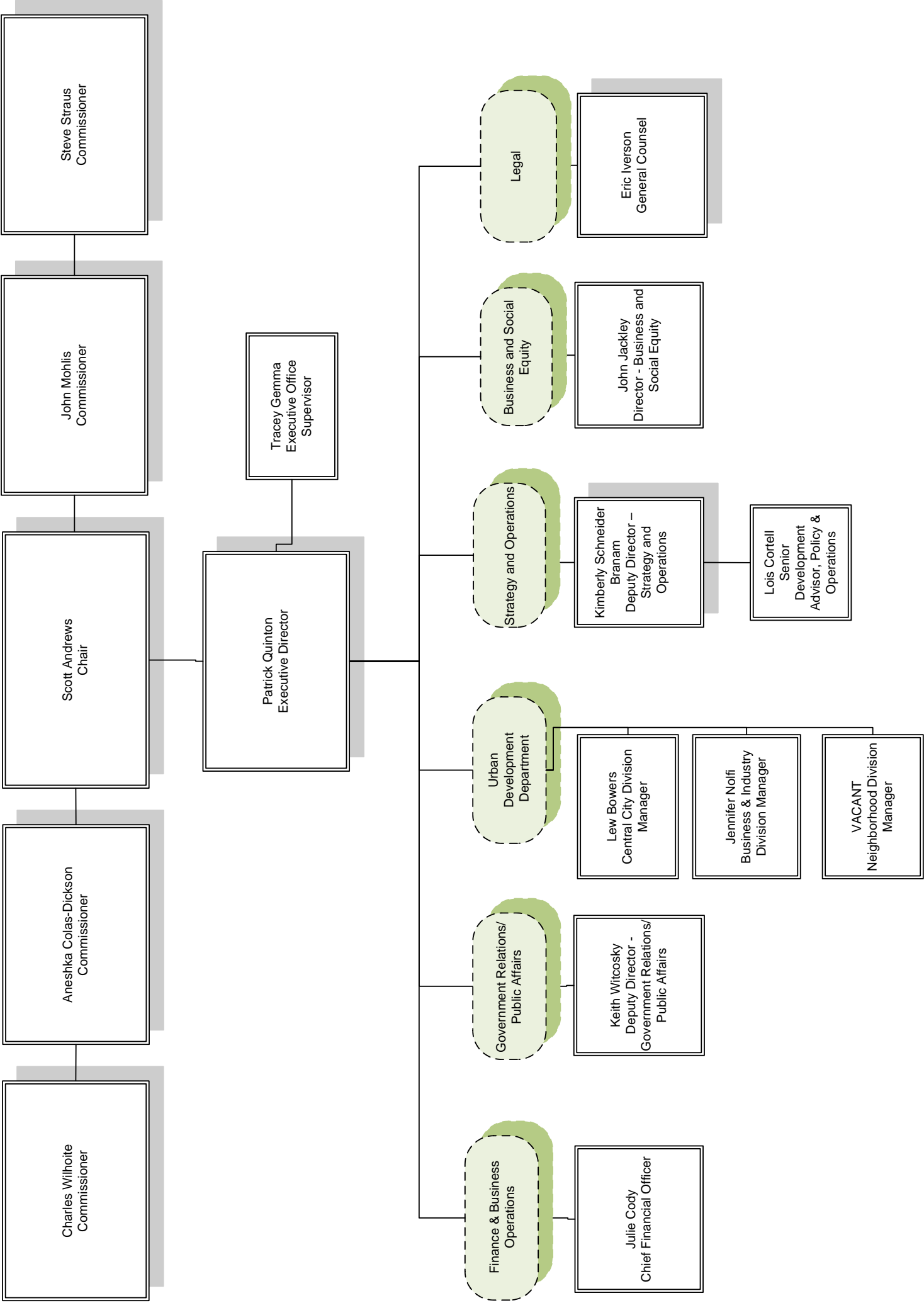
Benefits Rate		
	FY 2010-11	FY 2011-12
	Adopted	Proposed
Bus Pass Reimbursement	0.43%	0.43%
Health & Dental	17.25%	18.00%
Insurance/Disability	0.53%	0.53%
Pension (PERS) – Employee Pick-up	6.00%	6.00%
Pension (PERS) – Employer	4.70%	8.50%
Social Security/Medicare	7.65%	7.65%
Tri-Met Tax	0.65%	0.65%
Workers Compensation	0.35%	0.31%
<b>Total Benefits Rate</b>	<b>37.56%</b>	<b>42.07%</b>

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## Staffing Summary Reports

- Organization Chart
  - Salary Information By Department
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PORTLAND DEVELOPMENT COMMISSION



# Portland Development Commission

## Base Salary Information by Department

Position Title	Budgeted Positions	Full-Time Equiv. Positions	Limited Term Positions	Grade	Salary Range		
					Minimum	Midpoint	Maximum
Urban Development Department							
Associate Project/Program Coord	3.0	3.0	0.0	U320	\$ 56,743.78		\$ 69,752.60
Business & Industry Div Mgr	1.0	1.0	0.0	NR23	\$ 92,540.00	\$ 113,360.00	\$ 134,180.00
Business & Industry Mgr	2.0	2.0	0.0	NR21	\$ 76,480.00	\$ 93,680.00	\$ 110,890.00
Business Info Analyst II	0.0	0.0	0.0	U310	\$ 56,589.73		\$ 71,997.94
Central City Div Mgr	1.0	1.0	0.0	NR23	\$ 92,540.00	\$ 113,360.00	\$ 134,180.00
Central City Mgr	3.0	3.0	0.0	NR21	\$ 76,480.00	\$ 93,680.00	\$ 110,890.00
Deputy Executive Director	1.0	1.0	0.0	NR25	\$ 111,970.00	\$ 137,160.00	\$ 162,360.00
Development Advisor	0.0	0.0	0.0	NR21	\$ 76,480.00	\$ 93,680.00	\$ 110,890.00
Film/Video Permit Spec/Prod Ls	0.0	0.0	0.0	U200	\$ 50,202.54		\$ 63,871.65
Loan Closer Assoc Underwriter	1.0	1.0	0.0	U230	\$ 51,599.65		\$ 63,429.14
Neighborhood Div Mgr	1.0	1.0	0.0	NR23	\$ 92,540.00	\$ 113,360.00	\$ 134,180.00
Neighborhood Mgr	3.0	3.0	0.0	NR21	\$ 76,480.00	\$ 93,680.00	\$ 110,890.00
Operations Coordinator	0.0	0.0	0.0	U190	\$ 47,190.73		\$ 60,039.78
Operations Mgr	0.0	0.0	0.0	NR22	\$ 84,120.00	\$ 103,050.00	\$ 121,980.00
Project/Program Coordinator	7.0	7.0	0.0	U440	\$ 63,307.13		\$ 77,820.63
Project/Program Specialist	0.0	0.0	0.0	U160	\$ 43,370.68		\$ 55,179.62
Site Recruitment Manager	1.0	1.0	0.0	U490	\$ 68,450.17		\$ 87,087.73
Sr Administrative Specialist	7.0	7.0	0.0	U130	\$ 39,428.56		\$ 50,164.15
Sr Business & Industry Mgr	2.0	2.0	0.0	NR22	\$ 84,120.00	\$ 103,050.00	\$ 121,980.00
Sr Development Advisor	1.0	1.0	0.0	NR22	\$ 84,120.00	\$ 103,050.00	\$ 121,980.00
Sr Project/Program Coordinator	24.3	24.3	0.0	U490	\$ 68,450.17		\$ 87,087.73
Urban Development Dir	0.0	0.0	0.0	NR27	\$ 135,490.00	\$ 165,970.00	\$ 196,450.00
Urban Development Department Total	58.3	58.3	0.0				
Finance & Business Operations Department							
Accountant II	1.0	1.0	0.0	U330	\$ 54,610.31		\$ 71,911.34
Accounting Technician I	1.0	1.0	0.0	U110	\$ 34,823.84		\$ 44,305.65
Accounting Technician II	1.0	1.0	0.0	U140	\$ 40,864.67		\$ 51,991.26
Administrative Specialist II - Front Desk	1.0	1.0	0.0	U100	\$ 31,932.17		\$ 40,626.63
Asset Mgmt & Loan Servicing Mgr	1.0	1.0	0.0	NR21	\$ 76,480.00	\$ 93,680.00	\$ 110,890.00
Business Systems Analyst II	1.0	1.0	0.0	U360	\$ 57,462.30		\$ 75,666.88
Business Systems Analyst III	2.0	2.0	0.0	U461	\$ 63,377.54		\$ 83,456.11
Business Systems Support Mgr	1.0	1.0	0.0	NR21	\$ 76,480.00	\$ 93,680.00	\$ 110,890.00
Chief Financial Officer	1.0	1.0	0.0	NR27	\$ 135,490.00	\$ 165,970.00	\$ 196,450.00
Construction & Environ Svc Mgr	1.0	1.0	0.0	NR21	\$ 76,480.00	\$ 93,680.00	\$ 110,890.00
Construction Svcs Coordinator	1.0	1.0	0.0	U450	\$ 63,307.61		\$ 80,544.96
Construction Svcs Supervisor	1.0	1.0	0.0	NR18	\$ 59,900.00	\$ 70,390.00	\$ 80,870.00
Deputy Budget Officer	1.0	1.0	0.0	NR20	\$ 69,520.00	\$ 85,170.00	\$ 100,810.00
Environmental Coordinator	1.0	1.0	0.0	U450	\$ 63,307.61		\$ 80,544.96
Executive Assistant	1.0	1.0	0.0	NR14	\$ 40,910.00	\$ 48,070.00	\$ 55,230.00
Facilities Tech Supervisor	1.0	1.0	0.0	NR18	\$ 59,900.00	\$ 70,390.00	\$ 80,870.00
Financial Planning Mgr	1.0	1.0	0.0	NR22	\$ 84,120.00	\$ 103,050.00	\$ 121,980.00
GIS Coordinator	1.0	1.0	0.0	U460	\$ 63,377.22		\$ 83,455.69
GIS Research Analyst	1.0	1.0	0.0	U362	\$ 57,462.57		\$ 75,667.24
HR Assistant	1.0	1.0	0.0	NR14	\$ 40,910.00	\$ 48,070.00	\$ 55,230.00
HR Generalist	3.0	3.0	0.0	NR17	\$ 54,460.00	\$ 63,990.00	\$ 73,520.00
HR Manager	1.0	1.0	0.0	NR21	\$ 76,480.00	\$ 93,680.00	\$ 110,890.00
Internal Audit Mgr	1.0	1.0	0.0	U510	\$ 71,119.53		\$ 90,483.90
IT Infrastructure Mgr	1.0	1.0	0.0	NR21	\$ 76,480.00	\$ 93,680.00	\$ 110,890.00
IT Mgr	1.0	1.0	0.0	NR23	\$ 92,540.00	\$ 113,360.00	\$ 134,180.00
IT Project Mgr	2.0	0.0	2.0	U600	\$ 82,765.00		\$ 105,300.00
IT Technician II	2.0	2.0	0.0	U260	\$ 51,952.20		\$ 68,411.13
Loan Servicing Specialist - Collections	1.0	1.0	0.0	U190	\$ 47,190.73		\$ 60,039.78
Loan Servicing Specialist - Compliance	1.0	1.0	0.0	U190	\$ 47,190.73		\$ 60,039.78
Performance Measurement Program Mgr	1.0	1.0	0.0	NR20	\$ 69,520.00	\$ 85,170.00	\$ 100,810.00
Principal Accountant	1.0	1.0	0.0	U480	\$ 66,657.16		\$ 84,806.54
Principal Budget Analyst	1.0	1.0	0.0	NR19	\$ 65,890.00	\$ 77,420.00	\$ 88,960.00
Principal Technical Accountant	1.0	1.0	0.0	U480	\$ 66,657.16		\$ 84,806.54
Professional Services Mgr	1.0	1.0	0.0	NR22	\$ 84,120.00	\$ 103,050.00	\$ 121,980.00
Programmer Analyst II	1.0	1.0	0.0	U360	\$ 57,462.30		\$ 75,666.88
Project/Program Specialist - Real Estate	1.0	1.0	0.0	U130	\$ 39,428.56		\$ 50,164.15
Real Estate Assoc Coordinator	1.0	1.0	0.0	U320	\$ 56,743.78		\$ 69,752.60
Real Estate Coordinator	1.0	1.0	0.0	U520	\$ 72,703.66		\$ 92,499.36
Records Coordinator	1.0	1.0	0.0	U270	\$ 53,637.61		\$ 68,242.01
Sr Accountant	1.0	1.0	0.0	U380	\$ 60,607.08		\$ 77,109.13
Sr Budget Analyst	2.0	2.0	0.0	U420	\$ 62,574.19		\$ 79,601.56
Sr Business Systems Analyst	1.0	1.0	0.0	U500	\$ 69,715.29		\$ 91,801.73
Sr Lawson System Administrator	1.0	1.0	0.0	U500	\$ 69,715.29		\$ 91,801.73
Sr Payroll Accting Specialist	1.0	1.0	0.0	U170	\$ 45,568.06		\$ 57,975.30

**Portland Development Commission**  
**Base Salary Information by Department**

Position Title	Budgeted Positions	Full-Time Equiv. Positions	Limited Term Positions	Grade	Salary Range		
					Minimum	Midpoint	Maximum
Finance & Business Operations Department (continued)							
Sr Procurement Specialist	1.0	1.0	0.0	U290	\$ 55,552.42		\$ 70,678.19
Sr Programmer Analyst	2.0	2.0	0.0	U470	\$ 66,652.05		\$ 87,768.01
Sr Project/Program Specialist - Construction Services	1.0	1.0	0.0	U190	\$ 47,190.73		\$ 60,039.78
Sr Project/Program Specialist - Flexible Services	1.0	1.0	0.0	U190	\$ 47,190.73		\$ 60,039.78
Sr Project/Program Specialist - Prevailing Wage	1.0	1.0	0.0	U190	\$ 47,190.73		\$ 60,039.78
Sr Systems Engineer	1.0	1.0	0.0	U500	\$ 69,715.29		\$ 91,801.73
Sustainable Svcs Division Mgr	1.0	1.0	0.0	NR23	\$ 92,540.00	\$ 113,360.00	\$ 134,180.00
Trim System Administrator	1.0	1.0	0.0	U500	\$ 69,715.29		\$ 91,801.73
Web Application Developer II	1.0	1.0	0.0	U360	\$ 57,462.30		\$ 75,666.88
Central Services Department Total	60.0	58.0	2.0				
Executive Department							
Assistant General Counsel	1.0	1.0	0.0	NR22	\$ 84,120.00	\$ 103,050.00	\$ 121,980.00
Associate Project/Program Coord	1.0	0.0	1.0	U320	\$ 56,743.78		\$ 69,752.60
Communications & Business Equity Director	1.0	1.0	0.0	NR25	\$ 111,970.00	\$ 137,160.00	\$ 162,360.00
Contracts Comp Coordinator - MWESB	1.0	1.0	0.0	U290	\$ 55,552.42		\$ 70,678.19
Deputy Executive Director	1.0	1.0	0.0	NR25	\$ 111,970.00	\$ 137,160.00	\$ 162,360.00
Deputy General Counsel	1.0	1.0	0.0	NR23	\$ 92,540.00	\$ 113,360.00	\$ 134,180.00
Executive Director	1.0	1.0	0.0	NR28	\$ 149,040.00	\$ 182,560.00	\$ 216,090.00
Executive Office Supervisor	1.0	1.0	0.0	NR18	\$ 59,900.00	\$ 70,390.00	\$ 80,870.00
General Counsel	1.0	1.0	0.0	NR26	\$ 123,170.00	\$ 150,880.00	\$ 178,590.00
Legal Assistant	1.0	1.0	0.0	NR15	\$ 45,010.00	\$ 52,880.00	\$ 60,760.00
Paralegal	2.0	2.0	0.0	NR18	\$ 59,900.00	\$ 70,390.00	\$ 80,870.00
Policy Coordinator	1.0	1.0	0.0	U440	\$ 63,307.13		\$ 77,820.63
Public Affairs Coordinator	1.0	1.0	0.0	U430	\$ 63,307.13		\$ 77,820.63
Public Affairs Mgr	1.0	1.0	0.0	NR21	\$ 76,480.00	\$ 93,680.00	\$ 110,890.00
Public Involvement Mgr	1.0	1.0	0.0	NR19	\$ 65,890.00	\$ 77,420.00	\$ 88,960.00
Public Participation Events Coordinator	2.0	2.0	0.0	U200	\$ 50,202.54		\$ 63,871.65
Sr Project/Program Coordinator	1.0	1.0	0.0	U490	\$ 68,450.17		\$ 87,087.73
Web Content Coordinator	1.0	1.0	0.0	U360	\$ 57,462.30		\$ 75,666.88
Executive Department Total	20.0	19.0	1.0				
Portland Development Commission Total	138.3	135.3	3.0				

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# General Fund

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The general fund is composed of sub-funds that do not have the geographic and program restrictions of the urban renewal funds. These sub-funds are the Business & Technology, Department Overhead, Indirect, Predevelopment, and Urban Redevelopment.

## Fund Summary

### General Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	3,002,057	4,391,560	4,758,798	2,045,302	0	0
<b>Revenue</b>						
City General Fund	4,444,086	6,068,722	3,875,126	5,288,326	0	0
Fees and Charges	3,005	1,243	0	0	0	0
Interest on Investments	138,137	68,541	20,000	5,000	0	0
Loan Collections	18,012	137,075	120,000	75,000	0	0
Miscellaneous	390,115	126,236	210,000	0	0	0
Property Income	14,115	1,077	0	0	0	0
Reimbursements	142,685	189,007	576,927	172,171	0	0
Service Reimbursements	32,987,672	23,681,321	20,401,729	15,224,289	0	0
Transfers In	117,000	3,967,904	2,299,815	0	0	0
<b>Total Revenue</b>	<b>38,254,826</b>	<b>34,241,126</b>	<b>27,503,597</b>	<b>20,764,786</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>41,256,883</b>	<b>38,632,686</b>	<b>32,262,395</b>	<b>22,810,088</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	6,177,423	5,497,881	4,581,546	5,645,916	0	0
Housing	3,386,428	0	0	0	0	0
Infrastructure	14,998	0	0	0	0	0
Property Redevelopment	4,960,720	829,481	13,500	529,764	0	0
Administration	20,631,767	24,096,851	22,715,818	15,964,750	0	0
<b>Total Expenditures</b>	<b>35,171,337</b>	<b>30,424,213</b>	<b>27,310,864</b>	<b>22,140,430</b>	<b>0</b>	<b>0</b>
Transfers	1,693,986	3,575,552	2,759,416	297,463	0	0
Contingency	0	0	2,192,115	372,195	0	0
Ending Fund Balance	4,391,560	4,632,921	0	0	0	0
<b>Total Requirements</b>	<b>41,256,883</b>	<b>38,632,686</b>	<b>32,262,395</b>	<b>22,810,088</b>	<b>0</b>	<b>0</b>



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## General Fund Summary Reports

- Account Summary
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## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## General Fund

### Business Development

#### Personal Services

Bereavement Leave	5,989	395	0	0	0	0
Bus Pass Reimbursement	8,045	4,213	0	0	0	0
Compensatory Time	1,616	0	0	0	0	0
FICA	132,425	69,372	0	0	0	0
Jury Duty	1,003	182	0	0	0	0
Life and Disability Insurance	8,399	4,556	0	0	0	0
National Holiday	66,676	26,641	0	0	0	0
PERS - Employer	127,192	46,859	0	0	0	0
PERS - Employer Pickup	97,832	54,988	0	0	0	0
Personal Holiday	22,322	9,967	0	0	0	0
Salaries and Wages	1,427,551	859,519	513,885	719,891	0	0
Sick Leave	63,744	26,112	0	0	0	0
Taxes, Health/Dental Insurance	256,060	137,890	190,808	302,857	0	0
TriMet Payroll Tax	11,603	6,315	0	0	0	0
Unemployment	0	6,902	0	0	0	0
Vacation	118,356	51,998	0	0	0	0
Workers Comp - Assessment	613	315	0	0	0	0
Workers Comp - Insurance	3,145	1,609	0	0	0	0

#### Materials and Services

Advertising and Public Notices	16,903	10,311	0	1,000	0	0
Business Meeting Food Expense	0	0	1,150	0	0	0
Business Meetings	7,847	19,794	1,500	0	0	0
City Overhead Charges	0	108,902	0	110,000	0	0
DMC Admin Services	117	0	0	0	0	0
General Office	2,830	652	4,000	0	0	0
Local Travel	1,337	1,193	0	0	0	0
Memberships, Dues, & Certifications	18,902	40,278	20,000	0	0	0
Miscellaneous	10,000	224	0	0	0	0
Out of Town Travel	80,470	85,299	31,749	21,000	0	0
Parking	1,869	1,808	0	0	0	0
Postage and Delivery	7,137	2,290	0	0	0	0
Printing and Graphics	4,418	10,801	8,808	0	0	0
Professional Services	675,914	2,539,030	2,830,161	2,836,668	0	0
Public Meetings	0	1,204	100,000	0	0	0
Publications and Resource Mat'ls	73	1,612	0	0	0	0
Software Applications	10,505	2,388	0	0	0	0
Special Event Food Expense	0	0	10,000	15,000	0	0
Special Events	230,202	251,304	174,296	8,000	0	0
Temporary Services	110,318	69,394	30,667	5,000	0	0
Training	13,335	2,936	8,972	0	0	0
Training Travel	12,074	5,295	0	0	0	0

#### Capital Outlay

Acquisitions	111	0	0	0	0	0
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## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Environmental Analysis and Remed	0	27,120	0	0	0	0
Prof and Tech Services	0	225	0	0	0	0
<b>Financial Assistance</b>						
EcDev & Training Grants - Non-Portfol	855,000	535,000	0	1,376,500	0	0
Grants CY Disbursements	944,841	214,000	255,550	50,000	0	0
Loans CY Disbursements	426,013	258,987	0	200,000	0	0
Loans To Borrowers CY Funded	0	0	400,000	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	394,636	0	0	0	0	0
<b>Total - Business Development</b>	<b>6,177,423</b>	<b>5,497,881</b>	<b>4,581,546</b>	<b>5,645,916</b>	<b>0</b>	<b>0</b>
<b>Housing</b>						
<b>Personal Services</b>						
Bereavement Leave	2,975	0	0	0	0	0
Bus Pass Reimbursement	9,257	0	0	0	0	0
FICA	184,981	0	0	0	0	0
Jury Duty	190	0	0	0	0	0
Life and Disability Insurance	11,577	0	0	0	0	0
National Holiday	76,356	0	0	0	0	0
PERS - Employer	193,763	0	0	0	0	0
PERS - Employer Pickup	141,523	0	0	0	0	0
Personal Holiday	31,758	0	0	0	0	0
Salaries and Wages	1,993,347	0	0	0	0	0
Sick Leave	84,296	0	0	0	0	0
Taxes, Health/Dental Insurance	352,878	0	0	0	0	0
TriMet Payroll Tax	16,180	0	0	0	0	0
Unemployment	16,780	0	0	0	0	0
Vacation	127,315	0	0	0	0	0
Workers Comp - Assessment	862	0	0	0	0	0
Workers Comp - Insurance	7,481	0	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	1,575	0	0	0	0	0
Business Meetings	3,368	0	0	0	0	0
General Office	5,546	0	0	0	0	0
Loan Documents	669	0	0	0	0	0
Local Travel	731	0	0	0	0	0
Memberships, Dues, & Certifications	5,113	0	0	0	0	0
Out of Town Travel	2,670	0	0	0	0	0
Parking	9,920	0	0	0	0	0
Postage and Delivery	40	0	0	0	0	0
Printing and Graphics	10,607	0	0	0	0	0
Professional Services	11,605	0	0	0	0	0
Public Meetings	146	0	0	0	0	0
Special Events	8,116	0	0	0	0	0
Temporary Services	26,485	0	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Training	12,492	0	0	0	0	0
Training Travel	15,834	0	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	19,663	0	0	0	0	0
Prof and Tech Services	330	0	0	0	0	0
<b>Total - Housing</b>	<b>3,386,428</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Personal Services</b>						
Bereavement Leave	0	0	0	0	0	0
Bus Pass Reimbursement	0	0	0	0	0	0
Compensatory Time	0	0	0	0	0	0
FICA	-4	0	0	0	0	0
Jury Duty	0	0	0	0	0	0
Life and Disability Insurance	0	0	0	0	0	0
National Holiday	0	0	0	0	0	0
PERS - Employer	-3	0	0	0	0	0
PERS - Employer Pickup	-3	0	0	0	0	0
Personal Holiday	0	0	0	0	0	0
Salaries and Wages	-51	0	0	0	0	0
Sick Leave	0	0	0	0	0	0
Taxes, Health/Dental Insurance	0	0	0	0	0	0
TriMet Payroll Tax	0	0	0	0	0	0
Vacation	0	0	0	0	0	0
Workers Comp - Assessment	0	0	0	0	0	0
Workers Comp - Insurance	0	0	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	62	0	0	0	0	0
Prof and Tech Services	14,998	0	0	0	0	0
<b>Total - Infrastructure</b>	<b>14,998</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Personal Services</b>						
Bereavement Leave	2,654	0	0	0	0	0
Bus Pass Reimbursement	13,091	51	0	0	0	0
Compensatory Time	1,267	0	0	0	0	0
FICA	240,390	801	0	0	0	0
Jury Duty	1,116	0	0	0	0	0
Life and Disability Insurance	15,299	61	0	0	0	0
National Holiday	92,484	0	0	0	0	0
PERS - Employer	245,398	558	0	0	0	0
PERS - Employer Pickup	191,414	708	0	0	0	0
Personal Holiday	31,070	0	0	0	0	0
Salaries and Wages	2,750,470	11,899	500	372,890	0	0
Sick Leave	90,663	0	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Taxes, Health/Dental Insurance	461,946	2,484	0	156,874	0	0
TriMet Payroll Tax	21,249	71	0	0	0	0
Vacation	167,896	0	0	0	0	0
Workers Comp - Assessment	1,068	4	0	0	0	0
Workers Comp - Insurance	6,453	29	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	2,366	0	0	0	0	0
Business Meetings	6,212	126	0	0	0	0
Communication Services	6	0	0	0	0	0
General Office	193	68	0	0	0	0
Legal	34,371	54	0	0	0	0
Loan Documents	42	0	0	0	0	0
Local Travel	147	19	0	0	0	0
Memberships, Dues, & Certifications	3,749	0	0	0	0	0
Out of Town Travel	15,999	0	0	0	0	0
Postage and Delivery	697	0	0	0	0	0
Printing and Graphics	739	137	0	0	0	0
Professional Services	53,888	16,046	0	0	0	0
Property Taxes - RE	0	2,375	0	0	0	0
Public Meetings	442	984	0	0	0	0
Special Events	36,404	27,500	0	0	0	0
Temporary Services	3,000	0	0	0	0	0
Training	12,393	0	0	0	0	0
Training Travel	15,101	0	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	192	0	0	0	0	0
Prof and Tech Services	9,533	0	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	374,251	765,506	0	0	0	0
Grants CY Funded	0	0	13,000	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	40,646	0	0	0	0	0
Serv Reimbursements - Pers Serv	16,420	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>4,960,720</b>	<b>829,481</b>	<b>13,500</b>	<b>529,764</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Bereavement Leave	10,341	16,379	0	0	0	0
Bus Pass Reimbursement	35,414	55,381	0	0	0	0
Compensatory Time	2,074	4,546	0	0	0	0
FICA	555,106	752,200	0	0	0	0
Health and Dental - Retirees	2,495	0	0	0	0	0
Jury Duty	1,844	4,854	0	0	0	0
Life and Disability Insurance	38,480	49,392	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Management Leave	348	18,391	0	0	0	0
National Holiday	238,564	373,065	0	0	0	0
PERS - Employer	898,556	464,030	0	0	0	0
PERS - Employer Pickup	423,604	600,910	0	0	0	0
Personal Holiday	82,982	132,861	0	380,000	0	0
Salaries and Wages	6,427,857	8,672,197	9,599,915	6,547,352	0	0
Sick Leave	223,961	397,323	0	0	0	0
Taxes, Health/Dental Insurance	1,103,043	1,928,494	3,912,608	2,538,308	0	0
TriMet Payroll Tax	49,977	68,766	0	0	0	0
Unemployment	18,822	35,781	0	0	0	0
Vacation	451,689	723,732	0	0	0	0
Workers Comp - Assessment	2,580	3,386	0	0	0	0
Workers Comp - Insurance	24,094	28,210	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	234,225	154,150	103,600	47,050	0	0
Bank Fees	0	300	0	0	0	0
Bldg Repairs and Maint - PDC	289,621	274,147	399,160	306,160	0	0
Business Meeting Food Expense	0	0	0	300	0	0
Business Meetings	26,506	24,736	36,225	13,725	0	0
City Overhead Charges	577,423	542,381	543,854	531,426	0	0
Communication Services	267,979	348,629	234,199	222,686	0	0
Computer Hardware	211,190	99,370	200,000	122,300	0	0
DMC Admin Services	92,991	18,462	0	0	0	0
Equip Repairs and Maint - PDC	54,625	29,564	96,700	87,900	0	0
Event Sponsorship	0	5,000	0	0	0	0
Furniture/Equip <\$5k	44,534	43,256	35,000	25,200	0	0
General Office	212,468	181,984	213,925	192,000	0	0
IGA Prof Services Contracts	0	616,110	75,000	100,000	0	0
Insurance	436,625	477,890	480,000	538,000	0	0
Legal	91,258	349,732	255,000	76,500	0	0
Loan Documents	11,374	11,366	3,500	0	0	0
Loan Servicing	215	0	215	200	0	0
Local Travel	38,821	41,485	42,000	40,975	0	0
Marketing - Resources Dev	115	0	0	0	0	0
Memberships, Dues, & Certifications	144,220	70,803	103,070	95,630	0	0
Miscellaneous	9,730	9,253	5,700	2,600	0	0
Out of Town Travel	19,029	18,410	5,000	4,000	0	0
Parking	22,406	31,467	23,100	22,630	0	0
Postage and Delivery	50,219	53,477	67,025	110,970	0	0
Printing and Graphics	61,876	78,730	46,450	48,250	0	0
Professional Services	2,102,649	1,948,231	3,735,040	1,247,300	0	0
Property Mgmt Fees - RE	0	22,414	0	0	0	0
Property Utilities - RE	105,478	1,135	1,000	1,728	0	0
Public Meetings	6,030	8,239	8,500	14,400	0	0
Publications and Resource Mat'ls	2,293	18,648	7,400	8,850	0	0
Recruitment Services	0	25	0	26,000	0	0
Rents/Leases - Facilities	1,637,325	1,663,626	727,325	952,350	0	0
Software Applications	590,776	563,046	635,000	207,726	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Software Maintenance	0	0	0	607,069	0	0
Special Events	219,485	118,030	169,737	112,500	0	0
Temporary Services	1,181,682	664,621	50,000	83,120	0	0
Training	220,250	241,845	213,120	272,045	0	0
Training Travel	72,339	92,988	32,950	15,000	0	0
Utilities and Water	11,867	108,366	142,000	142,000	0	0
Vehicles Maintenance - PDC	9,421	3,572	10,000	7,000	0	0
<b>Capital Outlay</b>						
Acquisitions	412,546	483,511	0	0	0	0
Computer Equipment	258,059	145,660	175,000	175,000	0	0
Environmental Analysis and Remed	14,821	1,113	7,500	2,500	0	0
Furniture and Equipment	52,107	1,153	5,000	5,000	0	0
Leasehold Improvements	0	119,387	0	0	0	0
Leasehold Improvements - PDC	0	0	0	8,000	0	0
Permits, Review and Fees	963	1,803	0	0	0	0
Prof and Tech Services	12,686	23,592	0	0	0	0
System Software Applications	162,000	5,247	315,000	23,000	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	0	50,000	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	69,706	0	0	0	0	0
<b>Total - Administration</b>	<b>20,631,767</b>	<b>24,096,851</b>	<b>22,715,818</b>	<b>15,964,750</b>	<b>0</b>	<b>0</b>
Transfers	1,693,986	3,575,552	2,759,416	297,463	0	0
Contingency	0	0	2,192,115	372,195	0	0
Ending Fund Balance	4,391,560	4,632,921	0	0	0	0
<b>Total Requirements</b>	<b>41,256,883</b>	<b>38,632,686</b>	<b>32,262,395</b>	<b>22,810,088</b>	<b>0</b>	<b>0</b>

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# Urban Renewal Funds

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The capital project funds listed below account for the activities associated with the respective Urban Renewal Area (URA).

- Airport Way Fund
- Central Eastside Fund
- Convention Center Fund
- Downtown Waterfront Fund
- Gateway Regional Center Fund
- Interstate Corridor Fund
- Lents Town Center Fund
- North Macadam Fund
- River District Fund
- South Park Blocks Fund
- Willamette Industrial Fund



## Fund Summary

### Airport Way URA

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	4,929,607	4,010,483	5,663,569	3,086,385	0	0
<b>Revenue</b>						
Fees and Charges	975	221	0	0	0	0
Interest on Investments	123,019	69,421	25,000	30,000	0	0
Loan Collections	78,051	178,928	247,627	181,536	0	0
Property Income	1,489	2,534,437	3,025,000	1,000,000	0	0
Reimbursements	5,953	546	15,000	5,000	0	0
<b>Total Revenue</b>	<b>209,488</b>	<b>2,783,552</b>	<b>3,312,627</b>	<b>1,216,536</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>5,139,094</b>	<b>6,794,035</b>	<b>8,976,196</b>	<b>4,302,921</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	775,796	645,205	2,220,000	1,453,302	0	0
Property Redevelopment	349,820	134,320	3,253,965	776,061	0	0
Administration	2,996	35,929	3,308	49,578	0	0
<b>Total Expenditures</b>	<b>1,128,611</b>	<b>815,453</b>	<b>5,477,273</b>	<b>2,278,941</b>	<b>0</b>	<b>0</b>
Transfers	0	315,012	412,538	493,705	0	0
Contingency	0	0	3,086,385	1,530,275	0	0
Ending Fund Balance	4,010,483	5,663,569	0	0	0	0
<b>Total Requirements</b>	<b>5,139,094</b>	<b>6,794,035</b>	<b>8,976,196</b>	<b>4,302,921</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Central Eastside URA

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	2,975,491	4,043,315	1,170,683	968,677	0	0
<b>Revenue</b>						
Fees and Charges	4,796	6,615	0	0	0	0
Interest on Investments	78,826	35,572	25,000	25,000	0	0
Loan Collections	221,144	286,879	66,207	127,931	0	0
Miscellaneous	8,420	3,500	0	0	0	0
Property Income	111,204	120,158	20,000	3,020,000	0	0
Reimbursements	121	39,310	0	2,191	0	0
Tax Increment Proceeds	3,997,625	7,938,748	9,780,444	5,821,877	0	0
<b>Total Revenue</b>	<b>4,422,136</b>	<b>8,430,782</b>	<b>9,891,651</b>	<b>8,996,999</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>7,397,627</b>	<b>12,474,097</b>	<b>11,062,334</b>	<b>9,965,676</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	1,205,196	875,533	1,050,000	1,111,134	0	0
Housing	471,516	4,400,873	900,690	102,069	0	0
Infrastructure	183,534	4,055,882	4,326,759	3,059,639	0	0
Property Redevelopment	1,487,805	536,371	2,029,658	4,003,437	0	0
Administration	6,262	13,993	133,957	68,132	0	0
<b>Total Expenditures</b>	<b>3,354,313</b>	<b>9,882,652</b>	<b>8,441,064</b>	<b>8,344,411</b>	<b>0</b>	<b>0</b>
Transfers	0	1,420,762	1,652,593	1,476,458	0	0
Contingency	0	0	968,677	144,807	0	0
Ending Fund Balance	4,043,315	1,170,683	0	0	0	0
<b>Total Requirements</b>	<b>7,397,627</b>	<b>12,474,097</b>	<b>11,062,334</b>	<b>9,965,676</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Convention Center URA

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	7,379,026	3,689,516	3,054,495	1,638,487	0	0
<b>Revenue</b>						
Fees and Charges	4,613	3,445	0	0	0	0
Interest on Investments	197,464	54,039	75,000	50,000	0	0
Loan Collections	162,700	1,172,625	527,079	325,000	0	0
Miscellaneous	211,886	0	0	0	0	0
Property Income	1,080,245	216,173	208,000	0	0	0
Reimbursements	15,370	13,124	0	0	0	0
Tax Increment Proceeds	3,498,250	8,111,079	7,495,500	20,495,500	0	0
Transfers In	604,002	0	0	0	0	0
<b>Total Revenue</b>	<b>5,774,531</b>	<b>9,570,484</b>	<b>8,305,579</b>	<b>20,870,500</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>13,153,556</b>	<b>13,260,000</b>	<b>11,360,074</b>	<b>22,508,987</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	1,064,446	613,895	632,500	970,339	0	0
Housing	1,490,544	2,535,142	5,146,238	2,160,541	0	0
Infrastructure	2,030,202	2,191,078	290,000	543,623	0	0
Property Redevelopment	4,856,918	2,486,969	2,209,294	14,046,358	0	0
Administration	21,931	146,954	279,215	133,704	0	0
<b>Total Expenditures</b>	<b>9,464,040</b>	<b>7,974,038</b>	<b>8,557,247</b>	<b>17,854,565</b>	<b>0</b>	<b>0</b>
Transfers	0	2,231,467	1,164,340	2,790,079	0	0
Contingency	0	0	1,638,487	1,864,343	0	0
Ending Fund Balance	3,689,516	3,054,495	0	0	0	0
<b>Total Requirements</b>	<b>13,153,556</b>	<b>13,260,000</b>	<b>11,360,074</b>	<b>22,508,987</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Downtown Waterfront URA

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	29,599,939	13,859,083	17,019,036	11,728,210	0	0
<b>Revenue</b>						
Fees and Charges	3,792	578	0	0	0	0
Interest on Investments	629,270	157,573	75,000	50,000	0	0
Loan Collections	888,480	4,228,808	1,652,960	560,164	0	0
Miscellaneous	32,460	0	0	0	0	0
Property Income	795,326	3,192,769	2,234,700	700	0	0
Reimbursements	2,875,119	271,829	750,000	0	0	0
Tax Increment Proceeds	575,000	440,000	0	0	0	0
Transfers In	1,643,986	0	0	0	0	0
<b>Total Revenue</b>	<b>7,443,432</b>	<b>8,291,558</b>	<b>4,712,660</b>	<b>610,864</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>37,043,371</b>	<b>22,150,642</b>	<b>21,731,696</b>	<b>12,339,074</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	631,253	905,944	250,000	253,016	0	0
Housing	4,378,962	425,306	0	517,345	0	0
Infrastructure	14,561,781	1,532,253	1,045,050	2,764	0	0
Property Redevelopment	3,497,566	780,823	7,303,109	1,308,404	0	0
Administration	34,726	50,038	27,789	74,432	0	0
<b>Total Expenditures</b>	<b>23,104,288</b>	<b>3,694,364</b>	<b>8,625,948</b>	<b>2,155,961</b>	<b>0</b>	<b>0</b>
Transfers	80,000	1,437,241	1,377,538	276,136	0	0
Contingency	0	0	11,728,210	9,906,977	0	0
Ending Fund Balance	13,859,083	17,019,037	0	0	0	0
<b>Total Requirements</b>	<b>37,043,371</b>	<b>22,150,642</b>	<b>21,731,696</b>	<b>12,339,074</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Gateway Regional Center URA

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	1,824,670	2,667,543	2,294,762	2,324,032	0	0
<b>Revenue</b>						
Federal and Other Grants	0	0	230,000	208,500	0	0
Fees and Charges	1,832	0	0	0	0	0
Interest on Investments	46,013	29,549	7,000	7,000	0	0
Loan Collections	11,159	5,505	18,402	18,402	0	0
Property Income	0	14,615	0	0	0	0
Reimbursements	0	143,422	280,000	0	0	0
Tax Increment Proceeds	4,554,425	3,722,810	3,167,203	2,990,410	0	0
<b>Total Revenue</b>	<b>4,613,428</b>	<b>3,915,900</b>	<b>3,702,605</b>	<b>3,224,312</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>6,438,098</b>	<b>6,583,443</b>	<b>5,997,367</b>	<b>5,548,344</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	312,396	97,731	251,000	620,160	0	0
Housing	284,931	2,067,796	158,445	703,081	0	0
Infrastructure	2,834,063	760,008	868,000	936,129	0	0
Property Redevelopment	332,902	369,098	1,448,379	906,958	0	0
Administration	6,262	9,686	13,000	54,343	0	0
<b>Total Expenditures</b>	<b>3,770,555</b>	<b>3,304,320</b>	<b>2,738,824</b>	<b>3,220,671</b>	<b>0</b>	<b>0</b>
Transfers	0	984,362	934,511	671,447	0	0
Contingency	0	0	2,324,032	1,656,226	0	0
Ending Fund Balance	2,667,543	2,294,762	0	0	0	0
<b>Total Requirements</b>	<b>6,438,098</b>	<b>6,583,443</b>	<b>5,997,367</b>	<b>5,548,344</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Interstate Corridor URA

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	1,541,458	1,281,835	2,392,256	8,947,838	0	0
<b>Revenue</b>						
Fees and Charges	22,967	10,830	0	0	0	0
Interest on Investments	52,712	19,971	20,000	20,000	0	0
Loan Collections	340,981	515,082	1,391,951	3,499,287	0	0
Miscellaneous	17,000	0	0	0	0	0
Property Income	259,453	11,770	2,440,000	500,000	0	0
Reimbursements	348	45,728	0	0	0	0
Tax Increment Proceeds	17,057,268	13,861,917	31,950,445	10,195,290	0	0
<b>Total Revenue</b>	<b>17,750,729</b>	<b>14,465,297</b>	<b>35,802,396</b>	<b>14,214,577</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>19,292,187</b>	<b>15,747,132</b>	<b>38,194,652</b>	<b>23,162,415</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	1,080,070	790,748	2,255,000	3,136,544	0	0
Housing	11,421,295	3,598,350	5,271,148	4,967,843	0	0
Infrastructure	3,426,200	2,886,167	4,053,849	3,052,446	0	0
Property Redevelopment	1,466,414	2,622,142	14,059,592	6,189,874	0	0
Administration	12,372	172,752	455,431	140,792	0	0
<b>Total Expenditures</b>	<b>17,406,350</b>	<b>10,070,159</b>	<b>26,095,020</b>	<b>17,487,499</b>	<b>0</b>	<b>0</b>
Transfers	604,002	3,284,717	3,151,794	2,025,032	0	0
Contingency	0	0	8,947,838	3,649,884	0	0
Ending Fund Balance	1,281,835	2,392,256	0	0	0	0
<b>Total Requirements</b>	<b>19,292,187</b>	<b>15,747,132</b>	<b>38,194,652</b>	<b>23,162,415</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Lents Town Center URA

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	2,218,657	2,994,431	15,840,480	7,239,271	0	0
<b>Revenue</b>						
Federal and Other Grants	0	0	0	250,000	0	0
Fees and Charges	23,119	19,679	0	0	0	0
Interest on Investments	75,836	38,966	60,000	6,000	0	0
Loan Collections	319,974	313,529	113,096	108,000	0	0
Miscellaneous	0	0	315,850	0	0	0
Property Income	342,280	89,505	0	1,100,000	0	0
Reimbursements	154	4,436	2,500	0	0	0
Tax Increment Proceeds	12,534,663	25,057,063	7,432,699	8,217,702	0	0
<b>Total Revenue</b>	<b>13,296,025</b>	<b>25,523,177</b>	<b>7,924,145</b>	<b>9,681,702</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>15,514,683</b>	<b>28,517,608</b>	<b>23,764,625</b>	<b>16,920,973</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	297,949	564,854	1,177,000	1,542,309	0	0
Housing	7,702,785	4,375,043	4,910,964	6,963,372	0	0
Infrastructure	1,518,643	1,039,928	1,623,000	2,902,424	0	0
Property Redevelopment	2,994,285	4,165,707	6,399,448	3,716,817	0	0
Administration	6,590	21,000	10,000	65,462	0	0
<b>Total Expenditures</b>	<b>12,520,252</b>	<b>10,166,532</b>	<b>14,120,412</b>	<b>15,190,384</b>	<b>0</b>	<b>0</b>
Transfers	0	2,510,596	2,404,942	1,512,095	0	0
Contingency	0	0	7,239,271	218,494	0	0
Ending Fund Balance	2,994,431	15,840,480	0	0	0	0
<b>Total Requirements</b>	<b>15,514,683</b>	<b>28,517,608</b>	<b>23,764,625</b>	<b>16,920,973</b>	<b>0</b>	<b>0</b>

## Fund Summary

### North Macadam URA

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	2,448,633	5,468,583	8,012,556	3,980,048	0	0
<b>Revenue</b>						
Fees and Charges	290,402	299,600	306,880	315,472	0	0
Interest on Investments	72,634	63,126	20,000	25,000	0	0
Loan Collections	128,882	125,203	128,882	128,880	0	0
Property Income	114,451	1,629,301	1,547,000	15,000	0	0
Reimbursements	449,650	25,336	0	0	0	0
Tax Increment Proceeds	7,751,123	7,996,000	9,939,811	8,717,552	0	0
<b>Total Revenue</b>	<b>8,807,141</b>	<b>10,138,566</b>	<b>11,942,573</b>	<b>9,201,904</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>11,255,774</b>	<b>15,607,149</b>	<b>19,955,129</b>	<b>13,181,952</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	870,599	621,981	1,646,585	1,276,248	0	0
Housing	878,658	333,772	7,378,028	5,643,485	0	0
Infrastructure	3,512,755	1,709,340	1,702,717	3,814,655	0	0
Property Redevelopment	512,895	253,577	666,067	889,968	0	0
Administration	12,284	32,000	51,787	85,479	0	0
Debt Service	0	1,999,844	3,100,000	0	0	0
<b>Total Expenditures</b>	<b>5,787,191</b>	<b>4,950,514</b>	<b>14,545,184</b>	<b>11,709,835</b>	<b>0</b>	<b>0</b>
Transfers	0	2,644,078	1,429,897	757,320	0	0
Contingency	0	0	3,980,048	714,797	0	0
Ending Fund Balance	5,468,583	8,012,556	0	0	0	0
<b>Total Requirements</b>	<b>11,255,774</b>	<b>15,607,149</b>	<b>19,955,129</b>	<b>13,181,952</b>	<b>0</b>	<b>0</b>



## Fund Summary

### River District URA

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	16,879,294	24,932,236	12,157,166	6,602,768	0	0
<b>Revenue</b>						
Fees and Charges	4,146	1,683	0	0	0	0
Interest on Investments	433,384	312,379	100,000	30,000	0	0
Loan Collections	4,081,273	1,935,668	456,741	450,000	0	0
Property Income	224,894	1,084,580	1,016,000	1,352,000	0	0
Reimbursements	650,061	86,558	125,000	200,000	0	0
Tax Increment Proceeds	18,935,528	21,602,295	46,523,874	50,450,100	0	0
<b>Total Revenue</b>	<b>24,329,285</b>	<b>25,023,162</b>	<b>48,221,615</b>	<b>52,482,100</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>41,208,579</b>	<b>49,955,399</b>	<b>60,378,781</b>	<b>59,084,868</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	992,320	693,533	1,250,000	3,468,504	0	0
Housing	4,661,734	21,250,044	18,658,361	26,226,386	0	0
Infrastructure	4,093,821	5,935,249	13,004,896	3,815,669	0	0
Property Redevelopment	6,478,845	5,669,193	15,044,500	9,423,787	0	0
Administration	49,622	134,790	320,000	158,142	0	0
<b>Total Expenditures</b>	<b>16,276,343</b>	<b>33,682,808</b>	<b>48,277,757</b>	<b>43,092,488</b>	<b>0</b>	<b>0</b>
Transfers	0	4,115,425	5,498,256	4,136,778	0	0
Contingency	0	0	6,602,768	11,855,602	0	0
Ending Fund Balance	24,932,236	12,157,166	0	0	0	0
<b>Total Requirements</b>	<b>41,208,579</b>	<b>49,955,399</b>	<b>60,378,781</b>	<b>59,084,868</b>	<b>0</b>	<b>0</b>

## Fund Summary

### South Park Blocks URA

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	4,753,726	29,369,533	18,327,122	5,746,285	0	0
<b>Revenue</b>						
Fees and Charges	1,309	10,686	0	0	0	0
Interest on Investments	989,599	313,366	70,000	25,000	0	0
Loan Collections	360,319	935,815	68,732	98,400	0	0
Property Income	78,795	1,538,696	1,800,000	0	0	0
Reimbursements	71,980	5,538	0	0	0	0
Tax Increment Proceeds	35,676,691	318,750	0	0	0	0
<b>Total Revenue</b>	<b>37,178,692</b>	<b>3,122,851</b>	<b>1,938,732</b>	<b>123,400</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>41,932,419</b>	<b>32,492,384</b>	<b>20,265,854</b>	<b>5,869,685</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	657,207	657,716	7,717,956	334,052	0	0
Housing	6,213,459	9,196,754	3,964,298	2,241,369	0	0
Infrastructure	1,766,930	1,780,423	162,427	100,000	0	0
Property Redevelopment	3,890,593	645,440	1,302,366	281,796	0	0
Administration	34,696	58,021	29,787	24,615	0	0
<b>Total Expenditures</b>	<b>12,562,886</b>	<b>12,338,353</b>	<b>13,176,834</b>	<b>2,981,832</b>	<b>0</b>	<b>0</b>
Transfers	0	1,826,908	1,342,735	58,116	0	0
Contingency	0	0	5,746,285	2,829,737	0	0
Ending Fund Balance	29,369,533	18,327,123	0	0	0	0
<b>Total Requirements</b>	<b>41,932,419</b>	<b>32,492,384</b>	<b>20,265,854</b>	<b>5,869,685</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Willamette Industrial URA

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	305,375	749,244	1,200,605	1,014,167	0	0
<b>Revenue</b>						
Interest on Investments	9,185	10,412	7,000	5,000	0	0
Property Income	0	228	0	0	0	0
Tax Increment Proceeds	674,000	729,500	847,711	999,000	0	0
<b>Total Revenue</b>	<b>683,185</b>	<b>740,139</b>	<b>854,711</b>	<b>1,004,000</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>988,561</b>	<b>1,489,383</b>	<b>2,055,316</b>	<b>2,018,167</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	52,277	4,921	275,000	887,429	0	0
Property Redevelopment	183,988	115,915	535,431	190,632	0	0
Administration	3,051	1,364	10,187	17,418	0	0
<b>Total Expenditures</b>	<b>239,317</b>	<b>122,200</b>	<b>820,618</b>	<b>1,095,479</b>	<b>0</b>	<b>0</b>
Transfers	0	166,578	220,531	225,027	0	0
Contingency	0	0	1,014,167	697,661	0	0
Ending Fund Balance	749,244	1,200,605	0	0	0	0
<b>Total Requirements</b>	<b>988,561</b>	<b>1,489,383</b>	<b>2,055,316</b>	<b>2,018,167</b>	<b>0</b>	<b>0</b>

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## Urban Renewal Funds Summary Reports

- Account Summary
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## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Airport Way URA

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	323	0	0	0	0
FICA	0	6,062	0	0	0	0
Life and Disability Insurance	0	413	0	0	0	0
National Holiday	0	3,963	0	0	0	0
PERS - Employer	0	4,050	0	0	0	0
PERS - Employer Pickup	0	5,265	0	0	0	0
Personal Holiday	0	1,316	0	0	0	0
Salaries and Wages	0	63,868	0	76,761	0	0
Sick Leave	0	7,486	0	0	0	0
Taxes, Health/Dental Insurance	0	12,329	0	32,291	0	0
TriMet Payroll Tax	0	583	0	0	0	0
Vacation	-4,607	11,217	0	0	0	0
Workers Comp - Assessment	0	22	0	0	0	0
Workers Comp - Insurance	0	131	0	0	0	0

#### Materials and Services

Advertising and Public Notices	0	0	0	3,990	0	0
Asset Disposal - RE	0	13,962	0	0	0	0
Bldg Repairs and Maint - PDC	0	431	0	0	0	0
Business Meetings	175	18	0	0	0	0
General Office	69	0	0	0	0	0
Legal	0	5,250	0	0	0	0
Memberships, Dues, & Certifications	0	188	0	0	0	0
Out of Town Travel	0	0	0	3,990	0	0
Postage and Delivery	13	0	0	0	0	0
Professional Services	0	25,769	10,000	82,565	0	0
Property Mgmt Fees - RE	3,416	3,086	0	0	0	0
Property Taxes - RE	13,532	1,942	0	0	0	0
Special Events	0	0	0	3,705	0	0
Training	195	0	0	0	0	0

#### Capital Outlay

Demolition and Site Preparation	4,933	0	0	0	0	0
Prof and Tech Services	4,518	2,922	0	0	0	0

#### Financial Assistance

Grants CY Disbursements	-211,937	0	0	0	0	0
Loans CY Disbursements	306,906	474,611	2,210,000	1,250,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	411,802	0	0	0	0	0
Indirect Cost - Overhead	161,511	0	0	0	0	0
Serv Reimbursements - Pers Serv	85,270	0	0	0	0	0

<b>Total - Business Development</b>	<b>775,796</b>	<b>645,205</b>	<b>2,220,000</b>	<b>1,453,302</b>	<b>0</b>	<b>0</b>
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## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Property Redevelopment</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	117	0	0	0	0
FICA	0	2,181	0	0	0	0
Life and Disability Insurance	0	131	0	0	0	0
PERS - Employer	0	1,422	0	0	0	0
PERS - Employer Pickup	0	1,872	0	0	0	0
Salaries and Wages	0	31,599	117,741	74,655	0	0
Taxes, Health/Dental Insurance	0	3,943	44,224	31,406	0	0
TriMet Payroll Tax	0	208	0	0	0	0
Workers Comp - Assessment	0	7	0	0	0	0
Workers Comp - Insurance	0	47	0	0	0	0
<b>Materials and Services</b>						
Bldg Repairs and Maint - PDC	0	0	0	70,000	0	0
Business Meetings	45	18	0	0	0	0
General Office	27	0	2,000	10,000	0	0
Legal	0	11,800	10,000	0	0	0
Local Travel	20	19	0	0	0	0
Memberships, Dues, & Certifications	0	188	0	0	0	0
Postage and Delivery	116	54	0	0	0	0
Printing and Graphics	565	0	0	0	0	0
Professional Services	0	5,747	0	0	0	0
Property Mgmt Fees - RE	38,091	61,325	175,000	60,000	0	0
Property Taxes - RE	30,018	10,787	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	0	0	50,000	30,000	0	0
LID Special Assessments	0	0	78,000	0	0	0
Permits, Review and Fees	0	120	0	0	0	0
Prof and Tech Services	16,043	2,737	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	0	0	60,000	0	0	0
Loans CY Disbursements	0	0	2,717,000	500,000	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	157,323	0	0	0	0	0
Indirect Cost - Overhead	2,541	0	0	0	0	0
Serv Reimbursements - Pers Serv	105,031	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>349,820</b>	<b>134,320</b>	<b>3,253,965</b>	<b>776,061</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
FICA	0	345	0	0	0	0
Life and Disability Insurance	0	24	0	0	0	0
PERS - Employer	0	235	0	0	0	0
PERS - Employer Pickup	0	321	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Salaries and Wages	0	5,369	0	19,793	0	0
Taxes, Health/Dental Insurance	0	660	0	8,326	0	0
TriMet Payroll Tax	0	36	0	0	0	0
Workers Comp - Assessment	0	1	0	0	0	0
Workers Comp - Insurance	0	13	0	0	0	0
<b>Materials and Services</b>						
DMC Admin Services	2,996	9,921	3,308	21,459	0	0
Loan Documents	0	176	0	0	0	0
Professional Services	0	18,827	0	0	0	0
<b>Total - Administration</b>	<b>2,996</b>	<b>35,929</b>	<b>3,308</b>	<b>49,578</b>	<b>0</b>	<b>0</b>
Transfers	0	315,012	412,538	493,705	0	0
Contingency	0	0	3,086,385	1,530,275	0	0
Ending Fund Balance	4,010,483	5,663,569	0	0	0	0
<b>Total Requirements</b>	<b>5,139,094</b>	<b>6,794,035</b>	<b>8,976,196</b>	<b>4,302,921</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Central Eastside URA

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	101	0	0	0	0
FICA	0	2,999	0	0	0	0
Life and Disability Insurance	0	198	0	0	0	0
PERS - Employer	0	1,923	0	0	0	0
PERS - Employer Pickup	0	2,419	0	0	0	0
Salaries and Wages	0	40,356	0	86,672	0	0
Taxes, Health/Dental Insurance	0	5,552	0	36,462	0	0
TriMet Payroll Tax	0	266	0	0	0	0
Workers Comp - Assessment	0	14	0	0	0	0
Workers Comp - Insurance	0	63	0	0	0	0

#### Materials and Services

Advertising and Public Notices	0	0	0	10,640	0	0
Business Meetings	38	0	0	0	0	0
Local Travel	18	0	0	0	0	0
Out of Town Travel	0	0	0	10,640	0	0
Professional Services	4,813	23,971	50,000	6,840	0	0
Special Events	0	0	0	9,880	0	0

#### Financial Assistance

Grants CY Disbursements	59,216	73,250	0	0	0	0
Loans CY Disbursements	554,782	724,421	1,000,000	950,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	351,876	0	0	0	0	0
Indirect Cost - Overhead	160,214	0	0	0	0	0
Serv Reimbursements - Pers Serv	74,240	0	0	0	0	0

<b>Total - Business Development</b>	<b>1,205,196</b>	<b>875,533</b>	<b>1,050,000</b>	<b>1,111,134</b>	<b>0</b>	<b>0</b>
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### Housing

#### Personal Services

Bus Pass Reimbursement	0	56	0	0	0	0
FICA	0	1,573	0	0	0	0
Life and Disability Insurance	0	96	0	0	0	0
PERS - Employer	0	1,040	0	0	0	0
PERS - Employer Pickup	0	1,240	0	0	0	0
Salaries and Wages	0	20,705	0	0	0	0
Taxes, Health/Dental Insurance	0	1,932	0	0	0	0
TriMet Payroll Tax	0	139	0	0	0	0
Workers Comp - Assessment	0	7	0	0	0	0
Workers Comp - Insurance	0	33	0	0	0	0

#### Materials and Services

IGA Prof Services Contracts	0	18,007	0	0	0	0
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## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Legal	0	68	0	0	0	0
PHB Project Expenditures - MS/PS	0	0	104,415	102,069	0	0
PHB Project Expenditures CO/FA	0	0	796,275	0	0	0
<b>Capital Outlay</b>						
IGA Infrastructure Construction	0	1,925,000	0	0	0	0
Permits, Review and Fees	0	2,321	0	0	0	0
<b>Financial Assistance</b>						
Loans CY Disbursements	85,843	2,428,658	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	297,534	0	0	0	0	0
Indirect Cost - Overhead	53,137	0	0	0	0	0
Serv Reimbursements - Pers Serv	35,002	0	0	0	0	0
<b>Total - Housing</b>	<b>471,516</b>	<b>4,400,873</b>	<b>900,690</b>	<b>102,069</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	94	0	0	0	0
FICA	4	2,197	0	0	0	0
Life and Disability Insurance	0	142	0	0	0	0
PERS - Employer	4	1,437	0	0	0	0
PERS - Employer Pickup	3	1,739	0	0	0	0
Salaries and Wages	57	29,059	0	3,265	0	0
Taxes, Health/Dental Insurance	0	3,479	0	1,374	0	0
TriMet Payroll Tax	0	194	0	0	0	0
Workers Comp - Assessment	0	9	0	0	0	0
Workers Comp - Insurance	0	56	0	0	0	0
<b>Materials and Services</b>						
Bldg Repairs and Maint - PDC	3,031	0	0	0	0	0
Business Meetings	31	12	0	0	0	0
Professional Services	17,303	14,153	0	0	0	0
Property Mgmt Fees - RE	15,946	26,362	20,000	55,000	0	0
Property Taxes - RE	1,368	0	122,759	0	0	0
Property Utilities - RE	401	204	0	0	0	0
<b>Capital Outlay</b>						
Construction	32,244	3,940,748	0	0	0	0
Environmental Analysis and Remed	5,901	9,938	0	0	0	0
IGA Infrastructure Construction	0	26,058	4,184,000	3,000,000	0	0
Prof and Tech Services	4,604	0	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	40,944	0	0	0	0	0
Indirect Cost - Overhead	2,022	0	0	0	0	0
Serv Reimbursements - Pers Serv	59,669	0	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Total - Infrastructure</b>	<b>183,534</b>	<b>4,055,882</b>	<b>4,326,759</b>	<b>3,059,639</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	627	0	0	0	0
FICA	0	9,037	0	0	0	0
Life and Disability Insurance	0	592	0	0	0	0
National Holiday	0	2,274	0	0	0	0
PERS - Employer	0	6,155	0	0	0	0
PERS - Employer Pickup	0	7,183	0	0	0	0
Personal Holiday	0	1,523	0	0	0	0
Salaries and Wages	0	111,807	283,992	193,171	0	0
Sick Leave	0	2,691	0	0	0	0
Taxes, Health/Dental Insurance	0	14,032	106,666	81,266	0	0
TriMet Payroll Tax	0	800	0	0	0	0
Vacation	-878	3,825	0	0	0	0
Workers Comp - Assessment	0	40	0	0	0	0
Workers Comp - Insurance	0	200	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	4,335	3,208	0	11,000	0	0
Business Meetings	542	178	0	0	0	0
DMC Admin Services	6,018	0	0	0	0	0
General Office	109	142	0	0	0	0
Local Travel	40	23	0	0	0	0
Memberships, Dues, & Certifications	0	600	0	0	0	0
Printing and Graphics	112	1,861	0	0	0	0
Professional Services	67,641	121,551	85,000	0	0	0
Property Mgmt Fees - RE	107,366	98,256	93,000	93,000	0	0
Property Utilities - RE	3,350	4,043	0	0	0	0
Public Meetings	113	6,859	0	0	0	0
Software Applications	0	115	0	0	0	0
Special Events	0	0	11,000	0	0	0
<b>Capital Outlay</b>						
Construction	500	0	0	0	0	0
Demolition and Site Preparation	66,850	6,556	600,000	0	0	0
Environmental Analysis and Remed	150,815	3,929	0	0	0	0
Permits, Review and Fees	10,935	0	0	0	0	0
Prof and Tech Services	11,139	1,200	0	0	0	0
Relocation Administrative Costs	14,975	3,713	0	0	0	0
Relocation Direct Costs	161,957	38,475	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	81,671	84,876	100,000	300,000	0	0
Loans CY Disbursements	0	0	350,000	3,325,000	0	0
Loans To Borrowers CY Funded	0	0	400,000	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	547,691	0	0	0	0	0
Indirect Cost - Overhead	43,689	0	0	0	0	0
Serv Reimbursements - Pers Serv	208,837	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>1,487,805</b>	<b>536,371</b>	<b>2,029,658</b>	<b>4,003,437</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Salaries and Wages	0	0	0	35,288	0	0
Taxes, Health/Dental Insurance	0	0	0	14,844	0	0
<b>Materials and Services</b>						
DMC Admin Services	6,262	13,993	18,000	18,000	0	0
Professional Services	0	0	115,957	0	0	0
<b>Total - Administration</b>	<b>6,262</b>	<b>13,993</b>	<b>133,957</b>	<b>68,132</b>	<b>0</b>	<b>0</b>
Transfers	0	1,420,762	1,652,593	1,476,458	0	0
Contingency	0	0	968,677	144,807	0	0
Ending Fund Balance	4,043,315	1,170,683	0	0	0	0
<b>Total Requirements</b>	<b>7,397,627</b>	<b>12,474,097</b>	<b>11,062,334</b>	<b>9,965,676</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Convention Center URA

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	113	0	0	0	0
FICA	0	3,241	0	0	0	0
Life and Disability Insurance	0	211	0	0	0	0
PERS - Employer	0	2,047	0	0	0	0
PERS - Employer Pickup	0	2,629	0	0	0	0
Salaries and Wages	0	44,046	0	93,152	0	0
Taxes, Health/Dental Insurance	0	7,278	0	39,187	0	0
TriMet Payroll Tax	0	289	0	0	0	0
Workers Comp - Assessment	0	15	0	0	0	0
Workers Comp - Insurance	0	68	0	0	0	0

#### Materials and Services

Advertising and Public Notices	0	0	0	10,640	0	0
Out of Town Travel	0	0	0	10,640	0	0
Professional Services	0	893	20,000	6,840	0	0
Property Taxes - RE	0	69,606	0	100,000	0	0
Special Events	0	0	0	9,880	0	0

#### Financial Assistance

Grants CY Disbursements	62,000	184,250	100,000	0	0	0
Loans CY Disbursements	400,220	299,209	512,500	700,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	365,297	0	0	0	0	0
Indirect Cost - Overhead	170,593	0	0	0	0	0
Serv Reimbursements - Pers Serv	66,336	0	0	0	0	0

<b>Total - Business Development</b>	<b>1,064,446</b>	<b>613,895</b>	<b>632,500</b>	<b>970,339</b>	<b>0</b>	<b>0</b>
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### Housing

#### Personal Services

Bus Pass Reimbursement	0	483	0	0	0	0
FICA	0	9,059	0	0	0	0
Life and Disability Insurance	0	526	0	0	0	0
National Holiday	0	2,492	0	0	0	0
PERS - Employer	0	6,233	0	0	0	0
PERS - Employer Pickup	0	7,177	0	0	0	0
Personal Holiday	0	1,333	0	0	0	0
Salaries and Wages	0	93,028	0	0	0	0
Sick Leave	0	12,800	0	0	0	0
Taxes, Health/Dental Insurance	0	9,566	0	0	0	0
TriMet Payroll Tax	0	801	0	0	0	0
Vacation	1,308	8,558	0	0	0	0
Workers Comp - Assessment	0	33	0	0	0	0
Workers Comp - Insurance	0	265	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Materials and Services</b>						
Advertising and Public Notices	924	2,120	0	0	0	0
IGA Prof Services Contracts	0	71,978	0	0	0	0
Legal	0	9,774	0	0	0	0
Loan Appraisals	0	8,000	0	0	0	0
Loan Documents	87	861	0	0	0	0
Local Travel	89	8	0	0	0	0
PHB Project Expenditures - MS/PS	0	0	372,528	253,875	0	0
PHB Project Expenditures CO/FA	0	0	4,773,710	1,906,666	0	0
Printing and Graphics	0	65	0	0	0	0
Professional Services	2,486	0	0	0	0	0
Property Mgmt Fees - RE	10,199	11,347	0	0	0	0
Property Mgmt Other - RE	0	150	0	0	0	0
Property Utilities - RE	2,194	2,430	0	0	0	0
Public Meetings	85	0	0	0	0	0
Temporary Services	817	878	0	0	0	0
<b>Capital Outlay</b>						
Construction	0	-2,500	0	0	0	0
Environmental Analysis and Remed	1,104	353	0	0	0	0
Permits, Review and Fees	7,500	7,028	0	0	0	0
<b>Financial Assistance</b>						
Loans CY Disbursements	884,069	2,270,295	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	445,584	0	0	0	0	0
Indirect Cost - Overhead	50,867	0	0	0	0	0
Serv Reimbursements - Pers Serv	83,231	0	0	0	0	0
<b>Total - Housing</b>	<b>1,490,544</b>	<b>2,535,142</b>	<b>5,146,238</b>	<b>2,160,541</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	176	0	0	0	0
FICA	0	3,076	0	0	0	0
Jury Duty	0	300	0	0	0	0
Life and Disability Insurance	0	211	0	0	0	0
National Holiday	0	273	0	0	0	0
PERS - Employer	0	2,200	0	0	0	0
PERS - Employer Pickup	0	2,439	0	0	0	0
Salaries and Wages	0	38,368	0	30,705	0	0
Sick Leave	0	296	0	0	0	0
Taxes, Health/Dental Insurance	0	6,309	0	12,918	0	0
TriMet Payroll Tax	0	271	0	0	0	0
Vacation	1,048	1,499	0	0	0	0
Workers Comp - Assessment	0	15	0	0	0	0
Workers Comp - Insurance	0	67	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Materials and Services</b>						
Advertising and Public Notices	537	0	0	0	0	0
Business Meetings	140	15	0	0	0	0
Loan Documents	57	0	0	0	0	0
Local Travel	8	55	0	0	0	0
Memberships, Dues, & Certifications	39	0	0	0	0	0
Professional Services	35,296	151,069	100,000	500,000	0	0
Public Meetings	118	235	0	0	0	0
<b>Capital Outlay</b>						
Construction	-801,730	40,252	0	0	0	0
Demolition and Site Preparation	0	1,187	0	0	0	0
IGA Infrastructure Construction	0	1,713,401	0	0	0	0
IGA Infrastructure Prof Serv	0	284,616	0	0	0	0
Prof and Tech Services	2,351,788	-55,250	190,000	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	401,562	0	0	0	0	0
Indirect Cost - Overhead	29,421	0	0	0	0	0
Serv Reimbursements - Pers Serv	11,917	0	0	0	0	0
<b>Total - Infrastructure</b>	<b>2,030,202</b>	<b>2,191,078</b>	<b>290,000</b>	<b>543,623</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	1,878	0	0	0	0
FICA	0	28,860	0	0	0	0
Jury Duty	0	500	0	0	0	0
Life and Disability Insurance	0	1,696	0	0	0	0
National Holiday	0	11,773	0	0	0	0
PERS - Employer	0	18,298	0	0	0	0
PERS - Employer Pickup	0	23,427	0	0	0	0
Personal Holiday	0	3,767	0	0	0	0
Salaries and Wages	0	342,865	285,606	336,716	0	0
Sick Leave	0	9,890	0	0	0	0
Taxes, Health/Dental Insurance	0	52,893	111,688	141,656	0	0
TriMet Payroll Tax	0	2,559	0	0	0	0
Vacation	-777	23,341	0	0	0	0
Workers Comp - Assessment	0	111	0	0	0	0
Workers Comp - Insurance	0	613	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	1,527	6,398	10,000	0	0	0
Bldg Repairs and Maint - PDC	700	4,963	0	0	0	0
Business Meetings	1,744	532	500	0	0	0
General Office	444	141	500	0	0	0
Legal	22,523	16,694	5,000	0	0	0
Loan Documents	522	437	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Loan Servicing	81	72	0	0	0	0
Local Travel	129	284	100	0	0	0
Memberships, Dues, & Certifications	0	365	0	0	0	0
Miscellaneous	0	0	1,800	0	0	0
Out of Town Travel	3,554	0	0	0	0	0
Postage and Delivery	178	0	0	5,000	0	0
Printing and Graphics	642	1,964	0	0	0	0
Professional Services	102,968	288,000	575,000	308,000	0	0
Property Mgmt Fees - RE	23,072	45,739	8,500	75,000	0	0
Property Mgmt Other - RE	0	1,252	0	0	0	0
Property Taxes - RE	65,056	1,735	0	0	0	0
Property Utilities - RE	9,529	14,971	3,500	0	0	0
Public Meetings	1,833	21,812	25,000	1,000	0	0
Publications and Resource Mat'ls	0	21	0	0	0	0
Special Events	1,795	0	2,000	0	0	0
Temporary Services	0	44,684	0	0	0	0
Training	55	0	100	0	0	0
<b>Capital Outlay</b>						
Acquisitions	0	0	0	3,193,986	0	0
Construction	0	1,785	0	9,000,000	0	0
Demolition and Site Preparation	5,000	3,154	110,000	0	0	0
Environmental Analysis and Remed	2,920	68,966	0	0	0	0
IGA Infrastructure Planning	0	0	0	20,000	0	0
IGA Infrastructure Prof Serv	0	43,453	0	0	0	0
Permits, Review and Fees	4,100	3,041	0	0	0	0
Prof and Tech Services	27,877	22,954	10,000	0	0	0
<b>Financial Assistance</b>						
EcDev & Training Grants - Non-Portfol	5,000	0	0	0	0	0
Grants CY Disbursements	255,873	280,783	360,000	265,000	0	0
Loans CY Disbursements	2,676,211	1,090,299	700,000	700,000	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	952,919	0	0	0	0	0
Indirect Cost - Overhead	101,278	0	0	0	0	0
Serv Reimbursements - Pers Serv	590,166	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>4,856,918</b>	<b>2,486,969</b>	<b>2,209,294</b>	<b>14,046,358</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	9	0	0	0	0
FICA	0	2,101	0	0	0	0
Life and Disability Insurance	0	138	0	0	0	0
PERS - Employer	0	1,369	0	0	0	0
PERS - Employer Pickup	0	1,822	0	0	0	0
Salaries and Wages	0	30,516	15,000	41,833	0	0
Taxes, Health/Dental Insurance	0	3,953	10,000	17,598	0	0

## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
TriMet Payroll Tax	0	205	0	0	0	0
Workers Comp - Assessment	0	8	0	0	0	0
Workers Comp - Insurance	0	70	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	0	6,982	0	0	0	0
DMC Admin Services	21,931	17,832	27,250	28,613	0	0
IGA Prof Services Contracts	0	19,322	0	0	0	0
Local Travel	0	17	0	0	0	0
Postage and Delivery	0	0	40,000	0	0	0
Printing and Graphics	0	202	10,792	0	0	0
Professional Services	0	39,844	176,173	45,660	0	0
Public Meetings	0	156	0	0	0	0
Temporary Services	0	22,406	0	0	0	0
<b>Total - Administration</b>	<b>21,931</b>	<b>146,954</b>	<b>279,215</b>	<b>133,704</b>	<b>0</b>	<b>0</b>
Transfers	0	2,231,467	1,164,340	2,790,079	0	0
Contingency	0	0	1,638,487	1,864,343	0	0
Ending Fund Balance	3,689,516	3,054,495	0	0	0	0
<b>Total Requirements</b>	<b>13,153,556</b>	<b>13,260,000</b>	<b>11,360,074</b>	<b>22,508,987</b>	<b>0</b>	<b>0</b>



## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Downtown Waterfront URA

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	309	0	0	0	0
FICA	0	3,349	0	0	0	0
Life and Disability Insurance	0	230	0	0	0	0
National Holiday	0	4,096	0	0	0	0
PERS - Employer	0	2,050	0	0	0	0
PERS - Employer Pickup	0	2,754	0	0	0	0
Personal Holiday	0	1,242	0	0	0	0
Salaries and Wages	0	27,428	0	37,317	0	0
Sick Leave	0	5,923	0	0	0	0
Taxes, Health/Dental Insurance	0	7,653	0	15,699	0	0
TriMet Payroll Tax	0	298	0	0	0	0
Vacation	0	7,609	0	0	0	0
Workers Comp - Assessment	0	15	0	0	0	0
Workers Comp - Insurance	0	66	0	0	0	0

#### Financial Assistance

Grants CY Disbursements	42,500	398,000	0	0	0	0
Loans CY Disbursements	211,747	444,921	250,000	200,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	221,540	0	0	0	0	0
Indirect Cost - Overhead	106,621	0	0	0	0	0
Serv Reimbursements - Pers Serv	48,845	0	0	0	0	0

<b>Total - Business Development</b>	<b>631,253</b>	<b>905,944</b>	<b>250,000</b>	<b>253,016</b>	<b>0</b>	<b>0</b>
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### Housing

#### Personal Services

Bus Pass Reimbursement	0	47	0	0	0	0
FICA	0	2,809	0	0	0	0
Life and Disability Insurance	0	181	0	0	0	0
PERS - Employer	0	1,805	0	0	0	0
PERS - Employer Pickup	0	2,200	0	0	0	0
Salaries and Wages	0	37,095	0	0	0	0
Taxes, Health/Dental Insurance	0	3,517	0	0	0	0
TriMet Payroll Tax	0	249	0	0	0	0
Workers Comp - Assessment	0	12	0	0	0	0
Workers Comp - Insurance	0	102	0	0	0	0

#### Materials and Services

Advertising and Public Notices	462	0	0	0	0	0
IGA Prof Services Contracts	0	79,602	0	0	0	0
Loan Documents	0	51	0	0	0	0
Postage and Delivery	0	22	0	0	0	0
Printing and Graphics	0	0	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Professional Services	184,980	0	0	0	0	0
Rents/Leases - Facilities	26,560	0	0	0	0	0
Temporary Services	0	0	0	0	0	0
<b>Capital Outlay</b>						
Environmental Analysis and Remed	-637	0	0	0	0	0
IGA Infrastructure Construction	0	0	0	517,345	0	0
Leases	0	0	0	0	0	0
Permits, Review and Fees	1,737	774	0	0	0	0
<b>Financial Assistance</b>						
Loans CY Disbursements	3,364,472	296,841	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	576,702	0	0	0	0	0
Indirect Cost - Overhead	112,546	0	0	0	0	0
Serv Reimbursements - Pers Serv	112,139	0	0	0	0	0
<b>Total - Housing</b>	<b>4,378,962</b>	<b>425,306</b>	<b>0</b>	<b>517,345</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	164	0	0	0	0
FICA	9	1,887	0	0	0	0
Life and Disability Insurance	0	114	0	0	0	0
Management Leave	0	790	0	0	0	0
National Holiday	0	2,356	0	0	0	0
PERS - Employer	8	1,260	0	0	0	0
PERS - Employer Pickup	7	1,504	0	0	0	0
Personal Holiday	0	655	0	0	0	0
Salaries and Wages	113	15,419	0	1,945	0	0
Sick Leave	0	1,316	0	0	0	0
Taxes, Health/Dental Insurance	0	3,965	0	819	0	0
TriMet Payroll Tax	1	167	0	0	0	0
Vacation	573	4,101	0	0	0	0
Workers Comp - Assessment	0	8	0	0	0	0
Workers Comp - Insurance	0	41	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	1,580	0	0	0	0	0
Bldg Repairs and Maint - PDC	8,548	400	0	0	0	0
Business Meetings	15	0	0	0	0	0
General Office	26	227	0	0	0	0
Legal	0	34,695	0	0	0	0
Printing and Graphics	5,891	434	0	0	0	0
Professional Services	12,691	0	0	0	0	0
Property Mgmt Fees - RE	0	8,663	0	0	0	0
Property Taxes - RE	0	10,507	0	0	0	0
Property Utilities - RE	4,757	7,673	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Public Meetings	136	0	0	0	0	0
Rents/Leases - Facilities	32,137	5,218	0	0	0	0
Rents/Leases - RE	3,000	38,254	0	0	0	0
Special Events	500	332	0	0	0	0
Temporary Services	0	0	0	0	0	0
Training	567	0	0	0	0	0
Utilities and Water	0	1,442	0	0	0	0
<b>Capital Outlay</b>						
Construction	11,882,588	900,833	862,050	0	0	0
Demolition and Site Preparation	16,529	4,500	0	0	0	0
Environmental Analysis and Remed	5,608	182	0	0	0	0
IGA Infrastructure Prof Serv	0	336,977	0	0	0	0
Percent for Art Contribution	98,135	0	0	0	0	0
Permits, Review and Fees	75,880	1,214	0	0	0	0
Prof and Tech Services	706,353	116,954	78,000	0	0	0
Relocation Administrative Costs	548	0	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	113,041	30,000	105,000	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	1,345,172	0	0	0	0	0
Indirect Cost - Overhead	142,846	0	0	0	0	0
Serv Reimbursements - Pers Serv	104,526	0	0	0	0	0
<b>Total - Infrastructure</b>	<b>14,561,781</b>	<b>1,532,253</b>	<b>1,045,050</b>	<b>2,764</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Personal Services</b>						
Bereavement Leave	0	1,010	0	0	0	0
Bus Pass Reimbursement	7	1,020	0	0	0	0
FICA	355	12,481	0	0	0	0
Life and Disability Insurance	22	784	0	0	0	0
National Holiday	0	9,802	0	0	0	0
PERS - Employer	288	7,533	0	0	0	0
PERS - Employer Pickup	259	9,861	0	0	0	0
Personal Holiday	0	3,916	0	0	0	0
Salaries and Wages	4,682	120,355	197,157	130,081	0	0
Sick Leave	0	6,025	0	0	0	0
Taxes, Health/Dental Insurance	501	20,934	74,052	54,723	0	0
TriMet Payroll Tax	31	1,105	0	0	0	0
Vacation	-1,030	19,769	0	0	0	0
Workers Comp - Assessment	1	47	0	0	0	0
Workers Comp - Insurance	12	320	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	531	320	0	0	0	0
Bldg Repairs and Maint - PDC	17	3,200	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Bldg Repairs and Maint - RE	780	0	0	0	0	0
Business Meetings	347	546	0	0	0	0
Communication Services	422	0	0	0	0	0
Equip Lease and Rentals - PDC	113	0	0	0	0	0
General Office	21	60	0	0	0	0
Legal	1,404	599	120,000	0	0	0
Loan Documents	16	0	0	0	0	0
Loan Servicing	0	41	0	0	0	0
Local Travel	49	23	0	0	0	0
Memberships, Dues, & Certifications	115	0	0	0	0	0
Out of Town Travel	386	0	0	0	0	0
Postage and Delivery	58	0	0	0	0	0
Printing and Graphics	980	127	0	0	0	0
Professional Services	120,172	19,428	0	0	0	0
Property Mgmt Fees - RE	19,628	28,092	147,100	108,600	0	0
Property Taxes - RE	0	34,133	0	0	0	0
Property Utilities - RE	17,391	14,341	0	0	0	0
Rents/Leases - Facilities	46,787	24,789	0	0	0	0
Rents/Leases - RE	0	51,200	0	0	0	0
Special Events	500	1,250	0	0	0	0
Temporary Services	13,558	260	5,000	0	0	0
Training	68	0	0	0	0	0
<b>Capital Outlay</b>						
Demolition and Site Preparation	0	0	347,500	0	0	0
Environmental Analysis and Remed	29,551	9,475	0	0	0	0
IGA Infrastructure Prof Serv	0	69,525	0	0	0	0
Leases	0	0	13,300	15,000	0	0
Permits, Review and Fees	2,103	0	0	0	0	0
Prof and Tech Services	57,060	6,665	0	0	0	0
Relocation Administrative Costs	2,230	0	0	0	0	0
Relocation Direct Costs	5,021	0	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	280,305	189,796	175,000	0	0	0
Loans CY Disbursements	2,037,337	111,989	6,224,000	1,000,000	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	397,022	0	0	0	0	0
Indirect Cost - Overhead	65,689	0	0	0	0	0
Serv Reimbursements - Pers Serv	392,777	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>3,497,566</b>	<b>780,823</b>	<b>7,303,109</b>	<b>1,308,404</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Salaries and Wages	0	0	0	46,761	0	0
Taxes, Health/Dental Insurance	0	0	0	19,671	0	0

## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
<b>Materials and Services</b>						
Bond Underwriter Fees	0	350	0	0	0	0
DMC Admin Services	34,726	18,773	8,000	8,000	0	0
IGA Prof Services Contracts	0	30,915	0	0	0	0
Professional Services	0	0	19,789	0	0	0
<b>Total - Administration</b>	<b>34,726</b>	<b>50,038</b>	<b>27,789</b>	<b>74,432</b>	<b>0</b>	<b>0</b>
Transfers	80,000	1,437,241	1,377,538	276,136	0	0
Contingency	0	0	11,728,210	9,906,977	0	0
Ending Fund Balance	13,859,083	17,019,037	0	0	0	0
<b>Total Requirements</b>	<b>37,043,371</b>	<b>22,150,642</b>	<b>21,731,696</b>	<b>12,339,074</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Gateway Regional Center URA

### Business Development

#### Personal Services

Bereavement Leave	0	1,000	0	0	0	0
Bus Pass Reimbursement	5	102	0	0	0	0
FICA	38	2,580	0	0	0	0
Life and Disability Insurance	3	173	0	0	0	0
National Holiday	0	257	0	0	0	0
PERS - Employer	34	1,545	0	0	0	0
PERS - Employer Pickup	30	1,963	0	0	0	0
Salaries and Wages	506	31,325	0	56,951	0	0
Sick Leave	0	518	0	0	0	0
Taxes, Health/Dental Insurance	46	4,841	0	23,959	0	0
TriMet Payroll Tax	3	230	0	0	0	0
Vacation	0	1,785	0	0	0	0
Workers Comp - Assessment	0	11	0	0	0	0
Workers Comp - Insurance	1	53	0	0	0	0

#### Materials and Services

Advertising and Public Notices	0	0	0	3,990	0	0
Business Meetings	0	37	0	0	0	0
Out of Town Travel	0	0	0	3,990	0	0
Professional Services	0	21,687	0	2,565	0	0
Public Meetings	201	0	0	0	0	0
Special Events	0	0	0	3,705	0	0

#### Financial Assistance

Grants CY Disbursements	0	29,625	0	0	0	0
Loans CY Disbursements	150,000	0	251,000	525,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	82,354	0	0	0	0	0
Indirect Cost - Overhead	29,854	0	0	0	0	0
Serv Reimbursements - Pers Serv	49,321	0	0	0	0	0

<b>Total - Business Development</b>	<b>312,396</b>	<b>97,731</b>	<b>251,000</b>	<b>620,160</b>	<b>0</b>	<b>0</b>
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### Housing

#### Personal Services

Bus Pass Reimbursement	0	73	0	0	0	0
FICA	0	1,494	0	0	0	0
Life and Disability Insurance	0	98	0	0	0	0
PERS - Employer	0	1,044	0	0	0	0
PERS - Employer Pickup	0	1,188	0	0	0	0
Salaries and Wages	0	19,807	0	0	0	0
Taxes, Health/Dental Insurance	0	1,746	0	0	0	0
TriMet Payroll Tax	0	132	0	0	0	0
Workers Comp - Assessment	0	7	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Workers Comp - Insurance	0	30	0	0	0	0
<b>Materials and Services</b>						
IGA Prof Services Contracts	0	62,059	0	0	0	0
PHB Project Expenditures - MS/PS	0	0	111,826	114,081	0	0
PHB Project Expenditures CO/FA	0	0	46,619	589,000	0	0
Property Mgmt Fees - RE	0	11,119	0	0	0	0
Property Mgmt Other - RE	0	12	0	0	0	0
Property Utilities - RE	0	1,742	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	5,600	1,907,242	0	0	0	0
Environmental Analysis and Remed	2,245	3,990	0	0	0	0
Prof and Tech Services	0	1,465	0	0	0	0
<b>Financial Assistance</b>						
Loans CY Disbursements	90,801	54,551	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	101,138	0	0	0	0	0
Indirect Cost - Overhead	14,049	0	0	0	0	0
Serv Reimbursements - Pers Serv	71,099	0	0	0	0	0
<b>Total - Housing</b>	<b>284,931</b>	<b>2,067,796</b>	<b>158,445</b>	<b>703,081</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	207	0	0	0	0
FICA	0	2,334	0	0	0	0
Life and Disability Insurance	0	149	0	0	0	0
PERS - Employer	0	1,573	0	0	0	0
PERS - Employer Pickup	0	1,848	0	0	0	0
Salaries and Wages	0	30,874	0	35,989	0	0
Taxes, Health/Dental Insurance	0	2,868	0	15,140	0	0
TriMet Payroll Tax	0	207	0	0	0	0
Workers Comp - Assessment	0	11	0	0	0	0
Workers Comp - Insurance	0	49	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	135	1,337	0	0	0	0
Bldg Repairs and Maint - PDC	17	0	0	0	0	0
Business Meetings	18	0	0	0	0	0
General Office	15	119	0	0	0	0
IGA Prof Services Contracts	0	8,390	0	0	0	0
Local Travel	8	54	0	0	0	0
Memberships, Dues, & Certifications	433	0	0	0	0	0
Postage and Delivery	13	0	0	0	0	0
Printing and Graphics	35,282	40	0	0	0	0
Professional Services	47,213	48,850	260,000	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Property Mgmt Fees - RE	8,783	6,268	0	2,000	0	0
Property Taxes - RE	886	917	0	0	0	0
Property Utilities - RE	7,638	12,423	0	0	0	0
Public Meetings	906	1,351	0	0	0	0
Publications and Resource Mat'ls	0	106	0	0	0	0
Rents/Leases - Facilities	3,235	0	0	0	0	0
Rents/Leases - RE	0	3,193	5,000	0	0	0
Special Events	3,658	1,192	0	0	0	0
Temporary Services	6,054	635	30,000	0	0	0
<b>Capital Outlay</b>						
Acquisitions	2,138,685	0	83,000	0	0	0
Demolition and Site Preparation	0	55,884	0	0	0	0
Environmental Analysis and Remed	30,191	520,450	0	0	0	0
IGA Infrastructure Planning	0	0	0	383,000	0	0
IGA Infrastructure Prof Serv	0	39,122	0	500,000	0	0
Leases	0	0	0	0	0	0
Permits, Review and Fees	0	9,877	0	0	0	0
Prof and Tech Services	58,580	9,682	410,000	0	0	0
<b>Financial Assistance</b>						
Loans CY Disbursements	0	0	80,000	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	374,098	0	0	0	0	0
Indirect Cost - Overhead	34,212	0	0	0	0	0
Serv Reimbursements - Pers Serv	84,004	0	0	0	0	0
<b>Total - Infrastructure</b>	<b>2,834,063</b>	<b>760,008</b>	<b>868,000</b>	<b>936,129</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	596	0	0	0	0
FICA	0	6,553	0	0	0	0
Life and Disability Insurance	0	428	0	0	0	0
National Holiday	0	2,459	0	0	0	0
PERS - Employer	0	4,195	0	0	0	0
PERS - Employer Pickup	0	5,240	0	0	0	0
Personal Holiday	0	273	0	0	0	0
Salaries and Wages	0	80,207	209,639	135,115	0	0
Sick Leave	0	1,096	0	0	0	0
Taxes, Health/Dental Insurance	0	11,595	78,740	56,843	0	0
TriMet Payroll Tax	0	578	0	0	0	0
Vacation	-269	3,731	0	0	0	0
Workers Comp - Assessment	0	30	0	0	0	0
Workers Comp - Insurance	0	156	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	2,700	1,710	0	0	0	0



## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Bldg Repairs and Maint - PDC	0	6	0	0	0	0
Bldg Repairs and Maint - RE	0	0	0	20,000	0	0
Business Meetings	0	4	0	0	0	0
General Office	9	23	0	0	0	0
Local Travel	0	8	0	0	0	0
Memberships, Dues, & Certifications	0	365	0	0	0	0
Postage and Delivery	0	26	0	0	0	0
Printing and Graphics	0	411	0	0	0	0
Professional Services	0	13,033	200,000	220,000	0	0
Public Meetings	0	93	0	0	0	0
Publications and Resource Mat'ls	0	-1	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	0	0	510,000	0	0	0
Environmental Analysis and Remed	37,742	106,114	0	0	0	0
Prof and Tech Services	14,244	4,920	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	134,499	125,249	200,000	225,000	0	0
Loans CY Disbursements	0	0	250,000	250,000	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	62,562	0	0	0	0	0
Indirect Cost - Overhead	16,087	0	0	0	0	0
Serv Reimbursements - Pers Serv	65,327	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>332,902</b>	<b>369,098</b>	<b>1,448,379</b>	<b>906,958</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Salaries and Wages	0	0	0	29,101	0	0
Taxes, Health/Dental Insurance	0	0	0	12,242	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	0	0	3,000	3,000	0	0
DMC Admin Services	6,262	9,686	10,000	10,000	0	0
<b>Total - Administration</b>	<b>6,262</b>	<b>9,686</b>	<b>13,000</b>	<b>54,343</b>	<b>0</b>	<b>0</b>
Transfers	0	984,362	934,511	671,447	0	0
Contingency	0	0	2,324,032	1,656,226	0	0
Ending Fund Balance	2,667,543	2,294,762	0	0	0	0
<b>Total Requirements</b>	<b>6,438,098</b>	<b>6,583,443</b>	<b>5,997,367</b>	<b>5,548,344</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Interstate Corridor URA

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	154	0	0	0	0
FICA	0	5,325	0	0	0	0
Life and Disability Insurance	0	341	0	0	0	0
PERS - Employer	0	3,014	0	0	0	0
PERS - Employer Pickup	0	3,850	0	0	0	0
Salaries and Wages	0	71,528	0	222,523	0	0
Taxes, Health/Dental Insurance	0	9,282	0	93,615	0	0
TriMet Payroll Tax	0	474	0	0	0	0
Workers Comp - Assessment	0	24	0	0	0	0
Workers Comp - Insurance	0	114	0	0	0	0

#### Materials and Services

General Office	0	0	0	11,970	0	0
Loan Documents	596	0	0	0	0	0
Local Travel	7	0	0	0	0	0
Out of Town Travel	0	0	0	11,970	0	0
Printing and Graphics	158	0	0	0	0	0
Professional Services	2,113	26,688	0	332,695	0	0
Public Meetings	156	0	0	0	0	0
Special Events	0	20,000	0	11,115	0	0
Temporary Services	0	7,094	0	0	0	0

#### Capital Outlay

IGA Infrastructure Construction	0	0	0	902,656	0	0
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#### Financial Assistance

Grants CY Disbursements	38,438	259,544	50,000	50,000	0	0
Loans CY Disbursements	583,982	383,316	2,205,000	1,500,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	262,576	0	0	0	0	0
Indirect Cost - Overhead	106,088	0	0	0	0	0
Serv Reimbursements - Pers Serv	85,956	0	0	0	0	0

<b>Total - Business Development</b>	<b>1,080,070</b>	<b>790,748</b>	<b>2,255,000</b>	<b>3,136,544</b>	<b>0</b>	<b>0</b>
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### Housing

#### Personal Services

Bereavement Leave	0	600	0	0	0	0
Bus Pass Reimbursement	0	1,161	0	0	0	0
FICA	0	19,476	0	0	0	0
Life and Disability Insurance	0	1,175	0	0	0	0
National Holiday	0	6,802	0	0	0	0
PERS - Employer	0	12,827	0	0	0	0
PERS - Employer Pickup	0	15,475	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Personal Holiday	0	2,923	0	0	0	0
Salaries and Wages	0	233,537	0	0	0	0
Sick Leave	0	5,462	0	0	0	0
Taxes, Health/Dental Insurance	459	36,802	0	0	0	0
TriMet Payroll Tax	0	1,723	0	0	0	0
Vacation	865	10,606	0	0	0	0
Workers Comp - Assessment	0	91	0	0	0	0
Workers Comp - Insurance	0	559	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	5,110	9,477	0	0	0	0
Equip Lease and Rentals - PDC	88	0	0	0	0	0
IGA Prof Services Contracts	0	193,069	0	0	0	0
Legal	0	2,349	0	0	0	0
Loan Documents	112	705	0	0	0	0
Local Travel	890	155	0	0	0	0
Out of Town Travel	834	0	0	0	0	0
PHB Project Expenditures - MS/PS	0	0	1,242,343	784,890	0	0
PHB Project Expenditures CO/FA	0	0	4,028,805	2,782,953	0	0
Postage and Delivery	508	0	0	0	0	0
Printing and Graphics	1,271	0	0	0	0	0
Professional Services	50,190	9,500	0	0	0	0
Property Mgmt Fees - RE	38,244	50,781	0	0	0	0
Property Taxes - RE	0	3,657	0	0	0	0
Property Utilities - RE	6,555	5,421	0	0	0	0
Public Meetings	340	0	0	0	0	0
Special Events	750	470	0	0	0	0
Temporary Services	817	878	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	1,720,396	0	0	0	0	0
Environmental Analysis and Remed	3,492	3,500	0	0	0	0
IGA Infrastructure Construction	0	0	0	1,400,000	0	0
Permits, Review and Fees	5,111	0	0	0	0	0
Prof and Tech Services	2,890	0	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	272,820	0	0	0	0	0
Loans CY Disbursements	7,444,815	2,969,166	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	1,316,240	0	0	0	0	0
Indirect Cost - Overhead	210,248	0	0	0	0	0
Serv Reimbursements - Pers Serv	338,249	0	0	0	0	0
<b>Total - Housing</b>	<b>11,421,295</b>	<b>3,598,350</b>	<b>5,271,148</b>	<b>4,967,843</b>	<b>0</b>	<b>0</b>

### Infrastructure

#### Personal Services

## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Bus Pass Reimbursement	0	1,349	0	0	0	0
FICA	0	5,770	0	0	0	0
Life and Disability Insurance	0	388	0	0	0	0
National Holiday	0	2,930	0	0	0	0
PERS - Employer	0	3,485	0	0	0	0
PERS - Employer Pickup	0	4,617	0	0	0	0
Personal Holiday	0	1,412	0	0	0	0
Salaries and Wages	0	60,751	0	26,358	0	0
Sick Leave	0	4,456	0	0	0	0
Taxes, Health/Dental Insurance	0	11,716	0	11,088	0	0
TriMet Payroll Tax	0	510	0	0	0	0
Vacation	-1,103	7,416	0	0	0	0
Workers Comp - Assessment	0	23	0	0	0	0
Workers Comp - Insurance	0	139	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	3,369	301	0	0	0	0
Business Meetings	475	150	0	0	0	0
General Office	28	69	0	0	0	0
Local Travel	10	33	0	0	0	0
Memberships, Dues, & Certifications	612	505	0	0	0	0
Postage and Delivery	46	0	0	0	0	0
Printing and Graphics	585	1,104	0	0	0	0
Professional Services	37,638	36,710	0	0	0	0
Property Mgmt Fees - RE	5,634	8,191	0	0	0	0
Property Utilities - RE	304	445	0	0	0	0
Public Meetings	1,971	713	0	0	0	0
Publications and Resource Mat'ls	0	19	0	0	0	0
Special Events	1,923	0	0	0	0	0
Temporary Services	48,518	6,753	0	0	0	0
Training	175	0	0	0	0	0
Training Travel	0	4,369	0	0	0	0
<b>Capital Outlay</b>						
Construction	1,790,032	836,447	4,053,849	0	0	0
Environmental Analysis and Remed	81	2,700	0	0	0	0
IGA Infrastructure Construction	0	1,820,811	0	2,515,000	0	0
IGA Infrastructure Planning	0	0	0	500,000	0	0
IGA Infrastructure Prof Serv	0	70,385	0	0	0	0
Percent for Art Contribution	6,287	0	0	0	0	0
Prof and Tech Services	440,056	-8,500	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	665,034	0	0	0	0	0
Indirect Cost - Overhead	54,077	0	0	0	0	0
Serv Reimbursements - Pers Serv	370,449	0	0	0	0	0
<b>Total - Infrastructure</b>	<b>3,426,200</b>	<b>2,886,167</b>	<b>4,053,849</b>	<b>3,052,446</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Property Redevelopment</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	1,194	0	0	0	0
FICA	18	22,759	0	0	0	0
Life and Disability Insurance	1	1,440	0	0	0	0
National Holiday	0	12,152	0	0	0	0
PERS - Employer	14	13,589	0	0	0	0
PERS - Employer Pickup	13	18,101	0	0	0	0
Personal Holiday	0	4,834	0	0	0	0
Salaries and Wages	0	235,690	609,776	372,971	0	0
Sick Leave	0	12,557	0	0	0	0
Taxes, Health/Dental Insurance	30	44,062	226,769	156,903	0	0
TriMet Payroll Tax	2	2,012	0	0	0	0
Vacation	2,849	27,865	0	0	0	0
Workers Comp - Assessment	0	92	0	0	0	0
Workers Comp - Insurance	0	577	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	984	3,691	0	0	0	0
Business Meetings	0	344	0	0	0	0
General Office	178	120	0	0	0	0
Loan Documents	143	176	0	0	0	0
Loan Servicing	0	71	0	0	0	0
Local Travel	10	9	0	0	0	0
Miscellaneous	0	400	0	0	0	0
Postage and Delivery	0	153	0	0	0	0
Printing and Graphics	891	841	0	0	0	0
Professional Services	162,490	170,346	325,000	210,000	0	0
Property Mgmt Fees - RE	2,456	0	0	500,000	0	0
Property Utilities - RE	455	0	0	0	0	0
Public Meetings	1,066	1,273	0	0	0	0
Special Events	5,000	0	0	0	0	0
Temporary Services	0	3,771	0	0	0	0
Training	0	125	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	0	0	4,800,000	1,500,000	0	0
Construction	0	5,000	0	0	0	0
IGA Infrastructure Prof Serv	0	82,561	0	0	0	0
Prof and Tech Services	5,000	14,552	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	566,211	1,010,885	4,127,714	1,250,000	0	0
Loans CY Disbursements	205,651	930,899	3,970,333	2,200,000	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	299,704	0	0	0	0	0
Indirect Cost - Overhead	58,435	0	0	0	0	0
Serv Reimbursements - Pers Serv	154,815	0	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Total - Property Redevelopment</b>	<b>1,466,414</b>	<b>2,622,142</b>	<b>14,059,592</b>	<b>6,189,874</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	8	0	0	0	0
FICA	0	2,278	0	0	0	0
Life and Disability Insurance	0	147	0	0	0	0
PERS - Employer	0	1,454	0	0	0	0
PERS - Employer Pickup	0	1,957	0	0	0	0
Salaries and Wages	0	32,818	20,000	35,824	0	0
Taxes, Health/Dental Insurance	0	4,348	10,000	15,069	0	0
TriMet Payroll Tax	0	221	0	0	0	0
Workers Comp - Assessment	0	9	0	0	0	0
Workers Comp - Insurance	0	74	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	0	4,310	0	0	0	0
DMC Admin Services	12,372	30,917	20,438	21,459	0	0
IGA Prof Services Contracts	0	36,712	0	0	0	0
Legal	0	500	0	0	0	0
Local Travel	0	73	0	0	0	0
Postage and Delivery	0	0	10,000	0	0	0
Printing and Graphics	0	130	27,995	0	0	0
Professional Services	0	49,484	366,998	68,440	0	0
Public Meetings	0	535	0	0	0	0
Temporary Services	0	6,779	0	0	0	0
<b>Total - Administration</b>	<b>12,372</b>	<b>172,752</b>	<b>455,431</b>	<b>140,792</b>	<b>0</b>	<b>0</b>
Transfers	604,002	3,284,717	3,151,794	2,025,032	0	0
Contingency	0	0	8,947,838	3,649,884	0	0
Ending Fund Balance	1,281,835	2,392,256	0	0	0	0
<b>Total Requirements</b>	<b>19,292,187</b>	<b>15,747,132</b>	<b>38,194,652</b>	<b>23,162,415</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Lents Town Center URA

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	125	0	0	0	0
FICA	7	4,038	0	0	0	0
Life and Disability Insurance	1	258	0	0	0	0
PERS - Employer	6	2,191	0	0	0	0
PERS - Employer Pickup	6	2,900	0	0	0	0
Salaries and Wages	96	54,424	0	182,523	0	0
Taxes, Health/Dental Insurance	27	6,666	0	76,786	0	0
TriMet Payroll Tax	1	361	0	0	0	0
Workers Comp - Assessment	0	18	0	0	0	0
Workers Comp - Insurance	0	85	0	0	0	0

#### Materials and Services

Advertising and Public Notices	0	0	0	10,640	0	0
Local Travel	6	35	0	0	0	0
Out of Town Travel	0	0	0	10,640	0	0
Professional Services	0	36,920	88,500	221,840	0	0
Special Events	0	0	0	9,880	0	0
Temporary Services	0	7,094	0	0	0	0

#### Financial Assistance

Grants CY Disbursements	0	190,250	0	0	0	0
Loans CY Disbursements	2,821	259,490	1,088,500	1,030,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	168,421	0	0	0	0	0
Indirect Cost - Overhead	63,973	0	0	0	0	0
Serv Reimbursements - Pers Serv	62,584	0	0	0	0	0

<b>Total - Business Development</b>	<b>297,949</b>	<b>564,854</b>	<b>1,177,000</b>	<b>1,542,309</b>	<b>0</b>	<b>0</b>
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### Housing

#### Personal Services

Bus Pass Reimbursement	0	1,013	0	0	0	0
FICA	0	18,221	0	0	0	0
Life and Disability Insurance	17	1,070	0	0	0	0
Management Leave	0	1,352	0	0	0	0
National Holiday	0	7,368	0	0	0	0
PERS - Employer	0	11,774	0	0	0	0
PERS - Employer Pickup	0	14,193	0	0	0	0
Personal Holiday	0	2,410	0	0	0	0
Salaries and Wages	0	204,982	0	0	0	0
Sick Leave	0	7,383	0	0	0	0
Taxes, Health/Dental Insurance	0	36,676	0	0	0	0
TriMet Payroll Tax	0	1,613	0	0	0	0
Vacation	5,401	12,193	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Workers Comp - Assessment	0	83	0	0	0	0
Workers Comp - Insurance	0	548	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	10,272	8,516	0	0	0	0
Equip Lease and Rentals - PDC	0	14	0	0	0	0
IGA Prof Services Contracts	0	160,963	0	0	0	0
Loan Appraisals	1,980	0	0	0	0	0
Loan Documents	539	353	0	0	0	0
Local Travel	622	1,056	0	0	0	0
PHB Project Expenditures - MS/PS	0	0	740,090	727,520	0	0
PHB Project Expenditures CO/FA	0	0	4,170,874	6,235,852	0	0
Postage and Delivery	508	0	0	0	0	0
Printing and Graphics	751	135	0	0	0	0
Professional Services	6,500	25,725	0	0	0	0
Property Mgmt Fees - RE	11,573	54,065	0	0	0	0
Property Utilities - RE	1,882	6,941	0	0	0	0
Public Meetings	200	0	0	0	0	0
Special Events	10,750	1,056	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	1,999,796	0	0	0	0	0
Prof and Tech Services	15,631	0	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	122,088	125,000	0	0	0	0
Loans CY Disbursements	3,870,632	3,670,341	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	1,126,982	0	0	0	0	0
Indirect Cost - Overhead	177,592	0	0	0	0	0
Serv Reimbursements - Pers Serv	339,069	0	0	0	0	0
<b>Total - Housing</b>	<b>7,702,785</b>	<b>4,375,043</b>	<b>4,910,964</b>	<b>6,963,372</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	98	0	0	0	0
FICA	0	3,972	0	0	0	0
Life and Disability Insurance	0	252	0	0	0	0
PERS - Employer	0	2,571	0	0	0	0
PERS - Employer Pickup	0	3,145	0	0	0	0
Salaries and Wages	0	52,365	27,010	42,531	0	0
Taxes, Health/Dental Insurance	0	7,890	9,990	17,893	0	0
TriMet Payroll Tax	0	352	0	0	0	0
Vacation	-2,258	0	0	0	0	0
Workers Comp - Assessment	0	17	0	0	0	0
Workers Comp - Insurance	0	86	0	0	0	0



## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Materials and Services</b>						
Advertising and Public Notices	47	2,782	0	0	0	0
IGA Prof Services Contracts	0	56,050	0	0	0	0
Local Travel	0	8	0	0	0	0
Printing and Graphics	1,131	231	0	0	0	0
Professional Services	40,492	62,027	20,000	0	0	0
Property Mgmt Fees - RE	555	0	0	0	0	0
Public Meetings	0	858	0	0	0	0
Special Events	1,000	238	0	0	0	0
<b>Capital Outlay</b>						
Construction	975,647	-135	1,296,000	0	0	0
Demolition and Site Preparation	0	0	270,000	0	0	0
IGA Infrastructue Other Soft	0	0	0	2,397,000	0	0
IGA Infrastructure Construction	0	126,998	0	0	0	0
IGA Infrastructure Planning	0	80,340	0	445,000	0	0
IGA Infrastructure Prof Serv	0	27,000	0	0	0	0
Prof and Tech Services	64,138	4,497	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	15,000	608,288	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	346,955	0	0	0	0	0
Indirect Cost - Overhead	28,841	0	0	0	0	0
Serv Reimbursements - Pers Serv	47,094	0	0	0	0	0
<b>Total - Infrastructure</b>	<b>1,518,643</b>	<b>1,039,928</b>	<b>1,623,000</b>	<b>2,902,424</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	1,050	0	0	0	0
Compensatory Time	150	599	0	0	0	0
FICA	0	21,799	0	0	0	0
Jury Duty	0	674	0	0	0	0
Life and Disability Insurance	-40	1,439	0	0	0	0
Management Leave	0	546	0	0	0	0
National Holiday	0	10,260	0	0	0	0
PERS - Employer	0	13,563	0	0	0	0
PERS - Employer Pickup	0	17,314	0	0	0	0
Personal Holiday	0	3,412	0	0	0	0
Salaries and Wages	0	247,035	363,282	321,547	0	0
Sick Leave	0	9,609	0	0	0	0
Taxes, Health/Dental Insurance	1,556	53,618	136,166	135,270	0	0
TriMet Payroll Tax	0	1,926	0	0	0	0
Vacation	-703	19,467	0	0	0	0
Workers Comp - Assessment	0	94	0	0	0	0
Workers Comp - Insurance	0	530	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Materials and Services</b>						
Advertising and Public Notices	1,474	2,962	0	0	0	0
Bldg Repairs and Maint - PDC	3,936	538	0	0	0	0
Bldg Repairs and Maint - RE	0	0	0	51,000	0	0
Business Meetings	682	339	0	0	0	0
General Office	140	201	0	0	0	0
Loan Documents	1,212	47	0	0	0	0
Local Travel	39	302	0	0	0	0
Memberships, Dues, & Certifications	232	853	0	0	0	0
Miscellaneous	0	400	0	0	0	0
Postage and Delivery	212	334	0	0	0	0
Printing and Graphics	542	1,337	0	0	0	0
Professional Services	251,180	170,261	100,000	0	0	0
Property Mgmt Fees - RE	15,491	45,209	30,000	0	0	0
Property Taxes - RE	0	15,483	0	0	0	0
Property Utilities - RE	5,061	8,050	0	0	0	0
Public Meetings	1,679	4,207	0	0	0	0
Publications and Resource Mat'ls	0	145	0	0	0	0
Rents/Leases - Facilities	17,032	0	0	0	0	0
Special Events	10,100	3,063	0	0	0	0
Temporary Services	22,860	776	0	0	0	0
Training	1,204	0	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	1,229,108	2,774,572	663,750	0	0	0
Construction	69,438	36,245	2,147,500	0	0	0
Demolition and Site Preparation	2,493	3,900	0	0	0	0
Environmental Analysis and Remed	40,305	62,584	0	195,000	0	0
IGA Infrastructure Other Soft	0	0	0	406,550	0	0
IGA Infrastructure Planning	0	0	0	457,450	0	0
IGA Infrastructure Prof Serv	0	0	0	100,000	0	0
Permits, Review and Fees	25,908	2,678	0	0	0	0
Prof and Tech Services	108,310	70,596	360,000	0	0	0
Relocation Direct Costs	300	33,861	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	213,615	404,320	550,000	700,000	0	0
Loans CY Disbursements	0	119,512	2,048,750	1,350,000	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	509,743	0	0	0	0	0
Indirect Cost - Overhead	67,358	0	0	0	0	0
Serv Reimbursements - Pers Serv	393,668	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>2,994,285</b>	<b>4,165,707</b>	<b>6,399,448</b>	<b>3,716,817</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Salaries and Wages	0	0	0	39,040	0	0

## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Taxes, Health/Dental Insurance	0	0	0	16,422	0	0
<b>Materials and Services</b>						
DMC Admin Services	6,590	21,000	10,000	10,000	0	0
<b>Total - Administration</b>	<b>6,590</b>	<b>21,000</b>	<b>10,000</b>	<b>65,462</b>	<b>0</b>	<b>0</b>
Transfers	0	2,510,596	2,404,942	1,512,095	0	0
Contingency	0	0	7,239,271	218,494	0	0
Ending Fund Balance	2,994,431	15,840,480	0	0	0	0
<b>Total Requirements</b>	<b>15,514,683</b>	<b>28,517,608</b>	<b>23,764,625</b>	<b>16,920,973</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## North Macadam URA

### Business Development

#### Personal Services

FICA	0	464	0	0	0	0
Life and Disability Insurance	0	33	0	0	0	0
PERS - Employer	0	313	0	0	0	0
PERS - Employer Pickup	0	369	0	0	0	0
Salaries and Wages	0	6,159	0	96,430	0	0
Taxes, Health/Dental Insurance	0	1,001	0	40,568	0	0
TriMet Payroll Tax	0	41	0	0	0	0
Workers Comp - Assessment	0	2	0	0	0	0
Workers Comp - Insurance	0	10	0	0	0	0

#### Materials and Services

Advertising and Public Notices	0	0	0	3,990	0	0
General Office	-49	0	0	0	0	0
Local Travel	0	5	0	0	0	0
Out of Town Travel	6,888	0	0	3,990	0	0
Printing and Graphics	0	2,078	0	0	0	0
Professional Services	280,000	303,711	0	2,565	0	0
Special Events	8,280	0	0	3,705	0	0

#### Capital Outlay

Construction	0	184,815	1,196,585	400,000	0	0
Environmental Analysis and Remed	0	20,687	0	0	0	0
Permits, Review and Fees	0	3,893	0	0	0	0
Prof and Tech Services	90,219	71,908	0	0	0	0

#### Financial Assistance

Grants CY Disbursements	0	26,494	450,000	25,000	0	0
Loans CY Disbursements	0	0	0	700,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	295,592	0	0	0	0	0
Indirect Cost - Overhead	160,465	0	0	0	0	0
Serv Reimbursements - Pers Serv	29,205	0	0	0	0	0

<b>Total - Business Development</b>	<b>870,599</b>	<b>621,981</b>	<b>1,646,585</b>	<b>1,276,248</b>	<b>0</b>	<b>0</b>
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### Housing

#### Personal Services

Bus Pass Reimbursement	0	351	0	0	0	0
FICA	0	7,173	0	0	0	0
Life and Disability Insurance	0	448	0	0	0	0
PERS - Employer	0	5,076	0	0	0	0
PERS - Employer Pickup	0	5,804	0	0	0	0
Salaries and Wages	0	96,794	0	0	0	0
Taxes, Health/Dental Insurance	0	14,135	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
TriMet Payroll Tax	0	634	0	0	0	0
Workers Comp - Assessment	0	35	0	0	0	0
Workers Comp - Insurance	0	164	0	0	0	0
<b>Materials and Services</b>						
Business Meetings	0	145	0	0	0	0
DMC Admin Services	0	4,115	0	0	0	0
IGA Prof Services Contracts	0	84,294	0	0	0	0
Loan Foreclosures	0	169	0	0	0	0
Memberships, Dues, & Certifications	1,038	872	0	0	0	0
PHB Project Expenditures - MS/PS	0	0	278,028	343,485	0	0
PHB Project Expenditures CO/FA	0	0	7,100,000	0	0	0
Postage and Delivery	0	23	0	0	0	0
Professional Services	1,000	8,688	0	0	0	0
Property Mgmt Fees - RE	87	0	0	0	0	0
Property Utilities - RE	4,376	4,939	0	0	0	0
<b>Capital Outlay</b>						
Environmental Analysis and Remed	5,002	2,908	0	0	0	0
IGA Infrastructure Construction	0	0	0	5,300,000	0	0
Permits, Review and Fees	0	3,303	0	0	0	0
<b>Financial Assistance</b>						
Loans CY Disbursements	155,640	93,704	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	552,424	0	0	0	0	0
Indirect Cost - Overhead	96,447	0	0	0	0	0
Serv Reimbursements - Pers Serv	62,644	0	0	0	0	0
<b>Total - Housing</b>	<b>878,658</b>	<b>333,772</b>	<b>7,378,028</b>	<b>5,643,485</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	116	0	0	0	0
FICA	0	5,299	0	0	0	0
Life and Disability Insurance	0	359	0	0	0	0
Management Leave	0	940	0	0	0	0
National Holiday	0	6,465	0	0	0	0
PERS - Employer	0	3,703	0	0	0	0
PERS - Employer Pickup	0	4,221	0	0	0	0
Personal Holiday	0	2,088	0	0	0	0
Salaries and Wages	0	46,452	0	55,775	0	0
Sick Leave	0	4,685	0	0	0	0
Taxes, Health/Dental Insurance	0	9,472	0	23,465	0	0
TriMet Payroll Tax	0	469	0	0	0	0
Vacation	611	12,163	0	0	0	0
Workers Comp - Assessment	0	20	0	0	0	0
Workers Comp - Insurance	0	113	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Materials and Services</b>						
IGA Prof Services Contracts	0	90,000	400,000	0	0	0
Legal	37,349	520	0	0	0	0
Loan Documents	11,207	0	0	0	0	0
Local Travel	0	5	0	0	0	0
Postage and Delivery	13	0	0	0	0	0
Professional Services	1,428,621	-212,506	624,717	0	0	0
Property Mgmt Fees - RE	5,655	0	0	0	0	0
Property Utilities - RE	2,982	97	0	0	0	0
<b>Capital Outlay</b>						
Construction	166,000	1,640,065	578,000	0	0	0
Environmental Analysis and Remed	68,767	12,198	0	0	0	0
IGA Infrastructure Construction	0	77,806	100,000	3,735,415	0	0
LID Special Assessments	226,225	0	0	0	0	0
Percent for Art Contribution	23,960	0	0	0	0	0
Permits, Review and Fees	371	0	0	0	0	0
Prof and Tech Services	19,876	4,590	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	1,241,161	0	0	0	0	0
Indirect Cost - Overhead	100,151	0	0	0	0	0
Serv Reimbursements - Pers Serv	179,805	0	0	0	0	0
<b>Total - Infrastructure</b>	<b>3,512,755</b>	<b>1,709,340</b>	<b>1,702,717</b>	<b>3,814,655</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Personal Services</b>						
Bereavement Leave	0	942	0	0	0	0
Bus Pass Reimbursement	0	554	0	0	0	0
FICA	0	8,964	0	0	0	0
Life and Disability Insurance	0	585	0	0	0	0
National Holiday	0	3,557	0	0	0	0
PERS - Employer	0	5,356	0	0	0	0
PERS - Employer Pickup	0	6,120	0	0	0	0
Personal Holiday	0	1,210	0	0	0	0
Salaries and Wages	0	100,338	182,879	140,753	0	0
Sick Leave	0	3,620	0	0	0	0
Taxes, Health/Dental Insurance	0	23,469	68,688	59,215	0	0
TriMet Payroll Tax	0	794	0	0	0	0
Unemployment	0	986	0	0	0	0
Vacation	2,706	7,349	0	0	0	0
Workers Comp - Assessment	0	45	0	0	0	0
Workers Comp - Insurance	0	195	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	5,809	2,778	0	0	0	0
Bldg Repairs and Maint - PDC	0	151	10,000	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Business Meetings	728	128	0	0	0	0
Loan Documents	0	5	0	0	0	0
Local Travel	11	0	0	0	0	0
Memberships, Dues, & Certifications	0	410	0	0	0	0
Printing and Graphics	1,550	0	0	0	0	0
Professional Services	123,180	15,650	105,000	300,000	0	0
Property Mgmt Fees - RE	3,369	4,874	0	15,000	0	0
Property Utilities - RE	76	91	0	0	0	0
Public Meetings	113	453	0	0	0	0
Software Applications	0	115	0	0	0	0
Temporary Services	36,190	0	0	0	0	0
<b>Capital Outlay</b>						
Environmental Analysis and Remed	9,992	46,180	15,000	0	0	0
Permits, Review and Fees	0	26	0	0	0	0
Prof and Tech Services	20,135	0	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	-2,042	3,131	0	150,000	0	0
Loans CY Disbursements	0	15,500	284,500	225,000	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	68,388	0	0	0	0	0
Indirect Cost - Overhead	5,519	0	0	0	0	0
Serv Reimbursements - Pers Serv	237,172	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>512,895</b>	<b>253,577</b>	<b>666,067</b>	<b>889,968</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Salaries and Wages	0	0	0	37,643	0	0
Taxes, Health/Dental Insurance	0	0	0	15,836	0	0
<b>Materials and Services</b>						
Bank Fees	0	5,850	0	0	0	0
DMC Admin Services	12,284	25,540	32,000	32,000	0	0
Legal	0	610	0	0	0	0
Professional Services	0	0	19,787	0	0	0
<b>Total - Administration</b>	<b>12,284</b>	<b>32,000</b>	<b>51,787</b>	<b>85,479</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>						
<b>Debt Service</b>						
Debt Service - Interest	0	38,927	0	0	0	0
Debt Service - Principal	0	1,960,918	3,100,000	0	0	0
<b>Total - Debt Service</b>	<b>0</b>	<b>1,999,844</b>	<b>3,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Transfers	0	2,644,078	1,429,897	757,320	0	0
Contingency	0	0	3,980,048	714,797	0	0
Ending Fund Balance	5,468,583	8,012,556	0	0	0	0
<b>Total Requirements</b>	<b>11,255,774</b>	<b>15,607,149</b>	<b>19,955,129</b>	<b>13,181,952</b>	<b>0</b>	<b>0</b>



## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## River District URA

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	332	0	0	0	0
FICA	0	4,041	0	0	0	0
Life and Disability Insurance	0	266	0	0	0	0
National Holiday	0	2,597	0	0	0	0
PERS - Employer	0	2,687	0	0	0	0
PERS - Employer Pickup	0	3,294	0	0	0	0
Personal Holiday	0	290	0	0	0	0
Salaries and Wages	0	43,129	0	138,845	0	0
Sick Leave	0	4,055	0	0	0	0
Taxes, Health/Dental Insurance	0	7,349	0	58,409	0	0
TriMet Payroll Tax	0	361	0	0	0	0
Vacation	0	5,055	0	0	0	0
Workers Comp - Assessment	0	16	0	0	0	0
Workers Comp - Insurance	0	90	0	0	0	0

#### Materials and Services

Advertising and Public Notices	0	0	0	19,950	0	0
Business Meetings	0	232	0	0	0	0
Out of Town Travel	0	0	0	19,950	0	0
Parking	0	5	0	0	0	0
Professional Services	0	4,500	0	212,825	0	0
Special Events	0	0	0	18,525	0	0

#### Financial Assistance

Grants CY Disbursements	47,400	283,437	0	1,000,000	0	0
Loans CY Disbursements	460,250	331,799	1,250,000	2,000,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	314,864	0	0	0	0	0
Indirect Cost - Overhead	117,284	0	0	0	0	0
Serv Reimbursements - Pers Serv	52,522	0	0	0	0	0

<b>Total - Business Development</b>	<b>992,320</b>	<b>693,533</b>	<b>1,250,000</b>	<b>3,468,504</b>	<b>0</b>	<b>0</b>
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### Housing

#### Personal Services

Bus Pass Reimbursement	0	226	0	0	0	0
FICA	0	9,887	0	0	0	0
Life and Disability Insurance	0	614	0	0	0	0
National Holiday	0	2,156	0	0	0	0
PERS - Employer	0	6,694	0	0	0	0
PERS - Employer Pickup	0	7,874	0	0	0	0
Personal Holiday	0	756	0	0	0	0
Salaries and Wages	0	123,303	0	0	0	0
Sick Leave	0	4,324	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Taxes, Health/Dental Insurance	0	14,893	0	0	0	0
TriMet Payroll Tax	0	874	0	0	0	0
Vacation	1,133	2,289	0	0	0	0
Workers Comp - Assessment	0	46	0	0	0	0
Workers Comp - Insurance	0	243	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	791	0	0	0	0	0
Bank Fees	0	5,000	0	0	0	0
Bond Underwriter Fees	0	200	0	0	0	0
DMC Admin Services	0	88,206	0	0	0	0
IGA Prof Services Contracts	0	116,964	689,564	478,707	0	0
Legal	28,676	64,450	0	0	0	0
Loan Documents	0	15	0	0	0	0
Local Travel	0	8	0	0	0	0
Miscellaneous	0	495	0	0	0	0
PHB Project Expenditures CO/FA	0	0	0	25,747,679	0	0
Printing and Graphics	139	0	0	0	0	0
Professional Services	5,486	0	0	0	0	0
Property Mgmt Fees - RE	4,395	13,616	0	0	0	0
Property Taxes - RE	11,161	109,145	0	0	0	0
Property Utilities - RE	1,042	227	0	0	0	0
Special Events	150	0	0	0	0	0
Temporary Services	3,991	0	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	242,000	3,473,113	0	0	0	0
Closing Costs	31	0	0	0	0	0
Environmental Analysis and Remed	233,065	112,809	0	0	0	0
IGA Infrastructue Other Soft	0	0	430,000	0	0	0
IGA Infrastructure Construction	0	0	17,529,607	0	0	0
Permits, Review and Fees	2,289	38,548	0	0	0	0
Prof and Tech Services	534,210	0	0	0	0	0
Relocation Direct Costs	0	600	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	0	3,054,170	0	0	0	0
Loans CY Disbursements	1,062,700	13,998,300	9,190	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	2,045,908	0	0	0	0	0
Indirect Cost - Overhead	362,165	0	0	0	0	0
Serv Reimbursements - Pers Serv	122,404	0	0	0	0	0
<b>Total - Housing</b>	<b>4,661,734</b>	<b>21,250,044</b>	<b>18,658,361</b>	<b>26,226,386</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	168	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
FICA	0	4,073	0	0	0	0
Life and Disability Insurance	0	263	0	0	0	0
PERS - Employer	0	2,510	0	0	0	0
PERS - Employer Pickup	0	3,248	0	0	0	0
Salaries and Wages	0	54,081	0	112,034	0	0
Taxes, Health/Dental Insurance	0	7,756	0	47,135	0	0
TriMet Payroll Tax	0	360	0	0	0	0
Workers Comp - Assessment	0	18	0	0	0	0
Workers Comp - Insurance	0	90	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	0	251	0	0	0	0
Bldg Repairs and Maint - PDC	0	682	0	0	0	0
Local Travel	58	2	0	0	0	0
Out of Town Travel	93	0	0	0	0	0
Postage and Delivery	18	0	0	0	0	0
Printing and Graphics	1,009	774	0	0	0	0
Professional Services	129,742	7,871	0	0	0	0
Property Mgmt Fees - RE	1,719	1,719	781,500	6,500	0	0
Property Taxes - RE	0	10,885	0	0	0	0
Property Utilities - RE	0	84	0	0	0	0
<b>Capital Outlay</b>						
Construction	0	0	11,523,396	0	0	0
Environmental Analysis and Remed	29,739	32,687	0	60,000	0	0
IGA Infrastructue Other Soft	0	0	0	83,000	0	0
IGA Infrastructure Construction	0	5,166,643	123,000	3,107,000	0	0
IGA Infrastructure Prof Serv	0	1,286,059	0	0	0	0
Percent for Art Contribution	0	22,000	0	0	0	0
Permits, Review and Fees	0	6,390	0	400,000	0	0
Prof and Tech Services	3,074,040	-673,365	577,000	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	736,160	0	0	0	0	0
Indirect Cost - Overhead	64,941	0	0	0	0	0
Serv Reimbursements - Pers Serv	56,304	0	0	0	0	0
<b>Total - Infrastructure</b>	<b>4,093,821</b>	<b>5,935,249</b>	<b>13,004,896</b>	<b>3,815,669</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	15	428	0	0	0	0
FICA	277	21,438	0	0	0	0
Life and Disability Insurance	7	1,395	0	0	0	0
National Holiday	0	10,582	0	0	0	0
PERS - Employer	224	12,376	0	0	0	0
PERS - Employer Pickup	199	15,421	0	0	0	0
Personal Holiday	0	2,405	0	0	0	0
Salaries and Wages	3,462	242,820	565,060	423,591	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Sick Leave	0	8,598	0	0	0	0
Taxes, Health/Dental Insurance	176	34,893	212,240	178,196	0	0
TriMet Payroll Tax	24	1,904	0	0	0	0
Vacation	648	19,001	0	0	0	0
Workers Comp - Assessment	1	92	0	0	0	0
Workers Comp - Insurance	8	528	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	1,733	2,207	0	0	0	0
Bank Fees	1,000	500	0	0	0	0
Bldg Repairs and Maint - PDC	0	19	0	0	0	0
Business Meetings	506	2,107	0	0	0	0
General Office	32	57	0	0	0	0
Legal	61,030	24,742	0	40,000	0	0
Loan Documents	1,480	1,823	0	0	0	0
Local Travel	62	87	0	0	0	0
Memberships, Dues, & Certifications	1,137	0	0	0	0	0
Miscellaneous	0	400	0	0	0	0
Out of Town Travel	1,513	835	0	0	0	0
Parking	0	8	0	0	0	0
Postage and Delivery	191	49	0	0	0	0
Printing and Graphics	2,328	3,256	0	0	0	0
Professional Services	260,681	243,495	0	0	0	0
Property Mgmt Fees - RE	82,367	91,327	473,200	208,000	0	0
Property Taxes - RE	0	5,164	0	0	0	0
Property Utilities - RE	0	548	0	0	0	0
Public Meetings	698	753	0	0	0	0
Publications and Resource Mat'ls	0	75	0	0	0	0
Special Events	2,504	250	0	0	0	0
Temporary Services	11,744	260	0	0	0	0
<b>Capital Outlay</b>						
Acquisitions	0	3,821,566	500,000	420,000	0	0
Construction	0	0	100,000	0	0	0
Demolition and Site Preparation	0	2,071	170,000	0	0	0
Environmental Analysis and Remed	178,738	170,414	0	90,000	0	0
IGA Infrastructure Prof Serv	0	178,158	0	0	0	0
Permits, Review and Fees	4,532	0	0	1,467,000	0	0
Prof and Tech Services	189,903	72,791	250,000	272,000	0	0
Relocation Administrative Costs	0	3,068	0	0	0	0
Relocation Direct Costs	0	30,988	80,000	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	406,855	387,671	944,000	375,000	0	0
Loans CY Disbursements	3,965,079	252,623	11,750,000	5,950,000	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	780,466	0	0	0	0	0
Indirect Cost - Overhead	85,123	0	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Serv Reimbursements - Pers Serv	434,102	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>6,478,845</b>	<b>5,669,193</b>	<b>15,044,500</b>	<b>9,423,787</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
FICA	0	309	0	0	0	0
Life and Disability Insurance	0	19	0	0	0	0
PERS - Employer	0	180	0	0	0	0
PERS - Employer Pickup	0	243	0	0	0	0
Salaries and Wages	0	3,840	72,696	76,118	0	0
Taxes, Health/Dental Insurance	0	482	27,304	32,024	0	0
TriMet Payroll Tax	0	27	0	0	0	0
Workers Comp - Assessment	0	1	0	0	0	0
Workers Comp - Insurance	0	10	0	0	0	0
<b>Materials and Services</b>						
Bank Fees	0	5,000	0	0	0	0
Bond Underwriter Fees	0	3,350	0	0	0	0
DMC Admin Services	49,622	42,108	70,000	50,000	0	0
IGA Prof Services Contracts	0	79,221	0	0	0	0
Professional Services	0	0	150,000	0	0	0
<b>Total - Administration</b>	<b>49,622</b>	<b>134,790</b>	<b>320,000</b>	<b>158,142</b>	<b>0</b>	<b>0</b>
Transfers	0	4,115,425	5,498,256	4,136,778	0	0
Contingency	0	0	6,602,768	11,855,602	0	0
Ending Fund Balance	24,932,236	12,157,166	0	0	0	0
<b>Total Requirements</b>	<b>41,208,579</b>	<b>49,955,399</b>	<b>60,378,781</b>	<b>59,084,868</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## South Park Blocks URA

### Business Development

#### Personal Services

Bereavement Leave	0	310	0	0	0	0
Bus Pass Reimbursement	0	695	0	0	0	0
FICA	0	9,933	0	0	0	0
Life and Disability Insurance	0	652	0	0	0	0
Management Leave	0	345	0	0	0	0
National Holiday	0	4,426	0	0	0	0
PERS - Employer	0	6,461	0	0	0	0
PERS - Employer Pickup	0	8,089	0	0	0	0
Personal Holiday	0	1,241	0	0	0	0
Salaries and Wages	15	118,598	0	41,565	0	0
Sick Leave	0	2,172	0	0	0	0
Taxes, Health/Dental Insurance	0	22,143	0	17,487	0	0
TriMet Payroll Tax	0	883	0	0	0	0
Vacation	-107	7,735	0	0	0	0
Workers Comp - Assessment	0	44	0	0	0	0
Workers Comp - Insurance	0	251	0	0	0	0

#### Materials and Services

Advertising and Public Notices	803	334	0	0	0	0
Business Meetings	167	82	0	0	0	0
General Office	0	176	0	0	0	0
Loan Documents	0	30	0	0	0	0
Local Travel	0	21	0	0	0	0
Miscellaneous	0	79	0	0	0	0
Out of Town Travel	0	13,496	0	0	0	0
Postage and Delivery	0	456	0	0	0	0
Printing and Graphics	0	450	0	0	0	0
Professional Services	200,096	286,157	0	0	0	0
Property Taxes - RE	0	16,808	0	0	0	0
Public Meetings	978	833	0	0	0	0
Software Applications	0	444	0	0	0	0
Special Events	428	1,781	0	0	0	0
Temporary Services	0	13,338	0	0	0	0

#### Financial Assistance

Grants CY Disbursements	0	139,250	0	0	0	0
Loans CY Disbursements	0	0	7,717,956	275,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	345,342	0	0	0	0	0
Indirect Cost - Overhead	35,530	0	0	0	0	0
Serv Reimbursements - Pers Serv	73,956	0	0	0	0	0

<b>Total - Business Development</b>	<b>657,207</b>	<b>657,716</b>	<b>7,717,956</b>	<b>334,052</b>	<b>0</b>	<b>0</b>
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## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Housing</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	28	0	0	0	0
FICA	0	3,814	0	0	0	0
Life and Disability Insurance	0	225	0	0	0	0
PERS - Employer	0	2,563	0	0	0	0
PERS - Employer Pickup	0	2,977	0	0	0	0
Salaries and Wages	0	50,174	0	0	0	0
Taxes, Health/Dental Insurance	0	5,491	0	0	0	0
TriMet Payroll Tax	0	338	0	0	0	0
Workers Comp - Assessment	0	16	0	0	0	0
Workers Comp - Insurance	0	308	0	0	0	0
<b>Materials and Services</b>						
IGA Prof Services Contracts	0	73,603	0	0	0	0
Legal	0	405	0	0	0	0
PHB Project Expenditures - MS/PS	0	0	296,520	229,769	0	0
PHB Project Expenditures CO/FA	0	0	3,667,778	35,000	0	0
Professional Services	2,486	0	0	0	0	0
Property Mgmt Fees - RE	115,078	42,000	0	0	0	0
Property Taxes - RE	8,990	3,498	0	0	0	0
Temporary Services	818	878	0	0	0	0
<b>Capital Outlay</b>						
IGA Infrastructure Other Soft	0	0	0	86,000	0	0
IGA Infrastructure Construction	0	0	0	1,890,600	0	0
Permits, Review and Fees	0	4,438	0	0	0	0
Relocation Administrative Costs	126,780	0	0	0	0	0
Relocation Direct Costs	303,351	0	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	80,000	0	0	0	0	0
Loans CY Disbursements	4,170,275	9,005,998	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	1,101,625	0	0	0	0	0
Indirect Cost - Overhead	194,517	0	0	0	0	0
Serv Reimbursements - Pers Serv	109,540	0	0	0	0	0
<b>Total - Housing</b>	<b>6,213,459</b>	<b>9,196,754</b>	<b>3,964,298</b>	<b>2,241,369</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Personal Services</b>						
FICA	0	127	0	0	0	0
Life and Disability Insurance	0	9	0	0	0	0
PERS - Employer	0	87	0	0	0	0
PERS - Employer Pickup	0	102	0	0	0	0
Salaries and Wages	0	1,703	0	0	0	0
Taxes, Health/Dental Insurance	0	389	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
TriMet Payroll Tax	0	11	0	0	0	0
Workers Comp - Assessment	0	1	0	0	0	0
Workers Comp - Insurance	0	3	0	0	0	0
<b>Materials and Services</b>						
Business Meetings	0	27	0	0	0	0
Professional Services	4,425	0	0	0	0	0
<b>Capital Outlay</b>						
Construction	1,288,150	1,283,015	0	0	0	0
IGA Infrastructure Construction	0	358,449	0	100,000	0	0
IGA Infrastructure Prof Serv	0	133,770	50,000	0	0	0
Percent for Art Contribution	0	2,730	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	0	0	112,427	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	391,766	0	0	0	0	0
Indirect Cost - Overhead	42,581	0	0	0	0	0
Serv Reimbursements - Pers Serv	40,008	0	0	0	0	0
<b>Total - Infrastructure</b>	<b>1,766,930</b>	<b>1,780,423</b>	<b>162,427</b>	<b>100,000</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	7	96	0	0	0	0
FICA	70	2,858	0	0	0	0
Life and Disability Insurance	3	195	0	0	0	0
PERS - Employer	39	1,807	0	0	0	0
PERS - Employer Pickup	35	2,306	0	0	0	0
Salaries and Wages	1,006	38,694	196,544	115,292	0	0
Taxes, Health/Dental Insurance	82	4,866	73,822	48,504	0	0
TriMet Payroll Tax	6	252	0	0	0	0
Workers Comp - Assessment	0	14	0	0	0	0
Workers Comp - Insurance	2	67	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	82	334	0	0	0	0
Business Meetings	1,013	417	0	0	0	0
General Office	0	56	0	0	0	0
Loan Documents	336	0	0	0	0	0
Local Travel	33	10	0	0	0	0
Memberships, Dues, & Certifications	46	0	0	0	0	0
Out of Town Travel	155	0	0	0	0	0
Postage and Delivery	130	4	0	0	0	0
Printing and Graphics	540	0	0	0	0	0
Professional Services	307,455	154,708	0	0	0	0
Property Mgmt Fees - RE	40	305	0	0	0	0



## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Property Taxes - RE	17,931	11,226	0	0	0	0
Property Utilities - RE	852	1,039	0	0	0	0
Public Meetings	180	0	0	0	0	0
Special Events	3,000	0	0	0	0	0
Temporary Services	8,917	260	0	0	0	0
Training	55	0	0	0	0	0
<b>Capital Outlay</b>						
Construction	2,000,000	0	0	0	0	0
IGA Infrastructure Construction	0	26,314	0	0	0	0
Percent for Art Contribution	0	40,000	0	0	0	0
Prof and Tech Services	73,701	15,141	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	201,260	294,467	124,000	118,000	0	0
Loans CY Disbursements	0	50,000	908,000	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	900,752	0	0	0	0	0
Indirect Cost - Overhead	153,352	0	0	0	0	0
Serv Reimbursements - Pers Serv	219,513	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>3,890,593</b>	<b>645,440</b>	<b>1,302,366</b>	<b>281,796</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Salaries and Wages	0	0	0	10,288	0	0
Taxes, Health/Dental Insurance	0	0	0	4,327	0	0
<b>Materials and Services</b>						
Bond Underwriter Fees	0	525	0	0	0	0
DMC Admin Services	34,696	30,445	10,000	10,000	0	0
IGA Prof Services Contracts	0	27,051	0	0	0	0
Professional Services	0	0	19,787	0	0	0
<b>Total - Administration</b>	<b>34,696</b>	<b>58,021</b>	<b>29,787</b>	<b>24,615</b>	<b>0</b>	<b>0</b>
Transfers	0	1,826,908	1,342,735	58,116	0	0
Contingency	0	0	5,746,285	2,829,737	0	0
Ending Fund Balance	29,369,533	18,327,123	0	0	0	0
<b>Total Requirements</b>	<b>41,932,419</b>	<b>32,492,384</b>	<b>20,265,854</b>	<b>5,869,685</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Willamette Industrial URA

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	13	0	0	0	0
FICA	0	272	0	0	0	0
Life and Disability Insurance	0	19	0	0	0	0
PERS - Employer	0	220	0	0	0	0
PERS - Employer Pickup	0	216	0	0	0	0
Salaries and Wages	0	3,598	0	30,393	0	0
Taxes, Health/Dental Insurance	0	552	0	12,786	0	0
TriMet Payroll Tax	0	24	0	0	0	0
Workers Comp - Assessment	0	1	0	0	0	0
Workers Comp - Insurance	0	6	0	0	0	0

#### Materials and Services

Advertising and Public Notices	0	0	0	3,990	0	0
Local Travel	23	0	0	0	0	0
Out of Town Travel	0	0	0	3,990	0	0
Professional Services	0	0	35,000	87,565	0	0
Special Events	0	0	0	3,705	0	0

#### Capital Outlay

Environmental Analysis and Remed	4,362	0	0	0	0	0
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#### Financial Assistance

Loans CY Disbursements	0	0	240,000	745,000	0	0
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#### Transfers - Indirect

Indirect Cost - Admin	30,530	0	0	0	0	0
Indirect Cost - Overhead	13,328	0	0	0	0	0
Serv Reimbursements - Pers Serv	4,035	0	0	0	0	0

<b>Total - Business Development</b>	<b>52,277</b>	<b>4,921</b>	<b>275,000</b>	<b>887,429</b>	<b>0</b>	<b>0</b>
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### Property Redevelopment

#### Personal Services

Bus Pass Reimbursement	0	188	0	0	0	0
FICA	0	3,322	0	0	0	0
Life and Disability Insurance	0	219	0	0	0	0
PERS - Employer	0	1,663	0	0	0	0
PERS - Employer Pickup	0	2,144	0	0	0	0
Salaries and Wages	0	47,307	127,087	39,158	0	0
Taxes, Health/Dental Insurance	0	5,350	48,344	16,474	0	0
TriMet Payroll Tax	0	316	0	0	0	0
Workers Comp - Assessment	0	14	0	0	0	0
Workers Comp - Insurance	0	71	0	0	0	0

#### Materials and Services

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Business Meetings	1,443	0	0	0	0	0
Local Travel	0	15	0	0	0	0
Out of Town Travel	-71	0	0	0	0	0
Postage and Delivery	21	0	0	0	0	0
Printing and Graphics	25	166	0	0	0	0
Professional Services	52,213	45,487	310,000	135,000	0	0
Temporary Services	16,470	0	0	0	0	0
Training	395	0	0	0	0	0
Training Travel	956	0	0	0	0	0
<b>Capital Outlay</b>						
Environmental Analysis and Remed	22,571	4,151	0	0	0	0
Prof and Tech Services	0	5,500	0	0	0	0
<b>Financial Assistance</b>						
Loans CY Disbursements	0	0	50,000	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	36,635	0	0	0	0	0
Indirect Cost - Overhead	15,993	0	0	0	0	0
Serv Reimbursements - Pers Serv	37,337	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>183,988</b>	<b>115,915</b>	<b>535,431</b>	<b>190,632</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Salaries and Wages	0	0	3,873	8,427	0	0
Taxes, Health/Dental Insurance	0	0	1,127	3,545	0	0
<b>Materials and Services</b>						
DMC Admin Services	3,051	1,364	5,187	5,446	0	0
<b>Total - Administration</b>	<b>3,051</b>	<b>1,364</b>	<b>10,187</b>	<b>17,418</b>	<b>0</b>	<b>0</b>
Transfers	0	166,578	220,531	225,027	0	0
Contingency	0	0	1,014,167	697,661	0	0
Ending Fund Balance	749,244	1,200,605	0	0	0	0
<b>Total Requirements</b>	<b>988,561</b>	<b>1,489,383</b>	<b>2,055,316</b>	<b>2,018,167</b>	<b>0</b>	<b>0</b>

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# Enterprise Loan Funds

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Accounts for several enterprise loan sub-funds which are self-sustaining through the collection of interest and principle from borrowers.

## Fund Summary

### Enterprise Loans Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	3,823,172	5,715,877	2,709,079	378,504	0	0
<b>Revenue</b>						
City General Fund	0	1,711,824	200,000	500,000	0	0
Contra Program Income	-317,994	0	0	0	0	0
Debt Proceeds	6,801,725	5,035,871	0	0	0	0
Federal and Other Grants	357,059	0	0	0	0	0
Fees and Charges	273,421	205,220	12,753	0	0	0
Interest on Investments	93,033	46,045	6,427	0	0	0
Loan Collections	12,281,097	8,808,508	660,000	205,000	0	0
Miscellaneous	0	22,397	0	0	0	0
Reimbursements	81,448	29,260	0	0	0	0
Transfers In	19,939,000	15,390,550	1,225,000	0	0	0
<b>Total Revenue</b>	<b>39,508,789</b>	<b>31,249,676</b>	<b>2,104,180</b>	<b>705,000</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>43,331,961</b>	<b>36,965,553</b>	<b>4,813,259</b>	<b>1,083,504</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	1,249,635	730,142	1,368,877	1,010,356	0	0
Housing	16,791,400	14,429,137	0	0	0	0
Infrastructure	0	0	0	0	0	0
Administration	5,371	81,156	128,843	0	0	0
Debt Service	291,678	1,262,276	0	0	0	0
<b>Total Expenditures</b>	<b>18,338,084</b>	<b>16,502,710</b>	<b>1,497,720</b>	<b>1,010,356</b>	<b>0</b>	<b>0</b>
Transfers	19,278,000	17,753,765	2,937,035	66,990	0	0
Contingency	0	0	378,504	6,158	0	0
Ending Fund Balance	5,715,877	2,709,078	0	0	0	0
<b>Total Requirements</b>	<b>43,331,961</b>	<b>36,965,553</b>	<b>4,813,259</b>	<b>1,083,504</b>	<b>0</b>	<b>0</b>

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## Enterprise Loan Funds Summary Reports

- Account Summary
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## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Enterprise Loans Fund

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	2	0	0	0	0
FICA	0	233	0	0	0	0
Life and Disability Insurance	0	16	0	0	0	0
PERS - Employer	0	160	0	0	0	0
PERS - Employer Pickup	0	185	0	0	0	0
Salaries and Wages	0	3,167	0	7,290	0	0
Taxes, Health/Dental Insurance	0	598	0	3,066	0	0
TriMet Payroll Tax	0	21	0	0	0	0
Workers Comp - Assessment	0	1	0	0	0	0
Workers Comp - Insurance	0	5	0	0	0	0

#### Materials and Services

Advertising and Public Notices	1,093	4,025	0	0	0	0
Business Meetings	0	105	0	0	0	0
General Office	954	0	0	0	0	0
Interest - Nondebt	740	0	0	0	0	0
Loan Documents	3,628	3,353	0	0	0	0
Memberships, Dues, & Certifications	120	120	0	0	0	0
Miscellaneous	100	0	0	0	0	0
Out of Town Travel	0	1,101	0	0	0	0
Postage and Delivery	54	19	0	0	0	0
Printing and Graphics	460	0	0	0	0	0
Professional Services	20,750	42,932	25,000	0	0	0
Training	157	0	0	0	0	0
Training Travel	1,608	0	0	0	0	0

#### Financial Assistance

Grants CY Disbursements	0	0	0	300,000	0	0
Loans CY Disbursements	927,037	674,099	1,343,877	700,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	195,249	0	0	0	0	0
Indirect Cost - Overhead	85,296	0	0	0	0	0
Serv Reimbursements - Pers Serv	12,387	0	0	0	0	0

<b>Total - Business Development</b>	<b>1,249,635</b>	<b>730,142</b>	<b>1,368,877</b>	<b>1,010,356</b>	<b>0</b>	<b>0</b>
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### Housing

#### Personal Services

Bus Pass Reimbursement	0	1,303	0	0	0	0
FICA	0	13,784	0	0	0	0
Life and Disability Insurance	0	823	0	0	0	0
National Holiday	0	6,460	0	0	0	0
PERS - Employer	0	8,875	0	0	0	0
PERS - Employer Pickup	0	10,892	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Personal Holiday	0	1,163	0	0	0	0
Salaries and Wages	0	153,386	0	0	0	0
Sick Leave	0	6,883	0	0	0	0
Taxes, Health/Dental Insurance	0	34,273	0	0	0	0
TriMet Payroll Tax	0	1,219	0	0	0	0
Vacation	0	9,062	0	0	0	0
Workers Comp - Assessment	0	80	0	0	0	0
Workers Comp - Insurance	0	515	0	0	0	0
<b>Materials and Services</b>						
Advertising and Public Notices	18,312	-4,676	0	0	0	0
Bank Fees	8,008	4,520	0	0	0	0
Business Meetings	142	502	0	0	0	0
City Overhead Charges	35,000	0	0	0	0	0
DMC Admin Services	630	3,106	0	0	0	0
General Office	0	131	0	0	0	0
Loan Appraisals	2,100	-3,000	0	0	0	0
Loan Documents	17,054	4,139	0	0	0	0
Loan Servicing	16,110	19,697	0	0	0	0
Local Travel	73	339	0	0	0	0
Memberships, Dues, & Certifications	7,615	0	0	0	0	0
Miscellaneous	176,721	4,185	0	0	0	0
Out of Town Travel	590	0	0	0	0	0
Postage and Delivery	2,674	2,691	0	0	0	0
Printing and Graphics	5,000	62	0	0	0	0
Professional Services	59,608	1,027,987	0	0	0	0
Public Meetings	254	0	0	0	0	0
Publications and Resource Mat'ls	0	508	0	0	0	0
Software Applications	3,710	3,474	0	0	0	0
Special Events	92,503	8,000	0	0	0	0
Temporary Services	0	13,115	0	0	0	0
Training	120	0	0	0	0	0
<b>Capital Outlay</b>						
Construction	485	0	0	0	0	0
Environmental Analysis and Remed	0	4,680	0	0	0	0
<b>Financial Assistance</b>						
Grants CY Disbursements	15,883	9,125	0	0	0	0
Loans CY Disbursements	8,578,956	7,849,517	0	0	0	0
Permit Fee Waivers	5,418	26,800	0	0	0	0
Temporary Relocation Assistance	0	253	0	0	0	0
<b>Other Interest Expense</b>						
Line of Credit Expense	7,279,600	5,204,808	0	0	0	0
Line of Credit Interest	0	455	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	168,779	0	0	0	0	0



## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
Indirect Cost - Overhead	43,195	0	0	0	0	0
Serv Reimbursements - Pers Serv	252,861	0	0	0	0	0
<b>Total - Housing</b>	<b>16,791,400</b>	<b>14,429,137</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>						
<b>Materials and Services</b>						
Professional Services	0	0	0	0	0	0
<b>Capital Outlay</b>						
Construction	0	0	0	0	0	0
<b>Transfers - Indirect</b>						
Serv Reimbursements - Pers Serv	0	0	0	0	0	0
<b>Total - Infrastructure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Salaries and Wages	0	0	19,492	0	0	0
Taxes, Health/Dental Insurance	0	0	7,321	0	0	0
<b>Materials and Services</b>						
DMC Admin Services	2,065	680	0	0	0	0
Legal	0	3,173	0	0	0	0
Professional Services	2,310	76,636	102,030	0	0	0
Special Events	996	0	0	0	0	0
Temporary Services	0	667	0	0	0	0
<b>Total - Administration</b>	<b>5,371</b>	<b>81,156</b>	<b>128,843</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>						
<b>Debt Service</b>						
Debt Service - Interest	99,599	23,555	0	0	0	0
Debt Service - Principal	192,079	1,238,721	0	0	0	0
<b>Total - Debt Service</b>	<b>291,678</b>	<b>1,262,276</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	19,278,000	17,753,765	2,937,035	66,990	0	0
Contingency	0	0	378,504	6,158	0	0
Ending Fund Balance	5,715,877	2,709,078	0	0	0	0
<b>Total Requirements</b>	<b>43,331,961</b>	<b>36,965,553</b>	<b>4,813,259</b>	<b>1,083,504</b>	<b>0</b>	<b>0</b>

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# Enterprise Management Fund

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Provides for activity related to the operations and maintenance of PDC properties or City of Portland properties PDC has contracted to manage outside of Urban Renewal Areas.

## Fund Summary

### Enterprise Management Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	214,153	340,812	126,177	0	0	0
<b>Revenue</b>						
Interest on Investments	9,928	3,812	0	0	0	0
Property Income	897,717	931,113	1,237,732	1,287,564	0	0
<b>Total Revenue</b>	<b>907,644</b>	<b>934,925</b>	<b>1,237,732</b>	<b>1,287,564</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>1,121,798</b>	<b>1,275,737</b>	<b>1,363,909</b>	<b>1,287,564</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Housing	743,986	1,112,560	1,363,909	0	0	0
<b>Total Expenditures</b>	<b>743,986</b>	<b>1,112,560</b>	<b>1,363,909</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	37,000	37,000	0	1,287,564	0	0
Ending Fund Balance	340,812	126,177	0	0	0	0
<b>Total Requirements</b>	<b>1,121,798</b>	<b>1,275,737</b>	<b>1,363,909</b>	<b>1,287,564</b>	<b>0</b>	<b>0</b>

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## Enterprise Management Fund Summary Reports

- Account Summary
-

## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Enterprise Management Fund

### Housing

#### Materials and Services

Interest - Nondebt	0	757,599	0	0	0	0
Professional Services	0	250,000	1,363,909	0	0	0
Property Taxes - RE	0	104,961	0	0	0	0

#### Other Interest Expense

Line of Credit Interest	743,928	0	0	0	0	0
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#### Transfers - Indirect

Serv Reimbursements - Pers Serv	58	0	0	0	0	0
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#### Total - Housing

<b>743,986</b>	<b>1,112,560</b>	<b>1,363,909</b>	<b>0</b>	<b>0</b>	<b>0</b>
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Transfers	37,000	37,000	0	1,287,564	0	0
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Ending Fund Balance	340,812	126,177	0	0	0	0
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<b>Total Requirements</b>	<b>1,121,798</b>	<b>1,275,737</b>	<b>1,363,909</b>	<b>1,287,564</b>	<b>0</b>	<b>0</b>
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# Internal Service Fund

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Accounts for resources that are set aside to be used to meet insurance policy deductible amounts and other amounts not fully reimbursed from insurance proceeds, as necessary.

## Fund Summary

### Risk Management Fund

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	414,068	353,870	249,700	0	0	0
<b>Revenue</b>						
Interest on Investments	10,934	3,706	0	0	0	0
Miscellaneous	0	99,530	0	0	0	0
<b>Total Revenue</b>	<b>10,934</b>	<b>103,236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>425,002</b>	<b>457,106</b>	<b>249,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Administration	71,132	207,407	249,700	0	0	0
<b>Total Expenditures</b>	<b>71,132</b>	<b>207,407</b>	<b>249,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	353,870	249,700	0	0	0	0
<b>Total Requirements</b>	<b>425,002</b>	<b>457,106</b>	<b>249,700</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## Internal Service Fund Summary Reports

- Account Summary
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## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Risk Management Fund

### Administration

#### Personal Services

FICA	0	1,913	0	0	0	0
TriMet Payroll Tax	0	168	0	0	0	0

#### Materials and Services

Claims	26,193	50,266	0	0	0	0
Legal	44,940	155,060	249,700	0	0	0

<b>Total - Administration</b>	<b>71,132</b>	<b>207,407</b>	<b>249,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
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Ending Fund Balance	353,870	249,700	0	0	0	0
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<b>Total Requirements</b>	<b>425,002</b>	<b>457,106</b>	<b>249,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
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# Special Revenue Funds

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These comprise a governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditures for specified purposes such as funds that account for federal and state grant activities.

- Ambassador Fund -  
Accounts for monies donated by private business for outreach activities.
- Enterprise Zone -  
Accounts for monies received from participating Enterprise Zone companies to provide the North/Northeast Portland community with workforce and business development opportunities.
- HCD (Housing Community & Development) Contract Fund -  
Accounts for the Community Block Grant funds administered through the City of Portland's Bureau of Housing & Community Development.
- Home Grant -  
Accounts for revenues and expenditures under the US Department of Housing and Urban Development's grant for the HOME Investment Partnership Program administered through the City of Portland's Bureau of Housing & Community Development.
- Other Federal Grants -  
Accounts for revenues and expenditures under BRAC Grant, EDA Industrial Sites and Revolving Loan, and EPA Brownfield Grant.

## Fund Summary

### Ambassador Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	387,314	33,376	23,519	24,000	0	0
<b>Revenue</b>						
Interest on Investments	4,985	432	100	0	0	0
Miscellaneous	3,617	1,000	0	0	0	0
Reimbursements	18,000	0	0	0	0	0
<b>Total Revenue</b>	<b>26,602</b>	<b>1,432</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>413,916</b>	<b>34,808</b>	<b>23,619</b>	<b>24,000</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	380,540	11,289	23,619	24,000	0	0
<b>Total Expenditures</b>	<b>380,540</b>	<b>11,289</b>	<b>23,619</b>	<b>24,000</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	33,376	23,519	0	0	0	0
<b>Total Requirements</b>	<b>413,916</b>	<b>34,808</b>	<b>23,619</b>	<b>24,000</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Enterprise Zone

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	371,418	305,020	264,065	611,840	0	0
<b>Revenue</b>						
Fees and Charges	10,880	16,439	50,000	0	0	0
Interest on Investments	9,441	4,358	2,000	13,000	0	0
Miscellaneous	0	-500	625,023	558,781	0	0
Transfers In	50,000	87,017	0	0	0	0
<b>Total Revenue</b>	<b>70,321</b>	<b>107,314</b>	<b>677,023</b>	<b>571,781</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>441,740</b>	<b>412,334</b>	<b>941,088</b>	<b>1,183,621</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	136,719	84,594	250,000	858,161	0	0
Administration	0	0	70,000	61,244	0	0
<b>Total Expenditures</b>	<b>136,719</b>	<b>84,594</b>	<b>320,000</b>	<b>919,405</b>	<b>0</b>	<b>0</b>
Transfers	0	86,328	9,248	18,485	0	0
Contingency	0	0	611,840	245,731	0	0
Ending Fund Balance	305,020	241,412	0	0	0	0
<b>Total Requirements</b>	<b>441,740</b>	<b>412,334</b>	<b>941,088</b>	<b>1,183,621</b>	<b>0</b>	<b>0</b>

## Fund Summary

### HCD Contract Fund

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	1,012,925	468,304	1,216,131	0	0	0
<b>Revenue</b>						
City General Fund	0	507,915	0	0	0	0
Contra Program Income	-950,226	-667,441	0	0	0	0
Federal and Other Grants	3,302,293	7,226,075	3,725,371	2,384,370	0	0
Fees and Charges	3,675	1,984	0	0	0	0
Interest on Investments	620	238	0	0	0	0
Loan Collections	961,650	609,661	0	0	0	0
Miscellaneous	4,615	-8	0	0	0	0
Property Income	0	52,500	0	0	0	0
Reimbursements	4,966	3,301	0	0	0	0
Transfers In	9,104,000	14,412,550	0	0	0	0
<b>Total Revenue</b>	<b>12,431,594</b>	<b>22,146,774</b>	<b>3,725,371</b>	<b>2,384,370</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>13,444,519</b>	<b>22,615,078</b>	<b>4,941,502</b>	<b>2,384,370</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	0	3,001,631	3,443,681	2,079,974	0	0
Housing	2,777,771	3,342,886	0	0	0	0
Property Redevelopment	1,284	0	0	0	0	0
Administration	528,160	556	140,669	170,238	0	0
<b>Total Expenditures</b>	<b>3,307,215</b>	<b>6,345,073</b>	<b>3,584,350</b>	<b>2,250,212</b>	<b>0</b>	<b>0</b>
Transfers	9,669,000	15,053,874	1,357,152	134,158	0	0
Ending Fund Balance	468,304	1,216,132	0	0	0	0
<b>Total Requirements</b>	<b>13,444,519</b>	<b>22,615,078</b>	<b>4,941,502</b>	<b>2,384,370</b>	<b>0</b>	<b>0</b>

## Fund Summary

### HOME Grant

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	802,000	714,286	122,182	0	0	0
<b>Revenue</b>						
Contra Program Income	-382,582	-322,771	0	0	0	0
Federal and Other Grants	3,103,734	4,725,607	0	0	0	0
Fees and Charges	25,817	8	0	0	0	0
Interest on Investments	6	873	0	0	0	0
Loan Collections	381,260	435,006	0	0	0	0
Reimbursements	80	0	0	0	0	0
Transfers In	10,158,000	984,000	0	0	0	0
<b>Total Revenue</b>	<b>13,286,315</b>	<b>5,822,723</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>14,088,315</b>	<b>6,537,009</b>	<b>122,182</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Housing	3,104,029	4,744,827	0	0	0	0
<b>Total Expenditures</b>	<b>3,104,029</b>	<b>4,744,827</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	10,270,000	1,670,000	122,182	0	0	0
Ending Fund Balance	714,286	122,182	0	0	0	0
<b>Total Requirements</b>	<b>14,088,315</b>	<b>6,537,009</b>	<b>122,182</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Other Federal Grants

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Resources</b>						
Beginning Fund Balance	5,604	21,935	692,607	82,066	0	0
<b>Revenue</b>						
Federal and Other Grants	20,481	0	0	0	0	0
Fees and Charges	0	2,784	0	0	0	0
Interest on Investments	22	8,001	0	0	0	0
Loan Collections	0	276,776	152,000	160,000	0	0
Property Income	0	0	0	250,000	0	0
Reimbursements	0	581	0	0	0	0
Transfers In	16,000	700,297	0	0	0	0
<b>Total Revenue</b>	<b>36,503</b>	<b>988,439</b>	<b>152,000</b>	<b>410,000</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>	<b>42,107</b>	<b>1,010,373</b>	<b>844,607</b>	<b>492,066</b>	<b>0</b>	<b>0</b>
<b>Requirements</b>						
<b>Expenditures</b>						
Business Development	0	207,793	725,000	403,601	0	0
Infrastructure	20,172	0	0	0	0	0
<b>Total Expenditures</b>	<b>20,172</b>	<b>207,793</b>	<b>725,000</b>	<b>403,601</b>	<b>0</b>	<b>0</b>
Transfers	0	109,974	37,541	25,000	0	0
Contingency	0	0	82,066	63,465	0	0
Ending Fund Balance	21,935	692,606	0	0	0	0
<b>Total Requirements</b>	<b>42,107</b>	<b>1,010,373</b>	<b>844,607</b>	<b>492,066</b>	<b>0</b>	<b>0</b>

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## Special Revenue Funds Summary Reports

- Account Summary
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## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Ambassador Program

### Business Development

#### Personal Services

FICA	0	449	0	0	0	0
Life and Disability Insurance	0	30	0	0	0	0
PERS - Employer	0	271	0	0	0	0
PERS - Employer Pickup	0	355	0	0	0	0
Salaries and Wages	0	5,923	0	0	0	0
Taxes, Health/Dental Insurance	0	697	0	0	0	0
TriMet Payroll Tax	0	40	0	0	0	0
Workers Comp - Assessment	0	2	0	0	0	0
Workers Comp - Insurance	0	9	0	0	0	0

#### Materials and Services

Business Meetings	693	1,120	0	0	0	0
Equip Lease and Rentals - PDC	0	724	0	0	0	0
Miscellaneous	347,710	740	0	24,000	0	0
Out of Town Travel	5,648	25	0	0	0	0
Special Event Food Expense	0	0	23,619	0	0	0
Special Events	940	903	0	0	0	0

#### Transfers - Indirect

Serv Reimbursements - Pers Serv	25,549	0	0	0	0	0
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#### Total - Business Development

<b>380,540</b>	<b>11,289</b>	<b>23,619</b>	<b>24,000</b>	<b>0</b>	<b>0</b>
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Ending Fund Balance	33,376	23,519	0	0	0	0
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#### Total Requirements

<b>413,916</b>	<b>34,808</b>	<b>23,619</b>	<b>24,000</b>	<b>0</b>	<b>0</b>
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## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Enterprise Zone

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	274	0	0	0	0
Compensatory Time	399	3,936	0	0	0	0
FICA	0	4,984	0	0	0	0
Life and Disability Insurance	0	332	0	0	0	0
National Holiday	0	2,321	0	0	0	0
PERS - Employer	0	3,495	0	0	0	0
PERS - Employer Pickup	0	3,969	0	0	0	0
Personal Holiday	0	1,100	0	0	0	0
Salaries and Wages	0	50,650	0	5,745	0	0
Sick Leave	0	4,101	0	0	0	0
Taxes, Health/Dental Insurance	0	5,324	0	2,416	0	0
TriMet Payroll Tax	0	445	0	0	0	0
Vacation	486	3,542	0	0	0	0
Workers Comp - Assessment	0	22	0	0	0	0
Workers Comp - Insurance	0	100	0	0	0	0

#### Financial Assistance

Community Contributions	0	0	250,000	600,000	0	0
Loans CY Disbursements	0	0	0	250,000	0	0

#### Transfers - Indirect

Indirect Cost - Admin	13,812	0	0	0	0	0
Indirect Cost - Overhead	26,610	0	0	0	0	0
Serv Reimbursements - Pers Serv	95,413	0	0	0	0	0

<b>Total - Business Development</b>	<b>136,719</b>	<b>84,594</b>	<b>250,000</b>	<b>858,161</b>	<b>0</b>	<b>0</b>
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### Administration

#### Personal Services

Salaries and Wages	0	0	52,500	43,108	0	0
Taxes, Health/Dental Insurance	0	0	17,500	18,136	0	0

<b>Total - Administration</b>	<b>0</b>	<b>0</b>	<b>70,000</b>	<b>61,244</b>	<b>0</b>	<b>0</b>
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Transfers	0	86,328	9,248	18,485	0	0
Contingency	0	0	611,840	245,731	0	0
Ending Fund Balance	305,020	241,412	0	0	0	0

<b>Total Requirements</b>	<b>441,740</b>	<b>412,334</b>	<b>941,088</b>	<b>1,183,621</b>	<b>0</b>	<b>0</b>
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## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## HCD Contract Fund

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	1,074	0	0	0	0
FICA	0	10,793	0	0	0	0
Life and Disability Insurance	0	800	0	0	0	0
National Holiday	0	4,443	0	0	0	0
PERS - Employer	0	5,824	0	0	0	0
PERS - Employer Pickup	0	7,401	0	0	0	0
Personal Holiday	0	619	0	0	0	0
Salaries and Wages	0	131,917	0	0	0	0
Sick Leave	0	2,051	0	0	0	0
Taxes, Health/Dental Insurance	0	31,407	0	0	0	0
TriMet Payroll Tax	0	955	0	0	0	0
Vacation	0	13,971	0	0	0	0
Workers Comp - Assessment	0	52	0	0	0	0
Workers Comp - Insurance	0	221	0	0	0	0

#### Materials and Services

Advertising and Public Notices	0	194	0	0	0	0
Professional Services	0	2,778,765	3,443,681	0	0	0
Temporary Services	0	11,143	0	0	0	0

#### Financial Assistance

EcDev & Training Grants - Non-Portfol	0	0	0	2,079,974	0	0
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#### Total - Business Development

<b>0</b>	<b>3,001,631</b>	<b>3,443,681</b>	<b>2,079,974</b>	<b>0</b>	<b>0</b>
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### Housing

#### Personal Services

Bus Pass Reimbursement	0	1,069	0	0	0	0
FICA	18	44,382	0	0	0	0
Life and Disability Insurance	1	2,548	0	0	0	0
National Holiday	0	4,889	0	0	0	0
PERS - Employer	14	22,646	0	0	0	0
PERS - Employer Pickup	13	34,505	0	0	0	0
Personal Holiday	0	1,780	0	0	0	0
Salaries and Wages	0	562,772	0	0	0	0
Sick Leave	0	5,892	0	0	0	0
Taxes, Health/Dental Insurance	-426	74,602	0	0	0	0
TriMet Payroll Tax	2	3,946	0	0	0	0
Vacation	0	12,615	0	0	0	0
Workers Comp - Assessment	0	206	0	0	0	0
Workers Comp - Insurance	3	3,378	0	0	0	0

#### Materials and Services

Advertising and Public Notices	3,355	0	0	0	0	0
Business Meetings	85	74	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals	Actuals	Revised	Proposed	Approved	Adopted
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12
Equip Repairs and Maint - PDC	9,406	105	0	0	0	0
General Office	1,748	872	0	0	0	0
Loan Documents	64	323	0	0	0	0
Local Travel	3,742	2,039	0	0	0	0
Memberships, Dues, & Certifications	6,829	255	0	0	0	0
Miscellaneous	13	54,000	0	0	0	0
Out of Town Travel	936	0	0	0	0	0
Postage and Delivery	540	0	0	0	0	0
Printing and Graphics	4,010	274	0	0	0	0
Professional Services	27,270	10,634	0	0	0	0
Special Events	0	7,500	0	0	0	0
Temporary Services	1,632	1,756	0	0	0	0
Training	5,219	7,126	0	0	0	0
Training Travel	8,699	5,343	0	0	0	0
<b>Capital Outlay</b>						
Environmental Analysis and Remed	5,080	0	0	0	0	0
Furniture and Equipment	0	24,115	0	0	0	0
<b>Financial Assistance</b>						
Contractor Capacity Assistance	11,295	11,136	0	0	0	0
Grants CY Disbursements	956,215	935,050	0	0	0	0
Loans CY Disbursements	574,932	1,492,433	0	0	0	0
Temporary Relocation Assistance	26,429	14,625	0	0	0	0
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	351,948	0	0	0	0	0
Serv Reimbursements - Pers Serv	778,699	0	0	0	0	0
<b>Total - Housing</b>	<b>2,777,771</b>	<b>3,342,886</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Property Redevelopment</b>						
<b>Transfers - Indirect</b>						
Serv Reimbursements - Pers Serv	1,284	0	0	0	0	0
<b>Total - Property Redevelopment</b>	<b>1,284</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Administration</b>						
<b>Personal Services</b>						
Bus Pass Reimbursement	0	2	0	0	0	0
FICA	0	33	0	0	0	0
Life and Disability Insurance	0	2	0	0	0	0
PERS - Employer	0	19	0	0	0	0
PERS - Employer Pickup	0	26	0	0	0	0
Salaries and Wages	0	441	102,260	119,827	0	0
Taxes, Health/Dental Insurance	0	28	38,409	50,411	0	0
TriMet Payroll Tax	0	3	0	0	0	0
Workers Comp - Assessment	0	0	0	0	0	0
Workers Comp - Insurance	0	1	0	0	0	0

## Fund Summary

### Account Summary by Program

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Transfers - Indirect</b>						
Indirect Cost - Admin	367,377	0	0	0	0	0
Indirect Cost - Overhead	160,783	0	0	0	0	0
<b>        Total - Administration</b>	<b>528,160</b>	<b>556</b>	<b>140,669</b>	<b>170,238</b>	<b>0</b>	<b>0</b>
Transfers	9,669,000	15,053,874	1,357,152	134,158	0	0
Ending Fund Balance	468,304	1,216,132	0	0	0	0
<b>Total Requirements</b>	<b>13,444,519</b>	<b>22,615,078</b>	<b>4,941,502</b>	<b>2,384,370</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

## HOME Grant

### Housing

	Actuals FY 2008-09	Actuals FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Approved FY 2011-12	Adopted FY 2011-12
<b>Materials and Services</b>						
Loan Documents	227	0	0	0	0	0
Printing and Graphics	65	0	0	0	0	0
<b>Financial Assistance</b>						
Loans CY Disbursements	3,103,507	4,744,827	0	0	0	0
<b>Transfers - Indirect</b>						
Serv Reimbursements - Pers Serv	230	0	0	0	0	0
<b>Total - Housing</b>	<b>3,104,029</b>	<b>4,744,827</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers	10,270,000	1,670,000	122,182	0	0	0
Ending Fund Balance	714,286	122,182	0	0	0	0
<b>Total Requirements</b>	<b>14,088,315</b>	<b>6,537,009</b>	<b>122,182</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Fund Summary

### Account Summary by Program

Actuals	Actuals	Revised	Proposed	Approved	Adopted
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2011-12	FY 2011-12

## Other Federal Grants

### Business Development

#### Personal Services

Bus Pass Reimbursement	0	3	0	0	0	0
FICA	0	63	0	0	0	0
Life and Disability Insurance	0	4	0	0	0	0
PERS - Employer	0	40	0	0	0	0
PERS - Employer Pickup	0	50	0	0	0	0
Salaries and Wages	0	831	0	2,535	0	0
Taxes, Health/Dental Insurance	0	122	0	1,066	0	0
TriMet Payroll Tax	0	6	0	0	0	0
Workers Comp - Assessment	0	0	0	0	0	0
Workers Comp - Insurance	0	1	0	0	0	0

#### Materials and Services

Interest - Nondebt	0	1,444	0	0	0	0
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#### Financial Assistance

Loans CY Disbursements	0	205,229	725,000	400,000	0	0
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#### Total - Business Development

<b>0</b>	<b>207,793</b>	<b>725,000</b>	<b>403,601</b>	<b>0</b>	<b>0</b>
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### Infrastructure

#### Materials and Services

Out of Town Travel	692	0	0	0	0	0
Professional Services	12,486	0	0	0	0	0

#### Transfers - Indirect

Serv Reimbursements - Pers Serv	6,993	0	0	0	0	0
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#### Total - Infrastructure

<b>20,172</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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Transfers	0	109,974	37,541	25,000	0	0
Contingency	0	0	82,066	63,465	0	0
Ending Fund Balance	21,935	692,606	0	0	0	0

#### Total Requirements

<b>42,107</b>	<b>1,010,373</b>	<b>844,607</b>	<b>492,066</b>	<b>0</b>	<b>0</b>
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## Glossary & Acronyms

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<b>Account</b>	Classification of appropriation by type of expenditure.
<b>Accrual Basis of Accounting</b>	A method of accounting that recognizes the financial effect of transactions, events, and inter-fund activities when they occur, regardless of the timing of related cash flows.
<b>Agency Funds</b>	Funds that account for resources held in fiduciary capacity.
<b>Appropriation</b>	The legal authority to spend funds designated for a specific purpose.
<b>Assessed Value (AV)</b>	The value set on real and personal property as a basis for imposing taxes. It is the lesser of the property's maximum assessed value or real market value.
<b>Beginning Fund Balance</b>	Resources less expenditures from the prior fiscal year.
<b>Budget</b>	The financial, operating, and management plan that establishes annual appropriations in accordance with State of Oregon Budget Law and allows for provision of services.
<b>Budget Message</b>	An explanation of the budget and financial outlook by the Executive Director of PDC.
<b>Budget Phase</b>	A major phase of the budget process.
<b>Budget Phase 1 - Proposed</b>	The recommended budget for the next fiscal year.
<b>Budget Phase 2 - Approved</b>	The budget as approved by the Commission and subsequently reviewed and certified by the Multnomah County Tax Supervising and Conservation Commission (TSCC).
<b>Budget Phase 3 – Adopted</b>	The budget as adopted by the Commission and after certification by the Multnomah County Tax Supervision and Conservation Commission (TSCC).
<b>Budget Phase 4 - Revised</b>	The current fiscal year's Adopted budget as amended by the Commission.
<b>Capital Funds-Urban Renewal Funds</b>	<p>The capital project funds listed below account for the activities associated with the respective Urban Renewal Area (URA):</p> <ul style="list-style-type: none"><li>• Airport Way Fund</li><li>• Central Eastside Fund</li><li>• Convention Center Fund</li><li>• Downtown Waterfront Fund</li><li>• Gateway Regional Center Fund</li><li>• Interstate Corridor Fund</li><li>• Lents Town Center Fund</li><li>• North Macadam Fund</li><li>• River District Fund</li><li>• South Park Blocks Fund</li><li>• Willamette Industrial Fund</li></ul>



## Glossary & Acronyms

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<b>Capital Assets</b>	Land, improvements to land, buildings, building improvements, infrastructure, easements, equipment, machinery, and all other tangible and intangible assets that have useful lives extending beyond a single reporting period.
<b>Capital Outlay</b>	Expenditures for property/improvements to property (over \$5,000).
<b>Cash Transfers Out</b>	Transfer of resources to other funds.
<b>Commission</b>	The five-member governing body of the Portland Development Commission appointed by the Mayor and approved by City Council.
<b>Comprehensive Annual Financial Report (CAFR)</b>	PDC submits this document to the Commission, Council, and the Mayor to present the results, financial position, and operations of PDC each fiscal year.
<b>Contingency</b>	An account established for meeting unanticipated requirements.
<b>Debt Service</b>	Principal and interest payments on outstanding indebtedness.
<b>Department</b>	An administrative subdivision with a specific area of responsibility within PDC. PDC's departments are: Central Services, Executive, and Urban Development.
<b>Du Jour Debt</b>	Overnight or short term bonding used to make available tax revenues in excess of those necessary for existing debt service.
<b>Encumbrance</b>	Funds that have been set aside for specific projects or services for which a contract or purchase order has been issued. Encumbrances can be carried over from a fiscal year to the next.
<b>Enterprise Funds</b>	Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services. PDC has several enterprise loan funds which are self-sustaining through the collection of interest and principle from borrowers.
<b>Expenditure</b>	The actual outlay of, or obligation to pay, cash. This does not include encumbrances. Expenditures exclude fund level requirements such as contingency and cash transfers.
<b>Federal Financial Assistance</b>	Assistance provided by a Federal agency in the form of grants, contracts, cooperative agreements, loans, loan guarantees, property, interest subsidies, insurance, or direct appropriation to individuals.
<b>Federal Funds</b>	Grant revenues received from the Federal Government, such as the Community Development Block Grant.
<b>Financial Assistance</b>	Expenditures for loans to borrowers and grants.
<b>Fiscal Year (FY)</b>	The 12-month period from July 1 through June 30 to which the annual operating budget applies.
<b>Frozen Value</b>	Assessed value of the property within an urban renewal area established at the time the urban renewal plan was formed.

## Glossary & Acronyms

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<b>Full-Time Equivalent (FTE)</b>	The equivalent of one full-time position.
<b>Fund</b>	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
<b>Fund Balance</b>	The fund equity of a governmental fund.
<b>General Fund – Urban Redevelopment Fund</b>	This fund, also called the Urban Redevelopment Fund, serves as PDC's General Fund, and accounts for the financial operations of the Commission which are not accounted for in any other fund and for indirect administrative costs. Primary revenues consist of inter-fund transfers, reimbursement of indirect costs, contractual charges, City General funds and interest earnings. Personnel costs of the operating departments are budgeted in this fund.
<b>Grant</b>	A donation or contribution in cash by one governmental unit to another unit, which may be made for general purpose, or to support a specific purpose or function.
<b>Governmental Funds</b>	Funds generally used for tax and enterprise supported activities. PDC's governmental fund types include general, capital projects, special revenue, enterprise, and internal service funds.
<b>Housing Investment Fund</b>	A fund established to support the development of affordable housing throughout the City by leveraging private development funding with City General Fund, Community Development Block Grant, and Tax Increment Financing.
<b>Housing (TIF) Set Aside</b>	The City Council initiated and the Commission adopted the policy that a certain percentage of urban renewal area resources (from tax increment financing) be spent on affordable housing. The implementation plan outlines a 30 percent set aside in the newer urban renewal areas (Interstate Corridor, Gateway Regional Center, Lents Town Center, and North Macadam) and South Park Blocks, and includes separate percentages for Central Eastside, Downtown Waterfront, and Oregon Convention Center. (See the Housing Department summary for more information.)
<b>Increment Value</b>	Total assessed value of property in an urban renewal area in excess of the frozen value.
<b>Indirect Cost Allocation</b>	Administration charges allocated to Operating departments and projects.
<b>Interfund loans</b>	Loans made by one fund to another and authorized by resolution or ordinance.

## Glossary & Acronyms

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<b>Internal Service Funds</b>	Proprietary fund type that may be used to report any activity that provides goods or services to other funds of the primary government. PDC's only internal service fund is its Risk Management Fund.
<b>LEED™</b>	Leadership in Energy and Environmental Design. The US Green Building Council's consensus-based national standard for developing high-performance, sustainable buildings.
<b>Line-of-Credit</b>	Interim financing issued to PDC by the City of Portland to help finance redevelopment in urban renewal areas.
<b>Long-term Debt Proceeds</b>	Financing received from long-term bond sales and lines of credit.
<b>Limited-Term Equivalent (LTE)</b>	Limited-term employees are hired for specific assignments that are short-term in nature; the equivalent of one full-time position.
<b>Major Appropriation Category (MAC)</b>	General categories that group related expenditure accounts. PDC's major appropriation categories are: Personal Services, Materials & Services, Capital Outlay, Financial Assistance, Debt Service, Cash Transfers Out, Indirect Cost Allocation, Contingency, and Reserves.
<b>Materials &amp; Services</b>	Expenditures for goods and services.
<b>Maximum Assessed Value</b>	The taxable value limitation placed on real property by Measure 50. The value growth is limited to 3% each year with some exceptions.
<b>Maximum indebtedness</b>	The amount of indebtedness that may be incurred under an urban renewal plan.
<b>Modified Accrual Basis of Accounting</b>	Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable, and (b) expenditures are recognized in the accounting period in which the fund liability is incurred.
<b>New Market Tax Credits</b>	Created by Congress, the New Market Tax Credit Program as part of the Community Renewal Tax Relief Act of 2000, to encourage investment in low-income communities. The program is designed to generate \$15 billion in new private sector investments over 7 years to support development of successful businesses in low-income communities.
<b>No Net Loss Housing Policy</b>	Strategy targets public and private resources toward the preservation of at-risk federally subsidized (Section 8 housing) buildings and privately owned, unrestricted housing serving persons at or below 60% of area Median Family Income.

## Glossary & Acronyms

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<b>Performance Based Budgeting</b>	A budget which is structured by organizing activities tied to measurable goals and objectives identified by the organization. Budget decisions and the monitoring of the budget successes are directly tied to the attainment of specified performance measures. In PDC's case, budgeted resources are allocated in conformance with the strategic plan of the organization, and in line with the individual business strategies, goals and performance measures of each department.
<b>Personal Services</b>	Staff salary and benefit expenditures.
<b>Portland Development Commission (PDC)</b>	An agency of the City of Portland created by the Portland voters in 1958 to deliver projects and programs that achieve the City's housing, economic development and redevelopment priorities and link citizens to jobs. PDC is a component unit of the City of Portland.
<b>Program Income</b>	A summary description that includes the following revenue accounts: loan fees, loan principal collection, loan interest earned, rent and property income, real property sales, city investment pool interest, publications and sales, bond application fees, and other miscellaneous income.
<b>Proprietary Funds</b>	Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. There are two different proprietary funds: enterprise funds and internal service funds.
<b>Real Market Value (RMV)</b>	The amount in cash that could reasonably be expected in a transaction between a willing buyer and willing seller as of the assessment date.
<b>Requirements</b>	Appropriations for a fund. Requirements include budgeted expenditures, contingencies, interfund cash transfers, etc.
<b>Reserve Funds</b>	Resources set aside for future year expenditures. These resources are not appropriated for the current year.
<b>Resources</b>	Financial resources received into a fund from outside the fund which, together with beginning fund balances, comprises the resources for the fiscal year.
<b>Revenue</b>	Inflows or other enhancements of assets and settlement of liabilities from delivering or producing goods and services.
<b>Revenue Bonds</b>	See Urban Renewal Bonds.
<b>Short-term Debt Proceeds</b>	See Du Jour Debt.

## Glossary & Acronyms

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<b>Special Revenue Funds</b>	A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes such as funds that account for federal and state grant activities.
<b>Special Revenue Funds - HCD Contract Fund</b>	Accounts for contract with Portland's Bureau of Community Development to administer a portion of the City's Community Development Block Grant and related revolving loan fund.
<b>Special Revenue Funds - Other Federal Grants Fund</b>	Accounts for monies received from the HUD HOME Grant program.
<b>Supplemental Budget</b>	A financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted.
<b>Tax Increment Debt Proceeds/Tax Increment Revenue</b>	Refers to the proceeds of long and short-term debt secured and paid by tax revenues generated on increase in assessed value, above the frozen base, during the life of an urban renewal plan.
<b>Tax Increment Financing (TIF)</b>	Tax increment financing is the main funding source for the Commission's urban renewal areas. Debt (bonds, lines of credit, du jour) is issued by the City of Portland and transferred to PDC to finance the redevelopment in urban renewal areas. These debt obligations are secured and paid by tax increment revenue.
<b>Tax Supervising &amp; Conservation Commission (TSCC)</b>	The State-authorized body which reviews the budgets of all government entities within Multnomah County before adoption by their elected officials. TSCC certifies that the budget complies with local budget law.
<b>Urban Renewal Area (URA)</b>	The geographic area in which the urban renewal project is implemented. The boundaries of the plan area are established when the plan is formed.
<b>Urban Renewal Bonds</b>	A bond sold which will be secured and repaid with tax increment taxes, the proceeds of which are used to finance projects.
<b>Urban Renewal Funds</b>	See Capital Funds.

## Glossary & Acronyms

Acronym	Term	Definition or Description
<b>AU</b>	Accounting Unit	This is the Fund, Dept, and Program/Project section of the account code.
<b>AW or AW URA</b>	Airport Way Urban Renewal Area	The Airport Way Urban Renewal Plan was adopted in May, 1986, with a plan termination date of May 15, 2011. The goals and objectives of the Plan have guided the Commission's redevelopment and public investment activities since then. The district's boundary has remained unchanged since its inception, spanning from NE 82nd Avenue, adjacent to the Portland International Airport, to the Portland city limits at NE 185th Avenue and Marine Drive. At 2,726 acres, the Airport Way URA is the City's second largest urban renewal district.
<b>BAM</b>	Board Agenda Management	PDC's internal data management system for tracking Board agenda items.
<b>BES</b>	Bureau of Environmental Services	City of Portland Bureau
<b>BGS</b>	Bureau of General Services	City of Portland Bureau
<b>BOP</b>	Bureau of Planning	City of Portland Bureau
<b>CAFR</b>	Comprehensive Annual Financial Report	This document is a government's complete accounting of its "Net Worth".
<b>CDBG</b>	Community Development Block Grant	Source of funds administered through PDC's Housing Department
<b>CEDS</b>	Comprehensive Economic Development Strategy	A CEDS makes it possible for our region to apply for economic assistance from the USEDA. The CEDS also serves as a prerequisite for designation of the region by USEDA as an Economic Development District (EDD). The development of a CEDS and designation of the Portland-Vancouver region as an EDD will allow the agencies in the metropolitan area responsible for sewer, water and transportation infrastructure facilities to more effectively compete for available federal financial assistance.
<b>CES or CES URA</b>	Central Eastside URA	The Central Eastside Urban Renewal Area is located along the eastbank of the Willamette River. Warehouse, distribution and manufacturing uses are throughout the area, with retail uses primarily concentrated along arterial streets (Martin Luther King Jr., Grand, Burnside, Belmont, Hawthorne and Powell). The district is considered a key employment center for the Central City, and urban renewal efforts are focused on creating and maintaining jobs in the area through business development assistance and redevelopment financing.
<b>CS</b>	Central Services	PDC Administrative Department
<b>CY</b>	Current Year	Generally refers to the current FY budget period, either the budget as it was adopted or as it is revised by Board Resolution.
<b>DCR</b>	Debt Coverage Ratio	The ratio equal to net operating income divided by regularly scheduled (amortized) loan payments
<b>DDA</b>	Disposition & Development Agreement	A contract between PDC and a Client, including rights and obligations for each, to achieve certain outcomes in connection with the sale of PDC-owned property and the services for and capital investments on such property.
<b>DOS</b>	Development Opportunity Services	A grant product administered by the Development Department which provides a maximum of \$12,000 to businesses and property owners for technical assistance and resources to assess the feasibility of redeveloping property within Urban Renewal Areas.

## Glossary & Acronyms

Acronym	Term	Definition or Description
<b>DTWF or DTWF URA</b>	Downtown Waterfront Urban Renewal Area	The Downtown Waterfront Urban Renewal Area (DTWF URA) is one of Portland's most successful examples of urban renewal and tax increment financing. Since its creation in 1974, assessed land values in our central core have increased an average of 10.4 percent annually.
<b>EDA</b>	Economic Development Administration	The Economic Development Administration (EDA) was established under the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3121), as amended, to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically distressed areas of the United States. EDA assistance is available to rural and urban areas of the Nation experiencing high unemployment, low income, or other severe economic distress.
<b>EDD</b>	Economic Development District	Designation as an EDD would qualify the region for USEDPA programs and funding. The bulk of USEDPA resources are made available on a competitive basis to fund public works projects.
<b>EOF</b>	Equity Opportunity Fund	Grants administered through PDC's Economic Development Department, which provide flexible incentive amounts that are intended to cover a wide variety of needs related to company expansion or relocation. Infrastructure, permit fees, systems development charges, sustainability investments, tenant improvements, site acquisition and manufacturing improvements are all eligible uses of these funds.
<b>FTE</b>	Full-time Equivalent	The equivalent of a full-time position.
<b>FY</b>	Fiscal Year	PDC's fiscal year is from July 1 to June 30.
<b>GAAP</b>	Generally Accepted Accounting Principles	GAAP is the standard framework of guidelines for financial accounting, mainly used in the U.S.A. It includes the standards, conventions, and rules accountants follow in recording and summarizing transactions, and in the preparation of financial statements.
<b>GASB</b>	Government Accounting Standards Board	The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.
<b>GFOA</b>	Government Finance Officers Association	The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.
<b>GIS</b>	Graphic Information Systems	GIS technology is used to develop maps that depict resources or features such as soil types, population densities, land uses, transportation corridors, waterways, etc. GIS computer programs link features commonly seen on maps (such as roads, town boundaries, water bodies) with related information not usually presented on maps, such as type of road surface, population, type of agriculture, type of vegetation, or water quality information. A GIS is a unique information system in which individual observations can be spatially referenced to each other.
<b>GRC or GRC URA</b>	Gateway Regional Center Urban Renewal Area	The Gateway Regional Center urban renewal area effort is collaboration between members of the Gateway community and the City of Portland to guide future growth anticipated by the Metro 2040 Growth Concept. By 2015, the Gateway Regional Center is projected to be one of the most accessible locations in the Portland metropolitan area due to its superior transportation system: adjacent to two interstate freeways, light rail transit to downtown, the airport, Gresham and in 2009, Clackamas Town Center.
<b>HAP</b>	Housing Authority of Portland	HAP is committed to providing safe, decent and affordable housing to individuals and families in Multnomah County, Oregon, who face income or other life challenges. HAP offers support through a wide variety of programs and services.

## Glossary & Acronyms

Acronym	Term	Definition or Description
<b>HDF</b>	Housing Development Finance	The mission of HDF is to facilitate the development of affordable housing, both rental and homeownership, and to assist households to become owners of affordable homes. HDF accomplishes this by providing low-interest, flexible financing and technical assistance to developers; by providing homebuyer assistance financing and homeownership counseling to homebuyers; and by working with the private sector, non-profits and government to facilitate the creating of more affordable housing. HDF believes that all households and families should have the opportunity and access to affordable housing, and that affordable housing and economic diversity are beneficial to communities.
<b>HIF</b>	Housing Investment Fund	In 1996, Portland City Council created the Housing Investment Fund with an allocation of general funds in the amount of \$30 million. The action was taken because housing prices in Portland rose so dramatically between 1990 and 1995, and continued to rise, while the yearly income of Portland residents was not keeping up with this rapid inflation. This trend threatened the livability of Portland and the stability of Portland's working families. Allowable uses of the funds were for rental development (new and rehab), owner-occupied rehabilitation and first time homebuyers.
<b>HOME</b>	Home Investment Partnership Program	A HUD funding source for a federal housing program.
<b>HUD</b>	Housing & Urban Development	Department of the Federal government
<b>IAA or IGA</b>	Interagency Agreement	The Interagency Agreement (IAA) and/or Intergovernmental Agreement (IGA) is a contract between PDC and other governmental agencies. An annual Master IAA with individual City bureaus will also include provisions for specific work orders to be executed.
<b>IC or ICURA</b>	Interstate Corridor Urban Renewal Area	At 3,744 acres, the Interstate Corridor Urban Renewal Area (ICURA) is Portland's largest urban renewal area. It includes a diverse collection of historic communities in north and northeast Portland, comprised of older residential neighborhoods, interconnected by commercial corridors, with large scale industrial centers.
<b>IGA</b>	Intergovernmental Agreement	See IAA, above.
<b>IRA</b>	Information & Research Assistant	PDC's Intranet site for employees.
<b>LAG</b>	Legal Appropriation Group	The legal level at which PDC appropriates funds.
<b>LEED</b>	Leadership in Energy and Environmental Design	Administered by the US Green Building Council (USGBC).
<b>LID</b>	Local Improvement District	A Local Improvement District is a method by which a group of property owners can share in the cost of transportation infrastructure improvements. This involves improving the street, building sidewalks, and installing a stormwater management system. An LID can also be used to install sidewalks on existing streets that previously have been accepted for maintenance by the City.
<b>LOC</b>	Line-of-Credit	Interim financing issued to PDC by the City of Portland to help finance redevelopment in urban renewal areas.
<b>L-T Debt</b>	Long-term Debt	Financing received from long-term bond sales and lines-of-credit.
<b>LTA</b>	Limited Tax Abatement	PDC offers a variety of LTA programs, including: Single Family Owner-Occupied Rehabilitation; Single Family New Construction; New Multiple Unit Housing; Non-Profit Owner-Manager of Low-Income Housing; Rental Rehabilitation; and Transit Oriented Development. These programs are not total tax exemptions but rather limit the tax liabilities that may result from the construction, rehabilitation or conversion of housing units in the City of Portland.



## Glossary & Acronyms

Acronym	Term	Definition or Description
<b>LTC or LTC URA</b>	Lents Town Center	In September 1998, the City Council established a Lents Town Center Urban Renewal Area (LTCURA) in order to accomplish community goals. These include generation of new family wage jobs, assistance to new and existing business, improvements to local infrastructure such as streets and parks, new housing construction and improvements to existing housing. Implementation of the plan began in fiscal year 1999-2000.
<b>LTE</b>	Limited-term Equivalent	Limited-term employees
<b>MAC</b>	Major Appropriation Category	The most common expenditure categories include Materials & Services, Capital Outlay, and Financial Assistance.
<b>MERC</b>	Metropolitan Exposition and Recreation Commission	The Metropolitan Exposition Recreation Commission serves as a catalyst for culture, community and economic vitality for Oregon and the Portland metropolitan region through leadership, advocacy, and expert management of public event venues.
<b>MFH</b>	Multi-Family Housing	Multifamily housing is defined as housing that is built for rent or for sale generally in densities ranging from ten to 100 or more units per acre. The types of dwelling units included range from garden apartments and condominiums with surface or integral garage parking built at ten to 30 units per acre to mid-rise apartment and condominium structures of three to six stories built at 30 to more than 100 units per acre to high-rise apartment and condominium structures of more than six stories built at more than 100 units per acre.
<b>MFI</b>	Median Family Income	FY 2008 Median Income for a Family of Four (Portland, OR): \$67,500, up \$3,700 from the FY 2007 amount of \$63,800. HUD-funded programs throughout the Portland MSA set eligibility criteria, rental rates, and other program elements based on the HUD MFI.
<b>MOU</b>	Memorandum of Understanding	A document outlining an agreement between PDC and another entity.
<b>MWESB</b>	Minority-owned/Women-owned/Emerging Small Business	PDC is dedicated to labor diversity on their construction projects, and currently has two programs that promote diverse labor opportunities: The Good Faith Effort program and the Workforce Training and Hiring Program.
<b>NMAC or NMAC URA</b>	North Macadam Urban Renewal Area	Twenty years ago, the North Macadam Urban Renewal Area (URA) was a largely vacant, under-performing industrial part of town hampered by a lack of infrastructure and a need for environmental clean up. It was physically close to downtown, but disconnected and overlooked. But this began to change in 1999, when City Council established the URA to realize its potential as an employment center, a vibrant neighborhood and an extension of the Central City District.
<b>NHP</b>	Neighborhood Housing Program	PDC's Neighborhood Housing Program (NHP) helps home owners refinance and renovate their homes.
<b>NMTC</b>	New Market Tax Credit	The New Markets Tax Credit Program permits taxpayers to receive a credit against Federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). Substantially all of the qualified equity investment must in turn be used by the CDE to provide investments in low-income communities.
<b>OCC or OCCURA</b>	Oregon Convention Center Urban Renewal Area	The Oregon Convention Center Urban Renewal Area was originally conceived and adopted to take advantage of the significant investment that was made in eastside MAX and the Oregon Convention Center. Plans call for leveraging these important projects to facilitate the redevelopment of the Lloyd District, increase its economic viability and role within the central city and to improve its connection to the downtown. The boundary was amended in 1993, in response to the adoption of the Albina Community Plan to include NE Martin Luther King, Jr. Boulevard from Russell Street to Rosa Parks Way.
<b>ODOT</b>	Oregon Department of Transportation	State agency

## Glossary & Acronyms

Acronym	Term	Definition or Description
<b>OHCS</b>	Oregon Housing and Community Services	Oregon Housing and Community Services is Oregon's housing finance agency, providing financial and program support to create and preserve opportunities for quality, affordable housing for Oregonians of lower and moderate income.
<b>OMF</b>	Office of Management & Finance (part of (BGS) Bureau of General Services)	City of Portland Bureau
<b>OSD</b>	Office of Sustainable Development	City of Portland Bureau
<b>OT/CT</b>	Old Town/Chinatown	OT/CT is a vibrant neighborhood where Portland began. It includes the nationally recognized Skidmore Historic District as well as the Historic Japantown New Chinatown District.
<b>PBOT</b>	Portland Bureau of Transportation	City of Portland Bureau
<b>PHB</b>	Portland Housing Bureau	City of Portland Bureau
<b>PHC</b>	Portland Housing Center	PHC is a Charter Member of the NeighborWorks Network, a select group of over 240 non-profit organizations serving urban and rural communities across the country. The NeighborWorks Network is part of NeighborWorks America, a national non-profit created by Congress with a direct appropriation of federal funds. As a NeighborWorks HomeOwnership Center, the Portland Housing Center is certified by the U.S. Department of Housing and Urban Development as both a HUD Certified Counseling Agency and a HUD Certified Non-Profit Provider of Secondary Financing.
<b>PLPA</b>	Private Lender Participation Agreements	Financing arrangements with private banking institutions
<b>PY</b>	Prior Year	Generally refers to Prior Year budgets.
<b>QJP</b>	Quality Jobs Program	The Quality Jobs Program recognizes and rewards those companies who pay higher wages and invest more in the city.
<b>RACC</b>	Regional Arts & Culture Council	RACC is the steward of public investment in arts and culture, and works to create an environment in which the arts and culture of the region can flourish and prosper.
<b>RD or RD URA</b>	River District Urban Renewal Area	The plans call for the creation of a high density urban residential neighborhood in partnership with the City of Portland. The area has a mix of multi-family housing, major office facilities, regional attractions, retail businesses, parks and open spaces.
<b>RFP</b>	Request for Proposal	RFPs general identify requirements such as: submission deadlines, eligibility, proposal format, evaluation process and restrictions, review timetable, budgets, funding goals and priorities, award levels, evaluation process and criteria, whom to contact, and other submission requirements.
<b>RFQ</b>	Request for Quotation	A RFQ is a document issued when an organization wants to buy something and chooses to make the specifications available to many other companies so they can submit competitive bids.
<b>RLF</b>	Revolving Loan Fund	It is not PDC's intent to realize financial gain from its lending activities; nevertheless, PDC strives to preserve its revolving loan funds by being a prudent and responsible lender.

## Glossary & Acronyms

Acronym	Term	Definition or Description
<b>SFH</b>	Single-Family Housing	A detached housing structure that contains 1 dwelling unit.
<b>SPB or SPB URA</b>	South Park Blocks Urban Renewal Area	The South Park Blocks Urban Renewal Area, created in 1985, consists of several neighborhoods, including the University District, Cultural District, Park Avenue District, and the West End. These areas include significant historic buildings, cultural attractions and green spaces.
<b>S-T Debt</b>	Short-term Debt (also called "du jour")	Overnight or short-term bonding used to make available tax revenues in excess of those necessary for existing debt service.
<b>TIF</b>	Tax Increment Financing	One of PDC's primary sources of urban renewal funding is tax increment financing (TIF). TIF works in this way: When the city defines an urban renewal boundary, the county assessor "freezes" the assessed value of real property within the urban renewal district. As the city and others invest in the urban renewal area, property values go up. The property taxes above those that were collected when the values were "frozen" are used to pay for the improvements in the urban renewal area. Here is another good description of how TIF works: Urban renewal districts raise money by borrowing against future growth in property taxes. The city uses the borrowed money to pay for capital improvements, which spur more development. The city then uses the incremental increase in property taxes from the district to repay the loan. When the urban renewal district expires in 20-25 years, the intent is to return a much higher property tax base to the tax rolls.
<b>TOD</b>	Transit Oriented Development	The Transit Oriented Development Property Tax Abatement was established to support high density housing and Mixed-Use developments affordable to a broad range of the general public on vacant or underutilized sites along transit corridors whose design and features encourage building occupants to use public transit. The exemptions support TOD projects by reducing operating costs through a ten-year maximum property tax exemption.
<b>TSCC</b>	Tax Supervising & Conservation Commission	The Tax Supervising and Conservation Commission is an independent, impartial panel of citizen volunteers established to monitor the financial affairs of local governments. Oregon Revised Statute 294.610 created the Commission in 1919. Prior to that time, the Oregon Legislature controlled local government budgets. The Commission, required in counties with over 500,000 in population, has jurisdiction over all local governments that are required to follow local budget law and which have more than half of their real market value within the County.
<b>UDD</b>	Urban Development Department	PDC Operating Department
<b>URA</b>	Urban Renewal Area	An Urban Renewal Area (URA) is a district established within the boundaries of the city of Portland to remove blight and promote economic development and affordable housing.
<b>URAC</b>	Urban Renewal Advisory Committee	A URAC is established to provide feedback to the PDC Board of Commissioners and project staff on each particular Urban Renewal Plan. More specifically, a URAC is responsible for: a) Assisting project staff in identifying and involving other community stakeholders and partners in urban renewal projects. b) Providing a forum for public discussion on implementation of the Plan c) Providing feedback to the Board of Commissioners and project staff on short and long term implementation plans and budgets. d) Providing feedback to the Board of Commissioners on proposed substantial or minor amendments to the Plan.
<b>USGBC</b>	United State Green Building Council	The U.S. Green Building Council is a 501(c) (3) non-profit community of leaders working to make green buildings accessible to everyone within a generation.
<b>WIURA</b>	Willamette Industrial Urban Renewal Area	By improving the area encompassed by this URA, the city intends to encourage existing businesses to stay and expand and to attract new employers to the area. Portland currently has few sites attractive for new industrial, high-tech, manufacturing and distribution businesses. Yet much of the land within this URA is currently vacant or underused and suffers from contaminated soils and water. This URA is intended to help solve these problems.

## **Financial Policies**

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PDC's Policies are posted on PDC's intranet site and always available to staff. We have included a summary of the financial policies we believe would be of interest to a reader of this document.

### **General Budget Policies**

**Compliance with Oregon Budget Law** – PDC shall prepare, adopt and amend its annual budget in accordance with Oregon Budget Law (ORS 294). The Approved Budget shall be submitted annually to the Tax Supervising and Conservation Commission (TSCC) which reviews the budget and holds a public hearing.

**Performance Measurement** – PDC's budget shall include specific performance indicators for each department. The performance indicators will be directly tied to PDC's Strategic Plan.

**Budgetary Monitoring and Control System** – The Central Services Department shall monitor the budget throughout the fiscal year to ensure that spending is within the appropriation limits. Spending shall also be monitored to ensure that it is in line with bond covenants and other spending restrictions.

**Commission Goals and Priorities** – PDC's budget will support the Commission's goals and priorities as outlined in the Strategic Plan.

### **General Accounting Policies**

**Maintenance of Accounting Records** – PDC shall establish its accounting system in accordance with Generally Accepted Accounting Principles and shall adhere to the principles and standards promulgated by the Government Finance Officers Association (GFOA), Government Accounting Standards Board (GASB), Financial Accounting Standards Board (FASB), and the Comptroller General of the United States which issues generally accepted governmental accounting standards (GAGAS). PDC shall maintain an accurate and current record of its fixed assets.

**External Audit** – An annual audit shall be performed by an independent public accounting firm approved by and contracted through the City Auditor's Office. The accounting firm will issue an official opinion on the financial statements. Additionally, the auditor will provide a management letter and other communications as required by GASB, FASB, GAGAS, and ORS to identify areas which might need management attention.

## **Financial Policies**

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**Audit Committee** – At the March 2004 commission meeting, PDC established a Standing Audit Committee. The Committee has the responsibility to provide additional oversight to the accounting and financial reporting practices, and other internal controls of the agency. The Committee may also be responsible for overseeing performance-based auditing as provided by the City of Portland Auditor's Office.

**Financial Reporting** – A Comprehensive Annual Financial Report (CAFR) shall be submitted to the PDC Commissioners, the Mayor, City Auditor's Office, and Members of the City Council to present the results, financial position, and operations of PDC each fiscal year. The Central Services Department shall produce quarterly internal financial reports within 35 days of each quarter-end date for distribution to the Commission and management at PDC.

### **Assets, Liabilities, and Net Assets or Equity Policies**

**Cash and Investments** – The City Charter requires PDC to participate in the City of Portland cash and investment pool. All of the investment pool cash purchases and sales are part of the City's cash management activity and are considered cash and cash equivalents. PDC shall account for investments in accordance with GASB Statement No. 31, Accounting and Financial Reporting for Certain Investments and External Investment Pools, and GASB Statement No. 40, Deposit and Investment Risk Disclosures. Under the provisions of GASB Statement No. 31, PDC shall record investments, including its investments in the City of Portland investment pool, at fair value. GASB Statement No. 40 requires that PDC disclose in the notes to the basic financial statements certain custodial credit and concentration risk information related to deposits and investments.

**Receivables and Payables** – Activity between funds that represent lending/borrowing arrangements outstanding at the end of the fiscal year shall be referred to as internal balances for the purposes of the CAFR. Reimbursements due from other governmental entities for the Community Development Block Grant (CDBG) and HOME programs shall be reported as due from other entities.

A loan receivable is recorded when the borrower has signed a promissory note. Disbursements are made in accordance with the loan agreement. Loans funded by CDBG proceeds, or other arrangements requiring proceeds from loan repayments are maintained or re-loaned in accordance with the specific requirements of the program under which the original loan was made. The loans receivable shall be offset by a deferred revenue account.

PDC shall maintain a valuation allowance against loans receivable comprised of an allowance for risk and an allowance for present value discount. The allowance for risk shall be determined based on the historical performance of each loan type and upon continuing consideration of changes in the character of the portfolio. The allowance for

## Financial Policies

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the present value discount gives recognition to the economic cost of providing loans at interest rates below market. It represents an estimate of the difference between the present value of discounted net cash flows, at a market rate of interest, from these loans and the face amount of the loans.

**Capital Assets** – Capital assets are defined as real and personal property assets with an initial, individual cost of more than \$5,000 and an estimated useful life of greater than two years. Additions or improvements that significantly extend the useful life of an asset, or that significantly increase the capacity of an asset, shall be capitalized as well. Expenditures for furniture and equipment and real property acquisitions and improvements shall be stated as capital outlay expenditures in the governmental funds.

Assets that are acquired and held for governmental use shall be stated at historical cost, which includes costs of appraisals and demolition. Donated fixed assets shall be recorded at their fair market value at the date of donation.

Expenditures by PDC for acquisition and improvements of properties, as an agent for the owner, shall not be capitalized. Maintenance and repairs of a routine nature shall be charged to expenditures as incurred and not capitalized.

Depreciation on PDC-owned capital assets not held for later sale shall be reported in the Statement of Activities as an expense, and net of accumulated depreciation in the Statement of Net Assets. Depreciation will be computed on a straight-line basis over the following estimated useful lives:

<u>Asset</u>	<u>Years</u>
Buildings and improvements	50
Leasehold improvements	5
Vehicles	8
Office furniture and equipment	5-15
Computer equipment	3

Depreciation is not taken in the year of acquisition if the asset is purchased in the second half of the year and a full year's depreciation shall be charged in the year of retirement. A capital asset purchased in the first half of any fiscal year shall receive a full year's depreciation during its first year and no depreciation during its last year of service.

When City infrastructure construction projects are completed, the project's fixed assets shall be transferred to the City of Portland at cost. Proceeds from the sale of fixed assets originally purchased with grant resources shall be reported as deferred revenue until recycled through the grant program. Proceeds from the sale of fixed assets purchased from bond sales or general resources shall be recognized as revenue.

## Financial Policies

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**Properties Held for Sale** – Land and related buildings and improvements, which have been acquired for the purpose of redevelopment and sale, shall be recognized as assets and stated the lower of cost (including costs of appraisal, demolition and relocation) or net realizable value. Such asset amounts shall be offset by a reservation of fund balance on the Balance Sheet except for assets acquired with grant proceeds. Property held for sale, which was originally acquired with grant resources, and subsequent proceeds, shall be offset by deferred revenues on the Balance Sheet, until recycled through the grant program. Upon final disposition or a change in the value of the property, gains or losses shall be charged or credited to operations in the current period.

**Compensated Absences** – It is PDC's policy to permit employees to accumulate earned but unused vacation and sick pay benefits. There is no liability for unpaid accumulated sick leave as PDC does not have a policy to compensate employees when they separate from service. Vested vacation pay and related taxes are recorded as a liability in the General Fund when accrued.

## Debt Management Policies

**Reimbursement for Debt Service Issued by the City** – PDC shall provide timely payment to cover Debt Service costs for debt issued by the City for which PDC has a share of the debt obligation. An example is annual payments for PDC's share of the Limited Tax Pension Obligation Revenue Bonds.

**Coordination with the City on Tax Increment Debt** – The City of Portland acts as PDC's debt manager. PDC coordinates issuance of debt according to the City's debt management policies. The City of Portland issues all Urban Renewal long term bonds, tax increment lines-of-credit, and short term financing per State law. All debt service requirements are budgeted by the City in separate debt funds. Debt proceeds are transferred to PDC for use on eligible capital projects. PDC shall work with the City to determine the timing of bond issuances/draws on lines of credit, the amount to be issued or drawn, the mix of taxable versus tax exempt proceeds, and any other pertinent information necessary to meet PDC's capital funding requirements.

Limits to the amount of debt that can be issued in each urban renewal area are set in each Urban Renewal Plan. The limit is referred to as the maximum indebtedness. It represents the principal amount of indebtedness for a given urban renewal area, and is based on good faith estimates of project costs that are planned in each area. In addition, there is a limit to the amount of each individual bond issuance based on increment available to support the debt service. When the City issues long term bonds for PDC, the bonds are sized based on the current increment level. A typical debt service coverage ratio (the amount of tax increment revenue divided by the debt service payments) is 1.5.

## Financial Policies

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**Private Lender Participation Agreement (PLPA) Debt** – PDC has entered into a separate financing agreement with a local financial institution. PDC loans the borrowed funds to homeowners and investors for rehabilitation of residential properties, referred to as the Private Lender Program.

PDC blends all Private Lender Participation funds with HUD grant funds to finance below market loans to its borrowers. The notes shall be collateralized by related loans receivable, and by a security reserve in the case of the U.S. Bank.

**Conduit Debt** – The City of Portland has issued Economic Development Revenue Bonds. The proceeds of these bond sales are used by private developers to finance capital expansion.

The City's and PDC's participation in the financing of these projects enables the developer to utilize applicable provisions of the United States Internal Revenue Code (IRC) of 1954, as amended. IRC Section 103 encourages the construction of certain facilities and the public financing thereof through revenue bonds by providing that the interest on such bonds, as contrasted with any bonds issued by the developer itself, will be exempt from federal income tax. This tax exemption enables the purchasers of the bonds to accept a lower rate of interest which reduces project financing costs to the developer.

The bond indentures provide that the bonds will never constitute a general obligation of, an indebtedness of, or a charge against the general credit of the City or PDC nor are the bonds payable in any manner from revenue raised by taxation. The bonds are collateralized solely by the specific project and payments made by the developers. Upon completion of a lease term, the assets constructed are owned by the developer.

## Reserves Policy

**Capital Reserves** – Contingency in the capital funds is generally budgeted 5% - 8% of total Capital Outlay, Financial Assistance, and Materials and Services. A "Reserve" or Unappropriated Fund Balance shall be established to retain excess funds for future year expenditures. Funds placed Contingency must be transferred to Department Appropriations via a supplemental budget. If the amount transferred is in excess of 15% of total fund expenditures, the Tax Supervising and Conservation Commission (TSCC) must hold a hearing prior to Commission action. Funds in Unappropriated Ending Fund Balance are unavailable during the fiscal year.



### **Land Acquisitions Policies**

As an urban renewal agency established in the City of Portland Charter, PDC may acquire by purchase, including by condemnation, real property within an urban renewal area or other area where the acquisition is necessary to carry out a redevelopment plan for the purposes of removing, preventing, or reducing blight or blighting factors or the causes of blight. In addition, PDC may acquire property to promote industrial expansion either inside or outside the City.

### **Land Dispositions Policies**

As an urban renewal agency established in the City of Portland Charter, PDC may make disposition, including the sale or lease of land for terms not exceeding 99 years, within an urban renewal area or otherwise, for uses in accordance with the redevelopment plan, without auction or advertising for bids. The Commission may impose conditions or restrictions by deed or lease upon the use of land or property within an urban renewal area.

PDC may, in accordance with the approved urban renewal plan, make land in an urban renewal project available for use by private enterprise or public agencies. Such land shall be made available at a value determined by the urban renewal agency to be its fair reuse value, which represents the value, whether expressed in terms of rental or capital price, at which the urban renewal agency at its discretion determines such land should be made available in order that it may be developed, redeveloped, cleared, conserved or rehabilitated for the purposes specified in such plan.



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