
MERC Budget Committee Meeting

January 29, 2014
3:00 pm

Oregon Zoo
4001 SW Canyon Road
Sunset Room



600 NE Grand Ave.
Portland, OR 97232
503-797-1780

www.oregonmetro.gov

 Metro | *Exposition Recreation Commission*

Meeting: MERC Budget Committee
Date: January 29, 2014
Time: 3:00 p.m. to 5:00 p.m.
Place: Oregon Zoo Sunset Room
Purpose: 2014-15 Budget

3:00 p.m.	Opening Remarks	Teri Dresler
3:05 p.m.	MERC Budget Overview	Tim Collier
3:15 p.m.	Individual Budget Highlights Including Capital <ul style="list-style-type: none"> • Portland's Centers for the Arts • Oregon Convention Center • Portland Expo Center 	Robyn Williams Scott Cruickshank Matthew P. Rotchford
4:45 p.m.	Reserve Policy Draft Language	Tim Collier
4:55 p.m.	Review agenda for Feb. 10 Budget Committee Meeting 1:00-2:30 p.m. Oregon Convention Center King Boardroom	
5:00 p.m.	Adjourn	

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

All Departments

2015

	2011-12	2012-13	2013-14	2014-15	Change in Annual Budget	
	Actual	Actual	Budget	Budget	\$	%
Operations						
Charges for Services	19,142,345	20,769,934	18,770,762	21,098,321	2,327,559	12%
Contributions from Governments	774,040	798,035	816,020	831,905	15,885	2%
Contributions from Private Sources	4,828	-	-	-	-	
Enhanced Marketing VDF	431,435	441,358	455,268	463,702	8,434	2%
Food and Beverage Revenue	13,625,011	15,777,579	12,079,725	15,202,929	3,123,204	26%
Grants	24,415	12,073	-	-	-	
Interest Earnings	155,883	99,479	76,142	57,750	(18,392)	-24%
Interfund Loans	-	-	2,200,000	-	(2,200,000)	-100%
Lodging Tax	9,627,880	9,339,666	10,280,593	11,031,163	750,570	7%
Miscellaneous Revenue	124,969	114,815	81,805	84,542	2,737	3%
Transfers-R	114,822	568,633	418,633	600,000	181,367	43%
Visitor Development Fund Alloc	1,576,336	2,712,406	2,965,634	1,931,633	(1,034,001)	-35%
Total Revenues	45,601,965	50,633,978	48,144,582	51,301,945	3,157,363	7%
Capital Outlay	153,390	298,992	218,274	-	(218,274)	-100%
Food & Beverage Services	11,675,824	12,563,460	10,199,704	12,871,802	2,672,098	26%
Materials and Services	10,163,897	11,756,869	14,021,980	12,040,376	(1,981,604)	-14%
Personnel Services	17,202,907	16,558,158	17,741,183	18,227,988	486,805	3%
Transfers-E	6,137,175	4,548,947	5,131,804	5,218,325	86,521	2%
Visitor Development Marketing	431,435	441,358	1,330,719	463,702	(867,017)	-65%
Total Expenditures	45,764,627	46,167,784	48,643,664	48,822,193	178,529	0%
Net Operations	(162,662)	4,466,194	(499,082)	2,479,752		0%
Capital						
Contributions from Private Sources	375,871	-	75,000	-	(75,000)	-100%
Grants	99,159	410,072	494,003	70,000	(424,003)	-86%
Lodging Tax	902,391	-	-	-	-	
Other Financing Sources	-	-	-	-	-	
Transfers-R	480,000	-	-	(105,000)	(105,000)	
Total Revenues	1,857,421	410,072	569,003	(35,000)	(604,003)	-106%
Capital Outlay	1,890,890	2,488,547	5,109,343	6,606,300	1,496,957	29%
Total Expenditures	1,890,890	2,488,547	5,109,343	6,606,300	1,496,957	29%
Net Capital	(33,469)	(2,078,475)	(4,540,340)	(6,641,300)		
Fund Balance	(196,131)	2,387,719	(5,039,422)	(4,161,548)		
Food & Beverage Margin \$	1,949,187	3,214,119	1,880,021	2,331,127		
Food & Beverage Margin %	14%	20%	16%	15%		
Fund Balance						
Beginning Fund Balance			24,595,519	33,314,365		
Fund Balance Inc. (Dec.)			(5,039,422)	(4,161,548)		
Ending Fund Balance	26,161,716	30,414,365	19,556,097	29,152,817		
Unappropriated Fund Balance			-	7,386,272		
Operating Contingency			2,106,061	2,645,000		
Capital Contingency			254,605	-		
Stabilization Reserve			620,500	-		
Renewal & Replacement Contingency			2,784,922	2,784,922		
Renewal & Replacement Reserve			8,149,842	10,102,830		
New Capital / Business Strategy Reserve			5,640,167	5,252,143		
TLT Pooled Capital			-	980,918		
			19,556,097	29,152,085		
Actual Beginning Fund Balance			30,414,365			
Projected Fund Balance Inc. (Dec.)			2,900,000			
Projected Ending Fund Balance			33,314,365			

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

MERC Admin Sub Fund

2015

	2011-12	2012-13	2013-14	2014-15	Change in Annual Budget	
	Actual	Actual	Budget	Budget	\$	%
Operations						
Charges for Services	(18,347)	-	-	-	-	
Interest Earnings	9,176	7,376	3,750	3,750	(0)	0%
Miscellaneous Revenue	264	-	-	-	-	
Transfers-R	12,222	-	1,142,543	1,273,091	130,548	11%
Total Revenues	3,316	7,376	1,146,293	1,276,841	130,548	11%
Materials and Services	248,973	228,927	542,881	502,906	(39,975)	-7%
Personnel Services	1,405,853	1,105,077	787,374	781,335	(6,039)	-1%
Transfers-E	252,257	-	-	-	-	
Total Expenditures	1,907,084	1,334,004	1,330,255	1,284,241	(46,014)	-3%
Net Operations	(1,903,768)	(1,326,628)	(183,962)	(7,400)		0%
Capital						
Lodging Tax	902,391	-	-	-	-	
Transfers-R	(15,000)	(360,000)	(780,000)	(720,000)	60,000	-8%
Total Revenues	887,391	(360,000)	(780,000)	(720,000)	60,000	-8%
Capital Outlay	-	60,218	292,800	92,800	(200,000)	-68%
Total Expenditures	-	60,218	292,800	92,800	(200,000)	-68%
Net Capital	887,391	(420,218)	(1,072,800)	(812,800)		
Fund Balance	(1,016,376)	(1,746,846)	(1,256,762)	(820,200)		
Fund Balance						
Beginning Fund Balance			2,324,687	3,043,124		
Fund Balance Inc. (Dec.)			(1,256,762)	(820,200)		
Ending Fund Balance	2,347,724	3,042,162	1,067,925	2,222,924		
Unappropriated Fund Balance						
Operating Contingency			95,335	65,000		
Capital Contingency			254,605	-		
Stabilization Reserve						
Renewal & Replacement Contingency			200,000	200,000		
Renewal & Replacement Reserve			517,985	1,119,836		
New Capital / Business Strategy Reserve						
TLT Pooled Capital			-	838,088		
			1,067,925	2,222,924		
Actual Beginning Fund Balance			3,043,124			
Projected Fund Balance Inc. (Dec.)			-			
Projected Ending Fund Balance			3,043,124			



PORTLAND'5
CENTERS FOR THE ARTS



MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Portland'5 Centers for the Arts Fund

2015

	2011-12	2012-13	2013-14	2014-15	Change in Annual Budget	
	Actual	Actual	Budget	Budget	\$	%
Operations						
Charges for Services	6,477,930	7,356,297	6,969,394	7,454,065	484,671	7%
Contributions from Governments	774,040	798,035	816,020	831,905	15,885	2%
Contributions from Private Sources	4,828	-	-	-	-	-
Food and Beverage Revenue	2,170,470	2,152,136	1,911,562	2,225,102	313,540	16%
Grants	16,634	12,073	-	-	-	-
Interest Earnings	64,635	48,489	39,420	31,000	(8,420)	-21%
Lodging Tax	1,234,320	1,197,371	1,302,505	1,327,779	25,274	2%
Miscellaneous Revenue	87,028	72,049	50,260	51,302	1,042	2%
Transfers-R	28,440	17,500	(388,603)	(433,005)	(44,402)	11%
Visitor Development Fund Alloc	616,336	630,511	650,383	650,383	(0)	0%
Total Revenues	11,474,662	12,284,461	11,350,941	12,138,531	787,590	7%
Capital Outlay	8,758	-	-	-	-	-
Food & Beverage Services	1,703,974	1,698,887	1,647,214	1,857,227	210,013	13%
Materials and Services	2,129,071	2,618,474	2,821,985	2,827,238	5,253	0%
Personnel Services	5,377,505	5,437,387	5,623,884	5,924,658	300,774	5%
Transfers-E	1,629,668	1,119,634	1,145,036	1,161,741	16,705	1%
Total Expenditures	10,848,976	10,874,381	11,238,119	11,770,864	532,745	5%
Net Operations	625,687	1,410,080	112,822	367,667		0%
Capital						
Contributions from Private Sources	375,871	-	75,000	-	(75,000)	-100%
Grants	76,360	3,432	-	-	-	-
Transfers-R	15,000	-	-	-	-	-
Total Revenues	467,231	3,432	75,000	-	(75,000)	-100%
Capital Outlay	514,494	482,225	916,000	1,653,000	737,000	80%
Total Expenditures	514,494	482,225	916,000	1,653,000	737,000	80%
Net Capital	(47,264)	(478,793)	(841,000)	(1,653,000)		
Fund Balance	578,423	931,287	(728,178)	(1,285,333)		
Food & Beverage Margin \$	466,497	453,250	264,348	367,875		
Food & Beverage Margin %	21%	21%	14%	17%		
Fund Balance						
Beginning Fund Balance			7,971,363	9,820,156		
Fund Balance Inc. (Dec.)			(728,178)	(1,285,333)		
Ending Fund Balance	8,445,298	9,021,114	7,243,185	8,534,823		
Unappropriated Fund Balance				1,677,765		
Operating Contingency			300,000	600,000		
Capital Contingency						
Stabilization Reserve			174,500	-		
Renewal & Replacement Contingency			-	-		
Renewal & Replacement Reserve			4,729,000	4,400,009		
New Capital / Business Strategy Reserve			2,039,685	1,857,049		
TLT Pooled Capital			-	-		
			7,243,185	8,534,823		
Actual Beginning Fund Balance			9,020,156			
Projected Fund Balance Inc. (Dec.)			800,000			
Projected Ending Fund Balance			9,820,156			

FY 2014-2015 Base Budget

Fiscal year 2015 shows promising improvement for P5 over FY14. There will be 9.5 weeks of Broadway-an increase of 2.5 weeks from FY14. One resident company is dropping a show in the Newmark, but this space generally has high demand. Lodging tax has been restored to its \$1.2 million base, however, a drop in tax at any point-as has happened in the recent past-causes P5 to lose ground in its ability to provide the large subsidy its resident companies depend on for use of the theaters. Costs continue to increase so subsidy losses cause erosion in P5's reserves. Also the P5 Foundation's capital endowment has suffered major losses over the last several years so the Foundation has not been able to fully fund P5's capital needs as it has in the past. In discussion between Metro Finance and the Foundation, it was decided to spend P5's R&R funds first and allow the Foundation corpus time to stabilize and grow.

Operational staff changes and energy efficient projects are allowing many costs to hold at FY14 budget levels. Proposed staffing increases support these efficiencies or provide revenue growth opportunities.

The P5 mission critical goals follow with notes on how its budget supports these goals in FY15. The focus this fiscal year-as in the previous year-is on the "must do" items that contribute to P5's mission to responsibly and safely run its venues and not so much on "wish list" items.

Goal #1 Insure adequate funding for venues to insure protection of these public assets.

- The 5 year renewal and replacement plan was revised and used as a planning tool to identify critical capital projects. These are reflected in the budget.
- Rates and fees are increased to avoid erosion of margins that are needed to contribute revenue to P5's operating budget.
- Events are being produced that can drive revenue during slow times. These include Music on Main and the-new-Poetry on Broadway series as well as commercial partnerships and co-promotions to encourage commercial bookings.
- Sponsorship and marketing packages as well as ticket retargeting programs are being developed and implemented to increase operational revenue.

Goal #2 Consistently deliver exceptional customer service.

- Secret shopper program continues for every performance space and tests all areas-admissions staff, box office experience, food and beverage, etc. Additionally, a patron survey is being added to gather more feedback from event attendees.
- Client events and thank-you's show our clients how deeply we appreciate their business and encourages their return. Also, face to face visits with promoters and artist agents in order to establish strong long term relationships are now a priority.
- Free events allow those, who may not be able to afford ticketed shows at P5, an opportunity to enjoy the facilities.

FY 2014-2015 Base Budget

- Staff and volunteer training surrounding customer service is regular and on-going. Implementation of the “Be the Difference” program with Aramark brings staff, volunteers, and contractors together on a mission of customer service.
- Providing diverse programming at Poetry on Broadway, Music on Main, the Noontime Showcase and Summer Arts on Main, as well as the rotating art shows featuring a diverse group of artists, serves a variety of customers from around the city and enhances the guest experience for them. Active involvement with organizations such as the Hispanic Chamber and Say Hey! helps provide insight into the type of programming diverse communities desire.
- Proactive involvement with ADA training and best practices creates venues that are welcoming to anyone with a disability.

Goal #3 Maintain and enhance state-of-the-art facilities and business operations.

- The budget has a number of one time costs reflected in the base budget noted below. All support Goal #3.
- The Operations department’s focus on projects that increase efficiencies, improve cleaning and maintenance quality, and generate savings are reflected in this budget. Sustainability projects will continue to help hold down operating costs.
- Staff are able to maintain involvement in professional associations in order to insure P5 leads-not lags-in industry best practices. Challenging times require a staff that is entrepreneurial and knowledgeable in order to maximize revenues and find operational efficiencies.
- Sustainability projects such as the LED bulb replacement projects and green cleaning chemical usage, as well as capital projects that seek opportunities to advance green initiatives, help create high performance facilities that can operate at a lower cost.
- Continued participation in PAC Stats allows us to annually benchmark ourselves with performing arts centers all over the country. P5 has also been invited to help craft the new PAC-Ops benchmark study that will provide even more detailed industry analysis of venue operations and opportunities for improvement.

Goal #4 Cultivate an environment to recruit and retain diverse, professional and competent staff and volunteers.

- Training and update meetings for event staff and volunteers several times a year promote communication and development of necessary skill sets to perform jobs successfully.
- “Be The Difference” program not only builds customer service skills but teamwork as well.
- Volunteer appreciation events continue to show our 700 volunteers how much we appreciate the many hours of work they give P5 every year.

FY 2014-2015 Base Budget

- Membership in professional associations and other training provide staff the professional development and training tools needed to perform their jobs at an industry high level.
- Certification programs are supported so staff can demonstrate a high level of skills needed for the professional management of a performing arts center.

Goal #5 Assume leadership role in arts advocacy.

- Attendance and involvement in various arts initiatives-Business and Culture for the Arts, Portland Arts Alliance, Portland Area Theater Alliance-gives P5 visibility in the arts community.
- Support for the P5 Foundation via funds and staff allows them to continue as an advocate for P5.
- Being a convener of arts organizations for problem solving, arts funding support and developing collaborations strengthens P5's role in the arts community.

General Assumptions

- 9 ½ weeks of Broadway versus 6 ½ in FY14.
- Opera is not doing their Big Night Gala and is cutting their Newmark production.
- Other resident company shows are flat.
- Number of commercial shows is flat, but seeing trend of higher attendance and gross ticket sales that are expected to continue.

Revenues

- Rent increases 3% as set by Commission.
- Billable rates increase 3%.
- Rental revenues increase 12% due to increased weeks of Broadway and strong commercial ticket grosses.
- Food and Beverage revenue up 16% due to more Broadway and plan to get more aggressive on increasing per cap sales. Also assumes average 3% increase in concession pricing. This is the first increase in two years. Margin is budgeted at 17% vs 14.5% in FY14.
- Merchandising increases 10% due to more Broadway.
- Utility Services (power and shore hook ups)-increases 13% due to increased Broadway. Also wifi charges up 41%.
- User fee-up 14% due to strong commercial ticket grosses and increase in Broadway shows.
- Ticketing Commissions-flat over prior year's budget. This is due to having a full year's worth of data and ability to budget more accurately. However, it is still expected to be strong and generate more than \$1.7 million in revenue.

Personal Services

- Up 5% primarily due to increased Broadway shows.

FY 2014-2015 Base Budget

- The Proposed Budget does not include amounts for the following requests: to add one .5 FTE and increase a .75 FTE to 1 FTE in marketing and promotions as well as increasing a .70 FTE to 1 FTE in operations.

Materials & Services

- Increase of 5%. In spite of a large number of one time costs this is a very small increase because of operational efficiencies and energy saving initiatives that are allowing decreased or no increased costs in areas such as utilities even with the increase in shows.

One time costs in FY15:

Computers	\$10,000
Seat repair/refurbishment in ASCH/Newmark	15,000
New radios	3,000
LED bulb replacement part 2 Keller FOH	10,000
LED down lights AHH FOH	10,600
Window cleaning system	4,000
Exterior panel structural assessment Keller	20,000
Rigging inspection all theatres	10,000
AHH rotunda glass art dome cleaning	10,000
Floor repairs-carpet, marble, wood and tile	38,333
ASCH façade-part 2 of 3	125,000
Total:	\$255,933

Capital Outlay (Five-Year Plan Attached)

Total FY14-15 Capital Request: \$1,653,000

AHH HVAC and Lighting Controls Replacement (Year 2 of 2) - \$250,000

Funding Source: Renewal and Replacement Reserve

Replace original HVAC building controls system with a new direct digital controls (DDC) system to control both HVAC and lighting. The current system is twenty five years old, support from the manufacturer is becoming limited as their personnel are no longer trained on a vintage system, and we have randomly experienced systemic failures from time to time. Building operations and engineering staff are dependent on buildings control systems to deliver appropriate airflow and insure the comfort of our clients and patrons. The risks associated with losing control of the building systems are very significant. If we are unable to insure the appropriate minimum airflow requirements in our public spaces, then we cannot open our doors to the public. Building controls systems have improved drastically in twenty five years leading to far more effective decision making with significantly more information available to building operators. ROI is difficult to quantify without an expensive study by a mechanical engineer but we expect energy improvements with extensive HVAC and light operations scheduling capabilities, labor savings through significantly improved analytics and mobile diagnosis for engineers, and improved patron/client satisfaction by programming the controls system to independently respond to differing conditions in the theaters.

FY 2014-2015 Base Budget

Newmark Lighting System Overhaul Phase II - \$42,000

Funding Source: Renewal and Replacement Reserve

This is the second of a three phase process to replace the production and house lighting systems from their current outdated systems to industry standard systems used throughout all of our other venues. This phase of work includes replacing our house lighting controls and their associated dimmers, emergency lighting controls in the house, and new button controls stations. This replacement is needed to overhaul a system that can no longer acquire replacement parts, uses a communication protocol that hasn't been industry standard for more than 20 years, and eliminates additional points of potential failure in the regular operations of the system. We will be unable to stage shows without a fully operating production and house lighting dimmer system that integrates with our control consoles and uses the technology readily available and known to all of our clients. ROI for avoiding systemic failures with no viable replacement parts or operational alternatives and the labor associated with maintaining an outdated system.

Winningstad House Lighting Controls, Dimmers, & ELTS - \$25,000

Funding Source: Renewal and Replacement Reserve

This project is a smaller version of the second phase of work in the Newmark Theatre to replace the house lighting systems from their current outdated systems to industry standard communication protocols used throughout all of our other venues. The work includes replacing all house lighting controls and their associated dimmers, emergency lighting controls in the house, and new button controls stations. This replacement is to overhaul a very similar system as the Newmark Theatre that can no longer acquire replacement parts, uses a communication protocol that hasn't been industry standard for more than 20 years, and eliminates additional points of potential failure in the regular operations of the system. We will be unable to stage shows without a fully operating production and house lighting dimmer system that integrates with our control consoles and uses the technology readily available to all of our clients. ROI for avoiding systemic failures with no viable replacement parts or operational alternatives and the labor associated with maintaining an outdated system.

ASCH Lighting Console Replacement - \$50,000

Funding Source: Renewal and Replacement Reserve

This project is to replace the ASCH lighting console, the last console of our five venues to move to the latest standard for lighting controls. The current console is more than 14 years old and has recently had a backup processor fail. The processor has not been replaced since this project is in line for next year. The project includes a backup console processor and associated equipment to take advantage of the full capabilities of the system. This replacement is for both the operational efficiencies that come with more capable technology, avoiding the likelihood of more processor failures with our theatrical lighting equipment, and having the same lighting console standard across all of our venues. This will lead to greater training and consistent learning/staffing opportunities for our clients and stagehands across the venues. ROI is the labor savings to clients, avoiding systemic failures during show activities and the increased costs and labor of maintaining aging equipment.

Keller Rehearsal Hall Acoustical Treatment - \$50,000

Funding Source: Renewal and Replacement Reserve

This project involves removal and replacement of the existing acoustical treatment insulation system attached to the north wall of the Keller Auditorium Rehearsal Room. The project also

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includes removing the soft goods (previously used onstage at the ASCH) hanging in front of the acoustical treatment. This work is needed to address a systemic failure of the acoustical material damaged by an ill-advised decision a number of years ago to paint the material a different color. The aforementioned soft goods hung for their acoustical properties needed in the room have now failed the required flame proofing test and must be removed. The project requires redesign and new construction of the entire acoustical wall treatment system. The soft goods will not be replaced. Appropriate acoustics in the Keller rehearsal room is crucial to the ongoing operations and enjoyment of our facility by our clients. Safety requirements of commercially hung soft goods dictate that we monitor and maintain their flame proofing rating on a regular basis. We can fully complete this project during dark periods in the auditorium in FY14-15. ROI is to prevent potentially unsatisfied clients who cannot effectively use the rehearsal room for their event needs and the potential liability of knowingly operating a facility with an unlawful installation of soft goods that have failed a regular interval flame test and could therefore potentially cause harm to the public.

AHH HVAC boilers - \$180,000

Funding Source: Renewal and Replacement Reserve

Project is to replace the single HVAC hot water boiler serving the AHH building including three theaters, administration offices, and public spaces. New work will include installation of two new condensing boilers (similar to Keller) and also likely include new circulating pumps, their associated VFD's, and a new flue for exhaust. Condensing boilers operate far more efficiently than our current mid-1990's era boiler. The new boilers can also be operated with far greater flexibility and precision rather than the current limited capabilities that allow for limited operational controls. This project is needed to save significant operating costs for natural gas heating costs and electricity for circulating pump operations. The total savings at this time is not known. ROI is also unknown but is very likely to reduce operational costs in both natural gas and electricity. We have also had major failures with this boiler in the last few years. This project would help avoid those issues.

ASCH Orchestra Shell Rigging Replacement - \$27,000

Funding Source: Renewal and Replacement Reserve

Replace the loft blocks and sheaves for the ceiling and walls of the orchestra shell. The sheaves are custom sized pieces at 16" and require special fabrication. The wire rope and attachment hardware to the battens has already been replaced. The weight of the orchestra shell walls and ceiling is significant and needs to be safely lifted and held in the air above the stage. Project can be completed in FY14-15. No known ROI other than avoiding the liability of a failure to properly support the weight loads of the orchestra shell potentially causing a large scale accident.

Winningsstad Cyclorama Light Fixture Conversion to LED - \$15,000

Funding Source: Renewal and Replacement Reserve

Replace the stage cyclorama lighting fixtures with newer available LED technology. All cyclorama fixtures and strip lights needed onstage consume significant amounts of power, require gel to color them, expensive bulbs (some of which are no longer made) and ongoing labor to maintain their heavy duty electrical cabling. We have chosen to use an LED fixture that will double as a replacement cyc fixture and R40 strip light. The fixture will deliver all the desired color choices without the use of any gel and will deliver up to twice the amount of visible light.

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This is an opportunity to save energy, increase flexibility for our clients, and save in ongoing labor and material maintenance costs for the venue. ROI is unconfirmed as of yet but anticipated to be 7-10 years. We also anticipate an ETO incentive towards the project costs.

Keller Loading Dock Screening Fence - \$50,000

Funding Source: New Capital / Business Strategy Reserve

Per City of Portland planning and zoning requirements, we are required to install permanent garbage and recycling screening. This happened as a result of our concessions upgrade project at Keller in 2011. We received a variance to the requirement for building a gate or placing shrubbery that blocks the loading dock from public view. The project involves construction of a screening fence (already designed) up to 8' high on the east side of the loading dock. The fence will block the western public view from 2nd Street of our garbage bins on the loading dock. The current guard railing on that side of the dock is also badly damaged from being hit by many trucks over the years. To avoid that undesirable result, the project also includes installation of two new bollards to protect the new screen from similar damage. This is our final year to complete the project and close the permit. We need to follow city direction to complete the variance we received to the install garbage and recycling screening. The city could revoke our occupancy for the building and stop all public use of the facility if we do not complete the work. Installing a new screen directly adjacent to the mural painted on our wall on SW Second Street will be an attractive way of continuing to brighten that portion of the building. It will also replace a safety issue of a broken railing at the Keller Loading Dock. ROI is the avoidance of a potentially embarrassing situation with the city disallowing our use of the building until we comply with their direction. A new screening fence will bring an attractive façade to the building and will also enhance our emergency exiting ability from the backstage area of the Keller.

Newmark Sound Amplifiers – stage, house, and dressing room monitors - \$45,000

Funding Source: Renewal and Replacement Reserve

Replace twenty six year old sound amplifiers that power dressing room and house monitors for the Newmark Theatre. Also need to replace the stage monitor amplifiers. All current equipment is in need of replacement as parts are hard to come by and the monitors are underpowered for their use. Technology has vastly improved allowing us to purchase less monitors at much higher amplitude capacity. This is a potential operational and safety issue as these amplifiers are used to communicate with cast members during rehearsals and performances. This amplified system is also tied to our fire alarm system and any failure of this system could potentially bring the liability of a failed life/safety system which we are mandated to properly test and maintain per fire and building codes. ROI is not quantifiable other than the safety factors described above.

ASCH Stage/ Keller Pit Risers - \$31,000

Funding Source: Renewal and Replacement Reserve

Add six new stage risers at the ASCH and replace the existing sixteen risers at the pit of the Keller Auditorium dating to the 1968 renovation. The ASCH risers are needed to augment the current set that is inadequate to meet client requests. The risers at Keller are needed to replace existing risers well past their useful life. The risers are essentially the same with some minor variations between the needs of each building. This is both an operational and safety issue for our stagehands and clients in both buildings. ROI is not quantifiable other than the potential dangers of using equipment well past its useful life or unsatisfied clients dealing with inadequate equipment in our facilities.

FY 2014-2015 Base Budget

AHH Fire Alarm System Replacement - \$50,000

Funding Source: Renewal and Replacement Reserve

Replace original zone-addressable fire alarm system at the AHH with a new fully addressable system. The current system has as many as twelve to fifteen devices per zone creating difficulty in locating and defusing a potential fire in the building. We anticipate that most of the existing wiring will be sufficient and we will only require a new head end and fully addressable field devices to replace the system. This is a both an operational and safety improvement as the system is difficult to maintain and operate in its current format. The safety factor will be greatly improved in isolating fire safety issues with a fully addressable system. ROI is not quantifiable other than the safety and operational factors described above.

Keller Lighting Conversion to LED - \$50,000

Funding Source: Renewal and Replacement Reserve

Design and replace a portion of the auditorium front of house and stage lighting to take advantage of proven and readily available LED technology. All front of house ceiling and stage work lighting at the Keller uses incandescent and/or high wattage bulbs and uses a significant amount of energy to deliver light for our audiences and onstage during load-in activities for our clients. The project will include some required improvements on the lighting controls, stage work lights, and in the ceiling of the audience chamber. This is an issue of saving energy costs and increasing patron/client enjoyment of the facilities. ROI is anticipated to be less than 10 years. We also anticipate an ETO incentive towards the project costs.

Winningstad Sound Amplifiers – house and dressing room monitors - \$20,000

Funding Source: Renewal and Replacement Reserve

Replace twenty six year old sound amplifiers that power dressing room and house monitors for the Winningstad Theatre. All current equipment is in need of replacement as parts are hard to come by and the monitors are underpowered for their use. Technology has vastly improved allowing us to purchase less monitors at much higher amplitude capacity. This is a potential operational and safety issue as these amplifiers are used to communicate with cast members during rehearsals and performances. This amplified system is also tied to our fire alarm system and any failure of this system could potentially bring the liability of a failed life/safety system which we are mandated to properly test and maintain per fire and building codes. ROI is not quantifiable other than the safety factors described above.

Stagehand Settlement Payroll System Upgrade - \$50,000

Funding Source: Renewal and Replacement Reserve

Improve stagehand budget forecasting by upgrading custom settlement payroll tracking system used at Portland's 5. The custom settlement payroll system has been in use at Portland's 5 since 1998. The application is used to forecast stagehand hours and payroll costs to accurately produce preliminary event settlement documents. The application is also used to verify hours in KRONOS for final settlement. Limitations in the original application design make it time consuming to extract information from multiple shows which is needed to forecast stagehand hours for all projected shows in the annual budget process. Additionally, the upgraded custom solution could have many enhancements including contract work rule interpretation, ease of use improvements, more robust reporting and data management. The project will improve staff efficiency by reducing the number of hours needed to: produce more accurate numbers for annual stagehand

FY 2014-2015 Base Budget

hours budgeting, labor estimates for clients, and time spent by department stagehand 'leads' who track hours in the custom application for every work call. The project will also improve the user interface for ease of use, and upgrade the mission critical FileMaker Pro custom application to the most current release level (12). It currently runs at release 6. A failure of the custom application currently producing settlement information would create a significant increase in administrative and management costs and the labor required to settle all events. Clients will not accept information regarding stagehand payrolls that is not produced in a clear and accurate manner. ROI is the increased accuracy of information for client estimates, internal process efficiencies and greater labor budget forecasting capabilities, and valuable data for future estimating of stagehand labor costs for shows being considered for booking in our venues.

Keller Cooling Tower and Associated Piping - \$260,000

Funding Source: Renewal and Replacement Reserve

Using the engineering study conducted in FY 13-14, replace the cooling tower, controls, associated piping, pumps, and Variable Frequency Drives as required to provide a fully operational cooling tower. Project need for safety as cooling tower structure and filtration media is failing and sending debris downstream to the chiller potentially damaging it or making it unavailable for operation. We will also benefit from more efficient electrical (fan) operations and stop dumping debris-filled water out of the system. ROI: Savings from water and electrical efficiency combined with the labor to safely operate the chiller for our HVAC systems. Failure to replace could result in lack of cooling capabilities and cause damage to other related equipment in the system.

ASCH Chandelier Winches - \$18,000

Funding Source: Renewal and Replacement Reserve

Replace all of the winches in the house and front of house of the ASCH that lower and raise all chandeliers. Winches would be replaced with an electric version for the system. This replacement has been identified as a labor savings and safety item by our department head stagehands. Current operations require a significant amount of time and awkward access for operations due to hand crank and/or large and heavy motorized tools to move the existing units up and down for cleaning and service. No known ROI other than labor and safety related savings.

AHH-Winningstad Aerial Work Platform - \$20,000

Funding Source: Renewal and Replacement Reserve

Replace the 25 year old Aerial Work Platform used in the Winningstad with a new unit. The unit has been difficult to get parts for the last few years and its outrigger span is much wider and more difficult to operate for our stagehand working in the room. Needs to be funded as an operational issue as the equipment has reached the end of its useful life. We cannot operate the theater without a functional aerial work platform. Portland's 5 or our clients would have to rent another unit until an appropriate replacement could be found. This would drive up operating costs and increase the potential for client dissatisfaction. No known ROI beyond the avoidance of potential increased operating costs or stage labor costs to our clients.

AHH-Digital Sign Replacement - \$75,000

Funding Source: Renewal and Replacement Reserve

Replace the original Digital Sign mounted in a steel frame on the exterior of the AHH building on Broadway. Project is to maintain the existing structure but replace the computer driven lit portion

FY 2014-2015 Base Budget

of the sign. The sign is well past its useful life and the manufacturer is no longer in business. The software that drives the sign still functions on a very old computer and cannot be supported by Metro IS staff. A new sign will vastly improve the opportunity to display the Portland's brand and in our ability to effectively market upcoming shows in all our venues. The project needs to be funded as an operational issue as the equipment has reached the end of its useful life. Next to the ASCH marquee, this sign is our most visible marketing tool on the outside of our buildings. At a time that we are focusing on improving our marketing efforts to our clients, the replacement of this sign is an opportunity to further those efforts and perhaps even lead to more effective marketing. ROI is the potential to improve our brand and enhance our marketing offerings to clients with a streamlined system for exterior digital signage.

Keller Roof and Drains: (Year 1 of 3) - \$250,000

Funding Source: Renewal and Replacement Reserve

Replace existing Keller Auditorium roof, insulation, drains, and sheet metal system with a newly designed and engineered roofing system. We will also explore if the building can handle the weight of a potential green roof or solar array. The current roof is built on top of another roof installed on or around the last major renovation in 1968. The original roof insulation has already been badly damaged due to wear and poor maintenance. Contractors have stated that the original roof was installed with the insulation upside down. As a result, we have an improperly insulated roof losing heating from inside the building through the roof system. The roofing system has already experienced a number of leaks in many different locations. Some portions have already been repaired/replaced along with a couple of drains. Interior damage from the leaks has occurred in the front of house lobbies, stairwells, and backstage with repairs to both ceilings and walls. The risks associated with more roofing failures are potentially quite high. While a catastrophic failure is unlikely, many smaller failures throughout the building will and already have added up to significant labor and material costs on an emergency basis. Costs in these emergent circumstances are always higher and the impacts potentially far greater to our clients and patrons ability to enjoy performances in our venues. We cannot operate the building without a functioning roof. Continued failures could lead to the potential for lost business of either clients and/or patrons. The first two phases of work will ideally happen over the next two fiscal years and include design and engineering followed by construction work covering two thirds of the project. The final portion of work will be in FY16-17. The current estimates do not include a green roof or solar as we have not been able to complete a structural assessment to see if the roof can handle the additional weight load. ROI is not currently quantifiable other than the increased retention of heating and cooling within the building envelope. There will also certainly be a reduction in the ongoing costs of emergency maintenance of the roof. This has been approximately \$7500-\$10,000 a year. Also, solar and/or a green roof would have a separate ROI.

ASCH: Portland Sign—assessment/scope development for painting, lighting - \$20,000

Funding Source: Renewal and Replacement Reserve

Conduct assessment and inspection of Portland Sign including structural, electrical, painting, and lighting needs. Work is expected to lead to budgetary estimates and scope development for project to overhaul and renovate the blade sign, an icon of the city of Portland in the following budget year. Project need for safety and ongoing operations work needed to properly light and maintain the sign. We will likely also benefit from more efficient light bulbs and digital controls to create the chase of lights around the sign and adjoining marquee above the Broadway entrance to the ASCH. ROI: A failure to investigate and assess the sign for potential overhaul and

FY 2014-2015 Base Budget

renovation could result in a catastrophic failure and cause significant public relations damage to the organization.

Facility Elevators Overhaul Design/scope development - \$25,000

Funding Source: Renewal and Replacement Reserve

Hire elevator consultant to develop scope of work and specifications for the necessary elevator update work required across all three facilities. Work to include multiple safety upgrades, ADA upgrades, DC to AC motor replacement, door operator replacement, and interior finish work among many areas requiring attention. Project need for safety, improved elevator operations, and potential for significant savings in power consumption from conversion to AC from current DC motors. ROI: Improved patron and client perception of our elevators due to improved operations, ease of use, improved interior appearance. We anticipate significant energy savings from change in elevator operations from AC to DC motors. Exact figures are not yet known.

Box Offices/Stage Door Entrances—planning and design for renovations - \$50,000

Funding Source: Renewal and Replacement Reserve

Develop program and study box offices and stage door entrances for improvements needed to enhance staff functionality, security, and client/patron experience at these first points of contact for most guests in our facilities. Significantly increased technological needs, organizational driven operational changes with ticketing and stage door security, and the size and scale of productions in our facilities all have contributed to the need for a full review of these work areas. Work would be done with internal staff and clients to develop an appropriate program and then hire a designer to help us examine more functional, consistent and pleasant operations for our staff and clients in these crucial areas of operations. Project needed for safety, security, marketing and operational improvements at both stage door and ticketing locations in all three buildings. ROI: Unknown but perceived opportunity to improve patron and client experience at the venue first points of contact.

Non-Operating Revenue

- Hotel/Motel revenue-increase of 2%
- Visitor Development Fund PCPA Operations Bucket #8 flat
- City of Portland-increase of 2%

Non-Operating Expenses

- MERC Administrative Services-increase 11%
- Metro Support Services and risk management-increase 1%

Sustainability Plan

- Front of House incandescent bulb change out to LED.
- Green cleaning chemicals.
- Unknown at this time whether approved capital projects will lend themselves to sustainable alternatives.

PORTLAND CENTER FOR THE PERFORMING ARTS (PCPA)

Five year Capital Plan 2014-15 through 2018-19

Budget 1-10-14

<i>Priority</i>	<i>Description</i>	<i>Location</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>2018-2019</i>	<i>Total</i>
	PCPA FY 2014-15									
1	HVAC & Lighting Controls Updates	AHH	Renewal & Replacement	R & R Reserve	250,000					500,000
2	Lighting System Overhaul Phase II (House Lighting Control & Dimmers, emergency lights install, Button Control Stations)	Newmark	Renewal & Replacement	R & R Reserve	42,000					42,000
3	House Lighting Control & Dimmers, ELTS, Button Stations	Winningstad	Renewal & Replacement	R & R Reserve	25,000					25,000
4	Lighting Console	ASCH	Renewal & Replacement	R & R Reserve	50,000					50,000
5	Rehearsal Hall Acoustical Treatment	Keller	Renewal & Replacement	R & R Reserve	50,000					50,000
6	HVAC Boilers	AHH	Renewal & Replacement	R & R Reserve	180,000					180,000
7	Orchestra Shell Rigging: loft blocks for ceilings & walls	ASCH	Renewal & Replacement	R & R Reserve	27,000					27,000
8	LED Cyclorama Light Fixtures	Winningstad	Renewal & Replacement	R & R Reserve	15,000					15,000
9	Loading Dock Screening Fence	Keller	Renewal & Replacement	New Capital	50,000					50,000
10	Sound Amplifiers (stage and house/DR monitors)	Newmark	Renewal & Replacement	R & R Reserve	45,000					45,000
11	Stage/Pit Risers	ASCH/Keller	Renewal & Replacement	R & R Reserve	31,000					31,000
12	Fire Alarm System	AHH	Renewal & Replacement	R & R Reserve	50,000					50,000
13	Lighting Conversion in Auditorium to LED	Keller	Renewal & Replacement	R & R Reserve	50,000					50,000
14	Sound Amplifiers (house/DR monitors)	Winningstad	Renewal & Replacement	R & R Reserve	20,000					20,000
15	Stagehand Settlement Payroll Upgrade	AHH	Renewal & Replacement	R & R Reserve	50,000					50,000
16	Cooling Tower & Associated Piping	Keller	Renewal & Replacement	R & R Reserve	260,000					270,000
17	Chandelier electric winches	ASCH	Renewal & Replacement	R & R Reserve	18,000					18,000
18	Aerial Work Platform (Genie Lift)	Winningstad	Renewal & Replacement	R & R Reserve	20,000					20,000
19	Digital Signage Replacement	AHH	Renewal & Replacement	R & R Reserve	75,000					75,000
20	Roof & Drains--full tearoff and replacement	Keller	Renewal & Replacement	R & R Reserve	250,000	300,000	300,000			850,000
21	Portland Sign--assessment/scoping; re-painting, re-lighting	ASCH	Renewal & Replacement	R & R Reserve	20,000	100,000	100,000			220,000
22	Elevators design/scope	AHH/ASCH/Keller	Renewal & Replacement	R & R Reserve	25,000					25,000
23	Planning/Design - stage doors/box offices	AHH/ASCH/Keller	Renewal & Replacement	R & R Reserve	50,000					50,000

PORTLAND CENTER FOR THE PERFORMING ARTS (PCPA)

Five year Capital Plan 2014-15 through 2018-19

Budget 1-10-14

<i>Priority</i>	<i>Description</i>	<i>Location</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>2018-2019</i>	<i>Total</i>
PCPA FY 2015-16										
	Elevators--controllers & interiors	AHH	Renewal & Replacement	R & R Reserve		150,000	150,000			300,000
	Chiller & Associated Piping	ASCH	Renewal & Replacement	R & R Reserve		20,000	350,000			370,000
	HVAC Controls Updates	ASCH	Renewal & Replacement	R & R Reserve		262,000				262,000
	Soft goods-legs, borders, misc	ASCH	Renewal & Replacement	R & R Reserve		50,000				50,000
	Followspots	Keller	Renewal & Replacement	R & R Reserve		30,000				30,000
	Amplifiers	Keller	Renewal & Replacement	R & R Reserve		50,000				50,000
	Main Speakers	Keller	Renewal & Replacement	R & R Reserve		125,000				125,000
	Fore Stage (Pit) Elevator Lift	Keller	Renewal & Replacement	R & R Reserve		250,000	250,000			500,000
	Front of House & Backstage Elevators	Keller	Renewal & Replacement	R & R Reserve		100,000				100,000
	Main Speakers	Newmark	Renewal & Replacement	R & R Reserve		100,000				100,000
	Stage Floor	Newmark	Renewal & Replacement	R & R Reserve		100,000				100,000
	Lighting System Overhaul Phase III (Theatrical Dimming, Electrical Install)	Newmark	Renewal & Replacement	R & R Reserve		130,000				130,000
	Sound Console	Winningstad	Renewal & Replacement	R & R Reserve		15,000				15,000
PCPA FY 2016-17										
	Roof	AHH	Renewal & Replacement	R & R Reserve			200,000			200,000
	Main Curtain	ASCH	Renewal & Replacement	R & R Reserve			50,000			50,000
	Elevators--overhaul & interiors	ASCH	Renewal & Replacement	R & R Reserve			300,000			300,000
	Monitors	Keller	Renewal & Replacement	R & R Reserve			25,000			25,000
	Sound Console	Keller	Renewal & Replacement	R & R Reserve			50,000			50,000
	Monitors & Associated Equipment	Newmark	Renewal & Replacement	R & R Reserve			35,000			35,000

PORTLAND CENTER FOR THE PERFORMING ARTS (PCPA)

Five year Capital Plan 2014-15 through 2018-19

Budget 1-10-14

<i>Priority</i>	<i>Description</i>	<i>Location</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>2018-2019</i>	<i>Total</i>
<i>PCPA FY 2017-18</i>										
	EIFS Replacement Phase III (Rooftop parapets & Fly towers)	AHH	Renewal & Replacement	R & R Reserve				350,000		350,000
	HVAC Controls Upgrades	Keller	Renewal & Replacement	R & R Reserve				350,000		350,000
	Carpet--Front of House	Keller	Renewal & Replacement	R & R Reserve				150,000		150,000
	Phone/Voicemail System--in concert w/ Metro	AHH	Renewal & Replacement	R & R Reserve				50,000		50,000
	Aerial Work Platform (Genie Lift)	ASCH	Renewal & Replacement	R & R Reserve				20,000		20,000
	Aerial Work Platform (Genie Lift)	Keller	Renewal & Replacement	R & R Reserve				20,000		20,000
	Aerial Work Platform (Genie Lift)	Newmark	Renewal & Replacement	R & R Reserve				20,000		20,000
										-
<i>PCPA FY 2018-19</i>										
	FOH Lobby Carpet Tile	Keller	Renewal & Replacement	R & R Reserve					125,000	125,000
	Demand Control Ventilation/Variable Air Volume HVAC Units	AHH	Renewal & Replacement	R & R Reserve				15,000	100,000	115,000
										-
										-
										-
										-
										-
	<i>Total</i>				<i>1,653,000</i>	<i>1,782,000</i>	<i>1,810,000</i>	<i>975,000</i>	<i>225,000</i>	<i>7,831,000</i>

Personnel Request

Fiscal Year 2014-15

A Personnel Request is necessary for all new positions, regular position FTE increases and all proposed reclasses in FY 2014-15 as well as a time extension or change of status request for an existing limited duration position. Personal Request forms are not necessary if the purpose of an FTE increase is to reflect a full year FTE for a regular position added mid-year in FY 2013-14. The focus of this form will be on the budgetary justification and impact. **Please note – a new position or reclass will not become effective until such time as Human Resources has completed its review and has approved the classification request.**

ACTION REQUESTED:

<i>Action:</i>		<i>Reclass:</i>		<i>Duration:</i>		<i>Type:</i>	
New position	<input type="checkbox"/>	Career ladder	<input type="checkbox"/>	Ongoing	<input checked="" type="checkbox"/>	Full-time	<input checked="" type="checkbox"/>
FTE Increase	<input checked="" type="checkbox"/>	General	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Part-time	<input type="checkbox"/>
Reclass	<input type="checkbox"/>						

Describe the action requested - include FTE, classification of position (before/after if reclass), length of duration, etc.

Change the current PT Administrative Assistant (classification #8040) at 28 hours per week, to 1 FTE FT Administrative Assistant (classification #8046) at 40 hours per week. This is proposed as a permanent change.

POSITION # AND INCUMBENT:

If this request is a reclass or FTE increase, **indicate the position number** and the name of the person currently filling the position (if any).

1 FTE increase to Administrative Assistant (Classification #8046, Position #00001213). The current PT Administrative Assistant position is filled by Antonia Heffelfinger.

DUTIES AND RESPONSIBILITIES:

Provide a general description of the duties and responsibilities of this position. Please remember, the focus of this form is on budgetary justification and impact not the information necessary to complete the Human Resources review and approval.

The intent of this request is to organize the Operations Department administrative functions by the appropriate skill set and pay grade within the department. This includes scheduling stagedoor attendant shifts, weekly event calendar publishing, accounts payable functions, event settlement processing and other related administrative functions of the department.

JUSTIFICATION:

Provide a narrative justifying the need for this request. Explain why the request is necessary, how it achieves the goals and objectives of the department, and the consequences of not receiving this request. Describe what alternatives to this request were investigated. **Remember, the focus of this form is the budgetary justification and impact.**

As part of this reorganization effort, the Stage Supervisor and Assistant Director of Operations will have more time to focus on event-related production responsibilities and more consistent direct staff supervision. These critical functions have suffered due to an increase in the volume of “one-off” events that have required significantly more time and effort to plan than recent booking history. Portland's is also positioning itself to consider booking co-promoted events and our production responsibilities for these events have the potential for significant increases.

Personnel Request

Fiscal Year 2014-15

BUDGET IMPACT (for FTE increases or reclasses include only the new or additional cost):

	<u>Rate</u>	<u># of hours worked</u>	<u>Amount</u>	<u>Total</u>
Salary (incl 4% increase)	\$15.88	2088	\$33,157.44	
Fringe:				
Payroll taxes-Variable	8.37%		\$2,775	
Payroll taxes –Fixed	\$29		\$29	
Retirement PERS(empl only)	8.2%		\$2,719	
PERS Bond Recovery	1.0%		\$332	
Health and Welfare	\$14,407		\$14,407	
Other benefits-Variable	0.32%		\$106	
Other benefits-Fixed	\$60		\$60	
Additional Costs:				
Other (specify)			\$0	
TOTAL NEW COSTS				<u>\$53,585.44</u>

Anticipated Starting Date of Position:

Funding Source(s): Provide explanation of funding source(s) (e.g., excise tax, new grants, existing grants, other identified sources, etc.).

The position will be funded as an addition to the Operations budget. The current funding for the position is \$25,806. The proposed increased FTE requires annual budget of \$53,585, this would be an increase to the department of \$27,779.

Personnel Request

Fiscal Year 2014-15

A Personnel Request is necessary for all new positions, regular position FTE increases and all proposed reclasses in FY 2014-15 as well as a time extension or change of status request for an existing limited duration position. Personal Request forms are not necessary if the purpose of an FTE increase is to reflect a full year FTE for a regular position added mid-year in FY 2013-14. The focus of this form will be on the budgetary justification and impact. **Please note – a new position or reclass will not become effective until such time as Human Resources has completed its review and has approved the classification request.**

ACTION REQUESTED:

<i>Action:</i>		<i>Reclass:</i>		<i>Duration:</i>		<i>Type:</i>	
New position	<input type="checkbox"/>	Career ladder	<input type="checkbox"/>	Ongoing	<input checked="" type="checkbox"/>	Full-time	<input checked="" type="checkbox"/>
FTE Increase	<input checked="" type="checkbox"/>	General	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Part-time	<input type="checkbox"/>
Reclass	<input type="checkbox"/>						

Describe the action requested - include FTE, classification of position (before/after if reclass), length of duration, etc.

Change the current PT Marketing & Promotions Coordinator II (classification #8640) at 30 hours per week, to 1 FTE FT Marketing & Promotions Coordinator II (classification #8005) at 40 hours per week. This is proposed as a permanent change.

POSITION # AND INCUMBENT:

If this request is a reclass or FTE increase, **indicate the position number** and the name of the person currently filling the position (if any).

1 FTE increase to Marketing & Promotions Coordinator II (classification #8005). The current PT Marketing & Promotions Coordinator II position is filled by December Carson.

DUTIES AND RESPONSIBILITIES:

Provide a general description of the duties and responsibilities of this position. Please remember, the focus of this form is on budgetary justification and impact not the information necessary to complete the Human Resources review and approval.

Provides marketing and promotions assistance and support for Portland's Centers for the Arts; assists in maintenance of Portland's website; assists in providing general information to e-mail requests; prepares and distributes press releases and media updates. Assists in copywriting for email marketing program, Portland's website, and Portland's social media pages; assists with ticket retargeting and other ticket marketing initiatives.

JUSTIFICATION:

Provide a narrative justifying the need for this request. Explain why the request is necessary, how it achieves the goals and objectives of the department, and the consequences of not receiving this request. Describe what alternatives to this request were investigated. **Remember, the focus of this form is the budgetary justification and impact.**

This position is currently budgeted at 30 hours per week. Given the high volume of events at Portland's and the increased demand for social media activity, targeted emails to increase ticket sales, new local non-profit arts organizations renting our theatres, and interaction with patrons on various issues, the workload continues to increase exponentially. Portland's is planning to roll out a fee-based marketing package to clients to drive revenue. Also, this

Personnel Request

Fiscal Year 2014-15

position seeks and applies for grants and sponsorships to fund Portland's 5 projects such as Summer Arts on Main, Poetry on Broadway and the Noontime Showcase series.

BUDGET IMPACT (for FTE increases or reclasses include only the new or additional cost):

	<u>Rate</u>	<u># of hours worked</u>	<u>Amount</u>	<u>Total</u>
Salary (includes 4% increase*)	\$ 18.05	2088	\$ 37,688.40	
Fringe:				
Payroll taxes – variable	8.37%		\$ 3,154.52	
Payroll taxes – fixed	\$29		\$ 29.00	
Retirement PERS (empl only)	8.2%		\$ 3,090.45	
PERS Bond Recovery	1.0%		\$ 376.88	
Health and Welfare	\$14,407		\$ 14,407.00	
Other benefits – variable	0.32%		\$ 120.60	
Other benefits – fixed	\$60		\$ 60.00	
Additional Costs:				
Other (specify)			\$ 0.00	

* 4% increase = 2% COLA and 2% Merit

TOTAL NEW COSTS

\$ 58,927

Anticipated Starting Date of Position: July 1, 2014

Funding Source(s): Provide explanation of funding source(s) (e.g., excise tax, new grants, existing grants, other identified sources, etc.).

The position will be funded as an addition to the Administration budget. The current funding for the position is \$33,138. The proposed increased FTE requires an annual budget of \$58,927. This would be an increase to the department of \$25,789.

Personnel Request

Fiscal Year 2014-15

A Personnel Request is necessary for all new positions, regular position FTE increases and all proposed reclasses in FY 2014-15 as well as a time extension or change of status request for an existing limited duration position. Personal Request forms are not necessary if the purpose of an FTE increase is to reflect a full year FTE for a regular position added mid-year in FY 2013-14. The focus of this form will be on the budgetary justification and impact. **Please note – a new position or reclass will not become effective until such time as Human Resources has completed its review and has approved the classification request.**

ACTION REQUESTED:

Action:		Reclass:		Duration:		Type:	
New position	<input checked="" type="checkbox"/>	Career ladder	<input type="checkbox"/>	Ongoing	<input checked="" type="checkbox"/>	Full-time	<input type="checkbox"/>
FTE Increase	<input type="checkbox"/>	General	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Part-time	<input checked="" type="checkbox"/>
Reclass	<input type="checkbox"/>						

Describe the action requested - include FTE, classification of position (before/after if reclass), length of duration, etc.

Add a new .5 FTE Marketing & Promotions Coordinator I (classification #8639).

POSITION # AND INCUMBENT:

If this request is a reclass or FTE increase, **indicate the position number** and the name of the person currently filling the position (if any).

New .5 FTE Marketing & Promotions Coordinator I (classification #8639).

DUTIES AND RESPONSIBILITIES:

Provide a general description of the duties and responsibilities of this position. Please remember, the focus of this form is on budgetary justification and impact not the information necessary to complete the Human Resources review and approval.

Provide marketing and promotions assistance and support for Portland's Centers for the Arts. Assist full time marketing and promotions staff on a variety of tasks, including website updates and sales promotions.

JUSTIFICATION:

Provide a narrative justifying the need for this request. Explain why the request is necessary, how it achieves the goals and objectives of the department, and the consequences of not receiving this request. Describe what alternatives to this request were investigated. **Remember, the focus of this form is the budgetary justification and impact.**

Due to the increasing workload of the Marketing and Promotions department and the future plans to offer fee-based marketing packages to our clients, and providing general assistance for those clients as a result, additional staff support will be needed. This position will also manage and sell ticket retargeting campaigns to commercial renters and others, as well as providing sponsor and grant agency fulfillment duties for sponsors and donors who are sought out to fund in-house projects such as Summer Arts on Main, Poetry on Broadway, etc.

Personnel Request

Fiscal Year 2014-15

BUDGET IMPACT (for FTE increases or reclasses include only the new or additional cost):

	<u>Rate</u>	<u># of hours worked</u>	<u>Amount</u>	<u>Total</u>
Salary (entry level*)	\$ 15.76	1044	\$ 16,453.44	
Fringe:				
Payroll taxes – variable	8.37%		\$ 1,377.15	
Payroll taxes – fixed	\$29		\$ 29.00	
Retirement PERS (empl only)	8.2%		\$ 1,349.18	
PERS Bond Recovery	1.0%		\$ 164.53	
Health and Welfare	0		\$ 0.00	
Other benefits – variable	0.32%		\$ 52.65	
Other benefits – fixed	\$60		\$ 60.00	
Additional Costs:				
Other (specify)			\$ 0.00	

* Does not include 2% COLA or 2% merit.

TOTAL NEW COSTS **\$ 19,486**

Anticipated Starting Date of Position: July 1, 2014

Funding Source(s): Provide explanation of funding source(s) (e.g., excise tax, new grants, existing grants, other identified sources, etc.).

The position will be funded as an addition to the Administration budget. As it is a new position, this would be an increase to the department of \$19,486.



MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Convention Center Operating Fund

2015

	2011-12	2012-13	2013-14	2014-15	Change in Annual Budget	
	Actual	Actual	Budget	Budget	\$	%
Operations						
Charges for Services	8,574,250	9,556,536	7,749,264	9,446,977	1,697,713	22%
Enhanced Marketing VDF	431,435	441,358	455,268	463,702	8,434	2%
Food and Beverage Revenue	9,469,592	11,722,033	8,300,000	11,002,827	2,702,827	33%
Grants	1,440	-	-	-	-	-
Interest Earnings	57,495	31,130	23,890	14,500	(9,390)	-39%
Interfund Loans	-	-	2,200,000	-	(2,200,000)	-100%
Lodging Tax	8,393,560	8,142,295	8,978,088	9,703,384	725,296	8%
Miscellaneous Revenue	17,884	23,422	11,000	11,000	(0)	0%
Transfers-R	66,180	546,633	(223,432)	(295,428)	(71,996)	32%
Visitor Development Fund Alloc	960,000	2,081,895	2,315,251	1,281,250	(1,034,001)	-45%
Total Revenues	27,971,836	32,545,302	29,809,329	31,628,212	1,818,883	6%
Capital Outlay	144,632	276,685	193,274	-	(193,274)	-100%
Food & Beverage Services	8,218,907	9,220,424	7,050,225	9,363,294	2,313,069	33%
Materials and Services	6,452,621	7,724,506	9,351,393	7,412,570	(1,938,823)	-21%
Personnel Services	8,950,462	8,531,668	9,674,777	9,896,222	221,445	2%
Transfers-E	2,610,944	1,934,976	2,470,795	2,460,491	(10,304)	0%
Visitor Development Marketing	431,435	441,358	1,330,719	463,702	(867,017)	-65%
Total Expenditures	26,809,001	28,129,618	30,071,183	29,596,279	(474,904)	-2%
Net Operations	1,162,835	4,415,685	(261,854)	2,031,933		0%
Capital						
Grants	17,812	406,640	60,000	60,000	(0)	0%
Other Financing Sources	-	-	-	-	-	-
Transfers-R	480,000	90,000	615,000	615,000	(0)	0%
Total Revenues	497,812	496,640	675,000	675,000	(0)	0%
Capital Outlay	1,156,478	1,473,773	2,731,540	4,193,000	1,461,460	54%
Total Expenditures	1,156,478	1,473,773	2,731,540	4,193,000	1,461,460	54%
Net Capital	(658,666)	(977,133)	(2,056,540)	(3,518,000)		
Fund Balance	504,169	3,438,552	(2,318,394)	(1,486,067)		
Food & Beverage Margin \$	1,250,685	2,501,609	1,249,775	1,639,533		
Food & Beverage Margin %	13%	21%	15%	15%		
Fund Balance						
Beginning Fund Balance			10,467,977	16,415,732		
Fund Balance Inc. (Dec.)			(2,318,394)	(1,486,067)		
Ending Fund Balance	11,058,553	14,380,828	8,149,583	14,929,665		
Unappropriated Fund Balance				5,708,507		
Operating Contingency			1,346,726	1,630,000		
Capital Contingency						
Stabilization Reserve			260,000	-		
Renewal & Replacement Contingency			2,584,922	2,584,922		
Renewal & Replacement Reserve			2,542,857	3,163,596		
New Capital / Business Strategy Reserve			1,415,078	1,699,078		
TLT Pooled Capital			-	142,830		
			8,149,583	14,928,933		
Actual Beginning Fund Balance			14,415,732			
Projected Fund Balance Inc. (Dec.)			2,000,000			
Projected Ending Fund Balance			16,415,732			

FY 2014-15 Base Budget

For the Oregon Convention Center 2014-15 is expected to be a strong revenue year. Booking pace, as presented in forecasts, has noted more confirmed conventions with the opportunity to pick up additional by fiscal year's end. The TAP report distributed by Travel Portland has identified 2015 as being ahead of pace by 8-10 percent. This jives with more conventions booked at OCC for fiscal year 2014-2015. Although we are anticipating a positive year (currently 43 conventions on the books), we are optimistic that we can pick up 3-4 more and are anticipating 46 for our budget rationale. Additionally, we have carefully evaluated expenses in personnel and material services to minimize growth in these areas. Our mission continues to be Fiscal Responsibility, Generating Economic Impact and Progressive Industry Leadership. Our budgetary efforts have supported these goals in the following ways:

Fiscal Responsibility

- Preparing for the convention center hotel and additional focus on marketing and selling the center for a successful launch. This will require additional staff in sales and retooling of the OCC website and development of a plan to best connect the facility to the new hotel.
- Payroll is a significant expense at OCC. During the 2012-2013 fiscal year, we had turnover in several key positions as well as the usual attrition. Looking ahead at the prospect of revenue growth in 2014-2015 and the coming convention center hotel, we chose to add a couple of key positions: a Sales Manager and an Audio Visual Sales Manager. This allows us the opportunity to focus on revenue generation in two key areas, booking events and Audio Visual Service, while minimizing growth in labor costs. Should cutbacks be necessary they will likely come at the expense of the part-time workforce.
- Two major contracts are up for renewal on July 1, 2014. The Travel Portland agreement and the Aramark pacific**wild** catering agreement will be reviewed to insure the long-term viability of the center and our resources.
- Maintaining the physical asset is one of our objectives to achieve fiscal responsibility. The 2014-2015 budget contains many efforts to maintain the facility infrastructure (roof replacement phase II) and reduce energy consumption (lighting projects). The ongoing facility retro-commissioning will continue to improve the performance of our HVAC systems and reduce energy use while funding in our operational budget will be used to perform non-capital repairs and maintenance.
- Expenses have been reviewed and adjusted accordingly to meet the projected needs of the facility. Overall expenses have been evaluated and minimized to reflect negligible cost increases and, in many cases, reductions in expenses over historical.

Economic Impact

- OCC has a history of providing strong economic impact to the region and state. OCC makes every effort to purchase materials and services from the local community while ensuring that the FOTA and MWESB vendors and contractors are given opportunities to provide services and supplies to OCC. We will continue to be an asset to our community by driving revenues, utilizing local minority and FOTA area contractors, when possible, which have the potential to create jobs. Responsible use of our current funding sources will ensure that we are maximizing opportunities. Strong partnerships with Travel Portland and the hotel community

FY 2014-15 Base Budget

will help maintain a robust booking effort. Additionally, we will continue to be active members of the community by participating in Lloyd area neighborhood programs such as the TMA, Lloyd EcoDistrict, and showing active leadership in neighborhood improvement efforts.

Progressive Industry Leadership

- We have worked with Aramark pacific**wild** catering on our shared customer service program, “Be the Difference”. The customer service program is emphasized daily with all staff. Staff members are recognized for their efforts by their supervisors and peers monthly and semi-annually during the all staff retreats. The intention is to build OCC’s customer service program and to continue to receive positive customer service scores from our clients. OCC will achieve its LEED EB:OM recertification in early 2014 and will continue to explore other sustainable opportunities in FY 14-15. One program OCC is looking into is the APEX/ASTM sustainable meeting standards. These types of certification programs demonstrate OCC’s commitment to sustainability and are becoming a standard which more convention groups are requiring their venues to meet. We continue to be active in industry organizations and certification training keeping OCC staff prominent on a national level. We are frequently invited to participate on industry related educational panels and will do so relative to sustainability at IAVM. The Oregon Convention Center is hosting the IAVM International Conference in July of 2014. This is an industry event of our peers and the staff from Portland 5 and the Portland Expo Center will attend and be involved in the conference along with OCC staff.

Revenues

Rentals

The event space revenue budget is based on contracted, definite, tentative repeat groups and historical pickup. Currently, we have 43 booked conventions. We have budgeted with the expectation of 46; 40 is an historical average. An increase in event space rental is expected to top \$3.7 million – which will be a record space rental year.

Operations

The operations department revenue is expected to track close to the actuals for FY 12-13. This is an increase in anticipated revenue from the FY 13-14 budget. Conventions tend to have a positive impact on electrical services sold because of the associated exhibitor booth rental needs. The telecom/internet department expects to maintain revenues on par with FY 12-13 and is budgeted accordingly. The audio visual department sales are expected to be strong again in FY 14-15. Although most large conventions have an AV service provider on contract, the OCC AV department submits bids on each show and will work with the show’s AV provider to provide equipment and fill labor needs their shows.

Food and Beverage

Food and Beverage revenue is forecasted at \$11 million for 2014-2015. Current booked/projected business is projected to be worth \$9.5 million, leaving us with \$2.5 million in developing business. We feel we can pick up this business through short-term bookings, local social business and additional conventions. In order to attain this forecast, we are assuming an increase in our

FY 2014-15 Base Budget

administrative charge from 21 to 22 percent, which is in line with the current Portland market and is worth \$92 thousand. Also, it assumes we will have a price increase in both retail foods and catering which, on average, is 8 to 10 percent on \$675 thousand. Cost of service is remaining flat to prior year at just over 21 percent.

Visitor Development Fund

▪ Bucket #5 Request	\$ 1,281,250
▪ Bucket #5 Room Block Incentive	875,000
▪ Bucket #7 Enhanced Marketing pass-through	<u>463,702</u>
▪ Total:	\$ 2,619,952

Transient Lodging Tax

- Assumes a 4.0 percent increase over anticipated FY 2013-2014.
- Total budget for FY 2014-15= \$9,703,384

Personnel Services

Set-up and Housekeeping (550.55307)

The set-up and housekeeping department plans to staff similarly to FY 13-14. We intend to keep five positions vacant for FY 14-15 and take a vacancy credit of \$300,000. The nature of the business requires flexibility and short-term schedule changes to meet show and client needs. We have increased the part-time event custodians from 4.50 FTE to 5.25 FTE and increased our temporary on call services budget to reflect actual historical usage. This increase is based on the need for multiple people on a short-term basis. The large number of short-term bookings and back-to-back events, requires OCC to bring in additional labor at times to assist in stacking chairs and tables and to turnover the rooms for these events. The increase in the part-time FTE and temporary help is offset by the revenue created by these events.

Telecommunications (550.55309)

The telecom/internet department is forecasting revenue similar to FY 12-13. Sales for our internet and Wi-Fi services remain strong with our technology focused clients that continue to book with OCC. Additional bandwidth is added as needed and based upon specific event needs. The ongoing investment in the infrastructure and wireless capacity has continued to pay dividends.

Audio Visual (550.55305)

The AV department is forecasting revenue similar to FY 12-13 revenue. The department's revenue has continued to grow and has surpassed previous year's revenue by \$200 thousand the past two years. This is in part due to the talented full-time and part-time staff that help design, set and produce each show. The AV capital purchases over the past few budget years have allowed the department to offer and utilize first class technology, remain competitive and produce high quality events. As technology continues to evolve, the department still has a large rental budget to ensure that we have the necessary AV equipment on hand to handle any show need. For FY 14-15 the AV department has increased the part-time AV Production Assistants by .50 FTE for a total of 6.0 FTE. The AV department is looking to add a second full-time AV sales coordinator to assist with increasing our sales efforts by reaching out to clients well in advance of their event

FY 2014-15 Base Budget

to secure their business. The AV business is a very competitive market and a great deal of time is spent building quotes, revising quotes and designing shows. This additional sales position will allow the department an opportunity to pursue more business. This position will be funded through additional sales revenue obtained from the AV department.

Facilities Management (550.55300)

The facilities management department continues to maintain the facility at a high level through proper preventative maintenance, planning, and equipment scheduling. Staff and outside contractors are utilized to maintain, repair and keep the equipment and systems at OCC running properly. Many projects have occurred and others continue to take place over the past few years which have increased OCC's operating efficiency. This has resulted in decreased gas and electrical usage which has resulted in savings. These energy efficiency efforts have minimized the impact of rate increases by our utility providers and increased event loads that utilize more gas, water, and electricity in the facility. The facilities management department plans on filling the third utility maintenance position. This position was held vacant during FY 13-14 FY and budgeted with a vacancy credit. Filling the vacant maintenance position will provide OCC the necessary labor to continue to complete small projects, repairs and painting in the facility.

Sales and Marketing (550.55200)

We have included the addition of a sales manager contingent on a term agreement and approval of a convention center hotel. If this project is approved, we will see an immediate increase in interest in booking Portland and the Oregon Convention Center, leading to additional site tours, travel and meetings with potential clients and overall increased workload for the department. Costs associated with this position including fringe are estimated to be \$88,000.

Food and Beverage (550.55800)

The increase in labor cost versus prior years (2.3 percent) is due to anticipated health care costs associated with our collective bargaining agreement and the new Affordable Health Care Act. Currently, we only are required to offer benefits to 62 union members based on hours worked but with the Affordable Health Care Act.

Materials & Services

Utilities

Utility expenses have been increasing steadily over the years but our energy efficiency and water conservation projects have helped reduce the impact on the budget. The OCC will see a decrease in the Natural Gas usage and associated costs because of the ability to turn off the boilers during the summer months. The boiler shutdown is now possible because of a project completed last summer that replaced failing Victaulic gaskets throughout the hot water piping loop. As additional gaskets fail, the replacement cost will be absorbed in the operating budget. The facility continues to see results in increased energy efficiency through its ongoing retro-commissioning project, involvement in the Energy Trust of Oregon - Strategic Energy Management program and the energy efficient capital projects which were implemented last year. Electrical costs will continue to go up a little even as our usage decreases through lighting upgrade projects, etc. Funding has been maintained to replace faulty equipment, perform ongoing maintenance and complete small projects throughout the year.

FY 2014-15 Base Budget

Plaza Palooza

In our effort to be a community partner, Plaza Palooza has been a successful vehicle. As in 2013-2014, we have added additional marketing funds to support year three of Plaza Palooza. We expect this expense to be nearly \$35,000 but it will be offset through sponsorship income of a like amount. We are committed to a long term approach with growing attendance and sponsorships/revenues over time.

Food and Beverage

All other direct Food and Beverage costs (linen, travel expenses, office supplies, credit card fees, etc.) remain flat to the prior year. The forecast also assumes full expenditure on the 5 percent reserve (\$481,204). Currently, the F & B margin is a 14.67 percent – down versus the prior year due to the anticipated increase in healthcare costs.

Capital Outlay (Five-Year Plan Attached)

Original Roof Replacement Project Phase II - \$2,850,000

Funding Source: Renewal and Replacement Reserve

This will cover Exhibit Halls A, A1, B and C as well as the Oregon Ballroom lobby roof. Roof replacement is approximately 225,000 square feet. The project involves removal of existing river rock ballasting and EPDM roofing membrane. Reroofing process will add an additional layer of insulation, a Densglass cover board and white PVC roofing membrane over the entire roof. A metal parapet cap will be installed along original and expansion brick parapet wall to protect and guard against water intrusion.

Two-Way Radio System Digital Upgrade- \$255,000

Funding Source: Renewal and Replacement Reserve

Project will upgrade the existing analog two-way radio system to digital. This includes the replacement of all analog radios and older repeaters. New cabling will be installed from repeaters to IDF closets in order to provide digital trunking of radio traffic over existing fiber and switches. We also will add increased 800 MHz coverage for first responders in the parking garage and kitchen service corridors.

Business Network Upgrade - \$80,000

Funding Source: Renewal and Replacement Reserve

Project will upgrade the existing network switches that serve the OCC admin business network. The OCC admin business network switches were last upgraded in 2009. It is necessary to complete this project prior to upgrading the OCC phone system to use VOIP. The OCC telephone system upgrade to VOIP is scheduled for FY 15-16. This is a coordinated project with Metro IT for all of the facilities.

Small Riding Scrubber Purchase - \$21,000

Funding Source: TLT Pooled Capital Reserves

Purchase will replace existing small riding scrubber that is used to maintain the service corridors and smaller areas with finished concrete. The older current small riding scrubber is not reliable and has been an ongoing maintenance problem.

FY 2014-15 Base Budget

MLK/OBR/Holladay Plaza Landscape Design – Design/Consulting - \$100,000

Funding Source: MTOCA Funds

OCC will hire an architectural design consultant to create an updated and sustainable landscape design to the original side of the facility plaza entrances. Design will be in conjunction with the ongoing hotel design to create an entrance and sense of arrival that flows together for the block. This project will help address current landscape issues with the root bound trees, lack of impervious area, and creation of a storm water filtration system on the North side of the facility.

Website Design/Facility Rebranding - \$150,000

Funding Source: \$120,000 MTOCA, \$30,000 Business Strategy Reserves

OCC will hire a website design consultant to work with OCC to redefine the OCC brand and create a first class website that is easy to navigate from a client/attendee perspective. Features will be added to meet current and changing technology standards. The new design will have the ability to be easily updated by staff to keep content current.

Facility Master Plan – Design/Consulting - \$175,000

Funding Source: TLT Pooled Capital Reserves

OCC will hire a design/consulting firm experienced with all facets of facility design. The project will focus on the look of the entire facility including carpet, wall and door colors, restrooms, and the original meeting rooms and ballrooms. The renovation scope areas will be defined through 2D plans and elevations, design narratives and a material type legend. The end product would be a plan for improvements with a ROM estimate for construction costs along with a description of the level of intensity of renovation for the defined areas; a material palette and color choices for carpet and spaces will be provided. A planned approach as to how the work might be phased will be included.

Oregon Ballroom & Portland Ballroom WIFI Upgrade- \$50,000

Funding Source: TLT Pooled Capital Reserves

OCC will purchase and install additional Xirrus WIFI arrays that will be placed in each section of the Oregon and Portland Ballrooms. OCC electrical/telecom staff will install and run additional cabling to each device. A proactive network design, planning, and procurement, have given OCC the ability to provide top-level Internet related services, and resulted in a significant revenue stream over the last decade. These additional arrays improve coverage to the Ballrooms, reducing the amount of labor and additional network engineering needed for large conferences or changing ballroom configurations. When the ballrooms are divided with the steel partitions WIFI signal coverage is greatly reduced. The additional WIFI arrays will solve this issue.

Loading Dock & I-5 Parking Lot Lighting Upgrade - \$46,000

Funding Source: TLT Pooled Capital Reserves

Project will include the replacement of 22 - 100w Metal Halide lighting fixtures on the exterior of the main loading dock with 35w LED low wattage lighting fixtures. Replacement of 30 - 250w High Pressure Sodium, 11 - 150w High Pressure Sodium with 90w fixtures, and 4 - 70w High Pressure Sodium light fixtures with 40w LED high efficiency lighting fixtures in the I-5 Parking Lot. Lighting is a significant use of electricity and this project will continue to reduce the amount of electricity used at OCC. OCC will be eligible for ETO Incentive Funding between 20%-35% of the project costs.

FY 2014-15 Base Budget

Oregon Ballroom Lighting Replacement - \$115,000

Funding Source: TLT Pooled Capital Reserves

Project will include the replacement of 2160 - 15w incandescent lights with a 5w LED lamp. Replacement of 288 - 500w quartz down ceiling lights with 45w LED light lamps and fixtures, and 1248 - 32w fluorescent lamps and ballasts with 25w high efficiency lamps and ballasts. We will also replace the two existing 96 circuit dimmer racks that serve the Oregon Ballroom. The Oregon Ballroom is the last large area at OCC that has not seen a lighting upgrade to reduce electricity consumption. The ballroom has a mixture of inefficient lighting that can be replaced with more energy efficient lighting. An upgrade to lighting will significantly reduce the lighting load. OCC will be eligible for ETO Incentive Funding between 20%-35% of the project costs.

CARRYOVER PROJECTS FROM 2013-2014

Meeting Room Digital Signage – Design/Consulting (FY 13-14 Carryover) - \$40,000

Funding Source: TLT Pooled Capital/OCC Fund Balance Reserves carried over from FY 13-14.

OCC will hire a consultant/electrical engineer to assist in product design, wiring, layout of systems including drawings and bid documents for installation. OCC is looking to increase our technology, sustainability and customer service by having digital signage at each meeting room and ballroom entrance. Currently, clients print signs which are placed on easels in front of each meeting room or ballroom entrance with the event/session information. Typically, the signage is printed on foam core board that is not recyclable and is put in the landfill after use. Some events bring in their own temporary LCD/LED displays to run their messaging for each meeting room.

Integrated Door Access Controls – Design/Consulting (FY 13-14 Carryover) - \$40,000

Funding Source: TLT Pooled Capital/OCC Fund Balance Reserves carried over from FY 13-14.

OCC will hire a consultant/electrical engineer to assist in product design, wiring, layout of systems including drawings and bid documents for installation. OCC is looking to add keyless access door controls to strategic door locations throughout the facility for added security. Many doors to service corridors are accessible by the public and could compromise safety and security. Doors are left open or unlocked when they should be locked at all times. The keyless access control will track entry into areas and assist by keeping high trafficked doors locked and inaccessible to the public.

Pick-up Truck Purchase (FY 13-14 Carryover) - \$35,000

Funding Source: TLT Pooled Capital/OCC Fund Balance Reserves carried over from FY 13-14.

OCC will purchase a new pick-up truck to replace the existing 24-year-old truck. This truck will serve daily operating needs by staff.

Tower Lighting Replacement (FY 13-14 Carryover) - \$124,000

Funding Source: TLT Pooled Capital/OCC Fund Balance Reserves carried over from FY 13-14.

Project will reduce the wattage of existing Metal Halide tower lights into a more energy efficient LED lamp. Project will replace 44 - 400w Metal Halides, 16 - 250w Metal Halides and 28 - 70w Metal Halide tower lights lower wattage LED lamps and fixtures. The goal is to select a product that allows the towers to change colors through OCC's lighting software program. A lighting consultant will be used to assist in product selection and design to ensure proper coverage and

FY 2014-15 Base Budget

spec of equipment. OCC will be eligible for ETO Incentive Funding between 20%-35% of the project costs.

Portland Ballroom Down Lighting Replacement (FY 13-14 Carryover) - \$112,000

Funding Source: TLT Pooled Capital/OCC Fund Balance Reserves carried over from FY 13-14.

Project will reduce the wattage of existing 400w Quartz down lights. Project will replace 232 – 400w Quartz down light fixtures with a 45w LED fixtures. An upgrade to lighting in the Portland Ballroom will significantly reduce the lighting load during events and will reduce OCC's overall consumption of electricity. OCC will be eligible for ETO Incentive Funding between 20%-35% of the project costs.

Interfund Transfers

Metro Support Service increases 21% (\$322,695)

- Increases in Legal, Communications and I.S. departments are driving this steep increase. We intend to further evaluate these increases.

MERC Administration (inter fund transfer) Increase 11% (\$73,363)

- Most of this is due to the FOTA consultant contract addition in the MERC Admin budget. There may be some opportunity to reduce this number for the venues. This number is not final.

Metro Risk Management charges are 34% less than PY (\$99,270)

Streetcar LID debt payment to Metro year 3 of 10 (\$235,000)

- In FY 2013-14, OCC is making two years worth of payments (\$470,800). However in 2015, OCC will make a single annual payment \$235,000

Sustainability Plan

Capital Projects

The OCC continues to prioritize capital projects which reduce energy costs and enhance the facility. The center partners with the Energy Trust of Oregon to identify energy efficiency projects that they in turn incentivize OCC to complete. A couple capital projects focused on sustainability and, supported by the Energy Trust of Oregon with funding, include replacing the tower lights, exterior parking lot lights and ballroom lighting with LED lights. We are investigating the ability to have colored LED lights in the towers so we have the option to light them in colors other than white. This has been requested by many events and could be a potential revenue source and up sell to clients. The other lighting projects involve replacing the 400w quartz down lights in the Oregon and Portland Ballrooms with LED down lights. Both projects show significant savings in kw usage.

Energy Trust of Oregon's Strategic Energy Management Group (ETO SEM)

OCC will continue to work with the Energy Trust of Oregon's Strategic Energy Management Group (ETO SEM) for year two of the program. OCC's work with the ETO SEM resulted in the

FY 2014-15 Base Budget

development of a strategic energy management policy for OCC. The policy outlines ongoing actions and areas to improve our efficiency with an energy reduction goal of fifteen percent of natural gas and electricity over the next five years. The program also demonstrates an ongoing commitment to focus on energy conservation through training, operational practices, and prioritization of capital investments (improvements). The program will incentivize OCC for its energy savings.

Environmentally Sustainable Meeting Standards

OCC will continue to be a leader in “green meetings” by applying for certification in the APEX/ASTM Environmentally Sustainable Meeting Standards. This is the convention industry's first and only comprehensive standards for environmentally sustainable meetings. The standards are composed of nine individual sectors addressing the scope of the meeting and event planning process. The nine standards cover the full footprint of the industry: Accommodations, Audio-Visual, Communication & Marketing Materials, Destinations, Exhibits, Food and Beverage, Meeting Venue, On-Site Office and Transportation. Inside of each of the nine standards (sometimes called “sector standards”) eight impact areas are targeted: Staff Management and Environmental Policy, Communications, Waste, Energy, Air Quality, Water, Procurement and Community Partners. This, along with our LEED EB:OM recertification in early 2014 will continue to maintain OCC’s position as a leader in sustainable meetings.

Solar

OCC is working with a solar consultant and other outside entities to explore options and potential to add solar arrays over the original facility exhibit hall roof structure during the fall of 2014.

HVAC Systems

OCC will continue with its ongoing retro-commissioning. The facility and operations staff have seen significant improvements in how our systems function and have utilized this resource to improve functionality, troubleshoot and resolve existing issues with our HVAC systems. This work not only helps us with operating efficiencies but also lends itself to our overall sustainability goals.

Oregon Convention Center									
Five year Capital Plan 2014-15 through 2018-19									
Priority	Description	Project Type	Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	Total
OCC FY 2014-15									-
1	Original Roof Replacement Project - Phase II	Renewal & Replacement	R & R Reserve	2,850,000					2,850,000
2	Two-way Radio System Digital Upgrade	Renewal & Replacement	R & R Reserve	255,000					255,000
3	Business Network Upgrade	Renewal & Replacement	R & R Reserve	80,000					80,000
4	Small Riding Scrubber Purchase	Renewal & Replacement	TLT Pooled Capital	21,000					21,000
5	MLK/OBR/Holladay Plaza Landscape/Entrance - Design/Consulting	New Capital	MTOCA	100,000					100,000
6	Website Design/Facility Rebranding	New Capital	MTOCA Funding Source #1	120,000					120,000
7	Website Design/Facility Rebranding	New Capital	Business Strategy Funding Source #2	30,000					30,000
8	Facility Master Plan - Design/Consulting	New Capital	TLT Pooled Capital	175,000					175,000
9	Oregon Ballroom & Portland Ballroom WIFI Upgrade	New Capital	TLT Pooled Capital	50,000					50,000
10	Loading Dock & I-5 Parking Lot Lighting Replacement - (ETO Funding)	Sustainability	TLT Pooled Capital	46,000					46,000
11	Oregon Ballroom Lighting Replacement - (ETO Funding)	Sustainability	TLT Pooled Capital	115,000					115,000
Carry Over Projects:									-
	Meeting Room & Ballroom Digital Signage - Design/Consulting	New Capital	TLT Pooled Capital/ OCC Fund Balance	40,000					40,000
	Integrated Door Access Controls - Design/Consulting	New Capital	TLT Pooled Capital/ OCC Fund Balance	40,000					40,000
	Pick-up Truck Purchase	Renewal & Replacement	TLT Pooled Capital/ OCC Fund Balance	35,000					35,000
	Tower Lighting Replacement - (ETO Funding)	Sustainability	TLT Pooled Capital/ OCC Fund Balance	124,000					124,000
	Portland Ballroom Down Lighting Replacement - (ETO Funding)	Sustainability	TLT Pooled Capital/ OCC Fund Balance	112,000					112,000
				4,193,000					
									-

Oregon Convention Center									
Five year Capital Plan 2014-15 through 2018-19									
Priority	Description	Project Type	Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	Total
OCC FY 2015 -16									-
	Telecommunications/VOIP	Renewal & Replacement	R&R Reserve		205,000				205,000
	Facility Carpet Replacement - Design/Consulting	Renewal & Replacement	R & R Reserve		55,000				55,000
	Audio/Visual Equipment Purchase	New Capital	Business Strategy		100,000				100,000
	Meeting Room & Ballroom Digital Signage	New Capital	Business Strategy		450,000				450,000
	Parking Management System Replacement	Renewal & Replacement	R & R Reserve		550,000				550,000
	Integrated Door Access Controls	New Capital	Unfunded		325,000				325,000
	Original Facility Restroom Renovation - Design/Consulting	Renewal & Replacement	Unfunded		80,000				80,000
	Oregon Ballroom and Skyview Renovation - Design/Consulting	Business Strategy	Unfunded		100,000				100,000
	VIP B Renovation - Design/Consulting	Business Strategy	Unfunded		30,000				30,000
	MLK/OBR/Holladay Plaza Landscape/Entrance Construction	Renewal & Replacement	Unfunded		1,350,000				1,350,000
					3,245,000				-
OCC FY 2016-17									-
	Facility Carpet Replacement - (Ballrooms, Meeting Rooms, Lobbies)	Renewal & Replacement	R & R Reserve			2,300,000			2,300,000
	Meeting Room/Ballroom Chair Replacement - (10,000 chairs)	Renewal & Replacement	R & R Reserve			960,000			960,000
	HVAC System Replacement - Design/Consulting (Heating/Cooling System)	Renewal & Replacement	Unfunded			200,000			200,000
	Public Circulation Furniture Replacement	New Capital	Unfunded			325,000			325,000
	External Digital Signage Replacement - Design/Consulting	Renewal & Replacement	Unfunded			100,000			100,000
	Original Facility Restroom Renovation	Renewal & Replacement	Unfunded			55,000			55,000
						3,940,000			-

Oregon Convention Center									
Five year Capital Plan 2014-15 through 2018-19									
Priority	Description	Project Type	Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	Total
OCC FY 2017-18									-
	Chiller Unit Replacement (one 250 ton and three 800 ton)	Renewal & Replacement	R & R Reserve				1,650,000		1,650,000
	Cooling Tower Replacement (four cooling towers)	Renewal & Replacement	R & R Reserve				825,000		825,000
	Boiler Replacement (two of three boilers)	Renewal & Replacement	R & R Reserve				850,000		850,000
							3,325,000		-
OCC FY 2018-2019									-
	Exhibit Hall Folding Chair Replacement - (12,000 chairs)	Renewal & Replacement	R & R Reserve					1,100,000	1,100,000
	Table Replacement (Expansion Side of Facility)	Renewal & Replacement	R & R Reserve					525,000	525,000
	Roof Replacement (Expansion Side of Facility)	Renewal & Replacement	R & R Reserve					2,300,000	2,300,000
	External Digital Signage Replacement	Renewal & Replacement	Unfunded						-
								3,925,000	-
Total				4,193,000	3,245,000	3,940,000	3,325,000	3,925,000	18,628,000

Personnel Request

Fiscal Year 2014-15

A Personnel Request is necessary for all new positions, regular position FTE increases and all proposed reclasses in FY 2014-15 as well as a time extension or change of status request for an existing limited duration position. Personal Request forms are not necessary if the purpose of an FTE increase is to reflect a full year FTE for a regular position added mid-year in FY 2012-13. The focus of this form will be on the budgetary justification and impact. **Please note – a new position or reclass will not become effective until such time as Human Resources has completed its review and has approved the classification request.**

ACTION REQUESTED:

Action:		Reclass:		Duration:		Type:	
New position	<input checked="" type="checkbox"/>	Career ladder	<input type="checkbox"/>	Ongoing	<input checked="" type="checkbox"/>	Full-time	<input checked="" type="checkbox"/>
FTE Increase	<input type="checkbox"/>	General	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Part-time	<input type="checkbox"/>
Reclass	<input type="checkbox"/>						

Describe the action requested - include FTE, classification of position (before/after if reclass), length of duration, etc.

POSITION # AND INCUMBENT:

This is a new FTE request. The position will be placed in Pay range 322 and will be Job Code 8507 Services Sales Coordinator II.

DUTIES AND RESPONSIBILITIES:

This position generates revenue by promoting and selling audiovisual services directly to Oregon Convention Center clients; prepares bids, provides a point of contact for clients who are interested in purchasing services, and ensures billing activities are completed correctly and promptly. May assist Audio Visual staff during events.

JUSTIFICATION:

The audio visual department is one of the few OCC ancillary service department's that have been steadily increasing revenue the past few years. The gross sales in FY 2007 was \$1,132,404 and in FY 13 it reached \$1,788,286. The department has grown revenue by over 200k between FY11-12 to FY 12-13. As technology has changed so has the increased level of interaction with the clients. One sales person cannot handle the sales load for the department and expect to grow business. There is a need for additional sales support in order for the department to continue to maintain current revenue and secure unrealized new revenue. Outreach in advance to potential clients, creating proposals, and building their event once booked takes a significant amount of time. This position will be a valuable resource to the department.

BUDGET IMPACT (for FTE increases or reclasses include only the new or additional cost):

	<u>Rate</u>	<u># of hours worked</u>	<u>Amount</u>	<u>Total</u>
Salary	\$24.04	40	\$50,000	
Fringe:				
Taxes 5110	8.37% \$29		\$4214	
Variable-base fringe (PERS Employer) 5120	8.20%		\$4100	
Variable-PERS Bond Recovery 5190	1.00%		\$500	
Fixed-health & welfare 5130			\$14,412	
Additional Costs:				
Other (specify) 5150	0.32% \$60		\$220	
TOTAL NEW COSTS				\$73,446

Personnel Request***Fiscal Year 2014-15***

Anticipated Starting Date of Position:

July 1, 2014

Funding Source(s): The position will be funded through revenue generated by the audio visual department.



MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Expo Fund

2015

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2014-15 Budget	Change in Annual Budget	
					\$	%
Operations						
Charges for Services	4,108,511	3,857,101	4,052,104	4,197,279	145,175	4%
Food and Beverage Revenue	1,984,949	1,903,409	1,868,163	1,975,000	106,837	6%
Grants	6,341	-	-	-	-	-
Interest Earnings	24,576	12,484	9,082	8,500	(582)	-6%
Miscellaneous Revenue	19,793	19,344	20,545	22,240	1,695	8%
Transfers-R	7,980	4,500	(111,875)	55,342	167,217	-149%
Total Revenues	6,152,151	5,796,838	5,838,019	6,258,361	420,342	7%
Capital Outlay	-	22,306	25,000	-	(25,000)	-100%
Food & Beverage Services	1,752,943	1,644,149	1,502,265	1,651,281	149,016	10%
Materials and Services	1,333,232	1,184,962	1,305,721	1,297,662	(8,059)	-1%
Personnel Services	1,469,086	1,484,027	1,655,148	1,625,773	(29,375)	-2%
Transfers-E	1,644,306	1,494,337	1,515,973	1,596,093	80,120	5%
Total Expenditures	6,199,567	5,829,782	6,004,107	6,170,809	166,702	3%
Net Operations	(47,416)	(32,943)	(166,088)	87,552		0%
Capital						
Grants	4,987	-	434,003	10,000	(424,003)	-98%
Transfers-R	-	270,000	165,000	-	(165,000)	-100%
Total Revenues	4,987	270,000	599,003	10,000	(589,003)	-98%
Capital Outlay	219,917	472,332	1,169,003	667,500	(501,503)	-43%
Total Expenditures	219,917	472,332	1,169,003	667,500	(501,503)	-43%
Net Capital	(214,930)	(202,332)	(570,000)	(657,500)		
Fund Balance	(262,347)	(235,275)	(736,088)	(569,948)		
Food & Beverage Margin \$	232,006	259,260	365,898	323,719		
Food & Beverage Margin %	12%	14%	20%	16%		
Fund Balance						
Beginning Fund Balance			3,831,492	4,035,353		
Fund Balance Inc. (Dec.)			(736,088)	(569,948)		
Ending Fund Balance	4,310,141	3,970,261	3,095,404	3,465,405		
Unappropriated Fund Balance						
Operating Contingency			364,000	350,000		
Capital Contingency						
Stabilization Reserve			186,000	-		
Renewal & Replacement Contingency			-	-		
Renewal & Replacement Reserve			360,000	1,419,389		
New Capital / Business Strategy Reserve			2,185,404	1,696,016		
TLT Pooled Capital			-	-		
			3,095,404	3,465,405		
Actual Beginning Fund Balance			3,935,353			
Projected Fund Balance Inc. (Dec.)			100,000			
Projected Ending Fund Balance			4,035,353			

FY 2014-15 Base Budget

The Portland Expo Center projections for 2014-15 are expected to be positive with strength in our core bookings due to efforts in finalizing numerous three-year event license agreements. With one year of the completed marketing and communications plan in place, a catering sales manager now on board and the strength of our sales and service teams, we have forecasted continued positive revenue results and related per-cap improvements. The budget for 2014-15 also reflects materials and supplies reductions across all departments to avoid additional transfers from our strategic reserve to support our add-on option requests.

Despite ongoing challenges related to annual debt service and excise tax payments as well as increased stormwater management fees and levee assessments, Expo's mission critical goals and objectives are attainable for FY 2014-15. Staff will continue to emphasize fiscally responsible spending measures and explore all options for long-term financial stability.

Key assumptions:

- Cirque du Soleil is not scheduled to return in FY 2014-15 but may do so in FY 2015-16 which will be handled through a budget modification request. The FY15 budget currently includes a number of positions that could be altered by proposed add-on options in both the Operations and Administrative departments.
- The budget includes a request for \$180,000 funded by the Metropolitan Tourism Opportunity and Competitiveness Account (MTOCA), pending the approval of the Metro COO and the Metro Council.
- A change in strategy towards our capital reserves as described during our last commission budget meeting is reflected here. These efforts are intended to support the long-term needs for renewal and replacement over the next five years. Food and beverage operations will continue to be supported by investment of the ARAMARK/Pacificwild capital reserves. While rental and concession fees have recently increased by roughly 3% further overview of other potential revenue increases is underway.

Fiscal Responsibility

- Focused booking and catering sales led by the sales manager and new catering sales manager are expected to result in new revenues and a continued increase in three-year license agreements. Efforts are underway to target new clients, events and potential booking transfers from the Oregon Convention Center as a result of increased national convention bookings related to the convention center hotel.
- The contracts for our ticketing provider as well as the food and beverage provider both hold significant revenue opportunities for the facility and keys to our long-term success.
- The Operations department will experience staff cost increases. The recently completed AFSCME 3580-1 agreement reflects increases in both staffing and other materials and services. A full year of savings for electrical utilities are expected following recent technical and sustainable lighting upgrades for Halls A, B, D and E. With the addition of CO2 sensors in Hall C, similar savings in natural gas costs are anticipated.

FY 2014-15 Base Budget

- Analysis and consideration of technical upgrade needs for infrastructure backbone, computers, printers, copiers, Wi-Fi, credit card machines and points of sale is underway.

Brand Identity

- Year two of Expo's Marketing and Communications plan is being implement, including. the development of banner ad packages on-site, print ads for The Oregonian and other outlets, yearly event calendars, electronic newsletters and social media.
- Campus improvements to enhance marketability will include:
 - awning replacements, bathroom floor resurfacing and painting, parking lot / pedestrian improvements, improved seating for food areas, continued physical and electronic signage improvements.
 - All new capital vehicle rolling stock (forklifts, golf carts, high lifts) are undergoing brand wraps or simple paint work that further represents the brand.
 - Entrance improvements will include landscaping and modern electronic signage.

Facility Stewardship

- Capital investments and projects will focus on ROI and enhanced sustainability. A sustainable feasibility review for both stormwater and solar projects is underway and should provide a clear roadmap for future improvements and grant opportunities.
- Renewal and replacement items continue to be significant especially when viewed over the 5-year horizon. Both Halls D and E are due for barrel roof replacements, as well as HVAC replacements. Halls A, and B are due for their own roof replacement as the feasibility studies for those halls continue. A campus of 52 acres is going to have challenges in both upkeep and cost containment when unanticipated items break down (roll-up doors, plumbing, HVAC etc.). We have accounted for what we feel are prudent adds to repair lines. Our capital planning thus far has shown success with roof replacements in the front and back of Halls D and E, and an effective asphalt maintenance replacement schedule. Additionally, focus on our rolling stock replacement has been equally positive. Capital investments have been strategic and have utilized a wise use of any MERC Pooled Capital (TLT) opportunities.
- Investment in FY14 in the WiFi infrastructure went well beyond everyone's expectations of service, reliability and ROI potential. This budget reflects a transition from hard line installations to a full use of this new utility. A price structure allows for transition as well as a path forward for future revenues.
- Audio Visual investments are a strong representation of great partnership with the Oregon Convention Center AV teams where our purchases can also become a rental advantage for the Expo. We will have the ability to partner with OCC to service AV needs at Expo and the OCC will have a partner that can rent equipment to them internally that drives revenues for both operations.

FY 2014-15 Base Budget

- As described in brand identity, a focus on improvements that are both cost effective and visible have been a continued focus. Consistent review and repair of aging infrastructure with both modern and dated facilities requires diligence. The PT Operating Engineer has simply not had the time to keep up with the list of needs for review and maintenance located in the Bigfoot maintenance schedule. The add-on proposal focuses on the importance of consistent review of deferred maintenance by a FT Operating Engineer. We anticipate a savings in repairs over time by this addition.

Customer / Community Relationships

- The Expo Center has consistently been improving in reaching out to our community and responding to the needs of our clients and patrons. Our outreach to local area non-profits includes giving back all “bottle-bill” recyclables to a number of area high school programs, donations of expired food and beverage equipment and other operational items to programs such as the Hollywood Senior Center, the ReStore for Habitat for Humanity and the Sunshine Division. The Expo also sponsored the jersey efforts for a local North Portland Soccer League.
- Expansion of the Aramark **pacificwild** program “Be the D” and Secret Shopper programs are a focus in FY15, including other review programs with clients and patrons - all with the intention of getting better every day.
- Advertising purchases and sales are geared toward local products and services. We are spending our advertising dollars within our community and intend on partnering with local merchants to further boost our economic impact.
- Consistent review of our contracting procedures and processes provide the Expo with continued opportunities to provide capital and operating project opportunities for FOTA and MWESB businesses in the community. We see a number of opportunities that we have and will be able to offer as long as the proposals are price competitive.

Revenues

- The number of events is anticipated to increase from the anticipated close in FY14 of 112 events, to 120 in FY15. The increased emphasis on catered functions as well as additional meetings, tradeshow, and new consumer events. Related services are also targeted to increase. Overall revenue increases are targeted at 4%.
- Individual space (rental rates) increased by approximately 3% and closed multiple year agreements either had graduated increases or held steady. In many cases, we have seen additional rental added for these events by way of addenda.
- Parking revenues are anticipated to increase by 4% with anticipated increases in parking lot buy-outs for more events in order to reflect “free” public parking as a marketing tactic targeted mostly on weekdays.
- Attendance is anticipated to increase to 475,000 with additional per cap revenue increases including parking, food and beverage and other services.

FY 2014-15 Base Budget

- Continued operating revenue increases via advertising income efforts for on-site, website and calendar advertising opportunities are expanded. Targeted goals for an 8% increase in advertising sales.
- Food and beverage increases by 6% with changes in leadership and added sales emphasis. There are many high expectations for the F&B revenue to achieve the goals established and the program investments taking place. Concessions rate increases are expected to be evaluated again in FY15.
- The addition of improved signage, more points of sale in Food and Beverage locations as well as an additional ATM location in the Connector (between Halls D and E) all should collectively drive additional revenues.

Personnel Services

- FY14 FTE per Position Management is 12.9 and Part Time staff at 11.84 for a total of 24.74. These numbers do not include allocated staff (.3) or seasonal (Cirque) added PT staff. For FY15 FTE per Position Management remains at 12.9 with Part Time at 11.87. The proposed Add-ons are at 1.0. The total proposed for FY15 is 25.77, a minimal shift. Add-on proposal is offset by positive Net Operations.
- Restructuring for FY15 included dropping the PT Event Manager from .5 to .25 that reflects current usage for event coverage. Current budget reflects an overall PS reduction of 2%.
- Restructuring for FY15 also continues in Expo Administration. Current budget reflects no changes, add-ons will shift a .5 PT Non Rep Admin. Asst. to 1.0 FT Non Rep Admin. Asst. Two PT positions are retained within Admin to assist the Director and to lead in financial responsibilities (credit card reconciliation, deposits, vouching and purchase orders, requisitions).
- Negotiations with AFSCME 3580-1 resulted in 2 Utility Leads joining that organization. All current represented members also saw increases. Expo Custodial staff remain the only non-represented part-time staff within the Operations Department. The addition of Galt Services (QRF) for temporary custodial services is also reflected as an increase to meet the state requirements.
- In an effort to continue care of the facility and deferred maintenance, it is proposed that the current .5 PT Rep Operating Engineer II be converted to a 1.0 FT Rep Operating Engineer II.
- It is anticipated that there will be two retirements in FY15. Any savings related to potential vacancies will be reviewed and implemented immediately.
- Fringe calculations were reviewed by all staff, but Fringe “Other benefits” remained as much larger increase across all departments vs. prior year.

FY 2014-15 Base Budget

Materials and Services

- Materials and Services overall represents a 1% decrease over the FY14 budget. Numerous cut rounds and consistent review of expense categories has been a traditional practice for the Expo Center. Prior year budget made additional significant cuts.
- Contracted Services line for Communications Plan was transferred out of Administration to Marketing and Sales. Credit Card Fees continue an upward trend. Some items – computers, copier and training covered within Administration.
- Taxes included increases for Multnomah County Drainage District based on the same methodology and payment splits in FY14, representing a 75% increase or \$33,313. Metro is to pay half of one of the two assessments or it would be even higher or \$48,487.
- Food and Beverage Payroll increase includes addition of .5 Catering Sales Manager as well as labor cost increases due to the affordable care act. Rental expense drops with addition of the new electrical installation in the Connector (food court) location.
- Reviewed and reduced spending that did not tie in directly with our Marketing and Communications Plan. Focused spending that represented ROI and sales tools.
- Reviewed and clarified emergency repair and small maintenance items. Achieved an overall 1% decrease in Operations spending. Savings found in utility expenses, small maintenance and supplies, and other areas.
- Stormwater Fee is included in Water/Sewer fees and represents a 47% increase over prior year or \$72,324.
- Retained staff development and training.

Capital Projects

Capital Projects Funding Summary	
Renewal & Replacement Reserve	\$296,000
MERC TLT Pooled Capital Fund Request	320,000
Total Capital Request	\$616,000
Other Items:	
Aramark Reserve	\$40,000
Carry-Over from FY14	\$51,500
Carry-Over Metro Sustainability Grant	(\$10,000)

FY 2014-15 Base Budget

Parking Lot Asphalt repairs - \$50,000

Funding Source: Renewal & Replacement Reserve

- Continuation of parking lot repairs, removal and standard maintenance. Removal and replacement of failing asphalt, to include seal coating of all areas (Lower Lot 3 – “Main Parking Lot Entry”, Expo Road areas as needed)
- Operations staff will continue to re-stripe the parking lots, walkways, ADA designation areas and safety notices internally.
- Parking lot repairs will always be a part of basic R&R for the 52 acre Expo facility site. This amount has been consistent for past projects.
- Of note is care needed by the parking lot “loop counters” and Electric Vehicle charging stations.
- ROI is reached by avoiding patch and repair fees via scheduled maintenance.
- Sustainable efforts with the potential Bioswale additions to Lower Lot 3 are intended to treat stormwater on site. A sustainability feasibility study will let us know what provides us with the best options and ROI.

Roof Repairs – Hall E Loading Lobby / Meeting Rooms and Support Areas - \$125,000

Funding Source: Renewal & Replacement Reserve

- The major roof repairs are located on the East end of Hall E. The roof is of the same material originally placed over the Hall D lobby that failed in FY12. The membrane placed on that surface has expired in warranty (10 yrs.) and has minor failures in various areas, but as yet, not catastrophically. Failure areas described as “cheese cloth” allow for potential water damage to the facility.
- Significant investment items in both the Hall E Lobby and Hall E Meeting Rooms. Major electrical, telecommunications and audio-visual controls need to be protected.
- Installation of a new, roofing system will include an updated 10-year warranty. This is the same as placed over Hall D lobby and Hall D loading docks successfully and with positive ROI.
- Surface area is similar in scope to that of the Hall D lobby project so many of the approaches and cost factors are the same.
- Cost factors for this roof make an Eco-Roof option not cost effective. Other locations are better suited pending a review.

Forklift – (Phase 2 of 3) - \$21,000

Funding Source: Renewal & Replacement Reserve

- Phase 2 of 3 - Replacement of existing forklift “fleet” of three (3) forklifts – none of which are any less than 10 years old. The oldest unit is 15 years old and all are in a varied state of repair, each is from a different manufacturer. Equipment is well-maintained; however all are at the near end of their useful life cycle. New forklift (1 of 3) was purchased in FY14.
- This equipment is required to provide efficient and maximum service to clients and event needs. Repairs costs are exceeding their useful life.
- If vehicles are deemed unsafe, they will be parked until repaired, creating a need to increase rental expenses. These items were purchased used.
- ROI is met through lack of contracted or Operating Engineer labor for repairs, parts and time to maintain old equipment via various providers.

FY 2014-15 Base Budget

- Sustainable improvement through use of propane vs. diesel units.

Plastic Flat Stacking Chairs (Phase 1 of 3) – includes rolling cart(s) - \$50,000

Funding Source: Renewal & Replacement Reserve

- Phase 1 of 3 – Full replacement of folding, stacking chairs dating back to the Multnomah County operation. Chairs that we intend to replace match those used by Portland’5. This adds to a larger MERC pool available. Chairs hold well over 300 lbs in a safe and professional presentation. Final replacement needed.
- New chairs meet safety standards for today’s facilities.
- Plastic stacking chairs are utilized by a number of events and proper carts will ease in placement and storage. Current chairs are placed on pallets.
- ROI is achieved mainly through safe event practices and overall reduction in insurance claims. Potential for increased rental by clients / rental by other Venues.

Voice over IP (VoIP) / Phone System (Phase 1 of 2) - \$50,000

Funding Source: Renewal & Replacement Reserve

- Phase 1 of 2 – Full replacement of phone system and technology first installed in 1996.
- Current system is outdated and not supported. No upgrades or support assistance available other than OCC Telecommunications Manager. Upgrade will include major infrastructure, hardware and software package
- Voice Over IP is an initiative that is Metro-wide. Phase one will review hardware and connections relevant to Expo Center campus as well as initial purchases. Review of current and future needs as well as spin-off projects that are also related to this backbone infrastructure.
- ROI is achieved by the multiple use potential of a technologically current system and one that is supported by Metro IS.

Hall D - Lobby, Office and Meeting Room carpet replacement; paint, graphics - \$151,500

Funding Sources: Carry-Over - \$21,500, New Capital - \$130,000

- FY14 budget was depleted by \$75,000 transfer to Hall C roof project.
- Carpet is past replacement life. Meeting room and office roll carpet installed in 2001 contained failures in seams and stairs that were never corrected. Carpet install was replaced / repaired for Hall D lobby in 2002 following opening in 2001.
- Carpet squares, walk-off mats, paint and graphical treatments similar in nature to the current Hall E improvements to match Expo facility re-branding efforts.
- Complete signage including brand identity and lobby electronic signage.
- Office and meeting room treatments to match brand identity efforts.
- ROI realized by reduced labor for custodial cleaning, walk off mat replacement / repair, increased rental of Lobby for receptions and meeting room uses.
- Continuing sustainable partnership with MetroPaint. Carpet squares are more efficient for repair and replacement than roll carpet in this application. Walk off mats rather than washable rugs.

FY 2014-15 Base Budget

Water Heater Replacements – Group of Water Heaters – Hall E (3), Hall D (1) - \$30,000

Funding Source: MERC TLT Pooled Capital

- Three water heaters in Hall E were installed in 1996 and are past useful life. Maintenance and flushing of these units proves the units are breaking down internally. Unit in Hall D installed in 2001 and provides service to the Hall D Kitchen, also the largest of all the units. Replacement and bid as a group will provide efficiencies and anticipated savings.
- Current water heaters are more efficient and have potential for Energy Trust Incentives. Research for remaining sustainable grant opportunities will be explored.
- ROI on these water heaters achieved by decreased water use and energy expended to achieve the hot water needed. All units targeted within City of Portland water efficiency report.
- Sustainable water heater options available and all options will be reviewed to meet these goals.

Golf / Electric Carts – (Phase 1 of 2) - \$15,000

Funding Source: MERC TLT Pooled Capital

- Golf carts replaced in FY14. This cart is new and is targeted to replace the use of a three-wheel cart called a GO-4. This cart is used mainly by Parking and Landscaping crews and logo branded.
- This particular cart will need to be able to drive on the public roads – delivering signage and needing to travel to PIR or Portland Meadows to support the broader parking operation. Flat bed electric carts are in use by the OCC for this same landscaping use.
- Sustainable effort by purchase of electric cart that matches Expo and Metro values.
- ROI for this investment is realized by creating a positive customer service impact and community example of our sustainability and rebranding efforts.

Carry-Over – Sustainable / Bioswale Improvement – Sustainability Report pending - \$30,000

Funding Source: MERC TLT Pooled Capital (Carry-Over)

- Metro Sustainability is currently undertaking a sustainable feasibility report and review for the Expo Center that includes options for stormwater mitigation and solar option potential.
- Earlier comments by City of Portland overruled and did not recognize the bioswale project as a reduction on our impervious surfaces.
- ROI is reviewed as part of the report and will focus on the best programs that meet our sustainability goals but also our financial goals. Even with matching grants or other options, these projects need to be financially responsible as well as sustainable.

ATM Machine Replacement – 1 per lobby (Halls A, D and E), 1 New – Connector - \$15,000

Funding Source: MERC TLT Pooled Capital

- All Expo ATM machines are dated to 1996 (Halls A and E) and 2001 (Hall D). All units have had their various issues of repair and replacement (cassettes) or complete failures on weekend events when revenue is most needed. Replacement and bid as a group will provide efficiencies and anticipated savings.
- Current machines do not have the ADA requirements for both access (height) and hearing impaired featured etc. New units have all ADA options available for all patrons.
- New machines have features to assist in branding, accounting and ROI.

FY 2014-15 Base Budget

- ROI is completed within the first year of use by way of the use fee for the service which is a per cap revenue producer. Placement in the Connector hall between Halls D and E provides great access in the food court area. Security, additional cassettes and wiring are included in this estimate.

Ticketing Hardware to support new Ticketing System - \$30,000

Funding Source: MERC TLT Pooled Capital

- Expo and OCC Ticket Services are in the midst of a Ticketing Request for Proposals that will change the current methods and practices of this entire department. Current system is essentially “stand-alone” and does not advantage current technologies. All new systems will require new hardware to support the tools and assets of that new system.
- Estimated needs in this area include: multiple touch screen computers, ticket printers, hand-held scanners (admissions), mini ticket printers and other unknown hardware required from the pending RFP awarded.
- ROI is reached by increased sales and organizational efficiency. Use of WiFi or other features following review of technology background.
- All computers and hardware will need to be compatible for support from Metro IS, the ticketing software provider and general standards of current technology.

Audio Visual Equipment – (Phase 2 of 2) - \$50,000

Funding Source: MERC TLT Pooled Capital

- Phase 2 of Aluminum box trussing, theatrical drape with professional rigging capability for division North and South for our current Halls E1/E2 or Halls D1/D2, or surround East / West all within the hall.
- In coordination with the OCC A/V dept., the Expo Center’s expansion in these areas also provides the OCC with an Audio Visual partner to support large scale AV requests keeping the rental amounts internal rather than outside the agency. Very similar to the partnership with the Oregon Zoo for their concert series.
- Staging, basic LED lighting and data projection are all areas that will be provided as a package by way of extending the labor pool of AV Professionals currently at the OCC. These improvements in Hall E and Hall D lobbies, as well as the Catering Sales manager support our efforts – from reception to banquet. ROI would be realized in catering focused business and AV rentals.

Security Cameras / Access Control Systems (Phase 1 of 2) - \$50,000

Funding Source: MERC TLT Pooled Capital

- Phase 1 of 2 – New system. The Expo Center does not currently have any security cameras or access controls to the facility. It has been an area that has been sorely lacking.
- OCC currently is undergoing an RFP for a similar service upgrade. Expo will have lessons learned from their process and plan on finding a system that can be accessed by the 24 hr. Security staff at the OCC console as needed. Access to the main doors of entry could be controlled by the Receptionist that is on duty rather than leaving the facility open and accessible to all.

FY 2014-15 Base Budget

- This project is related to the Voice Over IP project driven by Metro. Phase one (in VOip) will review hardware and connections relevant to Expo Center campus that also reflect the possibilities for a security system.
- Audit of the ticketing process called for a security camera system as part of accounting best practices for the ticketing operation. Cameras would be both indoor and outdoor and accessible from the network.
- ROI is achieved by protection of the significant investments made into the Expo Campus.

Aramark Reserve - New portable food carts for indoor / outdoor use - \$40,000

Funding Source: Aramark Reserve

- Expo has multiple food carts that are either from the Multnomah County operation or dated at or near 1996. While efforts to repurpose some of these carts makes for a good sustainable effort, it isn't always the best approach. Carts with proper casters and features that serve the direction of the operation are very much needed.
- Rolling cart could expand the use of show floor presence as well as use by the new Stormwater Greenwall between Halls D and E and outside the West Delta Bar and Grill.

Interfund Transfers - Revenue

- Pending Council approval, the current budget represents a one-time \$180,000 transfer from the MTOCA account within the General Fund. It would be reviewed each year. See below.
- Interfund Clearing Account represents MERC Admin Support as a negative number in Revenues. This represents a 9% increase over prior year or (\$124,658). Expo's allocation amount of the total is proposed at 11% rather than 10%.

Interfund Transfers - Expenses

- Hall D debt service transfer payment to Metro is consistent with the Bond schedule and represents \$1,188,050, with debt completion in ten years or year 2024
- Transfer for Indirect Costs (tracked Metro Support Costs) increased to a proposed 11% allocation in FY15 (up from 10%) with an upward trend proposed to reach 15% in 2019 (\$508,000). This represents an 8% increase over prior year or \$408,043.
- It is worth noting that *all* Revenues for the Portland Expo Center are listed as *less excise*. A 7.5% excise tax is assessed on all revenues except sponsorships and advertising. Excise Tax in FY14 is projected to represent \$450,000 (including Cirque).

Metropolitan Tourism Opportunity and Competiveness Account (MTOCA)- (Pending Metro Council approval)

Two proposals for the MTOCA Fund are proposed by the Portland Expo Center for a total request of \$180,000 for direct marketability and operational improvement projects that directly meet the goals and strategies of an updated MTOCA Policy to include the Expo Center. MTOCA is to maximize

FY 2014-15 Base Budget

the competitiveness, financial viability, economic impact, and continued success of the Oregon Convention Center (and now as proposed, also the Portland Expo Center).

- Marketing and Sales - \$80,000 – Expanded Expo Marketing and Sales efforts – Goal #1, Strategy B - including:
 - Contracted Services - Marketing and Public Relations Firm
 - Additional printed sales materials and outreach support
 - Promotional activities and materials that drive sales
 - Contracted Services - Website functionality improvements, social media outreach and improvements
 - Contracted Services – Advertising and outreach
- Operations – \$100,000 - Facility improvement projects that showcase marketability and sustainable facility improvements – Goal #1, Strategies A, B and D, Goal #3, Strategy A.
 - Faded Awning Replacements
 - Brand Identity Banners and Advertising Options – Phase 2
 - Landscape improvement and Main Entry Review
 - Hall C doorway replacement with modern entry to single use Hall.
 - Brand Identity Signage and Directional – Phase 2
 - Expansion of the Connector/Greenwall/West Delta areas as a food court
 - Glass Roll-up Door in the Connector area (food court - indoor/outdoor)
 - Bathroom resurfacing and painting
 - Parking Lot / Pedestrian safety improvements
 - Electronic Signage Expansion – Phase 2

One-Time Only or Phased In/Out Costs

- MTOCA could be considered a one-time-only revenue source.
- Cirque: FY14 included Cirque by way of a budget modification amendment. The opportunity for FY16 will be reflected in that fiscal year. Marketing funding to support these overall efforts is not reflected in this budget at this time as a carry-over amount to support continued marketing efforts.

Sustainability Plan

- Sustainable purchases and practices will continue. Funding cuts in the Operations M&S line were sustained in this area in round two of cuts. Staff continues to maintain and improve our

FY 2014-15 Base Budget

diversion rate of 60%. Stormwater Greenwall will be in place and an O&M plan to support the wall is noted.

- Capital improvements include the carry-over of monies to support the Stormwater Bioswale. Following the feasibility study, we will have a clear path with what sustainability projects have a clear ROI.

Other Changes

- Proposed staffing Add-ons include Operating Engineer II as well as Administrative Assistant.
- Dramatic increases in both MCDD (\$33,313), Stormwater Fees (\$72,324) and Metro Support costs (\$102,466).
- Hall ABC support for further study was reduced, but retained within the Expo Admin. Budget to support a marketing feasibility study, historical research and further geotechnical survey analysis.

Closing

The Portland Expo Center is facing serious challenges of increasing costs in operations as well as long-standing policies that place the facility at a serious operational disadvantage from its peers. Limited staff are doing an amazing job with the tools they have to meet all goals and challenges. The need for added staff is clear to support both deferred maintenance (Operations) and increasing administrative (Admin) needs to support ongoing transitions in work flows (back to the venues). We are thankful and welcome the additional support of the MERC Pooled Capital (TLT) and MTOCA funding opportunities. We want to do everything possible to support the transfer of potential events when the convention center hotel is built. To do that, we need to be ready to retain the business now held in the Visitor Venues. The Portland Expo Center will need to have a long-term funding support plan for which initial studies are underway. There are no easy answers but reducing the strategic reserves, staffing, or other dramatic cuts to PS or MS lines will not solve the ongoing problem. We look forward to exploring and developing solutions that will maintain this facility as a historical icon, regional asset and economic driver.

Expo Center
Five year Capital Plan 2014-15 through 2018-19

<i>Priority</i>	<i>Description</i>	<i>Location</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>2018-19</i>	<i>Total</i>
Expo FY 2014-15										
1	Roof Repair - Hall E Lobby / Meeting Rooms	Hall E	Renewal & Replacement	R & R Reserve	125,000					125,000
2	Parking Lot Asphalt Repairs - Lower Lot Three (Entry)	Expo	Renewal & Replacement	R & R Reserve	50,000					50,000
4	Plastic / Flat Stacking Chairs - (Phase 1 of 3)	Expo	Renewal & Replacement	R & R Reserve	50,000					50,000
5	Forklift - (Phase 2 of 3)	Expo	Renewal & Replacement	R & R Reserve	21,000					21,000
6	Voice Over IP (Voip) Phone System - (Phase 1 of 2)	Expo	Renewal and Replacement	R & R Reserve	50,000					50,000
7	Carry-Over - Hall D Lobby and Mtg. Rm. Carpet Replacement; paint + office, graphics	Hall D	Renewal & Replacement	R & R Reserve	21,500					21,500
1	Hall D Lobby and Mtg. Rm. Carpet Replacement; paint + office, graphics	Hall D	New Capital / Renewal & Replacement	MERC TLT Pooled Capital	130,000					130,000
2	ATM machines - Hall A (1), Hall D (1), Hall E (1), Connector (1) - ADA Compliant	Expo	Renewal & Replacement	MERC TLT Pooled Capital	15,000					15,000
3	Group of Water Heaters - Hall E (3) & Hall D Kitchen (1)	Halls D and E	Sustainability Initiative / Renewal & Replacement	MERC TLT Pooled Capital	30,000					30,000
3	Ticketing Hardware pending Ticketing Request for Proposal	Expo	New Capital / Renewal & Replacement	MERC TLT Pooled Capital	30,000					30,000
4	Audio Visual - (Phase 2 of 2) - Exhibit Hall to Ballroom Conversion	Expo	New Capital	MERC TLT Pooled Capital	50,000					50,000
5	Security Cameras / Access Controls - (Phase 1 of 2)	Expo	New Capital	MERC TLT Pooled Capital	50,000					50,000
6	Golf / Electric Carts - (Phase 2 of 2)	Expo	Sustainable Initiative / New Capital	MERC TLT Pooled Capital	15,000					15,000
7	Carry Over - Stormwater mitigation / Bioswale improvement - Undetermined pending sustainability ROI study (including solar).	Expo	Sustainability Initiative / Renewal & Replacement	MERC TLT Pooled Capital	30,000					30,000
1	Food Cart Portables	Expo	New Capital	Aramark Reserve	40,000					40,000

Expo Center
Five year Capital Plan 2014-15 through 2018-19

<i>Priority</i>	<i>Description</i>	<i>Location</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>2018-19</i>	<i>Total</i>
Expo FY 2015-16										
1	Roof Repair - Hall E Loading Dock	Hall E	Renewal & Replacement	R & R Reserve		225,000				225,000
2	Parking Lot Asphalt Repairs - Lower Lot 1&2	Expo	Renewal & Replacement	R & R Reserve		50,000				50,000
3	Voice Over IP (Voip) Phone System - (Phase 2 of 2)	Expo	New Capital	R & R Reserve		50,000				50,000
4	WiFi Telecommunications Upgrade - expand capability - (Phase 2 of 2)	Expo	Renewal & Replacement	R & R Reserve		30,000				30,000
5	Security Camera / Access Controls - (Phase 2 of 2)	Expo	New Capital	R & R Reserve		50,000				50,000
6	Plastic / Flat Stacking Chairs - (Phase 2 of 3)	Expo	Renewal & Replacement	R & R Reserve		25,000				25,000
7	Tractor/Grounds Equipment	Expo	Renewal & Replacement	R & R Reserve		40,000				40,000
1	Concession stand equipment upgrade - Hall D	Expo	New Capital / Renewal & Replacement	Aramark Reserve		30,000				30,000

Expo FY 2016-17										
1	Roof Repair - Halls A&B - Structural tie to new roof system per Inici recommendation	Hall A & B	Renewal & Replacement	R & R Reserve			500,000			500,000
2	Parking Lot Asphalt Repairs - Lower Lot 1, Expo Rd.	Expo	Renewal & Replacement	R & R Reserve			60,000			60,000
3	Sign Tower Painting	Hall E	Renewal & Replacement	R & R Reserve			25,000			25,000
4	Forklift - (Phase 3 of 3)	Expo	Renewal & Replacement	R & R Reserve			22,000			22,000
5	Plastic / Flat Stacking Chairs - (Phase 3 of 3)	Expo	Renewal & Replacement	R & R Reserve			25,000			25,000
1	Scissor lift - 30-40' - New	Expo	New Capital	Unfunded			35,000			35,000
1	Concession equipment upgrade - Hall E	Expo	New Capital	Aramark Reserve			30,000			30,000

Expo Center
Five year Capital Plan 2014-15 through 2018-19

<i>Priority</i>	<i>Description</i>	<i>Location</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>2018-19</i>	<i>Total</i>
Expo FY 2017-18										
1	Roof Repair - Hall E (barrel) -(Phase 1 of 2)	Hall E	Renewal & Replacement	R & R Reserve				500,000		500,000
2	Hall D Air Handlers - All 6	Hall D	Renewal & Replacement	R & R Reserve				486,000		486,000
3	Parking Lot Asphalt Repairs -Expo Rd., front facing areas	Expo	Renewal & Replacement	R & R Reserve				60,000		60,000
4	Readerboard Replacement - Static to Electronic	Halls ABC	Renewal & Replacement	R & R Reserve				80,000		80,000
4	West Delta equipment / restaurants upgrades	Hall D	New Capital	Aramark Reserve				30,000		30,000

Expo FY 2018-19										
1	Roof Repair - Hall E (barrel) - Phase 2 of 2	Hall E	Renewal & Replacement	R & R Reserve					500,000	500,000
2	Hall E Air Handlers - Possible ETO incentive? - Phase 1 (4 of 8)	Hall E	Renewal & Replacement	R & R Reserve					440,000	440,000
3	Parking Lot Asphalt Repairs - Upper Lot 4 (Force)	Expo	Renewal & Replacement	R & R Reserve					60,000	60,000
4	Table Replacements - 6' rounds / 8' longs	Expo	Renewal & Replacement	R & R Reserve					50,000	50,000
1	West Delta equipment / restaurants upgrades	Hall D	New Capital	Aramark Reserve					25,000	25,000
Total <i>Note all totals are less Aramark Reserve requests</i>					667,500	245,000	167,000	140,000	110,000	3,980,500

* FY15 includes carry-over in the total.

Personnel Request

Fiscal Year 2014-15

ACTION REQUESTED: Administrative Assistant - job code 8046 – 1 FTE

Action:		Reclass:		Duration:		Type:	
New position	<input checked="" type="checkbox"/>	Career ladder	<input type="checkbox"/>	Ongoing	<input checked="" type="checkbox"/>	Full-time	<input checked="" type="checkbox"/>
FTE Increase	<input type="checkbox"/>	General	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Part-time	<input type="checkbox"/>
Reclass	<input type="checkbox"/>						

POSITION # AND INCUMBENT:

This request is an FTE increase from a .50 FTE to a 1.0 FTE position – job code 8046
New FTE position

DUTIES AND RESPONSIBILITIES:

Provide consistent full time administrative support to five Expo managers and one Expo facility director. Responsibilities include providing oversight to event receptionists and performing general office administrative duties and supporting the Expo management team.

JUSTIFICATION:

In providing consistent, Monday-Friday, administrative support to Expo management, managers are freed from currently performing many routine administrative duties. It is anticipated that the management team would have more time to manage event details, sell and marketing the Expo and its services and focus on capital projects and new initiatives. As well, the consistent oversight of administrative process and procedures will ensure deadlines are met. In the end, the current and potential clients are provided a higher level of customer service as well as Expo stakeholders and partners.

BUDGET IMPACT (for FTE increases or reclasses include only the new or additional cost):

	<u>Rate</u>	<u># of hours worked</u>	<u>Amount</u>	<u>Total</u>
Salary	\$15.27	2088	\$31,884	
Fringe:				
Variable-base fringe	16.89%		\$ 5,385	
Variable-bond recovery	1.00%		\$ 319	
Fixed	\$14,496		\$14,496	
PERS	8.20%		\$ 2,614	
Additional Costs:				
Other (specify)				
Minus .50 Admin Assist wages and fringes already budgeted in FY15 = \$18,421				\$54,698 <u>\$18,421</u>
TOTAL NEW COSTS				\$36,277

Anticipated Starting Date of Position: July 1, 2015

Funding Source(s): Expo Operating Fund

Personnel Request

Fiscal Year 2014-15

ACTION REQUESTED: Add .50 Operating Engineer II

Action:		Reclass:		Duration:		Type:	
New position	<input checked="" type="checkbox"/>	Career ladder	<input type="checkbox"/>	Ongoing	<input checked="" type="checkbox"/>	Full-time	<input checked="" type="checkbox"/>
FTE Increase	<input type="checkbox"/>	General	<input type="checkbox"/>	Limited	<input type="checkbox"/>	Part-time	<input type="checkbox"/>
Reclass	<input type="checkbox"/>						

POSITION # AND INCUMBENT:

This request is an FTE increase from a .50 FTE to a 1.0 FTE position – job code 8195
 New FTE position

504300	556	58300	53000	Operating Engineer II	0.50	\$30.29	\$31.05
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DUTIES AND RESPONSIBILITIES:

Provide engineering services to support the Expo Center operations and events.

JUSTIFICATION:

In providing consistent, full time engineering support to Expo building operations and to the clients and show management holding approximately 100 events annually at the Expo Center. This full time position will greatly decrease contracted services in the areas of preventative maintenance and other operational needs. As well, more emphases can be placed on preventative maintenance extending the life of the facility and its mechanical systems..

BUDGET IMPACT (for FTE increases or reclasses include only the new or additional cost):

	<u>Rate</u>	<u># of hours worked</u>	<u>Amount</u>	<u>Total</u>
Salary	\$31.05	2088	\$64,832	\$64,832
Fringe:				
Variable-base fringe	8.37%		\$70,258	\$5,426
Variable-bond recovery	1.00%		\$ 648	\$648
H/W	\$14,496		\$14,496	\$14,496
PERS	8.20%		\$5,316	\$5,316
Additional Costs:				
Other (specify)				\$90,718
Total				
Minus the .50 Operating Engineer II salary and fringes already represented in the FY15 Operations department budget				<u>\$40,092</u>
TOTAL NEW COSTS				\$50,626

Anticipated Starting Date of Position: July 1, 2015

Funding Source(s): Expo Operating Fund