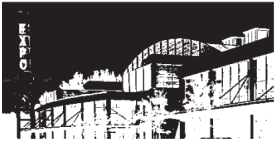

MERC Commission Meeting

March 5, 2014
12:30 pm

Oregon Convention Center
777 NE Martin Luther King Jr. Blvd.
Room A107-108

REVISED PACKET



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

www.oregonmetro.gov



Metro | *Exposition Recreation Commission*

REVISED Agenda

Meeting: Metro Exposition Recreation Commission Meeting
Date: Wednesday, March 5, 2014
Time: 12:30 -2:30 p.m.
Place: Oregon Convention Center, A107-108

CALL TO ORDER

- | | | | |
|--------------|-------------|--|--|
| 12:30 | 1. | QUORUM CONFIRMED | |
| 12:35 | 2. | OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS | |
| 12:40 | 3. | COMMISSION/COUNCIL LIAISON COMMUNICATIONS | Judie Hammerstad |
| 12:45 | 4. | FINANCIAL REPORT , pages 4-16 | Benjamin Rowe |
| 12:50 | 5. | MERC VENUE BUSINESS REPORTS | Matthew P. Rotchford
Robyn Williams
Scott Cruickshank |
| 1:10 | 6. | TRAVEL PORTLAND SECOND QUARTER 2013-14 REPORT , pages 18-36 | Jeff Miller |
| 1:30 | 7. | EXPO PROJECT UPDATE | David Fortney |
| 1:40 | 8. | FOTA PROJECT UPDATE | Stephanie Soden |
| 1:50 | 9. | CONSENT AGENDA
February 5, 2014 MERC Commission Record of Actions, pages 38-39 | |
| 1:55 | 10. | ACTION AGENDA | |
| | 10.1 | RESOLUTION 14-03 For the purpose of approving the Metropolitan Exposition Recreation Commission ("MERC") 2014-15 Budget and 2014-15 Capital Plan, pages 41-85 | Cynthia Haruyama
Ben Rowe |

ADJOURN

MERC Commission Meeting

March 5, 2014
12:30 pm

4.0 Financial Report

JANUARY 2014

FINANCIAL INFORMATION

For Management Purposes only



Date: March 5, 2014

To: Commissioner Judie Hammerstad, Chair
 Commissioner Terry Goldman, Vice Chair
 Commissioner Cynthia Haruyama, Secretary / Treasurer
 Commissioner Elisa Dozono
 Commissioner Chris Erickson
 Commissioner Ray Leary
 Commissioner Karis Stoudamire-Phillips

From: Ben Rowe – MERC Budget/Finance Manager

Re: MERC Financial Information January 2014

MERC Venues Events & Attendance

Total MERC Venue events and performances are down 7% (59) Fiscal Year (FY) 2014 year to date (YTD) over FY 2013 year to date and 1% below a two-year (FY 12-13) historical average. Total MERC Venue YTD event attendance is down 6% (51,605) over the previous year to date and 4% below the two year historical average. The total number of MERC events in January are up 16%; however attendance is 4% down year over year.

	2013		2014		Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Total MERC Venues						
Year to Date	878	947,227	819	895,622	(59) (7%)	(51,605) (6%)
Second Quarter	493	497,360	476	527,364	(17) (3%)	30,004, 6%
January	102	185,730	118	178,262	16, 16%	(7,468), (4%)

MERC Venues Revenues & Expense

Total MERC Venue YTD revenues are 7% below budget projections commensurate with attendance numbers. MERC revenues are 8% above a three year historical average and 5% higher than the previous year to date. Total MERC Venue expenses are 6% below budget projections and only 2% over the three year historical average. Total YTD expenses are less than 1% over the previous year. YTD net operations is currently in a much more positive position, with a 49% improvement over the prior year. Food and beverage margins are less than 2% below YTD budget projections.

Historical Actual Comparison FY 2011-2013 to FY 2014

Fiscal Year:	2011	2012	2013	2014	2011-13	% Diff.	% Diff.
Revenues	YTD	YTD	YTD	YTD	Average	Average	2013
Food & Beverage	7,166,761	8,032,877	7,725,540	8,041,694	7,641,726	5.2%	4%
Charges for Services	9,846,187	10,485,778	10,978,884	10,600,391	10,436,950	1.6%	-3%
Other	4,230,628	4,433,446	4,516,228	5,727,238	4,393,434	30%	27%
Total Revenue	21,243,576	22,952,101	23,220,653	24,369,323	22,472,110	8%	5%
Expenses							
Food & Beverage	5,972,398	6,669,769	6,644,460	6,937,868	6,428,875	8%	4%
Personnel Services	10,164,994	10,009,757	9,634,295	9,577,626	9,936,349	-4%	-1%
Materials & Services	5,290,336	5,606,070	5,832,052	5,746,295	5,576,153	3%	-1%
Other	2,504,313	2,947,225	3,118,023	3,132,783	2,856,520	10%	0%
Total Expenses	23,932,041	25,232,820	25,228,829	25,394,571	24,797,897	2%	1%
Net Operations	(2,688,465)	(2,280,719)	(2,008,177)	(1,025,249)	(2,325,787)	-56%	-49%
Food & Beverage Margins	17%	17%	14%	14%	16%	-2%	0%

Oregon Convention Center

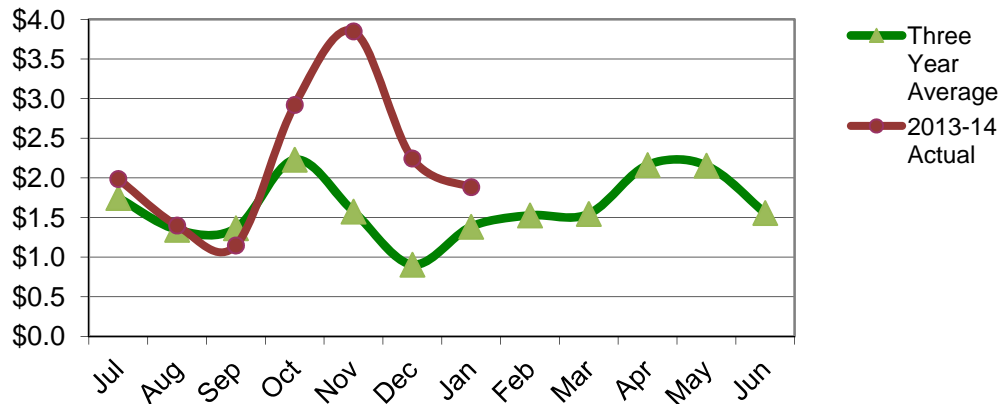
There were 5 more events at the Convention Center in January than the previous year. Attendance however, is 22% (19,395) below January 2013. OCC received a healthier than average quarterly allocation of Transient Lodging Tax (TLT) Revenue in the month of November. This spike in TLT revenue brings the venue more in line with budget projections. Convention Center revenues are still 6% below YTD budget projections but 7% above the previous year to date. Expenses are 9% below YTD budget projections and only 1% above the previous year to date. OCC Food and Beverage margins are above YTD budget projections, on an expected trajectory.

Highest Grossing Events

Event	Gross Revenue	% of January Revenue
Tektronix Sales University 2014	\$484,291	29%
NW Food Processors Expo & Conference 100 th Anniversary	319,087	19%
Portland Comic Con 2014	238,489	14%
Western Winter Sports Reps Association	64,350	4%
All other Events	559,927	34%
Total	\$1,666,145	100%

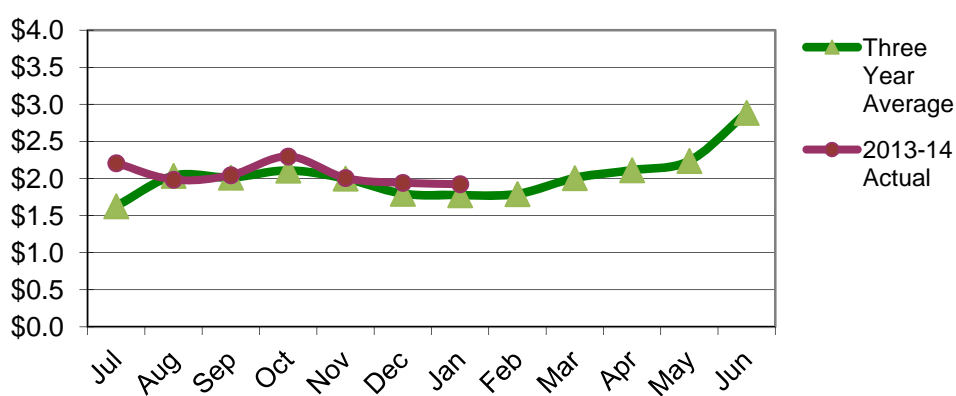
OCC Program Revenues by Month

Shown in Millions



OCC Program Expense by Month

Shown in Millions



Portland Expo Center

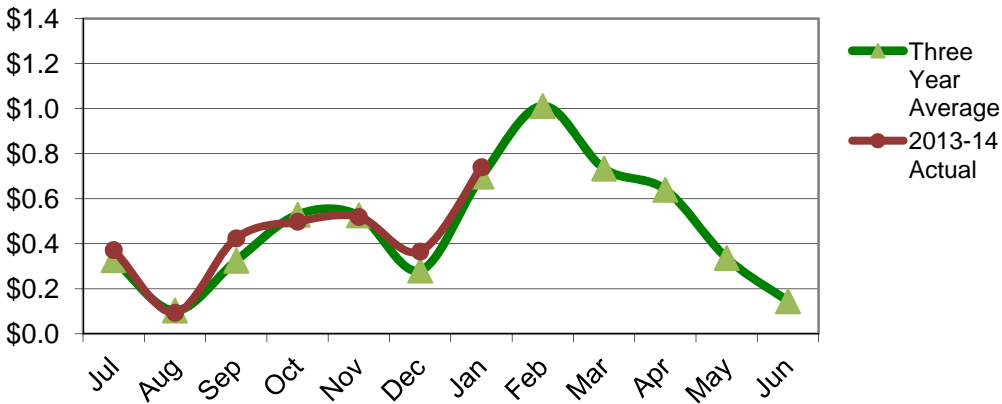
There were 4 more Expo events in January 2014 than the previous year and attendance was 4,126 or 12% more than the previous year. Expo revenues are 6% below YTD budget projections and 3% above the previous year to date. Expenses are 9% below budget projections and 3% higher than the previous year to date. Expo makes its annual debt service payment (\$1.2 million) for Hall D in November as shown in the graph below. Portland Expo YTD Food & Beverage margins are below expected levels and sluggish in achieving expectations.

Highest Grossing Events

Event	Gross Revenue	% of January Revenue
Rose City Classic Dog Show 2014	\$268,140	36%
Portland Boat Show 2014	201,459	27%
Northwest Agricultural Show	116,985	16%
Rose City Gun and Knife Show	38,074	5%
All other Events	110,158	15%
Total	\$734,817	100%

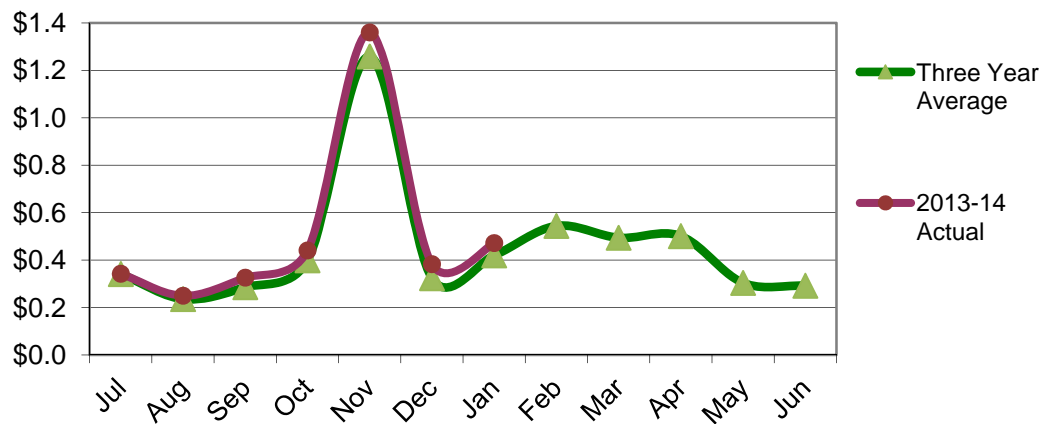
Expo Program Revenue by Month

Shown in Millions



Expo Program Expense by Month

Shown in Millions



Portland's 5 Centers for the Arts

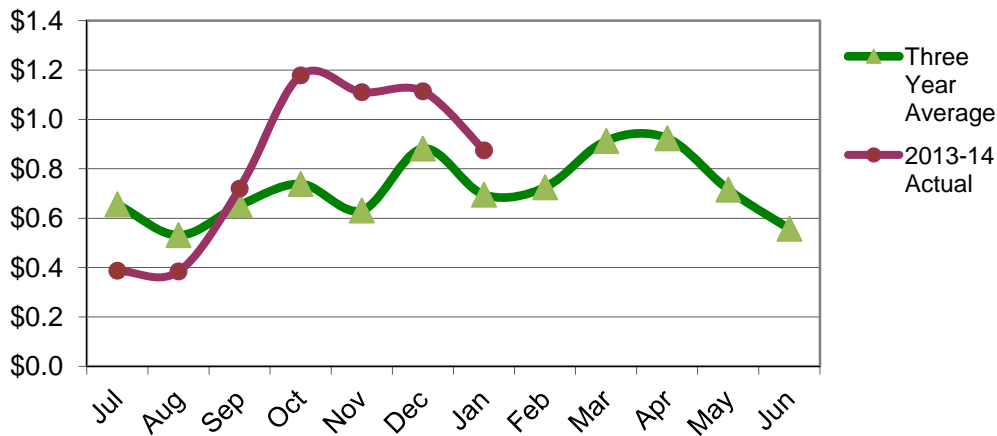
There were 7 more events at the Portland's 5 Centers for the Arts in January than the previous year and attendance is up 7,801 or 12% over January 2013. Portland 5 YTD revenues are 6% below budget projections and 1% above the previous year to date. Expenses are 1% below budget projections and only 2% above the previous year to date. Portland 5 Food and Beverage margins are above YTD budget projections, on an expected trajectory.

Highest Grossing Events

Event	Gross Revenue	% of January Revenue
Evita	\$234,553	25%
Shen Yun	98,731	11%
The Nutcracker	64,637	7%
Jerry Seinfeld	64,410	7%
All other Events	460,925	50%
Total	\$923,256	100%

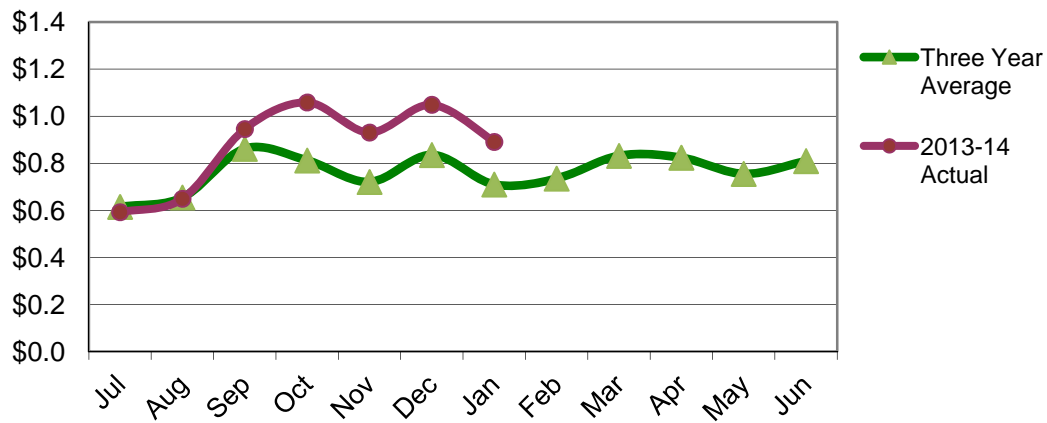
P5CA Program Revenue by Month

Shown in Millions



P5CA Program Expense by Month

Shown in Millions



MERC Statement of Activity with Annual Budget
 Metropolitan Exposition-Recreation Commission
 All Departments
 January 2014

	Current Month Actual	Current Year to Date Actual	Prior Year to Date Actual	% of Prior Year	Annual Budget	% of Annual Budget
Operations						
Charges for Services	2,074,007	10,600,391	10,978,884	96.55%	18,770,762	56.47%
Contributions from Governments	-	-	-	0.00%	816,020	0.00%
Enhanced Marketing VDF	-	-	-	0.00%	455,268	0.00%
Food and Beverage Revenue	1,158,989	8,041,694	7,725,540	104.09%	12,079,725	66.57%
Interest Earnings	11,837	73,267	45,679	160.40%	76,142	96.22%
Interfund Loans	-	-	-	0.00%	2,200,000	0.00%
Lodging Tax	231,052	5,177,348	4,372,964	118.39%	10,280,593	50.36%
Miscellaneous Revenue	22,969	57,990	68,417	84.76%	81,805	70.89%
Transfers-R	-	418,633	29,169	1435.20%	418,633	100.00%
Visitor Development Fund Alloc	-	-	-	0.00%	2,965,634	0.00%
Total Revenues	3,498,854	24,369,323	23,220,653	104.95%	48,144,582	50.62%
Capital Outlay	-	-	19,053	0.00%	218,274	0.00%
Food & Beverage Services	966,732	6,937,868	6,644,460	104.42%	10,199,704	68.02%
Materials and Services	649,128	5,746,295	5,832,052	98.53%	14,021,980	40.98%
Personnel Services	1,409,436	9,577,626	9,634,295	99.41%	17,741,183	53.99%
Transfers-E	338,231	3,132,783	3,098,970	101.09%	5,131,804	61.05%
Visitor Development Marketing	-	-	-	0.00%	1,330,719	0.00%
Total Expenditures	3,363,526	25,394,571	25,228,829	100.66%	48,643,664	52.21%
Net Operations	135,328	(1,025,249)	(2,008,177)		(499,082)	
Capital						
Contributions from Private Sources	-	-	-	0.00%	75,000	0.00%
Grants	-	-	-	0.00%	494,003	0.00%
Transfers-R	-	-	-	0.00%	-	0.00%
Total Revenues	-	-	-	0.00%	569,003	0.00%
Capital Outlay	103,457	1,866,899	921,876	202.51%	5,109,343	36.54%
Total Expenditures	103,457	1,866,899	921,876	202.51%	5,109,343	36.54%
Net Capital	(103,457)	(1,866,899)	(921,876)		(4,540,340)	
	31,871	(2,892,147)	(2,930,053)		(5,039,422)	

MERC Statement of Activity with Annual Budget
 Metropolitan Exposition-Recreation Commission
 Convention Center Operating Fund
 January 2014

	Current Month Actual	Current Year to Date Actual	Prior Year to Date Actual	% of Prior Year	Annual Budget	% of Annual Budget
<u>Operations</u>						
Charges for Services	869,350	4,284,345	4,925,727	86.98%	7,749,264	55.29%
Enhanced Marketing VDF	-	-	-	0.00%	455,268	0.00%
Food and Beverage Revenue	795,329	6,017,768	5,653,660	106.44%	8,300,000	72.50%
Interest Earnings	4,369	28,221	15,242	185.15%	23,890	118.13%
Interfund Loans	-	-	-	0.00%	2,200,000	0.00%
Lodging Tax	209,519	4,694,823	3,812,338	123.15%	8,978,088	52.29%
Miscellaneous Revenue	4,488	11,596	15,804	73.37%	11,000	105.41%
Transfers-R	-	418,633	16,338	2562.33%	(223,432)	-187.36%
Visitor Development Fund Alloc	-	-	-	0.00%	2,315,251	0.00%
Total Revenues	1,883,054	15,455,386	14,439,110	107.04%	29,809,329	51.85%
Capital Outlay	-	-	19,053	0.00%	193,274	0.00%
Food & Beverage Services	645,060	5,104,566	4,840,335	105.46%	7,050,225	72.40%
Materials and Services	347,781	3,487,244	3,603,533	96.77%	9,351,393	37.29%
Personnel Services	739,597	5,000,750	4,969,353	100.63%	9,674,777	51.69%
Transfers-E	192,452	1,247,573	1,247,710	99.99%	2,470,795	50.49%
Visitor Development Marketing	-	-	-	0.00%	1,330,719	0.00%
Total Expenditures	1,924,890	14,840,133	14,679,984	101.09%	30,071,183	49.35%
Net Operations	(41,836)	615,253	(240,874)		(261,854)	
<u>Capital</u>						
Grants	-	-	-	0.00%	60,000	0.00%
Transfers-R	-	-	-	0.00%	615,000	0.00%
Total Revenues	-	-	-	0.00%	675,000	0.00%
Capital Outlay	23,274	1,133,183	414,659	273.28%	2,731,540	41.49%
Total Expenditures	23,274	1,133,183	414,659	273.28%	2,731,540	41.49%
Net Capital	(23,274)	(1,133,183)	(414,659)		(2,056,540)	
Fund Balance Inc (Dec)	(65,110)	(517,930)	(655,534)		(2,318,394)	

MERC Statement of Activity with Annual Budget
 Metropolitan Exposition-Recreation Commission
 Portland'5 Centers for the Arts Fund
 January 2014

	Current Month Actual	Current Year to Date Actual	Prior Year to Date Actual	% of Prior Year	Annual Budget	% of Annual Budget
Operations						
Charges for Services	683,530	4,154,919	3,994,618	104.01%	6,969,394	59.62%
Contributions from Governments	-	-	-	0.00%	816,020	0.00%
Food and Beverage Revenue	147,194	1,178,472	1,219,802	96.61%	1,911,562	61.65%
Interest Earnings	5,928	32,415	19,924	162.69%	39,420	82.23%
Lodging Tax	21,534	482,524	560,626	86.07%	1,302,505	37.05%
Miscellaneous Revenue	16,681	37,702	44,408	84.90%	50,260	75.01%
Transfers-R	-	-	10,206	0.00%	(388,603)	0.00%
Visitor Development Fund Alloc	-	-	-	0.00%	650,383	0.00%
Total Revenues	874,866	5,886,032	5,849,584	100.62%	11,350,941	51.86%
Food & Beverage Services	129,452	991,166	1,002,747	98.85%	1,647,214	60.17%
Materials and Services	182,085	1,451,704	1,451,076	100.04%	2,821,985	51.44%
Personnel Services	465,894	3,249,588	3,131,689	103.76%	5,623,884	57.78%
Transfers-E	113,475	724,255	713,808	101.46%	1,145,036	63.25%
Total Expenditures	890,906	6,416,713	6,299,320	101.86%	11,238,119	57.10%
Net Operations	(16,040)	(530,680)	(449,736)		112,822	
Capital						
Contributions from Private Sources	-	-	-	0.00%	75,000	0.00%
Total Revenues	-	-	-	0.00%	75,000	0.00%
Capital Outlay	36,043	313,883	130,411	240.69%	916,000	34.27%
Total Expenditures	36,043	313,883	130,411	240.69%	916,000	34.27%
Net Capital	(36,043)	(313,883)	(130,411)		(841,000)	
Fund Balance Inc (Dec)	(52,083)	(844,563)	(580,147)		(728,178)	

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Expo Fund

January 2014

	Current Month Actual	Current Year to Date Actual	Prior Year to Date Actual	% of Prior Year	Annual Budget	% of Annual Budget
Operations						
Charges for Services	521,127	2,161,102	2,058,539	104.98%	4,052,104	53.33%
Food and Beverage Revenue	216,466	845,454	852,078	99.22%	1,868,163	45.26%
Interest Earnings	987	9,751	6,827	142.83%	9,082	107.36%
Miscellaneous Revenue	1,800	8,538	8,204	104.07%	20,545	41.56%
Transfers-R	-	-	2,625	0.00%	(111,875)	0.00%
Total Revenues	740,380	3,024,845	2,928,273	103.30%	5,838,019	51.81%
Capital Outlay	-	-	-	0.00%	25,000	0.00%
Food & Beverage Services	192,220	842,136	801,377	105.09%	1,502,265	56.06%
Materials and Services	109,183	666,873	645,952	103.24%	1,305,721	51.07%
Personnel Services	137,896	901,883	877,364	102.79%	1,655,148	54.49%
Transfers-E	32,304	1,160,955	1,137,452	102.07%	1,515,973	76.58%
Total Expenditures	471,603	3,571,847	3,462,145	103.17%	6,004,107	59.49%
Net Operations	268,778	(547,002)	(533,872)		(166,088)	
Capital						
Grants	-	-	-	0.00%	434,003	0.00%
Transfers-R	-	-	-	0.00%	165,000	0.00%
Total Revenues	-	-	-	0.00%	599,003	0.00%
Capital Outlay	44,140	419,833	376,806	111.42%	1,169,003	35.91%
Total Expenditures	44,140	419,833	376,806	111.42%	1,169,003	35.91%
Net Capital	(44,140)	(419,833)	(376,806)		(570,000)	
Fund Balance Inc (Dec)	224,637	(966,835)	(910,678)		(736,088)	

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

MERC Admin Sub Fund

January 2014

	Current Month Actual	Current Year to Date Actual	Prior Year to Date Actual	% of Prior Year	Annual Budget	% of Annual Budget
<u>Operations</u>						
Charges for Services	-	25	-	0.00%	-	0.00%
Interest Earnings	553	2,880	3,685	78.13%	3,750	76.79%
Miscellaneous Revenue	-	155	-	0.00%	-	0.00%
Transfers-R	-	-	-	0.00%	1,142,543	0.00%
Total Revenues	553	3,060	3,685	83.02%	1,146,293	0.27%
Materials and Services	10,080	140,474	131,491	106.83%	542,881	25.88%
Personnel Services	66,048	425,405	655,889	64.86%	787,374	54.03%
Total Expenditures	76,127	565,879	787,380	71.87%	1,330,255	42.54%
Net Operations	(75,574)	(562,820)	(783,694)		(183,962)	
<u>Capital</u>						
Transfers-R	-	-	-	0.00%	(780,000)	0.00%
Total Revenues	-	-	-	0.00%	(780,000)	0.00%
Capital Outlay	-	-	-	0.00%	292,800	0.00%
Total Expenditures	-	-	-	0.00%	292,800	0.00%
Net Capital	-	-	-		(1,072,800)	
Fund Balance Inc (Dec)	(75,574)	(562,820)	(783,694)		(1,256,762)	

OCC	January 2013		January 2014		Net Change from Prior Year		January 2014
	Events	Attendance	Events	Attendance	Events	Attendance	Revenue
Tradeshows/Conventions	3	7,525	4	6,336	1	(1,189)	524,524
Consumer Public Shows	5	79,105	6	56,779	1	(22,326)	865,756
Miscellaneous					-	-	
Miscellaneous -In-House	15	523	10	209	(5)	(314)	147,503
Meetings	6	1,403	11	4,946	5	3,543	91,269
Catering	1	130	4	1,021	3	891	37,093
Totals	30	88,686	35	69,291	5	(19,395)	\$ 1,666,145

Expo Center	January 2013		January 2014		Net Change from Prior Year		January 2014
	Events	Attendance	Events	Attendance	Events	Attendance	Revenue
Consumer Public Shows	3	29,428	7	33,511	4	4,083	586,953
<i>Cirque Du Soleil</i>	-	-	-	-	-	-	
Miscellaneous	1	25	1	10	-	(15)	30,572
Meetings	1	20	2	29	1	9	307
Catering	-	-	-	-	-	-	
Tradeshows/Conventions	2	4,086	1	4,135	(1)	49	116,985
Totals	7	33,559	11	37,685	4	4,126	\$ 734,817
Totals w/Cirque du Soleil	7	33,559	11	37,685	4	4,126	\$ 734,817

PCPA	January 2013		January 2014		Net Change from Prior Year		January 2014
	Performances	Attendance	Performances	Attendance	Performances	Attendance	Revenue
Commercial (Non-Broadway)	4	7,178	5	7,666	1	488	1,802
Broadway	8	22,887	8	17,763	-	(5,124)	494,274
Resident Company	18	21,389	18	21,730	-	341	1,204
Student	10	6,218	16	13,194	6	6,976	735
Non-Profit	21	5,450	21	10,388	-	4,938	398,750
Miscellaneous	4	363	4	545	-	182	26,490
Totals	65	63,485	72	71,286	7	7,801	\$ 923,255

MERC Food and Beverage Margins

January 2014

	Current Month Actual	Current Year to Date	Prior Year to Date Actual	Annual Budget
Convention Center Operating Fund				
Food and Beverage Revenue	795,329	6,017,768	5,653,660	8,300,000
Food & Beverage Services	645,060	5,104,566	4,840,335	7,050,225
Food and Beverage Gross Margin	150,269	913,202	813,325	1,249,775
Food and Beverage Gross Margin %	18.89%	15.18%	14.39%	15.06%
Portland'5 Centers for the Arts Fund				
Food and Beverage Revenue	147,194	1,178,472	1,219,802	1,911,562
Food & Beverage Services	129,452	991,166	1,002,747	1,647,214
Food and Beverage Gross Margin	17,742	187,306	217,055	264,348
Food and Beverage Gross Margin %	12.05%	15.89%	17.79%	13.83%
Expo Fund				
Food and Beverage Revenue	216,466	845,454	852,078	1,868,163
Food & Beverage Services	192,220	842,136	801,377	1,502,265
Food and Beverage Gross Margin	24,246	3,318	50,701	365,898
Food and Beverage Gross Margin %	11.20%	0.39%	5.95%	19.59%

MERC Statement of Fund Balances and Reserves

December 2013

	Current Year to Date Actual	Prior Year to Date Actual	Annual Budget
<u>Oregon Convention Center</u>			
Beginning Fund Balance	14,415,732	11,058,549	10,467,977
Fund Balance Inc (Dec)	(517,930)	(655,534)	(2,318,394)
Ending Fund Balance	13,897,802	10,403,015	8,149,583
Contingency - Operating			1,346,726
Contingency - New Capital-Business Strategy			1,415,078
Contingency - Renewal & Replacement			2,584,922
Unappropriated Balance - Stabilization Reserve			260,000
Unappropriated Balance - Renewal & Replacement Reserve			2,542,857
Ending Fund Balance			8,149,583
<u>Portland'5 Centers for the Arts</u>			
Beginning Fund Balance	9,020,155	8,445,301	7,971,363
Fund Balance Inc (Dec)	(844,563)	(580,147)	(728,178)
Ending Fund Balance	8,175,592	7,865,154	7,243,185
Contingency - Operating			300,000
Contingency - New Capital-Business Strategy			2,039,685
Contingency - Renewal & Replacement			
Unappropriated Balance - Stabilization Reserve			174,500
Unappropriated Balance - Renewal & Replacement Reserve			4,729,000
Ending Fund Balance			7,243,185
<u>Expo</u>			
Beginning Fund Balance	3,935,352	4,310,142	3,831,492
Fund Balance Inc (Dec)	(966,835)	(910,678)	(736,008)
Ending Fund Balance	2,968,517	3,399,464	3,095,484
Contingency - Operating			364,000
Contingency - New Capital-Business Strategy			2,185,404
Unappropriated Balance - Stabilization Reserve			186,000
Unappropriated Balance - Renewal & Replacement Reserve			360,000
Ending Fund Balance			3,095,404
<u>MERC Administration</u>			
Beginning Fund Balance	3,043,123	2,347,725	1,940,725
Fund Balance Inc (Dec)	(562,820)	(783,694)	(1,256,762)
Ending Fund Balance	2,480,303	1,564,031	683,963
Contingency - Operating			(88,627)
Contingency - Other			254,605
Unappropriated Balance - Renewal & Replacement Reserve			517,985
Ending Fund Balance			683,963

MERC Commission Meeting

March 5, 2014
12:30 pm

6.0 Travel Portland
Second Quarter FY 2013-14
Report

travel
PORTLAND

**2nd Quarter Report
2013-14**

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Jeff Miller..... President and CEO

Brian Doran..... Executive Vice President of Finance and Administration

Brian McCartin..... Executive Vice President of Convention and Tourism Sales

Greg Newland..... Executive Vice President of Marketing and Public Relations

<p>1000 SW Broadway Suite 2300 Portland, OR 97205 503.275.9750</p>

EXECUTIVE SUMMARY

ACCOMPLISHMENTS

- For the second quarter OCC realized over one half million dollars in future revenue from Travel Portland booked business with a community economic impact ROI of 45.6 to 1.
- Thirteen new and three repeat OCC conventions were booked for future years in the quarter worth \$4.1 million in OCC revenue and community economic impact of \$27.6 million. Total Travel Portland bookings, including single hotel will result in over \$39 million of economic impact.
- Travel Portland booked five minority meetings in the quarter with an EEI of \$1.6 million.
- Travel Portland generated twenty-three articles with a value of over \$281,000 for the OCC and visitor venues in the quarter.

TRENDS, SUCCESSES, OBSTACLES

- Transient Lodger's Tax continues to increase. Fiscal year collections of the city's tax were up 14%
- Lack of a headquarters hotel resulted in the loss of five groups worth 13,851 room nights and projected OCC revenue of \$1,097,324. Cost of community economic impact is estimated at over \$8.1 million.

MERC CONTRACT GOALS

GOAL #	GOAL DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL GOAL
1	OCC revenue goal	\$4,125,691	\$7.0 Million
2	ROI on future OCC business	4.6	2.8
3	Lead conversion	54%	35%
4	Services performance survey	3.7	3.6
5	ROI on public relations/media	11.3	20.0
6	Community economic impact	40.4	25.0

CITY CONTRACT GOALS

OBJECTIVE #	GOAL DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL GOAL
1 - Goal A	Travel Portland Convention Sales and Marketing	39.2	25.0
1 - Goal B	Leisure Programs	19.7	17.0
5.	Positive Media Placement	77.5	7.0

CONVENTION SALES

OREGON CONVENTION CENTER BOOKING REVENUE FROM TRAVEL PORTLAND			
Convention Date	OCC Revenue	Annuals	Total Potential Future Business
FY 13/14	\$ 9,352,221	\$ -	\$ 9,352,221
FY 14/15	\$ 8,266,551	\$ 858,176	\$ 9,124,727
FY 15/16	\$ 6,103,766	\$ 954,048	\$ 7,057,814
FY 16/17	\$ 3,991,474	\$ 1,436,531	\$ 5,428,005
FY 17/18	\$ 1,804,902	\$ 954,048	\$ 2,758,950
FY 18/19	\$ 520,601	\$ 1,436,531	\$ 1,957,132
FY 19/20	\$ -	\$ 954,048	\$ 954,048
FY 20/21	\$ 1,416,589	\$ 1,436,531	\$ 2,853,120
FY 21/22	\$ 2,712,354	\$ 954,048	\$ 3,666,402
FY 22/23	\$ -	\$ 1,436,531	\$ 1,436,531
Total	\$ 34,168,458	\$ 10,420,492	\$ 44,588,950

Oregon Convention Center Projected Future Revenue			
Total Travel Portland Contract:	Quarter	YTD	Goal
New OCC Bookings	13	26	
Repeat OCC Bookings	3	5	
Total OCC Bookings	16	31	
Room Nights from OCC Bookings	37,961	78,772	
Future OCC Revenue Booked during FY 2013/14	\$ 4,164,155	\$ 8,438,119	
ROI OCC Bookings	\$ 4.8	\$ 4.6	2.8 to 1
Community Economic Impact from OCC	\$ 27,643,611	\$ 54,737,749	
Total Room Nights Booked	67,099	129,138	
Total Community Economic Impact from	\$ 39,301,459	\$ 74,765,029	
ROI on Total Community Economic Impact	\$ 45.6	\$ 40.4	25.0 to 1
OCC Revenue Realized During FY 2013/14	\$ 532,798	\$ 4,125,691	\$7.0 Million

CONVENTION SALES

OREGON CONVENTION CENTER FUTURE GROUP BOOKINGS					
AS OF JANUARY 1, 2014					
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18 and beyond
Current	37	32	21	12	11
4 Year Average	Current	1 yr. out	2 yrs. out	3 yrs. out	Beyond 3 yrs.
(FY 10/11 – FY 13/14)	42	26	17	10	9

2ND QUARTER - ROOM NIGHTS FROM OREGON CONVENTION CENTER BOOKINGS					
Account	Groups	Total Room Nights	Attendees	OCC Revenue	Community Economic Impact
FY 13/14	5	6,354	26,500	\$ 1,162,446	\$ 7,164,109
FY 14/15	5	8,641	20,050	\$ 1,151,164	\$ 6,634,114
FY 15/16	1	1,385	600	\$ 92,992	\$ 721,463
FY 16/17	1	3,278	2,000	\$ 360,554	\$ 2,400,954
FY 17/18	2	8,490	5,200	\$ 577,676	\$ 4,749,381
FY 18/19	1	2,080	2,000	\$ 218,102	\$ 1,380,426
FY 21/22	1	7,733	2,600	\$ 601,221	\$ 4,593,164
Total OCC Bookings	16	37,961	58,950	\$ 4,164,155	\$ 27,643,611

2ND QUARTER - ROOM NIGHTS FROM SINGLE HOTEL BOOKINGS				
Account	Groups	Total Room Nights	Room Tax Generate	Community Economic Impact
FY 13/14	41	10,399	\$ 164,369	\$ 4,232,522
FY 14/15	21	8,000	\$ 126,450	\$ 3,419,108
FY 15/16	7	6,727	\$ 106,329	\$ 2,337,977
FY 16/17	1	980	\$ 15,490	\$ 329,891
FY 17/18	3	3,032	\$ 47,925	\$ 1,338,350
Total Other Rooms	73	29,138	\$ 460,563	\$ 11,657,848

CONVENTION SALES

LEAD CONVERSION						
	Travel Portland Office		Chicago Office		Washington, DC Office	
	Quarter	YTD	Quarter	YTD	Quarter	YTD
OCC Leads	45	72	7	13	14	27
OCC Lost Leads due to OCC space & availability	5	6	1	1	2	2
OCC Lost Leads due to hotel package & availability	5	9	2	3	2	5
Lead Conversion Percentage	46%	54%	75%	56%	40%	45%
Annual Goal – 35%						

2ND QUARTER - OREGON CONVENTION CENTER LOST BUSINESS						
Account	Groups	Reason	Total Room Nights	Attendees	Lost OCC Revenue	Lost Community Economic Impact
Subtotal	5	Hotel - HQ	13,851	7,200	\$ 1,097,324	\$ 8,135,510
Subtotal	5	Date Availability - OCC	23,661	9,450	\$ 1,313,110	\$ 10,734,171
Subtotal	2	Board Decision	4,990	2,800	\$ 515,342	\$ 3,544,174
Subtotal	1	Client Postponed Search	2,870	1,000	\$ 143,146	\$ 1,185,082
Subtotal	1	Date Availability - Hotel	825	325	\$ 110,962	\$ 1,692,445
Subtotal	1	Flights-Cost/Convenience	2,364	1,000	\$ 281,618	\$ 1,410,375
Subtotal	1	Geographic	215	1,500	\$ 72,693	\$ 289,410
Subtotal	1	Hotel Package - Brand/Quality	4,700	2,000	\$ 325,401	\$ 2,748,109
Subtotal	1	Perceived Destination Draw	4,177	2,000	\$ 310,452	\$ 2,427,866
Subtotal	1	Perceived Destination Draw - 1st Tier City Opportunity	4,290	2,000	\$ 339,188	\$ 2,367,924
Subtotal	1	Weak Local Support	2,795	1,700	\$ 215,217	\$ 1,616,765
Total	20		64,738	30,975	\$ 4,724,453	\$ 36,151,831

CONVENTION SALES

2ND QUARTER - OREGON CONVENTION CENTER CANCELLATIONS							
Account	Groups	Reason	Total Room Nights	Attendees	Lost OCC Revenue	Lost Community Economic Impact	Arrival Date
American Pharmacists Association	1	Government Financial Issues	4,824	1,200	\$ 257,723	\$ 2,017,600	10/16/14
Total OCC Cancellations	1	Government Financial Issues	4,824	1,200	\$ 257,723	\$ 2,017,600	

2ND QUARTER INDUSTRY TRADE SHOWS AND EVENTS	
Trade Show/Event	Location
"Road Show" sales mission	Philadelphia, PA and New York, NY
IMEX	Las Vegas, NV
Applied Measurement Professionals Familiarization Trip	Portland, OR
Rejuvenate	Daytona Beach, FL
TEAMS	Salt Lake City, UT
Meetings & Conventions Interact	Orlando, FL
Nursing Organizations Alliance	Minneapolis, MN
Oregon Society of Association Management	Portland, OR
Fall 2013 Familiarization Trip	Portland, OR
3-City Wreath Event	Washington, D.C.
Holiday Showcase	Chicago, IL

CONVENTION SALES

MINORITY PROJECTED FUTURE REVENUE		
Total Travel Portland Contract:	2nd Quarter	YTD
New Minority Bookings	5	10
Total Minority Bookings	5	10
Room Nights from Minority Bookings	2,228	3,108
Minority Leads		
	9	19
Minority Lost Leads		
	2	4
Minority Lost Leads due to hotel package & availability		
	1	1

For the second quarter of FY 2013/14 minority bookings created an estimated economic impact to the greater metro Portland community of approximately \$1.6 million. Booked groups included the following:

Northwest Down Syndrome Association	\$	49,274
Northwest Portland Area Indian Health Board	\$	43,494
Society of Women Engineers	\$	33,239
Signature EquipoVision, LLC	\$	454,532
United National Indian Tribal Youth	\$	1,013,328

CONVENTION SERVICES

ACTIVITY DESCRIPTION	2ND QUARTER	YTD
Distribution of promotional pieces	13,230	47,430
Meeting planning assistance - Services leads	129	214
Pre-convention attendance building - Site tours	7	10
Pre-convention attendance building -Promo trips, e-newsletters and materials	4	12
Housing-convention room nights	1,443	1,753

2ND QUARTER INDUSTRY SITE TOURS, TRADE SHOWS AND PROMO TRIPS					
Organization	Organization Location	Promotional Trip	Site Visit	OCC	Non-OCC
Geothermal Resources Council	Davis, CA	X		X	
World Parkinsons Congress	New York, NY	X		X	
Entomological Society of America	Annapolis, MD	X		X	
WACVB	Forestdale, MA		X		X
Society of Government Meeting Planners	Alexandria, VA		X		X
International Association of Venue Management	Coppell, TX		X	X	
Gen Council on Finance & Admin, The United Methodist Church	Nashville, TN		X	X	
TESOL	Alexandria, VA		X	X	
Society for Integrative and Comparative Biology	McLean, VA		X	X	
Coastal Estuarine Research Federation	Port Republic, MD		X	X	

COMMUNICATIONS & PUBLIC RELATIONS

	2nd Quarter	YTD
MERC		
Value	\$ 261,424	\$ 481,080
Number of Placements	20	48
OCC		
Value	\$ 106,900	\$ 190,705
Number of Placements	5	20
Chicago/DC PR effort (counted separately from MERC)		
Value	\$ 20,336	\$ 20,336
Number of Placements	3	3
Total Value = MERC + Chicago/DC	\$ 281,760	\$ 501,416
Total Number of Placements = MERC + Chicago/DC	23	51
Total Value = City/Regional PR (Non-MERC/OCC/Chicago/DC)	\$ 7,672,448	\$ 13,640,340
Total Number of Placements = City/Regional PR (Non-MERC/OCC/Chicago/DC)	241	503
Travel Portland Grand Total - Print and Online Value	\$ 7,954,208	\$ 14,141,756
Travel Portland Grand Total - Print and Online Circulation	278,326,049	507,369,457
Travel Portland Grand Total - Number of Placements	264	554
	2nd Quarter	YTD
Total Value = MERC + Chicago/DC	\$ 281,760	\$ 501,416
Direct Costs	\$ 24,832	\$ 44,257
ROI	11.3	11.3
Annual Goal - 20.0 to 1		

MARKETING AND TOURISM SERVICES

MARKETING		
	2nd Quarter	YTD
Room nights booked via travelportland.com	1,164	3,446
Travelportland.com (Website Visits)	417,205	1,070,565
Referrals from travelportland.com (from 9/23)	132,759	147,020
Average monthly Facebook reach	2,996,967	3,150,535

TOURISM SALES		
	2nd Quarter	YTD Total
Client Contacts		
Trade Shows, Events, Inquiries and Sales Calls	1,030	1,734
Leads/Referrals Sent	160	718
FAMS/Research & Site Visits		
# of Fams	14	34
# of Companies	35	82
# of Attendees	46	143
Published Itineraries	162	294
Number of Room Nights by County		
Clackamas County	1,230	2,610
Columbia County	0	0
Multnomah County	7,563	15,718
Washington County	339	929
Mt. Hood/Gorge	10	64

OPERATIONS

TRAVEL PORTLAND GOALS AND OBJECTIVES BY JOB CATERGORIES					
	December 31, 2013		2013-14		
Job Category	Number	Total	Actual Percentage	Goal Percentage	Objective
Females					
Office/Clerical	19	21	90%	65%	Maintain
Officials/Administration	3	8	38%	50%	Improve
Professionals	12	15	80%	50%	Maintain
Sales	14	15	93%	50%	Maintain
Technicians	0	2	0%	10%	Improve
Total	48	61	79%	45%	Maintain
Minorities					
Office/Clerical	2	21	10%	15%	Improve
Officials/Administration	0	8	0%	10%	Improve
Professionals	2	15	13%	10%	Maintain
Sales	3	15	20%	10%	Maintain
Technicians	0	2	0%	10%	Improve
Total	7	61	11%	11%	Maintain
This report is based on current full and part-time staff.					

OPERATIONS

FIRST OPPORTUNITY TARGET AREA REPORT (FOTA)

HIRING

Travel Portland hired one new employee in the second quarter. Recruiting and special considerations are always made for applicants in the MERC FOTA. Travel Portland currently has ten employees who reside in the MERC FOTA. Job openings were posted to the following: Travel Portland, the Skanner, Craigslist, Mosaic, El Hispanic News, Monster.com and Indeed.

PURCHASING

Travel Portland expended a total of \$136,842 with businesses in the FOTA area for six months ending December 31, 2013.

PARTNERSHIP

Travel Portland currently has 84 member businesses within FOTA and 53 minority and 88 women-owned businesses as its partners.

MBE/DBE/WBE PURCHASING PARTICIPATION REPORT FOR THE SIX MONTHS ENDING DECEMBER, 2013

For the last 25 years Travel Portland has implemented a voluntary MBE/DBE/WBE purchasing program that strives to ensure a high level of participation with certified minority-owned, disadvantaged or women-owned businesses when securing services and supplies that are purchased using lodging tax dollars.

For fiscal year 2013-14, Travel Portland expended \$296,511 of lodging tax dollars in the purchasing of services and supplies where it had the discretion to purchase from outside vendors. Of this amount, \$186,936 or 63% percent was spent with minority/women-owned or emerging small business enterprises.

OCC SALES AND MARKETING BUDGET

Expenses

	Annual Budget	QTR Ending 12-31-13	Sum of YTD 06/30/2014	Percent
<u>Direct Sales:</u>				
Portland office:				
Professional services	897,368	225,289	499,703	
Direct expenses	109,125	28,714	61,455	
Total Portland office	1,006,493	254,003	561,158	56%
Washington DC office:				
Professional services	234,000	64,125	132,866	
DC client events	12,000	12,740	12,740	
Direct expenses	53,879	16,577	31,164	
Total DC office	299,879	93,442	176,770	59%
Chicago office:				
Professional services	110,110	30,030	62,577	
Chicago client events	10,775	2,743	2,743	
Direct expenses	17,619	2,206	6,080	
Total Chicago expenses	138,504	34,979	71,400	52%
Fall & Spring Fam	76,275	26,956	27,375	
Site Visits	72,300	28,396	55,981	
Bid/Sales Trips	25,100	7,985	7,985	
Local Promotions	11,834	4,268	8,368	
Tradeshows	221,554	27,822	155,895	
Road Shows/Client Events-Chicago & Washingt	49,274	10,366	16,614	
Research/Lead Generation	41,700	21,490	32,890	
Three City Alliance	56,480	14,162	21,593	
Advisory Council	55,655	-	39,985	
Sub-Total	610,172	141,446	225,240	
Total Direct Sales	2,055,047	523,869	1,105,291	54%
<u>Marketing:</u>				
Total Marketing	548,792	104,677	287,516	52%
<u>Publication Relations:</u>				
Professional Services	69,016	24,787	32,687	
Minority PR Services	143,100	74,011	104,018	
Writer/Editors program	8,750	-	8,750	
Media Outreach Chicago/Wash DC	27,040	45	2,820	
Total PR	247,906	98,843	148,275	60%
<u>Convention Services:</u>				
Total Convention Services	338,257	87,195	201,430	60%
<u>Contract Administration:</u>				
Professional Services	230,009	46,932	106,184	
Total Contract Admin	230,009	46,932	106,184	46%
Total Budget for FY 2013-14	\$ 3,420,011	\$ 861,516	\$ 1,848,695	54%

Travel Portland Income Statement

Report name: INCOME STATEMENT - MONTHLY IS
 Chart template: IS12-13
 Include account levels 1 to 2

	Actual (Prior Year)	Actual	Budget	Actual (Prior Year)	Actual	Budget	Actual (Prior Year)	Budget
	Month ended	Month ended	Month ended	YTD	YTD	YTD	Full Year	Full Year
	12/31/2012	12/31/2013	12/31/2013	12/31/2012	12/31/2013	12/31/2013	6/30/2013	6/30/2014
	Column A	Column B	Column C	Column D	Column E	Column F	Column G	Column H
Revenue								
City/County Lodging Tax	37,433	46,599	325,000	2,125,830	2,424,811	1,949,998	3,743,465	4,117,812
Tourism Improvement District (TID)	43,637	90,559	629,088	43,637	4,774,801	3,775,526	3,202,219	7,906,199
MERC	274,188	247,062	284,345	1,691,702	1,484,254	1,713,958	3,154,806	3,420,011
Partnership Dues	39,229	38,430	39,584	237,207	233,297	237,504	473,580	475,000
Fees earned	12,718	11,664	18,680	164,281	111,649	112,080	266,504	224,170
Other Income	520	2,404	333	33,450	2,574	1,998	171,049	4,000
Tradeout/In-Kind	0	0	0	0	0	0	10,215	0
Cooperative programs	19,812	31,334	15,286	132,422	62,693	96,714	337,217	188,420
RCMP	209,320	0	46,059	556,232	369,411	276,353	556,232	552,697
Cultural Tourism	56,162	0	25,000	106,011	149,234	150,000	313,613	300,000
Downtown Marketing Initiative (DMI)	0	0	69,026	912,400	414,155	414,156	953,309	828,309
Visitor Development Fund (VDF)	0	139,700	47,365	3,262	149,870	266,688	66,018	550,869
Total Revenue	693,018	607,753	1,499,764	6,006,434	10,176,747	8,994,975	13,248,226	18,567,487
Expenses								
Convention Sales	245,678	291,061	318,907	1,310,929	1,798,311	1,906,585	2,839,783	3,906,362
Tourism Sales	97,829	96,699	135,695	502,819	669,486	814,170	1,042,872	1,668,312
Marketing & Communications	537,069	975,579	889,081	1,403,449	4,317,332	4,085,486	3,838,500	7,512,906
Downtown Marketing Initiative (Dmi)	113,749	89,556	66,402	530,270	382,054	398,412	962,826	796,828
Convention & Visitors Services	69,172	61,671	91,010	449,029	434,159	546,060	944,282	1,108,000
Partnership Services	31,269	29,337	30,882	173,319	176,228	185,292	370,790	370,597
Events	7,520	6,460	13,714	60,663	60,264	82,284	149,026	164,563
Program Support	225,029	109,858	146,753	895,167	917,904	921,184	1,810,928	1,775,978
Total Expenses	1,327,315	1,660,221	1,692,443	5,325,644	8,755,738	8,939,473	11,959,008	17,303,546
NET SURPLUS/(DEFICIT)	-634,297	-1,052,468	-192,679	680,790	1,421,009	55,502	1,289,218	1,263,941

Travel Portland

2/5/2014 09:20:43 AM

Page 1

Balance Sheet

		Actual 12/31/2013 Column A	Actual as of June 30, 2013 Column B	Increase (Decrease) 12/31/2013 Column C
Assets				
	Cash and Cash Equivalents	\$4,049,836.23	\$2,275,100.83	78%
	Accounts Receivable	\$512,963.81	\$1,176,172.98	-56%
	Prepaid Assets	\$487,723.72	\$625,488.11	-22%
	Fixed Assets, net	\$533,222.88	\$439,977.64	21%
	Total Assets	\$5,583,746.64	\$4,516,739.56	24%
Liabilities and Net Assets				
Liabilities				
	Accounts Payable & Accrued Expenses	\$623,994.17	\$1,176,162.81	-47%
	Accrued Personnel	\$754,960.49	\$903,421.80	-16%
	Deferred Revenue	\$643,940.77	\$297,312.89	117%
	Other Fiduciary Liabilities	\$0.00	\$0.00	0%
	Total Liabilities	\$2,022,895.43	\$2,376,897.50	-15%
Net Assets				
	Temporarily Restricted Net Assets	\$87,606.54	\$87,606.54	0%
1-10-3000	Undesignated Net Assets- (Target \$2.83M)	\$2,459,392.18	\$1,295,534.52	90%
1-10-3004	Board Designated-(Mkting & PPE Reserve)	\$480,630.25	\$316,724.00	52%
1-10-3005	Board Designated-Net Property and Equipment	\$533,222.24	\$439,977.00	21%
	Total Net Assets	\$3,560,851.21	\$2,139,842.06	66%
	Total Liabilities and Net Assets	\$5,583,746.64	\$4,516,739.56	24%

TRAVEL PORTLAND BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

BOARD OF DIRECTORS

<p><i>Chair</i> Chris Erickson The Heathman Hotel</p> <p><i>Chair-elect</i> Tim Ackman Alaska Airlines/Horizon Air</p> <p><i>Vice-chair</i> Jim Dodson Embassy Suites Portland Airport</p> <p><i>Treasurer</i> E. Allen Shelby Langley Investment Properties, Inc.</p> <p><i>Past Chair</i> Sabrina Rokovitz Enterprise Rent A Car</p>	<p><i>Budget and Finance Committee</i> E. Allen Shelby, Langley Investment Properties, Inc.</p> <p><i>Convention Sales Steering Committee Chair</i> Steve Faulstick, Westmont Hospitality Group</p> <p><i>Community Action Committee Chair</i> Open</p> <p><i>Partner Services Committee Chair</i> Wanda Rosenbarger, Lloyd Center Mall</p> <p><i>TID Committee Chair</i> Jim Dodson, Embassy Suites Portland Airport</p>	<p>Sandy Burkett Hotel Vintage Plaza</p> <p>Councilor Shirley Craddick Metro</p> <p>Victoria Frey Portland Institute for Contemporary Art</p> <p>Terry Hanley Hotel Rose</p> <p>Fred J. Kleisner II the Nines</p> <p>Gregg LeBlanc Marketing Karma LLC</p> <p>Tracy Marks Hilton Hotel Downtown Portland</p> <p>Commissioner Diane McKeel Multnomah County</p> <p>Jatin Patel Lodging Management NW, LLC</p>	<p>David Penilton America's Hub World Travel</p> <p>David Porter Aloft Portland Airport at Cascade Station</p> <p>Tim Pyne Portland Marriott Downtown - Waterfront</p> <p>Commissioner Dan Saltzman City of Portland</p> <p>Kim Smith Oregon Zoo</p> <p>Jon Tullis Timberline Lodge</p> <p>Bashar Wali Provenance Hotels</p> <p>Lisa Watson Cupcake Jones</p>
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APPENDIX I – COMMUNICATIONS AND PUBLIC RELATIONS

Publication/Air Date	Outlet / Headline	MERC			OCC			Chicago/DC		
		Value	Circulation	Placements	Value	Circulation	Placements	Value	Circulation	Placements
September 1, 2013	HighOnAdventure.com "Oregon Zoo"	\$ -	0	1						
September 26, 2013	Adding Q1 numbers to Chicago stakeholder group Orbitz Travel Blog "What to do with kids in: Portland"							\$ -	2,556	1
October 1, 2013	Meetings Focus West Magazine / Meetingsfocus.com "Oregon Explorations"	\$ 11,310.00	53,763	2						
October 1, 2013	Courier Magazine "Travel Portland"	\$ 3,277.00	6,000	1						
October 29, 2013	Parent Map.com "Turkey Trots: Last-Minute Thanksgiving Escapes for Seattle Kids and Families"	\$ -	0	1						
November 1, 2013	Global Traveler Magazine "West Coast Cool"	\$ 76,200.00	140,440	2	\$ 76,200.00	140,440	2			
November 1, 2013	Globetrotter Guidebook U.S. West Coast Edition (Japan) "Portland Travel Guide"	\$ 108,300.00	110,000	1						
November 12, 2013	Otago Daily Times Newspaper/odt.co.nz (New Zealand) "A lot going for Oregon"	\$ 5,123.15	39,097	2						
November 28, 2013	enRoute Magazine/enRoute Magazine Online (CAN) "Breakfast City"							\$ 20,335.56	129,596	2
December 1, 2013	Smart Meetings Magazine/Smart Meetings Magazine Online "Oregon's Au Naturel Appeal"	\$ 30,700.00	57,851	2	\$ 30,700.00	57,851	2			
December 1, 2013	Camping Caravanning Magazine (CAN) "La nature à deux pas de la ville"/"Nature close to the city"	\$ 6,458.25	44,256	1						
December 1, 2013	Connect Magazine "2013 Industry Leaders: Michael C. Smith"	\$ -	0	1	\$ -	0	1			
December 1, 2013	NW Travel Magazine/nwtravelmag.com "Winter Music: Symphonic Scenes at 3 NW Concert Halls"	\$ 1,000.00	40,000	2						
December 1, 2013	Alaska Airlines Magazine/Alaska Airlines Magazine Online "Destinations in the Beaver State"	\$ 11,196.00	82,645	2						
December 1, 2013	Alaska Airlines Horizon Edition Magazine/Alaska Airlines Horizon Edition Online "Destinations in the Beaver State"	\$ 7,860.00	30,000	2						
Total		\$ 261,424.40	604,052	20	\$ 106,900.00	198,291	5	\$ 20,335.56	132,152	3

APPENDIX 2 – CONVENTION SERVICES

Travel Portland Survey

Overall impression of the following:

Answer Options	Excellent = 4	Good = 3	Average = 2	Poor = 1	Did not utilize	Rating Average
Travel Portland sales staff	1	1	0	0	0	3.50
Travel Portland convention services staff	1	1	0	0	0	3.50
Travel Portland housing services (if utilized)	0	0	0	0	2	0.00
Travel Portland collateral/promotional materials	0	2	0	0	0	3.00
Quality and user-friendliness of the Travel Portland	1	0	0	0	1	4.00
Is there anything Travel Portland could have done to enhance your experience?						
						<i>answered question</i>
						<i>skipped question</i>
						<i>Average rating for the quarter</i>
						<i>3.5</i>
						<i>Average rating YTD</i>
						<i>3.7</i>

MERC Commission Meeting

March 5, 2014
12:30 pm

9.0 Consent Agenda

**Metropolitan Exposition Recreation Commission
Record of MERC Commission Actions**

February 5, 2014
Oregon Zoo Vista Room

Present:	Judie Hammerstad (Chair), Elisa Dozono, Cynthia Haruyama, Terry Goldman, Karis Stoudamire-Phillips, Chris Erickson, Council Liaison Sam Chase
Absent:	Ray Leary (excused)
	A regular meeting of the Metropolitan Exposition Recreation Commission was called to order by chair Judie Hammerstad at 12:37 p.m. in the Oregon Zoo Vista Room
1.0	QUORUM CONFIRMED A quorum of Commissioners was present.
2.0	OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS <ul style="list-style-type: none"> • None
3.0	COMMISSIONER , COUNCIL LIAISON COMMUNICATIONS <ul style="list-style-type: none"> • Councilor Chase announced the Metro Council retreat which will be held tomorrow. He noted that Jeff Miller gave the annual Travel Portland presentation at yesterday’s Metro Council work session. • Chair Hammerstad extended an invitation to the Willamette Falls Legacy Project Open House. • Commissioner Dozono expressed her appreciation for the work being done by the FOTA contractor, Cogan Owens Cogan. She and Commissioner Stoudamire-Phillips attended the kick off meeting. • Commissioner Erickson introduced guests from Aramark, Teresa Salerno and Reggie Davis. • Commissioner Erickson announced that he was chosen as Board Member of the Year for the Oregon Historical Society and Museum. • Commissioner Haruyama, Chair of the MERC Budget Committee, provided a summary of the recent committee meetings noting that venue directors have presented balanced budgets and an aggressive list of capital projects that includes many “green” projects that not only protect the environment but save on utility costs. The committee will bring the budget to the Commission on March 5 for approval.
4.0	FY 2012-2013 FINANCIAL AUDIT Brad Smith and Annamarie McNiell of Moss-Adams, LLP presented the results of the June 30, 2013 audit to the Commission.
5.0	DIVERSITY ACTION PLAN UPDATE Bill Tolbert, Metro Diversity Program Manager, updated the Commission on the latest accomplishments and the goals of Metro’s Diversity Action Plan. <ul style="list-style-type: none"> • Commissioner Dozono inquired about the differences between Metro’s Diversity Program and the Equity Strategy Program. • Tolbert responded that the Diversity Action Program has an internal focus; the Equity Strategy Committee focuses on applying equity to Metro’s external programs. They intersect when it comes to inclusion. • Metro Council Liaison Chase stated that he is the Metro Liaison to the Equity Strategy team and noted the need for the team to push themselves in order to meet their objectives.
6.0	GENERAL MANAGER COMMUNICATIONS Dresler updated the Commission on the Convention Center Hotel project. <ul style="list-style-type: none"> • The hearing by Multnomah County circuit court on the challenge to the administrative action that the county took around the hotel financing is tomorrow afternoon. Opposition group is saying they have collected enough signatures to put a measure on the ballot. • Commissioner Goldman inquired if the opposition would have a chance to appeal the ruling if it were in favor of the county finance action. • Dresler responded that they would and it would be heard in the Oregon Court of Appeals.

	<ul style="list-style-type: none"> • Commissioner Goldman inquired whether, if the ruling were against the project, Metro would appeal. • Metro attorney, Nathan Sykes, said before any action would be taken, there would be further discussion. • Chair Hammerstad asked if the court hearing has affected the hotel timeline. • Dresler replied that so far the project continues on pace. The goal is to continue as tightly to the timeline as possible. • Commissioner Dozono asked if the venue event reports at the end of the Financial Report could include the economic impact of the events. • Dresler responded affirmatively.
7.0	<p>FINANCIAL REPORT</p> <p>Ben Rowe presented the financial report for the period ending December 2013. He provided a historical look at food and beverage margins.</p> <ul style="list-style-type: none"> • Commissioner Dozono asked if a report on the balances for the various reserves could be included with each monthly financial report. • Rowe responded affirmatively.
8.0	<p>MERC VENUE BUSINESS REPORTS</p> <p>Venue Directors Matthew P. Rotchford of Expo, Robyn Williams of Portland’s Centers for the Arts and Scott Cruickshank of Oregon Convention Centers provided monthly updates to the Commission.</p>
9.0 9.1	<p>CONSENT AGENDA</p> <ul style="list-style-type: none"> • A motion was made by Commissioner Stoudamire-Phillips and seconded by Commissioner Erickson to approve the January 8, 2014 MERC record of actions. <p>VOTING: Aye: 6 (Stoudamire-Phillips ,Dozono, Hammerstad, Haruyama, Goldman, Erickson) Nay: 0 Motion passed</p> <ul style="list-style-type: none"> • A motion was made by Commissioner Goldman and seconded by Commissioner Dozono to approve the Travel Portland Customer Advisory Board Ethics form. <p>VOTING: Aye: 6 (Stoudamire-Phillips ,Dozono, Hammerstad, Haruyama, Goldman, Erickson) Nay: 0 Motion passed</p>
10.0 10.1	<p>ACTION AGENDA</p> <p>Resolution No. 14-02 For the Purpose of Approving the Terms of the Fifth Amendment to the Broadway Series Agreement and Delegating Authority to the General Manager of Visitor Venues To Execute the Fifth Amendment.</p> <p>Robyn Williams presented the resolution to the Commission.</p> <ul style="list-style-type: none"> • A motion was made by Commissioner Goldman and seconded by Commissioner Dozono to approve MERC Resolution No. 14-02 as presented. <p>VOTING: Aye: 6 (Stoudamire-Phillips ,Dozono, Hammerstad, Haruyama, Goldman, Erickson) Nay: 0 Motion passed</p>
	As there was no further business to come before the Commission, the meeting adjourned at 2:14 p.m.

MERC Commission Meeting

March 5, 2014
12:30 pm

10.0 Action Agenda

METROPOLITAN EXPOSITION RECREATION COMMISSION

Resolution No. 14-03

Approving the Metropolitan Exposition Recreation Commission (“MERC”) 2014-15 Budget and 2014-15 Capital Plan.

WHEREAS, pursuant to Section 6.01.50 of the Metro Code, MERC must prepare and approve a budget by resolution and;

WHEREAS, the MERC Budget Committee has met in public meetings for the purpose of creating the MERC 2014-15 Budget and recommends approval of the budget and annual capital plan attached as Exhibit A to this Resolution.

BE IT THEREFORE RESOLVED, that the Metropolitan Exposition Recreation Commission:
Approves the MERC fiscal year 2014-15 Budget and 2014-15 Capital Plan attached as Exhibit A and transmits it to the Metro Chief Operating Officer for submission to the Metro Council for inclusion in the Metro budget for the fiscal year 2014-15.

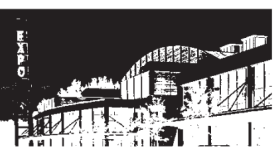
Passed by the Commission on March 5, 2014.

Approved as to Form:
Alison Kean Campbell, Metro Attorney

Chair

Secretary/Treasurer

By: _____
Nathan A. S. Sykes, Deputy Metro Attorney



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 Metro | *Exposition Recreation Commission*

March 5, 2014

TO: MERC Commission

FROM: Cynthia Haruyama, Chair of the MERC Budget Committee
Teri Dresler, General Manager of Visitor Venues

RE: **REVISED** Transmittal of the FY 2015 MERC Budget

The MERC Budget Committee recommends the Fiscal Year 2014 – 2015 Proposed Budget (attached) to the MERC commission for approval. The Budget Committee met three times and gathered information from venue directors regarding the challenges and opportunities each venue faces in the coming year. This contextual information was essential to the committee's understanding of the revenue forecasts and expenditure requests of each venue.

In addition to preparing the budget recommendation, the committee:

- reviewed the MERC 5-year capital plan;
- approved the FY 2014-15 capital plan;
- requested staff to complete additional work by reviewing the projects scheduled for FYs 2016 through 2019 as described in the policy considerations section of this transmittal;
- reviewed and recommends revised MERC Venue Reserve Policy changes, streamlining the reserve accounts and implementing a mechanism to increase annual funding for Renewal and Replacement (R&R) until the 5-year R&R Plan is fully funded;
- reviewed and recommends a conceptual change in the Metro Tourism Opportunity and Competitiveness Account (MTOCA) resolution language to include the Portland Expo Center in the opportunity to receive MTOCA funds;
- reviewed and recommends a request for \$600,000 in MTOCA funds to support ongoing efforts to develop both the Oregon Convention Center (\$320,000) and the Portland Expo Center (\$280,000);
- reviewed and recommends a request for \$321,000 from the General Fund for the OCC Hotel Project;
- reviewed and recommends a \$720,000 request from the Portland Expo Center and Oregon Convention Center to fund capital projects using the MERC Pooled Transient Lodging Tax Capital Fund;
- reviewed and recommends a \$1,744,952 request from the Visitor Facilities Intergovernmental Agreement, from Visitor Facilities Trust Account Bucket #5, a request of \$1,281,250 for OCC operations, streetcar payments and additional convention sales marketing, and from VFTA Bucket #7, \$463,702 for enhanced marketing which is a direct

pass-through to Travel Portland. (Note that the buckets referred to above reflect the amended VF IGA structure approved in September 2013).

The committee's recommended budget will be presented to the MERC Commission on Wednesday, March 5, 2014 for consideration and approval. It will then be forwarded to the Metro Budget Officer, Martha Bennett, Chief Operating Officer, for review by the Metro Council beginning mid-April. If the Chief Operating Officer proposes amendments to the budget, those changes will be brought back to the Commission for consideration in April or May.

Forecasted economic climate for Fiscal Year 2014 – 2015

The economic recovery from the Great Recession has been sluggish. But Fiscal Year 2015 forecasts reveal positive trends based upon increased event bookings across the venues. Portland's Centers for the Arts is benefitting from a new, more lucrative ticketing contract and a planned 9.5 weeks of Broadway shows. Transient Lodging Tax (TLT) revenue is also projected to grow further in FY 2015, benefiting both Portland's and OCC. OCC is forecasting a record number of events in FY 2015, and the Portland Expo Center is forecasting increased per-capita revenues, thanks in part to the increased awareness of the West Delta Bar and Grill, as well as prime locations for points of sale. Expenditure forecasts have also increased. The Bureau of Labor Statistics reported in February 2014 that the January 2013 to January 2014 Portland Area Consumer Price Index for All Urban Consumers (CPI-U) increased 2.8%. The Venues have been impacted by this with increased utility, food and personnel costs. Through good operational efficiency management, the venue directors are minimizing expenditure growth and keeping revenues on pace with inflation.

Significant impacts in the Fiscal Year 2014 – 2015 Proposed Budget

- Continued funding for the OCC hotel project, which aims to solve the lack of a dedicated block of hotel rooms located across the street from the center and will be funded by Metro's Tourism Opportunity and Competitiveness Account and the General Fund. The total budget amount required is \$521,000 in order to fund project management staff (0.80 FTE), financial analysis, construction cost estimation services, outside legal services, and other costs associated with this effort.
- The Oregon Convention Center budgeted \$228,800 for the third of ten loan payments to the General Fund. OCC borrowed \$2.2 million from the General Fund for the Eastside Streetcar Local Improvement District (LID) assessment in 2012.
- The Portland Expo Center has received approval for its first ever MTOCA funding in FY 2015. It will put the funds to good use on marketing and facility refurbishment projects.

Requests of staff by the Budget Committee for Fiscal Year 2014 – 2015

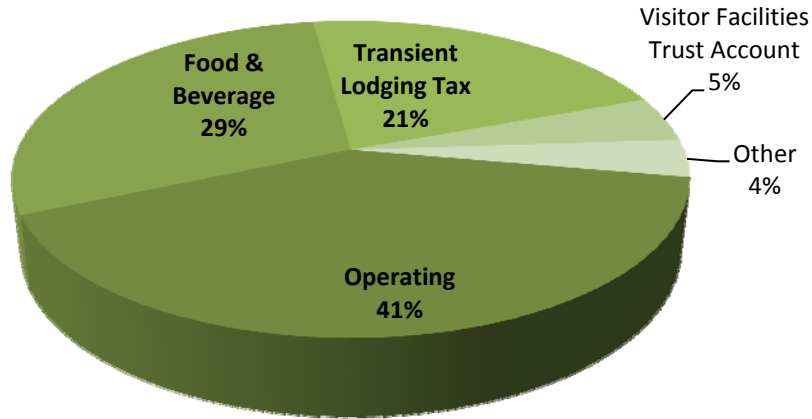
- Request of staff to provide an Expo Project progress report in summer of 2014 at the completion of the market study and financial analysis work, which is already underway.
- Request of staff to pursue an evaluation of potential synergies and efficiencies to be gained by combining efforts between the Oregon Convention Center and the Portland Expo Center in the areas of sales and other revenue producing departments.
- Request of staff to pursue an evaluation of the long-term capital needs of P'5 in the context of the current business model that requires subsidizing the resident companies. This project will include stakeholders from the city, resident companies and other relevant stakeholders.
- Request of staff to evaluate the financial sustainability of the Renewal and Replacement (R&R) Reserve accounts for all three venues. This project will include an evaluation of the current asset inventory, mandatory annual contribution amounts, fine tuning the current capital plans and prioritization, and other options for funding the R & R Reserve accounts.
- Request of staff to develop a plan with the Friends of P'5 to re-energize fundraising activities.

We would like to especially thank Ben Rowe, who came to Metro after our budget season had already begun. Despite arriving mid-stride, Ben still added tremendous value to our process, working tirelessly with the venues to build a balanced budget. Not an easy task! Thanks also to the Metro finance team that worked with Ben and the venue directors to ensure all of our assumptions are accurate. A big thank you also goes to the venue directors and their staff who worked many hours on projections and balancing the budget. It is worth a special note that balancing the budget in what are still challenging economic times has been a difficult exercise in prioritization and decision making. This group of professionals has done the tough work and produced budgets that we can all stand behind and be proud of. The proposed budget provides the venues with the financial resources needed to achieve excellence in customer service and maintain the venues in a manner that delivers on our promise to the region to operate world-class facilities.

And finally, thank you to the MERC Budget Committee members, Commissioners Cynthia Haruyama, Chris Erickson, and Terry Goldman, for their leadership, probing questions, and enthusiastic participation on the Budget Committee.

**Metropolitan Exposition Recreation Commission
Proposed Budget
Fiscal Year 2014 – 2015**

MERC Fund Summary of Resources



Resources	OCC	P'5	Expo	Admin	MERC
Operating	9,446,977	7,454,065	4,197,279	-	21,098,321
Food & Beverage	11,002,827	2,225,102	1,975,000	-	15,202,929
Lodging Tax	9,803,384	1,327,779	-	-	11,131,163
Visitor Development	1,744,952	650,383	-	-	1,980,384
Other	(41,341)	485,794	202,591	1,263,340	1,910,384
Total	\$31,956,799	\$12,143,123	\$6,374,870	\$1,263,340	\$51,738,132
Capital Resources	420,000	-	370,000	(720,000)	70,000
Fund Balance	16,415,732	9,820,156	4,035,353	3,043,124	33,314,365
Total Resources	\$48,792,531	\$21,963,279	\$10,780,223	\$3,586,464	\$85,122,497

Operating Revenue

The MERC Fund total operating revenue of \$21.1 million is 12% greater than the FY 2013-14 Budget. Operating revenue includes the following: facility & equipment rentals, parking, and charges for services provided to clients and attendees.

- Oregon Convention Center
 - OCC's \$9.4 million operating revenue is 22% greater than the FY 2013-14 budget. The event space revenue budget is based on contracted, tentative repeat clients, and historical pickup event bookings. Currently OCC has 43 conventions on the books compared to 27 at this time last year. The budget above assumes an expectation of 46 total event bookings compared to the historical average of 40.

- Portland's Centers for the Arts
 - Rent increases 3% as set by the Commission.
 - Concession rates increase 3%.
 - 9.5 weeks of Broadway versus 6.5 in FY14 – additional weeks contribute to an increase in rental revenue, food and beverage, merchandising, utility services, and ticket user fees.
 - Resident company shows are flat.
 - Commercial shows are flat – but seeing trend of higher attendance and higher gross ticket sales.
 - Ticketing Commissions – up due to the more profitable ticketing system. The P5 commission is higher as we collect the full service charges, and then pay the ticketing company their fee. Under the old system, the former ticketing company took their fee out prior to sending ticket commissions to us.

- Portland Expo Center
 - EXPO \$4.2 million operating revenue is 4% greater than FY 2013-14 budget.
 - The MERC Budget Committee reviewed and approved a concept proposal for Expo to receive MTOCA funding for the first time. It is proposed that Expo receive \$280,000 in MTOCA funding for marketing & sales activities, and facility improvement projects.
 - Attendance is projected to modestly increase 11% to 475,000.

Food & Beverage Margins

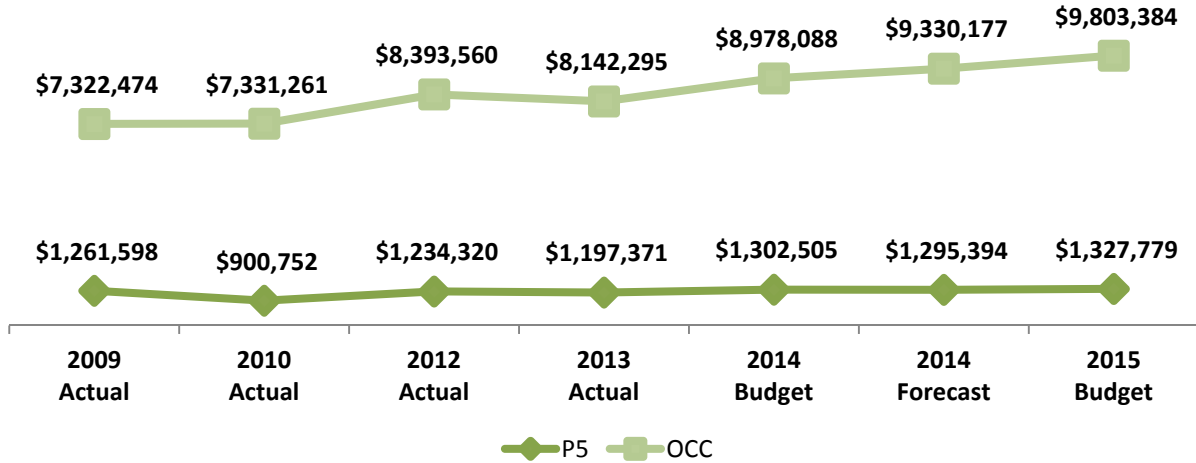
Food & Beverage Revenue is \$15.2 million 25.9 % greater than FY 2013-14.

		2012 Actual	2013 Actual	2014 Budget	2015 Budget	Difference \$	Difference %
OCC	Revenue	9,469,592	11,722,033	8,300,000	11,002,827	2,702,827	33%
	Expense	8,218,907	9,220,424	7,050,225	9,363,294	2,313,069	33%
	Margin \$	1,250,685	2,501,609	1,249,775	1,639,533	389,758	31%
	Margin %	13%	21%	15%	15%		
P'5	Revenue	2,170,470	2,152,136	1,911,562	2,225,102	313,540	16%
	Expense	1,703,974	1,698,887	1,647,214	1,857,227	210,013	13%
	Margin \$	466,497	453,250	264,348	367,875	103,527	39%
	Margin %	21%	21%	14%	17%		
Expo	Revenue	1,984,949	1,903,409	1,868,163	1,975,000	106,837	6%
	Expense	1,752,943	1,644,149	1,502,265	1,651,281	149,016	10%
	Margin \$	232,006	259,260	365,898	323,719	(42,179)	(12%)
	Margin %	12%	14%	20%	16%		
MERC	Revenue	13,625,011	15,777,579	12,079,725	15,202,929	3,123,204	25.85%
	Expense	11,675,824	12,563,460	10,199,704	12,871,802	2,672,098	26.20%
	Margin \$	1,949,187	3,214,119	1,880,021	2,331,127	451,106	24%
	Margin %	14%	20%	15.6%	15.3%		

- OCC food & beverage revenue is forecasted at \$11.0 million, 33% greater compared to FY 14 budget with a 14.9% margin.
- P'5 food & beverage revenue is forecasted at \$2.2 million. This represents a 16% increase from FY 14 due to an aggressive plan to increase per cap spending on commercial and Broadway events.
- EXPO food & beverage revenue is forecasted at \$2.0 million, 6% greater compared to FY 14 budget with a 16.4% margin.

Transient Lodging Tax (TLT)

Transient Lodging Tax (TLT) 3% Excise Tax total forecast of \$11.1 million, is an increase of 8% over the FY 2014 Budget.



Non-Operating Revenues

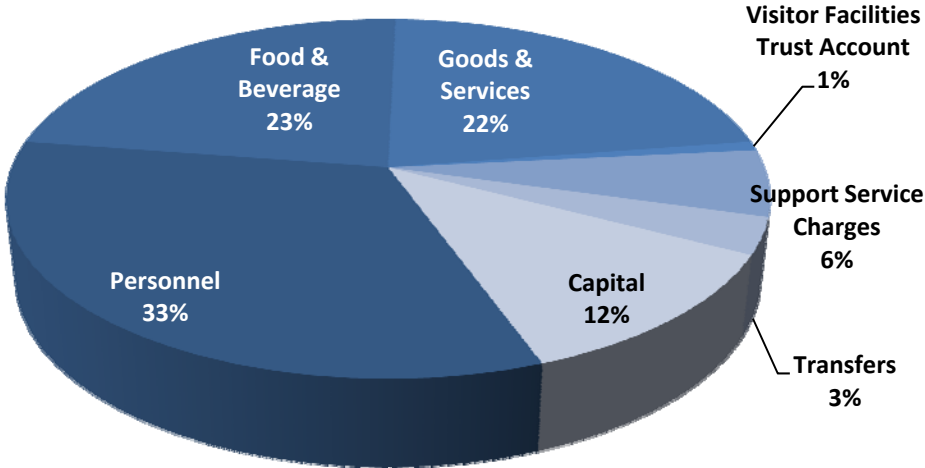
- Visitor Facilities Trust Account (VFTA Buckets) includes operational support for OCC and Portland’s.
 - VFTA Bucket 5 – OCC request for operational support - \$1,281,250
 - VFTA Bucket 7 – OCC request for enhanced marketing - \$463,702
 - VFTA Bucket 10 – P’5 request for operational support - \$650,383

- The City of Portland contribution of \$832,000 to P’5 increases by CPI annually.

- There is no annual contribution from the PCPA Foundation for capital renewal and replacement budgeted in FY 2014-15.

- Transfers from other funds
 - The Oregon Convention Center Hotel Project funding request of \$521,000 is included in the OCC budget. This is comprised of a request of \$200,000 from the Metro Tourism Opportunity and Competitiveness Account (MTOCA) and a \$321,000 transfer from the General Fund.
 - The MERC Budget Committee reviewed and approved a concept proposal for Expo to receive MTOCA funding for the first time. It is proposed that Expo receive \$280,000 in MTOCA funding for marketing & sales activities, and facility improvement projects.

MERC Fund Summary of Requirements



Requirements	OCC	P'5	Expo	Admin	MERC
Personnel	9,969,668	5,997,702	1,725,972	781,335	18,474,677
Food & Beverage	9,363,294	1,857,227	1,651,281	-	12,871,802
Goods & Services	7,743,570	2,827,238	1,383,262	489,406	12,443,476
VFTA	463,702	-	-	-	463,702
Support Services	1,878,151	1,107,410	369,137	-	3,354,698
Transfers	576,140	54,331	1,226,957	-	1,857,428
Total	\$29,994,525	\$11,843,908	\$6,356,609	\$1,270,741	\$49,465,783
Capital	4,193,000	1,653,000	667,500	92,800	6,606,300
Total Requirements	\$34,187,525	\$13,496,908	\$7,024,109	\$1,363,541	\$56,072,083

Personnel Services
Full Time Equivalent (FTE) Positions

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	Difference 14/15	Additional Request	2015 Total
Convention Center	110.30	110.30	112.30	113.65	1.35	1.00	114.65
Portland'5	47.40	46.40	44.40	45.85	1.45	1.05	46.90
Portland Expo	13.30	13.30	12.30	13.20	0.90	1.00	14.20
Administration	14.85	11.50	5.25	6.25	1.00	0.00	6.25
Total FTE	185.85	181.50	174.25	178.95	4.70	3.05	182.00

The MERC Fund includes a proposed 182 full time equivalent (FTE) positions for the FY 2015 Budget and approximately 300 part-time employees. This represents an increase of 7.75 FTE positions. 3.70 of these FTE increases are caused by Metro including *position controlled* regular part-time positions in the FTE count beginning with the FY 2015 budget. (OCC 1.35, P'5 1.45, Expo 0.90 = 3.70 Total FTE.) MERC Administration added 1.00 FTE (limited duration) with the Venues Policy Project during FY 2014. The remaining 3.05 FTE are additional FTE position requests approved by the MERC Budget Committee.

➤ Oregon Convention Center

- AV Sales Coordinator (1.0 FTE) – OCC is seeking to add a second full-time AV Sales Coordinator to assist with increasing sales efforts by reaching out to clients well in advance of their event 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.

➤ Portland'5 Centers for The Arts

- Marketing & Promotions Coordinator I (0.50 FTE addition) – P'5 is seeking to add this position to address the increasing workload of the Marketing and Promotions department and the future plans to offer fee-based marketing packages to our clients. This position will assist the full-time marketing and promotions staff on a variety of tasks, including website updates and sales promotions and general assistance to clients.
- Marketing & Promotions Coordinator II (0.25 FTE increase) – P'5 is seeking to increase this existing position from 0.75 FTE to 1.0 FTE. This is due to the increased demand for social media activity, targeted emails to increase ticket sales, new local non-profits arts organizations renting our theaters, and increased repeat client workload with the roll out of the fee-based marketing packages. This position will also apply for grants and sponsorships.
- Administrative Assistant (0.30 FTE increase) – P'5 is seeking to increase this existing position from 0.70 to 1.00 FTE. This increased capacity will provide the Stage Supervisor

and Assistant Director of Operations more time to focus on event-related production responsibilities and more consistent direct staff supervision. These functions have suffered due to an increased volume of “one-off” events that require significantly more time and effort to plan.

➤ Portland Expo Center

- Operating Engineer II (0.50 FTE increase) – Expo is seeking to increase this existing position by 0.50 FTE. Expo has not been able to fill this position at 0.50 FTE. Expo seeks this increase to provide consistent, full-time engineering, preventative maintenance, and support to Expo building operations and clients. This increase will reduce the need for contracted services and provide proper preventative maintenance support to extend the life of the facility and mechanical systems.
- Administrative Assistant (0.50 FTE increase) – Expo seeks to increase this position to provide consistent administrative support to Expo managers, clients, and stakeholders. This will provide more time for the management team to sell and market Expo facilities and services and focus on capital projects and new initiatives.

Goods & Services

- Aramark food & beverage expenses of \$12.9 million for the consolidated MERC Fund outpaced F&B revenues by 0.35% or \$451,000 resulting in a 15.3% margin slightly less than the FY 2014 margin of 15.6%.
- Total Goods and Services are reported as a \$1.6 million, 11% decrease from FY 2014. However this is due to OCC’s one time Eastside Streetcar Assessment payment in FY 2014. By removing this payment from FY 2014 and the FY 2015 \$280,000 MTOCA increase in Expo Goods and Services, a true year over year, apples to apples, comparison is only a 2.9% increase for the Fund.
- Utility rates across the venues are forecasted to increase. However, each of the venues have completed and or planned several lighting, water, and heating and cooling cost saving projects to contain utility expense growth.
- Oregon Convention Center
 - The national marketing contract with Travel Portland is \$3,100,000.
 - VFTA Enhanced Marketing bucket #7 is budgeted at \$463,702 and passed through to Travel Portland.
- Portland’s 5 Centers for The Arts
 - The P’5 Goods and Services budget is only a \$5,000, 0.2% increase over the previous year, however there are over \$250,000 of one-time items included, leaving the base

budget much lower. These items range from \$125,000 ASCH façade repair to flooring, carpeting, lights, radios and computers.

➤ Portland Expo Center

- Multnomah County Drainage District (MCDD) assessed Portland Expo for levee improvements in the amount of \$33,300, a 75% increase over FY 2014. It is proposed the General Fund pay for half of this assessment (\$15,150) which included in the proposed budget.
- The Portland Bureau of Environmental Services increased their storm water rates causing Expo’s bill to increase by 47% over the previous year to \$72,000. Expo and MERC admin staff are seeking ways to mitigate this expense and decrease it in the future.

➤ MERC Administration

- MERC Administration costs decreased by \$60,000, 4% from the previous year. This decrease impacted the venues by reducing their admin charge respectively.

Metro Support Services Charges

	OCC	P’5	Expo	MERC
Indirect Charges				
Support Services	1,866,140	1,099,689	366,563	3,332,392
Building Management	12,011	7,721	2,574	22,306
Subtotal Indirect Charges	\$1,878,151	\$1,107,410	\$369,137	\$3,354,698
% of Operating Budget	6.9%	10.4%	7.8%	7.7%
Direct Charges				
Risk Management Claims	85,965	41,098	32,266	159,329
Workers Compensation Claims	102,881	13,233	6,640	122,754
Subtotal Direct Charges	\$188,846	\$54,331	\$38,906	\$282,083

Support Services indirect charges are calculated amounts for Information Technology, Finance and Accounting, Procurement, Human Resources, Communications, and Legal Services support costs. These formulaic charges are based upon FTE count, transaction counts (i.e. number of purchasing orders issued), computer server usage, and number of staff hours spent on venue specific items. Charges are calculated using audited actual expenditures two-years prior.

Direct charges are actual expenses incurred for identified items, two-years prior. These costs are charged directly to the venue. Metro uses a self insured model of payment for both risk and worker’s compensation claims.

Transfers

- Expo transfer to Revenue Bond Fund for Hall D debt payment \$1,188,051
- OCC transfer to Metro General Fund for Streetcar assessment loan repayment \$228,800

Capital

Summary of Capital Project Funding FY 2014 – 2015

Capital request expenditures and descriptions are included in the next section by venue.

Funding Source	OCC	P'5	Expo	Admin	MERC
Operating	100,000				100,000
Grants	60,000		10,000		70,000
MTOCA	120,000				120,000
Renewal & Replacement	3,185,000	1,603,000	297,500	92,800	5,178,300
New Business Strategy	30,000	50,000			80,000
TLT Pooled Capital	360,000		360,000		720,000
Fund Balance / Carryover	338,000				338,000
Total	\$4,193,000	\$1,653,000	\$667,500	\$92,800	\$6,606,300

MERC Administration will distribute \$720,000 of TLT Pooled Capital funds, via an intra-fund transfer, to OCC and Expo equally (\$360,000 each) for identified capital projects at each venue.

Reserve Balances

Summary of Reserve Balances FY 2014 – 2015

	OCC	P'5	Expo	Admin	MERC
Beginning Fund Balance (Bud.)	16,415,732	9,820,156	4,035,353	3,043,124	33,314,365
Fund Balance Inc. / (Dec.)	(1,810,726)	(1,353,785)	(279,239)	(820,201)	(4,263,951)
Ending Fund Balance	14,605,006	8,466,371	3,756,114	2,222,923	29,050,414
Operating Contingency	1,630,000	600,000	350,000	65,000	2,645,000
Renewal & Replacement	11,275,928	6,009,322	810,098	1,319,835	19,415,183
New Business Strategy	1,699,078	1,857,049	2,596,016		6,152,143
TLT Pooled Capital				838,088	838,088
Total Reserves	\$14,605,006	\$8,466,371	\$3,756,114	\$2,222,923	\$29,050,414

**Oregon Convention Center
Capital Request
Fiscal Year 2014 – 2015**

OCC Capital Projects Funding Summary

Funding Source	Amount
Operating	100,000
Grants	60,000
MTOCA	120,000
Renewal & Replacement	3,185,000
New Business Strategy	30,000
TLT Pooled Capital	360,000
Fund Balance / Carryover	338,000
Total	\$4,193,000

*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.

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

Funding Source: OCC Operating Budget

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 Energy Trust of Oregon (ETO) Incentive Funding between 20%-35% of the project costs.

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 FY 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 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.

**Portland's Centers for the Arts
Capital Request
Fiscal Year 2014 – 2015**

Portland's Centers for the Arts Capital Projects Funding Summary

Funding Source	Amount
Renewal & Replacement	1,603,000
New Business Strategy	50,000
Total	\$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.

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 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.

Winningstad 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. 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 fewer 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.

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 fewer 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'5. The custom settlement payroll system has been in use at Portland'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 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 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 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 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.

**Portland Expo Center
Capital Request
Fiscal Year 2014 – 2015**

Portland Expo Center Capital Projects Funding Summary

Funding Source	Amount
Grants	10,000
Renewal & Replacement	297,500
TLT Pooled Capital	360,000
Total	\$667,500

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.
- 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.

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.
- 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.
- 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.

**MERC Administration
Capital Request
Fiscal Year 2014 – 2015**

Funding Source	Amount
Renewal & Replacement	92,800
Total	\$92,800

MERC server replacements - \$92,800

Funding Source: Renewal & Replacement

The Information Technology Department will replace 14 MERC servers and server software because they have fulfilled their useful life and also to accommodate the following:

- Increase storage to address growing needs
- Increase computing power to achieve more efficient server use
- Software upgrade is necessary to maintain Microsoft support agreement
- Software upgrade is necessary to accommodate Event Business Management System (EBMS) software upgrades

The Return on Investment (ROI) for this project is a reduction in risk of equipment failure and increased capacity and efficiency for future growth.

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

All Departments

2015

Revised

	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	25.85%
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	11,131,163	850,570	8%
Miscellaneous Revenue	124,969	114,815	81,805	84,542	2,737	3%
Transfers-R	114,822	568,633	418,633	936,187	517,554	124%
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	51,738,132	3,593,550	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	26.20%
Materials and Services	10,163,897	11,756,869	14,021,980	12,443,476	(1,578,504)	-11%
Personnel Services	17,202,907	16,558,158	17,741,183	18,474,677	733,494	4%
Transfers-E	6,137,175	4,548,947	5,131,804	5,212,126	80,322	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	49,465,783	822,119	1.69%
Net Operations	(162,662)	4,466,194	(499,082)	2,272,349		0.00%
	6,722,000	5,289,297	6,680,797	5,675,828	(1,004,969)	-15%
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	-	-	-	-	-
Total Revenues	1,857,421	410,072	569,003	70,000	(499,003)	-88%
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)	(6,536,300)		
Fund Balance	(196,131)	2,387,719	(5,039,422)	(4,263,951)		
Food & Beverage Margin \$	1,949,187	3,214,119	1,880,021	2,331,127		
Food & Beverage Margin %	14%	20%	15.6%	15.3%		
Fund Balance						
Beginning Fund Balance (Budgeted)			24,595,519	33,314,365		
Fund Balance Inc. (Dec.)			(5,039,422)	(4,263,951)		
Ending Fund Balance	26,161,716	30,414,365	19,556,097	29,050,414		
Operating Contingency			2,299,335	2,645,000		
Capital Contingency			254,605	-		
Stabilization Reserve			620,500	-		
Renewal & Replacement			10,741,490	19,415,183		
New Capital / Business Strategy			5,640,167	6,152,143		
TLT Pooled Capital			-	838,088		
			19,556,097	29,050,414		
Beginning Fund Balance (Actual)			30,414,365			
Fund Balance Inc. (Dec.) (Projected)			2,900,000			
Ending Fund Balance (Projected)			33,314,365			

MERC Statement of Activity with Annual Budget
 Metropolitan Exposition-Recreation Commission
 Convention Center Operating Fund
 2015

	2011-12	2012-13	2013-14	Revised	Change in Annual Budget	
	Actual	Actual	Budget	2014-15 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	9,803,384	825,296	9%
Miscellaneous Revenue	17,884	23,422	11,000	11,000	-	0%
Transfers-R	66,180	546,633	(223,432)	(66,841)	156,591	-70%
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	31,956,799	2,147,470	7%
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	7,743,570	(1,607,823)	-17%
Personnel Services	8,950,462	8,531,668	9,674,777	9,969,668	294,891	3%
Transfers-E	2,610,944	1,934,976	2,470,795	2,454,291	(16,504)	-1%
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	29,994,525	(76,658)	0%
Net Operations	1,162,835	4,415,685	(261,854)	1,962,274		0%
Capital						
Grants	17,812	406,640	60,000	60,000	-	0%
Other Financing Sources	-	-	-	-	-	-
Transfers-R	480,000	90,000	615,000	360,000	-	0%
Total Revenues	497,812	496,640	675,000	420,000	-	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)	(3,773,000)		
Fund Balance	504,169	3,438,552	(2,318,394)	(1,810,726)		
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 (Budgeted)			10,467,977	16,415,732		
Fund Balance Inc. (Dec.)			(2,318,394)	(1,810,726)		
Ending Fund Balance	11,058,553	14,415,732	8,149,583	14,605,006		
Operating Contingency			1,540,000	1,630,000		
Stabilization Reserve			260,000	-		
Renewal & Replacement			4,934,505	11,275,928		
New Capital / Business Strategy			1,415,078	1,699,078		
			8,149,583	14,605,006		
Beginning Fund Balance (Actual)			14,415,732			
Fund Balance Inc. (Dec.) (Projected)			2,000,000	-		
Ending Fund Balance (Projected)			16,415,732			

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Portland's 5 Centers for the Arts Fund

	2011-12	2012-13	2013-14	Revised	Change in Annual Budget	
	Actual	Actual	Budget	2014-15 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)	(428,413)	(44,402)	11%
Visitor Development Fund Alloc	616,336	630,511	650,383	650,383	-	0%
Total Revenues	11,474,662	12,284,461	11,350,941	12,143,123	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	5,997,702	373,818	7%
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	11,843,908	605,789	5%
Net Operations	625,687	1,410,080	112,822	299,215		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)	(1,353,785)		
Food & Beverage Margin \$	466,497	453,250	264,348	367,875		
Food & Beverage Margin %	21%	21%	14%	17%		
Fund Balance						
Beginning Fund Balance (Budgeted)			7,971,363	9,820,156		
Fund Balance Inc. (Dec.)			(728,178)	(1,353,785)		
Ending Fund Balance	8,445,298	9,020,156	7,243,185	8,466,371		
Operating Contingency			300,000	600,000		
Stabilization Reserve			174,500	-		
Renewal & Replacement			4,729,000	6,009,322		
New Capital / Business Strategy			2,039,685	1,857,049		
			7,243,185	8,466,371		
Beginning Fund Balance (Actual)			9,020,156			
Fund Balance Inc. (Dec.) (Projected)			800,000			
Ending Fund Balance (Projected)			9,820,156			

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Expo Fund

2015

	Revised				Change in Annual Budget	
	2011-12 Actual	2012-13 Actual	2013-14 Budget	2014-15 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)	171,851	283,726	-254%
Total Revenues	6,152,151	5,796,838	5,838,019	6,374,870	536,851	9%
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	1,383,262	77,541	6%
Personnel Services	1,469,086	1,484,027	1,655,148	1,725,972	70,824	4%
Transfers-E	1,644,306	1,494,337	1,515,973	1,596,094	80,121	5%
Total Expenditures	6,199,567	5,829,782	6,004,107	6,356,609	352,502	6%
Net Operations	(47,416)	(32,943)	(166,088)	18,261		0%
Capital						
Grants	4,987	-	434,003	10,000	(424,003)	-98%
Transfers-R	-	270,000	165,000	360,000	195,000	118%
Total Revenues	4,987	270,000	599,003	370,000	(229,003)	-38%
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)	(297,500)		
Fund Balance	(262,347)	(235,275)	(736,088)	(279,239)		
Food & Beverage Margin \$	232,006	259,260	365,898	323,719		
Food & Beverage Margin %	12%	14%	19.6%	16.4%		
Fund Balance						
Beginning Fund Balance (Budgeted)			3,831,492	4,035,353		
Fund Balance Inc. (Dec.)			(736,088)	(279,239)		
Ending Fund Balance	4,310,141	3,935,353	3,095,404	3,756,114		
Operating Contingency			364,000	350,000		
Stabilization Reserve			186,000	-		
Renewal & Replacement			360,000	810,098		
New Capital / Business Strategy			2,185,404	2,596,016		
			3,095,404	3,756,114		
Beginning Fund Balance (Actual)			3,935,353			
Fund Balance Inc. (Dec.) (Projected)			100,000			
Ending Fund Balance (Projected)			4,035,353	-		

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

MERC Admin Sub Fund

2015

	Revised				Change in Annual Budget	
	2011-12 Actual	2012-13 Actual	2013-14 Budget	2014-15 Budget	\$	%
<u>Operations</u>						
Charges for Services	(18,347)	-	-	-	-	
Interest Earnings	9,176	7,376	3,750	3,750	-	0%
Miscellaneous Revenue	264	-	-	-	-	
Transfers-R	12,222	-	1,142,543	1,259,590	130,548	11%
Total Revenues	3,316	7,376	1,146,293	1,263,340	130,548	11%
Materials and Services	248,973	228,927	542,881	489,406	(53,475)	-10%
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	1,270,741	(59,514)	-4%
Net Operations	(1,903,768)	(1,326,628)	(183,962)	(7,401)		0%
<u>Capital</u>						
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)	(820,201)		
<u>Fund Balance</u>						
Beginning Fund Balance (Budgeted)			2,324,687	3,043,124		
Fund Balance Inc. (Dec.)			(1,256,762)	(820,201)		
Ending Fund Balance	2,347,724	3,043,124	1,067,925	2,222,923		
Operating Contingency			95,335	65,000		
Capital Contingency			254,605	-		
Renewal & Replacement			717,985	1,319,835		
TLT Pooled Capital			-	838,088		
			1,067,925	2,222,923		
Beginning Fund Balance (Actual)			3,043,124			
Fund Balance Inc. (Dec.) (Projected)			-			
Ending Fund Balance (Projected)			3,043,124			

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
OCC FY 2014-15								
1	Original Roof Replacement Project - Phase II	Renewal & Replacement	R & R Reserve	2,850,000				
2	Two-way Radio System Digital Upgrade	Renewal & Replacement	R & R Reserve	255,000				
3	Business Network Upgrade	Renewal & Replacement	R & R Reserve	80,000				
4	Small Riding Scrubber Purchase	Renewal & Replacement	TLT Pooled Capital	21,000				
5	MLK/OBR/Holladay Plaza Landscape/Entrance - Design/Consulting	New Capital	Operating	100,000				
6	Website Design/Facility Rebranding	New Capital	MTOCA Funding Source #1	120,000				
7	Website Design/Facility Rebranding	New Capital	Business Strategy Funding Source #2	30,000				
8	Facility Master Plan - Design/Consulting	New Capital	TLT Pooled Capital	175,000				
9	Oregon Ballroom & Portland Ballroom WIFI Upgrade	New Capital	TLT Pooled Capital	50,000				
10	Loading Dock & I-5 Parking Lot Lighting Replacement - (ETO Funding)	Sustainability	TLT Pooled Capital	46,000				
11	Oregon Ballroom Lighting Replacement - (ETO Funding)	Sustainability	TLT Pooled Capital	115,000				
Carry Over Projects:								
	Meeting Room & Ballroom Digital Signage - Design/Consulting	New Capital	TLT Pooled Capital/ OCC Fund Balance	40,000				
	Integrated Door Access Controls - Design/Consulting	New Capital	TLT Pooled Capital/ OCC Fund Balance	40,000				
	Pick-up Truck Purchase	Renewal & Replacement	TLT Pooled Capital/ OCC Fund Balance	35,000				
	Tower Lighting Replacement - (ETO Funding)	Sustainability	TLT Pooled Capital/ OCC Fund Balance	124,000				
	Portland Ballroom Down Lighting Replacement - (ETO Funding)	Sustainability	TLT Pooled Capital/ OCC Fund Balance	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
OCC FY 2015 -16								
	Telecommunications/VOIP	Renewal & Replacement	R&R Reserve		205,000			
	Facility Carpet Replacement - Design/Consulting	Renewal & Replacement	R & R Reserve		55,000			
	Audio/Visual Equipment Purchase	New Capital	Business Strategy		100,000			
	Meeting Room & Ballroom Digital Signage	New Capital	Business Strategy		450,000			
	Parking Management System Replacement	Renewal & Replacement	R & R Reserve		550,000			
	Integrated Door Access Controls	New Capital	Unfunded		325,000			
	Original Facility Restroom Renovation - Design/Consulting	Renewal & Replacement	Unfunded		80,000			
	Oregon Ballroom and Skyview Renovation - Design/Consulting	Business Strategy	Unfunded		100,000			
	VIP B Renovation - Design/Consulting	Business Strategy	Unfunded		30,000			
	MLK/OBR/Holladay Plaza Landscape/Entrance Construction	Renewal & Replacement	Unfunded		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		
	Meeting Room/Ballroom Chair Replacement - (10,000 chairs)	Renewal & Replacement	R & R Reserve			960,000		
	HVAC System Replacement - Design/Consulting (Heating/Cooling System)	Renewal & Replacement	Unfunded			200,000		
	Public Circulation Furniture Replacement	New Capital	Unfunded			325,000		
	External Digital Signage Replacement - Design/Consulting	Renewal & Replacement	Unfunded			100,000		
	Original Facility Restroom Renovation	Renewal & Replacement	Unfunded			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
OCC FY 2017-18								
	Chiller Unit Replacement (one 250 ton and three 800 ton)	Renewal & Replacement	R & R Reserve				1,650,000	
	Cooling Tower Replacement (four cooling towers)	Renewal & Replacement	R & R Reserve				825,000	
	Boiler Replacement (two of three boilers)	Renewal & Replacement	R & R Reserve				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
	Table Replacement (Expansion Side of Facility)	Renewal & Replacement	R & R Reserve					525,000
	Roof Replacement (Expansion Side of Facility)	Renewal & Replacement	R & R Reserve					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

Portland'5 Centers For The Arts
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>2018-2019</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'5 Centers For The Arts
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>2018-2019</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's Centers For The Arts
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>2018-2019</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>

Portland 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

Portland 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

**Portland 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.