

**Metropolitan Exposition Recreation Commission**

**Resolution No. 14-03**

For the purpose of 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

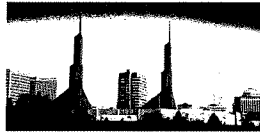
Chair

Secretary/Treasurer

By:

Nathan A. Sykes, Deputy Metro Attorney





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

[www.oregonmetro.gov](http://www.oregonmetro.gov)



## 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

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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**

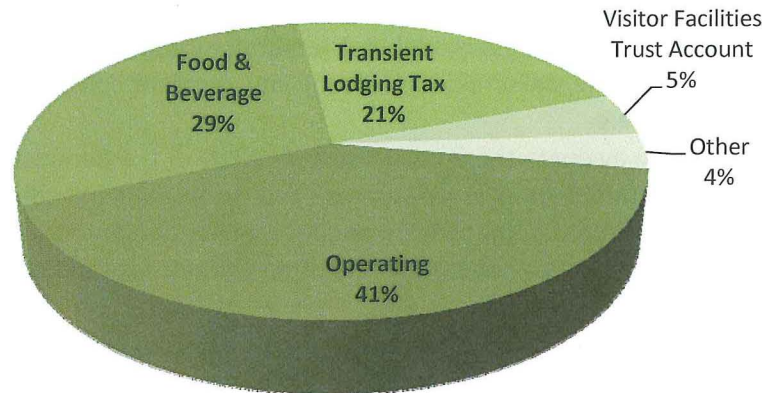
- Request of staff to provide an Expo Project progress report in summer of 2014 at the completion of the market study and financial analysis work, which is already underway.
- Request of staff to pursue an evaluation of potential synergies and efficiencies to be gained by combining efforts between the 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**

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**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
<b>Total</b>	<b>\$31,956,799</b>	<b>\$12,143,123</b>	<b>\$6,374,870</b>	<b>\$1,263,340</b>	<b>\$51,738,132</b>
<b>Capital Resources</b>	<b>420,000</b>	<b>-</b>	<b>370,000</b>	<b>(720,000)</b>	<b>70,000</b>
<b>Fund Balance</b>	<b>16,415,732</b>	<b>9,820,156</b>	<b>4,035,353</b>	<b>3,043,124</b>	<b>33,314,365</b>
<b>Total Resources</b>	<b>\$48,792,531</b>	<b>\$21,963,279</b>	<b>\$10,780,223</b>	<b>\$3,586,464</b>	<b>\$85,122,497</b>

**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 5 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.

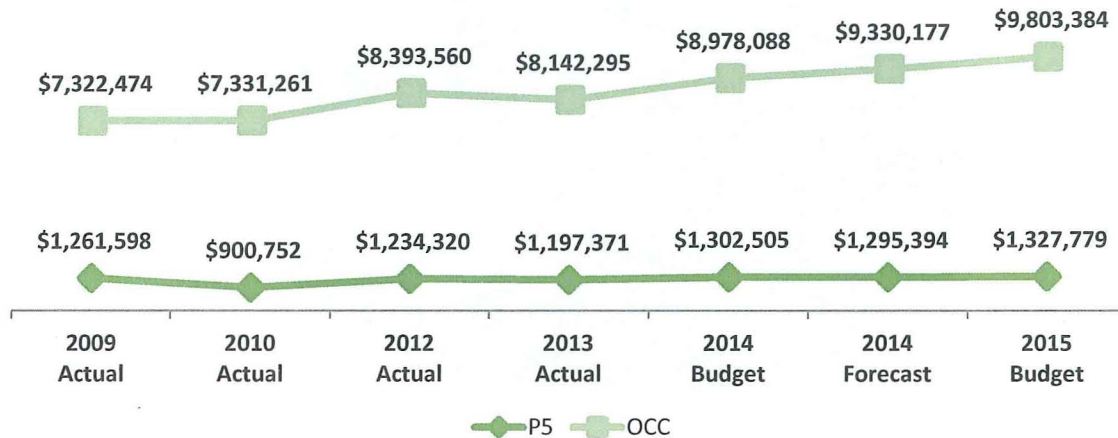
		2012 Actual	2013 Actual	2014 Budget	2015 Budget	Difference \$	Difference %
OCC	Revenue	9,469,592	11,722,033	8,300,000	11,002,827	2,702,827	33%
	Expense	8,218,907	9,220,424	7,050,225	9,363,294	2,313,069	33%
	Margin \$	1,250,685	2,501,609	1,249,775	1,639,533	389,758	31%
	Margin %	13%	21%	15%	15%		
P'5	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)**

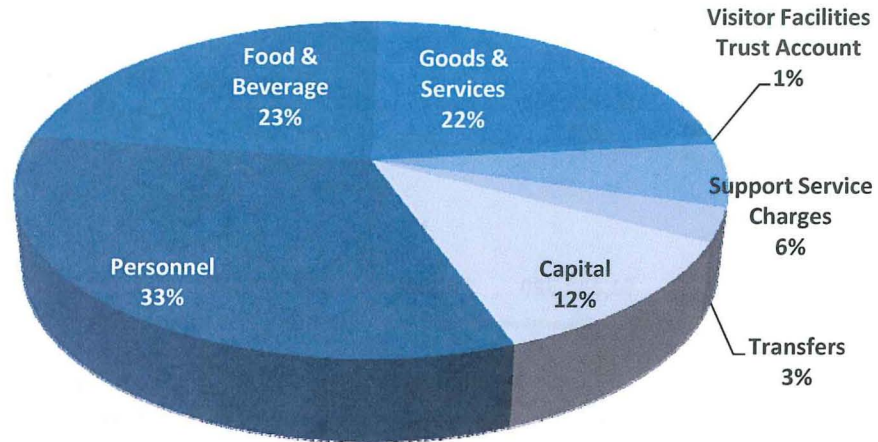
Transient Lodging Tax (TLT) 3% Excise Tax total forecast of \$11.1 million, is an increase of 8% over the FY 2014 Budget.



**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
<b>Total</b>	<b>\$29,994,525</b>	<b>\$11,843,908</b>	<b>\$6,356,609</b>	<b>\$1,270,741</b>	<b>\$49,465,783</b>
<b>Capital</b>	<b>4,193,000</b>	<b>1,653,000</b>	<b>667,500</b>	<b>92,800</b>	<b>6,606,300</b>
<b>Total Requirements</b>	<b>\$34,187,525</b>	<b>\$13,496,908</b>	<b>\$7,024,109</b>	<b>\$1,363,541</b>	<b>\$56,072,083</b>

## 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's	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
<b>Total FTE</b>	<b>185.85</b>	<b>181.50</b>	<b>174.25</b>	<b>178.95</b>	<b>4.70</b>	<b>3.05</b>	<b>182.00</b>

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

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
<b>Total</b>	<b>\$4,193,000</b>	<b>\$1,653,000</b>	<b>\$667,500</b>	<b>\$92,800</b>	<b>\$6,606,300</b>

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)
<b>Ending Fund Balance</b>	<b>14,605,006</b>	<b>8,466,371</b>	<b>3,756,114</b>	<b>2,222,923</b>	<b>29,050,414</b>
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
<b>Total Reserves</b>	<b>\$14,605,006</b>	<b>\$8,466,371</b>	<b>\$3,756,114</b>	<b>\$2,222,923</b>	<b>\$29,050,414</b>

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

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**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
<b>Total</b>	<b>\$4,193,000</b>

*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**

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**Portland’s Centers for the Arts Capital Projects Funding Summary**

Funding Source	Amount
Renewal & Replacement	1,603,000
New Business Strategy	50,000
<b>Total</b>	<b>\$1,653,000</b>

*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.

*Winningsstad 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 2<sup>nd</sup> 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 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**

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**Portland Expo Center Capital Projects Funding Summary**

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

*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’s. 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**

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<b>Funding Source</b>	<b>Amount</b>
Renewal & Replacement	92,800
<b>Total</b>	<b>\$92,800</b>

*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	\$	%
<b>Operations</b>						
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%
<b>Total Revenues</b>	<b>45,601,965</b>	<b>50,633,978</b>	<b>48,144,582</b>	<b>51,738,132</b>	<b>3,593,550</b>	<b>7%</b>
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%
<b>Total Expenditures</b>	<b>45,764,627</b>	<b>46,167,784</b>	<b>48,643,664</b>	<b>49,465,783</b>	<b>822,119</b>	<b>1.69%</b>
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%
<b>Capital</b>						
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	-	-	-	-	-
<b>Total Revenues</b>	<b>1,857,421</b>	<b>410,072</b>	<b>569,003</b>	<b>70,000</b>	<b>(499,003)</b>	<b>-88%</b>
Capital Outlay	1,890,890	2,488,547	5,109,343	6,606,300	1,496,957	29%
<b>Total Expenditures</b>	<b>1,890,890</b>	<b>2,488,547</b>	<b>5,109,343</b>	<b>6,606,300</b>	<b>1,496,957</b>	<b>29%</b>
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%		
<b>Fund Balance</b>						
<b>Beginning Fund Balance (Budgeted)</b>			<b>24,595,519</b>	<b>33,314,365</b>		
Fund Balance Inc. (Dec.)			(5,039,422)	(4,263,951)		
<b>Ending Fund Balance</b>	<b>26,161,716</b>	<b>30,414,365</b>	<b>19,556,097</b>	<b>29,050,414</b>		
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		
			<b>19,556,097</b>	<b>29,050,414</b>		
<b>Beginning Fund Balance (Actual)</b>			<b>30,414,365</b>			
Fund Balance Inc. (Dec.) (Projected)			2,900,000			
<b>Ending Fund Balance (Projected)</b>			<b>33,314,365</b>			

# MERC Statement of Activity with Annual Budget

## Metropolitan Exposition-Recreation Commission

### Convention Center Operating Fund

2015

Revised

	2011-12	2012-13	2013-14	2014-15	Change in Annual Budget	
	Actual	Actual	Budget	Budget	\$	%
<b>Operations</b>						
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%
<b>Total Revenues</b>	<b>27,971,836</b>	<b>32,545,302</b>	<b>29,809,329</b>	<b>31,956,799</b>	<b>2,147,470</b>	<b>7%</b>
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%
<b>Total Expenditures</b>	<b>26,809,001</b>	<b>28,129,618</b>	<b>30,071,183</b>	<b>29,994,525</b>	<b>(76,658)</b>	<b>0%</b>
Net Operations	1,162,835	4,415,685	(261,854)	1,962,274		0%
<b>Capital</b>						
Grants	17,812	406,640	60,000	60,000	-	0%
Other Financing Sources	-	-	-	-	-	-
Transfers-R	480,000	90,000	615,000	360,000	-	0%
<b>Total Revenues</b>	<b>497,812</b>	<b>496,640</b>	<b>675,000</b>	<b>420,000</b>	<b>-</b>	<b>0%</b>
Capital Outlay	1,156,478	1,473,773	2,731,540	4,193,000	1,461,460	54%
<b>Total Expenditures</b>	<b>1,156,478</b>	<b>1,473,773</b>	<b>2,731,540</b>	<b>4,193,000</b>	<b>1,461,460</b>	<b>54%</b>
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%		
<b>Fund Balance</b>						
<b>Beginning Fund Balance (Budgeted)</b>			<b>10,467,977</b>	<b>16,415,732</b>		
Fund Balance Inc. (Dec.)			(2,318,394)	(1,810,726)		
<b>Ending Fund Balance</b>	<b>11,058,553</b>	<b>14,415,732</b>	<b>8,149,583</b>	<b>14,605,006</b>		
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		
			<b>8,149,583</b>	<b>14,605,006</b>		
<b>Beginning Fund Balance (Actual)</b>			<b>14,415,732</b>			
Fund Balance Inc. (Dec.) (Projected)			2,000,000	-		
<b>Ending Fund Balance (Projected)</b>			<b>16,415,732</b>			

# MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Portland's 5 Centers for the Arts Fund

2015

	2011-12	2012-13	2013-14	Revised	Change in Annual Budget	
	Actual	Actual	Budget	2014-15 Budget	\$	%
<b>Operations</b>						
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%
<b>Total Revenues</b>	<b>11,474,662</b>	<b>12,284,461</b>	<b>11,350,941</b>	<b>12,143,123</b>	<b>787,590</b>	<b>7%</b>
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%
<b>Total Expenditures</b>	<b>10,848,976</b>	<b>10,874,381</b>	<b>11,238,119</b>	<b>11,843,908</b>	<b>605,789</b>	<b>5%</b>
Net Operations	625,687	1,410,080	112,822	299,215		0%
<b>Capital</b>						
Contributions from Private Sources	375,871	-	75,000	-	(75,000)	-100%
Grants	76,360	3,432	-	-	-	-
Transfers-R	15,000	-	-	-	-	-
<b>Total Revenues</b>	<b>467,231</b>	<b>3,432</b>	<b>75,000</b>	<b>-</b>	<b>(75,000)</b>	<b>-100%</b>
Capital Outlay	514,494	482,225	916,000	1,653,000	737,000	80%
<b>Total Expenditures</b>	<b>514,494</b>	<b>482,225</b>	<b>916,000</b>	<b>1,653,000</b>	<b>737,000</b>	<b>80%</b>
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 %	<b>21%</b>	<b>21%</b>	<b>14%</b>	<b>17%</b>		
<b>Fund Balance</b>						
<b>Beginning Fund Balance (Budgeted)</b>			<b>7,971,363</b>	<b>9,820,156</b>		
Fund Balance Inc. (Dec.)			(728,178)	(1,353,785)		
<b>Ending Fund Balance</b>	<b>8,445,298</b>	<b>9,020,156</b>	<b>7,243,185</b>	<b>8,466,371</b>		
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		
			<b>7,243,185</b>	<b>8,466,371</b>		
<b>Beginning Fund Balance (Actual)</b>			<b>9,020,156</b>			
Fund Balance Inc. (Dec.) (Projected)			800,000			
<b>Ending Fund Balance (Projected)</b>			<b>9,820,156</b>			

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Expo Fund

2015

Revised

	2011-12	2012-13	2013-14	2014-15	Change in Annual Budget	
	Actual	Actual	Budget	Budget	\$	%
<b>Operations</b>						
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%
<b>Total Revenues</b>	<b>6,152,151</b>	<b>5,796,838</b>	<b>5,838,019</b>	<b>6,374,870</b>	<b>536,851</b>	<b>9%</b>
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%
<b>Total Expenditures</b>	<b>6,199,567</b>	<b>5,829,782</b>	<b>6,004,107</b>	<b>6,356,609</b>	<b>352,502</b>	<b>6%</b>
Net Operations	(47,416)	(32,943)	(166,088)	18,261		0%
<b>Capital</b>						
Grants	4,987	-	434,003	10,000	(424,003)	-98%
Transfers-R	-	270,000	165,000	360,000	195,000	118%
<b>Total Revenues</b>	<b>4,987</b>	<b>270,000</b>	<b>599,003</b>	<b>370,000</b>	<b>(229,003)</b>	<b>-38%</b>
Capital Outlay	219,917	472,332	1,169,003	667,500	(501,503)	-43%
<b>Total Expenditures</b>	<b>219,917</b>	<b>472,332</b>	<b>1,169,003</b>	<b>667,500</b>	<b>(501,503)</b>	<b>-43%</b>
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%		
<b>Fund Balance</b>						
<b>Beginning Fund Balance (Budgeted)</b>			<b>3,831,492</b>	<b>4,035,353</b>		
Fund Balance Inc. (Dec.)			(736,088)	(279,239)		
<b>Ending Fund Balance</b>	<b>4,310,141</b>	<b>3,935,353</b>	<b>3,095,404</b>	<b>3,756,114</b>		
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		
			<b>3,095,404</b>	<b>3,756,114</b>		
<b>Beginning Fund Balance (Actual)</b>			<b>3,935,353</b>			
Fund Balance Inc. (Dec.) (Projected)			100,000			
<b>Ending Fund Balance (Projected)</b>			<b>4,035,353</b>			

# MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

MERC Admin Sub Fund

2015

Revised

	2011-12 Actual	2012-13 Actual	2013-14 Budget	2014-15 Budget	Change in Annual Budget	
					\$	%
<b>Operations</b>						
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%
<b>Total Revenues</b>	<b>3,316</b>	<b>7,376</b>	<b>1,146,293</b>	<b>1,263,340</b>	<b>130,548</b>	<b>11%</b>
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	-	-	-	-	
<b>Total Expenditures</b>	<b>1,907,084</b>	<b>1,334,004</b>	<b>1,330,255</b>	<b>1,270,741</b>	<b>(59,514)</b>	<b>-4%</b>
Net Operations	(1,903,768)	(1,326,628)	(183,962)	(7,401)		0%
<b>Capital</b>						
Lodging Tax	902,391	-	-	-	-	
Transfers-R	(15,000)	(360,000)	(780,000)	(720,000)	60,000	-8%
<b>Total Revenues</b>	<b>887,391</b>	<b>(360,000)</b>	<b>(780,000)</b>	<b>(720,000)</b>	<b>60,000</b>	<b>-8%</b>
Capital Outlay	-	60,218	292,800	92,800	(200,000)	-68%
<b>Total Expenditures</b>	<b>-</b>	<b>60,218</b>	<b>292,800</b>	<b>92,800</b>	<b>(200,000)</b>	<b>-68%</b>
Net Capital	887,391	(420,218)	(1,072,800)	(812,800)		
Fund Balance	(1,016,376)	(1,746,846)	(1,256,762)	(820,201)		
<b>Fund Balance</b>						
<b>Beginning Fund Balance (Budgeted)</b>			<b>2,324,687</b>	<b>3,043,124</b>		
Fund Balance Inc. (Dec.)			(1,256,762)	(820,201)		
<b>Ending Fund Balance</b>	<b>2,347,724</b>	<b>3,043,124</b>	<b>1,067,925</b>	<b>2,222,923</b>		
Operating Contingency			95,335	65,000		
Capital Contingency			254,605	-		
Renewal & Replacement			717,985	1,319,835		
TLT Pooled Capital			-	838,088		
			<b>1,067,925</b>	<b>2,222,923</b>		
<b>Beginning Fund Balance (Actual)</b>			<b>3,043,124</b>			
Fund Balance Inc. (Dec.) (Projected)			-			
<b>Ending Fund Balance (Projected)</b>			<b>3,043,124</b>			

**Oregon Convention Center**  
**Five year Capital Plan 2014-15 through 2018-19**

<i>Priority</i>	<i>Description</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>
<b>OCC FY 2014-15</b>								
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				
<b>Carry Over Projects:</b>								
	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				
				<b>4,193,000</b>				

**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
<b>OCC FY 2015 -16</b>								
	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			
					<b>3,245,000</b>			
<b>OCC FY 2016-17</b>								
	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		
						<b>3,940,000</b>		

**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
<b>OCC FY 2017-18</b>								
	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	
<b>OCC FY 2018-2019</b>								
	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
<b>Total</b>				<b>4,193,000</b>	<b>3,245,000</b>	<b>3,940,000</b>	<b>3,325,000</b>	<b>3,925,000</b>



**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>
	<b>PCPA FY 2014-15</b>									
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'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>
	<b>PCPA FY 2017-18</b>									
	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
										-
	<b>PCPA FY 2018-19</b>									
	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
										-
										-
										-
										-
										-
	<b>Total</b>				<b>1,653,000</b>	<b>1,782,000</b>	<b>1,810,000</b>	<b>975,000</b>	<b>225,000</b>	<b>7,831,000</b>

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

Priority	Description	Location	Project Type	Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	Total
<b>Expo FY 2014-15</b>										
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>
<b>Expo FY 2015-16</b>										
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 2)	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

<b>Expo FY 2016-17</b>										
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**

Priority	Description	Location	Project Type	Funding Source	2014-15	2015-16	2016-17	2017-18	2018-19	Total
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**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
<b>Total</b> <i>Note all totals are less Aramark Reserve requests</i>					<b>667,500</b>	<b>245,000</b>	<b>167,000</b>	<b>140,000</b>	<b>110,000</b>	<b>3,980,500</b>

*\* FY15 includes carry-over in the total.*