

**METROPOLITAN EXPOSITION RECREATION COMMISSION**

**Resolution No. 13-05**

Approving the Metropolitan Exposition Recreation Commission ("MERC") 2013-14 Budget and 2013-14 Capital Plan.

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

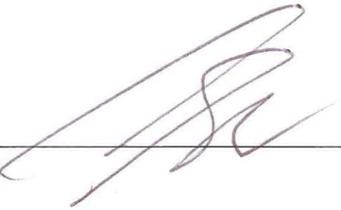
**WHEREAS**, the MERC Budget Committee has met in public meetings for the purpose of creating the MERC 2013-14 Budget and recommends approval of the budget and annual capital plan attached as Exhibit A to this Resolution.

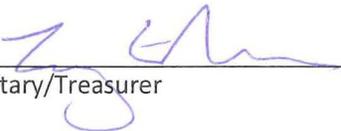
**BE IT THEREFORE RESOLVED**, that the Metropolitan Exposition Recreation Commission:  
Approves the MERC fiscal year 2013-14 Budget and 2013-14 Capital Plan attached as Exhibit A and transmits it to the Metro Chief Operating Officer for submission to the Metro Council for inclusion in the Metro budget for the fiscal year 2013-14.

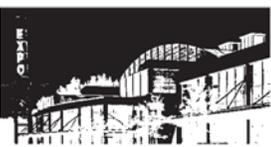
Passed by the Commission on March 6, 2013.

Approved as to Form:  
Alison Kean Campbell, Metro Attorney

By: \_\_\_\_\_  
Nathan A. Schwartz Sykes, Senior Attorney

Chair \_\_\_\_\_  


Secretary/Treasurer \_\_\_\_\_  




## Metro | *Exposition Recreation Commission*

March 6, 2013

**TO:** MERC Commission

**FROM:** Terry Goldman, Chair of the MERC Budget Committee  
Teri Dresler, General Manager of Visitor Venues

**RE:** Transmittal of the FY 2013-14 MERC Budget

The proposed Fiscal Year (FY) 2013 - 2014 MERC budget is attached to this memorandum as prepared and recommended by the MERC Budget Committee. The committee met twice in addition to the MERC budget retreat and, over the course of these meetings, learned from venue directors the challenges and opportunities each venue faces in the coming year. This background context was essential to the committee's understanding of the expenditure requests and revenue forecasts for each venue.

In addition to preparing the budget recommendation, the committee:

- reviewed the 5-year capital plan;
- approved the FY 2013-14 capital plan;
- requested staff to do additional work by reviewing the projects scheduled for FY 2014-15 through FY 2017-18 as described in the policy considerations section of this transmittal;
- reviewed and approved a request for \$750,000 in Metro Tourism Opportunity and Competitiveness Account (MTOCA) funds to support ongoing efforts to develop the Oregon Convention Center hotel;
- reviewed and approved a \$780,000 request from the Portland Expo Center and Oregon Convention Center (OCC) to fund capital projects using the MERC Pooled Transient Lodging Tax Capital Fund;
- reviewed and approved a \$2,315,251 request from the Visitor Development Fund (VDF) Bucket #4 account of the Visitor Facilities Trust Account, comprised of \$1,439,800 for OCC operations, streetcar payments and additional convention sales marketing, and \$875,451 for enhanced marketing for OCC through VDF 2 Grants.

The committee's recommended budget is being presented to the Commission on Wednesday, March 6, 2013, for consideration and approval, and then will be forwarded to the Metro Budget Officer, Martha Bennett, Chief Operating Officer, for presentation and review by the Metro Council beginning mid-April. If the Chief Operating Officer proposes amendments to the budget, those will be brought back to the Commission for consideration in April or May.

## **Economic Climate**

The economic recovery continues to pose challenges to the visitor venues as corporate, nonprofit and general public customers maintain caution in their spending levels implemented in recent years. Signs of growth are emerging evidenced by increasing attendance and size of events overall. To the venues' credit, reduced spending, capture of new markets and diversification of events have contributed to strong revenues despite the downturn. A direct result of the 2008 recession, the number of national conventions booked at the Oregon Convention Center is lower than average. The Portland Expo Center is taking an aggressive approach to generating new streams of revenue through a staff reorganization and increased investment in marketing. The Portland Center for the Performing Arts is benefitting from a new, more lucrative ticketing contract and a strong 10-week run of Broadway in FY 13.

## **Significant Budget Impacts for Fiscal Year 2013 – 2014**

- The MERC/Metro Business Practices Study outcomes continue into the new fiscal year with six administrative positions, formerly 100% MERC dedicated, transitioning into central service positions allowing a net cost savings to the Venues budget of \$158,704.
- Continued funding for the OCC enhanced marketing initiative, focused on solving the lack of a dedicated block of hotel rooms located across the street from the center will be funded out of Metro's Tourism Opportunity and Competitiveness Account. The total budget amount required is \$750,000 to cover a transfer of .80 FTE project management staff and .50 temporary project assistant staff time. In addition, these resources are budgeted to provide for financial analysis, public engagement, outside legal services, and other costs associated with this effort.
- The Oregon Convention Center has budgeted \$239,800 to cover the annual Eastside streetcar LID payment. A \$2.2 million inter-agency lending arrangement is in place to facilitate these payments over 10 years.
- Due to revenues generated by the refinancing of city held bonds for the construction of the Oregon Convention Center, an additional funding amount of \$875,451 is being requested as part of the OCC's annual VDF bucket #4 funding request. This is a five year request with an annual review of spending prior to automatically granting the following year. Beginning with FY 13, these funds will be available annually, upon approval, through 2025 or when the bonds are retired. A memorandum of understanding (MOU) between the VDF Board and the MERC Commission has been written to define how those funds will be used to further enhance marketing efforts to lure national convention business to the OCC. These funds will flow through the OCC budget to the VDF Board.

## **Policy considerations in the FY 2013 – 2014 Proposed Budget**

- Approval of rental rate increases for PCPA.
- Request of staff to pursue a project looking at next steps for the Expo Center regarding either debt relief or excise tax relief. This project will be a holistic look at Expo, including a review of the condition report on Halls A, B and C, the master plan, Columbia River Crossing plans, new requirements for storm water mitigation on-site and new fees expected as a result of federal levee regulations. All of this will be evaluated in the context of Expo's existing business model and efforts to develop new revenue streams.
- Request of staff to pursue a project evaluating the long-term capital needs of the PCPA in the context of the current business model which 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.

We would like to thank Cynthia Hill who worked tirelessly with the venues to craft a balanced budget. Not an easy task! Thanks also go to the Metro finance team who worked with Cynthia and the venue directors on making sure all of our assumptions are accurate. A big thank you goes to the venue directors who worked many hours on projections and getting us to a balanced budget. 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.

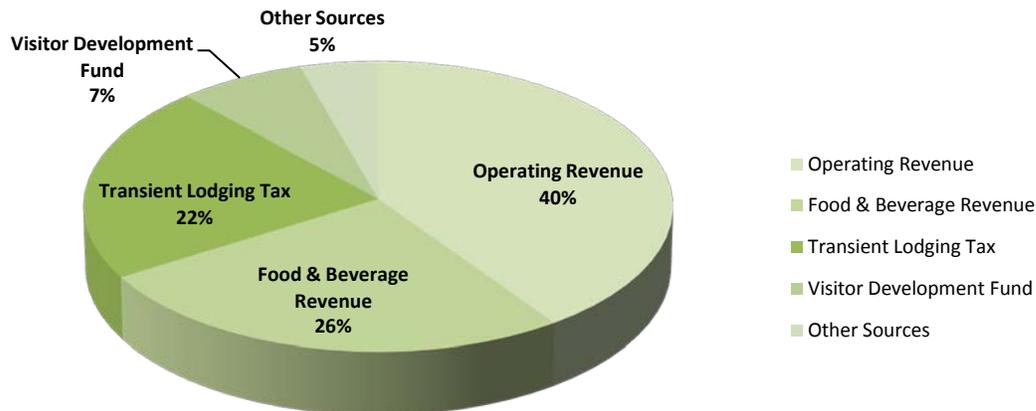
And finally, thank you to the MERC Budget Committee members, Commission Chair Chris Erickson and Commissioners Ray Leary and Judie Hammerstad for their leadership, diligence, and enthusiastic participation on the Budget Committee.

## Metropolitan Exposition Recreation Commission

### FY 2013-14 Proposed Budget

Included in this exhibit is a high level overview of revenues, expenditures, and the fund balance.

#### MERC Fund Revenue



**Total Revenue \$46.7 m**

**Operating Revenue, excluding Food & Beverage, is \$18.8 million which is 4% greater than FY 2012-13 Budget.** Operating revenue includes the cost of renting facilities, equipment and providing services to clients and attendees, and the revenue generated by business operations.

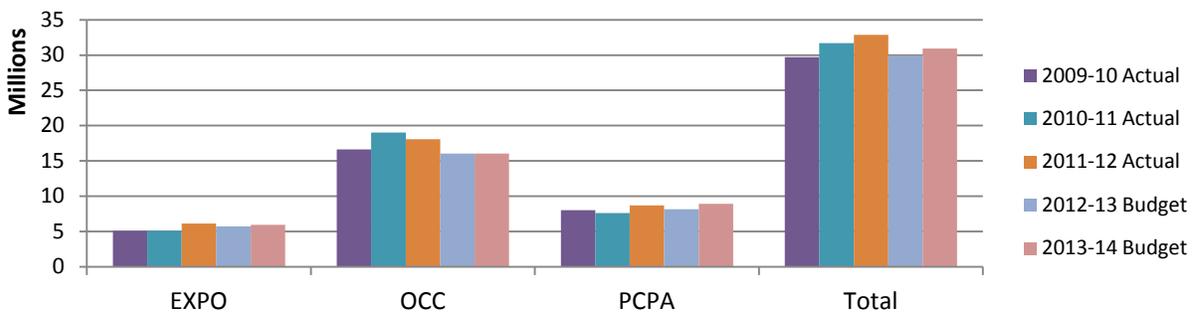
- EXPO \$4.1 million operating revenue is 6% greater than FY 2012-13 budget.
  - The number of events is expected to increase from 104 events in FY13 to approximately 112 events in FY14.
  - Individual space (exhibit hall/meeting room) rental rates will increase by approximately 3% and combined exhibit hall rental fees will increase by approximately 4% as approved by the MERC Commission in January 2012. Multiple year agreements reflect this increase with savings for the client in FY15.
  - Attendance is projected to modestly increase 7.14% to 450,000.
- OCC \$7.8 million operating revenue, which is flat compared to FY 2012-13 budget
  - The event space revenue budget is based on contracted, definite, tentative repeat groups and historical pickup. Currently OCC has a shortage of conventions with only 27 on the books. The budget assumes an expectation of 32 compared to the historical average of 40.
  - Event space rental rates will increase 3% and will help to offset some of the shortfall.
  - With a forecast of fewer than normal conventions the operations revenues still should be fairly stable. We do expect to see a slight decrease in our Electrical revenue due to the decrease in conventions and associated booth space. Telecom/Internet remains solid with the high tech groups currently on the books. Audio Visual sales have been increasing over the past few years and should be able to hold firm with the events booked and potential pickups of business.

- PCPA \$6.9 million operating revenue is 9 % greater than FY 2012-13 budget
  - Rental rates increase 3% as set by the Commission
  - 6 ½ weeks of Broadway versus 10 in FY13
  - Symphony-one less classical concerts (8 performances)
  - Ballet-nine fewer performances
  - 14 more commercial concerts/comedy shows due to more large hall availability
  - User fee-flat except for Broadway which increases \$0.25 per ticket per the Broadway agreement
  - Ticketing Commissions-up due to full year on the new, more profitable ticketing system. Mega show in FY15 will go on sale in FY14. Commission is also higher as we collect the full service charge then pay the ticketing company their ticket fee. (This charge is reflected in Materials and Services.) Under the old system, the former ticketing company took their fee out prior to sending ticket commissions to us.

**Food & Beverage Revenue is \$12.1 million 2 % greater than FY 2012-13**

- EXPO food & beverage revenue estimated at \$1.9 million flat compared to the FY 13 budget with a 12.3% margin.
- OCC food & beverage revenue estimated at \$8.3 million, flat compared to FY 13 budget with a 14.7% margin which includes an estimated \$2 million in undeveloped business.
- PCPA food & beverage revenue is estimated at \$1.9 million. This represents an 11% increase from FY 13 due to an aggressive plan to increase per caps on the increased commercial business as well as Broadway.

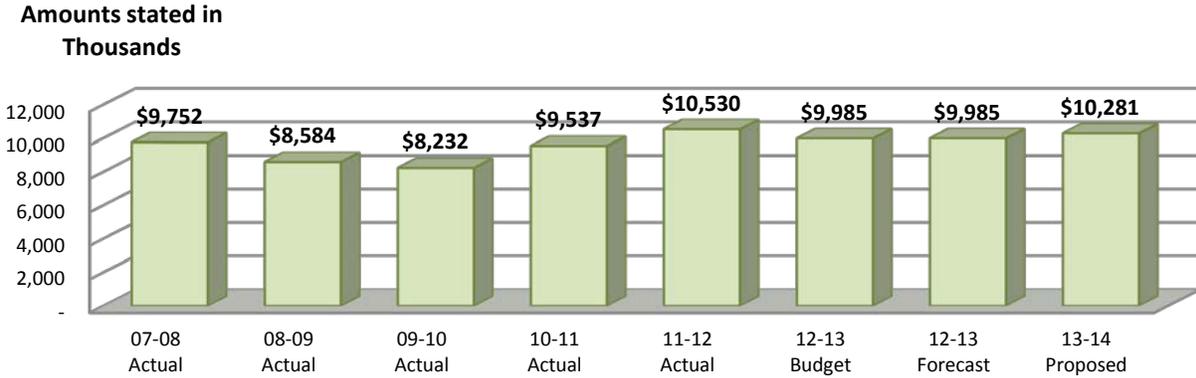
**Total Operating Revenues by Venue and Fiscal Year**



**Non - Operating Revenues**

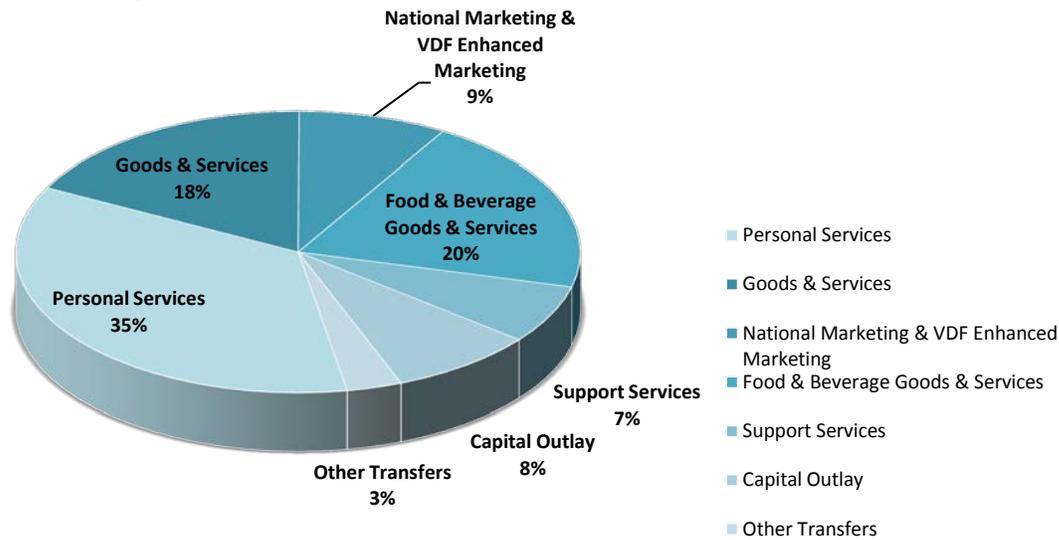
- Transient Lodging Tax (TLT) 3% Excise Tax \$10.3 million an increase of 2.85 %
  - OCC \$8.9 million
  - PCPA \$1.3 million

### Transient Lodging Tax (Excise 3%)



- Visitor Development Trust Account (VDI Buckets) includes operational support for OCC and PCPA and enhanced marketing support passed through to Travel Portland. The \$875 thousand request is the annual savings from the City of Portland refinance of the OCC bonds which funded the completion of OCC.
  - VDI Bucket 4 – The OCC request is \$2.3 million (VDF request detail page 10)
  - VDI Bucket 5 - Enhanced marketing \$455 thousand (Pass through to Travel Portland)
  - VDI Bucket 8 - PCPA operational support \$650 thousand
- City of Portland Contribution of \$816 thousand to PCPA increases by CPI annually.
- Energy Trust of Oregon (ETO) \$197 thousand estimated funding for three sustainability projects, which include Portland Ballroom can lighting replacement and tower lighting replacement at OCC and Expo lighting improvements, Halls AB, Halls D, E and connector. (Capital Project funding schedule pages 12-13)
- The annual contribution from the PCPA Foundation for capital renewal and replacement is \$75 thousand in FY 2013-14.
- Transfers from other funds
  - The Convention Center Enhanced Marketing Project included in the proposed budget requests \$750,000 thousand to support ongoing efforts to develop the Oregon Convention Center hotel. The annual transfer from the Metro Tourism Opportunity and Competitiveness Account (MTOCA) is requested (\$750,000) to fund the project.

## MERC Fund Expenditures



**Total Expenditures \$50.3 million**

### Personal Services

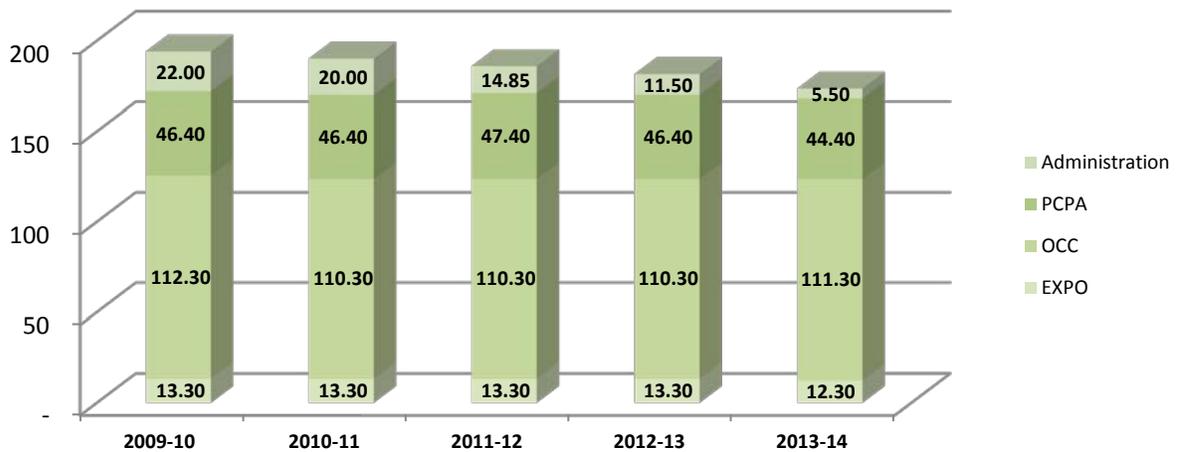
- The MERC Fund includes 173.5 full time employees and approximately 300 part time employees. This represents a reduction of 8.0 full time positions.
- The Expo Center
  - Eliminate the vacant Executive Assistant position for one fiscal year to assess administrative staffing needs. In the interim two part time positions, a .50 FTE Administrative Assistant and a .50 FTE Marketing and Communications Coordinator, will provide administrative and operating support.
  - Converted .50 FTE Utility Maintenance Specialist to a .50 FTE Operating Engineer.
- The Oregon Convention Center
  - Will not replace the vacant Chief Engineer position and use the FTE to fund Telecom & Information Systems Technician and a Temporary Sustainability position at .40 FTE.
  - Increase 1.0 FTE Sales Manager position contingent on a term agreement and approval of a convention center hotel. If this project gets approved this spring, there will be an immediate increase in interest in booking Portland and the Oregon Convention Center leading to additional site tours, travel and meetings with potential clients and overall increased workload for the department.
- The Portland Center for Performing Arts
  - Operations department continues to reorganize its operations in order to increase efficiencies, improve cleaning and maintenance quality and insure superior project management of capital projects. The budget reflects the elimination in FY13 of a vacant full time stage door position which is now covered by part time agents and funds a part time administrative assistant. Two non represented positions are eliminated and services will be contracted out. The remaining savings are anticipated to fund a new part time Facility Maintenance Supervisor who would take over engineering and maintenance management from the Operations Manager. This will provide more

direction and oversight of these positions and allows the Operations Manager to better focus on the overall functionality of the entire department and seek efficiencies.

➤ Administration

- The MERC/Metro Business Practices Study outcomes continue into the new fiscal year with six administrative positions, formerly 100% MERC dedicated, transitioning into central service positions allowing a net cost savings to the Venues budget of \$159 thousand.
  - 4.0 FTE Accounting Positions
  - 2.0 FTE Information Services Positions

**Number of Full Time Employees by Venue and Fiscal Year**



**Goods & Services**

- Aramark food & beverage expenses \$10.3 million for the consolidated MERC Fund with 15% margin which is slightly less than the current approved budget of 16.5%
- The Expo budget includes two operational carry over projects:
  - \$55,000 in contracted professional services to continue the review and data collection required for Halls A, B and C review.
  - \$32,500 estimated balance of the \$100,000 Marketing & Communications budget originally approved in FY 2011-12.
- \$40,000 available for emergency or other unanticipated repair projects at the Expo Center funded from the New Capital/Business Strategy reserve.
- New storm water fees at Expo \$35,000
- The national marketing contract with Travel Portland is \$2,964,742 reflecting the annual CPI increase estimated at 2.85 % and an additional marketing investment of \$200,000. The additional \$200,000 investment is funded through the annual OCC bucket #4 request from the Visitor Development Fund. (see 10 for contract components)
- VDI Enhanced Marketing \$455,268 passed through to Travel Portland
- The additional \$875,451 request from the Visitor Development Board through Bucket #4 for Supplemental Marketing efforts is budgeted in goods & services this is the annual savings from the City of Portland refinance of the OCC bonds which funded the completion of OCC.

- The venues continue to implement sustainable renewal & replacement projects. These projects have offset some of the costs as utility rates rise.
- The OCC budget includes \$22,000 to continue on-going maintenance of HVAC systems critical for peak performance as well as LEED certification points.
- The Convention Center Enhanced Marketing Project includes \$589,296 for contracted professional services to provide financial analysis, public engagement, outside legal services and other associated costs.
- PCPA facility maintenance budget includes \$125,000 to continue the repair of the Arlene Schnitzer Concert Hall façade.
- Ticketing Commissions-up due to full year on the new, more profitable ticketing system. Mega show in FY15 will go on sale in FY14. Commission is also higher as we collect the full service charge then pays the ticketing company their ticket fee. (This charge is reflected in Materials and Services.) Under the old system, the former ticketing company took their fee out prior to sending ticket commissions to us.

**MERC Administration and Metro Support Indirect & Direct Support**

- MERC Administration decrease 36%
  - The MERC/Metro Business Practices Study outcomes continue into the new fiscal year with six administrative positions, formerly 100% MERC dedicated, transitioning into central service positions allowing a net cost savings to the Venues budget of \$158,704.
- Metro Indirect Cost/Support Services transfer is 10% greater than current year.
- Metro Risk Management Services decreased 13.66 % resulting from lower claims and a rebate generated based on available fund balance in the Risk fund.
  - Property Insurance based on property values
  - Liability based on three year average losses
  - Workers’ Compensation based on three year average losses
- The Convention Center Enhanced Marketing Project includes \$160,704 project management services reflected in the budget as a direct transfer to the Metro general fund. The project budget is included in the financial statements on page 36.

**Transfers**

- Expo transfer to Revenue Bond Fund for Hall D Replacement \$1,188,650
- OCC transfer to Metro General Fund for Streetcar Debt 239,800

**Capital and Reserve Balances**

- A summary schedule of “Capital Projects by Funding Source” for FY 2013-14 pages 12-13
- Summary of FY 13-14 Reserve Balances page 14
- FY 2013-14 capital project description pages 15 through 31
- Five Year Capital Plan for each venue pages 38 through 46

## Annual Visitor Development Fund Bucket #4 Request

March 6, 2013

<b>Travel Portland Marketing:</b>		\$ 610,000
Convention Center Hotel Marketing Effort	\$ 250,000	
Paid to Travel Portland for increased marketing efforts		
Marketing Portland as a Destination:	\$ 160,000	
VDI Single Hotel Marketing paid to Travel Portland		
New projects developed in collaboration with the Oregon Restaurant		
to market the Portland destination for conventions and single hotel business		
Additional amount approved June 6, 2008 - VDF Board		
Additional Marketing Investment	\$ 200,000	
Paid to Travel Portland to enhance existing marketing program		
<b>Eastside Streetcar loan repayment:</b>		\$ 239,800
\$2.2 million Local Improvement District (LID)	\$ 239,800	
Financed through low-cost, interagency loan		
Second of ten annual payments		
<b>Oregon Convention Center Operations:</b>		\$ 590,000
Operating Support	\$ 590,000	
FY 13/14 convention business reduced per 2008 bookings		
<b>Enhanced Marketing</b>		\$ 875,451
Sales and marketing	\$ 875,451	
OCC bonds were refinanced by the City of Portland		
Savings used to enhance marketing by securing more		
favorable room block agreements for future business at OCC		
<b>Total</b>		<b>\$ 2,315,251</b>

## Travel Portland

## National Sales

March 6, 2013

Budget FY 2013-14	FY 2012-13 Budget	Inflation Factor	FY 2013-14 Increase	FY 2013-14
<b>A. Base Contract:</b>				
National Marketing	2,141,020	0.0285	61,019	2,202,039
Minority Marketing	84,515	0.0285	2,409	86,924
<b>Total Base Contract</b>	<b>2,225,535</b>		<b>63,428</b>	<b>2,288,963</b>
<b>B. Additional Marketing:</b>				
2% for FAM, Sales Trip, Marketing (2% of Base Contract)	44,511		1,268	45,779
OCC Sales Department - Advertising	20,000			20,000
Convention Center Hotel Marketing Efforts (Bucket #4)	250,000			250,000
Additional Marketing Investment FY 2013-14 (Bucket #4)			200,000	200,000
Additional Amount Approved June 6, 2008 - VDI Single Hotel Marketing (Bucket #4) New projects developed by OCC, Travel Portland, Tri-County Lodging * to market the Portland destination for conventions and single hotel business	160,000			160,000
<b>Total Additional Amounts</b>	<b>474,511</b>		<b>201,268</b>	<b>675,779</b>
<b>Travel Portland Contract</b>	<b>2,700,046</b>		<b>264,696</b>	<b>2,964,742</b>
<b>C. Visitor Development Fund Enhanced Marketing (Bucket #5 VDF pass Thru)</b>	442,652	0.0285	12,616	455,268
<b>Total Investment National Sales</b>	<b>3,142,698</b>		<b>277,312</b>	<b>3,420,011</b>
<b>D. Room Block Incentive -VDF Board Grants (Bucket #4 pass thru)**</b>				<b>875,451</b>
<b>Total</b>				<b>4,295,462</b>

*Transient Lodging Tax - FY 2013-14 Proposed Budget*

8,978,088

*One Percent of the Three Percent Excise Tax received for OCC operations*

2,962,769

\* Oregon Restaurant &amp; Lodging Association

\*\* Memorandum of Understanding (MOU) between the VDF Board and the MERC Commission

Resolution 13-05 "Exhibit A"  
**FY 2013-14 Proposed Budget**  
 March 6, 2013

**Capital Project Funding Sources**

	R & R Reserve	Pooled TLT Capital Account	Energy Trust of Oregon	Foundation or Grants	Metro Sustainability Grants	Aramark Reserve	Current Year Revenue	Funded from Ending Fund Balance	Totals
<b>Expo Center Capital Request</b>									
Roof Repair - Hall D Dock & Storage/Kitchen; Hall C	265,000								265,000
Parking Lot Asphalt maintenance and/or removal/replacement	50,000								50,000
Forklift - - Equipment life cycle end - 1 of 3	35,000								35,000
Hall D Lobby and Mtg. Rm. Carpet Replacement; paint + office, graphics	100,000								100,000
Portable bleacher replacement - year 3 of 3	50,000								50,000
Lighting, Halls D,E and Connector, Halls AB and East Hall		100,000	136,591		147,412				384,003
Storm water mitigation /Bioswale improvement		10,000		10,000	10,000				30,000
Golf / Electric Carts - One new and one replacement		30,000							30,000
Audio Visual Equipment		25,000							25,000
Connector Improvements - Seating, Paint, Lighting, Electrical						25,000			25,000
<b>Total Expo Capital</b>	<b>500,000</b>	<b>165,000</b>	<b>136,591</b>	<b>10,000</b>	<b>157,412</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>994,003</b>
<b>OCC Capital Request</b>									
Original roof replacement project - Phase 1	1,080,000								1,080,000
Audio/Visual equipment purchase		100,000							100,000
Performance stage replacement stair units	27,000								27,000
Replacement dance floors	126,000								126,000
Tower Lighting Replacement		70,000	28,000						98,000
Portland Ballroom Can Lighting Replacement		80,000	32,000						112,000
Process Loop Piping Replacement		185,000							185,000
Design and engineering - meeting rooms/ballrooms digital signage		75,000							75,000
Design and engineering - meeting rooms/ballrooms/exhibit halls door access controls		75,000							75,000
VIP B & VIP D Video Projector Project							19,885		19,885
Open walls by Stir and Aramark office to view prefunction areas below							36,600		36,600
Flowmeter installation for heating, cooling, and process water pipes							26,050		26,050

Resolution 13-05 "Exhibit A"  
**FY 2013-14 Proposed Budget**  
 March 6, 2013

**Capital Project Funding Sources**

	R & R Reserve	Pooled TLT Capital Account	Energy Trust of Oregon	Foundation or Grants	Metro Sustainability Grants	Aramark Reserve	Current Year Revenue	Funded from Ending Fund Balance	Totals
<b>OCC Carry Over Projects</b>									
Replace Chrome Entry Doors (Renewal & Replacement)	100,000							125,000	225,000
Restroom Handicap Door Operators (OCC TLT Capital)		30,000						50,000	80,000
Replace Pick up (OCC TLT Capital)								40,000	40,000
<b>Total OCC Capital</b>	<b>1,333,000</b>	<b>615,000</b>	<b>60,000</b>	-	-	-	<b>82,535</b>	<b>215,000</b>	<b>2,305,535</b>
<b>PCPA Capital Request</b>									
AHH - Replace 20 water closets (5 gpf w/ 1.6 gpf)	15,000								15,000
AHH - Stage Door replacement	25,000								25,000
AHH - HVAC & Lighting Controls Replacement	250,000								250,000
AHH - Exterior Insulations Finish System Replacement Phase II	175,000								175,000
ASCH - Production Communications - Wireless	20,000								20,000
ASCH - Roof Drains Replacement	35,000								35,000
ASCH - Soft Goods Replacement Front of House	50,000								50,000
ASCH - Front of House Lighting Conversion	90,000								90,000
Keller - Main Curtain	50,000								50,000
Keller - Cooling Tower & Associated Piping	10,000								10,000
Newmark - Main Curtain	35,000								35,000
Newmark - Production Communications	20,000								20,000
Newmark - Lighting System Overhaul Phase I	56,000								56,000
Foundation annual contribution - reduces draw on R & R Reserve	(75,000)			75,000					-
<b>Total PCPA Capital</b>	<b>756,000</b>	-	-	<b>75,000</b>	-	-	-	-	<b>831,000</b>
<b>Admin IT Capital Request</b>									
Server storage replacement	64,000								64,000
SQL Server upgrade - software	28,800								28,800
<b>Total Administration IT Capital</b>	<b>92,800</b>	-	-						<b>92,800</b>
<b>Grand Total</b>	<b>2,681,800</b>	<b>780,000</b>	<b>196,591</b>	<b>85,000</b>	<b>157,412</b>	<b>25,000</b>	<b>82,535</b>	<b>215,000</b>	<b>4,223,338</b>

**FY 2013-14 Summary of Reserve Accounts**

Proposed Budget March 6, 2013

	<i>Expo</i>	<i>OCC</i>	<i>PCPA</i>	<i>Admin</i>	<i>MERC</i>
<b>A. Contingency Reserves:</b>					
1) Operating Contingency	364,000	1,540,000	300,000	95,335	2,299,335
2) Stabilization	186,000	260,000	174,500		620,500
3) Contingency for Renewal & Replacement				200,000	200,000
<b>Subtotal Contingency Reserves</b>	<b>550,000</b>	<b>1,800,000</b>	<b>474,500</b>	<b>295,335</b>	<b>3,119,835</b>
<b>B. Accumulation Reserves:</b>					
<b>1) Renewal &amp; Replacement Reserve Beginning Balance</b>	775,000	5,685,779	5,345,000	471,293	12,277,072
Annual Contribution to R & R Reserve for FY 2013-14	85,000	875,000	245,000		1,205,000
Proposed Resolution 13-03 February 6 2013			(105,000)		(105,000)
MERC Admin Capital (Information Services)				139,492	139,492
Proposed Capital Projects FY 13-14	(500,000)	(1,333,000)	(756,000)	(92,800)	(2,681,800)
<b>Adjusted Renewal &amp; Replacement Reserve</b>	<b>360,000</b>	<b>5,227,779</b>	<b>4,729,000</b>	<b>517,985</b>	<b>10,834,764</b>
<b>2) New Capital/Business Strategy</b>	2,125,025	1,334,856	1,736,838	-	5,196,719
Undesignated Fund Balance as of 6-30-12	97,705		190,025		287,730
Undesignated Fund Balance as of 6-30-2014			85,574		85,574
Budget Committee Approved Modification Request	(40,000)				(40,000)
<b>Adjusted New Capital Business Strategy Reserve</b>	<b>2,182,730</b>	<b>1,334,856</b>	<b>2,012,437</b>	<b>-</b>	<b>5,530,023</b>
<b>3) MERC TLT Pooled Capital Account</b>	-	-	-	132,214	132,214
TLT Receipts FY 11-12				902,391	902,391
Transfer to Expo Center Capital				(165,000)	(165,000)
Transfer to OCC Capital				(615,000)	(615,000)
<b>Adjusted MERC TLT Pooled Capital Account</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>254,605</b>	<b>254,605</b>
<b>C. Total Fund Balance</b>	<b>3,092,730</b>	<b>8,362,635</b>	<b>7,215,937</b>	<b>1,067,925</b>	<b>19,739,227</b>

## **Expo Center Capital Request FY 2013-14**

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### **Renewal & Replacement Projects**

#### **Roof Repairs – Hall D Loading Dock and Storage / Kitchen; Hall C “Silver coating” \$265,000**

- The major roof repairs are located on the West end of Hall D. 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 D Kitchen (3,000 sq. ft.) and Hall D Storage (including 3,000 padded chairs, 150 - 6’ round tables and numerous vehicles – tractor, sweeper scrubber, etc) need to be protected.
- The roof covering the loading dock is a busy area, loading events both in and out of the facility – this area must be kept dry for safe use by staff and exhibitors. Potential damage exists to the applied overhead fire retardant as well as corrosion to the mechanical platforms, HVAC and other connections to the current roof membrane.
- Installation of a new, roofing system will include an updated 10-year warranty. This is the same as placed over Hall D lobby successfully with positive ROI.
- Hall D Loading Dock, Storage and Kitchen roofs estimated at \$250K, and the further recommended “silver coating” for Hall C is estimated at \$15K.
- A sustainable option for an Eco-Roof to be placed over Kitchen or Storage would reduce impervious surface calculations but increase the overall project cost.

Funding Source – Renewal & Replacement Reserve

#### **Parking Lot Asphalt repairs, removal and replacement UP2, UP3 and Plaza \$50,000**

- Continuation of parking lot repairs, removal and standard maintenance. Removal and replacement of failing asphalt, to include seal coating of all areas (Upper Lot 3 – “Front of Hall E”, Upper Lot 2 – “Front of Hall D”, Plaza – “Half-Circle” in the center of campus.)
- 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.
- ROI is reached by avoiding patch and repair fees via scheduled maintenance.
- Sustainable efforts with the Bioswale addition to Upper Lot 3 are intended to treat stormwater on site, thus reducing our impervious surface square footage.

Funding Source - Renewal & Replacement Reserve

**Forklift – Equipment life-cycle end – New unit to specifications \$35,000**

- Phase 1 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.
- 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.
- Potential for sustainable improvement through use of propane vs. diesel units.

Funding Source - Renewal & Replacement Reserve

**Hall D - Lobby, Office and Meeting Room carpet replacement; paint, graphics \$100,000**

- 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.
- 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.

Funding Source - Renewal & Replacement Reserve

**Portable Bleacher Replacement – Full and half sets \$50,000**

- Phase 3 of 3 – Final replacement of two (2) full-size (10 row) bleachers and four (4) half-set (5 row) bleachers. This project began in FY12. Current replacement schedule has added 10 full set bleachers thus far. Bleachers hold up to 150 patrons in a safe and professional presentation. Final replacement needed.
- New bleachers meet safety standards for today’s facilities.
- Half-set bleachers are utilized by a number of events and lessons learned from earlier bleacher projects will be addressed to ease in placement and storage.
- ROI is achieved mainly through safe event practices and overall reduction in insurance claims. Potential for use / rental by other Venues.

Funding Source - Renewal & Replacement Reserve

**Sustainable Initiatives / Renewal and Replacement Projects/New Capital Requested from the MERC Pooled Capital TLT Reserve**

**Lighting efficiency improvements: Halls AB, Halls D, E and Connector \$384,003**

- These lighting efficiency improvements are related to the limited time-availability of programs, opportunities and partnerships with the Energy Trust of Oregon, as well as a successful grant funding application process through the Metro Sustainability program. We are indebted to these programs, as these improvements would otherwise not be possible.
- Halls A and B currently have lighting fixtures with outdated T-12 lamps. T-12 lamps will soon become expensive and scarce due to the discontinued production of T-12 lamps per the EPAC Act of 2005. All lamps would be retrofitted with a T8 high-efficiency lamp and fixture system that will reduce energy use by 392,074 kWh and realize an annual cost savings estimated at \$30,235 per year. Of the four halls, this project is the immediate priority to advantage this ETO opportunity.
- ROI on the Hall AB project will be realized in just 1.5 years.
- Total project cost estimate for Halls AB is \$76,293. Energy Trust Incentive is anticipated at \$32,100. Metro Sustainable program incentive of \$14,193.
- Halls D and E currently have close to 300 fixtures with 1,000 watt Metal Halide High Bays without covers. Lumen degradation and failure in the system occurs often. All Metal Halide lamps would be retrofitted with a 100,000 hour Induction lamps that match lumen brightness and light throw from 30'. This high-efficiency induction lamp and fixture system will reduce energy use by 1,119,270 kWh and realize an annual cost savings estimated at \$63,416 per year. Lighting control would be upgraded for both halls at the same time and to provide even lighting.
- ROI on the Hall D & E project will be realized in 3.1 years.
- Total project cost estimate for Halls D and E is \$297,260. Energy Trust Incentive is anticipated at \$104,491. Metro Sustainable program incentive of \$133,219.
- Remaining project estimate at \$89,550. Final notification of funding from ETO and Metro Sustainability program still pending. I recommend a contingency of \$10,450 due to finalization of matching grants and further ETO analysis.

Funding Source – MERC TLT Pooled Capital  
\$384,003 (total), (\$136,591 – ETO), (\$147,412 - Metro) (\$100,000 – TLT)

**Stormwater mitigation; Bioswale Improvement - UP3 on-site stormwater treatment \$25,000**

- With a recent tour by GreenWorks and City of Portland's BES, it was noted that the grade, slope and the drainage location made the area between Upper Lot 3 and Lower Lot 3 a perfect location for a Bioswale improvement.
- Bioswales reduce calculations utilized by the City of Portland's BES in their recent stormwater fee increases (\$35,000 per year over 4 years). Estimates are this improvement would reduce our impervious surface by 40,000 square feet.
- ROI for this particular project would be realized once the City recognized the 40,000 square foot improvement and reduction of our current impervious surface calculation of 1,615,800 square feet (it is a start).

- Expo applied for a Metro Sustainable program incentive of \$10,000 – it is pending approval. Additionally, applications for a matching grant from the City of Portland “Community Watershed Stewardship Grant” begin in February. Expo would apply for the maximum grant amount available of \$10,000. Application and installation would coincide with the asphalt improvements in the same area.

Funding Source – MERC TLT Pooled Capital  
\$30,000 (total), (\$10,000 – City), (\$10,000 - Metro) (\$10,000 – TLT)

**Golf (Electric) Carts – Operations (R&R) / Events, Security, Parking (New) \$30,000**

- Current golf cart for Operations is past its useful life. Replacement of this cart is considered 1:1 renewal and replacement.
- The new golf cart is for use by Events, Security and Parking staff over the 52 acre facility. Both carts will be branded with Expo logos and be visible improvements. Golf carts will be 2 seat units with flat bed/additional seating (4 seats total). Expo’s use of golf carts during Cirque proved customers appreciated the occasional ride.
- Sustainable effort by purchase of electric cart that matches Expo and Metro values in a visible way. Metro currently has a flex contract available.
- ROI for this investment is realized by creating a positive customer service impact and community example of our sustainability and rebranding efforts.

Funding Source – MERC TLT Pooled Capital

**Audio Visual Equipment – Box Truss, chain motors, black drape, LED Lighting, sound reinforcement, video potential. \$25,000**

- 150’ of Aluminum box trussing with professional rigging capability for division North and South for our current Halls E1/E2 or Halls D1/D2.
- Current half-hall configurations are either 54,000 square feet (E1/E2) or 36,000 square feet (D1/D2). The exhibit halls can be divided by way of airwalls only - East and West. With this flexible option, the halls can be divided for banquets, smaller tradeshow and other uses. Drape also provides acoustical treatment and would reduce that feeling of the halls being “too big.” This is an affordable option outside of hiring an architect for movable walls, or ceiling masking.
- This provides us the potential for clients looking for a flexible ballroom option, with the ability for the unit to be stored in the rafters of either hall. Carpeting would be provided by decorators. Expo has 3,000 chairs and 150 rounds.
- This allows for rental options for sound, lights and video presentations and augments our improvements in Hall E and Hall D lobbies – from reception to banquet. ROI would be realized in catering focused business and AV rentals.

Funding Source – MERC TLT Pooled Capital

**Aramark Reserve**

**Connector Improvements – Seating, Lighting, Electrical upgrades \$25,000**

- Halls D & E share one common area of 4,500 square feet. This location is called the “Connector” and is most often used as a food and beverage gathering area, surrounded by portable food carts and providing strong revenue opportunities.
- Immediate improvements could be made in seating, electrical options, lighting and simple paint. This is phase 2 of the current Hall E concession upgrades.

Funding Source – Aramark Reserve

**Summary of Funding Sources**

**Summary of Funding Sources for Capital Projects:**

<b>Renewal &amp; Replacement Reserve</b>	<b>\$500,000</b>
<b>MERC TLT Pooled Fund Request</b>	<b>\$165,000</b>
<b>Grant Other /Metro Sustainability Grant</b>	<b>\$167,412</b>
<b>Aramark Reserve</b>	<b>\$25,000</b>
<b>Energy Trust of Oregon (ETO)</b>	<b>\$136,591</b>
<b>Total Capital Request</b>	<b>\$994,003</b>

## OCC Capital Request FY 2013-14 Budget

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### Renewal & Replacement Reserve

#### **Original Roof Replacement Project Management – Phase 2 - \$80,000**

- Carleton Hart Architecture was selected for phase 1 of the roofing project. Phase 1 consists of the planning and design portion of the project and is taking place during FY 12-13. The \$80,000 sum will cover the construction management of the project over the term of the project.
- The project is a major undertaking that will take approx. 4 months to complete the physical work in FY14. Phase 2 will oversee the construction management of the project.
- ROI – The construction management should keep the project progressing on schedule and help assist with resolving issues that will arise during the project.

FUNDING SOURCE – Renewal & Replacement Reserve

#### **Original Roof Replacement Project - Phase 1 - \$1,000,000**

- Replacement of the 22 year old rock ballast roof on the original side of the facility
- The roof membrane has failed in many locations and has contracted causing tears in the membrane along the perimeter of the roof. The roof has outlived its useful life and is need of replacement to protect the interior assets.
- Carleton Hart Architecture will provide a design and scope of work for bidding this project in FY 12-13.
- This amount represents a little less than half of the roof project since the entire roof project most likely will not be completed in summer of 2013.
- The project is a major undertaking that will need to be phased in over two years in order to be completed during the dry summer months.
- ROI – Thorough planning and selection of a roofing system should last 20-25 years.

FUNDING SOURCE – Renewal & Replacement Reserve

#### **Performance Stage – Replacement Stair Units - \$27,000**

- Purchase of eight adjustable eight step stair units to replace the original stair units that came with the purchase of the stage in 1990.
- Stair units have been redesigned over the years making them safer and sturdier for heavy use.
- Stair units will have lights on each step and can be rolled into place and adjusted to the different heights of a stage from 48" to 78."
- Project can be completed in FY 13-14
- ROI – Safer, easier to set and remove stair units that will benefit the clients.

FUNDING SOURCE – Renewal & Replacement Reserve

**Dance Floor Replacement – \$126,000**

- Purchase of two 40'x40 and one 20'x20' dance floor that will give OCC the ability to build one 60'x60' dance floor or any combination of the above to meet our client requests.
- OCC would replace two wood parquet dance floors that were purchased in 1990 and 2002. These dance floors are made of 3'x3' sections are heavy, labor intensive, and an ongoing maintenance concern because of the set screws continually stripping out and needing repair.
- New Magnattach dance floor is light weight, comes in 4'x4' sections and has no set screws, and is locked into place with high power magnets.
- A 20'x20' dance floor can be set or removed by two people in 7 minutes.
- Product has been in use for 16 years and comes with a 12 year warranty.
- Project can be completed in FY 13-14
- ROI – Labor savings through a faster more efficient system that will be safer for staff to install and guest to enjoy

FUNDING SOURCE – Renewal & Replacement Reserve

**New Capital Purchase**

**Audio/Visual Equipment Purchase - \$100,000**

- Purchase of A/V equipment to meet client needs and stay competitive in an aggressive A/V bidding market.
- The A/V department has continued to grow in revenue each of the past few years. As our business grows so does our reliance on sub rental equipment. Having an inventory of quality equipment in house allows us to be more competitive on bids, saves labor, and increases our profit margins.
- The competitive A/V environment has required OCC to use smaller margins to land shows. We can do this effectively when the equipment is owned by OCC and we can reduce pricing on certain pieces of equipment to secure contracts with clients.
- The last A/V equipment purchase has helped OCC reduce sub rentals and thus increased our profit margins which go directly to the bottom line.
- OCC's A/V rental revenue through December 2012 is \$763,943 after excise tax.
- Equipment has been identified that will have the fastest ROI and have the greatest reduction in our sub rentals.
- Project can be completed in July of 2013
- ROI – Increased profit margins that reflect in the OCC bottom line, ability to negotiate and secure business in a competitive marketplace, and continued profitability of the A/V department while demonstrating superior customer service for our clients.

FUNDING SOURCE – MERC Pooled Capital TLT Reserve

**Priority Capital Projects – Funding Requested from the MERC Pooled Capital TLT Reserve**

**Lighting Project/Energy Savings – OCC Tower Lighting Replacement - \$98,000 Project Cost – Estimated Energy Trust of Oregon funding \$28,000 = \$70,000.00 MERC Pooled Capital TLT Reserve**  
Lighting retrofit of existing Metal Halide tower lights

- Replacement of 44, 400w Metal Halides, 16, 250w Metal Halides and 28, 70w Metal Halide tower lights with 100w and 50w with low wattage LED's
- We are looking at options to replace the existing Metal Halides with LED's capable of not only emitting white light but also changing colors. OCC has received many requests over the years from clients wanting to light the towers in different colors for their events. This is something we are considering based on the feasibility, etc. Moving forward this could be used as an up sell opportunity or a value added feature for our clients.
- OCC has had a strong partnership with the Energy Trust of Oregon working with us to fund energy efficient projects.
- OCC has the opportunity to use MWESB lighting suppliers like we have in past lighting upgrade projects.
- ROI – Decreased energy consumption, continued commitment to sustainable practices and operating more efficiently, and potential revenue source by being able to up sell to clients the ability to change colors of the towers for specific events.

FUNDING SOURCE #1– MERC Pooled Capital TLT Reserve

FUNDING SOURCE #2 – Energy Trust of Oregon

(Sustainability)

**Lighting Project/Energy Savings – Portland Ballroom Can Light Replacement - \$112,000 Project Cost – Estimated Energy Trust of Oregon funding \$32,000 = \$80,000 MERC Pooled Capital TLT Reserve**

Lighting project retrofit 232 400w Quartz lights

- Replacement of 232, 400w Quartz can lights with 45w LED down lights in the Portland Ballrooms
- OCC has had a strong partnership with the Energy Trust of Oregon working with us to fund energy efficient projects.
- OCC has the opportunity to use MWESB lighting suppliers like we have in past lighting upgrade projects.
- ROI – Decreased energy consumption, continued commitment to sustainable practices, operating more efficiently, and reduced electricity costs or cost avoidance from increased utility rates.

FUNDING SOURCE #1– MERC Pooled Capital TLT Reserve

FUNDING SOURCE #2 – Energy Trust of Oregon

(Sustainability)

**Process Loop Piping Replacement - \$185,000 MERC Pooled Capital TLT Reserve**

- Complete replacement of remaining process water piping that is used to cool the compressors for the ice machines, walk-in coolers and freezers and heat pumps throughout the original side of the facility.
- The process water piping was originally designed as an open loop system in 1990. After a few years of use the piping became corroded due to the oxygen in the water being introduced from the cooling towers. The issue was resolved in the late 1990's making it a closed loop system but the damage was already done to the inside of the pipes.
- The corrosion and buildup in the pipes restricts the flow of the water used to cool and operate the compressors for the various types of refrigeration equipment mentioned above.

- Replacing the rest of the process loop piping will ensure that the water is flowing properly to the equipment and will help extend the life of the compressors that use the water for cooling.
- OCC has been replacing sections of the piping that is bad shape over the past few years through smaller projects completing the worst sections first that were easiest to reach and repair.
- Corrosion has been stopped because of changes to the system design and our water chemical treatment program.
- This project can be completed in FY 13-14
- ROI – Minimizing damage to compressors by increasing the flow of process water through the pipes, extending the life of the compressors by operating more efficiently, and reducing future leaks at fittings because of the existing corrosion in the pipes.

FUNDING SOURCE – MERC Pooled Capital TLT Reserve

**Design and Engineering – Meeting Rooms/Ballrooms Digital Video Signage – Phase 1 - \$75,000 MERC Pooled Capital TLT Reserve**

- OCC is looking to increase our technology and customer service by having digital signage at each meeting room and ballroom door.
- Clients would be able to list their sessions at each room instead of using paper signs or easels to direct their attendees
- This project is in line with our sustainability goals of reducing waste by eliminating the signage used outside each meeting room/ballroom
- We are looking for a consultant/electrical engineer to assist in product design, layout of systems including drawings and bid documents for construction.
- The product selection and design can take place in FY 13-14
- ROI – Increased customer service, reduced paper/poster board signage that ends up in landfill.

FUNDING SOURCE – MERC Pooled Capital TLT Reserve

**Design and Engineering – Meeting Rooms/Ballrooms Integrated Access Controls – Phase 1 - \$75,000 MERC Pooled Capital TLT Reserve**

- OCC is looking to move away from a hard key system to a key card system for convenience and security.
- Clients would also be able to have secure access into their meeting rooms or ballrooms by using a key card instead of multiple keys etc.
- This would provide additional security and reduce the impact of lost keys compromising the system
- We are looking for a consultant/electrical engineer to assist in product design, layout of systems including drawings and bid documents for construction.
- The product selection and design can take place in FY 13-14
- ROI – Increased customer service, ability to move away from a hard key system where if a key is lost the locks are compromised.

FUNDING SOURCE – MERC Pooled Capital TLT Reserve

**Priority Capital Projects – Funding Revenue from Operations**

**VIP B & VIP D Video Projector Project - \$19,885**

- Install two overhead HD video projectors in the two VIP rooms
- Currently clients have to setup a projector on the conference table to project their video to the screen.
- There would be data connections at the table for clients to plug into directly to feed the video from their computer to the projector overhead.
- ROI - The installation of video projectors in these two spaces will make the spaces more functional and add a level of customer service that is currently missing from a VIP room.
- Project can be completed in FY 13-14

FUNDING SOURCE – Revenue from Operations

**Open Walls by Stir Elevator and Aramark Office Elevator - \$36,600**

- Open the walls by the two elevators to create a more inviting space for patrons to sit and enjoy food or a drink at Stir or sit and relax on the Holladay Lobby side next to the elevator.
- Currently the extra seating area by Stir and the seating area on the Holladay Lobby by the Aramark office is dark and uninviting for patrons.
- The proposal is to open the walls facing the steps/escalators to match the existing opening that looks down to the A and C meeting rooms. Natural light will fill the area from the tower glass on both sides making the space feel bigger and more welcoming for patrons to want to sit down and eat or grab a beverage. Both sides would be opened to mirror each other so existing symmetry in the building is maintained.
- Project has been reviewed and designed.
- Project can be completed in FY 13-14

FUNDING SOURCE – Revenue from Operations

**Flowmeter Installation for Heating, Cooling, and Process Water Pipes - \$26,050**

- Install a flow meter on the chilled water, heating water, and condenser water piping.
- These meters will allow us to trend usage and demand for the three systems in our Building Automated Control System. The information will be extremely useful for planning and designing future replacements of the systems
- The ongoing accumulation of data will be valuable in ensuring that the future replacement boilers and chillers are designed appropriately for optimal efficiency.
- This project was evaluated and recommended through our ongoing retro-commissioning process
- Project can be completed in FY 13-14
- ROI – The ability to appropriately size future replacement boilers and chillers to maintain optimal efficiency and knowledge gained by our engineering staff on our how our systems function.

FUNDING SOURCE – Revenue from Operations

**Carry over Projects from FY 2012-13**

**Carryover from FY 12-13 - Replacement Chrome Entry Doors on Original Side of Venue - \$225,000**

- The chrome entry doors on the Holladay Lobby, King Lobby, and Oregon Ballroom Holladay and King Rotundas are in need of replacement. These doors are original to the facility and are the primary entrance for patrons entering the building from the Max lines.
- The project is being carried over to FY 13-14 because of inadequate funding. As we looked at starting the current project additional issues were brought to our attention. The original budget estimate was for a door replacement with aluminum style doors. There are issues with the thresholds that are cracked and with the concrete approaches that have settled in front of each door causing a potential trip hazard for patrons.
- These entry doors are used frequently to bring in equipment, lifts, etc. for events in addition to patrons. We are looking at options in door types and sizes that would be more operationally effective over time and resolve longstanding issues.
- The current and originally proposed doors are not on the OCC door access control system. These doors have to be manually opened and secured by security. We are taking this opportunity to investigate options to electronically secure these doors from our security console for times of emergency.
- An architect has been hired to present different door options, access controls, pricing, design the concrete and threshold repairs to withstand event equipment traffic and address potential design review issues with the city.
- A plan will be designed and agreed upon before moving forward
- Project will be completed in summer of 2013.
- ROI – Operational efficiency by having easier access for moving in equipment for maintenance and show needs. Increased efficiency and operation since the existing doors have 22 years of wear and tear and have become an ongoing maintenance issue.

FUNDING SOURCE – \$125,000 carry over from FY 2012-13 originally funded from the Renewal and Replacement Reserve

FUNDING SOURCE – Project requires an additional \$100,000 from the Renewal and Replacement Reserve

**Carryover from FY 12-13 - Restroom Handicap Accessible Door Operators - \$80,000**

- Project was reviewed prior to bidding and it was determined that funding was inadequate to complete under the previous budget.
- In addition to the new door operators, hardware upgrades and electrical wiring will need to be run to each set of doors to provide power to the door operator. The cost of running wire was higher than anticipated and thus the reason for requiring additional funding to complete as designed.
- Handicap accessible door operators are needed on all 20 of the OCC front of house restroom doors to meet ADA compliance. Currently patrons in wheelchairs can become trapped in a restroom because they can't pull the door open to exit.

- This project will add touch buttons on the outside and inside of restroom doors and a mechanical door operator to open the door when activated.
- Project will be completed in summer of 2013.
- ROI – Meeting ADA requirements for restroom access.

FUNDING SOURCE – carry over originally funded from OCC TLT Reserve  
 FUNDING SOURCE – Project requires an additional \$30,000 requested from the MERC Pooled Capital TLT Reserve  
 (Project) (Health & Safety & Customer Service)

**Carryover from FY 12-13 - Replacement Pick-Up Truck – Bobcat plow attachment - \$40,000**

- Project has been carried over to FY 13-14 because current truck is still performing well at this time because of repairs that were made last spring out of necessity.
- We have determined that a more efficient way for snow removal is purchasing a plow for our Bobcat since we do not have large surface parking lots that need plowed. A plow attachment for the Bobcat will be more effective in clearing the loading dock and sidewalks around the facility.
- Replace 22 year old truck used for day to day operational needs and purchase a plow for the Bobcat in FY 13-14.
- Project can be completed in FY 13-14
- ROI – A truck is necessary for day to day operations. The plow attachment gives us the ability address emergency snow removal efficiently.

FUNDING SOURCE – Originally funded from the OCC TLT Capital Reserve  
 (Purchase)

**Summary of Funding Sources for Capital Projects:**

<b>Renewal &amp; Replacement Reserve</b>	<b>\$1,333,000</b>
<b>MERC TLT Pooled Fund Request</b>	<b>\$615,000</b>
<b>Operating Revenue</b>	<b>\$82,535</b>
<b>Ending Fund Balance for Carry Over Project</b>	<b>\$215,000</b>
<b>Energy Trust of Oregon (ETO)</b>	<b>\$60,000</b>
<b>Total Capital Request</b>	<b>\$2,305,535</b>

## **PCPA Capital Request FY 2013-14 Budget**

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### **Renewal & Replacement**

#### **AHH Replace 20 water closets (6 gpf to 1.28 gpf) \$15,000**

- Replace original public and backstage water closets (toilets) with new low water flow units.
- Project needed for water savings estimated at 15,000 gallons per year for the 20 WC's.
- Project can be completed in FY13-14.
- ROI is approximately 2.4 years (City of Portland Water Bureau Survey estimates).

#### **AHH Stage Door Replacement \$25,000**

- Replace the custom sized stage door entrance opening with new standard sized doors and glass above.
- Original Stage doors are failing and unable to be effectively secured after 25 years of heavy use. Opportunity to re-size the doors to a standard sized opening with readily available hardware as opposed to custom hardware.
- Project can be completed in FY13-14.
- ROI is only applicable to down-sizing the doors for easier maintenance and availability of standard sized hardware.

#### **AHH HVAC and Lighting Controls Replacement \$250,000 (Year 1 of 2)**

- Replace original building controls system for HVAC 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.

#### **AHH Exterior Insulation Finish System Replacement Phase II \$175,000**

- Reinstall the exterior insulation finish system (outside walls) in alleyway outside Winningstad Theatre and surrounding the exterior mechanical patio for the cooling tower both located on the North elevation of the AHH. We have systemic failure in original construction methods &

poor historical maintenance from the roof line level to the sidewalk level. Project requires redesign and new construction of the entire wall system, flashing details, vapor barrier, insulation, and possible roof work as well.

- Safety of the building envelope is a critical piece of operating a building. We have had significant known leaks all over the Winningstad Theatre for a number of years.
- We can fully complete phase II of the project in FY13-14. We will have one final large phase of work to complete at the roof level of the building to complete this project. This is on the 5 year plan for next year.
- ROI is the cost avoidance of potential additional damage to our theater, production equipment, and/or potentially endangering our ability to book performances if the leaks were unable to be controlled or could cause harm to the public occupants of the theaters or buildings.

#### **ASCH Production Communications - Wireless \$20,000**

- Upgrade current fixed position communications for internal production staff and client stage management to wireless system that will integrate with existing system.
- This is a potential safety issue for department head stagehands that need the flexibility to move around for their job during performances while still being easily available to clients should the need arise.
- Can be completed in FY13-14.
- ROI is not quantifiable other than the safety factors described above and the potential for labor savings with consistent production communication capabilities allowing for working efficiencies.

#### **ASCH Roof Drains Replacement \$35,000**

- Replace failed roof drain bodies and pipe runs in previously identified locations in both front and back of house. The pipes and drains currently leak and also have standing water due to incorrect installation.
- Safety issue.
- Can be completed in FY 13-14
- ROI is cost avoidance to damaged interior plaster from water damage.

#### **ASCH Soft Goods replacement Front of House \$50,000**

- Replace all of the hanging drapes in the front of house including the drapes covering the old pipe organ locations. These goods have literally begun to disintegrate.
- This is a safety issue as we cannot hang these materials without their fire retardency and safe hanging hardware intact. We would be left with a theater with exposed building areas and changed acoustical properties due to the lack of absorption from the soft goods being removed.
- Can be completed in FY13-14.
- No known ROI.

#### **ASCH Front of House Lighting Conversion to LED \$90,000**

- -Design and replace the auditorium front of house lighting to work with newer available LED technology. All front of house coffered ceiling and aisle lighting at the ASCH has incandescent bulbs and uses a significant amount of wattage to deliver a very poor amount of light for our audiences and clients.
- This is an issue of both saving energy and increasing patron comfort.
- Can be completed in FY 13-14.
- ROI is anticipated to be less than 10 years.

**Keller Main Curtain \$50,000**

- Replace the Keller Main Stage Curtain.
- Needs to be funded as a safety issue. We cannot operate the theater with non-fire retardant or disintegrating soft goods. Our clients would be unable to stage shows without them.
- Can be completed in FY13-14.
- No known ROI.

**Keller Cooling Tower and Associated Piping \$10,000**

- Conduct Engineering study for the cooling tower and associated piping to provide the appropriate equipment and budgetary estimates needed for the full replacement in the following year.
- 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.
- Study can be completed in FY 13-14.
- ROI: Savings from water and electrical efficiency combined with the labor to safely operate the chiller for our HVAC. Failure to replace could result in lack of cooling capabilities and cause damage to other equipment in the system.

**AHH-Newmark Main Curtain \$50,000**

- Replace the Newmark Main Stage Curtain as it has failed the most recent flame retardancy test, the current main curtain is significantly heavier material than is actually required for operation and the cost to reflate-proof and the likelihood of curtain failure outweighs the benefit of trying to save.
- Needs to be funded as a safety issue. We cannot operate the theater with non-fire retardant or disintegrating soft goods. Our clients would be unable to stage shows without them.
- Can be completed in FY13-14.
- No known ROI.

**Newmark Production Communications - Wireless \$20,000**

- Upgrade current fixed position communications for internal production staff and client stage management to wireless system that will integrate with existing system.
- This is a safety issue for department head stagehands that need the flexibility to move around for their job during performances while still being easily available to clients should the need arise.
- Can be completed in FY13-14.
- ROI is not quantifiable other than the safety factors described above and the potential for savings with consistent production communication capabilities allowing for labor efficiencies.

**Newmark Lighting System Overhaul Phase I \$56,000**

- This is the first of a three phase process to replace the production and house lighting systems with their current outdated systems with industry standard systems used

throughout all of our other venues. This phase includes a new operating console to drive the lighting systems and a full extension of the cabling needed to operate the lights hanging from the pipes above the stage.

- This replacement is for both safety and labor saving purposes. 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. The cabling portion of the work will save significant hours of loading counterweight pipes and stringing cables to large junction boxes on each pipe.
- This phase of work can be completed in FY 13-14.
- ROI for labor savings to clients and maintenance costs.

**Summary of Funding Sources:**

<b>Renewal &amp; Replacement Reserve</b>	<b>\$756,000</b>
<b>Donation from the PCPA Foundation</b>	<b>\$75,000</b>
<b>Total Capital Request</b>	<b>\$831,000</b>

**Administration - Information Services Capital Request  
FY 2013-14 Budget**

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**Renewal & Replacement Reserve**

- ✓ **Server / Storage Replacement of Aged Equipment \$64,000**
  - ◆ 14 of the 17 MERC IT servers have reached or exceeded their expected life cycle and are no longer under support from the vendors. At these ages, there is increased likelihood of equipment failure, with additional risks that the manufacture may not have the needed repair parts. Some of the servers are older than eight years.
  - ◆ In partnership, the data storage system that supports these servers has reached an end of life and no longer can contain all the required file storage (note the regular requests from the Help Desk to clean up unneeded files to make room for more space).
  - ◆ Project will purchase the needed computing power and add this purchased capacity to the existing Metro virtualized data center with dedicated MERC server blades and storage space.
  - ◆ This joint combination of resources with Metro will provide more computing capabilities at a \$25,000 cost reduction compared to building a MERC only solution
  - ◆ Project will be completed in FY14
  - ◆ ROI, reduction of risk of equipment failure, plus increased capacity for future growth
  
- ✓ **SQL Server Upgrade – Software \$28,800**
  - Various MERC Microsoft SQL databases require upgrading so as to continue support.
  - The following database systems will be upgraded or enhanced
    - Aramark Versa Touch POS support upgrade
    - USI event based management software version upgrade Development
    - USI event based management software version upgrade Test
    - USI event based management software version upgrade Production
  - Project will be completed in FY14
  - ROI, ability to provide ongoing support with modern database system

**Summary of Funding Sources for Capital Projects:**

<b>Renewal &amp; Replacement Reserve</b>	<b>\$92,800</b>
<b>Total Capital Request</b>	<b>\$92,800</b>

Metropolitan Exposition-Recreation Commission  
**MERC Statement of Activity Budget Report**  
**All Departments**  
**2013-14 Proposed Budget**

					% Change of
			2012-13	2013-14	Annual
	2010-11 Actual	2011-12 Actual	Adopted Budget	Proposed Budget	Budget
	June-11	June-12	June-13	June-14	100%
<b>Operating</b>					
Revenue	18,211,686	19,232,911	18,067,732	18,827,859	4%
Revenue - Food and Beverage	13,502,313	13,618,356	11,804,821	12,079,725	2%
<b>Total Operating Revenue</b>	<b>31,713,999</b>	<b>32,851,267</b>	<b>29,872,553</b>	<b>30,907,584</b>	<b>3%</b>
Costs - Food and Beverage	11,347,477	11,889,719	9,862,144	10,265,500	4%
Personal Services	17,212,775	17,202,907	17,567,418	17,776,192	1%
Goods & Services	7,076,236	7,454,216	8,264,736	8,795,630	6%
Marketing	3,038,636	3,073,955	4,014,278	4,295,461	7%
<b>Total Operating Expenses</b>	<b>38,675,124</b>	<b>39,620,797</b>	<b>39,708,576</b>	<b>41,132,783</b>	<b>3.59%</b>
<b>Net Operating Results Inc (Dec)</b>	<b>(6,961,125)</b>	<b>(6,769,530)</b>	<b>(9,836,023)</b>	<b>(10,225,199)</b>	<b>4%</b>
<b>Non Operating</b>					
Transient, Lodging Tax	9,044,449	9,627,880	9,985,127	10,280,593	3%
Visitor Development Fund (VDF)	1,978,242	2,007,771	3,147,506	3,420,902	9%
Government Support City of Portland	767,019	774,040	793,408	816,020	3%
Non-Operating Revenue	142,593	219,529	156,412	100,850	-36%
Non-Operating Expense	2,500	-	2,200,000	-	-
	<b>11,929,803</b>	<b>12,629,220</b>	<b>11,882,453</b>	<b>14,618,365</b>	<b>23%</b>
<b>Support and Risk Management</b>					
MERC Administration	-	-	-	-	-
Indirect Cost Metro Support	-	-	-	-	-
Metro Support Services	1,993,186	2,164,856	2,498,424	2,744,024	10%
Metro Risk Management	499,312	741,765	729,301	629,716	-13.655%
	<b>2,492,498</b>	<b>2,906,621</b>	<b>3,227,725</b>	<b>3,373,740</b>	<b>5%</b>
<b>Net Increase (Decrease)</b>	<b>2,476,180</b>	<b>2,953,070</b>	<b>(1,181,295)</b>	<b>1,019,426</b>	<b>-186%</b>
	-	-	-	(0)	
<b>Transfers</b>					
Transfers to (Expense)	-	2,041,922	392,056	400,504	2%
Transfers from (Revenue)	-	114,822	2,768,633	750,000	-73%
Debt Service (Expense)	1,189,132	1,188,632	1,187,132	1,188,650	0%
<b>Net Transfers</b>	<b>(1,189,132)</b>	<b>(3,115,732)</b>	<b>1,189,445</b>	<b>(839,154)</b>	<b>-171%</b>
<b>Net Operations</b>	<b>1,287,048</b>	<b>(162,662)</b>	<b>8,150</b>	<b>180,272</b>	<b>2112%</b>
	0	0	-	(0)	
<b>Capital</b>					
Revenue	-	-	-	-	-
Capital Outlay	3,736,634	1,890,890	3,344,077	4,198,338	26%
Construction Management	117	-	-	-	-
Transient, Lodging Tax	492,214	902,391	-	-	-
Non-Operating Revenue	856,729	475,030	295,000	439,003	49%
Transfers to (Expense)	105,931	-	-	-	-
Transfers from (Revenue)	475,000	480,000	-	-	-
<b>Net Capital</b>	<b>(2,018,739)</b>	<b>(33,469)</b>	<b>(3,049,077)</b>	<b>(3,759,335)</b>	<b>23%</b>
<b>Fund Balance Inc (Dec)</b>	<b>(731,692)</b>	<b>(196,131)</b>	<b>(3,040,927)</b>	<b>(3,579,063)</b>	<b>18%</b>
	0	0	-	-	
<b>Food and Beverage Gross Margin</b>	<b>2,154,836</b>	<b>1,728,637</b>	<b>1,942,677</b>	<b>1,814,225</b>	<b>-7%</b>
<b>Food and Beverage Gross Margin</b>	<b>16.0%</b>	<b>12.7%</b>	<b>16.5%</b>	<b>15.0%</b>	
<b>Full Time Employees</b>	<b>-</b>	<b>-</b>	<b>182.5</b>	<b>62.2</b>	
<b>Excise Tax</b>	<b>1,681,548</b>	<b>1,023,558</b>	<b>-</b>	<b>-</b>	
<b>Transient, Lodging Taxes as percent of revenue</b>	<b>22%</b>	<b>23%</b>	<b>25%</b>	<b>25%</b>	
<b>Fund Balance</b>					
Beginning Fund Balance			26,161,717	23,318,290	
Fund Balance Inc (Dec)			(3,040,927)	(3,579,063)	
<b>Ending Fund Balance</b>			<b>23,120,790</b>	<b>19,739,227</b>	
Unrestricted Fund Balance			2,384,950	(0)	
Operating Contingency			2,299,335	2,299,335	
Stabilization Reserve			620,500	620,500	
Contingency for Renewal & Replacement			200,000	200,000	
Designated for Renewal & Replacement			12,277,072	10,834,764	
New Capital/Business Strategy Reserve			5,196,719	5,530,023	
Restricted by Agreement - TLT			142,214	254,605	
<b>Ending Fund Balance</b>			<b>23,120,790</b>	<b>19,739,227</b>	

Metropolitan Exposition-Recreation Commission  
**MERC Statement of Activity Budget Report**  
**Portland Exposition Center**  
**2013-14 Proposed Budget**

	2010-11	2011-12	2012-13	2013-14	% Change of
	Actual	Actual	Adopted	Proposed Budget	Annual
	June-11	June-12	June-13	June-14	Budget
					100%
<b>Operating</b>					
Revenue	3,471,329	4,127,454	3,838,186	4,072,649	6%
Revenue - Food and Beverage	1,618,546	1,981,807	1,864,849	1,868,163	0%
<b>Total Operating Revenue</b>	<b>5,089,875</b>	<b>6,109,261</b>	<b>5,703,035</b>	<b>5,940,812</b>	<b>4%</b>
Costs - Food and Beverage	1,434,827	1,757,116	1,505,243	1,534,261	2%
Personal Services	1,388,413	1,469,086	1,605,485	1,666,000	4%
Goods & Services	1,138,375	1,325,916	1,342,728	1,240,827	-8%
<b>Total Operating Expenses</b>	<b>3,961,614</b>	<b>4,552,119</b>	<b>4,453,456</b>	<b>4,441,088</b>	<b>-0.28%</b>
<b>Net Operating Results Inc (Dec)</b>	<b>1,128,260</b>	<b>1,557,142</b>	<b>1,249,579</b>	<b>1,499,724</b>	<b>20%</b>
<b>Non Operating</b>					
Non-Operating Revenue	24,106	31,767	21,290	9,082	-57%
Non-Operating Expense	-	-	-	-	-
	<b>24,106</b>	<b>31,767</b>	<b>21,290</b>	<b>9,082</b>	<b>-57%</b>
<b>Support and Risk Management</b>					
MERC Administration	200,195	160,337	153,944	107,481	-30%
Metro Support Services	179,387	194,837	224,858	268,428	19%
Metro Risk Management	75,038	85,947	80,988	71,747	-11%
	<b>454,620</b>	<b>441,121</b>	<b>459,790</b>	<b>447,656</b>	<b>-3%</b>
<b>Net Increase (Decrease)</b>	<b>697,746</b>	<b>1,147,789</b>	<b>811,079</b>	<b>1,061,150</b>	<b>31%</b>
<b>Transfers</b>					
Transfers to	-	174,890	1,359	-	-
Transfers from	-	7,980	4,500	-	-
Debt Service	1,189,132	1,188,632	1,187,132	1,188,650	0.13%
<b>Net Transfers</b>	<b>(1,189,132)</b>	<b>(1,355,542)</b>	<b>(1,183,991)</b>	<b>(1,188,650)</b>	<b>0%</b>
<b>Net Operations</b>	<b>(491,386)</b>	<b>(207,754)</b>	<b>(372,912)</b>	<b>(127,500)</b>	<b>-66%</b>
<b>Capital</b>					
Capital Outlay Expense	429,622	219,917	574,500	969,003	68.67%
Non-Operating Revenue	8,850	4,987	-	304,003	#DIV/0!
Intrafund Transfers (Exp/Rev)	-	-	270,000	165,000	-100%
<b>Net Capital</b>	<b>(420,772)</b>	<b>(214,930)</b>	<b>(304,500)</b>	<b>(500,000)</b>	<b>64%</b>
<b>Fund Balance Inc (Dec)</b>	<b>(912,158)</b>	<b>(422,684)</b>	<b>(677,412)</b>	<b>(627,500)</b>	<b>-7%</b>
<b>Food and Beverage Gross Margin</b>	<b>183,719</b>	<b>224,690</b>	<b>359,606</b>	<b>333,902</b>	<b>-7%</b>
<b>Food and Beverage Gross Margin %</b>	<b>11.4%</b>	<b>11.3%</b>	<b>19.3%</b>	<b>17.9%</b>	
<b>Full Time Employees</b>			<b>13.3</b>	<b>12.3</b>	
<b>Excise Tax</b>	<b>330,265</b>	<b>453,167</b>	-	-	
<b>Fund Balance</b>					
Beginning Fund Balance			4,310,142	3,720,230	
Fund Balance Inc (Dec)			(677,412)	(627,500)	
<b>Ending Fund Balance</b>			<b>3,632,730</b>	<b>3,092,730</b>	
Unrestricted Fund Balance			182,705	-	
Operating Contingency			364,000	364,000	
Stabilization Reserve			186,000	186,000	
Designated for Renewal & Replacement			775,000	360,000	
New Capital/Business Strategy Reserve			2,125,025	2,182,730	
<b>Ending Fund Balance</b>			<b>3,632,730</b>	<b>3,092,730</b>	

Metropolitan Exposition-Recreation Commission  
**MERC Statement of Activity Budget Report**  
**Oregon Convention Center**  
**2013-14 Proposed Budget**  
 Excluding OCC Enhanced Marketing Project

			2012-13 Adopted	2013-14	% Change of
	2010-11 Actual	2011-12 Actual	Budget	Proposed Budget	Annual
	June-11	June-12	June-13	June-14	Budget
					100%
<b>Operating</b>					
Revenue	8,803,510	8,585,533	7,798,834	7,760,264	0%
Revenue - Food and Beverage	10,203,890	9,468,327	8,224,999	8,300,000	1%
<b>Total Operating Revenue</b>	<b>19,007,400</b>	<b>18,053,859</b>	<b>16,023,833</b>	<b>16,060,264</b>	<b>0%</b>
Costs - Food and Beverage	8,415,431	8,395,135	6,880,666	7,084,025	3%
Personal Services	8,768,636	8,950,462	9,224,471	9,746,695	6%
Goods & Services	3,781,524	3,777,240	3,884,221	3,750,641	-3%
Marketing	3,038,636	3,073,955	4,014,278	4,295,461	7%
<b>Total Operating Expenses</b>	<b>24,004,227</b>	<b>24,196,792</b>	<b>24,003,636</b>	<b>24,876,822</b>	<b>4%</b>
<b>Net Operating Results Inc (Dec)</b>	<b>(4,996,827)</b>	<b>(6,142,933)</b>	<b>(7,979,803)</b>	<b>(8,816,558)</b>	<b>10%</b>
<b>Non Operating</b>					
Transient, Lodging Tax	7,844,449	8,393,560	8,729,303	8,978,088	3%
Visitor Development Fund (VDF)	1,379,276	1,391,435	2,520,676	2,770,519	10%
Non-Operating Revenue	31,217	65,537	46,678	23,890	-49%
Non-Operating Expense	-	-	2,200,000	-	-
	<b>9,254,942</b>	<b>9,850,532</b>	<b>9,096,657</b>	<b>11,772,497</b>	<b>29%</b>
<b>Support and Risk Management</b>					
MERC Administration	1,245,656	997,651	957,878	617,557	-36%
Metro Support Services	1,116,184	1,212,325	1,399,118	1,542,282	10%
Metro Risk Management	283,622	397,366	408,408	334,102	-18%
	<b>2,645,462</b>	<b>2,607,342</b>	<b>2,765,404</b>	<b>2,493,941</b>	<b>-10%</b>
<b>Net Increase (Decrease)</b>	<b>1,612,654</b>	<b>1,100,257</b>	<b>(1,648,550)</b>	<b>461,998</b>	<b>-128%</b>
<b>Transfers</b>					
Transfers to (Expense)	-	1,001,253	239,450	239,800	0%
Transfers from (Revenue)	-	66,180	2,228,000	-	-
<b>Net Transfers</b>	<b>-</b>	<b>(935,073)</b>	<b>1,988,550</b>	<b>(239,800)</b>	<b>-112%</b>
<b>Net Operations</b>	<b>1,612,654</b>	<b>165,184</b>	<b>340,000</b>	<b>222,198</b>	<b>-35%</b>
<b>Capital</b>					
Capital Outlay Expense	2,389,158	1,156,478	2,152,577	2,305,535	7%
Non-Operating Revenue	533,414	17,812	220,000	60,000	-73%
Intrafund Transfers (Exp/Rev)	-	-	90,000	615,000	583%
Transfers to (Expense)	105,931	-	-	-	-
Transfers from (Revenue)	475,000	480,000	-	-	-
<b>Net Capital</b>	<b>(1,486,675)</b>	<b>(658,666)</b>	<b>(1,842,577)</b>	<b>(1,630,535)</b>	<b>-12%</b>
<b>Fund Balance Inc (Dec)</b>	<b>125,979</b>	<b>(493,482)</b>	<b>(1,502,577)</b>	<b>(1,408,337)</b>	<b>-6%</b>
<b>Food and Beverage Gross Margin</b>	<b>1,788,459</b>	<b>1,073,192</b>	<b>1,344,333</b>	<b>1,215,975</b>	<b>-10%</b>
<b>Food and Beverage Gross Margin %</b>	<b>17.5%</b>	<b>11.3%</b>	<b>16.3%</b>	<b>14.7%</b>	
<b>Full Time Employees</b>			<b>110.3</b>	<b>111.3</b>	
<b>Excise Tax</b>	<b>1,275,473</b>	<b>1,350,849</b>	<b>-</b>	<b>-</b>	
<b>Fund Balance</b>					
Beginning Fund Balance			11,058,549	9,770,972	
Fund Balance Inc (Dec)			(1,502,577)	(1,408,337)	
Fund Balance Inc (Dec) for HQH			-	-	
<b>Ending Fund Balance</b>			<b>9,555,972</b>	<b>8,362,635</b>	
Unrestricted Fund Balance			725,337	(0)	
Operating Contingency			1,540,000	1,540,000	
Stabilization Reserve			260,000	260,000	
Designated for Renewal & Replacement			5,685,779	5,227,779	
New Capital/Business Strategy Reserve			1,334,856	1,334,856	
Restricted by Agreement - TLT			10,000	-	
<b>Ending Fund Balance</b>			<b>9,555,972</b>	<b>8,362,635</b>	

**Metropolitan Exposition-Recreation Commission**  
**MERC Statement of Activity Budget Report**  
**Portland Center for the Performing Arts**  
**2013-14 Proposed Budget**

	2010-11	2011-12	2012-13	2013-14	% Change
	Actual	Actual	Adopted	Proposed Budget	of
	June-11	June-12	June-13	June-14	Annual
					Budget
					100%
<b>Operating</b>					
Revenue	5,925,299	6,538,007	6,430,712	6,994,946	9%
Revenue - Food and Beverage	1,679,877	2,168,223	1,714,973	1,911,562	11%
<b>Total Operating Revenue</b>	<b>7,605,176</b>	<b>8,706,230</b>	<b>8,145,685</b>	<b>8,906,508</b>	<b>9%</b>
Costs - Food and Beverage	1,497,220	1,737,468	1,476,235	1,647,214	12%
Personal Services	5,189,200	5,377,505	5,582,207	5,653,869	1%
Goods & Services	1,867,774	2,102,087	2,105,811	2,821,985	34%
<b>Total Operating Expenses</b>	<b>8,554,194</b>	<b>9,217,060</b>	<b>9,164,253</b>	<b>10,123,068</b>	<b>10%</b>
<b>Net Operating Results Inc (Dec)</b>	<b>(949,018)</b>	<b>(510,830)</b>	<b>(1,018,568)</b>	<b>(1,216,560)</b>	<b>19%</b>
<b>Non Operating</b>					
Transient, Lodging Tax	1,200,000	1,234,320	1,255,824	1,302,505	4%
Visitor Development Fund (VDF)	598,966	616,336	626,830	650,383	4%
Government Support City of Portland	767,019	774,040	793,408	816,020	3%
Non-Operating Revenue	80,239	113,049	84,376	64,128	-24%
Non-Operating Expense	2,500	-	-	-	-
	<b>2,643,724</b>	<b>2,737,745</b>	<b>2,760,438</b>	<b>2,833,036</b>	<b>3%</b>
<b>Support and Risk Management</b>					
MERC Administration	778,535	623,532	598,674	373,721	-38%
Metro Support Services	697,615	757,694	874,448	933,314	7%
Metro Risk Management	140,652	258,452	239,905	223,867	-7%
	<b>1,616,802</b>	<b>1,639,678</b>	<b>1,713,027</b>	<b>1,530,902</b>	<b>-11%</b>
<b>Net Increase (Decrease)</b>	<b>77,903</b>	<b>587,237</b>	<b>28,843</b>	<b>85,574</b>	<b>197%</b>
<b>Transfers</b>					
Transfers to (Expense)	-	613,522	5,281	-	-
Transfers from (Revenue)	-	28,440	17,500	-	-
<b>Net Transfers</b>	<b>-</b>	<b>(585,082)</b>	<b>12,219</b>	<b>-</b>	<b>-</b>
<b>Net Operations</b>	<b>77,903</b>	<b>2,155</b>	<b>41,062</b>	<b>85,574</b>	<b>108%</b>
<b>Capital</b>					
Capital Outlay Expense	917,855	514,494	570,000	831,000	46%
Construction Management Expense	117	-	-	-	-
Non-Operating Revenue	314,465	452,231	75,000	75,000	0%
Intrafund Transfers (Exp/Rev)	-	15,000	-	-	-
<b>Net Capital</b>	<b>(603,507)</b>	<b>(47,264)</b>	<b>(495,000)</b>	<b>(756,000)</b>	<b>53%</b>
<b>Fund Balance Inc (Dec)</b>	<b>(525,603)</b>	<b>(45,109)</b>	<b>(453,938)</b>	<b>(670,426)</b>	<b>48%</b>
<b>Food and Beverage Gross Margin</b>	<b>182,657</b>	<b>430,755</b>	<b>238,738</b>	<b>264,348</b>	<b>11%</b>
<b>Food and Beverage Gross Margin %</b>	<b>10.9%</b>	<b>19.9%</b>	<b>13.9%</b>	<b>13.8%</b>	
<b>Full Time Employees</b>			<b>46.4</b>	<b>44.4</b>	
<b>Fund Balance</b>					
Beginning Fund Balance			8,445,301	7,886,363	
Fund Balance Inc (Dec)			(453,938)	(670,426)	
<b>Ending Fund Balance</b>			<b>7,991,363</b>	<b>7,215,937</b>	
Unrestricted Fund Balance			435,025	-	
Operating Contingency			300,000	300,000	
Stabilization Reserve			174,500	174,500	
Designated for Renewal & Replacement			5,345,000	4,729,000	
New Capital/Business Strategy Reserve			1,736,838	2,012,437	
<b>Ending Fund Balance</b>			<b>7,991,363</b>	<b>7,215,937</b>	

**Metropolitan Exposition-Recreation Commission  
MERC Statement of Activity Budget Report  
Convention Center Enhanced Marketing Project  
2013-14 Proposed Budget**

	<u>2012-13 Adopted Budget</u> June-13	<u>2013-14 Proposed Budget</u> June-14
<b>Operating</b>		
Personal Services	-	-
Goods & Services	372,667	589,296
<b>Net Operating Results Inc (Dec)</b>	<b>(372,667)</b>	<b>(589,296)</b>
<b>Transfers</b>		
Transfers to (Expense)	145,966	160,704
Transfers from (Revenue)	518,633	750,000
<b>Net Transfers</b>	<b>372,667</b>	<b>589,296</b>
<b>Net Operations</b>	<b>-</b>	<b>-</b>

**Metropolitan Exposition-Recreation Commission**  
**MERC Statement of Activity Budget Report**  
**MERC Administration**  
**2013-14 Proposed Budget**

	2010-11 Actual June-11	2011-12 Actual June-12	2012-13 Adopted Budget June-13	2013-14 Proposed Budget June-14	% Change of Annual Budget 100%
<b>Operating</b>					
Revenue	11,549	(18,083)	-	-	-
Personal Services	1,866,526	1,405,853	1,155,255	709,628	-39%
Goods & Services	288,562	248,973	559,309	392,881	-30%
<b>Net Operating Results Inc (Dec)</b>	<b>(2,143,540)</b>	<b>(1,672,909)</b>	<b>(1,714,564)</b>	<b>(1,102,509)</b>	<b>-36%</b>
<b>Non Operating</b>					
Non-Operating Revenue	7,031	9,176	4,068	3,750	-8%
Non-Operating Expense	-	-	-	-	-
	<b>7,031</b>	<b>9,176</b>	<b>4,068</b>	<b>3,750</b>	<b>-8%</b>
<b>Support and Risk Management</b>					
MERC Administration	2,224,386	1,781,520	1,710,496	1,098,759	-36%
	<b>2,224,386</b>	<b>1,781,520</b>	<b>1,710,496</b>	<b>1,098,759</b>	<b>-36%</b>
<b>Net Increase (Decrease)</b>	<b>87,877</b>	<b>117,787</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers</b>					
Transfers to (Expense)	-	252,257	-	-	-
Transfers from (Revenue)	-	12,222	-	-	-
<b>Net Transfers</b>	<b>-</b>	<b>(240,035)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operations</b>	<b>87,877</b>	<b>(122,248)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital</b>					
Capital Outlay Expense	-	-	47,000	92,800	97%
Transient, Lodging Tax	492,214	902,391	-	-	-
Intrafund Transfers (Exp/Rev)	-	(15,000)	(360,000)	(780,000)	117%
<b>Net Capital</b>	<b>492,214</b>	<b>887,391</b>	<b>(407,000)</b>	<b>(872,800)</b>	<b>114%</b>
<b>Fund Balance Inc (Dec)</b>	<b>580,091</b>	<b>765,144</b>	<b>(407,000)</b>	<b>(872,800)</b>	<b>114%</b>
<b>Full Time Employees</b>			11.5	5.5	
<b>Excise Tax</b>	434	251	-	-	
<b>Fund Balance</b>					
Beginning Fund Balance			2,347,725	1,940,725	
Fund Balance Inc (Dec)			(407,000)	(872,800)	
<b>Ending Fund Balance</b>			<b>1,940,725</b>	<b>1,067,925</b>	
Unrestricted Fund Balance			1,041,883	-	
Operating Contingency			95,335	95,335	
Designated for Renewal & Replacement			471,293	517,985	
Restricted by Agreement - TLT			132,214	254,605	
<b>Ending Fund Balance</b>			<b>1,940,725</b>	<b>1,067,925</b>	

**Expo Center**  
**Five year Capital Plan 2013-14 through 2017-18**

March 6, 2013

<i>Description</i>	<i>Location</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2013-14</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>Total</i>
<b>Expo FY 2013-14</b>									
Roof Repair - Hall D Dock & Storage/Kitchen - Hall C - silvercoat	Halls D & C	Renewal & Replacement	R & R Reserve	265,000					265,000
Parking Lot Asphalt repairs, maintenance and/or removal/replacement - UP2, UP3 and Plaza	Expo	Renewal & Replacement	R & R Reserve	50,000					50,000
Forklift - - Equipment life cycle end - 1 of 3	Expo	Renewal & Replacement	R & R Reserve	35,000					35,000
Hall D Lobby and Mtg. Rm. Carpet Replacement; paint + office, graphics	Hall D	Renewal & Replacement	R & R Reserve	100,000					100,000
Portable bleacher replacement - 3 of 3	Expo	Renewal & Replacement	R & R Reserve	50,000					50,000
Lighting Efficiency Improvement: Halls D,E and Connector, Halls AB and East Hall; Match from Sustainability Grant / Energy Trust of Oregon credit	Halls AB, D & E	Sustainability Initiative / Renewal & Replacement	MERC TLT Pooled Capital	384,003					384,003
Stormwater mitigation / Bioswale improvement - Match from Sustainability Grant / City of Portland grant	Expo	Sustainability Initiative / Renewal & Replacement	MERC TLT Pooled Capital	30,000					30,000
Golf / Electric Carts - Ops/Parking/Events - (Replace one existing Cart, purchase 1 additional carts)	Expo	New Capital/ R & R	MERC TLT Pooled Capital	30,000					30,000
Audio Purchases-Movable box truss, drape, sound clusters for half-hall catering presentations	Expo	New Capital	MERC TLT Pooled Capital	25,000					25,000
Connector Improvements - Seating, F&B, Paint, Lighting, Electrical	Halls D & E	New Capital	Aramark Reserve	25,000					25,000
<b>Expo FY 2014-15</b>									
Parking Lot Asphalt maintenance and/or removal/replacement - UP1, Drivelanes	Expo	Renewal & Replacement	R & R Reserve		50,000				50,000
Roof Repair - Hall E Lobby / Meeting Rooms	Hall E	Renewal & Replacement	R & R Reserve		100,000				100,000
Forklift - Equipment life cycle end - 2 of 3	Expo	Renewal & Replacement	R & R Reserve		25,000				25,000
Plastic / Flat Stacking Chairs - 1 of 3 - MyTLite MERC pool	Expo	Renewal & Replacement	R & R Reserve		25,000				25,000
Electrical - Hall A/ B - Upgrade existing	Hall A & B	Renewal & Replacement	R & R Reserve		140,000				140,000

**Expo Center**  
**Five year Capital Plan 2013-14 through 2017-18**

March 6, 2013

<i>Description</i>	<i>Location</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2013-14</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>Total</i>
Golf / Electric Carts - Ops/Parking/Events - Purchase 1 additional cart. Total of 3.	Expo	New Capital	Unfunded		15,000				15,000
New portable food carts for use indoor / outdoor	Expo	New Capital	Aramark Reserve		40,000				40,000

<b>Expo FY 2015-16</b>									
Parking Lot Asphalt maintenance and/or removal/replacement - LP3	Expo	Renewal & Replacement	R & R Reserve			50,000			50,000
Roof Repair - Hall D (barrel)	Hall D	Renewal & Replacement	R & R Reserve			200,000			200,000
Tractor/Grounds Equipment - Equipment life cycle end	Expo	Renewal & Replacement	R & R Reserve			40,000			40,000
WiFi Telecommunications Upgrade - expand capability - ROI	Expo	Renewal & Replacement	R & R Reserve			40,000			40,000
Updated Phone System	Expo	Renewal & Replacement	R & R Reserve			100,000			100,000
Plastic / Flat Stacking Chairs - 2 of 3 - MyTLite MERC pool	Expo	Renewal & Replacement	R & R Reserve			25,000			25,000
Concession equipment upgrade - Hall D	Expo	New Capital	Aramark Reserve			25,000			25,000

<b>Expo FY 2016-17</b>									
Parking Lot Asphalt maintenance and/or removal/replacement - LP2	Expo	Renewal & Replacement	R & R Reserve				60,000		60,000
Roof Repair - Hall E Loading dock / storage	Hall E	Renewal & Replacement	R & R Reserve				200,000		200,000
Forklift - Equipment life cycle end - 3 of 3	Expo	Renewal & Replacement	R & R Reserve				35,000		35,000
Plastic / Flat Stacking Chairs - 3 of 3 - MyTLite MERC pool	Expo	Renewal & Replacement	R & R Reserve				25,000		25,000
Sign Tower Painting	Hall E	Renewal & Replacement	R & R Reserve				25,000		25,000
Security Mobile Car / Truck or Van - Equipment life cycle end (Ops / Parking)	Expo	Renewal & Replacement	R & R Reserve				45,000		45,000

**Expo Center**  
**Five year Capital Plan 2013-14 through 2017-18**

March 6, 2013

<i>Description</i>	<i>Location</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2013-14</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>Total</i>
Scissor lift - 30-40' - New	Expo	New Capital	Unfunded				35,000		35,000
Concession equipment upgrade - Hall E	Expo	New Capital	Aramark Reserve				25,000		25,000
<b>Expo FY 2017-18</b>									
Parking Lot Asphalt maintenance and/or removal/replacement - LP1	Expo	Renewal & Replacement	R & R Reserve					60,000	60,000
Roof Repair - Hall E (barrel)	Hall E	Renewal & Replacement	R & R Reserve					350,000	350,000
Forklift - - Equipment life cycle end	Expo	Renewal & Replacement	R & R Reserve					35,000	35,000
Scissor lift - 30-40' - New	Expo	New Capital	Unfunded					35,000	35,000
West Delta equipment / restaurants upgrades	Hall D	New Capital	Aramark Reserve					25,000	25,000
<b>Total</b>				<b>994,003</b>	<b>395,000</b>	<b>480,000</b>	<b>450,000</b>	<b>505,000</b>	<b>2,824,003</b>

**Oregon Convention Center  
Five year Capital Plan 2013-14 through 2017-18**

March 6, 2013

<i>Description</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2013-14</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>Total</i>
<b>OCC FY 2013-14</b>								
Original roof replacement project	Renewal & Replacement	R & R Reserve	1,080,000	1,500,000				2,580,000
Performance stage replacement stair units	Renewal & Replacement	R & R Reserve	27,000					27,000
Replacement dance floors (two 40'x40' and one 20'x20' to make a 60'x60')	Renewal & Replacement	R & R Reserve	126,000					126,000
Audio/Visual equipment purchase	New Capital	TLT Pooled Capital	100,000					100,000
Tower Lighting Replacement	Sustainability	TLT Pooled Capital	98,000					98,000
Portland Ballroom Can Lighting Replacement	Sustainability	TLT Pooled Capital	112,000					112,000
Process loop piping replacement	Sustainability	TLT Pooled Capital	185,000					185,000
Design and engineering - meeting rooms/ballrooms digital signage	New Capital	TLT Pooled Capital	75,000					75,000
Design and engineering - meeting rooms/ballrooms/exhibit halls door access controls	New Capital	TLT Pooled Capital	75,000					75,000
VIP B & VIP D Video Projector Project	New Capital	Operation Revenue	19,885					19,885
Open walls by Stir and Aramark office to view perfection areas below	New Capital	Operation Revenue	36,600					36,600
Flow meter installation for heating, cooling, and process water pipes	New Capital	Operation Revenue	26,050					26,050
<b>Carry Over Projects:</b>								
Replacement chrome entry doors on original side of venue - request additional \$100,000	Renewal & Replacement	Fund Balance/ R & R Reserve	225,000					225,000
Rest Room handicap accessible door operators - request additional \$40,000	Health & Safety & Customer Service	Fund Balance/ TLT Pooled Capital	80,000					80,000
Replacement pick-up truck	Renewal & Replacement	Fund Balance	40,000					40,000
-								
<b>OCC FY 2014-15</b>								
-								
Carpet replacement (meeting rooms, ballrooms, lobbies)	Renewal & Replacement	R & R Reserve		85,000	2,100,000			2,185,000
Two-way radio system upgrade from analog to digital per the FCC requirement	Renewal & Replacement	R & R Reserve		275,000				275,000
OCC/MERC admin network upgrade (cost share MERC IT R & R Reserve)	Renewal & Replacement	R & R Reserve		80,000				80,000

**Oregon Convention Center  
Five year Capital Plan 2013-14 through 2017-18**

March 6, 2013

<i>Description</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2013-14</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>Total</i>
Telecommunications VOIP upgrade	New Or R & R	R & R Reserve		185,000				185,000
Upgrade of all meeting room and ballroom signage to digital video Screens	New Capital/Business Strategy	Unfunded		450,000				450,000
Upgrade integrated access controls for each meeting room/ballroom				325,000				325,000
LEED Project work for re-certification/AHU's upgraded to VFD's	Sustainability	Unfunded		300,000				300,000
Design and engineering - Oregon ballroom and Skyview renovation	New Capital/Business Strategy	Unfunded		TBA				-
Design and engineering - VIP B renovation	New Capital/Business Strategy	Unfunded		TBA				-
Design and engineering - Construction of Ops office on loading dock and construction of additional conference space in former Ops office and former MERC offices.	New Capital/Business Strategy	Unfunded		TBA				-
<b>OCC FY 2015 -16</b>								
Meeting room chair replacement	Renewal & Replacement	R & R Reserve			960,000			960,000
Design and engineering - Cooling, heating and condenser water system. Includes chillers, boilers and cooling towers.	Renewal & Replacement	R & R Reserve			200,000			200,000
Design and engineering - Original side of facility restroom renovation	New Capital/Business Strategy	Unfunded			100,000			100,000
<b>OCC FY 2016-17</b>								
Chiller unit replacement (one 250 ton and three 800 ton)	Renewal & Replacement/Sustainability	R & R Reserve				1,500,000		1,500,000
Cooling tower replacement (four cooling towers)	Renewal & Replacement	R & R Reserve				725,000		725,000
Boiler replacement (two of three boilers)	Renewal & Replacement/Sustainability	R & R Reserve				500,000		500,000
Public circulation furniture replacement (lobby areas)	New Capital	R & R Reserve				400,000		400,000
Design and engineering - MLK/OBR/Holladay plaza landscape issues	Renewal & Replacement/Sustainability	Unfunded				TBA		-
Design and engineering - External digital signage	Renewal & Replacement	Unfunded				TBA		-
Renovation of original side restrooms	New Capital/Business Strategy	Unfunded				TBA		-

**Oregon Convention Center  
Five year Capital Plan 2013-14 through 2017-18**

March 6, 2013

<i>Description</i>	<i>Project Type</i>	<i>Funding Source</i>	<i>2013-14</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>Total</i>
<b>OCC FY 2017-18</b>								
Exhibit hall folding padded chair replacement	Renewal & Replacement	R & R Reserve					1,000,000	1,000,000
Table replacement (expansion side of facility)	Renewal & Replacement	R & R Reserve					475,000	475,000
Roof replacement (expansion side of facility)	Renewal & Replacement	R & R Reserve					1,800,000	1,800,000
External digital signage replacement	Renewal & Replacement	Unfunded					TBA	-
Re-landscaping MLK/OBR/Holladay Plaza	Renewal & Replacement/Sustainability	Unfunded					TBA	-
<b>Total</b>			<b>2,305,535</b>	<b>3,200,000</b>	<b>3,360,000</b>	<b>3,125,000</b>	<b>3,275,000</b>	<b>15,265,535</b>

**PORTLAND CENTER FOR THE PERFORMING ARTS (PCPA)****Five year Capital Plan 2013-14 through 2017-18**

March 6, 2013

<i>Description</i>	<i>Location</i>	<i>Funding Source</i>	<i>2013-14</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>Total</i>
<b>PCPA FY 2013-14</b>								
Replace 20 toilets (5 gpf w/ 1.6 gpf)	AHH	R & R Reserve	15,000					15,000
Stage Doors replacement (incl ADA & access controls)	AHH	R & R Reserve	25,000					25,000
HVAC & Lighting Controls Updates	AHH	R & R Reserve	250,000	250,000				500,000
EIFS Replacement Phase II (Mechanical Area & Cooling Tower)	AHH	R & R Reserve	175,000					175,000
Production Communications (Clearcom) Wireless	ASCH	R & R Reserve	20,000					20,000
Roof Drains replacement	ASCH	R & R Reserve	35,000					35,000
FOH Soft Goods Replacement	ASCH	R & R Reserve	50,000					50,000
Lighting Conversion in Auditorium to LED	ASCH	R & R Reserve	90,000					90,000
Main Curtain	Keller	R & R Reserve	50,000					50,000
Cooling Tower & Associated Piping	Keller	R & R Reserve	10,000	250,000				260,000
Main Curtain	Newmark	R & R Reserve	35,000					35,000
Production Communications (Clearcom)	Newmark	R & R Reserve	20,000					20,000
Lighting System Overhaul Phase I (console, electrical cabling overhaul)	Newmark	R & R Reserve	56,000					56,000
<b>PCPA FY 2014-15</b>								
HVAC Boilers	AHH	R & R Reserve		150,000				150,000
Chiller & Associated Piping	ASCH	R & R Reserve		10,000	350,000			360,000
Lighting Console	ASCH	R & R Reserve		50,000				50,000
Roof & Drains--full tearoff and replacement	Keller	R & R Reserve		250,000	300,000	300,000		850,000
Fore Stage (Pit) Elevator Lift	Keller	R & R Reserve		250,000	250,000			500,000
Lighting Conversion in Auditorium to LED	Keller	R & R Reserve		50,000				50,000
Front of House & Backstage Elevators	Keller	R & R Reserve		100,000				100,000
Main Speakers	Newmark	R & R Reserve		50,000				50,000

**PORTLAND CENTER FOR THE PERFORMING ARTS (PCPA)****Five year Capital Plan 2013-14 through 2017-18**

March 6, 2013

<i>Description</i>	<i>Location</i>	<i>Funding Source</i>	<i>2013-14</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>Total</i>
Aerial Work Platform (Genie Lift)	Winningstad	R & R Reserve		20,000				20,000
House Lighting Control & Dimmers, ELTS, Button Stations	Winningstad	R & R Reserve		25,000				25,000
Lighting System Overhaul Phase II (House Lighting Control & Dimmers, emergency lights install, Button Control Stations)	Newmark	R & R Reserve		42,000				42,000
<b>PCPA FY 2015-16</b>								
Elevators--controllers & interiors	AHH	R & R Reserve			150,000	150,000		300,000
HVAC Controls Updates	ASCH	R & R Reserve			262,000			262,000
Soft goods-legs, borders, misc	ASCH	R & R Reserve			50,000			50,000
Portland Sign--re-paint, re-light	ASCH	R & R Reserve			100,000	100,000		200,000
Followspots	Keller	R & R Reserve			30,000			30,000
Amplifiers	Keller	R & R Reserve			50,000			50,000
Main Speakers	Keller	R & R Reserve			125,000			125,000
Stage Floor	Newmark	R & R Reserve			100,000			100,000
Lighting System Overhaul Phase III (Theatrical Dimming, Electrical Install)	Newmark	R & R Reserve			130,000			130,000
Sound Console	Winningstad	R & R Reserve			15,000			15,000
<b>PCPA FY 2016-17</b>								
Roof	AHH	R & R Reserve				200,000		200,000
Main Curtain	ASCH	R & R Reserve				50,000		50,000
Elevators--overhaul & interiors	ASCH	R & R Reserve				300,000		300,000
Monitors	Keller	R & R Reserve				25,000		25,000
Sound Console	Keller	R & R Reserve				50,000		50,000
Monitors & Associated Equipment	Newmark	R & R Reserve				35,000		35,000

**PORTLAND CENTER FOR THE PERFORMING ARTS (PCPA)**

**Five year Capital Plan 2013-14 through 2017-18**

March 6, 2013

<i>Description</i>	<i>Location</i>	<i>Funding Source</i>	<i>2013-14</i>	<i>2014-15</i>	<i>2015-16</i>	<i>2016-17</i>	<i>2017-18</i>	<i>Total</i>
<b>PCPA FY 2017-18</b>								
EIFS Replacement Phase III (Rooftop parapets & Fly towers)	AHH	R & R Reserve					350,000	350,000
HVAC Controls Upgrades	Keller	R & R Reserve					350,000	350,000
Carpet--Front of House	Keller	R & R Reserve					150,000	150,000
Phone/Voicemail System--in concert w/ Metro	AHH	R & R Reserve					50,000	50,000
Aerial Work Platform (Genie Lift)	ASCH	R & R Reserve					20,000	20,000
Aerial Work Platform (Genie Lift)	Keller	R & R Reserve					20,000	20,000
Aerial Work Platform (Genie Lift)	Newmark	R & R Reserve					20,000	20,000
								-
		<b>Total</b>	<b>831,000</b>	<b>1,497,000</b>	<b>1,912,000</b>	<b>1,210,000</b>	<b>960,000</b>	<b>6,410,000</b>