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# **MERC Commission Meeting**

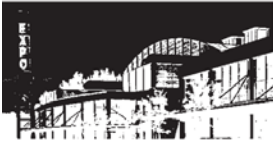
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March 2, 2016  
12:45 pm

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Oregon Convention Center  
777 NE Martin Luther King Jr. Blvd.  
Room E145

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

www.oregonmetro.gov



# Metro | *Exposition Recreation Commission*

## **REVISED** Agenda

Meeting: Metro Exposition Recreation Commission Meeting  
Date: Wednesday, March 2, 2016  
Time: 12:45 – 2:30 p.m.  
Place: Oregon Convention Center, E145

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### CALL TO ORDER

- |       |     |   |   |
|-------|-----|---|---|
| 12:45 | 1.  | <b>QUORUM CONFIRMED</b>   |   |
| 12:46 | 2.  | <b>OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS</b>   |   |
| 12:50 | 3.  | <b>COMMISSION/COUNCIL LIAISON COMMUNICATIONS</b>  | Elisa Dozono/Sam Chase                                      |
| 12:55 | 4.  | <b>METRO DEPUTY COO COMMUNICATIONS</b>  | Scott Robinson  |
|       | 4.1 | Financial Report, pages 4-17  |   |
| 1:05  | 5.  | <b>CONSENT AGENDA</b>   |   |
|       |     | <ul style="list-style-type: none"> <li>• February 3, 2016 Record of MERC Actions, pages 52-54</li> </ul>  |   |
| 1:10  | 6.  | <b>ACTION AGENDA</b>  | Karis Stoudamire-Phillips/Ben Rowe                          |
|       |     | <b>Resolution 16-04:</b> For the purpose of approving the Metropolitan Exposition Recreation Commission ("MERC") 2016-17 Proposed Budget and 2016-17 Capital Plan, pages 56-100<br><b>Resolution 16-05:</b> For the purpose of adopting changes to MERC Personnel Policies, pages 101-113 | Tim Collier/Leila Wrathall                                  |
| 1:35  | 7.  | <b>VENUE BUSINESS REPORTS</b>   | Robyn Williams<br>Matthew P. Rotchford<br>Scott Cruickshank |
| 1:45  | 8.  | <b>HOTEL PROJECT: OUTREACH UPDATE</b>   | Stephanie Soden   |
| 1:55  | 9.  | <b>TRAVEL PORTLAND SECOND QUARTER REPORT</b> , pages 19-37  | Jeff Miller/Steve Faulstick                                 |
| 2:05  | 10. | <b>PROPOSED CHANGES TO MERC PERSONNEL POLICIES: TRAVEL POLICY</b> , pages 39-50   | Tim Collier/Leila Wrathall                                  |
| 2:10  | 11. | <b>MERC GM TRANSITION</b>   | Scott Robinson/Teri Dresler                                 |
|       |     | <b>ADJOURN</b>  |   |

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# **MERC Commission Meeting**

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March 2, 2016  
12:45 pm

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4.1 Financial Report

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JANUARY 2016

FINANCIAL INFORMATION

*For Management Purposes only*



**OREGN**

Oregon  
Convention  
Center



Date: March 2, 2016

To: Commissioner Elisa Dozono, Chair  
 Commissioner Karis Stoudamire-Phillips, Vice Chair  
 Commissioner Judie Hammerstad, Secretary-Treasurer  
 Commissioner Ray Leary  
 Commissioner Terry Goldman  
 Commissioner Deidra Kryss-Rusoff  
 Commissioner Damien Hall

From: Ben Rowe – MERC Finance Manager

Re: MERC Financial Information for the month of January, Fiscal Year 2015-16

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**MERC Venues Events & Attendance**

January events and attendance are 2% and 19% respectively above the prior year.  
 January events and attendance are 5% and 18% respectively above the three-year historical monthly average.  
 Year to date events and attendance are 3% and 12% respectively over the prior year.

	2015		2016		Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
<b>Total MERC Venues</b>						
1st Quarter	269	280,679	293	329,836	24, 9%	49,157, 18%
2nd Quarter	460	467,296	462	497,534	2, 0%	30,238, 6%
January	116	180,443	118	214,190	2, 2%	33,747, 19%
<b>Year to date</b>	<b>845</b>	<b>928,418</b>	<b>873</b>	<b>1,041,560</b>	<b>28, 3%</b>	<b>113,142, 12%</b>

**MERC Venues Revenues & Expense**

Both OCC and Portland’5 hosted their best first seven months of the year ever! Year to date event revenues (rent and food and beverage) are 28% (\$6.2 million) above prior year, 42% above the three-year historical YTD average, and 21% above YTD budget projections. Total venue expenses are 13% above the prior year, 21% above the three-year historical YTD average, and meet YTD budget projections.

**Food & Beverage**

The total MERC venues food and beverage margin for January is 28%, 22% above the prior year due to several dynamics including record months at OCC and Portland’5 in January 2016 and slow months for both OCC and Expo in January of 2015. The YTD margin is 28%, 8% above the prior YTD, and 12% above the three-year historical YTD average.

**Net Operations**

Total MERC YTD net operations is \$3.7 million (8 times) greater than the prior year, and \$4.9 million (7 times) greater than the three-year historical average.

### Historical Actual Comparison FY 2013-2015 to FY 2016

	Fiscal Year:	2013	2014	2015	2016	2012-14	% Diff.	% Diff.
Revenues		YTD	YTD	YTD	YTD	Average	Average	2015
Food & Beverage		7,725,540	8,050,960	9,139,997	12,206,836	8,305,499	47.0%	33.6%
Charges for Services		10,978,884	10,798,459	12,753,521	15,868,662	11,510,288	37.9%	24.4%
Lodging Tax		4,372,964	5,177,348	6,065,124	7,435,932	5,205,145	42.9%	22.6%
Other		143,265	549,890	328,803	199,420	340,653	-41.5%	-39.3%
<b>Total Revenue</b>		<b>23,220,653</b>	<b>24,576,657</b>	<b>28,287,444</b>	<b>35,710,849</b>	<b>25,361,585</b>	<b>40.8%</b>	<b>26.2%</b>
<b>Expenses</b>								
Food & Beverage		6,644,460	6,937,918	7,306,860	8,848,116	6,963,080	27.1%	21.1%
Personnel Services		9,634,295	9,577,626	10,101,193	11,016,014	9,771,038	12.7%	9.1%
Materials & Services		5,832,052	5,850,149	6,936,586	8,154,368	6,206,262	31.4%	17.6%
Other		3,118,023	3,132,783	3,510,807	3,580,636	3,253,871	10.0%	2.0%
<b>Total Expense</b>		<b>25,228,829</b>	<b>25,498,476</b>	<b>27,855,446</b>	<b>31,599,133</b>	<b>26,194,251</b>	<b>20.6%</b>	<b>13.4%</b>
<b>Net Operations</b>		<b>(2,008,177)</b>	<b>(921,819)</b>	<b>431,998</b>	<b>4,111,716</b>	<b>(832,666)</b>	<b>-593.8%</b>	<b>851.8%</b>
<b>Food &amp; Beverage Margin</b>		<b>14.0%</b>	<b>13.8%</b>	<b>20.1%</b>	<b>27.5%</b>	<b>16.2%</b>	<b>11.4%</b>	<b>7.5%</b>

### Oregon Convention Center

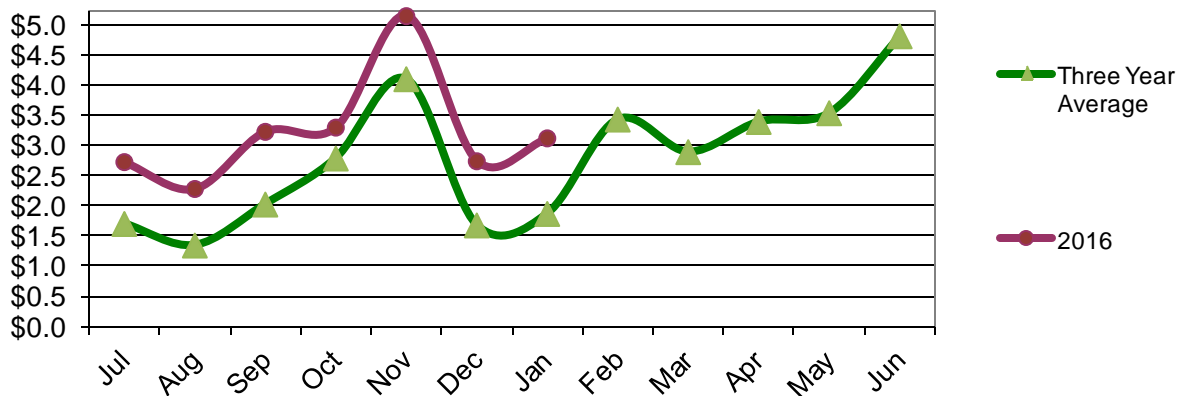
OCC hosted its highest grossing first seven months of the year ever, setting new gross revenue records in each month! FY 2015 was OCC's best year ever and FY 2016 YTD gross revenues are \$2.6 million (2 times) above the prior year. OCC's gross revenue increase over the prior year to date is due to \$1.2 million in additional TLT revenue received to date combined with its higher than average attendance and spending per visitor. January event revenues are 39% (\$794,000) over the prior January. OCC's total January revenues are 41% above the prior year, 20% greater than budget projections, and 67% (\$1.3 million) above the three-year historical monthly average. OCC January events and attendance are respectively -5% below and 17% above the prior year, and 9% and 17% above the three-year historical monthly average. Expenses are 16% above the prior year, meet YTD budget projections, and 38% above the three-year historical January average. OCC's food and beverage margin is 29% YTD.

### Highest Grossing Events

Event	Gross Event Revenue	% of January Event Revenue
Portland International Auto Show	\$760,971	29%
Tektronix Sales University	510,746	20%
Northwest Food Processors	261,908	10%
Society for Integrated & Comparative Biology	233,332	9%
All other Events	824,295	32%
<b>Total</b>	<b>\$2,591,252</b>	<b>100%</b>

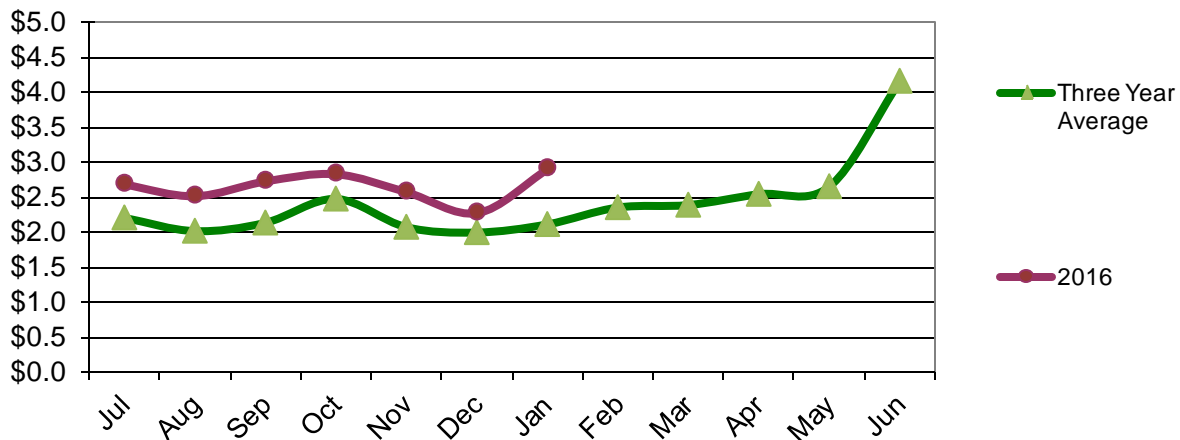
### OCC Program Revenues by Month

Shown in Millions



### OCC Program Expense by Month

Shown in Millions



### Portland's Centers for the Arts

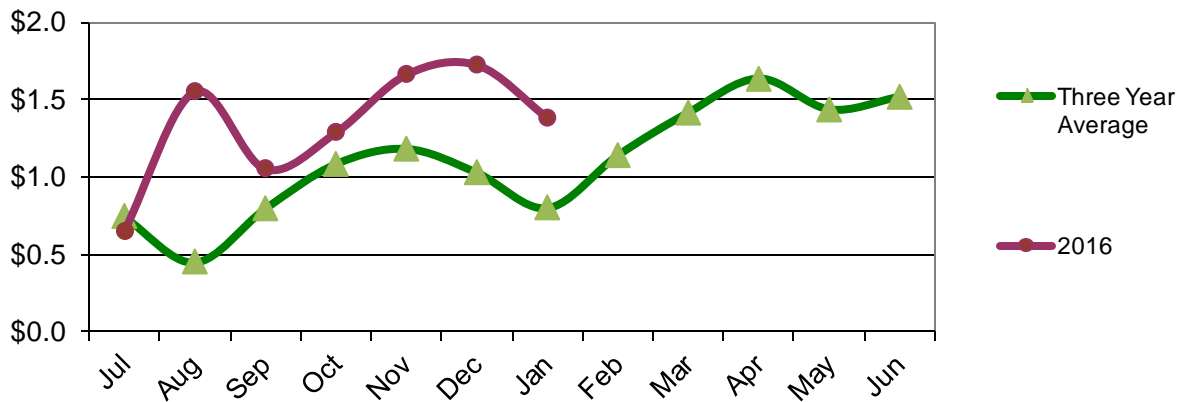
Portland's achieved the highest grossing first seven months of the year ever, breaking records in five of the seven months. Portland's January revenues closed 63% (\$534,000) above the prior year, 72% above the three-year historical average, and 49% above budget projections. Year to date revenues are 15% above budget projections. In January Portland's hosted 9 (14%) more performances and 22,000 (35%) more attendees compared to the prior year. January performances and attendance are respectively 10% and 32% greater than the three-year historical monthly average. January expenses are 14% above the prior year, 31% above the three-year historical monthly average, and 6% above budget projections. Portland's YTD food and beverage margin is 30%, 1% above the prior year.

### Highest Grossing Events

Event	Gross Event Revenue	% of January Event Revenue
Book of Mormon	\$740,565	57%
The Nutcracker	77,133	6%
Rodney Carrington	46,134	4%
Adam Sandler	44,847	3%
All other Events	384,131	30%
<b>Total</b>	<b>\$1,292,810</b>	<b>100%</b>

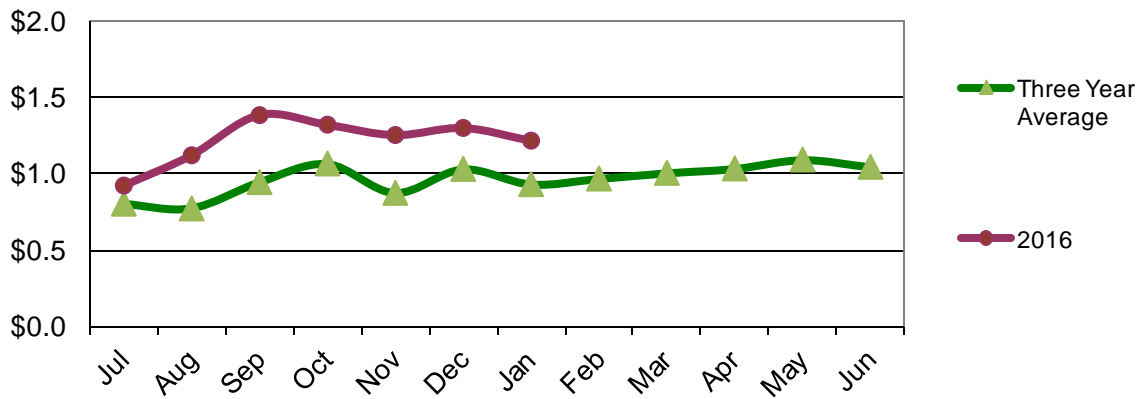
### P5CA Program Revenue by Month

Shown in Millions



### P5CA Program Expense by Month

Shown in Millions





### Portland Expo Center

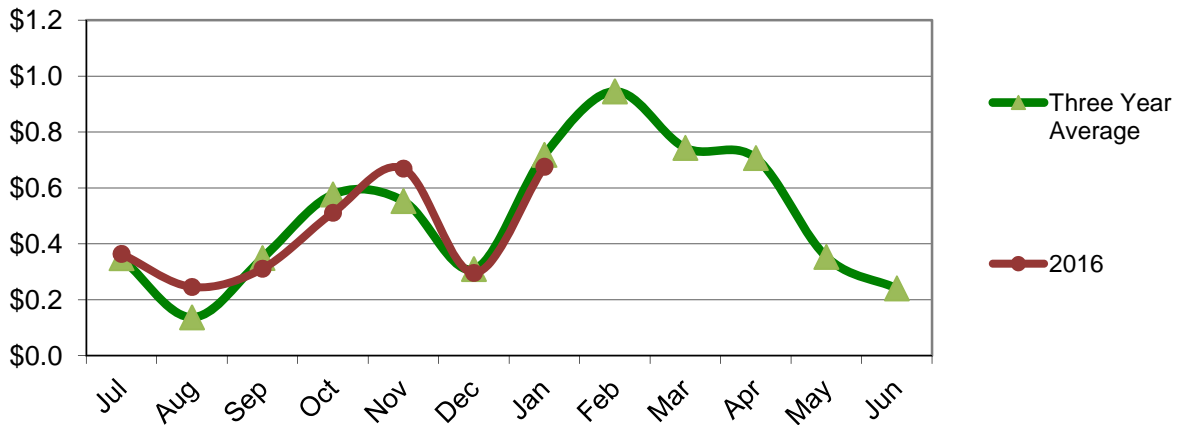
Expo's first seven months closed just shy of last year, (2.2% below) with January closing 5% below the three-year historical January average. Expo hosted 5 fewer events in January because 2 events moved to February. Expo hosted 2,250 (-6%) fewer attendees in January than the prior year. January events and attendance are respectively -33% and -5% below the three-year historical monthly average. Expo's January expenses are 21% under the prior year, and 1% under the three-year historical average. Expo's food & beverage margin year to date is 11%.

### Highest Grossing Events

Event	Gross Event Revenue	% of January Event Revenue
Rose City Classic Dog Show	\$254,275	39%
Portland Boat Show	216,057	33%
Northwest Agriculture Show	95,745	15%
Rose City Gun and Knife Show	42,188	6%
All other Events	48,721	7%
<b>Total</b>	<b>\$656,986</b>	<b>100%</b>

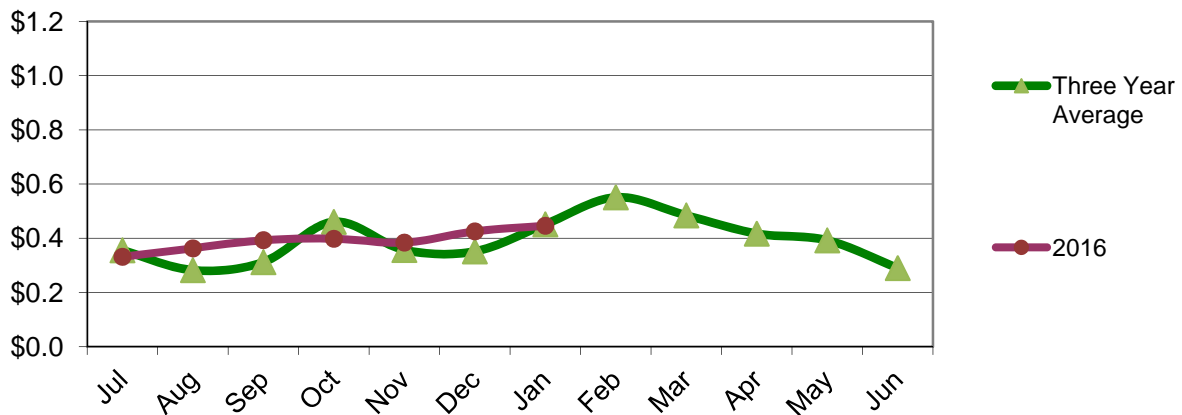
### Expo Program Revenue by Month

Shown in Millions



### Expo Program Expense by Month

Shown in Millions



# MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

All Departments

January 2016

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actual	Prior Year to Date Actual	Current Year Budget	% of Prior Year	% of Annual Budget
<b>Operations</b>							
Charges for Services	2,959,411	2,290,047	15,868,662	12,753,521	24,711,900	124.43%	64.21%
Contributions from Governments	-	-	-	-	853,950	0.00%	0.00%
Contributions from Private Sources	-	-	-	-	15,000	0.00%	0.00%
Enhanced Marketing VDF	-	-	-	-	472,781	0.00%	0.00%
Food and Beverage Revenue	1,886,946	1,282,500	12,206,836	9,139,997	16,325,143	133.55%	74.77%
Interest Earnings	29,974	15,263	132,689	118,302	91,000	112.16%	145.81%
Lodging Tax	390,408	248,692	7,435,932	6,065,124	11,443,458	122.60%	64.98%
Miscellaneous Revenue	24,285	21,244	66,731	83,767	95,477	79.66%	69.89%
Transfers-R	-	18,105	-	126,735	1,015,132	0.00%	0.00%
Visitor Development Fund Alloc	-	-	-	-	2,215,901	0.00%	0.00%
<b>Total Revenues</b>	<b>5,291,024</b>	<b>3,875,851</b>	<b>35,710,849</b>	<b>28,287,444</b>	<b>57,239,742</b>	<b>126.24%</b>	<b>62.39%</b>
Capital Outlay	-	17,965	-	17,985	-	0.00%	0.00%
Food & Beverage Services	1,357,249	1,199,079	8,848,116	7,306,860	13,694,997	121.09%	64.61%
Materials and Services	1,286,424	1,070,511	8,154,368	6,936,586	15,484,426	117.56%	52.66%
Personnel Services	1,626,369	1,486,173	11,016,014	10,101,193	19,860,619	109.06%	55.47%
Transfers-E	387,801	334,789	3,580,636	3,492,822	9,001,335	102.51%	39.78%
Visitor Development Marketing	-	-	-	-	472,781	0.00%	0.00%
<b>Total Expenditures</b>	<b>4,657,843</b>	<b>4,108,518</b>	<b>31,599,133</b>	<b>27,855,446</b>	<b>58,514,158</b>	<b>113.44%</b>	<b>54.00%</b>
<b>Net Operations</b>	<b>633,181</b>	<b>(232,667)</b>	<b>4,111,716</b>	<b>431,998</b>	<b>(1,274,416)</b>		
<b>Capital</b>							
Contributions from Private Sources	-	-	193,750	100,000	372,501	193.75%	52.01%
Grants	30,980	3,596	30,980	160,082	-	19.35%	0.00%
Miscellaneous Revenue	-	-	-	14,633	-	0.00%	0.00%
Other Financing Sources	-	3,125	-	3,125	-	0.00%	0.00%
Transfers-R	-	-	-	-	110,000	0.00%	0.00%
<b>Total Revenues</b>	<b>30,980</b>	<b>6,721</b>	<b>224,730</b>	<b>277,840</b>	<b>482,501</b>	<b>80.88%</b>	<b>46.58%</b>
Capital Outlay	75,638	213,532	1,100,005	3,063,821	8,483,500	35.90%	12.97%
Materials and Services	-	-	18,571	-	-	0.00%	0.00%
<b>Total Expenditures</b>	<b>75,638</b>	<b>213,532</b>	<b>1,118,576</b>	<b>3,063,821</b>	<b>8,483,500</b>	<b>36.51%</b>	<b>13.19%</b>
<b>Net Capital</b>	<b>(44,658)</b>	<b>(206,811)</b>	<b>(893,846)</b>	<b>(2,785,981)</b>	<b>(8,000,999)</b>		
<b>12 Month Fund Balance Increase</b>	<b>588,523</b>	<b>(439,478)</b>	<b>3,217,870</b>	<b>(2,353,983)</b>	<b>(9,275,415)</b>		

# MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Convention Center Operating Fund

January 2016

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
<b>Operations</b>							
Charges for Services	1,479,779	1,130,049	7,097,060	5,742,730	10,236,686	123.6%	69.3%
Enhanced Marketing VDF	-	-	-	-	472,781	0.0%	0.0%
Food and Beverage Revenue	1,341,926	897,753	9,247,471	6,569,223	11,750,000	140.8%	78.7%
Interest Earnings	10,911	5,012	46,187	40,083	30,000	115.2%	154.0%
Lodging Tax	344,995	218,584	6,570,958	5,331,208	10,097,485	123.3%	65.1%
Miscellaneous Revenue	5,301	6,069	17,828	23,242	16,000	76.7%	111.4%
Transfers-R	(58,987)	(45,604)	(412,907)	(319,226)	(66,242)	129.3%	623.3%
Visitor Development Fund Alloc	-	-	-	-	1,548,281	0.0%	0.0%
<b>Total Revenues</b>	<b>3,123,924</b>	<b>2,211,862</b>	<b>22,566,598</b>	<b>17,387,260</b>	<b>34,084,991</b>	<b>129.8%</b>	<b>66.2%</b>
Food & Beverage Services	968,733	825,766	6,597,705	5,206,836	9,815,867	126.7%	67.2%
Materials and Services	811,001	540,963	4,605,899	4,000,700	9,153,855	115.1%	50.3%
Personnel Services	910,176	805,897	5,869,408	5,283,525	10,737,796	111.1%	54.7%
Transfers-E	228,721	206,488	1,527,267	1,542,085	6,040,444	99.0%	25.3%
Visitor Development Marketing	-	-	-	-	472,781	0.0%	0.0%
<b>Total Expenditures</b>	<b>2,918,631</b>	<b>2,379,115</b>	<b>18,600,279</b>	<b>16,033,146</b>	<b>36,220,743</b>	<b>116.0%</b>	<b>51.4%</b>
<b>Net Operations</b>	<b>205,294</b>	<b>(167,252)</b>	<b>3,966,319</b>	<b>1,354,114</b>	<b>(2,135,752)</b>		
<b>Capital</b>							
Contributions from Private Sources	-	-	121,094	62,500	242,188	193.8%	50.0%
Grants	-	-	-	-	-	0.0%	0.0%
Miscellaneous Revenue	-	-	-	14,633	-	0.0%	0.0%
Transfers-R	1,080,000	-	540,000	360,000	650,000	150.0%	83.1%
<b>Total Revenues</b>	<b>1,080,000</b>	<b>-</b>	<b>661,094</b>	<b>437,133</b>	<b>892,188</b>	<b>151.2%</b>	<b>74.1%</b>
Capital Outlay	3,518	53,850	270,757	1,618,940	3,966,400	16.7%	6.8%
Materials and Services	-	-	18,571	-	-	0.0%	0.0%
<b>Total Expenditures</b>	<b>3,518</b>	<b>53,850</b>	<b>289,328</b>	<b>1,618,940</b>	<b>3,966,400</b>	<b>17.9%</b>	<b>7.3%</b>
<b>Net Capital</b>	<b>1,076,482</b>	<b>(53,850)</b>	<b>371,766</b>	<b>(1,181,807)</b>	<b>(3,074,212)</b>		
<b>12 Month Fund Balance Increase</b>	<b>1,281,776</b>	<b>(221,103)</b>	<b>4,338,085</b>	<b>172,307</b>	<b>(5,209,964)</b>		

# MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Portland's Centers for the Arts Fund

January 2016

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
<b>Operations</b>							
Charges for Services	983,119	653,507	6,556,647	4,781,270	10,091,678	137.1%	65.0%
Contributions from Governments	-	-	-	-	853,950	0.0%	0.0%
Food and Beverage Revenue	357,940	176,687	2,048,421	1,637,612	2,663,978	125.1%	76.9%
Interest Earnings	13,093	7,842	60,254	58,407	31,000	103.2%	194.4%
Lodging Tax	45,414	30,108	864,974	733,916	1,345,973	117.9%	64.3%
Miscellaneous Revenue	17,720	15,609	37,075	49,201	56,227	75.4%	65.9%
Transfers-R	(35,701)	(35,701)	(249,908)	(249,908)	(382,213)	100.0%	65.4%
Visitor Development Fund Alloc	-	-	-	-	667,620	0.0%	0.0%
<b>Total Revenues</b>	<b>1,381,584</b>	<b>848,051</b>	<b>9,317,463</b>	<b>7,010,499</b>	<b>15,328,213</b>	<b>132.9%</b>	<b>60.8%</b>
Food & Beverage Services	217,650	146,571	1,435,421	1,162,489	2,243,543	123.5%	64.0%
Materials and Services	386,847	377,050	2,725,432	1,993,657	4,368,968	136.7%	62.4%
Personnel Services	507,435	464,106	3,641,067	3,378,616	6,494,395	107.8%	56.1%
Transfers-E	105,891	80,570	724,823	626,203	1,219,558	115.7%	59.4%
<b>Total Expenditures</b>	<b>1,217,823</b>	<b>1,068,297</b>	<b>8,526,744</b>	<b>7,160,965</b>	<b>14,326,464</b>	<b>119.1%</b>	<b>59.5%</b>
<b>Net Operations</b>	<b>163,761</b>	<b>(220,245)</b>	<b>790,720</b>	<b>(150,466)</b>	<b>1,001,749</b>		
<b>Capital</b>							
Contributions from Private Sources	-	-	43,594	22,500	58,125	193.8%	75.0%
Grants	30,980	3,596	30,980	46,582	-	66.5%	0.0%
<b>Total Revenues</b>	<b>30,980</b>	<b>3,596</b>	<b>74,574</b>	<b>69,082</b>	<b>58,125</b>	<b>107.9%</b>	<b>128.3%</b>
Capital Outlay	72,120	136,141	638,128	1,052,518	3,156,100	60.6%	20.2%
<b>Total Expenditures</b>	<b>72,120</b>	<b>136,141</b>	<b>638,128</b>	<b>1,052,518</b>	<b>3,156,100</b>	<b>60.6%</b>	<b>20.2%</b>
<b>Net Capital</b>	<b>(41,140)</b>	<b>(132,545)</b>	<b>(563,554)</b>	<b>(983,436)</b>	<b>(3,097,975)</b>		
<b>12 Month Fund Balance Increase</b>	<b>122,621</b>	<b>(352,791)</b>	<b>227,165</b>	<b>(1,133,902)</b>	<b>(2,096,226)</b>		

# MERC Statement of Activity with Annual Budget

## Metropolitan Exposition-Recreation Commission

### Expo Fund

January 2016

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
<b>Operations</b>							
Charges for Services	496,512	506,491	2,214,955	2,229,500	4,383,536	99.3%	50.5%
Contributions from Private Sources	-	-	-	-	15,000	0.0%	0.0%
Food and Beverage Revenue	187,080	208,061	910,943	933,161	1,911,165	97.6%	47.7%
Interest Earnings	1,501	1,094	8,494	9,760	18,000	87.0%	47.2%
Miscellaneous Revenue	1,265	(434)	11,828	11,323	23,250	104.5%	50.9%
Transfers-R	(10,278)	(5,556)	(71,946)	(38,892)	203,997	185.0%	-35.3%
<b>Total Revenues</b>	<b>676,079</b>	<b>709,656</b>	<b>3,074,274</b>	<b>3,144,852</b>	<b>6,554,948</b>	<b>97.8%</b>	<b>46.9%</b>
Capital Outlay	-	17,965	-	17,985	-	0.0%	0.0%
Food & Beverage Services	170,867	226,742	814,989	937,535	1,635,587	86.9%	49.8%
Materials and Services	81,320	122,452	619,362	667,837	1,482,018	92.7%	41.8%
Personnel Services	140,802	151,440	1,001,714	975,889	1,797,467	102.6%	55.7%
Transfers-E	53,189	47,731	1,328,546	1,312,534	1,741,333	101.2%	76.3%
<b>Total Expenditures</b>	<b>446,177</b>	<b>566,330</b>	<b>3,764,611</b>	<b>3,911,780</b>	<b>6,656,405</b>	<b>96.2%</b>	<b>56.6%</b>
<b>Net Operations</b>	<b>229,903</b>	<b>143,326</b>	<b>(690,337)</b>	<b>(766,928)</b>	<b>(101,457)</b>		
<b>Capital</b>							
Contributions from Private Sources	-	-	29,063	15,000	72,188	193.8%	40.3%
Grants	-	-	-	113,500	-	0.0%	0.0%
Miscellaneous Revenue	-	-	-	-	-	0.0%	0.0%
Other Financing Sources	-	3,125	-	3,125	-	0.0%	0.0%
Transfers-R	560,000	-	280,000	360,000	280,000	77.8%	100.0%
<b>Total Revenues</b>	<b>560,000</b>	<b>3,125</b>	<b>309,063</b>	<b>491,625</b>	<b>352,188</b>	<b>62.9%</b>	<b>87.8%</b>
<b>Capital Outlay</b>	<b>-</b>	<b>23,541</b>	<b>191,120</b>	<b>392,363</b>	<b>1,361,000</b>	<b>48.7%</b>	<b>14.0%</b>
<b>Total Expenditures</b>	<b>-</b>	<b>23,541</b>	<b>191,120</b>	<b>392,363</b>	<b>1,361,000</b>	<b>48.7%</b>	<b>14.0%</b>
<b>Net Capital</b>	<b>560,000</b>	<b>(20,416)</b>	<b>117,942</b>	<b>99,262</b>	<b>(1,008,812)</b>		
<b>12 Month Fund Balance Increase</b>	<b>789,903</b>	<b>122,910</b>	<b>(572,395)</b>	<b>(667,666)</b>	<b>(1,110,269)</b>		

# MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

MERC Admin Sub Fund

January 2016

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
<b>Operations</b>							
Charges for Services	-	-	-	22	-	0.0%	0.0%
Interest Earnings	4,470	1,316	17,753	10,051	12,000	176.6%	147.9%
Transfers-R	104,966	104,966	734,761	734,761	1,259,590	100.0%	58.3%
<b>Total Revenues</b>	<b>109,436</b>	<b>106,281</b>	<b>752,514</b>	<b>744,833</b>	<b>1,271,590</b>	<b>101.0%</b>	<b>59.2%</b>
<b>Capital</b>							
Capital Outlay	-	-	-	-	-	0.0%	0.0%
Materials and Services	7,256	30,045	203,675	274,392	479,585	74.2%	42.5%
Personnel Services	67,957	64,731	503,824	463,163	830,961	108.8%	60.6%
Transfers-E	-	-	-	12,000	-	0.0%	0.0%
<b>Total Expenditures</b>	<b>75,212</b>	<b>94,776</b>	<b>707,499</b>	<b>749,555</b>	<b>1,310,546</b>	<b>94.4%</b>	<b>54.0%</b>
<b>Net Operations</b>	<b>34,223</b>	<b>11,505</b>	<b>45,014</b>	<b>(4,721)</b>	<b>(38,956)</b>		
<b>Capital</b>							
Transfers-R	(1,640,000)	-	(820,000)	(720,000)	(820,000)	113.9%	100.0%
<b>Total Revenues</b>	<b>(1,640,000)</b>	<b>-</b>	<b>(820,000)</b>	<b>(720,000)</b>	<b>(820,000)</b>	<b>113.9%</b>	<b>100.0%</b>
<b>Net Capital</b>	<b>(1,640,000)</b>	<b>-</b>	<b>(820,000)</b>	<b>(720,000)</b>	<b>(820,000)</b>		
<b>12 Month Fund Balance Increase</b>	<b>(1,605,777)</b>	<b>11,505</b>	<b>(774,986)</b>	<b>(724,721)</b>	<b>(858,956)</b>		

**MERC Visitor Venues  
Events-Performances-Attendance  
FY 2015-16**

OCC	January 2015		January 2016		Net Change from Prior Year		January 2016	
	Events	Attendance	Events	Attendance	Events	Attendance	Revenue	% of Rev.
Tradeshows/Conventions	5	6,005	6	8,381	1	2,376	1,204,234	46%
Consumer Public Shows	6	65,114	4	78,216	(2)	13,102	916,782	35%
Miscellaneous					-	-		0%
Miscellaneous -In-House	13	253	17	299	4	46	18,786	1%
Meetings	13	5,483	8	4,144	(5)	(1,339)	290,905	11%
Catering	3	2,360	3	1,710	-	(650)	160,546	6%
<b>Totals</b>	<b>40</b>	<b>79,215</b>	<b>38</b>	<b>92,750</b>	<b>(2)</b>	<b>13,535</b>	<b>2,591,253</b>	<b>100%</b>

Expo Center	January 2015		January 2016		Net Change from Prior Year		January 2016	
	Events	Attendance	Events	Attendance	Events	Attendance	Revenue	% of Rev.
Consumer Public Shows	6	33,059	4	30,768	(2)	(2,291)	542,029	83%
<i>Cirque Du Soleil</i>	-	-	-	-	-	-		0%
Miscellaneous	1	24	-	-	(1)	(24)	314	0%
Meetings	3	28	1	60	(2)	32	363	0%
Catering	-	-	-	-	-	-		0%
Tradeshows/Conventions	1	3,358	1	3,395	-	37	114,280	17%
<b>Totals</b>	<b>11</b>	<b>36,469</b>	<b>6</b>	<b>34,223</b>	<b>(5)</b>	<b>(2,246)</b>	<b>656,986</b>	<b>100%</b>
<b>Totals w/Cirque du Soleil</b>	<b>11</b>	<b>36,469</b>	<b>6</b>	<b>34,223</b>	<b>(5)</b>	<b>(2,246)</b>	<b>656,986</b>	<b>100%</b>

Portland '5	January 2015		January 2016		Net Change from Prior Year		January 2016	
	Performances	Attendance	Performances	Attendance	Performances	Attendance	Revenue	% of Rev.
Commercial (Non-Broadway)	3	5,144	3	5,000	-	(144)	214,118	17%
Broadway	8	22,235	16	44,506	8	22,271	758,789	59%
Resident Company	19	22,059	22	24,157	3	2,098	3,567	0%
Non-Profit	14	4,174	14	3,896	-	(278)	298,265	23%
Promoted/ Co-Promoted	6	1,160	6	1,031	-	(129)	17,881	1%
Student	15	9,987	11	8,571	(4)	(1,416)		0%
Miscellaneous	-	-	2	56	2	56	190	0%
<b>Totals</b>	<b>65</b>	<b>64,759</b>	<b>74</b>	<b>87,217</b>	<b>9</b>	<b>22,458</b>	<b>1,292,810</b>	<b>100%</b>
<b>Total MERC</b>	<b>116</b>	<b>180,443</b>	<b>118</b>	<b>214,190</b>	<b>2</b>	<b>33,747</b>		

\*Attendance and revenue numbers reflect calendar month actuals and not the event total.

# MERC Food and Beverage Margins

January 2016

	<b>Current Month Actual</b>	<b>Prior Year Month Actual</b>	<b>Current Year to Date Actual</b>	<b>Prior Year to Date Actual</b>	<b>Annual Budget</b>
<b>Convention Center Operating Fund</b>					
Food and Beverage Revenue	1,341,926	897,753	9,247,471	6,569,223	11,750,000
Food & Beverage Services	968,733	825,766	6,597,705	5,206,836	9,815,867
Food and Beverage Gross Margin	373,193	71,987	2,649,767	1,362,387	1,934,133
Food and Beverage Gross Margin %	27.81%	8.02%	28.65%	20.74%	16.46%
<b>Portland'5 Centers for the Arts Fund</b>					
Food and Beverage Revenue	357,940	176,687	2,048,421	1,637,612	2,663,978
Food & Beverage Services	217,650	146,571	1,435,421	1,162,489	2,243,543
Food and Beverage Gross Margin	140,290	30,116	613,000	475,123	420,435
Food and Beverage Gross Margin %	39.19%	17.04%	29.93%	29.01%	15.78%
<b>Expo Fund</b>					
Food and Beverage Revenue	187,080	208,061	910,943	933,161	1,911,165
Food & Beverage Services	170,867	226,742	814,989	937,535	1,635,587
Food and Beverage Gross Margin	16,214	(18,681)	95,954	(4,373)	275,578
Food and Beverage Gross Margin %	8.67%	-8.98%	10.53%	-0.47%	14.42%
<b>MERC Total</b>					
Food and Beverage Revenue	1,886,946	1,282,500	12,206,836	9,139,997	16,325,143
Food & Beverage Services	1,357,249	1,199,079	8,848,116	7,306,860	13,694,997
Food and Beverage Gross Margin	529,697	83,422	3,358,721	1,833,136	2,630,146
Food and Beverage Gross Margin %	28.07%	6.50%	27.52%	20.06%	16.11%



# MERC Statement of Fund Balances and Reserves

January 2016

	FY 2016 Through January	FY 2015 Through January	FY 2015 Through June	FY 2016 Annual Budget
<b><u>Oregon Convention Center</u></b>				
Beginning Fund Balance	18,574,045	14,769,677	14,769,677	14,174,771
Fund Balance Inc (Dec)	4,338,085	172,307	3,804,368	(3,553,564)
<b>Ending Fund Balance</b>	<b>22,912,130</b>	<b>14,941,984</b>	<b>18,574,045</b>	<b>10,621,207</b>
<i>Contingency - Operating</i>				1,500,000
<i>Contingency - New Capital-Business Strategy</i>				1,274,078
<i>Contingency - Renewal &amp; Replacement</i>				7,847,129
<b>Ending Fund Balance</b>				<b>10,621,207</b>
<b><u>Portland'5 Centers for the Arts</u></b>				
Beginning Fund Balance	10,622,451	9,837,692	9,837,692	8,789,652
Fund Balance Inc (Dec)	227,165	(1,133,902)	784,759	(1,380,726)
<b>Ending Fund Balance</b>	<b>10,849,616</b>	<b>8,703,790</b>	<b>10,622,451</b>	<b>7,408,926</b>
<i>Contingency - Operating</i>				600,000
<i>Contingency - New Capital-Business Strategy</i>				1,957,300
<i>Contingency - Renewal &amp; Replacement</i>				4,851,626
<b>Ending Fund Balance</b>				<b>7,408,926</b>
<b><u>Expo</u></b>				
Beginning Fund Balance	3,167,865	3,367,237	3,367,237	3,039,644
Fund Balance Inc (Dec)	(572,395)	(667,666)	(199,372)	(610,969)
<b>Ending Fund Balance</b>	<b>2,595,470</b>	<b>2,699,571</b>	<b>3,167,865</b>	<b>2,428,675</b>
<i>Contingency - Operating</i>				350,000
<i>Contingency - New Capital-Business Strategy</i>				2,078,675
<i>Contingency - Renewal &amp; Replacement</i>				-
<b>Ending Fund Balance</b>				<b>2,428,675</b>
<b><u>MERC Administration</u></b>				
Beginning Fund Balance	8,001,481	4,085,353	4,085,353	4,349,393
Fund Balance Inc (Dec)	(774,986)	(724,721)	3,916,128	(858,956)
<b>Ending Fund Balance</b>	<b>7,226,495</b>	<b>3,360,632</b>	<b>8,001,481</b>	<b>3,490,437</b>
<i>Contingency - Operating</i>				65,000
<i>Contingency - Renewal &amp; Replacement</i>				811,772
<i>Contingency - TLT Pooled Capital</i>				2,613,665
<b>Ending Fund Balance</b>				<b>3,490,437</b>
<b><u>MERC Fund</u></b>				
Beginning Fund Balance	40,365,842	32,059,959	32,059,959	30,353,460
Fund Balance Inc (Dec)	3,217,870	(2,353,981)	8,305,883	(6,404,215)
<b>Ending Fund Balance</b>	<b>43,583,712</b>	<b>29,705,978</b>	<b>40,365,842</b>	<b>23,949,245</b>

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# **MERC Commission Meeting**

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March 2, 2016  
12:45 pm

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7.0 Travel Portland  
Second Quarter Report

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*travel*  
PORTLAND

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Highlights:

Executive Summary - Page 3

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Jeff Miller..... President and CEO

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

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

Steve Faulstick..... Executive Vice President of Convention and International Tourism Sales

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

## ACCOMPLISHMENTS

- For the second quarter OCC realized \$2.4 million in revenue from Travel Portland booked business. Community impact ROI from all future bookings was 26.7 to 1.
- Nine new and three repeat OCC conventions were booked for future years in the quarter worth over \$2.1 million in OCC revenue and community economic impact over \$14.3 million. Total Travel Portland bookings, including single hotel will result in \$32.3 million of economic impact.
- Travel Portland booked five minority meetings in the quarter with an EEI of \$1.9 million.
- Travel Portland generated 27 articles with a value of \$1.8 million for the OCC and visitor venues in the quarter.

## TRENDS, SUCCESSES, OBSTACLES

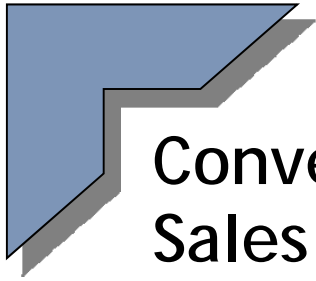
- Transient Lodging Tax continues to increase. YTD collections of the city's tax were up 24.9%.
- Lack of a headquarters hotel resulted in the loss of ten groups worth 86,398 room nights and projected OCC lost revenue of over \$4.3 million. Cost of community economic impact is estimated at over \$60.3 million.

## MERC CONTRACT TARGETS

TARGET #	TARGET DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL TARGET
1	OCC revenue target	\$8,257,743	\$10.0 Million
2	ROI on future OCC business	1.9	2.8
3	Lead conversion	22%	35%
4	Services performance survey	4.0	3.6
5	ROI on public relations/media	39.6	20.0
6	Community economic impact	27.2	35.0

## CITY CONTRACT GOALS

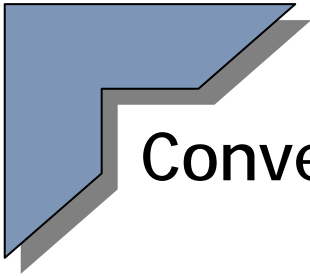
OBJECTIVE #	GOAL DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL GOAL
1.	Convention Sales and Marketing Economic Impact ROI	28.1	25.0



# Convention Sales

<b>OREGON CONVENTION CENTER BOOKING REVENUE FROM TRAVEL PORTLAND</b>			
<b>Convention Year</b>	<b>OCC Revenue</b>	<b>Annuals</b>	<b>Total Potential Future Business</b>
<b>FY 15/16</b>	<b>\$14,783,075</b>	<b>\$904,343</b>	<b>\$ 15,687,418</b>
<b>FY 16/17</b>	<b>\$7,124,906</b>	<b>\$1,118,271</b>	<b>\$ 8,243,177</b>
<b>FY 17/18</b>	<b>\$3,244,080</b>	<b>\$1,408,556</b>	<b>\$ 4,652,636</b>
<b>FY 18/19</b>	<b>\$3,719,993</b>	<b>\$1,118,271</b>	<b>\$ 4,838,264</b>
<b>FY 19/20</b>	<b>\$1,059,118</b>	<b>\$1,408,556</b>	<b>\$ 2,467,674</b>
<b>FY 20/21</b>	<b>\$1,691,430</b>	<b>\$1,118,271</b>	<b>\$ 2,809,701</b>
<b>FY 21/22</b>	<b>\$3,155,768</b>	<b>\$1,408,556</b>	<b>\$ 4,564,324</b>
<b>FY 22/23</b>	<b>\$1,189,868</b>	<b>\$1,118,271</b>	<b>\$ 2,308,139</b>
<b>FY 23/24</b>	<b>\$0</b>	<b>\$1,408,556</b>	<b>\$ 1,408,556</b>
<b>Total</b>	<b>\$ 35,968,238</b>	<b>\$11,011,651</b>	<b>\$ 46,979,889</b>

<b>Oregon Convention Center Projected Future Revenue</b>			
<b>Total Travel Portland Contract:</b>	<b>Quarter</b>	<b>YTD</b>	<b>Target</b>
<b>New OCC Bookings</b>	9	21	
<b>Repeat OCC Bookings</b>	3	4	
<b>Total OCC Bookings</b>	12	25	
<b>Room Nights from OCC Bookings</b>	20,172	29,610	
<b>Future OCC Revenue Booked during FY 2015/16</b>	\$ 2,156,706	\$ 4,251,041	
<b>ROI OCC Bookings</b>	\$ 1.8	\$ 1.9	2.8 to 1
<b>Community Economic Impact from OCC Bookings</b>	\$ 14,353,774	\$ 25,509,405	
<b>Total Room Nights Booked</b>	65,618	111,699	
<b>Total Community Economic Impact from Bookings</b>	\$ 32,312,629	\$ 59,755,327	
<b>ROI on Total Community Economic Impact</b>	\$ 26.7	\$ 27.2	35.0 to 1
<b>OCC Revenue Realized During FY 2015/16</b>	\$ 2,430,030	\$ 8,257,743	\$10.0 Million



# Convention Sales

## OREGON CONVENTION CENTER FUTURE GROUP BOOKINGS

AS OF JANUARY 1, 2016

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20 and beyond
Current	56	29	13	10	10
4 Year Average (FY 12/13 – FY 15/16)	Current 34	1 yr. out 21	2 yrs. out 15	3 yrs. out 8	Beyond 3 yrs. 8

## 2ND QUARTER - ROOM NIGHTS FROM OREGON CONVENTION CENTER BOOKINGS

Year	Groups	Total Room Nights	Attendees	OCC Revenue	Community Economic Impact
FY 15/16	2	3,346	11,300	\$ 435,357	\$ 1,358,569
FY 16/17	5	5,390	8,650	\$ 650,624	\$ 4,607,119
FY 17/18	3	3,378	2,950	\$ 356,641	\$ 2,880,168
FY 18/19	2	8,058	4,000	\$ 714,084	\$ 5,507,918
Total OCC Bookings	12	20,172	26,900	\$ 2,156,706	\$ 14,353,774

## 2ND QUARTER - ROOM NIGHTS FROM SINGLE HOTEL BOOKINGS

Year	Groups	Total Room Nights	Room Tax Generated	Community Economic Impact
FY 15/16	46	12,543	\$ 198,258	\$ 3,614,520
FY 16/17	28	14,556	\$ 230,076	\$ 5,332,497
FY 17/18	11	16,564	\$ 261,815	\$ 8,230,925
FY 18/19	2	1,783	\$ 28,183	\$ 780,913
Total Other Bookings	87	45,446	\$ 718,331	\$ 17,958,855

# Convention Sales

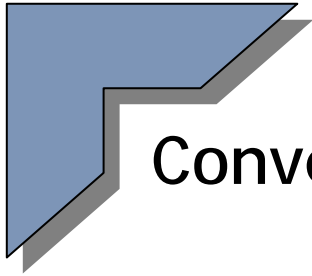
## LEAD CONVERSION

	Travel Portland Office		Chicago Office		Washington, DC Office	
	Quarter	YTD	Quarter	YTD	Quarter	YTD
OCC Leads	87	152	17	30	35	60
OCC Lost Leads due to OCC space & availability	5	11	1	3	2	4
OCC Lost Leads due to HQ hotel & hotel package	10	26	3	6	2	8
Lead Conversion Percentage	17%	22%	15%	10%	10%	10%
<b>Annual Target- 35%</b>						

## 2ND QUARTER - OREGON CONVENTION CENTER LOST BUSINESS

Account	Groups	Reason	Total Room Nights	Attendees	Lost OCC Revenue	Lost Community Economic Impact
Subtotal	6	Hotel - HQ	44,025	27,600	\$ 1,775,935	\$ 40,209,771
Subtotal	7	Geographic	17,228	7,825	\$ 1,452,731	\$ 10,547,072
Subtotal	5	Date Availability - OCC	9,240	11,250	\$ 782,169	\$ 5,736,170
Subtotal	5	Rates/Cost - Hotel	11,617	6,300	\$ 874,951	\$ 6,592,609
Subtotal	3	Hotel Package - Number Hotels Needed	41,968	9,300	\$ 2,572,866	\$ 19,819,660
Subtotal	3	Not Enough Committable Hotel Rooms - Unable to Bid	21,640	12,350	\$ 2,135,295	\$ 15,857,478
Subtotal	3	Weak Local Support	14,650	6,600	\$ 955,759	\$ 8,310,958
Subtotal	2	Perceived Destination Draw	3,116	1,550	\$ 286,741	\$ 2,116,848
Subtotal	2	Selected Another Year	6,430	3,700	\$ 829,249	\$ 5,375,257
Subtotal	1	Board Decision	645	6,000	\$ 217,244	\$ 1,013,172
Subtotal	1	Client Postponed Search	1,975	1,200	\$ 148,182	\$ 1,082,227
Subtotal	1	Date Availability - Hotel	1,760	1,500	\$ 204,169	\$ 1,491,939
Subtotal	1	Flights-Cost/Convenience	5,195	5,500	\$ 205,510	\$ 3,977,074
Subtotal	1	Hotel - Meeting Space Issue	3,830	1,600	\$ 187,320	\$ 2,237,749
Subtotal	1	Hotel - Under One Roof	405	350	\$ 33,268	\$ 312,823
Subtotal	1	Hotel Package - Brand/Quality	1,463	900	\$ 190,455	\$ 1,241,057
Subtotal	1	Perceived Destination Draw - 1st Tier City Opportunity	3,085	1,600	\$ 328,929	\$ 2,299,469
Subtotal	1	Rates/Cost - OCC	590	600	\$ 84,368	\$ 512,048
<b>Total</b>	<b>45</b>		<b>188,862</b>	<b>105,725</b>	<b>\$ 13,265,141</b>	<b>\$ 128,733,381</b>





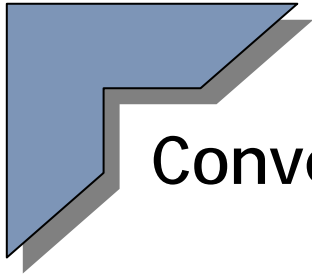
# Convention Sales

## 2ND QUARTER - OREGON CONVENTION CENTER CANCELLATIONS

Account Name	Groups	Reason	Total Room Nights	Attendees	Lost OCC Revenue	Lost Community Economic Impact	Arrival Date
N/A	0	N/A	0	0	\$ -	\$ -	N/A

## 2ND QUARTER INDUSTRY TRADE SHOWS AND EVENTS

Trade Show/Event	Location
American Society of Association Executives Industry Partner Alliance	Tucson, AZ
IMEX	Las Vegas, NV
Rejuvenate	Dallas, TX
Inter[ACTION]	Toronto, CAN
LGBTQ Task Force	Richmond, VA
Road Trip	Pittsburgh, PA
National Coalition of Black Meeting Planners	Newport Beach, CA
Nursing Organization Alliance	Palm Springs, CA
Oregon Society of Association Management	Portland, OR
Fall 2015 Familiarization Trip	Portland, OR
Chicago 3-City Coalition Event	Chicago, IL
Washington, D.C. 3-City Coalition Event	Washington, D.C.
Association Forum of Chicagoland Holiday Showcase	Chicago, IL

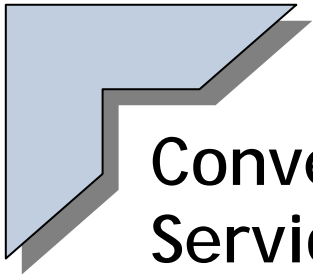


# Convention Sales

<b>MINORITY PROJECTED FUTURE REVENUE</b>		
<b>Total Travel Portland Contract:</b>	<b>2nd Quarter</b>	<b>YTD</b>
<b>New Minority Bookings</b>	5	12
<b>Total Minority Bookings</b>	5	12
<b>Room Nights from Minority Bookings</b>	4,198	12,116
<b>Minority Leads</b>		
<b>Minority Leads</b>	9	25
<b>Minority Lost Leads</b>	7	13
<b>Minority Lost Leads due to hotel package &amp; availability</b>	1	4

For the second quarter of FY 2015/16 minority bookings created an estimated economic impact to the greater metro Portland community of approximately \$1.9 million. Booked groups included the following:

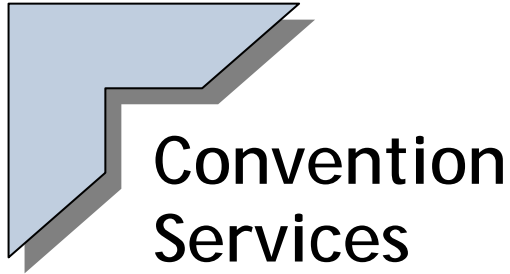
<b>Union of North American Vietnamese Student Associations</b>	<b>\$</b>	<b>25,960</b>
<b>Signature EquipoVision, LLC</b>	<b>\$</b>	<b>247,066</b>
<b>Seminole Tribe of Florida</b>	<b>\$</b>	<b>19,777</b>
<b>National Association of State Directors of Migrant Education</b>	<b>\$</b>	<b>1,356,672</b>
<b>International Gay and Lesbian Football Association</b>	<b>\$</b>	<b>309,415</b>



# Convention Services

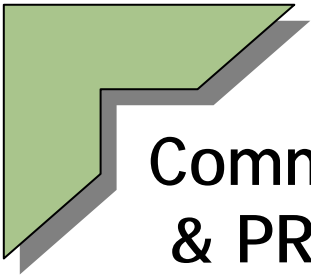
ACTIVITY DESCRIPTION	2ND QUARTER	YTD
Distribution of promotional pieces	36,550	72,960
Meeting planning assistance - Services leads	498	972
Pre-convention attendance building - Site tours	7	14
Pre-convention attendance building -Promo trips, e-newsletters and materials	6	12
Housing-convention room nights	4,763	8,778

2ND QUARTER INDUSTRY SITE TOURS, TRADE SHOWS AND PROMO TRIPS					
Organization	Organization Location	Promotional Trip	Site Visit	OCC	Non-OCC
Presbyterian Church (U.S.A.)	Louisville, KY		X	X	
Community Transportation Association of America	Washington, DC		X	X	
Society for Investigative Dermatology	Cleveland, OH		X	X	
National Science Teachers Association	Arlington, VA		X	X	
Delta Sigma Theta Sorority	Washington, DC		X	X	
Specialty Coffee Association of America	Santa Ana, CA		X	X	
TrackTown USA	Eugene, OR		X	X	



**Travel Portland Post Convention Survey**  
**Overall impression of the following:**

Answer Options	Excellent= 4	Good= 3	Fair= 2	Poor= 1	N/A	Rating Average	Response Count
Travel Portland sales staff	2	0	0	0	0	4.00	2
Travel Portland convention services staff	2	0	0	0	0	4.00	2
Travel Portland housing services (if utilized)	1	0	0	0	1	4.00	1
Travel Portland collateral/promotional	2	0	0	0	0	4.00	2
Quality and user-friendliness of the Travel	2	0	0	0	0	4.00	2
<i>Average rating for the quarter</i>						4.00	
<i>Average rating YTD</i>						3.95	
<p><b>Is there anything Travel Portland could have done to enhance your experience?</b></p> <p>Sissy and Ana were amazing!</p> <p>Awesome team. Truly a team. They did everything and then some!</p>							



# Communications & PR

	2nd Quarter	YTD
<b>MERC</b>		
Value	\$ 1,818,731	\$ 2,089,998
Number of Placements	27	44
<b>OCC</b>		
Value	\$ 723,402	\$ 741,852
Number of Placements	5	6
<b>Total Value = City/Regional PR (Non-MERC/OCC)</b>	<b>\$ 6,312,424.81</b>	<b>\$ 18,228,999</b>
<b>Total Number of Placements = City/Regional PR (Non-MERC/OCC)</b>	<b>117</b>	<b>197</b>
<b>Travel Portland Grand Total - Print and Online Value - Domestic</b>	<b>\$ 7,571,676</b>	<b>\$ 19,206,171</b>
<b>Travel Portland Grand Total - Print and Online Value - International</b>	<b>\$ 559,480</b>	<b>\$ 1,112,825</b>
<b>Travel Portland Grand Total - Print and Online Circulation - Domestic</b>	<b>159,047,865</b>	<b>588,853,222</b>
<b>Travel Portland Grand Total - Print and Online Circulation - International</b>	<b>30,424,827</b>	<b>50,278,987</b>
<b>Travel Portland Grand Total - Number of Placements - Domestic</b>	<b>93</b>	<b>161</b>
<b>Travel Portland Grand Total - Number of Placements - International</b>	<b>51</b>	<b>80</b>
<b>MERC</b>	<b>2nd Quarter</b>	<b>YTD</b>
Total Value = MERC	\$ 1,818,731	\$ 2,089,998
Direct Costs	\$ 32,757	\$ 52,724
ROI	55.5	39.6
<b>Annual Goal - 20.0 to 1</b>		
<b>City of Portland</b>	<b>2nd Quarter</b>	<b>YTD</b>
Total Value	\$ 8,131,156	\$ 20,318,997
Direct Costs	\$ 142,143	\$ 280,331
ROI	57.2	72.5
<b>Annual Goal - 7.00 to 1</b>		

- No multipliers are used to calculate media values.
- MERC Value - Counts all media placements that mention any MERC facility: Oregon Convention Center, Portland Center for the Performing Arts, Portland Metropolitan Exposition Center and Oregon Zoo
- OCC Value - Counts only those media placements that feature the Oregon Convention Center.



# Communications & PR

KEY MESSAGES/CONTENT	
Circulation Totals - 2015-16	
Top 10 of 28 key messages	
	Total
food	435,651,773
drink	396,988,507
character	311,370,302
southeast	255,155,910
lodging	253,486,257
bike-friendly	235,595,495
southwest	230,399,323
north	186,922,981
arts	176,275,375
events	168,060,110

Publication/Air Date	Outlet / Headline	MERC			OCC		
		Value	Circulation	Placements	Value	Circulation	Placements
9/1/15	Insurance and Financial Meetings Management / themetingmagazines.com "Big City Incentives"	\$ -	15,078	2			
6/26/15	Prevue Magazine / prevuemeetings.com "5 Portland Breweries That Double as Event Venues"	\$ 250	43,507	1	\$ 250	43,507	1
8/1/15	PCMA / pcmaconvene.org "2015 Best in Show"	\$ 75	110,768	1			
10/1/15	Meetings Today Magazine / meetingstoday.com "Latest & Greatest Oregon"	\$ 326,665	31,012	1			
10/1/15	Meetings Focus Magazine / meetingsfocus.com "Go with the Flow"	\$ 346,115	31,012	2	\$ 346,115	183,741	2
10/1/15	Smart Meetings Magazine / smartmeetings.com "Personality Captures the Heart"	\$ 367,638	44,000	2			
10/13/15	Skift Magazine / skift.com "Travel Portland CEO on Acting Like a First-Tier Destination"	\$ -	469,993	1			
11/1/15	Globetrotter guidebook/Portland Travel guide	\$ 1,500	60,000	1			
11/1/15	Association Conventions and Facilities Magazine "CVBs up their game"	\$ 9,400	20,505	1			
11/1/15	Meetings Today Magazine / meetingstoday.com "Southeast Division Street: Portland, OR"	\$ 326,665	183,741	1			
11/5/15	Smart Meetings Magazine / smartmeetings.com "Top 10 US Conference Cities"	\$ 377,038	191,055	2	\$ 377,038	191,055	2
11/6/15	Deaf Nation / deafnation.com "A glance at Portland, Oregon"	\$ -	157,493	1			
11/22/15	San Jose Mercury News / mercurynews.com "Portland: Family Weekend in Portlandia"	\$ 436	2,160,869	2			
12/1/15	Connect Magazine "First we eat, then we do everything else"	\$ 5,100	8,500	1			
12/1/15	Smart Meetings Magazine "2015 Platinum Choice Award Winners"	\$ 9,400	44,000	1			
12/1/15	Mid Atlantic Events Magazine "Days of beer and roses"	\$ 22,250	26,500	1			
12/1/15	Alaska Airlines Horizon Edition Magazine "Urban, Rugged and Diverse"	\$ 26,200	30,000	1			
12/14/15	USA Today / 10best.com "10 Things to do with kids in Portland, Oregon"	\$ -	881,063	1			
12/18/15	Kstati Newspaper (Russian) "Portland"	\$ -	40,000	2			
12/20/15	Art and Entertain Me Blog / artandentertainme.blogspot.com "Portland is Happening Now"	\$ -	11,347	1			
12/31/15	Skift Magazine / skift.com "16 Best Quotes From U.S. Tourism Bureau CEOs in 2015"	\$ -	469,993	1			
<b>Total</b>		<b>\$ 1,818,731</b>	<b>5,030,436</b>	<b>27</b>	<b>\$ 723,402</b>	<b>418,303</b>	<b>5</b>

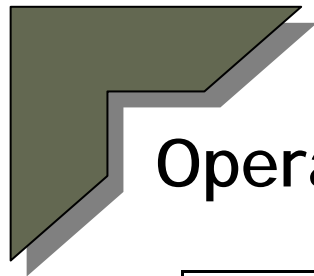


# Marketing & Tourism Sales

MARKETING		
	2nd Quarter	YTD
Room nights booked via travelportland.com	223	654
Travelportland.com (Website Visits)	851,502	2,039,695
Referrals from travelportland.com	313,986	665,241
Total Facebook reach	4,342,763	6,010,734

\*Referrals from travelportland.com is an estimate based off of FY 2014-15's percentage of visits resulting in referrals (~27%). Data lost due to GA tracking issue involving upgrade to Universal Analytics.

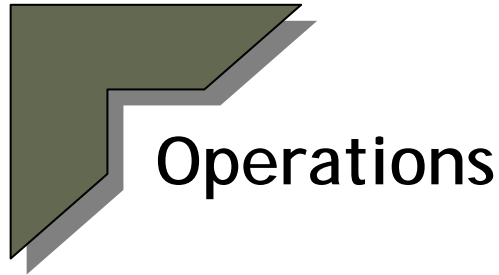
TOURISM SALES		
	2nd Quarter	YTD Total
Client Contacts		
Trade Shows, Events, Inquiries and Sales Calls	1,691	4,846
FAMS/Research & Site Visits		
# of Fams	14	38
# of Companies	17	50
# of Attendees	36	92
Published Itineraries	134	209
Number of Room Nights by County		
Clackamas County	972	2,808
Columbia County	54	54
Multnomah County	12,459	24,931
Washington County	1,191	1,548



# Operations

<b>AFFIRMATIVE ACTION GOALS 2015-16</b>					
<b>TRAVEL PORTLAND GOALS AND OBJECTIVES BY JOB CATERGORIES</b>					
	<b>December 31, 2015</b>		<b>2015-16</b>		
<b>Job Category</b>	<b>Category Number</b>	<b>Total</b>	<b>Actual Percentage</b>	<b>Goal Percentage</b>	<b>Objective</b>
	<b>Number of Females</b>	<b>Number of Staff</b>			
Office/Clerical	17	19	89%	65%	Monitor
Officials/Administration	3	8	38%	50%	Improve
Professionals	11	16	69%	50%	Monitor
Sales	14	15	93%	50%	Monitor
Technicians	3	5	60%	10%	Monitor
<b>Total</b>	<b>48</b>	<b>63</b>	<b>76%</b>	<b>45%</b>	<b>Monitor</b>
	<b>Number of Minorities</b>	<b>Number of Staff</b>			
Office/Clerical	5	19	26%	15%	Monitor
Officials/Administration	0	8	0%	10%	Improve
Professionals	1	16	6%	10%	Improve
Sales	3	15	20%	10%	Monitor
Technicians	0	5	0%	10%	Improve
<b>Total</b>	<b>9</b>	<b>63</b>	<b>14%</b>	<b>11%</b>	<b>Monitor</b>
<b>This report is based on current full and part-time staff.</b>					





## **FIRST OPPORTUNITY TARGET AREA (FOTA)**

### **HIRING**

Travel Portland hired two new employees in the second quarter. Recruiting and special considerations are always made for applicants in the MERC FOTA. Travel Portland currently has twelve employees who reside in the MERC FOTA. Job openings were posted to the following: Destination Marketing Association International, American Society of Association Executives, Professional Conventions Management Association, DMOPROZ, Destination Marketing Association of the West, Indeed, LinkedIn, The Asian Reporter, El Hispanic News, The Skanner, Mosaic Metier, and Travel Portland website.

### **PURCHASING**

Travel Portland expended a total of \$116,534 with businesses in the FOTA area for ending FY quarter December 2015.

### **PARTNERSHIP**

Travel Portland currently has 100 member businesses within FOTA and 55 minority and 104 women-owned businesses as its partners.

## **MBE/DBE/WBE PURCHASING PARTICIPATION**

For the last 27 years Travel Portland has implemented a voluntary MBE/DBE/WBE purchasing program that strives to ensure a high level of participation with certified minority-owned, disadvantaged or women-owned businesses when securing services and supplies that are purchased using lodging tax dollars.

For fiscal year 2015-16, Travel Portland expended \$439,679 of lodging tax dollars in the purchasing of services and supplies where it had the discretion to purchase from outside vendors. Of this amount, \$84,881 or 19% percent was spent with minority/women-owned or emerging small business enterprises.

## Expenses

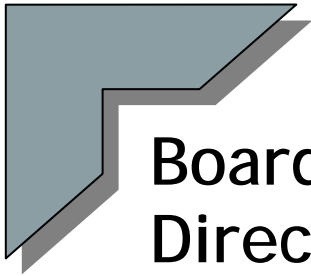
	Annual Budget	QTR Ending 09-30-15	QTR Ending 12-31-15	Sum of YTD 06/30/2016	Percent
<b><u>Direct Sales:</u></b>					
<b>Portland office:</b>					
Professional services	1,070,992	238,043	227,576	465,619	
Direct expenses	117,995	29,499	31,452	60,951	
Total Portland office	1,188,987	267,541	259,028	526,569	44%
<b>Washington DC office:</b>					
Professional services	246,480	61,501	55,870	117,371	
DC client events	13,000	2197.75	11,047	13,245	
Direct expenses	58,388	14,597	1,245	15,842	
Total DC office	317,868	78,296	68,162	146,458	46%
<b>Chicago office:</b>					
Professional services	118,400	27,454	29,785	57,239	
Chicago client events	12,000	3,112	5,076	8,189	
Direct expenses	19,093	4,773	6,414	11,187	
Total Chicago expenses	149,493	35,339	41,275	76,615	51%
Fall & Spring Fam	93,000	5,300	96,141	101,441	
Site Visits	72,500	21,928	19,302	41,230	
Bid/Sales Trips	30,000	5,779	84,641	90,420	
Local Promotions	6,000	8,623	750	9,373	
Tradeshows	287,233	94,860	138,047	232,907	
Road Shows/Client Events-Chicago & Washingto	65,000	48,768	1,259	50,027	
Research/Lead Generation	39,000	28,310	24,525	52,835	
Three City Alliance	55,000	12,662	26,045	38,707	
Advisory Council	50,000	26,703	796	27,498	
Minority Sales services	50,450	24,506	25,944	50,450	
Sub-Total	748,183	277,439	417,449	694,889	
<b>Total Direct Sales</b>	<b>2,404,531</b>	<b>658,616</b>	<b>785,915</b>	<b>1,444,530</b>	60%
<b><u>Marketing:</u></b>					
<b>Total Marketing</b>	<b>643,193</b>	<b>124,812</b>	<b>196,264</b>	<b>321,076</b>	50%
<b><u>Publication Relations:</u></b>					
<b>Total PR</b>	<b>178,850</b>	<b>63,879</b>	<b>53,719</b>	<b>117,598</b>	66%
<b><u>Convention Services:</u></b>					
<b>Total Convention Services</b>	<b>362,000</b>	<b>88,749</b>	<b>134,573</b>	<b>223,322</b>	62%
<b><u>Contract Administration:</u></b>					
Professional Services	234,207	51,824	38,386	90,210	
<b>Total Contract Admin</b>	<b>234,207</b>	<b>51,824</b>	<b>38,386</b>	<b>90,210</b>	39%
<b>Total Budget</b>	<b>\$ 3,822,781</b>	<b>\$ 987,879</b>	<b>\$ 1,208,856</b>	<b>\$ 2,196,736</b>	57%

**Travel Portland**  
**Income Statement**  
(Statement of Financial Activities)

	Actual (Prior Year) YTD 12/31/2014 Column A	Actual YTD 12/31/2015 Column B	Budget YTD 12/31/2015 Column C	Actual (Prior Year) Full Year 6/30/2015 Column D	Budget Full Year 6/30/2016 Column E
Revenue					
City/County Lodging Tax (1%)	2,828,949	3,546,237	2,783,711	5,061,295	5,567,424
Tourism Improvement District (TID) (2%)	5,405,385	6,198,260	5,235,285	9,518,404	10,470,574
MERC (OCC contract)	2,133,364	2,293,669	2,293,669	3,561,250	3,822,781
Partnership Dues	236,755	233,426	235,000	469,442	470,000
Fees earned	118,246	107,638	83,250	205,468	166,500
Other Income	16,850	5,432	2,000	33,918	4,000
Tradeout/In-Kind	0	0	0	17,407	0
Cooperative programs	111,822	98,438	172,762	241,497	345,525
Regional RCMP (from Travel Oregon)	0	425,000	255,000	659,858	425,000
Cultural Tourism	230,534	100,012	150,000	338,212	300,000
Downtown Marketing Initiative (DMI)	0	0	0	0	0
Visitor Development Fund (VDF)	216,105	129,004	68,660	291,676	137,320
<b>Total Revenue</b>	<b>11,298,009</b>	<b>13,137,115</b>	<b>11,279,335</b>	<b>20,398,425</b>	<b>21,709,124</b>
Expenses					
Convention Sales	1,908,776	1,932,964	2,112,385	3,464,710	4,224,789
Tourism Sales	843,251	924,298	1,162,647	1,756,091	2,325,300
Marketing & Communications	4,877,739	4,566,184	4,681,275	7,692,756	9,362,558
Regional RCMP (from Travel Oregon)	276,739	226,419	307,000	659,858	614,000
Downtown Marketing Initiative (DMI)	84,345	0	0	84,345	0
Convention & Housing Services	385,953	404,715	487,348	793,673	974,700
Partnership Services & Events	283,657	267,433	345,098	670,353	689,200
Visitor Services (Fulfillment & VIC)	159,917	146,267	174,999	321,772	350,000
Program Support	1,149,983	1,346,081	1,538,388	2,415,391	3,077,577
<b>Total Expenses</b>	<b>9,970,360</b>	<b>9,814,362</b>	<b>10,809,140</b>	<b>17,858,950</b>	<b>21,618,124</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>1,327,649</b>	<b>3,322,753</b>	<b>470,195</b>	<b>2,539,475</b>	<b>91,000</b>

**Travel Portland**  
**Balance Sheet**  
(Statement of Financial Position)

	Actual 12/31/2015 Column A	Actual as of 6/30/2015 Column B	Increase (Decrease) Column C
<b>Assets</b>			
Cash and Cash Equivalents	\$10,153,629.30	\$7,159,589.82	42%
Accounts Receivable	\$1,155,524.21	\$1,390,723.52	-17%
Prepaid Assets	\$946,915.88	\$1,017,609.97	-7%
Fixed Assets, net	\$510,486.66	\$491,625.06	4%
Other Assets	\$1,045.46	(\$2,929.03)	-136%
<b>Total Assets</b>	<b>\$12,767,601.51</b>	<b>\$10,056,619.34</b>	<b>27%</b>
<b>Liabilities and Net Assets</b>			
<b>Liabilities</b>			
Accounts Payable & Accrued Expenses	\$873,523.70	\$1,133,927.66	-23%
Accrued Personnel	\$1,374,601.70	\$1,582,395.55	-13%
Deferred Revenue	\$75,425.22	\$218,989.14	-66%
Other Fiduciary Liabilities - RCMP	\$166,269.85	\$166,269.85	0%
<b>Total Liabilities</b>	<b>\$2,489,820.47</b>	<b>\$3,101,582.20</b>	<b>-20%</b>
<b>Net Assets</b>			
1Undesignated Net Assets- (Target \$4.1M)	\$8,967,746.00	\$5,645,002.10	59%
1Board Designated-(Mkting & PPE Reserve)	\$818,409.98	\$818,409.98	0%
1Board Designated-Net Property and Equipment	\$491,625.06	\$491,625.06	0%
<b>Total Net Assets</b>	<b>\$10,277,781.04</b>	<b>\$6,955,037.14</b>	<b>48%</b>
<b>Total Liabilities and Net Assets</b>	<b>\$12,767,601.51</b>	<b>\$10,056,619.34</b>	<b>27%</b>



# Board of Directors

Last Name	First Name	Company	Officers	Committee Chair
Ackman	Tim	Alaska Airlines	Past Chair	
Burkett	Sandy	Hotel Vintage Portland	Vice Chair	Community Action Committee
Craddick	Shirley	Metro		
Dodson	Jim	Embassy Suites Portland Airport	Chair	TID Committee
Frey	Victoria	Portland Institute for Contemporary Art		
Goldman	Terry	DoubleTree by Hilton Hotel Portland		
Hanley	Terry	Hotel Rose		
Hasan	Naim	Naim Hasan Photography @ N2H Media Group		
Malek	Kim	Salt & Straw		
McKeel	Diane	Multnomah County		
Patel	Jatin	Lodging Mgmt NW, LLC		
Penilton	David	America's Hub World Travel	Chair-elect	Partner Services Committee
Ponzi	Maria	Ponzi Vineyards		
Porter	David	Aloft Portland Airport at Cascade Station		
Pyne	Tim	Portland Marriott Downtown Waterfront		Convention Sales Steering Committee
Rokovitz	Sabrina	Enterprise Rent A Car		
Saltzman	Dan	City of Portland		
Shelby	E. Allen	BPM Real Estate Group	Treasurer	Budget and Finance Committee
Shelly	Ruth	Portland Children's Museum		
Tullis	Jon	Timberline Lodge		
Wali	Bashar	Provenance Hotels		
Walters	Eric	Hilton Portland & Executive Tower		
Watson	Lisa	Cupcake Jones		
Welch	David	Lincoln Restaurant and Sunshine Tavern		
Weston	Linda	Oregon Entrepreneurs Network		

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# **MERC Commission Meeting**

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March 2, 2016  
12:45 pm

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8.0 Proposed Changes to  
MERC Personnel Policies

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## SUMMARY OF PROPOSED TRAVEL POLICY FOR A VOTE BY MERC COMMISSION

February 8, 2016

Below is the draft policy for your review. The proposed Travel Policy is an update of existing Metro policy.

Policy	Existing MERC Policy	Existing Metro Policy	Applicable Legal Provisions	Policy Summary/Explanation of Change from Previous MERC Policy	Fiscal Impact	Business Impact
Travel Policy	12.10 – Travel Policy	Executive Order No. 63 – Travel Expenditure Policy	(1) Internal Revenue Code Section 62 and the regulations thereunder (as summarized in IRS Publications 463 and 535). (2) ORS Chapter 244 and various opinions of the Oregon Government Standards and Practices Commission.	<ul style="list-style-type: none"> <li>• Changes required approval for travel related expenditures from Facility Director or General Manager to an “individual assigned approval authority.”</li> <li>• Individuals assigned approval authority, may at their discretion, impose stricter guidelines than in the policy.</li> <li>• Incorporates reasonable accommodations provision for personnel with disabilities.</li> <li>• Incorporates Metro’s Driving and Vehicle Use policy and provides more specific definition of mileage computation.</li> <li>• Provides for either per diem or actual meal cost reimbursement and defines methodology. (Previous MERC Policy provided only for actual cost.)</li> <li>• Contains more specific</li> </ul>	N/A	<ul style="list-style-type: none"> <li>• Process improvement and consistency of policy across Metro.</li> <li>• Clarifies responsibilities.</li> <li>• Specifies requirements and documentation standards.</li> </ul>

				<p>provisions on various travel costs and required documentation.</p> <ul style="list-style-type: none"><li>• Changes allowable lodging and meal expense from the Runzheimer Meal-Lodging Cost Index to the GSA published rates, with provisions.</li><li>• Contains provision on purchase of alcoholic beverages – not allowed except for business needs of MERC Venues as approved by the venue directors or General Manager of Visitor Venues via a list of positions annually that are eligible to expense full client entertainment expenses consistent with the Drug and Alcohol Abuse Policy and the Business Development Waiver (former MERC policy silent in this area).</li><li>• Contains new provisions on travel expenses paid or reimbursed by outside entities.</li><li>• Contains specific procedures for authorization and documentation.</li></ul>		
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 Metro | *Policies and procedures*

DRAFT

2/18/16

**Subject** Travel Policy  
**Section** Finance and Regulatory Services  
**Approved by**

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**POLICY**

*This policy provides guidelines for allowed travel expenses. Individuals should strive to select the most cost effective and efficient manner of travel possible for conducting Metro business, and to avoid any personal gain as a result of the travel.*

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**Applicable to**

This policy applies to all Metro employees, elected officials' employees, interns, volunteers, and other individuals authorized to travel on Metro business (travelers). Elected officials are encouraged to adhere to the policy's guidelines and procedures in order to meet their constituents' expectations of transparency and accountability, and to help ensure compliance with specific sections of the Oregon Government Standards and Practices Act.

**Definitions**

**Alternate meal:** Full meals paid for as part of an event's registration fees or other travel expense (hotel room rate, etc.). Full meals include continental breakfasts, lunches and dinners. Continental breakfasts consisting of pastries and beverages, hors d'oeuvres served at social events and coach airfare food items are not considered full meals.

**Combined business and personal travel:** Travel that incorporates both business and personal purposes. Travelers that depart earlier or return later than required by business, or are accompanied by individuals not associated with a Metro business purpose are engaged in combined business and personal travel.

**Hotel:** Any hotel, bed and breakfast, etc. which is held out to the public as available for use and occupancy by guests for compensation.

**Local travel:** Travel within a fifty-five mile radius of the Metro Regional Center. All destinations within Salem, Oregon city limits will be considered local travel.

**Official work station:** Official workstation is defined as the physical location an individual is permanently assigned to.

**Out of town travel:** Travel outside a fifty-five mile radius of the Metro Regional Center.

**Travel status:** An individual is on travel status from the time they start from and return to their official workstation or place of residence or other specified location as appropriate to the travel situation.

### **Guidelines**

1. Exceptions to the provisions of this policy may be made on a case by case basis to meet unusual or unexpected circumstances. Exceptions must be supported by written documentation explaining the policy exceptions, and signed by the individual assigned approval authority.
2. Individuals assigned approval authority may, at their discretion, impose stricter guidelines than outlined in this policy for travel conducted by their staff in order to meet program goals or budgetary constraints. The stricter guidelines should be imposed consistently in order to avoid actual or perceived inequities.
3. For personnel with disabilities, Metro will provide reasonable accommodations during travel on Metro business. Decisions regarding specific situations not addressed by this policy shall be made by the individual assigned approval authority, in consultation with Human Resources, and shall be documented in writing.
4. Travel expenses listed below are allowed provided they are properly authorized, are reasonable and necessary for conducting Metro business and sufficient funds are available within the appropriate budget. Variations to business travel arrangements due to combined business and personal travel are addressed in Appendix A.
5. Metro reserves the right to seek reimbursement from individuals incurring travel expenses determined to be lavish or inappropriate by the authorized approver.
6. For local travel, travelers are strongly encouraged to use public transit or fleet vehicles whenever possible. Travelers going to the same destination should share fleet or personal vehicles whenever possible.
7. Employees will be required to provide documentation and receipts for travel-related expenses as noted below.

### **Allowed Expenses - Local Travel**

**Public transit:** Metro will pay public transit fees.

**Metro fleet vehicles:** Metro fleet vehicles are available for local travel subject to the standard policies governing their use, including Metro's Driving and Vehicle Use Policy.

**Individual's personal vehicle:** Metro will reimburse individuals for use of their personal vehicles when accessing public transit or use of Metro fleet vehicles is impractical. The reimbursement will be based on the trip's mileage and the IRS standard mileage rate. Mileage will be determined based upon the most direct travel route to and from the business destination and the traveler's official work station. If the traveler has approval to leave from their residence or other location rather than their official workstation, mileage will be calculated based upon the lesser of the distance to and from the business destination and the traveler's official work station or the other approved location. Metro will not pay for mileage costs associated with an individual's normal commute. Metro will pay parking expenses for

the traveler's personal vehicle. Drivers must comply with Metro's Driving and Vehicle Use Policy when on Metro business.

Required documentation: Support for mileage claimed (direct route mileage per an internet website).

**Parking:** Metro will pay parking expenses for the traveler's fleet or personal vehicle.

Required documentation: Parking receipts or invoices, unless unavailable.

**Registration fees:** Metro will pay for individuals to attend professional conferences and seminars relevant to Metro business.

Required documentation: A copy of the event's registration form and daily agenda.

**Meals:** Metro does not provide meal allowances for local travel other than any meal costs that may be included in registration fees of conferences or similar events.

#### **Allowed Expenses - Out of Town Travel**

**Air transportation:** Metro will provide coach class airfare. Airfare includes additional costs for checked bags not covered in the base airfare. Additional costs for checked bags paid for by Metro are subject to the following limitations:

- Bags containing personal items: Limit of one bag for every five (5) working days of travel
- Bags containing items for conducting Metro business: As necessary with appropriate pre-approval.

Air fares vary widely depending on travel dates and departure times, routes flown, booking dates and whether or not the fares are subject to change or refund. Travelers should arrange to fly the most cost-effective and efficient direct route available for the departure and return dates and times required to conduct Metro business.

Required documentation: Airline confirmations, original receipts or similar documentation for all airfare expenses.

**Rail transportation:** Metro will provide coach class rail fare up to an amount equal to the most cost effective and efficient direct route airfare for the same destination. Rail travel should be booked using the most direct route available for the departure and return dates and times required to conduct Metro business.

Required documentation: Rail confirmations, original receipts or similar documentation for all rail fare expenses.

**Metro fleet vehicle:** Metro fleet vehicles are available for out of town travel following the guidelines outlined above in the **Local Travel – Metro fleet vehicle** section of this policy.

**Individual's personal vehicle:** Metro will provide reimbursement following the guidelines outlined above in the **Local Travel - Individual's personal vehicle** section of this policy.

Note: Mileage reimbursements may not exceed the amount of the most cost effective and efficient direct route airfare for the same destination.

**Ground transportation:** Metro will cover the expense of transportation (airport shuttles, taxis, etc.) between the traveler's official work station and departure point, or airport

economy lot parking expenses for the traveler’s fleet or personal vehicle. If the traveler has approval to leave from their residence or other location rather than their official workstation, Metro will cover ground transportation expenses based upon the cost of travel to and from the traveler’s official work station and departure point. Metro encourages all travelers to consider public transit options for traveling to and from departure points and destinations. Travelers should evaluate access, cost, and personal safety in reaching their decision.

Metro will cover transportation expenses incurred at destination (hotel shuttles, rental cars, etc.). Rental vehicles should be compact class or smaller unless the business purpose of the trip requires a larger vehicle.

Required documentation: Original receipts for all ground transportation expenses (i.e.: each taxi ride, shuttle fare, etc.).

**Lodging:** Metro will provide lodging for each day of travel when an overnight stay is necessary to conduct Metro business. All lodging expenses paid by Metro must be incurred at a hotel, and will be based on the actual single occupancy rate of the hotel. Should Metro staff share a hotel room, however, the double occupancy rate will be paid by Metro. Whenever possible, travelers should provide the hotel with a completed Government Tax on Occupancy of Hotel and Motel Rooms Exemption Certificate in order to preclude the tax assessment.

Metro reserves the right to deny payment of any portion of lodging expenses greater than the standard per diem allowance (found at [www.gsa.gov](http://www.gsa.gov)) for a hotel in the same city. Metro, however, may allow higher cost lodging based upon mitigating factors including proximity of the selected hotel to the location where Metro business will be conducted, the availability and cost of public transportation between the business location and other lower cost hotels, and traveler safety.

Individuals will be required to provide original itemized hotel bills detailing room charges, taxes, and additional charges for all lodging expenses.

**Registration fees:** Metro will pay for individuals to attend professional conferences and seminars relevant to Metro business. Individuals will be required to provide a copy of the event’s registration form and daily agenda.

**Meals:** Metro provides per diem meal allowances for out of town travel. Individuals may choose between receiving meal allowances based on GSA per diem rates or receiving reimbursement for actual meal costs. The method selected must be applied consistently for the entirety of each trip. Travelers are not allowed to receive a per diem allowance for some meals and actual cost reimbursement for other meals on the same trip.

Per Diem Meals allowances are provided based upon the following schedule:

<b>Meal</b>	<b>Allowance</b>	<b>Provided based upon following travel facts</b>
Breakfast	25% of the daily per diem or actual	-Allowed day of departure if departing at or prior to 7:00 AM -Allowed each full day of travel - Allowed day of return if returning at or after 8:00 AM
Lunch	25% of the daily per diem or actual	-Allowed day of departure if departing at or prior to 12:00 noon -Allowed each full day of travel - Allowed day of return if returning at or after 1:00 PM

Dinner	50% of the daily per diem or actual	-Allowed day of departure if departing at or prior to 6:00 PM -Allowed each full day of travel - Allowed day of return if returning at or after 7:00 PM
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The per diem meal allowances provided based upon the above schedule will be reduced for each meal provided the traveler through other expenses paid by Metro such as meals included in a conference registration.

When out of town travel does not require an overnight stay, per diem meal allowances will be provided based upon the following schedule:

Meal	Allowance	Provided based upon following travel facts
Breakfast	25% of the daily per diem or actual	Traveler on travel status two or more hours prior to the beginning of their regularly scheduled work shift
Lunch	none	Traveler will provide own lunch unless cost of meal included in conference or similar event registration fees
Dinner	50% of the daily per diem or actual	Traveler on travel status two or more hours after the end of their regularly scheduled work shift

**Per Diem meal allowance:** The GSA per diem rates for various destinations can be viewed at [www.gsa.gov](http://www.gsa.gov). Individuals traveling to more than one location in a single day should use the per diem rate effective for the city where the night's lodging will be. The per diem rate used for the last day of travel should be the same as the prior day.

Required documentation: Receipts are not required for meal expenses when the per diem allowance is selected, although written evidence of the GSA per diem rate for the destination city is required.

**Actual meal expenses reimbursement:** Gratuities for meal service up to 20% are reimbursable and should be included on the meal receipt.

Required documentation: Original itemized receipts for all actual meal expenses including up to 20% gratuity.

**The purchase of alcoholic beverages is never an allowed expense.**

Due to business needs of the MERC Venues, the venue directors and General Manager of Visitor Venues are allowed to approve and submit a list of positions annually that are eligible to expense full client entertainment expenses consistent with the Drug and Alcohol Use Policy and Appendix A: Business Development Waiver.

**Personal telephone calls:** Metro will provide travelers without access to a personal cell phone, an allowance for personal telephone calls up to a maximum of \$10.00 per eligible day. Eligible days include the day of departure and every other subsequent full day of travel. No allowance is made for the final (returning) day of travel. No allowance will be provided for minutes used on any personal cell phone.

Required documentation: Original itemized hotel bills or telecommunications invoices for all personal telephone call expenses reported.

**Internet access:** Metro will pay the costs of travelers' internet access for reasonable time necessary to conduct Metro business. When long distance telephone fees are bundled with the internet access fees, no additional allowance will be provided for personal telephone calls. No allowance will be provided for internet access minutes on any personal data device unless the traveler has approval to use personal data device for work related purposes.

Required documentation: Original itemized hotel bills detailing internet access fees not included in the standard room rate.

#### **Related Topics:**

**Lost receipts:** In limited circumstances, after reasonable efforts to obtain duplicate receipts or invoices have been made by the traveler, authorized approvers may allow the reporting of travel expenses without the required documentation. Metro reserves the right to deny payment for any travel expenses not properly supported by invoices and receipts. Employees will need to submit a lost receipt form.

**Shared meal expenses:** A traveler reporting shared meal expenses is required to include the names of all Metro staff present at the meal on their Detailed Travel Expense Report. Other Metro individuals present at the meal should exercise care to not erroneously report a per diem meal allowance for the same meal in their Detailed Travel Expense Report.

**Metro travel agent:** Metro's designated travel agent is available to quote travelers the negotiated State government rates for travel expenses. Government rate airfares are fully refundable, and generally higher than standard coach airfare. The Metro travel agent will also quote individuals non-cancellable coach airfares. Agent contact information is available from the Accounting Division.

**Travel expenses paid or reimbursed by outside entities:** Individuals should exercise care that travel expenses paid or reimbursed by outside sources are necessary, in support of Metro's missions, in line with ethical rules and that the travel does not appear lavish or contain an element of personal gain. Such travel must be authorized and reported in accordance with this policy.

All travel costs paid by Metro, including any amounts reimbursed by outside entities, must be recorded as expenses, and thereby reductions to budgeted appropriations. Reimbursements of travel expenses received by Metro must be recorded as revenues, and should not be used to offset (reduce) travel expenses. Individuals are not allowed to receive travel expense reimbursements directly from outside sources for Metro travel expenses. Payments should be made directly to Metro. Certain federal agencies, however, will only reimburse travel expenses via ACH transactions to the bank account of the traveler, and these agencies will not deviate from their standard procedures. In all such instances, Metro staff should contact the Accounting Division and receive additional information on how to report these reimbursements and the related travel costs. Travel expenses for Metro individuals that are paid directly to vendors by outside entities will not be recognized as expenses by Metro.

#### **PROCEDURES**

**Travel authorization:** Individuals are required to receive written authorization prior to making travel arrangements by completing a Travel Authorization form. Individuals must attach documentation to the form that supports the estimated travel costs. Examples of appropriate documentation include pricing information from travel websites, airline and

hotel websites, etc. Travel Authorization forms must be reviewed, approved and signed by the traveler's authorized approver.

**Travel advance:** Metro will issue eligible individuals travel advances up to thirty days in advance of planned travel. Metro guidelines for providing travel advances are as follow:

- Individuals issued Metro procurement cards are eligible for travel advances up to the estimated cost of miscellaneous expenses normally paid with cash.
- Individuals without Metro procurement cards are eligible for travel advances up to the estimated per diem meal allowances and miscellaneous expenses, such as tips, normally paid with cash.

Individuals may request travel advances by completing the appropriate section of a Travel Authorization form. The Accounting Division will issue advance checks upon receipt of approved forms. Travel advances that are not accounted for on a Detailed Travel Expense form or returned to Metro will be added to the individual's taxable income.

**Payments:** Pre-authorized travel expenses may be paid for as follows:

- Metro travel agent: Travel booked through the Metro travel agent will be paid for by Metro.
- Metro check: Metro will make direct payments to vendors for travel expenses processed using standard Accounting Division procedures.
- Metro procurement cards: Individual and departmental procurement cards may be used to pay for travel expenses.
- Personal credit cards: Personal credit cards may be used to pay for travel expenses. However, Metro issued procurement cards are strongly recommended for travel expenses.
- Travel Advances: Individuals issued travel advances may use the cash received to pay for travel expenses.

**Subsequent reporting:** All travelers are required to report travel expenses within thirty days of the end of travel by completing a Detailed Travel Expense Report. Original receipts, hotel bills and other documents that substantiate actual expenses must be attached to the form and the traveler is required to personally sign the disclosure statements contained in the form. Unused travel advances are required to be returned by the traveler within sixty days of the end of travel. Detailed Travel Expense Reports must be reviewed, approved and signed by the traveler's authorized approver. Metro reserves the right to disallow any travel expenses not reported within thirty days of the fiscal year end.

## **Responsibilities**

### Travelers:

- Familiarize yourself with Metro travel policies prior to planning or conducting travel.
- Complete Travel Authorization forms (and receive written authorization from the authorized approver) prior to executing travel arrangements.
- Drivers of personal or fleet vehicles must comply with Metro's Driving and Vehicle Use Policy.
- Retain all documents necessary to support travel expenses reported (airfare reservations/confirmations, hotel invoices, restaurant receipts, transportation invoices, etc.).
- Complete a Detailed Travel Expense Report form no later than thirty days after the completion of travel. Include all required documentation and receipts.

- Return any unused travel advances no later than sixty days after the completion of travel.
- Personally sign the disclosure statements contained in the required forms, although you may obtain assistance from program travel coordinators in organizing documents and preparing required forms. Regardless of assistance provided by Designated Travel Coordinators, the responsibilities outlined above reside with you.
- Additional travel research or booking of reservations required as a result of combined business and personal travel is your exclusive responsibility. Refer to Appendix A for specific information on combined business and personal travel.

#### **Authorized approvers:**

- Confirm funds are available within the appropriate budget prior to approving Travel Authorization forms.
- Determine that travel expenses are reasonable and necessary for conducting Metro business.
- Resolve any significant variances between estimated travel expenses requested on the Travel Authorization form and the actual travel expenses reported on the subsequent Detailed Travel Expense Report.
- Review and, when appropriate, approve Travel Authorization forms and Detailed Travel Expense Reports submitted by assigned travelers.
- Review and approve annual reports on the use and cost savings associated with the redemption of travel awards reported by assigned travelers.

#### **Accounting:**

- Process all travel advances, reimbursements and vendor payments.
- Notify Human Resources and traveler of any adjustment to wages for unreported and unreturned travel advances.
- Conduct periodic review of selected travel expense records designed to evaluate compliance with the provisions of this policy.
- Update travel policy documentation and forms.

#### **Appendix A- Combined Business and Personal Travel**

Individuals are allowed to combine business and personal travel plans subject to appropriate approval. Combined personal and business travel cannot exceed the cost of the business travel. Individuals will not be reimbursed more than amount for business travel for items such as—but not limited to—ground transportation, lodging, and meals. Any costs in excess of the business travel expenses must be paid for with the traveler’s personal funds. Travelers must attach documentation to their Travel Authorization form that allows authorized approvers to determine both the business only travel costs and the combined business and personal travel costs.

#### **Specific Guidelines:**

**Air and rail transportation:** Metro will pay for airfare or rail fare up to the cost of the business only fare. If the business purpose of a trip is cancelled, Metro reserves the right to fully retain any residual value associated with non-refundable airfare, such as credit towards future travel. Reimbursement to the traveler for any personal portion of the airfare will be at Metro’s discretion.



**Vehicles:** Travelers will be reimbursed for use of their personal vehicle up to the amount that would have been paid for business only use of the vehicle. Metro fleet vehicles will not be authorized for out of town travel extended by personal travel plans. Other types of combined business and personal travel use of a Metro fleet vehicle are subject to the standard guidelines for use of a Metro fleet vehicle.

**Lodging:** Costs paid by Metro will be limited to the lodging expense that would have been paid for based upon business only travel. If a Saturday layover would result in a reduced business only airfare, Metro will pay for additional lodging up to the amount saved on the Metro individual's airfare.

## **References**

- Internal Revenue Service Publications, Bulletins and Interpretations on Accountable Plans including Publication 535 and 463.
- Oregon Government Standards and Practices Act – ORS Chapter 244
- Oregon Government Standards and Practices Act – Advisory Opinion 01A-1006
- Oregon Government Ethics Commission- A Guide for Public Officials
- Drug and Alcohol Use Policy
- Driving and Vehicle Use Policy

## **Attachments**

**Attachment 1:** Travel Authorization Form

**Attachment 2:** Detailed Travel Expense Report

**Attachment 3:** Government Tax on Occupancy of Hotel and Motel Rooms Exemption Certificate

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# **MERC Commission Meeting**

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March 2, 2016  
12:45 pm

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9.0 Consent Agenda

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**Metropolitan Exposition Recreation Commission**  
**Record of MERC Commission Actions**  
February 3, 2016  
Oregon Zoo, Vista Room

<b>Present:</b>	Elisa Dozono, Terry Goldman, Damien Hall, Judie Hammerstad, Deidra Krysov-Rusoff, Karis Stoudamire-Phillips, Metro Council Liaison Sam Chase
<b>Absent:</b>	Ray Leary (excused)
	A regular meeting of the Metropolitan Exposition-Recreation Commission was called to order by Chair Terry Goldman at 12:54 p.m.
<b>1.0</b>	<b>QUORUM CONFIRMED</b> A quorum of Commissioners was present.
<b>2.0</b>	<b>OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS</b> None
<b>3.0</b>	<b>COMMISSION/COUNCIL LIAISON COMMUNICATIONS</b> <ul style="list-style-type: none"> <li>• Metro Council Liaison Chase reported on the Affordable Housing Summit held earlier in the week.</li> <li>• Commissioner Hammerstad offered her compliments to Portland’s for bringing new organizations to its facilities.</li> <li>• Commissioner Goldman announced that today is his last day as MERC Chair. He is stepping down due to work commitments. He will remain on the Commission and plans to remain for the rest of his current term.</li> </ul>
<b>4.0</b>	<b>METRO DEPUTY COO COMMUNICATIONS</b> Scott Robinson, Metro Deputy COO and Interim Visitor Venues General Manager, provided updates to the Commission including: <ul style="list-style-type: none"> <li>• Robinson offered his thanks to Commissioner Goldman for his service as Chair.</li> <li>• Commissioner Damien Hall has been selected as a recipient of the Portland Business Journal’s 40 Under 40 Award.</li> <li>• At the end of Metro’s Diversity Equity and Inclusion month held in January, Metro awarded its Difference Maker Awards. MERC Commissioners were nominated and were awarded for their work on the update of the FOTA project. Commissioners Dozono, Leary, Stoudamire-Phillips and Goldman were recognized by Commissioner Krysov-Rusoff for their efforts as members of the FOTA Task Force.</li> <li>• Donald Moore has been hired as the new Zoo Director. Teri Dresler will return to her position as General Manager of Visitor Venues. The transition will take place at the March 2 MERC meeting.</li> <li>• With litigation out of the way, there are still many hurdles for the hotel project. Groundbreaking is still expected by the end of 2016.</li> <li>• A recent Metro procurement workshop for on-call maintenance and repair services was successful in recruiting MWESB firms. All 7 of the contracts were awarded to MWESB firms.</li> <li>• The Budget Committee reviewed Capital and Operations budgets at its meeting on January 27. At its February 17 meeting, the whole budget will be reviewed. The budget will be presented to the Commission at the March 2 meeting.</li> </ul>
<b>5.0</b>	<b>CONSENT AGENDA</b> Includes: <ul style="list-style-type: none"> <li>• January 6, 2016 Record of MERC Actions</li> </ul> A motion was made by Commissioner Krysov-Rusoff and seconded by Commissioner Stoudamire-Phillips to approve the Consent Agenda. VOTING: AYE: 6 (Goldman, Hall, Hammerstad, Krysov-Rusoff, Dozono, Stoudamire-Phillips)

	NAY: 0 MOTION PASSED
<b>6.0</b>	<b>ACTION AGENDA</b>
<b>6.1</b>	<b>Resolution 16-01:</b> For the Purpose of Electing the Metropolitan Exposition Recreation Commission (MERC) Chair for the remainder of Fiscal Year 2015-16. Commissioner Stoudamire-Phillips nominated Commissioner Elisa Dozono for the position of MERC Chair. The nomination was seconded by Commissioner Krys-Rusoff. VOTING: AYE: 6 (Goldman, Hall, Hammerstad, Krys-Rusoff, Stoudamire-Phillips, Dozono) NAY: 0 MOTION PASSED
<b>6.2</b>	<b>Resolution 16-02:</b> For the purpose of adopting changes to the MERC Personnel Policies. Mary Rowe, Director of Metro Human Resources, presented the resolution which updates the Americans with Disabilities Act policy. A motion was made by Commissioner Krys-Rusoff and seconded by Commissioner Stoudamire-Phillips to approve the Resolution. VOTING: AYE: 6 (Goldman, Hall, Hammerstad, Krys-Rusoff, Dozono, Stoudamire-Phillips) NAY: 0 MOTION PASSED
<b>6.3</b>	<b>Resolution 16-03:</b> For the purpose of approving the Contract between the Metropolitan Exposition Recreation Commission (MERC) and Outlaw Lighting for services of design, lighting equipment and rigging services for the IAAF World Indoor Track and Field Championships Event. The resolution was presented by Scott Cruickshank. <ul style="list-style-type: none"> <li>Commissioner Dozono stated that she was uncomfortable with the process used for soliciting partnership with Outlaw Lighting for such a significant sized contract. Cruickshank responded that time was the main reason for the procedure used in this case. He also shared that AV services account for about \$2 million of OCC's annual revenue and are a core part of its business model although it is not an exclusive service at OCC - outside vendors can contract with shows at OCC.</li> <li>Nathan Sykes added that a Request for Quotes was completed as part of the process and Outlaw Lighting is on the list of A/V providers.</li> </ul> A motion was made by Commissioner Hammerstad and seconded by Commissioner Hall to approve the Resolution. VOTING: AYE: 5 (Goldman, Hall, Hammerstad, Krys-Rusoff, Stoudamire-Phillips) NAY: 1 (Dozono) MOTION PASSED
<b>7.0</b>	<b>PROPOSED CHANGES TO MERC PERSONNEL POLICIES: SALES INCENTIVE POLICY</b> Mary Rowe, Metro Human Resources Director presented the updates to the policy. Scott Cruickshank added detail on the reason for the update including the fact that it is necessary in order to make pay for the positions more competitive with comparable positions in the industry. The policy will be presented to the commission as a resolution at the March MERC meeting.
<b>8.0</b>	<b>MERC FINANCIAL REPORT</b> MERC Finance Manager Benjamin Rowe updated the Commission on December financials for the MERC venues.
<b>9.0</b>	<b>VENUE BUSINESS REPORTS</b> Venue Directors Robyn Williams and Matthew P. Rotchford provided updates to the Commission. Scott

	Cruickshank yielded his time due to the length of the meeting.
<b>10.0</b>	<b>ARAMARK SECOND QUARTER REVIEW</b> Ed Strong and Diane Marshall of Aramark reported second quarter results to the Commission.
<b>11.0</b>	<b>FY 2014-15 FINANCIAL AUDIT</b> Director of Metro Finance and Regulatory Services, Tim Collier, and Ashley Osten of Moss Adams presented audit results to the Commission.
<b>12.0</b>	<b>REVIEW GOALS IDENTIFIED IN DRAFT STRATEGIC PLAN TO ADVANCE EQUITY, DIVERSITY AND INCLUSION</b> Juan Carlos Ocaña-Chiu of Metro’s Diversity Equity and Inclusion team presented the strategic plan goals. Feedback from the Commission was requested. Following the meeting, Ocaña-Chiu will forward the goals by email allowing Commissioners time to read them thoroughly before replying with their thoughts.
<b>13.0</b>	<b>OREGON ZOO GUEST SERVICES STRATEGY</b> The presentation given by Craig Stroud, John Strebis, Caleb Ford and Ivan Ratcliff updated the Commission on recent accomplishments at the Oregon Zoo and provided a greater understanding of some of the factors that influence the zoo’s daily operations.
	As there was no further business to come before the Commission, the meeting was adjourned at 2:52 p.m.

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# **MERC Commission Meeting**

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March 2, 2016  
12:45 pm

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10.0 Action Agenda

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**METROPOLITAN EXPOSITION RECREATION COMMISSION  
Resolution Number 16-04**

For the purpose of approving the Metropolitan Exposition Recreation Commission (“MERC”) 2016-17 Proposed Budget and 2016-17 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 2016-17 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 2016-17 Budget and 2016-17 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 2016-17.

Passed by the Commission on March 2, 2016.

Approved as to Form:  
Alison R. Kean, Metro Attorney

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Chair

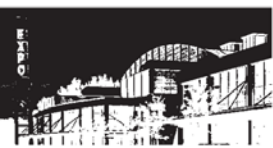
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Secretary/Treasurer

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Nathan A. S. Sykes, Deputy Metro Attorney





 **Metro** | *Exposition Recreation Commission*

Date: March 2, 2016  
 To: MERC Commission  
 From: Karis Stoudamire-Phillips, Chair of the MERC Budget Committee  
 Scott Robinson, Metro Deputy COO  
 Re: Transmittal of the Fiscal Year 2016-17 MERC Budget

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The MERC Budget Committee recommends for MERC’s approval, the Fiscal Year 2016-17 Proposed Budget which is summarized in MERC Resolution 16-04 Exhibits A & B. After the MERC Budget Retreat on November 4, 2015, the Budget Committee met three times gathering information from venue directors regarding the challenges and opportunities each venue faces in the coming year and beyond. This contextual information was essential to the committee's understanding of the revenue forecasts and operational and capital expenditure requests of each venue. The Proposed Budget represents a realistic and achievable budget, reflective of each venue’s event bookings, with measured capacity to accommodate unexpected event booking revenue. In addition to preparing the budget recommendation, the Committee:

**Capital**

- reviewed the MERC 5-year capital plan;
- approved the FY 2016-17 capital plan of \$8,704,328;
- reviewed and recommends a request for \$600,000 in General Fund MTOCA funds to support ongoing efforts to develop both the Oregon Convention Center (\$320,000 – Capital); and the Portland Expo Center (\$280,000 - Operations);
- reviewed and recommends that an annual TLT Pooled Capital allocation of \$1,375,000 be used for a new mass notification and fire alarm system (\$375,000) and the plaza project (\$1,000,000) at the Oregon Convention Center (OCC);
- reviewed and recommends that Portland Expo Center (Expo) receive up to \$1,016,740 from TLT Pooled Capital for capital projects including Halls A,B,C,D,E roofing repairs, refurbishment, and replacement, and HVAC, refurbishments;

**Operating**

- reviewed and recommends the request from Portland’s Centers for the Arts (Portland’s) for an increase of 3.00 Full-Time Equivalent (FTE) positions; an Education and Community Engagement Manager, Administrative Technician, and day-time Utility Lead;
- reviewed and recommends OCC’s request for an increase of 1.00 FTE position; including an Audio Visual Supervisor in response to the Audio Visual Division filing to organize under a labor contract;

**OCC Hotel Project**

- reviewed and recommends a request for \$927,212 in Hotel project expenditures, including a \$600,000 contingency for bond processing costs and budget for project management, legal, financial consulting, construction oversight, and ribbon cutting ceremony costs;
- reviewed and recommends to request an additional \$4.0 million grant from the Visitor Facilities Trust Account to fund the gap in Hotel Project Bond funding.

The Committee's recommended budget will be presented to MERC Commissioners on Wednesday, March 2, 2016 for consideration and approval. It will then be forwarded to the Metro Budget Officer, Martha Bennett, Chief Operating Officer, for review by the Metro Council beginning mid-April. If the Chief Operating Officer proposes amendments to the budget, those changes will be brought back to the Commission for consideration in April or May.

### **Forecasted economic environment for Fiscal Year 2016-17**

The economic recovery from the Great Recession continues with FY 2016-17 forecasts reflected in increased event bookings across the venues. Portland's has booked 9.5 weeks of Broadway shows in FY 2016-17. Although 2.5 weeks less than the all-time record of 12 weeks in FY 2016, this is a very healthy booking schedule. OCC forecasts hosting 47 national conventions, which is well above average, however three less than its record 50 in FY 2016. As usual, OCC expects a few additional large event bookings as the year progresses. Expo's budget for FY 2016-17 is slightly less than FY 2016; however it reflects a healthy 3% compound annual growth rate in event related revenues over FY 2015 actual revenues. Portland Expo's proposed FY 2016-17 budget does not include a Cirque du Soleil event.

### *Transient Lodging Tax*

Transient Lodging Tax (TLT) revenue is forecasted to perform even better in FY 2016 than its record year in FY 2015. Portland truly is happening now! There are over 1,000 hotel rooms either planned or currently under construction in Portland. This is in addition to the new TLT receipts generated from the Airbnb agreement implemented mid-way through FY 2015. The MERC forecast for TLT revenues in FY 2016-17 matches the County's forecast of 4% growth over FY 2016. Because of the record receipts and OCC's and Portland's maximum allocation growth year over year, the TLT Pooled Capital Account balance will continue to grow over the next several years. The Expo Center receives an annual TLT Pooled Capital allocation for capital projects via the MERC Commission, however does not currently receive a direct TLT allocation through the bucket system to subsidize its operations or pay its bond debt service as do both OCC and Portland's.

On the expense side, Expo's budget continues to be stressed by tax increases including Multnomah County Drainage District fees. The City of Portland phased storm water fee increases are fully implemented within the FY 2016-17 budget. Portland's resident company schedules remain flat and its aging buildings continue to require major capital improvements. The assumption of a 2.0% CPI & Cost of Living Allowance (COLA) was used in the development of the FY 2016-17 Budget. The Bureau of Labor Statistics (BLS) reported in January 2016 that the calendar year Portland-Salem Area Consumer Price Index for All Urban Consumers (CPI-U) increased 1.23%. Both the AFSCME and LIUNA agreements have a minimum 1.5% COLA. All three venues have absorbed increased utility, food and personnel costs into their budget without increasing their Materials and Services budget. Through good operational efficiency management, the venue directors continue to minimize expenditure growth while keeping revenues on pace with inflation.

### **OCC Hotel Project**

Until late January, the immediate future of the Hotel Project was ambiguous. Groundbreaking is now expected by December 31, 2016. Once the lawsuit was settled with the opposition, project staff and financial advisors proceeded with bond analysis. Preliminary analysis calculated a \$4.0 million bond funding gap. To bridge this gap, staff will request a \$4.0 million grant from the Visitor Facility Trust Account. Following notification to the City and County, this request will be presented at the Visitor

Development Fund Board meeting on March 11, 2016. This grant will be received in OCC's budget and expensed to the OCC Hotel Project Account within the Metro General Revenue Bond Fund. This pass-through is in addition to the originally proposed FY 2016-17 Hotel Project budget of \$927,212 which includes \$600,000 in contingency for bond processing costs, project management staff (0.50 FTE), construction oversight, development and design expenses, legal services, and ribbon cutting ceremony.

Additionally, the OCC plaza project (between OCC and the Hotel) was postponed until the future of the Hotel Project was known. To achieve some economies of scale, specific elements from the OCC Facility Master Plan and the plaza project may need to be combined into a single project and executed in FYs 2016-2019 in conjunction with Hotel construction. OCC staff proposed to add \$2.0 million to its originally proposed FY 2016-17 capital plan so design and construction work can begin. Funding for this project will draw from three sources: the Aramark Capital Contribution (\$500,000), OCC New Business Strategy (\$500,000) and TLT Pooled Capital (\$1,000,000).

### **Significant impacts in the Fiscal Year 2016-17 Proposed Budget**

- Assumed cost impacts for both the Affordable Healthcare Act and the newly implemented sick leave laws are included in the FY 2016-17 Proposed Budget. Because these cost increases can be managed to some degree, there is not a significant impact to the venues.
- Both the budgeted fixed amount for health and welfare benefits per employee and the Public Employee Retirement System (PERS) rate decreased from FY 2015-16. Both of these rate decreases are a one-time reprieve. It is expected both rates will increase in FY 2017-18.
- Under the new minimum wage law the venues will not experience significant cost impacts in FY 2016-17.
- The Oregon Convention Center budgeted \$189,437 for the fifth of ten loan payments to the General Fund. OCC borrowed \$2.2 million from the General Fund for OCC's Portland Streetcar Local Improvement District (LID) tax assessment in 2012.

### **Key Budget Objectives**

In preparing the FY 2016-17 Budget, MERC Administration and the venues composed key objectives. Included in Exhibit B of Resolution 16-04 is a list of FY 2016-17 Key Budget Objectives for MERC Administration and each venue. These key objectives appropriately address both the Budget Committee and MERC Commission requests of staff during the budget process and throughout the year.

### **Policy Considerations**

*First Opportunity Target Area (FOTA) Hiring*

*Diversity Equity & Inclusion (DEI) Program Goals*

*Minority, Women-owned, Emerging Small Business (MWESB) Contracting*

All three venues are committed to FOTA, DEI, and MWESB goals and policies. The Human Resources department and Aramark share the responsibility for FOTA hiring program updates and reporting. The Procurement division of Finance will continue to report MWESB contracting statistics quarterly. As the OCC hotel project approaches financial close in late 2017, efforts to launch construction employment and contracting outreach will begin. While this is not a Metro construction project, the Metro project team is committed to contributing towards achieving the minority contracting and workforce equity goals required throughout the construction phase of the project. One of the new budget objectives for FY 2016-17 is to maintain oversight and provide regular reporting to stakeholders of the required minority contracting and workforce equity goals throughout the construction of the OCC Hotel project.

The Committee is impressed with the various methods each venue's budget process facilitated initiatives related to DEI program goals including new positions, outreach programs, training budgets, and hiring initiatives.

#### *Five-Year Capital Plans & Fund Reserves*

The Budget Committee reviewed each venue's five-year capital plan and the forecasted impact on their respective fund reserves. All three venues are confronted with the challenges of aging facilities and growing operating expenditures in a competitive marketplace. These dynamics frame a unique narrative for each venue. The Budget Committee encourages the Commission to keep the following three distinct narratives surrounding each venue's capital needs and five-year forecast at the forefront of its priorities.

#### **Portland Expo Center**

At the November Budget Retreat, staff presented to the Commission their progress on the Expo project. Expo was on track to completely deplete its reserves in December of 2018. The budget committee reviewed and approved three FY 2016-17 Budget measures proposed by staff to extend Expo's reserves:

- Request a \$280,000 General Fund MTOCA allocation for marketing support and facility enhancements
- A 100% (\$130,000) subsidy of MERC Admin charges funded from MERC Admin reserves
- Fund Expo's FY 2016-17 Capital Improvement Plan 100% (\$1,016,740) from TLT Pooled Capital

With these three measures, Expo's reserves are forecasted to last until June of 2019, six years before its current debt service expires in 2025. This forecast includes Expo growing its event related revenue by 3% each year, receiving an average of \$500,000 in TLT Pooled Capital and receiving \$280,000 in MTOCA allocation from the General Fund each year. Budget measures similar to the ones above and more are necessary each year to extend Expo's reserves to 2025.

The scope of the Expo Project includes: exploring the proposed hybrid option, finding alternative funding sources for capital improvement needs and campus investment, and maintaining reserves. Continued work on the Expo project is funded from the MERC Admin budget in FY 2016-17.

#### **Oregon Convention Center**

OCC's capital funding and fund balance reserves narrative revolves around balancing strategically drawing from both its own fund balance and the TLT Pooled Capital account to address renewal and replacement. Because the OCC Hotel is expected to open in 2019 and due to the health of TLT as well as its event schedule, OCC operations are forecasted to fully fund its current five-year capital plan and also maintain healthy reserves. However, OCC is in the process of completing both a Facility Condition Assessment and a Facility Master Plan. The Facility Condition Assessment will inventory and detail the condition and estimated life expectancy of all mechanical systems of the building as well as propose best-practice maintenance measures to extend system life. The Facility Master Plan will propose interior finish refurbishments to maintain the facility at world-class standards. Once these two processes are complete, OCC will have a more complete picture of estimated future capital costs. The challenge will be to strategically schedule and match funding sources to projects.

**Portland’s Centers for the Arts**

Portland’s net operations are forecasted to be an average \$1,000,000 each year over the next five years yet its reserves are forecasted to be reduced from over \$10 million in 2016 to under \$8 million in 2021 due to its capital needs. The Portland’s Project scope includes exploring the dynamics of growing net operations, the heavy subsidies provided to the resident companies, appropriately managing the stewardship City of Portland facilities, maintaining reserves, and identifying funding sources for major capital projects. The City of Portland recently completed a partial Facility Condition Assessment (FCA) of Portland’s buildings. The assessment did not include seismic or American with Disabilities Act compliance. Work is under way to analyze the FCA information and quantify the gap of information necessary to facilitate a more complete picture of long-term capital needs and funding gaps. This foundational information and analysis will frame future conversations with Portland’s stakeholders.

**Conclusion**

We would like to especially thank Ben Rowe, MERC Finance Manager, for his tireless work with the venues to compose a balanced budget. Thanks also to the Metro finance team for their work with Ben and the venue directors to ensure that all of our assumptions are accurate. A big thank you also goes to the venue directors and their staff who worked many hours on projections and balancing the budget. This group of professionals has done the tough work and produced budgets that we can all stand behind and be proud of. The proposed budget provides the venues with the financial resources needed to achieve excellence in customer service and maintain the venues in a manner that delivers on our promise to the region to operate world-class facilities.

And finally, thank you to the MERC Budget Committee members including Commissioners Karis Stoudamire-Phillips, Terry Goldman and Deidra Krys-Rusoff for their leadership, probing questions, and enthusiastic participation on the Budget Committee.

MERC Statement of Activity with Annual Budget  
Metropolitan Exposition-Recreation Commission  
All Departments  
2017

Line	Operations	2012-13	2013-14	2014-15	2015-16	2016-17	Change in Annual Budget	
		Actual	Actual	Actual	Budget	Budget	\$	%
1	Charges for Services	20,818,578	20,873,669	25,334,609	24,711,900	25,283,884	571,984	2%
2	Contributions from Governments	798,035	814,794	837,608	853,950	871,029	17,079	2%
3	Contributions from Private (ARA)				15,000	13,000	(2,000)	-13%
4	Enhanced Marketing VDF	441,358	450,000	462,694	472,781	482,614	9,833	2%
5	Food and Beverage Revenue	15,784,720	14,052,840	17,383,250	16,325,143	17,248,329	923,186	6%
6	Grants	12,073	32,422	12,873	-	55,000	55,000	
7	Interest Earnings	99,479	173,347	211,752	91,000	171,000	80,000	88%
8	Interfund Loans	-	1,919,916	-	-	-	-	
9	Lodging Tax	10,243,940	10,904,188	10,830,714	11,443,458	11,964,317	520,859	5%
10	Miscellaneous Revenue	114,815	106,187	159,784	95,477	103,440	7,963	8%
11	Transfers-R	568,633	418,633	1,138,263	1,015,132	280,000	(735,132)	-72%
12	Visitor Facilities Trust Account	2,712,406	2,471,052	2,345,524	2,215,901	6,446,504	4,230,603	191%
13	<b>Total Revenues</b>	<b>51,594,036</b>	<b>52,217,048</b>	<b>58,717,071</b>	<b>57,239,742</b>	<b>62,919,117</b>	<b>5,679,375</b>	<b>10%</b>
14							-	
15	Capital Outlay	298,992	12,796	-	-	-	-	
16	Food & Beverage Services	12,774,024	12,298,206	13,946,162	13,694,997	13,970,429	275,432	2%
17	Materials and Services	11,782,522	14,255,752	14,240,191	15,484,426	16,999,424	1,514,998	10%
18	Personnel Services	16,558,158	16,296,492	17,696,176	19,860,619	20,575,407	714,788	4%
19	Transfers-E	4,548,947	5,088,997	5,414,178	9,001,335	9,567,091	565,756	6%
20	Visitor Development Marketing	441,358	450,000	462,694	472,781	482,614	9,833	2%
21	<b>Total Expenditures</b>	<b>46,404,001</b>	<b>48,402,241</b>	<b>51,759,941</b>	<b>58,514,158</b>	<b>61,594,965</b>	<b>3,080,807</b>	<b>5%</b>
22	Net Operations	5,190,035	3,814,807	6,957,131	(1,274,416)	1,324,152	2,598,568	-204%
23							-	
24	<b>Capital</b>						0	
25	Contributions from Private	75,000	85,000	200,000	387,501	637,501	250,000	65%
26	Grants	410,072	422,333	243,149	-	-	-	
27	Lodging Tax	1,066,283	1,923,700	5,241,751	-	-	-	
28	Miscellaneous Revenue	10,986	-	14,633	-	-	-	
29	Other Financing Sources	-	5,190	3,125	-	-	-	
30	Transfers-R	-	-	-	110,000	320,000	210,000	191%
31	<b>Total Revenues</b>	<b>1,562,340</b>	<b>2,436,223</b>	<b>5,702,658</b>	<b>497,501</b>	<b>957,501</b>	<b>460,000</b>	<b>92%</b>
32							-	
33	Capital Outlay	2,499,727	4,605,435	4,353,906	8,483,500	8,704,328	220,828	3%
34	<b>Total Expenditures</b>	<b>2,499,727</b>	<b>4,605,435</b>	<b>4,353,906</b>	<b>8,483,500</b>	<b>8,704,328</b>	<b>220,828</b>	<b>3%</b>
35	Net Capital	(937,387)	(2,169,212)	1,348,752	(7,985,999)	(7,746,827)		
36	Fund Balance	4,252,649	1,645,594	8,305,883	(9,260,415)	(6,422,675)		
37								
38	Food & Beverage Margin \$	3,010,696	1,754,635	3,437,088	2,630,146	3,277,900	647,754	25%
39	<b>Food &amp; Beverage Margin %</b>	<b>19.07%</b>	<b>12.49%</b>	<b>19.77%</b>	<b>16.11%</b>	<b>19.00%</b>		
40								
41	<b>Full-Time Equivalent (FTE) Positions</b>	<b>181.50</b>	<b>175.50</b>	<b>182.35</b>	<b>186.45</b>	<b>189.95</b>	<b>3.50</b>	<b>1.92%</b>
42								

MERC Statement of Activity with Annual Budget  
Metropolitan Exposition-Recreation Commission  
All Departments  
2017

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Change in Annual Budget	
						\$	%
<b>43 Fund Balance</b>							
<b>44 Beginning Fund Balance (Budgeted)</b>			31,934,460	34,133,771	40,849,697		
<b>45 Fund Balance Inc. (Dec.)</b>			8,305,883	(9,275,415)	(6,422,675)		
<b>46 Ending Fund Balance</b>	<b>30,414,366</b>	<b>31,934,460</b>	<b>40,240,343</b>	<b>24,858,356</b>	<b>34,427,022</b>		
<b>47</b>							
<b>48 Operating Contingency</b>				2,515,000	2,515,000		
<b>49 Renewal &amp; Replacement</b>				11,260,000	21,945,536		
<b>50 New Capital / Business Strategy</b>				4,938,974	6,213,844		
<b>51 TLT Pooled Capital</b>				6,144,382	3,752,642		
<b>52 Total Reserves</b>				<b>24,858,356</b>	<b>34,427,022</b>		
<b>53</b>							
<b>54 Beginning Fund Balance (Actual)</b>				40,240,343			
<b>55 Fund Balance Inc. (Dec.) (Projected)</b>				609,353			
<b>56 Ending Fund Balance (Projected)</b>				<b>40,849,696</b>			
<b>57</b>							
<b>58</b>							
<b>59 Total Resources</b>				91,856,014	104,726,315		
<b>60 Total Requirements</b>				91,856,014	104,726,315		
<b>61</b>				-	(0)		

MERC Statement of Activity with Annual Budget  
Metropolitan Exposition-Recreation Commission  
MERC Admin Sub Fund  
2017

Line	Operations	2012-13	2013-14	2014-15	2015-16	2016-17	Change in Annual Budget	
		Actual	Actual	Actual	Budget	Budget	\$	%
1	Charges for Services	(0)	25	17,406	-	-	-	-
2	Interest Earnings	7,376	11,611	17,433	12,000	18,000	6,000	50%
3	Miscellaneous Revenue	-	155	-	-	-	-	-
4	Transfers-R	1,374,999	1,142,543	1,259,590	1,259,590	1,250,977	(8,613)	-1%
5	MERC Admin Support From OCC	770,000	642,065	707,841	707,841	808,751	100,910	14%
6	MERC Admin Support From P5	463,750	388,603	428,413	428,413	442,226	13,813	3%
7	MERC Admin Support From Expo	119,249	111,875	123,336	123,336	-	(123,336)	-100%
8	<b>Total Revenues</b>	<b>1,382,375</b>	<b>1,154,334</b>	<b>1,294,429</b>	<b>1,271,590</b>	<b>1,268,977</b>	<b>(2,613)</b>	<b>0%</b>
9								
10	Materials and Services	228,927	229,275	297,282	479,585	543,085	63,500	13%
11	Personnel Services	1,105,077	739,568	773,769	830,961	876,495	45,534	5%
12	Transfers-E	-	-	12,000	-	-	-	-
13	General Fund - PERS Reserve			12,000				
14	<b>Total Expenditures</b>	<b>1,334,004</b>	<b>968,844</b>	<b>1,083,051</b>	<b>1,310,546</b>	<b>1,419,580</b>	<b>109,034</b>	<b>8%</b>
15	Net Operations	48,371	185,490	211,378	(38,956)	(150,603)	(111,647)	287%
16	<b>Capital</b>							
17	Lodging Tax	1,066,283	1,923,700	5,241,751	-	-		
18	Transfers-R	(360,000)	(780,000)	(1,483,000)	(820,000)	(2,391,740)	(1,571,740)	192%
19	TLT Pooled Capital to OCC	(90,000)	(615,000)	(1,123,000)	(540,000)	(1,375,000)	(835,000)	155%
20	TLT Pooled Capital to Expo	(270,000)	(165,000)	(360,000)	(280,000)	(1,016,740)	(736,740)	263%
21	<b>Total Revenues</b>	<b>706,283</b>	<b>1,143,700</b>	<b>3,758,751</b>	<b>(820,000)</b>	<b>(2,391,740)</b>	<b>(1,571,740)</b>	<b>192%</b>
22								
23	Capital Outlay	60,218	286,959	54,000	-	250,000	250,000	
24	<b>Total Expenditures</b>	<b>60,218</b>	<b>286,959</b>	<b>54,000</b>	<b>-</b>	<b>250,000</b>	<b>250,000</b>	
25	Net Capital	646,065	856,740	3,704,751	(820,000)	(2,641,740)		
26	Fund Balance	694,436	1,042,231	3,916,129	(858,956)	(2,792,343)		
27								
28	<b>Full-Time Equivalent (FTE) Positions</b>	<b>11.50</b>	<b>6.50</b>	<b>6.00</b>	<b>6.60</b>	<b>6.60</b>	<b>-</b>	<b>0.00%</b>
29								
30	<b>Fund Balance</b>							
31	<b>Beginning Fund Balance (Budgeted)</b>			4,085,354	8,001,483	8,188,922		
35	Fund Balance Inc. (Dec.)			3,916,129	(858,956)	(2,792,343)		
36	<b>Ending Fund Balance</b>	<b>3,043,125</b>	<b>4,084,393</b>	<b>8,001,483</b>	<b>7,142,527</b>	<b>5,396,579</b>		
37								
38	Operating Contingency			65,000	65,000	65,000		
39	Renewal & Replacement			933,145	933,145	1,578,937		
40	TLT Pooled Capital			7,003,338	6,144,382	3,752,642		
41				<b>8,001,483</b>	<b>7,142,527</b>	<b>5,396,579</b>		
42				-	-			
43	<b>Beginning Fund Balance (Actual)</b>			4,085,354	8,001,483			
44	Fund Balance Inc. (Dec.) (Forecasted)			148,413	187,439			
45	<b>Ending Fund Balance (Forecasted)</b>			<b>4,233,767</b>	<b>8,188,922</b>			
46								
47								
48	<b>Total Resources</b>			9,138,534	8,453,073	7,066,159		
49	<b>Total Requirements</b>			9,138,534	8,453,073	7,066,159		
50				-	-	-		



MERC Statement of Activity with Annual Budget  
Metropolitan Exposition-Recreation Commission  
Convention Center Operating Fund  
2017

Line	Operations	2012-13	2013-14	2014-15	2015-16	2016-17	Change in Annual Budget	
		Actual	Actual	Actual	Budget	Budget	\$	%
1	Charges for Services	9,549,810	8,674,381	11,548,219	10,236,686	10,764,464	527,778	5%
2	Enhanced Marketing VDF	441,358	450,000	462,694	472,781	482,614	9,833	2%
3	Food and Beverage Revenue	11,727,208	9,972,528	12,485,252	11,750,000	12,000,000	250,000	2%
4	Grants	-	20,739	6,878	-	-	-	-
5	Interest Earnings	31,130	64,792	75,938	30,000	75,000	45,000	150%
6	Interfund Loans	-	1,919,916	-	-	-	-	-
7	Lodging Tax	8,981,106	9,609,783	9,519,489	10,097,485	10,593,288	495,803	5%
8	Miscellaneous Revenue	23,422	19,724	44,722	16,000	17,000	1,000	6%
9	Transfers-R	(223,367)	(223,432)	93,756	(66,242)	(808,751)	(742,509)	1121%
10	General Fund - Hotel Support	-	-	321,000	-	-	-	-
11	General Fund - MTOCA	546,633	418,633	320,000	210,000	-	(210,000)	-100%
12	Hotel Bond Reimbursement	-	-	-	265,000	-	(265,000)	-100%
13	General Fund - Support Services Subsidy FY	-	-	80,298	86,300	-	(86,300)	-100%
14	General Fund - Support Services Subsidy FY	-	-	80,299	80,299	-	(80,299)	-100%
15	MERC Admin Support	(770,000)	(642,065)	(707,841)	(707,841)	(808,751)	(100,910)	14%
16	Visitor Facilities Trust Account	2,081,895	1,826,052	1,682,329	1,548,281	5,754,757	4,206,476	272%
17	<b>Total Revenues</b>	<b>32,612,563</b>	<b>32,334,483</b>	<b>35,919,277</b>	<b>34,084,991</b>	<b>38,878,372</b>	<b>4,793,381</b>	<b>14%</b>
18								
19	Capital Outlay	276,685	12,796	-	-	-	-	-
20	Food & Beverage Services	9,386,663	8,855,561	10,058,470	9,815,867	9,762,922	(52,945)	-1%
21	Materials and Services	7,752,806	9,589,298	8,250,490	9,153,855	9,936,571	782,716	9%
22	Personnel Services	8,531,668	8,549,439	9,279,349	10,737,796	11,052,971	315,175	3%
23	Transfers-E	1,934,976	2,427,981	3,003,759	6,040,444	6,652,939	612,495	10%
24	Hotel Development / Grant	-	-	472,796	3,400,000	4,000,000	600,000	18%
25	General Fund - Hotel PM	127,450	142,347	97,604	69,345	72,212	2,867	4%
26	General Fund - Support Services	1,807,526	1,843,570	2,080,459	2,381,662	2,391,290	9,628	0%
27	General Fund - Ptlld Streetcar Loan	-	442,064	227,400	189,437	189,437	-	0%
28	General Fund - PERS Reserve	-	-	125,500	-	-	-	-
29	Visitor Development Marketing	441,358	450,000	462,694	472,781	482,614	9,833	2%
30	<b>Total Expenditures</b>	<b>28,324,156</b>	<b>29,885,075</b>	<b>31,054,762</b>	<b>36,220,743</b>	<b>37,888,017</b>	<b>1,667,274</b>	<b>5%</b>
31	Net Operations	4,288,406	2,449,408	4,864,515	(2,135,752)	990,355	3,126,107	-146%
32								
33	<b>Capital</b>							
34	Contributions from Private (ARA)	-	-	125,000	242,188	398,438	156,250	65%
35	Grants	406,640	1,800	-	-	-	-	-
36	Miscellaneous Revenue	10,986	-	14,633	-	-	-	-
37	Transfers-R	90,000	615,000	-	650,000	1,695,000	1,045,000	161%
38	MTOCA	-	-	-	110,000	320,000	210,000	191%
39	TLT Pooled Capital	90,000	615,000	1,123,000	540,000	1,375,000	835,000	155%
40	<b>Total Revenues</b>	<b>507,626</b>	<b>616,800</b>	<b>1,262,633</b>	<b>892,188</b>	<b>2,093,438</b>	<b>1,201,250</b>	<b>135%</b>
41								
42	Capital Outlay	1,473,754	2,712,266	2,322,780	3,966,400	4,180,068	213,668	5%
43	<b>Total Expenditures</b>	<b>1,473,754</b>	<b>2,712,266</b>	<b>2,322,780</b>	<b>3,966,400</b>	<b>4,180,068</b>	<b>213,668</b>	<b>5%</b>
44	Net Capital	(966,129)	(2,095,466)	(1,060,147)	(3,074,212)	(2,086,630)	987,582	
45	Fund Balance	3,322,277	353,943	3,804,368	(5,209,964)	(1,096,275)	4,113,689	
46								
47	Food & Beverage Margin \$	2,340,545	1,116,968	2,426,782	1,934,133	2,237,078	302,945	16%
48	Food & Beverage Margin %	19.96%	11.20%	19.44%	16.46%	18.64%		
49								
50	Full-Time Equivalent (FTE) Positions	110.30	112.30	114.65	114.65	115.65	-	0.00%
51								

MERC Statement of Activity with Annual Budget  
 Metropolitan Exposition-Recreation Commission  
 Convention Center Operating Fund  
 2017

	2012-13	2013-14	2014-15	2015-16	2016-17	Change in Annual Budget	
	Actual	Actual	Actual	Budget	Budget	\$	%
<b>52 Fund Balance</b>							
<b>53 Beginning Fund Balance (Budgeted)</b>			14,644,177	14,174,771	18,513,545	-	
<b>58 Fund Balance Inc. (Dec.)</b>			<u>3,804,368</u>	<u>(5,209,964)</u>	<u>(1,096,275)</u>		
<b>59 Ending Fund Balance</b>	<b>14,415,732</b>	<b>14,644,177</b>	<b>18,448,545</b>	<b>8,964,807</b>	<b>17,417,270</b>		
<b>60</b>							
<b>61 Operating Contingency</b>				1,500,000	1,500,000		
<b>62 Renewal &amp; Replacement</b>				6,190,729	14,095,962		
<b>63 New Capital / Business Strategy</b>				<u>1,274,078</u>	<u>1,821,308</u>		
<b>64 Total Reserves</b>				<b>8,964,807</b>	<b>17,417,270</b>		
<b>65</b>							
<b>66 Beginning Fund Balance (Actual)</b>				18,448,545			
<b>67 Fund Balance Inc. (Dec.) (Forecasted)</b>				<u>65,000</u>			
<b>68 Ending Fund Balance (Forecasted)</b>				<b>18,513,545</b>			
<b>69</b>							
<b>70 Total Resources</b>				49,151,950	59,485,355		
<b>71 Total Requirements</b>				<u>49,151,950</u>	<u>59,485,355</u>		
<b>72</b>				-	-		

MERC Statement of Activity with Annual Budget  
Metropolitan Exposition-Recreation Commission  
Portland'5 Centers for the Arts Fund  
2017

Line	Operations	2012-13	2013-14	2014-15	2015-16	2016-17	Change in Annual Budget	
		Actual	Actual	Actual	Budget	Budget	\$	%
1	Charges for Services	7,405,258	8,142,899	9,957,385	10,091,678	10,351,965	260,287	3%
2	Contributions from Governments	798,035	814,794	837,608	853,950	871,029	17,079	2%
3	Contributions from Private (ARA)					13,000	13,000	
4	Food and Beverage Revenue	2,154,102	2,093,848	2,989,218	2,663,978	3,252,119	588,141	22%
5	Grants	12,073	-	5,995	-	55,000	55,000	
6	Interest Earnings	48,489	76,255	100,967	31,000	60,000	29,000	94%
7	Lodging Tax	1,262,834	1,294,405	1,311,226	1,345,973	1,371,029	25,056	2%
8	Miscellaneous Revenue	72,049	68,133	81,962	56,227	61,590	5,363	10%
9	Transfers-R	(463,750)	(388,603)	(428,413)	(382,213)	(442,226)	(60,013)	16%
10	General Fund - Support Services Subsidy FY16 One-time			-	46,200	-	(46,200)	-100%
11	MERC Admin Support	(463,750)	(388,603)	(428,413)	(428,413)	(442,226)	(13,813)	3%
12	Visitor Development Fund Alloc	630,511	645,000	663,195	667,620	691,747	24,127	4%
13	<b>Total Revenues</b>	<b>11,919,601</b>	<b>12,746,731</b>	<b>15,519,143</b>	<b>15,328,213</b>	<b>16,285,253</b>	<b>957,040</b>	<b>6%</b>
14								
15	Food & Beverage Services	1,727,447	1,731,559	2,196,910	2,243,543	2,520,826	277,283	12%
16	Materials and Services	2,644,325	3,031,888	3,967,386	4,368,968	5,126,153	757,185	17%
17	Personnel Services	5,437,387	5,497,004	5,975,182	6,494,395	6,859,330	364,935	6%
18	Transfers-E	1,119,634	1,145,041	1,255,121	1,219,558	1,195,645	(23,913)	-2%
19	General Fund - Support Services	1,119,634	1,145,041	1,176,121	1,219,558	1,195,645	(23,913)	-2%
20	General Fund - PERS Reserve			79,000	-	-	-	
21	<b>Total Expenditures</b>	<b>10,928,793</b>	<b>11,405,493</b>	<b>13,394,599</b>	<b>14,326,464</b>	<b>15,701,954</b>	<b>1,375,490</b>	<b>10%</b>
22	Net Operations	990,808	1,341,238	2,124,544	1,001,749	583,299	(418,450)	-42%
23								
24	<b>Capital</b>							
25	Contributions from Private (ARA)	75,000	85,000	45,000	58,125	95,625	37,500	65%
26	Grants	3,432	35,000	113,899	-	-	-	
27	<b>Total Revenues</b>	<b>78,432</b>	<b>120,000</b>	<b>158,899</b>	<b>58,125</b>	<b>95,625</b>	<b>37,500</b>	<b>65%</b>
28								
29	Capital Outlay	493,423	643,700	1,498,685	3,156,100	3,152,520	(3,580)	0%
30	<b>Total Expenditures</b>	<b>493,423</b>	<b>643,700</b>	<b>1,498,685</b>	<b>3,156,100</b>	<b>3,152,520</b>	<b>(3,580)</b>	<b>0%</b>
31	Net Capital	(414,991)	(523,700)	(1,339,786)	(3,097,975)	(3,056,895)		
32	Fund Balance	575,817	817,538	784,758	(2,096,226)	(2,473,596)		
33								
34	Food & Beverage Margin \$	426,655	362,289	792,308	420,435	731,293	310,858	74%
35	<b>Food &amp; Beverage Margin %</b>	<b>19.81%</b>	<b>17.30%</b>	<b>26.51%</b>	<b>15.78%</b>	<b>22.49%</b>		
36								
37	<b>Full-Time Equivalent (FTE) Positions</b>	<b>46.40</b>	<b>44.40</b>	<b>46.90</b>	<b>49.40</b>	<b>52.40</b>	<b>3.00</b>	<b>6.07%</b>

MERC Statement of Activity with Annual Budget  
 Metropolitan Exposition-Recreation Commission  
 Portland's Centers for the Arts Fund  
 2017

	2012-13	2013-14	2014-15	2015-16	2016-17	Change in Annual Budget	
	Actual	Actual	Actual	Budget	Budget	\$	%
38							
39	<b>Fund Balance</b>						
40	<b>Beginning Fund Balance (Budgeted)</b>		9,837,692	8,789,652	11,348,488	8,789,652	
45	Fund Balance Inc. (Dec.)		784,758	(2,096,226)	(2,473,596)		
46	<b>Ending Fund Balance</b>	<b>9,020,156</b>	<b>9,837,692</b>	<b>10,622,450</b>	<b>6,693,426</b>	<b>8,874,892</b>	
47							
48	Operating Contingency			600,000	600,000		
49	Renewal & Replacement			4,136,126	6,270,637		
50	New Capital / Business Strategy			1,957,300	2,004,255		
51	<b>Total Reserves</b>			<b>6,693,426</b>	<b>8,874,892</b>		
52							
53	<b>Beginning Fund Balance (Actual)</b>			10,622,451			
54	Fund Balance Inc. (Dec.) (Forecasted)			726,037			
55	<b>Ending Fund Balance (Forecasted)</b>			<b>11,348,488</b>			
56							
57	<b>Total Resources</b>			24,175,990	27,729,366		
58	<b>Total Requirements</b>			24,175,990	27,729,366		
59				-	-		

MERC Statement of Activity with Annual Budget  
Metropolitan Exposition-Recreation Commission  
Expo Fund  
2017

Line Operations	2012-13	2013-14	2014-15	2015-16	2016-17	Change in Annual Budget	
	Actual	Actual	Actual	Budget	Budget	\$	%
1 Charges for Services	2,296,290	2,398,860	2,396,914	2,662,630	2,545,448	(117,182)	-4.40%
2 Parking	1,567,220	1,657,504	1,414,685	1,720,906	1,622,007	(98,899)	-6%
3 Contributions from Private Sources				15,000		(15,000)	-100%
4 Food and Beverage Revenue	1,903,409	1,986,464	1,908,780	1,911,165	1,996,210	85,045	4%
5 Grants	-	11,683	-	-	-	-	0%
6 Interest Earnings	12,484	20,690	17,414	18,000	18,000	-	0%
7 Miscellaneous Revenue	19,344	18,175	33,100	23,250	24,850	1,600	7%
8 Transfers-R	(119,249)	(111,875)	213,330	203,997	280,000	76,003	37%
9 <i>General Fund - MTOCA</i>			280,000	280,000	280,000	-	0%
10 <i>General Fund - Support Services Subsidy FY16 One-time</i>			-	19,500	-	(19,500)	-100%
11 <i>General Fund - Support Services Subsidy FY15 Part II</i>			56,666	27,833	-	(27,833)	-100%
12 <i>MERC Admin Support</i>	(119,249)	(111,875)	(123,336)	(123,336)	-	123,336	-100%
13 <b>Total Revenues</b>	<b>5,679,498</b>	<b>5,981,501</b>	<b>5,984,223</b>	<b>6,554,948</b>	<b>6,486,515</b>	<b>(68,433)</b>	<b>-1%</b>
14							
15 Capital Outlay	22,306	-	-	-	-	-	
16 Food & Beverage Services	1,659,914	1,711,086	1,690,782	1,635,587	1,686,681	51,094	3%
17 Materials and Services	1,156,463	1,405,290	1,252,238	1,482,018	1,393,615	(88,403)	-6%
18 Personnel Services	1,484,027	1,510,480	1,668,415	1,797,467	1,786,611	(10,856)	-1%
19 Transfers-E	307,205	327,324	428,044	555,157	535,979	(19,178)	-3%
20 <i>General Fund - Support Services</i>	307,205	327,324	411,666	555,157	535,979	(19,178)	-3%
21 <i>General Fund - PERS Reserve</i>			21,500	-	-	-	
22 <b>Total Expenditures</b>	<b>4,629,916</b>	<b>4,954,179</b>	<b>5,039,479</b>	<b>5,470,229</b>	<b>5,402,886</b>	<b>(67,343)</b>	<b>-1%</b>
23 Net Operations	1,049,583	1,027,321	944,744	1,084,719	1,083,629	(1,090)	0%
24							
25 Debt Service	1,187,132	1,188,651	1,188,050	1,186,176	1,182,528	(3,648)	0%
26 <b>Operations net of Debt</b>	<b>(137,549)</b>	<b>(161,330)</b>	<b>(243,306)</b>	<b>(101,457)</b>	<b>(98,899)</b>	<b>2,558</b>	<b>-3%</b>
27							
28 <b>Capital</b>							
29 Grants	-	385,533	129,250	-	-	-	
30 Contributions from Private (ARA)			30,000	72,188	143,438	71,250	99%
31 Other Financing Sources	-	5,190	3,125	-	-	-	
32 Transfers-R	-	-	-	-	-	-	
33 <i>TLT Pooled Capital</i>	270,000	165,000	360,000	280,000	1,016,740	736,740	263%
34 <b>Total Revenues</b>	<b>270,000</b>	<b>555,723</b>	<b>522,375</b>	<b>352,188</b>	<b>1,160,178</b>	<b>807,990</b>	<b>229%</b>
35							
36 Capital Outlay	472,332	962,510	478,441	1,361,000	1,121,740	(239,260)	-18%
37 <b>Total Expenditures</b>	<b>472,332</b>	<b>962,510</b>	<b>478,441</b>	<b>1,361,000</b>	<b>1,121,740</b>	<b>(239,260)</b>	<b>-18%</b>
38 Net Capital	(202,332)	(406,787)	43,934	(1,008,812)	38,438		
39 Fund Balance	(339,881)	(568,117)	(199,372)	(1,110,269)	(60,461)		
40							
41							
42 Food & Beverage Margin \$	243,496	275,378	217,998	275,578	309,529	33,951	12%
43 <b>Food &amp; Beverage Margin %</b>	<b>12.8%</b>	<b>13.9%</b>	<b>11.4%</b>	<b>14.4%</b>	<b>15.5%</b>		
44							
45 <b>Full-Time Equivalent (FTE) Positions</b>	<b>13.30</b>	<b>12.30</b>	<b>14.80</b>	<b>15.80</b>	<b>15.30</b>	<b>(0.50)</b>	<b>-3.38%</b>
46							

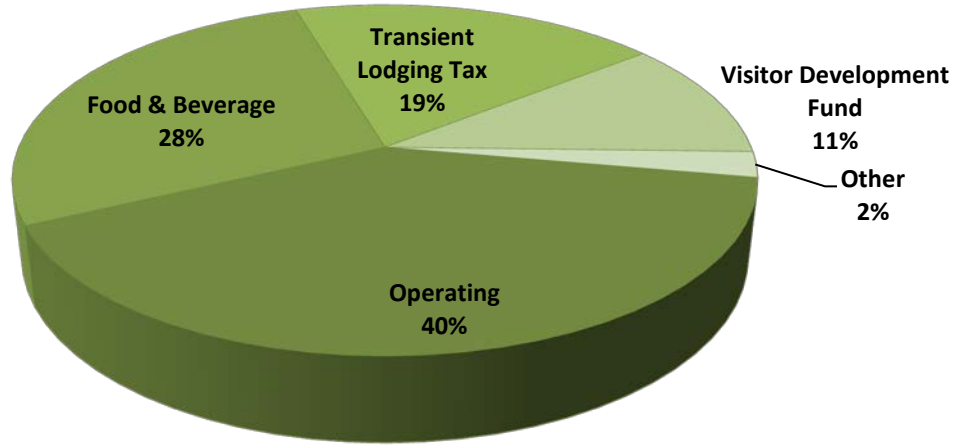
MERC Statement of Activity with Annual Budget  
Metropolitan Exposition-Recreation Commission  
Expo Fund  
2017

	2012-13	2013-14	2014-15	2015-16	2016-17	Change in Annual Budget	
	Actual	Actual	Actual	Budget	Budget	\$	%
<b>47 Fund Balance</b>							
<b>48 Beginning Fund Balance (Budgeted)</b>			3,367,237	3,167,865	2,798,742	3,167,865	
<b>53 Fund Balance Inc. (Dec.)</b>			(199,372)	(1,110,269)	(60,461)		
<b>54 Ending Fund Balance</b>	<b>3,935,353</b>	<b>3,367,237</b>	<b>3,167,865</b>	<b>2,057,596</b>	<b>2,738,281</b>		
<b>55</b>							
<b>56 Operating Contingency</b>				350,000	350,000		
<b>57 Renewal &amp; Replacement</b>				-	-		
<b>58 New Capital / Business Strategy</b>				1,707,596	2,388,281		
<b>59 Total Reserves</b>				<b>2,057,596</b>	<b>2,738,281</b>		
<b>60</b>							
<b>61 Beginning Fund Balance (Actual)</b>				3,167,865			
<b>62 Fund Balance Inc. (Dec.) (Forecasted)</b>				(369,123)			
<b>63 Ending Fund Balance (Forecasted)</b>				<b>2,798,742</b>			
<b>64</b>							
<b>65 Total Resources</b>				10,075,001	10,445,435		
<b>66 Total Requirements</b>				10,075,001	10,445,435		
<b>67</b>				-	(0)		

**Metropolitan Exposition Recreation Commission  
Proposed Budget  
Fiscal Year 2016-17**

<b>MERC Budget Summary</b>	<b>(Thousands)</b>					
	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>Difference \$</b>	<b>Difference %</b>
<b>Operating Revenues</b>						
Charges for Services	20,874	25,335	24,712	25,284	572	2.3%
Food & Beverage	14,053	17,383	16,325	17,248	923	5.7%
Lodging Tax	10,904	10,831	11,443	11,964	521	4.6%
Visitor Development	2,921	2,808	2,689	6,929	4,240	157.7%
Other Revenue	3,465	2,360	2,071	1,493	(577)	(28.0%)
<b>Operating Revenues</b>	<b>52,217</b>	<b>58,717</b>	<b>57,240</b>	<b>62,919</b>	<b>5,679</b>	<b>2.9%</b>
<b>Operating Expenses</b>						
Personnel	16,296	17,696	19,861	20,575	715	3.6%
Food & Beverage	12,298	13,946	13,695	13,970	275	2.0%
Materials & Services	14,256	14,240	15,484	16,999	1,515	9.8%
Other	5,552	5,877	6,074	6,050	(24)	(0.4%)
Hotel Development			3,400	4,000	600	17.6%
<b>Operating Expenditures</b>	<b>48,402</b>	<b>51,759</b>	<b>58,514</b>	<b>61,595</b>	<b>3,081</b>	<b>5.3%</b>
Net Operations (B)	3,815	6,957	(1,274)	1,324	2,599	
<b>Food &amp; Beverage Margin \$</b>	<b>1,755</b>	<b>3,437</b>	<b>2,630</b>	<b>3,278</b>	<b>648</b>	<b>25%</b>
<b>Food &amp; Beverage Margin %</b>	<b>12%</b>	<b>20%</b>	<b>16%</b>	<b>19%</b>		
<b>Capital Revenues</b>						
Aramark Contributions	85	200	388	638	250	65%
MTOCA - General Fund	-	-	110	320	-	-
Grants	422	243	-	-	-	-
Lodging Tax	1,924	5,242	-	-	-	-
Miscellaneous	5	18	-	-	210	-
<b>Total Capital Revenues</b>	<b>2,436</b>	<b>5,703</b>	<b>498</b>	<b>958</b>	<b>460</b>	<b>92%</b>
<b>Total Capital Expenses</b>	<b>4,605</b>	<b>4,354</b>	<b>8,484</b>	<b>8,704</b>	<b>(221)</b>	<b>(3%)</b>
Net Capital (C')	(2,169)	1,349	(7,986)	(7,747)		0%
Change in Fund Balance B+C=(D)	<b>1,646</b>	<b>8,306</b>	<b>(9,260)</b>	<b>(6,423)</b>		
Beginning Fund Balance (A)	30,289	31,934	34,134	40,850		
Change in Fund Balance (D)	1,646	(8,306)	(9,260)	(6,423)		
Ending Fund Balance A+D=(E)	<b>31,934</b>	<b>40,240</b>	<b>24,858</b>	<b>34,427</b>		

**MERC Fund Summary of Resources**



Revenues	OCC	P'5	Expo	Admin	MERC
Charges for Services	10,764,464	10,351,965	4,167,455		25,283,884
Food & Beverage	12,000,000	3,252,119	1,996,210	-	17,248,329
Lodging Tax	10,593,288	1,371,029	-	-	11,964,317
Visitor Development	6,237,371	691,747	-	-	6,929,118
Other	(716,751)	618,393	322,850	1,268,977	1,493,469
<b>Total</b>	<b>\$ 38,878,372</b>	<b>\$ 16,285,253</b>	<b>\$ 6,486,515</b>	<b>\$ 1,268,977</b>	<b>\$ 62,919,117</b>
<b>Capital Revenues</b>	2,093,438	95,625	1,160,740	(2,391,740)	957,501
<b>Beginning Fund Bal.</b>	18,513,545	11,348,488	2,798,742	8,188,922	40,849,697
<b>Total Resources</b>	<b>\$ 59,485,355</b>	<b>\$ 27,729,366</b>	<b>\$ 10,445,435</b>	<b>\$ 7,066,159</b>	<b>\$ 104,726,315</b>



**Operating Revenue**

The MERC Fund total charges for services of \$25.3 million is 2% greater than the FY 2015-16 Budget. Charges for services revenue include: facility & equipment rentals, parking, and services provided to clients and attendees.

*Oregon Convention Center*

- OCC's \$10.8 million charges for services revenue is 5% greater than the FY 2015-16 Budget. The event space revenue budget is based on contracted, tentative repeat clients, and historical pickup event bookings. Currently OCC has 43 conventions on the books compared to 45 at this time last year. The FY 2016 budget assumes an expectation of 47 total national convention bookings compared to the historical average of 42.

*Portland's Centers for the Arts*

- Portland's \$10.4 million charges for services revenue is 3% greater than the FY 2015-16 Budget. While the number scheduled weeks of Broadway shows is contracting from a record 12 in FY 2015-16 to 9.5 weeks, Portland's Presented shows is expanding its program.

*Portland Expo Center*

- Expo's \$4.2 million charges for services revenue is 5% less than the FY 2015-16 Budget however reflects a 3% compound annual growth rate from FY 2014-15 actual revenues.
- The MERC Budget Committee reviewed and approved Expo's request of \$280,000 in MTOCA funding for marketing & sales activities, and related facility improvement projects.

### Food & Beverage Margins

MERC's food & beverage budget aligns more closely to FY 2014-15 actual than 2015-16 budget due to the quickly recovering economy and higher than expected revenue and margin performance. Food & beverage revenue is \$17.2 million 6% greater than FY 2015-16.

		2014 Actual	2015 Actual	2016 Budget	2017 Budget	Difference \$	Difference %
OCC	Revenue	9,972,528	12,485,252	11,750,000	12,000,000	250,000	2%
	Expense	8,855,561	10,058,470	9,815,867	9,762,922	-52,945	-1%
	Margin \$	<b>1,116,968</b>	<b>2,426,782</b>	<b>1,934,133</b>	<b>2,237,078</b>	<b>302,945</b>	<b>16%</b>
	Margin %	<b>11%</b>	<b>19%</b>	<b>16.5%</b>	<b>18.6%</b>		
P'5	Revenue	2,093,848	2,989,218	2,663,978	3,252,119	588,141	22%
	Expense	1,731,559	2,196,910	2,243,543	2,520,826	277,283	12%
	Margin \$	<b>362,289</b>	<b>792,308</b>	<b>420,435</b>	<b>731,293</b>	<b>310,858</b>	<b>74%</b>
	Margin %	<b>17%</b>	<b>27%</b>	<b>15.8%</b>	<b>22.5%</b>		
Expo	Revenue	1,986,464	1,908,780	1,911,165	1,996,210	85,045	4%
	Expense	1,711,086	1,690,782	1,635,587	1,686,681	51,094	3%
	Margin \$	<b>275,378</b>	<b>217,998</b>	<b>275,578</b>	<b>309,529</b>	<b>33,951</b>	<b>12%</b>
	Margin %	<b>14%</b>	<b>11%</b>	<b>14.4%</b>	<b>15.5%</b>		
MERC	Revenue	14,052,840	17,383,250	16,325,143	17,248,329	923,186	6%
	Expense	12,298,206	13,946,162	13,694,997	13,970,429	275,432	2%
	Margin \$	<b>1,754,635</b>	<b>3,437,088</b>	<b>2,630,146</b>	<b>3,277,900</b>	<b>647,754</b>	<b>25%</b>
	Margin %	<b>12%</b>	<b>20%</b>	<b>16%</b>	<b>19%</b>		

#### Oregon Convention Center

- OCC food & beverage revenue is forecasted at \$12 million, 2% greater compared to FY 2015-16 budget with a 19% margin.

#### Portland's Centers for the Arts

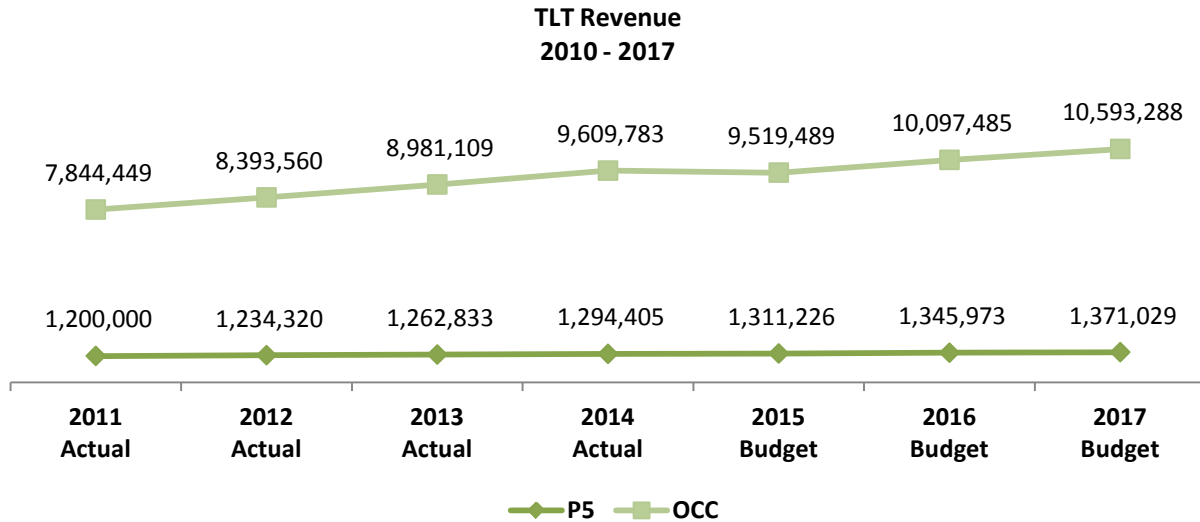
- P'5 food & beverage revenue is forecasted at \$3.3 million. This represents a 22% increase over FY 2015-16 due to underestimating food and beverage performance in 2015-16.

#### Portland Expo Center

- EXPO food & beverage revenue is forecasted at \$2.0 million, 4% more than FY 2015-16 budget.
  - Note: FY 2014 actuals reflect hosting the Cirque du Soleil event.

**Transient Lodging Tax (TLT)**

The total Transient Lodging Tax (TLT) revenue budget for FY 2016-17 of \$12 million, is an increase of 4.55% over the FY 2015-16 Budget.



*Portland’s Centers for the Arts*

- According to the Visitor Development Fund (VDF) Intergovernmental Agreement (IGA), Portland’s is allocated a maximum increase over the prior year receipts, of the Portland-Salem, second-half Calendar Year, Consumer Price Index (CPI), two years prior. For FY 2015-16 this is a 2.26% increase over FY 2015 actual receipts. The Portland5 FY 2016-17 Budget for TLT receipts represents a 2.5% (CPI budget assumption) increase over the FY 2015-16 maximum.

*Oregon Convention Center*

- OCC is allocated the greater of CPI as defined above or 7% over the prior year receipts. OCC is expected to receive the full 7% maximum increase over FY 2014-15 actual receipts in FY 2015-16. The OCC FY 2016-17 Budget for TLT receipts represents a 4% increase over the FY 2015-16 maximum allocation amount which matches Multnomah County’s forecast assumption.

*Portland Expo Center*

- The Portland Expo Center does not receive TLT revenues, however does receive TLT Pooled Capital for specific projects.

*TLT Pooled Capital*

- All TLT receipts over these maximums are deposited into the MERC Fund TLT Pooled Capital account to be allocated to specific projects in future years. \$1.9 million and 5.2 million were allocated to the MERC Fund TLT Pooled Capital in FY 2013-14 and FY 2014-15 respectively. TLT Pooled Capital revenue estimates are not budgeted in FY 2015-16 or FY 2016-17.

**TLT Pooled Capital Receipts**

	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual
TLT Pooled capital Receipts	492,463	902,650	1,066,582	1,920,311	5,241,751

**Non-Operating Revenues**

Visitor Facilities Trust Account (VFTA Buckets) includes operational support for OCC and Portland's.

- |  |             |
|--|-------------|
| ▪ VFTA Bucket 5 – OCC request for operational support -      | \$1,340,595 |
| ▪ VFTA Bucket 5 – additional request for Hotel Project grant | 4,000,000   |
| ▪ VFTA Bucket 7 – OCC request for enhanced marketing -       | 482,614     |
| ▪ VFTA Bucket 8 – OCC patron TriMet passes pass-through -    | 414,162     |
| ▪ VFTA Bucket 10 – P'5 request for operational support -     | 691,747     |

*Portland's Centers for the Arts*

- The City of Portland contribution of \$871,029 to P'5 increases by CPI annually.
- There is no annual contribution from the Portland's Foundation for capital renewal and replacement budgeted in FY 2016-17.

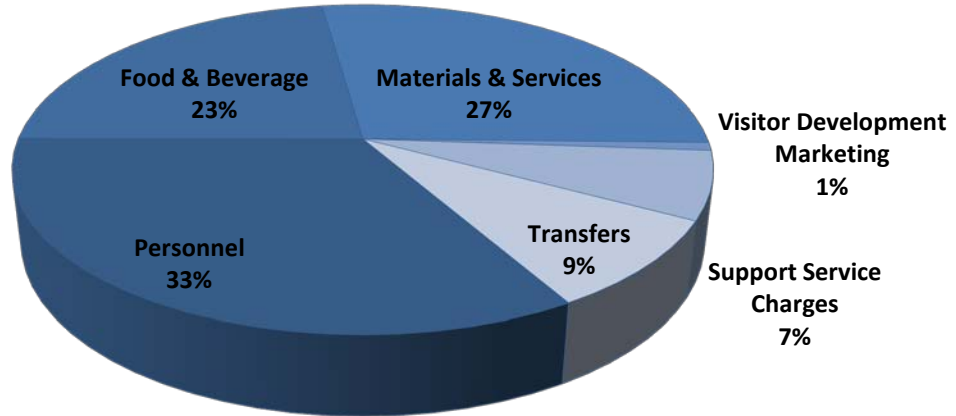
*Oregon Convention Center*

- OCC Transfer Revenue from other funds:
  - OCC has requested a transfer of \$1,375,000 from the MERC TLT Pooled Capital Account. Only amounts actually expended on approved projects will be transferred.

*Portland Expo Center*

- Expo Transfer Revenue from other funds:
  - The MERC Commission and Metro Council approved a change in the General Fund Metropolitan Tourism and Competitiveness Account (MTOCA) policy language to include Expo as a recipient of funding beginning in FY 2014-15.
  - A FY 2016 proposal was made and accepted by the MERC Budget Committee for Expo to be allocated \$280,000 in MTOCA funding for marketing & sales activities, and related facility improvement projects.
  - Expo has requested a transfer of \$1,016,740 from the MERC TLT Pooled Capital Account. Only amounts actually expended on approved projects will be transferred.

**MERC Fund Summary of Requirements**



<b>Expenses</b>	<b>OCC</b>	<b>P'5</b>	<b>Expo</b>	<b>Admin</b>	<b>MERC</b>
Personnel	11,052,971	6,859,330	1,786,611	876,495	20,575,407
Food & Beverage	9,762,922	2,520,826	1,686,681	-	13,970,429
Materials & Services	9,936,571	5,126,153	1,393,615	543,085	16,999,424
VFTA	482,614	-	-	-	482,614
Support Services	2,391,290	1,195,645	535,979	-	4,122,914
Transfers	4,261,649	-	1,182,528	-	5,444,177
<b>Total</b>	<b>\$ 37,888,017</b>	<b>\$ 15,701,954</b>	<b>\$ 6,585,414</b>	<b>\$ 1,419,580</b>	<b>\$ 61,594,965</b>
<b>Capital Expenses</b>	4,180,068	3,152,520	1,121,740	250,000	8,704,328
<b>Reserves</b>	17,417,270	8,874,892	2,738,281	5,396,579	34,427,022
<b>Total Requirements</b>	<b>\$ 59,485,355</b>	<b>\$ 27,729,366</b>	<b>\$ 10,445,435</b>	<b>\$ 7,066,159</b>	<b>\$ 104,726,315</b>

**Personnel Services**  
**Full Time Equivalent (FTE) Positions**

	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>Difference 16/17</b>	<b>Additional Request</b>	<b>2017 Total</b>
Convention Center	112.30	114.65	114.65	114.65	0.00	1.00	115.65
Portland'5	44.40	46.90	49.40	49.40	0.00	3.00	52.40
Portland Expo	12.30	14.80	15.80	15.30	(0.50)	0.00	15.30
Administration	6.50	6.00	6.50	6.50	0.00	0.00	6.50
<b>Total FTE</b>	<b>175.50</b>	<b>182.35</b>	<b>186.35</b>	<b>185.85</b>	<b>(0.50)</b>	<b>4.00</b>	<b>189.85</b>

The MERC Fund includes a proposed 189.85 full time equivalent (FTE) positions for the FY 2016-17 Budget and approximately 300 part-time employees. This represents a total proposed increase of 3.50 FTE over the prior year. The requested additional 4.00 FTE positions were reviewed and approved by the MERC Budget Committee and are summarized below.

*Oregon Convention Center*

- Audio Visual Technical Supervisor (1.00 FTE Increase) – OCC's Audio Visual department employees filed to be represented under a labor agreement. Due to this action, OCC has need for a non-represented exempt supervisor for oversight and direction of this group.

*Portland'5 Centers for the Arts*

- Education and Community Engagement Manager (1.00 FTE addition) – P'5 is seeking to add this management position over its new Education and Community Engagement program. This position will assist schools with access to educational materials around P5 Presents shows, write grants for funding our educational outreach programs, and act as the point person to engage with more diverse and underserved communities to help further the Equity, Diversity, and Inclusion goals of Portland'5 and Metro.
- Utility Lead (day-time) (1.00 FTE addition) – P'5 is seeking to add this position to create a promotional and skill development opportunity that can lead to other promotional opportunities within Portland'5 and Metro. This position will direct the activities of daytime custodial and setup efforts for clients. It frees up management time currently spent on this day-to-day work.
- Administrative Technician (1.00 FTE addition) – P'5 is seeking to restore this position that was eliminated in FY 2011-12. The loss of a major tenant (Third Rail Repertory Theatre), the changing schedule for the Opera going to a summer schedule, and Portland'5 Presents presenting 40+ shows a year has resulted in a large increase of single-day events. This causes a significant increase in the number of shows that need to be advanced. This position was originally cut because it was underutilized. Due to several changing dynamics and increased business, needs to be restored.

*Portland Expo Center*

- Marketing & Promotions Coordinator I (0.50 FTE part-time limited duration decrease) – Expo sought to add this position during the FY 2015-16 budget process, but shortly afterwards the

position classification was changed through a classification and compensation study, changing the total cost of the position. Instead of filling this part-time limited duration position, Expo will fulfill the scope of work originally intended for this position from variable hour temporary resources shared with the Expo event management team.

### **Food & Beverage**

- The MERC food & beverage budget aligns more closely to FY 2014-15 actual than 2015-16 budget due to the quickly recovering economy and higher than expected revenue and margin performance. MERC food & beverage expenses of \$14 million are budgeted to increase only 2% over the prior year budget resulting in a 19% margin, \$648,000 or 25% greater than FY 2015-16 budget, however only \$24,000 or less than 0.5% over FY 2014-15 actual expenditures.

### **Materials & Services**

- All three Venues and MERC Administration budgeted decreases in non-event, non one-time related Materials & Services expenses in FY 2016-17 over the prior year.
- Total Materials & Services budget for FY 2016-17 is \$1,515,000 or 10% increase from FY 2015-16. This increase is due to event related increases and one-time expenses.
- Utility rates across the venues are forecasted to increase. However, each of the venues have completed and or are in the process of completing several lighting, water, and heating and cooling cost saving projects to contain utility expense growth.

### *Oregon Convention Center*

- The national marketing contract with Travel Portland is \$3,600,000 or 36% of its total Materials & Services budget.
- VFTA Bucket 7 for enhanced marketing is budgeted at \$482,614 and passed through to Travel Portland.
- VFTA Bucket 8 for OCC patron TriMet passes is budgeted at \$414,162 and passed through to TriMet.

### *Portland's Centers for the Arts*

- Portland's Materials & Services increase of \$757,185 or 17% is wholly due to Portland's expansion and growth of its *Portland's Presents* program.

### *Portland Expo Center*

- Expo Materials & Services reflect a 6% decrease over the FY 2015-16 budget after accommodating fees increases for both Multnomah County Drainage District (MCDD) and Portland Bureau of Environmental Services (storm water).

### *MERC Administration*

- MERC Administration Materials & Services budget increased by \$63,000 or 13% from the previous year due to three items:
  - \$3,500 in meeting expenses for increased expenses of MER Committee meetings
  - \$50,000 in consulting services for the second phase of the Expo Project
  - \$10,000 in software maintenance for the addition of new functionality in the Event Business Management System (EBMS)

### Metro Support Services Charges

Total metro direct and indirect support service charges for FY 2016-17 represent a 0.8% decrease from the FY 2015-16 Budget.

#### FY 2016-17 Support Services Charges

	OCC	P'5	Expo	MERC
<b>Indirect Charges</b>				
Support Services	\$ 2,190,580	\$ 1,079,164	\$ 437,851	\$ 3,707,595
Building Management	11,785	7,499	2,143	21,427
<b>Subtotal Indirect Charges</b>	<b>2,202,365</b>	<b>1,086,663</b>	<b>439,994</b>	<b>3,729,022</b>
% of Operating Budget	6.5%	6.9%	6.7%	6.4%
<b>Direct Charges</b>				
Risk Management Claims	123,170	47,415	94,479	265,064
Workers Compensation Claims	65,755	61,567	1,506	128,828
<b>Subtotal Direct Charges</b>	<b>188,925</b>	<b>108,982</b>	<b>95,985</b>	<b>393,892</b>
<b>Grand Total:</b>	<b>\$ 2,391,290</b>	<b>\$ 1,195,645</b>	<b>\$ 535,979</b>	<b>\$ 4,122,914</b>

#### Historical Support Service charges

	2013	2014	2015	2016	2017
Oregon Convention Center	1,807,526	1,843,572	2,086,901	2,381,662	2,391,290
Portland'5	1,119,634	1,145,036	1,176,646	1,219,558	1,195,645
Portland Expo Center	307,205	327,323	411,666	555,157	535,979
<b>Total MERC</b>	<b>3,236,378</b>	<b>3,317,945</b>	<b>3,677,228</b>	<b>4,158,393</b>	<b>4,124,931</b>
Increase \$		81,567	359,283	481,165	(33,462)
Increase %		3%	11%	13%	-1%

Support services indirect charges are calculated amounts for Information Technology, Finance and Accounting, Procurement, Human Resources, Communications, and Legal Services costs. These formulaic charges are based upon actual FTE count, transaction counts (i.e. number of purchasing orders issued), computer server usage, and number of staff hours spent on venue specific items. These charges to operating departments increase when expenses in support departments increase due to items like additional FTE, and PERS and Health & Welfare increases, etc.

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

#### Transfers

- Expo transfer to Revenue Bond Fund for Hall D debt payment \$1,182,528
- OCC transfer to Metro General Revenue Bond Fund for the Hotel Project 4,000,000
- OCC transfer to Metro General Fund for Streetcar assessment loan repayment 189,437
- OCC transfer to Metro General Fund for Hotel Project Management work 72,212



**Capital****Summary of Capital Project Funding FY 2016-17**

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

<b>Funding Source</b>	<b>OCC</b>	<b>P'5</b>	<b>Expo</b>	<b>Admin</b>	<b>MERC</b>
Renewal Replacement Reserves	1,305,068	3,051,000	-	250,000	<b>4,606,068</b>
New Business Strategy	680,000	-	-	-	<b>680,000</b>
TLT Pooled Capital	1,375,000	-	1,016,740	-	<b>2,391,740</b>
Aramark Capital	500,000	60,000	125,000	-	<b>685,000</b>
MTOCA	320,000	-	-	-	<b>320,000</b>
<b>Total Capital Revenues</b>	<b>4,180,068</b>	<b>3,111,000</b>	<b>1,141,740</b>	<b>250,000</b>	<b>8,707,808</b>

MERC Administration will distribute \$2,391,740 of TLT Pooled Capital funds, via an intra-fund transfer, to OCC (\$1,375,000) and Expo (\$1,016,740) for identified capital projects at each venue.

**Reserve Balances****Summary of Reserve Balances FY 2016-17**

	<b>OCC</b>	<b>P'5</b>	<b>Expo</b>	<b>Admin</b>	<b>MERC</b>
Beginning Fund Balance (Bud.)	18,513,545	11,348,488	2,798,742	8,188,922	40,849,697
Fund Balance Inc. / (Dec.)	(1,096,275)	(2,473,596)	(60,461)	(2,792,343)	(6,422,675)
<b>Ending Fund Balance</b>	<b>17,417,270</b>	<b>8,874,892</b>	<b>2,738,281</b>	<b>5,396,579</b>	<b>34,427,022</b>
Operating Contingency	1,500,000	600,000	350,000	65,000	2,515,000
Renewal & Replacement	14,095,962	6,270,637	-	1,578,937	21,945,536
New Business Strategy	1,821,308	2,004,255	2,388,281	-	6,213,844
TLT Pooled Capital				3,752,642	3,752,642
<b>Total Reserves</b>	<b>17,417,270</b>	<b>8,874,892</b>	<b>2,738,281</b>	<b>5,396,579</b>	<b>34,427,022</b>

**Oregon Convention Center  
Capital Request  
Fiscal Year 2016-17**

**OCC Capital Projects Funding Summary**

Project	Renewal Replacement	Business Strategy	TLT Pooled	Aramark Capital	MTOCA	Total
<b>Electrical &amp; Lighting Systems</b>						
VOIP Telecomm Upgrade	313,568					313,568
Network OM4 Fiber Upgrade	130,000					130,000
CCTV Digital Camera Upgrade	450,000					450,000
Mass Notification & Fire Alarm			375,000			375,000
Telecom MDF Fire Suppression	55,000					55,000
WiFi & Show Network Upgrade					170,000	170,000
<b>Building Refurbishment &amp; F&amp;B</b>						-
Admin Office Carpet Replcmnt	95,000					95,000
Drinking Fountain Replacement	175,000					175,000
Alerton Global Software	70,000					70,000
Engineer Workspace Remodel		35,000				35,000
<b>Facility Enhancements</b>						-
Cardboard Baler & Canopy		130,000				130,000
MLK/OBR/Holladay Plaza		500,000	1,000,000	500,000		2,000,000
<b>Equipment</b>						-
Performance Stage ADA Ramp	16,500					16,500
Utility Cart & Tug Purchase		15,000				15,000
Audio Visual Equipment					150,000	150,000
<b>OCC Total:</b>	<b>1,305,068</b>	<b>680,000</b>	<b>1,375,000</b>	<b>500,000</b>	<b>320,000</b>	<b>4,180,068</b>

*Telecommunications/VoIP - \$313,568**Funding Source: R&R Reserves*

- Replaces existing Meridian Nortel PBX with Cisco VoIP
- Upgrades phone systems and handsets throughout facility
- Project is coordinated with Metro IT
- Replacing CAT3 copper cabling with CAT6 cabling in the original building

*Audio Visual Equipment Purchase - \$150,000**Funding Source: MTOCA*

- Purchase of additional HD video equipment to increase inventory and reduce rental of outside equipment
- OCC routinely sub-rents over \$350,000 in audio visual equipment because of the lack of inventory onsite and the increasing demand of larger more complex shows
- The equipment will continue to update OCC's inventory, reduce internal staff labor and will increase margins on shows by decreasing sub rental costs

*Xirrus WiFi & Show Network Upgrade - \$170,000*

*Funding Source: MTOCA*

- Replacement of first generation WiFi arrays and associated network switches
- Addition of arrays to areas to increase overall coverage and user capacity
- Replacement of older model network equipment that was purchased in FY 2010 with updated switches that are capable of 10Gbps uplink

*Fiber Optic Network Upgrade - \$130,000*

*Funding Source: R & R Reserve*

- Replacement of existing 1Gbps fiber optic cable with new 10Gbps fiber optic cable for future 10 Gbps uplink network capacity

*CCTV Digital Camera Upgrade - \$450,000*

*Funding Source: R&R Reserve*

- Phase II replacement of CCTV cameras of the project started in FY2015-16 will replace approximately 70 of the remaining analog cameras that were not replaced in the first phase of this project
- Upon completion of this phase OCC will have converted approximately 100% of its analog cameras to digital cameras

*Administrative & Guest Services Office Carpet Replacement - \$95,000*

*Funding Source: R & R Reserve*

- Replacement of 13 year old carpet with easily replaced carpet tiles
- OCC proposes to install high durability carpet tiles to allow for easier replacement in the future

*Drinking Fountain Replacement - \$175,000*

*Funding Source: R & R Reserve*

- Replacement of aging water fountains with newer models containing bottle filling stations as an additional feature, which allow for easier maintenance
- Installation of stand-alone bottle fillers as replacement for bubblers in use in facility kitchen/break room areas

*Alerton Global Controller & Software Upgrade - \$70,000*

*Funding Source: R & R Reserve*

- Phase II software program upgrade from Envision to Compass
  - Phase I replaced one global system controller
- Replacement of five end of life global controller units for HVAC system
- Updating of graphics and functionality in our Building Management System

*Cardboard Baler & Canopy - \$130,000*

*Funding Source: New Capital*

- Cardboard baler to replace two aging systems
- Canopy to protect baled cardboard and staff working to load and unload cardboard bales

*Telecom MDF Fire Suppression Upgrade - \$55,000*

*Funding Source: R & R Reserve*

- Replace the existing water based fire suppression system with a dry chemical based system designed to prevent damage to sensitive electronic equipment

*Plaza Landscape Renovation Project - \$2,000,000*

*Funding Source #1: TLT Pooled Capital - \$1,000,000*

*Funding Source #2: Aramark Capital - \$500,000*

*Funding Source #3: OCC New Business Strategy - \$500,000*

This redesigns the plaza along Holladay St. and MLK, Jr. Blvd adding way finding, storm water management components, plants, and additional functionality to the space. The Hyatt Hotel project incorporates a coordinated design effort to assist guests with directional access from the hotel to OCC main entrances.

*Utility Cart & Tug Purchase – \$15,000*

*Funding Source – R & R Reserve*

- Two pieces of power equipment to assist staff in moving heavy equipment around the facility

*Engineer & Electrical Office Remodel - \$35,000*

*Funding Source: R & R Reserve*

- Remodel of existing office space to best accommodate staff and management needs
- Remodel will place the Lead Electrician and Lead Engineer together with their respective crews
- Remodel will bring all maintenance related staff into the same area, with leads
- Provide new desks, chairs, worktables and shared cabinet space, a shared office for the lead engineer & electrician, as well as remove the electrical supplies from the office space

*Performance Stage ADA Ramp - \$16,500*

*Funding Source: R & R Reserve*

- Replacement of ADA ramp, rails, supports, and carts for storage

*Mass Notification & EST-3 Fire Alarm Notification Upgrades - \$375,000*

*Funding Source: TLT Pooled Capital*

- Upgrade existing fire alarm system to NFPA and ADA standards. Additionally, upgrades are required before a Mass Notification System can be achieved. This system will be integrate into the existing fire alarm system infrastructure

**Portland's Centers for the Arts  
Capital Request  
Fiscal Year 2016-17**

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

Portland 5	Renewal Replacement	Aramark Capital	Total
<b>Roofing</b>			
Keller Roof & Drains Replacement	1,036,000		1,036,000
<b>Elevators</b>			-
FOH Elevators Overhaul (2)	480,000		480,000
<b>Electrical &amp; Lighting Systems</b>			-
VOIP Telecomm	141,520		141,520
Main Switchgear	25,000		25,000
Electrical Panels (w/ switchgear)	25,000		25,000
Fire Alarm System	175,000		175,000
Lighting System Overhaul	80,000		80,000
LED PAR Theatrical fixtures	15,000		15,000
Building Re-Key + software	50,000		50,000
<b>Building Refurbishment &amp; F&amp;B</b>			-
Exterior concrete panel repairs	500,000		500,000
Portland Sign overhaul	360,000		360,000
Shell Rigging Overhaul	150,000		150,000
Backstage Entry Door	30,000		30,000
Brunish Deck Replacement	25,000		25,000
ArtBar back bar replacement		30,000	30,000
ArtBarista remodel		30,000	30,000
<b>Portland's Total</b>	<b>3,092,520</b>	<b>60,000</b>	<b>3,152,520</b>

*Keller Roof and Drains: full tear-off and replacement (3rd of 3 year project) \$1,036,000*

*Funding Source: R&R Reserves*

Replace existing Keller Auditorium roof, insulation, drains, and sheet metal system with a newly designed and engineered roofing system. The roofing system has already experienced a number of leaks in many different locations. Some portions have already been repaired/replaced along with a couple of drains. Interior damage from the leaks has occurred in the front of house lobbies, stairwells, and backstage with repairs to both ceilings and walls. The risks of roofing failures are significant. Work is expected to be completed in FY17. On the advice of our roofing consultant, we have shifted the construction portion of the project into a single phase project bridging FY16 & FY17. The design and engineering work is well underway and construction documents are expected in early 2016 with bidding to commence immediately thereafter. Estimates do not include a green roof or solar as the cost of a complete structural assessment was proven to be cost inefficient.

*Voice over Internet Protocol (VOIP) Phone System \$141,520**Funding Source: R&R Reserves*

Metro is moving the entire agency to a single standard IP based phone system. This project will replace our aging and increasingly failure prone system at Portland's facilities with a new system that will both stand-alone and be fully connected to all Metro facilities with 4 digit dialing, the potential for interagency video-conferencing and many other improvements and enhancements.

*Building Re-Key \$50,000**Funding Source: R&R Reserves*

2<sup>nd</sup> phase of building key system overhaul and security enhancements. This phase includes re-keying of all interior door locks at the Arlene Schnitzer Concert Hall and Antoinette Hatfield Hall. We currently have a very poorly designed building key system that is highly expensive to maintain. 2<sup>nd</sup> phase of the project can be completed in FY17. ROI is a simple and effective design that allows for easier maintenance, adheres to appropriate access control and industry standard practices for recordkeeping, and places the 3 buildings under one unified key standard that can be maintained for the years to come.

*AHH Front of House Elevators Overhaul \$480,000**Funding Source: R&R Reserves*

The front of house elevators at the Antoinette Hatfield Hall are more than 30 years old. While some operational systems are in good condition, other system components such as the geared hoist machine, motor generator set, relay controller selector, and a number of fire/life safety and ADA related components need to be replaced.

Building operations staff, contracted foodservice personnel, clients and our patrons in particular are heavily dependent on the front of house elevators at the Antoinette Hatfield Hall to access all front of house areas including the theaters, transporting event-related equipment, and facilitating ADA access to all front of house entry points to our three theaters. The risks associated with losing operation of the front of house elevators are costly. If we are unable to insure access to the front of house areas for clients and patrons, then our ability to provide equal and effective access to all three of the venues is jeopardized. In addition, while our compliance with ADA and fire/life safety systems is current to when the facility was constructed, we are lagging behind (30+ years) in code changes and the potential liability exposures associated with these areas is significant. This project should be completed in FY17. The ROI on this project is unknown but elevator controls and operational systems have improved drastically in the last thirty years leading to far more energy efficient and effective operations. While we are not certain of the exact level of reduction in electrical consumption, estimates range from 20-40% reduction in electrical consumption. In addition, new car door operators will provide a smoother and more efficient operation of the elevator.

*Brunish Deck Replacement \$25,000**Funding Source: R&R Reserves*

Replace surfaces and repair damaged areas of deck between freight elevator and entrance to Brunish Theatre. Heavy use of Brunish Theatre over the past few years has exposed issues with the original deck design that need to be rectified. Work can be completed in summer of FY17. ROI on the work is provide a safe and effective surface to move equipment and personnel back and forth across the deck while maintaining appropriate access to the roof surface and drains below.

*AHH Fire Alarm System replacement \$175,000**Funding Source: R&R Reserves*

The current Fire Alarm systems at the Antoinette Hatfield Hall (AHH) are original to the building, circa 1985. The system is an outdated zone type with as many as 35 devices reporting blindly to a single zone. This makes troubleshooting difficult and would cause unnecessary extra time to be taken in finding smoke or an actual fire should an emergency occur. Additionally, all of the alarm notification (siren) and firefighter announce services are tied to the building's Public Address system via a custom built interface located in the Newmark Theater sound booth, intermingled with theater audio components. This creates a potentially undesirable situation should one of the amplifiers fail or power to the sound racks be inadvertently shut off, a cable broken, cut, etc. since there would be no audible notifications at all in that case, and the building would be left with only the few strobe stations that exist. We believe that most if not all of this work can be completed in FY17. ROI on this work is directly related to the safety of our patrons and clients given the risks we have identified in the current system.

*ASCH: Portland Sign—Structural, Architectural, Electrical overhaul \$360,000**Funding Source: R&R Reserves*

During a June 2015 assessment of the Portland sign and marquees on the Arlene Schnitzer Concert Hall, a number of issues were identified as needing to be addressed.

1. The structure of the beams holding the sign are showing corrosion and need to be repaired by July of 2016.
2. The sheet metal components making up the main architectural elements of the sign are generally in good condition. Unfortunately, some areas have heavy corrosion with large materials losses due to poorly designed drainage and water being trapped. We intend to re-fabricate the sign cladding with corrosion resistant aluminum panels installed on the (e) blade sign frame. The new sign is expected to last at least 25-40 years.
3. Many electrical components will require replacement due to corrosion and age. The lamp sockets are worn due to weathering and require full replacement along with all the wiring feeding them. The neon letters are approaching their end of life. The chase lights have all been replaced recently with LED lamps and will be salvaged and reinstalled after all other work has been completed on the sign. The existing junction box that feeds the sign is corroding and will be replaced.

Bid work on this project will start in FY16 and the project will be completed in FY17.

ROI on this project is to safely and appropriately maintain a Portland landmark.

*ASCH Orchestra Shell Rigging overhaul \$150,000**Funding Source: R&R Reserves*

Overhaul all rigging systems on the orchestra shell. The current shell is more than 30 years old and per recent inspections by structural engineers and theatrical consultants, the rigging systems are in need of replacement. Other options are being studied at this time for potential replacement but this budget represents overhaul of the existing system since it is a matter of urgency. If we proceed to overhaul the existing system, then the work can be completed in FY17. If we choose another option, we may not complete that work in FY17. ROI is to appropriately address an area of identified safety risk for the organization. The orchestra shell has been inspected by theatrical professionals who report that its rigging systems need overhaul.

*ASCH Backstage Entry Door replacement \$30,000**Funding Source: R&R Reserves*

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 30 years of heavy use. Opportunity to re-size the doors to a standard sized opening with readily available door and security hardware. Project can be completed in FY17. ROI is less maintenance expense and time on the existing doors and hardware. We will also greatly improve the appearance of the backstage entrance to the ASCH.

*Keller Main Switchgear replacement-design and engineering \$25,000**Funding Source: R&R Reserves*

Keller main electrical switchgear, automatic transfer switch, and motor control centers serving the building are almost 50 years old. This is past their useful life span. We have done an engineering budgetary study for replacement and we now need to complete design and engineering calculations for proper bidding of this work in FY18. Design and Engineering can be completed in FY17. ROI is to properly maintain the electrical systems per the building code and allow for continued heavy programming uses of the facility which demand significant electrical consumption.

*Keller Electrical Panels replacement-design and engineering \$25,000**Funding Source: R&R Reserves*

Keller electrical panel and sub-panels serving the building are almost 50 years old. This is past their useful life span. We need to complete design and engineering calculations and cost estimates for proper bidding of this work in FY18. Design and Engineering can be completed in FY17. ROI is to properly maintain the electrical systems per the building code and allow for continued heavy programming uses of the facility which demand significant electrical consumption.

*Keller Exterior Pre-cast Concrete Panels \$500,000**Funding Source: R&R Reserves*

Repair, restore and/or replace the exterior precast concrete panels comprising a significant majority of the Keller Auditorium façade. Recent investigations indicate that the panels date to the 1968 renovation of Keller Auditorium and from their original installation have had a number of problems including de-lamination. During a building exterior investigation conducted by a building envelope consultant in August/Sep of 2015, a number of visual observations and concrete sounding techniques were used to identify the need for both immediate and short-term actions. A few immediate actions taken included removal of six catastrophically failing pre-cast concrete panels to avoid potential danger to the public. This work was completed in November 2015. The report also pointed out systemic failures in original construction methods for the pre-cast concrete panel system and the need to address a number of other spalled and cracking concrete locations, parapet coping deficiencies, and sealant joint failures to insure the long-term health of the panel system. While the extent of the overall project is currently unknown, we are currently contracting with a consulting team to gather the requirements necessary to properly bid the work needed to address repair, restoration or replacement of the Keller façade panels. We expect the work to proceed expeditiously and in concert with the planned roof renovations also in the budget for FY17. It is unknown if this work can be completed in FY17. ROI is to provide for the safe enjoyment of and proper maintenance of the



facilities by our audiences and the public. The current cost allocation for this project is a very early estimate and is likely to change.

*Lighting System Overhaul FOH/Controls NMK/Winningstad \$80,000*

*Funding Source: R&R Reserves*

This project will complete a process to completely replace the production and house lighting systems from their current outdated systems to industry standard systems used throughout all of our other venues. This portion of work includes replacing lighting controls, associated dimmers, emergency lighting controls and new button control stations throughout the NMK and Winningstad audience areas. This project is needed to overhaul a system that can no longer acquire replacement parts, uses a communication protocol that hasn't been industry standard for more than 20 years, and eliminates points of potential failure in the regular operations of the system. We will be unable to stage shows without a fully operating production and house lighting dimmer system that integrates with our control consoles and uses the technology readily available and known to all of our clients. This phase of work can be completed in FY17. ROI for avoiding systemic failures with no viable replacement parts or operational alternatives and the labor associated with maintaining an outdated system.

*Winningstad PAR Light Fixture Conversion to LED \$15,000*

*Funding Source: R&R Reserves*

Replace the stage wash lighting fixtures with newer available LED technology. All fixtures needed onstage consume significant amounts of power, require gel to color them, expensive bulbs (some of which are no longer made) and ongoing labor to maintain their heavy duty electrical cabling. We have many choices for an LED fixture that will allow all the desired color choices without the use of gel and will deliver up to twice the amount of visible light at roughly 1/10<sup>th</sup> the energy consumption. This is an opportunity to save energy, increase flexibility for our clients, and save in ongoing labor and material maintenance costs for the venue. This project can be completed in FY17. ROI is unconfirmed as of yet but anticipated to be 5 years or less. We also anticipate a small ETO incentive towards the project costs.

*AHH Artbar Back Bar replacement (Aramark capital) \$30,000*

*Funding Source: Aramark Capital Contribution*

Remodel of Artbar back bar cabinetry to replace failing millwork and provide an additional point of sale so customers can be served more quickly and effectively. This work can be completed in FY17. ROI is an additional point of sale will help improve customer service and drive revenues. Replacement of the back bar is necessary due to constant cabinet door failures and labor wasted on regular repairs.

*AHH Artbarista remodel (Aramark capital) \$30,000*

*Funding Source: Aramark Capital Contribution*

Artbarista remodel is to provide grab and go food opportunities for patrons who don't have time to sit down for a meal at the bistro or seek different food experiences. We expect this will drive foodservice revenues without heavily increasing labor costs. This work can be completed in FY17. ROI is by providing additional and more rapid foodservice offerings, we will enhance customer service and drive food revenues. The Artbarista doesn't currently get much use and this will also reactivate that portion of the rotunda lobby.

**Portland Expo Center  
Capital Request  
Fiscal Year 2016-17**

**Portland Expo Center Capital Projects Funding Summary**

Expo	Renewal Replacement	TLT Pooled	Aramark Capital	Total
<b>Roofing</b>				
Halls ABC Roofs - Minor Repairs		10,000		10,000
Hall D Roof - Barrel		350,000		350,000
Solar Project		100,000		100,000
<b>HVAC</b>				
HVAC Analysis, Maint. & Repair		135,000		135,000
Hall C MAU Retrofit / Exhaust fans		15,000		15,000
Hall Exhaust Fans		10,000		10,000
<b>Building Refurbishment &amp; Food &amp; Beverage</b>				
Parking Lot Asphalt Repairs		60,000		60,000
Voice Over IP (VoIP) System		70,740		70,740
Facility Assessment/ Capital Planning		20,000		20,000
Hall A Carpet & Paint		100,000		100,000
Hall A EXPO sign		25,000		25,000
Water Efficiency Upgrades		46,000		46,000
<b>Equipment</b>				
Plastic / Flat Stacking Chairs		25,000		25,000
Radio Replacement		10,000		10,000
Scaffolding				10,000
<b>Facility Enhancements</b>				
Landscaping Entry (Expo, Force, Marine)		30,000		30,000
Electronic Signage			<b>125,000</b>	125,000
<b>Expo Total:</b>	-	<b>\$1,016,740</b>	<b>\$ 125,000</b>	<b>\$ 1,141,740</b>

**Roofing**

*Expo Center Roof Repair - \$460,000*

*Funding Source – TLT Pooled Capital*

- \$10,000 in stability repairs to Halls ABC per roofing report and review.
- \$100,000 for full analysis and Phase 1 integration of Solar array within Hall D barrel roof.
- \$350,000 for Phase 2 of 2 for the Hall D barrel roof replacement.

**HVAC***HVAC Repair, Maintenance and Replacement - \$160,000**Funding Source – TLT Pooled Capital*

- \$135,000 in stability repairs and replacement of Halls DE per HVAC report and review.
- \$10,000 for full analysis and Phase 1 integration of Hall C MAU retrofit and Exhaust fans.
- \$15,000 for Phase 1 integration of Exhaust Fans.

**Building Refurbishment***Asphalt Repair, Maintenance and Study - \$60,000**Funding Source – TLT Pooled Capital*

- \$60,000 - Continuation of parking lot repairs, removal and standard maintenance. Removal and replacement of failing asphalt, to include seal coating of all areas Operations staff will continue to re-stripe the parking lots, walkways, ADA designation areas and safety notices internally. Focus area: Expo Road.
- Parking lot repairs will always be a part of basic R&R for the 52 acre Expo facility site.

*Voice Over IP (VoIP) / Phone System (Phase 2 of 2) – \$70,740**Funding Source – TLT Pooled Capital*

- Phase 2 of 2 – Full replacement of phone system and technology first installed in 1996. Phase 1 to be completed in FY16 (\$37,200) wiring, hardware and cabling.
- Current system is outdated and not supported. No upgrades or support assistance available other than OCC Telecommunications Manager. Upgrade will include major infrastructure,
  - hardware and software package. This critical business system failed twice this year.
- Voice Over Internet Protocol is an initiative that is Metro-wide. Phase one will review hardware and connections relevant to Expo Center campus as well as initial purchases. Review of current and future needs as well as spin-off projects that are also related to this backbone infrastructure.

*Hall A Carpet and Paint – \$100,000**Funding Source – TLT Pooled Capital*

- Based on square footage estimates for a similar project completed for Halls D and E, this completes our “front door” lobby entry enhancements.
- Funding includes design and addition of Meeting Room A101 and potentially East Hall.

*Hall A Expo Sign – \$25,000**Funding Source – TLT Pooled Capital*

- Based on estimate from Ramsay Signs (our Neon tower sign provider) to remove and restore the Hall A entry with a more modern appeal that matches our current brand.
- Back-lit letters as well as neon options.

*Water Efficiency (Phase 1 of 2) - Flush Valve replacement – \$46,000**Funding Source – TLT Pooled Capital*

- Based on detailed report from the City of Portland Water Bureau, inici group study and related Energy Trust support – key items were noted to save water and reduce energy costs.
- Focus area is flush valves on Expo’s toilets and urinals.

*Facility Assessments / Capital Planning – \$20,000*

*Funding Source – TLT Pooled Capital*

- Joining P5 and OCC, this project replaces the outdated 20 year capital plan. Full review and inventory of all capital items, values and replacement schedules with an eye towards useful life.

**Equipment**

*Plastic Flat Stacking Chairs (Phase 3 of 3) – includes forklift cart - \$25,000*

*Funding Source – TLT Pooled Capital*

- Phase 3 of 3 – Full replacement of folding, stacking chairs. New chairs meet current safety standards and hold well over 300 lbs, plus offer a professional presentation.

*Scaffolding - \$10,000*

*Funding Source – TLT Pooled Capital*

- Basic enhancement for in-house painting work, drive-in movies and other AV uses.

*Radio Replacement - \$10,000*

*Funding Source – TLT Pooled Capital*

- Phase 1 of 4 – Full replacement of analog radios for Operations team. Followed by Admin and other teams, repeaters. Pending FCC requirement.
- Expo is phasing this in as radios are in need of replacement.

**Facility Enhancements**

*Landscaping Entry to Campus- \$30,000*

*Funding Source – TLT Pooled Capital*

- In conjunction with the electronic signage project, this basic landscaping improvement provides the campus with a sense of entry and a platform tall enough for an outdoor sign.
- This provides the campus with the ability to add both state and national flags to our public campus.

*Electronic Signage (Phase 3 of 4) - \$125,000*

*Funding Source – Aramark Capital*

- Phase 1 of electronic signage includes the concessions stands for all areas. Phase 2 includes common areas such as the lobbies, box offices and other key sales areas.
- Phase 3 will focus on the same Allure Global system but in the outdoor entries and other outside applications for targeted messaging.

**MERC Venues Budget Objectives  
FY 2015-16 Budget Objectives Status Report  
FY 2016-17 Proposed Budget Objectives**

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**MERC Administration  
FY 2015-16 Key Budget Objectives Progress Report  
March 2, 2016**

**Execute the FOTA improvement implementation plan.**

**Status: IN PROGRESS**

The FOTA project team focused on two primary recommendations for program improvement: using intermediaries to improve the rate of FOTA hires and coordinating a community task force charged with updating the geographic boundaries and income thresholds of the program. In conjunction with Metro HR and the Office of Diversity, Equity and Inclusion, the FOTA project team continues to explore the use of community based organizations (CBO) to improve Metro's outcomes in outreach and recruitment for employment of minority and under-served populations within the FOTA area. It is anticipated that formal relationships will be established with one or more CBOs in FY 2015-16 if not sooner. The FOTA Task Force was convened in June and six meetings were held through October. A final report, including recommendations for updates to the program's geographic boundaries and income thresholds, was presented to the MERC Commission and Metro Council in December/January. Metro HR has updated its processes to incorporate the new boundaries and income eligibility thresholds.

**Continue with phase II of the Expo Project and including financial analysis and stakeholder discussions.**

**Status: IN PROGRESS**

The Expo project team, in collaboration with an internal advisory committee comprised of Metro executive leadership, conducted a comprehensive analysis of financial and business conditions relative to five facility investment scenarios. Results from the analysis shed light on the opportunities and challenges associated with investment at the Expo Center. Next steps include reviewing results with stakeholders, identifying areas for further study and determining a strategic direction for facility and business investment. It is anticipated that the Expo project team will begin conducting additional studies by the end of fiscal year 2015-16.

**Provide a semi-annual Expo Project Phase II Progress Report to the MERC Commission.**

**Status: IN PROGRESS**

The Expo project team presented an in-depth project update at the October 7th Commission meeting and a follow-up presentation at the November 4th Commission meeting. The project team expects to discuss key project milestones with the MERC Commission on an ongoing, regular basis.

**Develop and implement phase III of the Expo Project**

**Status: IN PROGRESS**

In the fall of 2015, the Expo Project team engaged the MERC Commission and Metro Council to provide an update on progress. As a result, staff received direction to begin implementing strategic next steps for the Expo Center. First among these next steps is the deployment of key internal financial levers through the MERC budget process to support the Expo Center's capital

and operational budget. It is anticipated that a scope of work for a Hall C structural analysis study will be developed prior to the end of FY 16. Pre-development work for a hybrid study, which will assess the development potential of Halls AB for an alternative but compatible use, will also begin prior to the end of FY 16. It is also anticipated that the Expo Project team in collaboration with MERC and Metro leadership will begin to build a business case for a potential request of support from the Visitor Facilities Trust Account (VFTA). The Expo Project team expects to be able to continue the development of these strategic next steps through FY 17 and engage the MERC Commission and Metro Council on results and next steps.

**Provide a semi-annual Portland's Project Progress Report to the MERC Commission.**

**Status: IN PROGRESS**

A civil engineering firm – Cardno – conducted a facility conditions analysis (FCA) of P5 facilities in the fall of 2015. The P5 Capital Project team will review Cardno's preliminary reports in the winter of 2016 and conduct a gap analysis to identify additional capital needs. Based on these results, it is anticipated that the project team will identify additional studies, if necessary, to understand the full range of capital needs. It is anticipated the project team will develop a report on the scope and scale of capital needs by the end of FY 16. In FY 17, the project team anticipates the development of strategies to secure short and long-term funding for P5's capital program. Progress will be reported to the MERC commission on an ongoing, regular basis.

**MERC Administration**

**Proposed Budget Objectives for FY 2016-17**

**Ongoing:**

- Execute the FOTA improvement implementation plan.

**Carryover from FY 2015-16:**

- Develop and implement phase III of the Expo Project
- Provide a semi-annual Portland's Project Progress Report to the MERC Commission.

**New:**

- Maintain oversight and provide regular reporting to stakeholders of the required minority contracting and workforce equity goals throughout the construction of the OCC Hotel project.
- Provide quarterly OCC Hotel construction budget to actual reporting to the MERC Commission.

**Oregon Convention Center  
FY 2015-16 Key Budget Objectives Progress Report  
March 2, 2016**

**Enhance sustainability programs through teamwork and partnerships with clients, vendors and staff to maintain current LEED certification.**

**Status: IN PROGRESS, ONGOING**

In addition to our waste diversion policy noted below, OCC continues to place a high value on our sustainability efforts. Most recently, this is displayed through the installation of a 2MW solar array on the facility roof. Additional projects in process include new lighting for the parking garage, ballrooms and towers. Further, we have contracted with Green Building Services to help us track our ongoing LEED recertification and ongoing building commissioning between now and recertification in 2019.

**Continue energy consumption reductions.**

**Status: IN PROGRESS, ONGOING**

Projects such as the solar system and lighting replacements will generate significant savings.

**Implement Waste Diversion Policy.**

**Status: COMPLETE**

This policy has been implemented in new contracts with compliance beginning January 1, 2016. To date, many contracts have been signed containing the new policy. Fiscal year 15-16 waste diversion goal is 70 percent.

**Monitor the progress of the newly implemented Be the Difference customer service staff training, recognition and assessment program.**

**Status: COMPLETE**

We re-tooled the program a bit but are feeling maybe Be the Difference has run its course. We are evaluating a new approach to employee recognition by assembling an employee work group to assist in this effort.

**Develop master plan for OCC both interior and exterior of the facility (phase II FY 2015-16).**

**Status: IN PROGRESS**

We have hired LMN Architects and are currently in process to develop this work. Additionally, we are pursuing a facility asset condition assessment that will concurrently inform our building infrastructure and mechanical system needs. Together, these projects will create a 15-20 year renewal and replacement plan.

**Break ground on the convention center hotel project.**

**Status: IN PROGRESS**

The HQH team has placed continued efforts in overcoming legal challenges, approach settlement and agreements with the opposition, and effectively issue \$60 million in bonds.

**Complete North Plaza landscape renovation.****Status: ON HOLD**

We have a design, but the project remains on hold until further progress on the HQH. The loss of partnership funding from the city means that the Holladay Green Street portion will not be accomplished.

**Complete food and beverage renovations.****Status: IN PROGRESS**

The OCC is currently in the process of re-designing Cucina Rossa into a brew pub concept. The construction work for the Stir annex is in the bid process. In addition, the OCC is looking at the ability to build an in-house Food Cart to provide guests the feeling of street vendor that is so well known in Portland.

**Enhance OCC security procedures and training.****Status: IN PROGRESS**

We have successfully upgraded our CCTV video monitoring system and security console area to provide more surveillance opportunities. Recent upgrades to our radio system include security features that allow security staff to concurrently monitor all channels. This fall, all managers participated in a "Trained Crowd Manager" certification. This training focused on evacuations, sheltering and public safety. Soon, the team will begin the second phase, which is venue specific. Additionally this winter, our Special Services Manager, Nick Brown, will participate in an Active Shooter seminar and work toward developing a protocol customized for OCC.

**Oregon Convention Center****Proposed Budget Objectives for FY 2016-17****Ongoing:**

- Enhance sustainability programs through teamwork and partnerships with clients, vendors and staff to maintain current LEED certification.
- Continue energy consumption reductions.

**New:**

- Develop 15-20 year capital plan from Facility Master Plan and Facility Assessment work.
- Develop new employee recognition program to replace B the D
- Develop a sales and marketing plan for Hyatt Hotel Convention package
- Obtain a 70% Diversion rate through the new Waste Diversion Policy
- Achieve reduction in energy costs through completed lighting projects and operational solar array.
- Improve OCC cellular service and WiFi capabilities through:
  - A neutral host Distributed Antennae System.
  - Adding additional WiFi arrays throughout facility based on network coverage survey to improve WiFi capacity and better handle high density needs for event attendees.
  - Upgrade fiber backbone throughout to increase network capacity.
- Improve ability to connect with customers through social media
- Implement a program to increase Food & Beverage sales to Exhibitors Services
- Complete a staffing study.



**Portland's Centers for the Arts  
FY 2015-16 Key Budget Objectives Progress Report  
March 2, 2016**

**Continue business development initiative via Portland's Presents events.**

**Status: IN PROGRESS, ONGOING**

Portland's Presents has 24 performances booked thus far and anticipates adding another show or two in FY16. Booking for FY17 is already in process. Approximately \$40,000 in advertising, sponsorships and grants has been received thus far. Advertising was available for the first time with Portland's's new printed program that not only showcases upcoming shows but includes considerable information about who and what P5 is. Co-presentation collaborations were established with the Portland Jazz Festival and Chamber Music Northwest. This fiscal year an educational component was begun to provide elementary school children a free opportunity to hear nationally celebrated musicians. Title 1 schools were given the first chance to schedule their schools with our two shows-Black Violin and Mariachi Sol de Mexico. The shows "sold out" in 3 hours. A couple grants to fund our educational shows are pending.

**Continue implementation of the sponsorship kit for Portland's produced events.**

**Status: COMPLETE**

Sponsorship kit was produced and generated more than \$34,000 in sponsorships and advertising. Very successful.

**Continue to develop and implement a plan to address long term funding strategy for Portland's.**

**Status: IN PROGRESS**

Conversations with our liaison with the City of Portland has resulted in the language describing spectator facilities to more clearly call out the P5 venues. The City funded facility assessments of their spectator facilities this summer and included the Keller, Schnitzer and the Hatfield. We are currently reviewing the draft reports and conducting a gap analysis to determine if any critical items have been omitted.

**Continue to develop and implement revitalization plan for the Portland's Foundation.**

**Status: IN PROGRESS**

The P5 Foundation contracted with a development consultant to work with them on a revitalization plan. The plan is scheduled to be complete in early 2016 and will include an action plan of next steps.

**Seek opportunities for capital projects to advance green initiatives and lower operating costs.**

**Status: IN PROGRESS, ONGOING**

Every capital project is viewed for potential green/energy savings opportunities. LED bulb replacement is ongoing throughout the venue-most recently in the Newmark Theatre. The electronic marquee on Hatfield Hall will soon be replaced with a new LED marquee. Low flow toilets and urinals are replacing older fixtures at the Schnitzer. An HVAC controls update at the Schnitzer will realize energy savings. Staff are being trained in the Energy Trust of Oregon's Strategic Energy Management program. This program helps us identify more opportunities to save operating dollars by educating the engineering team, staff and clients about our best opportunities to save costs. The program will also help identify and provide some funding for capital projects that will save on energy costs.

**Portland'5  
Proposed Budget Objectives for FY 2016-17**

**Ongoing:**

- Seek opportunities for capital projects to advance green initiatives and lower operating costs.
- Continue business development initiative via Portland'5 Presents events.

**Carryover from FY 2015-16:**

- Continue to develop and implement a plan to address long term funding strategy for Portland'5.
- Continue to develop and implement revitalization plan for the Portland'5 Foundation.

**New:**

- Continue development of sponsorship, advertising and marketing initiatives that generate revenue.
- Develop education and community engagement program to increase the participation of disadvantaged communities and schools through diverse Portland'5 programming.

**Portland Expo Center  
FY 2015-16 Key Budget Objectives Progress Report  
March 2, 2016**

**Create and develop new events and sponsorship & advertising opportunities to expand into new markets and conduct community outreach in a more diverse, equitable and inclusive manner.**

**Status: ONGOING**

Without a dedicated budget-line, the Expo staff successfully created a 6-event drive-in movie series that proved very successful especially from a sponsorship revenue and community outreach perspective. These events were created entirely in-house, engaged a diverse local community, and created new opportunities for varied events. The Expo continues to build its event development team and pursue new and diverse opportunities that sustain ROI and fill open and available dates that expand the event calendar. Advertising opportunities have increased, but internal or external advertising sales and event production assistance is needed to attain higher revenue goals for on-site or website advertising.

**Expand teambuilding and communication amongst Expo, pacificwild and City Center staff. Develop understanding of revenue goals amongst all teams.**

**Status: ONGOING**

Our internal team created, developed and executed the drive-in movie series. In doing so, all departments had opportunity and input to develop a series of events that was as much about cross-departmental team building as it was about presenting a public show. Prior to the drive-in kick-off, the entire team held a BBQ for all of the teams to enjoy their accomplishment. Inter-departmental communication continues to be a focus with more team-building needed. Throughout the year, admin staff and operations teams transformed their work environments to a more positive and healthy atmosphere – something not attempted in over a decade. A series of meetings have been established for all managers with the MERC Finance Manager. Emphasis is revenue generation and continued efforts on expense mitigation.

**Engage with the Metro Council on developing scenarios for the future of Expo and their options for implementation.**

**Status: ONGOING**

There have been a numerous informational meetings with both individual and small groups of Metro Council and MERC Commissioner Leadership at the outset of the Expo project and prior to the work of the internal team review of the Hunden report. We have continued to host these individual and small group meetings, as well as a full presentation on our work during a Metro Work Session. Increased awareness about the Expo Center and its role within Metro's mission has grown over time. Leadership continues to explore a variety of strategic options and several scenarios for Expo's future that have been identified utilizing a wide range of financial tools, data analysis and key partnerships. As further studies complete, additional engagement with leadership will take place.

**Engage in proactive measures to mitigate increased costs generated from Multnomah County Drainage District and Bureau of Environmental Services policy changes.**

**Status: IN PROGRESS**

Increased awareness and involvement for levee recertification have taken place. Metro's involvement in the Oregon Solutions Program has been consistent for Expo and other properties.

This long-term involvement will assist these region-wide issues over time. However, in the short-term, MCDD costs for Peninsula 1 will continue to increase with few immediate solutions other than passing it on to the PENN1 district membership. There is discussion of a reorganization of the district to create one levee organization, which would share expense and responsibility for the system. Continued work with the Oregon Solutions Program has opened a dialogue with city, county and federal jurisdictions. The City of Portland's BES stormwater fees in FY2017 total over \$145,000 per year for the property. A detailed overview of these issues and impacts has been prepared and awaits approval to move forward with a formal BES meeting. Stormwater mitigation for the property is on hold as ROI is not achievable without such investments decreasing these expenses.

### **Portland Expo Center**

#### **Proposed Budget Objectives for FY 2016-17**

##### **Ongoing:**

- Engage with the Metro Council on developing scenarios for the future of Expo and their options for implementation.
- Expand teambuilding and communication amongst Expo, pacificwild and City Center staff. Develop understanding of revenue goals amongst all teams.
- Create and develop new events and sponsorship & advertising opportunities to expand into new markets and conduct community outreach in a more diverse, equitable and inclusive manner.
- Engage in proactive measures to mitigate increased costs generated from Multnomah County Drainage District and Bureau of Environmental Services policy changes.

##### **New:**

- Develop strategies and data analysis that support a long-term funding proposal for inclusion of the Portland Expo Center within the Visitor Facility Trust Account (VFTA).
- Implement strategies and a staff-driven culture that supports operating revenue enhancement and continued cost containment for the long-term.
- Extend Expo's capital project plan to 2025 maintaining healthy reserves.
- Expand the region's understanding of the complete history, role and economic impact of the Expo Center campus and the numerous public events we host.
- Develop an event production team that drives new revenue streams through event development, sponsorship/advertising, and use of key dates that create lasting community benefits for our stakeholders.
- Continue MTOCA funded and brand-centric improvements to the existing campus that enhance the customer experience and support a modern, welcoming and vital event campus.

**METROPOLITAN EXPOSITION RECREATION COMMISSION**  
**Resolution No. 16-05**

For the purpose of adopting changes to the MERC Personnel Policies.

**WHEREAS**, the Metropolitan Exposition Recreation Commission (MERC) is authorized to adopt personnel policies pursuant to Metro Code Sections 2.02.010 (b) and 6.01.040 (a); and

**WHEREAS**, MERC periodically updates the MERC Personnel Policies (the Personnel Policies) in accordance with both legal requirements and agency-wide policies.

**THEREFORE BE IT RESOLVED:**

That the Metropolitan Exposition Recreation Commission adopts the changes to the Personnel Policies in a form substantially similar to the attached Exhibit B.

Passed by the Commission on March 2, 2016

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Secretary-Treasurer

Approved As To Form:  
Alison R. Kean, Metro Attorney

By: \_\_\_\_\_  
Nathan A.S. Sykes, Deputy Metro Attorney

## MERC STAFF REPORT

**Agenda Item/Issue:** For the purpose of adopting changes to the MERC Personnel Policies.

**Resolution No.:** 16-05

**Presented by:** Mary Rowe, Metro Human Resources Director

**Date:** March 2, 2016

**Background and Analysis:** The MERC Commission last approved a complete personnel policy manual for venues staff in August 2007. Beginning in 2011, Metro's Human Resources Department began a project to review and update both the MERC policy manual and Metro's policy manual, Executive Order #88, with the goal of developing one set of agency-wide personnel policies and procedures. The policies are being updated and implemented on a rolling basis in an order determined by legal changes and business needs. Human Resources staff developed these policies in consultation with department managers, the Office of Metro Attorney, and the Metro Senior Leadership Team. This policy was presented to the Commission for discussion on February 3, 2016.

**Resolution:** This resolution seeks the MERC Commission's approval of the following personnel policy:

- Sales Incentive Plan

**Long range fiscal impact:** There is no additional fiscal impact projected for implementation of the Sales Incentive Plan Policy changes.

**Recommendation:** The Metropolitan Exposition Recreation Commission adopts the change to the Personnel Policies in a form substantially similar to the attached Exhibit B.

**EXHIBIT A: SUMMARY OF PROPOSED PERSONNEL POLICY FOR MERC COMMISSION  
MARCH 2, 2016**

Below is a list of the draft policy for your review. This proposed policy is intended to supersede the one adopted in July 2013.

Policy	Existing MERC Policy	Applicable Legal Provisions	Policy Summary/Explanation of Change	Fiscal Impact	Business Impact
Sales Incentive Plan	Sales Incentive Plan (7/2013)	None	<ul style="list-style-type: none"> <li>• Director of Sales responsible for submitting quarterly documentation of results and proposed bonuses to Facility Director for approval, then to Metro Finance and Regulatory Services to audit and affirm, prior to payment (if any).</li> <li>• Removes provision for sales team eligibility for salary increases based on salary range or CPI.</li> <li>• Deletes reference to sales incentive bonus in lieu of merit pay.</li> </ul>	N/A	<ul style="list-style-type: none"> <li>• Process improvement.</li> <li>• Clarifies responsibilities.</li> <li>• More frequent payment of incentives.</li> <li>• Eliminates provision for alternative salary increases in lieu of incentives.</li> </ul>

 Metro | *Policies and procedures*

**DRAFT**  
2/19/2016

**Subject** Sales Incentive Plan  
**Section** Human Resources; Visitor Venues  
**Approved by**

---

**POLICY or PROCEDURE**

*Sales Managers will participate in a sales incentive program. The incentive goals will be included in the annual budget and reviewed quarterly. If employees meet both individual and team goals, they will receive quarterly bonuses.*

---

**Applicable to**

MERC venue Sales Managers

**Definitions**

1. Sales incentive plan: pre-established goals and criteria identified by management and approved by the MERC Commission or Metro COO. The plan will identify goals that are measurable, increase revenues to the department utilizing the program, provide a reward that motivates employees, and offer immediate rewards.
2. Sales incentive bonus: is compensation intended to reward program participants for meeting pre-established, quarterly, targeted goals to increase revenue. Employees participating in the plan are eligible for quarterly payments based on both individual and team objectives.
3. Sales incentive plan and program goals: the goals for the sales incentive programs are as follows:
  - a. To increase sales of facility rentals and other services when compared to the same quarter in previous years.
  - b. To insure Metro’s venues remain first class and operate as prestige facilities at the national/international level as measured by industry standards.
  - c. To increase total economic impact to the region by increasing city-wide sales as measured in the annual economic impact study.
  - d. To retain a strong sales team by compensating them according to standard industry practices
4. Sales incentive plan quarterly rating periods:
  - a. July 1-September 30
  - b. October 1-December 31
  - c. January 1-March 31
  - d. April 1-June 30



## **Guidelines**

1. The intention of this program is to align sales teams with industry practices in order to provide consistency and achieve strong results. The incentive structure gives management immediate feedback on successful programs at both the group and individual level. This is essential in market-driven industries like the hospitality industry. The bonus structure allows management to target current “need” periods with specific goals and incentives in order to increase bookings, revenues and facility utilization on an expanded basis.
2. Staff will receive rewards for generating immediate revenue as well as increasing bookings for successive years, specifically targeting an 18-24 month timeframe. Metrics for this will be meeting sales goals, feasibility of implementing across other departments, and staff feedback.
3. During the annual budget development process, financial compensation tied to this program will be incorporated and approved through the usual route. The Director of Sales will submit documentation of quarterly results and proposed bonuses approved by the Facility Director to (Metro) Finance and Regulatory Services. Prior to payment, Finance and Regulatory Services will audit the documentation and affirm the quarterly results and proposed bonus payments (if any).

## **Procedures:**

1. At the beginning of each fiscal year, management, in consultation with the MERC Commission or Metro COO, will determine overall sales incentive plan ratings and goals. These ratings will be metrics that are accessible from the EBMS database or another program participant’s financial systems.
2. Upon approval, management will inform sales managers of their goals. Management will collect and evaluate data at the end of each ratings period to determine if the sales team both as a group and individually have met quarterly goals. An audit of this information will be conducted by accounting staff during their regular quarter end process.
3. Following this audit, authorization for incentive payments (if any) will be forwarded to Human Resources Department for payroll processing.
4. If, during the employment performance assessment process an employee receives an overall rating of Needs Development or Unsatisfactory, the employee will forfeit his or her eligibility to participate in the sales incentive plan until his or her performance improves.
5. The dollar amount budgeted for the sales incentive plan will be determined on an annual basis during the budget development process. Continuation of the plan and the budget must be approved as part of the regular budget process.

## **Responsibilities**

### Sales Team:

- Are expected to be familiar with the plan, goals, incentives, and the rating areas.

Director of Sales:

- In conjunction with the Facility Director, Visitor Venues General Manager and other senior management, develops goals, budget, and rating areas.
- Is responsible for communicating the annual plan to the sales team, managing the plan, and is accountable for conducting a regular review of progress towards the goals with both the sales team staff and other senior management.
- Transmits documentation of quarterly sales results and approved proposed bonuses to Metro Finance and Regulatory Services.

Facility Director:

- Oversees Director of Sales implementation and management of plan. Monitors and communicates quarterly results of the incentive plan to the Visitor Venues General Manager.
- Approves proposed bonuses for sales team based on quarterly sales results.

Finance and Regulatory Services:

- Reviews and audits quarterly results and approves transmission of the results to Human Resources for processing.

**Materials following this page are  
attachments to the public record.**

Metropolitan Exposition Recreation Commission Meeting  
March 2, 2016 Oregon Convention Center, Room E145

SIGN-IN SHEET

Name - Please Print	Organization
Scott Conklesh	OCC
April Srebenaler	Metro
Nancy Strening	METRO
Leila Wrathall	Metro
Danielle Johnson	Metro
JEFF MILLER	Transit Dept
Gerrit Paulstok	" "
Susan Hartnett	City of Portland

# OREGON

Oregon  
Convention  
Center



PORTLAND'S  
ENTERS FOR THE ART



# Metropolitan Exposition and Recreation Commission

## Commission Meeting

March 2, 2016



Metro | *Making a great place*



# Budget Themes

## Capital

1. OCC Hotel
2. Expo Project
3. Portland'5 Project
4. TLT Pooled Capital Forecast

## Operating

5. Personnel Costs
  - Paid Sick Leave
  - Affordable Care Act
  - Minimum Wage
  - Labor Agreements
  - Class & Compensation Studies



# Oregon Convention Center

# OCC Budget Highlights

## Schedule of Events

- Forecasting 47 Conventions FY17 – more than average, less than FY16

## Operating Revenue

- Forecasting F&B margin of 18.6% - versus 16.5% in FY16

## Non-operating Revenue

- New budget line item: TLT Bucket #8 for TriMet passes - \$414,000 (pass-through revenue-expense)
- \$4M grant request from VFTA for Hotel Project – March 11<sup>th</sup>

## Operating Expense

- Personnel increase 3% - 1 New FTE, Sick, PERS, ACA, COLA, Health
- Materials & Services – 2.0% increase outside of hotel budget
- \$600K contingency for Hotel Project items

## Personnel - Request to increase 1.00 FTE (p.78)

- **New** Audio Visual Manager - (1.00 FTE)

## Capital Plan - \$4,180,068 (pp. 82-84)

- OCC Hotel Plaza Project, VoIP, Audio Visual Equipment, WiFi upgrade, Security Cameras, Carpet, Drinking Fountains, Fire Suppression, Fire Alarm, Mass Notification, ADA Ramp
- Funding: Renewal & Replacement, Business Strategy, TLT, MTOCA



# OCC Budget Priorities FY 2017 (p. 96)

## Ongoing:

- Enhance sustainability programs through teamwork and partnerships with clients, vendors and staff to maintain current LEED certification.
- Continue energy consumption reductions.

## New:

- Develop 15-20 year capital plan from Facility Master Plan and Facility Assessment work.
- Develop new employee recognition program to replace *Be the Difference*.
- Develop a sales and marketing plan for Hyatt Hotel Convention package.
- Obtain a 70% diversion rate through the new Waste Diversion Policy.
- Achieve reduction in energy costs.
- Improve OCC cellular service and WiFi capabilities.
- Improve ability to connect with customers through social media.
- Implement a program to increase Food & Beverage sales to Exhibitors Services.
- Complete a staffing study.





# Portland's 5 Centers for the Arts

# Portland's Budget Highlights

## Schedule of Events

- 9.5 weeks of Broadway scheduled in FY17 versus 12 weeks in FY16
- Resident Company & Commercial Shows are flat over FY16

## Operating Revenue

- P'5 \$10.4 million operating revenue is 3% greater than FY16 budget
  - Significant expansion of *P'5 Presents* program
- Forecasting F&B margin of 22.5% versus 15.8% in FY16

## Operating Expense

- Personnel increase 6% - **3 New FTE**, Sick, PERS, ACA, COLA, Health
- Materials & Services 0% increase non-event related expenses

## Personnel - Request to increase **3.00 FTE (p.78)**

- **New** Education and Community Engagement Manager - (1.00 FTE)
- **New** Utility Lead (day-time) - (1.00 FTE)
- **New** Administrative Technician - (1.00 FTE)

## Capital Plan - **\$3,152,520 (pp. 85-89)**

- VoIP, Keller Roof, Elevators, Fire Suppression, Lighting, Building Re-Key, Keller Wall Panels, Portland Sign, Bar remodels
- Funding: Renewal & Replacement, Aramark Capital

# Portland'5 Budget Priorities FY 2017 (p. 98)

## Ongoing:

- Seek opportunities for capital projects to advance green initiatives and lower operating costs.
- Continue business development initiative via Portland'5 Presents events.

## Carryover from FY 2015-16:

- Continue to develop and implement a plan to address long term funding strategy for Portland'5.
- Continue to develop and implement revitalization plan for the Portland'5 Foundation.

## New:

- Continue development of sponsorship, advertising and marketing initiatives that generate revenue.
- Develop education and community engagement program.







# Portland Expo Center

# Expo Budget Highlights

## Schedule of Events

- Event revenue reflects 3% compound growth over FY15 actuals
- Budget forecast does not include Cirque du Soleil

## Operating Revenue

- Forecasting F&B margin of 15.5% versus 14.4% in FY16

## Non-operating Revenue

- Request to receive \$280,000 MTOCA - Third year eligible
- Receiving \$130K subsidy of MERC Admin charges

## Operating Expense

- Personnel decrease 1% - no new positions
- Materials & Services decrease (-6%)

## Capital Plan - \$1,141,740 (pp. 90-92)

- Roofing Projects, HVAC Projects, Parking Lot, Hall A Carpet & Paint, Hall A Expo Sign, Water Efficiency Upgrades, Chair Replacement, Radios, Landscaping, Electronic Signage
- Funding: TLT, Aramark Capital

# Expo Budget Priorities FY 2017 (p. 100)

## New:

- Create a long-term capital project plan to 2025 and maintain an ending fund balance.
- Develop an event production team that drives new revenue streams.
- Develop strategies and data analysis that support inclusion of the Portland Expo Center within the Visitor Facility Trust Account (VFTA).
- Implement strategies and a staff-driven culture that supports operating revenue enhancement.
- Continue MTOCA funded and brand-centric improvements.
- Expand the region's understanding of the history, role and economic impact of the Expo Center.



# MERC Admin Budget Priorities FY 2017 (p. 94)

## Ongoing:

- Execute the FOTA improvement implementation plan.

## Carryover from FY 2015-16:

- Develop and implement phase III of the Expo Project
- Provide a semi-annual Portland'5 Project Progress Report to the MERC Commission.

## New:

- Maintain oversight and provide regular reporting to stakeholders of the required minority contracting and workforce equity goals throughout the construction of the OCC Hotel project.
- Provide quarterly OCC Hotel construction budget to actual reporting to the MERC Commission.





# MERC Operating Budget Summary (p.62, 71) (in Thousands)

Revenues	2014 Actual	2015 Actual	2016 Budget	2017 Budget	\$	%
Charges for Services	20,874	25,335	24,712	25,284	572	2.3%
Food & Beverage	14,053	17,383	16,325	17,248	923	5.7%
Lodging Tax	10,904	10,831	11,443	11,964	521	4.6%
Visitor Development	2,921	2,808	2,689	4,929	4,240	157.7%
Other Revenue	3,465	2,360	2,056	1,493	(577)	(28.0%)
<b>Operating Revenues</b>	<b>52,217</b>	<b>58,717</b>	<b>57,225</b>	<b>62,919</b>	<b>5,679</b>	<b>2.9%</b>
<b>Expenses</b>						
Personnel	16,296	17,696	19,861	20,575	715	3.6%
Food & Beverage	12,298	13,946	13,695	13,970	275	2.0%
Materials & Services	14,256	14,240	15,484	16,999	1,515	9.8%
Other	5,552	5,877	6,074	6,050	(24)	(0.4%)
Hotel Development			3,400	4,000	600	17.6%
<b>Operating Expenses</b>	<b>48,402</b>	<b>51,759</b>	<b>58,514</b>	<b>61,595</b>	<b>2,481</b>	<b>5.3%</b>
Net Operations	3,815	6,957	(1,274)	1,324	2,599	
<b>Food &amp; Beverage Margin</b>	<b>12%</b>	<b>20%</b>	<b>16%</b>	<b>19%</b>		



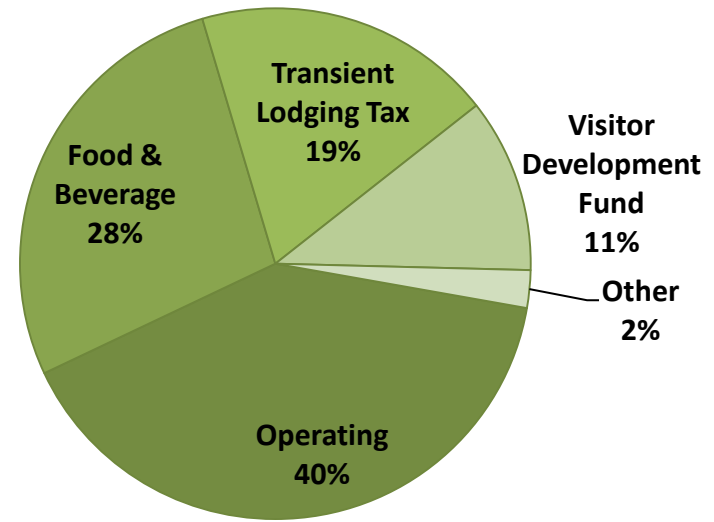
# MERC Operating Budget Summary (p.62) (in Thousands)

Revenues	OCC	P'5	Expo	Admin	MERC
Operating	10,764	10,352	4,167	-	25,284
Food & Beverage	12,000	3,252	1,996	-	17,248
Lodging Tax	10,593	1,371	-	-	11,964
Visitor Develop.	6,237	692	-	-	6,929
Other	(717)	618	323	1,269	1,493
<b>Total Operating Rev.</b>	<b>\$ 38,878</b>	<b>\$ 16,285</b>	<b>\$ 6,487</b>	<b>\$ 1,269</b>	<b>\$ 62,919</b>
<b>Expenses</b>					
Personnel	11,053	6,859	1,787	876	20,575
Food & Beverage	9,763	2,521	1,687	0	13,970
Materials & Services	9,937	5,126	1,394	543	16,999
VFTA	483	-	-	-	483
Support Services	2,391	1,196	536	-	4,123
Transfers	4,262	-	1,183	-	1,444
<b>Total Operating Exp.</b>	<b>\$ 37,888</b>	<b>\$ 15,702</b>	<b>\$ 6,585</b>	<b>\$ 1,420</b>	<b>\$ 61,595</b>
<b>Net Operations</b>	<b>990</b>	<b>583</b>	<b>(99)</b>	<b>(151)</b>	<b>1,324</b>
<b>Food &amp; Beverage Margin</b>	<b>18.6%</b>	<b>22.5%</b>	<b>15.5%</b>		<b>19.0%</b>



# Summary of Total Revenues (p.72)

(in Thousands)

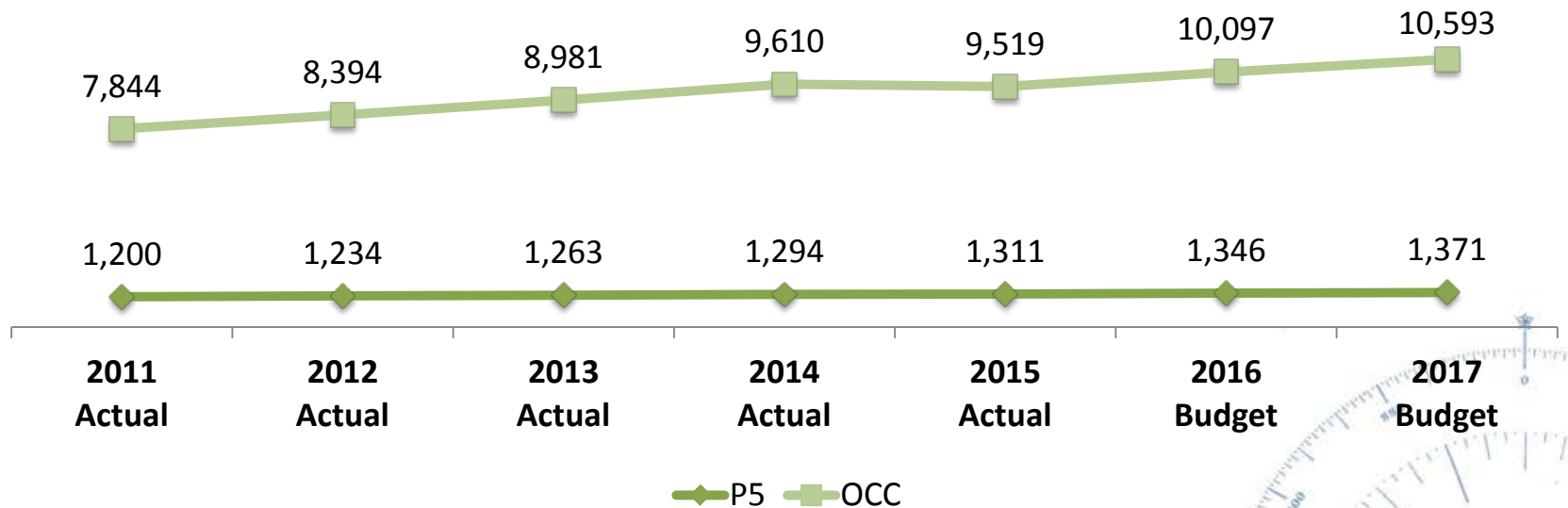


Revenues	OCC	P'5	Expo	Admin	MERC
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Food & Beverage	12,000	3,252	1,996	-	17,248
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Visitor Develop.	6,237	692	-	-	6,929
Other	(717)	618	323	1,269	1,493
<b>Total</b>	<b>\$ 38,878</b>	<b>\$ 16,285</b>	<b>\$ 6,487</b>	<b>\$ 1,269</b>	<b>\$ 62,919</b>
<b>Capital Revenues</b>	<b>2,093</b>	<b>96</b>	<b>1,161</b>	<b>(2,392)</b>	<b>958</b>
<b>Beginning Fund Bal.</b>	<b>18,514</b>	<b>11,348</b>	<b>2,799</b>	<b>8,189</b>	<b>40,850</b>
<b>Total Resources</b>	<b>\$ 59,485</b>	<b>\$ 27,729</b>	<b>\$ 10,445</b>	<b>\$ 7,066</b>	<b>\$ 104,726</b>

# Transient Lodging Tax (TLT) (p.75)

- The \$12 million TLT forecast represents a 4% and 2.5% increase over OCC and P'5 maximum FY 2016 allocations respectively.
- TLT has grown at a Compounded Annual Growth Rate (CAGR) of 6% 1998 – 2015.
- Expo does not receive a direct allocation of Transient Lodging Tax into operations

(in Thousands)



TLT Pooled Capital Earnings (actual)	2011	2012	2013	2014	2015
(in Thousands)	492	903	1,067	1,920	5,242

# TLT Pooled Capital Forecast

## Assumptions:

- Beginning Fund Balance in FY 2016 = \$7.0 million
- Spend \$1M\* on capital projects each year (placeholder)
- 2009 & 2010 actual reductions (-13%) & (-4%) applied in FY 2018 & 2019

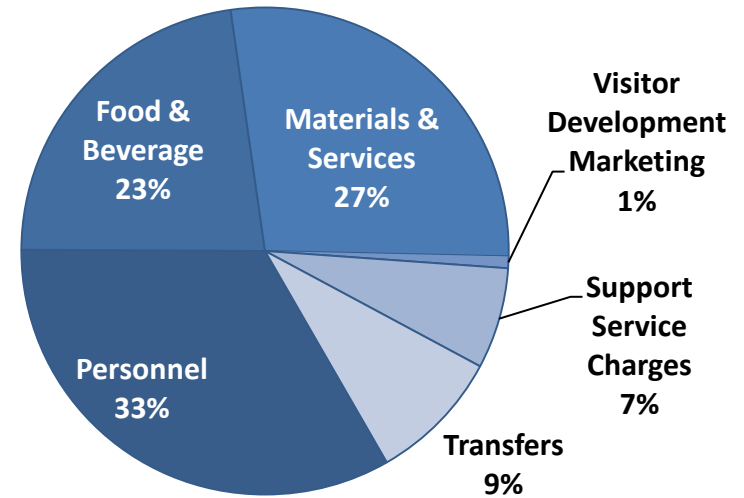
\*not sufficient to fund total capital plans

## TLT Pool Fund Balance (\$ Millions)

% TLT Y-O-Y Growth	2016	2017	2018 (-13%)	2019 (-4%)	2020 +17%	2021 +3%
0%	10.2	13.3	13.8	13.8	15.9	17.7
4%	10.9	15.0	16.3	16.9	17.9	19.0



# Summary of Total Expenses (p.77) (in Thousands)



Expenses	OCC	P'5	Expo	Admin	MERC
Personnel	11,053	6,859	1,787	876	20,575
Food & Beverage	9,763	2,521	1,687	-	13,970
Goods & Services	9,937	5,126	1,394	543	16,999
VFTA	483	-	-	-	483
Support Services	2,391	1,196	536	-	4,123
Transfers / Debt	4,262	-	1,183	-	5,444
<b>Total</b>	<b>\$ 37,888</b>	<b>\$ 15,702</b>	<b>\$ 6,585</b>	<b>\$ 1,420</b>	<b>\$ 61,595</b>
Capital	4,180	3,153	1,122	250	8,704
Reserves	17,417	8,875	2,738	5,397	34,427
<b>Total</b>	<b>\$ 59,485</b>	<b>\$ 27,729</b>	<b>\$ 10,445</b>	<b>\$ 7,066</b>	<b>\$ 104,726</b>



# Full Time Equivalent (FTE) Position Summary (p.78)

	2014 Actual	2015 Actual	2016 Budget	2017 Budget	Difference*	Additional Request	2017 Total
Convention Center	112.30	114.65	114.65	114.65	0.00	1.00	115.65
Portland'5	44.40	46.90	49.40	49.40	0.00	3.00	52.40
Portland Expo	12.30	14.80	15.80	15.30	(0.50)	0.00	15.30
Administration	6.50	6.00	6.50	6.50	0.00	0.00	6.50
<b>Total FTE</b>	<b>175.50</b>	<b>182.35</b>	<b>186.35</b>	<b>185.85</b>	<b>(0.50)</b>	<b>4.00</b>	<b>189.85</b>

- Additional requests will be itemized in the venue specific budgets.



# Metro Support Services Charges (p.80)

	2013	2014	2015	2016	2017
Oregon Convention Center	1,808	1,844	2,087	2,382	2,391
Portland'5	1,120	1,145	1,177	1,220	1,196
Portland Expo Center	307	327	412	555	536
<b>Total MERC</b>	<b>3,235</b>	<b>3,318</b>	<b>3,676</b>	<b>4,157</b>	<b>4,125</b>
Increase \$		82	359	481	(33)
Increase %		3%	11%	13%	-1%

Calculated allocations for: IT, HR, Accounting, Communications, Legal Services.

Based on FTE, transaction counts, data usage, staff hours.

Charges increase when expenses increase due to FTE, PERS and Health & Welfare increases.





# Capital Funding Source Summary (p. 81)

(in Thousands)

Funding Source	OCC	P'5	Expo	Admin	MERC	
Renewal Replacement	1,305	3,051	-	250	<b>4,606</b>	74%
New Business Strategy	680	-	-	-	<b>680</b>	3%
TLT Pooled Capital	1,375	-	1,017	-	<b>2,392</b>	15%
Aramark Capital	500	60	125	-	<b>685</b>	3%
MTOCA	320	-	-	-	<b>320</b>	5%
	<b>4,180</b>	<b>3,111</b>	<b>1,141</b>	<b>250</b>	<b>8,708</b>	<b>100%</b>

MERC Historical	2012	2013	2014	2015	2016B	2017B
Capital Expenditures	\$ 1,891	\$ 2,500	\$ 4,605	\$ 4,354	\$ 8,484	\$ 8,708



# Reserve Balance Summary (pp. 63, 64, 66, 68, 70, 81)

(in Thousands)

	OCC	P'5	Expo	Admin	MERC
Beginning Fund Balance (Bud.)	18,514	11,348	2,799	8,189	40,850
Fund Balance Inc. / (Dec.)	(1,096)	(2,474)	(457)	(2,792)	(6,423)
<b>Ending Fund Balance</b>	<b>17,417</b>	<b>8,875</b>	<b>2,342</b>	<b>5,397</b>	<b>34,427</b>
Operating Contingency	1,500	600	350	65	2,515
Renewal & Replacement	14,096	6,271	-	1,579	21,946
New Business Strategy	1,821	2,004	2,388	-	6,214
TLT Pooled Capital				3,753	3,753
<b>Total Reserves</b>	<b>\$ 17,417</b>	<b>\$ 8,875</b>	<b>\$ 2,738</b>	<b>\$ 5,397</b>	<b>\$ 34,427</b>

MERC Historical	2012	2013	2014	2015	2016	2017
<b>Total Reserves</b>	<b>\$ 26,162</b>	<b>\$ 30,414</b>	<b>\$ 32,060</b>	<b>\$ 40,240</b>	<b>\$ 40,850</b>	<b>\$ 34,427</b>



**THANK YOU!**

**QUESTIONS?  
COMMENTS?**

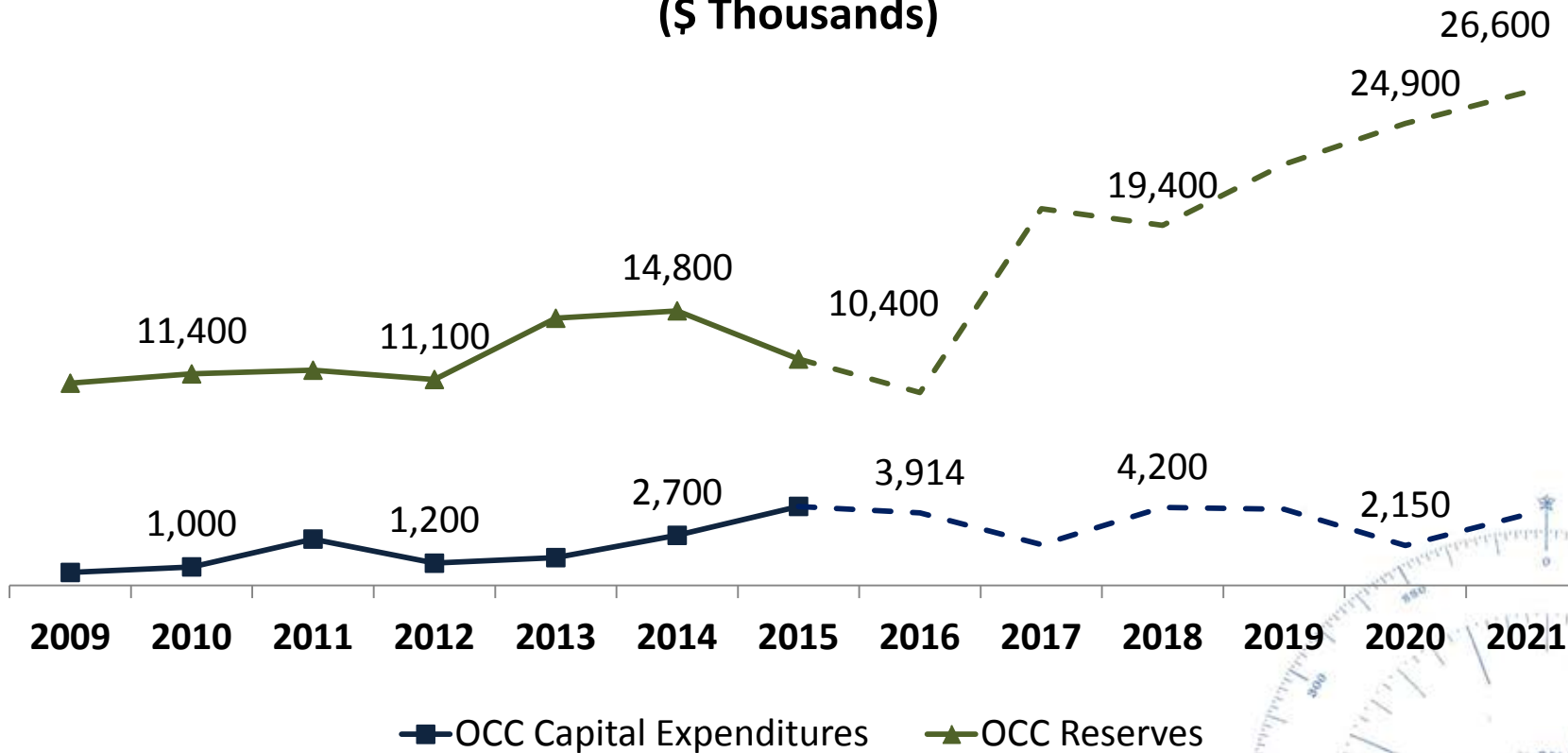


Metro | *Making a great place*



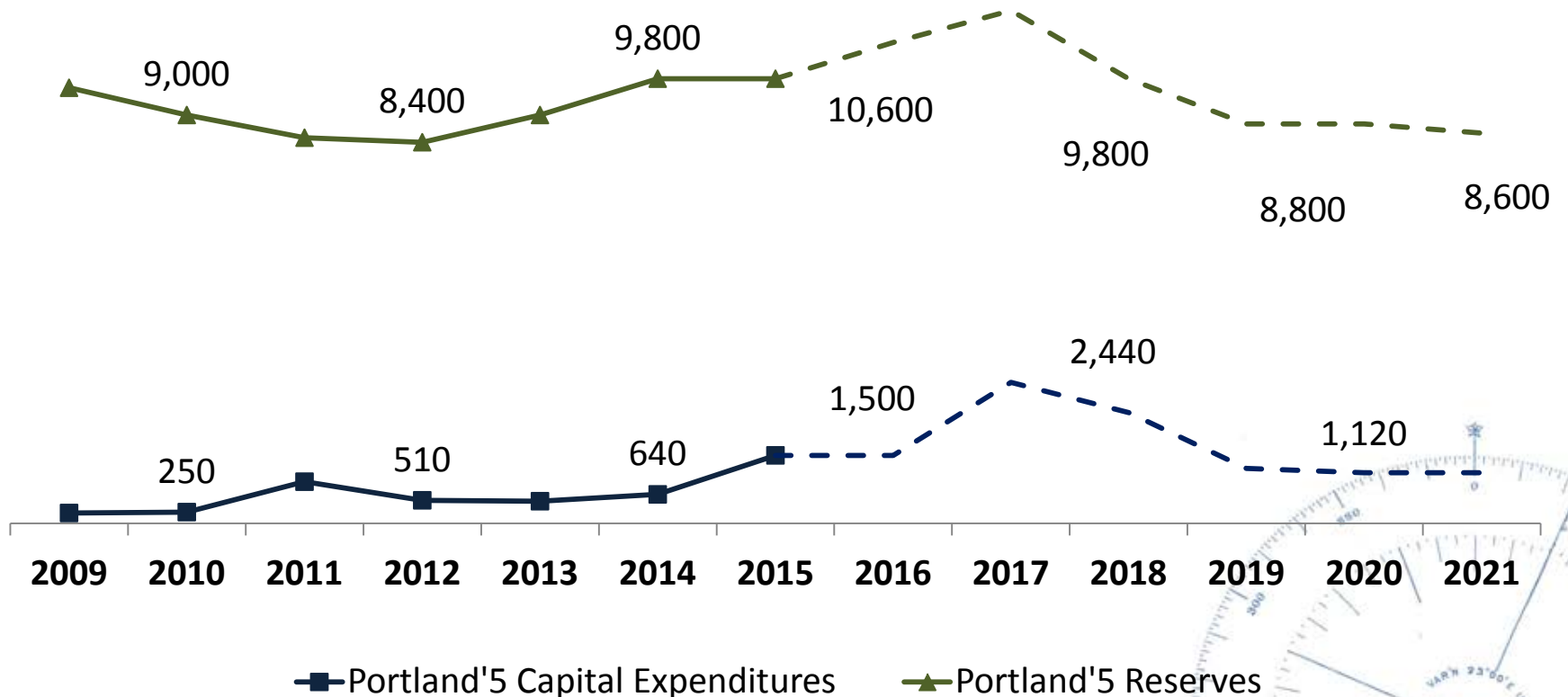
# OCC Capital Expenditures & Reserves Forecast

OCC Capital Expenditures & Reserves Forecast  
(\$ Thousands)



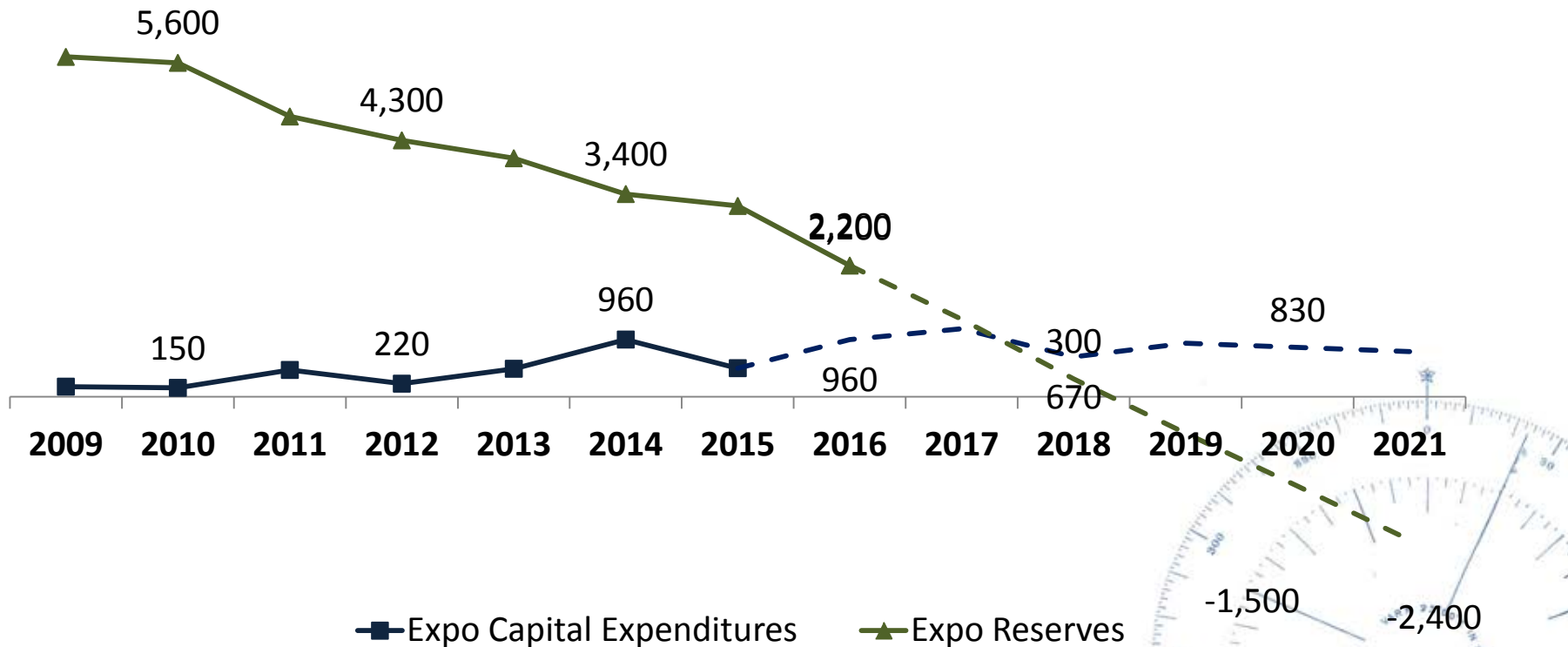
# Portland'5 Capital Expenditures & Reserves Forecast

Portland'5 Capital Expenditures & Reserves Forecast  
(\$ Thousands)



# Expo Capital Expenditures & Reserves Forecast

Expo Capital Expenditures & Reserves Forecast  
(\$ Thousands)

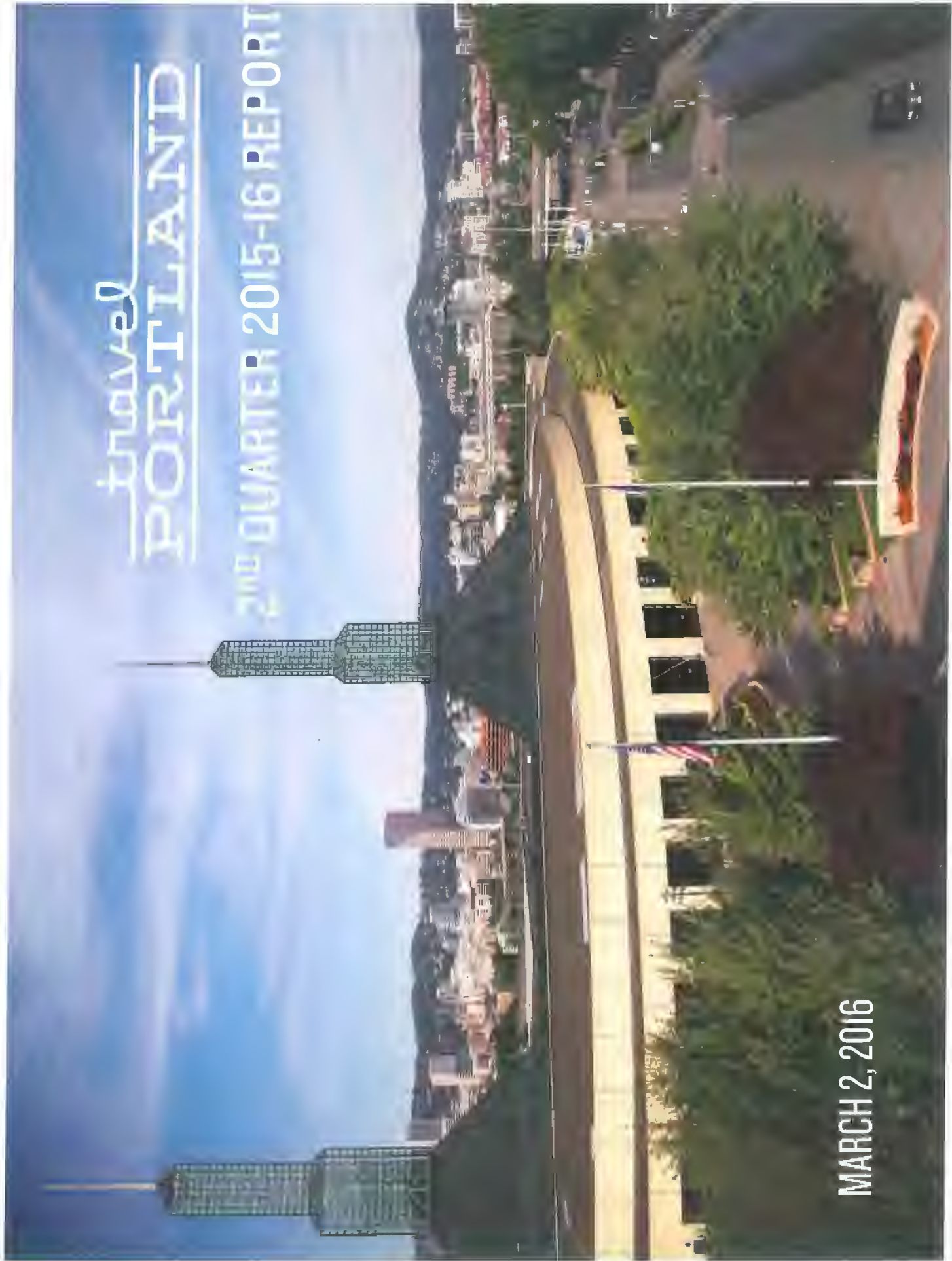




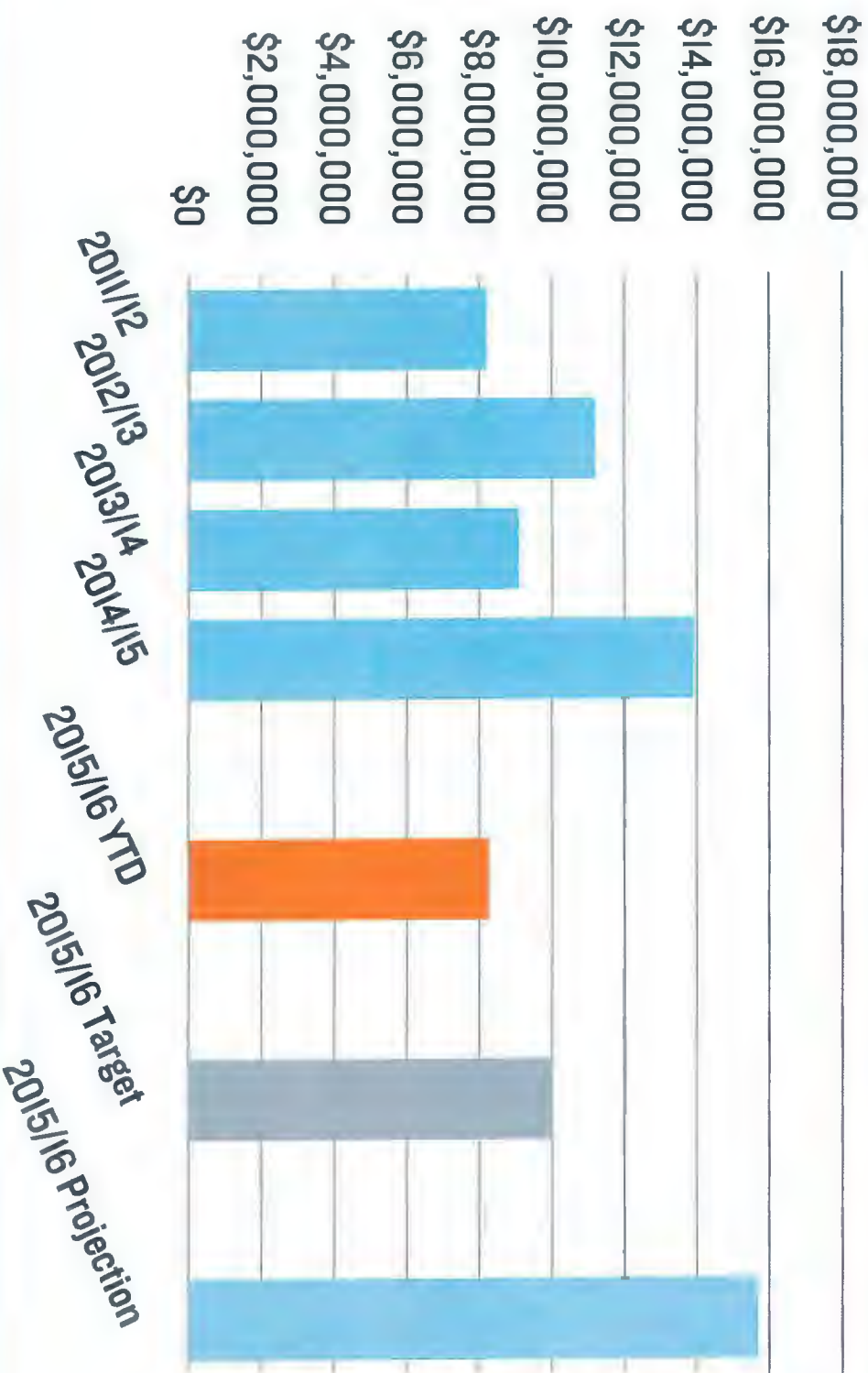
*travel*  
PORTLAND

2<sup>ND</sup> QUARTER 2015-16 REPORT

MARCH 2, 2016

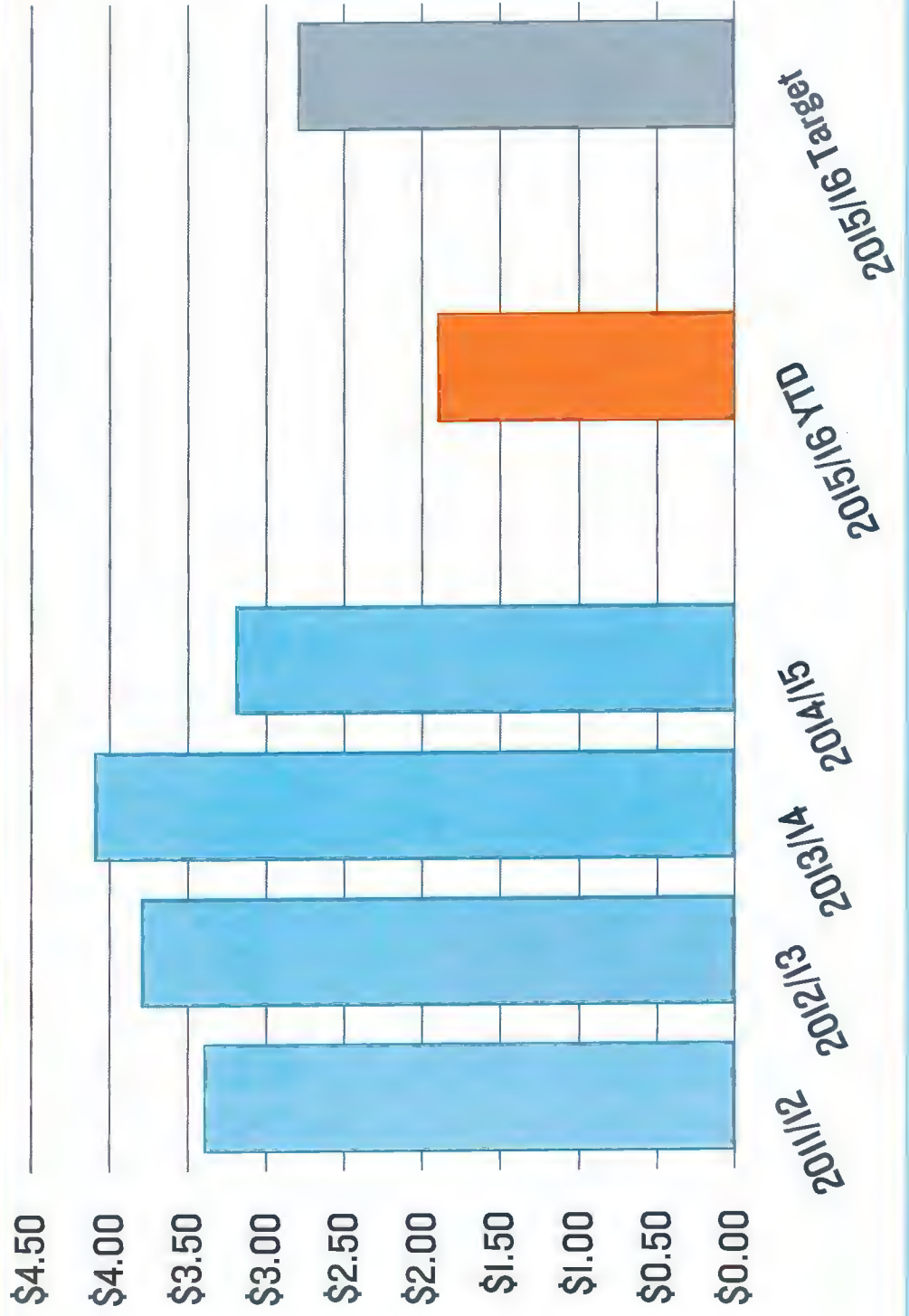


# ACTUAL OCC REVENUE REALIZED-CURRENT

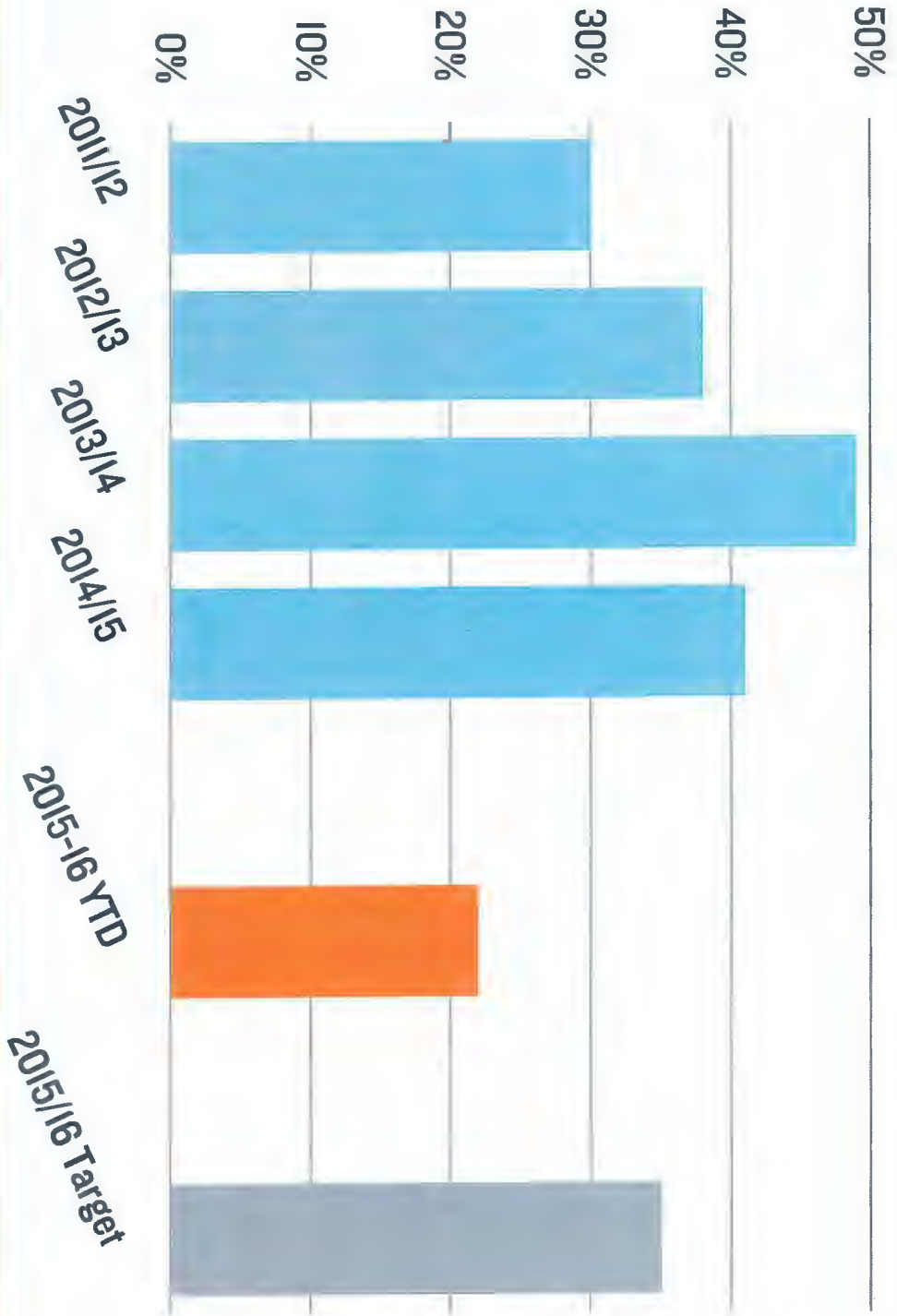




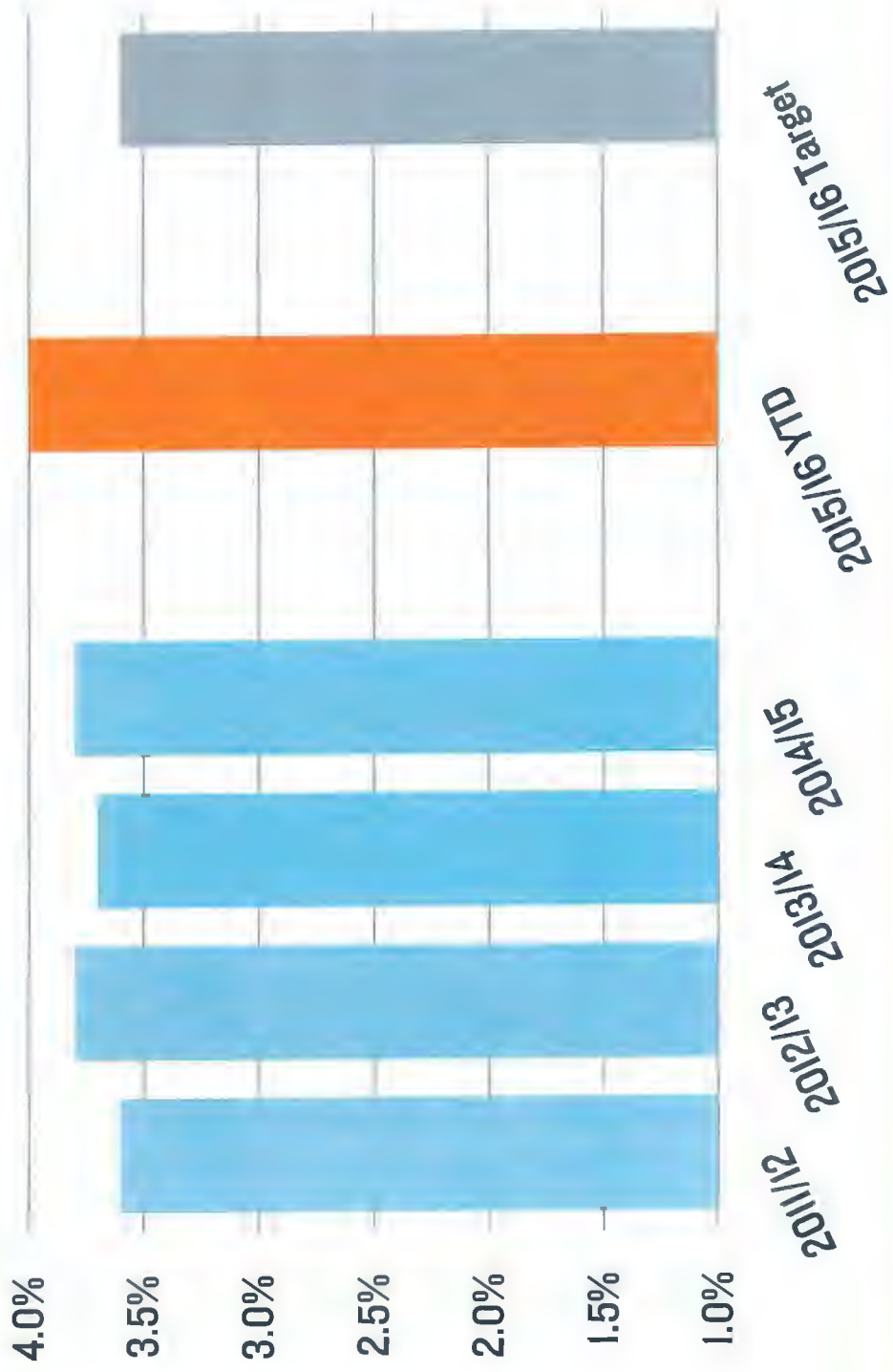
# ROI ON FUTURE OCC REVENUE GENERATED



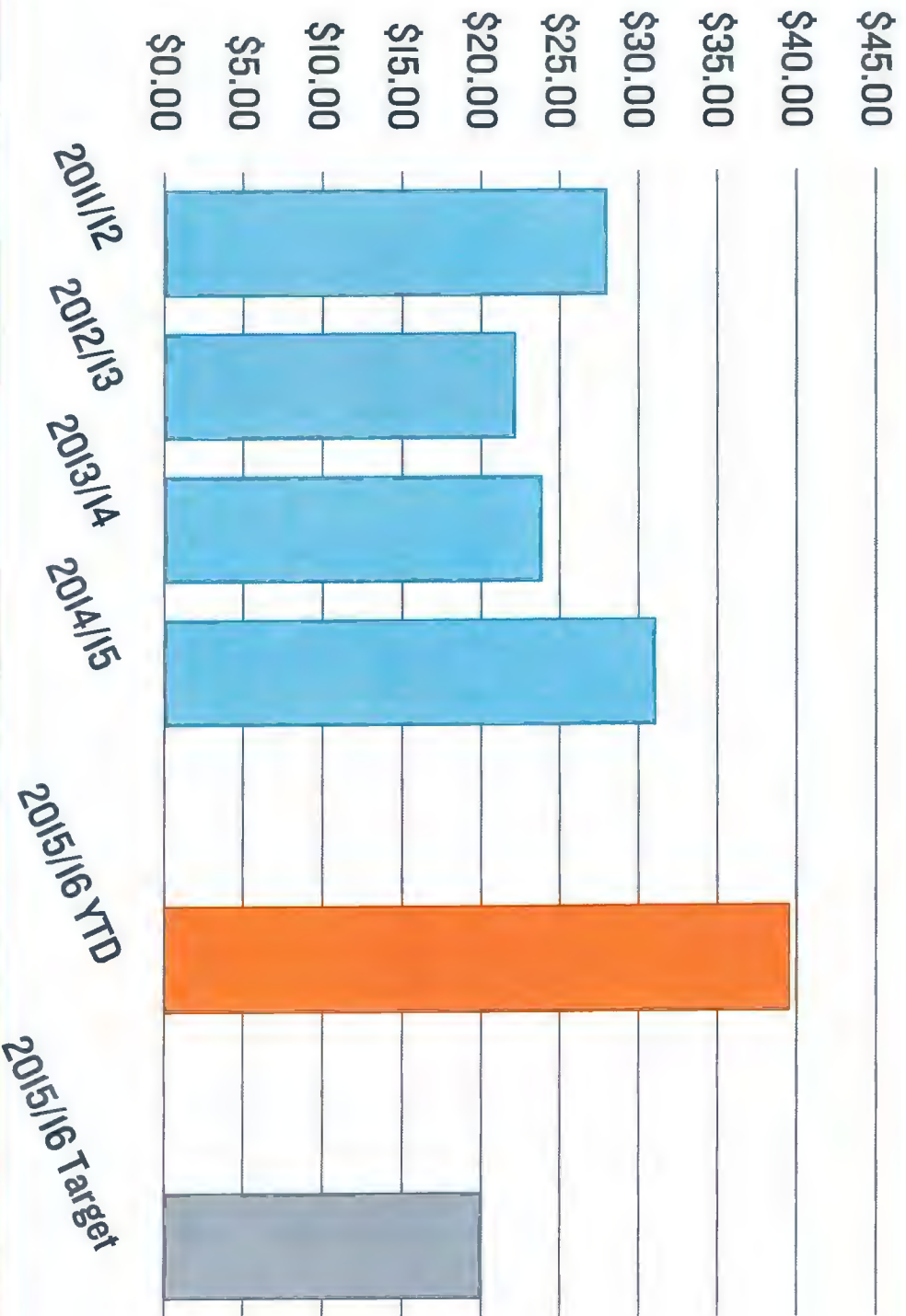
# LEAD CONVERSION



# CONVENTION SERVICES SATISFACTION SURVEY SCORE

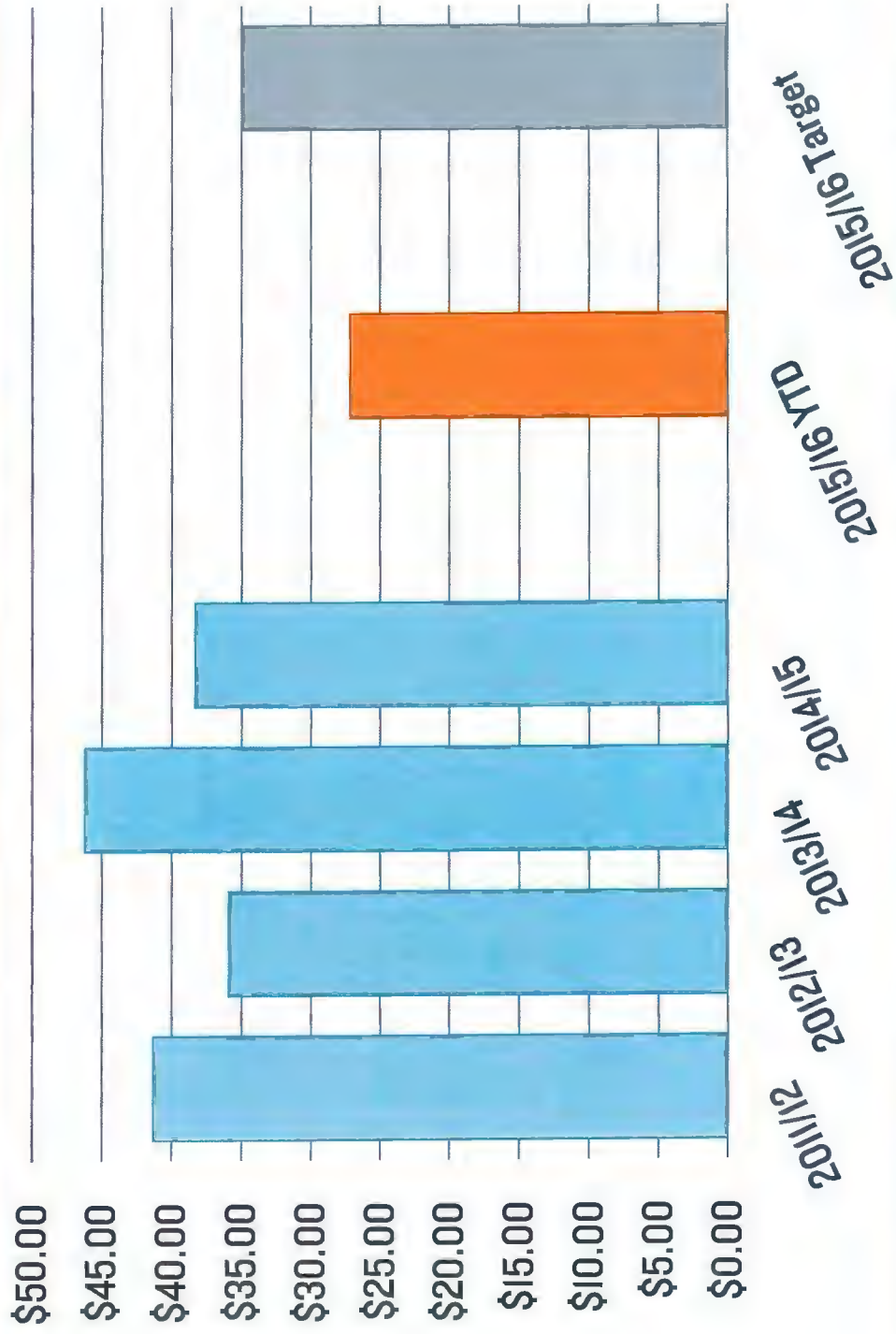


# ROI ON PUBLIC RELATIONS





# ROI ON TOTAL COMMUNITY ECONOMIC IMPACT



**OREGON CONVENTION CENTER BOOKING  
REVENUE FROM TRAVEL PORTLAND**

<b>Convention Year</b>	<b>OCC Revenue</b>	<b>Annuals</b>	<b>Total Potential Future Business</b>
<b>FY 15/16</b>	<b>\$14,783,075</b>	<b>\$904,343</b>	<b>\$ 15,687,418</b>
<b>FY 16/17</b>	<b>\$7,124,906</b>	<b>\$1,118,271</b>	<b>\$ 8,243,177</b>
<b>FY 17/18</b>	<b>\$3,244,080</b>	<b>\$1,408,556</b>	<b>\$ 4,652,636</b>
<b>FY 18/19</b>	<b>\$3,719,993</b>	<b>\$1,118,271</b>	<b>\$ 4,838,264</b>
<b>FY 19/20</b>	<b>\$1,059,118</b>	<b>\$1,408,556</b>	<b>\$ 2,467,674</b>
<b>FY 20/21</b>	<b>\$1,691,430</b>	<b>\$1,118,271</b>	<b>\$ 2,809,701</b>
<b>FY 21/22</b>	<b>\$3,155,768</b>	<b>\$1,408,556</b>	<b>\$ 4,564,324</b>
<b>FY 22/23</b>	<b>\$1,189,868</b>	<b>\$1,118,271</b>	<b>\$ 2,308,139</b>
<b>FY 23/24</b>	<b>\$0</b>	<b>\$1,408,556</b>	<b>\$ 1,408,556</b>
<b>Total</b>	<b>\$ 35,968,238</b>	<b>\$11,011,651</b>	<b>\$ 46,979,889</b>

# DECEMBER 2015 YTD

SMITH TRAVEL RESEARCH	OCCUPANCY%		AVERAGE DAILY RATE		REV-PAR		ROOM REVENUE
	THIS YEAR	LAST YEAR	THIS YEAR	LAST YEAR	THIS YEAR	LAST YEAR	
PORTLAND MARKET	75.7%	73.1%	\$130.99	\$119.22	\$99.19	\$87.12	
% OF CHANGE	+3.6%		+9.9%		+13.9%		+14.5%
PORTLAND CENTRAL CITY	80.3%	80.3%	\$179.39	\$160.74	\$144.12	\$129.03	
% OF CHANGE	+0.1%		+11.6%		+11.7%		+14.0%



# PORTLAND MARKET HOTEL PIPELINE

	# of rooms	365 2017 Total	365 2018 Total	365 2019 Total
Baseline Supply: 2015 TID Hotels	13,341	4,869,465	4,869,465	4,882,806
Baseline Supply: 2015 Central City Hotels	7,338	2,678,370	2,678,370	2,678,370
<b>New Supply</b>				
Society Hotel (open)	38	13,870	13,870	13,855
Cornelius Hotel (2016)	150	54,750	54,750	54,690
Harlow Hotel (2016)	24	8,760	8,760	8,750
Hi-Lo Autograph Collection by Marriott (June 2016)	120	43,800	43,800	43,752
Rodeway Jantzen Beach (June 2016)	126	45,990	45,990	45,940
Hyatt House (summer 2016)	203	74,095	74,095	74,014
AC Hotel by Marriott (fall 2016)	204	74,460	74,460	74,378
Porter by Hilton, Curio Collection by Hilton (mid-2017)	299	63,986	109,135	109,015
Canopy by Hilton -- Pearl District (mid-2017)	153	32,742	55,845	55,784
Hampton Inn Pearl District (June 2017)	243	52,002	88,695	88,598
OHSU Residence Inn (Jan 2018): 200 rooms	200	0	73,000	73,000
Hyatt OCC (December 2018)	600	0	18,600	219,600
New Rooms Supply into inventory (monthly per day)	2,360			
Subtotal: new supply (per month)		450,585	647,130	847,521



# NEW ROOMS IMPACT 2017-2019

	# of rooms	365 2017 Total	365 2018 Total	365 2019 Total
Current Annual Room inventory (TID Hotels)	13,341	4,869,465	4,869,465	4,816,122
Total available rooms increase		450,585	647,130	847,521
% increase		9.25%	13.29%	17.60%
Current Annual Room inventory (Central City)	7,338	2,678,370	2,678,370	2,678,370
Total available rooms increase		450,585	647,130	847,521
% Increase		16.82%	24.16%	31.64%



Enjoyed  
SPORTS AND  
3RD QUARTER 2016-16 REPORT

THANK YOU

## Hiring and employment at the Hyatt Regency convention center hotel

Agreement to recruit, train and retain employees of color and residents of Metro's First Opportunity Target Area\* (FOTA) in Portland, Oregon

### Employment recruitment and outreach:

- Establish relationships with community-based workforce development organizations to develop a pipeline of information related to job and training opportunities. Organizations should include but not be limited to the following:
  - Albina Ministerial Alliance
  - Allen Temple CME Church
  - Asian Pacific American Network of Oregon (APANO)
  - Center for Intercultural Organizing
  - Coalition of Communities of Color
  - Goodwill Industries Job Connection Services
  - Highland Christian Church
  - Hispanic Chamber of Commerce
  - Human Solutions Inc.
  - Immigrant and Refugee Community Organization
  - Latino Network
  - Life Change Christian Center
  - Mt. Olivet Baptist Church
  - Native American Youth and Family Center
  - Oregon Employment Department
  - Partners in Diversity
  - Portland Community College/Margaret Carter Skills Center
  - Portland Community Reinvestment Initiatives
  - Portland Opportunities Industrialization Center
  - REAP (Reaching and Empowering All People)
  - Urban League of Portland
  - Volunteers of America
  - Worksystems, Inc. via WorkSource Oregon
  
- Assign a Hyatt community relations liaison to serve as main point of contact for organizations.
  
- Present and update regularly any employment outreach information and materials to community organizations.
  
- Prior to hotel opening, sponsor/host no fewer than three job fairs targeting residents served by the above listed organizations and those living within the Metro FOTA boundary. Job fairs will include information about current and future job opportunities and Hyatt HR and training staff will be onsite to assist prospective candidates with the application process and answer questions.

#### Employee training:

- Establish relationships with the following job training and education institutions:
  - Mt. Hood Community College's Hospitality and Tourism Management program
  - Portland Community College's Business Administration program and Portland Metropolitan Workforce Training Center
  - Worksystems Inc.'s On-the-Job Training Program
  - Roosevelt and Madison High Schools to develop a high school bridge program to introduce students to careers in hospitality. (Travel Portland may be willing to partner on this.)
- Through the Hyatt Hotels Fund for Minority Lodging Management Students, fund one \$2,000 scholarship per year for the first ten years of hotel operations to a local hospitality and tourism management program for a FOTA area eligible resident.
- Assign a Hyatt training liaison to serve as main point of contact for institutions.
- Provide opportunities for FOTA and other recruits in Hyatt's entry-level colleague supervisory development and onsite entry-level workforce skill-based training programs.

#### Recruitment, employment and retention reporting:

- Assign aspirational targets for employing and retaining people of color and FOTA residents.
- Beginning one year prior to hotel opening and continuing through year three of operation, provide quarterly reports to Metro's Exposition Recreation Commission on:
  - Recruitment and outreach efforts and results
  - Employment opportunities
  - Employee diversity and racial breakdown
  - Retention and promotion rates
- Develop and report strategies to improve if targets not achieved.
- Implement the Hyatt Minority and Business Resource Group to focus on the workforce, workplace and market place.

#### Community relations and service:

- Target Hyatt's local philanthropic efforts to residents living in and organizations serving the FOTA community.
- Encourage Hyatt colleagues to volunteer with organizations serving the FOTA community and workforce training and employment outreach organizations.

**\*Metro's First Opportunity Target Area (FOTA) program:**

Established in 1989, Metro's FOTA program is intended to ensure that economically disadvantaged residents within the defined geographical area proximate to the Oregon Convention Center (OCC) be offered the first opportunity to apply for employment at the OCC and at two of Metro's other venues, Portland's Centers for the Arts and the Portland Expo Center.

Members of the community residing within the following zip codes and meeting the income eligibility thresholds may apply as FOTA applicants.

Zip codes:

97024	97213	97227
97030	97216	97230
97203	97217	97233
97211	97218	97236
97212	97220	97266

Income eligibility requirements:

- In households of up to two people, the annual income of the applicant must be no higher than \$47,000.
- For households of three or more people, the annual income of the applicant must be no higher than \$65,000.



## FIVE STRATEGIC GOALS

The five long-term strategic goals identified in this plan are:

### A. METRO CONVENES AND SUPPORTS REGIONAL PARTNERS TO ADVANCE RACIAL EQUITY.

Metro brings together diverse partners from across the Portland metropolitan region to reduce racial disparities and improve outcomes in communities of color through coordinated and innovative approaches. Metro leads by convening decision-makers and providing research and technical support to assist local cities and counties in equity initiatives.

### B. METRO MEANINGFULLY ENGAGES COMMUNITIES OF COLOR.

Community relationships based on trust, policies that strengthen community involvement, and clear accountability work to ensure that communities of color are meaningfully engaged and influence decisions and programs that impact their lives. Metro commits to co-creating with the community, learning from the collective wisdom and building the capacity of community leaders.

### C. METRO HIRES, TRAINS AND PROMOTES A RACIALLY DIVERSE WORKFORCE.

Metro has an organizational culture that is welcoming and inclusive to all people of color. Through training and hiring practices that break down barriers for applicants of color, Metro will achieve a racially diverse workforce with opportunities for advancement and strong retention and promotion rates for staff of color. All Metro staff will receive the training and support necessary to become culturally proficient and equitably serve all residents of the Portland metropolitan region.

### D. METRO CREATES SAFE AND WELCOMING SERVICES, PROGRAMS AND DESTINATIONS.

Communities of color are aware of and feel welcome to access Metro's diverse services, programs and destinations. Through better understanding the needs of culturally specific communities and the impacts of its programs and services, Metro will provide safe and welcoming environments and experiences that enrich the lives of community members.

### E. METRO'S RESOURCE ALLOCATION ADVANCES RACIAL EQUITY.

Metro advances economic opportunities for communities of color through various avenues including equitable contracting practices, distribution of investments, grant programs, apprenticeships and proactive convening of regional partners to support a racially diverse construction workforce.




**Metro** | STRATEGIC PLAN TO ADVANCE RACIAL EQUITY, DIVERSITY AND INCLUSION EXECUTIVE SUMMARY

#### HELP SHAPE THE STRATEGY!

Learn more about the Strategic Plan to Advance Racial Equity, Diversity and Inclusion and add your voice by taking a short survey and by visiting:

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



To learn more visit [oregonmetro.gov/equity](http://oregonmetro.gov/equity)



**METRO IS COMMITTED TO WORKING TOGETHER PEOPLE, BUSINESSES, NONPROFIT ORGANIZATIONS AND PUBLIC PARTNERS TO CREATE A PORTLAND REGION WHERE:**

- All individuals and communities benefit from a strong economy with quality, living-wage jobs, stable and affordable housing, safe and reliable transportation, and a healthy environment with clean air and water.
- Racial equity is recognized as the backbone of good governance. To ensure the success of everyone, we must work together to end inequities that affect historically marginalized communities. We must remove barriers so that everyone can realize their full potential and contribute to and participate in our collective community and economy.
- Our public structures, institutions and processes address social and economic disparities for people of color. Those disparities are rooted in a history of discriminatory laws, policies and practices.
- Diversity is celebrated and all communities meaningfully participate in public decision-making.

**THE STRATEGY**

Metro will implement interrelated strategies to create long-term institutional, structural and cultural change:

- **Lead with racial equity:** Focusing on eliminating the disparities that people of color experience in all aspects of social well-being, especially in those related to Metro's policies, programs, services and public spaces.
- **Broaden the impact:** Addressing the disparities that affect the most marginalized to generate solutions that address the needs of all other historically marginalized groups.
- **Generate support to create real and lasting cultural change:** Building a structure for Metro leaders, staff and region partners including community to engage in conversations about race, make concrete and measurable institutional changes and create a foundation for on-going reflection and needed change within the organization and Portland region.
- **Partner with communities of color:** Ensuring that members of these communities are involved in Metro's equity efforts to create greater trust and accountability.
- **Measure progress:** Measuring and recognizing milestones and improvements to increase and maintain momentum along the route to greater racial equity and change.



**WHY RACIAL EQUITY?**

The Portland metropolitan area's population is growing and changing. Like most of the nation, our cities and counties are becoming more diverse. It is projected that by the year 2045, people of color will be the majority.

Our current and future diversity will help develop and maintain sustainable economic growth if we proactively address the issue of racial equity. Research shows that places that attain more economic growth are those with greater racial inclusion and smaller racial income gaps.

Unfortunately, most communities of color in the Portland area currently experience the worst economic and social outcomes of any demographic group, due to a long history of exclusionary and discriminatory policies.

To prepare for a healthy and prosperous future, Metro, other cities and counties, schools, community and philanthropic organizations, and businesses are taking a long, hard look at equity. It's not only the right thing to do; it's the smart way to improve our present and plan for our future.

There is no need to choose between equity and economic growth. Equity and community diversity positively impact the larger economy and have become the superior economic growth model across the country.

**By addressing the barriers experienced by people of color in the Portland metropolitan area, we will effectively also identify solutions and remove barriers for other groups, like low-income residents, people with disabilities, LGBTQ community, older adults and young people.** The result will be that all people in the Portland area will experience better outcomes.

**ORGANIZATIONAL GOALS, OBJECTIVES AND ACTIONS**

This strategic plan is built around five long-term goals. The goals are deliberate guideposts that direct Metro in creating specific objectives, actions and measures of evaluation and accountability as the agency works to help the Portland area reach its equitable and prosperous destination.

The proposed actions are centered on those that the entire agency can do to advance racial equity, diversity and inclusion. A major deliverable of this strategic plan is for each Metro department and venue to develop its own equity action plan specific to their programs, policies and services within 18 months of the adoption of this strategic plan.

The strategic plan will also be better integrated with Metro's existing Diversity Action Plan; however, this will be done during the implementation phase to thoughtfully coordinate the racial equity strategy with the work to remove barriers for other marginalized communities, which is included in the Diversity Action Plan.

**Equity and Equality**

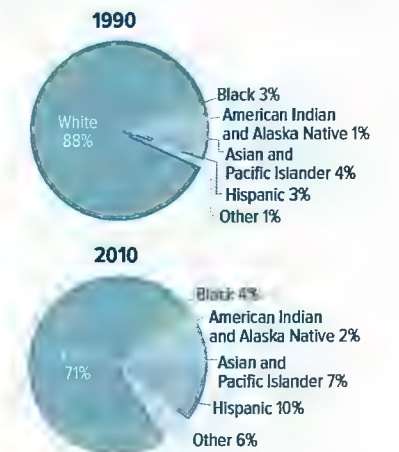
Not everyone needs glasses to see. But those that do require a specific prescription to enable them to see. Some people are severely visually impaired or are blind.

**Equality:** Believing that everyone should get the same glasses regardless of their specific need.

**Equity:** Understanding that some have greater visual difficulties than others, therefore only those that need glasses get them and each prescription fits that person's specific needs. Some people are blind, so they need entirely different solutions to perceive things that seeing people experience through sight.

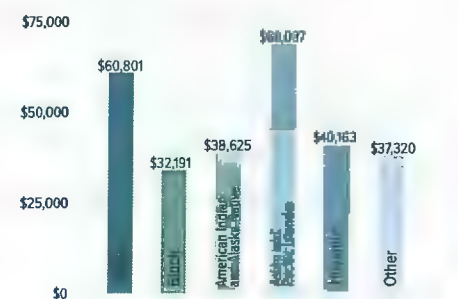
**The region is diversifying ...**

PERCENT OF POPULATION BY RACE/ETHNICITY  
Tri-county region. Source: US Decennial Census, 1990, 2010 SF1-QTP6



**... but regional inequities persist.**

MEDIAN HOUSEHOLD INCOME, BY RACE/ETHNICITY  
Portland MSA, 2011-2013. Source: US Census, American Community Survey three-year estimates







*Metro Exposition and Recreation Commission*

# Proclamation

**IN HONOR OF MR. SCOTT ROBINSON**



**Whereas** the General Manager of Visitor Venues, Teri Dresler, was named Interim Director of the Oregon Zoo from May of 2014 through February of 2016; and

**Whereas** Metro Deputy Chief Operating Officer, Scott Robinson, was named Interim General Manager of Visitor Venues in Ms. Dresler's absence; and

**Whereas** Mr. Robinson performed the duties of the General Manager of Visitor Venues in addition to his continuing duties as Metro Deputy Chief Operating Officer; and



**Whereas** Mr. Robinson, during his tenure as General Manager, provided decisive counsel to the venues as well as leadership of major MERC projects including the review of the First Opportunity Target Area; Expo Center campus strategic planning to improve its future, the initiation of the Portland'5 Project and the continuation of efforts to build a Headquarters Hotel adjacent to the Oregon Convention Center; and

**Whereas** his performance was exceptional and many achievements were made during his tenure including finalization of the First Opportunity Target Area updates, a plan for the Expo Center campus going forward, incorporation of the City of Portland in the review of capital needs for Portland'5, and an advancement of the Headquarters Hotel beyond litigation and on to development; and

**Whereas** MERC and Metro are forever indebted to his remarkable wisdom and leadership.



*Be it hereby proclaimed that Mr. Scott Robinson is honored for his service to MERC and the MERC venues on this day, March 2, 2016.*

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ELISA DOZONO  
MERC Chair

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KARIS STOUDAMIRE-PHILLIPS  
MERC Secretary-Treasurer

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DEIDRA KRYS-RUSOFF  
MERC Vice-Chair



# MARCH

AS OF: 3/7/2016 10:44

		Tentative calendar for the month of				Tentative calendar for the month of				
		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY		
ASCH				OSO Youth Concerts 9:35am and 11:05am Two shows, one call time	1 Portland'5 Presents Mariachi Sol de Mexico 11:00am Student Performance 7:00pm	2 OSO Youth Concerts 9:35am and 11:05am Two shows, one call time	3 True West John Prine 8:00pm	4 PYP Ptl'd Youth Philharmonic 7:30pm		
KA							OBT Romeo & Juliet 12:00pm and 7:30pm	OBT Romeo & Juliet 7:30pm	OBT Romeo & Juliet 2:00pm and 7:30pm	
NMK				Portland'5 Presents Screwtape Letters 7:30pm	Portland'5 Presents Screwtape Letters 7:30pm					
WIN				OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 2:00pm and 5:00pm		
AHH						Stumptown Stages Smokey Joe's Café 7:30pm Brunish Theatre	Stumptown Stages Smokey Joe's Café 7:30pm Brunish Theatre	Stumptown Stages Smokey Joe's Café 2:00pm and 7:30pm Brunish Theatre		
OCC	EXPO			NW Apparel	NW Apparel			Classic Wines Auction Jump	Antique/Collectible	
ASCH		OSO Special Iglesman and Joo 7:30pm	6 Monqui Presents Jose Gonzalez 8:00pm	7 PAL Cristina Henriquez 7:30pm	8 PYP Ptl'd Youth Philharmonic 9:45am and 11:30am Two shows, one call time	9 Broadway Across America The Wizard of Oz 7:30pm	10 Broadway Across America The Wizard of Oz 7:30pm	11 Broadway Across America The Wizard of Oz 2:00pm and 7:30pm	12 OSO Classical #11 Copland's Quiet City 7:30pm	
KA				Broadway Across America The Wizard of Oz 7:30pm	Broadway Across America The Wizard of Oz 7:30pm	Broadway Across America The Wizard of Oz 7:30pm	Broadway Across America The Wizard of Oz 7:30pm	Broadway Across America The Wizard of Oz 2:00pm and 7:30pm		
NMK			OHSU Brain Institute Nephi Stella, Ph.D. 7:00pm			White Bird Kyle Abraham 8:00pm	White Bird Kyle Abraham 8:00pm	White Bird Kyle Abraham 8:00pm		
WIN		OCT Bad Kitty 11:00am and 2:00pm		OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 11:00am 2:00pm and 5:00pm	*	
AHH		Stumptown Stages Smokey Joe's Café 2:00pm Brunish Theatre						MPAA Chicago 7:30pm Brunish Theatre	MPAA Chicago 2:00pm and 7:30pm Brunish Theatre	
OCC	EXPO	Jump						Shamrock Run	ALS Dinner	
ASCH		MYS Metro Youth Symphony 7:30pm	13 OSO Classical #11 Copland's Quiet City 8:00pm	14	15	16 Spring RV Show	17 Spring RV Show	18 Spring RV Show	19 OSO Classical #12 Brahms, Haydn & Strauss 7:30pm	
KA		Broadway Across America The Wizard of Oz 1:00pm and 6:00pm								
NMK						NW Dance Project NW Dance Project 7:30pm	NW Dance Project NW Dance Project 7:30pm	NW Dance Project NW Dance Project 7:30pm		
WIN		OCT Bad Kitty 11:00am and 2:00pm		OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 2:00pm and 5:00pm		
AHH			Portland'5 Ctrs for the Arts Noontime Showcase 12:00pm Rotunda Lobby			MPAA Chicago 7:30pm Brunish Theatre	MPAA Chicago 7:30pm Brunish Theatre	MPAA Chicago 2:00pm and 7:30pm Brunish Theatre		
OCC	EXPO	Spring RV Show				Track and Field	Track and Field	Track and Field Gun Show Roadster Show	Roadster Show	
ASCH		OSO Classical #12 Brahms, Haydn & Strauss 7:30pm	20	21 Seattle Theatre Grp Smashing Pumpkins Acoustic 8:00pm	22 True West Loreena McKennitt 7:30pm	23	24 Snowman Foundation Ten Grands 9:45am and 11:45am Two shows, one call time	25 Snowman Foundation Ten Grands 7:00pm	26	
KA										
NMK										
WIN		OCT Bad Kitty 11:00am and 2:00pm			OCT Bad Kitty 9:45am			OCT Bad Kitty 9:45am and 11:45am Two shows, one call time	OCT Bad Kitty 11:00am 2:00pm and 5:00pm	
AHH		MPAA Chicago 2:00pm Brunish Theatre						MPAA Chicago 7:30pm Brunish Theatre	MPAA Chicago 2:00pm & 7:30pm Brunish Theatre	
OCC	EXPO	Track and Field Gun Show Roadster Show						Spring Beer & Wine	Spring Beer & Wine	
ASCH			27 True West Joanna Newsom 8:00pm	28	29 White Bird Grupo Corpo 7:30pm	30	31			
KA				Live Nation Iggy Pop & Josh Homme 8:00pm						
NMK						White Bird Kidd Pivot 8:00pm				
WIN		OCT Bad Kitty 2:00pm								
AHH		MPAA Chicago 2:00pm Brunish Theatre						*	Evacuation Drill Date	
OCC	EXPO					MultiFamily Maint. Fair				

NOTE: ALL LISTED EVENTS ARE SUBJECT TO CHANGE WITHOUT NOTICE

ASCH = Arlene Schnitzer Concert Hall    KA = Keller Auditorium    NMK = Newmark Theatre    WIN = Dolores Winningstad Theatre    AHH = Antoinette Hatfield Hall    BT = Brunish Theatre

		Tentative calendar for the month of					Tentative calendar for the month of	
		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
ASCH							OSO/The Sinatra Century 9:30am Open Rehearsal WAC/Reza Aslan 7:00pm	OSO Pops #4 Sinatra Century 7:30pm
KA							Portland'5 Presents The Price is Right Live 8:00pm	
NMK							White Bird Kidd Pivot 8:00pm	White Bird Kidd Pivot 8:00pm
WIN							OCT Journey of Edward Tulane 7:00pm Open Rehearsal	OCT Journey of Edward Tulane 2:00pm and 5:00pm
AHH								
OCC	EXPO						Auto Swap Meet	Body Mind Spirit Women's Expo/Taekwondo Auto Swap Meet
ASCH		OSO Pops #4 Sinatra Century 3:00pm			True West Star Trek-Ultimate Voyage 8:00pm			OSO Classical #13 Elgar's Symphony No. 1 7:30pm
KA								Tedx Portland Tedx Portland 9:00am
NMK				Portland'5 Presents Nat'l Geographic Ocean Soul 7:30pm		White Bird ODC Dance 7:30pm	White Bird ODC Dance 7:30pm	White Bird ODC Dance 7:30pm
WIN		OCT Journey of Edward Tulane 11:00am and 2:00pm		OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 2:00pm and 5:00pm
AHH								
OCC	EXPO	Body Mind Spirit Auto Swap Meet		Educatros Fair		OR Dental Conference	OR Dental Conference	OR Dental Conference St. Mary's Auction Gold Prospectors
ASCH		PtId Piano Int'l Murray Perahia 2:00pm OSO Elgar's Symphony 7:30pm	OSO Classical #13 Elgar's Symphony No. 1 8:00pm					OSO Symphony Gala 6:00pm
KA		Transparent Productions For King & Country 7:30pm		OR Falun Dafa Assoc Shen Yun 7:30pm	OR Falun Dafa Assoc Shen Yun 2:00pm	OR Falun Dafa Assoc Shen Yun 7:30pm	Double Tee/Sharon Jones & Trombone Shorty 8:00pm	True West 2CELLOS 8:00pm
NMK					OBT Beautiful Decay 7:00pm Open Rehearsal	OBT Beautiful Decay 7:30pm	OBT Beautiful Decay 7:30pm	OBT Beautiful Decay 2:00pm and 7:30pm
WIN		OCT Journey of Edward Tulane 11:00am and 2:00pm		OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 2:00pm and 5:00pm
AHH			Portland'5 Noontime Showcase Jefferson Dancers 12:00pm Rotunda Lobby			Stumptown Stages In the Heights 7:30pm Brunish Theatre	Stumptown Stages In the Heights 7:30pm Brunish Theatre	Stumptown Stages In the Heights 2:00pm and 7:30pm Brunish Theatre
OCC	EXPO			IAWF Conference Concrete Show	IAWF Conference	IAWF Conference NFBPA Forum	NFBPA Forum	NFBPA Forum Gun Show Silver Car Auction
ASCH		OSO Kids #3 Dance Party 2:00pm		White Bird Timber 7:30pm	White Bird Timber 7:30pm			OSO Classical #14 Tchaikovsky 7:30pm
KA		Double Tee Bonnie Raitt 7:30pm		Broadway Across America Newsies 7:30pm	Broadway Across America Newsies 7:30pm	Broadway Across America Newsies 7:30pm	Broadway Across America Newsies 7:30pm	Broadway Across America Newsies 2:00pm and 7:30pm
NMK		OBT Beautiful Decay 2:00pm	PAL Verselandia 7:00pm		OBT Beautiful Decay 12:00pm Student Perform.	OBT Beautiful Decay 12:00pm and 7:30pm	OBT Beautiful Decay 7:30pm	OBT Beautiful Decay 1:00pm and 7:30pm
WIN		OCT Journey of Edward Tulane 11:00am and 2:00pm		OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 2:00pm and 5:00pm
AHH		Stumptown Stages In the Heights 2:00pm Brunish Theatre				Stumptown Stages In the Heights 7:30pm Brunish Theatre	Stumptown Stages In the Heights 7:30pm Brunish Theatre	Stumptown Stages In the Heights 2:00pm and 7:30pm Brunish Theatre
OCC	EXPO	Gun Show Silver Car Auction			JBF Clothing Sale	JBF Clothing Sale	JBF Clothing Sale	Move Prod./Babyfest! WrestleSport JBF Clothing Sale
ASCH		OSO Classical #14 Tchaikovsky 2:00pm	OSO Classical #14 Tchaikovsky 8:00pm	Live Nation The 1975 8:00pm		OSO Youth Concert 10:35am PAL/Mohsin Hamid 7:30pm	OSO Special Music of John Williams 7:30pm	
KA		Broadway Across America Newsies 1:00pm and 6:30pm						
NMK		OBT Beautiful Decay 1:00pm			Jefferson Dancers Jefferson Dancers 7:30pm	Jefferson Dancers Jefferson Dancers 11:00am and 7:30pm	Jefferson Dancers Jefferson Dancers 7:30pm	Jefferson Dancers Jefferson Dancers 2:00pm and 7:30pm
WIN		OCT Journey of Edward Tulane 11:00am and 2:00pm		OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 9:45am and 11:45am Two shows, one call time	OCT Journey of Edward Tulane 2:00pm and 5:00pm
AHH		Stumptown Stages In the Heights 2:00pm Brunish Theatre	Poetry on Broadway Karen Holmberg & Jennifer Richter 8:00pm Rotunda Lobby			Stumptown Stages In the Heights 7:30pm Brunish Theatre	Stumptown Stages In the Heights 7:30pm Brunish Theatre	Stumptown Stages In the Heights 2:00pm and 7:30pm Brunish Theatre
OCC	EXPO	Guilds Move Productions JBF Clothing Sale				OnStage New York	OnStage New York	OnStage New York CEVA NexStar Talent

NOTE: ALL LISTED EVENTS ARE SUBJECT TO CHANGE WITHOUT NOTICE

ASCH = Arlene Schnitzer Concert Hall KA = Keller Auditorium NMK = Newmark Theatre WIN = Dolores Winningstad Theatre AHH = Antoinette Hatfield Hall BT = Brunish Theatre