

6 - Budget Summary Info: (net of interfund transfers, contingency and debt service) Requested Budget did not include federal (CDBG/HOME) funds, Housing Investment Funds, or First Mortgage funds – these funds are included in Proposed along with updated numbers for General Fund allocation and Economic Opportunity Initiative.

Expenditures	Current Revised FY 2008-09 Budget	Requested FY 2009-10 Budget	Proposed FY 2009-10 Budget
Operating	\$33,711,593	\$32,288,873	\$32,974,202
Capital	\$154,574,478	\$129,253,838	\$171,718,667
TOTAL	\$188,286,071	\$161,542,711	\$204,692,869
Authorized Positions	224.5	208.5	212.1

7 - Labor/Management/Administration:

1. Percent spent on administration: 20% of total, net budget.
2. Total FTE: 212.1 (Proposed Budget)
3. Average management span of control:
 - With Housing: 1:4.8 FTE
 - W/O Housing: 1:4.6 FTE
4. Bargaining Units:
 - ASCME / 142.1 positions (based on 212.1 in Proposed Budget)

8 - High Level Performance Measures:

1. Assessed value of real property per acre: Urban Renewal Areas versus rest of Portland
2. Number of jobs that are projected to be retained and created by businesses that received loans and/or grants from PDC's business finance programs
3. Affordable housing units funded through PDC loans and grants for renters and owners
4. Private and other public direct investments leveraged through PDC's loan and grant programs
5. The percentage of LEED (Leadership in Energy and Environmental Design) certified building in Portland that PDC helped fund or assist

9 - Awards/Recognitions:

1. **GFOA Award:** Comprehensive Annual Financial Report (CAFR): Received for the last 20 years of reporting.
2. **GFOA Award:** PDC Distinguished Budget Award: received for six years (2003-2008)
3. **Portland ranks #1 in SustainLane** report card on Urban Sustainability which benchmarks each city's performance in 16 areas of urban sustainability. (Note: City award which PDC contributes to)

Top of Class Jurisdiction: Who is #1?

Jurisdiction Name **N/A**

10 - Major Projects CURRENT:

Policy/Operational Projects (top 5)

1. North/Northeast Study and New Central City URA Study
2. Economic Development Strategy Implementation
3. Housing Services – Transition to New Bureau of Housing
4. Systems upgrades to improve management reporting
5. Brownfield Redevelopment/Harbor Redi

Capital/Infrastructure Projects (top 5)

1. **Headquarters Hotel** - OCC URA
2. **Oregon Sustainability Center/Jasmine** - South Park Blocks URA
3. **Block 32/33; Uwajimaya** - Downtown Waterfront URA
4. **Eastside Streetcar Loop** - OCC URA
5. **Access Center/Affordable Housing** - River District URA.

Major Maintenance Projects (top 5) N/A

11 – Major Projects – Out Years

YEAR 2 (2010-11):

Policy/Operational Projects (top 3)

1. Implementation of North/Northeast URA Plan Amendments and New Central City URA Plan
2. Economic Development Strategy Implementation
3. Brownfield Redevelopment/Harbor Redi

Capital/Infrastructure Projects (top 3)

1. **Lents Town Center Redevelopment** - LTC URA.
2. **Central District Greenway Design/Construction** - NMAC URA.
3. **Kenton Downtown Redevelopment** - IC URA.

Major Maintenance Projects (top 3)

[By neighborhood] N/A

YEAR 3 (2011-12):

Policy/Operational Projects (top 2)

1. Identify a diverse set of new funding tools to increase the leverage of tax increment investments in a fiscally responsible manner
2. Economic Development Strategy Implementation

Capital/Infrastructure Projects (top 2)

1. **Rose Quarter Revitalization** - OCC URA.
2. **SE 92nd Redevelopment** - Lents URA.

Major Maintenance Projects (top 2)

[By neighborhood] N/A

YEAR 4 (2012-13):

Policy/Operational Projects (top 1)

Economic Development Strategy Implementation

Capital/Infrastructure Projects (top 1)

Hooper Center - Central Eastside URA.

Major Maintenance Projects (top 1)

[By neighborhood] N/A

12 - Sustainability Goals – SOCIAL

<http://www.pdc.city/HTML/library/pdc-bbr.asp>

13 - Sustainability Goals – ECONOMIC

1. "Lean Manufacturing" improvements:
 - Business system reviews and financial consolidation of processes and systems where possible
 - Implementation of business intelligence tools
 - Implementation of enterprise content management software
 2. Summary of Major Assets Managed:
 - Good condition: \$ 21.1M - 15%
 - Fair condition: \$105.5M - 75%
 - Poor condition: \$ 14.1M - 10%
- Replacement value: \$140.6M

14 - Sustainability Goals – ENVIRONMENTAL

Sustainability Plan:

<http://www.pdc.us/pdf/sustainability-plan.pdf>

Latest Report:

<http://www.pdc.city/HTML/library/pdc-bbr.asp>

Highlights (07/08):

- Of 63 Plan actions, 78% completed
- Provided assistance to 9 LEED certified projects
- Contributed \$21 million to green infrastructure

15 - Key Policy & Planning Documents:

Strategic Plan:

http://www.pdc.us/pubs/inv_detail.asp?id=790&ty=57

Portland Policy Documents (Top 3):

1. TIF set-aside for affordable housing policy http://www.pdc.us/housing_services/resources/publications/inv_detail.asp?id=670&ty=48
2. M/W/ESB "good faith efforts" and "workforce training and hiring program" <http://www.pdc.us/mwesb/default.asp>
3. PDC's construction wage policy http://www.pdc.us/pdf/about/commission_meeting/2009/0129/Resolution-No-6666-Amending-the-Construction-Wage-Policy.pdf

Bureau Baseline Template

Last revised 2/25/09

<p>1 Overview: Portland Development Commission</p> <p>Commissioner-in-Charge: Sam Adams Commissioner's Liaison: Kimberly Schneider Bureau Director: Bruce A. Warner Finance Manager: Julie V. Cody FPD Analyst: Claudio Campuzano</p> <p>Organizational Chart: Not included online – can be provided as separate soft or hard copy.</p> <p>Budget Advisory Committee Roster: http://www.pdc.us/public-participation/urac-membership.asp</p>	<p>2 Guiding Statements:</p> <p>Slogan: Investing in Portland's Future Mission: http://www.pdc.us/ Vision: http://www.pdc.us/ Values:</p> <ul style="list-style-type: none"> • Excellence and innovation • Stewardship • Diversity • Collaboration and teamwork • Leadership <p>About Us: http://www.pdc.us/ Services/Programs (See #16) → More: http://www.pdc.us/</p>
<p>3 – External Trends: 3 Positive/Strengths</p> <ul style="list-style-type: none"> • The City's continued population growth and livability / sustainability awards • PDC investments have achieved sustained growth in AV of property inside URAs in aggregate, total AV for all properties almost doubled since 2001 – compared to the rest of Portland which grew only 12% • PDC has achieved successful actual job growth from Business Finance Program financial assistance, which helped retain 2,836 jobs, and create 843 jobs in the four FYs 2001-02 through FY 2004-05 <p>External Trends: 3 Negative/Weaknesses</p> <ul style="list-style-type: none"> • Economic recession will result in a slowdown of overall growth in City in general, and URAs in particular. • Tax increment financing restrictions prohibit PDC from working Citywide and from providing direct assistance for working capital to businesses. • The appeal to the LUBA of the River District urban renewal plan amendment will impact our ability to move forward with River District projects. <p>Internal Trends: 3 Positive/Strengths</p> <ul style="list-style-type: none"> • Support among PDC staff & external stakeholders for our internal reorg efforts to align our program structure with Central City, Neighborhoods, and Business and Industry services under one Dept. • Commitment to agency-wide efficiency improvements (.e.g., Enterprise Resource Planning, agency-wide IT infrastructure, leadership and management training and strategic planning. • New union contract with AFSCME is in place to structure and clarify labor relations at PDC. <p>Internal Trends: 3 Negative/Weaknesses</p> <ul style="list-style-type: none"> • Restructure of PDC & new Housing Bureau creates employee anxiety & uncertainty, which is exacerbated by current economy. • Despite accomplishments in integrating new information systems, existing old systems don't match our information management needs. 	<p>4 – Titles of Three Most Recent Audits & % of Recommendations Implemented:</p> <ul style="list-style-type: none"> ▪ Financial audit – CAFR Management letter – Moss Adams (January 2009) <ul style="list-style-type: none"> ○ Number of Recommendations: 5 ○ Number Completed (as of Jan 31, 2009): 2 ▪ Disposition and Development Agreements (City Auditor – September 2009) <ul style="list-style-type: none"> ○ Number of Recommendations: 4 ○ Number Completed (as of January 31, 2009): 0 ▪ Housing Tax Abatements (City Auditor – July 2008) <ul style="list-style-type: none"> ○ Number of Recommendations: 4 ○ Number Completed (as of January 31, 2009): 2 <p><i>For most recommendations PDC has identified several "corrective actions." The number of recommendations completed as indicated above includes only recommendations for which all corrective actions have been completed.</i></p>
	<p>5 – Trends:</p> <p>Historical Trends: http://www.portlandonline.com/auditor/index.cfm?c=46297&a=219430 (PDC begins on page 76)</p> <p>Comparisons to other cities: Not applicable</p> <p>Major changes over the last few years include:</p> <ol style="list-style-type: none"> 1. Internal reorganization 2. Transition of Housing function to BOH 3. Sunset of two key downtown URA's (DTWF & SPB) 4. Amendment of Lents URA and River District URA's to accomplish ongoing urban renewal goals. 5. Ongoing development of systems to support internal controls, reporting, sustainability efforts, performance management.

16 – Services/Programs:

1. **Housing-Multi-Family For Sale Housing:** All activity resulting in the development of multi-family for sale housing units across all income levels.
2. **Housing-Rental Housing:** All activity resulting in the development of multi-family rental housing units across all income levels including all permanent supportive housing, work-force housing, and market rate rental housing, and market rate rental housing development.
3. **Housing-Single Family Homebuyer Assistance:** All products and activities that provide homebuyer assistance in the form of subordinated loans or grants or through third parties including the community land trust program.
4. **Housing-Single Family Home Repair:** All products and activities that provide assistance to homeowners for the repair of single family dwellings.
5. **Housing-Single Family First Mortgage:** All products and activities related to first mortgage products such as Fannie Mae and Oregon Residential Lending.
6. **Housing Support:** Staff and operations in support of housing programs.
7. **Business and Industry Cluster Development Target Industries:** All jobs driven activities including business finance loans and grants dedicated to the recruitment, retention and development of target industries in the City of Portland that will result in job growth.
8. **Business and Industry Community Economic Development (Non Cluster):** All jobs driven activities such as business finance loans and grants including Economic Development Administration and City General Fund Citywide Economic Development activities. Includes all assistance to non-cluster industries that will result in jobs.
9. **Business and Industry E-Zone:** All jobs driven activities related to Enterprise Zone programs.
10. **Business and Industry Support:** All staff and operations in support of jobs driven Business and Industry activities.
11. **Revitalization-Redevelopment:** All activities that support revitalization throughout the city. Programs include commercial redevelopment community livability grants, storefront improvement grants and development opportunity services grants.
12. **Revitalization Support:** Staff and operations in support of Revitalization programs.
13. **Infrastructure-Facilities:** All activities related to the development of city, County and other government facilities that serve the public at large may include non-government owned public facilities that also serve the public at large for specific services.
14. **Infrastructure-Parks:** All activities related to the development of parks, trails and open spaces.
15. **Infrastructure-Transportation:** All activities related to the development of streets, streetscapes, public transit and public utilities.
16. **Infrastructure Support:** Infrastructure staff and operations.

Administration: Includes Administrative Planning, Executive Office activities, Finance activities, General Administration, Information Technology and Other Indirect functions.

- Changing priorities as a result of economic downturn has created additional challenges for funding new initiatives.

