



Central Eastside Industrial District Overview

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Acronyms

CEIC – Central Eastside Industrial Council – Non-profit business association with the mission of promoting and representing businesses in Portland’s central eastside.

www.ceic.cc

CEID - Central Eastside Industrial District – Enhanced service district in the City of Portland.

www.portland.gov/omf/central-eastside

CET – Central Eastside Together – Advisory body which oversees ESD fund use by CEIC in the CEID.

www.ceic.cc/centraleastsidealtogether

ESD – Enhanced Service District – Property manager created districts wherein the City collects mandatory fees from entities engaged in property management activities to fund extra services beyond the City provided basic services.

www.portland.gov/omf/esd

NMR – Net Meter Revenue – Revenue, minus expenses, collected by PBOT from parking meters in the Central Eastside Parking Management District, 51% of which is administered by TPAC.

www.portland.gov/transportation/parking/parking-guide

PSA – Permit Surcharge Allocation – \$295 per permit surcharge collected by PBOT from parking permits sold in the Central Eastside Area Parking Permit Program and administered by TPAC.

www.portland.gov/transportation/parking/appp-info

TPAC – Transportation Parking Advisory Committee – CEIC committee which administers funds from PBOT’s NMR and PSA programs.

www.ceic.cc/get-involved/tpac-committee





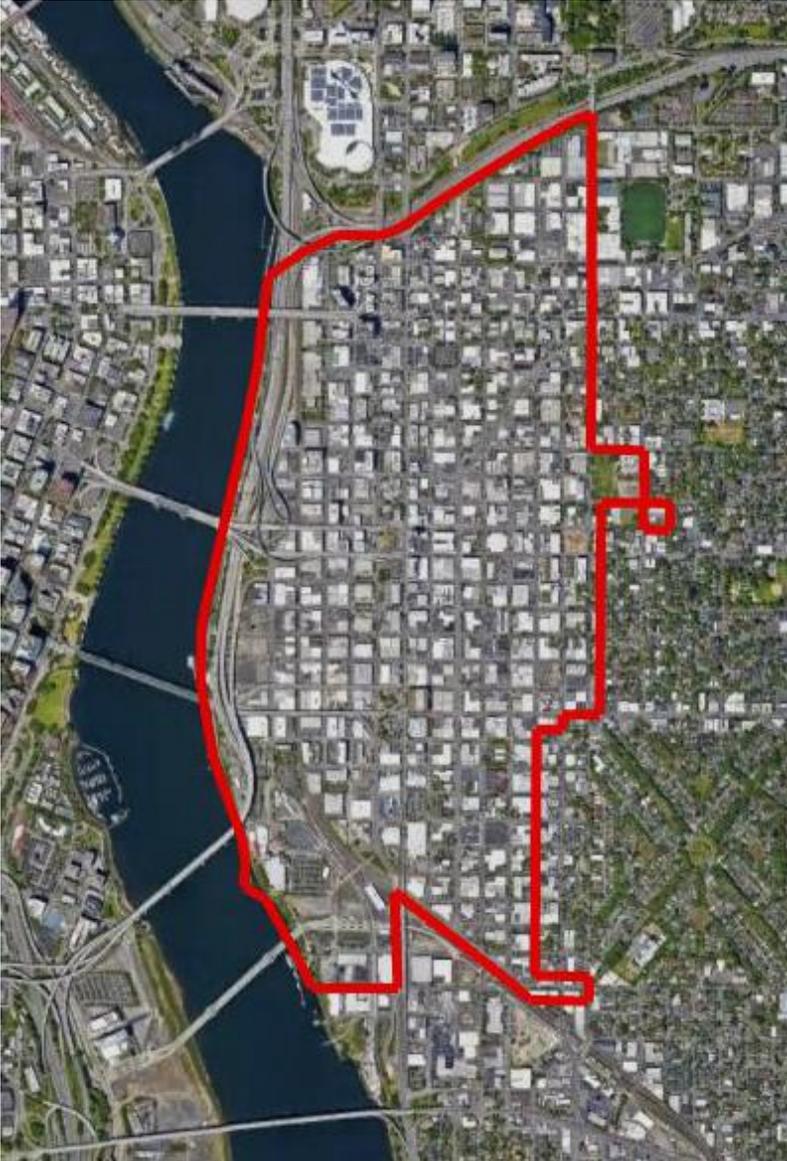
General Overview

This section provides a general overview of the Central Eastside Industrial District, including a timeline of City ordinances and resolutions related to the district, district boundaries, and information regarding the renewal or termination of the district.

Timeline

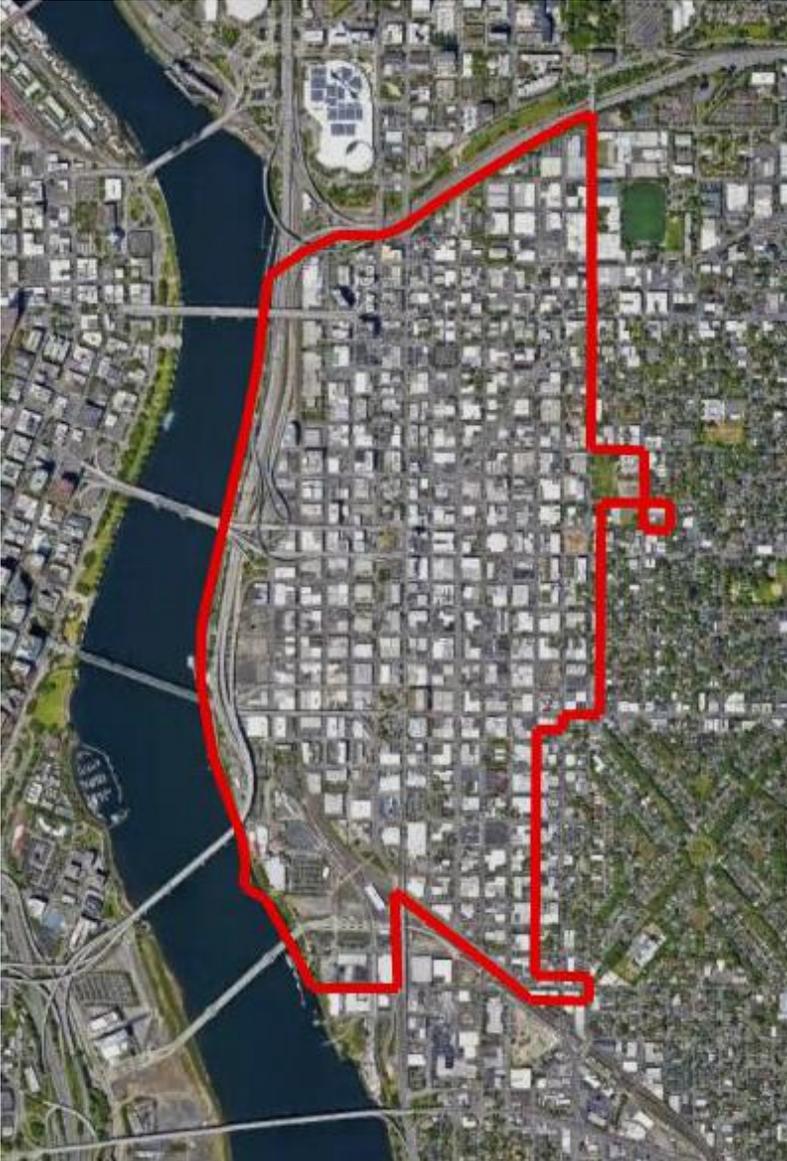
- 2012** – [Ordinance 185471](#) creates the Central Eastside Parking Meter District. TPAC is formed and adopted by [Resolution 36938](#) to manage parking funds. With City permission, partners with CEIC to manage projects.
- 2013** – [Ordinance 185997](#) authorizes a parking permit surcharge in the district with the funds managed by TPAC.
- 2015** – TPAC first adds a parking permit surcharge to raise money for transportation projects.
- 2016** – Steering Committee is launched and begins holding community workshops regarding establishing an ESD.
- 2017** – Pilot cleaning and safety programs are launched in parts of the district.
- 2019** – Central Eastside ESD is created via [Ordinance 189374](#) and its management contracted to CEIC via [Ordinance 189373](#) by a unanimous City Council vote. Both will be reviewed in three years. Programs are launched district wide. CET is created to provide broader input into ESD programs. PBOT limits the use of PSA funds so not be used for security or cleaning. Signs a memorandum of understanding with the TPAC to allow PSA fund to continue to be used in these ways for the next three years. TPAC loans money to the ESD to accelerate district wide programming.
- 2020** – CET elects its first Board of Directors which begins administering the ESD's funds.
- 2021** – [Resolution 37534](#) removes the 2.3% escalator for the 2021-22 license year to help businesses with hardships of COVID pandemic. PBOT changes rules regarding NMR funds to allow TPAC to use 25% for cleaning with matching funds from the ESD.
- 2022** – Central Eastside sunset renewal and management contract renewal takes place.

Central Eastside Industrial District



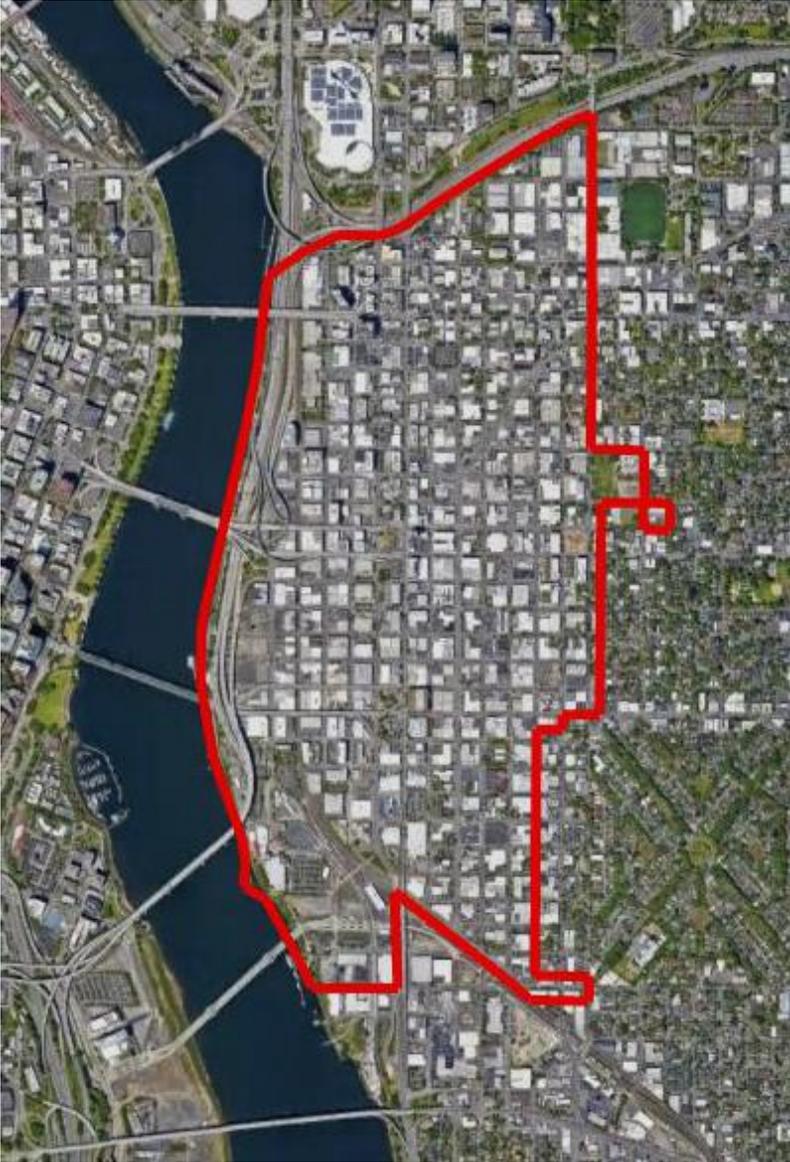
- Enhanced Service District created in 2019.
- Regulated by [City Code 6.06](#).
- Overseen by Revenue Division.
- Funded by collection of property management license fee. Annual collection ranges between \$800,000 to \$1,400,000.
- City contracts with the non-profit [Central Eastside Industrial Council \(CEIC\)](#) to provide enhanced services within the District.
- Within the CEIC, the [Central Eastside Together \(CET\)](#) Board oversees the safety, cleaning, and community grants programs.

ESD Boundaries



- South side of I-84 between the Willamette River and east side of SE 12th Avenue.
- West side of SE 12th Avenue south from I-84 to SE Stark Street.
- Including properties on east side of SE 12th south from SE Stark to SE Hawthorne Boulevard.
- Also including property at 1401 SE Morrison Street.
- Northside of SE Hawthorne west from SE 12th to SE 11th Avenue.
- Including the properties on the southside of SE Hawthorne west from SE 11th to SE 10th Avenue.
- West side of SE 10th Avenue south from SE Hawthorne to SE Division.
- Also including properties immediately on both sides of SE Division between SE 10th and SE 12th.
- Including the properties on the southside of SE Division Street west from SE 10th to SE Grand.
- West side of SE Grand south from SE Division Street to SE Division Place.
- North side of SE Division Place west from SE Grand to the Willamette River.
- Willamette River north from north side of SE Division Place to south side of I-84.

ESD Sunset Review and Termination



- The City's current contract with CEIC is set to expire on June 30, 2022.
- By City Code, City Council will conduct a sunset review of the CEID property management license fee by June 30, 2022 and every ten years thereafter.
- As part of the sunset review, City Council will conduct public hearings and vote whether or not the license fee should be terminated.
- If during any license fee year City Council receives written objections signed by licensees representing more than 33% of the total fees paid, then the fee will be terminated as of the next license fee year.



Funding

This section provides information regarding how the property license fee which funds enhanced services within the Central Eastside Industrial District is calculated and who is required to pay the fee.

ESD Funding – CEID Specific Exemptions

Non-Exempt

- Business Property
- Residential Rental Property
- Residential Condominium Property

50% Discount

- 501 Non-Profits
- Low Income Housing (60% or less of median income)

Exempt

- Owner Occupied Residential With Its Own Water Supply
- Mass Shelters
- Religious Organizations

Low Income is defined as 60% or less of the Portland region median income as calculated annually by Metro.

Religious organizations are exempt, but not for property used for profit making purposes, such as retail spaces and permitted parking.

ESD Funding – Fee Formula

Fee based upon size of buildings and other improvements, but not parking lots or spaces, landscaped areas, and unenclosed sidewalks, plazas, and courtyards.

Fee based upon property value of improvements, but not the land itself.

\$0.45 per \$1,000 of improved value as of 2017

\$3.50 per 290 square feet of improvements less parking as of 2017

\$0.020 per square foot of land as of 2017

Fee based upon amount of land managed.

License fee year used for calculations is July 1 through June 30.

2.3% annual escalator starting 2020

Annual increase to account for inflation based upon 10-year average of Portland's Consumer Price Index.

Payment of fees occurs in two installments due on July 1 and February 1. Notification of license requirement is sent out on May 1.

Property Management License Fee

The CET can recommend that the escalator be lowered for one year, with a deadline of April 1 for the following license year. For example, Resolution 37534 removed the escalator for 2021-22.

ESD Funding – Additional Fee Calculations

Changes to the fee calculations requires a vote by City Council.

\$0.45 per \$1,000 of improved value as of 2017

\$3.50 per 290 square feet of improvements less parking as of 2017

\$0.020 per square foot of land as of 2017

For new buildings or construction resulting in a change in square footage of improvements, value and square footage of improvements will be based upon the first year such changes are recorded. The annual escalator will be calculated for every year following 2020 regardless of whether the improvements existed.

For new buildings or construction completed part way through the license year, the calculations will be pro-rated by the number of days remaining in the license year, but no escalator will be included.

2.3% annual escalator starting 2020

Property Management License Fee

Properties which include exempt property multiply the collective license fee by the non-exempt square footage divided by the total square footage.

Properties which include multiple property managers multiply the collective license fee by the applicable square footage divided by the total square footage.

Properties which include common area improvements will multiply the common area square footage by the applicable square footage for each property manager divided by the total square footage minus the square footage of the common area.



Contract

This section provides information on the City's contract with the Central Eastside Industrial Council to manage the Central Eastside Industrial District's fees and programs.

ESD Contract – Structure

City Code 6.06

City Code 6.06 is the foundation of the Enhanced Service District program in the City of Portland. It outlines general requirements for all ESDs as well as specific requirements for the CEID regarding boundaries, fees, and sunset reviews.

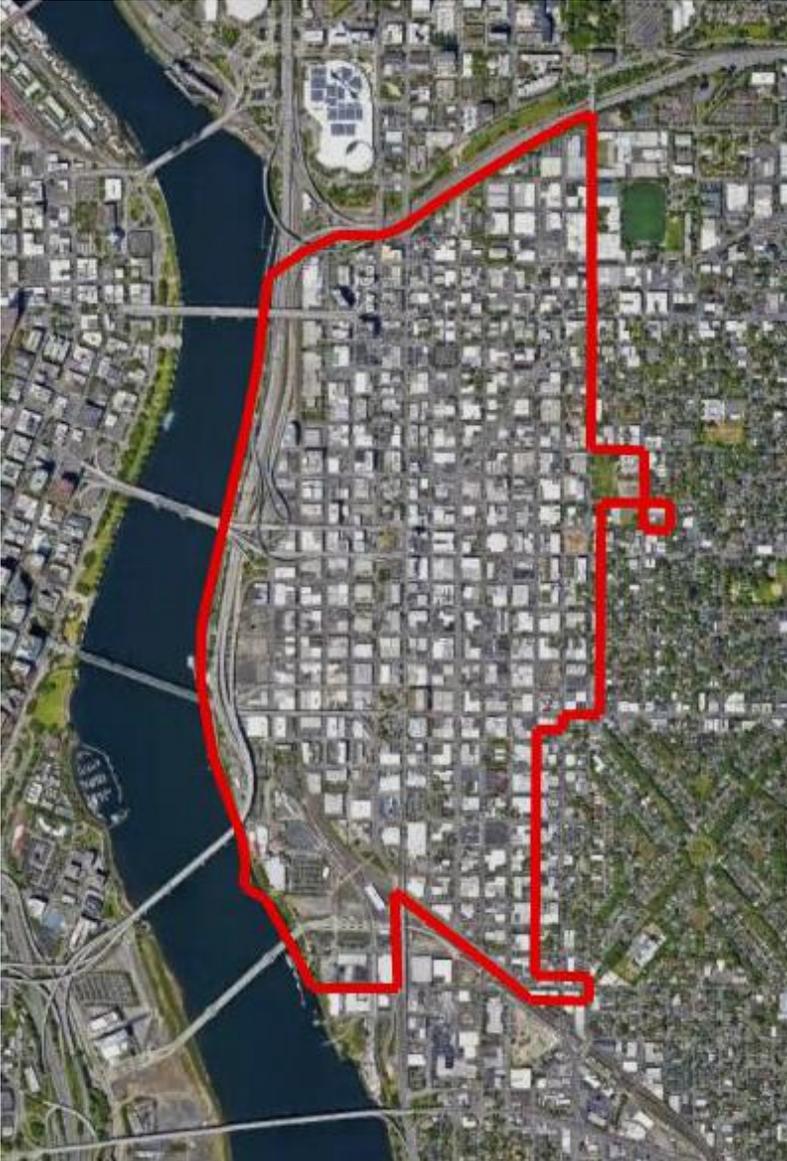
ESD Management Contract

The City has a contract with CEIC to manage the CEID's fees and programs. The contract outlines the responsibilities of both parties, establishes levels of City oversight, and other legal requirements. No contract can have a term more than five years. The creation of a new or renewal of an existing contract must be approved by City Council.

ESD Annual Statement of Work

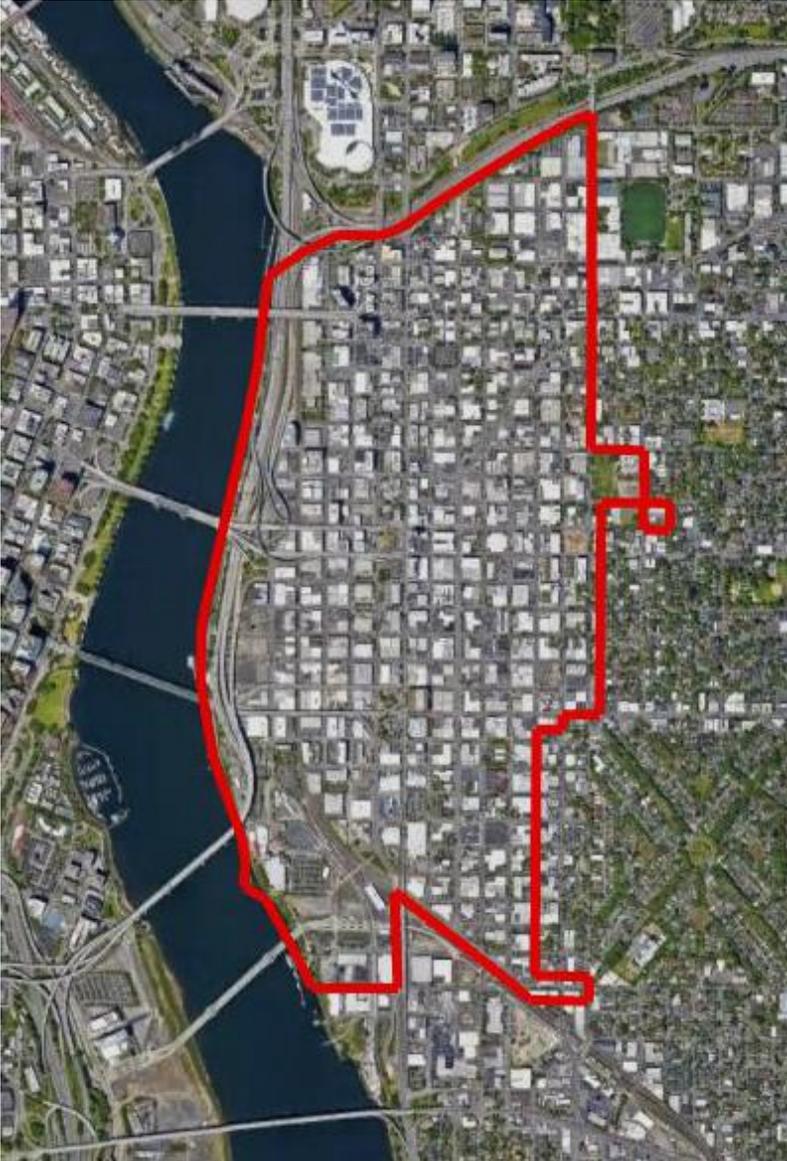
As required by the management contract, each year the CEIC and the City agree to an Annual Statement of Work, which outlines the CEID's annual budget and programs and any additional responsibilities to the City related to said programs. Oversight of the Annual Statement of Work is currently handled by the ESD Coordinator.

ESD Contract – General



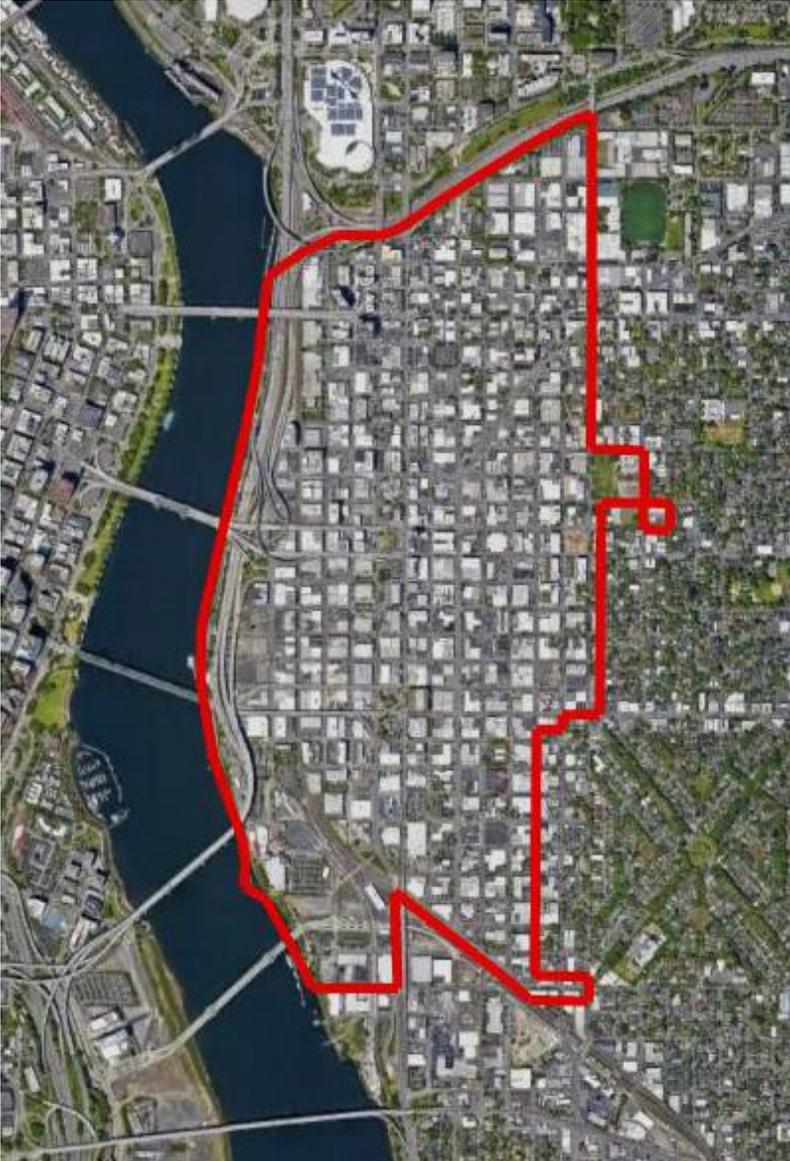
- The City's current 3-year contract with CEIC is set to expire on June 30, 2022. Contracts cannot be more than 5-years in duration.
- The contract is with CEIC rather than CET due to CET not being a registered 501(c)(3) non-profit at the time the district was created. This will be switched over as part of the contract renewal.
- CEIC is an independent contractor. Its employees and subcontracted employees are not City employees.
- CEIC must provide City with an updated annual budget and Annual Statement of Work on or before May 1 to be put into effect beginning July 1.
- CEIC is allowed to move money between programs as needed during the license year but cannot increase administration costs by more than \$15,000 without prior City approval.
- The City is not liable for activities of the CEIC unless due to personal injury or property damage caused by City negligence.

ESD Contract – CEIC Obligations



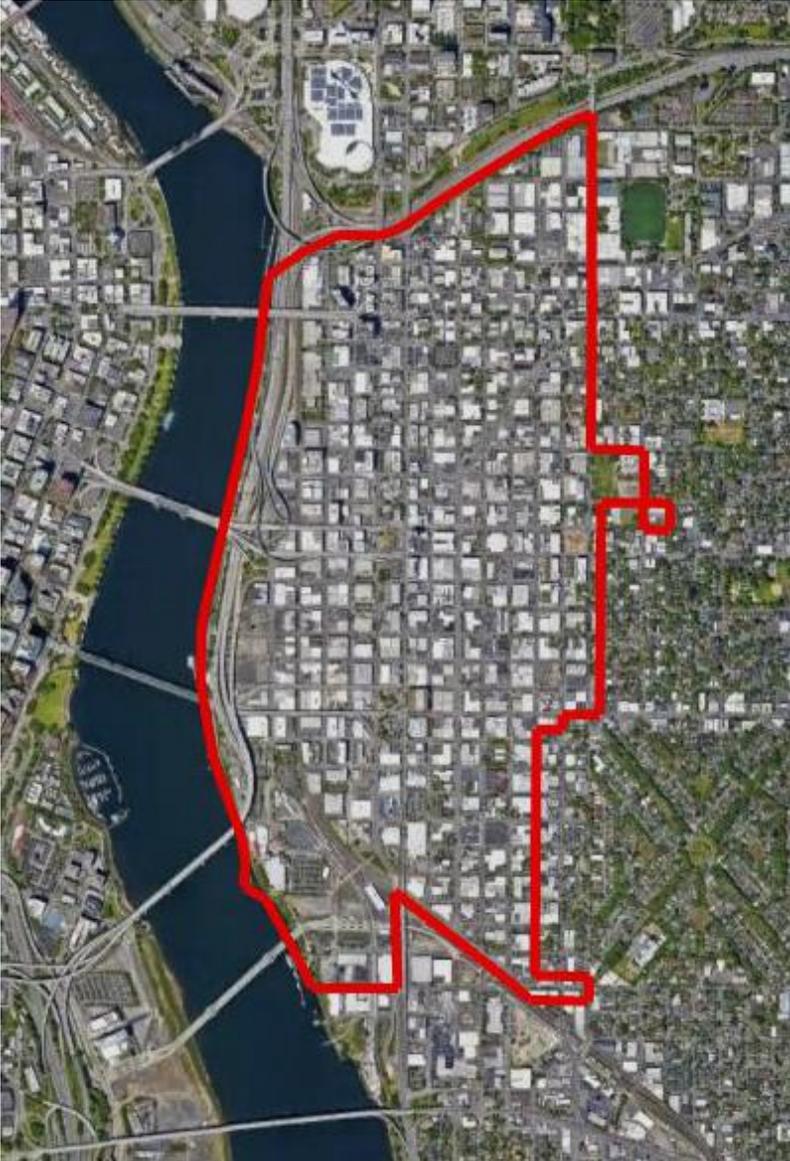
- CEIC must maintain compliance with City Code 3.100 pertaining to equal employment opportunity.
- CEIC must maintain compliance with the City’s Fair Wage Policy established by City Ordinance 170222 as amended and renewed from time to time.
- CEIC must comply with all applicable state laws pertaining to public contracts, specifically ORS Chapter 279.
- CEIC must maintain records regarding the expenditure of funds and performance of services for 3 years from date of completion or termination of the agreement.
- The City has the right to inspect, audit, and copy any CEIC records regarding the expenditure of funds and performance of services.
- The City has the right to conduct a financial and performance audit of the district at any time during the term of the agreement or up to 3 years after the date of completion or termination. If the audit finds payments were in excess of the costs of the services provided, then CEIC must repay the amount of the excess to the City which must be used the repayment to provides services within the District.

ESD Contract – License Fees



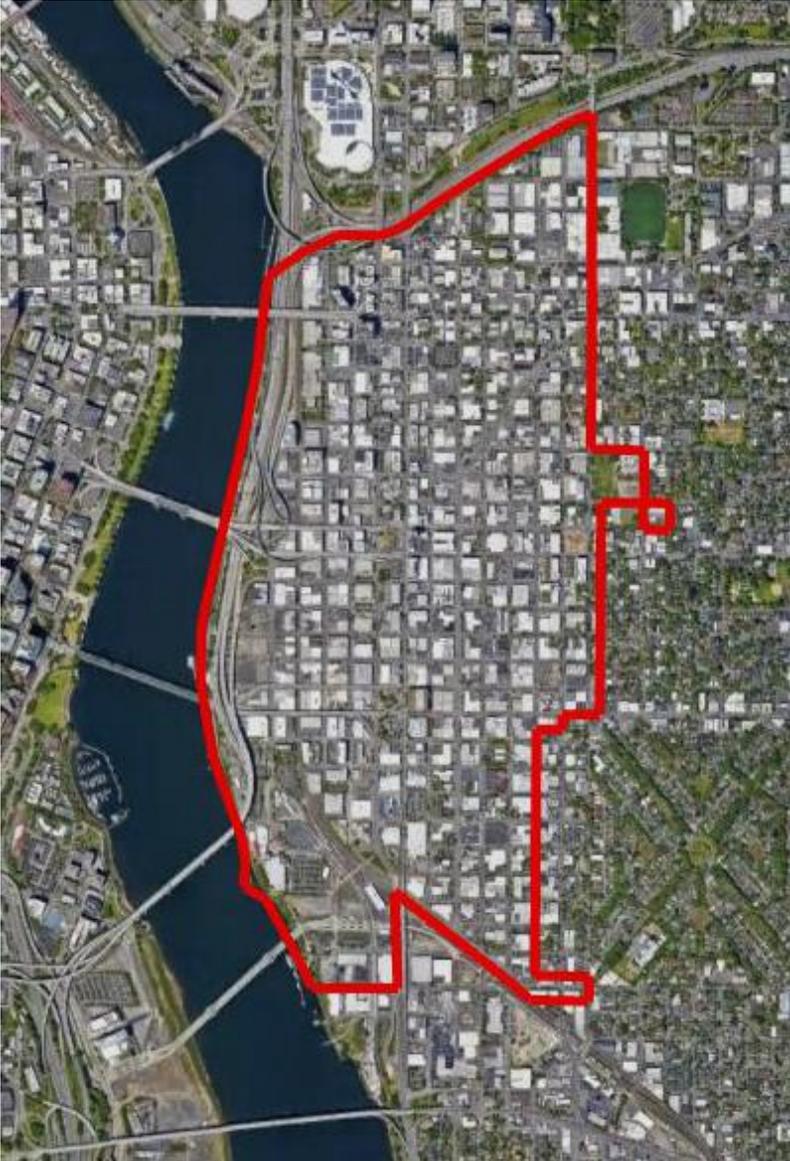
- The City will provide fee collection services to the CEIC for a fee of 2% of the total fee billed annually, deducting the payment prior to giving the fee to CEIC. Recognized this is below the actual cost of collecting and managing the fee.
- License fees will be paid to the CEIC following the close of each City accounting period as soon as the amount is determined.
- The Revenue Division can retain up to \$5,000 in reserves to fund refunds, contingencies, or any other such payment. Must give CEIC at least 14 days notice prior to withholding.
- CEIC is not entitled to any civil penalties collected by the Revenue Division for delayed or non-payment of fees.
- City costs related to fee collection litigation will be deducted from the next disbursement of funds to CEIC. Costs include City Attorney fees and Revenue Division staff time.
- In the first license year, the City charged a start up cost of \$50,000 plus overtime charges not to exceed \$10,000 to cover database development and other start-up expenses.

ESD Contract – Insurance



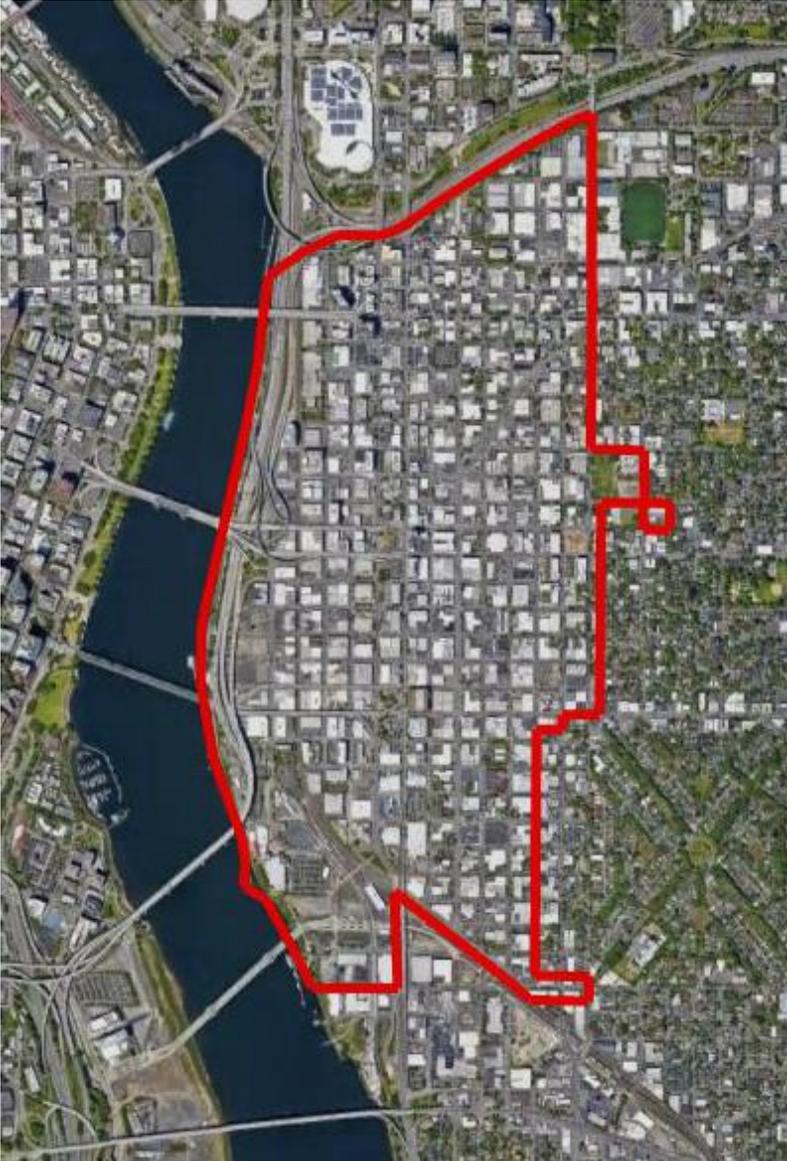
- CEIC must maintain an insurance policy covering \$1,000,000 for personal injury to each person.
- CEIC must maintain a property damage insurance policy covering \$100,000 for each person and \$1,000,000 for each occurrence, or a single limit policy of \$2,000,000 covering all claims per occurrence.
- Policies must include damages caused by automobiles and other motor vehicles.
- CEIC must comply with Oregon’s workers’ compensation law (ORS 656.017).
- CEIC must maintain certificates of insurance with City Auditor which have been approved by the City Attorney.
- CEIC must maintain insurance coverage and cannot cancel a policy without first giving the Auditor a 30-day notice.

ESD Contract – Subcontracts



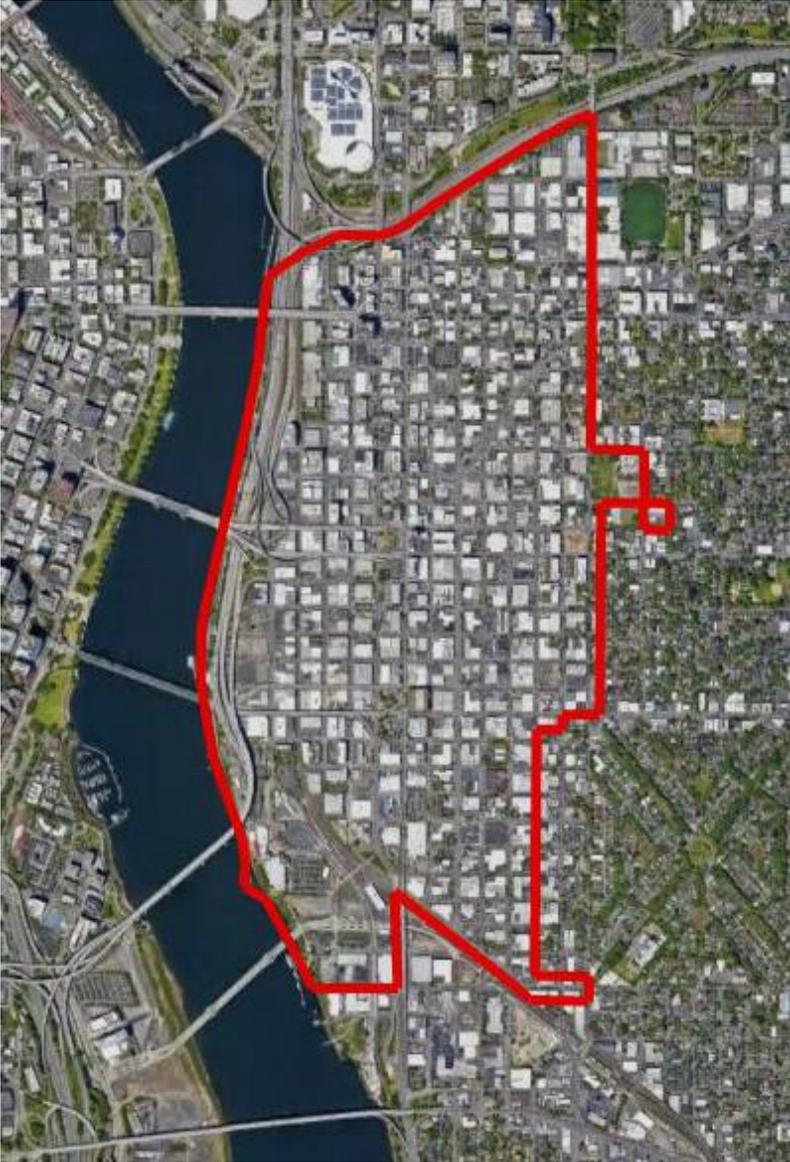
- CEIC may not subcontract its work under the contract without the written approval of the Revenue Division.
- Subcontracts must follow a written competitive bidding process unless CEIC has documented it is necessary or desirable to award a subcontract on a negotiated basis to assure providing of adequate services.
- All subcontractors must meet the same insurance requirements as the CEIC and maintain compliance with the City Code 3.100 regarding equal employment opportunity and the City's Fair Wage policy.
- Upon request, CEIC will provide the City with its subcontracts for review and approval of compliance with equal employment opportunity requirements. CEIC may redact trade secrets as defined by ORS 192.345(2) that are not relevant to City Attorney's review.

ESD Contract – Renewal & Amendments



- CEIC may renew the contract for an additional five years.
- CEIC cannot renew the contract if it has been in material default of the contract during the term of the contract.
- To renew, CEIC must give the City written notice at least six months prior to the expiration of the original term of the contract.
- Upon receipt of the written notice, the City has 30 days to contact CEIC to arrange a suitable time and place to negotiate any changes to the contract.
- The renewal must be approved by ordinance adopted by City Council and via a vote of the CEIC Board of Directors.
- The contract can be amended any time during the term of the contract via an agreement between the Director of the Revenue Division and the CEIC, unless payments to the district are increased, then it must be approved by an ordinance adopted by City Council.

ESD Contract – Termination



- The contract can be terminated by mutual agreement at any time.
- Either party can independently terminate the contract at any time for any reason deemed appropriate.
- To independently terminate the contract, the terminating party must give written notice of its intent to do so 30 days prior to the termination of the contract.
- Either party can independently terminate the contract for a breach of agreement at any time.
- To terminate the contract for breach of agreement, the terminating party must give written notice of the breach to the other party. The other party then has 30 days to cure the breach. If it fails to do so, the contract is terminated 10 days later.
- Following termination CEIC will terminate all services as soon as possible, pay outstanding debts to its subcontractors, and then return all remaining fees to the City.



Parking District Overview

The Central Eastside Parking District is a separate program administered by PBOT which is not part of the Central Eastside Industrial District. However, given the Central Eastside Industrial Council manages both programs, and historically funds from the parking district have been used to partially fund enhanced service district programs, information regarding the parking district is provided in this and following sections.

ESD vs. Parking District

The CEIC manages two distinct City funding sources overseen by separate City Code and policies, the enhanced service district via the CEID and PBOT parking funds via the Central Eastside Parking District.



Overseen by Revenue Division.

Funding comes from the CEID's property management license fee.

The City contracts with CEIC to provide services within the CEID. Within the CEIC, the CET oversees the safety, cleaning, and community grant programs.

Funding can be used for a wide range of enhanced services to supplement City basic services.

Overseen by Bureau of Transportation (PBOT).

Funding comes from PBOT's Net Meter Revenue and Permit Surcharge Allocation programs.

TPAC, a committee of the CEIC, assigned by PBOT to recommend programs and projects within the parking district, some of these programs are managed by CEIC.

Funding can be used for programs and projects related to transportation demand and infrastructure, but historically has also been used to fund cleaning the right of way.

ESD and Parking District Boundaries

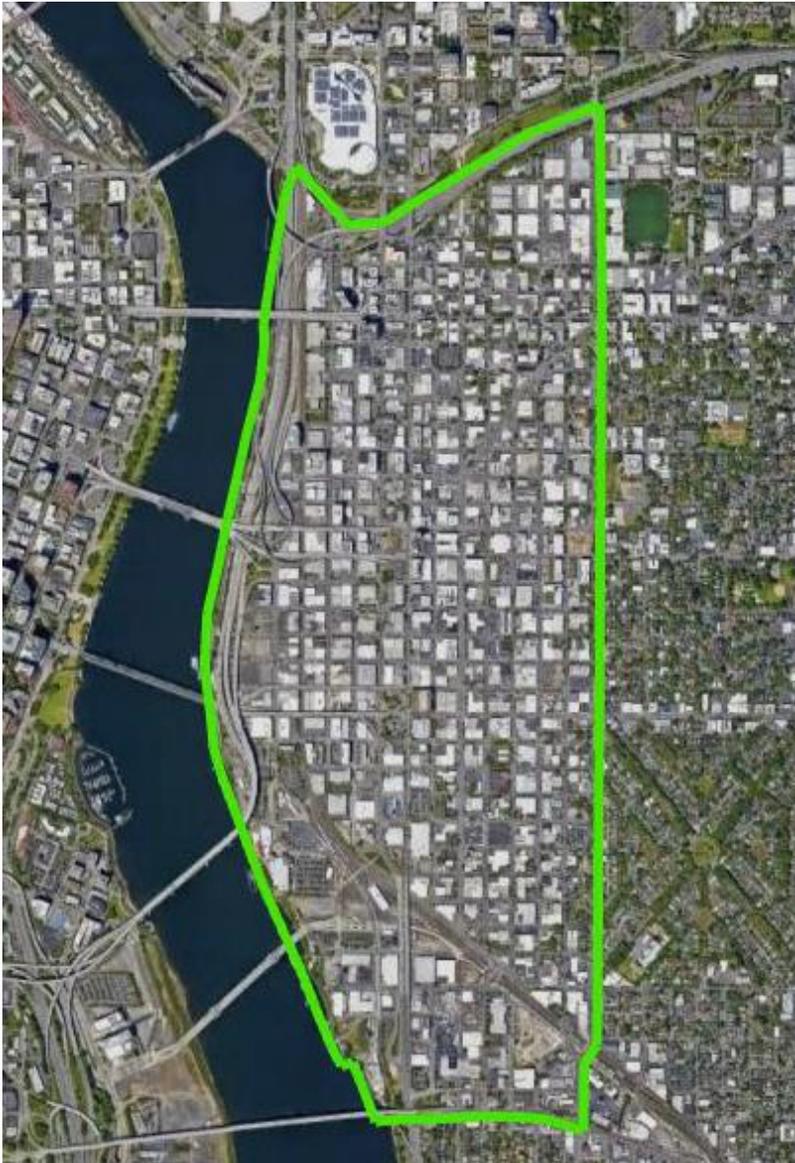
Enhanced Service District



Parking District

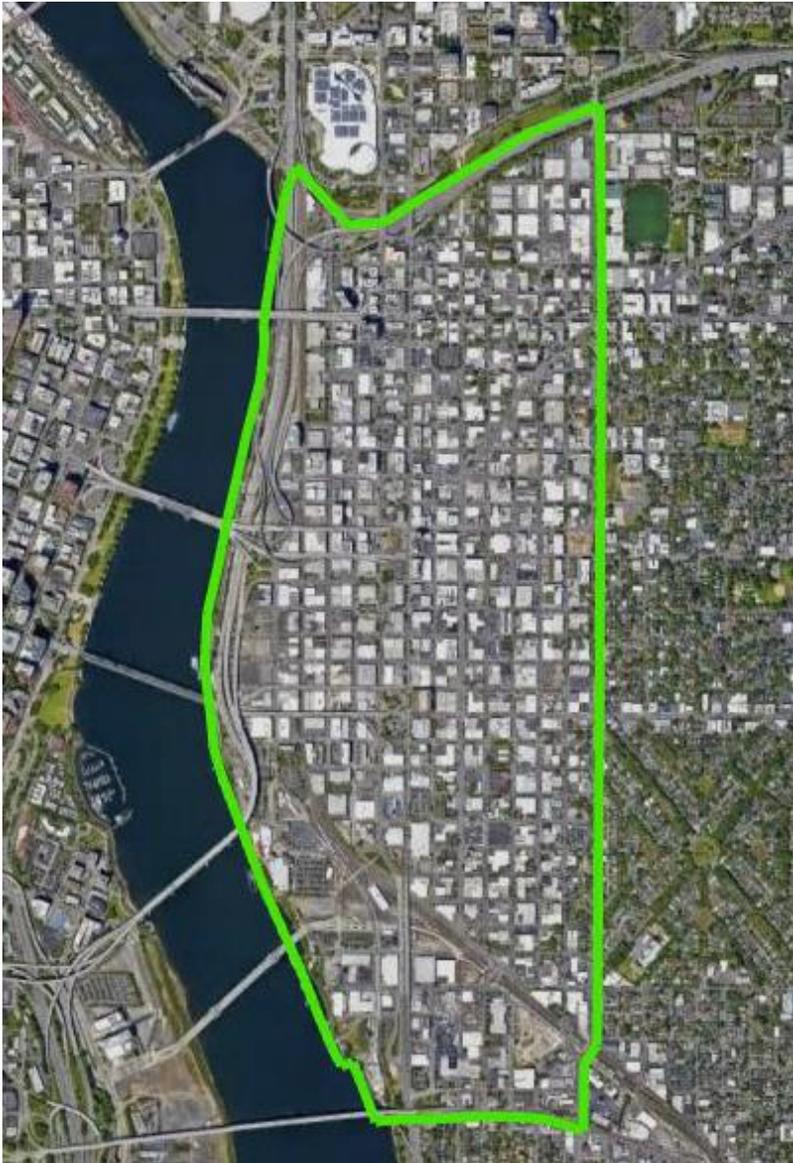


Central Eastside Parking District



- The [Central Eastside Parking District](#) was created in 2012.
- Regulated by [City Code 16.20](#).
- Overseen by Portland Bureau of Transportation (PBOT).
- Funded by Net Meter Revenue (NMR) program and Permit Surcharge Allocation (PSA) program. Annual collection ranges between \$600,000 to \$1,500,000, with a sharp decline since COVID.
- The [Transportation Parking Advisory Committee](#) (TPAC), a committee of the CEIC, recommends transportation programs and projects to be funded within the District which then have to be approved by both the CEIC and PBOT.
- The TPAC is made up volunteer community members who are recruited using the Office of Civic Life's [recruitment process](#) for City advisory bodies.
- Some TPAC programs are managed by the CEIC and some are managed directly by PBOT.
- The use of TPAC funds is outlined in an annual memorandum of understanding (MOU) between PBOT and CEIC.

Parking District – Net Meter Revenue



- The Net Meter Revenue (NMR) program involves funds collected from parking meters within the District minus the expenses of installing, maintaining, and managing the meters.
- 49% of these funds are put into PBOT's general fund and 51% is given to TPAC for transportation related programs and projects within the District.
- Regulated by Binding City Policy [TRN 3.112](#) which was recently amended by [Ordinance 190570](#). Further information provided by the [Parking Management Manual](#).
- Funds can be used for transportation demand management programs, promotion of projects and programs, construction and maintenance of non-standard improvements in the right of way, improvements which encourage travel modes other than single-occupancy vehicles, short-term off-street parking, development of local area transportation plans, and personnel and admin costs.
- Up to 25% of annual NMR can be used for cleaning of public right of way, but only if there are matching funds from other sources. Can apply to PBOT for an exception in cases of extenuating circumstances.

Parking District – Permit Surcharge Allocation



- The Permit Surcharge Allocation (PSA) program involves funds collected via a surcharge added to the cost of parking permits issued via the [Area Parking Permit Program](#).
- Parking permits can be purchased by people who work, live, and own property within the District, though with some [limitations](#). All others are only allowed to park for limited periods of time.
- The annual cost of a permit within the District is \$370, including a \$75 base fee to cover admin costs and a \$295 surcharge which is given to TPAC for transportation related programs and projects within the District. This surcharge is voted on annually by the TPAC and approved by the CEIC and PBOT.
- Regulated by the Parking Permit Surcharge Revenue Allocation Guidelines as amended and outlined in [Ordinance 189344](#).
- Funds can be used for transportation demand management programs, promotion of projects and programs, construction and maintenance of non-standard improvements in the right of way, improvements which encourage travel modes other than single-occupancy vehicles, short-term off-street parking, and development of local area transportation plans.



Governance

This section provides information regarding the governance of the Central Eastside Industrial District via the Central Eastside Industrial Council, and its subsidiary organization, Central Eastside Together. This includes information on the complex contractual relationships involved in funding and managing the District's programs.

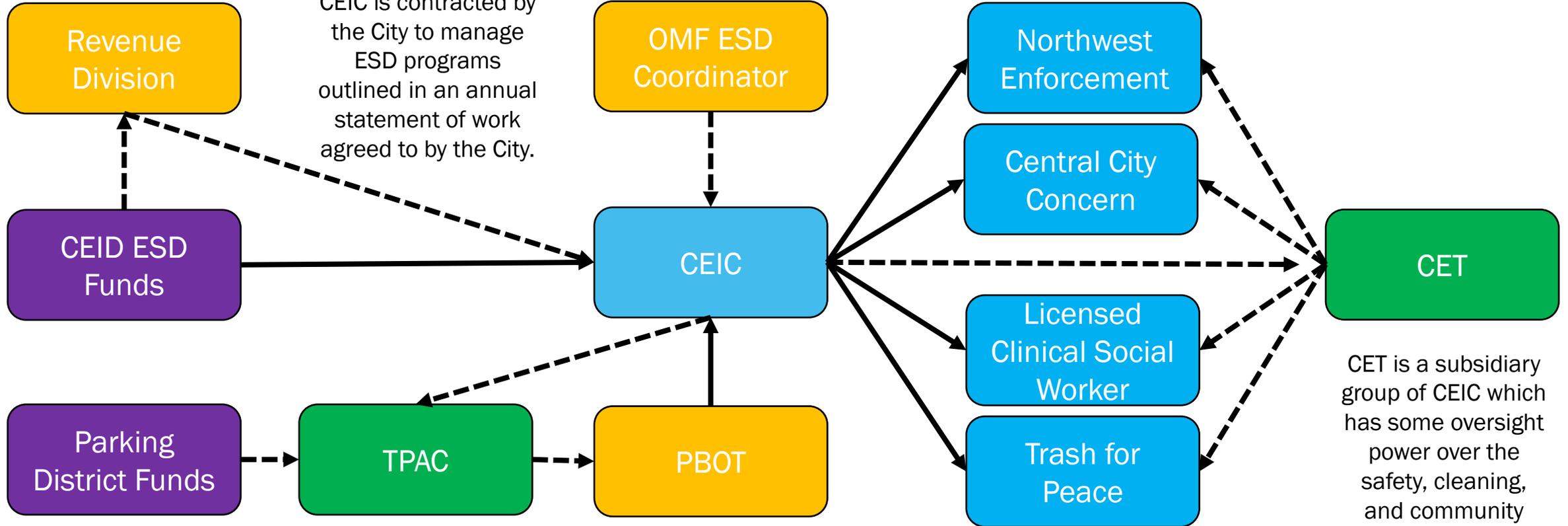
Though part of a separate program, the governance and contractual relationships of the Central Eastside Parking District are also included due to the Central Eastside Industrial Council managing both programs and historically funds from the parking district being used to partially fund enhanced service district programs.

Contractual and Subcontractual Relationships

CEID funds are collected and overseen by the Revenue Division.

CEID programs are overseen by the ESD Coordinator in the Office of Management and Finance

CEIC is contracted by the City to manage ESD programs outlined in an annual statement of work agreed to by the City.



Parking District funds are overseen by PBOT.

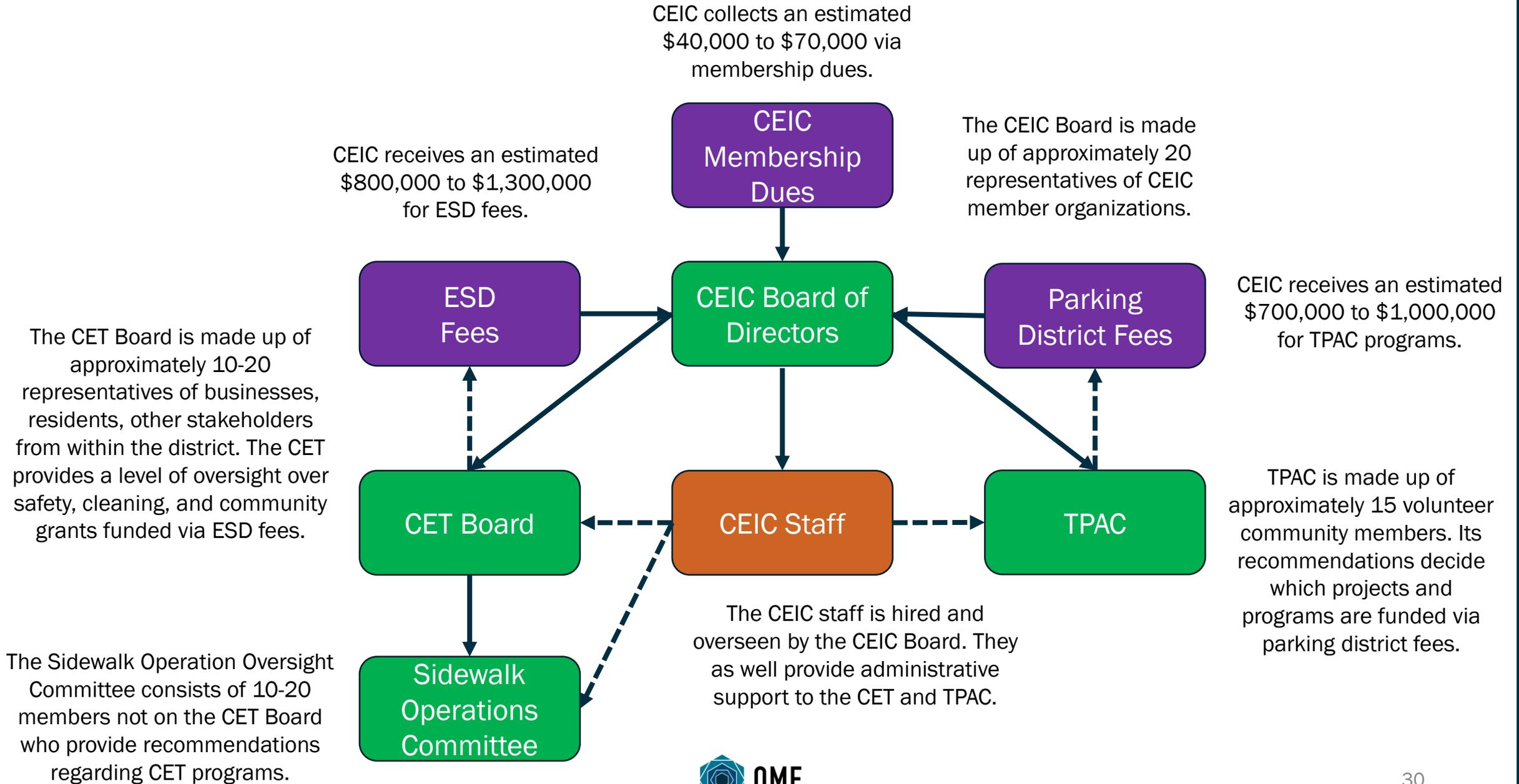
TPAC is a subsidiary committee of CEIC. It recommends to PBOT uses for parking district funds, some of which are managed by PBOT and some of which are contracted to CEIC. Agreed to via an annual MOU.

CEIC subcontracts with multiple groups to run programs using both ESD and Parking District funds.

CET is a subsidiary group of CEIC which has some oversight power over the safety, cleaning, and community grants programs.



Governance Structure

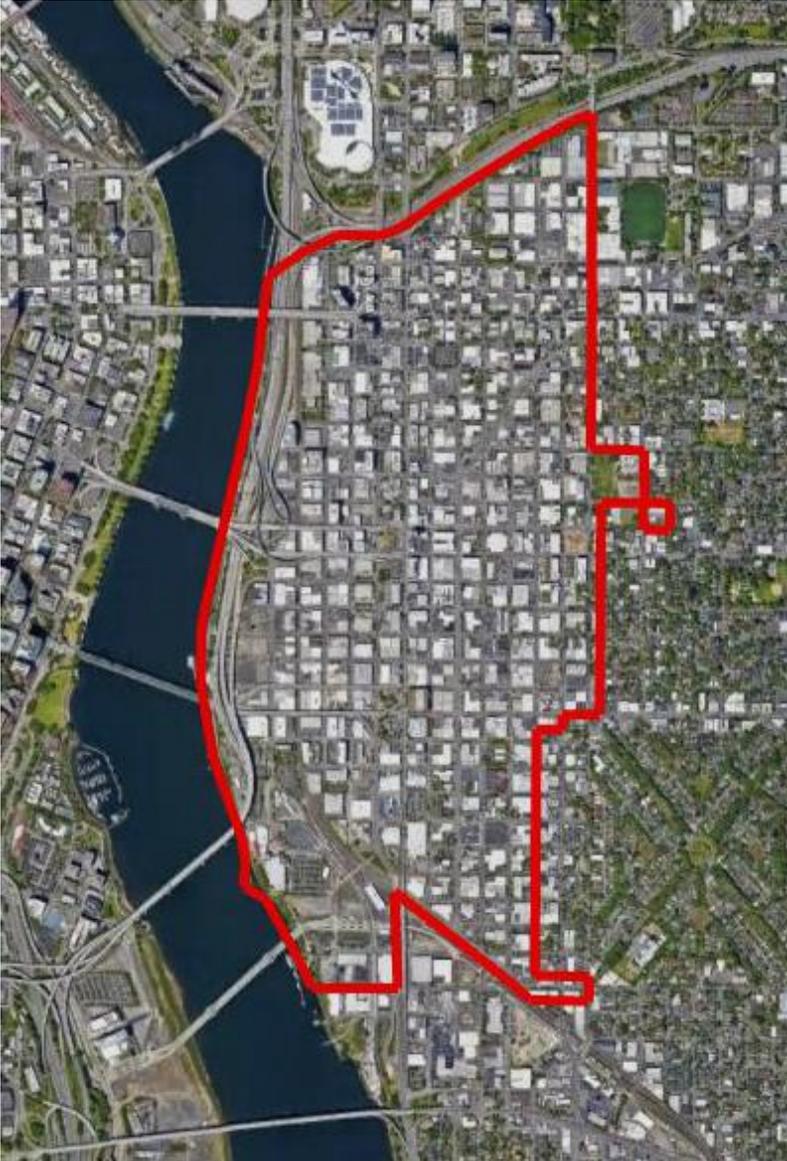


Central Eastside Industrial Council Governance



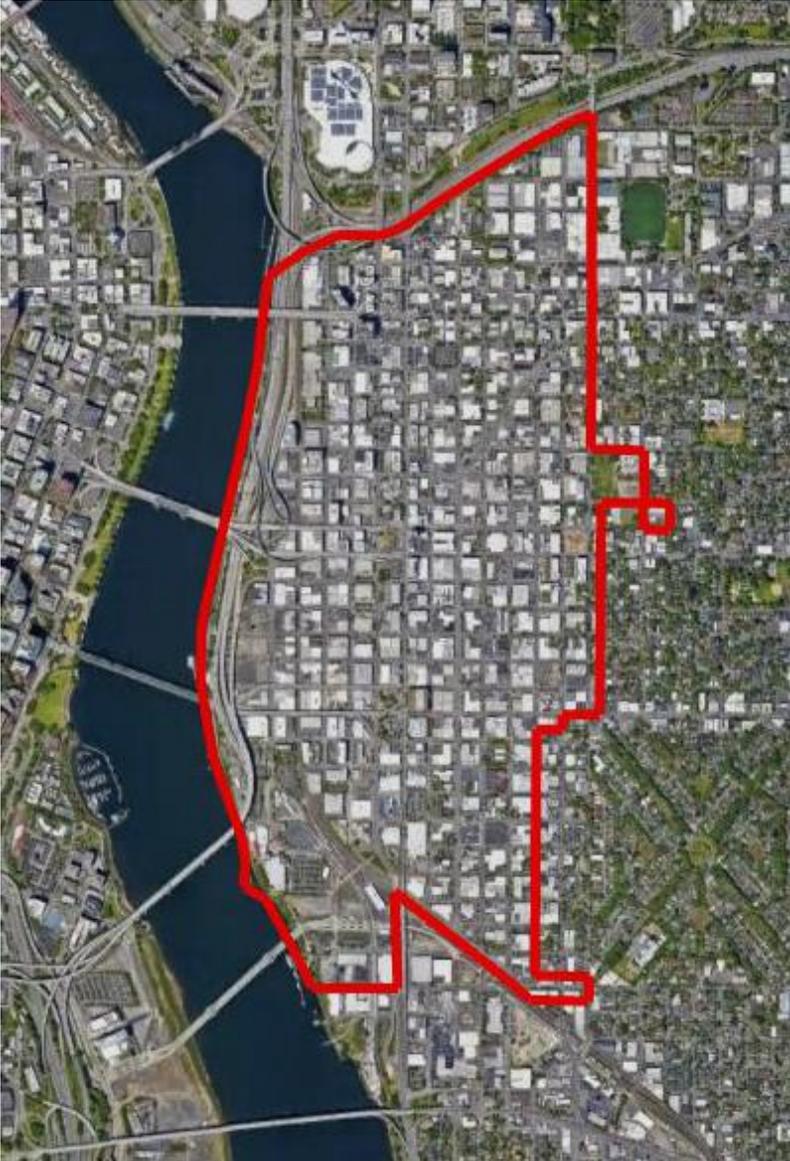
- The CEIC holds the CEID contract on behalf of the CET and manages the District's programs.
- The CEIC Board oversees the CEIC's funds, staff, and programs. It is a 501(c)(6) non-profit business association which promotes the interests of its dues paying members.
- Membership includes approximately 180 to 200 businesses, nonprofits, and other organizations operating within the Central Eastside area.
- Approximately 20 directors serve on the CEIC board.
- The CEIC has three subcommittees on which any dues paying member or non-member can serve. These include the Land Use and Urban Development Committee, the Merchants and Makers Committee, and the Transportation Parking Advocacy Committee (TPAC).

ESD Governance – Overview



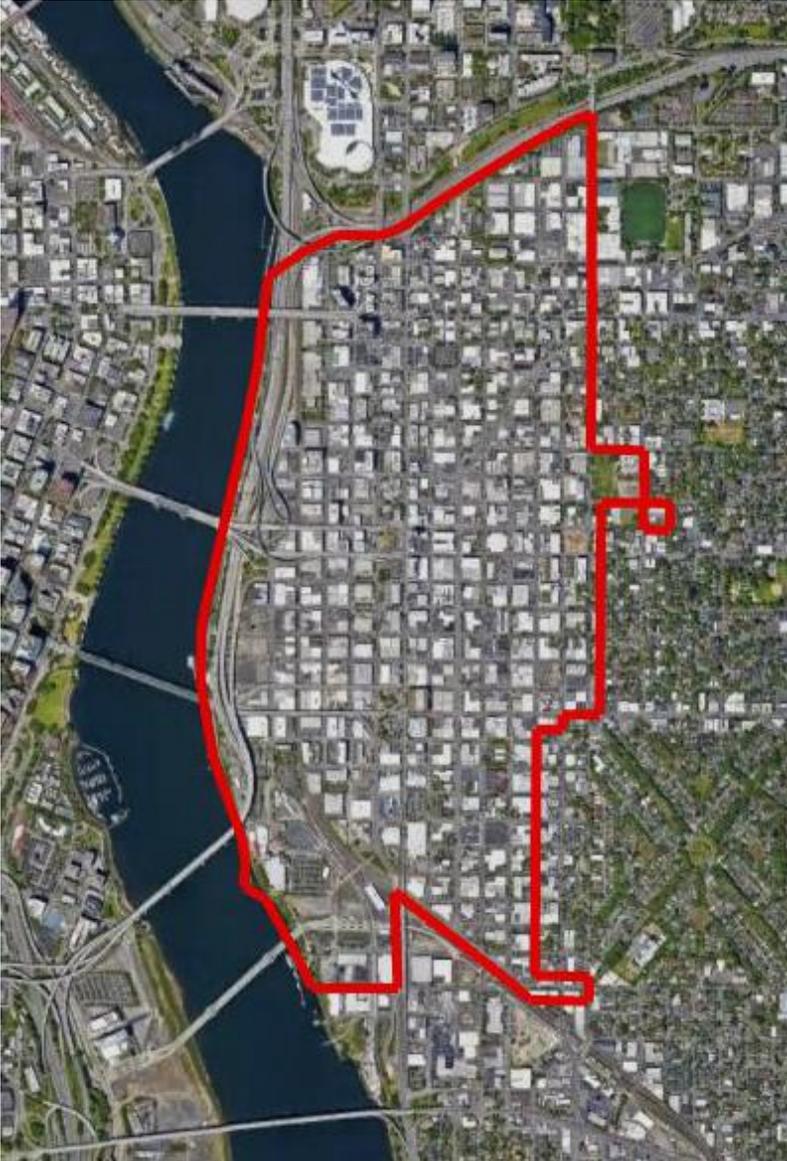
- The Central Eastside Together Board oversees the CEID's funds and programs. It is in the process of becoming a 501(c)(3).
- Between 10 to 20 volunteer directors.
- Serve for three-year terms and up to two consecutive terms.
- Directors must own property, work, or live in the District.
- The Governance Committee solicits nominations annually, including self-nominations, and makes recommendations to the Board which are then voted upon by the Board.
- Directors are chosen based upon guidelines to reflect District diversity, including geography, entity, property size, type, longevity in District, and non-place-based forms of diversity.
- Guideline is Board to made up of 20% businesses (up to 4 seats), 15-20% community organizations (up to 3 seats), 15-20% vulnerable populations (up to 3 seats), 20% property owners (up to 4 seats), 20% residents and resident managers (up to 4 seats), 10% government or education institutions (up to 2 seats), and 10% at large (up to 2 seats).

ESD Governance – Overview



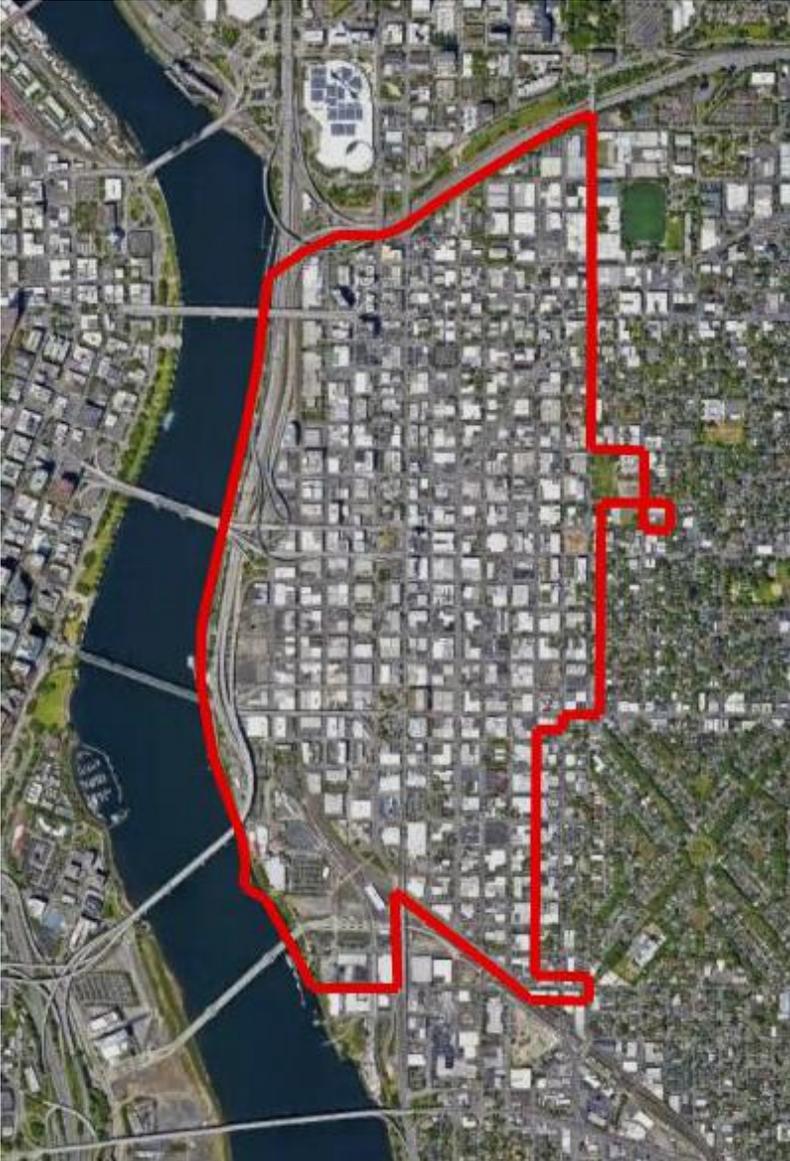
- All members employees, contractors, and volunteers required to abide by the organization’s use of a trauma informed lens and the organization’s equity commitment.
- Quorum is half of the Board present at the start of a meeting.
- In cases requiring immediate attention and/or investigation, the Board can temporarily suspend a director with the approval of a two-thirds vote.
- The Board can remove any member at any time via a majority vote of all directors at any Board meeting called for that purpose, wherein the meeting notice states the purpose of the meeting to be removal of the director and the director’s name.
- If a director misses 3 Board meetings in 12 months without providing prior notification, except in the case of emergency, the Board may vote to remove the director. Must be approved by at least a two-thirds of the directors. No notice is required.

ESD Governance – Meetings



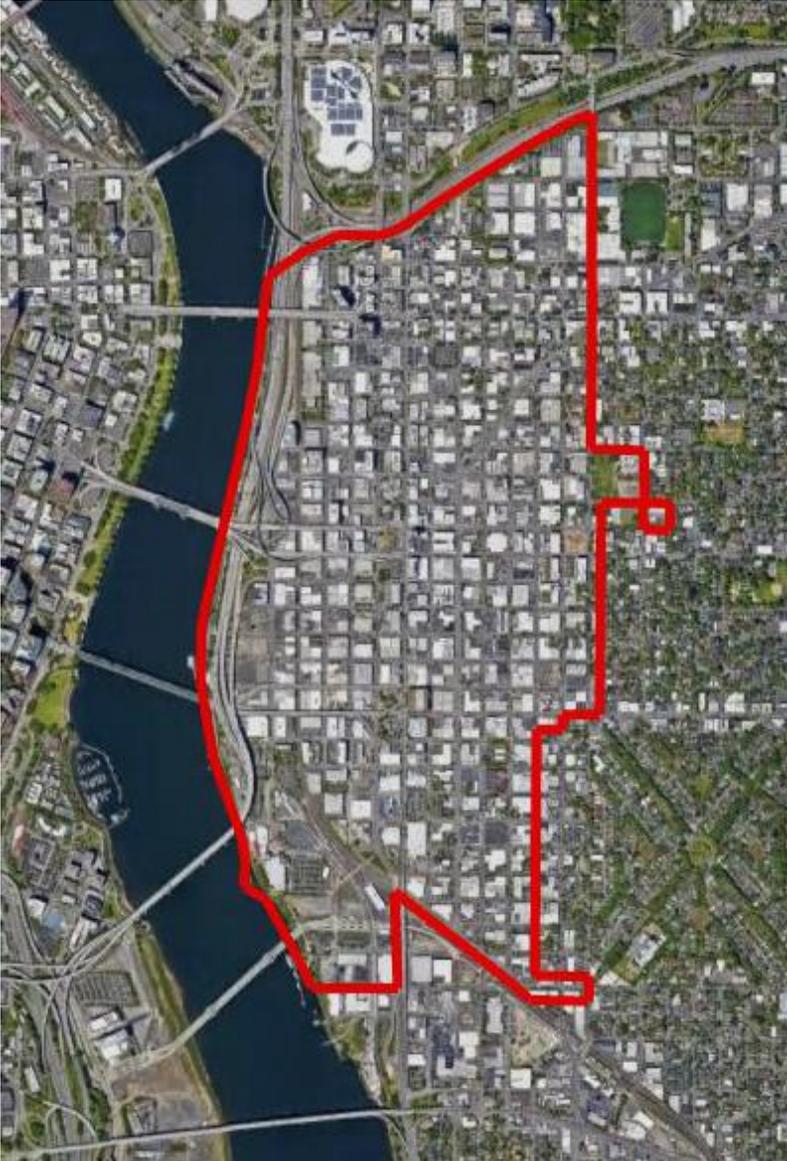
- Annual meetings are held between January 15 and January 31 every year. During the meeting the Governance Committee presents new Board members and existing Board members seeking re-election for consideration, which are then voted on by the Board. Board officers are also elected, and the schedule of regular meetings is approved. Written notice must be given 7 days prior to the meeting.
- Regular meetings happen periodically throughout the year. As they are scheduled at the annual meeting, no notice is required.
- Special meetings may be called by the Chair, Executive Director, or any 2 directors. Require written notice at least 48 hours prior.
- A signed waiver of notice is considered the equivalent to the required meeting notice as is the presence of a director, unless they are attending specifically to object to the lack of notice.
- Business can be transacted without a meeting if all directors entitled to vote on the matter sign a consent in writing setting forth the action.

ESD Governance – Officers



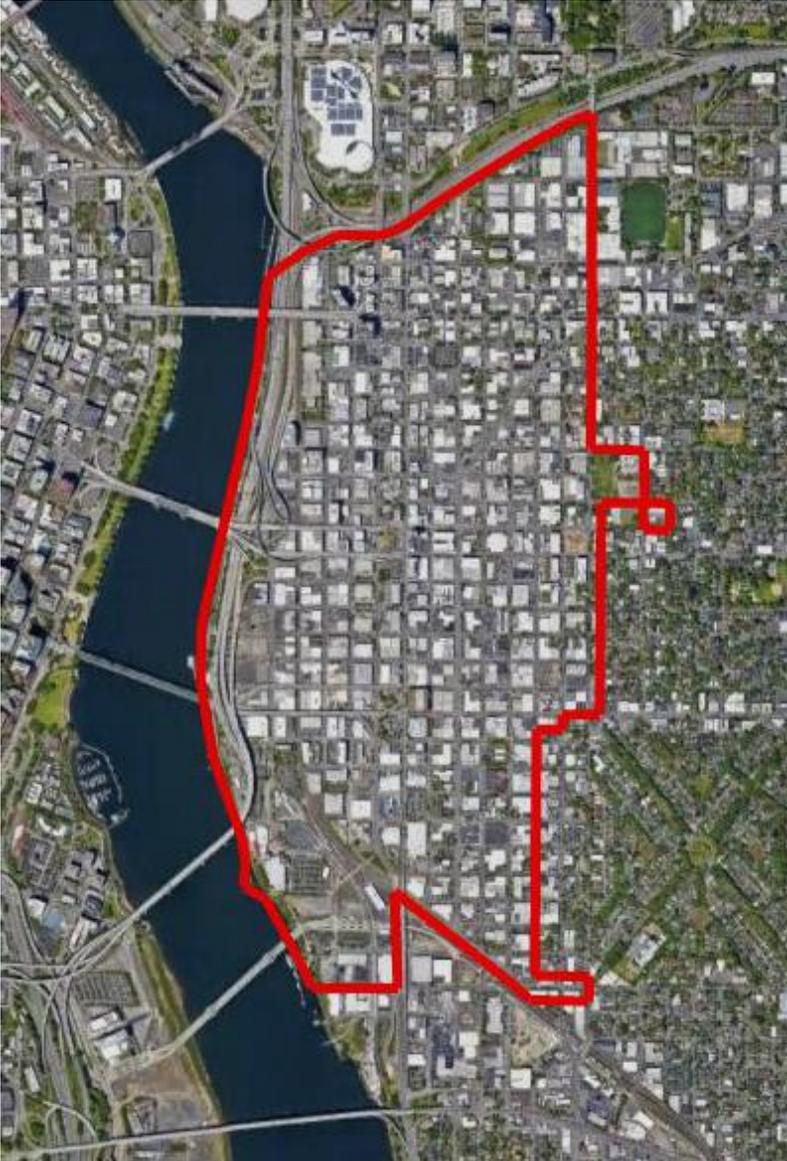
- The principal officers include Chair, Vice-Chair, Secretary, and Treasurer.
- A single individual can hold two or more offices.
- Officers are elected for one-year terms. There is no limitation on the number of terms they can serve.
- The Chair presides over Board meetings, advises the Board regarding policies, appoints Board members to standing committees, and has the authority to countersign on behalf of the CET.
- The Vice-Chair acts as Chair when the Chair is unable to act as Chair.
- The Secretary records the minutes of proceedings, gives notices of upcoming meetings, is responsible for authenticating resolutions and records, and has the authority to countersign on behalf of the CET.
- The Treasurer chairs the Finance Committee, regularly presents the CET's financial position, assists in the selection and work of an auditor, and has the authority to countersign on behalf of the CET.

ESD Governance – Executive Committee



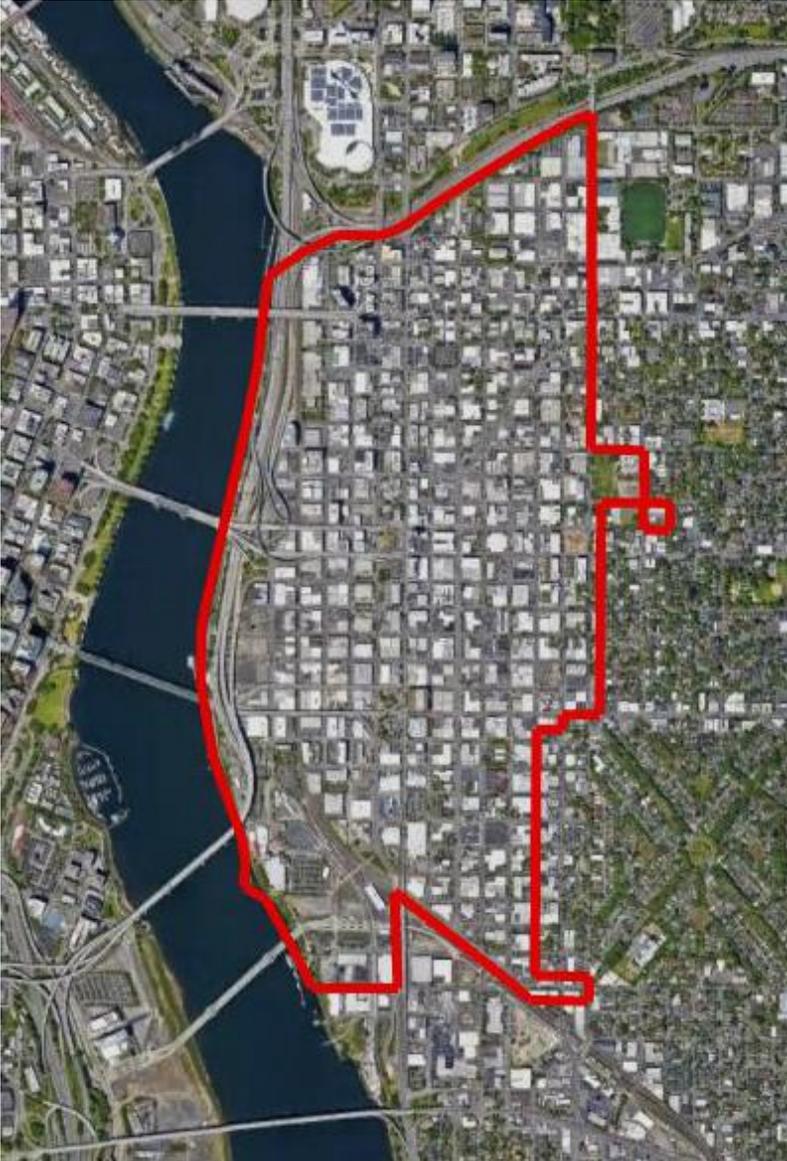
- The Executive Committee consists of the Chair, Vice-Chair, Secretary, and Treasurer.
- The Chair acts as head of the Executive Committee.
- All directors may attend Executive Committee meetings subject to Board or Executive Committee consent.
- Between Board meetings the Executive Committee may exercise the authority of the Board in the management of the organization. They cannot appoint officers or directors, change bylaws, or approve or adopt the annual budget.
- Any actions taken by the Executive Committee must be reported to the full Board at the next Board meeting.
- The Executive Committee shall initiate an annual Board evaluation of all directors to assess the effectiveness of director engagement and bring to the Board recommendations for changes in Board membership as necessary to maintain active participation in the Board.

ESD Governance – Other Committees



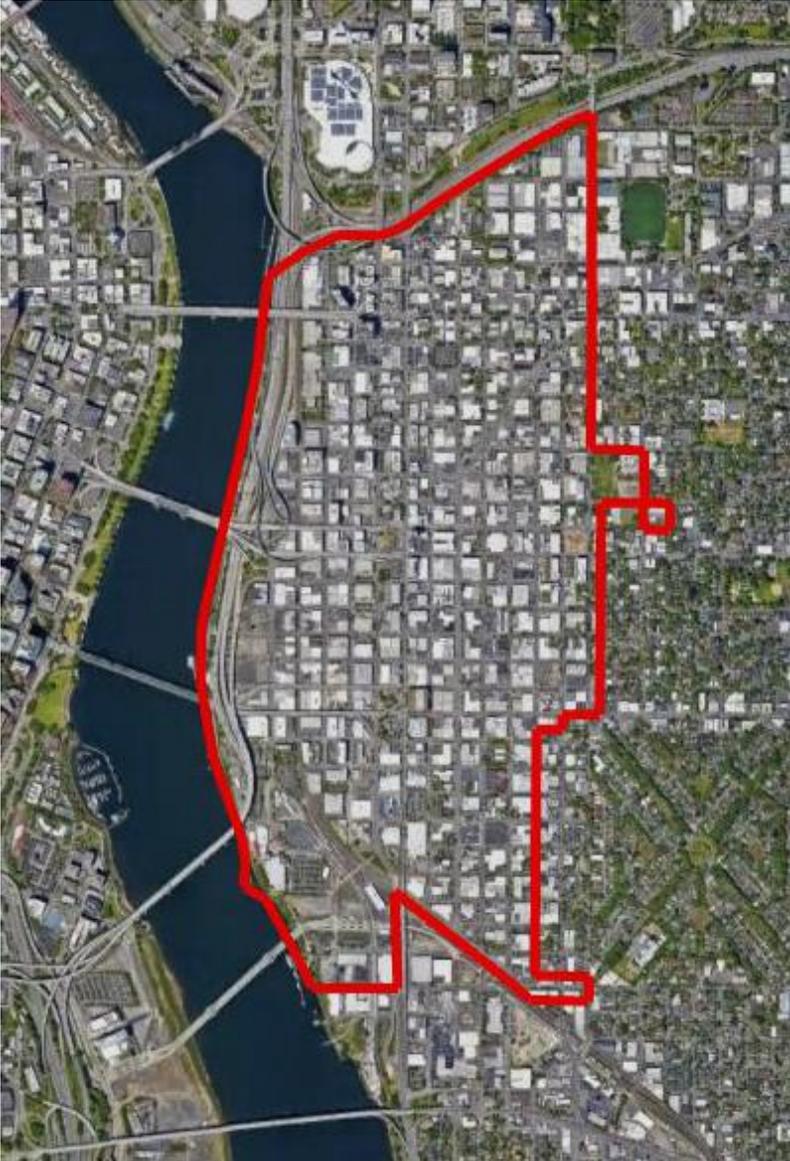
- The Finance Committee is chaired by the Treasurer. They guide, oversee, support the financial practices of the CET, develop fiscal policies and procedures for approval by the Board, develop the annual budget, and work with staff or outside organizations keeping the CET's books and records.
- The Governance Committee reviews and drafts resolutions and bylaws, ensures the bylaws are up to date, and nominates individuals for open Board and Board officer positions.
- The Board may appoint people to committees, or create new committees as needed, at any time via a resolution passed by the majority of the Board.
- Committees follow the same rules as the overall Board.
- Any committee that exercises any authority of the Board must be composed of 2 or more Directors, elected by a Board majority.

ESD Governance – Executive Director



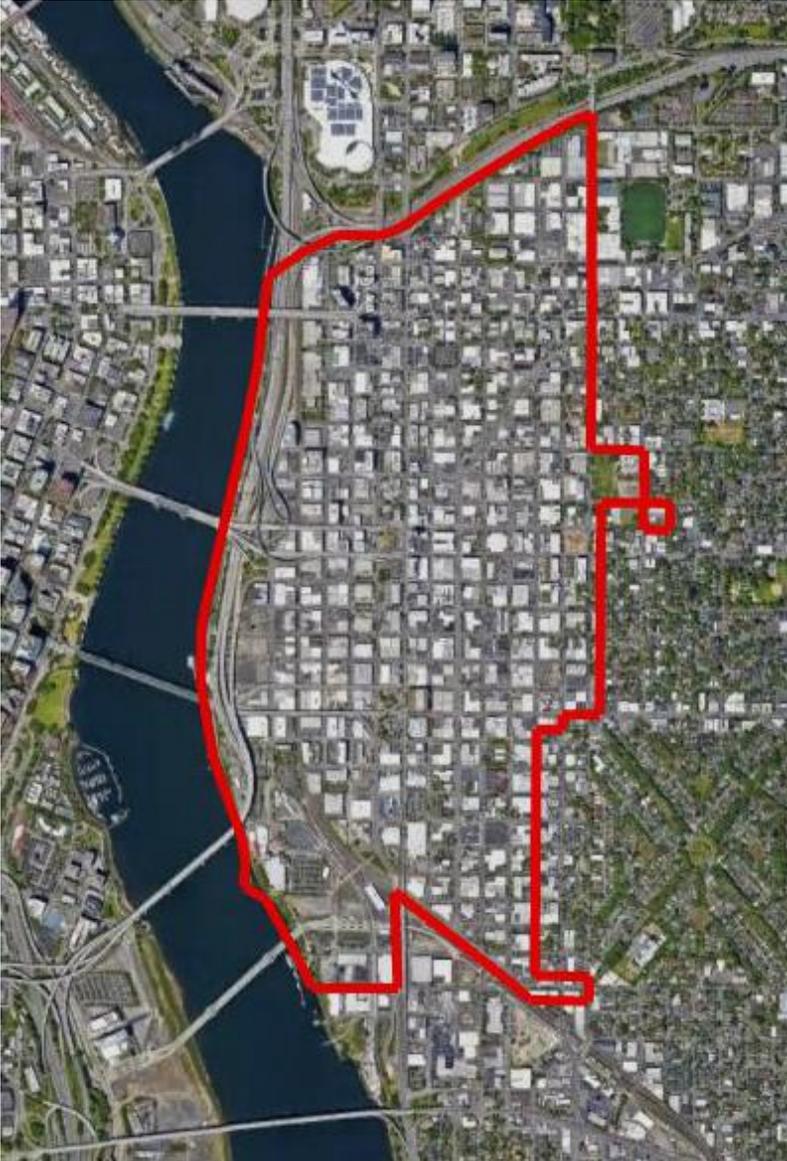
- The Board may hire an Executive Director to conduct business on behalf of the organization.
- The CET currently contracts with the Central Eastside Industrial Council (CEIC) to provide an Executive Director and other management and administrative services, including staff.
- The Executive Director assures the CET has a long-term strategy, provides leadership in developing programs and policies, maintains official records, establishes sound relationships, is responsible for staff, develops and maintains sound financial practices, works with the Finance Committee and the Board in preparing the budget, and conducts official correspondence.
- The Executive Director acts as an ex-officio non-voting member to the Board and to all Board committees.
- The Executive Director can be terminated by the Board at any time.

ESD Governance – Other Information



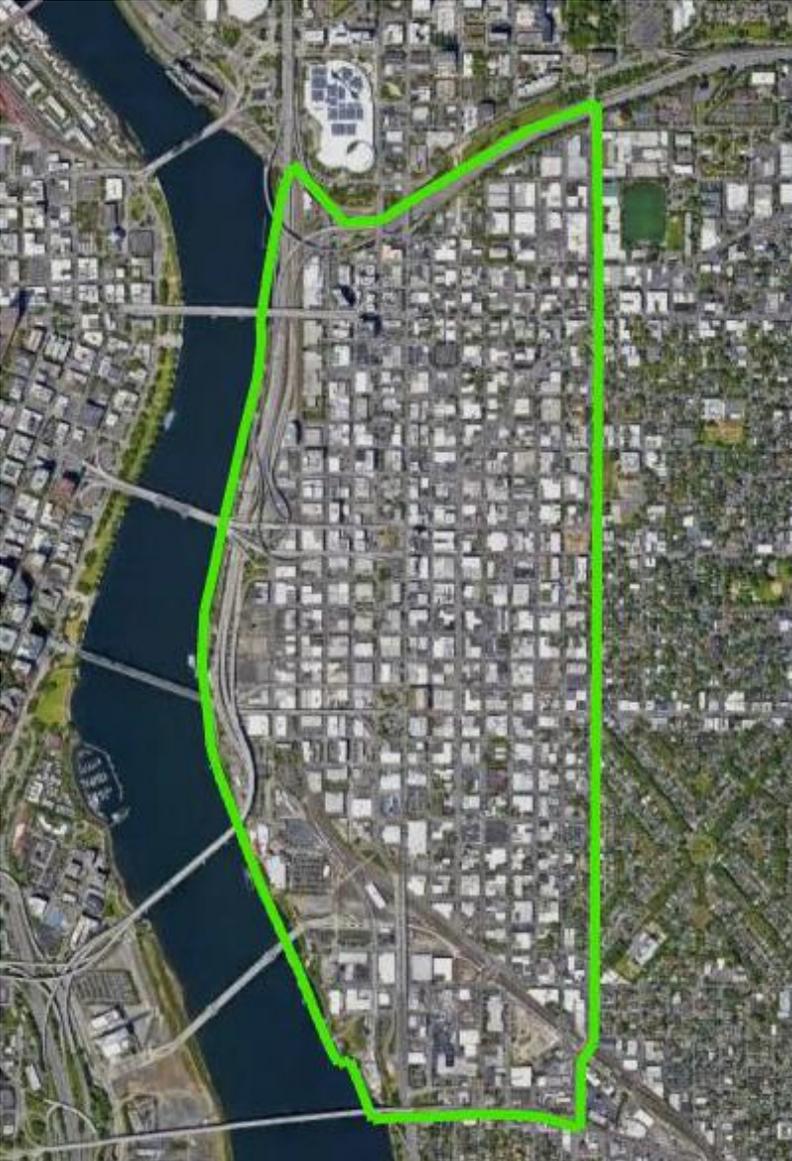
- The bylaws may be amended by the majority vote of a quorum of at least two-thirds of the directors. Notice of the proposed amendment must be given in the notice of the meeting.
- The CET keeps as permanent records minutes of all Board meetings, a record of corporate actions taken by the Board without a meeting, a record of all actions taken by committees on behalf of the Board, and appropriate accounting records.
- All books, records, and accounts of the CET are open to inspection by all members of the Board.
- The organization will to the fullest extent permitted by law indemnify any person who is or was a director against any and all liability incurred by their membership if they acted in good faith, in the best interest of the organization, and did not have any reason to believe their conduct was unlawful.
- Directors must disclose any conflict of interest regarding a contract or transaction seven days prior to a Board vote. Directors with a conflict of interest may not vote in such cases.

ESD Governance – Sidewalk Operations Oversight Committee



- The Sidewalk Operations Oversight Committee is a permanent subcommittee of the CET.
- Advises the CET Board on specific programs including service delivery results, trends and complaints, provider trainings, and evolving community needs.
- Makes recommendations for changes to services and hosts quarterly public meetings.
- Between 10 to 20 members, including members of the CET board and community members not serving on the CET board.
- Recruited and put in place by the CET Board using the same process and guidelines used for the selection of the CET Board.
- In addition to these guidelines, also strive to include houseless individuals on the committee.

Parking District Governance



- The Transportation Parking Advisory Committee (TPAC) is a permanent subcommittee of the CEIC.
- Makes recommendations to PBOT regarding the use of parking district funds for various transportation related programs and projects.
- Unlike other parking districts, these programs have historically included cleaning of the right of way.
- Made up of approximately 15 volunteer community members.
- It is unique in that only in the Central Eastside and Lloyd parking districts does PBOT partner with nonprofits to manage the advisory committees overseeing parking district funds.



Financials

This section provides financial information regarding the activities of the Central Eastside Industrial Council in relation to the Central Eastside Industrial District. Funding for individual programs can be found in later sections.

Though part of a separate program, financial information related to the Central Eastside Parking District is also included due to the Central Eastside Industrial Council managing both programs and historically funds from the parking district being used to partially fund enhanced service district programs.

Financials – CEID

Budget (\$)

	2019-20	2020-21	2021-22
Revenue			
ESD Revenue	737,000	812,668	1,000,000
Other Revenue	0	0	0
Total Revenue	737,000	812,668	1,000,000
Costs			
Administrative	256,138	240,079	279,988
Programs	650,000	786,564	1,249,742
Line of Credit	0	0	50,000
Total Costs	906,138	1,026,643	1,579,730
Gain/Loss	(169,138)	(213,975)	(579,730)
Reserves	379,167	989,745	989,745
Net Reserves	210,029	775,770	410,015

Actual (\$)

	2019-20	2020-21	2021-22
Revenue			
ESD Revenue	1,254,692	821,328	N/A
Other Revenue	0	20,000	N/A
Total Revenue	1,254,692	841,328	N/A
Costs			
Administrative	131,163	204,514	N/A
Programs	512,951	636,814	N/A
Line of Credit	0	0	N/A
Total Costs	644,114	841,328	N/A
Gain/Loss	610,578	0	N/A
Reserves	379,167	989,745	989,745
Net Reserves	989,745	989,745	N/A

Note: Lower actual expenditure of funds in 2019-20 and 2020-21 due to time setting up new programs and COVID.



Financials – TPAC

Budget (\$)

	2019-20	2020-21	2021-22
Revenue			
TPAC Revenue	1,425,352	1,200,000	600,000
Other Revenue	0	28,017	50,000
Total Revenue	1,425,352	1,228,017	650,000
Costs			
Administrative	191,952	153,181	159,368
TPAC Programs	1,233,400	1,043,500	886,800
PBOT Programs	1,028,071	834,975	548,520
Total Costs	2,453,423	2,031,656	1,594,688
Gain/Loss	(1,028,071)	(803,639)	(944,688)
Reserves	2,246,228	1,591,149	1,312,535
Net Reserves	1,218,157	787,510	367,847

Actual (\$)

	2019-20	2020-21	2021-22
Revenue			
TPAC Revenue	650,030	1,053,000	N/A
Other Revenue	0	78,017	N/A
Total Revenue	650,030	1,131,017	N/A
Costs			
Administrative	152,698	150,624	N/A
TPAC Programs	811,488	648,832	N/A
PBOT Programs	340,923	610,175	N/A
Total Costs	1,305,109	1,409,631	N/A
Gain/Loss	(655,079)	(278,614)	N/A
Reserves	2,246,228	1,591,149	1,312,535
Net Reserves	1,591,149	1,312,535	N/A

Note: Lower actual expenditure of funds in 2019-20 and 2020-21 due to time setting up new programs and COVID.



Financials – Administrative Costs

Title	CEID FTE	TPAC FTE
Executive Director	0.40	0.40
CET & TPAC Program Manager	0.34	0.65
Community Engagement Manager	0.60	0.30
Administrative Assistant	0.55	0.25
Total	1.89	1.60

CEID Budget (\$)

	2019-20	2020-21	2021-22
Staff	126,980	136,155	158,081
Outside Services	47,558	23,895	25,290
Office Costs	17,000	13,900	15,176
Other Admin	4,600	6,129	6,841
Marketing/Event	60,000	60,000	74,600
Total	256,138	240,079	279,988

TPAC Budget (\$)

	2019-20	2020-21	2021-22
Staff	165,480	133,232	144,446
Outside Services	5,672	10,720	7,918
Office Costs	5,800	4,800	4,800
Other Admin	2,000	4,429	2,204
Marketing/Event	13,000	0	0
Total	191,952	153,181	159,368

Financials – Glossary

Term	Description
Administrative	Sum of Staff, Office Costs, Outside Services, Other Admin, and Marketing/Events.
Line of Credit	Costs related to paying off loans or other types of lines of credit, including interest costs.
Marketing/Events	Non-staff costs for general marketing and events not 100% attributed to a single program.
Office Costs	Costs related to rent, supplies, equipment, telecommunications, printing & copying, postage, etc. not 100% attributed to a single program.
Other Admin	Other administrative costs not 100% attributed to a single program. Examples include travel and meals, parking and mileage, professional development, meetings expenses, bank charges, licenses and fees, insurance, subscriptions, etc.
Other Revenue	Other non-primary sources of revenue. Examples include grants, voluntary contributions, advertising sales, interest, etc.
Outside Services	Costs related to hiring of legal, accounting, consulting, payroll, etc. services not 100% attributed to a single program.
Programs – ESD	Costs directly related to ESD programs.
Programs – PBOT	Costs directly related to TPAC programs administered by PBOT.
Programs – TPAC	Costs directly related to TPAC programs administered by the TPAC via the CEIC.
Revenue – ESD	Primary source of revenue from the collection of Property Management License fee from the ESD.
Revenue – TPAC	Primary source of revenue from the collection of Net Meter Revenue and Permit Surcharge funds from the Parking District.
Staff	Costs associated with staff not 100% attributed to a single program.



ESD Programs

This section provides details and financial information for the programs funded by the Central Eastside Industrial District's property management license fee. Statistics regarding the effectiveness of these programs can be found in a later section.

It should be noted that historically some funding for enhanced service district programs has come from the Central Eastside Parking District, part of a separate program administered by PBOT. This separate funding source is noted as TPAC on the financial tables.

ESD Programs – Cleaning and Graffiti Removal

Budget (\$)

	2019-20	2020-21	2021-22
CEID	0	53,997	306,094
TPAC	625,000	640,000	650,000
Total	625,000	693,997	956,094

Actual (\$)

	2019-20	2020-21	2021-22
CEID	0	0	N/A
TPAC	584,076	557,371	N/A
Total	584,076	557,371	N/A

- Cleaning teams patrol the Parking District, removing trash, biohazards, and needles on sidewalks and public areas.
- They do not move camps or take personal property.
- They do offer trash bags to people camping and remove full trash bags from camp sites.
- Primary mission is to help keep neighborhoods free of litter and debris, as well as provide residents of encampments with resources to maintain a safe and hygienic environment.
- Cleaning services are provided via subcontracts with Central City Concern and Trash for Peace.
- CEIC staff also partner with SOLVE to host and promote monthly volunteer cleaning events within the District.
- Graffiti teams are dispatched to sites and proactively look for graffiti issues.
- Graffiti removal services are provided via a subcontract with Central City Concern.

ESD Programs – Cleaning – Central City Concern

- CEIC subcontracts with Central City Concern's Clean Start Program for cleaning services in the Central Eastside Parking District and CEID.
- The program provides individuals impacted by homelessness the opportunity to work and gain crucial experience and confidence to pursue employment opportunities in a mentored six-month work experience.
- Remove debris from sidewalks, tree wells, green features, and other areas, prioritizing transit stops and routes, high frequency areas, and the removal of biohazards and needles.
- Operates on weekdays, 8:00 AM to 4:30 PM.
- Employs 12.7 FTE, of which 5 FTE are permanent and members of the ASFCME union, 7 FTE are trainees working their way through the program, and 0.7 FTE acts as a supervisor.
- Include a Mobile Trash Pickup Team (3 FTE), Tricycle Cleaners (2 FTE), and Sidewalk Cleaners (7 FTE).
- Equipped with a truck, cell phones, shovels, rakes, brooms, brushes, garbage bags, tools, and buckets.
- Workers must complete 2 hours of training upon hire and every six months thereafter.
- Training includes engagement with houseless, differentiation of trash from personal property, conflict resolution, de-escalation, mental health crisis response, and trauma informed interventions.
- Provide trash bags to houseless camps and only remove private property when given permission to do so. Full trash bags are collected the following day.
- When harassed or threatened leave the area immediately and notify Safety for All team.

ESD Programs – Cleaning – Trash for Peace

- CEIC subcontracts with Trash for Peace's Ground Score GLITTER program for cleaning services.
 - GLITTER stands for Ground Score Leading Inclusively Together Through Environmental Recovery
 - GLITTER pays houseless individuals within the CEID for litter and waste collection both around camps and across the CEID.
 - The program focuses on building relationships to ensure the team is respecting boundaries, not invading personal space, and supporting the houseless community.
 - One Coordinator (0.4 FTE) hires three houseless individuals, paying each \$20 per hour for six hours of work twice per week.
 - Materials such as trash bags, gloves, syringe containers, hand scales, and uniforms are provided by Central City Concern.
- Individuals participating are issued vests to wear for their safety and to communicate their presence.
 - In addition to trash clean up, the Coordinator as well works with houseless to provide tips on maintaining hygienic areas.
 - Coordinators are trained in engagement with houseless, differentiation of trash from personal property, conflict resolution, de-escalation, mental health crisis response, and trauma informed intervention.
 - When harassed or threatened leave the area immediately and notify Safety for All team.
 - Ground Score as well provides maintenance for the bioswales at the east side of the Morrison Bridge, educating the houseless living in the bioswales on their function and giving them the opportunity to become stewards of the fragile green area.

ESD Programs – Graffiti Removal

- CEIC subcontracts with Central City Concern’s Clean Start Program for graffiti removal services in the Central Eastside Parking District and the CEID.
 - Starting July 2022, will only offer service in CEID due to changes in PBOT rules regarding permit surcharge revenue.
 - Provide paint over and pressure washing services within 24 to 48 hours of a request being received, proactive cleaning services, and give precedence to hate graffiti.
 - Operate Monday through Friday from 8:00 AM to 4:30 PM.
 - Property manager must sign waiver prior to cleaning, do not clean graffiti above eight feet, do not restore murals, and do not clean along railroad.
- Provide approximate matches with Metro paint palette and can also use paint provide by building owner.
 - Employs 2.4 FTE, of which 2 FTE are permanent and members of the ASFCME union and 0.4 FTE acts as a supervisor.
 - Workers must complete 2 hours of training upon hire and every six months thereafter; including engagement with houseless, differentiation of trash from personal property, conflict resolution, de-escalation, mental health crisis response, and trauma informed interventions.

ESD Programs – Safety for All

Budget (\$)

	2019-20	2020-21	2021-22
CEID	600,000	676,807	889,000
TPAC	62,400	65,500	68,800
Total	662,400	742,307	957,800

Actual (\$)

	2019-20	2020-21	2021-22
CEID	461,320	573,093	N/A
TPAC	52,400	65,500	N/A
Total	513,720	638,593	N/A

- The Safety for All Program operates within the CEID. It includes two parts which work together within the district.
- Safety Ambassadors respond to dispatches and patrol the district via foot, bicycle, or car. They interact with and build relationships with businesses, visitors, and residents, including the houseless. They assist in distributing hygiene kits, supplies, and meals to the houseless.
- The Care Team develops relationships with the houseless and connect them with resources if requested, such as obtaining IDs, access to the Oregon Health Plan, attending healthcare appointments, shelter and housing placement, and distribution of hygiene kits, supplies, and meals.
- Care Team includes Care Coordinators, who have expertise in working with houseless, and Outreach Ambassadors, most of whom have lived experience with houseless.
- CEIC subcontracts with a licensed social worker specialized in trauma informed care to advise the Safety for All team and provide trainings to Board members and businesses.

ESD Programs – Safety for All – Safety Ambassadors

- CEIC subcontracts with Northwest Enforcement for its Safety Ambassadors.
- Operate 7 days per week, 12:00 PM to 8:30 AM.
- Employs 4 to 5 FTE, including 3 to 4 Safety Ambassador FTE and 1 Lead Ambassador FTE.
- In addition, Northwest Enforcement provides a Customer Service Specialist to provide consistent communication with businesses and residents.
- Patrols district via vehicles, bicycles, and foot and responds to calls for service with a response time goal of fifteen minutes or less.
- Work with Care Team to connect with people experiencing houselessness respectfully and compassionately.
- Provide chaperone services for individuals with safety concerns going to/from their car or public transport.
- Share environmental design remedies to address high biohazard, graffiti, and trash frequency areas.
- Property owners must sign a waiver which allows Safety Ambassadors to address trespassing or other issues on their property.
- Will intervene verbally with anyone trespassing on private property and will contact police as needed to resolve situations while also documenting incidents.
- Only provides security services to exterior of buildings. If see an interior crime in progress will contact police.
- All Safety Ambassadors are unarmed.
- Receive 12 hours of training when hired and every six months thereafter.
- Training includes conflict resolution, de-escalation, first aid, mental health crisis response, trauma informed intervention, and social service safety net referrals.

ESD Programs – Safety for All – Care Team

- CEIC subcontracts with Northwest Enforcement for the Care Team.
- Operate on weekdays, 8:30 AM to 4:30 PM.
- Employs 4 FTE, including 1 Care Coordinator FTE, 1 Assistant Care Coordinator FTE, and 2 Outreach Ambassadors FTE.
- In addition, Northwest Enforcement provides a Customer Service Specialist to provide consistent communication with businesses and residents.
- Patrols district via vehicles, bicycles, and foot and responds to calls for service with a response time goal of fifteen minutes or less.
- Care Coordinators help connect houseless individuals with services and assists in calls requiring trauma informed best practices. Supervises Outreach Ambassadors and builds partnerships with culturally specific agencies (currently 13).
- Outreach Ambassadors focus on connecting with people experiencing houselessness and have experience of houselessness or housing insecurity.
- Hand out care items, including dog food, water, hand warmers, granola bars, and special items as needed.
- Property owners must sign a waiver which allows Safety Ambassadors to address trespassing or other issues on their property.
- Will ask people to leave private property, but do not enter buildings, and report all situations which appear to be unsafe.
- Receive 12 hours of training when hired and every six months thereafter.
- Training includes conflict resolution, de-escalation, first aid, mental health crisis response, trauma informed intervention, and social service safety net referrals.

ESD Programs – Safety for All – Incident Protocol

Safety Ambassador and Care Team Incident Protocol

Level	Description
Level 0	For cases involving suspicious or concerning behavior, Safety Ambassadors will approach with respect, seek to establish a rapport, listen to understand their situation, and express kindness and care.
Level 1	Safety Ambassadors utilize de-escalation techniques, mental health crisis response, and trauma informed intervention training to resolve issues.
Level 2	If response to Level 1 is resistance and escalation, Safety Ambassadors will act as observers while extricating themselves from the situation.
Level 3	For cases where there is a live threat with an actual knife or gun in hand or an immediate threat to safety, such as domestic violence, Safety Ambassadors will call the police immediately.

Situational protocol is tracked to reflect the de-escalation techniques utilized whether the team was engaged directly in the incident or just witnessing the incident.

ESD Programs – Safety for All – Licensed Clinical Social Worker

- CEIC subcontracts with a licensed social worker who specializes in trauma informed care.
- The goal of the position is to operationalize the tenants of trauma-informed care into all CET programs and organizational policies.
- The Care Coordinators and Outreach Ambassadors utilize as a clinical resource, focusing on workforce wellness and trauma informed education via one-on-one and group check-ins and consulting.
- Provides guidance for CET staff and leadership on policy decisions, reviewing documents as needed, and addressing specific issues.
- Provides training sessions entitled “Trauma Informed Care Overview” and “Trauma Informed Care In Action” up to twice per year.

ESD Programs – Streetscape Improvement & District Identity

Budget (\$)

	2019-20	2020-21	2021-22
CEID	0	0	20,000
TPAC	13,000	5,000	0
Total	13,000	5,000	20,000

Actual (\$)

	2019-20	2020-21	2021-22
CEID	0	0	N/A
TPAC	8,662	0	N/A
Total	8,662	0	N/A

- Provides funding for beautification and promotion projects, as well as communications within the District.
- District brand/identity, including website, newsletter, and other communications within the District.
- Marketing and promotions strategies, including district-wide events.
- Wayfinding, including maps, banners, and signage promoting assets, transit, and destinations.
- Public amenities, including murals.

ESD Programs – Community Grants

Budget (\$)

	2019-20	2020-21	2021-22
CEID	50,000	55,760	34,648
TPAC	0	0	0
Total	50,000	55,760	34,648

Actual (\$)

	2019-20	2020-21	2021-22
CEID	51,631	63,721	N/A
TPAC	0	0	N/A
Total	51,631	63,721	N/A

- Provides grants for projects within the District to community 501(c)(3) nonprofit organizations.
- Primary focus is on projects involving houseless services, workforce development, enhancing walkability, innovative arts and cultural projects, addressing safety and cleaning concerns, and public community events.
- Average grant size ranges between \$2,000 to \$10,000.
- Scored and awarded based upon meeting CET goals (40%), feasibility and budget (20%), innovation (20%), and community engagement (20%).
- 1:1 match required on grants from in-kind or cash sources.



Parking District Programs

The Central Eastside Parking District is a separate program administered by PBOT which is not part of the Central Eastside Industrial District. However, given the Central Eastside Industrial Council manages both programs, and historically funds from the Parking district have been used to partially fund enhanced service district programs, information regarding the Parking District's programs are provided in this section.

Confusion Between ESD and Parking District Programs

TPAC Programs Budget (\$)

	ESD Type Programs	TDM Type Programs	Total Budget	Actual Spending
2016/17	40,000	473,000	513,000	339,140
2017/18	365,000	890,000	1,255,000	383,967
2018/19	645,000	1,099,200	1,744,200	1,065,252
2019/20	700,400	1,521,071	2,221,471	1,112,411
2020/21	710,500	1,085,975	1,795,475	1,177,007
2021/22	718,800	634,520	1,353,320	N/A

Does not include administrative costs.

In most recent years, ESD programs have hit their budget targets more consistently than TDM programs.

- ESD programs include TPAC funding related to public safety, cleaning of the right of way, graffiti removal, and wayfinding.
- Transportation Demand Management (TDM) programs include TPAC funding related to improving infrastructure and reducing commuting via single occupancy vehicles.
- Since 2019/20, TPAC funds are only supposed to be used for TDM. However, prior to 2019/20, TPAC funds were used for ESD type programs.
- This was done due to increasing concerns over the cleanliness and safety of the District and the resulting negative impact on pedestrian traffic, bike use, and TDM programs.
- In 2019/20, PBOT began efforts to no longer use TPAC funds for ESD type programs. These efforts have been complicated by the COVID-19 pandemic.

CEIC Administered TPAC Programs

Budget (\$)

	2019-20	2020-21	2021-22
Commuter Pass	263,000	213,000	78,000
Parking Master Plan	145,000	120,000	90,000
District Shuttle	125,000	0	0
Total	533,000	333,000	168,000

Actual (\$)

	2019-20	2020-21	2021-22
Commuter Pass	39,198	19,266	N/A
Parking Master Plan	44,106	6,695	N/A
District Shuttle	83,046	0	N/A
Total	166,350	25,961	N/A

- TPAC programs are not administered by the ESD but are presented here for informational purposes.
- TPAC funds Transportation Demand Management (TDM) projects with the goal of reducing single occupant vehicle commuting trips to 35% by 2040.
- Some programs are administered by CEIC and some are administered directly by PBOT.
- Central Eastside Commuter Pass allows participants in the Parking District to buy TriMet monthly passes for \$17 for up to six consecutive months. Cost includes promotion of program.
- Parking Master Plan is a strategic plan formulated by an assessment of off-street parking supply, user behaviors, and barriers to using mass transit and other alternative commuting options.
- The Central Eastside District Shuttle was a free shuttle operating on Water Avenue to make up for a lack of transit options. It was discontinued for lack of use in 2019.

PBOT Administered TPAC Programs

Budget (\$)

	2019-20	2020-21	2021-22
Transportation Wallet	744,571	542,975	306,520
On-Street Parking Data	60,000	60,000	60,000
Streetcar Sponsorship	50,000	50,000	50,000
Earl Blumenauer Bridge	50,000	50,000	0
OMSI Flashing Light	83,500	0	0
Wallet App Development	0	50,000	50,000
PBOT Administration	40,000	82,000	82,000
Total	1,028,071	834,975	548,520

- TPAC programs are not administered by the ESD but are presented here for informational purposes.
- The 2022 Transit Wallet is a package which includes \$200 TriMet Hop card, annual Streetcar Pass, \$99 BIKETOWN credit, \$30 scooter credit, and \$30 Free-2-Move car share credit. Cost includes promotion of program.
- The program includes the sale of Transportation Wallets for \$99 to employees and residents of the Parking District, as well as free Golden Wallets to those qualifying for TriMet's low-income fares and free Opt-Out wallets to those who choose to opt-out of buying a parking permit.
- On-Street Parking Data analyzes on-street parking patterns within the District to allow for the development of strategies regarding parking permits and parking meters.

PBOT Administered TPAC Programs

Actual (\$)

	2019-20	2020-21	2021-22
Transportation Wallet	137,074	378,175	N/A
On-Street Parking Data	6,187	0	N/A
Streetcar Sponsorship	50,000	50,000	N/A
Earl Blumenauer Bridge	50,000	50,000	N/A
OMSI Flashing Light	57,662	0	N/A
Wallet App Development	0	50,000	N/A
PBOT Administration	40,000	82,000	N/A
Total	340,923	610,175	N/A

- TPAC programs are not administered by the ESD but are presented here for informational purposes.
- Streetcar Sponsorship involves a five-year commitment of funding towards the purchase of additional streetcars by Portland Streetcar.
- Earl Blumenauer Bridge involves a five-year commitment of funding for the construction of a bike/pedestrian bridge over I-84.
- OMSI Flashing Light was the installation of a flashing light on Water Avenue at a crosswalk often used by students going to OMSI.
- Wallet App Development involves a two-year commitment of funding towards developing a web app to give more flexibility to Transportation Wallet users.
- PBOT Administration includes costs of overseeing and administering TDM projects within the Parking District.



Statistics

Central Eastside Together collects a large amount of data about its programs which is all publicly available. The collection of this data was developed in partnership with City officials. This data can be found at:

<https://ceic.cc/centraleastside-together/central-eastside-together-reporting/>

This data is also presented at a quarterly meeting open to the public. All public comments from these meetings are included in quarterly reports. Information on how to attend these meetings can be found via the above website.