

# **Adopted Budget**

## **City of Portland, Oregon**

**Fiscal Year 2011-12**  
**Volume One**

**Citywide Summaries**  
**and Bureau Budgets**

*Mayor Sam Adams*

*Commissioner Nick Fish*

*Commissioner Amanda Fritz*

*Commissioner Randy Leonard*

*Commissioner Dan Saltzman*

*Auditor LaVonne Griffin-Valade*

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# Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Portland, Oregon for its annual Budget for the fiscal year beginning July 1, 2010.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





# User's Guide

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The FY 2011-12 Adopted Budget document consists of two volumes. Volume One contains general information and an overview of the Adopted Budget for the City of Portland, as well as the budgets for individual City bureaus and offices. Volume Two provides detailed information about the City's funds and capital projects.

## Volume One - Bureau Budgets

**Mayor's Message** A message from Mayor Sam Adams about the challenges, opportunities, and uncertainties he and the four City Commissioners faced in preparing the FY 2011-12 budget. The message highlights the Mayor's budget priorities and the principles adhered to in crafting the budget.

### Overviews

#### **City Overview**

The City Overview gives general information about the City of Portland, including its demographics and government management systems.

#### **Budget Overview**

The Budget Overview presents the total City budget from a number of technical perspectives, discusses significant changes to funds, and outlines the City's overall budget process. It also summarizes key budget decisions and delineates the links between those decisions and City Council goals and strategic issues.

#### **Financial Overview**

The Financial Overview lays out the City's financial planning process, fiscal structure, and related policies. This section also includes the five-year forecast, a discussion of City debt management, and highlights of key revenue and expenditure trends.

#### **Budget Notes**

The Budget Notes section lists issues which require further analysis or action, per Council's direction. The notes generally direct bureaus to undertake a particular assignment.

### **Financial Summaries**

These summaries show Citywide revenues and expenses both in total and by service area, as well as General Fund revenues, expenses, and authorized positions. Tables at the beginning of Volume One summarize the City budget across all funds, list bureau expenses and total City expenses by fund, and detail the City's Capital Improvement Plan (CIP). The Appropriation Schedule, Tax Levy computations, and Urban Renewal Tax Certifications are also included. This section concludes with tables related to the City's debt obligations.

**Service Area Information**

City bureaus are categorized into service areas based on the nature of their programs and services. Each service area section of the budget document begins with a description of the service area and budget highlights for bureaus in that service area. This is followed by the FY 2011-12 Adopted Budget for each bureau in the service area. The City's seven service areas are:

- Public Safety
- Parks, Recreation, and Culture
- Public Utilities
- Community Development
- Transportation and Parking
- Elected Officials
- City Support Services

**Volume Two - City Funds & Capital Projects**

**Fund Summaries by Service Area**

Presented in the same service area order as Volume One, these sections detail the resources and requirements of each City fund. A brief description of each fund's purpose and relevant trends and issues are incorporated with fund financial information.

The figure below lists the funds by managing agency, linking the Volume One bureau presentations with the Volume Two funds information.

**Capital Project Details**

These sections describe each of the City's capital projects by bureau. Project information is displayed by geographic location and includes expenditure history and five-year forecasts.

**Portland Development Commission (PDC) Adopted Budget**

As required by the City's Charter, the PDC Adopted Budget is incorporated here by reference. See the PDC website for the PDC Adopted Budget: <http://www.pdc.us/pubs/>.

**Questions**

If you have any questions about the use of the budget document or the City's budget, please call the Financial Planning Division in the Office of Management and Finance at (503) 823-5288.

**Funds by Managing Agency**

<b>Managing Agency</b>	<b>Fund</b>	<b>Service Area</b>
Bureau of Development Services		
	Development Services Fund	Community Development
Bureau of Emergency Communications		
	Emergency Communication Fund	Public Safety
Bureau of Environmental Services		
	Environmental Remediation Fund	Public Utilities
	Sewer System Construction Fund	Public Utilities
	Sewer System Debt Redemption Fund	Public Utilities
	Sewer System Operating Fund	Public Utilities
	Sewer System Rate Stabilization Fund	Public Utilities
Bureau of Fire and Police Disability and Retirement		
	Fire & Police Disability & Retirement Fund	Public Safety
	Fire & Police Disability & Retirement Reserve Fund	Public Safety



## Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area
Bureau of Planning and Sustainability		
	Solid Waste Management Fund	Public Utilities
Commissioner of Public Affairs		
	Children's Investment Fund	Community Development
Office of Cable Communications and Franchise Management		
	Cable Fund	Community Development
Office of Management and Finance		
	Airport Way Debt Service Fund	Community Development
	BFRES Facilities GO Bond Construction Fund	Public Safety
	Bonded Debt Interest and Sinking Fund	City Support Services
	Closed - Business License Surcharge Fund	City Support Services
	Central Eastside Industrial District Debt Service Fund	Community Development
	CityFleet Operating Fund	City Support Services
	Convention and Tourism Fund	Community Development
	Convention Center Area Debt Service Fund	Community Development
	Enterprise Business Solutions Services Fund	City Support Services
	Facilities Services Operating Fund	City Support Services
	Fire & Police Supplemental Retirement Reserve Fund	Public Safety
	Gateway URA Debt Redemption Fund	Community Development
	General Fund	City Funds
	General Reserve Fund	City Funds
	Governmental Bond Redemption Fund	City Support Services
	Grants Fund	City Support Services
	Health Insurance Operating Fund	City Support Services
	Insurance and Claims Operating Fund	City Support Services
	Interstate Corridor Debt Service Fund	Community Development
	Lents Town Center URA Debt Redemption Fund	Community Development
	North Macadam URA Debt Redemption Fund	Community Development
	Pension Debt Redemption Fund	City Support Services
	Closed - Portland Police Assoc. Health Insurance Fund	City Support Services
	Printing & Distribution Services Operating Fund	City Support Services
	Private for Hire Transportation Safety Fund	Transportation & Parking
	Property Management License Fund	Community Development
	Public Safety GO Bond Fund	Public Safety
	River District URA Debt Redemption Fund	Community Development
	South Park Blocks Redemption Fund	Community Development
	Special Finance and Resource Fund	City Support Services
	Special Projects Debt Service Fund	City Support Services
	Spectator Facilities Operating Fund	Parks, Recreation, & Culture
	Technology Services Fund	City Support Services
	Waterfront Renewal Bond Sinking Fund	Community Development
	Willamette Industrial URA Debt Service Fund	Community Development
	Workers' Comp Self-Insurance Operating Fund	City Support Services
Office of the City Auditor		
	Assessment Collection Fund	Community Development
	Bancroft Bond Interest & Sinking Fund	Community Development
	Campaign Finance Fund	City Support Services
	Local Improvement District Construction Fund	Community Development
Portland Bureau of Transportation		
	Gas Tax Bond Redemption Fund	Transportation & Parking
	Closed - Parking Facilities Debt Redemption Fund	Transportation & Parking
	Parking Facilities Fund	Transportation & Parking
	Transportation Operating Fund	Transportation & Parking
	Transportation Reserve Fund	Transportation & Parking
Portland Housing Bureau		
	Headwaters Apartment Complex Fund	Community Development
	HOME Grant Fund	Community Development
	Community Development Block Grant Fund	Community Development
	Housing Investment Fund	Community Development
	Tax Increment Financing Reimbursement Fund	Community Development
Portland Parks & Recreation		
	Golf Fund	Parks, Recreation, & Culture
	Golf Revenue Bond Redemption Fund	Parks, Recreation, & Culture

Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area
	Parks Capital Construction and Maintenance Fund	Parks, Recreation, & Culture
	Parks Endowment Fund	Parks, Recreation, & Culture
	Parks Local Option Levy Fund	Parks, Recreation, & Culture
	Portland International Raceway Fund	Parks, Recreation, & Culture
	Portland Parks Memorial Trust Fund	Parks, Recreation, & Culture
Portland Police Bureau		
	Police Special Revenue Fund	Public Safety
Water Bureau		
	Hydroelectric Power Bond Redemption Fund	Public Utilities
	Hydroelectric Power Operating Fund	Public Utilities
	Hydroelectric Power Renewal and Replacement Fund	Public Utilities
	Water Bond Sinking Fund	Public Utilities
	Water Construction Fund	Public Utilities
	Water Fund	Public Utilities
	Water Growth Impact Charge Trust Fund	Public Utilities

# Mayor's Message

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Office of Mayor Sam Adams  
City of Portland

## Introduction

This is the third budget that I have the privilege of presenting as Mayor. The City is beginning its recovery from the worst global recession in more than a generation. Job creation is accelerating, and business activity is increasing. Unemployment is still high, but trending downward. This budget remains focused on our top priority: returning the City to full prosperity and making strategic investments that will result in a stronger, more resilient City. At the same time, the budget continues to support the most vulnerable in our community through investments in housing, homelessness prevention, mental health, and addiction services. And I have increased the City's focus on equity to ensure that every Portlander has access to the most equal of opportunities. Finally, I have surveyed citizens to identify neighborhood nuisances and livability issues, and I will hold City bureaus accountable for addressing them. Taken as a whole, this budget will make Portland's economy stronger and more resilient, our streets safer, our communities more equitable, and our government more responsive.

### Early, Decisive Action

Starting in late 2008, it was clear that our City was going to face the worst recession in decades. In addition to declining business license and other local revenues, the City had many ongoing programs and positions that were being funded with one-time revenue, creating a "shadow obligation" for the City to fund in the future. Considering these risks and factors, we started preparing early:

- ◆ As Mayor-elect, I worked with the City Council to make mid-year reductions in fall 2008 in anticipation of declining revenues.
- ◆ In FY 2009-10, we asked bureaus to propose programmatic reductions of up to five percent. And during the year, we continuously monitored and adjusted bureau spending based on the latest available data, allowing us to stay ahead of the financial crisis and avoid deeper, more damaging cuts. In April 2010, I implemented a citywide hiring freeze, directed bureaus to slow down all discretionary spending, and asked bureaus to find additional personnel savings by holding positions vacant.

- ◆ In FY 2010-11, I asked public safety bureaus to prepare two percent reductions, and non-public safety bureaus to prepare four percent reductions. These reductions produced enough savings to balance the General Fund and create one-time resources that were reinvested in the City's highest priorities.

For the FY 2011-12 budget process, even though City revenues were recovering, I asked for modest program and administrative reductions, and asked bureaus to be creative in terms of realignments and efficiencies that could save money without reducing services. The actions in this budget and over the last two years have kept Portland ahead of the recession, and prepared to move into the future.

## Mayor's Approach

In building the FY 2011-12 budget, I had five key goals:

1. Return the City to full prosperity and invest in a stronger, more resilient City.
2. Help those hit hardest by the recession and provide support to the most vulnerable in our community.
3. Protect public safety services.
4. Increase the City's focus on equity to ensure that every Portlander has access to the most equal of opportunities.
5. Identify neighborhood nuisances and ensure more responsive City services.

### **Investing in a Stronger, More Resilient City**

For the first time in 15 years, Portland has a tight focus on the key areas where our city and region can outcompete others. Though we have more work to do, Portland is already ahead of the curve when it comes to competing globally, and I am focused on maintaining that advantage. The budget contains the following investments that will strengthen our local economy:

- ◆ \$3.2 million for programs that grow local businesses in neighborhoods and in high-growth, cluster, and traded sector industries, restoring previous reductions to the Portland Development Commission's budget.
  - \$205,000 for International Business Development
  - \$500,000 to continue Neighborhood Main Streets and almost \$250,000 for the new Partners in Prosperity initiative. The budget also includes \$600,000 for technical assistance and \$200,000 for working capital assistance for small businesses.
  - Funding for programs that foster high-growth, export-oriented businesses totals more than \$1.4 million: the Seed Fund is increased by \$500,000; and other cluster initiatives and targeted recruitment funding totals almost \$1 million.
- ◆ \$635,000 to complete the Portland Plan and continue progress on the state mandated Comprehensive Plan.
- ◆ \$235,000 for Cradle to Career, a key initiative aimed at strengthening the education system for all youth.
- ◆ \$500,000 in scholarships for Portland Community College students, an investment in our local talent pool to prepare students for competitive and growing job sectors.

- ◆ \$50,000 to support The Right Brain Initiative and arts integrated learning for K-8 students through the collaboration of teachers and artists.
- ◆ \$100,000 to the Oregon Food Bank as they work to combat our region's record level of hunger and food insecurity.

**Helping Those Hit Hardest by the Recession**

This budget helps those most in need during this economic crisis, which has been brutal for far too many Portlanders. The adopted budget:

- ◆ Invests General Fund resources in housing, including \$4.9 million for shelter services, rent assistance, and access services, including:
  - \$1.7 million to continue critical emergency and shelter services
  - \$1.9 million to continue rent assistance to prevent homelessness and rapidly rehouse those that have become homeless
  - Nearly \$500,000 for housing access services
  - \$150,000 for an in-depth housing strategy to support the Portland Plan
  - \$250,000 to help homeowners avoid foreclosure and keep their homes
  - \$390,000 to support new programming at the Bud Clark Commons housing resource access center, which opened at the end of FY 2010-11.
- ◆ Provides \$600,000 in ongoing operational funding for the City-County Crisis Assessment and Treatment Center, which will serve individuals experiencing a mental health crisis.
- ◆ Budgets over \$3 million in comprehensive responses to the addiction and mental health issues that impact the livability of our community and the work of our Police staff.
  - Continues funding for the Service Coordination Team (\$1.9 million)
  - Continues funding for the CHIERS van and Hooper sobering station (\$1 million)
  - Extends the Central Precinct mental health staff ride along program (\$100,000)

**Protecting Public Safety Services**

Public Safety is the most basic of City services. The adopted budget keeps our police sworn staff at full strength, restores a fire bureau medical rescue unit, and continues programs that keep our streets safe. The budget:

- ◆ Ensures that all existing fire stations remain open, keeps the Rescue 11-Lents medical rescue unit running, and restores into operation the Rescue 19-Mt. Tabor medical rescue unit.
- ◆ Provides a 4.2 percent increase in overall public safety general fund spending, including a 6.1 percent increase for police.
- ◆ Maintains Portland Police Bureau sworn staff strength by making \$1 million in administrative cuts.
- ◆ Increases funding for Police Bureau equipment and training by \$2 million so that staff is adequately supported in their work.
- ◆ Continues funding for programs against human trafficking.
- ◆ Allocates \$250,000 to continue progress on the Police Bureau training facility.
- ◆ Funds Parks Teen Programs at current levels to allow continued programming at five locations throughout Portland.

- ◆ Provides \$30,000 for the Police Activities League, to fund programs that engage youth in healthy activities that keep them off of the streets.
- ◆ Grants \$65,000 for the Outside In needle exchange harm reduction program.

### **Creating a Fair and Equitable Portland**

In Portland, inequities exist across racial, geographic, and socio-economic lines. We need to address this, and ensure that all Portlanders have access to equal opportunity. This budget addresses these inequities by providing over \$1 million to create an Office of Equity, and continuing funding for programs that support education and academic achievement:

- ◆ \$373,000 to fund the first phase of the citywide compliance assessment project related to the Americans with Disabilities Act. This package will be overseen by the new Office of Equity.
- ◆ \$279,692 in funding for the East Portland Action Plan.
- ◆ \$500,000 to develop and improve parks east of I-205. Funding will be used as leverage to begin outreach to individuals and business partners so that donors know their contributions are going directly to building new amenities.
- ◆ Funding to implement zoning changes along NE 122nd to encourage the development of 20 minute neighborhoods.
- ◆ \$100,000 to fund a Portland SUN School at David Douglas High School, the Portland high school with the highest percentage of low-income students
- ◆ Continued funding to fill the gap in the school districts' Summer Lunch Program
- ◆ \$75,000 grant to CASH Oregon to fund tax preparation programs for low-income families, helping them capture tax credits and refunds.

### **Ensuring More Responsive Neighborhood City Services**

As part of this year's budget, I directed staff to create a survey asking Portlanders to report specific nuisances, irritations, or infrastructure issues in their neighborhoods and throughout the City. More than 5,000 responded. The budget uses one-time resources to fund some of these high priority annoyances, and I have asked City bureaus to address the most critical needs. Highlights include:

- ◆ Portlanders reported nearly 1,800 potholes in need of repair. Bureau of Transportation staff are currently reviewing all responses to eliminate those already reported or repaired. All remaining potholes on the list will be repaired by the end of the 2011 calendar year.
- ◆ The Bureau of Development Services will address the 130 Priority 1 or 2 complaints received, which include imminent health and safety hazards, serious code violations, environmental protection, and violations adversely impacting quality of life.
- ◆ Nearly 20 percent of respondents requested additional restroom availability within City parks. The Bureau of Parks and Recreation will leave existing restrooms open longer by 30 days in the following parks: Wilshire, Mt Scott, Rose City, Alberta, Berkeley, Glenhaven, Fernhill, Irving, Custer, and Wallace. The Parks Bureau will also add portable ADA accessible restrooms to sites like Linnton/Kingsley, Flavel, Sewallcrest, Portsmouth, Piccolo, Harrison, O'Bryant, Forest Park, and Council Crest for 6 to 9 months.

- ◆ Of the 1,110 graffiti reports, the Office of Neighborhood Involvement will utilize \$447,332 in additional funding proposed for graffiti abatement to address complaints with verifiable locations by the end of the fiscal year.

The City also conducted a separate phone survey, where over 16 percent of respondents cited "more or better community gardens" as a high priority Parks improvement. The adopted budget invests in the construction of up to 10 additional Community Gardens to meet the City's Climate Action goals of 1,000 new garden plots by the end of 2012. These new gardens will create over 300 additional plots.

The budget also includes bureau Service and Performance Improvement plans, which list three key areas each bureau has identified that need improvement, and outlines how those improvements will be realized. This is the third year for this requirement, and bureaus are required to show progress against last year's plan.

## Conclusion

I want to commend all the Portlanders who participated in our budget process, through community budget forums, service on a bureau or citywide budget advisory committee, or filling out a Curbsider survey. With your input and feedback, we have been able to focus this budget on the programs and services that matter most to you.

While other cities are raising taxes, laying off key public safety employees, cutting essential services, or reaching into their reserves, the City of Portland is in strong financial shape. We took early, aggressive action when revenues started declining in order to weather the economic storm and emerge a stronger, more vibrant community. This budget continues to make investments in economic development, core City services, and livability.

In these uncertain times, this is a budget that gets to the heart of equity. It is a budget guided by both empathy and common sense. We are looking out for our most vulnerable neighbors-resident, business owner, or student. These basic needs are at the core of this budget.

Thank you,



Sam Adams

Mayor





# City Overview

## Introduction

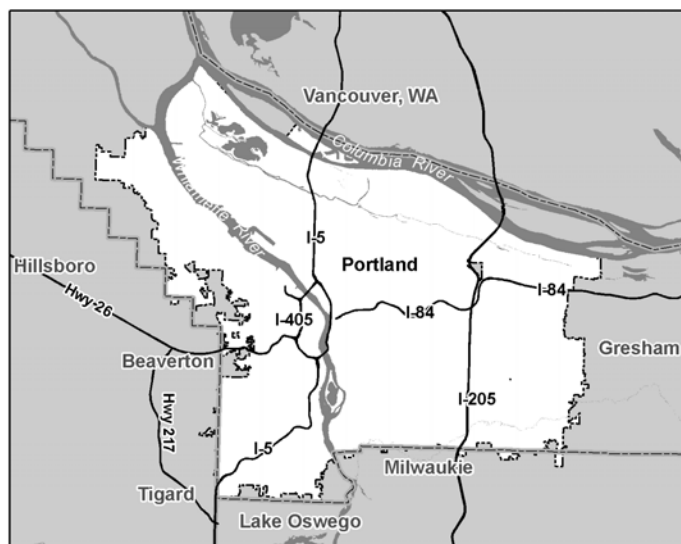
This section of the FY 2011–12 budget document provides general information on the city of Portland, its demographics, and its government management systems. The information will help the reader understand the environment in which decisions are reached during the budget process. This section will also make it easier to examine and understand other sections of this budget document.

Portland's budget document reflects City policies, goals, and priorities. In reviewing how revenues are collected and spent, readers of the budget are watching policy at work. The budget implements the City's long-range strategic and financial plans and serves as an operations guide for the government and its activities. It is also a communications tool, informing residents of the short- and long-term issues and challenges confronting the City. The budget document reflects the goals of residents and leaders alike.

## City of Portland Characteristics

### Basic Statistics

The city of Portland, with a population of 583,776 in 2010, comprises an area of approximately 145 square miles in northwestern Oregon. Located astride the Willamette River at its confluence with the Columbia River, Portland is the center of commerce, industry, transportation, finance, and services for a metropolitan area of more than two million people. (The Portland/Vancouver/Beaverton Primary Metropolitan Statistical Area includes the Oregon counties of Clackamas, Columbia, Multnomah, Washington, and Yamhill, as well as Clark County in Washington). Portland is the largest city in Oregon, the seat of Multnomah County, and the second largest city in the Pacific Northwest.



# City Overview

## Overviews

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### Recreation

*Nearby Cascade mountain peaks, the Columbia Gorge, and city parks provide abundant opportunities for lovers of the outdoors.*

### Natural Areas

Portland is situated in the heart of a vast and diverse recreational area encompassing desert, marine, forest, and mountain environments. The city is a convenient point of departure for Pacific Ocean beaches, located 78 miles to the west, and the forested Cascade Mountains to the east.

Among the snow-capped peaks is 11,235-foot Mt. Hood, one of the world's most climbed mountains and home of the world famous Timberline Lodge, only 60 miles from Portland. There are two major ski resorts on the mountain. On a clear day, Mt. St. Helens, an active volcano, is visible to the north.

The Columbia River Gorge National Scenic Area is within 20 miles of downtown Portland. The gorge presents opportunities for swimming, hiking, boating, sailing, and camping, and is a world center for windsurfing.

The city, with one of the highest parks-per-capita ratios in the United States, prides itself on its many beautiful parks, forests, trails, and wetlands. These include the 40-Mile Loop (a trail circling the city that is now much more than 40 miles long); Forest Park, at 5,000 acres the largest wilderness park in the United States; Tom McCall Waterfront Park, built on the site of a freeway dismantled in 1974; and Tryon Creek State Park.

### Visitor Opportunities

Known as the City of Roses, many tourist and business visitors are drawn to Portland's attractions. The Oregon Symphony and Portland Opera, the annual Rose Festival, art and historical museums, the Oregon Museum of Science and Industry (OMSI), the Western Forestry Center, the Classical Chinese and Japanese Gardens, the International Rose Test Garden, and the Oregon Zoo are some of Portland's cultural and recreational highlights.

Portland's professional sports teams include the Trail Blazers of the NBA, the Winter Hawks hockey team, and the Timbers of Major League Soccer. The city's main arena, the Rose Garden, was opened in October 1995 as a private-public joint venture. The renovation of the city's Civic Stadium, now called Jeld-Wen Field, brought the Timbers soccer team to Portland. In early 2009, Portland was awarded an expansion Major League Soccer franchise, and the Timbers began play as a Major League team in 2011.

### The Economy

*A diverse economy is key to Portland's future.*

### Overview

Portland's economy has slowly diversified over the past decades. Steady growth in nontraditional sectors, such as the manufacture of electrical equipment, instruments, and related products, has helped Portland's economy adapt to national and global trends.

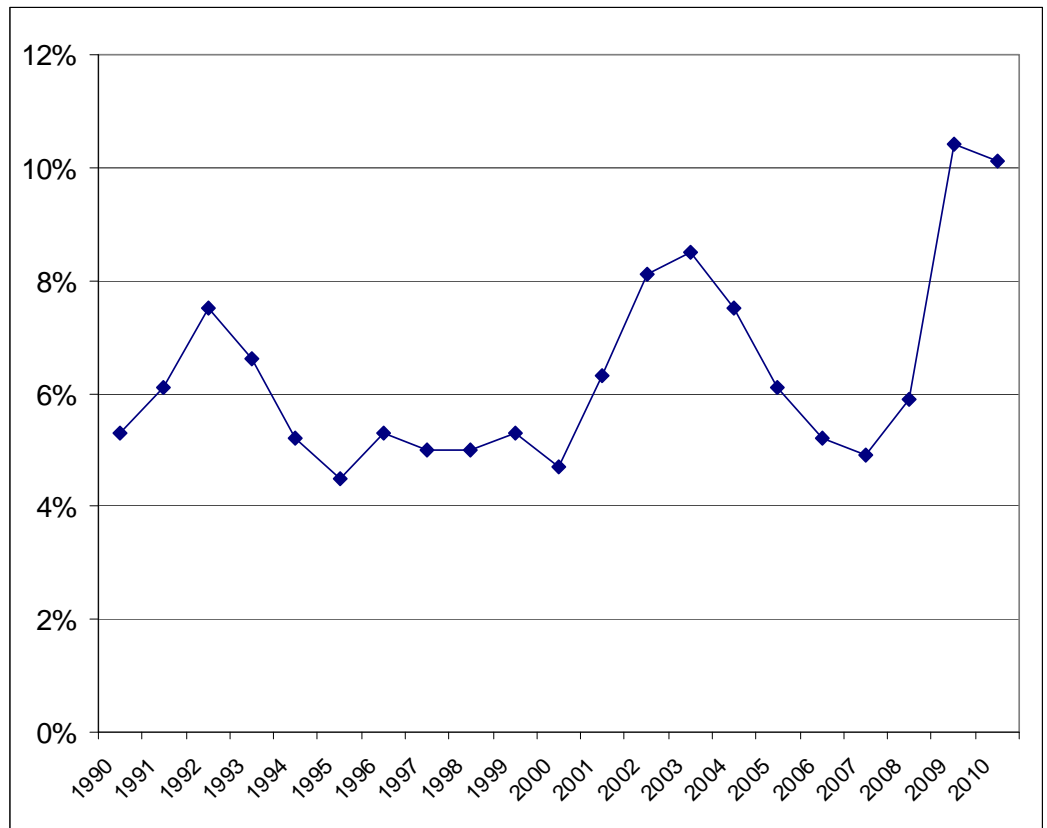
Semiconductor manufacturers, such as Intel and Wacker Siltronic, have established major facilities in the region. Tektronix, Nike, Providence Health & Services, Kaiser Permanente, and Legacy, as well as retailers Safeway, Albertsons, and Fred Meyer are some of the other major nongovernment employers in the Portland metropolitan area. Major public employers include Oregon Health and Science University (OHSU) and Portland State University (PSU).

**Recent Trends**

*Though still far from pre-recession levels, the local area economy has shown mild recovery over the last year.*

The lingering effects of the "Great Recession" continue to impact the Portland area economy. Though the city unemployment rate dropped two percentage points over the last two years, it still remained at a historically high level of 8.5% in April 2011. The rate peaked at 11% in January and February of 2010. Home prices have yet to see any of the tepid economic recovery seen in other indicators with prices falling 7.6% over the 12 months ending in March 2011, according to the S&P/Case-Shiller Index for Portland. Inflation also picked up over the first half of 2011. Local figures are not published until August; however, regional data suggest that, following two years of very low inflation, we could be approaching pre-recessionary levels of over three percent for 2011.

**Figure 1: Portland Metro Unemployment**



*The Port of Portland manages shipping facilities and the Portland International Airport.*

### Shipping and Other Port Facilities

The Port of Portland, the governmental unit responsible for air and marine port facilities, offers outstanding opportunities for expanding export industries, investments, business, and travel. Portland's deep water location on the Columbia River gives it substantial geographic and economic advantages for freight shipping – over 13 million tons of cargo in 2010. The Columbia River shipping channel is maintained at a depth of 43 feet from the Portland harbor to the Pacific Ocean, 103.5 miles downstream. The Portland Harbor is the largest wheat export hub in the country. The Port also owns and operates Portland International Airport (PDX). The airport serves more than 13 million annual passengers via 14 passenger carriers that average 237 scheduled flights daily to 48 nonstop domestic destinations and five international cities including Amsterdam, Calgary, Tokyo, Toronto and Vancouver. PDX is also served by 11 air cargo carriers that move more than 200,000 tons of air freight and mail annually, and offers nonstop air cargo service to Asia. The Port is the largest industrial landowner in the Portland metro area and the state. Within its 10,000 acres of property holdings, the Port oversees four industrial parks that offer businesses fast, efficient access to markets via nearby airports, deep-draft marine terminals, transcontinental rail lines, interstate freeways, and a river system that stretches from the Pacific Ocean to Idaho.

### Downtown and Surrounding Redevelopment Projects

*The City of Portland balances housing, retail, and office space in its development plans.*

The City's financial commitment to its downtown has resulted in one of the nation's most attractive urban cores. Development activity has balanced well with strong gains in housing, retail, and office space. Through 2002, the downtown area experienced one of the strongest building expansions in its history.

The City of Portland maintains strong historic preservation and multifamily housing programs. The preservation of downtown housing and historic structures has created a unique urban atmosphere. The blend of old and modern facilities enhances downtown livability. This livability is exemplified by the Pearl District, a modern mix of loft apartments, condominiums, small shops, and galleries, built in an area north of downtown formerly used for warehouses and factories.

As a means to build upon the growth in the Pearl District, and recognizing the need for additional development in parts of downtown, several changes are occurring in downtown urban renewal areas. Plans are for the South Park Blocks and Downtown Waterfront urban renewal districts to end (final debt service payments in 2024). As part of the development of the Portland Plan, citizens will have input on potential new urban renewal areas in the downtown core.

### Transportation and Land Use

#### TriMet: Tri-County Metropolitan Transportation District

TriMet provides transit services to about 570 square miles of the metropolitan area. TriMet operates 81 bus lines and a light rail system. In FY 2008-09, TriMet provided nearly 100 million bus, MAX light rail, and Westside Express Service (WES) commuter rail trips. TriMet carries more people than any other U.S. transit system its size. TriMet's rail lines and buses combined to eliminate 205,300 daily car trips or 65 million trips in 2009.

*The downtown Transit Mall is at the heart of TriMet's regional system.*

The centerpiece of the system is the downtown Portland Transit Mall. The Transit Mall has been revitalized with the addition of light rail and the return of buses along 5th and 6th Avenues in 2009. Fareless Square has become the Free Rail Zone, with free rides on MAX light rail in downtown Portland to the Lloyd District, as well as on the Portland Streetcar in downtown.

### **Growth of Regional Light Rail System**

*TriMet continues to expand the light rail system.*

TriMet's nationally recognized light rail system MAX extends 52 miles and now serves all three counties in the region. Portland was the first West Coast city to have rail service to its airport. The growth in MAX lines has also added significant economic value to the region. To date, more than \$8 billion has been invested in new development within walking distance of the 85 MAX stations.

### **Portland Streetcar Expansion**

*The Portland Streetcar complements bus and light rail transit.*

The City completed 2.4 miles of track to open the first modern streetcar line in July 2001. The alignment runs from Northwest Portland through the Pearl District to Portland State University's Urban Plaza. This successful system later added 0.6 miles to RiverPlace, 0.6 miles to SW Moody and Gibbs to connect with the Portland Aerial Tram to OHSU, and 0.4 miles in August 2007 to the South Waterfront District to complete a total system of 4.0 miles.

The City is currently extending the streetcar system across the Willamette River adding 3.3 miles from the Pearl District, across the Broadway Bridge, through the Rose Quarter, Convention Center, Lloyd Center, and Central Eastside to a temporary terminus at OMSI. The Streetcar to OMSI will begin operations in September of 2012. The Streetcar expansion will help stimulate and support new high-density, mixed-use development in the Central City east of the Willamette River. Serving as a catalyst for \$3.5 billion in transit-oriented investment, the streetcar system has helped revitalize Portland's urban core with more than 10,212 new housing units and 5.5 million square feet of office, institutional, retail and hotel construction, all within 2-3 blocks of the streetcar route and in some areas that were formerly home to industrial land in decline.

### **Metro**

*Metro is the country's only elected regional government.*

Under Oregon land use law, the Portland area is surrounded by an urban growth boundary. Metro, the country's only elected regional government, manages the boundary and growth within it. Balancing growth with the maintenance of natural amenities is one of the region's major challenges. Citizen desire for parks and natural areas was demonstrated through passage of a \$227 million Metro park and natural areas bond measure in 2006. Funds from the bond will preserve natural areas at the regional, local, and neighborhood levels.

### **The Region and Its Environment**

*Portland is one of the first cities in the country to have waterways listed under the Endangered Species Act.*

Portland works to maintain a high quality of life and a healthy environment. Under the Endangered Species Act, steelhead and salmon within Portland-area watersheds were listed as threatened species. In that context, the City must carefully balance environmental, recreational, and commercial concerns as it develops both banks of the Willamette River through the River Renaissance project.

# City Overview

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## Overviews

### Post-Secondary Education

PSU, one of three large state universities in Oregon and the largest in the Portland area, is located on a campus encompassing more than 28 blocks adjacent to the downtown business and commercial district. As part of its nationally recognized University District Plan, PSU opened a new public administration building and urban plaza in 2001, and built a new \$70 million Northwest Center for Engineering, Science, and Technology nearby, which opened in 2006. In 2010, the university unveiled its new LEED-Gold certified Academic and Student Recreation Center which houses the School of Social Work, the Oregon University System Chancellor's Office, the PSU Student Recreation Center, the PSU Bike Hub, and the City of Portland's Archives.

*Many fine schools dot the Portland landscape.*

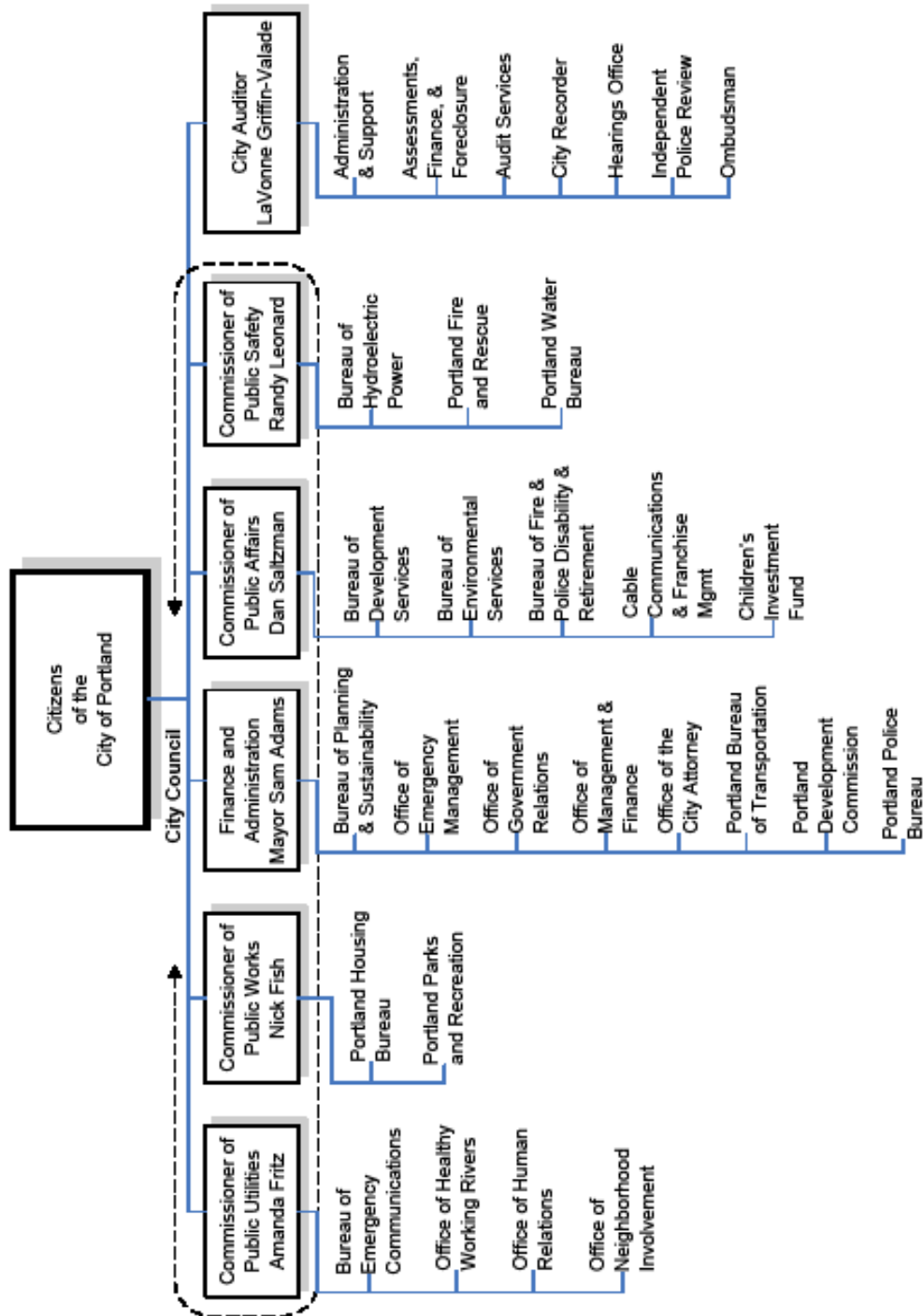
The Portland area also hosts many other notable institutions, including public, private, and health-oriented schools. Portland, Mount Hood, and Clackamas community colleges provide excellent and affordable two-year programs for area residents. Private institutions like Lewis & Clark College, Reed College, Concordia College, and the University of Portland have outstanding programs in diverse fields. Three health science institutions are found in Portland: OHSU, National College of Naturopathic Medicine, and Western States Chiropractic College.

These educational assets, plus clean water and air, cultural diversity, architectural beauty, and the relative ease of getting around, combine to make Portland a popular, livable city. Portland is consistently rated as one of the best cities in the United States in which to live.

Figure 2: A Profile of Portland's Citizens

General Characteristics	2000	Percent of Total	2009	Percent of Total	Percent Change
<b>City Population</b> <sup>1</sup>	529,121	--	566,606	--	7.1%
Male	261,565	49.4%	277,939	49.1%	6.3%
Female	267,556	50.6%	288,667	50.9%	7.9%
Age Median age (years)	35.2	--	35.3	--	0.3%
Under 5 years	32,300	6.1%	37,974	6.7%	17.6%
25 years and older	363,106	68.7%	405,807	71.6%	11.8%
65 years and older	61,163	11.6%	56,430	10.0%	-7.7%
<b>Race/Ethnic Distribution</b>					
One Race	507,166	95.9%	542,157	95.7%	6.9%
White	412,241	77.9%	442,980	81.7%	7.5%
Black or African American	35,115	6.6%	36,917	6.8%	5.1%
American Indian & Alaska Native	5,587	1.1%	3,706	0.7%	-33.7%
Asian	33,470	6.3%	36,839	6.8%	10.1%
Native Hawaiian & other Pac. Is.	1,993	0.4%	2,494	0.5%	25.1%
Some other race	18,760	3.5%	19,221	3.5%	2.5%
Two or more races	21,955	4.1%	24,449	4.3%	11.4%
Hispanic or Latino (of any race)	36,058	6.8%	50,824	9.0%	41.0%
<b>Household Population</b>	514,129	--	544,850	--	6.0%
Average household size	2.30	--	2.28	--	-0.9%
Average family size	3.00	--	3.19	--	6.3%
<b>Social Characteristics</b>					
Population 25 years and over	363,851	--	405,807	--	11.5%
High school graduate or higher	311,725	85.7%	365,083	90.0%	17.1%
Bachelor's degree or higher	118,698	32.6%	173,623	42.8%	46.3%
Civilian veterans (18 years and over)	49,757	11.9%	34,925	7.9%	-29.8%
Speak language other than English at home (population 5 years and over)	84,128	16.9%	92,483	17.7%	9.9%
<b>Portland at Work</b>					
Management, professional, and related occupations	102,760	37.2%	132,081	44.4%	28.5%
Service occupations	41,444	15.0%	46,634	15.7%	12.5%
Sales and office occupations	73,250	26.5%	69,048	23.2%	-5.7%
Farming, fishing, and forestry	679	0.2%	1,443	0.5%	112.5%
Construction, extraction, and maintenance occupations	19,405	7.0%	13,025	4.4%	-32.9%
Production, transportation, and material moving occupations	38,546	14.0%	33,070	11.1%	-14.2%
Median Household Income (dollars) <sup>2</sup>	\$40,146	--	\$50,203	--	25.1%
Median Family Income (dollars) <sup>2</sup>	\$50,271	--	\$61,557	--	22.5%
<b>Housing in Portland</b>					
Total Housing Units	237,307	--	258,001	--	8.7%
Owner-occupied housing units	124,767	55.8%	128,432	49.8%	2.9%
Renter-occupied housing units	98,970	44.2%	110,469	42.8%	11.6%
Vacant housing units	13,570	5.7%	19,100	7.4%	40.8%
Median home price <sup>3</sup>	\$163,400	--	\$220,000	--	34.6%
<sup>1</sup> All data is from the US Census Bureau's 2009 American Community Survey, unless noted.					
<sup>2</sup> Source: US Census Bureau, adjusted for inflation.					
<sup>3</sup> For the Metro Area. Source: local RMLS, May 2011					

Figure 3: City of Portland Organization Chart





## FORM OF CITY GOVERNMENT

The City of Portland, incorporated in 1851, is a home rule charter city. The City Charter is the basic law under which the City operates and can be amended only by a vote of the people. In 1913, a modified commission form of government was created, which is rare in cities as large as Portland. The City operates under the provisions of the City Charter and City Code, which are consistent with the Oregon Constitution and state law (the Oregon Revised Statutes). Nonemergency ordinances are passed by a simple majority vote of three of the five Council members.

The Charter provides for five nonpartisan Council members, called Commissioners, including the Mayor. They are elected at-large to four-year terms. The positions are full-time and salaried. The City Auditor is also elected and required by Charter to be a Certified Public Accountant. The Auditor is not part of the Council and has no formal voting authority.

*The Mayor and Commissioners act as legislators and administrators.*

The Mayor is the formal representative of the City and is responsible for assigning each of the Commissioners responsibility for one of five departments: Finance and Administration, Public Affairs, Public Safety, Public Utilities, and Public Works. The Mayor also decides which bureaus the Commissioners will manage. The Mayor can change these assignments at any time. Traditionally, the Mayor has been the Commissioner of Finance and Administration.

The Mayor and Commissioners act as legislators and administrators. Thus, Council members are responsible for both enacting and enforcing City laws, as well as administering bureaus under their supervision.

The Auditor receives and maintains all documents relating to the accounts and contracts of the City, including its debts, revenues, and financial affairs. The position is responsible for conducting financial and performance audits of City bureaus and their functions. In addition, the Auditor's Office serves as the Council Clerk, responsible for the processing and filing of all official Council actions.

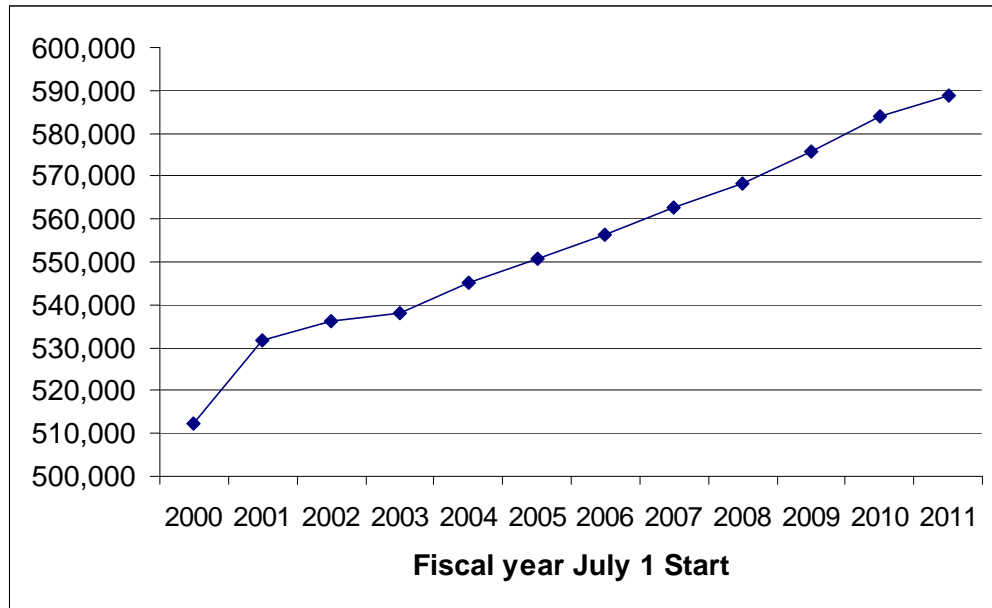
## DEMOGRAPHIC DATA

### Population

*Since 2000, Portland's Population has been growing at 1.19% per annum, which is well below the Metro average of 1.28.*

Rapid increases in population can be a negative trend if service demands increase faster than revenue growth. Similarly, declines in population can reduce demand and revenue requiring cuts in expenditures. From July 1, 1999 to July 1, 2010 Portland's population increased by about 74,166. This is overall increase of about 14.6% over eleven years or about 1.1% annually.

**Figure 4: Portland's Population Growth**

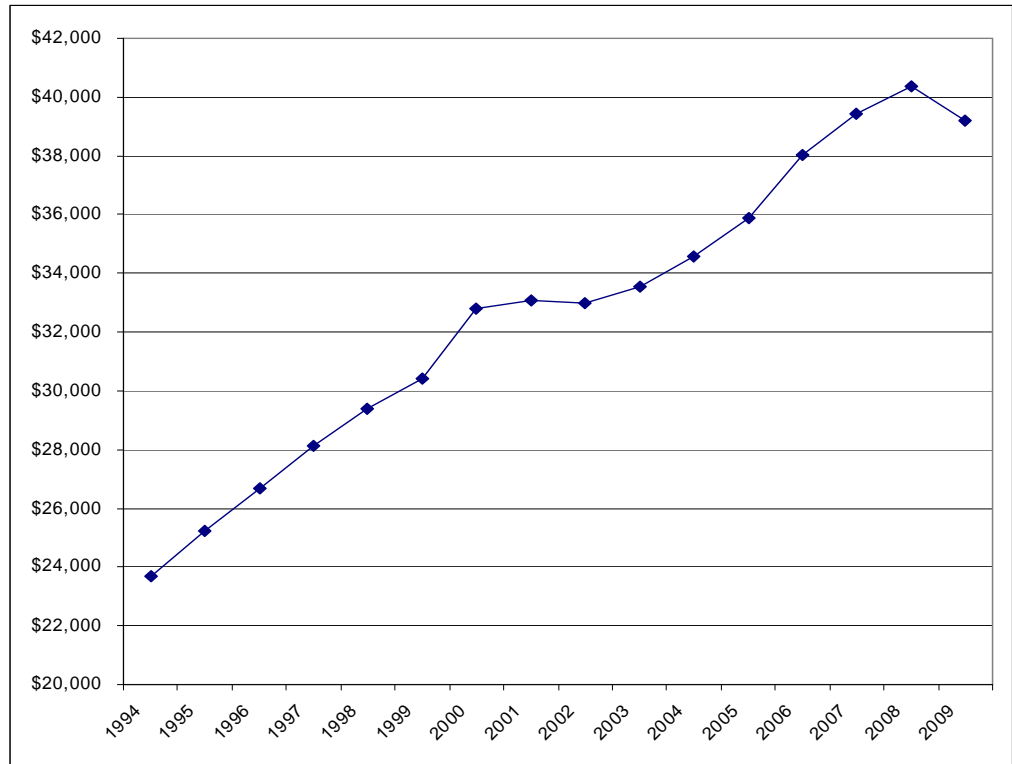


### Per Capita Income

*Portland's 2009 per capita income of \$39,206 is 5.7% higher than the state average.*

Per capita personal income is one measure of a community's ability to pay for government services. Though the data lags somewhat, we are beginning to see the effects of the "Great Recession" on per capita personal income. In 2009, per capita personal income in the Portland-Vancouver-Hillsboro MSA declined for only the second time since records were started in 1969 and by the greatest amount ever, 2.9%. From 1994 to 2008 per capita personal income in the Portland metro area increased by 3.8 percent per year in nominal dollars or by about 1 percent in constant dollars adjusted for inflation.

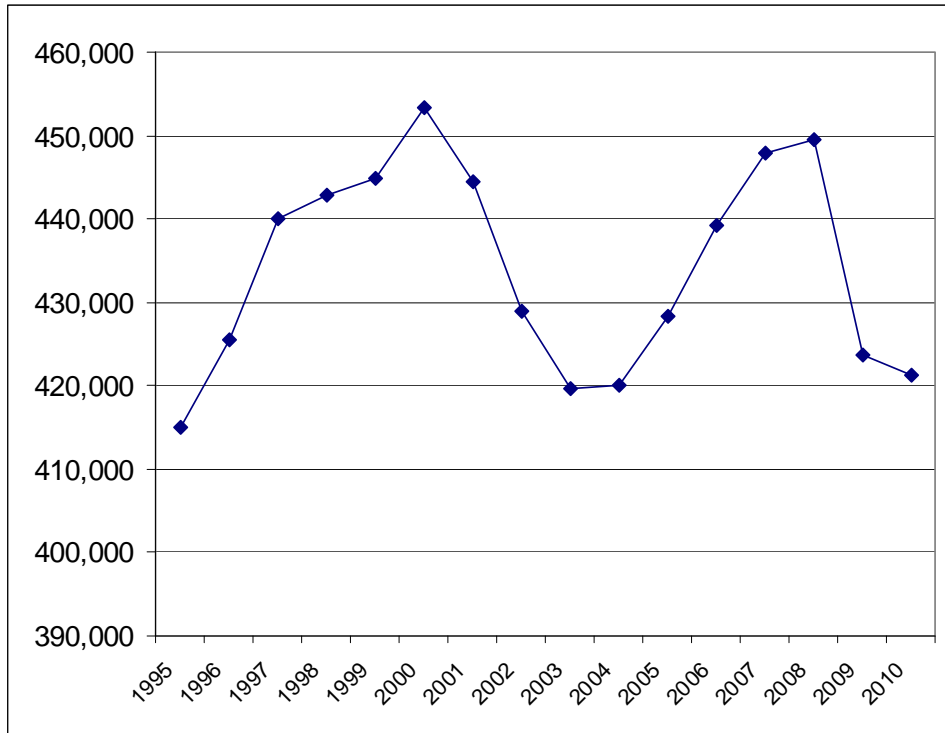
**Figure 5: Portland's Per Capita Income**



**Job Growth**

After gaining almost 77,500 jobs during the 1990's (20.6% growth), Multnomah County lost nearly 32,000 during the 2000s, representing a 7% decline. In fact the economic expansion between 2003 and 2008 failed to return to the peak level of employment achieved in 2000. Year-over-year growth returned in August 2010 and remained through at least April 2011, though at only modest levels.

Figure 6: Multnomah County Employment

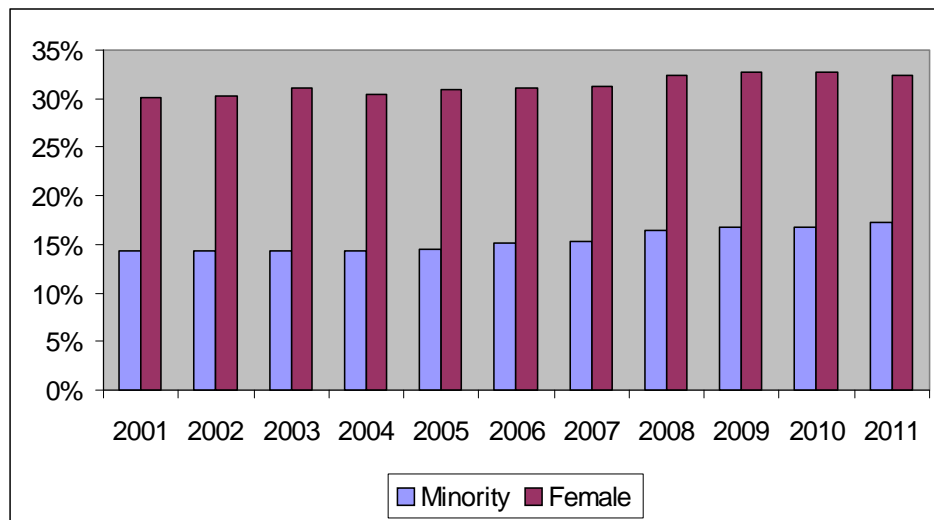


## Workforce Diversity

The Council has directed that all City bureaus develop a workforce reflecting the rich cultural diversity of Portland as a community. The figure below indicates that the percentage of all City employees who are women has roughly stabilized at 32.4% in 2011. The percentage of minority employees hovers at 17.2%.

The table below the figure is current as of March 31, 2011. It shows female and minority employment as a percentage of total employment within City bureaus, with a slight increase in racial diversity being reported in 2011.

**Figure 7: Citywide Workforce Diversity History  
Women and Minorities as a % of City Employees**



Citywide Workforce Diversity by Bureau—2011

Bureau	Female Employees as a Percent of Total	Minority Employees as a Percent of Total	Total Employees
Attorney	67.8%	13.6%	59
Auditor	64.0%	12.0%	50
Cable	55.6%	44.4%	9
Comm. Of Public Affairs (Saltzman)	66.7%	20.0%	15
Comm. Of Public Safety (Leonard)	33.3%	16.7%	6
Comm. Of Public Utilities (Fritz)	75.0%	25.0%	8
Comm. Of Public Works (Fish)	70.0%	20.0%	10
Development Services	43.1%	15.0%	160
Emergency Communications	72.4%	7.5%	134
Emergency Management	58.8%	11.8%	17
Environmental Services	33.0%	14.7%	525
Fire & Police Disability & Retirement	94.1%	29.4%	17
Fire & Rescue	10.3%	18.2%	760
Government Relations	50.0%	12.5%	8
Housing	59.0%	29.5%	61
Human Relations	50.0%	100.0%	4
Management & Finance	42.1%	25.8%	648
Mayor Sam Adam's Office	50.0%	29.2%	24
Neighborhood Involvement	64.9%	16.2%	37
Parks and Recreation	37.0%	15.0%	419
Planning & Sustainability	62.7%	20.0%	110
Police	26.4%	13.4%	1,205
Transportation	26.2%	17.5%	707
Water	31.6%	17.6%	601
<b>City Totals</b>	<b>1,813</b>	<b>961</b>	<b>5,594</b>

# Budget Overview

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## A Guide to the Budget Overview

The City of Portland (the City) budget document for FY 2011-12 serves as a fiscal, programmatic, and policy information guide. The document is organized to provide Citywide information at levels of increasing detail.

Within the Budget Overview, the City's budget decisions and financial information are presented from a variety of perspectives. There is special emphasis on the General Fund as it contains the discretionary resources available to the City, resources that can be allocated to any City program. In most instances, dollar amounts in the Budget Overview are shown in comparison with the Revised Budget for FY 2010-11. In the following pages, you will find information on:

- ◆ The total City budget
- ◆ The General Fund budget
- ◆ Highlights of budget decisions
- ◆ Highlights of the Capital Improvement Plan
- ◆ A description of the budget process

Summary financial tables are located in the Financial Overview section of this document.

## Preparing For Financial Challenges

The General Fund financial forecast for FY 2011-12 shows a City that has weathered the worst national recession in decades and is emerging on a path to a stronger, more resilient economy. Job creation is accelerating, business activity is increasing, and exports shipped out of the Port of Portland have already returned to their pre-recession peak. While unemployment is still high, it is trending downward.

The Mayor and Council started preparing early for the recession. In FY 2009-10, they asked bureaus to propose programmatic reductions of up to 5% in anticipation of declining revenues. In FY 2010-11, they asked public safety bureaus to prepare 2% reductions, and non-public safety bureaus to prepare 4% reductions. For this year's budget, they continued to ask for modest program and administrative savings, and asked bureaus to be creative in terms of realignments and efficiencies that could save money without reducing services. The actions in this budget and over the last two years have kept Portland ahead of the recession, and prepared to move into the future.

### Council Vision, Mission, Values, and Goals

#### Vision

We aspire to be a beautiful, safe, and clean city of choice for ourselves and future generations - a city with a healthy and sustainable economy, strong businesses, vital neighborhoods, a diverse population, excellent schools, a vibrant downtown, an honest government that is open and participatory, extensive recreational and cultural opportunities, a healthy environment, and sufficient housing stock to meet our needs.

## Mission

The City of Portland is a responsive and accessible local government that strives to continually identify and seize opportunities to improve the quality of life in our community. We work to support civic excellence and effective, responsive community and intergovernmental partnerships.

We provide urban services to meet the public health and safety, transportation, environmental, recreational, planning, and neighborhood livability needs of our citizens and visitors. We are responsible for providing clean and safe drinking water and for the maintenance of the City's water system. We are responsible stewards of our City's fiscal health and resources. We utilize a diverse, skilled, and dedicated workforce to provide seamless service to our citizens and visitors. We strive for excellence in all we do.

## Values

- ◆ **Commitment** We believe that service to our citizens and customers is our most important job. We will make sure that people can count on us to be responsive to the needs of the community.
- ◆ **Integrity** Whenever we make a decision, provide a service, or interact with citizens and customers, we act with honesty and integrity. People learn from experience that they can continue to trust us. We treat all people equally and equitably.
- ◆ **Partnerships** Our team supports and complements the leadership of our Mayor and City Council. We involve people and key stakeholders because we value their commitment, diversity, and ownership.
- ◆ **Innovation** We apply creative and cost-effective solutions when delivering services to our community with a goal of continuously improving the quality of life.

## Goals

The current goals of the Mayor and the City Council follow. In the coming years, these goals will be updated and realigned to reflect results of the Portland Plan.

### *Ensure a safe and peaceful community:*

- ◆ Protect life
- ◆ Preserve property
- ◆ Promote community responsibility, commitment, and preparedness

### *Promote economic vitality and opportunity:*

- ◆ Support quality education
- ◆ Provide high quality, reasonably priced public utility services
- ◆ Create an attractive location for businesses and jobs

### *Improve the quality of life in neighborhoods:*

- ◆ Ensure growth and development are well managed
- ◆ Provide access to transportation and recreation services
- ◆ Provide affordable housing and reduce neighborhood nuisances

# Budget Overview

## Overviews

### *Protect and enhance the natural and built environment:*

- ◆ Protect the city's land, water, air, and open spaces
- ◆ Provide safe drinking and waste water services
- ◆ Protect endangered species

### *Operate and maintain an effective and safe transportation system:*

- ◆ Provide multi-modal transportation choices
- ◆ Maintain and improve street conditions
- ◆ Support economic development and neighborhood livability

### *Deliver efficient, effective, and accountable municipal services:*

- ◆ Deliver responsive, competitive government services
- ◆ Maintain healthy City financial condition
- ◆ Manage government to achieve goals

## Budget Preparation Process and Direction

In building the budget, the Mayor outlined five key goals:

6. Return the City to full prosperity and invest in a stronger, more resilient City.
7. Help those hit hardest by the recession and provide support to the most vulnerable in our community.
8. Protect public safety services.
9. Increase the City's focus on equity to ensure that every Portlander has access to the most equal of opportunities.
10. Identify neighborhood nuisances and ensure more responsive City services.

Please see the Mayor's message for more detail on these goals and how they were achieved in the FY 2011-12 budget.

## Budget Summary

### Total City Budget

*The total City budget is down by \$84.9 million from the FY 2010-11 Revised Budget.*

### Total Legal Budget

State of Oregon Local Budget Law requires the City to report its total legal budget. This is defined to include total operating costs and the internal transactions between funds. The total Adopted Budget for FY 2011-12 is \$3.56 billion, which reflects a \$84.9 million (2.3%) decrease from the FY 2010-11 Revised Budget. As shown in Figure 1 below, the decreases are in bureau expenses, debt service, and cash transfers, offset somewhat by increases in contingency and ending balance.

### Total Net Budget

Although state budget law requires that all expenditures within and between funds are documented in the legal budget, this overstates actual expenditures for programs because it double counts internal transactions (internal materials and services and fund-level cash transfers). Such transactions occur between City funds, when one City agency provides services to another. Because this technically inflates the budget, the City usually references a net budget.

*The net City Budget is \$2.7 million more than the FY 2010-11 Revised Budget.*

After eliminating the intracity transfers, the City's net budget in FY 2011-12 is \$2.78 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures. A summary is shown below.



Figure 8: Requirements by Major Object Category

Major Object Category	Revised FY 2010-11	Adopted FY 2011-12	Dollar Change	Percent Change
Personal Services	\$ 577,551,360	\$ 598,405,086	\$ 20,853,726	3.6%
External Materials & Services	720,434,585	643,486,204	(76,948,381)	-10.7%
Internal Materials & Services	189,329,929	189,326,907	(3,022)	0.0%
Capital Outlay	372,818,374	305,092,120	(67,726,254)	-18.2%
<b>Total City Bureau Expenses</b>	<b>1,860,134,248</b>	<b>1,736,310,317</b>	<b>(123,823,931)</b>	<b>-6.7%</b>
Contingency	500,947,364	608,315,179	107,367,815	21.4%
Ending Fund Balance	155,560,015	217,123,416	61,563,401	39.6%
Debt Service	451,881,829	409,445,145	(42,436,684)	-9.4%
Cash Transfers	680,722,478	593,154,065	(87,568,413)	-12.9%
<b>Total City Budget</b>	<b>3,649,245,934</b>	<b>3,564,348,122</b>	<b>(84,897,812)</b>	<b>-2.3%</b>
Less Intracity Transfers	(870,052,407)	(782,480,972)	87,571,435	-10.1%
<b>Total Net City Expenses</b>	<b>\$ 2,779,193,527</b>	<b>\$ 2,781,867,150</b>	<b>\$ 2,673,623</b>	<b>0.1%</b>

Resources for the net City budget are summarized in the figure below.

Figure 9: Resources by Major Object Category

Major Object Category	Revised FY 2010-11	Adopted FY 2011-12	Dollar Change	Percent Change
Beginning Fund Balance	\$ 628,379,953	\$ 734,526,424	\$ 106,146,471	16.9%
Taxes	447,566,283	452,073,547	4,507,264	1.0%
Licenses & Permits	143,418,134	154,333,950	10,915,816	7.6%
Service Charges & Fees	496,912,940	522,298,691	25,385,751	5.1%
Intergovernmental	360,857,100	277,016,033	(83,841,067)	-23.2%
Miscellaneous Sources	42,574,132	65,099,604	22,525,472	52.9%
Bond & Note Proceeds	659,484,985	576,518,901	(82,966,084)	-12.6%
Intracity Transfers	870,052,407	782,480,972	(87,571,435)	-10.1%
<b>Total City Budget</b>	<b>3,649,245,934</b>	<b>3,564,348,122</b>	<b>(84,897,812)</b>	<b>-2.3%</b>
Less Intracity Transfers	(870,052,407)	(782,480,972)	87,571,435	-10.1%
<b>Total Net City Budget</b>	<b>\$ 2,779,193,527</b>	<b>\$ 2,781,867,150</b>	<b>\$ 2,673,623</b>	<b>0.1%</b>

### Major Resources

The largest resource categories in the net City budget are beginning balance, taxes, service charges and fees, intergovernmental revenues, and bond and note proceeds.

Beginning fund balance is increasing by \$106.1 million (16.9%).

Tax revenues are increasing by \$4.5 million (1.0%).

Service charges and fees are up \$25.4 million (5.1%). The FY 2011-12 average effective sewer and stormwater bill increase is 6.0%, and the average effective water rate increase is 12.9%.

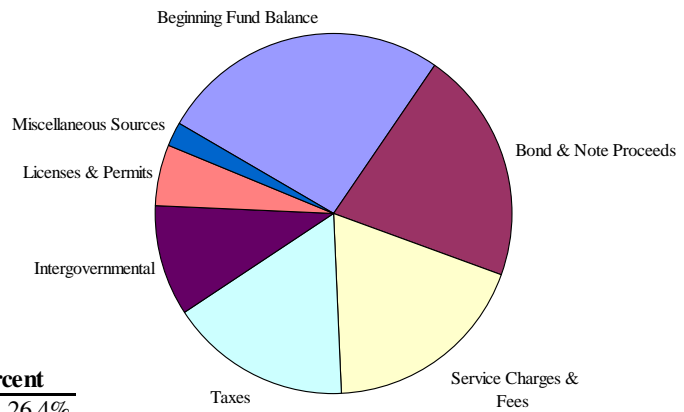
Intergovernmental revenues are decreasing by \$83.8 million (23.2%).

Bond and note proceeds are decreasing by \$83.0 million (12.6%).

# Budget Overview

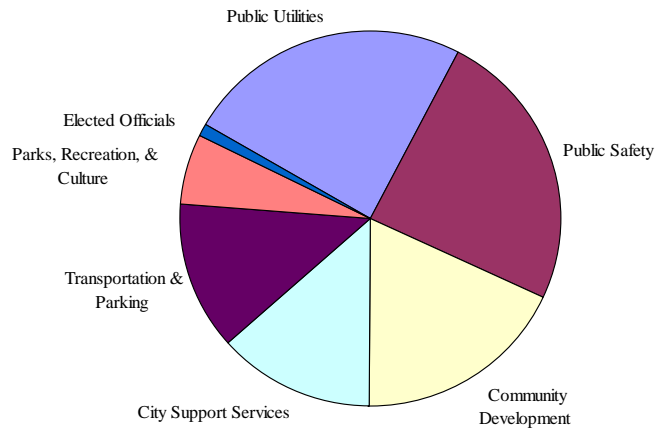
## Overviews

**Figure 10: City Net Budget—Resources**



Resource	Budget	Percent
Beginning Fund Balance	\$ 734,526,424	26.4%
Bond & Note Proceeds	576,518,901	20.7%
Service Charges & Fees	522,298,691	18.8%
Taxes	452,073,547	16.3%
Intergovernmental	277,016,033	10.0%
Licenses & Permits	154,333,950	5.5%
Miscellaneous Sources	65,099,604	2.3%
<b>Total Net Budget</b>	<b>\$ 2,781,867,150</b>	<b>100.0%</b>

**Figure 11: Total City Bureau Expenses—Requirements by Service Area**



Service Area	Budget	Percent
Public Utilities	\$ 425,641,159	24.5%
Public Safety	417,789,824	24.1%
Community Development	312,458,319	18.0%
City Support Services	233,936,266	13.5%
Transportation & Parking	219,172,410	12.6%
Parks, Recreation, & Culture	109,810,998	6.3%
Elected Officials	17,501,341	1.0%
<b>Total City Bureau Expenses</b>	<b>\$ 1,736,310,317</b>	<b>100.0%</b>

**General Fund Budget** General Fund resources are categorized as either discretionary or nondiscretionary. Discretionary resources are those that the City Council can allocate to programs and services in any area. In other words, these resources have few restrictions on how they can be allocated. General Fund discretionary resources are typically used to support such basic City services as police, fire, and parks.

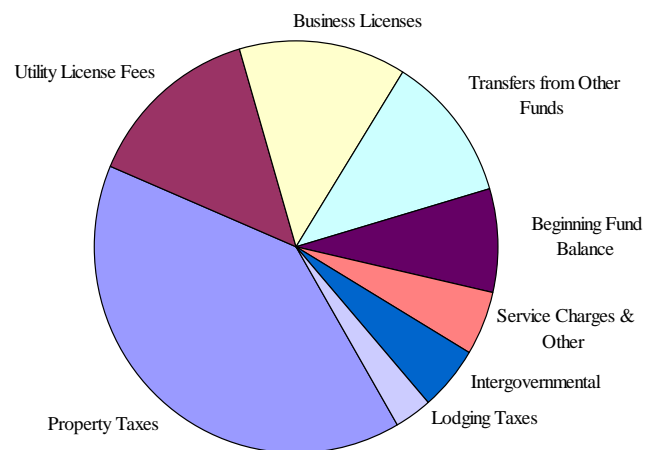
*Discretionary resources total \$408.6 million, 81.8% of the General Fund.*

Discretionary resources include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (from cigarette taxes and liquor sales), interest income, miscellaneous revenues, and cash transfers into the General Fund. Nondiscretionary resources include grants, contract revenues, service reimbursements, and other revenues specifically dedicated to a particular purpose.

All General Fund resources are also categorized as either one-time or ongoing. An example of a one-time resource is an increase in beginning fund balance. While available in the specific year, it is not a resource that can be relied on in future years. An example of an ongoing resource is an increase in property tax revenues that would be sustained over time. The City budget uses a combination of one-time and ongoing resources to fund programs and services. City financial policies state that one-time resources may not be used to fund ongoing expenses.

The following charts summarize the City's General Fund budget. General Fund resources are discussed in detail in the Financial Overview, and Table 9 in the Financial Summaries section shows General Fund discretionary and total resources as well as General Fund bureau appropriations backed by discretionary revenue.

**Figure 12: General Fund—Resources by Major Category**

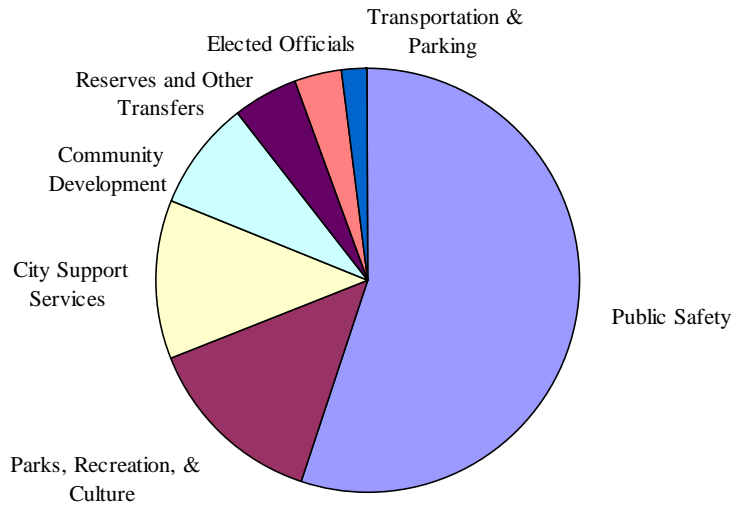


Resource	Budget	Percent
Property Taxes	\$ 198,009,386	39.6%
Utility License Fees	70,813,350	14.2%
Business Licenses	67,386,974	13.5%
Transfers from Other Funds	58,741,237	11.8%
Beginning Fund Balance	39,382,981	7.9%
Service Charges & Other	25,537,604	5.1%
Intergovernmental	24,705,316	4.9%
Lodging Taxes	15,248,600	3.1%
<b>Total General Fund Budget</b>	<b>\$ 499,825,448</b>	<b>100.0%</b>

# Budget Overview

## Overviews

Figure 13: General Fund—Requirements by Service Area



Service Area	Budget	Percent
Public Safety	\$ 274,766,508	55.0%
Parks, Recreation, & Culture	69,524,856	13.9%
City Support Services	60,938,543	12.2%
Community Development	41,239,887	8.3%
Reserves and Other Transfers	26,150,055	5.2%
Elected Officials	17,501,341	3.5%
Transportation & Parking	9,704,258	1.9%
<b>Total General Fund Budget</b>	<b>\$ 499,825,448</b>	<b>100.0%</b>

## Capital Improvement Plan

### Overview

The FY 2011-12 Proposed Capital Improvement Plan (CIP) budget totals \$399.9 million, not including the Portland Development Commission. The Citywide CIP for FY 2011-12 through FY 2015-16 is projected to be \$1.7 billion.

### FY 2011-12 Highlights

#### *Public Safety*

- ◆ Fire & Rescue Facilities GO Bond Program \$3,142,141
- ◆ Public Safety Systems Revitalization Project \$13,705,991
- ◆ Fire Apparatus Replacement \$2,724,000
- ◆ Emergency Coordination Center \$5,305,229

#### *Parks, Recreation, and Culture*

- ◆ Heron Lakes Clubhouse \$4,700,000
- ◆ River District Neighborhood Park \$4,000,000
- ◆ Dawson Park Improvements \$500,000

#### *Public Utilities*

- ◆ Water Treatment \$19,500,000
- ◆ Terminal Reservoirs \$43,300,000

◆ Distribution Mains	\$14,945,000
◆ Regulatory Compliance	\$16,500,000
◆ Combined Sewer Overflow Program	\$26,470,000
◆ Sewer Maintenance and Reliability	\$29,661,000
◆ Surface Water Management	\$24,499,000
<i>Transportation</i>	
◆ Paving Preservation	\$2,800,000
◆ Streetcar Eastside Extension & Vehicle Purchase	\$21,669,826
◆ Moody Parkway	\$20,899,111
◆ Red Electric Trail	\$389,413
<i>City Support Services</i>	
◆ New Archives Center	\$900,000
◆ CityFleet Replacement	\$7,304,540

## The Budget Process

### Local Budget Law

Local government budgeting in Oregon is governed by Local Budget Law, Chapter 294 of the Oregon Revised Statutes. The law has two major objectives:

- ◆ Provide standard procedures for preparing, presenting, and administering local budgets
- ◆ Ensure citizen involvement in the preparation of the budget

Budgeting in Oregon is an effort shared by citizens and elected and appointed officials. Citizens involved in the budget process work to ensure the services they require and want are adequately funded. City officials are responsible for building a budget that reflects the public interest and is structurally correct.

The Tax Supervising and Conservation Commission (TSCC), a five-member citizen board appointed by the Governor, reviews the budgets of all governmental jurisdictions in Multnomah County. The TSCC, together with the State Department of Revenue, is responsible for ensuring the City budget complies with Local Budget Law.

### Budget Officer and Budget Committee

To give the public ample opportunity to participate in the budget process, Local Budget Law requires that a Budget Officer be appointed and a Budget Committee formed. The Budget Officer prepares the Proposed Budget under direction of the Mayor. The Budget Committee then reviews and revises the Proposed Budget before it is formally adopted by the governing body. For the City, the Budget Officer is the Chief Administrative Officer, and the Budget Committee consists of the members of the City Council.

Notices are published, budgets are made available for public review, and opportunities for public comment are provided. These actions encourage public participation in the budget decision-making process and give public exposure to budgeted programs and fiscal policies prior to adoption.

# Budget Overview

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## Overviews

### Preparing the Proposed Budget

Acting as the Budget Officer, the Chief Administrative Officer is responsible for overseeing the preparation of the Mayor's Proposed Budget for presentation to the City Council, sitting as the Budget Committee. The Proposed Budget is the culmination of an extensive process of budget development, analysis, and revision. Bureaus prepare Requested Budgets in accordance with direction given by the Mayor. These are submitted to the Bureau of Financial Services, Financial Planning Division, which then analyzes the requests.

### Public Involvement Process

The City engages in a proactive public outreach effort as part of the budget process. In the past, the City has utilized a variety of methods to solicit budget input, including telephone and mass mailed surveys, community forums, and a community budget web site.

In order to ensure that all stakeholders were involved in the budget development process, the Mayor directed bureaus to continue with the Budget Advisory Committee (BAC) process that included management, labor, customers, and internal and external experts. These committees reviewed the bureau's draft budget request, weighed in on the program and service rankings, and provided input on proposed reductions.

This year, the City held two community forums, where specific input was gathered from Portland residents. The feedback Portlanders provided helped Council prioritize services and focus on specific areas for improvement as well as areas that could be cut. The City also conducted an extensive public information and survey process in order to statistically validate the input that was received at the community forums and to gauge public opinion on some high profile policy issues. Small groups, such as neighborhood coalitions and advocacy groups, were also given an opportunity to host Budget 101 sessions with their members, where members could both learn more about the city budgeting process as well as provide feedback and input about City programs. A public hearing was also held on May 19th to gather citizen input on the Proposed Budget.

Finally, the Mayor added a new component to public outreach this year, directing staff to create a survey asking Portlanders to report specific nuisances, irritations, or infrastructure issues in their neighborhoods and throughout the City. More than 5,000 responded. This budget uses one-time resources to fund some of these high priority annoyances, and City bureaus have been directed to address the most critical needs.

### Budget Web Site

The City maintains a community-oriented web site that includes a community budget web page: [www.portlandonline.com/communitybudget](http://www.portlandonline.com/communitybudget). At the web site, the public can submit questions about the budget and offer budget suggestions. During the budget decision-making process, electronic testimony is accepted from the web site. The web site also contains bureaus' Requested Budgets, financial analyses of the requests, current and historical budget documents, and other financial reports.

### **Portland Utility Review Board (PURB)**

PURB is an appointed body of nine community members who provide independent and representative review of water, sewer, stormwater, and solid waste financial plans, budgets, and rates. PURB operates in an advisory capacity to the City Council. Council expects the PURB to provide common ground between the rate makers and the ratepayers through analysis of financial plans and budgets. The board meets monthly to ensure a comprehensive understanding and assessment of the workings of the City's utilities.

### **Direct Public Testimony**

Community members may directly contact the Mayor and Commissioners with input for the budget. In addition to participating in the budget advisory committees, the PURB, and community budget forums described above, community members also have several opportunities to personally testify on bureau budget requests:

- ◆ Annual Budget Hearings - the City Council, sitting as the Budget Committee, holds one or more public hearings before the budget is approved. The public may testify on any budget topic during these hearings or submit online testimony. The teams of Commissioners and Community Budget Advisors also took public comments at their meetings, and the City held two budget forums, where participants' comments were transcribed and forwarded to Council.
- ◆ Tax Supervising and Conservation Commission Hearing - public testimony is taken during the TSCC hearing on the City's Approved Budget.
- ◆ Adopted Budget Hearing - testimony is taken at the City Council session for the final adoption of the budget.

Each year, the Office of the City Auditor issues a report identifying workload and performance trends for each of the City's public services. Part of the report, entitled Service Efforts and Accomplishments ([www.portlandonline.com/auditor](http://www.portlandonline.com/auditor)), is a nationally-recognized public opinion survey for the City overall and for each of the covered service areas. This report represents another form of public input used by the Council during the budget process.

### **Approving the Budget**

In accordance with Local Budget Law, the City Council will convene as the Budget Committee to consider the Proposed Budget. The public is encouraged to attend and provide testimony on the Proposed Budget. Announcements advertising the Budget Committee meeting are printed in local newspapers prior to the meeting. The timing and frequency of the public notices are governed by Local Budget Law.

### **Public Process**

The Budget Committee meets to accomplish four actions:

- ◆ Receive the budget message and budget document
- ◆ Hear and consider public testimony
- ◆ Review and approve a balanced budget
- ◆ Approve the rate for property taxes

The Budget Officer may provide a copy of the Proposed Budget to each member of the Budget Committee at any time prior to the first Budget Committee meeting. The budget becomes a public record at this point.

At the first Budget Committee meeting, the Mayor delivers the budget message, explaining the Proposed Budget and significant changes in the City's financial position. After the initial meeting, the Budget Committee may meet as many times as needed to revise and approve the budget. If two or more meetings are held to take comment from the public, the first meeting must meet Local Budget Law publication requirements. Notice of other meetings of the Budget Committee must be provided as required by Oregon public meeting law. All meetings are open to the public.

### **Output from the Approved Budget Process**

The Financial Planning Division summarizes the changes from the Mayor's Proposed Budget to the Approved Budget. This information and copies of the Proposed Budget are sent to TSCC for review and analysis.

### **Tax Supervising & Conservation Commission Hearing**

TSCC is responsible for reviewing, holding hearings, and producing a report on the budgets of every jurisdiction in Multnomah County. They hold a required public hearing, with Council in attendance, on the Approved Budget. The outcome of this hearing is a letter certifying that the budget is in compliance with Local Budget Law. The letter may contain recommendations and/or objections. The City is responsible for addressing any objections or recommendations.

### **Adopting the Budget**

City Council will vote to officially adopt the budget before the start of the new fiscal year. Changes that are allowed between the time the budget is approved and final adoption are defined by Local Budget Law and are limited. Changes normally include technical adjustments and carryover amendments.

### **Amending the Budget**

Changes after budget adoption are completed through the budget monitoring process (BMP), which also includes a supplemental budget. In a BMP, bureaus can request to transfer appropriation. In supplemental budgets, bureaus may ask to increase appropriation. The BMP and supplemental budgets provide Council the opportunity to change the budget three times a year.

### **Budget Calendar**

Below is a summary of the FY 2011-12 budget calendar, adopted in fall 2010.



**Figure 14: FY 2011–12 Budget Schedule**

Budget kickoff	November 17
Presentation of General Fund financial forecast to Council	December 8
Bureaus submit Requested Budgets, capital improvement plans, and if required, five-year financial plans	January 31
Financial Planning analysis of five-year plans, CIPs, and Requested Budget due	March 7
Bureaus present Requested Budgets to City Council	Mar 14-Apr 12
Mayor releases Proposed Budget decisions	April 29
Proposed Budget document available	May 17
Budget Committee meetings on the Proposed Budget	May 18-19
Utility Rate Review (two hearings)	May 18 & 25
Budget Committee action to approve budget	May 25
Tax Supervising & Conservation Commission hearing on Approved Budget	June 15
Council action to adopt budget	June 16

# Financial Overview

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## City Financial Planning Process

The first step in the budget process involves preparing updated five-year financial forecasts for each major fund. In addition to the General Fund, specific forecasts are prepared for other major City funds, including Transportation, Environment Services, Development Services, and Water.

These forecasts, which project resources and expenditure requirements over a five-year period, identify long-term service and financial issues requiring attention during the budget process. The forecasts aid Council by placing decisions in a long range financial context for purposes of developing budgets that are balanced for the coming year and subsequent out-years of the five-year financial forecast horizon. Council reviews these plans during work sessions early in the budget process. At that time, bureau managers are given direction on identified issues that provides guidance for preparing and finalizing budgets.

A summary of these financial forecasts is included in this section. Due to its significance to the City's annual budget, the General Fund five-year financial forecast is described in greater detail.

## General Fund Financial Forecast

### Overview

Financial Planning regularly generates five-year estimates of General Fund discretionary resources and requirements for Council. Discretionary resources include revenues plus beginning balance that are allocated by Council without restriction. Discretionary resources include property taxes, utility license fees, business license taxes, lodging tax revenues, state shared (cigarette and liquor) revenues, some interest income, some court fines, some cash transfers into the General Fund, and small amounts of other miscellaneous revenues. Discretionary resources exclude grants, bureau contract and service reimbursement revenues, bureau fee revenue, bureau overhead recovery, and other revenues dedicated for a specific purpose.

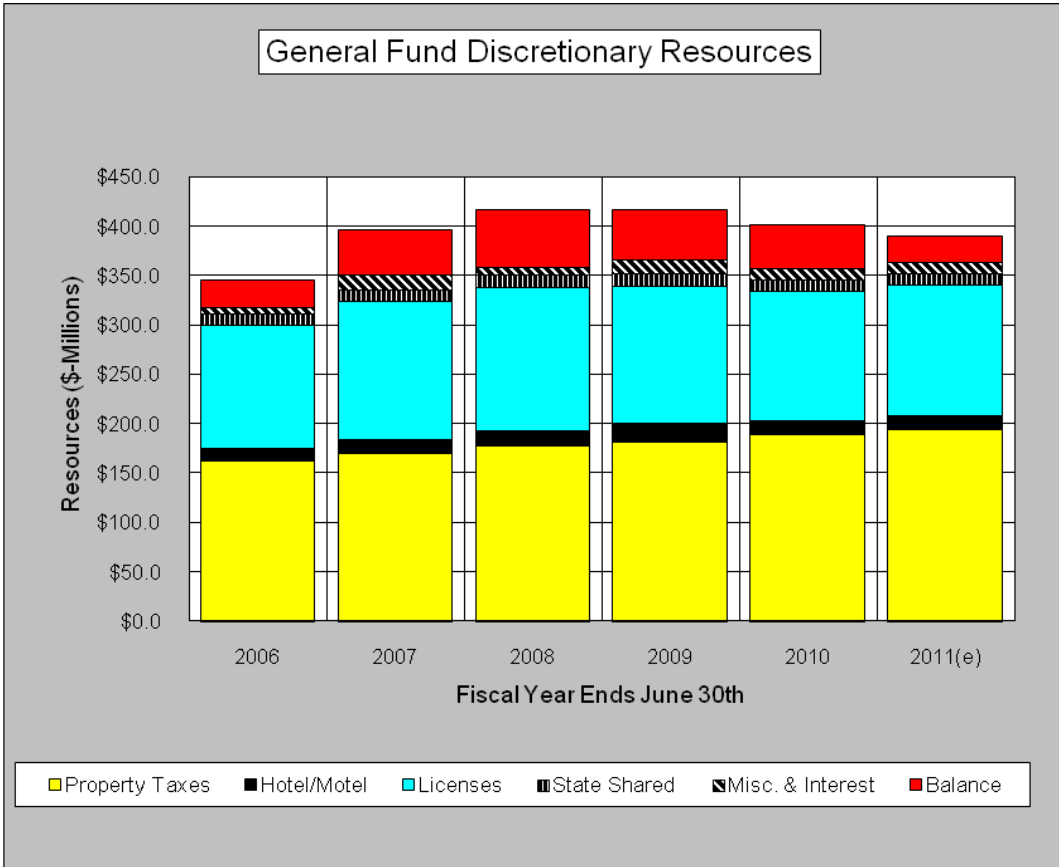
The Council's financial planning process starts with the preparation of a five-year revenue forecast. The five-year revenue forecast is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining General Fund "current appropriation levels" (CAL). Initial revenue and financial forecasts were published in December 2010 and formally reviewed with Council. Both of these forecasts are typically updated prior to the Council's approval of an Adopted Budget. The original December financial forecast has since been updated once:

- ◆ Both the revenue and financial forecasts were updated in late April. The revenue forecast was updated using the most recent financial and economic data. The discretionary beginning balance estimate, a key resource of the General Fund, is updated each quarter and published in the Quarterly General Fund Budget and Economic Tracking Report. This report is electronically distributed within the City and to numerous outside recipients. The report provides current information on the General Fund's financial condition with the updated ending fund balance estimate fed into the financial forecast of General Fund resources. The most recent beginning balance estimate reflects financial information available to OMF through March 31, 2011.

Historical Resources

The figure below summarizes General Fund revenue growth over the past five years.

Figure 15: General Fund Discretionary Resources



In spite of the recent downturn, revenue growth over the past five years has averaged about 2.7% per year. The General Fund's beginning fund balance has averaged about \$42.4 million. Prior to FY 2009-10, beginning balances were higher than normal due to under-expenditure of budgets and higher revenues than forecasted. Overall resource growth (revenues plus beginning fund balance) has declined to about 2.4% per year reflecting a strong downturn in both the national and regional economies. The graph clearly shows the strong revenue growth over the period FY 2005-06 to FY 2007-08, followed by flat growth in FY 2008-09, and subsequent declines experienced over the last two years. General Fund discretionary revenue growth for the three-year period ending FY 2007-08 was about 6.3% per year. This was well above what could be considered "trend" growth in the 3% to 4% range. This financial environment, along with only modest inflation will allow the General Fund to modestly expand current appropriation levels and programs.

General Fund business license revenue growth averaged about 7.6% over the five-years ending FY 2008-09. Business license revenues declined in FY 2008-09 to about \$68.8 million from a peak of \$76.5 million realized in FY 2007-08. Business license revenue further declined in FY 2009-10 to \$59.8 million, representing a 21.8% decline since FY 2007-08. These revenues appear to be rebounding slightly in FY 2010-11, as record levels of corporate profits increase tax liabilities.

Utility license and franchise fees have grown steadily, but more slowly, averaging about 2.1% per year over the last five years. Growth has been weaker in this area due in part to the continuing decline in Qwest's franchise fee revenues and Council's action capping the Water Bureau's and Bureau of Environmental Services (BES) utility license fee revenues at FY 2004-05 levels. Qwest's franchise fee revenues are in a long slow decline as wireless and other telecom technologies displace traditional landline telecom technology. Traditional investor-owned electric utility franchise fees have also been growing very slowly. Recession and past electric rate increases have combined to depress energy consumption and revenue growth. NW Natural implemented a large rate and revenue decrease in November 2009. Meanwhile, PGE and PacifiCorp had rate cases before the Oregon Public Utilities Commission (OPUC) that resulted in substantial rate increases of 3.9% and 14.5%, respectively.

Transient lodging tax revenues are similar to business license revenues in that they follow the business cycle. Transient lodging tax revenues peaked at \$19.6 million during FY 2008-09, but this number is the result of an accounting adjustment to revenue recognition that shifts fiscal year revenues to the twelve month period September through August. Netting out this accounting adjustment for FY 2008-09 puts actual revenues at an estimated \$15.3 million, down 6.7% from FY 2007-08's \$16.4 million. These revenues fell further in FY 2009-10 to \$14.2 million, but are expected to slightly increase in FY 2010-11.

State-shared cigarette and liquor tax revenues grew at a 1.1% rate over the last five years, with most of this growth occurring by the end of FY 2008-09. Miscellaneous revenues and interest income stagnated for most of the last five years due, in large part, to a much lower interest rate environment. The low interest rate environment has sharply cut General Fund interest income revenue, and this revenue is expected to continue to decline over the next 12 to 18 months.

**Forecast Assumption Slow Economic Recovery**

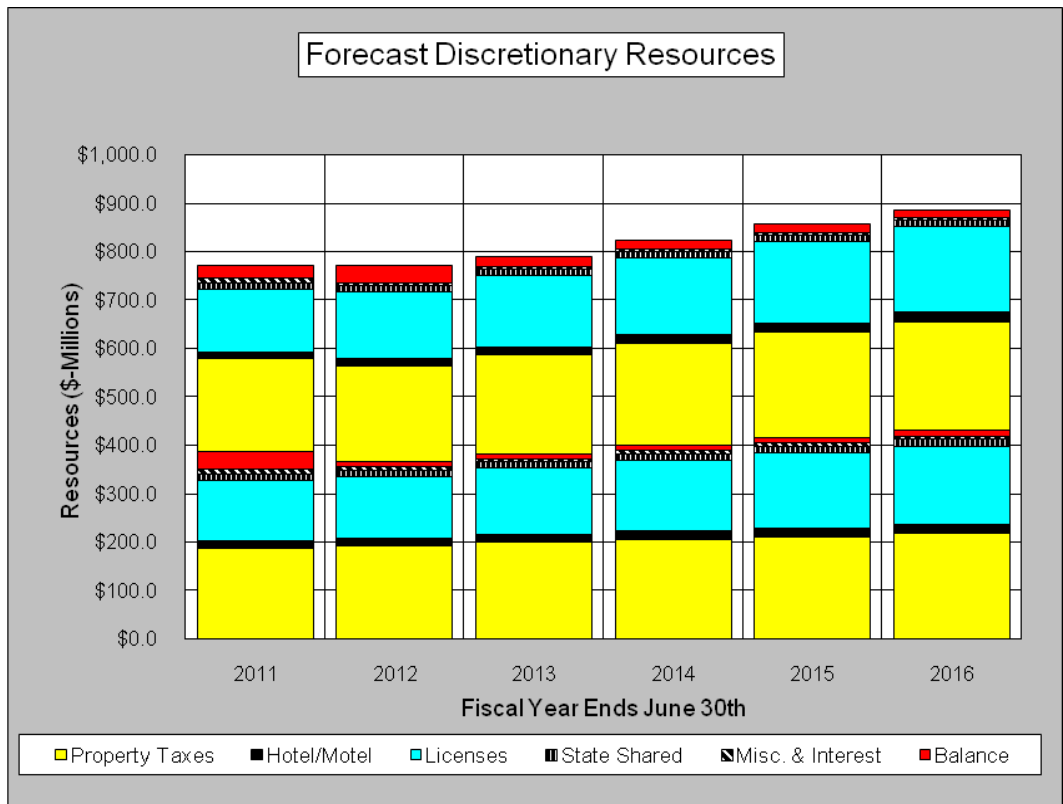
In spite of some recent better economic news, the hangover from the most recent recession persists. Employment growth has been extremely limited, as companies have been willing to eliminate furloughs and increase hours, but have not been willing to bring on new employees in large numbers. Though broad economic measures suggest significant positive momentum, it is important to recognize we are, in many cases, simply bouncing off of historic lows and have a long way to recover to the previous peak. This is particularly the case with the real estate industry, as new lows for housing prices are still being reached, even as permitting activity begins to resume again. The unemployment rate reached a post-recession low in April 2011. The non-seasonally adjusted rate of 8.3% represented a decrease of 1.6 percentage points from the prior April.

Specific revenue projections as of the April forecast are as follows:

- ◆ Transient Lodging Taxes - The transient lodging revenue forecast calls for FY 2011-12 revenues of about \$15.2 million versus an expected FY 2010-11 year-end of about \$14 to \$14.5 million and a current year FY 2009-10 budget of \$14.5 million. Revenues are forecast to grow strongly during the next two years of the five year forecast horizon.
- ◆ Utility License and Franchise Fees - The April forecast projects very modest energy-related revenue increases. Revenues are projected to continue to grow slowly but consistently over the life of the forecast. NW Natural implemented a large rate and revenue decrease in November of 2009. The price of natural gas has stayed at very low levels for the last couple of years, as new supplies continue to put downward pressure on prices. Water and BES license fees are expected to resume growth in the out-years of the forecast after having been capped for the last five years. Cable and telecom franchise and utility license revenues are expected to grow briskly over the five years while Qwest land line related revenues will continue to decline. Overall revenues are projected to grow at 3.2% per year.
- ◆ Property Taxes - Property taxes are expected to grow by about 2.8% annually over the life of the forecast. Revenue growth remains constrained by Measure 50 constitutional mechanics. Among the modest changes in April was a slightly lower property tax forecast, as conditions in the housing market have worsened since December. While General Fund property taxes are generally insulated from market conditions because of voter-approved Measures 5 and 50, changes to the real market values of properties will have an impact at the margins. The result is lower near-term growth in property tax collections.
- ◆ Business License - Revenues peaked at \$76.5 million (inclusive of audit recovery) in FY 2007-08 and then declined to \$68.8 million in FY 2008-09 and \$59.8 million in FY 2009-10. Revenue Bureau staff currently estimates an FY 2010-11 year-end of between \$63 and \$64 million. The forecast for FY 2011-12 has been set at \$67.4 million indicating the expectation of continued growth broadening to smaller firms, in addition to record corporate profits seen with larger companies. Revenues are forecast to grow moderately from this bottom but do not reach the previous cycle's peak until FY 2013-14.

Figure 2 summarizes the current five-year revenue forecast (as of April). Average annual revenue growth is projected at about 4%, but all of the revenue growth occurs in the out-years of the forecast. The critical resource forecast assumption is growth slightly accelerating during FY 2011-12 along with some much needed stabilization of the local housing market by the summer of 2012.

**Figure 16: Forecast General Fund Discretionary Resources**



**December and March Financial Forecast Results**

At this point both the state and regional economies are experiencing a modest and protracted economic recovery following the most severe recession in nearly 80 years. When viewed in terms of cyclical revenue impacts (business license and transient lodging tax revenues), this past recession was deeper than the recession of the early 1980s and has already exceeded the length of all post World War II recessions. As noted above, Oregon and metro area unemployment rates remain stubbornly high.

This environment translated initially into a December resource forecast for FY 2011-12 of about \$397.6 million. The December financial forecast showed that sufficient resources would be available in FY 2010-11 and beyond to fund estimated General Fund CAL requirements of \$376 million leaving Council about \$21.6 for one-time projects, additional ongoing spending and future budgets. The increased resources were almost entirely the result of the City realizing a \$16.8 million accrual adjustment, as well as \$3.9 million carried forward by Council from the FY 2009-10 ending balance.

The December financial forecast was updated in late April using more recent current year revenue and expenditure information. The April revenue forecast update increased estimated revenues slightly but these revenues were more than offset by increases in expenses associated with newly agreed to labor contracts. The result was that the City needed to make \$1.5 million in ongoing spending cuts in order to meet current service levels over the five-year forecast horizon. The beginning balance estimate was increased from \$30.1 million to \$36.3 million, largely due to a change to the FY 2009-10 ending balance compared to what was estimated in early December. Though changes from December to April were largely modest in nature, the most significant revenue adjustments were lower near-term property taxes and higher lodging taxes throughout the forecast.

The table below summarizes April financial forecast results showing that \$1.5 million in ongoing CAL reductions were necessary to balance the General Fund over the life of the financial forecast. In addition, an estimated \$17.4 million in new one-time resources were available to the budget process. It is important to note that these results assumed that \$10 million is held in reserve for future spending.

**Figure 17: Five-Year Financial Plan**

<b>Fiscal Year</b>					
<b>Budget Category</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
<b>Total Resources</b>	<b>\$405.6</b>	<b>\$408.3</b>	<b>\$423.9</b>	<b>\$439.7</b>	<b>\$454.2</b>
Necessary Ongoing Cuts <sup>1</sup>	-\$1.5	\$0.0	\$0.0	\$0.0	\$0.0
One-Time Spending	\$17.4	\$5.0	\$4.0	\$3.4	\$2.5
<b>Total Expenses with Cuts &amp; One-Time Spending</b>	<b>\$395.6</b>	<b>\$401.4</b>	<b>\$419.6</b>	<b>\$437.1</b>	<b>\$454.2</b>
<i>Reserved for Future Spending</i>	<i>\$10.0</i>	<i>\$6.8</i>	<i>\$4.4</i>	<i>\$2.6</i>	<i>\$0.0</i>

<sup>1</sup> An ongoing cut of \$1.5 million in FY 2011-12 is necessary in order to balance ongoing revenues with ongoing expenses throughout the five-year forecast.

The April financial forecast is based on two key assumptions:

- ◆ An expectation of modest economic growth, below that of a "typical" economic expansion. Of course, the preceding recession was anything but "typical" and economies coming out of financial crises have a harder time finding firm economic footing.
- ◆ The financial forecast assumes all of the City's labor contract costs above cost-of-living increases are borne by the General Fund (i.e., none are absorbed within existing bureau budgets). The most notable of these is with the Police Bureau where costs are expected to be \$2.9 million in FY 2011-12.

Future financial uncertainties that may upset the forecast include:

- ◆ The Multnomah County Library is currently funded, in part, from a local option property tax levy that is expiring next year. The County will refer to voters a measure that will in all likelihood either renew the current levy at a higher rate or establish a permanent levy. While voter approval of either scenario would result in lower property taxes to the City, the establishment of a permanent district would have a much larger impact - a decrease of at least \$5 million to the General Fund is likely.
- ◆ While the forecast is built on the expectation of slow economic growth, it does not assume that the U.S. will fall back into a recession. Should the economy deteriorate rapidly, especially in the near-term, the City could realize lower revenue, particularly in business licenses. It should be noted that this is also a risk on the upside, as a stabilizing housing market and sharper increases in job growth could help push revenues above forecasted levels.
- ◆ Commodities prices have stoked fears of rampant inflation. Absent underlying wage pressure, which in the current labor market is nonexistent, presumably limits the potential of a wage-price spiral. However, should prices escalate for a sustained period, there would be substantial increases in expenses above the current forecast. Ultimately, because a large majority of the forecast is based on inflation expectations, the exposure to the forecast from deviations in inflation could significantly move in either direction.
- ◆ The process of collecting business license taxes was changed in FY 2009-10 to a system in which total collections are net of refunds and after adjustments for the buildup of credits. Forecasts may tend to be less accurate than in the recent past because there is little or no historical data available to generate forecasts on net revenue.

The primary downside risks to the budget and five-year financial plan include a return to recession locally and the potential loss of property tax revenue due to compression from a newly formed county library district. Subsequent revenue forecasts, particularly for business licenses and property taxes, could show lower revenues making it difficult for Council to fund the ongoing CAL levels.

## Changes In Fund Balance - All Funds

The following table shows the beginning fund balance, change in fund balance, and ending fund balance for each fund within the City. Please note that most funds do not budget ending fund balance. Anticipated unspent funds are typically budgeted in contingency. Please also note that reserves for debt service are displayed as ending fund balance in the following table, but are broken out separately in the fund detail pages of Volume 2.



Figure 18: Changes in Fund Balance

Fund	Beginning Balance	Change in Fund Balance	Ending Balance
General Fund	39,382,981	(39,382,981)	-
Transportation Operating Fund	21,201,037	(21,201,037)	-
Assessment Collection Fund	78,893	(78,893)	-
Emergency Communication Fund	3,966,248	(3,966,248)	-
Development Services Fund	515,338	(515,338)	-
Cable Fund	4,811,493	(2,639,324)	2,172,169
Private for Hire Transportation Safety Fund	219,882	1,154	221,036
General Reserve Fund	46,969,304	(46,969,304)	-
Special Finance and Resource Fund	19,000	(19,000)	-
Transportation Reserve Fund	2,507,292	(2,507,292)	-
Housing Investment Fund	1,390,915	(1,390,915)	-
Parks Local Option Levy Fund	4,146,375	(4,146,375)	-
Children's Investment Fund	3,281,937	(3,281,937)	-
Grants Fund	99,105	(99,105)	-
Portland Parks Memorial Trust Fund	1,931,353	(1,931,353)	-
Police Special Revenue Fund	1,175,000	(1,175,000)	-
River District URA Debt Redemption Fund	8,241,096	(3,506,146)	4,734,950
Bonded Debt Interest and Sinking Fund	75,000	(75,000)	-
Waterfront Renewal Bond Sinking Fund	6,718,271	(171,830)	6,546,441
Interstate Corridor Debt Service Fund	5,816,917	(3,281,585)	2,535,332
Pension Debt Redemption Fund	753,523	(3,523)	750,000
South Park Blocks Redemption Fund	8,443,334	(69,988)	8,373,346
Airport Way Debt Service Fund	1,315,150	(147,772)	1,167,378
Gas Tax Bond Redemption Fund	4,553	(4,553)	-
Lents Town Center URA Debt Redemption Fund	3,802,869	(770,277)	3,032,592
Central Eastside Ind District Debt Service Fund	2,410,000	(4,137)	2,405,863
Bancroft Bond Interest and Sinking Fund	11,217,983	922,656	12,140,639
Convention Center Area Debt Service Fund	2,298,456	(2,298,456)	-
North Macadam URA Debt Redemption Fund	4,965,650	-	4,965,650
Special Projects Debt Service Fund	-	4,000	4,000
Gateway URA Debt Redemption Fund	249,550	(249,550)	-
Willamette Industrial URA Debt Service Fund	190,000	(190,000)	-
BFRS Facilities GO Bond Construction Fund	3,343,513	(3,343,513)	-
Local Improvement District Construction Fund	4,726,233	(4,726,233)	-
Parks Capital Construction & Maintenance Fund	4,888,233	(4,888,233)	-
Public Safety GO Bond Fund	19,358,949	(19,358,949)	-
Parks Endowment Fund	180,625	(18,003)	162,622
Sewer System Operating Fund	42,200,000	(42,000,000)	200,000
Hydroelectric Power Operating Fund	195,161	(195,161)	-
Water Fund	45,268,099	(45,268,099)	-
Golf Fund	1,560,541	(1,560,541)	-
Portland International Raceway Fund	718,471	(718,471)	-
Solid Waste Management Fund	2,390,139	(821,781)	1,568,358
Parking Facilities Fund	8,143,982	(8,143,982)	-
Spectator Facilities Operating Fund	6,990,105	(6,990,105)	-
Environmental Remediation Fund	1,500,000	(1,500,000)	-
Sewer System Debt Redemption Fund	30,770,500	18,005,541	48,776,041
Golf Revenue Bond Redemption Fund	636,605	4,456	641,061
Hydroelectric Power Bond Redemption Fund	4,451,694	82,635	4,534,329
Water Bond Sinking Fund	15,936,928	12,620,000	28,556,928
Sewer System Construction Fund	100,000,000	(100,000,000)	-
Water Construction Fund	72,034,535	11,564,632	83,599,167
Sewer System Rate Stabilization Fund	4,875,000	(4,875,000)	-
Hydroelectric Power Renewal Replacement Fund	9,481,050	(9,481,050)	-
Health Insurance Operating Fund	18,689,380	(18,689,380)	-
Facilities Services Operating Fund	30,860,250	(30,860,250)	-
CityFleet Operating Fund	17,596,186	(17,596,186)	-
Printing & Distribution Services Operating Fund	1,638,685	(1,638,685)	-
Insurance and Claims Operating Fund	20,028,736	(20,028,736)	-
Workers' Comp Self Insurance Operating Fund	18,303,000	(18,303,000)	-
Technology Services Fund	37,473,128	(37,473,128)	-
EBS Services Fund	4,289,349	(4,289,349)	-
Fire & Police Disability & Retirement Fund	17,005,428	(17,005,428)	-
Fire & Police Disability & Retirement Res Fund	750,000	(750,000)	-
Fire & Police Supplemental Retirement Res Fund	43,414	(7,900)	35,514

### Financial Outlook—Major Funds

In addition to the General Fund, the Financial Overview includes the outlook for the City's other major funds: the Sewer System Operating Fund, the Transportation Operating Fund, and the Water Fund. The following table shows the actual expenditures or budgets for the General Fund, the three other major funds, and the sum of all other funds for FY 2009-10, FY 2010-11, and FY 2011-12.

None of the major funds budget an unappropriated ending balance; each of the funds manages its reserves differently. The General Fund's 10% reserves are maintained in the General Reserve Fund. For the Bureau of Environmental Services, the combined ending fund balances of the Sewer System Operating Fund and the Sewer System Rate Stabilization Fund must be equal to or greater than 10% of each year's operating expenses, as defined by bond covenants. BES generally maintains 1% reserves in contingency in its operating fund and 9% in its rate stabilization fund. The Bureau of Transportation maintains a Transportation Reserve Fund but has been unable to fund it at the desired 10% level of discretionary revenues. The Water Bureau's policy is to keep a minimum of \$15 million in operating reserves in Water Fund contingency, representing about 45 days of operating budget expenditures, and a further minimum of \$5 million in Water Construction Fund contingency. Water's actual financial reserves at any point are typically larger than these amounts, and vary with the timing of bond sales, the dates for scheduled debt service payments, season of the year, weather, and other factors.

Five-year financial plans are prepared by each of the City's major non-General Fund bureaus. These financial plans provide a multi-year framework within which revenues, expenditures, and capital financing options are presented. This multi-year perspective allows the City to test the potential impact of policy, operational, and system changes, and to avoid subjecting customers to wide or irregular swings in rates and fees.

The FY 2011-12 budget is based upon bureaus' financial plans which were developed using information available through December 2010. The following is a brief overview of the updated financial outlook for the City's three major non-General Fund bureaus. For each fund, the chart shows total fund expenditures.

Figure 19: Summary of Major Funds

	General Fund	Sewer System Operating Fund	Transportation Operating Fund	Water Fund	All Other Funds	Total
<b>FY 2009-10 Actual</b>						
Beginning Balance	\$ 69,120,652	37,539,065	\$ 9,435,675	\$ 30,653,419	\$ 510,628,316	\$ 657,377,127
External Revenues	381,728,033	226,618,508	87,718,617	109,862,702	1,051,226,555	\$ 1,857,154,415
Internal Revenues	71,189,249	204,487,352	67,429,884	78,651,814	336,710,359	\$ 758,468,658
Total Resources	522,037,934	468,644,925	164,584,176	219,167,935	1,898,565,230	\$ 3,273,000,200
Bureau Expenses	418,298,973	282,212,210	139,748,397	126,402,642	588,211,440	\$ 1,554,873,662
Fund-level Expenses	69,025,986	144,462,466	18,985,340	42,995,936	820,964,239	\$ 1,096,433,967
Ending Fund Balance	34,712,975	41,970,249	5,850,439	49,769,357	489,389,551	\$ 621,692,571
Total Requirements	522,037,934	468,644,925	164,584,176	219,167,935	1,898,565,230	\$ 3,273,000,200
<b>FY 2010-11 Revised Budget</b>						
Beginning Balance	\$ 18,321,994	\$ 42,200,000	\$ 16,613,921	\$ 47,295,512	\$ 503,948,526	\$ 628,379,953
External Revenues	379,656,735	245,195,226	111,941,368	116,842,560	1,297,174,435	\$ 2,150,810,324
Internal Revenues	69,765,016	284,849,874	44,715,196	82,712,381	388,009,940	\$ 870,052,407
Total Resources	467,743,745	572,245,100	173,270,485	246,850,453	2,189,132,901	\$ 3,649,242,684
Bureau Expenses	421,040,071	343,589,099	133,989,872	137,561,977	823,949,979	\$ 1,860,130,998
Fund-level Expenses	38,593,487	185,680,194	12,679,712	66,487,860	829,163,054	\$ 1,132,604,307
Contingency	8,110,187	42,775,807	26,600,901	42,800,616	380,659,853	\$ 500,947,364
Ending Fund Balance	-	200,000	-	-	155,360,015	\$ 155,560,015
Total Requirements	467,743,745	572,245,100	173,270,485	246,850,453	2,189,132,901	\$ 3,649,242,684
<b>FY 2011-12 Adopted Budget</b>						
Beginning Balance	\$ 39,382,981	\$ 42,200,000	\$ 21,201,037	\$ 45,268,099	\$ 586,474,307	\$ 734,526,424
External Revenues	383,703,702	256,903,556	103,077,220	128,949,153	1,174,707,095	\$ 2,047,340,726
Internal Revenues	76,738,765	130,641,578	56,904,341	139,957,696	378,238,592	\$ 782,480,972
Total Resources	499,825,448	429,745,134	181,182,598	314,174,948	2,139,419,994	\$ 3,564,348,122
Bureau Expenses	443,197,952	214,316,050	157,844,927	198,844,861	722,106,527	\$ 1,736,310,317
Fund-level Expenses	40,832,961	185,578,637	13,215,309	62,973,937	699,998,366	\$ 1,002,599,210
Contingency	15,794,535	29,650,447	10,122,362	52,356,150	500,391,685	\$ 608,315,179
Ending Fund Balance	-	200,000	-	-	216,923,416	\$ 217,123,416
Total Requirements	499,825,448	429,745,134	181,182,598	314,174,948	2,139,419,994	\$ 3,564,348,122

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### Bureau of Environmental Services

BES operating programs continue to emphasize water quality through efforts at pollution prevention, analytical services,

drainage system maintenance, and watershed improvement programs. Capital costs continue to be the prime driver behind forecast rate increases. The largest category of capital improvement costs is the combined sewer overflow (CSO) program, followed by maintenance and reliability projects, and sewage treatment systems projects.

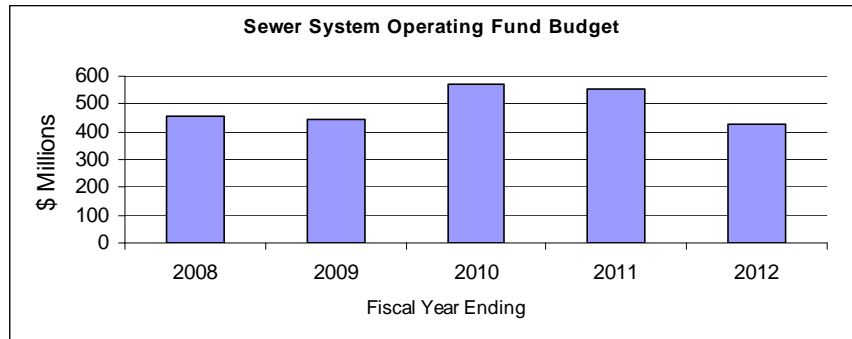
BES's estimated annual revenue requirement increases \$87.9 million over the forecast period from FY 2012-16. The five-year financial plan forecast is an increase of 6.0% in the FY 2011-12 average single-family monthly sewer and stormwater bill from \$53.33 to \$56.53.

**Operating Plan:** Five-year operating budget reductions are projected for the Portland Harbor Superfund program, electrical savings at the Swan Island pump station and from a new co-generation plant at the Columbia Boulevard Treatment Plant, and from the Clean River Rewards program. Five-year increases to the operating budget include additional resources for sewer pipe inspection and repair of sewer laterals, increased CSO flows, improvements for asset management, and resources to reduce the City's stormwater footprint and enhance watershed health.

**Capital Plan:** CIP expenditures are projected to total \$539.8 million over the forecast interval (including inflation). The pattern of expenditures is influenced primarily by the timing of the Eastside CSO project. These expenditures are funded by sewer system revenue bonds, but also include substantial cash contributions (\$91.1 million over the five-year forecast interval) made possible by coverage requirements on sewer system revenue bonds.

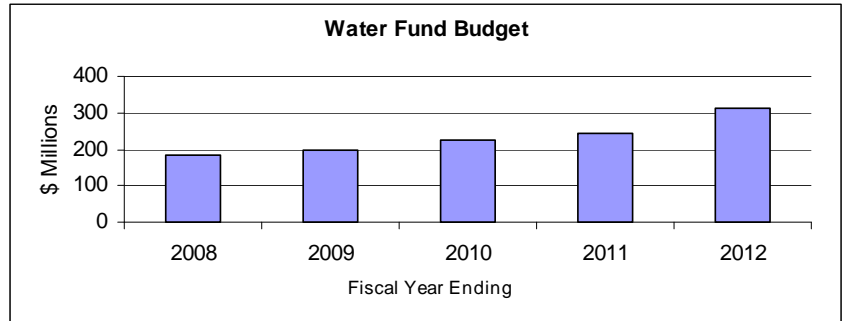
**Annual Operating and CIP Budgets:** The BES operating budget for FY 2011-12 is \$292.5 million including expenditures of \$109.0 million for operating programs, \$7.0 million for General Fund overhead, \$12.8 million for utility license fees, \$148.3 million for debt payments on bonds that have funded the capital program and \$15.4 million for cash transfers to other funds for future capital funding.

The capital budget for FY 2011-12 is \$112.1 million including expenditures of \$26.5 million for the CSO program, \$29.7 million for system maintenance and reliability, \$27.9 million for treatment systems, \$3.6 million for systems development, and \$24.5 million for surface water management projects.



**Water Bureau**

The preliminary 5-year financial plan for the Water Bureau projected an average effective retail rate increase of 13.9% for FY 2011-12. City



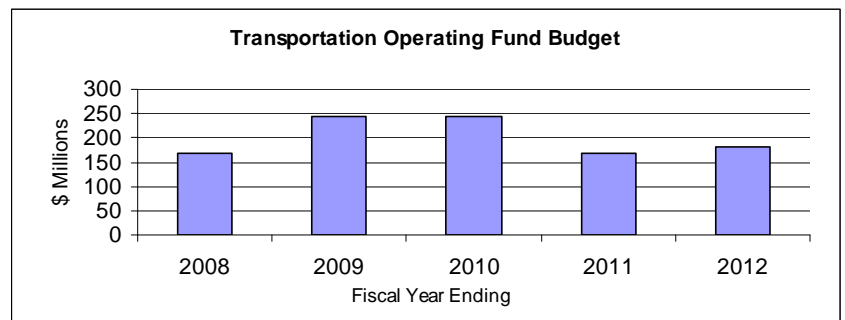
Council approved a retail rate increase of 12.9% for FY 2011-12. The primary factors contributing to the FY 2011-12 retail rate increase include funding related to the Long Term 2 Enhanced Surface Water Treatment Rule (LT2) compliance mandate, deferred rate increases, and lower retail water demand. Future-year rate increases are estimated at about 13% per year for the next four years. The average single-family residential water bill will experience a total bill increase of 12.9% for FY 2011-12.

**Operating Budget:** The operating budget of \$76.5 million for FY 2011-12 is an increase of \$0.7 million from the FY 2010-11 Adopted Budget of \$75.8 million.

**Capital Budget:** The FY 2011-12 CIP budget of \$122.3 million reflects an increase of \$61.7 million from the FY 2010-11 Revised CIP Budget. The increase in the FY 2011-12 CIP budget is due primarily projects required for compliance with Federal Safe Drinking Water regulations. The Water Bureau will continue design work on a water treatment system and water storage facilities to comply with the LT2 rule.

**Office of Transportation**

The 2009 Oregon State Legislature passed HB 2001, the "Jobs and Transportation Act". This legislation continues to provide



additional resources allowing The Portland Bureau of Transportation (PBOT) an opportunity to address some of its deferred capital maintenance and provide for capital projects that will improve transportation safety and provide multi-modal improvements.

In FY 2011-12, the bureau will receive \$9.7 million in General Fund one time resources for: streetlight operations and maintenance, various traffic safety capital improvements, and other transportation operations.

**Total Budget:** The FY 2011-12 Adopted Budget is \$258.8 million, reflecting 20% decrease from the FY 2010-11 Revised Budget. This reflects the decreased personal services and external materials and services support tied to completed capital projects.

*Capital Budget:* The capital budget is approximately \$102.7 million for FY 2011-12; a \$33 million increase from the FY 2010-11 Adopted Budget. This is primarily due to decreases the Centers and Main Streets and the Freight and Industrial Area program areas where several projects were completed.

**City Debt Management**

**Figure 20: Debt Ratings**

The City of Portland issues a variety of debt instruments to raise capital for construction projects and acquisition of equipment and facilities, and to refinance existing debt. Most of the City's debt is rated by one or more national rating agencies, including Moody's Investors Service and Standard & Poor's Corporation. Bond ratings are based on an independent analysis by financial market professionals and indicate the credit-worthiness of City's

<b>Definition</b>	<b>Moody's</b>	<b>Standard &amp; Poor's</b>	<b>Fitch</b>
<i>Prime, Maximum Safety</i> Highest rating assigned Very strong	Aaa	AAA	AAA
<i>High Grade, High Quality</i> Very strong security. Only slightly below best rating.	Aa1 Aa2 Aa3	AA+ AA AA-	AA+ AA AA-
<i>Upper Medium Grade</i> Average security but more subject to adverse financial and economic developments	A1 A2 A3	A+ A A-	A+ A A-
<i>Lower Medium Grade</i> Adequate capacity to secure debt. Adverse developments may affect ability to meet debt service requirements.	Baa1 Baa2 Baa3	BBB+ BBB BBB-	BBB+ BBB BBB-
<i>Non-Investment Grade - Speculative</i>	Ba1 Ba2 Ba3	BB+ BB BB-	BB+ BB BB-
<i>Highly Speculative</i>	B1 B2 B3	B+ B B-	B+ B B-
<i>Substantial Risk - In Poor Standing</i>	Caa1 Caa2 Caa3	CCC+ CCC CCC-	CCC+ CCC CCC-
<i>Extremely Speculative</i> May be in default	Ca C	-- --	-- --
<i>Default</i>	-- -- --	-- -- D	DDD DDD D

debt obligations. "Aaa" is the highest possible rating, and is based on analysis of four basic factors: economic condition, debt load, financial condition, and overall management of the City.

Since 1973, the City's unlimited tax general obligation debt has been rated "Aaa" by Moody's. The rating by Moody's of the City's First Lien Water System Revenue Bonds has also been Aaa since May 2010. The City's limited tax revenue bonds are rated Aa1 by Moody's. The underlying ratings for most other types of City revenue bonds are between "Aa3" and "Aa1" by Moody's and "AA" by Standard & Poor's. Many of the City's revenue bonds are insured and had carried the triple-A rating of the bond insurer. However, with turmoil in the bond insurance industry, including widespread downgrades by the rating agencies, the effective rating for a significant portion of the City's insured bonds is the underlying rating, which currently is higher than the insured rating.

The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 2011.

**General Obligation (GO) Debt**

General Obligation (GO) debt is backed by the full faith and credit and unlimited taxing power of the City. Under current Oregon law, all general obligation debt (except for refunding bonds) must be approved by the voters. The City has \$78.5 million of voter-approved GO debt outstanding for park system improvement, emergency facilities and public safety infrastructure.

**Revenue Bonds**

Revenue bonds are secured by, and payable from, specifically pledged revenue sources such as water or sewer user fees. The City's outstanding revenue bonds include:

- ◆ \$1.63 billion of sewer system revenue bonds
- ◆ \$426.3 million of urban renewal bonds
- ◆ \$394.8 million of water revenue bonds
- ◆ \$13.1 million of hydroelectric power revenue bonds
- ◆ \$8.5 million of gas tax revenue bonds
- ◆ \$1.5 million of golf revenue bonds

**General Fund-Backed Debt**

General Fund-backed debt is either paid from, or secured by, the General Fund and includes:

- ◆ \$271.4 million of limited tax pension obligation bonds, of which approximately \$100.8 million is attributed to General Fund bureaus and approximately \$170.6 to non-General Fund bureaus
- ◆ \$116.1 million of limited tax revenue bonds for projects related to an intergovernmental agreement known as the Visitor Development Initiative, which includes outstanding bonds for the Convention Center Expansion project (\$90.1 million), Civic Stadium Improvement project (\$24.7 million), and Portland Center for Performing Arts improvements (\$1.3 million). While ultimately secured by the General Fund, these bonds are expected to be repaid with revenues generated from surcharges on the transient lodging tax and the motor vehicle rental tax levied by Multnomah County and, for the Civic Stadium bonds, from revenues generated from Spectator Facilities operations.
- ◆ \$71.6 million of limited tax revenue bonds for building improvements and equipment acquisition
- ◆ \$17.0 million of arena limited tax revenue bonds. Proceeds of these bonds were used to refund bonds originally issued for public improvements relating to the Oregon Arena Project. These arena limited tax revenue refunding bonds are ultimately secured by the City's General Fund. However, the City expects to pay the debt service on these bonds from revenues received from the Oregon Arena Project.
- ◆ \$19.0 million of limited tax revenue bonds issued to refund bonds originally issued to pay for the Portland Streetcar project. These bonds are expected to be repaid from parking revenues, but are additionally secured by the General Fund.
- ◆ \$10.9 million of limited tax revenue bonds for improvements to the Portland Transit Mall. These bonds are expected to be repaid with revenues from the City's parking meters.

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- ◆ \$18.8 million of limited tax housing revenue bonds
- ◆ \$57.4 million of limited tax improvement bonds
- ◆ \$2.2 million of bonds issued for improvements in the South Waterfront area of the City
- ◆ \$103.9 million of principal on urban renewal lines of credit. It is expected these interim financing obligations will be retired with the proceeds of long-term urban renewal and redevelopment bonds.
- ◆ \$15.7 million of principal on lines of credit used to provide short-term and interim financing for local improvement district projects and the City's share of improvements to PGE Park for Major League Soccer.

## Debt Limitation

Under Oregon law (ORS 287.004), the City's general obligation debt limit is equal to 3% of the City's real market valuation (\$86.4 billion), or about \$2.6 billion. Certain self-supporting bonds are exempted from this limitation. The City's debt policies are more restrictive, specifying that general obligation debt can be no more than 0.75% of real market value, or approximately \$647.8 million for FY 2010-11. Currently the City has \$78.5 million of outstanding general obligation debt that is subject to these debt limitations.

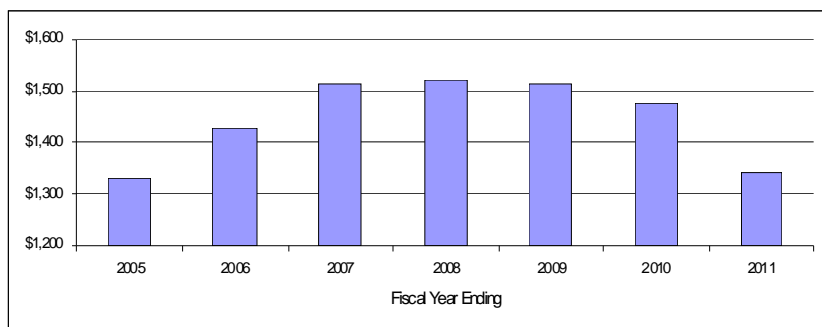
**Figure 21: Debt Limitation Criteria**

FY 2010-11 Real Market Value	\$86,374,680,444
3% of Real Market Value	\$2,591,240,413
City outstanding debt subject to limit	\$78,530,000
Percent of limitation outstanding	3.03%
Debt margin	\$2,512,710,413

The figure below displays gross bonded debt per capita. Included in these figures are the City's outstanding general obligation bonds, limited tax improvement bonds, limited tax revenue bonds, and General Fund-backed lines of credit.

**Figure 22: Gross Bonded Debt per Capita**

The City periodically assesses opportunities to refund bonds for economic savings. Additionally, there are times when existing bond covenants or other financial structures impinge on prudent and sound financial management. In such cases, the City may choose to refund debt for restructuring purposes.





The City's debt management policies prescribe the circumstances under which the City may refinance outstanding debt. In order to issue advance refunding bonds (i.e., bonds in which the call or maturity date of the refunded bonds is more than 90 days from the date of issuance of the refunding bonds), net present value savings must equal at least 5% of the proceeds of the refunding bonds. Exceptions to this policy can be made with the approval of the Debt Manager and the Director of the Bureau of Financial Services. Notwithstanding City policy, Oregon law requires that advance refunding bonds issued for the purpose of obtaining debt service savings, must attain present value savings of at least 3% of the proceeds of the bonds. The City may issue current refunding bonds (bonds in which the call or maturity date of the refunded bonds is 90 days or less from the date of issuance of the refunding bonds) when net present value savings equal or exceed \$100,000. Savings requirements for current or advance refundings undertaken to restructure debt may be waived by the Debt Manager and the Chief Administrative Officer if such a restructuring is in the City's overall best financial interests.

In FY 2010-11 the City issued two series of refunding bonds to provide economic savings. The City issued the South Park Blocks Urban Renewal and Redevelopment Refunding Bonds, 2011 Series A to refund the South Park Blocks Urban Renewal and Redevelopment Bonds, 2000 Series B and the Oregon Convention Center Urban Renewal and Redevelopment Refunding Bonds, 2011 Series A to refund the Oregon Convention Center Urban Renewal and Redevelopment Bonds, 2000 Series B.

In addition to the refunding bonds, the City issued about \$82.8 million of First Lien Water System Revenue Bonds to pay for improvements to the Water System; \$407.9 million of Second Lien Sewer System Revenue Bonds to finance sewer system improvements and takeout a \$160 million line of credit; 29.7 million of Central Eastside Urban Renewal and Redevelopment Bonds to takeout the outstanding balance of an interim line of credit; \$64.9 million of North Macadam Urban Renewal and Redevelopment Bonds to takeout the outstanding balance on the interim line of credit; \$25.8 million of General Obligation Public Safety Bonds to finance the first phase of public safety infrastructure improvements authorized by Ballot Measure 26-117 in the November 2010 election.

In FY 2010-11, the City borrowed approximately \$43.9 million on various lines of credit and state loans to fund capital projects including clean water, local improvement and urban renewal.

**Anticipated Debt Issuance in FY 2011-12**

The City anticipates issuing the following debt obligations during FY 2011-12 (amounts are approximate):

- ◆ \$210 million in Sewer System Revenue Bonds to finance improvements to the sewer system
- ◆ \$161 million in Water System Revenue Bonds to finance improvements to the water system
- ◆ \$32 million in urban renewal refunding bonds for the Downtown Waterfront urban renewal area
- ◆ \$45 million in urban renewal bonds for the Interstate Corridor urban renewal area
- ◆ \$32 million in urban renewal bonds for the Oregon Convention Center urban renewal area

## Financial Overview

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- ◆ \$35 million in urban renewal bonds for the River District urban renewal area
- ◆ \$78 million in limited tax revenue refunding bonds to refund bonds originally issued to expand the Oregon Convention Center

The City will likely incur additional indebtedness during FY 2011-12 for other capital needs. The amounts and specific types of debt instruments to be issued will be determined throughout the fiscal year.

## Tax Expenditures

The City of Portland offers a number of limited property tax abatement programs that serve as financial and policy tools designed to carry out housing goals, especially those that call for assisting low- and moderate- income households through the preservation or construction of housing or through programs which increase homeownership. The programs also advance important urban development, transportation, and growth management goals which are carried out by providing incentives for new housing development in certain locations.

The Portland Housing Bureau reports annually on current abatements and the estimated tax impacts. This report can be found on their website. The most recent report, issued in December 2010, covers tax year 2010-11. In that year 13,791 units received exemptions. The forgone revenue associated with these exemptions is \$4.9 million for the City and \$10.2 million for all other taxing jurisdictions.

## The City's Financial Structure

### Portland's Fund Structure

Revenues to the City are designated and set aside in funds. The fund structure used by the City is detailed below. Fund summaries, which provide revenue and expenditure detail, are included within the appropriate service area section of Volume Two of the City budget document. For example, all Water Bureau-related funds are found within the Public Utilities Service Area section. General Fund summaries are found in the Financial Summaries section of Volume One and the City Funds section of Volume Two.

### Types of Funds

The City's funds are divided into three classifications: governmental funds, proprietary funds, and fiduciary funds. Governmental funds are used to account for governmental activities. Proprietary funds include enterprise, or business-type activities, and internal service funds. Fiduciary funds are used for resources held for the benefit of parties outside City government where the City acts as an agent or trustee without commingling resources with general city programs.

### Major Governmental Funds

**General Fund:** The General Fund includes all activities of the City that are supported by property taxes and other non-dedicated revenues. These include license and permit fees and state shared cigarette and liquor tax revenues. Bureaus supported by the General Fund include Portland Fire & Rescue, Portland Police Bureau, and Portland Parks & Recreation, among others.

**Transportation Operating Fund:** This operating fund supports the Portland Bureau of Transportation and receives transportation-related revenues such as gas tax revenues as well as a transfer from the General Fund.

## Non-Major Governmental Funds

*Special Revenue Funds:* Special revenue funds receive money from specific sources and are restricted to expenditure for specified purposes. Reserve funds hold resources for future use in countering recessionary trends and mitigating mid-year economic downturns or other financial emergencies.

*Debt Service Funds:* Debt service funds account for the accumulation of resources for, and the payment of debt service on, general obligation, revenue, assessment, improvement, and urban renewal tax increment bonds. These funds are necessary to manage the City's diverse debt portfolio in a manner that ensures compliance with security covenants as well as state and federal regulations.

*Capital Projects Funds:* These funds account for major capital acquisition or construction projects such as those funded by general obligation bonds and those in local improvement districts and parks. Revenues are received when the City issues bonds and notes for capital projects. Revenues are also received from other sources of income to the City.

*Permanent Funds:* The City occasionally creates accounts for gifts or bequests that are legally restricted to the extent that only earnings, and not principal, may be used as designated by the donor. Currently, the City has only one fund of this type, the Parks Endowment Fund.

## Proprietary Funds

*Enterprise Funds:* Enterprise funds, such as the Water Fund and the Sewer System Operating Fund, support business-type activities that charge a fee to external users for goods and services.

*Internal Service Funds:* Internal service funds account for the sale of central services such as vehicle and printing services to other City and/or governmental agencies. These funds operate primarily on revenues received from the agencies using their services.

## Fiduciary Funds

The City has three funds for the retirement or disability costs of police and fire personnel. Revenues for the primary fund, the Fire & Police Disability & Retirement (FPDR) Fund, are received from a property tax levy authorized by Portland voters in 1948. Other City employees are covered by the Public Employees Retirement System (PERS), which is administered by the State of Oregon.

## Portland Development Commission

The Portland Development Commission (PDC) is the City of Portland's urban renewal and economic development agency. PDC is a semi-autonomous organization that interacts with various City programs. Revenue for PDC is provided through a combination of tax increment revenues, federal grants, program income, contracts, private funding, and transfers from the General Fund. PDC's budget is published as separate budget document.

# Financial Overview

## Overviews

**How Funds Interact** City funds interact in a variety of ways. One fund may reimburse another fund for goods or services. Cash transfers may also result from the exchange of resources between funds to cover operating and capital expenses; for example, a transfer from the General Fund to the Transportation Operating Fund to support the operations and maintenance of street lights. Transfers between funds result in the budgeting of dollars in both funds.

**Budgetary Controls** City Council maintains oversight of the City's financial condition through three formal reviews of the annual budget, various informal reviews, and work sessions. Formal comparisons between historical and actual expenditures and revenues are completed three times per year under the direction of the Financial Planning Division, and reported to Council.

Adjustments to bureau budgets generally occur during one of these trimester reporting processes, through grant acceptance ordinances, or through an over-expenditure ordinance in late June. The trimester reports allow the Council to closely review the Citywide impact of budget adjustments and ensures that Council's directives are followed.

The City has a system for monitoring the financial condition of its General Fund. A Quarterly Financial Tracking Report is issued four times per year. The report provides Council, bureau managers, and the public with information on the status of General Fund revenues and expenditures in comparison to the budget, while also summarizing the current economic conditions.

### **Basis of Accounting and Accounting Structure**

Governmental accounting, governed by state statutes and Generally Accepted Accounting Principles (GAAP), differs substantially from private sector accounting. Private sector financial reports measure economic profits, whereas governmental accounting focuses on disclosing how public money is spent.

#### **Types of Accounting**

*City funds employ either the accrual basis or modified accrual basis of accounting.*

Government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned, and expenses are recorded when a liability is incurred regardless of the timing of related cash flows.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Governmental funds include the General Fund as well as major and non-major Special Revenue, Debt Service, Capital Projects, and Permanent funds.

Revenues are recognized as soon as they become both measurable and available. Federal and state grants revenues are recorded to the extent that revenues are earned as eligible expenditures are incurred. Expenditures are recorded when a liability is incurred with these exceptions: claims and judgments, interfund transactions for services which are recorded on the accrual basis, interest expenditures on general long-term debt that are recorded when due, earned but unpaid vacations that are recorded as expenditures to the extent they are expected to be liquidated with expendable, available financial resources.

**Basis of Budgeting**

The City budgets on a modified accrual basis. Any unexpended appropriation balances lapse at the end of the fiscal year.

**Financial Reporting**

The Comprehensive Annual Financial Report (CAFR) of the City presents a picture of the City's finances both on a Citywide and individual fund basis. The CAFR is prepared in accordance with GAAP. It reconciles differences between the budgetary basis, presented in the annual Adopted Budget, and the other presentations used in preparing the CAFR.

*The City has earned GFOA's Certificate of Achievement for the past 27 years.*

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 27 years. GFOA is a national organization, composed of professionals in the field of public financial management. The group has established stringent criteria for the awards program to ensure quality and full-disclosure accounting and reporting systems within the public sector.

**Independent Audit Requirements**

*The fiscal affairs of the City are audited by an independent auditor each year.*

The annual financial report of the City is prepared as required by state law and as recommended by the American Institute of Certified Public Accountants (AICPA). The AICPA requires that an annual audit of the fiscal affairs of the City be performed by an independent auditor in accordance with Government Auditing Standards, issued by the Comptroller General of the United States, and with the minimum standards for audits of Oregon municipal corporations. Under the City Charter, the FPDR Funds and the PDC are required to have separate financial audits.

The City also has an independently elected auditor responsible by City Charter for conducting internal financial and performance audits of specific City services.

**Summaries of Financial Policies**

The City has formal financial policies, adopted by City Council, as a component of sound government financial management. These policies provide direction to City leaders in making budgetary and financial management decisions. The complete set of policies and their associated linked procedures are on the City's website under Portland Policy Documents, Finance Section. The policies were updated and adopted by City Council in May 2008, with an effective date of July 1, 2008. A summary of these policies, numbered as part of the Portland Policy Documents, follows.

**Comprehensive Financial Management Policies Overview**

The City of Portland is accountable to the community for the use of public dollars. Municipal resources will be used wisely to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs. Financial management policies serve as the blueprint to achieve the fiscal stability required to meet the City's goals and objectives.

# Financial Overview

## Overviews

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The objectives for comprehensive financial management policies are to:

- ◆ Guide City Council and City management policy decisions that have significant fiscal impact
- ◆ Support planning for long-term needs
- ◆ Maintain and protect City assets and infrastructure
- ◆ Set forth operating principles that minimize the financial risk in providing City services
- ◆ Optimize the efficiency and effectiveness of services to reduce costs and improve service quality
- ◆ Employ balanced and fair revenue policies that provide adequate funding for desired programs
- ◆ Maintain financial stability and sufficient financial capacity for present and future needs
- ◆ Promote sound financial management by providing accurate and timely information on the City's financial condition
- ◆ Maintain and enhance the City's credit ratings and prevent default on any municipal financial obligations
- ◆ Ensure the legal use of financial resources through an effective system of internal controls
- ◆ Promote cooperation and coordination within the City, with other governments and with the private sector in the financing and delivery of services
- ◆ Ensure the legal use of financial resources through an effective system of internal controls
- ◆ Promote cooperation and coordination within the City, with other governments and with the private sector in the financing and delivery of services

## Financial Planning

The City of Portland will prepare long-range financial plans to guide City Council in adopting the City budget and to assist Council in ensuring the delivery of needed services through all types of economic cycles. The plans help Council and the community evaluate the financial impact of all programs within the context of regional and local economic conditions. The plans will also assist in coordinating funding needs among enterprise, special revenue, and General Fund functions and needs.

Financial planning and budgeting will be based on the following principles:

- ◆ Revenue estimates will be prepared on a conservative basis to minimize the possibility that economic fluctuations could jeopardize ongoing service delivery during the fiscal year.
- ◆ Expenditure estimates will anticipate needs that are reasonably predictable.
- ◆ Forecasts will rely on a common set of basic economic assumptions that will be established, updated, and distributed by the Financial Planning Division of OMF Bureau of Financial Services.

The Financial Planning Division will prepare an annual City financial assessment report. This report will include a comprehensive overview of the City's financial condition. Five-year financial plans will be prepared annually for the General Fund, General Fund bureaus, major enterprise funds, special revenue funds, and internal service funds. General Fund bureaus will forecast and monitor their own revenues and expenditures. Enterprise and special revenue fund forecasts will identify any impact on rates.

Each bureau that has major capital assets will develop and maintain five-year capital improvement plans. The City will annually prepare a Citywide five-year Capital Improvement Plan that includes prioritized bureau needs for capital replacement, additions, and major maintenance.

The City will preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating and maintenance costs associated with new or additional capital improvements or major equipment. The City will annually prepare a Citywide Capital Asset Management Report for Council consideration, and the report will be delivered to Council prior to the annual budget discussions. At least 25% of General Fund discretionary revenue that exceeds budgeted beginning balance (adjusted) will be allocated to infrastructure maintenance or replacement in the fall budget monitoring process.

## Budget Policies

The City will develop and implement a budget process that will:

- ◆ Make prudent use of public resources
- ◆ Include financial forecast information to ensure that the City is planning adequately for current and future needs
- ◆ Involve community members, elected officials, employees, and other key stakeholders
- ◆ Provide performance measurement data to assist in assessing program effectiveness
- ◆ Comply with City Charter, City Code, and State of Oregon Local Budget Law

The Mayor will develop and present a proposed City budget to the Council for consideration and adoption. The OMF Bureau of Financial Services Financial Planning Division will issue guidelines and rules for the preparation and review of bureau budget requests to the Mayor including a proposed annual budget process and calendar. The Financial Planning Division will maintain a system for financial monitoring and control of the City's budget during the fiscal year and will also review ordinances and significant administrative decisions submitted for Council actions throughout the fiscal year.

For the fall budget monitoring process, General Fund discretionary revenue that exceeds budgeted beginning balance (adjusted) will be added to General Fund contingency, except for those funds allocated to infrastructure maintenance or replacement and the Portland Bureau of Transportation. Funds that had been reserved to pay for General Fund encumbrances but are not needed for this purpose will also be added to General Fund contingency. These funds will be included as a resource in the annual budget process for the upcoming fiscal year.

# Financial Overview

## Overviews

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The budget will comply with the following operating principles:

- ◆ In each fund, resources shall be equal to or exceed requirements resulting in a balanced budget.
- ◆ One-time funds are General Fund resources designed to be used for projects and purchases that can be accomplished within the fiscal year, although Council has increasingly relied on them to fund ongoing needs in recent years.
- ◆ Unless otherwise stated explicitly by the Council, the City will not dedicate discretionary revenues for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.
- ◆ The City will budget only the amount of revenue that is needed to fund projected expenditures within the fiscal year.
- ◆ The City will optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. The City will coordinate its service delivery with other applicable public and private service providers.
- ◆ City operations will be run on a self-supporting basis where doing so will increase efficiency in service delivery or recover the full cost of providing the service by a user fee or charge.
- ◆ The City will budget a contingency account for each operating fund adequate to address reasonable but unforeseen requirements within the fiscal year.

## Financial Reporting

The City shall maintain a system of financial monitoring, control, and reporting for all operations, funds, and agencies to provide effective means of ensuring that overall City goals and objectives will be met and to assure the City's citizens, partners, and investors that the City is well managed and fiscally sound.

The City will maintain its accounting records and report on its financial condition and results of operations in accordance with state and federal law and regulations, Generally Accepted Accounting Principles (GAAP), and standards established by the Governmental Accounting Standard Board (GASB). Budget reporting will be in accordance with Oregon Local Budget Law.

A qualified independent firm of certified public accountants will perform an annual financial and compliance audit of the City's financial statements. The firm's opinions will be presented in the City's Comprehensive Annual Financial Report (CAFR), in the single audit report as required by the Single Audit Act of 1984, and in the independent auditor's Report on Compliance and on Internal Control over Financial Reporting.

## Revenue Policies

The City will maximize and diversify its revenue base to raise sufficient revenue to support essential City services and to maintain services during periods of declining economic activity. City services providing private benefits should be paid for by fees and charges as much as possible to maximize flexibility in the use of City general revenue sources to meet the cost for services of broader public benefit. The City's overall revenue structure will be designed to recapture some of the financial benefits resulting from City economic and community development investments. Revenue collection efforts that produce positive net income for City service delivery will be the highest budget priority.



Charges for services that benefit specific users should recover full costs, including all direct costs, bureau overhead, General Fund overhead, loss of interest, and depreciation on capital plant and equipment.

The City will use and obtain resources as efficiently as possible according to the following principles:

- ◆ Use the resources that it already collects.
- ◆ Collect the resources to which it is already entitled.
- ◆ Seek new resources, consistent with its financial policies and City goals.
- ◆ Strive to keep a total revenue mix that encourages growth and keeps Portland competitive in the metropolitan area.
- ◆ Enforce its authority to collect revenue due the City, including litigation if necessary.

Bureaus shall conservatively estimate revenue and shall retain all excess bureau-generated revenue. Overall bureau revenue shortfall requiring additional discretionary General Fund resources will result in a bureau current appropriation level reduction.

**Reserve Funds**

Reserve funds will be established and maintained to ensure the continued delivery of City services to address emergencies, address a temporary revenue shortfall, or provide stability during economic cycles. Sufficient reserve funds will be managed to provide adequate cash flow, stabilize the City's interest rates, and provide continuity in service delivery.

The City shall maintain adequate cash reserves in each fund to maintain a positive cash position at any time during a fiscal year and at year-end.

The level of the General Reserve Fund shall be 10 percent of the General Fund revenues less any short-term borrowing receipts and intrafund revenue. There are two parts to the General Reserve Fund: one-half is designated as the emergency reserve and one-half as the countercyclical reserve. The Council will begin to restore the reserves used under this policy within 24 months after their first use. The Financial Planning Division of the OMF Bureau of Financial Services will manage and monitor the General Reserve Fund and report on the current and projected level of the reserve funds during each budget process.

**Cost Allocation**

The City will establish and maintain a consistent methodology for allocating the costs of the City's central service functions and activities that benefit or are used by several City organizations. The goal is to provide stable, predictable, and equitable costs and rates to organizations that pay for these services.

The two primary methods used to allocate central services costs to City organizations are the General Fund overhead (GFOH) model and interagency agreements. Business service activities that recover costs through rates and interagency agreements will periodically compare the cost of their fees and rates with other comparable agencies and/or businesses, and report these findings to their customers.

# Financial Overview

## Overviews

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Costs will be allocated for general central support services or activities budgeted in the General Fund. Bureaus and operations that are budgeted in the General Fund do not pay GFOH. The amount to be recovered through the GFOH model shall include all costs of the bureau or activity less all internal and external revenue. The Financial Planning Division of the OMF Bureau of Financial Services will provide each paying agency with its projected GFOH costs in a timely manner so the costs can be included in each agency's budget request.

The Financial Planning Division will annually review the updated GFOH model to ensure that it meets the goal of providing a stable, predictable, and equitable allocation of GFOH costs. Every five years, Financial Planning will conduct a comprehensive review of the GFOH model to identify any needed changes. The results of this review and any recommendations will be provided to the Council.

Costs for services or activities provided to customers that can be defined on a per unit basis based on actual consumption will be allocated through rates. Designated business service activities will recover their costs by charging rates. Those bureaus recovering costs through the use of rates shall do so through the use of interagency agreements between the providing bureau and the receiving bureau. The amount to be recovered by those bureaus through rates shall include all direct and indirect costs of the bureau less any external revenue.

The system of interagency agreements involves budgeting, billing, and service description components. The Chief Administrative Officer issues procedures for interagency agreements that describe the types of agreements, the required elements, budgeting, rate setting, billing, and dispute resolution.

### Cash Management

The City will manage its cash assets to ensure accurate records, reduce the chance of loss or theft, and allow the City to maximize interest income. The Treasury Division will ensure the accurate and timely accounting, investment, and security of all cash assets, and will develop, maintain, and constantly seek to improve cash management systems. All cash received by City bureaus will be deposited to Treasury accounts in accordance with Accounting Administrative Rules. Only the City Treasurer is authorized to establish bank accounts for the City.

### Electronic Payment Processing

The City will ensure that its banking services, systems, and procedures, including electronic payment processing, are easy for the public to use, provide a cost-effective service, and maintain security for transactions.

The Treasury Division will establish and maintain all City banking-related services, including those related to payment card or automated clearinghouse (ACH) processing. Payment cards refer to credit and debit cards. Electronic payment processing refers to the use of credit, debit, or ACH methods of payment.

Bureaus will use the City's e-Commerce platform (also known as the City's payment processing gateway, or PPG) for all electronic payment card services.

Bureaus that provide electronic payment processing options will be responsible for all direct and indirect costs associated with providing the service.

**Treasury Holding Accounts** The Treasury Division will maintain Treasury Holding Accounts (formerly called Trustee Accounts) for use by, and as a service to, City bureaus. Treasury Holding Accounts (THAs) may be established by a bureau only for the exclusive purpose of holding non-City funds that cannot otherwise be recognized as bureau revenue within the City's financial system. THAs will be non-interest bearing accounts unless otherwise required by law.

**Debt Management** The primary objectives of the City's Debt Management policy are to maintain the City's Aaa bond rating issued by Moody's, to ensure prudent debt decisions, and to reduce the overall cost of debt management. The policy also places limits on the City's debt, centralizes the management function, and requires completion of various reports critical to maintaining the City's financial health. These guidelines are used both in constructing the debt portions of the budget and in gauging debt-related decisions.

The City Debt Manager will be responsible for the implementation of this policy.

The Debt Management policy provides additional detail on comprehensive capital planning and financing, limitations on City indebtedness, structure and term of City indebtedness, short-term debt and interim financing, improvement district assessment contract financing, urban renewal financing, conduit financings, financing proposals, selection of finance consultants and service providers, method of sale, refunding of City indebtedness, use of credit enhancement, credit ratings, rebate reporting, covenant compliance, ongoing disclosure, and derivative products.

**Interest Rate Exchange Agreement** The primary objective of the Interest Rate Exchange Agreement policy is to ensure that the City Council, City management and other decision makers adhere to sound financial and risk management practices when evaluating and entering into interest rate exchange agreements.

The City will use interest rate exchange agreements (swaps) and related financial instruments as appropriate interest rate management tools for the purpose of increasing the City's financial flexibility and providing opportunities for interest rate savings. Swaps are designed to reduce the amount or duration of interest rate risk or produce a lower cost of borrowing when used in combination with the issuance of bonds. Swaps are appropriate to use when they achieve specific financial objectives consistent with this policy and the Debt Management policy.

The City Debt Manager, in consultation with the City Treasurer and City Controller and subject to the approval of the Chief Financial Officer, will be responsible for determining if and when it is in the City's best financial interests to enter into a swap or related financial instruments covered in this policy.

The Interest Rate Exchange Agreement policy provides additional detail on the authority for entering into swap agreements, permitted financial instruments, risk analysis, procurement and execution, credit rating designations, terms of swap agreements, and monitoring and reporting requirements.

**Investment Policies** The primary objective of the Investment policy is to establish a conservative set of investment criteria that will prudently protect the City's principal sums, enable the City to generate a fair rate of return from its investment activities, and provide ample liquidity to meet the City's daily cash requirements.

## Financial Overview

### Overviews

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The City Treasurer will be responsible for the implementation of this policy. Consistent with the Oregon Revised Statutes governing the investment of public funds, the City Council will adopt a City investment policy annually.

The Investment policy provides additional detail on authorized investments, authorized investment institutions and dealers, risk analysis, diversification, distribution of portfolio maturities, internal controls, and reporting.

## Summaries of Planning Policies

The Council has adopted numerous policies governing the provision of specific services by the City. These policies provide further guidance to bureaus as they develop the annual budget.

**Comprehensive Plan** The 1980 Comprehensive Plan for the City includes goals, policies, objectives, and a plan map, to guide future development and redevelopment of the city. The goals and policies of the Comprehensive Plan provide the context and guidance for future City programs, major capital projects, and other funding decisions. The Comprehensive Plan establishes policies for how and where development occurs in the city. It includes policies that address such issues as public involvement, land use, environmental protection, transportation, and affordable housing. The Bureau of Planning and Sustainability is continuing those efforts in FY 2011-12.

**Community Policing** Resolution 34670, approved by Council in 1990, adopted the original five-year plan for the Police Bureau transition to a community policing philosophy. The plan included community policing goals and objectives and called for 200 additional positions to implement community policing.

In 1994, Council further committed to the community policing philosophy with the passage of Resolution 35264, which adopted the Community Policing Strategic Plan. The plan is updated every five years and defines the bureau's community policing mission, goals and objectives, strategies, and performance measures. The current Community Policing Strategic Plan covers 2007-2012.

**Regional Transportation** Resolution #34690, approved by Council in 1990, formalized the Council's commitment to development of a regional light rail plan. This action resulted from the successful installation and operation of a light rail line connecting downtown with the city of Gresham, east of Portland. The Westside rail line extending to Hillsboro opened in August 1998.

In 2001 the Airport MAX rail service began running between downtown Portland and the Portland International Airport, and in May 2004, the north-south Interstate light rail line opened, extending from the Rose Quarter in inner Northeast Portland to the Expo Center in North Portland.

In 2001 the City began operation of a new streetcar system that runs north and south through the central city. The street car has since been extended to SW Lowell; continued work on the Portland - Milwaukie Light rail is included in the FY 2010-15 Five Year Capital Improvement Plan and Adopted Budget.

**Regional Water Supply Plan (RWSP) and Regional Water Providers Consortium (RWPC)**

The RWSP provides a comprehensive, integrated framework of technical information, resource strategies, and actions to meet the water supply needs of the cities, counties, and water districts in the Portland metropolitan area through the year 2050. The Oregon part of the metropolitan region is made up of three counties and 25 cities with a population of approximately 1.3 million. The RWSP was updated in 2004 by the entities which make up the Regional Water Providers Consortium.

The Consortium has a five-year strategic plan which was updated in September 2008. In addition, the Regional Water Supply Plan was also updated. These two plans direct the Consortium to focus on conservation program implementation, emergency planning and preparedness, water issue coordination, and planning decision support tools for water providers through the use of conservation, demand forecasting, and integration models. Part of this effort included negotiation of new wholesale water sales agreements between the City and its major wholesale water customers.

**Environmental Services Policy**

The budget for the Bureau of Environmental Services reflects a number of policies, with many intended to comply with federal and state requirements.

*The City complies with federal ESA requirements to protect and restore salmon and steelhead species.*

**Endangered Species Act**

In 1998 and 1999, NOAA-Fisheries (then called the National Marine Fisheries Service) issued final rules to list the Lower Columbia steelhead and chinook salmon as threatened species under the Endangered Species Act. To respond, the BES budget includes funding to develop and implement comprehensive watershed plans for the Willamette River watershed as well as the Fanno/Tryon Creek, Johnson Creek, and Columbia Slough sub-watersheds. The plans will provide background information and recommendations to improve watershed health that will support the City's fish recovery efforts.

*The CSO capital program continues with eastside tunnel construction in FY 2011-12*

**Combined Sewer Overflow Program**

The budget provides for compliance with three administrative orders issued by the State Environmental Quality Commission relating to overflows from the combined sewer portion of the collection system. Terms of those orders require the City to eliminate discharges that violate applicable water quality standards. Such work must be completed by December 1, 2011 and is expected to cost approximately \$1.4 billion in current dollars.

**Sustainable Development**

In 2000, City Council created the Office of Sustainable Development (OSD) by merging the former Energy Office and Bureau of Refuse Disposal. In January, 2009, City Council merged OSD with the Bureau of Planning, creating the Bureau of Planning and Sustainability (BPS). BPS implements the Portland Energy Policy, adopted by Council in 1990, and the Local Action Plan on Global Warming, adopted by both the City and Multnomah County in 2001. The bureau is also responsible for implementing the Green Building Initiative, which Council adopted in 1999, and supports and staffs the joint City-County Sustainable Development Commission, which was created to carry out the Sustainable City Principles adopted in 1994.

### Solid Waste

Council adopted Ordinance #162497 in 1990 to establish residential garbage collection franchise areas, expand neighborhood-based recycling programs, and assess a garbage collection franchise fee. In 1996, a commercial recycling program was implemented. In FY 2001-02, the City Council approved renewal of the franchise contracts with private haulers for the residential solid waste and recycling collection services. Residential franchise fees are set at 5% of haulers' gross revenue. The FY 2010-11 Adopted Budget includes a \$1.00 per ton increase over the FY 2009-10; the revised residential haulers' rate is \$6.80 per ton.

### Economic Development Strategy

PDC economic and urban development activities are guided by two primary plans: the City of Portland's five-year Economic Development Strategy and the PDC 2010 - 2015 Strategic Plan.

In July 2009, PDC endorsed and Council adopted the City of Portland Economic Development Strategy - A Five Year Plan for Promoting Economic Growth and Job Creation. In doing so, the City Council adopted Portland's first economic development strategy in more than 15 years. The goal of the strategy is to build the most sustainable economy in the world and create 10,000 jobs in five years. Key objectives of the strategy are to:

- ◆ Maximize Portland's competitiveness
- ◆ Drive urban innovation
- ◆ Stimulate neighborhood business vitality

At the center of PDC's recently adopted 2010 - 2015 Strategic Plan are three goals that focus and drive the work of the Urban Development Department:

- ◆ Healthy neighborhoods
- ◆ A vibrant Central City
- ◆ Strong economic growth and competitiveness.

### Housing Policies

The City Council adopted Ordinance 180547 on October 25, 2006, and later amended it on May 12, 2007 to include language in the Affordable Housing Policy of the City of Portland which states that 30% of Tax Increment Financing (TIF) over the life of an Urban Renewal District shall be dedicated to the development, preservation and rehabilitation of housing affordable to households with incomes below 80% median family income.

City Council's Comprehensive Plan includes a Housing Policy, known as Goal 4, which sets forth Portland's policies and objectives for housing supply, safety, quality, opportunity, and affordability. The Council also updated and adopted the Consolidated Plan 2005-10 in 2005. The Consolidated Plan describes the city's housing needs, and contains certain principles and priorities to guide expenditure of federal housing and community development funds to address those needs.

In 2004, the City completed and published Home Again: A 10-Year Plan to End Homelessness. The plan focuses resources on programs and activities designed to end chronic homelessness, reduce the duration of homelessness, and improve coordination among the various public and private agencies that fund and administer programs. Affordable housing for people at 0-30% of median family income, along with necessary services, is a critical component of the 10-year plan, which calls for 1,600 new units of permanent supportive housing for chronically homeless people and an additional 600 new units for homeless families by 2015.

*The City has a five-year goal to create 1,791 new affordable housing units.*

In 2003 the Council adopted Resolution #36190 establishing an affordable housing production goal. The goal is intended to meet the requirements of Metro's Urban Growth Management Functional Plan Title 7. The resolution sets the City's voluntary affordable housing production goal for the five-year reporting period at 1,791 new housing units. These are units affordable to households at or below 30% of area median income.

In 2001, the City Council adopted a No Net Loss Policy establishing the goal of creating, preserving, and rehabilitating the supply of affordable housing in the central city and throughout the Portland metropolitan area.

In FY 2010-11, the newly-formed Portland Housing Bureau developed a new Strategic Plan and brought forward a five-year Consolidated Plan for adoption by Council. These documents, together with the Portland Plan being developed by the Bureau of Planning and Sustainability, set goals for City-funded housing programs going forward.

# Budget Notes

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## Purpose

Budget notes convey Council direction on a particular topic. They typically instruct a City bureau or office to take specific actions during the fiscal year. Sometimes they are also used to formally express Council intent, even if no specific action is directed. Budget notes are part of the budget adoption ordinance and have the same legal authority as any other ordinance.

## City Support Services

### **Office of Management and Finance (PSSRP and BTS)**

The Public Safety Systems Revitalization Project (PSSRP), in consultation with Bureau of Technology Services staff, shall begin crafting sustainment plans for the projects remaining in PSSRP's portfolio, including the human and financial resources necessary for the successful and continuous operation and maintenance of those projects. PSSRP shall report back to Council by January 1, 2012 with initial operations and maintenance estimates for the remaining projects. In addition, PSSRP shall continuously update the plans as the projects become more fully developed and more information about operation and maintenance needs are available.

### **Office of Management and Finance (Enterprise Business Solution)**

The Office of Management and Finance will work with City bureaus to document efficiencies resulting from the effective use of SAP and how those efficiencies improved service delivery. The first priority for any identified savings will be to reinvest those resources to fund future automation projects that will further increase operational efficiency.

### **Office of Management and Finance (General Fund Target Adjustments for FY 2012-13)**

Council directs the Office of Management and Finance to increase General Fund current appropriation level targets for the following bureaus in FY 2012-13:

- ◆ Bureau of Emergency Communications - \$1,052,692 for additional costs to operate and maintain the new Computer Aided Dispatch system.
- ◆ Multiple bureaus - Out-year increases in all approved labor contracts.
- ◆ Portland Police Bureau - \$1,785,000 for ten consecutive years for the repayment of a \$15,000,000 bond to support the construction of a public safety training center. OMF, Portland Police Bureau, and Portland Parks & Recreation are directed to return to Council in the Fall BMP with the refined project timeline, cost estimates, comprehensive financing strategies, and a report on the prospects for private/public partnerships for this project.



**Office of Management and Finance (Capital Budgeting Process)**

Council directs the Office of Management and Finance to establish a taskforce to review the citywide Capital Improvement Project (CIP) budget documents and processes. The taskforce will generate recommendations to improve the public transparency and accountability of the documents and process. The taskforce will include members of the Financial Planning Division, Public Utility Review Board, one representative each from the major infrastructure bureaus' Budget Advisory Committees, the Auditor's Office, one representative from the Public Involvement Advisory Council, and appropriate representatives from the major infrastructure bureaus which include Portland Water Bureau, Bureau of Environmental Services, Portland Bureau of Transportation, Portland Parks and Recreation and the Office of Management and Finance. A report is due back to Council by November 1, 2011, so that changes can be incorporated into the FY 2012-13 budget process.

**Office of Management and Finance (ADA Compliance)**

Council directs Commissioner Fritz to provide the oversight of the compliance activities related to the Americans with Disabilities Act. The budgeted appropriation for these activities will remain within the Office of Management & Finance - Facilities Services.

**Office of Management and Finance (Financial Policies)**

Council directs the Office of Management and Finance to develop a citywide financial policy outlining guidelines for what should and should not be included in the rates of rate-dependent City bureaus, with a particular focus on the Portland Water Bureau and Bureau of Environmental Services rates.

**Office of Management and Finance (Overhead Model)**

Council directs the Office of Management and Finance to update the General Fund Overhead Model. Updates to the model may include adjustments to cost pools, bureau metrics, and allocation methodologies. A report to Council outlining the changes to the model will be delivered to Council during the FY 2011-12 Fall Budget Monitoring Process. Upon receipt of the report, Council may authorize General Fund target adjustments for FY 2012-13 as recommended in the report.

**Community Development****Office of Cable Communications and Franchise Management**

Council directs Financial Planning to add sustainable levels of funding to the FY 2012-13 forecast to replace the one-time funds (i.e. litigation and audit funds) of the Office of Cable Communication and Franchise Management. Financial Planning and the Office of Cable Communication and Franchise Management will provide adequate accountability to separate its materials and services to prevent the comingling of these funds.

#### **Office of Management and Finance (Office of Equity)**

The Office of Equity will be established in FY 2011-12 and funded with a combination of \$525,000 in new ongoing General Fund Discretionary resources and \$617,937 of existing resources currently budgeted in the Office of Human Relations. An ordinance establishing the new office, and a work plan, must be approved by Council before the \$525,000 of new resources can be expended on staff, materials and services, and related costs. However, up to \$100,000 of the new funding may be used to assist with the development of the structure and operations of the new office. Beginning in FY 2012-13, the Office of Equity will be considered for funding through the General Fund overhead model, with the General Fund Overhead Committee making a recommendation to Council in the FY 2011-12 Fall Budget Monitoring Process. Any overhead metrics necessary for the new office will be approved by the General Fund Overhead Committee.

### **Public Safety**

#### **Portland Fire and Rescue (Staffing Study)**

The Office of Management & Finance working with Portland Fire and Rescue (PF&R) shall hire an independent expert consultant to prepare a report for Council consideration comparing PF&R staffing and deployment levels to like metropolitan fire and rescue departments. Particularly, the report shall address efficient and innovative methods of recognized service delivery.

The report shall also provide data to assist Council in determining whether the new response vehicles being purchased with funds from the 2010 Fire Bond shall be staffed utilizing existing or new personnel. The report shall be prepared and presented to Council within six months of the budget adoption in a Council Work Session.

### **Transportation and Parking**

#### **Portland Bureau of Transportation (Utility License Fee Payment)**

The annual Utility License Fee (ULF) payment to the Portland Bureau of Transportation (PBOT) will be held constant at \$2.2 million dollars starting in FY 2011-12 and continuing through the five-year forecast. ULF revenues received by the City over and above the April 2011 forecast will be diverted to PBOT up to the original \$4.3 million cap.

### **Public Utilities**

#### **Bureau of Environmental Services (Maintenance Services Interagency)**

The City Auditor's December 2010 audit of the \$19 million interagency agreement, in which the Bureau of Transportation provides sewer maintenance services for the Bureau of Environmental Services, suggests the possibility of a first-year savings to ratepayers of \$1.7 million and \$1 million a year following if those maintenance services are performed in-house at the Bureau of Environmental Services.

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City Council directs the Bureau of Environmental Services, the Bureau of Transportation, and the Office of Management and Finance to retain an independent consultant during the 2011 calendar year that will recommend efficiencies to the interagency agreement.

**Office of Management and Finance (PURB Review)**

Council directs the Office of Management and Finance to work with the Portland Water Bureau, Bureau of Environmental Services, and the Bureau of Planning and Sustainability, to develop a process for the members of the Portland Utility Review Board to review mid-year budget monitoring process changes.

**Portland Water Bureau (Monthly Billing)**

Council directs the Portland Water Bureau to adjust its billing system and business processes so that the majority of its water and waste water customers are billed monthly. If the change will result in additional costs that impact future rates, the Water Bureau should report those costs to Council and receive authorization before implementation.

**Portland Water Bureau (LT2)**

Council directs the Portland Water Bureau to comply with the Federal Environmental Protection Agency's Long Term 2 (LT2) enhanced treatment rule regarding open reservoirs and to pursue a variance with the Oregon Health Authority Drinking Water Program for treating Bull Run Watershed for *Cryptosporidium* under the LT2 rule. Council directs the Portland Water Bureau and Portland Parks and Recreation to conduct an open public process to plan desired uses of the reservoirs if it is decided to have them taken off-line.



# Financial Summaries

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## Introduction

The Financial Summaries section of Volume One contains a variety of tables intended to help the reader view the FY 2011–12 Adopted Budget as a whole, consolidating budget figures across all the City's funds and bureaus.

The tables in this section only include the City's General Fund funding for the Portland Development Commission (PDC). PDC is a semi-autonomous agency that operates under City charter but is budgeted separately and has other funding sources.

## Summary Tables

### Total City Budget

Table 1, *Total City Budget - Revenues and Expenses*, offers the broadest picture of the City budget. The table includes FY 2008-09 Actuals, FY 2009-10 Actuals, the FY 2010-11 Revised Budget reflecting through accounting period 11 (May 31, 2011), and the FY 2011–12 Adopted Budget. Table 1 shows the budget broken out into major revenue and expense classes. There are two types of major expenses classes: bureau expenses and fund expenses. Bureau expenses are the types of operating and capital expenditures that result from the provision of programs or services by the City's bureaus. Categories of bureau expenses are personal services, external materials and services, internal materials and services, and capital outlay. Fund expenses are financial requirements for a fund to meet its obligations such as contingencies, debt service, and interfund transfers.

The Citywide totals in Table 1 and elsewhere show the sum of the various funds and a net budget figure. The net budget subtracts the double count caused by interfund transfers and internal materials and services.

### Appropriation Schedule

Table 2, the *Appropriation Schedule*, is a legally required summary of budgeted expenditures by bureau by fund. Appropriations are divided into bureau program expenses and fund expenses. Fund requirements are divided into contingency, interfund cash transfers, and debt service.

### Bureau Expenses

Table 3, *Summary of Bureau Expenses by Fund*, shows the amount budgeted for each major bureau program expense category. The total column of Table 3 is equal to the first column in Table 2.

### Bureau Revenues

Table 4, *Summary of Bureau Revenues by Fund*, provides a more detailed view of the major revenue types received by each bureau.

### Total Expenses by Fiscal Year

Table 5, *Total Revenues and Expenses by Fund by Fiscal Year*, shows the total budget for all bureaus in the budget year, current year, and two prior years.

# Guide to Financial Summaries

## Financial Summaries

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<b>Tax Levy Computation</b>	Table 6, <i>Tax Levy Computation</i> , outlines City property tax levy calculations. It includes Measure 5 and Measure 47/50 tax base, operating property tax revenues, and pension obligation bond debt service property tax revenues. The table states total requirements for each tax supported fund less nontax revenues, which leaves the amount the fund receives in current year tax revenues. This amount is then factored up for delinquencies and any applicable Measure 5 and 50 losses. The result is a certified property tax levy for each fund.
<b>Urban Renewal Certification</b>	Table 7, <i>Urban Renewal Certification</i> , shows estimated FY 2011–12 tax increment collections for the City's urban renewal districts.
<b>Authorized Positions</b>	Table 8, <i>Summary of Authorized Positions</i> , is a summary of the positions authorized by Council through the budget process. The figures include regular part-time positions, limited term positions, and regular full-time positions.
<b>General Fund Revenues and Expenses</b>	<p>Table 9, <i>General Fund Revenues and Expenses</i>, summarizes the budget for the General Fund, one of the City's largest, most visible, and most flexible funds. It shows the different sources of revenue, the budgets for individual bureaus within the General Fund, and the fund level expenses. The table compares the FY 2010-11 Revised Budget to the FY 2011–12 Adopted Budget.</p> <p>Table 9 also shows what portion of a bureau's budget is supported with discretionary General Fund resources. Some General Fund revenues, known as nondiscretionary resources, are restricted to certain purposes by contract or policy. For instance, TriMet (the regional transit authority) contracts with the Police Bureau for police services. Those dollars, provided by TriMet, can only be spent by the Police Bureau for activities related to that contract. Similarly, Portland Parks &amp; Recreation generates fee income from its recreation programs that the City Council has decided to dedicate for parks and recreation functions.</p> <p>The major types of nondiscretionary resources are grants and donations, contract revenues, interagency service agreements between City bureaus, fee revenue, and overhead recovery revenues. Overhead recovery from non-General Funds cover these funds' share of the cost of services provided by central administrative bureaus within the General Fund.</p> <p>A bureau's discretionary budget does not include nondiscretionary resources, and thus represents the bureau's allocation of those dollars over which the City Council exercises discretion, such as property taxes, business license revenue, or utility license fees.</p>
<b>Service Area Summary</b>	Table 10, <i>Operating and Capital Budget by Service Area</i> , summarizes the operating and capital expenditures included in bureau budgets for each fiscal year by service area and bureau or fund. It does not include fund requirements, such as contingencies, debt retirement, or interfund transfers.
<b>Capital Budget by Bureau</b>	Table 11, <i>Capital Budget by Bureau</i> , summarizes the Citywide Capital Improvement Plan (CIP) Budget for each bureau.
<b>Capital Budget by Geographic Area</b>	Table 12, <i>Capital Budget by Geographic Area</i> , shows CIP budgets by geographic area for each bureau. Some capital projects overlap districts and are reflected in the geographic areas of east, west, or citywide.

**Historical Funds**

Table 13, *Historical Funds and Appropriations*, shows information for City funds and General Fund special appropriations that have been closed during the past three fiscal years. This information is required by Local Budget Law.

**Debt Summaries**

Tables 14 through 18 provide summary information about the City's debt:

- ◆ Table 14, *Summary of Indebtedness - Debt Outstanding*, compares the City's total outstanding debt for FY 2009-10 and FY 2010-11 and the projected debt outstanding for FY 2011-12.
- ◆ Table 15, *Summary of Indebtedness - Debt Service*, shows the amount of debt payments (both principal and interest) the City expects to make in FY 2011-12.
- ◆ Table 16, *Principal Over the Life of the Debt*, shows the amount of debt principal paid off each fiscal year for all City debt.
- ◆ Table 17, *Interest Over the Life of the Debt*, shows the amount of interest paid each fiscal year on the City's debt.
- ◆ Table 18, *Summary of Defeased Indebtedness*, provides information on bonds the City has refunded, but have not yet been paid off by the escrow accounts established for that purpose.

# Total City Budget - Revenues and Expenses

Table 1

## Financial Summaries

This table summarizes the City budget as a whole according to the major categories of expenses and revenues. The figures on this page combine all of the City's funds except those of the Portland Development Commission, a semi-autonomous agency that operates under City charter but is budgeted separately. All subsequent budget tables follow this format.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	405,407,671	440,508,008	447,566,283	452,073,547	452,073,547
Licenses & Permits	158,844,256	149,901,654	143,418,134	154,333,950	154,333,950
Charges for Services	449,085,404	458,754,032	496,912,940	519,631,089	522,298,691
Intergovernmental	120,305,150	188,464,502	360,857,100	280,548,502	277,016,033
Bond & Note	306,709,783	558,408,068	659,484,985	573,908,512	576,518,901
Miscellaneous	70,794,457	61,118,150	42,574,132	65,993,230	65,099,604
<b>Total External Revenues</b>	<b>1,511,146,721</b>	<b>1,857,154,416</b>	<b>2,150,813,574</b>	<b>2,046,488,830</b>	<b>2,047,340,726</b>
<b>Internal Revenues</b>					
General Fund Discretionary	0	0	0	0	0
Fund Transfers - Revenue	554,350,977	587,630,509	680,722,478	592,306,780	593,154,065
Interagency Revenue	178,436,836	170,838,149	189,329,929	188,238,776	189,326,907
<b>Total Internal Revenues</b>	<b>732,787,813</b>	<b>758,468,658</b>	<b>870,052,407</b>	<b>780,545,556</b>	<b>782,480,972</b>
Beginning Fund Balance	836,240,412	657,377,127	628,379,953	750,859,791	734,526,424
<b>Total Resources</b>	<b>3,080,174,946</b>	<b>3,273,000,200</b>	<b>3,649,245,934</b>	<b>3,577,894,177</b>	<b>3,564,348,122</b>
Less Intracity Transfers	(732,787,813)	(758,468,658)	(870,052,407)	(780,545,556)	(782,480,972)
<b>Total NET Budget</b>	<b>2,347,387,133</b>	<b>2,514,531,542</b>	<b>2,779,193,527</b>	<b>2,797,348,621</b>	<b>2,781,867,150</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	540,910,069	547,949,863	577,551,360	597,923,239	598,405,086
External Materials and Services	570,311,159	570,758,683	720,434,585	631,001,810	643,486,204
Internal Materials and Services	178,436,836	170,838,149	189,329,929	188,238,776	189,326,907
Capital Outlay	186,005,681	265,326,967	372,818,374	309,494,428	305,092,120
<b>Total Bureau Expenditures</b>	<b>1,475,663,745</b>	<b>1,554,873,662</b>	<b>1,860,134,248</b>	<b>1,726,658,253</b>	<b>1,736,310,317</b>
<b>Fund Expenditures</b>					
Debt Service	392,783,099	508,803,382	451,881,829	416,119,141	409,445,145
Contingency	0	0	500,947,364	625,780,732	608,315,179
Fund Transfers - Expense	554,350,977	587,630,585	680,722,478	592,306,780	593,154,065
<b>Total Fund Expenditures</b>	<b>947,134,076</b>	<b>1,096,433,967</b>	<b>1,633,551,671</b>	<b>1,634,206,653</b>	<b>1,610,914,389</b>
Ending Fund Balance	657,377,125	621,692,571	155,560,015	217,029,271	217,123,416
<b>Total Requirements</b>	<b>3,080,174,946</b>	<b>3,273,000,200</b>	<b>3,649,245,934</b>	<b>3,577,894,177</b>	<b>3,564,348,122</b>
Less Intracity Transfers	(732,787,813)	(758,468,734)	(870,052,407)	(780,545,556)	(782,480,972)
<b>Total NET Budget</b>	<b>2,347,387,133</b>	<b>2,514,531,466</b>	<b>2,779,193,527</b>	<b>2,797,348,621</b>	<b>2,781,867,150</b>

FY 2009-10 Net City Budget is out of balance due to unbalanced cash transfers in the Comprehensive Annual Financial Report (CAFR)



**Table 2****Appropriation Schedule - FY 2011-12****Financial Summaries**

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

	Bureau Program Expenses	Fund Requirements			Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Service	
<b>Bureau of Development Services</b>					
Development Services Fund	27,943,607	1,336,640	2,172,972	755,372	32,208,591
<b>Total Bureau of Development Services</b>	<b>27,943,607</b>	<b>1,336,640</b>	<b>2,172,972</b>	<b>755,372</b>	<b>32,208,591</b>
<b>Bureau of Emergency Communications</b>					
Emergency Communication Fund	18,439,715	2,641,966	614,394	1,330,111	23,026,186
<b>Total Bureau of Emergency Communications</b>	<b>18,439,715</b>	<b>2,641,966</b>	<b>614,394</b>	<b>1,330,111</b>	<b>23,026,186</b>
<b>Bureau of Environmental Services</b>					
Environmental Remediation Fund	5,453,199	1,502,293	135,448	928	7,091,868
Grants Fund	1,347,781	0	0	0	1,347,781
Sewer System Construction Fund	0	218,150,000	108,000,000	400,000	326,550,000
Sewer System Debt Redemption Fund	0	0	0	148,474,459	148,474,459
Sewer System Operating Fund	214,316,050	29,650,447	183,405,038	2,173,599	429,545,134
Sewer System Rate Stabilization Fund	0	6,735,000	20,000,000	0	26,735,000
<b>Total Bureau of Environmental Services</b>	<b>221,117,030</b>	<b>256,037,740</b>	<b>311,540,486</b>	<b>151,048,986</b>	<b>939,744,242</b>
<b>Bureau of Fire &amp; Police Disability &amp; Retirement</b>					
Fire & Police Disability & Retirement Fund	114,525,035	9,864,815	337,008	27,012,042	151,738,900
Fire & Police Disability & Retirement Res Fund	0	0	750,000	0	750,000
<b>Total Bureau of Fire &amp; Police Disability &amp; Retirement</b>	<b>114,525,035</b>	<b>9,864,815</b>	<b>1,087,008</b>	<b>27,012,042</b>	<b>152,488,900</b>
<b>Bureau of Planning and Sustainability</b>					
General Fund	9,509,734	0	0	0	9,509,734
Grants Fund	14,524,407	0	0	0	14,524,407
Solid Waste Management Fund	4,986,314	0	148,316	40,208	5,174,838
<b>Total Bureau of Planning and Sustainability</b>	<b>29,020,455</b>	<b>0</b>	<b>148,316</b>	<b>40,208</b>	<b>29,208,979</b>
<b>Cable Communications and Franchise Management</b>					
Cable Fund	7,354,809	1,015,158	28,549	0	8,398,516
General Fund	1,977,593	0	0	0	1,977,593
<b>Total Cable Communications and Franchise Management</b>	<b>9,332,402</b>	<b>1,015,158</b>	<b>28,549</b>	<b>0</b>	<b>10,376,109</b>
<b>Commissioner of Public Affairs</b>					
Children's Investment Fund	15,474,011	6,011	25,000	0	15,505,022
General Fund	1,567,377	0	0	0	1,567,377
<b>Total Commissioner of Public Affairs</b>	<b>17,041,388</b>	<b>6,011</b>	<b>25,000</b>	<b>0</b>	<b>17,072,399</b>
<b>Commissioner of Public Safety</b>					
General Fund	777,571	0	0	0	777,571
<b>Total Commissioner of Public Safety</b>	<b>777,571</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>777,571</b>
<b>Commissioner of Public Utilities</b>					
General Fund	896,340	0	0	0	896,340
<b>Total Commissioner of Public Utilities</b>	<b>896,340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>896,340</b>
<b>Commissioner of Public Works</b>					
General Fund	922,590	0	0	0	922,590
<b>Total Commissioner of Public Works</b>	<b>922,590</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>922,590</b>
<b>Office of Government Relations</b>					
General Fund	1,319,876	0	0	0	1,319,876
<b>Total Office of Government Relations</b>	<b>1,319,876</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,319,876</b>

# Appropriation Schedule - FY 2011-12

Table 2

## Financial Summaries

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

	Fund Requirements				Total Appropriation
	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	
<b>Office of Human Relations</b>					
General Fund	617,937	0	0	0	617,937
<b>Total Office of Human Relations</b>	<b>617,937</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>617,937</b>
<b>Office of Management and Finance</b>					
Airport Way Debt Service Fund	0	0	0	5,591,500	5,591,500
BFRES Facilities GO Bond Construction Fund	2,456,509	836,866	69,171	0	3,362,546
Bonded Debt Interest and Sinking Fund	0	0	0	10,677,890	10,677,890
Central Eastside Ind District Debt Service Fund	0	0	0	5,220,079	5,220,079
CityFleet Operating Fund	28,363,223	17,458,873	923,206	302,469	47,047,771
Convention and Tourism Fund	3,034,531	0	18,189	0	3,052,720
Convention Center Area Debt Service Fund	0	0	0	12,390,436	12,390,436
EBS Services Fund	7,953,575	4,418,446	175,818	4,393,763	16,941,602
Emergency Communication Fund	150,772	0	500,000	0	650,772
Facilities Services Operating Fund	27,332,836	31,699,041	1,460,588	5,810,510	66,302,975
Fire & Police Supplemental Retirement Res Fund	8,200	0	0	0	8,200
Gateway URA Debt Redemption Fund	0	0	0	3,506,504	3,506,504
General Fund	55,290,157	15,794,535	34,797,267	5,950,694	111,832,653
General Reserve Fund	0	49,355,438	0	0	49,355,438
Governmental Bond Redemption Fund	0	0	0	1,273,149	1,273,149
Health Insurance Operating Fund	43,892,192	17,438,533	499,985	26,660	61,857,370
Insurance and Claims Operating Fund	9,504,772	21,029,076	467,795	56,480	31,058,123
Interstate Corridor Debt Service Fund	0	0	0	16,790,920	16,790,920
Lents Town Center URA Debt Redemption Fund	0	0	0	10,444,631	10,444,631
North Macadam URA Debt Redemption Fund	0	0	0	13,745,392	13,745,392
Pension Debt Redemption Fund	142,000	0	0	3,469,755	3,611,755
Printing & Distribution Services Operating Fund	6,896,574	948,610	833,687	102,501	8,781,372
Private for Hire Transportation Safety Fund	0	0	46	0	46
Property Management License Fund	5,032,686	0	0	0	5,032,686
Public Safety GO Bond Fund	5,492,083	7,084,094	0	0	12,576,177
River District URA Debt Redemption Fund	0	0	0	32,209,994	32,209,994
South Park Blocks Redemption Fund	0	0	0	7,173,432	7,173,432
Special Finance and Resource Fund	111,670,742	0	19,000	649,258	112,339,000
Special Projects Debt Service Fund	0	0	0	6,642,243	6,642,243
Spectator Facilities Operating Fund	2,340,780	5,726,513	205,015	6,957,030	15,229,338
Technology Services Fund	48,156,344	27,934,565	9,931,675	1,880,681	87,903,265
Waterfront Renewal Bond Sinking Fund	0	0	0	10,196,237	10,196,237
Willamette Industrial URA Debt Service Fund	0	0	0	1,394,914	1,394,914
Workers' Comp Self Insurance Operating Fund	4,297,427	17,774,199	224,061	52,831	22,348,518
<b>Total Office of Management and Finance</b>	<b>362,015,403</b>	<b>217,498,789</b>	<b>50,125,503</b>	<b>166,909,953</b>	<b>796,549,648</b>
<b>Office of Neighborhood Involvement</b>					
General Fund	7,079,728	0	0	0	7,079,728
<b>Total Office of Neighborhood Involvement</b>	<b>7,079,728</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,079,728</b>
<b>Office of the City Attorney</b>					
General Fund	9,578,419	0	0	0	9,578,419
<b>Total Office of the City Attorney</b>	<b>9,578,419</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,578,419</b>

Table 2

## Appropriation Schedule - FY 2011-12

Financial Summaries

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

	Bureau Program Expenses	Fund Requirements			Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Service	
<b>Office of the City Auditor</b>					
Assessment Collection Fund	1,532	78,320	41	0	79,893
Bancroft Bond Interest and Sinking Fund	0	0	0	7,338,193	7,338,193
General Fund	9,140,697	0	0	0	9,140,697
Local Improvement District Construction Fund	1,417,330	4,113,232	17,481,581	4,190,986	27,203,129
<b>Total Office of the City Auditor</b>	<b>10,559,559</b>	<b>4,191,552</b>	<b>17,481,622</b>	<b>11,529,179</b>	<b>43,761,912</b>
<b>Office of the Mayor</b>					
General Fund	4,196,766	0	0	0	4,196,766
<b>Total Office of the Mayor</b>	<b>4,196,766</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,196,766</b>
<b>Portland Bureau of Transportation</b>					
Gas Tax Bond Redemption Fund	0	0	0	1,080,710	1,080,710
Grants Fund	53,811,617	0	0	0	53,811,617
Parking Facilities Fund	7,515,866	6,686,668	4,193,329	1,875,375	20,271,238
Transportation Operating Fund	157,844,927	10,122,362	6,430,163	6,785,146	181,182,598
Transportation Reserve Fund	0	2,516,292	0	0	2,516,292
<b>Total Portland Bureau of Transportation</b>	<b>219,172,410</b>	<b>19,325,322</b>	<b>10,623,492</b>	<b>9,741,231</b>	<b>258,862,455</b>
<b>Portland Development Commission</b>					
General Fund	5,788,326	0	0	0	5,788,326
<b>Total Portland Development Commission</b>	<b>5,788,326</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,788,326</b>
<b>Portland Fire and Rescue</b>					
General Fund	95,300,759	0	0	0	95,300,759
Grants Fund	91,222	0	0	0	91,222
Public Safety GO Bond Fund	2,724,000	4,397,000	0	0	7,121,000
<b>Total Portland Fire and Rescue</b>	<b>98,115,981</b>	<b>4,397,000</b>	<b>0</b>	<b>0</b>	<b>102,512,981</b>
<b>Portland Housing Bureau</b>					
Community Development Block Grant Fund	12,748,352	0	0	400,000	13,148,352
General Fund	11,751,046	0	0	0	11,751,046
Grants Fund	4,180,545	0	0	0	4,180,545
Headwaters Apartment Complex Fund	25,552	0	1,828	786,748	814,128
HOME Grant Fund	7,212,931	0	0	0	7,212,931
Housing Investment Fund	9,189,304	795,249	67,666	0	10,052,219
Tax Increment Financing Reimbursement Fund	54,191,179	0	73,744	0	54,264,923
<b>Total Portland Housing Bureau</b>	<b>99,298,909</b>	<b>795,249</b>	<b>143,238</b>	<b>1,186,748</b>	<b>101,424,144</b>
<b>Portland Office of Emergency Management</b>					
General Fund	1,769,727	0	0	0	1,769,727
Grants Fund	7,965,781	0	0	0	7,965,781
<b>Total Portland Office of Emergency Management</b>	<b>9,735,508</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,735,508</b>
<b>Portland Parks and Recreation</b>					
General Fund	60,774,937	0	0	85,000	60,859,937
Golf Fund	11,758,564	1,773,736	1,075,787	129,484	14,737,571
Golf Revenue Bond Redemption Fund	0	0	0	806,669	806,669
Grants Fund	876,323	0	0	0	876,323
Parks Capital Construction & Maintenance Fund	22,117,095	2,212,137	327,760	1,284,314	25,941,306
Parks Endowment Fund	18,923	0	0	0	18,923
Parks Local Option Levy Fund	962,618	3,197,449	18,450	0	4,178,517

# Appropriation Schedule - FY 2011-12

**Table 2**

## Financial Summaries

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

	Bureau Program Expenses	Fund Requirements			Total Appropriation
		Contingency	Interfund Cash Transfers	Debt Service	
Portland International Raceway Fund	1,440,996	738,945	44,327	297,816	2,522,084
Portland Parks Memorial Trust Fund	2,492,070	492,572	0	0	2,984,642
<b>Total Portland Parks and Recreation</b>	<b>100,441,526</b>	<b>8,414,839</b>	<b>1,466,324</b>	<b>2,603,283</b>	<b>112,925,972</b>
<b>Portland Police Bureau</b>					
General Fund	164,938,372	0	0	0	164,938,372
Grants Fund	2,047,640	0	0	0	2,047,640
Police Special Revenue Fund	1,850,009	0	4,991	0	1,855,000
<b>Total Portland Police Bureau</b>	<b>168,836,021</b>	<b>0</b>	<b>4,991</b>	<b>0</b>	<b>168,841,012</b>
<b>Portland Water Bureau</b>					
Hydroelectric Power Bond Redemption Fund	0	0	0	2,711,765	2,711,765
Hydroelectric Power Operating Fund	692,954	190,928	390,794	15,847	1,290,523
Hydroelectric Power Renewal Replacement Fund	0	9,665,050	125,000	0	9,790,050
Water Bond Sinking Fund	0	0	0	31,576,394	31,576,394
Water Construction Fund	0	20,577,970	137,186,465	0	157,764,435
Water Fund	198,844,861	52,356,150	59,989,911	2,984,026	314,174,948
<b>Total Portland Water Bureau</b>	<b>199,537,815</b>	<b>82,790,098</b>	<b>197,692,170</b>	<b>37,288,032</b>	<b>517,308,115</b>
<b>Total Citywide Appropriation</b>	<b>1,736,310,317</b>	<b>608,315,179</b>	<b>593,154,065</b>	<b>409,445,145</b>	<b>3,347,224,706</b>

**Table 3****Summary of Bureau Expenses by Fund - FY 2011-12****Financial Summaries**

This table summarizes the major categories of expenditures included in bureau program budgets by fund and by bureau.

	Personal Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
<b>Bureau of Development Services</b>					
Development Services Fund	19,015,310	2,296,626	6,631,671	0	27,943,607
<b>Total Bureau of Development Services</b>	<b>19,015,310</b>	<b>2,296,626</b>	<b>6,631,671</b>	<b>0</b>	<b>27,943,607</b>
<b>Bureau of Emergency Communications</b>					
Emergency Communication Fund	14,076,415	314,818	4,048,482	0	18,439,715
<b>Total Bureau of Emergency Communications</b>	<b>14,076,415</b>	<b>314,818</b>	<b>4,048,482</b>	<b>0</b>	<b>18,439,715</b>
<b>Bureau of Environmental Services</b>					
Environmental Remediation Fund	493,596	3,956,209	1,003,394	0	5,453,199
Grants Fund	57,500	258,612	54,500	977,169	1,347,781
Sewer System Operating Fund	56,629,091	33,034,350	39,150,412	85,502,197	214,316,050
<b>Total Bureau of Environmental Services</b>	<b>57,180,187</b>	<b>37,249,171</b>	<b>40,208,306</b>	<b>86,479,366</b>	<b>221,117,030</b>
<b>Bureau of Fire &amp; Police Disability &amp; Retirement</b>					
Fire & Police Disability & Retirement Fund	1,718,200	106,606,111	5,925,724	275,000	114,525,035
<b>Total Bureau of Fire &amp; Police Disability &amp; Retirement</b>	<b>1,718,200</b>	<b>106,606,111</b>	<b>5,925,724</b>	<b>275,000</b>	<b>114,525,035</b>
<b>Bureau of Planning and Sustainability</b>					
General Fund	7,171,233	1,401,038	937,463	0	9,509,734
Grants Fund	1,757,374	12,462,289	304,744	0	14,524,407
Solid Waste Management Fund	1,943,651	1,594,142	1,448,521	0	4,986,314
<b>Total Bureau of Planning and Sustainability</b>	<b>10,872,258</b>	<b>15,457,469</b>	<b>2,690,728</b>	<b>0</b>	<b>29,020,455</b>
<b>Cable Communications and Franchise Management</b>					
Cable Fund	436,703	6,826,585	91,521	0	7,354,809
General Fund	582,493	933,868	461,232	0	1,977,593
<b>Total Cable Communications and Franchise Management</b>	<b>1,019,196</b>	<b>7,760,453</b>	<b>552,753</b>	<b>0</b>	<b>9,332,402</b>
<b>Commissioner of Public Affairs</b>					
Children's Investment Fund	448,184	14,911,058	114,769	0	15,474,011
General Fund	1,049,850	367,817	149,710	0	1,567,377
<b>Total Commissioner of Public Affairs</b>	<b>1,498,034</b>	<b>15,278,875</b>	<b>264,479</b>	<b>0</b>	<b>17,041,388</b>
<b>Commissioner of Public Safety</b>					
General Fund	656,431	9,331	111,809	0	777,571
<b>Total Commissioner of Public Safety</b>	<b>656,431</b>	<b>9,331</b>	<b>111,809</b>	<b>0</b>	<b>777,571</b>
<b>Commissioner of Public Utilities</b>					
General Fund	757,300	12,881	126,159	0	896,340
<b>Total Commissioner of Public Utilities</b>	<b>757,300</b>	<b>12,881</b>	<b>126,159</b>	<b>0</b>	<b>896,340</b>
<b>Commissioner of Public Works</b>					
General Fund	784,606	13,378	124,606	0	922,590
<b>Total Commissioner of Public Works</b>	<b>784,606</b>	<b>13,378</b>	<b>124,606</b>	<b>0</b>	<b>922,590</b>
<b>Office of Government Relations</b>					
General Fund	841,004	346,866	132,006	0	1,319,876
<b>Total Office of Government Relations</b>	<b>841,004</b>	<b>346,866</b>	<b>132,006</b>	<b>0</b>	<b>1,319,876</b>
<b>Office of Human Relations</b>					
General Fund	422,473	156,713	38,751	0	617,937
<b>Total Office of Human Relations</b>	<b>422,473</b>	<b>156,713</b>	<b>38,751</b>	<b>0</b>	<b>617,937</b>

# Summary of Bureau Expenses by Fund - FY 2011-12

Table 3

## Financial Summaries

This table summarizes the major categories of expenditures included in bureau program budgets by fund and by bureau.

	Personal Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
<b>Office of Management and Finance</b>					
BFRES Facilities GO Bond Construction Fund	0	160,606	241,036	2,054,867	2,456,509
CityFleet Operating Fund	6,716,627	11,726,617	1,588,033	8,331,946	28,363,223
Convention and Tourism Fund	0	2,871,475	163,056	0	3,034,531
EBS Services Fund	2,210,737	1,294,806	4,448,032	0	7,953,575
Emergency Communication Fund	0	150,772	0	0	150,772
Facilities Services Operating Fund	3,582,569	18,957,795	3,140,986	1,651,486	27,332,836
Fire & Police Supplemental Retirement Res Fund	0	8,200	0	0	8,200
General Fund	28,514,294	20,242,961	6,532,902	0	55,290,157
Health Insurance Operating Fund	1,105,888	42,244,911	541,393	0	43,892,192
Insurance and Claims Operating Fund	1,150,449	5,799,164	2,373,159	182,000	9,504,772
Pension Debt Redemption Fund	0	0	142,000	0	142,000
Printing & Distribution Services Operating Fund	1,943,626	3,855,459	726,239	371,250	6,896,574
Property Management License Fund	0	4,949,777	82,909	0	5,032,686
Public Safety GO Bond Fund	181,153	877,330	433,600	4,000,000	5,492,083
Special Finance and Resource Fund	0	111,670,742	0	0	111,670,742
Spectator Facilities Operating Fund	0	1,695,000	645,780	0	2,340,780
Technology Services Fund	26,102,359	15,713,707	3,924,002	2,416,276	48,156,344
Workers' Comp Self Insurance Operating Fund	1,005,579	2,443,846	666,002	182,000	4,297,427
<b>Total Office of Management and Finance</b>	<b>72,513,281</b>	<b>244,663,168</b>	<b>25,649,129</b>	<b>19,189,825</b>	<b>362,015,403</b>
<b>Office of Neighborhood Involvement</b>					
General Fund	3,427,123	3,160,397	492,208	0	7,079,728
<b>Total Office of Neighborhood Involvement</b>	<b>3,427,123</b>	<b>3,160,397</b>	<b>492,208</b>	<b>0</b>	<b>7,079,728</b>
<b>Office of the City Attorney</b>					
General Fund	8,049,019	751,946	777,454	0	9,578,419
<b>Total Office of the City Attorney</b>	<b>8,049,019</b>	<b>751,946</b>	<b>777,454</b>	<b>0</b>	<b>9,578,419</b>
<b>Office of the City Auditor</b>					
Assessment Collection Fund	0	0	1,532	0	1,532
General Fund	4,939,032	1,751,966	2,449,699	0	9,140,697
Local Improvement District Construction Fund	0	5,000	1,412,330	0	1,417,330
<b>Total Office of the City Auditor</b>	<b>4,939,032</b>	<b>1,756,966</b>	<b>3,863,561</b>	<b>0</b>	<b>10,559,559</b>
<b>Office of the Mayor</b>					
General Fund	2,433,829	1,421,819	341,118	0	4,196,766
<b>Total Office of the Mayor</b>	<b>2,433,829</b>	<b>1,421,819</b>	<b>341,118</b>	<b>0</b>	<b>4,196,766</b>
<b>Portland Bureau of Transportation</b>					
Grants Fund	6,112,480	2,872,781	5,367,925	39,458,431	53,811,617
Parking Facilities Fund	132,348	2,845,000	3,538,518	1,000,000	7,515,866
Transportation Operating Fund	65,606,240	34,890,312	21,457,254	35,891,121	157,844,927
<b>Total Portland Bureau of Transportation</b>	<b>71,851,068</b>	<b>40,608,093</b>	<b>30,363,697</b>	<b>76,349,552</b>	<b>219,172,410</b>
<b>Portland Development Commission</b>					
General Fund	0	5,788,326	0	0	5,788,326
<b>Total Portland Development Commission</b>	<b>0</b>	<b>5,788,326</b>	<b>0</b>	<b>0</b>	<b>5,788,326</b>

**Table 3****Summary of Bureau Expenses by Fund - FY 2011-12**

Financial Summaries

This table summarizes the major categories of expenditures included in bureau program budgets by fund and by bureau.

	Personal Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
<b>Portland Fire and Rescue</b>					
General Fund	84,145,529	5,324,297	5,830,933	0	95,300,759
Grants Fund	0	64,145	0	27,077	91,222
Public Safety GO Bond Fund	0	0	0	2,724,000	2,724,000
<b>Total Portland Fire and Rescue</b>	<b>84,145,529</b>	<b>5,388,442</b>	<b>5,830,933</b>	<b>2,751,077</b>	<b>98,115,981</b>
<b>Portland Housing Bureau</b>					
Community Development Block Grant Fund	1,775,863	10,846,394	126,095	0	12,748,352
General Fund	346,993	11,396,038	8,015	0	11,751,046
Grants Fund	621,228	3,559,317	0	0	4,180,545
Headwaters Apartment Complex Fund	0	25,552	0	0	25,552
HOME Grant Fund	384,077	6,828,854	0	0	7,212,931
Housing Investment Fund	727,370	8,461,934	0	0	9,189,304
Tax Increment Financing Reimbursement Fund	1,953,074	51,203,210	1,034,895	0	54,191,179
<b>Total Portland Housing Bureau</b>	<b>5,808,605</b>	<b>92,321,299</b>	<b>1,169,005</b>	<b>0</b>	<b>99,298,909</b>
<b>Portland Office of Emergency Management</b>					
General Fund	1,168,637	145,737	455,353	0	1,769,727
Grants Fund	1,308,771	6,657,010	0	0	7,965,781
<b>Total Portland Office of Emergency Management</b>	<b>2,477,408</b>	<b>6,802,747</b>	<b>455,353</b>	<b>0</b>	<b>9,735,508</b>
<b>Portland Parks and Recreation</b>					
General Fund	39,655,970	13,955,741	7,163,226	0	60,774,937
Golf Fund	3,067,561	3,467,750	463,253	4,760,000	11,758,564
Grants Fund	375,266	54,887	1,170	445,000	876,323
Parks Capital Construction & Maintenance Fund	1,696,021	4,495,908	167,111	15,758,055	22,117,095
Parks Endowment Fund	0	17,823	1,100	0	18,923
Parks Local Option Levy Fund	384,311	0	578,307	0	962,618
Portland International Raceway Fund	783,997	570,685	86,314	0	1,440,996
Portland Parks Memorial Trust Fund	592,356	1,722,615	158,074	19,025	2,492,070
<b>Total Portland Parks and Recreation</b>	<b>46,555,482</b>	<b>24,285,409</b>	<b>8,618,555</b>	<b>20,982,080</b>	<b>100,441,526</b>
<b>Portland Police Bureau</b>					
General Fund	125,102,749	8,791,775	30,793,848	250,000	164,938,372
Grants Fund	913,859	1,133,781	0	0	2,047,640
Police Special Revenue Fund	0	1,850,009	0	0	1,850,009
<b>Total Portland Police Bureau</b>	<b>126,016,608</b>	<b>11,775,565</b>	<b>30,793,848</b>	<b>250,000</b>	<b>168,836,021</b>
<b>Portland Water Bureau</b>					
Hydroelectric Power Operating Fund	262,380	195,900	234,674	0	692,954
Water Fund	61,084,308	19,063,435	19,881,898	98,815,220	198,844,861
<b>Total Portland Water Bureau</b>	<b>61,346,688</b>	<b>19,259,335</b>	<b>20,116,572</b>	<b>98,815,220</b>	<b>199,537,815</b>
<b>Total Citywide Bureau Expenses</b>	<b>598,405,086</b>	<b>643,486,204</b>	<b>189,326,907</b>	<b>305,092,120</b>	<b>1,736,310,317</b>

# Summary of Revenues by Fund - FY 2011-12

Table 4

## Financial Summaries

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
<b>Bureau of Development Services</b>						
Development Services Fund	0	23,512,915	4,632,878	3,547,460	515,338	32,208,591
<b>Total Bureau of Development Services</b>	<b>0</b>	<b>23,512,915</b>	<b>4,632,878</b>	<b>3,547,460</b>	<b>515,338</b>	<b>32,208,591</b>
<b>Bureau of Emergency Communications</b>						
Emergency Communication Fund	0	200,000	6,775,278	12,735,432	3,315,476	23,026,186
<b>Total Bureau of Emergency Communications</b>	<b>0</b>	<b>200,000</b>	<b>6,775,278</b>	<b>12,735,432</b>	<b>3,315,476</b>	<b>23,026,186</b>
<b>Bureau of Environmental Services</b>						
Environmental Remediation Fund	0	5,206,868	15,000	370,000	1,500,000	7,091,868
Grants Fund	0	0	1,347,781	0	0	1,347,781
Sewer System Construction Fund	0	350,000	210,500,000	15,700,000	100,000,000	326,550,000
Sewer System Debt Redemption Fund	0	0	18,200,000	148,280,000	30,770,500	197,250,500
Sewer System Operating Fund	0	256,026,556	877,000	130,641,578	42,200,000	429,745,134
Sewer System Rate Stabilization Fund	0	0	21,860,000	0	4,875,000	26,735,000
<b>Total Bureau of Environmental Services</b>	<b>0</b>	<b>261,583,424</b>	<b>252,799,781</b>	<b>294,991,578</b>	<b>179,345,500</b>	<b>988,720,283</b>
<b>Bureau of Fire &amp; Police Disability &amp; Retirement</b>						
Fire & Police Disability & Retirement Fund	105,700,575	0	28,136,927	895,970	17,005,428	151,738,900
Fire & Police Disability & Retirement Res Fund	0	0	0	0	750,000	750,000
<b>Total Bureau of Fire &amp; Police Disability &amp; Retirement</b>	<b>105,700,575</b>	<b>0</b>	<b>28,136,927</b>	<b>895,970</b>	<b>17,755,428</b>	<b>152,488,900</b>
<b>Bureau of Planning and Sustainability</b>						
General Fund	0	0	9,397,390	112,344	0	9,509,734
Grants Fund	0	0	14,524,407	0	0	14,524,407
Solid Waste Management Fund	0	4,200,847	76,423	75,787	2,390,139	6,743,196
<b>Total Bureau of Planning and Sustainability</b>	<b>0</b>	<b>4,200,847</b>	<b>23,998,220</b>	<b>188,131</b>	<b>2,390,139</b>	<b>30,777,337</b>
<b>Cable Communications and Franchise Management</b>						
Cable Fund	0	5,343,985	58,000	357,207	4,811,493	10,570,685
General Fund	0	41,000	1,926,593	10,000	0	1,977,593
<b>Total Cable Communications and Franchise Management</b>	<b>0</b>	<b>5,384,985</b>	<b>1,984,593</b>	<b>367,207</b>	<b>4,811,493</b>	<b>12,548,278</b>
<b>Commissioner of Public Affairs</b>						
Children's Investment Fund	12,167,402	0	50,000	5,683	3,281,937	15,505,022
General Fund	0	0	1,567,377	0	0	1,567,377
<b>Total Commissioner of Public Affairs</b>	<b>12,167,402</b>	<b>0</b>	<b>1,617,377</b>	<b>5,683</b>	<b>3,281,937</b>	<b>17,072,399</b>
<b>Commissioner of Public Safety</b>						
General Fund	0	0	777,571	0	0	777,571
<b>Total Commissioner of Public Safety</b>	<b>0</b>	<b>0</b>	<b>777,571</b>	<b>0</b>	<b>0</b>	<b>777,571</b>
<b>Commissioner of Public Utilities</b>						
General Fund	0	0	802,704	93,636	0	896,340
<b>Total Commissioner of Public Utilities</b>	<b>0</b>	<b>0</b>	<b>802,704</b>	<b>93,636</b>	<b>0</b>	<b>896,340</b>
<b>Commissioner of Public Works</b>						
General Fund	0	0	822,590	100,000	0	922,590
<b>Total Commissioner of Public Works</b>	<b>0</b>	<b>0</b>	<b>822,590</b>	<b>100,000</b>	<b>0</b>	<b>922,590</b>
<b>Office of Government Relations</b>						
General Fund	0	0	1,235,547	84,329	0	1,319,876
<b>Total Office of Government Relations</b>	<b>0</b>	<b>0</b>	<b>1,235,547</b>	<b>84,329</b>	<b>0</b>	<b>1,319,876</b>



Table 4

## Summary of Revenues by Fund - FY 2011-12

Financial Summaries

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
<b>Office of Human Relations</b>						
General Fund	0	0	617,937	0	0	617,937
<b>Total Office of Human Relations</b>	<b>0</b>	<b>0</b>	<b>617,937</b>	<b>0</b>	<b>0</b>	<b>617,937</b>
<b>Office of Management and Finance</b>						
Airport Way Debt Service Fund	5,395,991	0	47,737	0	1,315,150	6,758,878
BFRES Facilities GO Bond Construction Fund	0	0	19,033	0	3,343,513	3,362,546
Bonded Debt Interest and Sinking Fund	10,572,890	0	30,000	0	75,000	10,677,890
Central Eastside Ind District Debt Service Fund	5,166,303	0	35,639	14,000	2,410,000	7,625,942
CityFleet Operating Fund	0	0	850,000	28,601,585	17,596,186	47,047,771
Convention and Tourism Fund	3,049,720	0	3,000	0	0	3,052,720
Convention Center Area Debt Service Fund	10,042,772	0	49,208	0	2,298,456	12,390,436
EBS Services Fund	0	0	140,000	12,512,253	4,289,349	16,941,602
Emergency Communication Fund	0	0	0	0	650,772	650,772
Facilities Services Operating Fund	0	957,285	6,024,004	28,461,436	30,860,250	66,302,975
Fire & Police Supplemental Retirement Res Fund	0	0	300	0	43,414	43,714
Gateway URA Debt Redemption Fund	3,248,427	0	8,527	0	249,550	3,506,504
General Fund	213,257,986	121,737,076	(323,089,090)	60,543,700	39,382,981	111,832,653
General Reserve Fund	0	0	533,900	1,852,234	46,969,304	49,355,438
Governmental Bond Redemption Fund	0	0	0	1,273,149	0	1,273,149
Health Insurance Operating Fund	0	39,071,924	4,096,066	0	18,689,380	61,857,370
Insurance and Claims Operating Fund	0	0	296,519	10,732,868	20,028,736	31,058,123
Interstate Corridor Debt Service Fund	13,429,581	0	79,754	0	5,816,917	19,326,252
Lents Town Center URA Debt Redemption Fund	9,627,853	0	46,501	0	3,802,869	13,477,223
North Macadam URA Debt Redemption Fund	13,669,749	0	70,643	5,000	4,965,650	18,711,042
Pension Debt Redemption Fund	0	0	521,566	3,086,666	753,523	4,361,755
Printing & Distribution Services Operating Fund	0	108,676	1,106,655	5,927,356	1,638,685	8,781,372
Private for Hire Transportation Safety Fund	0	0	1,200	0	219,882	221,082
Property Management License Fund	0	5,028,886	3,800	0	0	5,032,686
Public Safety GO Bond Fund	0	0	84,898	253,330	12,237,949	12,576,177
River District URA Debt Redemption Fund	28,596,243	0	107,605	0	8,241,096	36,944,944
South Park Blocks Redemption Fund	6,971,607	0	131,837	0	8,443,334	15,546,778
Special Finance and Resource Fund	0	0	112,320,000	0	19,000	112,339,000
Special Projects Debt Service Fund	0	0	6,646,243	0	0	6,646,243
Spectator Facilities Operating Fund	0	6,360,870	1,878,259	104	6,990,105	15,229,338
Technology Services Fund	0	155,547	5,854,840	44,419,750	37,473,128	87,903,265
Waterfront Renewal Bond Sinking Fund	9,942,547	0	81,860	0	6,718,271	16,742,678
Willamette Industrial URA Debt Service Fund	1,201,759	0	3,155	0	190,000	1,394,914
Workers' Comp Self Insurance Operating Fund	0	0	315,173	3,730,345	18,303,000	22,348,518
<b>Total Office of Management and Finance</b>	<b>334,173,428</b>	<b>173,420,264</b>	<b>(181,701,168)</b>	<b>201,413,776</b>	<b>304,015,450</b>	<b>831,321,750</b>
<b>Office of Neighborhood Involvement</b>						
General Fund	0	145,025	6,891,773	42,930	0	7,079,728
<b>Total Office of Neighborhood Involvement</b>	<b>0</b>	<b>145,025</b>	<b>6,891,773</b>	<b>42,930</b>	<b>0</b>	<b>7,079,728</b>

# Summary of Revenues by Fund - FY 2011-12

Table 4

## Financial Summaries

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
<b>Office of the City Attorney</b>						
General Fund	0	0	4,528,826	5,049,593	0	9,578,419
<b>Total Office of the City Attorney</b>	<b>0</b>	<b>0</b>	<b>4,528,826</b>	<b>5,049,593</b>	<b>0</b>	<b>9,578,419</b>
<b>Office of the City Auditor</b>						
Assessment Collection Fund	0	0	1,000	0	78,893	79,893
Bancroft Bond Interest and Sinking Fund	0	0	8,260,849	0	11,217,983	19,478,832
General Fund	0	373,385	7,909,108	858,204	0	9,140,697
Local Improvement District Construction Fund	0	773,500	21,680,374	23,022	4,726,233	27,203,129
<b>Total Office of the City Auditor</b>	<b>0</b>	<b>1,146,885</b>	<b>37,851,331</b>	<b>881,226</b>	<b>16,023,109</b>	<b>55,902,551</b>
<b>Office of the Mayor</b>						
General Fund	0	0	3,452,941	743,825	0	4,196,766
<b>Total Office of the Mayor</b>	<b>0</b>	<b>0</b>	<b>3,452,941</b>	<b>743,825</b>	<b>0</b>	<b>4,196,766</b>
<b>Portland Bureau of Transportation</b>						
Gas Tax Bond Redemption Fund	0	0	0	1,076,157	4,553	1,080,710
Grants Fund	0	0	53,811,617	0	0	53,811,617
Parking Facilities Fund	0	11,350,000	63,000	714,256	8,143,982	20,271,238
Transportation Operating Fund	0	32,242,049	70,835,171	56,904,341	21,201,037	181,182,598
Transportation Reserve Fund	0	0	9,000	0	2,507,292	2,516,292
<b>Total Portland Bureau of Transportation</b>	<b>0</b>	<b>43,592,049</b>	<b>124,718,788</b>	<b>58,694,754</b>	<b>31,856,864</b>	<b>258,862,455</b>
<b>Portland Development Commission</b>						
General Fund	0	0	5,788,326	0	0	5,788,326
<b>Total Portland Development Commission</b>	<b>0</b>	<b>0</b>	<b>5,788,326</b>	<b>0</b>	<b>0</b>	<b>5,788,326</b>
<b>Portland Fire and Rescue</b>						
General Fund	0	2,490,000	89,952,137	2,858,622	0	95,300,759
Grants Fund	0	0	91,222	0	0	91,222
Public Safety GO Bond Fund	0	0	0	0	7,121,000	7,121,000
<b>Total Portland Fire and Rescue</b>	<b>0</b>	<b>2,490,000</b>	<b>90,043,359</b>	<b>2,858,622</b>	<b>7,121,000</b>	<b>102,512,981</b>
<b>Portland Housing Bureau</b>						
Community Development Block Grant Fund	0	0	13,148,352	0	0	13,148,352
General Fund	0	0	11,751,046	0	0	11,751,046
Grants Fund	0	0	4,081,440	0	99,105	4,180,545
Headwaters Apartment Complex Fund	0	0	814,128	0	0	814,128
HOME Grant Fund	0	0	7,212,931	0	0	7,212,931
Housing Investment Fund	0	260,800	8,396,649	3,855	1,390,915	10,052,219
Tax Increment Financing Reimbursement Fund	0	0	54,264,923	0	0	54,264,923
<b>Total Portland Housing Bureau</b>	<b>0</b>	<b>260,800</b>	<b>99,669,469</b>	<b>3,855</b>	<b>1,490,020</b>	<b>101,424,144</b>
<b>Portland Office of Emergency Management</b>						
General Fund	0	0	1,752,727	17,000	0	1,769,727
Grants Fund	0	0	7,965,781	0	0	7,965,781
<b>Total Portland Office of Emergency Management</b>	<b>0</b>	<b>0</b>	<b>9,718,508</b>	<b>17,000</b>	<b>0</b>	<b>9,735,508</b>
<b>Portland Parks and Recreation</b>						
General Fund	0	14,585,439	43,611,007	2,663,491	0	60,859,937
Golf Fund	0	8,456,683	4,718,355	1,992	1,560,541	14,737,571
Golf Revenue Bond Redemption Fund	0	0	4,456	806,669	636,605	1,447,730

**Table 4****Summary of Revenues by Fund - FY 2011-12****Financial Summaries**

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Grants Fund	0	0	876,323	0	0	876,323
Parks Capital Construction & Maintenance Fund	0	4,226,234	15,140,116	1,686,723	4,888,233	25,941,306
Parks Endowment Fund	0	0	920	0	180,625	181,545
Parks Local Option Levy Fund	32,142	0	0	0	4,146,375	4,178,517
Portland International Raceway Fund	0	1,794,925	8,400	288	718,471	2,522,084
Portland Parks Memorial Trust Fund	0	222,502	740,662	90,125	1,931,353	2,984,642
<b>Total Portland Parks and Recreation</b>	<b>32,142</b>	<b>29,285,783</b>	<b>65,100,239</b>	<b>5,249,288</b>	<b>14,062,203</b>	<b>113,729,655</b>
<b>Portland Police Bureau</b>						
General Fund	0	2,523,192	158,854,089	3,561,091	0	164,938,372
Grants Fund	0	0	2,047,640	0	0	2,047,640
Police Special Revenue Fund	0	0	680,000	0	1,175,000	1,855,000
<b>Total Portland Police Bureau</b>	<b>0</b>	<b>2,523,192</b>	<b>161,581,729</b>	<b>3,561,091</b>	<b>1,175,000</b>	<b>168,841,012</b>
<b>Portland Water Bureau</b>						
Hydroelectric Power Bond Redemption Fund	0	0	2,794,400	0	4,451,694	7,246,094
Hydroelectric Power Operating Fund	0	0	906,250	189,112	195,161	1,290,523
Hydroelectric Power Renewal Replacement Fund	0	0	309,000	0	9,481,050	9,790,050
Water Bond Sinking Fund	0	0	12,753,188	31,443,206	15,936,928	60,133,322
Water Construction Fund	0	1,000,000	148,963,495	19,365,572	72,034,535	241,363,602
Water Fund	0	127,886,472	1,062,681	139,957,696	45,268,099	314,174,948
<b>Total Portland Water Bureau</b>	<b>0</b>	<b>128,886,472</b>	<b>166,789,014</b>	<b>190,955,586</b>	<b>147,367,467</b>	<b>633,998,539</b>
<b>Total Citywide Resources</b>	<b>452,073,547</b>	<b>676,632,641</b>	<b>918,634,538</b>	<b>782,480,972</b>	<b>734,526,424</b>	<b>3,564,348,122</b>

# Total Revenues and Expenses by Fund by Fiscal Year

Table 5

## Financial Summaries

In each fund total revenues, including beginning fund balances, must equal total expenses, including ending fund balances. This table states the total revenues and expenses for each City fund.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Bureau of Development Services</b>					
Development Services Fund	44,933,951	30,937,464	34,990,865	31,836,264	32,208,591
<b>Total Bureau of Development Services</b>	<b>44,933,951</b>	<b>30,937,464</b>	<b>34,990,865</b>	<b>31,836,264</b>	<b>32,208,591</b>
<b>Bureau of Emergency Communications</b>					
Emergency Communication Fund	20,763,425	19,968,137	19,016,958	23,026,186	23,026,186
Grants Fund	1,431	6,580	100,245	0	0
<b>Total Bureau of Emergency Communications</b>	<b>20,764,856</b>	<b>19,974,717</b>	<b>19,117,203</b>	<b>23,026,186</b>	<b>23,026,186</b>
<b>Bureau of Environmental Services</b>					
Environmental Remediation Fund	5,639,439	7,169,451	6,791,051	7,220,000	7,091,868
Grants Fund	623,605	(136,813)	1,433,554	1,347,781	1,347,781
Sewer System Construction Fund	241,501,451	241,793,406	324,337,789	326,550,000	326,550,000
Sewer System Debt Redemption Fund	123,991,760	122,799,545	181,509,339	197,250,500	197,250,500
Sewer System Operating Fund	444,678,586	468,644,925	572,245,100	428,871,705	429,745,134
Sewer System Rate Stabilization Fund	78,615,053	69,540,996	52,550,000	26,735,000	26,735,000
<b>Total Bureau of Environmental Services</b>	<b>895,049,894</b>	<b>909,811,511</b>	<b>1,138,866,833</b>	<b>987,974,986</b>	<b>988,720,283</b>
<b>Bureau of Fire &amp; Police Disability &amp; Retirement</b>					
Fire & Police Disability & Retirement Fund	136,204,832	143,433,543	151,807,312	151,738,900	151,738,900
Fire & Police Disability & Retirement Res Fund	1,500,000	750,000	750,000	750,000	750,000
<b>Total Bureau of Fire &amp; Police Disability &amp; Retirement</b>	<b>137,704,832</b>	<b>144,183,543</b>	<b>152,557,312</b>	<b>152,488,900</b>	<b>152,488,900</b>
<b>Bureau of Planning and Sustainability</b>					
General Fund	11,015,928	13,396,833	9,948,097	9,741,770	9,509,734
Grants Fund	42,852	1,609,647	24,413,550	14,524,407	14,524,407
Solid Waste Management Fund	0	8,426,281	7,688,460	6,743,196	6,743,196
<b>Total Bureau of Planning and Sustainability</b>	<b>11,058,780</b>	<b>23,432,761</b>	<b>42,050,107</b>	<b>31,009,373</b>	<b>30,777,337</b>
<b>Cable Communications and Franchise Management</b>					
Cable Fund	10,043,752	10,795,158	11,028,413	10,521,935	10,570,685
General Fund	1,995,552	1,951,837	1,912,089	1,928,843	1,977,593
<b>Total Cable Communications and Franchise Management</b>	<b>12,039,304</b>	<b>12,746,994</b>	<b>12,940,502</b>	<b>12,450,778</b>	<b>12,548,278</b>
<b>Commissioner of Public Affairs</b>					
Children's Investment Fund	16,478,848	20,209,990	17,621,823	15,455,022	15,505,022
General Fund	954,975	1,783,845	2,585,428	1,567,377	1,567,377
Grants Fund	0	0	225,000	0	0
<b>Total Commissioner of Public Affairs</b>	<b>17,433,823</b>	<b>21,993,835</b>	<b>20,432,251</b>	<b>17,022,399</b>	<b>17,072,399</b>
<b>Commissioner of Public Safety</b>					
General Fund	690,150	722,952	750,716	777,571	777,571
<b>Total Commissioner of Public Safety</b>	<b>690,150</b>	<b>722,952</b>	<b>750,716</b>	<b>777,571</b>	<b>777,571</b>
<b>Commissioner of Public Utilities</b>					
General Fund	812,459	806,782	852,706	896,340	896,340
Grants Fund	0	2,500	0	0	0
<b>Total Commissioner of Public Utilities</b>	<b>812,459</b>	<b>809,282</b>	<b>852,706</b>	<b>896,340</b>	<b>896,340</b>

Table 5

## Total Revenues and Expenses by Fund by Fiscal Year

Financial Summaries

In each fund total revenues, including beginning fund balances, must equal total expenses, including ending fund balances. This table states the total revenues and expenses for each City fund.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Commissioner of Public Works</b>					
General Fund	771,886	816,447	920,148	922,590	922,590
<b>Total Commissioner of Public Works</b>	<b>771,886</b>	<b>816,447</b>	<b>920,148</b>	<b>922,590</b>	<b>922,590</b>
<b>Office of Government Relations</b>					
General Fund	1,207,673	1,156,883	1,202,964	1,319,876	1,319,876
<b>Total Office of Government Relations</b>	<b>1,207,673</b>	<b>1,156,883</b>	<b>1,202,964</b>	<b>1,319,876</b>	<b>1,319,876</b>
<b>Office of Human Relations</b>					
General Fund	414,715	666,231	551,509	617,937	617,937
<b>Total Office of Human Relations</b>	<b>414,715</b>	<b>666,231</b>	<b>551,509</b>	<b>617,937</b>	<b>617,937</b>
<b>Office of Management and Finance</b>					
Airport Way Debt Service Fund	6,999,621	7,118,692	7,392,494	6,758,878	6,758,878
BFRES Facilities GO Bond Construction Fund	19,904,788	11,314,530	6,470,091	3,362,546	3,362,546
Bonded Debt Interest and Sinking Fund	8,376,599	46,367,405	8,462,209	10,677,890	10,677,890
Central Eastside Ind District Debt Service Fund	4,976,723	6,338,572	7,782,460	7,625,942	7,625,942
CityFleet Operating Fund	45,347,838	43,394,133	49,400,569	45,892,967	47,047,771
Closed - Business License Surcharge Fund	1,816,074	12,854	0	0	0
Closed - Parking Facilities Debt Redemption Fund	25,281,970	0	0	0	0
Closed - Portland Police Assoc Health Insurnc Fd	2,020,028	0	0	0	0
Convention and Tourism Fund	4,237,312	3,302,854	3,842,090	3,052,720	3,052,720
Convention Center Area Debt Service Fund	11,206,025	12,371,489	13,331,585	12,390,436	12,390,436
EBS Services Fund	5,184,438	28,009,529	15,390,870	16,637,092	16,941,602
Emergency Communication Fund	2,128,082	13,510,420	8,150,525	1,236,772	650,772
Facilities Services Operating Fund	55,412,224	55,392,152	58,948,327	64,542,063	66,302,975
Fire & Police Supplemental Retirement Res Fund	66,927	59,726	51,753	43,714	43,714
Gateway URA Debt Redemption Fund	2,573,042	2,975,895	3,556,228	3,506,504	3,506,504
General Fund	177,786,164	152,824,845	91,075,060	111,270,829	111,832,653
General Reserve Fund	64,083,692	64,458,965	49,983,595	49,355,438	49,355,438
Governmental Bond Redemption Fund	3,224,520	10,435,487	4,943,469	1,273,149	1,273,149
Grants Fund	51,689	23,386,229	23,035,234	0	0
Health Insurance Operating Fund	52,808,752	57,356,554	56,159,390	61,857,370	61,857,370
Insurance and Claims Operating Fund	27,249,864	30,955,659	32,729,982	31,058,123	31,058,123
Interstate Corridor Debt Service Fund	10,350,106	12,161,511	23,482,271	19,326,252	19,326,252
Lents Town Center URA Debt Redemption Fund	7,898,412	34,008,888	13,826,396	13,477,223	13,477,223
NorthMacadamURADebtRedemptionFund	9,190,752	11,678,908	16,319,402	18,711,042	18,711,042
Parking Facilities Fund	22,674,447	0	0	0	0
Pension Debt Redemption Fund	19,026,553	7,025,363	3,400,068	4,361,755	4,361,755
Printing & Distribution Services Operating Fund	9,330,869	9,071,080	9,529,494	8,809,372	8,781,372
Private for Hire Transportation Safety Fund	259,587	221,204	220,487	221,082	221,082
Property Management License Fund	4,531,566	4,757,681	4,969,552	5,032,686	5,032,686
Public Safety GO Bond Fund	0	0	39,343,822	31,787,416	12,576,177

# Total Revenues and Expenses by Fund by Fiscal Year

Table 5

## Financial Summaries

In each fund total revenues, including beginning fund balances, must equal total expenses, including ending fund balances. This table states the total revenues and expenses for each City fund.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
River District URA Debt Redemption Fund	29,236,777	33,358,448	38,596,492	36,944,944	36,944,944
South Park Blocks Redemption Fund	40,773,065	16,106,796	15,979,206	15,546,778	15,546,778
Special Finance and Resource Fund	105,212,782	89,601,872	120,169,351	112,339,000	112,339,000
Special Projects Debt Service Fund	6,189,363	6,436,941	6,449,843	13,292,486	6,646,243
Spectator Facilities Operating Fund	16,080,920	18,371,947	26,052,008	15,129,338	15,229,338
Technology Services Fund	97,959,782	93,198,381	90,543,160	87,249,726	87,903,265
Waterfront Renewal Bond Sinking Fund	17,739,894	17,529,932	17,130,738	16,742,678	16,742,678
Willamette Industrial URA Debt Service Fund	697,385	812,471	1,202,457	1,394,914	1,394,914
Workers' Comp Self Insurance Operating Fund	22,848,108	23,391,762	23,157,492	22,348,518	22,348,518
<b>Total Office of Management and Finance</b>	<b>940,736,740</b>	<b>947,319,173</b>	<b>891,078,170</b>	<b>853,257,643</b>	<b>831,321,750</b>
<b>Office of Neighborhood Involvement</b>					
General Fund	6,017,166	7,333,576	6,769,839	7,079,728	7,079,728
Grants Fund	0	0	50,000	0	0
<b>Total Office of Neighborhood Involvement</b>	<b>6,017,166</b>	<b>7,333,576</b>	<b>6,819,839</b>	<b>7,079,728</b>	<b>7,079,728</b>
<b>Office of Sustainable Development</b>					
General Fund	2,873,078	0	0	0	0
Grants Fund	441,960	(1,238,877)	0	0	0
Solid Waste Management Fund	8,663,949	0	0	0	0
<b>Total Office of Sustainable Development</b>	<b>11,978,987</b>	<b>(1,238,877)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Office of the City Attorney</b>					
General Fund	8,016,265	8,415,443	8,844,159	9,578,419	9,578,419
<b>Total Office of the City Attorney</b>	<b>8,016,265</b>	<b>8,415,443</b>	<b>8,844,159</b>	<b>9,578,419</b>	<b>9,578,419</b>
<b>Office of the City Auditor</b>					
Assessment Collection Fund	79,892	80,406	81,924	79,893	79,893
Bancroft Bond Interest and Sinking Fund	21,455,865	22,057,890	24,641,895	19,478,832	19,478,832
Closed - Campaign Finance Fund	1,646,461	1,291,011	545,896	0	0
General Fund	7,799,810	7,771,333	9,313,086	9,287,736	9,140,697
Local Improvement District Construction Fund	11,753,020	58,791,219	15,515,063	27,203,129	27,203,129
<b>Total Office of the City Auditor</b>	<b>42,735,048</b>	<b>89,991,859</b>	<b>50,097,864</b>	<b>56,049,590</b>	<b>55,902,551</b>
<b>Office of the Mayor</b>					
General Fund	2,395,678	2,971,314	4,491,807	4,196,766	4,196,766
<b>Total Office of the Mayor</b>	<b>2,395,678</b>	<b>2,971,314</b>	<b>4,491,807</b>	<b>4,196,766</b>	<b>4,196,766</b>
<b>Portland Bureau of Transportation</b>					
Gas Tax Bond Redemption Fund	3,499,600	1,096,824	1,091,035	1,085,263	1,080,710
Grants Fund	1,497,549	49,331,381	124,070,720	53,696,617	53,811,617
Parking Facilities Fund	0	22,773,300	20,696,495	20,271,238	20,271,238
Transportation Operating Fund	139,293,812	164,584,176	173,270,485	181,180,409	181,182,598
Transportation Reserve Fund	1,137,878	2,498,292	2,540,000	2,516,292	2,516,292
<b>Total Portland Bureau of Transportation</b>	<b>145,428,839</b>	<b>240,283,973</b>	<b>321,668,735</b>	<b>258,749,819</b>	<b>258,862,455</b>
<b>Portland Development Commission</b>					
General Fund	0	0	4,075,126	5,788,326	5,788,326
Grants Fund	0	20,171	0	0	0
<b>Total Portland Development Commission</b>	<b>0</b>	<b>20,171</b>	<b>4,075,126</b>	<b>5,788,326</b>	<b>5,788,326</b>
<b>Portland Fire and Rescue</b>					
General Fund	86,135,450	89,658,856	95,348,897	95,277,759	95,300,759

Table 5

## Total Revenues and Expenses by Fund by Fiscal Year

Financial Summaries

In each fund total revenues, including beginning fund balances, must equal total expenses, including ending fund balances. This table states the total revenues and expenses for each City fund.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Grants Fund	57,050	818,666	592,107	91,222	91,222
Public Safety GO Bond Fund	0	0	7,293,000	7,293,000	7,121,000
<b>Total Portland Fire and Rescue</b>	<b>86,192,500</b>	<b>90,477,521</b>	<b>103,234,004</b>	<b>102,661,981</b>	<b>102,512,981</b>
<b>Portland Housing Bureau</b>					
Community Development Block Grant Fund	10,965,509	14,058,463	16,226,715	9,947,702	13,148,352
General Fund	14,283,529	12,219,233	10,643,564	11,099,071	11,751,046
Grants Fund	1,031,605	5,277,976	10,908,341	3,988,642	4,180,545
Headwaters Apartment Complex Fund	0	0	1,012,294	1,364,828	814,128
HOME Grant Fund	3,661,335	8,331,585	6,000,213	5,177,900	7,212,931
Housing Investment Fund	22,240,152	17,303,370	11,695,900	7,086,822	10,052,219
Tax Increment Financing Reimbursement Fund	0	1,193,009	52,530,434	52,234,079	54,264,923
<b>Total Portland Housing Bureau</b>	<b>52,182,130</b>	<b>58,383,636</b>	<b>109,017,461</b>	<b>90,899,044</b>	<b>101,424,144</b>
<b>Portland Office of Emergency Management</b>					
General Fund	1,540,713	1,632,718	1,684,672	1,769,727	1,769,727
Grants Fund	1,410,344	(1,233,703)	5,945,058	7,942,364	7,965,781
<b>Total Portland Office of Emergency Management</b>	<b>2,951,057</b>	<b>399,015</b>	<b>7,629,730</b>	<b>9,712,091</b>	<b>9,735,508</b>
<b>Portland Parks and Recreation</b>					
General Fund	56,837,966	57,138,977	59,701,881	60,798,605	60,859,937
Golf Fund	9,754,562	9,565,865	9,378,238	14,737,571	14,737,571
Golf Revenue Bond Redemption Fund	1,456,271	1,443,974	1,447,385	1,447,730	1,447,730
Grants Fund	181,693	928,890	3,408,344	876,323	876,323
Parks Capital Construction & Maintenance Fund	35,492,269	21,935,173	19,204,790	29,278,072	25,941,306
Parks Endowment Fund	185,540	185,399	183,134	181,545	181,545
Parks Local Option Levy Fund	19,415,495	7,711,665	5,829,553	4,178,517	4,178,517
Portland International Raceway Fund	2,372,217	2,496,143	2,564,923	2,522,084	2,522,084
Portland Parks Memorial Trust Fund	3,138,513	3,024,806	2,989,854	2,979,317	2,984,642
<b>Total Portland Parks and Recreation</b>	<b>128,834,526</b>	<b>104,430,891</b>	<b>104,708,102</b>	<b>116,999,764</b>	<b>113,729,655</b>
<b>Portland Police Bureau</b>					
General Fund	153,358,313	160,769,831	157,071,997	164,938,372	164,938,372
Grants Fund	603,810	1,282,237	5,506,374	2,047,640	2,047,640
Police Special Revenue Fund	16,833	1,508,440	1,722,903	1,855,000	1,855,000
<b>Total Portland Police Bureau</b>	<b>153,978,956</b>	<b>163,560,508</b>	<b>164,301,274</b>	<b>168,841,012</b>	<b>168,841,012</b>
<b>Portland Water Bureau</b>					
Closed - Water Growth Impact Charge Trust Fund	1,912,526	0	0	0	0
Grants Fund	124,014	(324,122)	1,038,400	0	0
Hydroelectric Power Bond Redemption Fund	7,302,040	7,136,865	7,146,800	7,246,094	7,246,094
Hydroelectric Power Operating Fund	1,617,223	1,263,360	1,172,206	1,290,523	1,290,523
Hydroelectric Power Renewal Replacement Fund	9,130,318	9,357,058	9,747,308	9,790,050	9,790,050
Water Bond Sinking Fund	26,663,406	40,908,913	44,902,410	60,127,322	60,133,322
Water Construction Fund	109,806,284	115,889,368	137,188,970	241,314,546	241,363,602

# Total Revenues and Expenses by Fund by Fiscal Year

Table 5

## Financial Summaries

In each fund total revenues, including beginning fund balances, must equal total expenses, including ending fund balances. This table states the total revenues and expenses for each City fund.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Water Fund	199,288,920	219,167,935	246,850,453	313,968,259	314,174,948
Total Portland Water Bureau	355,844,731	393,399,377	448,046,547	633,736,794	633,998,539
Total Citywide	3,080,174,946	3,273,000,200	3,649,245,934	3,577,894,177	3,564,348,122



Table 6

## Tax Levy Computation

Financial Summaries

This table shows the calculation of the City's property tax levies in the format prescribed by state law.

	Total	General Fund	Bonded Debt	Fire & Police Disability & Retirement	Parks Local Option Levy	Children's Local Option Levy
<b>Fiscal Year 2011-12</b>						
Total Budget Requirements	681,925,777	499,825,448	10,677,890	151,738,900	4,178,517	15,505,022
Less: Budgeted Resources, Except Taxes to Be Levied	(362,727,782)	(306,737,935)	(205,000)	(47,938,325)	(4,178,517)	(3,668,005)
Equals: Taxes Necessary To Balance	319,197,995	193,087,513	10,472,890	103,800,575	0	11,837,017
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	19,178,679	11,585,251	669,483	6,228,035	0	695,911
Equals: Estimated (Measure 50) Levy Receivable	338,376,674	204,672,764	11,142,373	110,028,610	0	12,532,928
Add: Estimated Measure 5 Levy Compression	18,324,919	7,879,901	0	4,236,101	0	6,208,916
<b>Taxes to Be Levied</b>	<b>356,701,593</b>	<b>212,552,665</b>	<b>11,142,373</b>	<b>114,264,711</b>	<b>0</b>	<b>18,741,844</b>
<b>Legal Basis of Taxes to Be Levied</b>						
Fixed Tax Rate Levy-Subject to \$10 Limit	231,294,509	212,552,665	0	0	0	18,741,844
Local Option Operating Tax	0	0	0	0	0	0
Local Option Capital Construction Tax	0	0	0	0	0	0
Levy for Gap Bonds	0	0	0	0	0	0
Levy for Pension & Disability Obligations	114,264,711	0	0	114,264,711	0	0
Levy for Bonded Indebtedness	11,142,373	0	11,142,373	0	0	0
<b>Taxes To Be Levied</b>	<b>356,701,593</b>	<b>212,552,665</b>	<b>11,142,373</b>	<b>114,264,711</b>	<b>0</b>	<b>18,741,844</b>
<b>Fiscal Year 2010-11</b>						
Total Budget Requirements	636,599,643	451,812,997	8,462,209	151,805,634	5,829,553	18,689,250
Less: Budgeted Resources Except Taxes to Be Levied	(320,100,710)	(264,478,578)	(295,000)	(44,275,344)	(5,829,553)	(5,222,235)
Equals: Taxes Necessary to Balance	316,498,933	187,334,419	8,167,209	107,530,290	0	13,467,015
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	20,527,321	12,169,755	530,564	6,985,461	0	841,542
Equals: Estimated (Measure 50) Levy Receivable	337,026,254	199,504,174	8,697,773	114,515,751	0	14,308,557
Add: Estimated Measure 5 Levy Compression	14,664,459	6,986,796	0	4,010,433	0	3,667,229
<b>Taxes to Be Levied</b>	<b>351,690,713</b>	<b>206,490,970</b>	<b>8,697,773</b>	<b>118,526,184</b>	<b>0</b>	<b>17,975,786</b>
<b>Legal Basis of Taxes to Be Levied</b>						
Permanent Rate Limit Levy-Subject to \$10 Limit	224,466,756	206,490,970	0	0	0	17,975,786
Local Option Operating Tax	0	0	0	0	0	0
Local Option Capital Construction Tax	0	0	0	0	0	0
Levy for Gap Bonds	0	0	0	0	0	0
Levy for Pension & Disability Obligations	118,526,184	0	0	118,526,184	0	0
<b>Levy for Bonded Indebtedness</b>	<b>8,697,773</b>	<b>0</b>	<b>8,697,773</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Taxes to Be Levied</b>	<b>351,690,713</b>	<b>206,490,970</b>	<b>8,697,773</b>	<b>118,526,184</b>	<b>0</b>	<b>17,975,786</b>

# Urban Renewal Certification

Table 7

## Financial Summaries

This table shows the amount of tax increment collections planned for the City's urban renewal districts.

### Part 1: Option One Plans (Reduced Rate)

Plan Area Name	Increment Value to Use		100% from Division of Tax	Special Levy Amount

### Part 2: Option Three Plans (Standard Rate)

Plan Area Name	Increment Value to Use		Amount from Division of Tax	Special Levy Amount
Airport Way		OR	\$2,540,000	\$3,589,189
Oregon Convention Center		OR	\$5,740,000	\$5,608,713
Downtown Waterfront		OR	\$7,710,000	\$3,557,465
South Park Blocks		OR	\$5,660,000	\$2,244,633

### Part 3: Other Standard Rate Plans

Plan Area Name	Increment Value to Use		100% from Division of Tax	Special Levy Amount
Lents Town Center		OR	Yes	\$10,966,101
Gateway Regional Center		OR	Yes	\$3,699,950
River District	\$1,592,116,769			\$33,086,511
North Macadam		OR	Yes	\$15,569,810
Interstate Corridor		OR	Yes	\$15,296,261

### Part 4: Other Reduced Rate Plans

Plan Area Name	Increment Value to Use		100% from Division of Tax	Estimated Division of Tax
Central Eastside Industrial District		OR	Yes	\$5,791,495
Willamette Industrial Area		OR	Yes	\$1,368,801

### Notice to Assessor of Permanent Increase in Frozen Value

Plan Area Name	New frozen value \$
Plan Area Name	New frozen value \$

Table 8

## Summary of Authorized Positions

Financial Summaries

This table summarizes the number of regular permanent or limited term full-time and part-time positions authorized in each bureau. Temporary part-time positions are not included.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Adopted FY 2011-12	Change
Bureau of Development Services		303.93	163.70	178.53	14.83
Bureau of Emergency Communications		144.42	145.75	145.00	(0.75)
Bureau of Environmental Services		540.75	548.10	538.60	(9.50)
Bureau of Fire & Police Disability & Retirement		17.70	16.70	16.70	0.00
Bureau of Planning and Sustainability		119.56	113.58	109.60	(3.98)
Cable Communications and Franchise Management		9.00	8.80	8.80	0.00
Commissioner of Public Affairs		15.50	14.80	14.80	0.00
Commissioner of Public Safety		6.90	6.39	6.39	0.00
Commissioner of Public Utilities		10.00	9.00	9.00	0.00
Commissioner of Public Works		8.00	8.80	8.80	0.00
Office of Government Relations		7.00	7.50	8.00	0.50
Office of Human Relations		4.00	4.00	4.00	0.00
Office of Management and Finance		673.93	672.58	683.23	10.65
Office of Neighborhood Involvement		39.60	36.75	38.65	1.90
Office of the City Attorney		60.50	59.60	57.05	(2.55)
Office of the City Auditor		50.50	50.00	48.62	(1.38)
Office of the Mayor		25.00	25.60	25.40	(0.20)
Portland Bureau of Transportation		743.48	750.73	761.18	10.45
Portland Fire and Rescue		750.15	743.47	747.97	4.50
Portland Housing Bureau		34.00	67.00	57.00	(10.00)
Portland Office of Emergency Management		14.82	18.90	18.73	(0.17)
Portland Parks and Recreation		446.66	444.52	440.89	(3.63)
Portland Police Bureau		1,252.88	1,238.57	1,230.90	(7.67)
Portland Water Bureau		642.25	641.15	627.75	(13.40)
<b>Total Full-Time Equivalents</b>		<b>5,920.53</b>	<b>5,795.98</b>	<b>5,785.59</b>	<b>(10.39)</b>

# General Fund Revenues and Expenses

Table 9

## Financial Summaries

This table summarizes the type of revenues into the General Fund, as well as the bureau expense budgets, with a comparison between fiscal years.

	Discretionary Budget		Total Budget	
	Revised FY 2010-11	Adopted FY 2011-12	Revised FY 2010-11	Adopted FY 2011-12
<b>Resources</b>				
Property Taxes	191,959,956	198,009,386	191,959,956	198,009,386
Lodging Taxes	14,524,258	15,248,600	14,524,258	15,248,600
Business Licenses	57,831,084	67,386,974	57,831,084	67,386,974
Utility License Fees	70,250,023	70,813,350	70,250,023	70,813,350
Overhead, Service Reimbursements	0	0	44,734,747	49,476,992
Service Charges, Permits & Fees	65,000	0	22,739,064	21,692,321
Other Intergovernmental Revenues	2,562,265	2,659,989	13,576,837	12,064,368
State Shared Cigarette & Liquor	12,867,392	12,389,324	12,867,392	12,389,324
Interest Income	1,148,805	1,081,911	2,179,696	2,232,069
Cash Transfers	7,122,001	1,591,449	7,923,791	9,515,869
Miscellaneous Revenues	50,000	50,000	2,328,243	1,613,214
Bond and Note Proceeds	8,506,660	0	8,506,660	0
Beginning Fund Balance	18,321,994	39,382,981	18,321,994	39,382,981
<b>General Fund Resources</b>	<b>385,209,438</b>	<b>408,613,964</b>	<b>467,743,745</b>	<b>499,825,448</b>
<b>Expenses</b>				
Bureau of Planning & Sustainability	8,109,046	8,257,385	9,948,097	9,509,734
Bureau of Police	144,523,941	153,396,631	157,071,997	164,938,372
Commissioner of Public Affairs	1,400,687	1,057,317	2,585,428	1,567,377
Commissioner of Public Safety	318,943	327,198	750,716	777,571
Commissioner of Public Utilities	317,366	335,644	852,706	896,340
Commissioner of Public Works	340,105	342,509	920,148	922,590
Office of Cable Communications & Franchise Mgmt	1,789,943	1,926,593	1,912,089	1,977,593
Office of the City Attorney	1,781,135	1,722,115	8,844,159	9,578,419
Office of the City Auditor	4,152,903	4,161,907	9,313,086	9,140,697
Office of Government Relations	483,718	566,117	1,202,964	1,319,876
Office of Human Relations	551,509	617,937	551,509	617,937
Office of Management & Finance	14,469,517	13,798,059	37,449,129	46,859,276
Office of the Mayor	2,610,245	2,156,115	4,491,807	4,196,766
Office of Neighborhood Involvement	6,131,164	6,436,186	6,764,839	7,079,728
Portland Development Commission	4,075,126	5,788,326	4,075,126	5,788,326
Portland Fire & Rescue	90,035,371	88,995,796	95,348,897	95,300,759
Portland Housing Bureau	10,020,258	10,962,493	10,638,564	11,751,046
Portland Office of Emergency Management	670,170	671,186	1,684,672	1,769,727
Portland Parks & Recreation	41,091,826	42,962,510	59,456,881	60,774,937
Special Appropriations	7,021,702	9,468,254	7,177,257	8,430,881
<b>Bureau Expenditures</b>	<b>339,894,675</b>	<b>353,950,278</b>	<b>421,040,071</b>	<b>443,197,952</b>
Total Bureau Expenses	339,894,675	353,950,278	421,040,071	443,197,952
Contingency - Operating & Reserve	8,110,187	15,792,573	8,110,187	15,794,535
Overhead Recovery True-Up	940,130	(1,077,826)	0	0
Debt Service	5,485,124	5,950,694	5,485,124	6,035,694
Transfers to Other Funds	30,779,322	33,998,245	33,108,363	34,797,267
<b>General Fund Expenditures</b>	<b>385,209,438</b>	<b>408,613,964</b>	<b>467,743,745</b>	<b>499,825,448</b>

Table 10

## Operating and Capital Budget by Service Area

Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by service area, and by bureau. It does not include fund requirements such as contingencies, reserves, debt service, or interfund transfers.

	Revised FY 2010-11			Adopted FY 2011-12		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
<b>Public Safety</b>						
BFRes Facilities GO Bond Construction	\$113,854	\$4,554,244	\$4,668,098	\$114,368	\$2,342,141	\$2,456,509
Bureau of Emergency Communications	17,304,900	6,272,253	23,577,153	18,439,715	150,772	18,590,487
Office of Emergency Management	7,629,730	0	7,629,730	9,735,508	0	9,735,508
Portland Fire and Rescue	93,942,878	1,998,126	95,941,004	95,391,981	0	95,391,981
Fire & Police Disability & Retirement	108,848,314	20,000	108,868,314	114,293,235	240,000	114,533,235
Portland Police Bureau	162,578,371	0	162,578,371	166,986,012	0	166,986,012
Police Special Revenue	1,621,175	0	1,621,175	1,850,009	0	1,850,009
Public Safety GO Bond	64,600	7,394,688	7,459,288	127,600	8,088,483	8,216,083
Special Appropriations	0	0	0	30,000	0	30,000
<b>Total Public Safety</b>	<b>\$392,103,822</b>	<b>\$20,239,311</b>	<b>\$412,343,133</b>	<b>\$406,968,428</b>	<b>\$10,821,396</b>	<b>\$417,789,824</b>
<b>Parks, Recreation, and Culture</b>						
Golf	\$6,690,412	\$96,000	\$6,786,412	\$7,058,564	\$4,700,000	\$11,758,564
Portland Parks and Recreation	60,322,638	2,542,587	62,865,225	61,016,260	635,000	61,651,260
Parks Construction	2,342,045	12,097,586	14,439,631	1,577,382	20,539,713	22,117,095
Parks Endowment	20,512	0	20,512	18,923	0	18,923
Parks Local Option Levy	960,952	0	960,952	962,618	0	962,618
Parks Memorial Trust	2,284,416	0	2,284,416	2,492,070	0	2,492,070
Portland International Raceway	1,461,783	0	1,461,783	1,440,996	0	1,440,996
Special Appropriations	867,019	0	867,019	7,028,692	0	7,028,692
Spectator Facilities	12,296,667	0	12,296,667	2,340,780	0	2,340,780
<b>Total Parks, Recreation, and Culture</b>	<b>\$87,246,444</b>	<b>\$14,736,173</b>	<b>\$101,982,617</b>	<b>\$83,936,285</b>	<b>\$25,874,713</b>	<b>\$109,810,998</b>
<b>Public Utilities</b>						
Bureau of Environmental Services	\$105,776,181	\$239,246,472	\$345,022,653	\$103,513,831	\$112,150,000	\$215,663,831
Portland Water Bureau	77,146,377	61,454,000	138,600,377	76,509,861	122,335,000	198,844,861
Environmental Remediation	5,846,619	0	5,846,619	5,453,199	0	5,453,199
Hydroelectric Power Operating	680,007	0	680,007	692,954	0	692,954
Solid Waste Management	5,528,297	0	5,528,297	4,986,314	0	4,986,314
<b>Total Public Utilities</b>	<b>\$194,977,481</b>	<b>\$300,700,472</b>	<b>\$495,677,953</b>	<b>\$191,156,159</b>	<b>\$234,485,000</b>	<b>\$425,641,159</b>
<b>Community Development</b>						
Assessment Collection	\$1,321	\$0	\$1,321	\$1,532	\$0	\$1,532
Cable Comm and Franchise Mgmt	7,484,364	0	7,484,364	9,332,402	0	9,332,402
Children's Investment	16,233,771	0	16,233,771	15,474,011	0	15,474,011
Convention and Tourism	3,550,154	0	3,550,154	3,034,531	0	3,034,531
Development Services	28,415,336	0	28,415,336	27,943,607	0	27,943,607
HOME Grant	5,926,168	0	5,926,168	7,212,931	0	7,212,931
Bureau of Housing	21,546,905	0	21,546,905	15,931,591	0	15,931,591
Headwater Apartment Complex	137,000	0	137,000	25,552	0	25,552
Housing & Community Development	14,817,839	0	14,817,839	12,748,352	0	12,748,352
Housing Investment	8,108,134	0	8,108,134	9,189,304	0	9,189,304
Office of Human Relations	551,509	0	551,509	617,937	0	617,937
Local Improvement District Construction	2,093,940	0	2,093,940	1,417,330	0	1,417,330
Office of Neighborhood Involvement	6,804,839	10,000	6,814,839	7,079,728	0	7,079,728
Bureau of Planning and Sustainability	34,361,647	0	34,361,647	24,034,141	0	24,034,141

# Operating and Capital Budget by Service Area

Table 10

## Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by service area, and by bureau. It does not include fund requirements such as contingencies, reserves, debt service, or interfund transfers.

	Revised FY 2010-11			Adopted FY 2011-12		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Portland Development Commission	4,075,126	0	4,075,126	5,788,326	0	5,788,326
Property Management License	4,891,742	0	4,891,742	5,032,686	0	5,032,686
Special Appropriations	(41,250)	0	(41,250)	1,732,437	0	1,732,437
Special Finance & Resource	117,973,120	0	117,973,120	111,670,742	0	111,670,742
Tax Increment Financing Reimburse	50,411,862	0	50,411,862	54,191,179	0	54,191,179
<b>Total Community Development</b>	<b>\$327,343,527</b>	<b>\$10,000</b>	<b>\$327,353,527</b>	<b>\$312,458,319</b>	<b>\$0</b>	<b>\$312,458,319</b>
<b>Transportation and Parking</b>						
Bureau of Transportation	\$112,752,203	\$132,308,389	\$245,060,592	\$108,860,279	\$102,796,265	\$211,656,544
Parking Facilities	6,339,406	0	6,339,406	7,515,866	0	7,515,866
<b>Total Transportation and Parking</b>	<b>\$119,091,609</b>	<b>\$132,308,389</b>	<b>\$251,399,998</b>	<b>\$116,376,145</b>	<b>\$102,796,265</b>	<b>\$219,172,410</b>
<b>Elected Officials</b>						
Office of the City Auditor	\$9,313,086	\$0	\$9,313,086	\$9,140,697	\$0	\$9,140,697
Mayor and Commissioners' Offices	9,825,805	0	9,825,805	8,360,644	0	8,360,644
<b>Total Elected Officials</b>	<b>\$19,138,891</b>	<b>\$0</b>	<b>\$19,138,891</b>	<b>\$17,501,341</b>	<b>\$0</b>	<b>\$17,501,341</b>
<b>City Support Services</b>						
Campaign Finance	\$20,109	\$0	\$20,109	\$0	\$0	\$0
Office of the City Attorney	8,844,159	0	8,844,159	9,578,419	0	9,578,419
CityFleet	20,592,256	12,719,585	33,311,841	21,058,683	7,304,540	28,363,223
Enterprise Business Solution Services	8,075,317	245,760	8,321,077	7,953,575	0	7,953,575
Facilities Services	29,055,370	1,837,328	30,892,698	25,478,223	1,854,613	27,332,836
Government Relations	1,202,964	0	1,202,964	1,319,876	0	1,319,876
Health Insurance Operating	43,734,355	0	43,734,355	43,892,192	0	43,892,192
Insurance and Claims	12,301,761	250,000	12,551,761	9,329,772	175,000	9,504,772
Management & Finance - Gen Fund	37,189,662	259,467	37,449,129	37,463,726	8,180,430	45,644,156
Management & Finance - Grants	8,526,058	1,092,691	9,618,749	0	0	0
Pension Debt Redemption	0	0	0	142,000	0	142,000
Printing & Distribution	7,181,636	0	7,181,636	6,896,574	0	6,896,574
Special Appropriations	6,351,488	0	6,351,488	854,872	0	854,872
Technology Services	45,036,470	2,590,068	47,626,538	45,558,344	2,598,000	48,156,344
Workers' Compensation	4,881,625	250,000	5,131,625	4,122,427	175,000	4,297,427
<b>Total City Support Services</b>	<b>\$232,993,230</b>	<b>\$19,244,899</b>	<b>\$252,238,129</b>	<b>\$213,648,683</b>	<b>\$20,287,583</b>	<b>\$233,936,266</b>
<b>Total Expenditures</b>	<b>\$1,372,895,004</b>	<b>\$487,239,244</b>	<b>\$1,860,134,248</b>	<b>\$1,341,930,992</b>	<b>\$391,922,816</b>	<b>\$1,736,310,317</b>
<b>Fund Requirements</b>						
Contingency			500,947,364			608,315,179
Debt Service			451,881,829			409,445,145
Ending Fund Balance			155,560,015			217,123,416
General Fund Overhead Transfers			21,642,330			24,655,158
Other Cash Transfers			659,080,148			568,498,907
<b>City Budget</b>			<b>\$3,649,245,934</b>			<b>\$3,564,348,122</b>
Less Intracity Transfers			(870,052,407)			(782,480,972)
<b>Net City Budget</b>			<b>\$2,779,193,527</b>			<b>\$2,781,867,150</b>

**Table 11****Capital Budget by Bureau**

Financial Summaries

This table summarizes Capital Improvement Plan project costs by bureau.

Bureau	Prior Years	Revised	Adopted	Capital Plan				5-Year Total
		FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
Bureau of Environmental Services	384,741,929	193,564,941	112,150,000	74,489,000	125,487,000	101,823,000	124,732,000	538,681,000
Bureau of Fire & Police Disability & Retirement	0	20,000	240,000	36,750	38,500	38,500	38,500	392,250
Office of Management and Finance	32,564,202	23,256,411	33,305,901	33,970,946	35,854,562	12,535,127	7,189,912	122,856,448
Portland Bureau of Transportation	14,701,025	114,057,254	102,796,265	34,437,977	6,649,195	5,324,785	5,359,785	154,568,007
Portland Fire and Rescue	0	0	2,724,000	3,897,000	3,831,000	8,804,000	544,000	19,800,000
Portland Parks and Recreation	13,266,312	10,854,524	26,377,591	65,905,748	86,957,214	79,286,380	53,766,308	312,293,241
Portland Water Bureau	139,924,885	0	122,335,000	181,025,000	119,700,000	70,525,000	69,925,000	563,510,000
<b>Total City Capital Plan</b>	<b>585,198,353</b>	<b>341,753,130</b>	<b>399,928,757</b>	<b>393,762,421</b>	<b>378,517,471</b>	<b>278,336,792</b>	<b>261,555,505</b>	<b>1,712,100,946</b>

# Capital Budget by Geographic Area

**Table 12**

## Financial Summaries

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau.

Bureau Geographic Area	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Bureau of Environmental Services</b>								
Central City	218,002	3,062,000	3,162,000	5,000,000	2,098,000	0	0	10,260,000
Citywide	107,183,988	35,392,941	39,294,000	28,710,000	63,357,000	47,557,000	44,011,000	222,929,000
East	266,648,529	47,851,000	14,883,000	1,024,000	3,715,000	6,644,000	11,800,000	38,066,000
North	4,064,994	34,475,000	21,172,000	19,689,000	11,434,000	8,924,000	7,074,000	68,293,000
Northeast	121,619	2,518,000	4,611,000	1,316,000	1,877,000	15,000	472,000	8,291,000
Northwest	4,432,368	43,400,000	7,563,000	1,906,000	10,467,000	8,875,000	9,369,000	38,180,000
Southeast	447,754	6,000,000	12,555,000	9,959,000	12,143,000	18,232,000	44,591,000	97,480,000
Southwest	1,568,277	20,866,000	8,910,000	6,719,000	19,752,000	10,366,000	7,415,000	53,162,000
Undetermined	56,398	0	0	166,000	644,000	1,210,000	0	2,020,000
<b>Total Bureau of Environmental Services</b>	<b>384,741,929</b>	<b>193,564,941</b>	<b>112,150,000</b>	<b>74,489,000</b>	<b>125,487,000</b>	<b>101,823,000</b>	<b>124,732,000</b>	<b>538,681,000</b>
<b>Bureau of Fire &amp; Police Disability &amp; Retirement</b>								
Citywide	0	20,000	240,000	36,750	38,500	38,500	38,500	392,250
<b>Total Bureau of Fire &amp; Police Disability &amp; Retirement</b>	<b>0</b>	<b>20,000</b>	<b>240,000</b>	<b>36,750</b>	<b>38,500</b>	<b>38,500</b>	<b>38,500</b>	<b>392,250</b>
<b>Office of Management and Finance</b>								
Central City	17,499,419	1,000,000	8,204,540	6,171,202	4,443,223	7,971,727	6,564,812	33,355,504
Citywide	10,067,500	16,731,839	15,873,991	19,292,748	25,474,500	3,985,000	65,000	64,691,239
East	1,110,447	837,328	5,380,229	5,046,767	184,839	0	0	10,611,835
Southeast	2,767,841	3,268,948	1,618,031	2,210,229	4,932,000	0	0	8,760,260
Southwest	1,118,995	1,418,296	2,229,110	1,250,000	820,000	578,400	560,100	5,437,610
<b>Total Office of Management and Finance</b>	<b>32,564,202</b>	<b>23,256,411</b>	<b>33,305,901</b>	<b>33,970,946</b>	<b>35,854,562</b>	<b>12,535,127</b>	<b>7,189,912</b>	<b>122,856,448</b>
<b>Portland Bureau of Transportation</b>								
Citywide	6,597,570	75,078,983	44,569,682	18,181,031	5,289,785	5,324,785	5,359,785	78,725,068
North	3,599,790	7,956,714	9,112,921	0	0	0	0	9,112,921
Northeast	1,186,233	6,525,407	9,504,524	4,329,037	0	0	0	13,833,561
Northeast/Southeast	58,215	332,567	210,570	1,206,764	0	0	0	1,417,334
Southeast	1,519,567	2,495,856	6,535,536	3,410,801	0	0	0	9,946,337
Southwest	1,739,650	21,667,727	32,763,032	7,310,344	1,359,410	0	0	41,432,786
West	0	0	100,000	0	0	0	0	100,000
<b>Total Portland Bureau of Transportation</b>	<b>14,701,025</b>	<b>114,057,254</b>	<b>102,796,265</b>	<b>34,437,977</b>	<b>6,649,195</b>	<b>5,324,785</b>	<b>5,359,785</b>	<b>154,568,007</b>
<b>Portland Fire and Rescue</b>								
Citywide	0	0	2,724,000	3,897,000	3,831,000	8,804,000	544,000	19,800,000
<b>Total Portland Fire and Rescue</b>	<b>0</b>	<b>0</b>	<b>2,724,000</b>	<b>3,897,000</b>	<b>3,831,000</b>	<b>8,804,000</b>	<b>544,000</b>	<b>19,800,000</b>
<b>Portland Parks and Recreation</b>								
Central City	0	0	0	675,000	9,759,220	1,000,000	1,000,000	12,434,220
Citywide	8,894,882	3,459,142	5,740,608	18,793,748	19,563,994	14,204,380	8,262,308	66,565,038
East	0	0	0	3,916,000	4,215,000	6,046,000	0	14,177,000
North	1,025,876	2,934,979	7,380,000	10,830,000	17,601,000	0	0	35,811,000
Northeast	431,443	1,216,501	1,720,563	11,444,000	4,427,000	10,899,000	8,336,000	36,826,563
Northwest	466,545	1,010,000	4,610,000	3,336,000	7,325,000	9,456,000	6,806,000	31,533,000
Southeast	2,343,470	1,318,020	3,782,000	6,276,000	20,234,000	37,681,000	22,456,000	90,429,000
Southwest	104,096	915,882	3,144,420	10,635,000	3,832,000	0	6,906,000	24,517,420
<b>Total Portland Parks and Recreation</b>	<b>13,266,312</b>	<b>10,854,524</b>	<b>26,377,591</b>	<b>65,905,748</b>	<b>86,957,214</b>	<b>79,286,380</b>	<b>53,766,308</b>	<b>312,293,241</b>



**Table 12****Capital Budget by Geographic Area**

Financial Summaries

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau.

Bureau Geographic Area	Prior Years	Revised	Adopted	Capital Plan				5-Year Total
		FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Portland Water Bureau</b>								
Central City	403,065	0	150,000	150,000	150,000	150,000	150,000	750,000
Citywide	69,331,477	0	36,815,000	39,505,000	31,905,000	39,955,000	32,255,000	180,435,000
Northeast	1,865,991	0	820,000	820,000	820,000	1,420,000	1,120,000	5,000,000
Southeast	25,415,124	0	45,300,000	84,050,000	65,500,000	18,250,000	12,000,000	225,100,000
Undetermined	42,909,228	0	39,250,000	56,500,000	21,325,000	10,750,000	24,400,000	152,225,000
<b>Total Portland Water Bureau</b>	<b>139,924,885</b>	<b>0</b>	<b>122,335,000</b>	<b>181,025,000</b>	<b>119,700,000</b>	<b>70,525,000</b>	<b>69,925,000</b>	<b>563,510,000</b>
<b>Total City Capital Plan</b>	<b>585,198,353</b>	<b>341,753,130</b>	<b>399,928,757</b>	<b>393,762,421</b>	<b>378,517,471</b>	<b>278,336,792</b>	<b>261,555,505</b>	<b>1,712,100,946</b>

# Historical Funds and Appropriations

**Table 13**

## Financial Summaries

This table shows the City funds and General Fund special appropriations that have been closed in the past three years.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Adopted FY 2011-12
<b>HISTORICAL FUNDS</b>				
Parking Facilities Debt Redemption Fund	25,281,970	0	0	0
Portland Police Association Health Insurance Fund	2,020,028	0	0	0
Water Growth Impact Charge Trust Fund	1,912,527	0	0	0
Business License Surcharge	1,816,074	12,854	0	0
Campaign Finance Fund	16,461,461	1,291,011	545,896	0
<b>Total Historical Funds</b>	<b>47,492,060</b>	<b>1,303,865</b>	<b>545,896</b>	<b>0</b>
<b>HISTORICAL SPECIAL APPROPRIATIONS</b>				
1st Thursday Art	1,824	0	0	0
Alternatives to Prostitution	250,000	0	0	0
Blandena Street Transitional Housing	100,000	0	0	0
Camp Namanu/Camp Fire USA	88,434	0	0	0
Children Receiving Center	135,927	0	0	0
Countywide Public Safety	12,898	0	0	0
Human Relations Project (HRP)	1,072	37	0	0
NAYA Parks Equity Project	120,000	0	0	0
PGE Acquisition	3,428	0	0	0
Project 57/VSAT	456,250	0	0	0
Racial Profiling	10,298	0	0	0
Self Enhancement Inc. (SEI)	200,000	0	0	0
Artists Repertory Theater	250,000	83,600	0	0
Diverse Empowered Employees of Portland (DEEP)	11,772	6,429	0	0
Labor Management Committee	26,888	5,013	0	0
Lewis & Clark Small Business Legal Clinic	80,000	120,000	0	0
Farmers Market Expansion	0	15,000	0	0
Steel Bridge SkatePark Study	0	74,131	0	0
African American Chamber - Small Business Outreach	0	250,000	0	0
Black Citizen Coalition	0	25,000	0	0
Community Gardens Strategic Plan	0	35,000	0	0
Diverse Empowered Employees of Portland (DEEP)	0	6,429	0	0
ETAP Minority Apprenticeship	0	45,000	0	0
Hispanic Chamber - Small Business Outreach	0	250,000	0	0
International Air Service	0	300,000	0	0
Labor Management Committee	0	5,013	0	0
Outreach Efforts for 2010 Census	0	25,000	0	0
PSU Sustainability Conference	0	15,000	0	0
Third Angle New Music Assemble	0	5,000	0	0
First Stop Portland	0	12,000	12,000	0
East Portland Action Plan	0	0	150,000	0
Parkrose School District	0	0	35,000	0
Roosevelt Athletic Complex	0	0	200,000	0
Sports Field Parkrose	0	0	100,000	0
Village Market	0	0	50,000	0
World Affairs Council of Oregon	0	0	7,500	0
<b>Total Historical Special Appropriations</b>	<b>1,748,791</b>	<b>1,277,652</b>	<b>554,500</b>	<b>0</b>
<b>Total Historical Funds and Appropriations</b>	<b>\$49,240,851</b>	<b>\$2,581,517</b>	<b>\$1,100,396</b>	<b>\$0</b>

Table 14a

## Summary of Indebtedness - Debt Outstanding

Financial Summaries

Service Area/Facility/Function	Type of indebtedness	07/01/10	07/01/11	Change
<b>DEBT OUTSTANDING BY SERVICE AREA</b>				
<b>Public Safety</b>				
PSSRP (Computer Aided Dispatch)	Limited Tax Revenue Bonds	\$7,160,000	\$6,230,000	(\$930,000)
		<b>\$7,160,000</b>	<b>\$6,230,000</b>	<b>(\$930,000)</b>
<b>Parks, Recreation, and Culture</b>				
Arena	Limited Tax Revenue Refunding Bonds	\$19,400,000	\$17,045,000	(\$2,355,000)
MLS PGE Park	Line of Credit	2,059,854	11,900,000	9,840,146
Civic Stadium	Limited Tax Revenue Bonds	26,055,000	24,695,000	(1,360,000)
Golf	Revenue Bonds	2,191,000	1,496,000	(695,000)
PIR	Limited Tax Revenue Bonds	1,530,000	1,350,000	(180,000)
		<b>\$51,235,854</b>	<b>\$56,486,000</b>	<b>\$5,250,146</b>
<b>Public Utilities</b>				
Sewer System	1st Lien Revenue Bonds	\$987,650,000	\$937,835,000	(\$49,815,000)
	2nd Lien Revenue Bonds	310,510,000	695,490,000	384,980,000
	3rd Lien Loans	179,336,459	20,859,746	(158,476,713)
Water System	1st Lien Revenue Bonds	259,540,000	332,360,000	72,820,000
	2nd Lien Revenue Bonds	64,175,000	62,420,000	(1,755,000)
	General Obligation Water Revenue Bonds	1,590,000	0	(1,590,000)
Hydroelectric Power	Revenue Bonds	15,035,000	13,095,000	(1,940,000)
		<b>\$1,817,836,459</b>	<b>\$2,062,059,746</b>	<b>\$244,223,287</b>
<b>Community Development and Services</b>				
Public Infrastructure	Limited Tax Improvement Bonds	\$63,105,000	\$57,425,000	(\$5,680,000)
Local Improvement line of credit	Limited Tax Revenue (secured)	2,842,969	3,793,399	950,430
Headwaters Apartments	Limited Tax Revenue (Housing)	11,165,000	10,930,000	(235,000)
		<b>\$77,112,969</b>	<b>\$72,148,399</b>	<b>(\$4,964,570)</b>
<b>Urban Renewal &amp; Redevelopment</b>				
	Airport Way Tax Increment	\$43,670,000	\$40,140,000	(\$3,530,000)
	Central Eastside Tax Increment	29,195,340	32,874,000	3,678,660
	Convention Center Tax Increment	69,121,155	65,916,155	(3,205,000)
	Lents Tax Increment	36,890,000	35,715,000	(1,175,000)
	River District Tax Increment	58,205,486	67,309,718	9,104,232
	Interstate Corridor Tax Increment	55,829,127	62,936,683	7,107,556
	North Macadam Tax Increment	62,863,661	62,060,000	(803,661)
	Gateway Tax Increment	12,545,073	12,545,073	0
	South Park Blocks Tax Increment	68,740,000	65,390,000	(3,350,000)
	Downtown Waterfront Tax Increment	88,950,000	84,020,000	(4,930,000)
		<b>\$526,009,842</b>	<b>\$528,906,629</b>	<b>\$2,896,787</b>
<b>Transportation and Parking</b>				
Parking Facilities	Parking Revenue Refunding Bonds	\$1,855,000	\$0	(\$1,855,000)
Streetcar	Limited Tax Revenue Bonds	20,190,000	19,025,000	(1,165,000)
Transit Mall	Limited Tax Revenue Bonds	12,425,000	10,870,000	(1,555,000)
Transportation (Recycling and Meters)	Lines of Credit	4,247,315	4,015,000	(232,315)
Street Improvements	Gas Tax Revenue Bonds	4,295,000	3,715,000	(580,000)
		<b>\$43,012,315</b>	<b>\$37,625,000</b>	<b>(\$5,387,315)</b>
<b>City Support Services</b>				
Equipment and Facility	Limited Tax Revenue Bonds	\$72,140,000	\$63,130,000	(\$9,010,000)
	Limited Tax Revenue Bonds (FF&C Ref.)	1,255,000	855,000	(400,000)
Pension	Limited Tax Pension Obligations	280,178,346	271,403,346	(8,775,000)

# Summary of Indebtedness - Debt Outstanding

Table 14a

## Financial Summaries

Service Area/Facility/Function	Type of indebtedness	07/01/10	07/01/11	Change
Convention Center Expansion	Limited Tax Revenue Bonds	91,639,108	90,129,668	(1,509,440)
South Waterfront	Limited Tax Revenue (secured)	2,243,491	2,158,974	(84,517)
Housing Opportunity Bond	Limited Tax Revenue (Housing)	8,300,000	7,890,000	(410,000)
Parks System	Voter Approved General Obligation Bonds	19,960,000	16,275,000	(3,685,000)
Public Safety	Voter Approved General Obligation Bonds	0	25,835,000	25,835,000
PCPA	Limited Tax Revenue Bonds	1,390,000	1,290,000	(100,000)
Emergency Facilities	Voter Approved General Obligation Bonds	38,930,000	36,420,000	(2,510,000)
		<b>\$516,035,945</b>	<b>\$515,386,988</b>	<b>(\$648,957)</b>
<b>TOTAL DEBT OUTSTANDING</b>		<b>\$3,038,403,384</b>	<b>\$3,278,842,762</b>	<b>\$240,439,378</b>
<b>TYPE OF INDEBTEDNESS</b>				
	Limited Tax Bonds	\$280,178,346	\$271,403,346	(\$8,775,000)
	Limited Tax Improvement Bonds	63,105,000	57,425,000	(5,680,000)
	General Obligation Water Revenue Bonds	1,590,000	0	(1,590,000)
	Voter Approved General Obligation Bonds	58,890,000	78,530,000	19,640,000
	Gas Tax Revenue Bonds	8,542,315	7,730,000	(812,315)
	Revenue Bonds	1,800,956,000	2,042,696,000	241,740,000
	Limited Tax Revenue Bonds	279,795,422	271,292,041	(8,503,381)
	State / Federal Loans	19,336,459	20,859,746	1,523,287
	Tax Increment	526,009,842	528,906,629	2,896,787
<b>TOTAL DEBT OUTSTANDING</b>		<b>\$3,038,403,384</b>	<b>\$3,278,842,762</b>	<b>\$240,439,378</b>

Table 14b

## Summary of Indebtedness - Actual Debt Outstanding

Financial Summaries

Service Area/Facility/Function	Type of indebtedness	FY 2009-10	FY 2010-11	FY 2011-12
Actual Debt Outstanding July 1, 2010			\$3,038,403,384	
<b>Debt Issued Fiscal Year 2010-11</b>				
Community Development (Urban Renewal)	North Macadam Urban Renewal Bonds		\$64,925,000	
Community Development (Urban Renewal)	Central Eastside Urban Renewal Bonds		29,690,000	
Community Development (Urban Renewal)	S. Park Blocks Urban Renewal Ref. Bonds		2,585,000	
Community Development (Urban Renewal)	Convention Ctr Urban Renewal Ref. Bonds		7,540,000	
Public Utilities (Water)	Water System Revenue Bonds		82,835,000	
Public Utilities (Sewer)	Sewer System Revenue Bonds		407,850,000	
Public Safety	General Obligation Public Safety Bonds		25,835,000	
Public Safety (FPD&R)	Tax Anticipation Notes		21,825,000	
Various	Lines of Credit/State Loans		43,903,695	
			<b>\$686,988,695</b>	
<b>Debt Redeemed Fiscal Year 2010-11</b>			<b>(\$446,549,317)</b>	
<b>Projected Debt Outstanding July 1, 2011</b>			<b>\$3,278,842,762</b>	
<b>Estimated Debt to be Issued Fiscal Year 2011-12</b>				
Public Utilities (Sewer)	Sewer System Revenue Bonds			\$210,000,000
Public Utilities (Water)	Water System Revenue Bonds			161,000,000
Community Development (Urban Renewal)	Dwntwn Waterfront Urban Rnwl. Refunding			32,000,000
Community Development (Urban Renewal)	Interstate Corr. Urban Rnwl. Refunding			45,000,000
Community Development (Urban Renewal)	Oregon Conv. Ctr. Urban Rnwl. Refunding			32,000,000
Community Development (Urban Renewal)	River District Urban Rnwl. Refunding			35,000,000
Public Safety (FPD&R)	Tax Anticipation Notes			27,000,000
City Support Services (Special Projects)	Limited Tax Revenue Refunding Bonds			78,000,000
				<b>\$620,000,000</b>
<b>Projected Debt Redeemed Fiscal Year 2011-12</b>				
Scheduled Debt Redemption				(\$178,701,837)
Redemption From Bonds Issued				(214,000,000)
				<b>(\$392,701,837)</b>
<b>Projected Debt Outstanding July 1, 2012</b>				<b>\$3,506,140,925</b>

# Summary of Indebtedness - Debt Service

Table 15

## Financial Summaries

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
<b>FY 2011-12 DEBT SERVICE BY SERVICE AREA</b>					
<b>Parks, Recreation and Culture</b>					
Arena		Limited Tax Revenue Bonds	\$2,555,000	\$813,925	\$3,368,925
Arena		MLS Line of Credit	0	400,000	400,000
			<b>\$2,555,000</b>	<b>\$1,213,925</b>	<b>\$3,768,925</b>
Golf		Revenue Bonds	\$729,000	\$77,669	\$806,669
Portland International Raceway		Limited Tax Revenue Bonds	190,000	82,890	272,890
Civic Stadium 2001		Limited Tax Revenue Bonds	1,445,000	1,693,105	3,138,105
			<b>\$2,364,000</b>	<b>\$1,853,664</b>	<b>\$4,217,664</b>
<b>Public Safety</b>					
PSSRP (Computer Aided Dispatch)		Limited Tax Revenue Bonds	960,000	219,600	1,179,600
			<b>\$960,000</b>	<b>\$219,600</b>	<b>\$1,179,600</b>
<b>Public Utilities</b>					
Sewer System		First Lien Revenue Bonds	\$52,300,000	\$45,489,894	\$97,789,894
		Second Lien Revenue Bonds	15,240,000	33,851,513	49,091,513
		Third Lien Debt	1,360,029	233,024	1,593,053
			<b>\$68,900,029</b>	<b>\$79,574,430</b>	<b>\$148,474,459</b>
Water System		First Lien Revenue Bonds	\$11,885,000	\$15,141,388	\$27,026,388
		Second Lien Revenue Bonds	1,835,000	2,715,006	4,550,006
			<b>\$13,720,000</b>	<b>\$17,856,394</b>	<b>\$31,576,394</b>
Hydroelectric Power		Revenue Bonds	2,045,000	666,764	2,711,764
			<b>\$84,665,029</b>	<b>\$98,097,589</b>	<b>\$182,762,618</b>
<b>Community Development and Services</b>					
Public Infrastructure		Limited Tax Improvement Bonds	\$4,850,000	\$2,488,193	\$7,338,193
Housing (Headwaters)		Limited Tax Housing Revenue Bonds	255,000	531,748	786,748
			<b>\$5,105,000</b>	<b>\$3,019,941</b>	<b>\$8,124,941</b>
Urban Renewal & Redev.		Airport Way Tax Increment	\$3,675,000	\$1,916,500	\$5,591,500
		Central Eastside Tax Increment	3,385,717	1,834,362	5,220,079
		Convention Center Tax Increment	9,036,644	3,353,792	12,390,436
		South Park Blocks Tax Increment	3,690,000	3,483,432	7,173,432
		Waterfront Tax Increment	5,235,000	4,961,236	10,196,236
		River District Tax Increment	29,205,412	3,004,582	32,209,994
		Gateway Tax Increment	3,230,453	276,051	3,506,504
		Lents Tax Increment	8,444,602	2,000,028	10,444,630
		North Macadam Tax Increment	10,860,000	2,885,391	13,745,391
		Interstate Tax Increment	12,487,626	4,303,293	16,790,919
	Willamette Industrial Tax Increment	1,390,000	4,914	1,394,914	
			<b>\$95,745,454</b>	<b>\$31,043,522</b>	<b>\$126,788,976</b>
<b>Transportation and Parking</b>					
Transit Mall Street Improvements		Limited Tax Revenue Bonds	\$1,620,000	\$468,900	\$2,088,900
Streetcar Improvements		Limited Tax Revenue Bonds	1,210,000	665,375	1,875,375
Parking Paystations		Gas Tax Line of Credit	1,650,000	136,945	1,786,945
Street Improvements		Gas Tax Revenue Bonds	905,000	175,710	1,080,710
			<b>\$5,385,000</b>	<b>\$1,446,930</b>	<b>\$6,831,930</b>
<b>City Support Services</b>					

Table 15

## Summary of Indebtedness - Debt Service

Financial Summaries

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
	Pension Bonds	Limited Tax Bonds	\$10,300,000	\$15,446,160	\$25,746,160
	Parks / Fire	Voter Approved General Obligation Bonds	7,790,000	2,887,890	10,677,890
	Equipment and Facility	Limited Tax Revenue Bonds	9,605,000	2,517,143	12,122,143
	North Macadam	Limited Tax Revenue Bonds	89,447	122,873	212,320
	Convention Ctr Expan.	Limited Tax Revenue Bonds	1,565,734	4,698,979	6,264,713
	PCPA 2001	Limited Tax Revenue Bonds	100,000	65,210	165,210
	Housing (HOB)	Limited Tax Housing Revenue Bonds	425,000	322,380	747,380
			<b>\$29,875,181</b>	<b>\$26,060,635</b>	<b>\$55,935,815</b>
<b>DEBT SERVICE BY SERVICE AREA</b>			<b>\$221,549,664</b>	<b>\$159,935,863</b>	<b>\$381,485,527</b>
		Limited Tax Bonds	\$10,300,000	\$15,446,160	\$25,746,160
		Limited Tax Improvement Bonds	4,850,000	2,488,193	7,338,193
		Voter Approved General Obligation Bonds	7,790,000	2,887,890	10,677,890
		Gas Tax Revenue Bonds	2,555,000	312,655	2,867,655
		Revenue Bonds	84,034,000	97,942,234	181,976,234
		Limited Tax Revenue Bonds	19,340,181	11,747,999	31,088,180
		Limited Tax Housing Revenue Bonds	680,000	854,128	1,534,128
		State Loans	1,360,029	233,024	1,593,053
		Tax Increment	90,640,454	28,023,581	118,664,035
<b>DEBT SERVICE BY TYPE</b>			<b>\$221,549,664</b>	<b>\$159,935,863</b>	<b>\$381,485,527</b>

## Principal Over the Life of the Debt

Table 16

## Financial Summaries

## Schedule of Projected Bond Principal Transactions

Fiscal Year	Parks, Recreation & Culture		Public Utilities			Community Development		Transportation and Parking		City Support Services and Public Safety Services		
	Arena	Golf/PIR	Sewer System	Water System	Hydroelectric	Public Improvement	Urban Renewal	Public Street Improvements	Parking System	Facility and Equipment	Convention Center & Performing Arts	Parks/Fire Gen. Obl.
2011/12	\$4,000,000	\$919,000	\$68,900,029	\$13,720,000	\$2,045,000	\$5,105,000	\$90,640,454	\$4,175,000	\$1,210,000	\$21,379,447	\$1,665,734	\$7,790,000
2012/13	4,300,000	972,000	71,777,301	14,715,000	2,145,000	1,625,000	25,415,000	2,330,000	1,240,000	22,979,664	1,808,250	8,065,000
2013/14	4,655,000	215,000	75,237,055	15,350,000	2,270,000	1,595,000	26,885,000	2,420,000	1,275,000	24,115,185	1,853,112	8,355,000
2014/15	5,035,000	230,000	78,986,926	16,090,000	2,390,000	1,445,000	28,215,000	2,525,000	1,310,000	26,431,029	1,940,530	8,650,000
2015/16	5,445,000	245,000	85,146,912	16,835,000	2,505,000	315,000	29,660,000	2,625,000	1,340,000	28,962,213	2,006,940	4,455,000
2016/17	3,850,000	265,000	89,407,015	17,925,000	1,740,000	8,945,000	31,265,000	2,225,000	1,370,000	26,481,438	2,349,000	4,590,000
2017/18	2,130,000		94,662,246	18,830,000		340,000	32,980,000	240,000	1,425,000	26,295,000	2,335,720	4,750,000
2018/19	2,275,000		97,508,066	20,875,000		360,000	38,100,000		1,485,000	26,675,000	2,599,480	4,950,000
2019/20	2,435,000		101,453,060	21,825,000		5,075,000	36,865,000		1,550,000	29,595,000	2,897,480	3,415,000
2020/21	2,605,000		106,793,158	22,785,000		390,000	21,990,000		1,600,000	32,750,000	3,901,250	3,535,000
2021/22	2,790,000		111,478,356	15,790,000		410,000	23,205,000		1,675,000	36,695,000	4,282,172	3,660,000
2022/23	2,220,000		116,803,662	16,480,000		7,595,000	24,405,000		1,740,000	7,700,175	6,640,000	3,790,000
2023/24			53,839,073	17,225,000		445,000	24,760,000		1,805,000	7,520,423	6,970,000	3,960,000
2024/25			56,354,590	13,140,000		465,000	10,225,000			7,349,733	7,320,000	3,070,000
2025/26			45,870,241	13,710,000		480,000	8,165,000			6,437,228	7,700,000	3,200,000
2026/27			47,309,029	14,300,000		20,185,000	8,520,000			6,258,274	8,090,000	1,120,000
2027/28			49,266,507	14,925,000		530,000	8,905,000			6,087,955	8,510,000	1,175,000
2028/29			51,635,000	15,575,000		555,000	9,315,000			5,034,559	9,040,000	
2029/30			54,110,000	16,265,000		10,535,000	9,775,000				9,510,000	
2030/31			56,700,000	16,985,000		610,000	2,280,000					
2031/32			41,075,000	17,760,000		640,000						
2032/33			43,090,000	13,940,000		665,000						
2033/34			25,270,000	14,595,000		700,000						
2034/35			26,540,000	9,755,000		690,000						
2035/36				5,385,000								
	\$41,740,000	\$2,846,000	\$1,649,213,226	\$394,780,000	\$13,095,000	\$69,700,000	\$491,570,454	\$16,540,000	\$19,025,000	\$348,747,320	\$91,419,668	\$78,530,000



**Table 17**

**Interest Over the Life of the Debt**

**Financial Summaries**

Schedule of Projected Bond Interest Transactions

Fiscal Year	Parks, Recreation & Culture		Public Utilities			Community Development		Transportation and Parking		City Support Services and Public Safety Services		
	Arena	Golf/PIR	Sewer System	Water System	Hydroelectric	Public Improvement	Urban Renewal	Public Street Improvements	Parking System	Facility and Equipment	Convention Center & Performing Arts	Parks/Fire Gen. Obl.
2011/12	\$2,907,030	\$160,559	\$79,574,430	\$17,856,394	\$666,764	\$3,019,941	\$28,023,581	\$781,555	\$665,375	\$18,628,156	\$4,764,189	\$2,887,890
2012/13	2,323,680	111,568	76,232,684	16,864,081	551,057	2,900,819	20,958,110	515,478	635,125	19,220,482	4,953,473	2,601,553
2013/14	2,084,040	58,637	72,762,016	16,212,025	429,137	2,863,025	19,628,215	419,513	604,125	17,952,366	5,157,831	2,321,015
2014/15	1,823,410	45,436	69,022,084	15,487,863	300,451	2,812,294	18,284,834	319,068	572,250	16,569,392	5,321,023	2,019,472
2015/16	1,541,910	31,314	65,094,461	14,732,288	165,276	2,765,653	16,848,573	208,963	539,500	15,017,460	5,651,613	1,722,047
2016/17	1,236,000	16,271	60,858,132	13,906,288	48,050	2,750,008	15,238,043	103,200	506,000	13,131,938	6,010,553	1,578,872
2017/18	1,007,590		56,454,035	13,005,038		2,302,863	13,528,890	12,000	451,200	11,427,516	6,083,703	1,429,197
2018/19	862,750		50,639,447	12,074,888		2,285,968	11,719,229		394,200	9,631,591	6,145,233	1,239,197
2019/20	703,500		45,818,266	11,118,909		2,268,088	9,643,866		334,800	7,754,053	6,184,433	1,057,062
2020/21	533,050		40,800,855	10,164,581		2,108,458	7,720,688		272,800	5,540,360	5,538,363	935,950
2021/22	350,700		37,030,089	9,371,581		2,089,078	6,509,206		208,800	3,064,730	5,098,540	808,300
2022/23	155,400		31,743,858	8,686,863		2,068,713	5,310,575		141,800	33,581,140	3,251,713	674,893
2023/24			26,149,222	7,948,531		1,735,703	4,052,573		72,200	35,349,968	2,919,713	531,100
2024/25			23,647,392	7,287,856		1,713,603	2,706,600			37,171,898	2,571,213	377,675
2025/26			21,354,429	6,717,022		1,690,503	2,238,000			39,046,670	2,196,063	247,700
2026/27			19,154,633	6,123,569		1,666,653	1,874,450			41,006,281	1,801,438	109,013
2027/28			16,880,896	5,501,856		657,568	1,489,950			43,035,520	1,386,825	55,813
2028/29			14,498,600	4,848,156		631,233	1,080,725			45,120,441	950,688	
2029/30			12,028,188	4,161,063		603,663	616,713				487,388	
2030/31			9,439,125	3,433,163		164,170	122,550					
2031/32			6,725,875	2,667,194		133,865						
2032/33			4,707,713	1,938,731		102,075						
2033/34			2,590,500	1,280,425		69,035						
2034/35			1,327,000	722,313		34,260						
2035/36				269,250								
	\$15,529,060	\$423,785	\$844,533,926	\$212,379,926	\$2,160,736	\$39,437,230	\$187,595,370	\$2,359,775	\$5,398,175	\$412,249,963	\$76,473,987	\$20,596,746

# Summary of Defeased Indebtedness

Table 18

## Financial Summaries

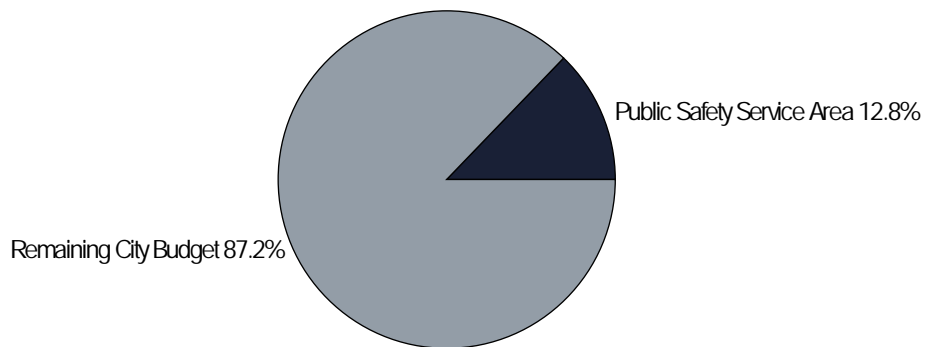
The City will have about no defeased bonds outstanding as of July 1, 2011. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher rate debt with lower interest rate debt, or modify bond covenants for the City's benefit, or a combination of both.

Type of Debt	Outstanding 07/01/10	Maturity FY 2010-11	Outstanding 07/01/11
The City will have about no defeased bonds outstanding as of July 1, 2011. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher rate debt with lower interest rate debt, or modify bond covenants for the City's benefit, or a combination of both.			
<b>DEFEASED BONDS OUTSTANDING</b>			
<b>Water System Revenue Bonds</b>			
Series 2000 A (2018-20 Maturities)	\$22,290,000	\$22,290,000	\$0
	<b>\$22,290,000</b>	<b>\$22,290,000</b>	<b>\$0</b>
<b>Sewer Revenue Bonds</b>			
Series 2000 A	\$146,000,000	\$146,000,000	\$0
	<b>\$146,000,000</b>	<b>\$146,000,000</b>	<b>\$0</b>
<b>DEFEASED BONDS OUTSTANDING</b>	<b>\$236,000,000</b>	<b>\$168,290,000</b>	<b>\$0</b>

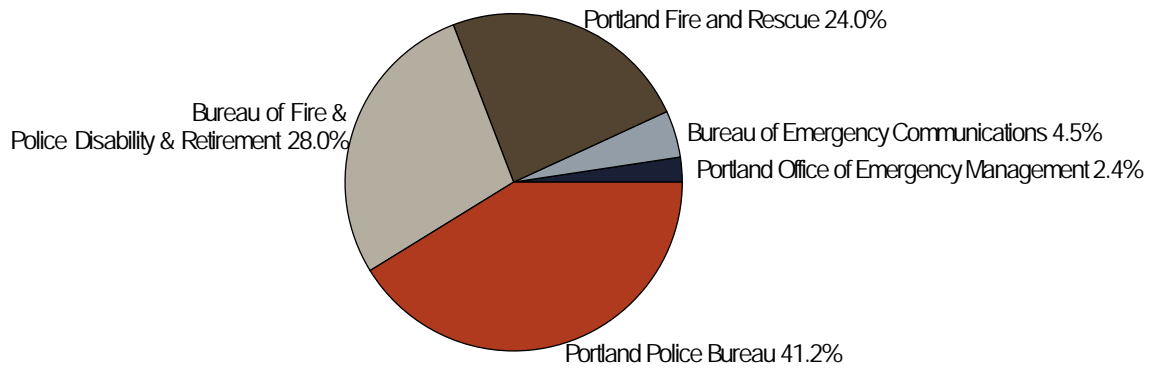
# Public Safety Service Area

- Bureau of Emergency Communications
  - Bureau of Fire & Police Disability & Retirement
- Portland Police Bureau
  - Portland Fire and Rescue
  - Portland Office of Emergency Management

Percent of City Budget



Percent of Service Area Budget



## Service Area Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	444,821,397	453,640,587	8,819,190	1.98
Capital	2,018,126	2,964,000	945,874	46.87
<b>Total Requirements</b>	<b>446,839,523</b>	<b>456,604,587</b>	<b>9,765,064</b>	<b>2.19</b>
Authorized Positions	2,163.38	2,159.30	(4.08)	(0.19)

## Service Area Highlights

### Description

The Public Safety service area includes the Bureau of Emergency Communications (BOEC), the Bureau of Fire & Police Disability & Retirement (FPDR), the Portland Police Bureau (PPB), Portland Fire & Rescue (PF&R), and the Portland Office of Emergency Management (POEM). These bureaus provide critical public safety services, such as police protection, fire and emergency medical response, 9-1-1 call taking, emergency dispatch, and disaster planning and response.

### Major Themes

One of the Mayor's goals during the FY 2011-12 budget development process was to protect public safety services since they are the most basic of City services. Even though City revenues appeared to be recovering, the Mayor requested that bureaus submit modest program and administrative reductions. Public safety bureaus were directed to reduce their General Fund allocations by 0.75% ongoing, while other bureaus had to cut by 1.5%. In addition, the bureaus were asked to be creative in terms of realignments and efficiencies that could save money without reducing services.

The FY 2011-12 Adopted Budget keeps the City's Police sworn staff at full strength, restores a medical rescue unit operated by the Fire Bureau, continues programs that keep the City's streets safe, and ensures that all existing fire stations remain open. The Adopted Budget provides a 4.6% increase in overall public safety General Fund spending, including a 6.9% increase for the Police Bureau. \$1.0 million in administrative reductions ensures that Portland Police Bureau sworn staff strength is not reduced, while funding for Police equipment and training is increased by \$2.0 million so that staff will be adequately supported in their work.

One major change from the previous year resulted from the voters' passage of the Public Safety General Obligation Bond measure in November 2010. Funds from the bond sales are now budgeted in the newly created Public Safety General Obligation Bond Fund. With the passage of the bond measure, the City will now have the resources it needs to replace its 800 MHz Radio system used for public safety purposes, partially finance the construction of a new Emergency Coordination Center, remodel Fire Station 21, and reserve resources to fund the replacement of fire apparatus for the next 14 years.

### Portland Police Bureau

The Police Bureau's Adopted Budget for FY 2011-12 is \$4.5 million higher than its FY 2010-11 Revised Budget. Grant acceptance and appropriation throughout the year is expected to further increase the FY 2011-12 budget. The bureau's discretionary General Fund revenue increased by \$8.9 million, driven by increases in personnel labor contract costs (\$2.9 million ongoing), an increased external materials and services appropriation (\$2.0 million one-time), and the return of funding for nine positions held vacant in FY 2010-11 (\$675,000 ongoing). The bureau's Adopted Budget also includes \$1.1 million in ongoing budget reductions (0.75%).

Additional highlights of the bureau's FY 2010-11 budget are discussed below:

- ◆ One-time budget increases continue funding for three programs: \$1.9 million for continuation of portions of the current Service Coordination Team program (a \$130,000 increase); \$1.1 million to continue to support private contracts for the Central City Concern Hooper Inebriate Emergency Response Service (CHIERS) program and sobering stations (a \$150,000 increase); \$125,000 to support a Multnomah County Deputy DA the Prostitution Coordination Team, and \$105,984 to support the Mobile Crisis Unit.
- ◆ New one-time allocations include \$250,000 to continue feasibility work on a training facility and \$63,600 to fund a 0.75 FTE graffiti abatement officer.
- ◆ The Adopted Budget includes a budget note dedicating \$1,785,000 for ten consecutive years for the repayment of \$15 million to support the construction of a public safety training center (beginning in FY 2012-13).
- ◆ To meet FY 2011-12 reduction targets for public safety bureaus (\$1.1 million for the Police Bureau), the following positions were held vacant: 12 background investigators who aid in hiring, a fleet program coordinator, and two Senior Administrative Specialists. These positions were also held vacant in FY 2010-11. Eight sworn officers will remain redirected to perform the duties of background investigators and one will serve as fleet program coordinator.

#### **Portland Fire and Rescue**

The \$102.5 million FY 2011-12 Adopted Budget for PF&R is 0.7% less than its FY 2010-11 Revised Budget mostly due to a substantial reduction in grant revenue as well as a reduction in General Fund discretionary resources. Significant changes include:

- ◆ As part of the Citywide budget reduction process, the bureau's external materials and services budget was reduced by \$505,463 ongoing and includes the elimination of the bureau's budgets for replacing Self-Contained Breathing Apparatus cylinders and for grant matches.
- ◆ The bureau received an additional \$320,000 ongoing for additional labor contract costs.
- ◆ Similar to last year, a portion of a fire station is funded using one-time funds of \$655,000.
- ◆ Two rescue units are funded one-time with \$916,000.
- ◆ An increase of \$151,000 one-time funds two support positions to handle payroll and social media outreach.

#### **Bureau of Emergency Communications**

BOEC's FY 2011-12 budget is about \$3.9 million (or 20.4%) higher than its FY 2010-11 Revised Budget. The bureau took a 0.75% reduction in its discretionary allocation from the General Fund and a minor reduction in revenues from partner jurisdictions. The bureau decided to reduce its overtime budget for these reductions. However, BOEC's budget for internal materials and services has been increased by 59.7% due to the additional costs of operating and maintaining the new Computer-Aided-Dispatch (CAD) system which the bureau is paying for largely with unspent resources from FY 2010-11.

The total budget for the Emergency Communications Fund, which includes the budget for BOEC operations as well as that of the CAD-Next project, is about \$23.7 million. The CAD-Next portion of the fund is about \$651,000. The new CAD system began operations in April of 2011.

**Portland Office of  
Emergency  
Management**

The FY 2011-12 budget for POEM is \$9.7 million, \$8 million of which is grants. The budget includes 18.73 FTE, 7.9 of which are grant-funded.

Major POEM projects in FY 2011-12 include finalizing the construction design for the new Emergency Coordination Center with construction planned to start in spring 2012, as well as moving forward on acquiring a suitable site that will serve as an emergency equipment and operations annex on the west side of the Willamette River.

**Bureau of Fire &  
Police Disability &  
Retirement**

The total FY 2011-12 Adopted Budget for FPDR is slightly less than the FY 2010-11 Revised Budget. However, programmatic expenditures increased by 5.2%. Overall estimated expenditures for retirement programs increased by 5.7% over the FY 2010-11 Revised Budget, including a 69.3% increase in reimbursements to the Police and Fire Bureaus for the contributions they make to the Public Employees Retirement System. With regards to disability and death benefits, expenditures are estimated to decrease by 2.8% from the FY 2010-11 Revised Budget.

FPDR's five-year financial plan projects a 31% increase in total fund requirements, net of tax anticipation notes, over the life of the plan. Increased requirements are primarily attributable to direct pension benefits. The bureau's capital improvement plan includes one project, the rebuild of FPDR's FoxPro database in SQL server at an estimated cost of \$240,000.

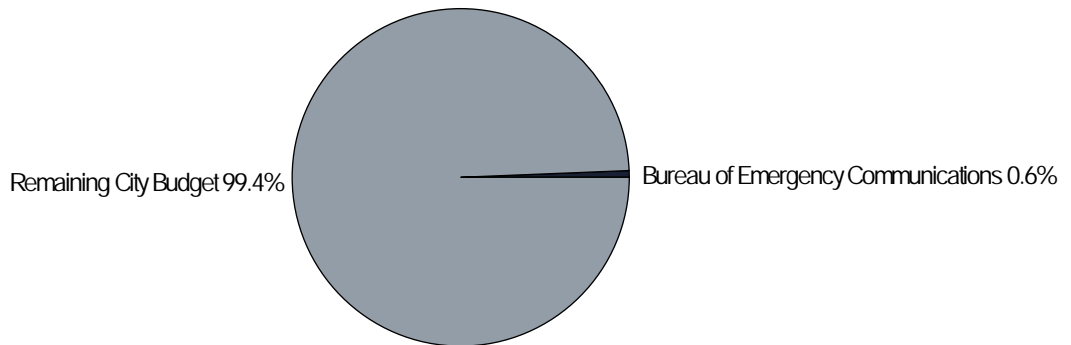
# Bureau of Emergency Communications

Public Safety Service Area

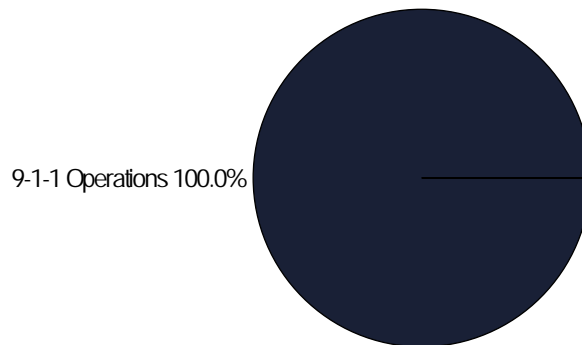
Amanda Fritz, Commissioner-in-Charge

Lisa Turley, Director

Percent of City Budget



Bureau Programs



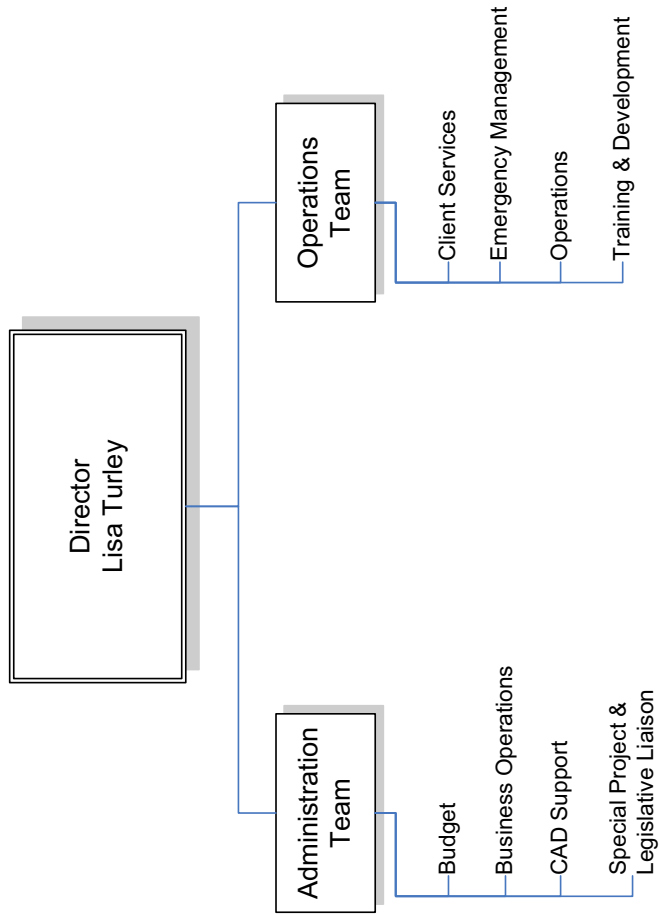
Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	19,117,203	23,026,186	3,908,983	20.45
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>19,117,203</b>	<b>23,026,186</b>	<b>3,908,983</b>	<b>20.45</b>
Authorized Positions	145.75	145.00	(0.75)	(0.51)

# Bureau of Emergency Communications

Public Safety Service Area

## Bureau of Emergency Communications





## Bureau Summary

### Bureau Mission

The mission of the Bureau of Emergency Communications (BOEC) is to serve the public by providing the vital link between citizens in need and the proper emergency service responder by means of the most efficient operating systems available.

### Bureau Overview

BOEC provides all 9-1-1 and police non-emergency call answering within Multnomah County. Staff also dispatches police, fire, and medical calls to all of the public safety agencies within Multnomah County.

The FY 2011-12 Adopted Budget for BOEC totals \$18.4 million for the operating budget and supports 145 positions. Of these positions, 114 are emergency communications call-takers and dispatchers or trainees. The budget is primarily supported by resources from the City of Portland and other regional user jurisdictions, as well as State of Oregon 9-1-1 tax revenues. The total budget for the Emergency Communications Fund is \$24.2 million and includes; the operating budget; \$1.1 million for CAD debt service payment, \$3.5 million in BOEC operations contingency and \$1.2 million in funding managed by PSSRP/BTS for the new computer-aided dispatch (CAD) system.

### Strategic Direction

#### CAD Replacement

In 2006, BOEC and its partner agencies initiated a project to replace the CAD system. The old system was installed in 1994. The average life span for a CAD system is 10 to 15 years. The City of Portland is funding the purchase of a commercial-off-the-shelf system. Activities in FY 2007-08 were focused on defining the system requirements, developing a vendor RFP document, and performing a vendor selection process. In FY 2008-09, activities were focused on evaluation of proposals and selection of a vendor. In FY 2009-10, activities were focused on staff training on the new system. Implementation occurred successfully on April 17, 2011. Operating costs for the new system will be part of the BOEC operating budget, shared by all users.

This project is managed by the Office of Management and Finance as part of its oversight of the Public Safety System Revitalization Project (PSSRP), of which CAD is one of the projects.

#### Staffing Issues

Currently there are 87 certified operators, a level similar to FY 2008-09. In addition, there are 24 certified call takers, reflecting the benefit of creating this new position classification in FY 2008-09. BOEC's goal is to maintain a certified staffing level of at least 102, with the remaining positions filled by trainees.

Beginning in FY 2005-06, BOEC increased the number of trainee academies each fiscal year from two to three in an attempt to increase the number of trainees hired and eventually certified as operators. Since then, BOEC has added more position classifications in order to create a career ladder for operators. The goal is to allow individuals the opportunity to occupy the position best suited to his or her

# Bureau of Emergency Communications

## Public Safety Service Area

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knowledge, skills, and abilities without having to leave the organization because they cannot master all of the skills necessary to become a full-service dispatcher within a specified time frame. Additionally, BOEC has created an opportunity for trained dispatchers from other agencies to enter the organization without having to start at the very beginning of BOEC's training process. It is hoped that these steps, as well as many other changes, will reduce turnover and improve recruiting success.

### FY 2011-12 Service Improvement Plan

#### Quality Awareness Focus

BOEC will continue to increase its efficiency and quality of emergency call handling and public safety resource dispatching. BOEC has implemented a quality awareness program that defines criteria, standards, and measures for general call taking, as well as emergency medical services, fire, and police dispatch through an organized project plan. BOEC supervisors meet individually with all members of the staff to ensure that they receive information that will allow them to improve their performance and service to the public and the public safety responders.

#### Focus on Effective and Responsive Operational Supervision

Maintaining an adequate span of control is critical in a 9-1-1 center. According to the National Incident Management System of the U.S. Department of Homeland Security, the most manageable span of control ratio is from three to seven subordinates to one supervisor. BOEC recognizes that the most critical components in this effort are its first-line Emergency Communications Supervisor staff. BOEC conducts timely and thorough supervisor evaluations, which clearly define expectations and measures for achieving results, and translate those results directly into the improved performance of line call takers and dispatchers. By encouraging and requiring employee responsibility, BOEC believes that it is able to provide a high level of service to the community and to partner agencies.

## Summary of Budget Decisions

The FY 2011-12 Adopted Budget includes funding for operation of the 9-1-1 center at a level similar to FY 2010-11.

### City Bureau Adjustments

City bureaus were requested to submit reduction packages, and the Adopted Budget for FY 2011-12 includes a reduction of \$108,553 in overtime salary costs for BOEC - \$87,265 in general fund support and \$21,288 in BOEC partner jurisdiction support.

### BTS / CAD Support Costs

The most significant project in process is the replacement of the CAD system. The project is going very well. System implementation occurred on April 17, 2011.

The interagency agreement from the Bureau of Technology Services (BTS) includes a significant cost increase related to the complexity and support requirements of the new CAD system. The BTS budgeted costs in FY 2009-10 were \$2.5 million and were reduced to \$1.7 million in FY 2010-11 as costs related to the new CAD system were shifted to PSSRP funds during the final development phase of the project. These current year cost savings provide funds available to offset about one-third of the costs for next year.

BOEC is able to absorb \$500,000 of the cost increase within existing target resources for FY 2011-12 and propose that budget savings from FY 2009-10 and FY 2010-11 be used in FY 2011-12 to cover support costs beyond the target funding level. These resources represent a shared cost between Portland and the partner jurisdictions that receive BOEC services. BOEC expects to use about \$900,000 in budget savings.

This provides budget relief for FY 2011-12; as these costs are ongoing, funding will need to be determined for future years.

In addition there are cost increases for the support of the new CAD system from the vendor that are paid for through FY 2011-12 as part of the development contract with the vendor, Versaterm. These costs will need to be covered in FY 2012-13 and beyond. The current estimate of the annual support costs to Versaterm for maintenance, support, and license usage in FY 2012-13 is \$509,017, with projected annual increases of 4%.

## **Budget Notes**

### **CAD-Next Operations & Maintenance Costs**

Council directs the Office of Management and Finance to increase General Fund current appropriation level targets for the following bureaus in FY 2012-13:

- ◆ Bureau of Emergency Communications - \$1,052,692 for additional costs to operate and maintain the new Computer Aided Dispatch system.

## 9-1-1 Operations

**Description** The 9-1-1 Operations program provides call-taking and dispatch services to the residents and emergency response agencies of Multnomah County.

**Goals** BOEC supports the City goal of ensuring a safe and peaceful community and the bureau's central goal of providing excellent and timely call-taking and dispatch services.

**Performance** One of the most significant operations performance indicators is the percent of emergency calls answered within 20 seconds. Performance on this measure has been slowly but steadily increasing, from 86% in FY 2003-04 to 98.7% in FY 2009-10. The goal established by the BOEC User Board is 90%.

The average time to answer an emergency call has been averaging seven seconds in recent years. The bureau has implemented several changes to reduce call answer time. The FY 2007-08 performance results reflected these changes with an average answer time of three seconds. The FY 2008-09 performance shows more improvement with an average answer time of two seconds. The FY 2009-10 performance improved to 1.7 seconds.

Dispatch times are tracked for police calls, fire calls, and emergency medical calls. The primary focus is on response times to the highest priority, most urgent calls. The performance goal for high priority police and medical call is to dispatch 90% in 30 seconds; for high priority fire calls the goal is 90% in 15 seconds. In the last five years the percentage of high priority calls dispatched within these time frames has varied from 74% to 76% for police calls, 81% to 89% for fire calls, and 96% to 97% for medical calls.

Recruitment, training, and certification is a continuing challenge. BOEC's goal is to have three academies each year, hiring up to nine new staff per academy. Sometimes there are insufficient numbers of successful applicants to conduct three academies so the bureau ends up having only two. BOEC hopes to certify up to 50% of the trainees. With normal attrition of eight operators per year, net staff increases per year are at a slow growth rate. Recruitment will start up again in FY 2011-12. Hiring was deferred in FY 2010-11 due to the implementation of the new CAD system.

**Changes to Services and Activities** There are no significant changes to the program in FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		144.42	145.75	145.00	145.00
<b>Expenditures</b>					
9-1-1 Operations		8,965,795	5,511,079	4,060,352	4,060,352
BOEC-Indirect Costs		505,587	923,149	985,376	985,376
BOEC-Operating Costs		6,615,522	10,870,672	13,393,987	13,393,987
<b>Total Expenditures</b>		<b>16,086,904</b>	<b>17,304,900</b>	<b>18,439,715</b>	<b>18,439,715</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Bureau of Emergency Communications

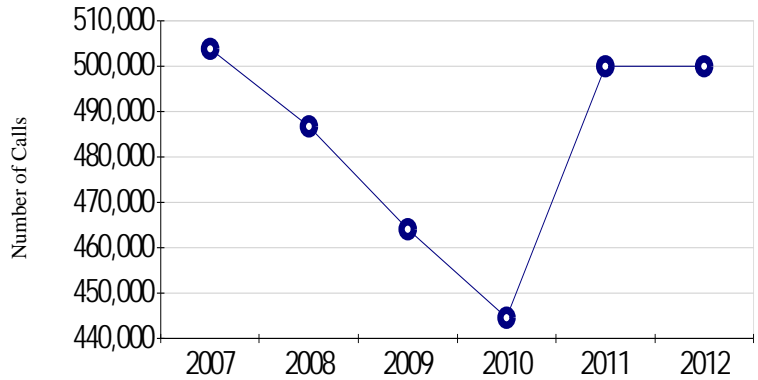
Public Safety Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of Emergency 9-1-1 Calls Answered Within 20 Seconds	97%	99%	97%	97%	97%
Percent of Police "Emergency Priority" Calls Dispatched Within 30 Seconds	90%	89%	90%	90%	90%
Percent of Fire "Urgent Priority" Calls Dispatched Within 15 Seconds	71%	72%	75%	75%	75%
Percent of Medical "Priority Emergency, 1, or 2" Calls Dispatched Within 30 Seconds	79%	77%	80%	80%	80%
Average Time to Answer Emergency 9-1-1 Calls (Seconds)	2	2	4	4	4
<b>Efficiency</b>					
Percent of Trainee Class Certified Within 18 Months of Hire	50%	78%	75%	75%	75%
Overtime Hours	9,295	9,977	14,000	11,000	11,000
Call Taker Certification Rate	56%	71%	70%	70%	70%
<b>Workload</b>					
Total Calls, Emergency Telephone Lines	464,084	444,581	500,000	500,000	500,000
Total Calls, Nonemergency Telephone Lines	283,466	253,085	300,000	300,000	300,000
Calls per Emergency Communications Operator	4,001	3,969	4,000	4,000	4,000
Calls per Capita	1.00	1.00	1.10	1.10	1.10

## Performance Measures

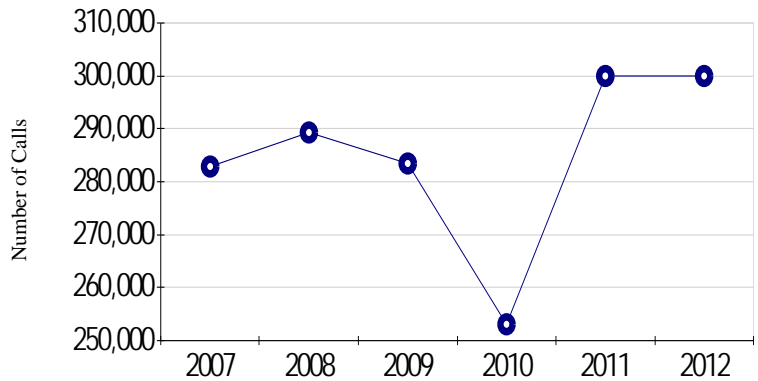
### Number of Emergency 9-1-1 Calls

As the economy struggles, the crime rate that had recently fallen is now reversing, resulting in an increase in incidents and calls. This trend is expected to continue until the economy recovers.



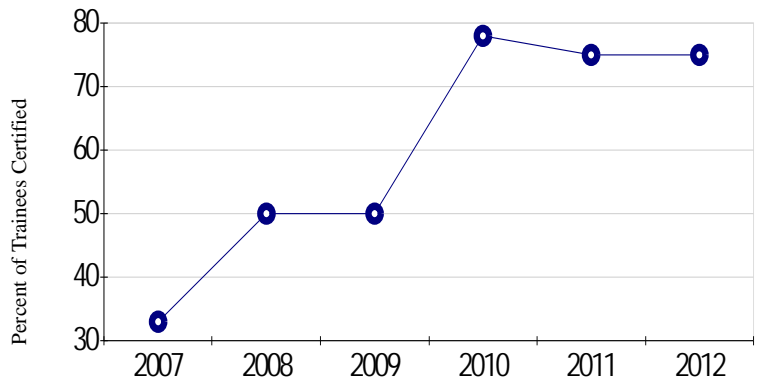
### Number of Nonemergency Calls

As a result of the Portland Police Bureau reducing the number of precincts, BOEC has seen an increase in the number of non-emergency calls coming to BOEC. This does not mean it is an increase in the number of non-emergency calls to the region.



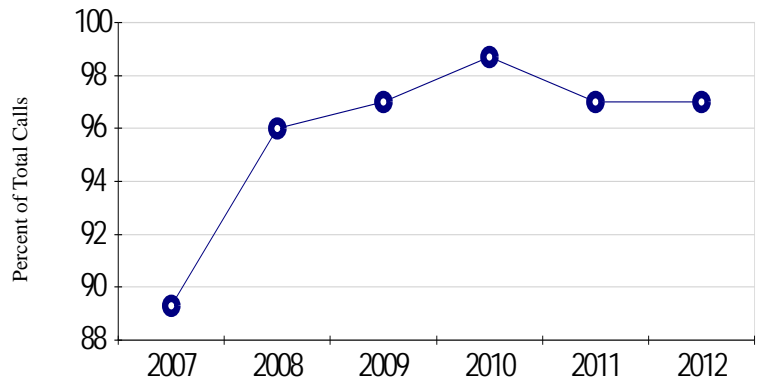
### Trainee Certification Rate - Dispatchers

The trainee certification rate for police dispatchers is currently 50%. BOEC changed its classification structure in 2008 so that call-takers are now distinguished from dispatchers, thereby only training in one discipline at a time. The intent of this graph is to show success to the first point of certification for new employees. Since 2008 this graph reports certification to the call taking level. Prior to 2008 it shows certification to the dispatch level. Hiring and selection processes have also contributed to the improvements in trainee certification rates.



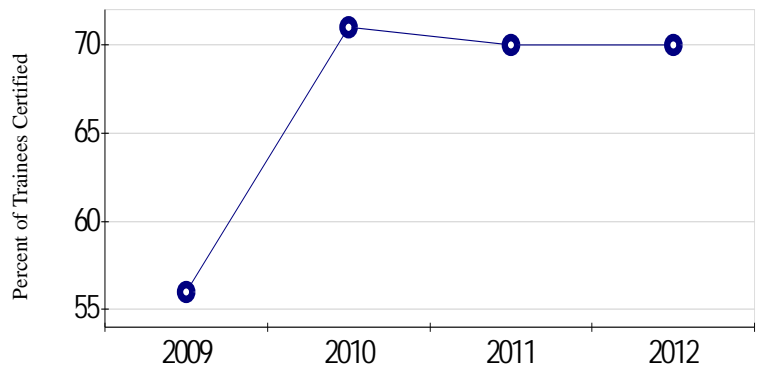
**% of Emergency Calls Answered Within 20 Seconds**

The BOEC User Board has adopted a performance goal of 80%, which BOEC has consistently exceeded in recent years. Since 2008, emergency answer time has averaged 10 seconds.



**Trainee Certification Rate - Call Takers**

The trainee certification rate for Emergency Communication call-takers is 71% for 2010 and is expected to remain at around that level. Hiring and selection processes account for some of this improvement. In addition, BOEC changed its classification structure so that call-takers are now distinguished from dispatchers, thereby only training in one discipline at a time.



# Bureau of Emergency Communications

# Summary of Bureau Budget

## Public Safety Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	215,453	194,601	200,000	200,000	200,000
Intergovernmental	6,358,170	6,361,189	6,624,045	6,548,788	6,725,278
Bond & Note	0	1,431	26,207	0	0
Miscellaneous	71,261	70,791	50,000	50,000	50,000
<b>Total External Revenues</b>	<b>6,644,884</b>	<b>6,628,012</b>	<b>6,900,252</b>	<b>6,798,788</b>	<b>6,975,278</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	10,489,611	11,038,910	10,328,298	12,735,432	12,735,432
Interagency Revenue	0	0	230,511	0	0
<b>Total Internal Revenues</b>	<b>10,489,611</b>	<b>11,038,910</b>	<b>10,558,809</b>	<b>12,735,432</b>	<b>12,735,432</b>
Beginning Fund Balance	3,630,361	2,307,795	1,658,142	3,491,966	3,315,476
<b>Total Resources</b>	<b>\$20,764,856</b>	<b>\$19,974,717</b>	<b>\$19,117,203</b>	<b>\$23,026,186</b>	<b>\$23,026,186</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	12,437,862	12,992,144	14,109,600	14,076,415	14,076,415
External Materials and Services	389,626	347,154	659,998	314,818	314,818
Internal Materials and Services	3,212,811	2,776,957	2,535,302	4,048,482	4,048,482
Capital Outlay	0	52,413	0	0	0
<b>Total Bureau Expenditures</b>	<b>16,040,299</b>	<b>16,168,667</b>	<b>17,304,900</b>	<b>18,439,715</b>	<b>18,439,715</b>
<b>Fund Expenditures</b>					
Debt Service	0	151,878	138,736	1,330,111	1,330,111
Contingency	0	0	1,187,567	2,641,966	2,641,966
Fund Transfers - Expense	2,416,762	720,995	486,000	614,394	614,394
<b>Total Fund Expenditures</b>	<b>2,416,762</b>	<b>872,873</b>	<b>1,812,303</b>	<b>4,586,471</b>	<b>4,586,471</b>
Ending Fund Balance	2,307,795	2,933,177	0	0	0
<b>Total Requirements</b>	<b>\$20,764,856</b>	<b>\$19,974,717</b>	<b>\$19,117,203</b>	<b>\$23,026,186</b>	<b>\$23,026,186</b>
<b>Programs</b>					
9-1-1 Operations		16,086,904	17,304,900	18,439,715	18,439,715
Administration & Support		109,736	0	0	0
Business Solutions		4,363	0	0	0
Debt Management		(32,336)	0	0	0
<b>Total Programs</b>		<b>\$16,168,667</b>	<b>\$17,304,900</b>	<b>\$18,439,715</b>	<b>\$18,439,715</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.



Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	52,668	1.00	54,288	1.00	54,288
30000441	Business Operations Manager	74,214	98,862	1.00	98,784	1.00	98,868	1.00	98,868
30001533	Business Systems Analyst, Principal	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000034	Emerg Commun Dispatcher, Sr	50,566	65,781	108.00	6,387,612	108.00	6,499,426	108.00	6,499,426
30000032	Emerg Commun Dispatcher, Trainee	39,461	43,373	6.00	236,736	6.00	236,736	6.00	236,736
30000786	Emerg Commun Operations Mgr	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000787	Emerg Commun Operations Mgr, Assistant	68,994	92,726	2.00	185,448	2.00	185,448	2.00	185,448
30000789	Emerg Commun Program Coord	62,629	83,637	2.00	167,280	2.00	167,280	2.00	167,280
30000785	Emerg Commun Supervisor	62,629	83,637	11.00	904,029	11.00	910,754	11.00	910,754
30000835	Emerg Commun Support Specialist	31,138	43,430	2.00	83,448	2.00	85,436	2.00	85,436
30000788	Emerg Commun Training Officer	62,629	83,637	1.00	82,512	1.00	83,264	1.00	83,264
30000429	Emergency Communications Director	101,421	145,205	1.00	145,200	1.00	145,200	1.00	145,200
30000568	Financial Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000451	Management Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000452	Management Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000012	Office Support Specialist II	31,138	43,430	1.00	43,428	1.00	43,428	1.00	43,428
30000013	Office Support Specialist III	39,832	51,272	2.00	102,552	2.00	102,552	2.00	102,552
<b>TOTAL FULL-TIME POSITIONS</b>				144.00	9,010,281	144.00	9,133,264	144.00	9,133,264
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
30000448	Business Systems Analyst	56,763	75,670	0.83	47,300	1.00	56,760	1.00	56,760
30000785	Emerg Commun Supervisor	62,629	83,637	0.92	67,034	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				1.75	114,334	1.00	56,760	1.00	56,760
<b>GRAND TOTAL</b>				145.75	9,124,615	145.00	9,190,024	145.00	9,190,024

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	12,814,915	5,733,353	18,548,268	145.00	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(108,553)	0	(108,553)	0.00	Reduction in overtime
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	0	0	0	0.00	None
	(108,553)	0	(108,553)	0.00	Total FY 2011-12 Decision Packages
			18,439,715	145.00	Total Adopted Budget

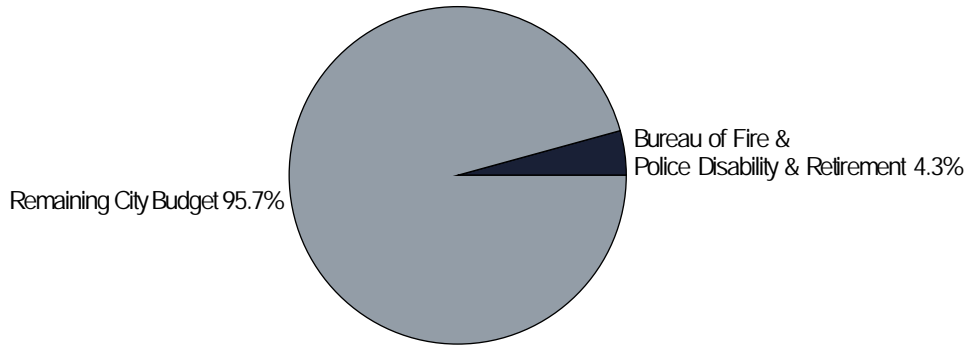
# Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

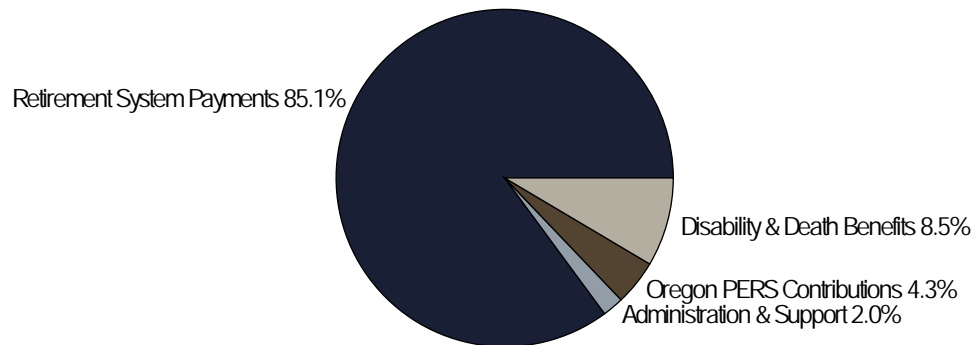
Dan Saltzman, Commissioner-in-Charge

Linda Jefferson, Director

Percent of City Budget



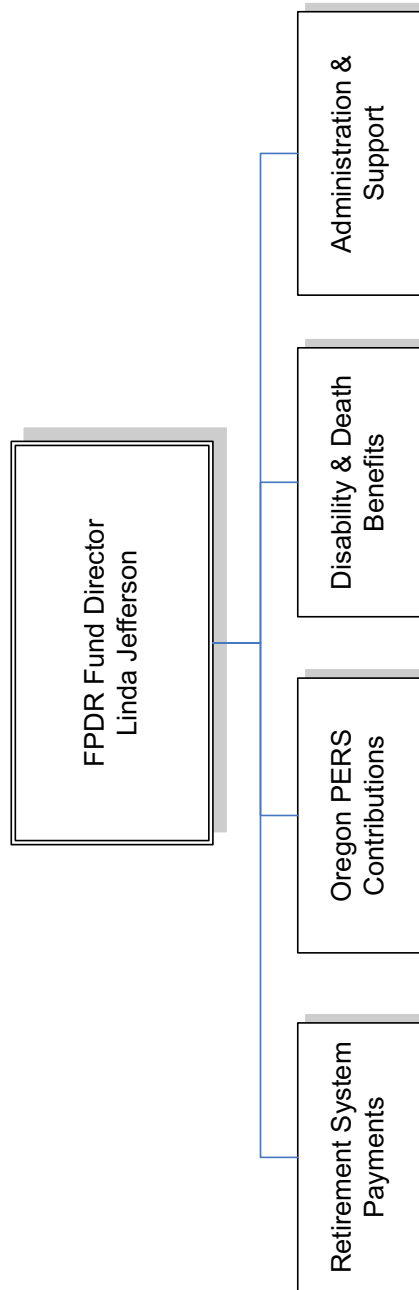
Bureau Programs



Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	152,537,312	152,248,900	(288,412)	(0.19)
Capital	20,000	240,000	220,000	1,099.23
<b>Total Requirements</b>	<b>152,557,312</b>	<b>152,488,900</b>	<b>(68,412)</b>	<b>(0.04)</b>
Authorized Positions	16.70	16.70	0.00	0.00

**Bureau of Fire and Police Disability and Retirement**



# Bureau Summary

## Bureau Mission

The Bureau of Fire & Police Disability & Retirement (FPDR) administers disability, death, and retirement benefits to Portland firefighters, police officers, and their survivors.

## Bureau Overview

FPDR consists of four programs: Administration and Support, Disability and Death Benefits, and two retirement programs - Retirement System Payments and Oregon Public Employees Retirement System (PERS) Contributions.

### Retirement System Payments

Retirement System Payments governs the direct costs of pension benefits or refunds of contributions to members hired before January 1, 2007 and their beneficiaries. The FY 2011-12 program budget consists of \$97.5 million: \$97.4 million in direct benefits to members and their beneficiaries and \$80,000 for program delivery. It is estimated that there will be 1,969 pension recipients by the end of FY 2011-12.

### Oregon PERS Contributions

Oregon PERS Contributions manages the reimbursements to Portland Fire & Rescue and the Portland Police Bureau for PERS contributions made on behalf of firefighters and police officers hired after 2006. Program expenditures are budgeted at \$5.0 million for FY 2011-12, an increase of \$2.0 million or 69% over the FY 2010-11 Revised Budget.

### Disability and Death Benefits

Disability and Death Benefits administers all direct benefit costs for disability (lost time from work), medical claims, vocational rehabilitation, and death benefits. Estimated expenditures total \$9.7 million, a decrease of \$0.3 million or 2.8% from the FY 2010-11 Revised Budget. The program budget includes \$805,000 in program delivery expense.

### Administration and Support

Administration and Support includes all other costs of operating the bureau. Budgeted expenditures in the Administration and Support program total \$2.3 million, an increase of \$0.3 million from the FY 2010-11 Revised Budget. Most of this increase is attributable to a proposed technology project for FY 2011-12. The Administration and Support budget represents 2.0% of total bureau requirements. Including the delivery costs allocated to the retirement and disability programs, the percentage is 2.8%.

## Strategic Direction

**Significant Issues** Significant issues faced by the bureau in the coming fiscal year include the need to improve FPDR's technology resources and implementation of a federally approved plan to recover pension overpayments made to some members. The bureau's technology issues are discussed in detail in the Summary of Budget Decisions section.

In July 2008, FPDR staff discovered that additional pension benefits mandated by Oregon Revised Statutes had been miscalculated, resulting in overpayments to 984 beneficiaries. The calculation was corrected, and the FPDR Board sought approval from the Internal Revenue Service (IRS) to waive recovery of past overpayments. IRS approval is required for the FPDR Plan to maintain its tax-qualified status. The IRS ruled that FPDR must either submit a plan to recover the overpayments or retroactively amend the Charter, a step requiring voter approval. The FPDR Board chose to submit a recovery plan. Implementation will begin in 2011 and span many years.

**Service Improvement Plan** In the coming year, FPDR will continue to:

- ◆ Ask for feedback from members. Point-of-service feedback will be solicited for the service provided with pension estimates and retirements, in addition to the existing feedback at retirement workshops.
- ◆ Develop informational pieces explaining benefits to members.
- ◆ Enhance the web presence. The PortlandOnline refresh was expected in 2010 but has been delayed.

## Summary Of Budget Decisions

### Add Package **FPDR Technology Upgrade**

This decision package will fund a capital project to rebuild FPDR's FoxPro database in SQL server with a web user interface. FPDR uses a custom FoxPro database rebuilt in 1997 to track all member information and to process all member and vendor payments. The database does not meet City technology standards and is operationally vulnerable because of the small number of contractors capable of supporting it. In addition, Microsoft is expected to discontinue FoxPro maintenance in the near future. FPDR estimates that it will cost \$240,000 to rebuild the database in SQL server.

# Capital Budget

## Capital Planning & Budgeting

<b>Financial Forecast Overview</b>	FPDR's five-year financial plan projects a 31% increase in total fund requirements, net of tax anticipation notes, over the life of the plan. Increased requirements are primarily attributable to direct pension benefits. The database replacement capital project will increase total fund requirements by just 0.2% in FY 2011-12, and less than 0.03% in out years. The project's initial costs and ongoing maintenance and improvement expenses are reflected in the five-year financial plan.
<b>Asset Management and Replacement Plan</b>	FPDR does not have a formal asset management and replacement plan for the database, but may develop one as part of this project. Ongoing asset management costs are estimated at \$16,000 in FY 2012-13 when the new database will be complete, plus estimated enhancements of about \$37,000 per year. It is not known when the new SQL database will be replaced, but its useful life is estimated at approximately 10 years. No funding will be set aside for its future replacement.

## Capital Programs & Projects

<b>Funding Sources</b>	The funding source for FPDR's capital project, as with most FPDR expenses, will be property taxes generated by the dedicated property tax for fire and police pension and disability benefits.
<b>Major Projects</b>	FPDR's FY 2011-12 capital improvement plan includes one project, the rebuild of FPDR's FoxPro database in SQL server at an estimated cost of \$240,000. FPDR currently uses a custom FoxPro database originally built in 1994 to track all member information and to process all member and vendor payments. The FoxPro platform is increasingly obsolete and does not meet City technology standards. In addition, Microsoft is expected to discontinue FoxPro maintenance in the near future. The project scope and cost were developed by an independent contractor in consultation with FPDR and City Bureau of Technology Services staff. A request for proposals has been distributed. The estimated \$240,000 cost is based on 2,100 hours of work at \$100 per hour, plus a 15% project contingency. The cost does not include FPDR staff time. The project is expected to be complete in June 2012.
<b>Net Operating &amp; Maintenance Costs</b>	FPDR estimates the new database's net maintenance and improvement costs at roughly \$53,000 per year in FY 2012-13, increasing in FY 2013-14 to reflect the likelihood that a new support contract will be negotiated in that year. Annual maintenance and improvement expenses for the existing FoxPro database have ranged from \$15,000 to \$45,000 since FY 2008-09, depending on the programming required in any given year. It is possible the new database will generate efficiencies that could decrease costs; however these are currently unknown and therefore unquantifiable.

## Retirement System Payments

**Description** This program provides pension benefits to retired sworn members of the Fire and Police bureaus, hired prior to January 1, 2007, and their survivors.

**Goals** Retirement benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to ensure a safe and peaceful community.

**Performance** As recommended by the recent pension program audit, FPDR has created a new performance measure to report the accuracy of pension estimates. For FY 2009-10, 92% of members received final pay that was at least 99% of their last recent estimate. FPDR expects that percentage to improve slightly to 94% in the current year, and remain close to that level in future years. After increasing to 80% for FY 2009-10, FPDR expects the percentage of pension estimates processed within one week to drop to 70% for FY 2010-11 and FY 2011-12. This is partly due to the large number of estimate requests anticipated during those two years.

**Changes to Services and Activities** FPDR made a number of changes to services provided by the Retirement System Payments program in FY 2010-11, mostly in response to the Community Conversations. As discussed above, FPDR will expand on these efforts by developing new point-of-service surveys, creating new explanatory materials for members, and updating the bureau web site.

FPDR will begin recovery of overpayments made to some retirees in 2011. Affected FPDR One retirees will have an actuarial reduction made to their pensions beginning in May 2011; affected FPDR Two retirees will not receive cost-of-living increases until recovery is complete.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		1.00	1.00	1.00	1.00
<b>Expenditures</b>					
Pension Benefits		89,047,489	93,791,402	97,379,355	97,379,355
Retirement Administration and Support		72,076	74,412	79,362	79,362
Retirement System Payments		109,569	0	0	0
<b>Total Expenditures</b>		<b>89,229,134</b>	<b>93,865,814</b>	<b>97,458,717</b>	<b>97,458,717</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percentage of workshop participants who rated workshop helpful	100%	100%	100%	100%	100%
Percentage of members whose final pay was 99% or more of last estimate	92%	92%	94%	95%	95%
<b>Efficiency</b>					
Percentage of pension estimates processed within one week	61%	80%	70%	70%	70%



# Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Number of retirements from active service	73	20	69	55	55
Number of pension estimates	242	207	288	345	345
Number of FPDR 1 & 2 pension recipients	1,872	1,871	1,923	1,969	1,969
Number of pre-retirement workshop participants	91	50	68	77	77

# Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

## Disability & Death Benefits

**Description** This program provides short-term and long-term benefits for injuries and illnesses, medical benefits, vocational rehabilitation benefits, and funeral benefits for sworn members of the Fire and Police Bureaus and their survivors.

**Goals** Disability benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to ensure a safe and peaceful community.

**Performance** The Disability & Death Benefits program has improved the timeliness of disability claims decisions, with a larger percentage of claims receiving decisions in 30, 60, and 90 days. Medical cost savings resulting from the use of new fee schedules continue to increase and are expected to reach \$1.2 million, or 37.2% of all medical costs, in FY 2011-12.

**Changes to Services and Activities** Disability packets will become universal ones, so that they will not need to be redone each year. Components of the new packets will be updated only as needed, saving paper and staff time.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		7.00	7.00	7.00	7.00
<b>Expenditures</b>					
Disability & Death Benefits		7,859	0	0	23,000
Disability Administration and Support		729,762	761,091	804,781	804,781
Funeral		31,237	36,692	44,577	44,577
Long-term Disability		4,196,157	4,211,535	3,713,541	3,713,541
Medical		3,152,976	3,028,553	3,316,266	3,316,266
Return to Work		396,417	609,685	387,000	387,000
Short-term Disability		1,265,533	1,337,906	1,414,155	1,414,155
Vocational Rehabilitation		33,031	39,764	41,013	41,013
<b>Total Expenditures</b>		<b>9,812,973</b>	<b>10,025,226</b>	<b>9,721,333</b>	<b>9,744,333</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Medical cost savings	\$616,913	\$1,190,224	\$1,126,538	\$1,233,559	\$1,233,559
Savings as a percentage of total medical costs	23.9%	29.6%	40.1%	37.2%	37.2%
<b>Efficiency</b>					
Percentage of disability claims decisions in 90 days	95%	99%	100%	100%	100%
Percentage of disability claims decisions in 60 days	90%	95%	94%	94%	94%
Percentage of disability claims decisions in 30 days	74%	75%	77%	77%	77%

# Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Number of new no-time-loss claims	106	139	126	126	126
Number of new time-loss claims	174	155	154	154	154
Number of members on short-term disability	217	253	253	253	253
Number of medical bills	7,443	6,336	5,350	5,950	5,950
Number of long-term disability recipients	117	100	93	86	86

# Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

## Administration & Support

**Description** This program provides the general administrative and support services that the bureau requires to fulfill its mission.

**Goals** By providing the administrative and support services needed to deliver the retirement and disability benefits that are essential in recruiting and retaining the most qualified individuals for important public safety operations, this program contributes to the City's goal to ensure a safe and peaceful community.

**Performance** This program's budget as a percent of total bureau expenditures will grow modestly for FY 2011-12, mostly as the result of planned technology expenditures that will not recur.

**Changes to Services and Activities** FPDR hopes to make improvements to its technological resources in FY 2011-12 by rebuilding its software system to meet City technology standards and decrease the bureau's operational vulnerabilities. Some process improvements and efficiencies may also result from the rebuild.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		9.70	8.70	8.70	8.70
Expenditures					
Administration & Support		1,794,332	2,026,461	2,341,985	2,341,985
<b>Total Expenditures</b>		<b>1,794,332</b>	<b>2,026,461</b>	<b>2,341,985</b>	<b>2,341,985</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
Efficiency					
Administrative cost as a percentage of bureau budget	2.92%	1.74%	1.79%	2.04%	2.04%

# Oregon PERS Contributions

- Description** Also known as FPDR Three, this program reimburses the Police and Fire Bureaus for the contributions they make to the Oregon Public Employees Retirement System on behalf of their sworn members hired after 2006. Expenses are determined by the number of FPDR Three members, their pensionable pay, and PERS contribution rates.
- Goals** Retirement benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to ensure a safe and peaceful community.
- Performance** To budget for this program, FPDR and the Fire and Police Bureaus must make assumptions about sworn hiring and attrition rates, future OPSRP contribution rates, future salary increases, and the amount of premium pay and overtime that will be earned by OPSRP-covered sworn employees. In the future, projections will also have to account for promotion rates among OPSRP-covered sworn employees. FPDR and the Fire and Police Bureaus are working to improve the accuracy of these projections to better align budgeted and actual expenditures.
- Changes to Services and Activities** This program will experience substantial expenditure growth for the next 20 to 30 years, as an ever larger proportion of the sworn workforce becomes covered by PERS. Another key contributor to expenditure growth is the increase in sworn PERS rates from 16.75% to 19.40%.

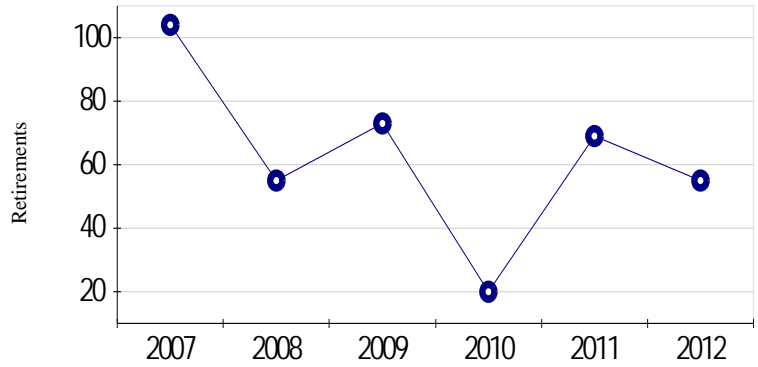
FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Oregon PERS Contributions		2,210,250	2,941,953	4,980,000	4,980,000
<b>Total Expenditures</b>		<b>2,210,250</b>	<b>2,941,953</b>	<b>4,980,000</b>	<b>4,980,000</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Performance Measures

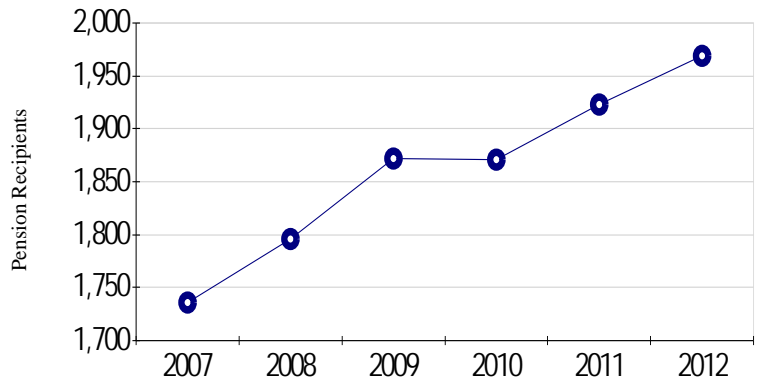
### Number of retirements from active service

The number of retirements fluctuates from year to year largely due to the demographics of the Fire and Police Bureaus. Labor negotiations also affect retirement patterns. In FY 2008-09, FPDR changed the retirement benefit calculation to use received, rather than earned, for final pay. This change has also impacted members' retirement decisions.



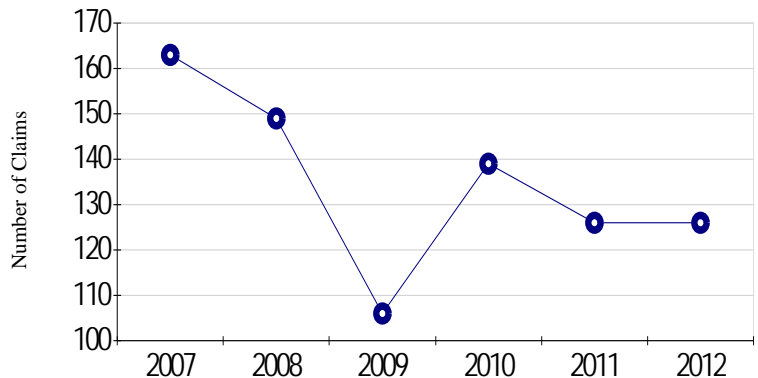
### Number of FPDR 1 & 2 pension recipients

Longer life expectancies and hiring patterns affect the size of the retiree membership.



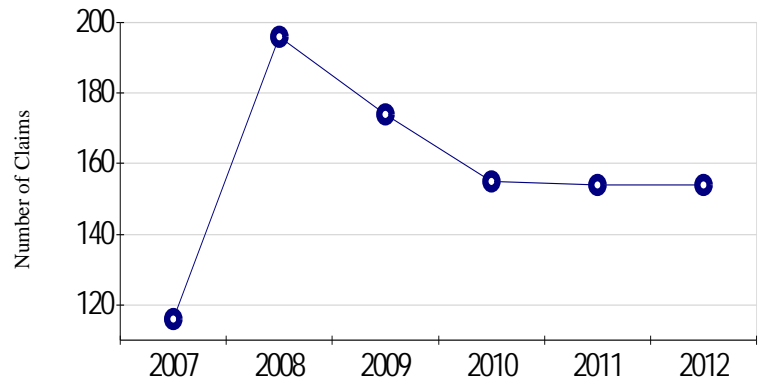
### Number of new no-time-loss claims

No-time-loss claims (no lost time from work for other than doctor appointment) incur only medical costs.



**Number of new time-loss claims**

Time-loss claims incur costs for the time the member was absent from work for the injury or illness, as well as medical costs.



# Bureau of Fire & Police Disability & Retirement

## Summary of Bureau Budget

### Public Safety Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	103,085,259	108,077,959	109,330,290	105,700,575	105,700,575
Charges for Services	4	36	0	0	0
Bond & Note	29,470,420	28,349,586	32,450,000	26,799,000	26,799,000
Miscellaneous	1,437,778	593,809	475,000	1,337,927	1,337,927
<b>Total External Revenues</b>	<b>133,993,461</b>	<b>137,021,390</b>	<b>142,255,290</b>	<b>133,837,502</b>	<b>133,837,502</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	1,500,000	2,068	751,678	753,970	753,970
Interagency Revenue	7,200	7,200	7,200	142,000	142,000
<b>Total Internal Revenues</b>	<b>1,507,200</b>	<b>9,268</b>	<b>758,878</b>	<b>895,970</b>	<b>895,970</b>
Beginning Fund Balance	2,204,171	7,152,885	9,543,144	17,755,428	17,755,428
<b>Total Resources</b>	<b>\$137,704,832</b>	<b>\$144,183,543</b>	<b>\$152,557,312</b>	<b>\$152,488,900</b>	<b>\$152,488,900</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	1,425,877	1,493,409	1,636,867	1,718,200	1,718,200
External Materials and Services	94,526,620	98,490,571	103,173,727	106,606,111	106,606,111
Internal Materials and Services	3,029,481	3,055,802	4,028,860	5,902,724	5,925,724
Capital Outlay	0	1,525	20,000	275,000	275,000
<b>Total Bureau Expenditures</b>	<b>98,981,978</b>	<b>103,041,307</b>	<b>108,859,454</b>	<b>114,502,035</b>	<b>114,525,035</b>
<b>Fund Expenditures</b>					
Debt Service	29,931,945	28,508,644	32,844,224	27,012,042	27,012,042
Contingency	0	0	9,719,963	9,887,815	9,864,815
Fund Transfers - Expense	1,638,024	292,549	1,133,671	1,087,008	1,087,008
<b>Total Fund Expenditures</b>	<b>31,569,969</b>	<b>28,801,193</b>	<b>43,697,858</b>	<b>37,986,865</b>	<b>37,963,865</b>
Ending Fund Balance	7,152,885	12,341,042	0	0	0
<b>Total Requirements</b>	<b>\$137,704,832</b>	<b>\$144,183,543</b>	<b>\$152,557,312</b>	<b>\$152,488,900</b>	<b>\$152,488,900</b>
<b>Programs</b>					
Administration & Support		1,794,332	2,026,461	2,341,985	2,341,985
Disability & Death Benefits		9,812,973	10,025,226	9,721,333	9,744,333
Operations		(5,381)	0	0	0
Oregon PERS Contributions		2,210,250	2,941,953	4,980,000	4,980,000
Retirement System Payments		89,229,134	93,865,814	97,458,717	97,458,717
<b>Total Programs</b>		<b>\$103,041,307</b>	<b>\$108,859,454</b>	<b>\$114,502,035</b>	<b>\$114,525,035</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.



This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Acquisitions</b>								
Rebuild FoxPro Database in SQL Server	0	20,000	240,000	36,750	38,500	38,500	38,500	392,250
<b>Total Acquisitions</b>	<b>0</b>	<b>20,000</b>	<b>240,000</b>	<b>36,750</b>	<b>38,500</b>	<b>38,500</b>	<b>38,500</b>	<b>392,250</b>
<b>Total Requirements</b>	<b>0</b>	<b>20,000</b>	<b>240,000</b>	<b>36,750</b>	<b>38,500</b>	<b>38,500</b>	<b>38,500</b>	<b>392,250</b>

# Bureau of Fire & Police Disability & Retirement

FTE Summary

## Public Safety Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	49,171	60,070	1.00	60,072	1.00	60,072	1.00	60,072
30000436	Administrative Supervisor I	54,080	72,051	1.00	58,620	1.00	59,820	1.00	59,820
30000065	Claims Technician, Assistant	31,886	44,616	1.00	41,100	1.00	43,444	1.00	43,444
30000412	FPDR Director	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
30001384	FPDR Financial Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000582	FPDR Operations Manager	74,214	98,862	1.00	96,888	1.00	98,538	1.00	98,538
30000592	Legal Assistant, Sr	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
30000452	Management Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000450	Management Assistant	44,533	68,619	1.00	49,077	1.00	51,092	1.00	51,092
30000012	Office Support Specialist II	31,138	43,430	1.00	41,156	1.00	43,428	1.00	43,428
30000480	Workers Comp/Disability Analyst, Sr	59,634	79,518	3.00	206,784	3.00	214,554	3.00	214,554
30000479	Workers Compensation/Disability Analyst	54,080	72,051	2.00	96,135	2.00	97,906	2.00	97,906
<b>TOTAL FULL-TIME POSITIONS</b>				15.00	1,040,552	15.00	1,059,574	15.00	1,059,574
30000568	Financial Analyst, Sr	62,629	83,637	1.20	90,396	1.20	91,355	1.20	91,355
30000464	Program Coordinator	59,634	79,518	0.50	39,756	0.50	39,756	0.50	39,756
<b>TOTAL PART-TIME POSITIONS</b>				1.70	130,152	1.70	131,111	1.70	131,111
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				16.70	1,170,704	16.70	1,190,685	16.70	1,190,685

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	114,264,259	0	114,264,259	16.70	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(2,224)	0	(2,224)	0.00	OMF IA adjustments
	0	240,000	240,000	0.00	Technology upgrade
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	23,000	0	23,000	0.00	IA with Fire - program to reduce injuries
	20,776	240,000	260,776	0.00	Total FY 2011-12 Decision Packages
			114,525,035	16.70	Total Adopted Budget

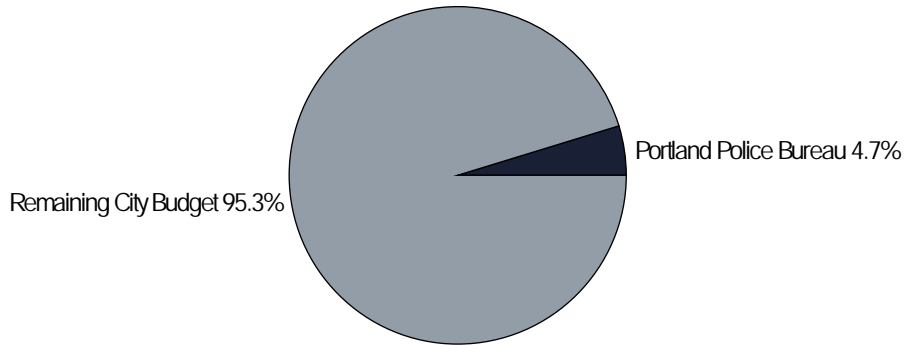
# Portland Police Bureau

Public Safety Service Area

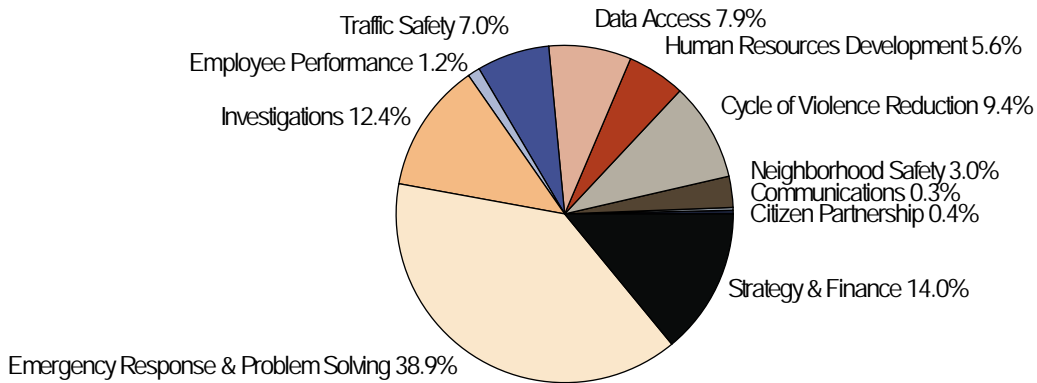
Mayor Sam Adams, Commissioner-in-Charge

Michael Reese, Chief of Police

Percent of City Budget



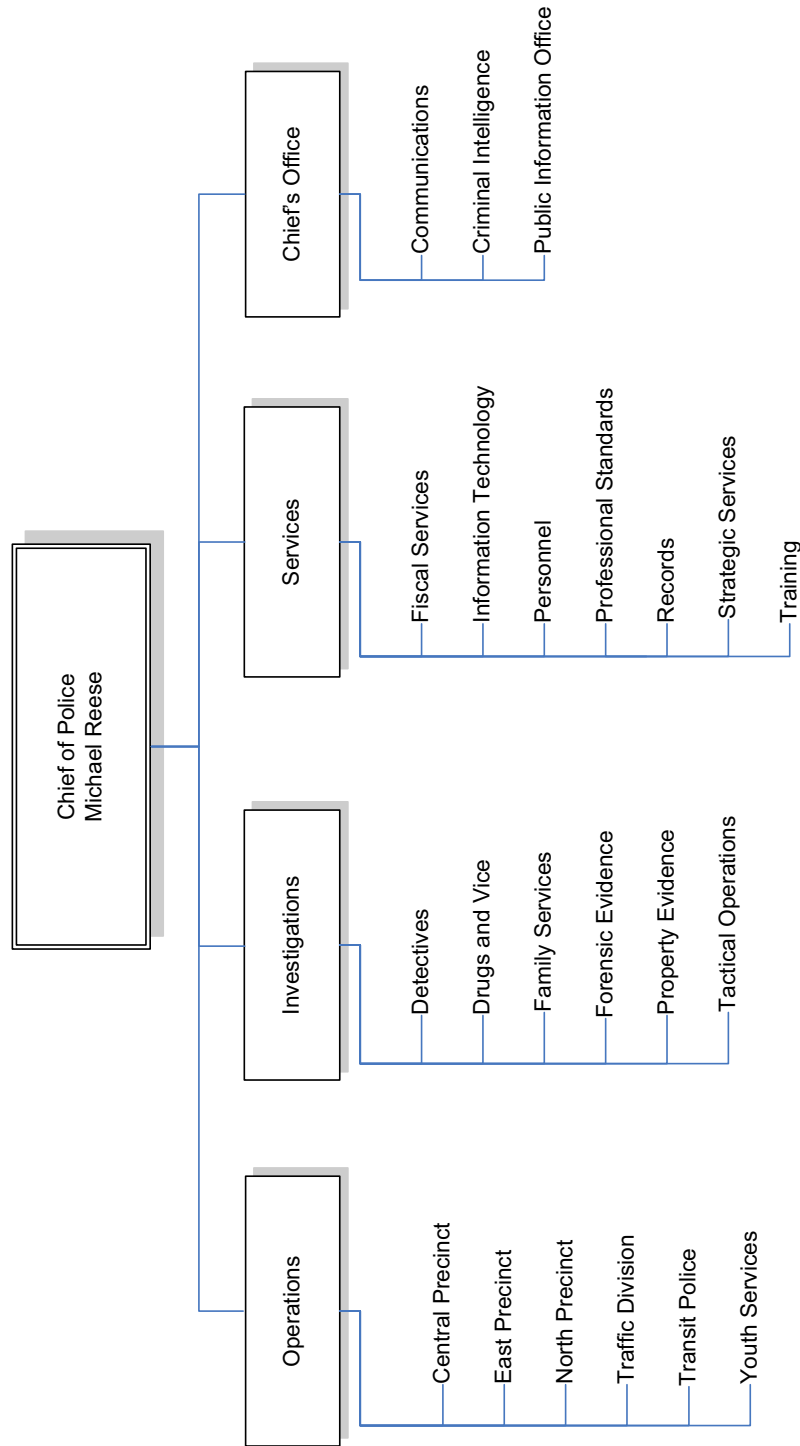
Bureau Programs



Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	164,301,274	168,841,012	4,539,738	2.76
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>164,301,274</b>	<b>168,841,012</b>	<b>4,539,738</b>	<b>2.76</b>
Authorized Positions	1,238.57	1,230.90	(7.67)	(0.62)

# Police Bureau



## **Bureau Summary**

### **Bureau Mission**

The mission of the Portland Police Bureau is to reduce crime and the fear of crime by working with all citizens to preserve life, maintain human rights, protect property and promote individual responsibility and community commitment.

### **Bureau Overview**

The Portland Police Bureau (Police) is managed and directed by the Chief of Police with two Assistant Chiefs and one civilian Director of Services. The bureau is made up of the Chief's Office and three branches: Operations, Investigations, and Services.

#### **Chief's Office**

The Chief's Office includes the Chief's staff, the Criminal Intelligence Unit, the Public Information Office, and the Communications Unit.

#### **Operations Branch**

The Operations Branch is composed of three precincts, the Traffic Division, the Transit Division and the Youth Services Division. This branch provides neighborhood policing services to help reduce crime and the fear of crime.

#### **Investigations Branch**

The Investigations Branch includes the following divisions: Detectives, Drugs and Vice, Family Services, Forensic Evidence, Property Evidence, and Tactical Operations. The primary responsibility of Investigations is to investigate and solve criminal cases.

#### **Services Branch**

The Services Branch includes: Fiscal Services, Information Technology, Personnel, Professional Standards, Strategic Services, Training, and Records. This branch provides business operations support to the branches and the Chief's Office.

### **Strategic Direction**

The Police Bureau's strategic direction includes the bureau's community policing goals:

- ◆ Focus efforts on chronic offenders and geographic areas with repeated calls for service
- ◆ Enhance the police-community relationship
- ◆ Develop and encourage personnel
- ◆ Continuously improve work processes

**Significant Issues****Training Facility**

The City of Portland's public safety bureaus do not have appropriate or consistently available venues for training employees in critical job functions. The Portland Public Safety Training Facility will partner Portland International Raceway (PIR) with Police to site and operate a multi-purpose training facility on 16 city-owned undeveloped acres at PIR. Some of the proposed uses will be office space for Training staff and PIR, classroom training, defensive tactics, basic driving, firearms and scenario-based training. Public access to the existing wetlands area and a community room for public events will be included along with a community dog park.

**Mental Health/Illness**

The Police Bureau is researching innovative programs and training options to improve responses to people suffering from mental illness and extreme emotional distress. Currently the bureau has one mobile crisis unit which co-locates a police officer and a mental health clinician in a car to help provide linkage to resources. The bureau would like to grow this program, including a systematic approach to data capture and provision of a full-time clinical supervisor, to maximize the unit's impact. The Police Bureau will also continue to provide crisis intervention training (CIT).

**Officer Hiring**

The bureau anticipates 40 to 50 sworn staff, out of 80 who are eligible, to retire in FY 2011-12. To expedite hires, the Personnel Division has reached out to 50 of the major municipal law enforcement agencies to offer hiring opportunities here in Portland and revised its application and hiring process. Thirty-five officers were hired in the second half of FY 2010-11. Even with these hires, it is expected that retirements will result in vacancies in July.

**Less-lethal Weapons**

Less-lethal technologies are an ever growing field as law enforcement strives to reduce lethal encounters between police and community nationwide. The bureau is committed to testing and learning about all weapons systems, such as new Taser and flashlight technologies, that can safely de-escalate situations and allow its officers to use the least amount of force necessary under the totality of the circumstances. The Training Division has the unique role of impacting all sworn members every year. The bureau is continually researching best training practices nationwide.

**Service Improvement Plan**

In FY 2011-12, the Police Bureau will focus on building community trust, promoting a positive work environment, maintaining a safe city and being good stewards of public dollars. Three key areas of focus will be:

### **Creating a New Strategic Plan**

The current five year Community Policing Strategic Plan will be revised to reflect completed initiatives and projects and a new plan will be in place by January 2012. This project will build on the conversations to be held with the diverse communities in Portland at living room dialogues and public safety action and advisory committees on how the bureau addresses public expectations, promotes understanding and respect in police and community interactions, and builds community trust. The project will look at current strategies and develop new strategies; measure and gauge the positive work environment; explore best practices to deliver law enforcement services to the community, and explore how the bureau can both measure and adjust business practices.

### **Establishing Web-Based Policies**

The bureau and other public safety agencies must keep current and clear policies in place and train their employees to such policies and there is an expectation that a standard be met that is in sync with the best practices from other law enforcement agencies and addresses the public's concerns about how and why police do what they do. During FY 2011-12 the bureau will explore options on how to best deliver policies and procedures to bureau members and to increase the transparency of bureau policies to the public. Research of risk management resources for public safety organizations and how to deliver services through web-based policy manuals will be completed by the end of September with a new manual published and distributed by January 2012.

### **Maintaining a Safe City**

The bureau will work to enhance the flow of information on crime trends and statistics to the precincts and to the community. The goal is to expand crime analysis components to include predictive trending, which allows for flexibility in how to allocate appropriate resources to reduce crime in geographic areas of the city. This type of policing is used in other law enforcement agencies to help reduce overtime and increase the number of illegal firearms seized. With the ability to agilely move personnel and other resources to address emerging patterns and trends, the bureau achieves a reduction in certain crimes and maintains safer neighborhoods in the City of Portland.

## **Summary of Budget Decisions**

### **Ongoing Add Packages**

#### **Portland Police Association (PPA) Collective Bargaining Costs: 2% Salary Increase**

This package funds the portion of July, 1 2011- June 30, 2013 PPA contract associated with 2% increase in salary schedule over and above cost of living adjustment (COLA). The cost of this package is \$1,689,425 in FY2011-12.

#### **PPA Collective Bargaining Costs: Shift Differential Incentives**

This package funds the portion of 2012-2013 PPA contract associated with shift differentials: premium pay of 2% for night shift (currently 130 officers) and 1% for afternoon shift (currently 219 officers). The cost of this is \$446,313 in FY2011-12.



**PPA Collective Bargaining Costs: Fitness Premium + Drug Testing**

This package funds the portion of 2012-2014 PPA contract associated with incentive premium pays: 1% (of top step officer salary) for officers who pass an annual health and fitness test and 2% (of top step officer salary) for officers holding a bachelor's degree. The education premium takes effect January 1, 2013. There are no costs for this incentive in FY 2011-12; costs are estimated to increase to over \$800,000 in FY 2013-14. This cost of this package is \$548,304 in FY2011-12

**PPCOA Collective Bargaining Costs**

This package funds 2012-2014 Portland Police Commanding Officers Association contract cost increases. This cost of this package is \$197,664 in FY2011-12

**Ongoing Budget Reductions**

The strategies for the following spending cuts were conceived to respond to a request for 0.75% one-time reductions. The collective bargaining agreement cost increases noted above impacted the City's expense forecast such that the \$1,096,674 in budget reductions must be ongoing. The strategies will be reviewed for possible changes in the Fall Budget Monitoring Process.

**Decreased Interagency Costs**

These reductions reflect a net decrease of \$165,476 in interagency costs resulting from decision packages in the Office of Management and Finance. An offsetting adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

**Senior Administrative Specialist**

The Senior Administrative Specialist position in the Strategic Services Division will remain vacant. Holding this position vacant for another year will provide \$65,434 in savings.

**Police Administrative Support Specialist**

The PASS position located in the Chief's Office was reorganized and the duties were reassigned as a one-time reduction in FY 2009-10. Continuing to hold this position vacant will allow a budget reduction of \$58,296. While the duties have been reassigned, some large projects have been delayed due to staffing workloads.

**Police Fleet Program Coordinator**

The Fleet Program Coordinator coordinates and maintains the 600-plus vehicle fleet used by the bureau. This position is non-sworn and acts as the liaison between the bureau and CityFleet. This vacancy will result in one-time savings of \$100,010. The bureau assigned a sworn officer the role of the Fleet Program Coordinator in FY 2010-11 and will do so again in FY 2011-12.

### **Police Background Investigators**

Twelve non-sworn background investigators were laid off and the positions maintained as vacancies to provide a one-time budget reduction of \$913,517 in the FY 2010-11 Adopted Budget. Background investigators perform thorough background checks on all employment candidates. The goal of the Police Bureau is to retain full strength in the number of sworn officers. In order to meet that goal, the bureau moved eight sworn officers from other duties to perform background investigations in FY 2010-11. Those assignments will continue for FY 2011-12 for a budget reduction of \$872,934.

### **One-time Additions    Service Coordination Team**

This package provides \$1,767,636 in one-time resources for continuation of the Service Coordination Team (SCT). SCT is a multi-agency initiative to send chronic, lower-level criminal offenders to jail, and to help offenders obtain housing, drug and alcohol treatment, and mental health care. Recidivism has been reduced by 36% among program participants. The package also extends the bureau's limited-term program coordinator position through June 30, 2012.

### **Residential Treatment Beds**

SCT funding is increased by \$130,000 to support residential treatment beds cut from the General Fund budget in FY 2010-11 and filled on a one-time basis with grant funds.

### **Central City Concern Hooper Inebriate Emergency Response Service (CHIERS) and Sobering Station**

Central City Concern operates the Hooper Detoxification Center's Sobering Station and Hooper's CHIERS roving response van. These programs improve public safety and keep Portland's vulnerable safe. This package provides one-time funding of \$1,061,077 for both programs in FY 2011-12. In FY 2010-11, area hospitals funding commitment expired for \$300,000 towards Sobering Station costs. This package provides an additional \$150,000 above the 2010-11 add package.

### **Crisis Intervention**

This package provides a second year of \$105,984 to continue funding a qualified mental health professional clinician to ride with a uniformed police officer in a patrol car to provide on-scene mental health assessment and evaluation and provide linkage to social service resources. The uniform officer and clinician team will keep detailed data that will help the Portland Police Bureau examine the benefits of co-locating a clinician with a patrol officer in a police vehicle.

### **Prostitution Coordination Team**

The Prostitution Coordination Team's mission is to reduce street-level prostitution within the city of Portland. The project is a coordinated effort involving the Multnomah County District Attorney and a service provider that provides counseling and treatment programs to prostitutes and monitors compliance with the program. This package provides continued \$125,000 in one-time funding to cover salary and benefits costs for a Deputy DA.

**Independent Police Review Ordinance Implementation**

City Council established a Police Review Board and clarified the investigatory powers and complaint handling procedures of the Office of Independent Police Review with the passage of Ordinance #183657 on March 31, 2010. This package provides continuation of one-time funding to support the bureau's implementation of the ordinance (\$50,000). Funds will support the use of Police Review Board Facilitators at its monthly meetings.

**Training Center Pre-Development**

This package supports continued pre-development planning; it provides \$250,000 to establish feasibility and high confidence level cost estimates for the development of a new roughly 40,000 square foot training center with driving area and firing range.

**Graffiti Abatement**

The Office of Neighborhood Involvement (ONI) has initiated a limited-term graffiti abatement project. To complement this project, the bureau will provide a nine-month limited-term Police Officer position to liaise with ONI, providing law enforcement and coordination.

**External Materials and Services**

This package provides a one-time addition of \$2 million for external materials and services (EM&S) to meet basic operating requirements. This amount temporarily makes up for a \$2 million ongoing reduction in towing expense-reimbursement revenue. The bureau will work to develop strategies in FY 2011-12 that will generate the cost efficiencies and reductions necessary to allow it to meet EM&S needs within its FY 2011-12 funding level in future years.

**Budget Note**

Council directs the Office of Management and Finance to increase the General Fund current appropriation level target for the Portland Police Bureau in FY 2012-13 by:

- ◆ \$1,785,000 for ten consecutive years for the repayment of a \$15,000,000 bond to support the construction of a public safety training center. OMF, Portland Police Bureau, and Portland Parks & Recreation are directed to return to Council in the Fall BMP with the refined project timeline, cost estimates, comprehensive financing strategies, and a report on the prospects for private/public partnerships for this project.

# Emergency Response & Problem Solving

**Description** Responding to crimes and initiating problem-solving activities to prevent and reduce crime remain the key activities of the Portland Police Bureau. These efforts are designed not only to reduce the overall incidence of crime, but also to reduce the fear of crime in the community and to promote a sense of neighborhood and personal safety.

The Emergency Response & Problem Solving program is the Police Bureau's largest program, and includes patrol, emergency management, and specialized tactical units such as the Explosives Disposal Unit and the Special Emergency Response Team. Organizationally, the program includes the precincts, Youth Services Division and portions of both the Tactical Operations Division and the Strategic Services Division.

**Goals** This program supports the City goal to ensure a safe and peaceful community and the bureau goal to focus efforts on repeat calls for service and chronic offenders.

**Performance** Part 1, Major Crimes, dropped significantly in FY 2007-08 and again in FY 2008-09, ticking up slightly in FY 2009-10. Part 2 (less serious) crimes declined in tandem, and fell further in FY 2009-10. The Police Bureau expects the crime rate to remain at these lower levels, at least in the short term. The percent of residents who feel safe alone in their neighborhoods at night, an indicator of the community's perception of crime levels, rose to 60% in FY 2008-09 and has remained at that level. The Police Bureau strives to respond to high priority incidents within five minutes. Average response time dropped to four minutes and fifty-three seconds in FY 2009-10.

**Changes to Services and Activities** In FY 2010-11 the Police Bureau created the Youth Services Division to bring together under a single command several bureau units that serve youth in the City. It includes School Police, Cadets and Reserves, Gang Resistance Education and Training, Police Activities League and the juvenile runaway officer.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		439.47	562.57	557.90	557.90
<b>Expenditures</b>					
Emergency Response & Problem Solving		50,839,952	66,603,721	66,300,562	65,605,239
<b>Total Expenditures</b>		<b>50,839,952</b>	<b>66,603,721</b>	<b>66,300,562</b>	<b>65,605,239</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Portland Police Bureau

## Public Safety Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Part 1 (Major) Crimes	30,773	31,576	31,000	31,000	31,000
Part 2 Crimes	36,105	33,343	33,000	33,000	33,000
Part 1 Person Crimes per 1,000 Residents	5.00	5.00	5.00	5.00	5.00
Part 1 Property Crimes per 1,000 Residents	48	49	49	49	49
Total Part 1 Crimes per 1,000 Residents	53	54	54	54	54
Percent of Residents who Feel Safe Walking Alone in Their Neighborhood at Night	60%	60%	60%	60%	60%
<b>Efficiency</b>					
Average Officer Time Available for Self-Initiated Activity and Problem Solving	35%	36%	35%	36%	35%
Average Travel Time to High Priority Calls, Minutes	5.14	4.88	5.00	5.00	5.00
<b>Workload</b>					
Average Number of Cars on Patrol, Midnight to 4 AM	69	71	71	71	71
Average Number of Cars on Patrol, 4 AM to 8 AM	51	56	56	56	56
Average Number of Cars on Patrol, 8 AM to Noon	52	55	55	55	55
Average Number of Cars on Patrol, Noon to 4 PM	51	56	56	56	56
Average Number of Cars on Patrol, 4 PM to 8 PM	74	74	74	74	74
Average Number of Cars on Patrol, 8 PM to Midnight	79	81	81	81	81
Incidents Dispatched	204,425	189,390	192,000	192,000	192,000
Officer-Initiated Calls for Service	205,047	208,001	209,000	209,000	209,000
Telephone Reports	27,382	45,402	45,000	45,000	45,000
Dispatched Calls per Officer	356	343	340	340	340

# Investigations

**Description** Investigating crimes and apprehending criminals are the major activities of the Investigations program. Solving crimes can promote a sense of community safety and information gained in investigations can be used to prevent future crimes. Organizationaly, this program involves the Detectives Division, precinct detectives, the Criminal Intelligence Unit, the Property and Evidence Division, and the Forensic Evidence Division.

**Goals** This program supports the City goal to ensure a safe and peaceful community and the bureau goal to focus efforts on chronic offenders repeat calls for service.

**Performance** The primary measure of performance in the Investigations program is the case clearance rate. Both the person and property crime clearance rates decreased slightly in FY 2009-10, to approximately 43% and 17% respectively.

**Changes to Services and Activities** The Burglary Task Force and Human Sex Trafficking Detail were formed in FY 2010-11 and will continue in FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		182.00	181.00	181.00	181.00
<b>Expenditures</b>					
Investigations		20,830,994	20,802,503	20,939,173	21,013,581
<b>Total Expenditures</b>		<u>20,830,994</u>	<u>20,802,503</u>	<u>20,939,173</u>	<u>21,013,581</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of Person Crimes Cleared	45%	43%	43%	43%	43%
Percent of Property Crimes Cleared	18%	17%	17%	17%	17%

# Cycle of Violence Reduction

**Description** This program both reduces crime and improves neighborhood safety and livability by targeting chronic crimes that involve drugs and gangs and begin a cycle of violence in the home.

Organizationally, this program includes the Drug and Vice Division, the Family Services Division, the Gang Enforcement Team, and the Gun Task Force.

**Goals** This program supports the City goal to ensure a safe and peaceful community and the bureau goal to focus efforts on chronic offenders and repeat calls for service.

**Performance** Currently, the only performance measure for this program is the number of unique residences or businesses in the city that generate drug house complaints. After climbing for several years, the number of addresses with these complaints dropped 28% in FY 2007-08. The number fell another 5% in FY 2009-10 to 547.

**Changes to Services and Activities** To meet emerging crime trends, personnel were transferred from the Operations Branch to the Tactical Operations Division to form Operation Cooldown (aimed at reducing gang activity and violence) and increase staffing for the Gang Enforcement Team and the Human Sex Trafficking unit.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		118.83	125.00	122.58	122.58
<b>Expenditures</b>					
Cycle of Violence Reduction		13,791,598	17,816,214	15,859,739	15,904,667
<b>Total Expenditures</b>		<b>13,791,598</b>	<b>17,816,214</b>	<b>15,859,739</b>	<b>15,904,667</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
Effective					
Addresses Generating Drug House Complaints	577	547	540	540	540

# Neighborhood Safety

**Description**

Neighborhood problem solving, a joint commitment of residents and neighborhood police officers, is a major principle of community policing. Precincts assign officers to work with residents on neighborhood problems in a specific geographic area and also assign Neighborhood Response Team officers to work with neighborhood and business associations on broader strategies and chronic problems in their specific areas of the City.

Organizationally, this program includes the Youth Services Division's School Police, Home Security Locks, the precinct Neighborhood Response Teams, and the Alarm Administration Unit.

**Goals**

This program supports the City goals to ensure a safe and peaceful community and to improve the quality of life in neighborhoods. The program supports the bureau goals to focus efforts on chronic offenders and repeat calls for service.

**Performance**

One of the most important elements of neighborhood safety is a low burglary rate for homes and businesses. The burglary victimization rate decreased from 5% to 4% in FY 2008-09, and remained at 4% in FY 2009-10. The Police Bureau focuses on burglary prevention by installing free home locks for senior citizens, responding to privately installed alarms, and working with residents to mitigate design risk factors such as poor exterior lighting. Current statistics for 2010 show increases in the numbers of residential and commercial burglaries and car prowls.

**Changes to Services and Activities**

There are no significant changes to this program for FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		192.00	54.00	54.00	54.00
<b>Expenditures</b>					
Neighborhood Safety		23,636,264	3,697,101	5,015,957	5,027,295
<b>Total Expenditures</b>		<b>23,636,264</b>	<b>3,697,101</b>	<b>5,015,957</b>	<b>5,027,295</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Burglary Victimization Rate	4%	4%	4%	4%	4%



# Traffic Safety

**Description** This program addresses neighborhood and business district concerns about traffic safety for vehicles, bicycles, and pedestrians, and supports efforts to reduce traffic collisions. The program is also charged with ensuring the safety of people using the City's public transit system.

Organizationally, this program includes the Transit Police and the Traffic Division.

**Goals** This program supports the City goals to ensure a safe and peaceful community and to improve the quality of life in neighborhoods. The program supports the bureau goals to focus efforts on chronic offenders and repeat calls for service.

**Performance** The critical performance indicator for this program is the number of traffic collision calls for service per 1,000 residents. From FY 2002-03 to FY 2009-10 traffic collisions per 1,000 residents declined each year. The bureau is now focused on maintaining this lower collision rate of 23 collisions per 1,000 residents.

**Changes to Services and Activities** A night shift detail was added in FY 2010-11 and will continue in FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		80.00	80.00	80.00	80.00
<b>Expenditures</b>					
Traffic Safety		15,861,463	11,190,807	11,386,998	11,779,775
<b>Total Expenditures</b>		<b>15,861,463</b>	<b>11,190,807</b>	<b>11,386,998</b>	<b>11,779,775</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
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**Workload**

Traffic Collision Calls for Service per 1,000 Residents	24	23	23	23	23
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# Citizen Partnership

**Description** This program fosters a partnership between the police and the public, a major principle of community policing. The program undertakes activities created specifically to bring police and residents together to work cooperatively on issues of broad community interest.

Organizationally, this program involves the Sunshine Division, Police Reserves, the Police Activities League, and the Crisis Response Team.

**Goals** This program supports the City goal to ensure a safe and peaceful community and the bureau goal to enhance the community and police partnership.

**Changes to Services and Activities** The Police Reserves and the Police Activities League were relocated to the Youth Services Division in FY 2010-11. The Chief's Advisory Panel and the Budget Advisory Committee were reformed in FY 2010-11 to provide more relevant input to bureau management. The Community Academy was also reinstated in FY 2010-11 (in which community and business leaders are invited to participate in a one day training on bureau resources, crisis response, defensive tactics, and weapons training, and participate in a ride-a-long in a patrol vehicle).

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		4.00	4.00	3.25	3.25
<b>Expenditures</b>					
Citizen Partnership		1,565,337	497,142	610,204	606,505
<b>Total Expenditures</b>		<b>1,565,337</b>	<b>497,142</b>	<b>610,204</b>	<b>606,505</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Communications

- Description** The Communications program provides centralized media and public communication, as well as internal employee communications. Organizationally this program consists of the Public Information Office and the Communications Unit.
- Goals** The program supports the City goal to ensure a safe and peaceful community and the bureau goal to enhance the community and police partnership.
- Performance** The percent of residents in a citywide survey who say their interactions with police are excellent or good was 71% in FY 2010-11.
- Changes to Services and Activities** In FY 2010-11, Crime Stoppers coordination was reassigned to a sworn sergeant position who is also the secondary Public Information Officer.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		5.83	6.00	4.50	4.50
<b>Expenditures</b>					
Communications		534,228	339,549	497,455	454,981
<b>Total Expenditures</b>		<b>534,228</b>	<b>339,549</b>	<b>497,455</b>	<b>454,981</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Citizens Rating Service as Good or Better	71%	71%	71%	71%	71%

# Human Resources Development

**Description** This program is responsible for hiring and training bureau personnel, overseeing job performance evaluations, and managing the promotion process. Program activities are focused on encouraging a diverse workforce committed to the community policing mission and the goals of the bureau. Organizationally this program includes the Personnel and Training Divisions.

**Goals** This program supports the City goal to ensure a safe and peaceful community and the bureau goal to develop and encourage personnel.

**Performance** The Personnel Division has recently streamlined the recruitment and hiring process for police officers. The bureau expects high retirement rates over the next several years and intends to hire a large number of officers to replace retirees and fill existing vacancies. The bureau's goal is to have a 30% diversity rate in all new hire groups.

**Changes to Services and Activities** Program changes for FY 2010-11 consisted of de-civilianizing a number of positions within this program as part of the bureau's strategy to provide one-time mandatory budget reductions and retain sworn officers. Twelve Background Investigators, who aid in the hiring process, were laid off at the start of FY 2010-11 were held vacant for FY 2010-11. Those positions will be held vacant again in FY 2011-12 to meet the required budget reduction target. The Background Investigator function will be filled by eight sworn officers moved from other service areas. The remaining four Background Investigator positions will be filled with existing sworn staff if needed. The Bureau of Human Resources is now conducting promotional assessments, which were previously were handled by outside vendors.

The FY 2011-12 Budget extends one-time funding of \$105,984 to continue a mobile crisis intervention unit (MCU), which is budgeted within the Training Division. The MCU provides a qualified mental health professional clinician to ride with a uniformed police officer in a patrol car to provide on-scene mental health assessment and evaluation, provide linkage to social service resources and collect and provide specific data

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		74.10	73.00	73.00	73.00
<b>Expenditures</b>					
Human Resources Development		8,303,149	8,980,069	9,247,383	9,440,685
<b>Total Expenditures</b>		<b>8,303,149</b>	<b>8,980,069</b>	<b>9,247,383</b>	<b>9,440,685</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Data Access

<b>Description</b>	This program provides access to information about reported crimes, which is the foundation of crime analysis and problem-solving efforts of officers. Officers need access to information in the field that is reliable, timely, and comprehensive. Organizationally, this program includes the Police Records Division and the Information Technology Division.
<b>Goals</b>	This program supports the City goal to ensure a safe and peaceful community and the bureau goal to develop and encourage personnel.
<b>Performance</b>	The City's Public Safety System Revitalization Project (PSSRP) is now in the process of developing a replacement for the Portland Police Data System. The new system will be known as the Regional Justice Information Network, or RegJIN.
<b>Changes to Services and Activities</b>	The new Computer Aided Dispatch system became operational in April, 2011.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		78.75	78.00	77.92	77.92
<b>Expenditures</b>					
Data Access		11,673,434	13,282,403	13,320,751	13,332,294
<b>Total Expenditures</b>		<b>11,673,434</b>	<b>13,282,403</b>	<b>13,320,751</b>	<b>13,332,294</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Employee Performance

**Description** This program focuses on bureau accountability by collecting, analyzing, and sharing performance data information. The program's primary objective is to improve employee performance and, in turn, overall bureau performance. Organizationally, this program includes the Professional Standards Division.

**Goals** This program supports the City goals to ensure a safe and peaceful community and to deliver efficient, effective, and accountable municipal services. The program supports the bureau goal to develop and encourage personnel.

**Changes to Services and Activities** The FY 2011-12 Budget provides \$50,000 in one-time funds to support implementation of the Independent Police Review Ordinance (Ordinance 183657), which clarified the investigatory powers and complaint handling procedures of the Office of Independent Police Review. In FY 2010-11 the bureau combined the Internal Affairs Division and the Office of Accountability and Professional Standards into the Professional Standards Division under a sworn Captain. The Captain works closely with the Independent Police Review Director to improve transparency and accountability.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		19.00	18.00	18.00	18.00
<b>Expenditures</b>					
Employee Performance		2,061,494	1,492,116	1,992,893	1,993,696
<b>Total Expenditures</b>		<b>2,061,494</b>	<b>1,492,116</b>	<b>1,992,893</b>	<b>1,993,696</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Strategy & Finance

<b>Description</b>	This program oversees internal systems for managing funds and people, and ensures the Police Bureau's budget, strategic plans, policies, and procedures reflect community priorities. Organizationally this program includes the Chief's Office, the Strategic Services Division, and the Fiscal Services Division.
<b>Goals</b>	This program supports the City goals to ensure a safe and peaceful community and to deliver efficient, effective, and accountable municipal services. The program supports the bureau goal to continuously improve work processes.
<b>Changes to Services and Activities</b>	The Chief's Advisory Panel and the Budget Advisory Committee were reconstituted in FY 2010-11 to provide more relevant input to bureau management on budget development. One-time position reductions within this program include two administrative support positions, one in the Chief's Office and one in Strategic Services. In addition, the Fleet Coordinator (in the Fiscal Services Department) was laid off in June 2010 and replaced by a sworn officer as part of the bureau's strategy to retain sworn staff. This position will remain filled by a sworn officer in FY 2011-12 to meet the bureau's one-time reduction target.

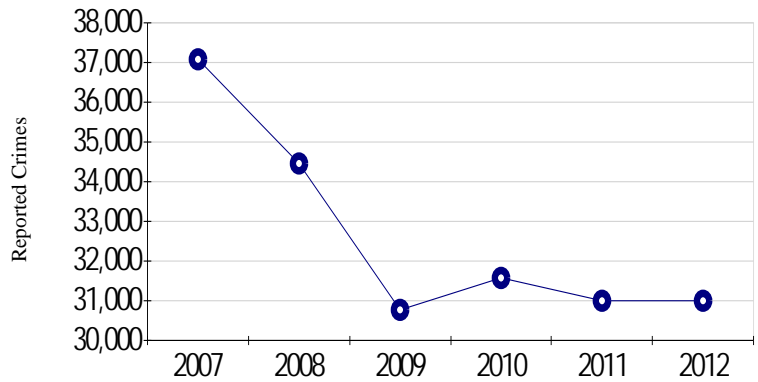
FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		58.90	57.00	58.75	58.75
<b>Expenditures</b>					
Strategy & Finance		15,525,088	19,497,921	23,664,404	23,677,303
<b>Total Expenditures</b>		<b>15,525,088</b>	<b>19,497,921</b>	<b>23,664,404</b>	<b>23,677,303</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Performance Measures

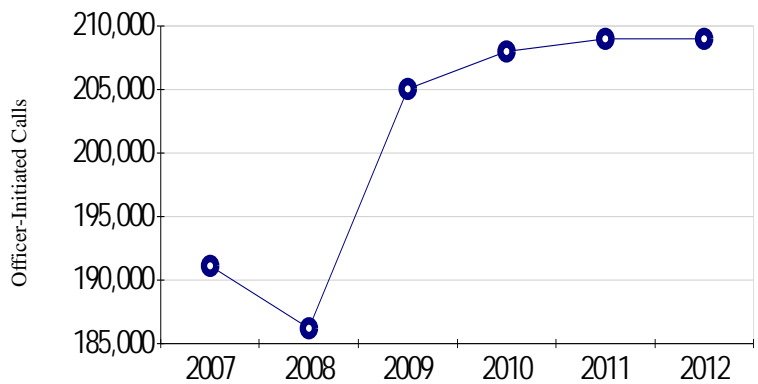
## Part 1 (Major) Crimes

Part 1 crimes have decreased steadily since FY 2004-05. Both person and property crimes are expected to remain at these lower levels in FY 2011-12.



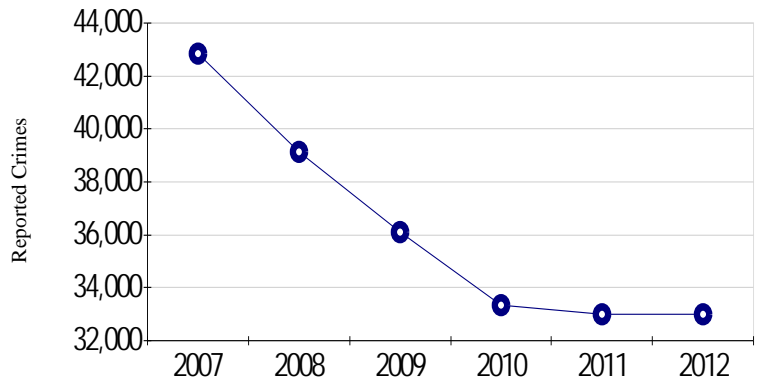
## Officer-Initiated Calls for Service

Self-initiated calls decreased in FY 2007-08 but increased in FY 2008-09. The crime rate has dropped, allowing the bureau to take a more problem solving approach through officer-initiated calls for service.



## Part 2 Crimes

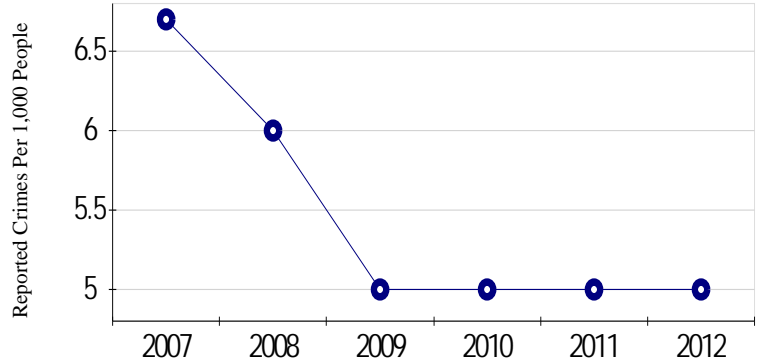
Part 2 crimes, which are less serious than Part 1 crimes, dropped significantly in FY 2006-07 and FY 2007-08 as the City committed resources to fighting livability crimes. The Police Bureau is working to maintain the lower crime rate in FY 2011-12.





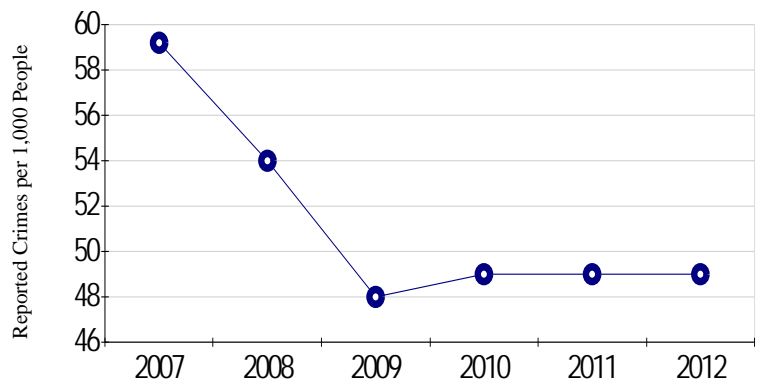
**Part 1 Person Crimes per 1,000 Residents**

Major person crimes fell to 5.0 in FY 2008-09 and the Bureau expects to maintain this rate in FY 2011-12.



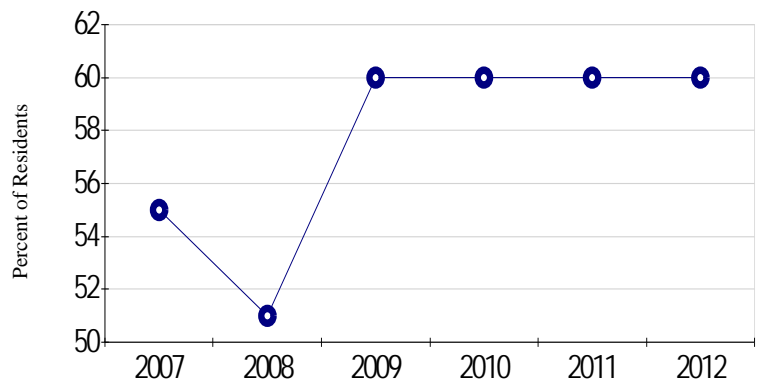
**Part 1 Property Crimes per 1,000 Residents**

Major property crimes per 1,000 residents dropped 14% in FY 2006-07, 8% in FY 2007-08, and another 11% in FY 2008-09 before rising slightly in FY 2009-10. Property crimes are expected to remain at this level through FY 2011-12.



**Residents who Feel Safe in Neighborhood at Night**

Since 2007 a majority of residents have consistently felt safe alone in their neighborhood at night. The Police Bureau expects this trend to continue in FY 2011-12 due to the decrease in crime rates.

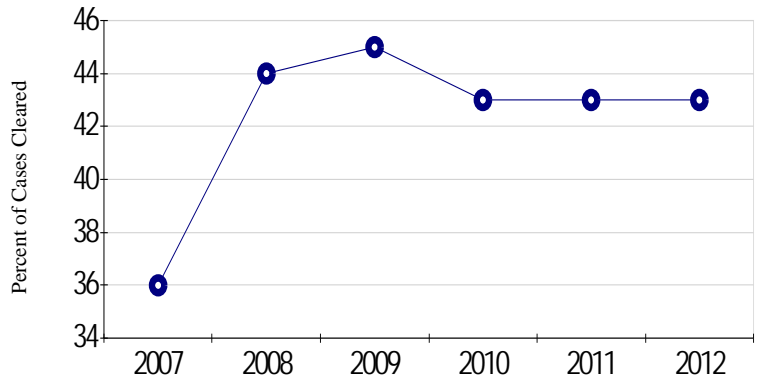


# Portland Police Bureau

## Public Safety Service Area

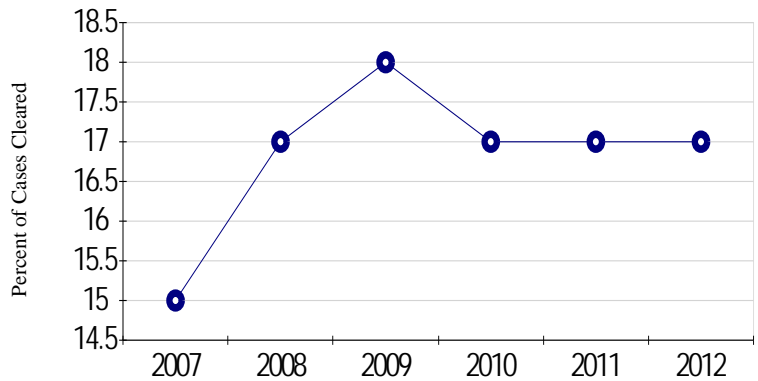
### Percent of Person Crimes Cleared

The percent of person crimes solved or otherwise cleared increased to 45% in FY 2008-09 and fell to 43% in FY 2009-10. The Police Bureau continues to make improvements to investigation processes. The clearance rate for person crimes is expected to remain at this rate in FY 2011-12.



### Percent of Property Crimes Cleared

The percent of property crimes solved or otherwise cleared increased in FY 2007-08 and again in FY 2008-09 before falling to 17% in FY 2009-10. The Police Bureau expects to maintain this rate into FY 2011-12.



**Summary of Bureau Budget**

**Portland Police Bureau**

**Public Safety Service Area**

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	1,805,651	1,858,921	1,751,000	1,781,000	1,781,000
Charges for Services	2,784,038	2,058,825	2,089,192	742,192	742,192
Intergovernmental	9,202,316	13,396,604	10,988,736	7,405,162	7,405,162
Miscellaneous	1,351,506	1,235,517	1,178,150	779,936	779,936
<b>Total External Revenues</b>	<b>15,143,511</b>	<b>18,549,868</b>	<b>16,007,078</b>	<b>10,708,290</b>	<b>10,708,290</b>
<b>Internal Revenues</b>					
General Fund Discretionary	136,503,538	144,286,769	144,523,941	153,396,631	153,396,631
Fund Transfers - Revenue	548,741	165,746	108	0	0
Interagency Revenue	1,783,166	1,995,553	2,463,352	3,561,091	3,561,091
<b>Total Internal Revenues</b>	<b>138,835,445</b>	<b>146,448,068</b>	<b>146,987,401</b>	<b>156,957,722</b>	<b>156,957,722</b>
Beginning Fund Balance	0	(1,437,429)	1,306,795	1,175,000	1,175,000
<b>Total Resources</b>	<b>\$153,978,956</b>	<b>\$163,560,508</b>	<b>\$164,301,274</b>	<b>\$168,841,012</b>	<b>\$168,841,012</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	114,449,546	120,197,785	120,385,822	126,017,406	126,016,608
External Materials and Services	11,225,080	15,725,588	13,348,504	11,774,767	11,775,565
Internal Materials and Services	29,161,072	28,528,569	30,180,348	30,793,848	30,793,848
Capital Outlay	31,946	10,801	284,872	250,000	250,000
<b>Total Bureau Expenditures</b>	<b>154,867,644</b>	<b>164,462,744</b>	<b>164,199,546</b>	<b>168,836,021</b>	<b>168,836,021</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	548,741	0	1,728	4,991	4,991
<b>Total Fund Expenditures</b>	<b>548,741</b>	<b>0</b>	<b>1,728</b>	<b>4,991</b>	<b>4,991</b>
Ending Fund Balance	(1,437,429)	(902,236)	100,000	0	0
<b>Total Requirements</b>	<b>\$153,978,956</b>	<b>\$163,560,508</b>	<b>\$164,301,274</b>	<b>\$168,841,012</b>	<b>\$168,841,012</b>
<b>Programs</b>					
Administration & Support		(1,547)	0	502	0
Benefits		(192,346)	0	0	0
Citizen Partnership		1,565,337	497,142	610,204	606,505
City Recorder		2,410	0	0	0
Communications		534,228	339,549	497,455	454,981
Cycle of Violence Reduction		13,791,598	17,816,214	15,859,739	15,904,667
Data Access		11,673,434	13,282,403	13,320,751	13,332,294
Debt Management		22,072	0	0	0
Diversity Development/Affirmative Action		6,902	0	0	0
Duplicating		2,249	0	0	0
Emergency Response & Problem Solving		50,839,952	66,603,721	66,300,562	65,605,239
Employee Performance		2,061,494	1,492,116	1,992,893	1,993,696
Human Resources Development		8,303,149	8,980,069	9,247,383	9,440,685
Investigations		20,830,994	20,802,503	20,939,173	21,013,581
Neighborhood Safety		23,636,264	3,697,101	5,015,957	5,027,295
Strategy & Finance		15,525,088	19,497,921	23,664,404	23,677,303
Traffic Safety		15,861,463	11,190,807	11,386,998	11,779,775
<b>Total Programs</b>		<b>\$164,462,744</b>	<b>\$164,199,546</b>	<b>\$168,836,021</b>	<b>\$168,836,021</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

**Public Safety Service Area**

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	9.00	447,461	9.00	461,828	9.00	461,828
30000063	Accountant II	49,171	60,070	1.00	58,032	1.00	59,392	1.00	59,392
30000434	Administrative Assistant	44,533	68,619	5.00	315,228	5.00	321,908	5.00	321,908
30000433	Administrative Specialist, Sr	41,475	63,856	8.00	364,184	8.00	369,395	8.00	369,395
30000436	Administrative Supervisor I	54,080	72,051	3.00	215,712	3.00	215,964	3.00	215,964
30000437	Administrative Supervisor II	56,763	75,670	3.00	214,404	3.00	216,564	3.00	216,564
30000771	Alarm Program Coord	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000096	Auto Servicer	37,981	46,550	3.00	139,644	3.00	139,644	3.00	139,644
30000441	Business Operations Manager	74,214	98,862	0.00	0	1.00	88,044	1.00	88,044
30000442	Business Operations Manager, Sr	92,186	128,752	1.00	117,518	1.00	122,331	1.00	122,331
30000440	Business Operations Supervisor	65,811	88,046	1.00	88,044	0.00	0	0.00	0
30000478	Claims Analyst, Sr	59,634	79,518	1.00	76,644	1.00	78,324	1.00	78,324
30000492	Community Outreach & Informtn Rep	54,080	72,051	2.00	117,540	2.00	119,276	2.00	119,276
30000494	Community Outreach & Invlvmnt Program Mgr	62,629	83,637	1.00	83,508	1.00	83,640	1.00	83,640
30000777	Crime Analyst	59,634	79,518	5.00	364,824	5.00	371,893	5.00	371,893
30000309	Crime Prevention Program Administrator	43,826	57,054	1.00	57,060	1.00	57,060	1.00	57,060
30000017	Customer Accounts Specialist I	33,405	46,758	1.00	46,764	1.00	46,764	1.00	46,764
30000079	Equestrian Trainer	39,874	48,880	1.00	48,876	1.00	48,876	1.00	48,876
30000050	Evidence Control Specialist	42,619	52,104	9.00	459,456	9.00	465,240	9.00	465,240
30000051	Evidence Control Specialist, Lead	48,131	59,842	1.00	59,844	1.00	59,844	1.00	59,844
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	68,328	1.00	68,568	1.00	68,568
30000568	Financial Analyst, Sr	62,629	83,637	1.00	83,640	0.00	0	0.00	0
30000769	Home Security Specialist	33,758	48,298	1.00	48,300	1.00	51,204	1.00	51,204
30000770	Home Security Specialist, Sr	36,046	55,494	1.00	55,500	1.00	55,500	1.00	55,500
30000451	Management Analyst	56,763	75,670	2.00	151,344	2.00	151,344	2.00	151,344
30000453	Management Analyst, Principal	74,214	98,862	0.00	0	1.00	83,640	1.00	83,640
30000452	Management Analyst, Sr	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30000450	Management Assistant	44,533	68,619	2.00	126,000	2.00	127,960	2.00	127,960
30000025	Police Administrative Support Spec, Sr	39,832	51,272	11.00	564,036	11.00	564,036	11.00	564,036
30000024	Police Administrative Support Specialist	31,138	43,430	35.00	1,470,828	35.00	1,473,084	35.00	1,473,084
30000300	Police Captain	111,800	116,854	11.00	1,270,260	11.00	1,319,231	11.00	1,319,231
30000431	Police Chief	128,294	183,851	1.00	171,178	1.00	185,258	1.00	185,258
30000784	Police Chief, Assistant	101,421	145,205	2.00	280,908	2.00	302,906	2.00	302,906
30000301	Police Commander	125,653	125,653	7.00	879,564	7.00	922,902	7.00	922,902
30000307	Police Criminalist	72,904	82,285	17.00	1,375,937	17.00	1,409,506	17.00	1,409,506
30000778	Police Data Research Supervisor	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000022	Police Desk Clerk	27,810	38,459	11.00	423,060	11.00	423,060	11.00	423,060
30000302	Police Detective	72,904	82,285	94.00	7,602,276	94.00	7,851,196	94.00	7,851,196
30000833	Police Evidence & Property Mgr	65,811	88,046	1.00	83,388	1.00	85,383	1.00	85,383
30000837	Police Evidence Control Supervisor	54,080	72,051	2.00	139,600	2.00	141,582	2.00	141,582
30000772	Police ID Technologies Coordinator	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000304	Police Identification Technician	51,522	65,811	17.00	1,109,874	17.00	1,115,034	17.00	1,115,034
30000305	Police Identification Technician, Lead	56,035	71,594	3.00	214,776	3.00	214,776	3.00	214,776
30000775	Police Internal Affairs Investigator	56,763	75,670	6.00	440,388	6.00	448,160	6.00	448,160
30000310	Police Investigative Accountant	74,589	84,282	1.00	84,288	1.00	84,288	1.00	84,288
30000299	Police Lieutenant	97,282	101,691	25.00	2,528,988	25.00	2,606,877	25.00	2,606,877
30000297	Police Officer	43,722	71,656	699.83	47,934,613	700.00	49,240,640	700.00	49,240,640
30000306	Police Photographic Reproduction Spec	59,675	71,594	2.00	143,184	2.00	143,184	2.00	143,184
30000857	Police Professional Standards Manager	85,800	116,293	1.00	85,800	1.00	85,800	1.00	85,800
30000774	Police Program Specialist, Sr	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
3000020	Police Records Specialist	31,138	43,430	56.00	2,353,200	56.00	2,385,776	56.00	2,385,776		
3000079	Police Records Supervisor	56,763	75,670	3.00	213,899	3.00	216,466	3.00	216,466		
3000021	Police Records Training Coordinator	39,832	51,272	9.00	455,952	9.00	456,912	9.00	456,912		
30000298	Police Sergeant	72,904	82,285	118.00	9,559,356	118.00	9,970,958	118.00	9,970,958		
30001483	Police Services, Director of	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748		
30000464	Program Coordinator	59,634	79,518	2.00	132,060	2.00	137,982	2.00	137,982		
30000463	Program Specialist	54,080	72,051	1.00	63,914	1.00	66,536	1.00	66,536		
30000462	Program Specialist, Assistant	44,533	68,619	12.00	534,384	12.00	534,384	12.00	534,384		
30000495	Public Information Officer	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640		
30000083	Stable Attendant	37,981	46,550	1.00	46,548	1.00	46,548	1.00	46,548		
30000531	Training & Development Analyst	56,763	75,670	2.00	150,514	2.00	151,344	2.00	151,344		
30000518	Video Production Specialist	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048		
<b>TOTAL FULL-TIME POSITIONS</b>						1,222.83	84,790,168	1,223.00	87,117,552	1,223.00	87,117,552
30000083	Stable Attendant	37,981	46,550	0.90	41,892	0.90	41,892	0.90	41,892		
<b>TOTAL PART-TIME POSITIONS</b>						0.90	41,892	0.90	41,892	0.90	41,892
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	55,497	0.25	14,394	0.25	14,394		
30000448	Business Systems Analyst	56,763	75,670	1.00	66,454	0.92	63,195	0.92	63,195		
30000777	Crime Analyst	59,634	79,518	1.00	62,512	0.92	59,467	0.92	59,467		
30000308	Crime Prevention Rep	39,853	51,834	1.00	48,252	0.17	8,042	0.17	8,042		
30000024	Police Administrative Support Specialist	31,138	43,430	2.00	86,856	0.50	21,714	0.50	21,714		
30000299	Police Lieutenant	97,282	101,691	1.00	101,688	0.50	52,878	0.50	52,878		
30000297	Police Officer	43,722	71,656	4.00	258,684	1.75	116,052	1.75	116,052		
30000465	Program Manager	62,629	83,637	1.00	83,640	1.00	78,744	1.00	78,744		
30000463	Program Specialist	54,080	72,051	0.83	24,209	0.00	0	0.00	0		
30000462	Program Specialist, Assistant	44,533	68,619	1.00	52,332	0.00	0	0.00	0		
30000531	Training & Development Analyst	56,763	75,670	1.00	59,492	1.00	61,932	1.00	61,932		
<b>TOTAL LIMITED TERM POSITIONS</b>						14.83	899,616	7.00	476,418	7.00	476,418
<b>GRAND TOTAL</b>						1,238.57	85,731,676	1,230.90	87,635,862	1,230.90	87,635,862

**Public Safety Service Area**

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	161,662,550	0	161,662,550	1,229.15	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(58,296)	0	(58,296)	0.00	Administrative Support Specialist
	(65,434)	0	(65,434)	0.00	Senior Administrative Specialist
	(100,010)	0	(100,010)	0.00	Fleet Program Coordinator
	(872,934)	0	(872,934)	0.00	HR Background Investigators
	(212,355)	0	(212,355)	0.00	OMF IA reductions
	0	1,767,636	1,767,636	1.00	Service Coordination Team
	0	130,000	130,000	0.00	SCT residential treatment beds
	0	1,061,077	1,061,077	0.00	Sobering station and CHIERS van
	0	105,984	105,984	0.00	Chrisis Intervention MCU
	0	125,000	125,000	0.00	Prostitution Coordination Team
	1,689,425	0	1,689,425	0.00	Contract Costs: 2% increase
	446,313	0	446,313	0.00	Contract Costs: shift differentials
	548,304	0	548,304	0.00	Contract Costs: fitness & drug
	197,664	0	197,664	0.00	Contract Costs: PPCOA
	0	50,000	50,000	0.00	IPR ordinance implementaion
	47,497	0	47,497	0.00	OMF IA adds
	0	250,000	250,000	0.00	Training facility predevelopment
	0	2,000,000	2,000,000	0.00	Fund external materials and services
	0	63,600	63,600	0.75	Graffiti abatement
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>					
	(47,497)	47,497	0	0.00	Move OMF IA adds to one-time
	<b>1,572,677</b>	<b>5,600,794</b>	<b>7,173,471</b>	<b>1.75</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>168,836,021</b>	<b>1,230.90</b>	<b>Total Adopted Budget</b>

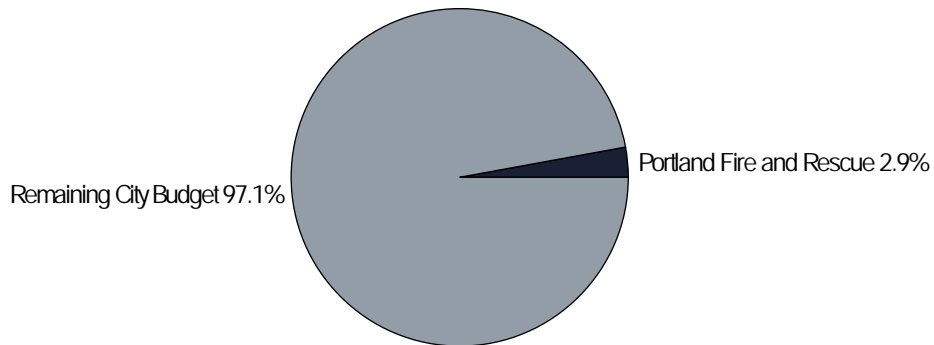
# Portland Fire and Rescue

Public Safety Service Area

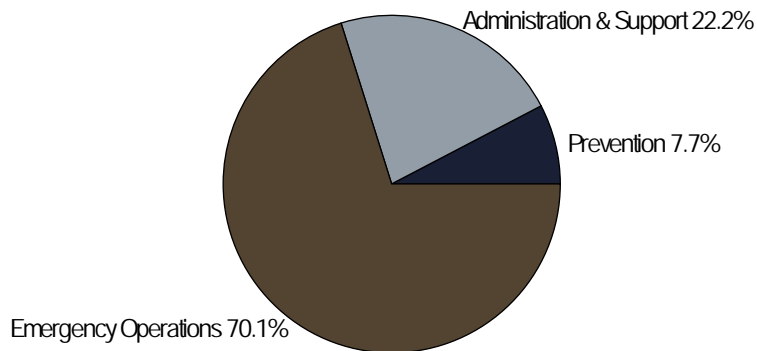
Randy Leonard, Commissioner-in-Charge

John Klum, Fire Chief

Percent of City Budget



Bureau Programs



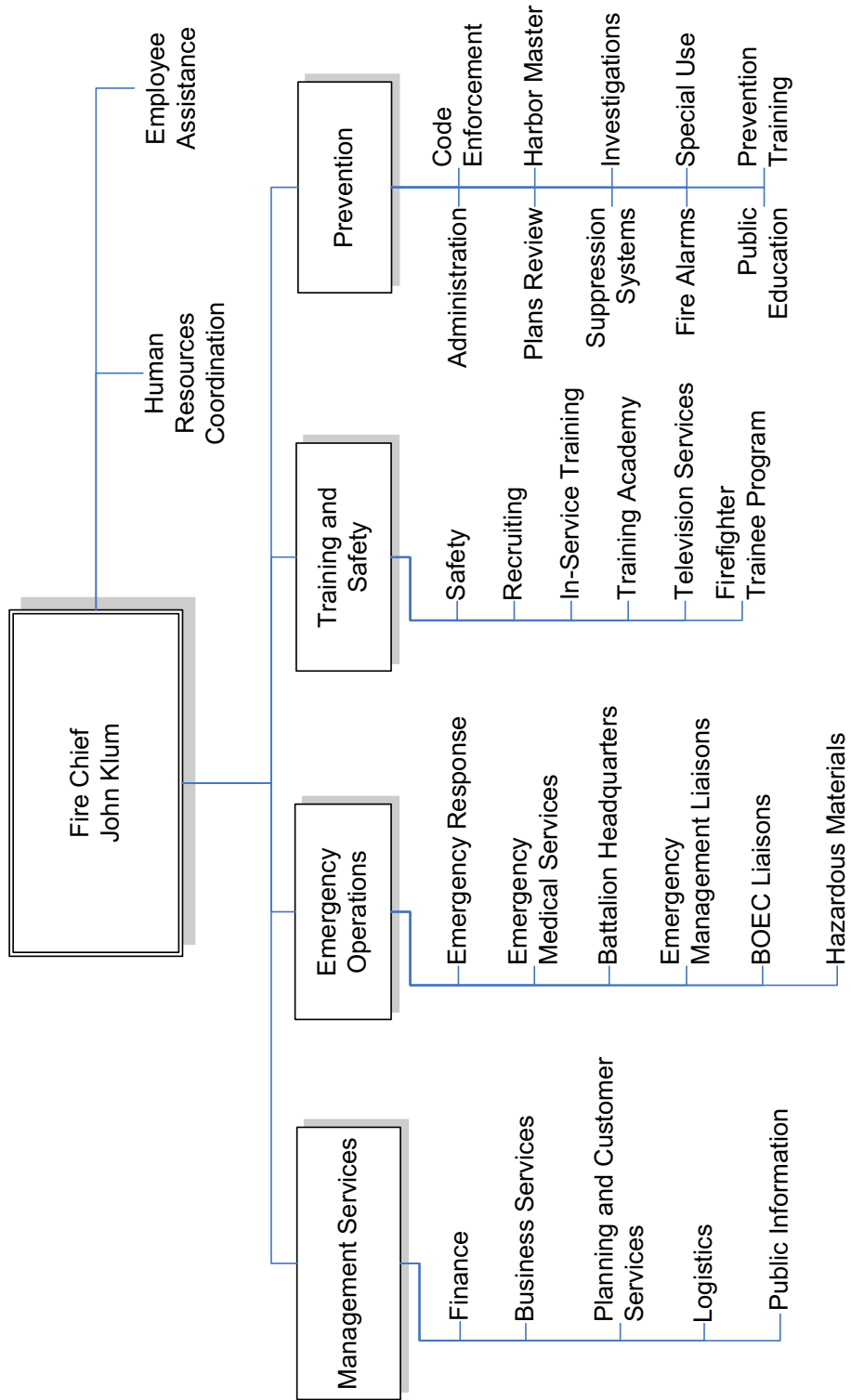
Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	101,235,878	99,788,981	(1,446,897)	(1.43)
Capital	1,998,126	2,724,000	725,874	36.33
<b>Total Requirements</b>	<b>103,234,004</b>	<b>102,512,981</b>	<b>(721,023)</b>	<b>(0.70)</b>
Authorized Positions	743.47	747.97	4.50	0.61

# Portland Fire and Rescue

Public Safety Service Area

## Portland Fire & Rescue





## **Bureau Summary**

### **Bureau Mission**

Portland Fire & Rescue (PF&R) aggressively and safely protects life, property, and the environment.

### **Bureau Vision**

The community we serve is safe from fire and other emergencies because of our leadership, preparedness, and responsiveness.

### **Bureau Principles**

PF&R saves lives and property.  
PF&R sets high standards for its staff.  
PF&R is highly trained.  
PF&R is fiscally responsible.  
PF&R is responsive to our customers.  
PF&R is a good neighbor.

### **Bureau Overview**

#### **Serving the Community**

PF&R promotes a safe environment for all people who live and work in Portland and the surrounding areas. It provides an extensive range of public safety services including fire prevention; public education; response to fire, medical, and other emergency incidents; and disaster mitigation. In FY 2010-11, PF&R has approximately 747 positions and a revised budget of \$96.2 million.

PF&R operates 30 engine companies, nine truck companies, three fireboats, a rescue unit, and three squad units, including two specialized units for Chemical and Biological, Radiological/Nuclear and Explosive (CBRNE) response and a specialized unit for Hazardous Materials (HazMat). Additional support is provided by a dive team, wildland interface units, and specialized support apparatus, including a mobile command center, a structural/trench collapse unit, air and rehab units, and foam apparatus. PF&R provides emergency services 24 hours a day, 365 days a year from 30 fire stations which are strategically located throughout the City to maximize resources and provide the quickest possible response times.

### **Strategic Direction**

#### **Planning for Effective Operations**

PF&R uses a three-tiered approach to accomplish organizational planning. Each level of planning is linked to the next in order to ensure the Strategic Plan implementation is realistic, attainable, and successful. The three linked plans include:

- ◆ The Five-Year Strategic Plan
- ◆ The Annual Business Plan
- ◆ The Annual Divisional Work Plans

In November 2009, PF&R began to develop its Strategic Plan 2010-15. The Strategic Planning Steering Committee, comprised of bureau leadership, staff, stakeholders, and community members, oversaw the strategic planning process through its completion in July 2010. Throughout the process, PF&R solicited input from the public, employees, stakeholders, and various agencies that use PF&R's services to ensure the long-term goals developed considered the community's needs and priorities.

In November 2010, PF&R released its Strategic Plan 2010-15. The plan is organized around four strategic themes, which are:

- ◆ Operational readiness and effectiveness
- ◆ Fire safety excellence
- ◆ Developing our workforce
- ◆ Maximizing financial resources

PF&R's strategic plan outlines the goals, objectives, performance measures, and strategies to be completed over the next five years. The plan's progress and effectiveness is carefully monitored and measured at all levels of the organization as it is implemented on a daily, weekly, monthly, and yearly basis. Each of PF&R's five functional areas operate under the guidelines of its respective annual divisional work plan, and the work plans directly support the Annual Business Plan and the Strategic Plan 2010-2015.

### Service Improvement Plan

Portland Fire & Rescue's service improvement plans for FY2011-12 focus on three of the goals identified in PF&R's FY 2010-15 Strategic Plan. They are the following:

- ◆ Create and enhance viable opportunities for collaboration with other agencies to improve service to the public.
- ◆ Continue to plan, coordinate, and communicate with City bureaus and partner agencies to enhance the City's response to Low Frequency/High Consequence events.
- ◆ Develop a coordinated leadership and management training program to meet the bureau's needs for current and future leaders.

## Significant Issues

### Retirement Payouts

In FY 2005-06, PF&R entered a peak period of retirement because PF&R has an aging workforce. Currently, about 90 sworn employees are eligible for retirement. Those employees are at least 50 years old and have a minimum 25 years of service at PF&R. This trend is likely to last for approximately two more years.

PF&R is forecasting a retirement spike in FY 2011-12 as a result of the 27-payday look back in July 2011 and the relatively high average age and years of service for eligible employees. Fifty retirements are projected in FY 2011-12, which would result in payouts of approximately \$3 million. PF&R has \$1 million in the FY 2011-12 budget for retirement payouts, so if the projection holds, PF&R will need an additional \$2 million to cover the projected shortfall.

**Optimum Number of Rescues and Associated Staffing Requirements**

PF&R is being called on more frequently to provide medical services and faces increasing challenges as the state's largest Emergency Medical Service (EMS) provider. Approximately 70% of PF&R's calls for service are medical-related. Since FY 2005-06, the demand for emergency medical services in Multnomah County has steadily increased from 55,000 calls to 70,000 calls annually, while the number of structural fires annually has remained constant. This demand for medical service is expected to continue to rise with changing demographics, an aging population, and challenging economic conditions.

In 2006, a Service Delivery System Study was conducted by Tri-Data. The study recommended PF&R add four two-person rescues to handle an increase in emergency medical service calls to increase response reliability, and to balance workload in high call-volume stations. Tri-Data further stated that if rescue units averaged 3,000 calls or more each year, they would exceed the ability to meet response time goals. If this occurred, Tri-Data recommended consideration should be made toward adding resources to assist with the call volume.

PF&R staffed 12 rescues in FY 1986-87 (seven Advanced Life Support and five Basic Life Support units). That year, PF&R responded to 28,685 EMS calls at a time when the bureau had 35 engines, ten ladder trucks, and 12 rescues. To compare this to FY 2009-10 when PF&R responded to 45,556 EMS calls with 30 engines, nine ladder trucks and two rescues, this translates to a 37% increase in calls with 30% fewer apparatus. One of PF&R's two remaining rescues was eliminated in FY 2010-11 due to budget reductions and the other is currently funded with one-time appropriations.

The General Obligation (GO) bond measure passed in November of 2010 by Portland voters provides for the purchase of four quick response EMS vehicles (rescue units). PF&R will need to staff each quick response vehicle with one Paramedic and one EMT. PF&R currently operates at a minimum staffing level to provide adequate and consistent fire and rescue response coverage to all areas of our community. PF&R needs to secure additional funding in order to staff the four rescue units.

**Restoring 24/7 Fire Liaison Presence at BOEC**

PF&R currently staffs its Fire Liaison Office at the Bureau of Emergency Communications (BOEC) with a lieutenant from 7:00 AM to 7:00 PM, seven days a week. While on duty, the fire liaison manages all PF&R resources available for emergency response, provides technical assistance and expertise to all aspects of fire dispatch, and serves as PF&R's "eyes and ears" at dispatch. The fire liaison staffs an office on the operations floor at BOEC immediately adjacent to the fire dispatch pod.

One of the fire liaison's primary functions is to keep PF&R resources balanced throughout the City in order to provide optimum fire and EMS coverage. As units respond to emergencies, other units may need to respond to calls in the engaged unit's area. In some circumstances, it may be necessary for units to actually move out of their station so they can respond to potential calls in the larger area. The fire liaison has authority over the movement and status of PF&R units available for emergency dispatch.

The Fire Liaison positions are critical to PF&R as it allows fire units to be placed out of service for training, exercises, maintenance, etc. while ensuring adequate emergency response coverage. Additionally, the fire liaison balances resources during major events and assists, when necessary, with triaging difficult or unusual calls. Ensuring resources are triaged and dispatched appropriately reduces response times, decreases danger to the public and crews, and minimizes wear and tear on apparatus.

Due to budget reductions in FY 2002-03, 24/7 fire liaison presence was reduced to 12 hours a day. As a result, PF&R's resource management capabilities, deployment efficiency, and responder safety have suffered. When the fire liaison is not present, BOEC dispatchers must manage operations without this resource and when significant events occur, such as a multiple alarm fire, PF&R must call back resources to fill this position. BOEC personnel do not have the training, background, or authority of a fire liaison, and dispatchers on the operations floor are left without technical expertise to answer difficult or unusual triage questions when the fire liaison is off duty.

In PF&R's Strategic Plan 2010-2015, Strategy 1.7, seek funding to establish 24/7 fire liaison presence, identifies improving PF&R's ability to ensure 9-1-1 calls are triaged correctly and resources are dispatched appropriately to meet public safety and operational needs. Obtaining funding and restoring the fire liaison to a 24/7 staffed position would ensure that the functions listed above are managed properly and efficiently on a 24-hour basis.

### **Code Enforcement Inspections**

The PF&R Code Enforcement program is responsible for identifying and mitigating fire hazards in commercial buildings and multi-family housing of three or more units. Each business, multi-family residence of three or more units, and institution (school, hospital, jail) is subject to a fire and life safety inspection every two years. The overall goal of the inspection program is to inspect 19,000 occupancies each year, although PF&R is unable to achieve this goal with current staffing.

In addition to routine fire inspections, code enforcement staff conducts a growing number of inspections (approximately 5,000) each year in response to special situations and citizen requests, including unlawful occupancy, dangerous buildings, illegal public assembly, chronic false alarms, and illegal burning.

In FY 2004-05 the Company Fire Inspection Program (CFIP) was implemented. The intent of CFIP was to reassign the most basic (approximately half) of the 19,000 annual code enforcement inspections historically performed by Prevention Division Fire Inspectors to firefighters in the stations. This division of responsibility for inspections has not achieved the level of success originally envisioned. The Prevention Division lost seven positions (one senior fire inspector and six fire inspectors) on the assumption that this would leave sufficient staffing to meet inspection goals. The CFIP requires two fire inspectors to manage day-to-day operations. Overall, the Prevention Division effectively experienced a loss of nine fire inspectors.

Since the staff reductions in FY 2004-05, PF&R has been unable to meet its inspection goals. A significant number of occupancies are not being inspected every two years and potential fire and life safety hazards are going unaddressed. PF&R has reviewed the code enforcement activities performed by the Prevention division and CFIP to identify areas of improvement to ensure these services are delivered as effectively and efficiently as possible to the citizens of Portland. This issue was also highlighted as a budget note in FY 2007-08.

PF&R needs four additional fire inspectors to enable the bureau to meet inspection goals; respond to special situations and citizen requests, including unlawful occupancy, dangerous buildings, illegal public assembly, chronic false alarms, and illegal burning; manage the CFIP effectively; and be pro-active in recovering inspections past due to resume a consistent rotation for fire and life safety.

Without additional funding for these positions, PF&R will not be able meet the bureau's goal to complete 19,000 inspections annually. Increased time between inspections of multi-family dwellings, businesses, and institutions will place the public who frequent these facilities at increased risk and susceptible to fire and life safety hazards.

## **Training Center**

The Portland Fire & Rescue Training Center is inadequate to meet PF&R's current and future training needs. As an all-hazards response organization PF&R must continuously provide training and preparation for low-frequency/high-consequence fire, EMS, and hazardous materials events while maintaining on-going training and recertification for routine events. In addition, the PF&R Training Center provides new-employee training for 48 to 64 new firefighters each year. The facility is also used by other City bureaus, regional partners, and community groups for training, meeting space, and drill purposes.

The Training Center is located at 4800 NE 122nd Avenue in the Parkrose neighborhood and houses the PF&R Training & Safety Division offices, the Firefighter Training Academy, Fire Station 2, and the drill ground with training props. Built in 1978 and sitting on 8.06 acres, the 19,774 square foot facility was first owned and occupied by the Parkrose Water District as an administrative office and vehicle maintenance center prior to the property's annexation into the City of Portland. The facility was purchased from the Portland Water Bureau in the early 1990s and remodeled into its current configuration.

The facility was not designed to support the amount of daily training activities necessary for a modern all-hazards emergency response organization. In addition, the existing administrative building is at maximum capacity and unable to provide space for the growing number of sworn and civilian staff supporting the Training & Safety Division's daily activities and needs. Without an adequate training facility PF&R will not be able to conduct the mandated training necessary to provide responders with the knowledge and skills to meet emergency demands in the service area.

PF&R recommends the funding of a study to determine current and future facility needs of the PF&R Training Center to ensure the ability to continue to meet our mission.

## Summary of Budget Decisions

**Budget Reductions** PF&R's FY 2011-12 Adopted Budget includes the following ongoing reductions totaling approximately \$461,000.

### **Reduce Office Supplies**

The bureau-wide office supply budget is reduced by 20% or \$23,000. PF&R currently uses a centralized and efficient ordering system, and this reduction will require closer monitoring and pre-planning at the beginning of the fiscal year to ensure remaining supplies will be adequate, and may increase staff time to complete projects.

### **PCC Recruit Credit**

PF&R's budget eliminates the \$8,220 allocated to purchase the credit hours from Portland Community College (PCC) for classes new employees have completed through the recruit training process. In FY 2011-12, the new recruit employees will be financially responsible for purchasing their credit hours from PCC if they want to receive the credit hours. PF&R had previously paid for the new employees to receive these credit hours to emphasize the importance of education and to support employees who are continuing their education and working towards a degree.

### **Firefighter Recruit Training**

This decision package reduces the firefighter recruit training budget by \$20,000 and eliminates the use of an outside vendor to perform applicant testing. PF&R will revamp its process to perform the applicant testing-in house. PF&R's current hiring schedule includes firefighter testing in August 2011 to ensure a new hiring list is available in January 2012. PF&R is facing a large number of retirements in FY 2011-12, and a list of viable candidates is critical to maintain the projected hiring schedule.

### **Eliminate Land-Line Phone Accounts**

This decision package reduces the number of landlines in situations where cell phones are adequate, and the reduction is expected to generate cost savings of approximately \$5,000.

### **Travel Reduction**

PF&R's travel budget includes a 50% or \$40,000 reduction. Travel has been reduced in the last few budget cycles, and this latest funding decrease will further hamper employee development and interaction with outside peers

### **New Hire EMT**

PF&R's budget eliminates the \$60,000 of salary costs associated with new hires attending PCC EMT certification classes. Because all new hires are required to have an EMT certification, in the past PF&R has paid for the classes and the new hire salaries while attending the classes. In FY 2011-12, PF&R will only pay for the classes.

**Eliminate 75% EOPS line officer email accounts**

This decision package eliminates 75% of Emergency Operations (EOPS) line officer email accounts and will generate savings of approximately \$5,000. Currently, email is the most common means of communicating within the City and is used at every level of City and bureau operations. PF&R has already eliminated email accounts for all members assigned to stations except company officers.

**Grant Match**

The annual \$100,000 allocation for federal grant match is eliminated, and will hamper PF&R's ability to leverage and obtain alternative funding sources. In the past five years, PF&R successfully leveraged its grant match budget to secure approximately \$2 million in federal grants for fitness equipment, Self-Contained Breathing Apparatus (SCBA) replacement, and fire prevention outreach.

**Fitness Equipment Maintenance & Repairs**

The \$20,000 allocated for firefighter fitness equipment maintenance and repairs is eliminated. PF&R's fitness equipment at fire stations was purchased with federal grants. However, the grants did not provide funding for ongoing maintenance and repairs, and without available resources no repairs can be done.

**EMS Capital (defibrillators)**

This reduction eliminates the annual capital resources of \$55,000 allocated to purchase LifePak defibrillators according to the replacement schedule. Cardiac defibrillators are used to treat patients suffering from life-threatening cardiac dysrhythmias (inappropriate heart functions). PF&R purchases two to four defibrillators per year to rotate and update its inventory of 49 defibrillators. PF&R currently uses the Physio Control Corporation's LifePak-12 defibrillator. Physio Control no longer supports the LifePak-12 product line and replacement parts and service are increasingly more difficult to procure. To maintain compliance with the Multnomah County EMS requirement to move to the LifePak-15 product line, and to ensure critical life-saving equipment is up to date and working properly, PF&R must fund the defibrillator replacement schedule. Without these resources PF&R will not be able to keep a full fleet of LP12s operational due to lack of support from manufacturer, and there will be decreased interoperability and interface capabilities with EMS partner agencies (Gresham Fire & Rescue, AMR) using LP15 on critical EMS incidents.

**Dive Team Materials & Services**

The materials and services allocation of \$30,200 for the dive team is eliminated. This reduction will limit PF&R's ability to replace aging and worn SCUBA tanks, regulators, dry suits, and supporting equipment. PF&R staffs and equips the only 24/7 dive-rescue team in the region. PF&R divers work in adverse conditions in the Columbia and Willamette Rivers, as well as other bodies of water in our response area, to perform rescue operations for citizens who have a water-side emergency. PF&R dive team must respond, set up the scene, and begin the rescue operations within 60 minutes to ensure a positive outcome for the victim.

### SCBA Cylinders

PF&R's budget includes a reduction of \$100,000 to purchase SCBA cylinders. PF&R replaced all its 30-minute SCBA cylinders with 45-minute SCBA cylinders to provide additional time to fight a fire or to safely exit a burning structure. New NFPA regulations require a daily SCBA test to ensure that the SCBA is operational at the beginning of the shift. Each test requires the use of air which requires refilling each cylinder once a week to keep the cylinders operational. Because SCBA cylinders are only refilled at a few locations, stations need to have reserve cylinders to replace the depleted cylinder and keep the SCBA in service.

The SCBA cylinder replacement has been primarily funded with federal grants and is nearly 80% complete. However the federal grants are diminishing, and PF&R will need to identify funding to replace the remaining 20%, or 250, SCBA cylinders

### OMF Interagency Agreement Reductions

The packages reflect a net decrease of \$39,043 in interagency costs resulting from Office of Management and Finance decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

### Ongoing Budget Enhancement

#### New Labor Agreement Costs

PF&R received an additional \$320,000 ongoing for costs associated with the new labor agreement with the Portland Fire Fighters Association.

### One-Time Budget Enhancements

#### OMF Interagency Agreement Additions

As a result of add packages submitted by OMF internal service operations, PF&R has increased funding by \$44,109 for interagencies due to the add packages approved for FPD, Procurement, and Facilities Management.

The FY 2011-12 Mayor's Proposed Budget includes one-time funding of approximately \$1.22 million to support activities currently funded with one-time resources. They include the following:

#### Station Operation Funding

The one-time resources provide funding to continue operating one of the fire stations that is currently operating with one-time resources received during the FY 2010-11 budget process. These one-time resources will prevent closure of a fire station in FY 2011-12.

#### Rescue 11

The balance of the one-time resources support the continued operation of the Advanced Life Support rescue response unit located at Station 11. Without these resources, the station would have reverted back to an engine-only station. EMS runs are more effectively handled by a rescue than an engine; Station 11 is considered a high volume station and consistently responds to over 3,000 calls every year.



PF&R's Adopted Budget for FY 2011-12 also provides one-time funding for the following packages that were submitted by PF&R's Commissioner-in-Charge for consideration during the budget deliberations. Funding for these activities were not included in the FY 2010-11 Adopted Budget, although the two support positions were funded through a re-allocation of resources in FY 2010-11, whereas the rescue unit has not been in service.

### **Rescue 19**

One-time resources are included to partially fund a rescue at Station 19. Because of limited budget resources in FY 2010-11, PF&R didn't receive funding for this rescue and it went out of service July 1, 2010. PF&R will be developing a plan for the deployment of this rescue.

### **Office Support Specialist III (OSS III)**

One-time resources are available to maintain an OSS III position originally approved by Council in November 2007 to support PF&R's increased workload as a result of the implementation and ongoing activities of the City's Human Capital Management module of the SAP computer system. The position was reauthorized in the following four fiscal years with General Fund one-time discretionary resources or PF&R internal budget realignment. This position is critical to ensure PF&R has adequate staff to process time entry and payroll for the bureau's 750 employees.

### **Senior Administrative Support Specialist**

One-time resources were allocated to maintain the limited-term Senior Administrative Support position which was originally established in the FY 2009-10 Adopted Budget to support PF&R's community outreach efforts. Through budget realignment, Council authorized the extension of this limited-term position in FY 2010-11 to ensure public safety, recruitment, and outreach information is made available to the public via social media as well as more traditional methods.

## **Budget Notes**

### **Staffing Study**

The Office of Management & Finance, working with Portland Fire and Rescue (PF&R), shall hire an independent expert consultant to prepare a report for Council consideration comparing PF&R staffing and deployment levels to like metropolitan fire and rescue departments. Particularly, the report shall address efficient and innovative methods of recognized service delivery.

The report shall also provide data to assist Council in determining whether the new response vehicles being purchased with funds from the 2010 Fire Bond shall be staffed utilizing existing or new personnel. The report shall be prepared and presented to Council within six months of the budget adoption in a Council Work Session.

## **Capital Budget**

### **Capital Planning & Budgeting**

**Program and Project Description** PF&R has one ongoing capital project - apparatus replacement - for FY 2011-12. In November 2010, the citizens of Portland approved a GO Bond in the amount of \$72.4 million, of which \$19.8 million is dedicated for fire apparatus replacement. As stated in the ballot measure, the bond proceeds will fund the replacement of fire apparatus in the next five years.

**Asset Management and Replacement Plans** The FY 2011-12 apparatus replacement project is part of PF&R's 15-year apparatus replacement plan, which calls for replacement for all front-line fire engines and trucks after 15 years or 120,000 miles.

### **Capital Programs & Projects**

Maintaining a high quality fleet of emergency response apparatus is essential for PF&R to provide its core services of protecting life, property and the environment. Through the GO Bond resource and this capital project, PF&R is able to replace 25 front-line emergency response apparatus in accordance with its replacement plan and purchase four rapid response emergency medical vehicles over the next five years.

**Funding Sources** The apparatus replacement project is funded by the GO Bonds for the next five years and the General Fund ongoing discretionary resource thereafter.

**Net Operating and Maintenance Costs or Savings** Fire apparatus maintenance is included in PF&R's operating budget. Timely apparatus replacement should reduce maintenance costs to some extent.

## Administration & Support

### Description

PF&R's Administration & Support consists of the Office of the Chief, the Management Services division, and the Training & Safety division. The Office of the Chief provides overall direction and management of PF&R. The Chief ensures that PF&R complies with Federal, State, and local regulations in the areas of fire suppression, emergency medical services, fire prevention, investigation, and disaster mitigation. Additional specific functions include human resources and employee assistance. The Management Services division provides the administrative staff and resources to support PF&R services. The Training and Safety Division ensures that all firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively. These activities include in-service training on new techniques and equipment, ongoing training to meet recertification requirements for state and federal agencies, new firefighter recruit training, and recruitment.

Within the Chief's Office, human resources activities include employee selection and retention, diversity development, performance management, appraisal improvement, oversight and compliance with local and state regulations, labor relations, investigations, risk management, workforce planning, and dispute resolution. The employee assistance function supports PF&R's human resources, specializing in confidential counseling to help firefighters deal with the immediate and long-term emotional impact of the emergencies they encounter in the line of duty.

Programs within the Management Services division include Logistics, Business Operations, and Retirement Payouts. The Logistics Program provides PF&R's emergency and other operations with the needed support to meet the bureau's mission. This program maintains and repairs all bureau facilities, apparatus, uniforms, and equipment. All emergency and station operating supplies are purchased and distributed through this program. Business Operations provides resources to support PF&R's business needs. This program is responsible for ensuring compliance with all of the City's financial, budgetary, payroll, and procurement policies, procedures, and guidelines. These duties are critical to maintaining PF&R's financial integrity in addition to supporting the operational needs of PF&R. Services provided include procurement, accounts payable/receivables, budget development, developing accounting and budgetary policies and procedures, expenditure and revenue monitoring, preparing financial projections, and bureau financial and capital plans. The Retirement Payout program represents the City's contractual obligation to Portland Fire Fighters Association (PFFA) members upon retirement.

Within the Training and Safety division, the in-service training group delivers continuing education and training to ensure all incumbent firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively. Mandatory training ensures firefighters comply with changing federal and state requirements. As front-line personnel retire, new recruits are needed to continue PF&R's primary mission. The Training Academy provides new firefighter recruits with the knowledge and skills needed to perform their jobs safely and meet federal, state, and City requirements. The Safety & Loss Control Officer ("Safety Officer")

# Portland Fire and Rescue

## Public Safety Service Area

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responds to greater alarms and other incidents of an unusual nature and assumes the position of Incident Safety Officer. These incidents include fires, hazardous material spills and releases, emergency medical service scenes, and special rescue situations. In addition to emergency response responsibilities, the PF&R Safety & Loss Control Officer performs a wide range of administrative duties consistent with the needs of the organization.

### Goals

All subprograms within Administration & Support align with the City goal to ensure a safe and peaceful community and support PF&R's strategic goal to improve internal and external customer service. Within the Management Services division, Business Operations and Retirement Payout also support the bureau's strategic goal of strengthening financial resources management, while Training & Safety also supports PF&R's strategic goal of developing its workforce.

### Performance

Chief's Office: PF&R has mostly carried out its 2005-2010 Strategic Plan, with 88% of the strategies completed. PF&R has also established a new five-year strategic plan for 2010-2015 and started implementation in FY 2010-11.

Management Services: In FY 2009-10, Logistics completed 2,913 apparatus repairs and 1,455 building repairs. Each month, Logistics fills approximately 50 station supply requests and purchases, issues, cleans, and repairs all uniform items for all sworn personnel. Logistics and Business Operations staff updated PF&R's apparatus replacement plan for the development of the Public Safety GO Bond ballot measure in November 2010. Business Operations continued the transition to SAP and resolved a large volume of time keeping and payroll issues. Business Operations also successfully developed PF&R's FY 2010-11 Requested Budget and managed the Bureau's FY 2009-10 spending within the resources allocated. The Public Information Team's website received 798,115 external views, and the Fire Blog, launched in October 2009, received 210,381 views. In FY 2009-10, PF&R met its financial obligations to pay benefits to retirees as outlined in the PFFA contract in a timely and accurate manner.

Training & Safety: To achieve its goal of ensuring that all firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively, PF&R sworn personnel completed approximately 69,000 combined hours of training in FY 2009-10. Recruits received a combined 4,766 hours of training in FY 2009-10. PF&R's incidents of workers who were away from work in 2010 that were OSHA recordable days due to injury were 36 and the total number of days away from work were 1275, which represent a 24% decrease from 2009.

### Changes to Services and Activities

There were no significant changes in the Chief's Office.

Within the Management Services division, the reduction identified in the Logistics program affects the budget for the continued replacement of the 30-minute self-contained breathing apparatus (SCBA) cylinders with 45-minute SCBA cylinders. The one-time funding for an extension of the OSS III ensures PF&R can meet payroll needs and employees are paid correctly and on-time. In addition, the one-time funding for an extension of the Senior Administrative Specialist position

enables PF&R to continue providing safety, recruitment, and outreach information to its internal and external customers through social media and traditional communications methods. In regards to retirement payouts, PF&R will need additional resources during FY 2011-12 to accommodate a projected higher than normal volume of retirees.

The reductions included in the Adopted Budget impacts the way Training & Safety currently does business. The new recruit hiring process will eliminate the use of an outside vendor to perform applicant testing, and PF&R will perform testing in house. Also, PF&R will no longer fund the salary costs associated with EMT certification for the new hires.

# Portland Fire and Rescue

## Public Safety Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		73.65	80.57	81.07	81.07
<b>Expenditures</b>					
Chief's Office		631,542	422,598	517,431	517,431
Management Services		16,509,348	16,719,007	16,502,780	16,502,780
Training and Safety		3,332,223	3,296,279	4,743,319	4,743,319
<b>Total Expenditures</b>		<b>20,473,114</b>	<b>20,437,884</b>	<b>21,763,530</b>	<b>21,763,530</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of residents rating service good or very good	92%	87%	90%	90%	90%
Percent of strategies completed in Strategic Plan out of number targeted for fiscal year	85%	88%	80%	80%	80%
Percent of recruits successfully completing training curriculum and station-based training after leaving Stn 2	100%	100%	100%	100%	100%
<b>Efficiency</b>					
Average age of frontline engines	6.40	7.50	8.30	6.70	6.70
Average age of frontline trucks	11.60	12.60	11.30	10.30	10.30
Average miles on frontline engines	60,558	72,109	77,200	71,600	71,600
Average miles on frontline trucks	74,454	80,682	74,100	68,000	68,000
<b>Workload</b>					
Number of frontline emergency vehicles	80	80	81	80	81

# Emergency Operations

<b>Description</b>	<p>Emergency response is PF&amp;R primary mission and the most critical service it provides to the community. It is the primary means by which the bureau saves lives and property for the people who live, work, and visit here.</p> <p>PF&amp;R responded to more than 65,912 emergency incidents in FY 2009-10 and is the largest EMS first responder in the State.</p> <p>All firefighters assigned to emergency response are certified as Emergency Medical Technician-Basics (EMT-B), with approximately 150 of these members holding an additional paramedic certification. This configuration allows PF&amp;R to provide Advanced Life Support (ALS) from each of its 30 stations. EMS comprises approximately 70% of all emergency responses.</p> <p>Specialized operations are provided from designated stations throughout the City, including: hazardous materials response, marine operations, dive rescue, trench rescue, high-angle rope rescue, confined space rescue, shipboard firefighting, high-rise firefighting, and CBRNE responses.</p>
<b>Goals</b>	<p>Emergency Operations aligns with the City goal to ensure a safe and peaceful community and supports PF&amp;R's strategic goal of improving operational effectiveness.</p>
<b>Performance</b>	<p>PF&amp;R responded to more than 65,912 emergency incidents in FY 2009-10.</p> <p>Key firefighting results include:</p> <ul style="list-style-type: none"> <li>◆ In the City Auditor's 2009-10 Service Efforts and Accomplishments Report, 87% of residents surveyed rated overall fire and emergency services positively.</li> <li>◆ PF&amp;R responded to 1,858 fire incidents in FY 2009-10.</li> <li>◆ On-duty emergency staff responded to an average of 390 incidents each in FY 2009-10.</li> <li>◆ Property loss as a percent of value has remained under 1% (0.49% in FY 2009-10) for the past five years.</li> </ul> <p>Key EMS results include:</p> <ul style="list-style-type: none"> <li>◆ PF&amp;R provides first responder EMS and collaborates with the Multnomah County Medical Director to report EMS performance data. Of the 65,912 emergency incidents that PF&amp;R responded to in FY 2009-10, about 70% of these were medical aid and rescue calls.</li> <li>◆ The number of medical aid/rescue incidents that PF&amp;R responded to per 1,000 residents has increased 8% over the last five years. In FY 2009-10, PF&amp;R responded to 78.3 medical incidents per 1,000 residents, versus 72.4 five years ago.</li> <li>◆ PF&amp;R responded to 5,500 chest pain calls in FY 2009-10 and of these, 576 patients were determined to be in cardiac arrest. They were treated by paramedics and at the time of transfer to the hospital, 30% had a return of spontaneous circulation.</li> </ul>

# Portland Fire and Rescue

## Public Safety Service Area

### Changes to Services and Activities

One-time funding is included for rescue units at Station 11 and 19. Rescue 11 has remained in operation during the FY 2010-11, whereas Rescue 19 went out of service July 1, 2010 due to limited budget resources. The resources will allow Rescue 11 to continue operations, and Rescue 19 to be put back into service. A specific plan will be developed for deployment of this rescue.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		613.50	597.00	601.00	601.00
<b>Expenditures</b>					
Emergency Operations		63,820,256	68,472,873	68,797,235	68,820,235
<b>Total Expenditures</b>		<b>63,820,256</b>	<b>68,472,873</b>	<b>68,797,235</b>	<b>68,820,235</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Lives lost per 100,000 residents	1.20	0.86	0.93	0.92	0.92
Property loss as a percent of value of property	0.73%	0.49%	0.66%	0.66%	0.66%
Percent of structural fires where flamespread was confined to room of origin	85%	83%	83%	83%	83%
<b>Efficiency</b>					
Response time (turnout & travel) at 90th percentile (Goal: 5:20 or 5.33 minutes)	7.28	7.17	7.17	7.27	7.17
Incidents per average on-duty emergency staff	398	390	407	424	414
Response time (turnout & travel) at 90th percentile-EMS	7.20	7.07	7.07	7.17	7.07
Response time (turnout & travel) at 90th percentile-Fire	6.98	7.00	7.00	7.10	7.00
With patient time at 90th percentile (interval between dispatch and with patient in minutes)	9.42	9.33	9.33	9.43	9.33
Response reliability (overall-GO dates excluded)	92%	92%	92%	92%	92%
<b>Workload</b>					
Total number of incidents	67,238	65,912	68,000	70,000	70,000
Average on-duty emergency staffing	169	169	167	165	169
Number of fire incidents	2,016	1,858	2,000	2,000	2,000
Number of medical incidents	45,670	45,552	46,800	47,500	47,500
Number of other incidents	19,552	18,502	20,000	20,500	20,500
Total fires per 1,000 residents	3.50	3.16	3.40	3.40	3.40
Medical incidents per 1,000 residents	79.30	78.25	79.52	80.71	80.71
Total number of requests for service in the city of Portland, regardless of the fire agency responding	69,893	68,453	71,700	71,500	71,500



# Prevention

## Description

The Prevention division is responsible for reducing the number of fires, fire deaths, and injuries occurring annually in the City, particularly among those populations that face disproportionately high risk of death due to fire. PF&R is designated by the Oregon State Fire Marshal as an exempt jurisdiction as defined in ORS476.030 (3). With this authority, PF&R performs, with few exceptions, all of the activities assigned by Oregon law to the State Fire Marshal, including public education, plan review, event permitting, code enforcement, regulation of harbors and wharves, and fire/arson investigations.

The Prevention Program is comprised of the following sections: Public Education, Plan Review, Permits/Public Assembly, Code Enforcement, Harbor Master, and Fire and Arson Investigation.

The Public Education section, located at the Historic Belmont Firehouse, provides intervention to Portland's most vulnerable and least accessible populations, specifically children and the elderly. Fire Inspectors partner with local schools and senior organizations to provide direct outreach and education. Early intervention for children who demonstrate fire-setting behaviors is provided by the Youth Fire-Setter Intervention program.

The Historic Belmont Firehouse houses exhibits and vintage props that uses PF&R's history to emphasize important life and safety messages. Visitors experience life in a firehouse, past and present, while learning how to keep themselves and their families safe.

The Plan Review section evaluates construction and development plans for compliance with fire and life safety codes. Fire Inspector Specialists issue trade permits and review plans for installation of suppression systems (sprinklers, hood, and vent systems) and fire alarm systems.

The Permits and Public Assembly section provides plan review, issues permits, and provides inspections for special events, shows, VIP events, festivals and seasonal events, underground tank, fueling, blasting and hazmat activities, pyrotechnics, fireworks, and other high-risk activities. Inspectors also staff an after-hours public assembly (nightclub) safety program to prevent overcrowding and blocked exits.

The Code Enforcement section identifies and mitigates fire hazards in commercial buildings, multi-family housing of three or more units, and marine-related operations. Each business, multi-family residence of three or more units and institution (school, hospital, jail) is subject to a fire and life safety inspection every two years.

The Harbor Master is charged by City Code Title 19 with providing inspection of the wharves, docks, landings, vessels, and watercraft for compliance with rules and regulations related to the City's rivers and harbor. The Harbor Master works closely with the United States Coast Guard, the Oregon State Marine Board, Multnomah County, the Port of Portland, and commercial ventures that have an interest in the Willamette and Columbia Rivers.

# Portland Fire and Rescue

## Public Safety Service Area

The Fire Arson and Investigation section is responsible for determining causes and origins of fires, explosions, and other emergency situations that endanger life or property. Dually certified as law enforcement officers and firefighters, investigators work cooperatively with other law enforcement agencies including the Portland Police Bureau and the U.S. Bureau of Alcohol, Tobacco, and Firearms to investigate fires and explosions at a regional level.

### Goals

Prevention aligns specifically with the following two of six City goals:

- ◆ Ensure a safe and peaceful community.
- ◆ Protect and enhance the natural and built environment.

The Prevention division also supports PF&R's strategic themes: Improving operational effectiveness and fire safety excellence.

### Performance

In FY 2009-10 Public Education staff received 50 referrals regarding children exhibiting firesetting behavior and worked closely with those families in a variety of ways, including evaluation, counseling and referrals to mental health providers. Additionally, the Historic Belmont Firehouse Safety Learning Center and Museum had 6,773 visitors that year.

A mass media outreach was conducted in FY 2009-10 to educate people on new Fire Code requirements affecting smoke alarms. The Public Education staff participated with station firefighters in an effort funded through a regional grant, to install smoke alarms in high risk homes. Staff logged 1,300 hours working on the project; and documented 4,245 smoke alarms installed in 1,318 homes.

The Prevention division reviewed 2,750 land use and construction plans for compliance with fire and life safety codes. It also processed and issued 3,539 permits for fire alarm and sprinkler system installations, special events, and other high risk activities.

In FY 2009-10, the Code Enforcement section completed 21,842 code enforcement inspections and re-inspections. In the course of their inspections, inspectors found 15,774 new code violations and abated 16,493 violations.

The Investigations unit investigated 951 fires, including 84 arson-related fires, and made 59 arrests during FY 2009-10.

### Changes to Services and Activities

No significant changes.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		63.00	65.90	65.90	65.90
Expenditures					
Prevention		6,755,945	7,030,247	7,532,216	7,532,216
<b>Total Expenditures</b>		<b>6,755,945</b>	<b>7,030,247</b>	<b>7,532,216</b>	<b>7,532,216</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Portland Fire and Rescue

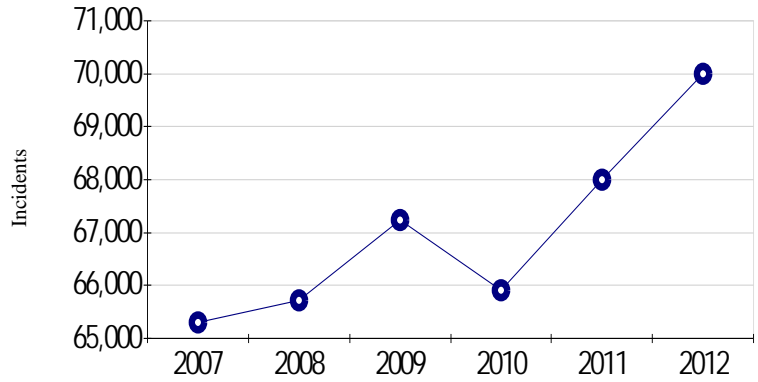
## Public Safety Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Number of structural fires in inspectable occupancies per 1,000 inspectable occupancies	7.54	6.32	5.65	5.57	5.57
Total arson incidents per 10,000 population	6	5	5	5	5
<b>Efficiency</b>					
Percent of inspectable occupancies inspected within 27 months	77%	83%	83%	83%	83%
Percent of violations abated within 90 days of detection	58%	60%	60%	60%	60%
<b>Workload</b>					
Number of inspectable occupancies	38,576	38,898	38,960	39,500	39,500
Number of structural fires in inspectable occupancies	291	246	220	220	220
Number of structural fires in non-inspectable occupancies	408	429	420	420	420
Total number of structural fires	699	675	670	670	670
Structural fires per 1,000 residents	1.21	1.16	1.14	1.14	1.14
Code enforcement inspections	15,241	15,632	15,700	15,700	15,700
Code enforcement re-inspections	5,938	6,210	6,000	6,300	6,300
Total code violations found	16,899	15,774	16,400	16,400	16,400
Average violations per inspection	1.10	1.01	1.04	1.04	1.04

# Performance Measures

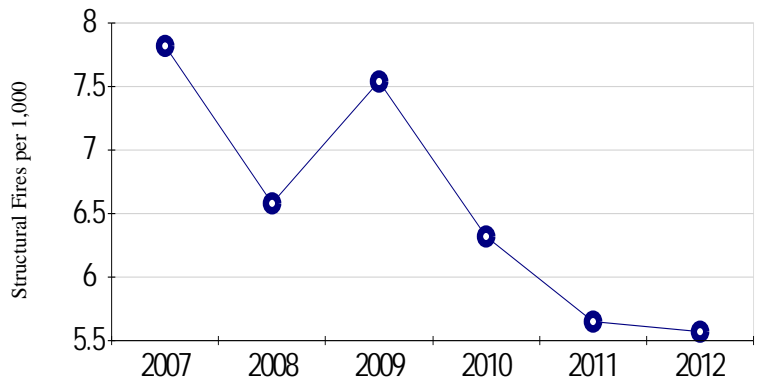
## Total number of incidents

Since FY 2000-01 the number of emergency response calls have increased by 10% to 65,917.



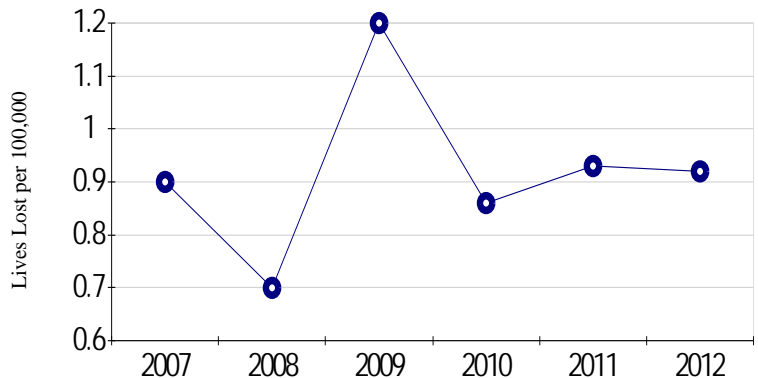
## Structural fires/1,000 inspectable occupancies

Structural fires per 1,000 inspectable occupancies declined by 7% between FY 2005-06 and FY 2009-10.



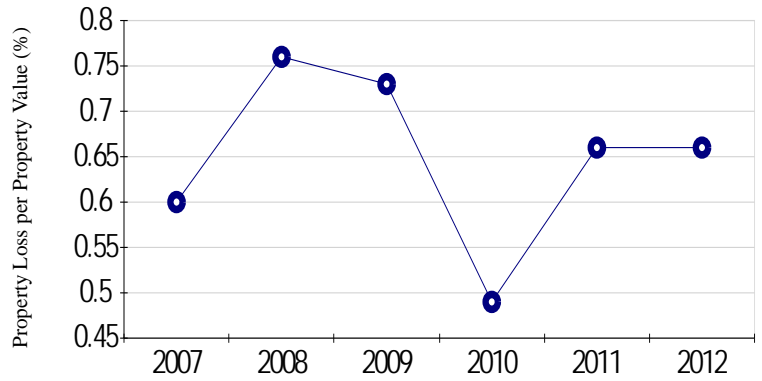
## Lives lost per 100,000 residents

Lives lost to fire in Portland have averaged 1.0 per 100,000 residents since FY 2005-06.



**Property loss as a percent of value of property**

Property loss from fire as a percent of value of property in Portland has remained under 1% (0.49% in FY 2009-10) for the past five years.



# Portland Fire and Rescue

# Summary of Bureau Budget

## Public Safety Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	1,807,308	1,298,377	1,290,000	1,290,000	1,290,000
Charges for Services	1,700,140	1,541,125	1,200,000	1,200,000	1,200,000
Intergovernmental	446,632	1,500,562	1,062,107	596,222	596,222
Bond & Note	0	0	7,293,000	0	0
Miscellaneous	77,295	602,834	301,000	276,200	276,200
<b>Total External Revenues</b>	<b>4,031,375</b>	<b>4,942,898</b>	<b>11,146,107</b>	<b>3,362,422</b>	<b>3,362,422</b>
<b>Internal Revenues</b>					
General Fund Discretionary	80,496,654	84,317,127	90,035,371	88,995,796	88,995,796
General Fund Overhead	196,985	201,991	182,657	175,141	175,141
Fund Transfers - Revenue	37,319	0	0	0	0
Interagency Revenue	1,430,167	1,349,022	1,869,869	2,835,622	2,858,622
<b>Total Internal Revenues</b>	<b>82,161,125</b>	<b>85,868,140</b>	<b>92,087,897</b>	<b>92,006,559</b>	<b>92,029,559</b>
Beginning Fund Balance	0	(333,517)	0	7,293,000	7,121,000
<b>Total Resources</b>	<b>\$86,192,500</b>	<b>\$90,477,521</b>	<b>\$103,234,004</b>	<b>\$102,661,981</b>	<b>\$102,512,981</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	76,705,761	76,419,071	81,074,246	84,145,529	84,145,529
External Materials and Services	4,409,170	6,011,902	6,383,473	5,365,442	5,388,442
Internal Materials and Services	5,085,684	4,921,140	5,529,629	5,830,933	5,830,933
Capital Outlay	288,083	3,579,774	2,953,656	2,751,077	2,751,077
<b>Total Bureau Expenditures</b>	<b>86,488,698</b>	<b>90,931,886</b>	<b>95,941,004</b>	<b>98,092,981</b>	<b>98,115,981</b>
<b>Fund Expenditures</b>					
Debt Service	0	0	0	0	0
Contingency	0	0	7,293,000	4,569,000	4,397,000
Fund Transfers - Expense	37,319	0	0	0	0
<b>Total Fund Expenditures</b>	<b>37,319</b>	<b>0</b>	<b>7,293,000</b>	<b>4,569,000</b>	<b>4,397,000</b>
Ending Fund Balance	(333,517)	(454,365)	0	0	0
<b>Total Requirements</b>	<b>\$86,192,500</b>	<b>\$90,477,521</b>	<b>\$103,234,004</b>	<b>\$102,661,981</b>	<b>\$102,512,981</b>
<b>Programs</b>					
Accounting		(16,327)	0	0	0
Administration & Support		20,373,780	20,437,884	21,763,530	21,763,530
City Recorder		(58)	0	0	0
Commissioner's Office		239	0	0	0
Customer Relations		(902)	0	0	0
Debt Management		10	0	0	0
Emergency Operations		63,820,256	68,472,873	68,797,235	68,820,235
Policy, Research & Innovation		(1,057)	0	0	0
Prevention		6,755,945	7,030,247	7,532,216	7,532,216
<b>Total Programs</b>		<b>\$90,931,886</b>	<b>\$95,941,004</b>	<b>\$98,092,981</b>	<b>\$98,115,981</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Acquisitions</b>								
Apparatus Replacement	0	0	2,724,000	3,897,000	3,831,000	8,804,000	544,000	19,800,000
<b>Total Acquisitions</b>	<b>0</b>	<b>0</b>	<b>2,724,000</b>	<b>3,897,000</b>	<b>3,831,000</b>	<b>8,804,000</b>	<b>544,000</b>	<b>19,800,000</b>
<b>Total Requirements</b>	<b>0</b>	<b>0</b>	<b>2,724,000</b>	<b>3,897,000</b>	<b>3,831,000</b>	<b>8,804,000</b>	<b>544,000</b>	<b>19,800,000</b>

**Public Safety Service Area**

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	1.00	52,500	1.00	52,500	1.00	52,500
30000064	Accountant III	54,142	66,102	1.00	63,876	1.00	65,550	1.00	65,550
30000061	Accounting Technician	31,138	43,430	2.00	86,856	2.00	86,856	2.00	86,856
30000434	Administrative Assistant	44,533	68,619	5.00	332,237	5.00	337,269	5.00	337,269
30000433	Administrative Specialist, Sr	41,475	63,856	3.00	191,556	3.00	191,556	3.00	191,556
30000436	Administrative Supervisor I	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000442	Business Operations Manager, Sr	92,186	128,752	1.00	138,900	1.00	138,900	1.00	138,900
30000440	Business Operations Supervisor	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000449	Business Systems Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000110	Carpenter	50,835	55,224	2.00	110,448	2.00	110,448	2.00	110,448
30000493	Community Outreach & Informtn Rep, Sr	59,634	79,518	1.00	76,428	1.00	78,836	1.00	78,836
30000333	Development Services Technician II	50,086	63,898	1.00	63,900	1.00	63,900	1.00	63,900
30000489	EMS Program Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000819	EMS Specialist	85,658	95,622	2.00	181,594	2.00	198,300	2.00	198,300
30000714	Facilities Maintenance Supervisor, Sr	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000071	Facilities Maintenance Technician	55,515	59,966	3.00	179,892	3.00	179,892	3.00	179,892
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616
30000806	Fire Battalion Chief	104,594	109,355	13.00	1,412,100	13.00	1,502,736	13.00	1,502,736
30000807	Fire Battalion Chief, Staff	110,868	115,914	2.00	231,840	2.00	246,744	2.00	246,744
30000803	Fire Captain	84,209	95,096	32.00	2,988,720	32.00	3,221,016	32.00	3,221,016
30000817	Fire Captain, Staff	100,797	100,797	4.00	403,200	4.00	429,072	4.00	429,072
30000432	Fire Chief	114,026	163,426	1.00	163,428	1.00	169,020	1.00	169,020
30000823	Fire Chief, Deputy	95,365	126,840	5.00	634,200	5.00	655,920	5.00	655,920
30000825	Fire Division Chief	104,432	138,900	2.00	277,800	2.00	287,304	2.00	287,304
30000793	Fire Fighter	39,838	71,971	440.00	29,266,019	444.00	32,695,725	444.00	32,695,725
30000795	Fire Fighter Specialist	42,233	76,287	7.00	525,885	7.00	570,633	7.00	570,633
30000808	Fire Inspector	73,342	82,750	23.00	1,777,180	23.00	1,908,759	23.00	1,908,759
30000811	Fire Inspector, Sr	84,209	95,096	7.00	643,908	7.00	685,272	7.00	685,272
30000812	Fire Inspector/Specialist	77,747	87,713	10.00	852,078	10.00	898,080	10.00	898,080
30000815	Fire Investigator	77,747	87,713	7.00	608,616	7.00	650,173	7.00	650,173
30000336	Fire Land Use Review Technician	53,851	68,682	1.00	68,688	1.00	68,688	1.00	68,688
30000798	Fire Lieutenant	73,342	82,750	104.00	8,406,838	104.00	9,281,467	104.00	9,281,467
30000801	Fire Lieutenant, Staff	77,747	87,713	7.00	594,036	7.00	623,052	7.00	623,052
30000826	Fire Marshal	104,432	138,900	1.00	138,900	1.00	143,652	1.00	143,652
30001082	Fire Marshal, Assistant	86,299	114,781	2.00	229,560	2.00	237,408	2.00	237,408
30000800	Fire Training Officer	77,747	87,713	4.00	330,192	4.00	354,786	4.00	354,786
30000822	Harbor Pilot	73,342	82,750	10.00	802,260	10.00	878,268	10.00	878,268
30000400	Hazardous Materials Coordinator	72,800	97,594	1.00	97,596	1.00	100,932	1.00	100,932
30000451	Management Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000453	Management Analyst, Principal	74,214	98,862	1.00	95,160	1.00	98,559	1.00	98,559
30000452	Management Analyst, Sr	62,629	83,637	1.00	73,440	1.00	74,946	1.00	74,946
30000012	Office Support Specialist II	31,138	43,430	2.00	86,856	2.00	86,856	2.00	86,856
30000013	Office Support Specialist III	39,832	51,272	1.00	51,276	1.00	51,276	1.00	51,276
30000112	Painter	50,835	55,224	1.00	55,224	1.00	55,224	1.00	55,224
30000818	Public Education Officer, Assistant	84,209	95,096	1.00	84,204	1.00	84,204	1.00	84,204
30000497	Public Information Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000077	Utility Worker II	43,306	46,550	1.00	43,308	1.00	44,523	1.00	44,523
30000131	Vehicle & Equipment Mechanic	51,355	55,806	7.00	390,684	7.00	390,684	7.00	390,684
30000707	Vehicle Maintenance Supervisor I	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672



Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000708	Vehicle Maintenance Supervisor II	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000519	Video Production Manager	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000518	Video Production Specialist	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
<b>TOTAL FULL-TIME POSITIONS</b>						<b>733.00</b>	<b>53,870,275</b>	<b>737.00</b>	<b>59,057,878</b>
30000333	Development Services Technician II	50,086	63,898	0.90	47,292	0.90	48,685	0.90	48,685
30000474	EAP Specialist	54,080	72,051	0.90	32,535	0.90	33,871	0.90	33,871
<b>TOTAL PART-TIME POSITIONS</b>						<b>1.80</b>	<b>79,827</b>	<b>1.80</b>	<b>82,556</b>
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	54,828	1.17	50,610	1.17	50,610
30000713	Facilities Maintenance Supervisor	54,080	72,051	0.67	44,000	0.00	0	0.00	0
30000793	Fire Fighter	39,838	71,971	7.00	355,080	7.00	315,126	7.00	315,126
30000013	Office Support Specialist III	39,832	51,272	0.00	0	1.00	41,568	1.00	41,568
<b>TOTAL LIMITED TERM POSITIONS</b>						<b>8.67</b>	<b>453,908</b>	<b>9.17</b>	<b>407,304</b>
<b>GRAND TOTAL</b>						<b>743.47</b>	<b>54,404,010</b>	<b>747.97</b>	<b>59,547,738</b>

**Public Safety Service Area**

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

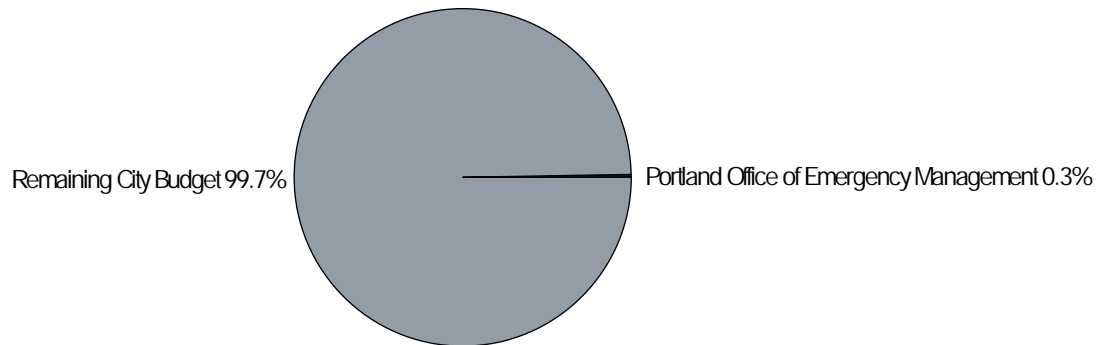
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	96,513,002	0	96,513,002	734.97	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>	(23,000)	0	(23,000)	0.00	Reduce office supplies
	(8,220)	0	(8,220)	0.00	Eliminate PCC recruit credit
	(20,000)	0	(20,000)	0.00	Eliminate firefighter recruit testing
	(5,000)	0	(5,000)	0.00	Eliminate landline phones
	(40,000)	0	(40,000)	0.00	Travel reduction
	(60,000)	0	(60,000)	0.00	Eliminate new hire EMT
	(5,000)	0	(5,000)	0.00	Eliminate 75% EOps officer email
	(100,000)	0	(100,000)	0.00	Eliminate grant match
	(20,000)	0	(20,000)	0.00	Eliminate fitness equipment
	(55,000)	0	(55,000)	0.00	Eliminate EMS capital
	(30,200)	0	(30,200)	0.00	Eliminate Dive Team M&S
	(100,000)	0	(100,000)	0.00	Eliminate SCBA cylinder replacement
	(39,043)	0	(39,043)	0.00	OMF IA reductions
	320,000	0	320,000	0.00	Additional labor contract costs
	44,109	0	44,109	0.00	OMF IA adds
	0	654,556	654,556	0.00	Station funding
	0	567,370	567,370	7.00	One rescue
	0	348,203	348,203	4.00	Staffing for 2nd rescue
	0	72,856	72,856	1.00	Office Support Specialist III
	0	78,348	78,348	1.00	Senior Administrative Specialist
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>	0	23,000	23,000	0.00	Professional services increase
	(44,109)	44,109	0	0.00	OMF IA add changed to one-time
	<b>(185,463)</b>	<b>1,788,442</b>	<b>1,602,979</b>	<b>13.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>98,115,981</b>	<b>747.97</b>	<b>Total Adopted Budget</b>

# Portland Office of Emergency Management

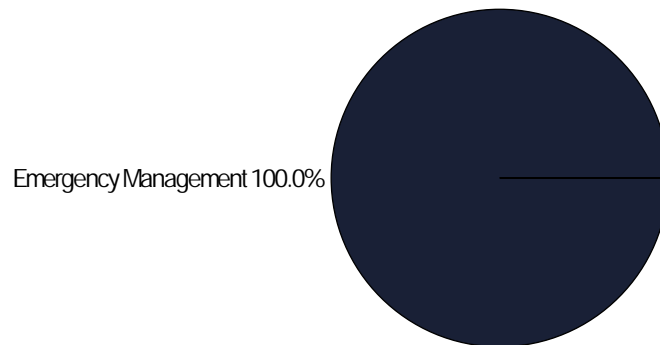
Public Safety Service Area

Mayor Sam Adams, Commissioner-in-Charge  
Carmen Merlo, Director

Percent of City Budget



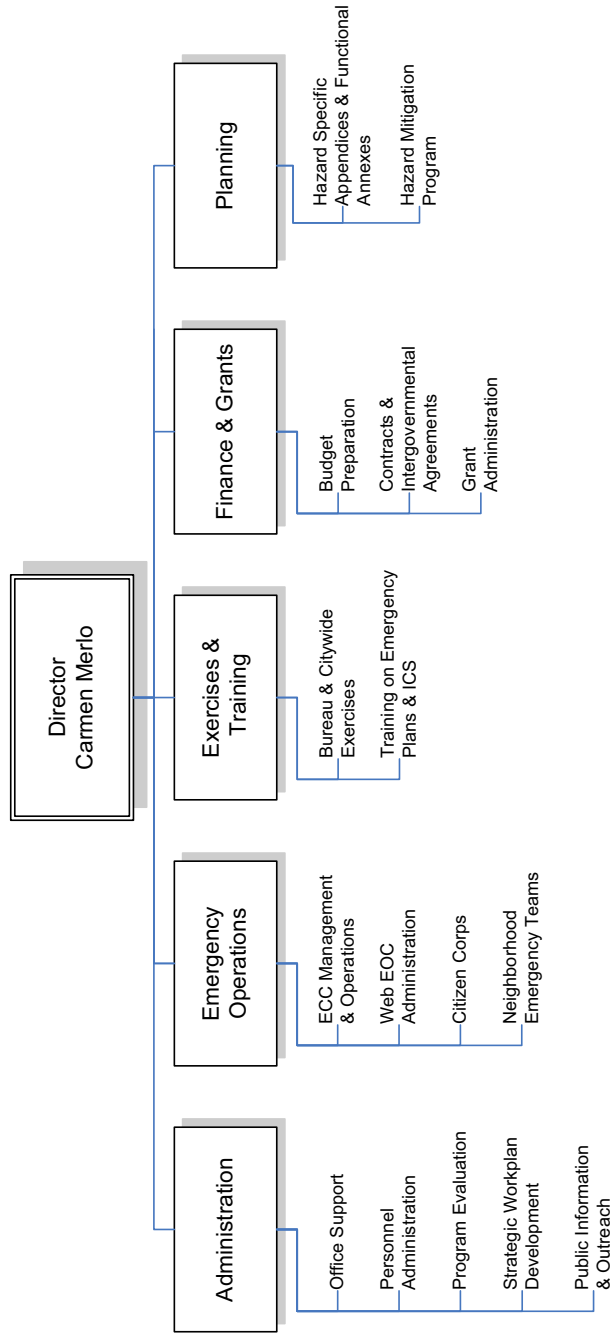
Bureau Programs



Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	7,629,730	9,735,508	2,105,778	27.59
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>7,629,730</b>	<b>9,735,508</b>	<b>2,105,778</b>	<b>27.60</b>
Authorized Positions	18.90	18.73	(0.17)	(0.88)

Portland Office of Emergency Management



## Bureau Summary

### Bureau Mission

Protect lives, property, and the environment through a coordinated and responsive emergency management program.

### Bureau Overview

The Portland Office of Emergency Management (POEM) works behind the scenes, before, during, and after emergencies to minimize the impacts on the community and promote a culture of resiliency. Resilience in this context describes the ability of the City's infrastructure, services, and citizens to resist or adapt to the effects of dangerous or damaging events without undermining the long-term well-being of individuals, the economy, or the environment. The practice of comprehensive emergency management involves coordinating efforts across four functions:

- ◆ Reducing risks through implementation of protective and preventative plans and programs
- ◆ Improving readiness by encouraging community preparedness
- ◆ Facilitating effective response by maintaining the Emergency Coordination Center (ECC) and associated programs
- ◆ Promoting economic and community recovery through mitigation, continuity of operations planning, damage assessments, and support for restoration activities

The bureau engages other City bureaus; external agencies; county, state, regional, and federal government emergency management partners; civic organizations; and private individuals in these efforts. The bureau's engagement activities are implemented through the Regional Emergency Management Group, the Urban Areas Security Initiative (UASI), and the Citizen Corps Council, among other initiatives.

### POEM's Program Structure

POEM's organizational structure reflects an integrated and coordinated approach to emergency management, and consists of the following five program areas:

- ◆ Administration
- ◆ Finance and Grants
- ◆ Emergency Operations and Emergency Coordination Center
- ◆ Planning and Mitigation
- ◆ Exercise and Training

### Strategic Direction

The following two principles guide decisions and actions at POEM:

#### Effective Coordination

POEM works closely with City bureaus, regional emergency management partners, the private sector, and nongovernmental organizations to develop plans that reduce vulnerability to hazards, maintain capacity to deliver essential services without interruption, and ensure coordinated responses to complex incidents.

## Facilitated Preparedness and Recovery

Residents may judge the City's response to an emergency by how quickly and completely government addresses their individual needs. When disasters strike, POEM will assist city government in restoring access to critical services, treating casualties, and repairing damage to key critical infrastructure.

## Service Improvement Plan

POEM will target three operational areas for service improvements in FY 2011-12.

### Planning

In FY 2011-12 POEM will coordinate with the Mayor and City Council to clarify and strengthen governance arrangements through the Disaster Policy Council (DPC) and the Emergency Management Steering Committee. These efforts will inform POEM's strategic plan and POEM's contributions to the Bureau of Planning and Sustainability's Portland Plan. POEM will build on the Regional Critical Infrastructure Protection Plan through the development of a Local Energy Assurance Plan (funded by federal American Recovery and Reinvestment Act (ARRA) grant resources). Additionally, POEM will continue to ensure emergency plans involve appropriate bureaus, stakeholder agencies, and jurisdictions.

### Coordination

POEM will continue working closely with regional partners to coordinate information sharing and resource management before, during, and after a disaster under the auspices of UASI (funded by the U.S. Department of Homeland Security). POEM continues to expand WebEOC capabilities, which is the City's regional crisis management information sharing platform and POEM is working to integrate GIS functionality into the system to enhance the performance of WebEOC.

### Preparedness

The City has identified a suitable site on the west side of the Willamette River for staging equipment and supplies and providing an alternate facility for overseeing emergency coordination activities. Additionally, the City is currently moving forward with facility design and approval for a new ECC facility in Southeast Portland, with construction planned to begin in spring 2012.

POEM will also work with Neighborhood Emergency Team (NET) volunteers and the City Attorney's office to strengthen governance and address citizen member liability concerns. These efforts will help POEM ensure that those willing to help their neighbors during emergencies are held harmless as well as provide information to city officials and stakeholders regarding program's goals, objectives, and activities. POEM will continue to implement the recommendations of the NET Organization and Responsibilities Working Group and other governance efforts to ensure the sustainability and accountability of the NET program.

## Summary of Budget Decisions

### Reductions

#### OMF Interagency Agreement Adjustments

The packages reflect a net decrease of \$4,814 in interagency costs resulting from Office of Management and Finance decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

# Emergency Management

## Description

POEM's subprograms include:

### **Administration**

The Director's office provides overall direction and management in support of the bureau's mission and objectives. The goals for the program include the implementation of a three-year strategic plan that defines the City's emergency management objectives, encourages collaboration across portfolios and levels of government, and secures commitments to ensure the delivery of essential services to expedite recovery.

### **Finance and Grants**

The Finance and Grants section maintains the financial integrity of the bureau through administrative support and oversight, budget development, accounting, expenditure monitoring, and financial reporting. This program administers several federal homeland security, ARRA and emergency management performance grant programs. The program goals are to continue to improve customer service to our regional partners, vendors, and the public ensuring collaborative efforts in preparing for emergencies and disasters.

### **Emergency Operations and Emergency Coordination Center**

POEM provides support for the City's elected leaders and senior executives during emergencies. The Emergency Operations and Coordination section develops and maintains critical relationships through the DPC and Emergency Management Steering Committee. This program is also responsible for maintaining and operating the ECC and related infrastructure. Program goals are to use a stakeholder engagement process to drive service delivery improvements and effectiveness.

Responsibilities also include overseeing community outreach, preparing and disseminating public information on the nature of hazards, protective measures, and the responsibilities of government and individuals in an emergency. The program also delivers training and educational programs to community groups and neighborhood volunteers; this section promotes citizen participation via Neighborhood Emergency Teams, which provide surge capacity support to emergency responders to manage effectively in disasters.

### **Planning**

The Planning section is responsible for coordinating citywide plans that prepare for, mitigate, respond to, and recover from any emergency. Mitigation plans based on hazard and risk assessments are used to prepare comprehensive land use plans, such as the Portland Plan, and to inform public and private projects that reduce vulnerabilities in hazard-prone areas of the city. The Basic Emergency Operations



Plan provides the basis for decision making during an emergency and its immediate aftermath. Planning and mitigation staff supports response and recovery operations by providing technical assistance for damage assessment and documentation. Program goals are to implement a strategic planning process that promotes a community-based approach.

**Exercise and Training**

The Exercise and Training section is responsible for evaluating the effectiveness of planning, preparedness, and response exercises and ensuring the implementation of lessons learned from these events. Program goals include developing regional information sharing and resource management protocols, conducting ECC position-specific training, and additional training courses that comply with the commitment to adopt and implement the National Incident Management System and the Homeland Security Exercise and Evaluation Program. These programs ensure continuous improvement of the City's emergency management capabilities.

**Performance**

FY 2011-12 bureau-wide performance measures and targets include developing a three-year strategic plan and conducting eight semi-annual performance reviews of POEM sections. The Finance and Grants performance measure goal is that audit findings are resolved within one year of audit release 100% of the time. Emergency Operations and Coordination program performances measures and goals include 60 NET volunteers trained and 40 advanced NET Volunteers trained annually. Training program performance measures and goals include: three exercises to be coordinated by POEM annually; 100 non-public safety employees to participate in trainings, exercises, or respond to actual events annually; 200 City employees to participate in trainings and/or exercises annually; and 12 training courses to be delivered to city employees and regional partners annually. Planning program goals include: six existing plans will be reviewed and updated and two new plans will be developed in FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		14.82	18.90	17.73	18.73
<b>Expenditures</b>					
Administration & Support		4,894,800	6,730,399	8,239,979	8,145,064
Community Emergency Services		212,795	223,964	0	0
Emergency Operations		311,784	259,415	313,305	492,038
Exercises & Training		254,728	252,262	376,814	376,814
Planning & Mitigation		175,357	163,690	698,175	721,592
<b>Total Expenditures</b>		<b>5,849,463</b>	<b>7,629,730</b>	<b>9,628,273</b>	<b>9,735,508</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Portland Office of Emergency Management

## Public Safety Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of bureau strategic plan up to date	NA	NA	NA	100%	100%
Number of semi-annual performance reviews of POEM	NA	NA	NA	8	8
Percent of time audit findings are resolved within a year of audit release	NA	NA	NA	100%	100%
Number of ECC equipment checks to ensure ECC readiness	NA	NA	NA	69	69
Number of new plans adopted/finalized annually	NA	NA	NA	1	1
Number of courses on incident management, ECC ops, communications, resource management, damage assmt, WMD awareness delivered to city employees & region partners	NA	NA	NA	12	12
<b>Workload</b>					
Number of NET volunteers trained	NA	NA	NA	60	60
Number of advanced NET volunteers trained	NA	NA	NA	40	40
Number of existing plans reviewed/updated annually	NA	NA	NA	6	6
Number of new plans in development	NA	NA	NA	2	2
Number of non-public safety employees participating in trainings/exercises/response to actual events annually	NA	NA	NA	100	100
Number of city employees participating in trainings/exercises annually	NA	NA	NA	200	200
Number of emergency response trainings/exercise coordinated by POEM annually	NA	NA	NA	3	3

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Intergovernmental	1,410,344	3,533,406	5,945,058	7,942,364	7,965,781
Miscellaneous	3,225	1,706	0	0	0
<b>Total External Revenues</b>	<b>1,413,569</b>	<b>3,535,112</b>	<b>5,945,058</b>	<b>7,942,364</b>	<b>7,965,781</b>
<b>Internal Revenues</b>					
General Fund Discretionary	535,303	652,915	670,170	671,186	671,186
General Fund Overhead	981,024	978,096	1,000,502	1,081,541	1,081,541
Fund Transfers - Revenue	21,161	0	0	0	0
Interagency Revenue	0	1	14,000	17,000	17,000
<b>Total Internal Revenues</b>	<b>1,537,488</b>	<b>1,631,012</b>	<b>1,684,672</b>	<b>1,769,727</b>	<b>1,769,727</b>
Beginning Fund Balance	0	(4,767,109)	0	0	0
<b>Total Resources</b>	<b>\$2,951,057</b>	<b>\$399,015</b>	<b>\$7,629,730</b>	<b>\$9,712,091</b>	<b>\$9,735,508</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	1,422,346	1,459,341	1,663,217	2,517,410	2,477,408
External Materials and Services	5,919,076	3,953,482	5,495,572	6,739,328	6,802,747
Internal Materials and Services	355,583	422,247	470,941	455,353	455,353
<b>Total Bureau Expenditures</b>	<b>7,697,005</b>	<b>5,835,071</b>	<b>7,629,730</b>	<b>9,712,091</b>	<b>9,735,508</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	21,161	0	0	0	0
<b>Total Fund Expenditures</b>	<b>21,161</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	(4,767,109)	(5,436,055)	0	0	0
<b>Total Requirements</b>	<b>\$2,951,057</b>	<b>\$399,015</b>	<b>\$7,629,730</b>	<b>\$9,712,091</b>	<b>\$9,735,508</b>
<b>Programs</b>					
Administration & Support		0	0	(4,814)	0
Emergency Management		5,849,463	7,629,730	9,628,273	9,735,508
Emergency Operations		0	0	88,632	0
Waste Reduction & Recycling		(14,393)	0	0	0
<b>Total Programs</b>		<b>\$5,835,071</b>	<b>\$7,629,730</b>	<b>\$9,712,091</b>	<b>\$9,735,508</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

**Portland Office of Emergency Management**

**FTE Summary**

**Public Safety Service Area**

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	49,171	60,070	1.00	55,656	1.00	56,844	1.00	56,844
30000493	Community Outreach & Informtn Rep, Sr	59,634	79,518	1.00	71,964	1.00	74,424	1.00	74,424
30000430	Emergency Management Director	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
30000790	Emergency Management Operations Manager	79,830	106,288	1.00	93,036	1.00	95,580	1.00	95,580
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	44,532	1.00	44,532	1.00	44,532
30000452	Management Analyst, Sr	62,629	83,637	1.00	77,520	1.00	80,692	1.00	80,692
30000012	Office Support Specialist II	31,138	43,430	1.00	43,428	1.00	43,428	1.00	43,428
30000465	Program Manager	62,629	83,637	2.00	167,148	2.00	167,280	2.00	167,280
30000463	Program Specialist	54,080	72,051	5.00	333,960	5.00	338,910	5.00	338,910
<b>TOTAL FULL-TIME POSITIONS</b>				14.00	1,015,992	14.00	1,030,438	14.00	1,030,438
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
30000450	Management Assistant	44,533	68,619	0.90	35,376	0.90	36,707	0.90	36,707
30000466	Program Manager, Sr	74,214	98,862	1.00	74,220	1.00	74,220	1.00	74,220
30000463	Program Specialist	54,080	72,051	3.00	188,640	2.83	184,773	2.83	184,773
<b>TOTAL LIMITED TERM POSITIONS</b>				4.90	298,236	4.73	295,700	4.73	295,700
<b>GRAND TOTAL</b>				18.90	1,314,228	18.73	1,326,138	18.73	1,326,138

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

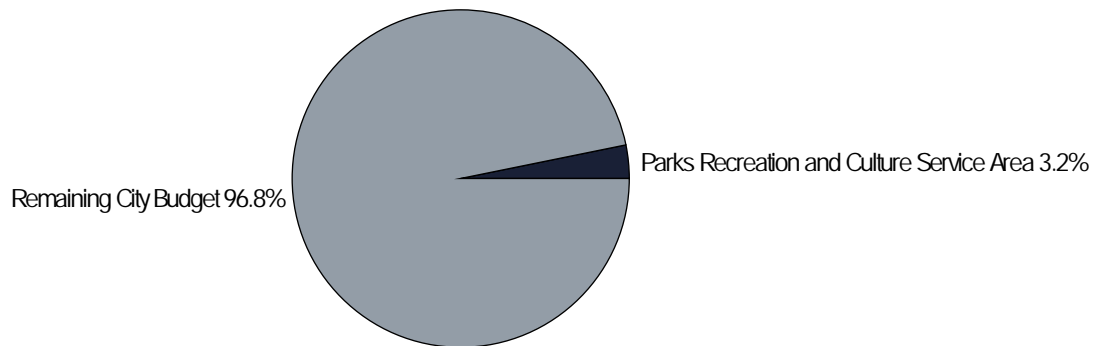
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	1,757,541	7,959,364	9,716,905	18.73	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(6,954)	0	(6,954)	0.00	OMF IA reductions
	2,140	0	2,140	0.00	OMF IA adds
<b>Approved Budget Additions and Reductions</b>					
	0	23,417	23,417	0.00	FEMA hazmat mitigation grant
<b>Adopted Budget Additions and Reductions</b>					
	(2,140)	2,140	0	0.00	OMF IA adds correction
	<b>(6,954)</b>	<b>25,557</b>	<b>18,603</b>	<b>0.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>9,735,508</b>	<b>18.73</b>	<b>Total Adopted Budget</b>



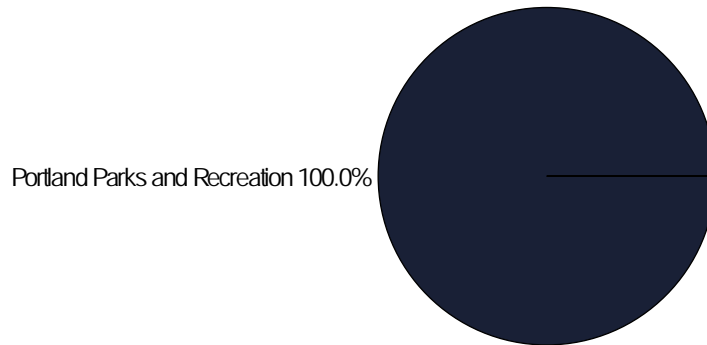
# Parks Recreation and Culture Service Area

- Portland Parks and Recreation

Percent of City Budget



Percent of Service Area Budget



## Service Area Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	89,971,929	87,352,064	(2,619,865)	(2.91)
Capital	14,736,173	26,377,591	11,641,418	78.97
<b>Total Requirements</b>	<b>104,708,102</b>	<b>113,729,655</b>	<b>9,021,553</b>	<b>8.62</b>
Authorized Positions	444.52	440.89	(3.63)	(0.82)

## Service Area Highlights

### Description

The Parks, Recreation, and Culture service area includes services for Portland Parks & Recreation, the Golf program, Portland International Raceway (PIR), and the Parks Capital Construction and Maintenance Fund.

### Major Themes

#### Portland Parks & Recreation Operating Budget

The FY 2011-12 Adopted Budget for Parks includes over \$1.3 million of new resources that will promote equity of access for the public, youth development, senior services and maintenance of Parks infrastructure. This budget also includes reductions amounting to \$707,908 which have been developed to minimize the impact on service to the public as much as possible. The budget reflects 440.89 FTE in FY 2011-12. Some of the significant elements of the budget include:

- ◆ \$500,000 for the E-205 - Parks Equity for Eastside Parks initiative
- ◆ \$300,000 for continuing enhanced teen programming
- ◆ \$100,000 for new Community Gardens
- ◆ \$50,000 for the Portland Summer Lunch program
- ◆ \$59,496 in ongoing resources to fund Multnomah County Aging Services
- ◆ \$156,305 for operations and maintenance of facilities and sites that will go into service in FY 2011-12

#### Parks Construction and Maintenance Program

Parks' FY 2011-12 CIP budget is \$26.4 million. Of this amount, more than \$1.0 million is supported by the City's General Fund with remaining funding derived from grants, system development charges, the Portland Development Commission, Metro, and other sources.

#### Portland International Raceway

The FY 2011-12 Adopted Budget for PIR includes \$1.8 million in program fee revenues, \$1.4 million in bureau level expenditures, and \$1.1 million in fund level expenditures that include contingency and debt service. The Adopted Budget includes 6.0 FTE.

#### Golf Program

The FY 2011-12 Adopted Budget for the Golf program is \$14.7 million of which \$11.7 million is bureau level expenditure and \$3.0 million is comprised of contingency and debt service expenditures. Revenues for the Golf program are primarily derived from rounds of golf played and golf course concessions. The Golf program does not receive any General Fund resources. The FY 2010-11 Adopted Budget includes 29.0 FTE.



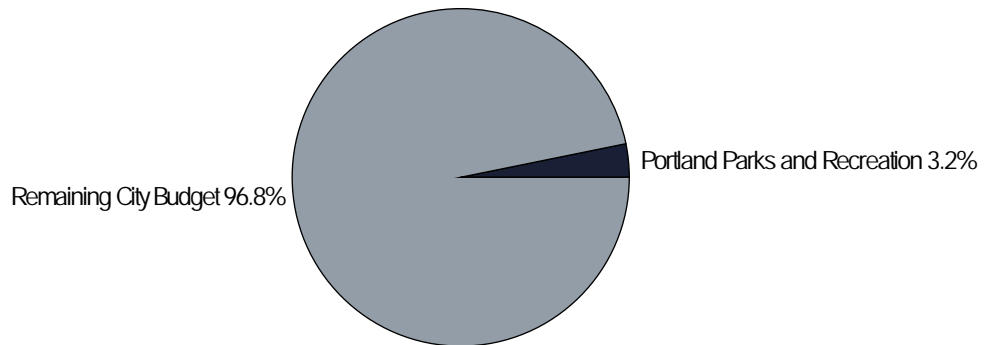
# Portland Parks and Recreation

Parks Recreation and Culture Service Area

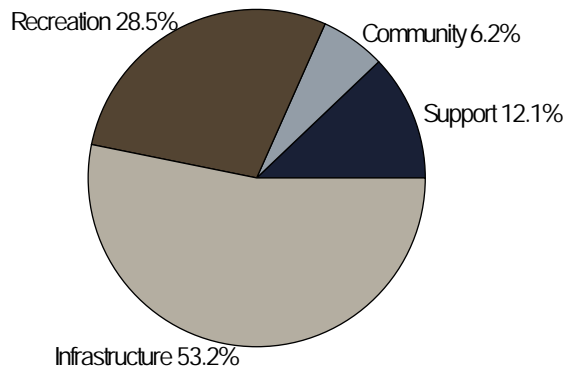
Nick Fish, Commissioner-in-Charge

Sue Keil, Interim Director

Percent of City Budget



Bureau Programs



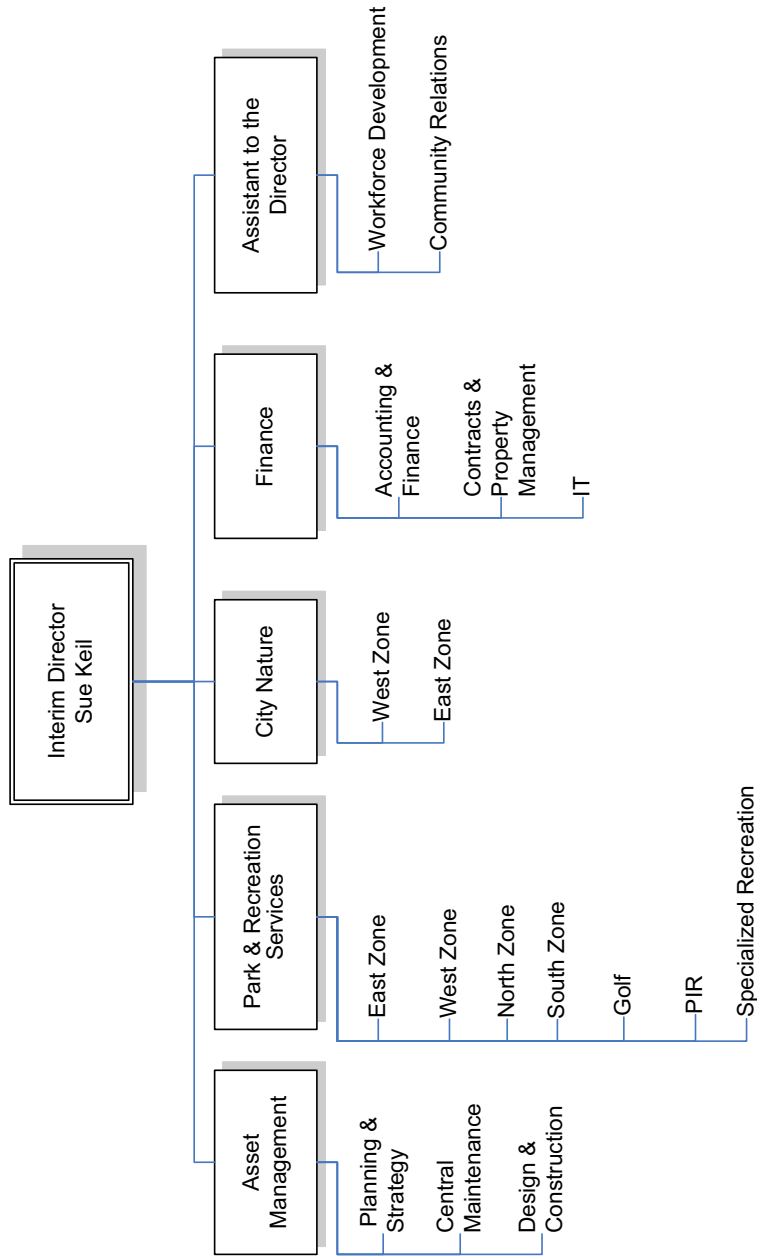
Bureau Overview

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Authorized Positions	444.52	440.89	(3.63)	(0.82)

# Portland Parks and Recreation

## Parks Recreation and Culture Service Area

### Portland Parks & Recreation



# Bureau Summary

## Bureau Mission

The bureau's mission is sustaining a healthy park system to make Portland a great place to live, work and play. In pursuit of this mission, Portland Parks & Recreation (Parks) contributes to the city's vitality by:

- ◆ Establishing and safeguarding the parks, natural resources, and urban forest, thereby ensuring that green spaces are accessible to all.
- ◆ Developing and maintaining excellent facilities and places for public recreation, and building community by providing opportunities for play, relaxation, gathering, and solitude.
- ◆ Providing and coordinating recreation services and programs created for diverse ages and abilities that contribute to the health and well-being of community members.

## Bureau Overview

### Portland's Park & Recreation System

Parks is the steward of a diverse portfolio of parks and recreation facilities that are used extensively by the city's residents and visitors. The total parkland managed by the bureau includes 11,147 acres, which represents about 12% of the geographical area within the city of Portland. Not included in this acreage are 238,000 street trees that are the responsibility of Parks staff. Parks operates 13 swimming pools, 12 community centers, three music/dance centers, five golf courses, and one motor raceway.

### The Organization

Parks manages one of the nation's most comprehensive park and recreation systems. The bureau employs over 435 permanent employees and more than 1,700 seasonal staff in a variety of roles. Additionally, the organization enhances service levels with more than 460,000 hours of volunteer time each year. Services are delivered through five departments as follows:

### City Nature

This department manages Portland's natural areas, urban forest, recreational trails, street trees, and wildlife habitat in an integrated and sustainable manner.

### Parks and Recreation Services

This department delivers services and programs through four geographic zones that respond to identified community needs and citywide policies. These include community centers and parks. It also provides citywide operational support services.

### Asset Management

This department provides bureau-wide direction and guidance for the planning, maintenance, and capital improvements of a sustainable park and recreation system.

### Office of the Director

This department provides leadership and advocacy for parks and recreation at the city, region, state, and national levels. It provides policy direction and guidance to the bureau, along with collaboration and coordination with city and regional partners. It does this through support from the finance, information technology, property acquisitions, contracts, and community relation functions of the bureau.

# Portland Parks and Recreation

## Parks Recreation and Culture Service Area

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**Services & Programs** All services are organized into four programs and thirteen sub-programs. These include both direct services to the public, such as swimming, and internal support services that the bureau needs to operate, such as maintenance. The programs are summarized here and discussed in greater detail in the program sections.

**Recreation Services** Recreation services are provided by most departments within Parks. These services are related to planning and organizing recreational activities, using Parks facilities or others' facilities. Major areas of recreation include aquatics, arts, community and social activities, as well as sports and games.

Service development includes programming, managing, and organizing service delivery, as well as teaching and coaching activities. Delivery is activity-specific and may take place outside of Parks facilities. Most services are provided at an introductory skill level, with some at the intermediate skill level and a few at the advanced skill level.

**Infrastructure Services** These services are related to providing places and facilities for recreation. The services range from acquiring property to designing, constructing, and maintaining parks, park amenities, natural areas, trails and buildings, from community centers to restrooms.

Infrastructure services are provided by the departments in City Nature, Parks and Recreation Services, Asset Management and Strategic Planning.

**Community Services** Community services are provided by all departments. These services are often not as visible to the public as recreation and infrastructure services, but are essential to bring people and Parks' services together. They communicate and reach out to underserved groups, work with partners to create programs, align programming and customer needs, and make it possible for people of diverse abilities, ages, and incomes to participate and feel welcome.

**Support Services** Support services strengthens Parks' organizational integrity, effectiveness, and efficiency through business planning, process improvements, and systems planning. Bureau performance is measured, monitored, and evaluated within a strategic management framework. Core business services such as finance, accounting, contracts, property acquisitions, information technology, employee support, and risk management/loss reduction services are in this program area.

## Strategic Direction

**Introduction** Parks delivers a broad spectrum of services through a range of programs and assets. A few of Parks' new facilities are specifically designed for parks and recreation however, the overall asset base is aging and many of the facilities were originally built for other purposes, which create many challenges. The bureau's strategic direction is focused on realizing the long-term vision articulated in Parks Vision 2020.

**Service Improvement Plan**    **Parks FY 2011-12 Strategic Plan**

The Strategic Plan for FY 2011-12 focuses on four key result areas as follows:

- ◆ Manage and protect assets
- ◆ Reach and involve the community
- ◆ Improve service delivery
- ◆ Enhance organizational capacity

Each key result area articulates desired outcomes that the bureau will work to achieve over the next several years through defined strategies and initiatives. These guide the development of multi-year work plans to focus efforts under conditions of limited resources.

**Manage and Protect Assets****Desired Outcomes**

- ◆ Effective management of built and natural assets
- ◆ Adequate land and facilities are provided to meet identified recreation, open space, and biodiversity needs

**Key Challenges**

As a trustee of public assets and lands, the bureau struggles to address the backlog of major maintenance needs for assets that are deteriorating due to age and overuse. Continuing major maintenance, while also ensuring that the recreational needs of a growing and changing population can be met with new parks and recreation facilities, is a challenge that Parks must meet with its current resource base. The bureau is further challenged by the need to ensure that the city's livability is protected as it faces the increased pressures of urban development and population growth.

**Strategies**

In order to attain the desired outcomes while dealing with the challenges, Parks proposes to:

- ◆ Apply a total asset management framework that is integrated with Parks business planning, budget, and performance management processes.
- ◆ Acquire land based upon established priorities.
- ◆ Implement a land acquisition and predisposition policy that prioritizes targeted goals for each type of land asset.
- ◆ Implement best management practices and visitor management strategies for built and natural assets
- ◆ Propose a future capital bond measure to provide resources for the above strategies.

**Reach and Involve the Community****Desired Outcomes**

- ◆ Increased community awareness and appreciation through participation in a healthy parks system
- ◆ Diverse and plentiful opportunities for engagement with Parks exist throughout the community

# Portland Parks and Recreation

## Parks Recreation and Culture Service Area

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- ◆ Community members feel authentically engaged and see that their participation contributes to a better parks system

### Key Challenges

Parks faces the challenge of how to increase the awareness, appreciation, and understanding of the community and its civic leaders of the environmental, social, and economic benefits of parks and recreation services.

### Strategies

In order to attain the desired outcomes while dealing with the key challenges, Parks proposes to:

- ◆ Implement clear and consistent communication tools
- ◆ Enrich visitor experiences through increased interpretive activities
- ◆ Strengthen current approaches to community outreach involvement
- ◆ Increase leadership development within diverse groups

## Improve Service Delivery

### Desired Outcomes

- ◆ Provide high quality services that balance fiscal responsibility and affordability
- ◆ Prioritized Parks' services that balance the greater community needs with individuals' demands
- ◆ Improved service delivery through partnerships

### Key Challenges

The key challenge for this area is meeting the increasing needs of the community with limited fiscal and physical resources.

### Strategies

In order to attain the desired outcomes while dealing with the challenges, Parks proposes to:

- ◆ Continue market research and visitor needs assessment
- ◆ Implement policy and management frameworks to guide service delivery
- ◆ Develop and nurture partnerships with organizations to enhance the quality of Parks services
- ◆ Strengthen coordination and collaboration with other City bureaus and government agencies

## Enhance Organizational Capacity

### Desired Outcomes

- ◆ An organization that attracts, cultivates, and develops a creative and empowered workforce
- ◆ An organization that reflects the customers it serves
- ◆ An organizational culture built on continuous improvement and adaptation
- ◆ An organization that integrates principles of financial, social, and environmental sustainability into decision making and work processes

### **Key Challenges**

Enhancing organizational capacity requires strengthening and establishing new policies, systems, and processes that will reposition the organization so it can operate more effectively in an environment of continual change.

### **Strategies**

In order to attain the desired outcomes while dealing with the challenges, Parks proposes to:

- ◆ Promote workforce development
- ◆ Improve Parks work processes and practices
- ◆ Enhance Parks financial plan and policies to stabilize the revenue base and guide decision making

## **Summary of Budget Decisions**

The FY 2011-12 Adopted Budget for Parks includes over \$1.3 million of new resources that will promote equity of access for the public, youth development, senior services, and maintenance of Parks infrastructure. This budget also includes reductions amounting to \$707,908 which has been developed to minimize the impact on service to the public as much as possible.

### **Add Packages**

#### **Parks Equity for Eastside Parks**

This \$500,000 one-time allocation of General Fund discretionary resources will fund outreach to individuals and business partners to invest in East Portland parks. It is called the East of Interstate 205 initiative, or simply, E-205. Leveraging this funding with matching dollars will allow new amenities to be placed into the locations noted below.

The ultimate goal will be to derive enough funding that will provide expansion of Park assets in East Portland. These same areas are seeing an influx of residents including many low-income families. While there has been a long-term focus on closing these gaps in the system with a Parks bond, Parks does not anticipate being able to go to the voters with another bond for another two to three years.

Parks has acquired a number of excellent properties east of I-205 for future parks and has completed master plans and some initial improvements at a few locations. Some master plans have not been fully implemented and can use this funding to implement certain amenities of the master plans. The amenities may include the following: play structure, play ground, pathway, or community garden. The specific parks that preliminarily are being considered are Parklane, East Holladay, Gilbert Primary, East Portland Community Center, Ed Benedict, and Lynchwood. Parks is also looking at adding other types of amenities like drinking fountains, benches, or picnic tables at other parks as well (i.e. Argay, Cherry, Midland, and West Powellhurst).

The Portland Parks Foundation has made addressing parks equity a priority for new fundraising, where the Foundation is developing new public/private partnerships to build out as many of these individual features as possible. The campaign will seek to bring together community leaders and organizations in East Portland in new and creative partnerships to make these improvements to existing parks.

#### **Teen Programming**

Parks will receive \$300,000 in General Fund one-time resources for the continuation of the Teen program and it will allow Parks to continue to meet the objectives set out several years ago. This program has expanded the hours of programming and operations at community centers and selected SUN Community Schools.

Community centers targeted for programming are Mt. Scott, Montavilla, East Portland, Matt Dishman, and University Park. The activities that continue to be funded are Teen Idol and a variety of sports, leadership, arts, cultural, and outdoor activities. The program includes a focused outreach component and environmental education. The success of this program is due to the way it has been developed with teens providing the guiding input.

#### **Portland Summer Lunch Program**

The budget includes \$50,000 one-time funding for a free or reduced federal lunch program. For some children, the meal they receive at school is the only balanced meal they may get that day. Once school ends for the year, Parks serves as a primary site for free lunch distribution in Portland. Last summer, the City served over 78,000 free lunches through this program.

The free lunches are distributed at 23 Summer Playground program sites. The Summer Playground program is typically an eight week program from mid-June to mid-August. This funding will allow the meal program to operate a few days after school ends and run until just before the last day of summer break, ensuring that there are no significant gaps in service between school time and the summer months.

In coordination with school district partners and the assistance of Partners for a Hunger-Free Oregon, Parks will assist in meeting the needs of children who depend on this lunch program.

#### **Community Gardens**

This \$100,000 one-time funding will go towards the City's Climate Action goals of 1,000 new garden plots by the end of 2012. Parks aims to construct eight gardens in FY 2010-11 and aims to construct an additional ten gardens in FY 2011-12.

As a result of the successful Oregon Solutions project, many partners support these efforts. The Friends of Portland Community Gardens has a goal of raising at least \$25,000 in donations toward the above projects and they are also partnering with Parks to secure additional grants from local foundations, soil and water conservation districts, and other sources.



**Multnomah County Aging Services**

During the FY 2010-11 Fall BMP, \$59,496 of funding was restored to assist Multnomah County Aging Services in maintaining their programs for one year. This package changes the funding source to ongoing.

**O&M from Acquisitions and Improvements**

This package will address ongoing O&M requirements of \$122,564 for newly acquired or developed properties that are scheduled to be placed into service during FY 2011-12. In addition, \$33,741 of one-time funds have been allocated to address site specific stabilization costs.

**O&M for Tree Code**

The City's new tree program addresses a variety of past tree code issues that are now aligned under one program. This \$57,000 one-time allocation will be used in the first phase of implementation of this program and will create a 0.5 FTE position in Parks (Botanical Specialist II) and upgrade the current tree permit system.

**OMF IA Additions**

As a result of add packages submitted by OMF internal service operations, Parks has increased funding by \$113,082 for interagencies due to the add packages approved for FPD, Procurement, and Facilities Management.

**PBOT Transfer of Mt Tabor Stores to Parks**

PBOT currently provides Stores services for Parks at the Parks Mt Tabor Maintenance Facility. Both PBOT and Parks agree that some operational efficiency will be gained if the Mt Tabor Stores personnel are transferred to Parks. This package transfers the two FTE to Parks.

**Reduction Packages****Administration**

This package realizes \$60,000 in savings through the early payoff of Local Improvement District debt, resulting in a reduction to General Fund discretionary funding. There is no impact that would be felt by the general public.

**Planning & Corporate Strategy**

This reflects a \$16,000 salary savings, due to a retirement and reclass of a Senior City Planner with a City Planner II position. The level of service is not being eliminated, but will be provided by someone with less experience than the retiring position. The impact will be mitigated by shifting workload among existing staff and minor impacts might be felt by the general public by delays in responses to their requests.

### **Customer Service Center (CSC)**

This reduction continues to hold one full-time position open, which is currently vacant, in the CSC and reduces the position budget by \$57,000. The workload for this position has been shifted to two Public Event Coordinators in the CSC, negatively impacting their ability to thoroughly detail permits and promote events. Impacts to the public might include a delay in permit processing.

### **Maintenance - Trees**

This reduction is a decrease of \$62,500 of General Fund resources for the Dutch Elm Tree Arborescent treatment program. The funding will be replaced by IA funding from the Bureau of Environmental Services. No impact will be felt by the general public.

### **Pass-Through Grants**

This reduction of \$16,360 is a cut of grant funding that is provided to outside organizations. Because these organizations depend upon multiple sources of income, these reductions will likely not have significant impacts. The following are agencies and the amount of the reductions:

- ◆ Multnomah County Aging Services - \$7,710
- ◆ Multnomah County Human Services, SUN Community Schools - \$3,630
- ◆ School Districts - \$4,339
- ◆ Linnton Community - \$681

### **Horticulture**

The \$48,000 reduction will reduce plants grown by 20% overall resulting in savings of \$40,000 in materials and services and \$8,000 in seasonal maintenance hours. The cuts will result in limitations to the plants available for both developed parks and natural areas. Alternatives, such as purchasing or donations of plants, are already in use. The impact to the public will be primarily seen in less vegetation in plant beds and natural areas.

### **Maintenance - Natural Areas and Trails**

The \$50,000 reduction will result in delays filling certain vacancies due to retirements. Temporary assignments and organizational changes can accommodate the savings, thereby limiting any impact to the general public. Workload on current staffing will increase and reprioritizing of work will need to occur.

A \$17,000 reduction eliminates remaining funding for contractual restoration work through the Bureau of Environmental Services Re-vegetation Unit. Restoration work will be eliminated, likely causing them to regress, and emphasis will be put on maintaining and improving less degraded sites which require less investment per acre treated. Impact to the general public would be limited.

**Maintenance - Turf & Irrigation**

This reduction will hold one turf position vacant for a year and reassigns seasonal turf employees to cover those functions as well as includes reduced and optimized water use in developed parks through individualized water budgets in partnership with the Water Bureau's Water Conservation Program. These actions will result in a \$150,000 one-time reduction. If water reductions are implemented in a manner that allows green infrastructure to remain healthy, the impact to the general public will be mitigated to a large extent.

**Maintenance - Facilities**

This reduction of \$166,346 continues the reduction of professional and contracted services, as well as seasonal worker hours in response to unplanned and urgent work. In addition, a reduction in materials and supplies will occur. The result may be delays in service delivery and limited maintenance and upgrades during building shutdowns. Increases in the backlog of work orders will likely occur.

**OMF IA Reductions**

As a result of reductions by OMF internal service operations, interagency agreements have decreased by a net of \$64,702 for EBS, Fleet, Risk, P&D, Debt, and BTS.

## Capital Budget

### Capital Planning & Budgeting

**Capital Planning Process**

Parks receives requests for capital projects throughout the year from neighborhoods, field staff, and other public agencies. Projects are developed through neighborhood, district plans, as well as master plans and site specific plans. Because park development is integral to many other city planning efforts, Parks staff coordinates projects with a variety of Citywide teams.

Potential projects are compiled in a database and scored using criteria that includes public support, legal mandate, conformance to City and Parks plans, public health and safety, environmental quality, availability of funding, protection of assets, and effect on the operating budget. Selected projects are then prioritized into the five-year capital forecast and those that are proposed for the next fiscal year are reviewed by an interdepartmental team.

The major challenge to Parks' capital planning is the lack of consistent revenue as well as urgent and unanticipated needs that can result from deferring maintenance. There have been improvements made to the capital planning process with implementation of a five-year capital forecast, an asset management assessment approach, and an iterative process that includes open discussion of our priorities with the public.

# Portland Parks and Recreation

## Parks Recreation and Culture Service Area

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**FY 2011-15 CIP Focus on Major Maintenance** For FY 2011-2015 the CIP forecast reflects an effort to address ongoing major maintenance, large individual maintenance projects, systemwide improvement projects, property acquisitions and a focus towards equity of access in areas identified in the bureau strategic plan.

**Asset Management and Replacement Plans** Parks continues to implement an asset management system approach by updating its current asset registry. The funding needed for capital maintenance to our existing asset base over the five-year forecast is \$164 million. Currently the majority of these funds come from external sources. The General Fund provides funding for Parks to address deferred maintenance which is \$965,971 in FY 2011–12 and totals \$4.83 million over the five-year CIP; Parks continues to address its highest priority concerns with these funds. Parks also continues to look for other sources of funding that can address this current backlog of deferred maintenance needs.

## Capital Programs & Projects

**Program Description** Projects within the capital program meet two primary objectives: maintaining the system and growing the system. Unfortunately, there is a fundamental imbalance between funds available to fix or maintain the system, which are limited, and funds available to grow the system, which are more plentiful. To act as a proper steward of public resources and budget accordingly, Parks attempts to balance the two primary objectives by only growing the parks system as resources are made available to sustain that growth long term.

Parks categorizes projects into seven program areas: Acquisitions; Buildings and Pools; Developed Parks; Green Infrastructure; Recreation Features; Utilities, Roads and Trails; and Enterprise. Each program area, except Acquisitions, includes projects for major maintenance as well as growth-related projects. As shown on the CIP Summary table, the five-year total budget of \$312.3 million in capital projects does not reflect the \$2.7 million bond payment and administrative costs for the budget year associated with the capital projects.

**Funding Sources** There are varied funding sources that provide support for the \$347.1 million of projects and the \$2.7 million for administrative and bond expenditures. The breakdown follows:

- ◆ Tax increment financing from the Portland Development Commission (PDC) - \$5.7 million (22%)
- ◆ General Fund resources- \$3.5 million (13%)
- ◆ System Development Charges (SDC) - \$5.1 million (19%)
- ◆ Enterprise Revenues - \$0.2 million (1%)
- ◆ Interagency funding - \$7.8 million (30%)
- ◆ 2002 Parks Levy - \$.8 million (3%)
- ◆ Donations and grants - \$3.1 million (12%)
- ◆ Interest and miscellaneous resources - \$0.1 million (0%)

**Major Projects by Program** Major Maintenance: Ongoing General Fund support is \$965,970.

The Major Maintenance funding will focus on improving some of Parks maintenance facilities to make them more functional and safe, however Major Maintenance funding is not sufficient to address all the needs of these facilities. A contingency of \$300,000 will be set aside to address emergency repairs as they arise.

There is over \$163.9 million in maintenance projects identified over the five year CIP forecast for the entire Parks system. Parks anticipates these projects over the five year forecast:

- ◆ Buildings & Pools: Refurbishing a southeast zone maintenance facility is scheduled for completion in this next fiscal year.
- ◆ Green Infrastructure: Land acquisition for the purpose of ecosystem management will be funded with the Metro 2006 Natural Areas Bond resources and with SDC's. The overall strategy is to link green infrastructure throughout the parks system. This strategy include some "land banking" in the near term. Additionally, a flood mitigation project is under way at Westmoreland Park.
- ◆ Developed Parks: Major projects in this program include South Waterfront Greenway and its neighborhood park, as well as development projects in Interstate, River District, and Lents Urban Renewal Areas.
- ◆ Recreation Features: This includes the dock and capital improvements at Kelly Point Park.
- ◆ Utilities, Roads, and Trails: Trail development along the Springwater Corridor, Waud Bluff, Marine Drive, and Columbia Slough are the major projects in this category.
- ◆ Enterprise: Planned capital improvements for Golf and PIR are the clubhouse at Heron Lakes and a motorcycle track, respectively.

**Net Operating and Maintenance (O&M) Costs or Saving**

As new Parks assets such as natural areas, skateparks, and pools are placed into service, the bureau will request resources to cover the O&M costs through the annual Budget Process.

# Recreation

**Description** The Recreation program provides an extensive range of programmed aquatic, arts, and sports activities which are delivered at community centers, pools, parks, and SUN community schools. The Recreation program also provides education and socialization opportunities that contribute to an enriched and healthful community.

**Goals** The Parks Strategic Plan articulates high level goals for the bureau to achieve over the next three years. Outcome statements most germane to service delivery in the Recreation program include:

- ◆ High quality services that balance fiscal responsibility and affordability
- ◆ Prioritized services that balance the greater community needs with individuals' demand
- ◆ Improved service delivery through partnerships

**Performance** Assessing progress towards desired outcomes will be measured through performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets indicated below are not necessarily specific to FY 2011-12. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision, or the Parks strategic plan.

**Changes to Services and Activities** The Recreation program is organized into subprograms, which include multiple locations that are either related to the Arts, Citywide Sports, Aquatics, SUN Schools, or programs at community centers. For FY 2011-12, the reductions that will occur within the Infrastructure programs will have an indirect revenue impact to Recreation programs, such as aesthetic playability to turf fields and other activities. Otherwise, the impact to the Recreation program will be very limited.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		132.68	132.35	133.01	133.01
<b>Expenditures</b>					
Aquatics		4,986,050	5,167,121	4,990,092	5,093,142
Arts		2,183,477	2,047,022	2,089,084	2,298,448
Community and Socialization		10,342,107	10,858,346	11,389,801	10,758,834
Sports and Games		10,304,344	9,695,770	10,113,475	10,452,028
<b>Total Expenditures</b>		<b>27,815,978</b>	<b>27,768,259</b>	<b>28,582,452</b>	<b>28,602,452</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Portland Parks and Recreation

## Parks Recreation and Culture Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percentage of residents rating the overall quality of parks as good or very good	86%	86%	90%	90%	90%
Percentage of residents rating the overall quality of recreation centers and activities as good or very good	77%	75%	78%	78%	78%
Total Golf Rounds Played	392,094	374,282	405,000	425,000	425,000
Percentage of residents satisfied or very satisfied with the affordability of recreation programs	66%	68%	68%	68%	68%
Percentage of residents who rate the variety of recreation programs as good or very good	68%	70%	70%	70%	70%
<b>Efficiency</b>					
Total cost recovery rate for fee supported programs	33%	33%	33%	33%	33%
<b>Workload</b>					
P.I.R. Number of Use Days	635	546	500	500	500
P.I.R. Attendance (est.)	400,000	300,000	250,000	250,000	250,000

# Support

**Description** The Support program includes services such as financial management, long range planning, employee services, strategy, policy development, and performance monitoring.

**Goals** The Parks Strategic Plan articulates high level goals for the bureau to achieve over the next three years. The Support program provides services to all other programs and activities of Parks and is involved in progress towards all the outcomes of the Parks Strategic Plan. Stated here are the outcome statements most germane to services within the Support program. They include:

- ◆ An organization that attracts, cultivates, and develops a safe, creative and empowered workforce
- ◆ An organization that reflects the customers it serves
- ◆ An organizational culture built on continuous improvement and adaptation
- ◆ An organization that integrates principles of financial, social, and environmental sustainability into decision-making and work processes

**Performance** Assessing progress towards desired outcomes will be measured through a variety of performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets that are indicated below are not necessarily specific to FY 2011-12. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision, or the Parks strategic plan.

**Changes to Services and Activities** Early extinguishment of a LID debt in FY 2010-11, will allow for a one-time general fund reduction in FY 2011-12. It is not anticipated that any new LID will occur in FY 2011-12 that will require Parks to make a debt service payment.

In addition, Parks Planning will reclass a current position which will produce one-time savings.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		62.70	69.28	62.48	64.48
<b>Expenditures</b>					
Business Services		9,812,678	10,667,052	11,007,459	10,959,799
Planning		1,143,376	1,687,509	1,701,780	1,201,280
<b>Total Expenditures</b>		<b>10,956,054</b>	<b>12,354,561</b>	<b>12,709,239</b>	<b>12,161,079</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.



# Portland Parks and Recreation

## Parks Recreation and Culture Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percentage of employees satisfied or very satisfied	76%	76%	80%	80%	80%
Percentage of employees rating internal communication as good or very good	44%	43%	50%	50%	50%
Minority employees as a percentage of total	15%	16%	21%	21%	21%
Female employees as a percentage of total	38%	38%	51%	51%	51%
Annual greenhouse gas emissions	14,210	14,113	13,500	13,500	13,500
<b>Efficiency</b>					
Workers compensation claims per 100 workers	8.30	7.60	7.00	7.00	7.00

## Infrastructure

<b>Description</b>	The Infrastructure program includes all activities related to maintenance, capital construction, and design of Parks facilities, structures, grounds, parks, and natural areas. The Infrastructure program also includes all aspects of property acquisition, disposition, and management.
<b>Goals</b>	<p>The Parks Strategic Plan articulates high level goals for the bureau to achieve over the next three years. Outcome statements most germane to service delivery in the Infrastructure program include the following:</p> <ul style="list-style-type: none"><li>◆ Effectively manage built and natural assets</li><li>◆ Adequate land and facilities are provided to meet identified recreation, open space, and biodiversity needs.</li></ul>
<b>Performance</b>	Assessing progress towards desired outcomes will be measured through a variety of performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets are not necessarily specific to FY 2011-12. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision, or the Parks strategic plan.
<b>Changes to Services and Activities</b>	<p>The Infrastructure program is organized into sub-programs that are related to maintenance or property. The following sub-programs will be impacted by FY 2011-12 budget cuts:</p> <p>The facilities maintenance group will further reduce professional and contracted services, as well as seasonal worker hours with respect to unplanned and urgent work. A reduction in materials and supplies will occur as well. The result will be delays in service delivery and limited maintenance during building shutdowns. There will be an increase in the backlog of work orders; however, the immediate and short-term impact to the public will be mitigated to a large extent.</p> <p>The turf and irrigation group will hold one turf position vacant, while redirecting seasonal turf employees to cover such functions. There is a plan to reduce and optimize water use in developed parks through individualized water budgets in partnership with the Water Bureau's Water Conservation Program. If these water reductions are effective, the impact to the public will be minimal.</p> <p>The Natural Areas and Trails group will defer filling vacancies from anticipated retirements while shifting workload among staff. In addition, some funding will be reduced for contractual restoration work with the Bureau of Environmental Services.</p> <p>The Horticulture group will see a reduction in the amount of plants purchased and grown, thereby reducing the amount of inventory that is planted in the system. This will save in seasonal maintenance hours and contracted purchases, however the impact will be visual as the aesthetics of barer plant beds and less diverse natural areas will occur.</p>

# Portland Parks and Recreation

## Parks Recreation and Culture Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		213.71	212.07	205.90	208.90
<b>Expenditures</b>					
Capital Development		15,499,383	17,496,302	31,095,846	28,259,080
Infrastructure		0	425,000	0	0
Maintenance		21,916,072	23,824,973	24,376,972	24,491,289
Property		655,429	774,979	692,474	668,680
<b>Total Expenditures</b>		<b>38,070,884</b>	<b>42,521,254</b>	<b>56,165,292</b>	<b>53,419,049</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percentage of residents rating park grounds as well maintained	86%	86%	86%	86%	86%
Percentage of residents rating park facilities as well maintained	66%	68%	68%	68%	68%
Percentage of residents living within 3 miles of a full service community center	69%	69%	69%	69%	69%
Funding for facility maintenance as a percentage of current replacement value	1.9%	2.2%	2.0%	2.0%	2.0%
Percentage of residents living within 1/2 mile of a park or natural area	76%	77%	77%	77%	77%
Percentage of residents rating proximity to parks as good or very good	84%	85%	85%	85%	85%
Park acres per 1,000 residents	18.80	19.20	19.20	19.20	19.20
<b>Workload</b>					
Percentage of maintenance that is scheduled	46%	58%	58%	58%	58%
Acres of invasive weeds treated annually	2,810	2,411	2,411	2,411	2,411
Miles of Regional Trails	151	151	151	151	151
Natural Areas Acreage	7,287	7,523	7,614	7,614	7,614

# Community

**Description** The Community program includes services related to community engagement, leadership, public safety, sponsorship, volunteers, and communications.

**Goals** The Parks Strategic Plan articulates high level goals for the bureau to achieve over the next three years. Outcome statements most germane to service delivery in the Community program include the following:

- ◆ The community demonstrates increased awareness and appreciation through participation in a healthy parks system
- ◆ Diverse and plentiful opportunities for engagement with Parks exist throughout the community
- ◆ The community feels authentically engaged and sees that their participation contributes to a better parks system.

**Performance** Assessing progress towards desired outcomes will be measured through a variety of performance measures that monitor conditions in the field, public perception about current conditions, and interventions by Parks that aim to improve conditions. Future year targets are not necessarily specific to FY 2011-12. In most cases, target values correspond to strategic goals articulated in the Parks 2020 Vision, or the Parks strategic plan.

**Changes to Services and Activities** The Community program is organized into sub-programs that are related to Leadership, Community Relations, Customer Service Center, Security, Aging Services, and Adaptive and Inclusive Services.

The Customer Service Center will continue to keep a vacant position open in FY 2011-12. Workload from this position has been shifted to other staff but the negative impact has been the ability to thoroughly detail permits and promote events. Estimated revenue loss from this position being vacant is \$21,000. It will also cause delays in permit processing and promotion of events.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		37.57	30.82	34.50	34.50
<b>Expenditures</b>					
Community Engagement		2,537,940	3,129,148	3,147,579	3,204,873
Leadership and Advocacy		946,872	840,902	599,189	567,189
Marketing and Business Development		0	301,401	671,715	652,715
Visitor Services		1,728,245	1,903,406	1,756,169	1,834,169
<b>Total Expenditures</b>		<b>5,213,058</b>	<b>6,174,857</b>	<b>6,174,652</b>	<b>6,258,946</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Annual volunteer hours	465,353	460,764	460,000	460,000	460,000

# Portland Parks and Recreation

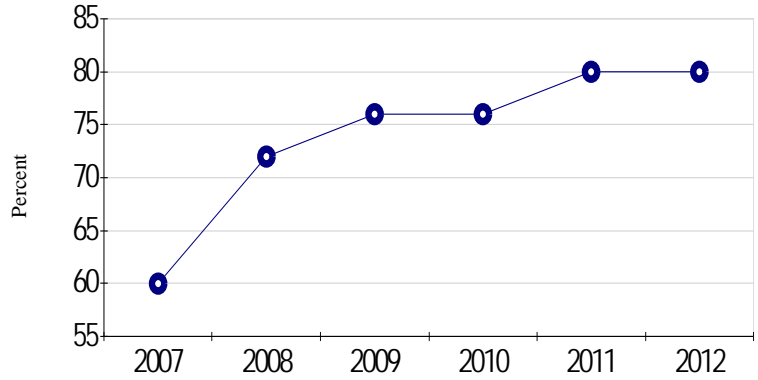
## Parks Recreation and Culture Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Number of annual visits (recreation programs)	6,500,000	6,000,000	6,000,000	6,000,000	6,000,000

# Performance Measures

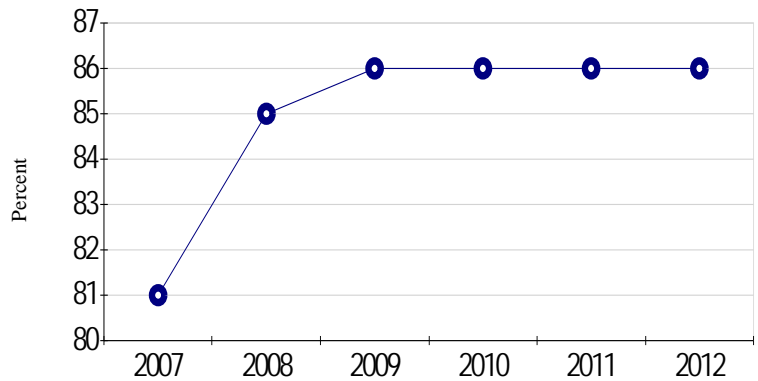
## Percent of employees satisfied or very satisfied

Employee satisfaction has improved considerably since 2004. The bureau aims to maintain employee satisfaction at 80% or greater.



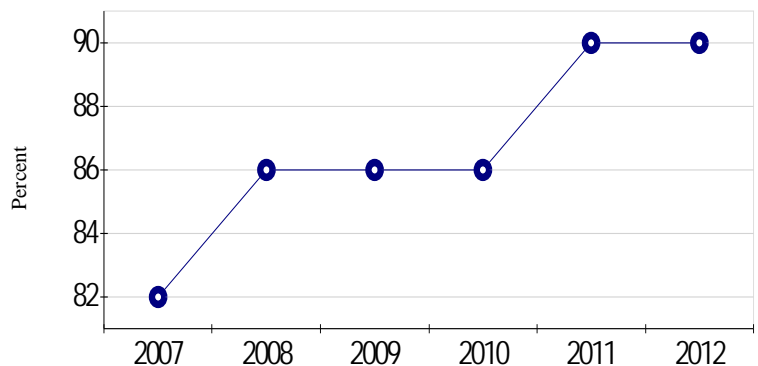
## Residents rating park grounds as well maintained

Public satisfaction with the maintenance of park grounds reached its highest level ever in 2009. The bureau's goal is to maintain satisfaction levels above 85%. Cuts taken in FY 2011-12 will likely reverse progress in this area.



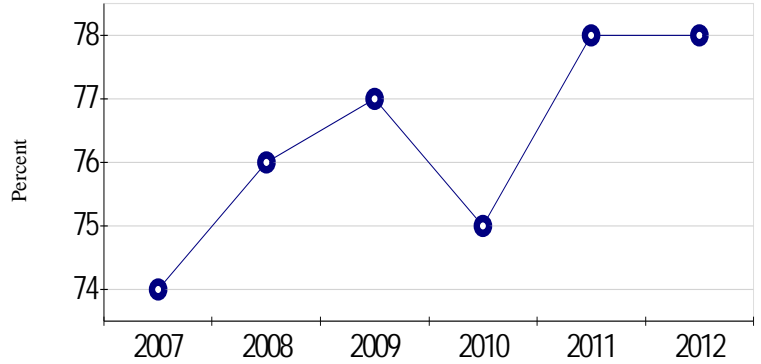
## Quality of parks

This measure reports the percentage of residents rating the quality of parks as good or very good. Recent progress has been made towards reaching the bureau goal of 90% by the year 2020. However, cuts in FY 2011-12 will likely reverse progress towards this goal.



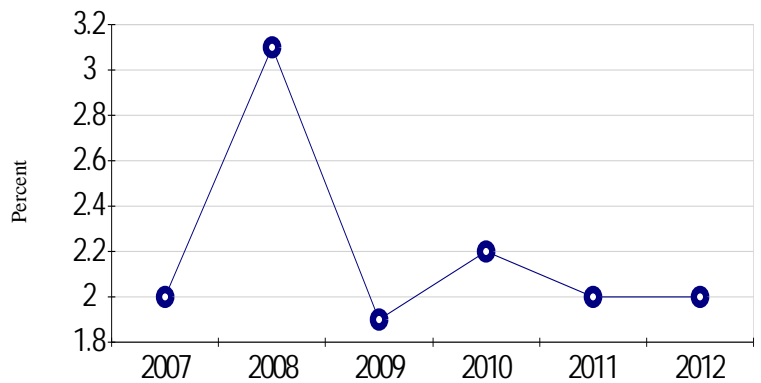
**Quality of recreation centers and activities**

This measure reports residents' rating the quality of recreation centers and activities as very good or good. Quality ranking for community centers has significantly improved since the early nineties. Parks' goal is to reach 78% in the near future. However, cuts in FY 2011-12 will likely reverse progress towards this goal.



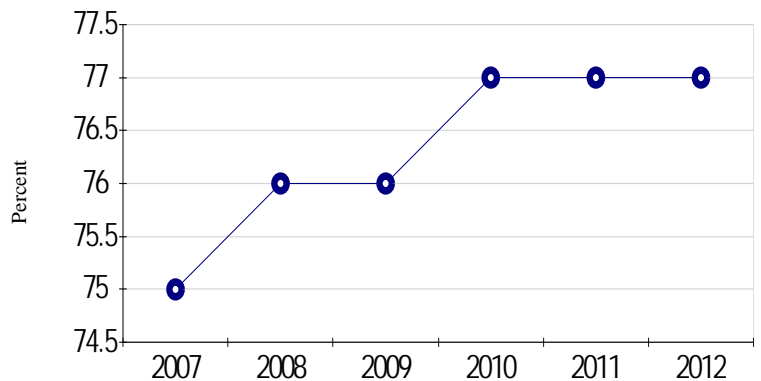
**Funding allocated to facility maintenance**

Parks' goal is to allocate 2-4% of facility replacement value towards maintenance as identified in the Parks 2020 Vision.



**Residents living within 1/2 mile of a park**

As of 2010, 78% of Portland households lived within 1/2 mile of a developed park or natural area. The largest park deficient areas exist in the Outer East Portland and Central Northeast neighborhood areas.

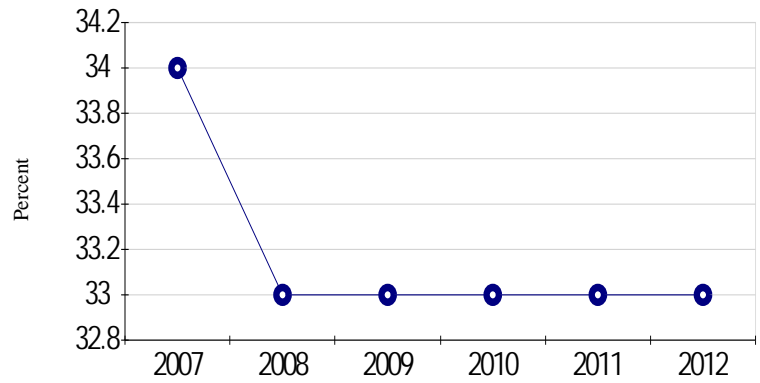


# Portland Parks and Recreation

## Parks Recreation and Culture Service Area

### Cost recovery rate

Parks' cost recovery policy was endorsed by City Council in 2004 and includes an average total cost recovery goal of 39% for all fee supported programs.





	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	234,905	143,262	65,039	32,142	32,142
Licenses & Permits	241,213	503,875	309,669	231,088	231,088
Charges for Services	26,003,141	24,956,404	27,757,095	27,346,804	29,054,695
Intergovernmental	4,669,887	5,901,511	6,461,344	15,525,273	11,125,273
Bond & Note	0	1,149,215	774,800	8,610,000	8,610,000
Miscellaneous	7,471,248	2,328,122	2,174,579	2,794,456	2,402,456
<b>Total External Revenues</b>	<b>38,620,394</b>	<b>34,982,389</b>	<b>37,542,526</b>	<b>54,539,763</b>	<b>51,455,654</b>
<b>Internal Revenues</b>					
General Fund Discretionary	36,894,420	40,319,959	41,091,826	42,882,510	42,962,510
Fund Transfers - Revenue	7,034,841	3,003,050	5,520,440	2,642,797	2,642,797
Interagency Revenue	8,081,655	2,276,434	3,032,009	2,606,491	2,606,491
<b>Total Internal Revenues</b>	<b>52,010,916</b>	<b>45,599,443</b>	<b>49,644,275</b>	<b>48,131,798</b>	<b>48,211,798</b>
Beginning Fund Balance	38,203,216	23,849,059	17,521,301	14,328,203	14,062,203
<b>Total Resources</b>	<b>\$128,834,526</b>	<b>\$104,430,891</b>	<b>\$104,708,102</b>	<b>\$116,999,764</b>	<b>\$113,729,655</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	42,465,414	43,460,604	45,652,427	45,624,343	46,555,482
External Materials and Services	23,499,637	21,529,633	24,909,923	24,906,418	24,285,409
Internal Materials and Services	14,588,797	8,309,263	8,680,855	8,794,055	8,618,555
Capital Outlay	14,447,544	9,681,810	9,575,726	24,306,819	20,982,080
<b>Total Bureau Expenditures</b>	<b>95,001,392</b>	<b>82,981,310</b>	<b>88,818,931</b>	<b>103,631,635</b>	<b>100,441,526</b>
<b>Fund Expenditures</b>					
Debt Service	2,828,257	1,269,412	2,377,476	2,603,283	2,603,283
Contingency	0	0	8,544,490	8,494,839	8,414,839
Fund Transfers - Expense	7,155,818	3,166,278	4,164,478	1,466,324	1,466,324
Debt Service Reserves	0	0	640,105	641,061	641,061
<b>Total Fund Expenditures</b>	<b>9,984,075</b>	<b>4,435,690</b>	<b>15,726,549</b>	<b>13,205,507</b>	<b>13,125,507</b>
Ending Fund Balance	23,849,059	17,013,891	162,622	162,622	162,622
<b>Total Requirements</b>	<b>\$128,834,526</b>	<b>\$104,430,891</b>	<b>\$104,708,102</b>	<b>\$116,999,764</b>	<b>\$113,729,655</b>
<b>Programs</b>					
Administration & Support		(15,000)	0	0	0
Commissioner's Office		47,004	0	0	0
Community		5,213,058	6,174,857	6,174,652	6,258,946
Engineering		13,327	0	0	0
Infrastructure		38,070,884	42,521,254	56,165,292	53,419,049
Recreation		27,815,978	27,768,259	28,582,452	28,602,452
Support		10,956,054	12,354,561	12,709,239	12,161,079
Traffic Safety		959,326	0	0	0
Waste Reduction & Recycling		(79,320)	0	0	0
<b>Total Programs</b>		<b>\$82,981,310</b>	<b>\$88,818,931</b>	<b>\$103,631,635</b>	<b>\$100,441,526</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

**Parks Recreation and Culture Service Area**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Acquisitions</b>								
Acq-RedElectricAlpenrose	0	0	6,420	0	0	0	0	6,420
Acq-RiverviewCemetary	0	0	650,000	0	0	0	0	650,000
Metro Bond Local Share Natural Area Acquisition	1,582,551	500,000	500,000	1,000,000	200,000	0	0	1,700,000
Metro Bond Local Share NeighborhoodParkAcquisition	509,069	10,000	500,000	325,000	0	0	0	825,000
Metro Bond Local Share Trail Acquisition	513	0	456,000	0	0	0	0	456,000
SDCAcquisitionCommunityParks	0	175,000	850,000	850,000	826,721	0	0	2,526,721
SDCHabitatAcquisiton	0	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
SDCNeighborhoodParkAcquisition	2,931,721	0	0	500,000	500,000	1,000,000	1,000,000	3,000,000
SDCTrailAcquisition	0	100,000	13,580	160,000	260,000	135,000	135,000	703,580
<b>Total Acquisitions</b>	<b>5,023,854</b>	<b>1,085,000</b>	<b>3,276,000</b>	<b>3,135,000</b>	<b>2,086,721</b>	<b>1,435,000</b>	<b>1,435,000</b>	<b>11,367,721</b>
<b>Buildings &amp; Pools</b>								
CapitalEquipmentReserve	0	89,275	89,275	0	0	0	0	89,275
ChimneyParkRemodel	0	0	350,000	0	0	0	0	350,000
ColumbiaPoolRoof	0	0	0	0	1,112,000	0	0	1,112,000
CommunityMusicCenter	0	0	0	1,992,000	0	0	0	1,992,000
Computer Hardware Equipment Reserve	0	98,000	197,000	0	0	0	0	197,000
DeltaParkMaintenanceFacility	0	0	605,000	0	0	0	0	605,000
FlavelPropertyDevelopment	727,977	483,952	2,225,000	0	0	0	0	2,225,000
ForestryHQReplacement	0	0	0	1,500,000	2,100,000	0	0	3,600,000
LeachBotanicalBuilding	0	0	0	2,388,000	0	0	0	2,388,000
MajorMaintenance	1,052,748	1,226,516	1,359,753	1,005,748	1,025,863	1,046,380	1,067,308	5,505,052
Matt Dishman Community Center General Improvement	0	0	0	0	0	0	8,336,000	8,336,000
MtScottCommunityCenterFCI	0	0	0	0	0	0	7,356,000	7,356,000
MtTaborFacility	0	0	280,000	0	5,000,000	10,000,000	15,000,000	30,280,000
Multnomah Arts Center Facility Improvements	0	0	0	7,577,000	0	0	0	7,577,000
Multnomah Arts Center/Pottery Barn Seismic	0	0	0	1,266,000	0	0	0	1,266,000
Peninsula/Pier/GrantsPools	0	0	0	0	1,513,000	0	0	1,513,000
PittockMansionExteriorMasonry	0	0	0	2,111,000	0	0	0	2,111,000
PittockTerraceReplacement	0	420,000	420,000	0	0	0	0	420,000
Sellwood Community Center Refurbishment	0	0	0	0	0	1,677,000	0	1,677,000
SellwoodPoolLead	0	0	0	0	300,000	0	0	300,000
StJohnsModularBuilding	0	80,000	80,000	0	0	0	0	80,000
Washington Monroe Community Center	421,808	291,279	50,000	3,018,000	11,539,000	15,830,000	0	30,437,000
WhitakerPondEducationCenter	0	0	0	2,849,000	0	0	0	2,849,000
<b>Total Buildings &amp; Pools</b>	<b>2,202,533</b>	<b>2,689,022</b>	<b>5,656,028</b>	<b>23,706,748</b>	<b>22,589,863</b>	<b>28,553,380</b>	<b>31,759,308</b>	<b>112,265,327</b>

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Developed Parks</b>								
Beech Park - 1	0	0	0	892,000	206,000	3,089,000	0	4,187,000
Cathedral Park Transient Dock-Old	0	0	0	1,055,000	1,801,000	0	0	2,856,000
Childrens Arboretum- East	0	0	0	618,000	0	0	0	618,000
Childrens Arboretum- West	0	0	0	2,093,000	0	0	0	2,093,000
Chinese Garden	0	0	0	300,000	0	0	0	300,000
Clatsop Butte	0	0	0	528,000	3,215,000	0	0	3,743,000
Couch Park- West Recreation Zone	0	0	0	0	824,000	0	0	824,000
Crystal Spring Garden	0	0	0	300,000	0	0	0	300,000
Cully Park	0	0	0	0	4,221,000	7,810,000	0	12,031,000
Dawson Park Improvements	152	250,000	500,000	400,000	500,000	0	0	1,400,000
Dog Off Leach Area Repairs - Citywide	0	0	0	200,000	300,000	0	0	500,000
Errol Heights Master Plan	0	0	0	784,000	2,111,000	3,166,000	0	6,061,000
Gateway Plaza Development	0	0	0	1,000,000	0	0	0	1,000,000
Halpern Fountain	0	0	0	100,000	500,000	500,000	400,000	1,500,000
Hoyt Arboretum- Contributions	0	0	0	300,000	0	0	0	300,000
Interstate Urban Renewal Capital Projects	638,707	595,000	100,000	100,000	30,000	0	0	230,000
Japanese Garden	0	0	0	300,000	0	0	0	300,000
Lents URA Development	992,353	0	115,000	1,175,000	100,000	100,000	100,000	1,590,000
Marshall Park and Trail	0	0	0	875,000	0	0	0	875,000
North Macadam URA	0	0	0	0	0	1,000,000	1,000,000	2,000,000
O' Bryant Square Development	0	0	0	0	5,100,220	0	0	5,100,220
Park Features and Amenities- Maintenance	0	0	0	1,500,000	2,000,000	1,000,000	0	4,500,000
Parklane Park Master Plan	0	0	0	0	0	6,046,000	0	6,046,000
Pioneer Courthouse Square Membrane	0	0	0	0	4,659,000	0	0	4,659,000
Restroom Repair	0	0	0	0	2,400,000	0	0	2,400,000
River District Neighborhood Park	466,545	400,000	4,000,000	0	0	0	0	4,000,000
SDC Citywide Component Development	489,439	283,101	200,000	1,000,000	0	0	0	1,200,000
SDC Neighborhood Park Development	1,907,000	130,000	0	600,000	600,000	600,000	600,000	2,400,000
South Park Blocks Refurbish	0	0	0	375,000	0	0	0	375,000
Spring Garden Park Master Plan	0	0	0	0	1,457,000	0	0	1,457,000
Waterfront Park Turf	0	166,000	166,000	0	0	0	0	166,000
Willamette Park Improvement	0	349,882	655,000	0	0	0	0	655,000
<b>Total Developed Parks</b>	<b>4,494,196</b>	<b>2,173,983</b>	<b>5,736,000</b>	<b>14,495,000</b>	<b>30,024,220</b>	<b>23,311,000</b>	<b>2,100,000</b>	<b>75,666,220</b>
<b>Golf</b>								
Golf Small Capital Projects	0	11,000	0	250,000	250,000	250,000	250,000	1,000,000
Heron Lakes New Clubhouse	357,285	85,000	4,700,000	0	0	0	0	4,700,000
<b>Total Golf</b>	<b>357,285</b>	<b>96,000</b>	<b>4,700,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>5,700,000</b>

**Parks Recreation and Culture Service Area**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Green Infrastructure</b>								
Community Garden Development	146,357	0	125,000	0	0	0	0	125,000
Community Garden New Site	0	20,000	150,000	0	0	0	0	150,000
Laurelhurst Park Pond Dredging	329,231	976,501	350,000	0	0	0	0	350,000
Metro Bond Local Share Natural Area Restoration	97,418	170,000	1,000,000	850,000	361,410	0	0	2,211,410
Natural Area Signage	0	0	0	1,000,000	0	0	0	1,000,000
Natural Area Stabilization	0	0	0	1,953,000	1,055,000	697,000	0	3,705,000
Oaks Bottom Habitat	0	0	0	0	656,000	0	0	656,000
SDC Habitat Restoration	0	0	0	25,000	25,000	10,000	10,000	70,000
Westmoreland Duck Pond	0	0	0	0	0	1,393,000	0	1,393,000
Westmoreland Park Playground Relocation	201,332	542,789	462,000	0	0	0	0	462,000
Whitaker Pond N/A Development	0	0	0	1,055,000	2,235,000	0	0	3,290,000
<b>Total Green Infrastructure</b>	<b>774,338</b>	<b>1,709,290</b>	<b>2,087,000</b>	<b>4,883,000</b>	<b>4,332,410</b>	<b>2,100,000</b>	<b>10,000</b>	<b>13,412,410</b>
<b>Recreation Features</b>								
City Destination Play Area	0	0	0	1,500,000	0	0	0	1,500,000
Downtown Play Area	0	0	0	300,000	0	0	0	300,000
East Delta Park Synthetic Fields	0	0	0	0	8,073,000	0	0	8,073,000
East Holiday Master Plan	0	0	0	0	1,000,000	0	0	1,000,000
Lents Walker Stadium	0	0	0	0	0	2,950,000	0	2,950,000
Mary Reike School Synthetic Grass Replace	0	0	0	0	2,375,000	0	0	2,375,000
Playground ADA & Safety	178,066	0	0	1,000,000	1,550,000	2,000,000	0	4,550,000
Portland Tennis Center Renovation	0	0	0	3,309,000	0	0	0	3,309,000
Rocky Butte - Masonry	0	0	0	0	0	0	0	0
Skate Park - Regional	0	0	0	0	1,000,000	0	0	1,000,000
Sports Field Synthetic Turf	0	0	0	500,000	0	0	0	500,000
Sports Fields - Schools	0	0	0	800,000	4,700,000	2,000,000	0	7,500,000
Tennis Court Decommission	0	0	0	220,000	0	0	0	220,000
Tennis Court Renovation	0	0	0	1,055,000	1,210,000	1,266,000	0	3,531,000
Wading Pool Conversion Priority 1	0	0	0	800,000	1,200,000	1,100,000	1,200,000	4,300,000
Westmoreland Park Ballfield Renovation	0	0	0	999,000	0	0	0	999,000
<b>Total Recreation Features</b>	<b>178,066</b>	<b>0</b>	<b>0</b>	<b>10,483,000</b>	<b>21,108,000</b>	<b>9,316,000</b>	<b>1,200,000</b>	<b>42,107,000</b>
<b>Utilities, Roads &amp; Trails</b>								
Chimney Park Trail	0	0	0	0	237,000	0	0	237,000
City Mountain Bike Trail	0	0	0	1,000,000	0	0	0	1,000,000
Columbia Slough Trail - PIR to MLK	3,411	131,837	380,000	0	0	0	0	380,000
Delta Park Pressure Sewer	0	135,000	135,000	0	0	0	0	135,000
Forest Park Culverts	0	190,000	190,000	0	0	0	0	190,000
Forest Park Entrance	0	0	0	0	4,973,000	0	0	4,973,000
Hoyt Arboretum	0	0	0	594,000	0	0	0	594,000
Kelly Point Park Trail	0	0	0	273,000	0	0	0	273,000

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised	Adopted	Capital Plan					5-Year Total
		FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16		
LeafEricksonDriveRefurbishment	0	0	0	0	528,000	6,432,000	6,806,000	13,766,000	
MarineDrive Trail Gaps	0	0	110,563	3,694,000	0	0	0	3,804,563	
Marine Drive Trail, Bridgeton Rd to Levee	102,212	240,000	1,260,000	700,000	0	0	0	1,960,000	
MarquamNaturePark Trail	0	0	0	317,000	0	0	0	317,000	
Mt. Tabor Trail Improvements	0	0	0	0	528,000	930,000	0	1,458,000	
N Portland Willamette Greenway Trail Plan	0	481,800	450,000	0	0	0	0	450,000	
Pittock Mansion Entry Road Repaving	0	0	0	331,000	0	0	0	331,000	
Red Electric Trail	0	0	0	0	0	0	1,776,000	1,776,000	
Road and Parking Lot Projects	0	0	0	0	0	2,000,000	3,000,000	5,000,000	
SDC Trail Development	0	346,250	0	300,000	300,000	300,000	300,000	1,200,000	
South Waterfront Greenway-SDC	104,096	400,000	2,317,000	0	0	0	0	2,317,000	
Springwater Trailhead at SE 136th St	0	0	0	0	0	1,635,000	0	1,635,000	
Swan Island Waud Bluff Trail	26,321	1,176,342	80,000	1,744,000	0	0	0	1,824,000	
Wildwood Trail Bridge	0	0	0	0	0	3,024,000	0	3,024,000	
Willamette Greenway	0	0	0	0	0	0	5,130,000	5,130,000	
<b>Total Utilities, Roads &amp; Trails</b>	<b>236,040</b>	<b>3,101,229</b>	<b>4,922,563</b>	<b>8,953,000</b>	<b>6,566,000</b>	<b>14,321,000</b>	<b>17,012,000</b>	<b>51,774,563</b>	
<b>Total Requirements</b>	<b>13,266,312</b>	<b>10,854,524</b>	<b>26,377,591</b>	<b>65,905,748</b>	<b>86,957,214</b>	<b>79,286,380</b>	<b>53,766,308</b>	<b>312,293,241</b>	

# Portland Parks and Recreation

## FTE Summary

### Parks Recreation and Culture Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	1.00	49,013	1.00	52,500	1.00	52,500
30000063	Accountant II	49,171	60,070	2.00	120,144	2.00	120,144	2.00	120,144
30000061	Accounting Technician	31,138	43,430	1.00	43,428	1.00	43,428	1.00	43,428
30000434	Administrative Assistant	44,533	68,619	3.00	209,280	3.00	209,280	3.00	209,280
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	56,460	1.00	58,778	1.00	58,778
30000437	Administrative Supervisor II	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000753	Aquatic Program Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000314	Architect	60,840	77,709	1.00	60,840	1.00	0	1.00	0
30000749	Arts Programs Supervisor	59,634	79,518	1.00	67,248	1.00	69,318	1.00	69,318
30000101	Automotive Equipment Oper I	40,352	48,901	4.00	195,600	5.00	244,500	5.00	244,500
30001333	Botanic Spec I-Trails	50,731	64,750	1.00	61,656	1.00	64,752	1.00	64,752
30000316	Botanic Spec I-Youth & Comnty Programs	50,731	64,750	3.00	166,224	3.00	167,912	3.00	167,912
30000317	Botanic Spec II-Arboretum Collection	53,394	68,120	1.00	61,776	1.00	63,856	1.00	63,856
30000318	Botanic Spec II-Community Gardens	53,394	68,120	0.75	51,093	0.00	0	0.00	0
30000319	Botanic Spec II-Environmental Education	53,394	68,120	1.00	63,076	1.00	66,241	1.00	66,241
30001005	Botanic Spec II-Forestry	53,394	68,120	1.00	56,040	1.00	58,390	1.00	58,390
30000320	Botanic Spec II-Generalist	53,394	68,120	1.00	60,075	1.00	63,076	1.00	63,076
30000321	Botanic Spec II-Ntrl Resource Ecologist	53,394	68,120	4.00	253,968	4.00	258,828	4.00	258,828
30000322	Botanic Spec II-Pest Mgmt	53,394	68,120	1.00	68,124	1.00	68,124	1.00	68,124
30000323	Botanic Spec II-Rose Garden	53,394	68,120	1.00	68,124	1.00	68,124	1.00	68,124
30000831	Botanic Technician I	37,378	50,086	3.00	112,448	3.00	115,862	3.00	115,862
30001383	Botanic Technician II	41,122	55,099	2.00	88,488	2.00	91,791	2.00	91,791
30000312	Building/Landscape Designer II	50,086	60,840	1.00	50,088	1.00	0	1.00	0
30000458	Bureau Director, Assistant to	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000442	Business Operations Manager, Sr	92,186	128,752	1.00	92,184	1.00	0	1.00	0
30000440	Business Operations Supervisor	65,811	88,046	1.00	82,292	1.00	85,668	1.00	85,668
30000448	Business Systems Analyst	56,763	75,670	1.00	66,600	1.00	68,652	1.00	68,652
30000447	Business Systems Analyst, Assistant	44,533	68,619	1.00	53,808	1.00	54,912	1.00	54,912
30000329	CAD Technician II	50,086	63,898	1.00	63,900	1.00	63,900	1.00	63,900
30000330	CAD Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000454	Capital Improvmtnt Program Planning Supvr	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000686	Capital Project Manager II	65,811	88,046	0.00	0	0.00	0	2.00	131,616
30000687	Capital Project Manager III	68,994	92,726	1.00	87,636	1.00	89,430	2.00	158,430
30000110	Carpenter	50,835	55,224	7.00	382,176	7.00	382,176	7.00	382,176
30000491	Community Outreach & Informtn Assistant	44,533	68,619	1.00	61,752	0.90	60,228	0.90	60,228
30000493	Community Outreach & Informtn Rep, Sr	59,634	79,518	2.00	151,072	2.00	156,726	2.00	156,726
30000494	Community Outreach & Invlvmt Program Mgr	62,629	83,637	1.00	80,832	1.00	83,406	1.00	83,406
30000105	Construction Equipment Operator	42,952	54,850	2.00	109,704	2.00	109,704	2.00	109,704
30000116	Electrician	63,606	68,661	2.00	137,328	2.00	137,328	2.00	137,328
30000119	Electrician, Supervising	70,138	75,691	1.00	75,696	1.00	75,696	1.00	75,696
30000358	Engineering Associate, Sr-Civil	69,160	88,171	1.00	88,176	1.00	88,176	1.00	88,176
30000324	Engineering Technician I	37,378	50,086	1.00	37,380	1.00	37,380	1.00	37,380
30000720	Facilities Construction Proj Spec,Supvsg	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000717	Facilities Construction Project Spec	54,080	72,051	2.00	126,132	1.50	36,024	1.50	36,024
30000714	Facilities Maintenance Supervisor, Sr	59,634	79,518	1.00	79,440	1.00	79,510	1.00	79,510
30000070	Facilities Maintenance Tech Apprentice	35,984	56,971	1.00	46,970	1.00	52,976	1.00	52,976
30000071	Facilities Maintenance Technician	55,515	59,966	6.00	355,332	6.00	355,332	6.00	355,332
30000567	Financial Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000566	Financial Analyst, Assistant	44,533	68,619	2.00	114,564	2.00	116,836	2.00	116,836

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000568	Financial Analyst, Sr	62,629	83,637	1.00	74,880	1.00	77,952	1.00	77,952
30000127	General Mechanic	46,134	55,806	1.00	55,812	1.00	55,812	1.00	55,812
30000343	GIS Technician III	60,840	77,709	1.00	70,428	1.00	74,052	1.00	74,052
30000764	Golf Course Superintendent	59,634	79,518	4.00	293,908	4.00	298,446	4.00	298,446
30000765	Golf, Director of	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000085	Greenskeeper I	39,042	47,798	14.00	662,256	14.00	662,256	14.00	662,256
30000086	Greenskeeper II	43,992	50,253	5.00	251,280	5.00	251,280	5.00	251,280
30000087	Greenskeeper III	45,635	55,224	5.00	272,856	5.00	272,856	5.00	272,856
30000248	High Climber	46,051	55,224	8.00	438,672	8.00	438,672	8.00	438,672
30001334	Horticultural Supervisor	59,634	79,518	1.00	60,240	1.00	62,712	1.00	62,712
30000252	Horticulturist	43,430	52,478	22.00	1,154,472	22.00	1,154,472	22.00	1,154,472
30000930	Landscape Architect Project Manager	68,994	92,726	1.00	92,103	1.00	92,724	1.00	92,724
30000098	Maintenance Mechanic	45,635	51,022	12.00	601,512	12.00	555,876	12.00	555,876
30000073	Maintenance Worker	23,400	27,747	2.00	55,488	2.00	55,488	2.00	55,488
30000451	Management Analyst	56,763	75,670	2.00	139,144	2.00	143,657	2.00	143,657
30000453	Management Analyst, Principal	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000452	Management Analyst, Sr	62,629	83,637	3.00	221,544	3.00	223,857	3.00	223,857
30000450	Management Assistant	44,533	68,619	2.00	125,582	2.00	127,914	2.00	127,914
30000750	Music Programs Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000768	Natural Areas Supervisor	59,634	79,518	2.00	136,620	2.00	137,892	2.00	137,892
30000012	Office Support Specialist II	31,138	43,430	6.00	248,280	6.00	217,140	6.00	217,140
30000013	Office Support Specialist III	39,832	51,272	4.00	199,724	4.00	205,104	4.00	205,104
30000751	Outdoor Recreation & Env Educ Supvr	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000112	Painter	50,835	55,224	3.00	165,672	3.00	165,672	3.00	165,672
30000757	Park Ranger Supervisor	44,533	68,619	1.00	59,853	1.00	62,305	1.00	62,305
30000439	Parks & Rec Administrative Mgr	68,994	92,726	1.00	90,594	1.00	92,724	1.00	92,724
30000834	Parks & Rec Central Svcs/Asset Syst Mgr	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000756	Parks & Rec City Nature Zone Mgr	65,811	88,046	2.00	171,432	2.00	174,282	2.00	174,282
30000746	Parks & Rec Natural Areas Manager	85,800	116,293	1.00	111,612	1.00	113,904	1.00	113,904
30000748	Parks & Rec Services Manager	92,186	128,752	1.00	127,884	1.00	128,316	1.00	128,316
30000747	Parks & Rec Wrkfr&Comnty Alliance Mgr	85,800	116,293	1.00	85,800	1.00	101,052	1.00	101,052
30000755	Parks & Rec Zone Manager	68,994	92,726	4.00	341,058	4.00	346,099	4.00	346,099
30000428	Parks & Recreation Director	114,026	163,426	1.00	160,062	1.00	163,428	1.00	163,428
30000903	Parks Athletic Fields Maintenance Supvr	56,763	75,670	1.00	67,899	1.00	70,680	1.00	70,680
30000084	Parks Maintenance Crew Leader	45,594	55,078	4.00	220,320	4.00	220,320	4.00	220,320
30000759	Parks Maintenance Supervisor	56,763	75,670	7.00	490,891	7.00	440,434	7.00	440,434
30000742	Parks Planner, Supervising	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000758	Parks Security Manager	62,629	83,637	1.00	79,056	1.00	80,946	1.00	80,946
30000081	Parks Technician	42,058	47,798	33.00	1,563,696	33.00	1,566,120	33.00	1,566,120
30000761	Parks Turf & Irrigation Maint Supervisor	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000386	Planner II, City-Parks	58,552	67,642	0.58	34,153	1.00	61,440	1.00	61,440
30000392	Planner, Sr City-Environmental	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000394	Planner, Sr City-Parks	60,840	77,709	3.00	182,520	3.00	0	3.00	0
30000464	Program Coordinator	59,634	79,518	2.00	149,556	3.00	226,932	3.00	226,932
30000465	Program Manager	62,629	83,637	2.00	167,280	2.00	167,280	2.00	167,280
30000466	Program Manager, Sr	74,214	98,862	1.00	94,714	1.00	98,307	1.00	98,307
30000463	Program Specialist	54,080	72,051	4.00	241,188	4.00	245,841	4.00	245,841
30000462	Program Specialist, Assistant	44,533	68,619	2.00	130,620	2.00	131,892	2.00	131,892
30000698	Property Acquisition & Services Manager	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000497	Public Information Manager	68,994	92,726	1.00	69,000	1.00	80,868	1.00	80,868

# Portland Parks and Recreation

## FTE Summary

### Parks Recreation and Culture Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000630	Public Works Supervisor II	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672		
30000766	Raceway Maintenance Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524		
30000767	Raceway Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724		
30000268	Recreation Coord I-Aquatics	40,144	49,213	9.00	426,298	9.00	433,853	9.00	433,853		
30000269	Recreation Coord I-At-Risk Yth Outreach	40,144	49,213	2.00	98,424	2.00	98,424	2.00	98,424		
30000273	Recreation Coord I-Disabled Citizens	40,144	49,213	2.00	98,424	2.00	98,424	2.00	98,424		
30000274	Recreation Coord I-Environmental Educ	40,144	49,213	2.00	97,140	2.00	97,996	2.00	97,996		
30000276	Recreation Coord I-Generalist	40,144	49,213	30.00	1,438,858	30.00	1,405,270	30.00	1,405,270		
30000278	Recreation Coord I-Multnomah Art Center	40,144	49,213	1.00	49,212	1.00	49,212	1.00	49,212		
30000275	Recreation Coord I-Public Events Permit	40,144	49,213	1.00	46,596	1.00	47,373	1.00	47,373		
30000280	Recreation Coord I-Senior Recreation	40,144	49,213	1.00	49,212	1.00	49,212	1.00	49,212		
30000282	Recreation Coord I-Tennis	40,144	49,213	1.00	49,212	1.00	49,212	1.00	49,212		
30001508	Recreation Coord I-Urban Parks	40,144	49,213	1.00	49,212	1.00	49,212	1.00	49,212		
30000284	Recreation Coord II-Aquatics	42,598	52,437	4.00	208,760	4.00	209,760	4.00	209,760		
30000285	Recreation Coord II-Comnty Music Center	42,598	52,437	1.00	52,440	1.00	52,440	1.00	52,440		
30000288	Recreation Coord II-Fitness	42,598	52,437	1.00	52,440	1.00	52,440	1.00	52,440		
30000289	Recreation Coord II-Generalist	42,598	52,437	4.00	208,635	4.00	209,760	4.00	209,760		
30000290	Recreation Coord II-Multnomah Art Center	42,598	52,437	1.00	52,440	1.00	52,440	1.00	52,440		
30001133	Recreation Coord II-Outreach Svcs	42,598	52,437	1.00	49,212	1.00	50,364	1.00	50,364		
30000287	Recreation Coord II-Public Events Permit	42,598	52,437	1.00	52,440	1.00	52,440	1.00	52,440		
30000256	Recreation Leader-FT-Aquatics	28,246	40,768	2.00	69,012	2.00	72,474	2.00	72,474		
30000257	Recreation Leader-FT-Comnty Music Center	28,246	40,768	1.00	37,728	1.00	40,511	1.00	40,511		
30000258	Recreation Leader-FT-Custmr Svc Ctr Rep	28,246	40,768	5.00	203,820	5.00	203,820	5.00	203,820		
30000259	Recreation Leader-FT-Disabled Citizens	28,246	40,768	1.00	40,764	1.00	40,764	1.00	40,764		
30000261	Recreation Leader-FT-Generalist	28,246	40,768	5.00	167,619	5.00	177,750	5.00	177,750		
30000262	Recreation Leader-FT-Pre-School	28,246	40,768	2.00	69,012	2.00	81,528	2.00	81,528		
30000266	Recreation Leader-FT-Senior Recreation	28,246	40,768	2.00	69,012	2.00	40,764	2.00	40,764		
30000267	Recreation Leader-FT-Tennis	28,246	40,768	1.00	28,248	1.00	32,265	1.00	32,265		
30000744	Recreation Supervisor I	56,763	75,670	10.00	682,393	10.00	693,114	10.00	693,114		
30000349	Right of Way Agent II	50,086	63,898	1.00	52,536	1.00	54,756	1.00	54,756		
30000350	Right of Way Agent III	60,840	77,709	1.00	71,032	1.00	74,662	1.00	74,662		
30000485	Safety & Risk Officer I	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640		
30000754	Senior Recreation Program Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524		
30000928	Sports Management Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524		
30000054	Storekeeper/Acquisition Specialist II	42,619	52,104	0.00	0	0.00	0	1.00	42,624		
30000056	Storekeeper/Acquisition Specialist III	48,131	59,842	0.00	0	0.00	0	1.00	48,132		
30001030	SUN Community Schools Rec Supervisor	59,634	79,518	1.00	78,996	1.00	79,524	1.00	79,524		
30001029	Therapeutic Rec & Inclusion Supervisor	59,634	79,518	1.00	62,088	1.00	63,996	1.00	63,996		
30000250	Tree Inspector	50,398	60,570	9.00	535,008	9.00	535,008	9.00	535,008		
30000080	Turf Maintenance Technician	39,042	47,798	18.00	772,848	15.30	731,292	15.30	731,292		
30000763	Urban Forestry Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524		
30000076	Utility Worker I	39,811	43,306	13.00	556,020	13.00	556,020	13.00	556,020		
30000077	Utility Worker II	43,306	46,550	19.67	912,204	18.50	856,272	18.50	856,272		
30000499	Volunteer Program Coordinator	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672		
30000123	Welder	50,835	55,224	1.00	55,224	1.00	55,224	1.00	55,224		
<b>TOTAL FULL-TIME POSITIONS</b>						<b>425.00</b>	<b>23,878,375</b>	<b>422.20</b>	<b>23,433,572</b>	<b>427.20</b>	<b>23,724,944</b>
30000433	Administrative Specialist, Sr	41,475	63,856	0.90	42,564	0.88	45,404	0.88	45,404		
30000252	Horticulturist	43,430	52,478	0.90	39,084	0.60	26,052	0.60	26,052		
30000263	Recreation Leader-FT-Pottery	28,246	40,768	0.90	34,416	0.60	24,468	0.60	24,468		
30000262	Recreation Leader-FT-Pre-School	28,246	40,768	3.60	130,224	3.31	97,224	3.31	97,224		



Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
<b>TOTAL PART-TIME POSITIONS</b>				6.30	246,288	5.39	193,148	5.39	193,148
30000315	Botanic Spec I-Generalist	50,731	64,750	1.00	56,628	0.00	0	0.00	0
30000686	Capital Project Manager II	65,811	88,046	2.00	136,644	1.00	69,924	1.00	69,924
30000687	Capital Project Manager III	68,994	92,726	1.00	92,724	1.00	70,659	1.00	70,659
30000491	Community Outreach & Informtn Assistant	44,533	68,619	0.92	40,821	1.00	46,052	1.00	46,052
30000252	Horticulturist	43,430	52,478	0.50	26,244	0.50	26,244	0.50	26,244
30000380	Planner I, City-Transportation	53,248	61,443	0.90	34,740	0.00	0	0.00	0
30000386	Planner II, City-Parks	58,552	67,642	0.00	0	0.80	49,152	0.80	49,152
30000269	Recreation Coord I-At-Risk Yth Outreach	40,144	49,213	1.90	91,056	0.00	0	0.00	0
30000281	Recreation Coord I-Custmr Svc Supp/Trg	40,144	49,213	1.00	45,680	1.00	46,916	1.00	46,916
30000274	Recreation Coord I-Environmental Educ	40,144	49,213	1.00	47,928	1.00	48,784	1.00	48,784
30000278	Recreation Coord I-Multnomah Art Center	40,144	49,213	1.00	46,596	1.00	36,794	1.00	36,794
30000979	Recreation Coord II-At-Risk Yth Outreach	42,598	52,437	1.00	50,940	0.00	0	0.00	0
30000261	Recreation Leader-FT-Generalist	28,246	40,768	1.00	40,764	1.00	40,764	1.00	40,764
<b>TOTAL LIMITED TERM POSITIONS</b>				13.22	710,765	8.30	435,289	8.30	435,289
<b>GRAND TOTAL</b>				444.52	24,835,428	435.89	24,062,009	440.89	24,353,381

**Parks Recreation and Culture Service Area**

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

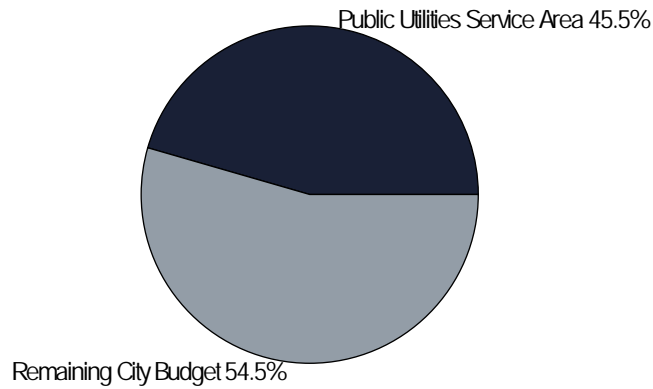
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	103,007,068	0	103,007,068	435.39	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(643,206)	0	(643,206)	0.00	Ongoing GF reductions TBD in Fall BMP
	0	300,000	300,000	0.00	Teen Programming
	59,486	0	59,486	0.00	Multnomah County Aging Services
	122,564	33,741	156,305	0.00	O&M adjustments
	0	500,000	500,000	0.00	E205 - Parks equity for eastside parks
	0	50,000	50,000	0.00	Summer lunch program
	0	100,000	100,000	0.00	Community Gardens
	0	57,000	57,000	0.50	Tree program
	113,082	0	113,082	0.00	OMF IA additions
	0	(69,401)	(69,401)	0.00	OMF IA reductions
	0	1,301	1,301	0.00	Net IA adjustments
<b>Approved Budget Additions and Reductions</b>					
	0	80,000	80,000	0.00	Forest Park wildlife study
	0	(18,668)	(18,668)	2.00	Net PBOT transfer of Stores personnel to Parks
	0	(3,336,766)	(3,336,766)	0.00	Net CIP adjustments
	0	325	325	0.00	Technical adjustment to correct P&D IA
	0	0	0	3.00	Convert 3 CIP positions from LT to FT
	0	80,000	80,000	0.00	Forestry truck replacement
<b>Adopted Budget Additions and Reductions</b>					
	0	5,000	5,000	0.00	Private donation for Washington Park
	(113,082)	113,082	0	0.00	OMF IA additions to one-time
	<b>(461,156)</b>	<b>(2,104,386)</b>	<b>(2,565,542)</b>	<b>5.50</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>100,441,526</b>	<b>440.89</b>	<b>Total Adopted Budget</b>

# Public Utilities Service Area

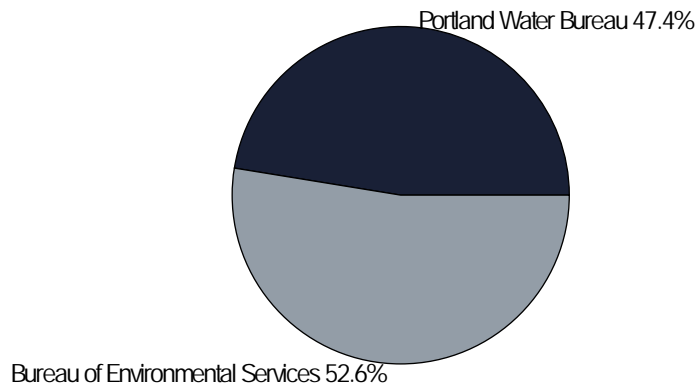
• Bureau of Environmental Services

• Portland Water Bureau

Percent of City Budget



Percent of Service Area Budget



## Service Area Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	1,286,212,908	1,388,233,822	102,020,914	7.93
Capital	300,700,472	234,485,000	(66,215,472)	(22.02)
<b>Total Requirements</b>	<b>1,586,913,380</b>	<b>1,622,718,822</b>	<b>35,805,442</b>	<b>2.26</b>
Authorized Positions	1,189.25	1,166.35	(22.90)	(1.93)

## Service Area Highlights

### Description

The Public Utilities service area includes utility services provided by the City. These include water service provided by the Portland Water Bureau and sewer and stormwater management services provided by the Bureau of Environmental Services (BES).

### Major Themes

**Utility Rate Increases** The Adopted Budget for FY 2011-12 includes an average monthly effective retail rate increase of 12.9% for water service. The average monthly single family sewer bill increase is 6.00%.

### Portland Water Bureau

The Water Division's budget of \$198.8 million is composed of the operating budget of \$76.5 million and the capital budget of \$122.3 million.

The operating budget of \$76.5 million represents an increase of \$0.7 million from the FY 2010-11 Adopted Budget of \$75.8.

The capital budget of \$122.3 million is an increase of \$61.7 million from the FY 2010-11 Revised CIP Budget. For additional information review the Water Bureau CIP section of the budget submission.

The budget funds 625.6 FTE, down from 642.6 in FY 2010-11. This includes 6 limited-term FTE that will end on June 30, 2012.

### EPA's Long Term 2 Enhanced Surface Water Treatment Rule

The EPA's rule has two components, described below:

**Treatment:** The LT2 rule requires treatment of the Bull Run surface water supply by April 1, 2014. The design of a \$100 million UV treatment plant is underway with construction planned for FY 2011-12. In addition, the bureau has completed the year long sampling and data collection to apply for a treatment variance, as Commissioner Leonard has directed the bureau to request a variance from the surface water treatment requirements of the rule from EPA. A variance could conceivably enable the bureau to avoid the expenses associated with building new treatment infrastructure if the City can demonstrate to the EPA that due to the nature of the Bull Run source, such action is unnecessary. The bureau is working to submit the variance application by Spring of 2011 and anticipates a decision from Oregon Drinking Water Program and EPA before the end of 2011. If the City obtains a treatment variance, it is anticipated that there would be capital and ongoing costs that would be involved with complying with the conditions of the variance. The FY 2011-12 Five-Year Capital Improvement Plan and this FY 2011-12 Five-Year Financial Plan rate forecasts assume construction of a UV treatment plant to comply with the LT2 Rule.

***Open Finished Drinking Water Reservoirs:*** In December 2009 EPA indicated, in response to the City's inquiry, that there were no variances under the Safe Drinking Water Act that applied to open finished drinking water reservoirs. EPA has approved the bureau's plan to comply with the covered storage requirements of the rule. The plan stipulates when the Mt. Tabor and Washington Park open reservoirs will be disconnected from the drinking water system as of December 31, 2015 and December 31, 2020, respectively. Additionally, the bureau plans to construct an enclosed 50 million gallon storage reservoir at Powell Butte, increase the storage capacity at Kelly Butte to 25 million gallons, replace Washington Park Reservoir 3 with a 15 million gallon buried storage tank and construct transmission pipes and other system improvements.

## Bureau of Environmental Services

The FY 2011-12 Adopted Budget for operating and capital expenditures is \$221.1 million which is \$129.7 million, or 36.98%, lower than the Revised Budget for FY 2010-11

The operating portion of BES's Adopted Budget is 1.6%, or \$1.7 million, higher than the FY 2010-11 Revised Budget.

The CIP decreases nearly \$81 million over the FY 2010-11 Revised Budget which is primarily due to decreases in Combined Sewer Overflow (CSO) abatement, specifically the Balch Consolidation Conduit, Portsmouth Force Main and Eastside CSO projects.

### **Combined Sewer Overflows**

The City is subject to Oregon Department of Environmental Quality (DEQ) administrative orders regarding overflows from the bureau's combined sewer and stormwater collection system. The City has agreed to eliminate CSO discharges that violate applicable water quality standards by December 1, 2011. The FY 2011-12 Adopted Budget includes \$26.5 million of CSO capital costs, reflecting the completion of the CSO Program.

### **Portland Harbor Superfund**

BES represents the city's interests on the Portland Harbor Superfund site by working with DEQ to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls, and working with other stakeholders to assess current and past land use practices within the lower Willamette drainage basin. This information will be used in the Superfund process over the next several years to assess the city's potential liability for cleanup activities. The FY 2011-12 Adopted Budget includes \$5.4 million of expenditures related to the Portland Harbor Superfund.

### **The Office of Healthy Working Rivers**

Healthy Working Rivers (HWR) will integrate environmental restoration, economic development, and community involvement for the Portland segments of the Willamette and Columbia Rivers. HWR will facilitate river-related projects contributing to City and regional economic prosperity, and implement habitat improvement projects to restore and protect riparian ecological functions. The Adopted Budget includes funding of \$715,726 for five positions, as well as funding for technical support. For FY 2011-12, one HWR position will be temporarily assigned to work on the Endangered Species Act Program.

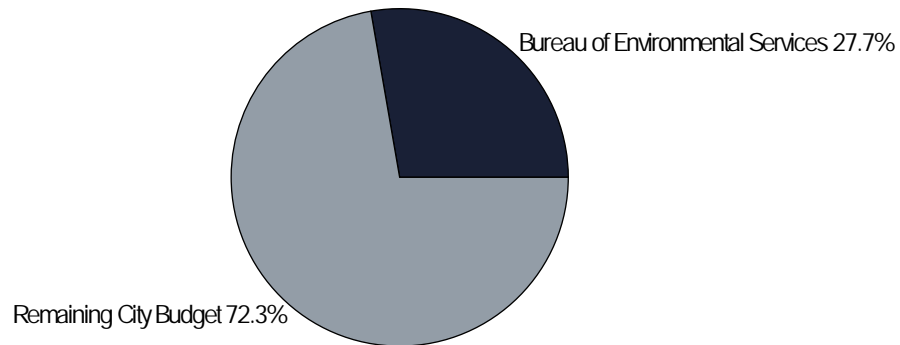
# Bureau of Environmental Services

Public Utilities Service Area

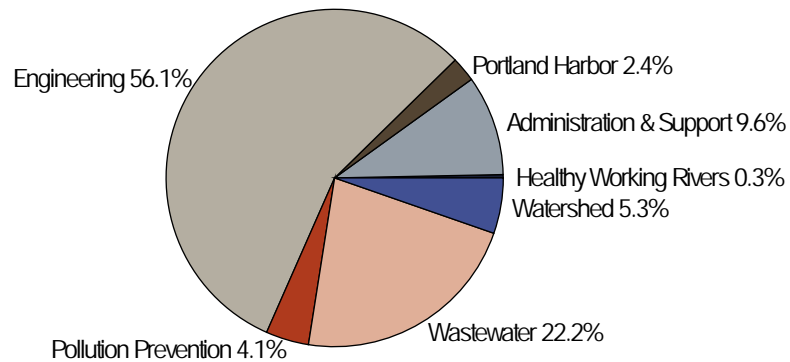
Dan Saltzman, Commissioner-in-Charge

Dean Marriott, Director

Percent of City Budget



Bureau Programs



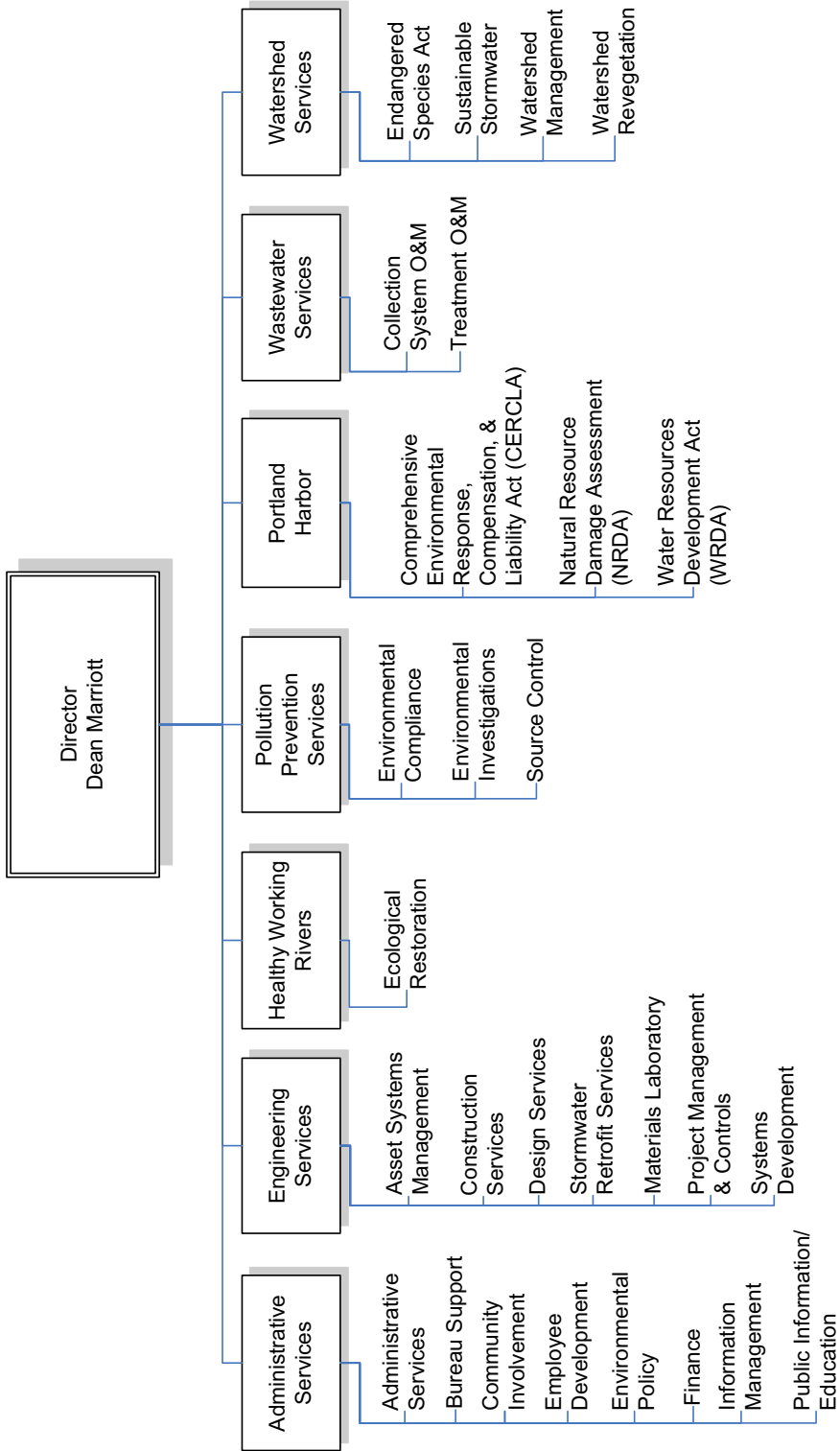
Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	899,620,361	876,570,283	(23,050,078)	(2.56)
Capital	239,246,472	112,150,000	(127,096,472)	(53.12)
<b>Total Requirements</b>	<b>1,138,866,833</b>	<b>988,720,283</b>	<b>(150,146,550)</b>	<b>(13.18)</b>
Authorized Positions	548.10	538.60	(9.50)	(1.73)

# Bureau of Environmental Services

Public Utilities Service Area

## Bureau of Environmental Services





# Bureau Summary

## Bureau Mission

The Bureau of Environmental Services, Portland's clean river agency, serves the Portland community by protecting public health, water quality, and the environment.

BES provides sewage and stormwater collection and treatment services to accommodate Portland's current and future needs.

BES protects the quality of surface and ground waters and conducts activities that plan and promote healthy ecosystems in our watersheds.

## Bureau Overview

Seven major functional program areas serve over 580,000 people.

The bureau operates and maintains sanitary sewer and stormwater collection systems serving approximately 586,000 people. The bureau's activities are supported with retail sewer and stormwater charges, wholesale contract revenues from surrounding jurisdictions, and reimbursements for services provided to other bureaus. This budget includes 539 full-time equivalent positions and is organized into seven primary functional program areas: Engineering Services, Pollution Prevention Services, Watershed Services, Wastewater Services, Portland Harbor, Healthy Working Rivers and Administrative Services.

The FY 2011-12 Adopted Budget for operating and capital expenditures is \$221.1 million, \$126.2 million or 36.3% lower than the Revised Budget for FY 2010-11. The Capital Improvement Program will decrease nearly \$129 million over FY 2010-11 which is primarily due to the completion of the Combined Sewer Overflow abatement projects.

The operating portion of the Adopted Budget is 1.6% or \$1.7 million higher than the FY 2010-11 Revised Budget. Increases within the bureau are for personnel costs and for services from other bureaus coupled with reductions of 1.5 % from the FY 2010-11 budget, additional decreases to align the bureau with current work plans and \$901,000 of external materials and services decreases consistent with an increase of 6.0% in the average single-family residential sewer and stormwater bill.

## Strategic Direction

### Environmental Issues

#### Combined Sewer Overflows (CSO)

The City is subject to Oregon Department of Environmental Quality (DEQ) administrative orders regarding overflows from the bureau's combined sewer and stormwater collection system. The City has agreed to eliminate CSO discharges that violate applicable water quality standards by December 1, 2011. The FY 2011-12 Adopted Budget includes \$26.5 million of CSO capital costs, reflecting the completion of the CSO Program.

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The bureau represents the City's interests on the Portland Harbor Superfund site by both working with DEQ to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls, and with other stakeholders to assess current and past land use practices within the lower-Willamette drainage basin. This information will be used in the Superfund process over the next several years to assess the City's potential liability for cleanup activities. The FY 2011-12 Adopted Budget includes \$5.3 million of expenditures related to the Portland Harbor Superfund.

#### **Healthy Working Rivers**

Healthy Working Rivers (HWR) will integrate environmental restoration, economic development and community involvement for the Portland segments of the Willamette and Columbia Rivers. HWR will facilitate river-related projects contributing to City and regional economic prosperity, and implement habitat improvement projects to restore and protect riparian ecological functions. The Adopted Budget includes funding of \$715,726 for five positions, as well as funding for technical support. For FY 2011-12, one HWR position is on loan to the Endangered Species Act Program.

#### **Water Quality Compliance**

Compliance with the City's National Pollution Discharge Elimination System (NPDES) stormwater permit and with total maximum daily load (TMDL) regulations issued by DEQ requires modeling and evaluation of citywide pollutant loads, stormwater runoff volumes, and the effectiveness of stormwater management program implementation. The bureau must also comply with underground injection control (UIC) regulations issued by DEQ for the City's approximately 8,500 stormwater sumps. The Adopted Budget contains water quality compliance-related funding across a variety of bureau program areas including Watershed Services, Pollution Prevention Services, and Engineering Services.

#### **Endangered Species Act Requirements**

The bureau continues to develop and implement a comprehensive watershed framework for the protection of the Lower Columbia Steelhead and the Lower Columbia Chinook Salmon per the requirements of the Endangered Species Act. In addition, the bureau has also begun implementing procedures to comply with requirements related to the designation of the City's streams as critical habitat by the National Marine Fisheries Service. The FY 2011-12 Adopted Budget contains nearly \$1.3 million in Endangered Species Act-related funding in program areas including Watershed Services, Pollution Prevention Services, and Engineering Services.

**Restoration and Remediation**

The Adopted Budget includes funding for continued flood management and watershed restoration activities in the Johnson Creek watershed. It also funds the identification and characterization of contaminated sediment sites in the Columbia Slough, pursuant to a consent order between the City and DEQ.

**Operational Issues**

The Adopted Budget includes \$31.8 million to support the operation and maintenance of 96 active pumping stations, 2,336 miles of pipeline, 62,289 manholes, 8,579 stormwater sumps, 171,724 laterals, 744,972 lineal feet of ditches, 56,031 stormwater inlets and catch basins, 351 trash racks, 158 parcel-based stormwater facilities (manufactured), 918 green stormwater facilities (including parcel-based facilities and green streets), and 234 stormwater detention facilities. The FY 2011-12 Adopted Budget includes costs associated with increased inspection, cleaning and repair of sewer system assets.

**Infrastructure**

The Adopted Budget includes \$29.7 million to support capital repair and replacement of sewer system assets to prevent catastrophic failures. More than 30% of the collection system is over 80 years old and maintenance needs are anticipated to increase significantly in the near future. The bureau has committed to providing funds for repair of structurally deficient portions of the sewer collection system, and the long-term financial forecast anticipates significant increases in the capital maintenance budget beyond completion of the CSO program.

**Watershed Opportunities**

The Adopted Budget includes \$1.5 million for each year of the five-year CIP to fund innovative watershed enhancements. Priority will be given to projects that leverage other funding sources, demonstrate new technologies, and/or address multiple watershed health goals. Additionally, the bureau is investing \$48 million over the next four years to ensure Portland continues to grow in a way that protects and enhances watershed health. The Grey to Green initiative will add 43 acres of ecoroofs, construct 920 Green Street facilities, plant 33,000 yard trees and 50,000 street trees, set up the fight against invasive weeds, replace eight culverts that block fish passage, and purchase 419 acres of high priority natural areas.

**Green Street Facilities on Bicycle Boulevards**

The Adopted Budget includes \$17 million in CIP expenditures for Fiscal Years 2011-12 through 2013-14 to construct green street facilities along high-priority bicycle boulevards. These facilities will serve the dual purpose of removing stormwater inflows from combined sewers, thereby reducing basement backups, and of calming traffic along designated bicycle boulevards. The facilities constructed will include the 920 targeted for completion under the Grey to Green initiative.

### Service Improvement Plan    Asset Management

Providing wastewater and stormwater utility services is capital intensive. To provide essential services to customers, the bureau relies on infrastructure such as pipes, pumps, treatment facilities, as well as the natural environment including surface and ground water, topography, soils and vegetation. The bureau has sought to discover and apply leading asset management principles by participating in the Water Services Association of Australia's asset management benchmarking program. This has led to formulation of an asset management framework and implementation plan. The next step is to implement key asset management elements. The bureau has initiated a comprehensive asset management program. The following will be completed by June 30, 2012:

- ◆ Use Level of Service Strategic Outcomes to help inform the new revised BES Strategic Plan and help to identify define specific bureau activities necessary to meet the strategic levels of service.
- ◆ Review and refine bureau-wide performance measures in light of the revised Strategic Plan being developed in fiscal year 2011. New performance measures will be defined where necessary to reinforce the direction set by the Strategic Plan.
- ◆ Complete Phase I of the Green Asset Inventory and Assessment Project, designed to help define the necessary follow-on phases to perform field work and information management tasks.
- ◆ Integrate Asset Management principles for risk-based planning into three infrastructure planning projects: sewer rehabilitation, plants and pump station operations and maintenance, and the Stephens Creek stormwater system plan.

### Fats, Oils, and Greases (FOG) Program

The City of Portland's FOG Program goals are to minimize the accumulation of FOG in the collection system, reduce associated cleaning costs, eliminate the potential for sewage overflows and basement backups, and promote the proper handling and disposal of FOG. The City has implemented this program through outreach to residential homes and commercial facilities, inspecting grease removal devices at food service establishments, increased sewer line cleaning in areas at increased risk of blockages and overflows and conducting enforcement actions when sewage overflows are a result of grease blockages. While this has been partially successful, it appears that technical assistance is becoming less effective, which has resulted in increased line cleaning frequency and a growing number of areas at risk for line blockages and sewer overflows. To address this issue, the City has begun to reorganize the program and take a more proactive approach in minimizing FOG entering the City's sewer system. The City will:

- ◆ By June of 2012, finalize and enact updated City Code and Administrative Rules for minimizing FOG in the City's sewer system
- ◆ Within two years meet with all food service establishments to encourage proper implementation of best management practices and
- ◆ Within two years inspect all grease removal devices at all food service establishments to ensure they are in good working condition and being pumped out regularly to minimize the discharge of FOG into City sewers

**Audit of BES/BOM Maintenance Activities**

The bureau is responsible for maintaining the City's sanitary sewer and stormwater collection infrastructure, including approximately 2,300 miles of pipes. The bureau has an agreement with the Portland Bureau of Transportation (PBOT) Maintenance Operations to provide pipe inspection, cleaning and repair services. The Auditor's office examined the current agreement against the possibility of locating the maintenance operation within Environmental Services, and found potential savings to sewer and stormwater customers from a transfer of responsibility, but pointed out several operational issues that could affect that estimate. The audit recommended that the Commissioners in charge of the respective bureaus instruct them to develop a coordinated proposal to either maintain or reorganize the relationship, while taking account of the operational issues involved in any transfer. The following will be completed by June 30, 2012:

In collaboration with PBOT, develop a scope of work and secure the services of a qualified independent consultant to assess the potential savings and costs of organizing sewer maintenance activities within Environmental Services.

**Summary of Budget Decisions**

The FY 2011-12 Adopted Budget, including the following decision packages, will require a 6.0% average rate increase.

**Reductions****1.5% Mandatory Reductions**

This package is comprised of reductions totaling (\$1,877,000) which reflect savings from completed purchases and realized savings from resumed operations after facility repairs.

- ◆ (\$50,000) capital outlay reduction within Engineering Services to reflect completed purchase of a vehicle for stormwater facilities inspection
- ◆ (\$5,000) reduction of external materials and services within Engineering Services for completion of supplies and equipment for stormwater facilities inspectors
- ◆ (\$265,000) capital outlay reduction within Pollution Prevention Services to reflect completed purchases of two vehicles (\$110,000), the Field Operations boat (\$50,000) and a digital control system at the Water Pollution Control Laboratory (\$105,000)
- ◆ (\$657,000) capital outlay reduction within Wastewater Services to reflect completed purchase of camera and cutter for sewer lining crews (\$130,000) and replacement fleet equipment for sewer system maintenance (\$527,000)
- ◆ (\$900,000) reduction of external materials and services within Business Services to reflect lower payments to Clean Water Services for sewage treatment after Fanno pump station resumes operation

### Realignments to Allow for Required Program Increases

This package comprises (\$2,617,619) of reductions in external support, materials and supplies, and expenditure deferrals of that have minimal risk to programs and services, and which were judged to be of lower priority than the additional expenditures requested. These reductions will realize savings from personnel and materials and supplies expenditures, and support more urgent expenditures without adversely affecting program goals.

- ◆ (\$125,000) reduction of external materials and services within Portland Harbor to reflect a reduction in contractor assistance for outfall investigation
- ◆ (\$834,436) reduction of personal services within several program areas. Eliminated positions related to the completion of Engineering Services' downspout disconnection program include one Program Coordinator FTE (\$102,996) and resources for seasonal workers (\$75,000). Other permanent reductions (\$281,839) are one Endangered Species Act Program Manager and two Public Works Supervisor II positions. In addition, four permanent positions will be held vacant for a one-year savings of \$374,601.
- ◆ (\$213,180) reduction of external materials and services within Engineering Services to reflect completion of the Tryon Creek Wastewater Treatment Plant Facilities Plan update (\$100,000) and for materials and supplies supporting downspout disconnection (\$113,180)
- ◆ (\$22,000) reduction of external materials and services within Pollution Prevention to reflect completion of an external legal services contract and the removal of temporary security patrol services
- ◆ (\$33,655) reduction of personal services within Wastewater for intern positions
- ◆ (\$45,000) reduction of external materials and services within Wastewater to reflect reductions in minor equipment and tools (\$20,000) and completion of a study to assess safety labeling requirements for electrical equipment (\$25,000)
- ◆ (\$889,306) reduction of external materials and services within Watershed Services to reflect extending the timeline for Grey to Green ecoroof (\$363,412) and tree (\$525,894) programs into FY 2015-16
- ◆ (\$205,042) bureau-wide one-time reductions in training, travel and professional services contracts to reflect higher priority program support
- ◆ (\$250,000) one-time reduction in PBOT Maintenance Operations collection system maintenance to recognize efficiencies in the work programs.

### **System Operations**

This package of \$1,662,657 supports continued operation and maintenance of the sewer system, including new combined sewer overflow facilities. This action shall result in collection, transport of and treatment of significant new flows from Eastside combined sewer overflow control facilities coming online in FY 2011-12, and operation of the restarted Fanno pump station.

- ◆ \$1,712,657 increase in external materials and services within Wastewater to reflect increased electricity cost of \$991,150 at the Swan Island and other pump stations (including the restarted Fanno pump station), increased electricity costs at the Columbia Boulevard treatment plant of \$183,381, supplies for chemically enhanced primary treatment totaling \$30,000, increased land application and transportation costs for biosolids cost of \$91,024, increased costs for disposal of waste from sewer cleaning of \$125,000, increased costs for odor control associated with higher flows at the Columbia Boulevard treatment plant of \$72,602; (restarted) Fanno pump station increased cost of \$25,000; increased repair and maintenance supply costs for new facilities of \$49,500; and enhanced security for six major sites totalling \$95,000.

### **Green Infrastructure**

This package of \$432,465 includes funding needed to adequately operate and maintain the growing number of stormwater facilities. This action shall result in maintaining infiltration rates and water quality benefits by proper maintenance of vegetated facilities.

- ◆ \$402,465 increase in internal materials and services within Wastewater for maintenance of stormwater infiltration facilities including greenstreets and bioswales
- ◆ \$30,000 increase in external materials and services within Wastewater for increased waste disposal costs resulting from enhanced maintenance activities

### **Current Service Level**

This package of \$232,000 comprises expenditures necessary to maintain current service levels, including replacement of obsolete equipment and software. This action shall ensure necessary software is compatible with City standard PC operating system and that the Water Pollution Control Laboratory can continue to provide necessary analyses.

- ◆ \$100,000 increase in external materials and services within Business Services for replacement of software not compatible with Windows 7, which will be the standard on all new PCs
- ◆ \$132,000: capital outlay increase within Pollution Prevention for replacement of a point-of-use water purification system necessary for lab testing which is no longer supported by the manufacturer costing \$17,000, replacement of failing flow analyzers necessary for lab testing for which replacement parts are no longer available costing \$60,000, and a Total Organic Carbon analyzer which will be more economical than having these analyses done externally costing \$55,000.

# Bureau of Environmental Services

## Public Utilities Service Area

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### Asset Management

This package includes funding for necessary expenditures to adequately maintain treatment facilities.

- ◆ \$281,821 increase in external materials and services within Wastewater for repair and maintenance supplies to levels consistent with historical expenditure trends

### Budget Changes Affecting the Bureau

The Water Bureau's interagency for water fountain discharge fees was reduced \$450,000; this loss of revenue will be absorbed within the sanitary and stormwater utility rates.

As a result of mandatory and efficiency reduction packages submitted by the Office of Management and Finance internal service operations, the Bureau's interagencies have decreased by a total of \$93,996. The reductions include:

- ◆ Enterprise Business Services: reduction of \$18,088 reflecting savings or planned reductions in EBS ongoing support.
- ◆ Facilities Services: reduction of \$12,969 reflecting savings related to maintenance and operations of the Portland Building.
- ◆ Technology Services: reduction of \$50,396 reflecting savings or planned reductions in desktop support, IRNE data allocation, corporate services, data networks and email.
- ◆ Printing and Distribution Services: reduction of \$7,511 reflecting copy services savings.
- ◆ Risk Management Services: savings of \$1,953 in liability and workers comp program services and flu vaccinations.
- ◆ Fleet Services: savings of \$1,460 for direct bill services.
- ◆ Debt Management: savings of \$1,619 for debt management services.

The above savings are offset by additional cost sharing of \$124,721 for centralized city services:

- ◆ Financial Planning: \$11,167 for budget mapping support.
- ◆ Facilities: \$30,361 for assessment of city facilities.
- ◆ Procurement Services: Minority Evaluator of \$21,986 to support the City's minority evaluator services in reviewing PTE contract bids and position support of \$61,207 for temporary additional workload related to the acceleration of the bureau's CIP work.

In addition, the Adopted Budget includes the return of reserves totaling \$65,505 from internal service bureaus.

### Rate Impacts

Funding the Adopted Budget will require an increase of 6.0% in the average single-family residential sewer and stormwater bill.



## Budget Notes

<b>PURB Review</b>	Council directs the Office of Management and Finance to work with the Portland Water Bureau, Bureau of Environmental Services, and the Bureau of Planning and Sustainability, to develop a process for the members of the Portland Utility Review Board to review mid-year budget monitoring process changes.
<b>BES - PBOT Maintenance Services Interagency</b>	<p>The City Auditor's December 2010 audit of the \$19 million interagency agreement, in which the Bureau of Transportation provides sewer maintenance services for the Bureau of Environmental Services, suggests the possibility of a first-year savings to ratepayers of \$1.7 million and \$1 million a year following if those maintenance services are performed in-house at the Bureau of Environmental Services.</p> <p>City Council directs the Bureau of Environmental Services, the Bureau of Transportation, and the Office of Management and Finance to retain an independent consultant during the 2011 calendar year that will recommend efficiencies to the interagency agreement.</p>

## Capital Budget

### Capital Planning & Budgeting

<b>Capital Planning Process</b>	The CIP is developed utilizing a multi-step process to identify, develop, review, score, and rank projects for funding and scheduling priority. This process insures that the core needs of the sewerage, drainage, and surface water systems and the community they serve are appropriately funded and scheduled. A bureau-wide stakeholder review team investigates, scores, and ranks all CIP projects in accordance with identified CIP criteria. CIP weighted criteria, scoring instructions, scheduling guidelines, estimating procedures, and project request forms are used to insure each project is developed, reviewed, and scored based on detailed and consistent information. A CIP development strategy guides project selection and scheduling. Projects are reviewed by managers in finance, program areas, operations, and engineering to insure financial resources are expending effectively and appropriately. The CIP management team evaluates all the information from the process, meets with selected Bureau project and program managers to refine cost and schedule data, and submits a recommendation to the Bureau Director. The Bureau Director reviews the findings and approves the CIP plan.
<b>Financial Plan Overview</b>	The five-year financial forecast presents the Bureau's revenue and expenditure plan for the operation, maintenance, expansion, and reconstruction of the City's sanitary sewer and stormwater drainage system. The operations, maintenance, and capital construction programs represented in the plan must provide for operation of the system in a safe, sound, and efficient manner as well as compliance with all applicable health, safety, and environmental laws, regulatory body rules, regulatory body orders, and court orders. Revenues from rates and other sources must be sufficient to fund the necessary operation and capital programs. The Bureau forecasts annual rate increases of 6.0% in the first year, 6.5% in year two,

# Bureau of Environmental Services

## Public Utilities Service Area

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5.9% in the third year, and 5.0% and 4.7% for years four and five, respectively. These increases are due to growth in annual debt service costs resulting from the CIP, partially offset by transfers from the Rate Stabilization Fund and increases in nonrate revenues. As mentioned previously, all CIP expenditures in the financial forecast include an estimate for inflation.

### Public Facilities Plan Overview

The Bureau's 1999 Public Facilities Plan (PFP) identified major public sewage infrastructure needs for the City of Portland through the year 2015. Projects are based on an analysis of the capacity of the existing system as compared to the densities in the Comprehensive Plan. Capacity is determined from hydraulic analysis and a review of existing structural conditions. The current PFP addresses significant or major facilities for the Bureau's four types of infrastructure systems:

- ◆ The combined sewer system includes the network of pipelines and pump stations that collect and convey combined stormwater and wastewater. The PFP addresses combined sewer pipes 15 inches in diameter or larger. Its emphasis is on system improvements to address problems caused by hydraulic capacity and pipe structural condition.
- ◆ The sanitary sewer system includes the network of pipelines and pump stations that collect and convey wastewater. The current PFP addresses sanitary sewer pipes 10 inches in diameter or larger.
- ◆ The stormwater system includes the swales, ponds, channels, creeks, sloughs, ditches, culverts, sumps, and pipe systems that convey and/or treat stormwater runoff from the land. The current PFP addresses stormwater facilities in basins draining 160 acres or more, corresponding to a typical minimum pipe diameter of 12 inches or larger.
- ◆ The wastewater treatment system includes two secondary wastewater treatment plants: the Columbia Boulevard and the Tryon Creek Wastewater Treatment Plants.

The PFP uses an integrated watershed approach to assess facilities needs. In this approach, an entire watershed is analyzed as a unit to identify interrelated problems and coordinate all plans, activities, and programs. This avoids solving a problem in one area while creating another problem elsewhere. It also leverages limited funds to solve multiple problems with a single integrated solution. There are four major watersheds within the City of Portland: Fanno and Tryon Creeks, the Willamette River, Columbia Slough/Columbia River, and Johnson Creek.

### Systems Plan Update

The bureau is currently updating the 1999 PFP with a new Systems Plan. The new plan will have an asset management context to ensure that infrastructure investments are made at the right time and for the right amount. The Plan will include plans for all four infrastructure systems: the combined sewer system, the sanitary sewer system, the stormwater system, and the wastewater treatment system. The Plan will provide for enhanced integration of traditional pipe solutions with non-pipe solutions. The combined and sanitary sewer system portion of the plan is nearing completion and has identified an estimated \$123 million in priority pipe rehabilitation. In addition, \$145 million has been estimated to address pipe capacity problems in the combined system. Estimates for improvements needed in the sanitary and stormwater systems are currently being developed.

The new Systems Plan is developing new planning processes, software tools, and data management systems that will significantly benefit the future work of the bureau. The asset management context will be based on a "triple bottom line" ranking of projects (that considers the financial, social, and environmental benefits of projects), the risk associated with non-performance, and a life-cycle cost analysis that considers both capital and operating costs. It will identify the investment required for maintaining a sustainable system.

With the completion of the plan for the combined and sanitary sewer system, efforts are now focused on the stormwater collection system. Also, a work plan is being developed for the Pump Station Element. This phase will provide a more comprehensive plan to provide baseline information for each pump station, establish evaluation criteria for rating station performance, prioritize pump station improvements, and develop an implementation plan for improvements.

## **Capital Programs & Projects**

**Program Description** The Capital Improvement Program is divided into five program areas: Combined Sewer Overflow, Maintenance and Reliability, Sewage Treatment Systems, Surface Water Management, and Systems Development.

### **Combined Sewer Overflow**

Approximately 60% of Portland's population is served by a combined sewer system which carries both domestic sewage and stormwater runoff. When it rains, historically, stormwater runoff has exceeded the carrying capacity of the combined sewers, causing overflows through outfalls to both the Willamette River and the Columbia Slough. These outfalls have been deemed a significant source of pollution in these two waterways. Prior to the start of the CSO program, the City's combined sewers discharged an average of six billion gallons annually in to the Willamette River. With the completion of the Cornerstone projects and the West Side CSO Tunnel in December 2006, this was reduced to an annual average of 2.7 billion gallons of which an estimated 20% is untreated sewage. Combined sewage overflows represent only 8% of the entire sewer system flows; 92% receives treatment.

In September 1990, the Bureau initiated an engineering study to characterize the CSO problem and to evaluate alternative methods for abating pollution attributable to CSOs. In August 1991, the City signed a Stipulation and Final Order (SFO) with the State Environmental Quality Commission. The SFO was a compliance order for the City to control its 55 CSO outfalls by 2011 and included interim milestones. It mandated a 99.6% reduction in CSO volume, but included language to allow revisiting the level of control. In November 1993, the City undertook a collaborative process with extensive public involvement to determine the desirable level of CSO control. As a result of this process, it was decided to maintain the 99.6% CSO reduction for the Columbia Slough, but to lower the level of control for the Willamette River to 94% reduction. This resulted in an Amended SFO (ASFO) in August 1994.

Since that time, a number of CIP projects to address CSO issues have been completed, most significantly the series of projects to address the Columbia Slough outfalls and the Tanner Creek and West Side CSO tunnel, shafts, pump station, and pipelines projects for the west side of the Willamette River. Several major projects remain to be completed in the first year of the five-year CIP.

#### **Combined Sewer Overflow - Major Projects**

**Eastside CSO Tunnel:** This project includes 31,000 linear feet of 22-foot diameter tunnel extending from the Insley combined sewer basin to the south to the Riverside Basin in the north (Swan Island). The tunnel will collect, store, and convey overflows from thirteen combined sewer basins on the east side of the Willamette River. It will connect to the new CSO pump station at Swan Island at its northern downstream end. Several small system startup projects are funded in FY 2011-12.

**Portsmouth Force Main:** This project includes approximately 17,000 linear feet of 66-inch diameter force main. It will connect the Swan Island CSO Pump Station to the existing Portsmouth Tunnel in order to transport East Side CSO Tunnel flows to the Columbia Boulevard Wastewater Treatment Plant (CBWTP). An odor control facility will be constructed adjacent to CBWTP.

**Balch Consolidation Conduit:** This project will connect and convey CSO flow from the Balch Outfall and an adjacent stormwater outfall to the West Side CSO Tunnel. It includes construction of 7,000 feet of 72 to 84-inch pipe at a depth of 30 to 80 feet.

**Sellwood CSO Pump Station:** This project will construct a new wet weather pump station at the lower end of the Lents Trunk and will rehabilitate the Lents Trunk to serve as an inline storage facility.

#### **Maintenance and Reliability**

Projects in this program area address major maintenance requirements of the sewage collection system including collector sewers, trunk sewers, and interceptor sewers. The City's sewerage collection and transportation system includes approximately 2,470 miles of sewer line ranging in diameter from four inches to 14 feet. Much of the largest pipe in the City's older neighborhoods is more than 100 years old. In some areas of the City, recurrent basement flooding is a major problem creating health and environmental hazards as well as property damage. This program addresses those problems using a multi-objective approach which includes on-site drainage controls, street inflow controls, and up-sizing undersized public facilities that are causing backup of sewage into basements. Funding in this program area is focused on rehabilitation/reconstruction of the most structurally deficient portions of the collection system.

#### **Maintenance and Reliability - Major Projects**

*Maintenance Capital Contract:* This project supports contracted maintenance repair and reconstruction throughout the collection system. This work is distinguished from routine maintenance because the solutions require private contracting; spot repair techniques used by City maintenance crews are insufficient. Due to the age of the system, structural failures, localized flooding, and/or hydraulic capacity problems are discovered with some frequency and need to be addressed quickly.

*Sullivan/Stark/Holladay:* All three basins have identified basement flooding, pipe condition and capacity problems. This series of projects will provide for maintenance of existing pipes, capacity increase, and stormwater retention.

*Taggart D Basin (Brooklyn Creek):* This multi-year, multi-project program will address system deficiencies and eliminate basement flooding through the 25-year storm in the 1,500-acre Taggart D Basin. The design of the projects will include both traditional pipe solutions and alternative surface-based stormwater management systems.

*Fanno Basin Force Main projects:* This group of projects will address deficiencies in the Fanno Basin Pump Station Pressure Line system. Remaining work includes the expansion of the existing pump station and improvements to major trunk lines.

*Northwest Neighborhoods:* This group of projects will result in improvements that will relieve basement sewer backups, address pipe condition and hydraulic capacity problems, and separate some stormwater.

*Phase 2 Pipe Rehabilitation:* This project includes structural rehabilitation of critical combined and sanitary sewers that are at the end of their economic life and have the highest consequence of failure. The pipes have been prioritized based on their business risk exposure so that the pipes with the highest benefit (risk reduction) to cost ratios are to be done first. This dynamic priority list will be updated once a year and the highest priority pipes will proceed to design and construction. The initial list identified 458 small diameter sewers (36 inch or less) and 59 large diameter sewers requiring whole pipe rehabilitation.

*Tryon Creek Interceptor Infiltration and Inflow:* This project will line 9,300 feet of the 30-inch Tryon Creek Interceptor to reduce infiltration and inflow and thus reduce peak wet weather flows to the Tryon Creek Wastewater Treatment Plant to keep operations within permitted levels.

### **Sewage Treatment Systems**

This program funds projects located at the Columbia Boulevard Wastewater Treatment Plant (CBWTP) and the Tryon Creek Wastewater Treatment Plant (TCWTP) as well as maintenance and repair/rehabilitation of the 96 active pump stations located system wide. Both treatment plants operate within the framework of the Federal Clean Water Act. Specific requirements for removal of pollutants from wastewater before the treated effluent is discharged into the Columbia or Willamette Rivers are contained in the National Pollution Discharge Elimination System (NPDES) permit for each plant. High priority is given to projects that provide operating efficiency, reliability, and longevity of the facilities. Most of these improvements include replacement and reconstruction of aging and unreliable plant or pump station components. Projects that mitigate odor from the CBWTP are also part of this program in accordance with a citizen supported City Council resolution.

The bureau continues to support the implementation of the CBWTP and TCWTP Facility Plans. Projects identified for both plants will be completed in time to meet the increased demand due to growth and the completion of the Combined Sewer Overflow Program.

### Sewage Treatment Systems Major Projects

*Pump Station Improvement Program:* This is an ongoing program to refurbish and upgrade pump stations to meet current codes, to operate more reliably, to upgrade facilities to meet increased demand, and to replace out dated equipment. The bureau operates 96 pump stations.

*Treatment Facilities: Rehabilitation and Modification -* Both the CBWTP and TCWTP are major capital assets that require ongoing investment for repair, rehabilitation, and maintenance work to protect the capital investment and enhance system reliability. This program is key to preventing violations of our NPDES permit. It facilitates small capital projects for the replacement of capital equipment and upgrading of aging facilities.

*CBWTP Lagoon Reconstruction:* To provide for better management of solids, this project will construct additional dikes in the existing lagoon to create more separation. The individual ponds will be line with a monofill.

*CBWTP Digester Expansion Project:* This project will construct two additional primary digesters at the CBWTP. Two conditions are driving the need to expand the anaerobic digesters. The solid loading has increased to the point where the existing system is nearing capacity. Secondly, additional wet weather loading from the West Side CSO will be further augmented when the East Side CSO is complete in 2011.

*Selector Performance Enhancement:* This project is required in order to continue to meet the requirements of the National Pollution Discharge Elimination System (NPDES) permit.

*Ankeny Pump Station Upgrade:* This project will modernize the aging Ankeny Pump Station it will replace four sewerage pumps and associated systems; add upgraded instrumentation, control, and communication to operate with the Willamette River CSO Control System during storm events, and make exterior improvements to increase compatibility with Waterfront Park.

*CBWTP Secondary Treatment Expansion:* This project will expand secondary treatment capacity at the Columbia Blvd Wastewater Treatment Plant in order to provide reliable treatment for BOD and TSS consistent with the NPDES permit for operating the plant. The project will add two new secondary clarifiers per the recommended phasing in the 1995 Facilities Plan and 2009 update.

### Surface Water Management

The primary objective of this program is to protect the quality of surface and ground waters by addressing watershed health and public safety concerns associated with flooding, stream erosion, and urban pollution. Water quality and flood control projects are located in the Columbia Slough, Fanno Creek, Johnson Creek, Tryon Creek, and along the main stem of the Willamette River. Projects are developed to meet the provisions of the Watershed Management Plan adopted by City Council in 2005. The Watershed Management Plan promotes techniques that incorporate natural systems into the built environment. By protecting and restoring natural functions, the City can provide a stormwater management system more resilient to impacts and more responsive to federal and state regulatory mandates

related to surface and groundwater protection. This program is also guided by the Endangered Species Act Resolution adopted in 1998, the Clean River Plan finalized in 2000, and the River Renaissance Vision adopted in 2001. This program is also responsible for meeting certain conditions of the Water Pollution Control Facilities Permit issued by the Oregon Department of Environmental Quality (DEQ) in June 2005. The specific areas covered by the Surface Water Management Program are the conditions placed on the City associated with owning and operating 9,000 active Underground Injection Control Systems (UICs). As part of this permit, the City is required to identify any UIC that will not meet conditions of the permit and retrofit or decommission them. Projects proposed under this program include construction of Pollution Reduction Facilities (PRF), sump retrofits, stream restorations, and the installation of surface water filtering systems. By addressing water quality and flooding issues, these projects aim to protect fish, enhance wildlife habitat, and enhance community livability through the greening of urban areas.

### **Surface Water Management Major Projects**

*Johnson Creek Restoration Program:* This program is implementing the recommendations of the Johnson Creek Restoration Plan, 2001. The plan identifies a number of projects to mitigate flooding, improve water quality, and improve fish and wildlife habitat. This program includes willing seller land acquisition in four target areas. It also includes restoration of floodplain areas along Johnson Creek with the goals of increased flood storage, increased habitat for fish and other wildlife, and improved water quality. A series of projects are included in the five-year CIP.

*UIC Improvements:* In June 2005, DEQ issued a permit pursuant to ORS 468B.050 to implement the Federal Safe Drinking Water Act requirements. The permit covers the city's 9,000 active UICs. UICs (sumps) provide drainage for many rights of way on the east side of the Willamette River. This project will correct compliance issues for approximately 400 UICs that are estimated to have less than ten feet separation between the bottom of the UIC and groundwater, or otherwise be determined to be "non-compliant" by DEQ.

*Grey to Green:* The three capital improvement program elements will provide for land acquisition for habitat and watershed health, replacement of culverts for fish passage, and development of greenstreets for more sustainable stormwater enhancement.

*Watershed Investment Fund:* This program will fund innovative watershed enhancements. Priority is given to projects that leverage other funding sources, demonstrate new technologies, and/or address multiple watershed health goals.

### **Systems Development**

The primary focus of this program area is to expand the City's sewer collection system in support of the implementation of the 2040 Plan. This program carries out the bureau's commitment to provide an efficient sewerage system to residents and businesses within our service area, to support new development, and to protect public health and the environment. This program also includes other capital projects that do not fall under the scope of other CIP program areas relating to sewer system expansion and privately funded development.

### Systems Development Major Projects

*South Airport Sanitary Pump Station:* This project will construct a new pump station to connect to the new sanitary trunk sewers to serve this 1,300-acre basin in NE Portland, including a large area at the airport.

*Party Sewers:* This program will address shared private sewer lines. Over several years, the program will provide property owners direct access to a municipal sewer line or ensure that appropriate easements have been acquired.

### Funding Sources

Planned CIP outlays total \$540 million (excluding inflation) over the five-year forecast interval FY 2011-12 through FY 2015-16. A brief description of the resources needed to finance this requirement follows:

- ◆ Fees, Charges, and Permits. This source of funding includes an estimate of reimbursements for engineering, administration, and construction management services charged to local improvement districts and for permit sewer construction. Also included are anticipated revenues from construction and/or engineering services for projects initiated by other local government agencies such as the Portland Bureau of Transportation and the Port of Portland.
- ◆ Line and Branch Charges. Charges in lieu of assessment will be used to support CIP outlays. Line and branch charges are received in the form of cash and in the form of proceeds from special assessment bonds issued for property owners who elect to finance their line and branch charges. Total revenues from these charges are projected to be approximately \$12.3 million over the five-year forecast interval.
- ◆ Cash Transfers from the Sewer System Operating Fund. Current Sewer System net income from service fees and charges will also be used to fund CIP outlays. The availability of current income to fund CIP expenditures is the result of meeting debt service coverage requirements on outstanding bonds. For planning purposes, the bureau maintains coverage ratios of 1.50 on first lien debt, 1.30 on combined first and second lien debt, and an ongoing reserve of ten percent of operating expenses for unforeseen financial needs. After making debt service payments, funds in excess of those required for the 10 % operating reserve are available to fund capital improvements. Cash transfers from the Operating Fund to the Construction Fund are projected to total \$91.1 million over the five-year forecast interval.
- ◆ Bond Proceeds. Based on current planning assumptions, the bureau's five-year CIP request will require \$470 million (nominal dollars) in additional borrowings over the next five fiscal years. Debt service requirements for future bond sales have been calculated assuming level debt service. Interim short-term financing may be used in lieu of or in combination with long-term financings. The forecast assumes an average annualized coupon rate of 5.5% for the bonds sold in FY 2011-12 and FY 2012-13, and 6.0% for the bonds sold in FY 2014-15, with the Bureau's planning standard debt service coverage ratios of 1.50 and 1.30 as mentioned previously.



**Operating and  
Maintenance Costs**

Each project includes estimated Operating and Maintenance (O & M) costs (or savings) to be included in the operating budget once the facility comes on line. The O & M estimates for costs or savings were prepared by the Wastewater Group. The basis for the estimates depended upon the type of expected impact. The four major components for treatment plant O & M are labor, energy, chemicals, and materials. Energy and chemicals are more easily predicted. The equipment projected for installation has design parameters that more clearly dictate the resource demands. If there is a direct labor application which will have changed as a result of a project, that estimate would be accurate. However, labor and material costs are more commonly based on experienced estimates with similar projects and facilities from either the City of Portland or others.

## Administration & Support

### Description

The Administrative Services program area manages the Bureau of Environmental Services, coordinates the activities of the bureau's five service provider groups, and ensures timely and appropriate response to the public, ratepayers, and regulatory agencies. Coordination includes overseeing the development of the bureau budget and managing review of programs, projects and services offered by the bureau. Administrative Services works closely with other City bureaus, regulatory agencies, the Natural Resource Trustees, and tribal governments on local, state, and national environmental issues. The Administrative Services program area provides supervision of the following specific service areas:

*Public Information and Community Outreach and Involvement* provides public information, communication planning, public involvement, environmental education, and internal communication services required to meet the mandates of several state and federal requirements. Public involvement services ensure there is a process for shared decision-making with the community regarding the \$603 million capital improvement program that will impact a number of neighborhoods in Portland.

*Environmental Policy* is responsible for developing environmental policies, rules and codes, and coordinating that work within the bureau, with other city bureaus, interest groups, and federal, state, and local agencies involved in environmental planning and implementation affecting the City.

*Bureau Support* comprises operating and administrative services for all bureau programs.

*Employee Development* includes identifying training needs and solutions for managers and employees and coordinating internal and external education and training, and maintaining the bureau's database of employee training and development activities.

*Finance* includes budget development, accounting, financial planning and forecasting, debt management, ratemaking, grants, project tracking and year-end financial reporting, wholesale service contract development and administration, management of the Clean River Rewards stormwater discount program and administration of the Party Sewer Conversion program.

*Information Management* activities include administering the bureau's data management software and software needs.

### Goals

Public Information and Community Outreach and Involvement support the City goal to protect and enhance the natural and built environment by communicating the importance of these goals to City residents and ratepayers through public information, education and involvement in bureau programs and projects.

Environmental Policy provides indirect support to the city goal of protecting the natural and built environment by working with legislation and regulations that protect the environment.

Bureau Support, Employee Development and Finance provide indirect support to the City goal of protecting the natural and built environment by performing necessary business processes, helping to enhance employee skills, and securing necessary financing for bureau operating programs and capital construction.

Information Management supports the City goal of protecting the natural and built environment by developing and maintaining the data to support the bureau's asset management efforts.

**Performance**

Communication performance measures focus on an increased community awareness of BES programs and services, engaging citizens in the decision making process for bureau projects and programs that impact the community, and providing clean river education opportunities for grades K-12.

The bureau's debt service coverage ratio for all revenue bonds was 1.30 for FY 2009-10 and is expected to be 1.30 for FY 2010-11. The goal is to maintain this at the financial planning standard of 1.30 over the coming five years. The bureau's current bond rating is Aa3/ AA, a strong rating for sewer revenue credit. The goal is to maintain this rating.

The bureau's accident/injury incident rate (recordable incidents per 100 workers) is estimated to be 3.6 for FY 2010-11, down from 3.8 for the previous year. The goal for FY 2011-12 is to keep reportable incidents per 100 employees at or below 4.0.

**Changes to Services and Activities**

Finance reduced external materials and services by \$900,000 to reflect lower payments to Clean Water Services for sewage treatment after Fanno pump station resumes operation. One-time reductions of \$18,200 in travel, training and professional services were taken. Two positions will be left vacant - an Accountant II and one CAD Analyst for additional savings of \$190,716. Offsetting the reductions are increased external materials and services by \$100,000 for replacement of software not compatible with Windows 7, which will be the standard on all new PCs.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		76.95	65.30	64.21	64.21
<b>Expenditures</b>					
Administration		1,005,169	966,123	1,297,642	1,293,242
Administration & Support		22,351	0	0	0
Bureau Support		7,704,475	7,318,449	7,990,395	7,975,395
Communications		919,814	1,269,458	929,483	927,383
Employee Development		516,171	11,720	11,720	10,220
Facilities		90	0	0	0
Finance		6,012,564	5,441,669	5,687,318	6,105,393
Information Management		5,518,753	6,772,450	5,184,490	4,972,578
<b>Total Expenditures</b>		<b>21,699,388</b>	<b>21,779,869</b>	<b>21,101,048</b>	<b>21,284,211</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Bureau of Environmental Services

## Public Utilities Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Maintain the bureau's debt service coverage ratio at 1.5 or greater	1.76	1.71	1.50	1.95	1.95
Maintain bureau's combined 1st & 2nd debt service coverage ratio at 1.3 or greater	1.32	1.30	1.30	1.30	1.30
<b>Efficiency</b>					
Time loss hours (due to injuries)	4.00	3.36	4.50	4.00	4.00
<b>Workload</b>					
No. of students provided with bureau education programs	18,999	15,759	18,500	11,500	11,500

# Engineering

## Description

Engineering Services serves the community by managing the planning, design and construction of public improvements necessary to protect public health and watersheds. Engineering Services provides analyses, design, construction management, technical standards, documentation of best management practices, protection and enhancement of the system, development review and permitting, CIP program and budget management, and implementation of programs to protect infrastructure.

*Program Management & Controls* develops the bureau's annual capital budget and five-year capital improvement plan, monitors the budget and program, and provides support functions for program delivery.

*Asset Systems Management* provides short and long-term engineering analyses and planning for combined, sanitary and stormwater facilities and watersheds using an asset management framework, is responsible for developing and leading improvement to the bureau's asset management program and manages the Combined Sewer Overflow (CSO) program to ensure the requirements of the Amended Stipulation and Final Order are met in a timely, cost effective, and functional manner.

*Design Services* provides project management and engineering design services, and is responsible for ensuring each assigned project accomplishes its intended purpose on schedule, within budget, at best value, and in a manner consistent with City and bureau missions and values. Watershed Revegetation reforests city natural areas and adjacent lands, plants and maintains City greenstreets and stormwater management facilities, and plants street trees to improve the urban forest canopy and enhance the functional ability of urban watersheds.

*Construction Services* provides construction management and inspection services for bureau projects, development projects and projects managed by other City bureaus for assets that become part of the BES infrastructure. This program also provides materials testing, inspection and geotechnical services for both bureau projects and projects managed by other City bureaus.

*Systems Development* assists developers and other customers and supports City development goals by reviewing and approving plans, issuing permits and inspecting private stormwater facilities. This division also has primary responsibility to develop and revise the City's Stormwater Manual and to implement policies that protect water resources and stream integrity.

*Administrative/Stormwater Retrofit Services* manages group operations, operating budget, personnel, and contract services, and provides support to all group programs. This program also partners with private property owners to increase onsite stormwater management at targeted locations in support of distinct bureau priorities.

*Willamette River CSO* provides project management, engineering design and construction management services for the large westside and eastside projects including the Westside Tunnel, Eastside Tunnel, Swan Island Pump Station and force mains.

# Bureau of Environmental Services

## Public Utilities Service Area

**Goals** Engineering Services supports the City goal of protecting and enhancing the natural and built environment by preserving, protecting, and enhancing infrastructure. Engineering Services manages wastewater and stormwater assets to preserve and enhance the value of the community's investment; aggressively controls sewer overflows and basement flooding; explores and evaluates innovative technologies and solutions, and integrates natural system concepts into design, construction, and maintenance of systems that retain or improve the current service level.

**Performance** An estimated 65.8% of combined sewer overflow volumes have been diverted from the rivers and receive treatment. This will increase to a minimum of 96% when the Eastside CSO abatement facilities come online at the completion of the 20-year program in late Fall 2011. Construction management costs are forecasted to be 12% of total construction costs. More than 99% of pipe identified as highest priority for repair or replacement is incorporated into funded CIP or operating projects.

**Changes to Services and Activities** The budget includes a reduction of approximately \$292,000, including 1.0 FTE, to reflect the completion of the Downspout Disconnection Program at the end of FY 2011-12. This program was developed in the mid-1990s as one of the CSO cornerstone projects to divert flows from the combined sewer system. As of the end of June 2011 the program will have reached its goal of disconnecting 54,000 downspouts from the combined system. A small budget has been retained for ongoing maintenance and reliability. Other reductions include \$55,000 to reflect a vehicle purchase and supplies/equipment for start-up costs related to stormwater facilities inspection, a \$100,000 reduction to reflect completion of the Tryon Creek Wastewater Treatment Plant Facilities Plan update and, one-time reductions of \$74,042 for travel and training and \$35,600 for modeling professional services.

Funding is included to continue an inventory and assessment of stormwater facilities necessary for completion of the stormwater system plan and to support asset management efforts. The positions for this work will be redeployed from cuts in other program areas.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		176.28	207.73	203.60	203.35
<b>Expenditures</b>					
Asset Systems Management		175,201,092	19,423,978	3,627,548	3,579,823
Capital Program Mgmt & Controls		16,308,447	223,009,982	111,934,906	111,933,188
Construction Services		1,402,022	693,230	955,279	944,725
Design		1,631,318	1,218,696	1,332,053	1,308,395
Downspout Disconnection		580,452	971,340	494,579	494,404
Engineering		942,155	1,447,280	1,377,834	1,375,334
Materials Test Lab		758,026	1,193,096	1,452,112	1,435,462
Stormwater Retrofit		210,605	187,313	358,672	357,497
Systems Development		3,204,838	2,674,952	2,519,600	2,517,563
<b>Total Expenditures</b>		<b>200,238,956</b>	<b>250,819,867</b>	<b>124,052,583</b>	<b>123,946,391</b>

# Bureau of Environmental Services

## Public Utilities Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
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Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of pipe identified as highest priority for repair or replacement incorporated into funded CIP or Op. proj.	99%	99%	43%	99%	99%
<b>Efficiency</b>					
Construction management costs as a percentage of total construction costs	12%	10%	12%	12%	12%
<b>Workload</b>					
Cumulative disconnected roof drains	52,695	53,711	54,000	NA	NA

## Healthy Working Rivers

<b>Description</b>	Healthy Working Rivers (HWR) promotes the integration of environmental restoration, economic development, and community involvement for the Portland segments of the Willamette and Columbia Rivers. HWR facilitates river-related projects contributing to City and regional economic prosperity and implements habitat improvement projects to restore and protect riparian ecological functions. HWR coordinates implementation of river-related projects restoring and protecting ecological functions, identifies and selects pilot restoration projects, and facilitates river projects contributing to City and regional economic prosperity.
<b>Goals</b>	HWR supports the City's goals to promote economic development, improve urban rivers, and connect the community to the river with an overall goal of enhancing watershed health.
<b>Performance</b>	Fund analysis and initial design work in the industrial harbor to support restoration goals and promote economic redevelopment activities. Assess and report on City's implementation of river related plans and programs to ensure that economic development, ecological restoration and community involvement goals are being met. Engage other bureaus and stakeholders in discussions related to on-river recreational needs, public access and environmental protection goals.
<b>Changes to Services and Activities</b>	Healthy Working Rivers reflects an on-going reduction in payments of \$167,316 to the Bureau of Planning and Sustainability as funding was for a one-time project regarding the City's River Plan and a one-time reduction of \$3,700 within professional services.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		4.00	6.00	5.00	5.00
<b>Expenditures</b>					
Healthy Working Rivers		393,512	1,031,334	719,426	715,726
<b>Total Expenditures</b>		<u>393,512</u>	<u>1,031,334</u>	<u>719,426</u>	<u>715,726</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.



# Pollution Prevention

<b>Description</b>	<p>Pollution Prevention Services includes three functional divisions: Source Control, Environmental Investigations, and Environmental Compliance. This service area also includes the Brownfield Program.</p> <p><i>Source Control</i> provides environmental oversight and technical services to industrial and commercial customers to control or eliminate harmful or toxic pollutants to the City's sewer systems. This environmental oversight supports compliance with various permits held by the Bureau, including the National Pollutant Discharge Elimination System (NPDES) permits for both the wastewater and stormwater systems.</p> <p><i>Environmental Investigations</i> provides wastewater, stormwater, surface water, groundwater, industrial wastewater, gases, soils and sediment sampling and monitoring services; a full service environmental laboratory; and environmental project management including consultation, data analysis, and reporting for the bureau, other City bureaus, and outside agencies.</p> <p><i>Environmental Compliance</i> manages the bureau's regulatory enforcement process which includes industrial pretreatment, stormwater, and other environmental regulations under the bureau's authority. This service area also ensures bureau compliance with its state and federal regulatory obligations including permits governing wastewater collection and treatment, influences environmental policy and regulations developed by others; and manages of the City's stormwater and groundwater permits under the Clean Water Act and the Safe Drinking Water Act.</p> <p><i>Brownfield Program</i> involves cleanup and redevelopment activities through use of federal Brownfield grants, matching funds from the City and other public agencies and investment by private sector partners. The focus of the program is to return previously contaminated property to productive economic and community use through partnership with neighborhoods and businesses.</p>
<b>Goals</b>	<p>Pollution Prevention Services supports the City goal of protecting and enhancing the natural and built environment by increasing innovative pollution prevention strategies. Pollution Prevention Services provides technical assistance to City staff and to citizens to help others prevent pollution through effective permit management, best management practices and education, and partners with customers to prevent or control pollution at the source.</p>
<b>Performance</b>	<p>This year it is expected that 99% of industrial enforcement tests be in full compliance, which is the same level of performance as last year. The goal for the coming year is to work with customers to maintain this level of performance.</p> <p>Site investigations and remediation will require an average expenditure of \$4,435 per site in FY 2011-12, 18% higher than FY 2009-10.</p> <p>The Water Pollution Control Laboratory estimates it will perform 41,000 lab analyses in FY 2011-12, 5% higher than FY 2009-10.</p>

# Bureau of Environmental Services

## Public Utilities Service Area

### Changes to Services and Activities

Reduction within Pollution Prevention include \$265,000 capital outlay to reflect completed purchases of two vehicles (\$110,000), a boat for Field Operations (\$50,000) and a digital control system at the Water Pollution Control Laboratory (\$105,000). Additional on-going reductions: \$10,000 for completion of a contract for external legal services; \$12,000 for the removal of temporary security patrol services. One-time reductions: \$34,800 from travel/training and professional services contracts; one Environmental Technician I will be left vacant for additional savings of \$57,052.

Increases include \$132,000 for replacement of a point-of-use water purification system necessary for lab testing which is no longer supported by the manufacturer (\$17,000), replacement of failing flow analyzers necessary for lab testing for which replacement parts are no longer available (\$60,000) and a Total Organic Carbon analyzer which will be more economical than having these analyses done externally (\$55,000).

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		81.60	80.00	80.00	80.00
<b>Expenditures</b>					
Env. Monitoring & Investigation		1,619,184	1,608,325	2,372,859	2,348,145
Environmental Compliance		1,695,327	3,614,711	3,049,313	3,047,416
Pollution Prevention		198,552	506,997	353,317	350,817
Source Control		2,827,185	3,196,483	3,431,221	3,368,480
<b>Total Expenditures</b>		<b>6,340,249</b>	<b>8,926,516</b>	<b>9,206,710</b>	<b>9,114,858</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of industrial enforcement tests in full compliance	99.0%	99.0%	99.0%	99.0%	99.0%
<b>Efficiency</b>					
Average resources spent in site investigations and cleanup, per site investigated or remediated	\$3,000	\$3,652	\$3,300	\$4,435	\$4,435
<b>Workload</b>					
No. of lab analyses performed each year	41,398	39,800	43,000	41,000	41,000

## Portland Harbor

### Description

The Portland Harbor Superfund program is managed through the Office of the Director and is funded within the Environmental Remediation Fund. The existence of the bureau's Superfund program is recognition by City Council that a strong City presence in the Superfund cleanup is critical. The Administrator of the Portland Harbor Superfund Program reports to the bureau director. The Administrator represents the City at a management level in the Lower Willamette Group (LWG), and with the Tribal governments and federal and state agencies.

The City is a member of the Lower Willamette Group, composed of private and public entities who have signed a formal Consent Order agreement with the Environmental Protection Agency to fund a contaminated sediment investigation. The City has a dual role as a party potentially responsible for cleaning up contaminated sediments and as a government with strong stewardship obligations and commitments. The City is also assessing the potential of the City's stormwater conveyance system to carry contamination from upland sources to the river sediments.

Program staff work with Natural Resource Trustee agencies and Tribal governments on natural resource restoration efforts, and have developed government-to-government relationships with several Tribal governments involved in the project. Program staff are working with other City staff, spearheading a Lower Willamette Ecosystem Restoration Project with the Corps of Engineers under the authority of the federal Water Resources Development Act (WRDA). This work is closely coordinated with the Office of Healthy Working Rivers, Bureau of Planning and the watershed management staff of BES.

The City is continuing to pursue and maintain a strong, direct government-to-government role with EPA, DEQ and the six Tribal governments on all of these issues in addition to its work as a member of the LWG.

### Goals

The Superfund program supports the City goal of protecting and enhancing the natural and built environment by actively participating in the Superfund cleanup. This involvement will also ultimately promote economic vitality and opportunities as Superfund cleanup issues are resolved. The City is helping to fund and coordinate the investigation and potential cleanup activities to ensure that the Lower Willamette River is fully evaluated in a timely and cost effective manner, the Lower Willamette is restored to protect human health and the environment, and liability is fairly allocated among all responsible parties.

### Changes to Services and Activities

Reductions within Portland Harbor include \$126,400 of external materials and services within Portland Harbor to reflect a reduction in contractor assistance for outfall investigation. One position will be left vacant for one year - a Water Resources Program Manager for additional savings of \$126,732.

# Bureau of Environmental Services

## Public Utilities Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		6.00	5.00	5.00	5.00
<b>Expenditures</b>					
CERCLA (Superfund)		3,141	1,550,000	1,550,000	1,550,000
Natural Resource Damage Assessment		0	200,000	0	0
Portland Harbor		5,580,862	3,940,406	3,853,207	3,725,075
<b>Total Expenditures</b>		<b>5,584,004</b>	<b>5,690,406</b>	<b>5,403,207</b>	<b>5,275,075</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Wastewater

<b>Description</b>	<p>Wastewater Services protects public health, water quality, and the environment by operating and maintaining wastewater and stormwater collection and treatment facilities and managing programs in a manner that ensures compliance with applicable permits, regulations, and contracts. In addition to two wastewater treatment plants, the system includes 96 active pumping stations, 2,336 miles of pipeline, 62,289 manholes, 8,579 stormwater sumps, 171,724 laterals, 744,972 lineal feet of ditches, 56,031 stormwater inlets and catch basins, 351 trash racks, 158 parcel-based stormwater facilities (manufactured), 918 "green" stormwater facilities (including parcel-based facilities and green streets), and 234 stormwater detention facilities. Additional services provided by Wastewater include stormwater residuals management, vector control contract management, and emergency capital repair.</p> <p>Inspection, cleaning, maintenance, and repair for most sewer and stormwater facilities are provided through an interagency agreement with the Portland Bureau of Transportation Maintenance Operations (PBOT MO). PBOT MO also provides collection system customer response and utility locating services.</p> <p>This program also manages services that support the operation and maintenance of wastewater infrastructure. This includes administrative services, work and asset management system administration, facilities management and inventory management and acquisition.</p>
<b>Goals</b>	<p>Wastewater Services supports the City goal of protecting and enhancing the natural and built environment by meeting regulatory requirements.</p>
<b>Performance</b>	<p>The treatment process continues to achieve removal of approximately 97% of total suspended solids and biochemical oxygen demand from the wastewater, compared with the 85% regulatory performance required in the NPDES permits. Wastewater Services plans to sustain this level of performance in FY 2011-12.</p> <p>Collection and treatment facilities delivered and processed 27.5 billion gallons of wastewater during FY 2009-10. Factors affecting total volume include the degree of water conservation by customers, how much stormwater and groundwater are kept out of the system, the volume of captured CSO now in place, and rainfall in the service area. It is expected that wastewater conveyed and treated will increase to about 28 billion gallons in FY 2010-11 and sustain that in FY 2011-12.</p> <p>The operating and maintenance cost of wastewater treatment was approximately \$573 per million gallons treated for FY 2009-10. This is projected to reduce in FY 2010-11 to about \$560 per million gallons treated and then reduce slightly for FY 2011-12.</p> <p>In an effort to continue to preserve system capacity and prevent sanitary sewer overflows in the collection system, 2.7 million feet of sewers were inspected and cleaned in FY 2009-10. This is projected to decrease slightly in FY 2010-11.</p>

# Bureau of Environmental Services

## Public Utilities Service Area

### Changes to Services and Activities

The bureau anticipates increases in utilities and materials costs for new facilities coming online and increased flows associated with the CSO system. This includes \$891,150 for collections system utilities; \$183,381 for treatment plant utilities, \$30,000 for CEPT chemicals, \$72,602 for treatment odor control and disinfection, and \$49,500 for repair and maintenance supplies for new pump stations.

Increased costs for Fanno Basin Pump Station start-up include: \$100,000 for utilities and \$25,000 for materials and supplies. This funding was removed from the budget in FY2009-10 and is now being resumed since the station is coming back into operation.

Increased costs to sustain current service levels include \$91,024 for biosolids transportation, \$125,000 for waste disposal of collection system sanitary and combined sediment, \$30,000 for waste disposal of stormwater sediment, and \$281,821 for repair and maintenance supplies and services.

Increased costs for additional services include \$95,000 for enhanced security at six major wastewater facilities and \$402,465 for adequate operation and maintenance of a growing number of stormwater facilities.

The increases are offset by reductions of \$130,000 for capital equipment; \$527,000 for fleet replacements; \$25,000 for ARC Flash Study; \$33,655 for two interns, \$20,000 for minor equipment and tools' and one-time reductions of \$15,100 for travel and training and \$250,000 for PBOT sewer cleaning and inspection and repair. Additionally, this program is permanently reducing two Public Works Supervisor II positions for a savings of \$202,868.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		135.67	130.20	130.20	128.45
<b>Expenditures</b>					
Collection System		27,183,599	32,078,874	32,106,973	31,753,759
Maintenance		1,641	0	0	0
Treatment		15,762,695	15,475,821	16,559,240	16,420,616
Wastewater		788,599	827,053	836,177	836,177
<b>Total Expenditures</b>		<b>43,736,535</b>	<b>48,381,748</b>	<b>49,502,390</b>	<b>49,010,552</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of biochemical oxygen demand (BOD) removed	97.0%	96.5%	85.0%	85.0%	85.0%
<b>Efficiency</b>					
Cost to operate and maintain the treatment plants reflected in costs per million gallons per day (mgd)	\$633	\$573	\$560	\$555	\$555
<b>Workload</b>					
Wastewater processed in million gallons per day	24,927	27,566	27,700	28,450	28,450

# Watershed

## Description

Watershed Services protects and restores watershed functions and works with other bureaus to incorporate practices and implement projects promoting watershed health. It implements the Portland Watershed Management Plan (PWMP). Watershed Services monitors and evaluates the effectiveness of stormwater management, watershed implementation practices, and overall watershed health. It promotes and implements sustainable site development practices and projects, and interprets and implements state and federal fish and wildlife laws, regulations and policies.

*Watershed Management* leads development and implementation of the Portland Watershed Management Plan (PWMP), which establishes comprehensive approaches and priority projects to protect and restore Portland's urban waterways. The 2011-12 fiscal year covers the sixth full year of integrated watershed management under the PWMP. The PWMP is designed to integrate the city's response to regulatory requirements of the Clean Water Act, the Safe Drinking Water Act, the Endangered Species Act and other laws and programs in an approach based in ecological principles and watershed conditions, rather than relying strictly on regulatory requirements to define city actions. FY 2011-12 will be the fourth year implementing the Grey to Green Initiative: an acceleration of project activities under the PWMP.

*Sustainable Stormwater Management* provides policy and technical assistance, education and outreach, project design and implementation to demonstrate and create incentives for sustainable stormwater projects. Sustainable stormwater facilities cost-effectively reduce the volume of stormwater entering the combined system, mitigate impacts to sensitive habitats, and reduce stormwater pollutants.

*Endangered Species Act (Science, Fish and Wildlife)* provides the scientific foundation needed to respond to and implement the City's environmental mandates - especially the Endangered Species Act - and to fully integrate those mandates into the watershed context. The program also provides vital services and ecological expertise for implementation of a variety of city projects and programs in multiple bureaus.

## Goals

Watershed Services supports the City goal of protecting and enhancing the natural and built environment by improving and protecting watershed health within our urban community. Watershed Services demonstrates and promotes the advantages of watershed health protection when developing and implementing City programs and projects. Watershed Services responds to regulatory and environmental compliance using a natural systems approach (green infrastructure) to meet our objectives, minimize costs and provide maximum benefits. Watershed Services is working closely with the Bureau of Planning and Sustainability in the planning and implementation of the Climate Action Plan and the Portland Plan. Watershed Services also is investing significant support of asset management work within BES and integration of green infrastructure into system development work.

# Bureau of Environmental Services

## Public Utilities Service Area

### Performance

Watershed Services and the Watershed Revegetation Program restored 38,481 feet of stream bank during FY 2009-10, bringing the bureau's cumulative total restored to 349,954 feet. The bureau goal for FY 2010-11 was to restore an additional 10,000 feet. FY 2011-12 is anticipated to be 371,954 feet.

Also in FY 2009-10, 12,346 people contributed thousands of volunteer hours in projects organized or catalyzed by the Community Watershed Stewardship Program and other watershed stewardship programs. BES expects fewer participants in FY 2010-11 due to regular variances in the types of volunteer projects that are funded and because the Naturescaping program was not funded in FY 2010-11. For FY 2011-12 the number of participants expected to remain constant.

Watershed Services and Watershed Revegetation Services planted 58,370 trees in FY 2009-10. The bulk of those were as part of natural area revegetation projects, while 7,780 were new street and yard trees planted through the Grey to Green initiative. The FY 2010-11 goal for natural area trees was 35,000 and new Grey to Green street and yard trees is 13,950. For FY 2011-12 an additional 56,950 trees will be planted.

The Grey to Green initiative accomplishments from 2008 to June 30, 2010 also include: 418,000 square feet of ecoroofs constructed and in design, 11,400 yard and street trees planted, 500 new acres treated for invasive plant control, 325 green street facilities constructed, 4 culvert replacement projects designed and 1 in construction, and 67 acres of natural area purchased.

### Changes to Services and Activities

Watershed Services reflects a reduction of \$889,306 in materials and services for Grey to Green activities, extending the timeline for Grey to Green ecoroof (\$363,412) and tree (\$525,894) programs into FY2015-16. Additional changes include a one-time reduction of \$22,200 in travel and training and the permanent elimination of one ESA Program Coordinator for savings of \$79,071.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		60.25	53.87	53.59	52.59
<b>Expenditures</b>					
Environmental Policy		1,953,628	170,520	0	0
Science, Fish & Wildlife		888,614	1,167,781	1,359,152	1,279,466
Sustainable Stormwater		2,007,713	3,235,868	2,443,361	2,342,669
Watershed		294,775	500,376	443,363	443,191
Watershed Management		4,308,031	7,471,009	4,686,667	6,515,949
Watershed Revegetation		3,042,973	1,693,978	1,292,392	1,188,942
<b>Total Expenditures</b>		<b>12,495,733</b>	<b>14,239,532</b>	<b>10,224,935</b>	<b>11,770,217</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

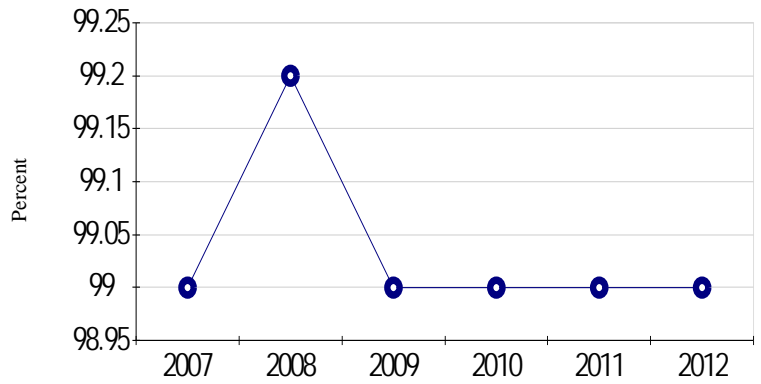
Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Feet of streambank restored (cumulative)	311,473	349,954	359,954	371,954	371,954
Number of individual participants in projects catalyzed or hosted by the Stewardship Program	18,918	12,346	10,000	10,000	10,000
Number of trees planted	24,797	58,370	48,950	56,950	56,950



# Performance Measures

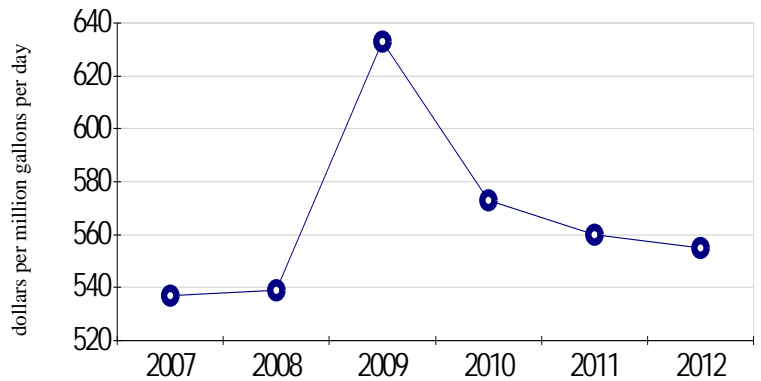
## Enforcement Tests

Percent of industrial enforcement tests in full compliance.



## Wastewater Processing Cost

Cost to operate and maintain the wastewater treatment plants reflected in costs per million gallons. FY 2008-09 reflects the lowest combined flow rate in the last decade. When flow is low, cost per unit increases.



# Bureau of Environmental Services

# Summary of Bureau Budget

## Public Utilities Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	1,094,165	1,042,164	1,344,208	1,230,000	1,230,000
Charges for Services	225,493,677	224,878,011	246,965,988	259,608,127	260,353,424
Intergovernmental	1,542,810	1,793,336	1,433,554	1,497,781	1,497,781
Bond & Note	33,297	162,699,982	305,183,319	228,000,000	228,000,000
Miscellaneous	9,661,479	8,291,241	2,935,000	23,302,000	23,302,000
<b>Total External Revenues</b>	<b>237,825,428</b>	<b>398,704,734</b>	<b>557,862,069</b>	<b>513,637,908</b>	<b>514,383,205</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	318,504,080	327,847,971	447,620,850	292,197,505	292,197,505
Interagency Revenue	1,923,703	1,595,545	2,633,914	2,794,073	2,794,073
<b>Total Internal Revenues</b>	<b>320,427,783</b>	<b>329,443,515</b>	<b>450,254,764</b>	<b>294,991,578</b>	<b>294,991,578</b>
Beginning Fund Balance	336,796,683	181,663,261	130,750,000	179,345,500	179,345,500
<b>Total Resources</b>	<b>\$895,049,894</b>	<b>\$909,811,511</b>	<b>\$1,138,866,833</b>	<b>\$987,974,986</b>	<b>\$988,720,283</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	48,971,195	52,487,649	56,008,234	57,836,627	57,180,187
External Materials and Services	59,001,395	58,894,732	60,240,383	35,461,534	37,249,171
Internal Materials and Services	33,617,374	38,211,915	41,311,208	40,458,306	40,208,306
Capital Outlay	112,277,110	139,496,239	193,309,447	86,453,832	86,479,366
<b>Total Bureau Expenditures</b>	<b>253,867,074</b>	<b>289,090,535</b>	<b>350,869,272</b>	<b>220,210,299</b>	<b>221,117,030</b>
<b>Fund Expenditures</b>					
Debt Service	122,688,269	145,309,583	151,214,829	151,048,986	151,048,986
Contingency	0	0	137,407,211	256,199,174	256,037,740
Fund Transfers - Expense	336,831,290	343,971,454	465,954,321	311,540,486	311,540,486
Debt Service Reserves	0	0	28,070,500	46,070,500	46,070,500
<b>Total Fund Expenditures</b>	<b>459,519,559</b>	<b>489,281,037</b>	<b>782,646,861</b>	<b>764,859,146</b>	<b>764,697,712</b>
Ending Fund Balance	181,663,261	131,439,939	5,350,700	2,905,541	2,905,541
<b>Total Requirements</b>	<b>\$895,049,894</b>	<b>\$909,811,511</b>	<b>\$1,138,866,833</b>	<b>\$987,974,986</b>	<b>\$988,720,283</b>
<b>Programs</b>					
Administration & Support		21,699,388	21,779,869	21,101,048	21,284,211
Assessments & Improvements		1,476	0	0	0
Engineering		200,238,956	250,819,867	124,052,583	123,946,391
Financial Planning		(1,399,468)	0	0	0
Healthy Working Rivers		393,512	1,031,334	719,426	715,726
Pollution Prevention		6,340,249	8,926,516	9,206,710	9,114,858
Portland Harbor		5,584,004	5,690,406	5,403,207	5,275,075
Recreation		150	0	0	0
Wastewater		43,736,535	48,381,748	49,502,390	49,010,552
Watershed		12,495,733	14,239,532	10,224,935	11,770,217
<b>Total Programs</b>		<b>\$289,090,535</b>	<b>\$350,869,272</b>	<b>\$220,210,299</b>	<b>\$221,117,030</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Combined Sewer Overflow</b>								
BalchConsolidationConduit	1,995,449	29,266,000	3,000,000	0	0	0	0	3,000,000
Eastside Combined Sewer Overflow System Startup	0	851,000	3,002,000	0	0	0	0	3,002,000
Eastside Combined System Overflow Tunnel	257,395,752	42,100,000	9,970,000	0	0	0	0	9,970,000
POFMOdorControlFC	0	0	2,800,000	0	0	0	0	2,800,000
PortsmouthForceMain	4,043,142	35,900,000	4,500,000	0	0	0	0	4,500,000
SellwoodCSOPumpStation	226,095	6,000,000	3,048,000	0	0	0	0	3,048,000
SwanIslandPumpStation	389,226	7,500,000	150,000	0	0	0	0	150,000
<b>Total Combined Sewer Over- flow</b>	<b>264,049,664</b>	<b>121,617,000</b>	<b>26,470,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,470,000</b>
<b>Maintenance and Reliability</b>								
AlderBasinM&R	0	0	9,000	9,000	9,000	325,000	1,061,000	1,413,000
AshCreekSewerRehabilitation	0	750,000	0	0	700,000	0	0	700,000
Beech,Essex,OakPredesign	0	4,521,000	900,000	58,000	370,000	768,000	1,362,000	3,458,000
BikeBoulevardGreenStreets	0	0	1,300,000	4,700,000	11,000,000	0	0	17,000,000
Dunthorpe-Riverdale Sewer Capacity	56,398	0	0	166,000	644,000	1,210,000	0	2,020,000
FannoBasinSystemImprovement	791,615	19,224,000	5,835,000	4,257,000	12,558,000	60,000	0	22,710,000
FannoCreekInfiltrationandInflow	0	200,000	200,000	400,000	500,000	2,210,000	2,520,000	5,830,000
Holladay, Sullivan, Stark Basin Predesign	9,082,688	100,000	100,000	966,000	2,541,000	3,536,000	10,438,000	17,581,000
InsleyBasinM&R	0	0	0	0	0	0	205,000	205,000
Lents 1 & 2 Sewer Relief and Reconstruction	0	0	0	0	0	1,627,000	2,075,000	3,702,000
MaintenanceCapital-Construction	8,689,526	230,000	230,000	230,000	230,000	230,000	230,000	1,150,000
MaintenanceCapital-Contract	30,911,265	3,600,000	2,500,000	2,500,000	2,700,000	2,700,000	2,500,000	12,900,000
NE Sandy Blvd and 47th-82nd Pipe Reconstruction	0	200,000	510,000	0	0	0	0	510,000
NWNeighborhoodPredesign	0	0	557,000	1,906,000	10,467,000	8,875,000	9,369,000	31,174,000
Owner Controlled Insurance Program Phase IV	0	0	804,000	802,000	802,000	802,000	0	3,210,000
Phase2PipeRehabilitation	0	500,000	3,113,000	7,378,000	31,132,000	31,132,000	31,132,000	103,887,000
SEInterceptorRehabilitation	0	0	0	688,000	688,000	3,439,000	3,507,000	8,322,000
SewerStructuralRehabilitation	249,452	7,575,078	8,041,000	0	0	0	0	8,041,000
StarkStormwaterInflowControl	0	697,000	1,171,000	10,000	0	0	0	1,181,000
StructuralRehabTag	0	0	0	100,000	1,000,000	831,000	8,547,000	10,478,000
SWYamhill/Morrison	0	0	0	0	1,453,000	0	0	1,453,000
TaggartABasinM&R	0	0	0	0	0	0	149,000	149,000
Taggart B & C Repair & Replacement	0	0	0	0	0	257,000	2,674,000	2,931,000
TaggartDImplementation	0	0	4,006,000	4,850,000	3,269,000	7,263,000	11,406,000	30,794,000
TryonCreekInfiltrationandInflow	0	192,000	375,000	300,000	2,825,000	4,270,000	2,120,000	9,890,000
WheelerBasinM&R	0	0	0	0	0	0	472,000	472,000

**Public Utilities Service Area**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised	Adopted	Capital Plan				5-Year Total
		FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
Woods Outfall Disconnection (Zidell River Cap)	0	300,000	10,000	0	0	0	0	10,000
<b>Total Maintenance and Reliability</b>	<b>49,780,944</b>	<b>38,089,078</b>	<b>29,661,000</b>	<b>29,320,000</b>	<b>82,888,000</b>	<b>69,535,000</b>	<b>89,767,000</b>	<b>301,171,000</b>
<b>Sewage Treatment Systems</b>								
Ankeny Pump Station Upgrade	218,002	3,062,000	3,162,000	5,000,000	2,098,000	0	0	10,260,000
CBWTP Chemically Enhanced Primary Treatment	0	1,918,000	3,520,000	0	0	0	0	3,520,000
CBWTP Cogeneration	0	0	320,000	470,000	3,504,000	1,290,000	0	5,584,000
CBWTP Digester Mixing	0	0	3,100,000	4,300,000	723,000	0	0	8,123,000
CBWTP Improvements	0	0	6,422,000	1,226,000	0	0	2,309,000	9,957,000
CBWTP Lagoon Reconstruction	2,069,545	1,184,000	3,200,000	2,373,000	2,236,000	4,662,000	1,793,000	14,264,000
CBWTP Secondary Treatment Expansion	0	0	0	0	1,821,000	2,972,000	2,972,000	7,765,000
CBWTP Selector Performance Enhancement	0	2,107,000	1,610,000	11,320,000	3,150,000	0	0	16,080,000
Guilds Lake Pump Station Upgrade	0	0	2,356,000	0	0	0	0	2,356,000
Pump Station Improvements	25,443,646	3,200,000	2,000,000	2,000,000	2,600,000	2,700,000	4,000,000	13,300,000
Repair, Rehabilitation, and Modification	19,778,780	1,808,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Tryon Creek Wastewater Treatment Plant Improvements	0	0	263,000	216,000	0	738,000	372,000	1,589,000
<b>Total Sewage Treatment Systems</b>	<b>47,509,973</b>	<b>13,279,000</b>	<b>27,953,000</b>	<b>28,905,000</b>	<b>18,132,000</b>	<b>14,362,000</b>	<b>13,446,000</b>	<b>102,798,000</b>
<b>Surface Water Management</b>								
Burlingame Pipe/Monitoring	0	0	22,000	21,000	17,000	0	0	60,000
Columbia Slough Infrastructure	0	943,000	1,690,000	145,000	15,000	15,000	0	1,865,000
Columbia Slough Outfalls Predesign	0	255,000	155,000	155,000	154,000	0	0	464,000
Crystal Springs Streambank Restoration	0	0	0	0	208,000	958,000	2,176,000	3,342,000
Fanno/Tryon Creeks Water Quality Implementation	776,662	200,000	2,205,000	1,525,000	3,152,000	3,088,000	2,403,000	12,373,000
Green Streets/Bikeways	0	300,000	1,900,000	545,000	0	0	0	2,445,000
Grey to Green: Green Streets, Culverts and Land Acquisition	0	12,039,500	9,602,000	3,000,000	4,794,000	1,500,000	1,000,000	19,896,000
Johnson Creek Restoration Program	0	0	4,516,000	2,786,000	5,290,000	3,306,000	12,749,000	28,647,000
NE 148th Basin Water Quality Facility	121,619	237,000	0	0	1,708,000	0	0	1,708,000
Oaks Bottom Floodplain Restoration	221,659	0	750,000	1,300,000	0	0	0	2,050,000
Underground Injection Control Improvements	156,050	2,323,000	1,605,000	2,156,000	3,000,000	1,444,000	0	8,205,000
Watershed Investment	0	1,543,973	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Wellhead Sump Retrofit	170,089	279,000	554,000	0	0	0	0	554,000
<b>Total Surface Water Management</b>	<b>1,446,079</b>	<b>18,120,473</b>	<b>24,499,000</b>	<b>13,133,000</b>	<b>19,838,000</b>	<b>11,811,000</b>	<b>19,828,000</b>	<b>89,109,000</b>

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Systems Development</b>								
Commercial-Industrial-Residential Sanitary Sewer	0	0	357,000	0	804,000	2,340,000	0	3,501,000
Drainage Improvement	2,232,967	28,000	29,000	29,000	29,000	29,000	29,000	145,000
Milw Light Rail Ext	0	0	226,000	226,000	226,000	226,000	42,000	946,000
Party Sewers	0	1,400,000	750,000	750,000	2,450,000	2,400,000	500,000	6,850,000
PBOT Interagency Reimbursement	7,578,004	277,000	350,000	350,000	350,000	350,000	350,000	1,750,000
Permit Reimbursement	950,027	43,000	45,000	45,000	45,000	45,000	45,000	225,000
Public Works Permit Projects	11,194,271	525,390	725,000	725,000	725,000	725,000	725,000	3,625,000
South Airport Sanitation and Pump Station	0	186,000	1,085,000	1,006,000	0	0	0	2,091,000
<b>Total Systems Development</b>	<b>21,955,269</b>	<b>2,459,390</b>	<b>3,567,000</b>	<b>3,131,000</b>	<b>4,629,000</b>	<b>6,115,000</b>	<b>1,691,000</b>	<b>19,133,000</b>
<b>Total Requirements</b>	<b>384,741,929</b>	<b>193,564,941</b>	<b>112,150,000</b>	<b>74,489,000</b>	<b>125,487,000</b>	<b>101,823,000</b>	<b>124,732,000</b>	<b>538,681,000</b>

# Bureau of Environmental Services

# FTE Summary

## Public Utilities Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	0.00	0	1.00	51,276	1.00	51,276
30000063	Accountant II	49,171	60,070	4.00	233,832	4.00	236,550	4.00	236,550
30000064	Accountant III	54,142	66,102	1.00	64,434	1.00	66,108	1.00	66,108
30000434	Administrative Assistant	44,533	68,619	5.00	307,212	5.00	312,704	5.00	312,704
30000433	Administrative Specialist, Sr	41,475	63,856	5.00	269,164	5.00	274,015	5.00	274,015
30000436	Administrative Supervisor I	54,080	72,051	2.00	144,096	2.00	144,096	2.00	144,096
30000104	Automotive Equip Oper II: Tractor-Trailr	42,827	51,584	1.00	51,588	1.00	51,588	1.00	51,588
30000671	Biosolids/Reuse Program Manager	68,994	92,726	1.00	85,238	1.00	88,730	1.00	88,730
30000315	Botanic Spec I-Generalist	50,731	64,750	2.00	111,864	2.00	116,040	2.00	116,040
30000320	Botanic Spec II-Generalist	53,394	68,120	2.00	115,176	2.00	117,776	2.00	117,776
30000321	Botanic Spec II-Ntrl Resource Ecologist	53,394	68,120	6.00	393,618	6.00	398,648	6.00	398,648
30000441	Business Operations Manager	74,214	98,862	3.00	288,760	3.00	294,206	3.00	294,206
30000442	Business Operations Manager, Sr	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
30000448	Business Systems Analyst	56,763	75,670	1.00	70,780	1.00	73,680	1.00	73,680
30000449	Business Systems Analyst, Sr	62,629	83,637	3.00	246,816	3.00	249,210	3.00	249,210
30000331	CAD Analyst	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000329	CAD Technician II	50,086	63,898	15.00	921,265	16.00	981,779	16.00	981,779
30000330	CAD Technician III	60,840	77,709	5.00	381,276	5.00	383,994	5.00	383,994
30000689	Capital Program Mgmt & Controls Manager	85,800	116,293	1.00	98,459	1.00	102,496	1.00	102,496
30000399	Capital Project Manager I	60,840	77,709	3.00	215,280	3.00	219,586	3.00	219,586
30000686	Capital Project Manager II	65,811	88,046	2.00	176,088	2.00	176,088	2.00	176,088
30000700	Communications Engineer	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000491	Community Outreach & Informtn Assistant	44,533	68,619	2.00	130,796	2.00	133,340	2.00	133,340
30000492	Community Outreach & Informtn Rep	54,080	72,051	2.00	126,132	2.00	126,132	2.00	126,132
30000493	Community Outreach & Informtn Rep, Sr	59,634	79,518	2.00	124,248	2.00	125,788	2.00	125,788
30000470	Contractor Dev Program Coordinator	62,629	83,637	1.00	69,348	1.00	71,718	1.00	71,718
30000455	Contracts Dev & Review Administrator	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000672	Data Acquisition & Mgmt Supervisor	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000733	Development Services Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000333	Development Services Technician II	50,086	63,898	1.00	60,840	1.00	63,645	1.00	63,645
30000732	Development Supervisor I	62,629	83,637	1.00	81,996	1.00	83,229	1.00	83,229
30000576	Economist, Sr	65,811	88,046	1.00	81,288	1.00	84,346	1.00	84,346
30000635	Electrical/Instrumentation Supervisor	68,994	92,726	1.00	91,599	1.00	92,724	1.00	92,724
30000116	Electrician	63,606	68,661	6.00	411,984	6.00	411,984	6.00	411,984
30000121	Electrician/Instrument Technician	65,541	70,741	7.00	489,984	7.00	489,984	7.00	489,984
30000401	Electronic Systems Technician	52,042	66,394	3.00	199,188	3.00	199,188	3.00	199,188
30000665	Endangered Species Act Program Coord	62,629	83,637	1.00	42,249	1.00	65,865	0.00	11,541
30000683	Engineer, Chief	101,421	145,205	2.00	290,400	2.00	290,400	2.00	290,400
30000682	Engineer, Principal	92,685	123,594	4.00	484,728	4.00	489,590	4.00	489,590
30000680	Engineer, Sr	80,226	106,954	11.00	1,110,721	11.00	1,136,340	11.00	1,136,340
30000681	Engineer, Supervising	86,237	114,982	12.00	1,339,618	12.00	1,366,209	12.00	1,366,209
30000365	Engineer-Civil	79,997	97,219	29.00	2,732,788	29.00	2,757,985	29.00	2,757,985
30000366	Engineer-Electrical	79,997	97,219	2.00	194,448	2.00	194,448	2.00	194,448
30000368	Engineer-Mechanical	79,997	97,219	1.00	88,543	1.00	92,967	1.00	92,967
30000358	Engineering Associate, Sr-Civil	69,160	88,171	10.00	832,101	10.00	845,738	10.00	845,738
30000360	Engineering Associate, Sr-Geotechnical	69,160	88,171	1.00	88,176	1.00	88,176	1.00	88,176
30000353	Engineering Associate-Civil	56,846	76,190	8.00	519,866	8.00	542,762	8.00	542,762
30000324	Engineering Technician I	37,378	50,086	1.00	50,088	1.00	50,088	1.00	50,088
30000325	Engineering Technician II	50,086	63,898	26.00	1,534,645	26.00	1,564,590	26.00	1,564,590
30000326	Engineering Technician III	60,840	77,709	7.00	513,300	7.00	518,520	7.00	518,520

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000859	Environmental Intergovernmental Rel Mgr	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000669	Environmental Monitoring Svcs Group Mgr	92,186	128,752	1.00	126,948	1.00	128,148	1.00	128,148
30000459	Environmental Policy Analyst	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000662	Environmental Program Coordinator	59,634	79,518	9.00	621,584	9.00	632,815	9.00	632,815
30000663	Environmental Program Manager	65,811	88,046	11.00	913,963	11.00	945,090	11.00	945,090
30000664	Environmental Program Manager, Sr	74,214	98,862	4.00	356,123	4.00	395,472	4.00	395,472
30000661	Environmental Program Specialist	54,080	72,051	3.00	205,912	3.00	208,444	3.00	208,444
30000419	Environmental Services Director	128,294	183,851	1.00	170,268	1.00	177,249	1.00	177,249
30000339	Environmental Specialist	60,840	77,709	27.00	1,960,770	27.00	2,001,642	27.00	2,001,642
30001359	Environmental Svcs Public Affairs Mgr	74,214	98,862	1.00	90,960	1.00	94,692	1.00	94,692
30000337	Environmental Technician I	37,378	50,086	3.00	126,860	3.00	132,460	3.00	132,460
30000338	Environmental Technician II	50,086	63,898	34.00	2,044,715	34.00	2,080,075	34.00	2,080,075
30000712	Facilities Services Specialist	54,080	72,051	1.00	58,260	1.00	60,648	1.00	60,648
30000569	Financial Analyst, Principal	74,214	98,862	4.00	391,740	4.00	393,606	4.00	393,606
30000341	GIS Technician I	37,378	50,086	1.00	50,088	1.00	50,088	1.00	50,088
30000342	GIS Technician II	50,086	63,898	2.00	108,277	2.00	112,611	2.00	112,611
30000343	GIS Technician III	60,840	77,709	3.00	219,324	3.00	221,484	3.00	221,484
30000373	Graphics Designer III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30001080	Healthy Working Rivers Manager	85,800	116,293	1.00	88,008	1.00	91,008	1.00	91,008
30000340	Hydrogeologist	68,994	88,005	1.00	88,008	1.00	88,008	1.00	88,008
30000126	Industrial Machinist	51,355	55,806	1.00	55,812	1.00	55,812	1.00	55,812
30000157	Industrial Maintenance Millwright	51,355	55,806	28.00	1,544,928	28.00	1,544,928	28.00	1,544,928
30000114	Industrial Painter	50,835	55,224	1.00	50,832	1.00	50,832	1.00	50,832
30000215	Inf Syst Analyst IV-Generalist	65,811	88,046	1.00	87,816	1.00	88,006	1.00	88,006
30000218	Inf Syst Analyst, Principal-Gen	74,214	98,862	2.00	197,736	2.00	197,736	2.00	197,736
30000880	Inf Syst Analyst, Principal-GIS,Vertical	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000606	Inf Syst Mgr-Enterprise Database Mgr	79,830	106,288	1.00	95,990	1.00	99,917	1.00	99,917
30000239	Instrument Technician	63,606	68,661	9.00	617,976	9.00	617,976	9.00	617,976
30001283	Laboratory Analyst II	45,219	59,675	6.00	349,668	6.00	354,752	6.00	354,752
30001284	Laboratory Analytical Specialist	51,542	68,453	6.00	406,948	6.00	410,688	6.00	410,688
30001285	Laboratory Coordinator	53,498	75,483	2.00	150,960	2.00	150,960	2.00	150,960
30000670	Laboratory Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000644	Maintenance Planner/Scheduler	54,080	72,051	5.00	355,976	5.00	359,552	5.00	359,552
30000451	Management Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000453	Management Analyst, Principal	74,214	98,862	1.00	74,220	1.00	74,220	1.00	74,220
30000452	Management Analyst, Sr	62,629	83,637	3.00	226,596	3.00	231,752	3.00	231,752
30000450	Management Assistant	44,533	68,619	2.00	137,232	2.00	137,232	2.00	137,232
30000345	Materials Testing Technician II	50,086	63,898	4.00	250,130	4.00	253,050	4.00	253,050
30000346	Materials Testing Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000012	Office Support Specialist II	31,138	43,430	5.00	213,732	5.00	217,140	5.00	217,140
30000013	Office Support Specialist III	39,832	51,272	7.00	344,256	6.00	296,208	6.00	296,208
30000678	Portland Harbor Superfund Administrator	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000677	Portland Harbor Superfund Technical Mgr	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000464	Program Coordinator	59,634	79,518	4.00	288,008	3.00	220,746	3.00	220,746
30000465	Program Manager	62,629	83,637	6.00	479,544	6.00	485,546	6.00	485,546
30000466	Program Manager, Sr	74,214	98,862	1.00	97,656	1.00	98,767	1.00	98,767
30000463	Program Specialist	54,080	72,051	2.00	114,720	2.00	118,055	2.00	118,055
30000462	Program Specialist, Assistant	44,533	68,619	3.00	181,608	3.00	185,470	3.00	185,470
30000698	Property Acquisition & Services Manager	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000495	Public Information Officer	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640

# Bureau of Environmental Services

# FTE Summary

## Public Utilities Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000691	Public Works Inspection Manager	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044		
30000690	Public Works Inspection Supervisor	62,629	83,637	1.00	81,768	1.00	83,328	1.00	83,328		
30000228	Public Works Inspector	56,222	64,230	17.00	1,066,451	17.00	1,081,516	17.00	1,081,516		
30000229	Public Works Inspector, Sr	60,965	71,843	11.00	790,284	11.00	790,284	11.00	790,284		
30000630	Public Works Supervisor II	56,763	75,670	2.00	137,592	2.00	142,292	0.00	(3,004)		
30000828	Records Specialist	31,138	43,430	1.00	43,428	1.00	43,428	1.00	43,428		
30000481	Risk Specialist	54,080	72,051	1.00	54,084	1.00	55,740	1.00	55,740		
30000482	Risk Specialist, Sr	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524		
30000485	Safety & Risk Officer I	62,629	83,637	1.00	83,556	1.00	83,640	1.00	83,640		
30000486	Safety & Risk Officer II	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724		
30000179	Site Development Inspector II	61,797	71,510	1.00	61,800	0.00	0	0.00	0		
30000668	Source Reduction & Control Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284		
30000054	Storekeeper/Acquisition Specialist II	42,619	52,104	3.00	156,312	3.00	156,312	3.00	156,312		
30000056	Storekeeper/Acquisition Specialist III	48,131	59,842	1.00	59,844	1.00	59,844	1.00	59,844		
30000468	Stores System Supervisor II	56,763	75,670	1.00	71,700	1.00	73,415	1.00	73,415		
30001078	Sustainable Stormwater Division Mgr	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284		
30000675	Wastewater Collections System Manager	85,800	116,293	1.00	85,800	1.00	85,800	1.00	85,800		
30000676	Wastewater Operations Group Manager	92,186	128,752	1.00	124,520	1.00	128,164	1.00	128,164		
30000163	Wastewater Operations Specialist	52,978	59,966	5.00	299,820	5.00	299,820	5.00	299,820		
30000161	Wastewater Operator II	46,134	55,806	41.00	2,233,570	41.00	2,241,290	41.00	2,241,290		
30000674	Wastewater Treatment Manager	85,800	116,293	2.00	171,600	2.00	171,600	2.00	171,600		
30000673	Wastewater Treatment O&M Supervisor	65,811	88,046	3.00	262,075	3.00	264,132	3.00	264,132		
30000656	Water Resources Program Manager	65,811	88,046	6.00	526,082	6.00	528,264	6.00	528,264		
30000659	Watershed Division Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284		
30000667	Watershed Revegetation Program Manager	65,811	88,046	1.00	80,664	1.00	83,964	1.00	83,964		
30000666	Watershed Revegetation Program Supvr	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524		
30000660	Watershed Services Group Manager	92,186	128,752	1.00	92,184	1.00	94,074	1.00	94,074		
<b>TOTAL FULL-TIME POSITIONS</b>						<b>536.00</b>	<b>38,532,726</b>	<b>535.00</b>	<b>38,995,538</b>	<b>532.00</b>	<b>38,795,918</b>
30000433	Administrative Specialist, Sr	41,475	63,856	0.90	29,132	0.50	31,932	0.50	31,932		
30000321	Botanic Spec II-Ntrl Resource Ecologist	53,394	68,120	0.90	61,308	0.72	49,044	0.72	49,044		
30000447	Business Systems Analyst, Assistant	44,533	68,619	0.90	49,404	0.71	48,720	0.71	48,720		
30000367	Engineer-Geotechnical	79,997	97,219	0.90	76,530	0.50	46,296	0.50	46,296		
30000358	Engineering Associate, Sr-Civil	69,160	88,171	0.90	69,140	0.50	39,996	0.50	39,996		
30000325	Engineering Technician II	50,086	63,898	0.90	52,803	0.50	30,420	0.50	30,420		
30000339	Environmental Specialist	60,840	77,709	0.90	69,936	0.50	38,856	0.50	38,856		
30000452	Management Analyst, Sr	62,629	83,637	0.90	56,364	0.50	31,320	0.50	31,320		
30000464	Program Coordinator	59,634	79,518	0.90	35,148	0.50	39,756	0.50	39,756		
<b>TOTAL PART-TIME POSITIONS</b>						<b>8.10</b>	<b>499,765</b>	<b>4.93</b>	<b>356,340</b>	<b>4.93</b>	<b>356,340</b>
30000491	Community Outreach & Informtn Assistant	44,533	68,619	1.00	44,532	0.33	14,844	0.33	14,844		
30000325	Engineering Technician II	50,086	63,898	2.00	100,176	0.33	16,696	0.33	16,696		
30000337	Environmental Technician I	37,378	50,086	1.00	37,380	0.00	0	0.00	0		
30000338	Environmental Technician II	50,086	63,898	0.00	0	1.00	50,088	1.00	50,088		
<b>TOTAL LIMITED TERM POSITIONS</b>						<b>4.00</b>	<b>182,088</b>	<b>1.67</b>	<b>81,628</b>	<b>1.67</b>	<b>81,628</b>
<b>GRAND TOTAL</b>						<b>548.10</b>	<b>39,214,579</b>	<b>541.60</b>	<b>39,433,506</b>	<b>538.60</b>	<b>39,233,886</b>



This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	222,495,148	0	222,495,148	542.60	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(1,677,000)	0	(1,677,000)	0.00	1.5% mandatory cut
	(2,704,679)	0	(2,704,679)	0.00	1% cut for rate reduction
	(1,244,137)	0	(1,244,137)	(1.00)	Program realignment cuts
	1,712,657	0	1,712,657	0.00	Systems Operations
	532,465	0	532,465	0.00	Green Infrastructure
	332,000	0	332,000	0.00	Current service level
	281,821	0	281,821	0.00	Asset Management
	197,900	0	197,900	0.00	Tech Adj: Wastewater
	200,000	0	200,000	0.00	Tech Adj: Portland Harbor
	49,608	0	49,608	0.00	Tech Adj: interagencies
	19,000	0	19,000	0.00	Tech Adj: Pollution Prevention
	15,516	0	15,516	0.00	Tech Adj: miscellaneous
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>					
	2,704,679	0	2,704,679	0.00	1% rate reduction restoration
	0	(80,904)	(80,904)	0.00	Accounting reduction
	0	(109,812)	(109,812)	0.00	Data Management reduction
	0	(57,052)	(57,052)	0.00	Environ Tech I reduction
	(79,068)	0	(79,068)	(1.00)	ESA Program Coord. position cut
	0	(126,732)	(126,732)	0.00	Portland Harbor reduction
	(202,872)	0	(202,872)	(2.00)	Wastewater Treatment staff positions cut
	0	(100,000)	(100,000)	0.00	Windows 7 upgrade deferral
	0	(122,642)	(122,642)	0.00	Travel & training reduction
	0	(150,000)	(150,000)	0.00	Friends of Trees contract reduction
	0	(100,000)	(100,000)	0.00	Stormwater green facilities maint. reduction
	0	(82,400)	(82,400)	0.00	Reduce contracts
	0	(200,000)	(200,000)	0.00	Clean Water Services payment reduction
	0	(100,000)	(100,000)	0.00	Ecoroof grants deferral
	0	(50,000)	(50,000)	0.00	Treatment chemical reduction
	0	(12,000)	(12,000)	0.00	Temporary security for WPCL elimination
	0	(250,000)	(250,000)	0.00	PBOT sewer cleaning IA reduction
	0	25,534	25,534	0.00	Capital tech adj.
	(61,207)	61,207	0	0.00	Shift IA from ongoing to 1-time for ARRA FTE
	<b>76,683</b>	<b>(1,454,801)</b>	<b>(1,378,118)</b>	<b>(4.00)</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>221,117,030</b>	<b>538.60</b>	<b>Total Adopted Budget</b>

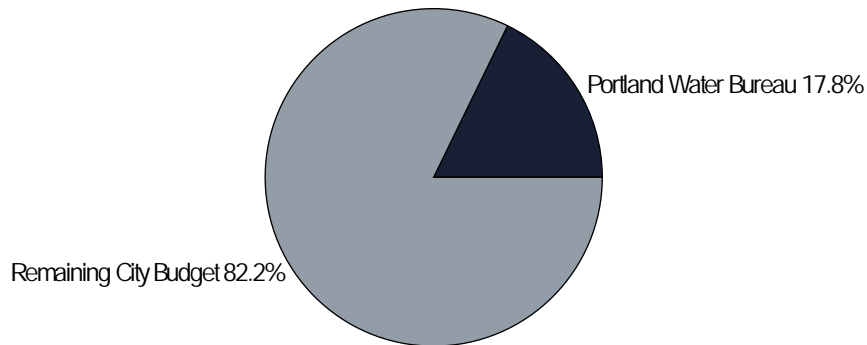
# Portland Water Bureau

Public Utilities Service Area

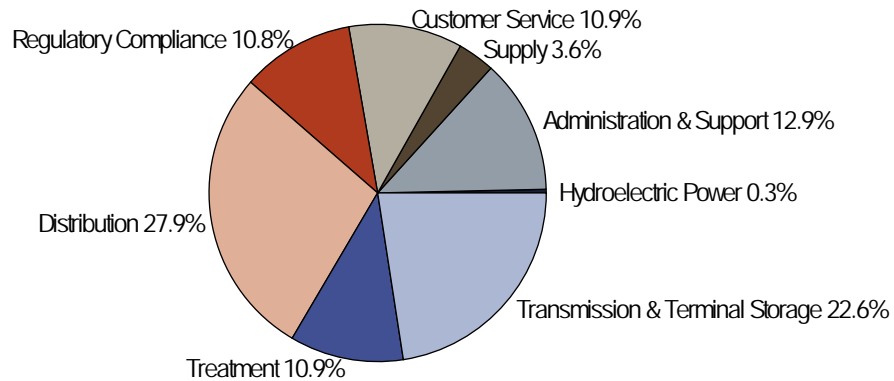
Randy Leonard, Commissioner-in-Charge

David Shaff, Administrator

Percent of City Budget



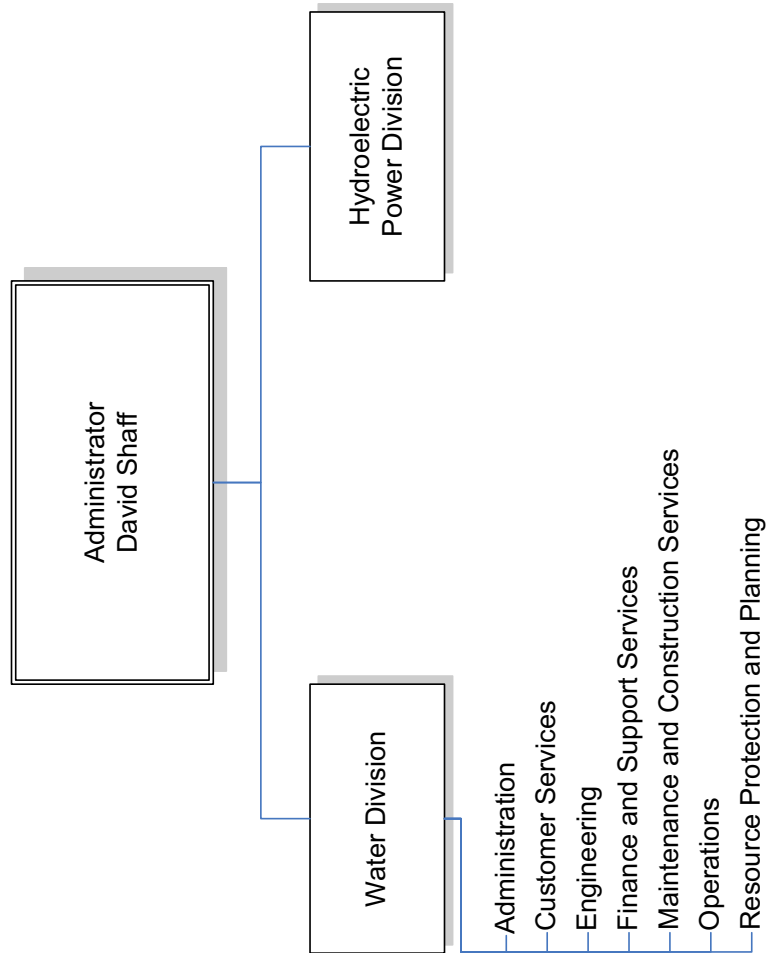
Bureau Programs



Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	386,592,547	511,663,539	125,070,992	32.35
Capital	61,454,000	122,335,000	60,881,000	99.05
<b>Total Requirements</b>	<b>448,046,547</b>	<b>633,998,539</b>	<b>185,951,992</b>	<b>41.50</b>
Authorized Positions	641.15	627.75	(13.40)	(2.09)

# Portland Water Bureau



## **Bureau Summary**

### **Bureau Mission**

The mission of the Portland Water Bureau is:

- ◆ To provide reliable water service to customers in the quantities they desire and at a quality level that meets or exceeds both customer and regulatory standards
- ◆ To provide the highest value to customers through excellent business, management, and operational practices and appropriate application of innovation and technology
- ◆ To be responsible stewards of the public's water infrastructure, fiscal, and natural resources
- ◆ To provide the citizens and the City Council with a water system that supports their community objectives and overall vision for the City of Portland

### **Bureau Overview**

The Portland Water Bureau has two divisions, the Water and Hydroelectric Power Divisions.

#### **Water Division**

The Water Division is responsible for construction, maintenance, and operation of Portland's municipal water system. The Water Division ensures that the water system can provide a sufficient quantity of high-quality water to satisfy the existing and future needs of the community.

Approximately 900,000 people (about one-quarter of the state's population) are served by the Water Division on either a retail or wholesale basis. Retail customers use about 60% of the water sold, while the other 40% is provided on a wholesale contract basis to 19 water purveyors, which include cities, water districts, private water companies, and a people's utility district. Approximately 80% to 85% of water sales revenue comes from retail customers, and 15% to 20% is derived from wholesale contracts.

The Water Division has seven budget programs and 22 subprograms that encompass all of the bureau's work including:

#### **Supply**

The focus of the Supply program is work associated with providing water to the Portland service area, including retail and wholesale customers. This program includes activities related to the City's primary Bull Run water supply as well as groundwater projects associated with the secondary wellfield system located in the Columbia South Shore area.

#### **Transmission and Terminal Storage**

The Transmission and Terminal Storage program includes conveying water from the supply facilities in the Bull Run Watershed to the retail distribution system and service delivery points for wholesale customers. The activities included in this program are related to terminal reservoirs as well as conduits and transmission.

**Treatment**

The Treatment program provides for meeting or exceeding the federal and state requirements for a public water system utilizing an unfiltered surface water source as well as a groundwater source. This program currently provides for the application of chlorine, ammonia, and sodium hydroxide, and associated regulatory and process control monitoring.

**Distribution**

The Distribution program is responsible for providing water to customers through distribution mains and related facilities. The activities in the Distribution program include pump stations and tanks; distribution mains; services; meters; hydrants; valves, gates, and regulators; fountains; and field support.

**Regulatory Compliance**

The Regulatory Compliance program is responsible for meeting regulatory standards, including compliance with the Endangered Species Act, proper disposal of dechlorinated water, and various monitoring requirements.

**Customer Service**

The Customer Service program focuses on customer contact, billing and collection, conservation, security, maintenance of decorative fountains, and grounds facilities.

**Support**

The Support program includes the bureau-wide work supporting other programs, including planning, financial support, data management, and human resource functions.

**Hydroelectric Power Division**

The Water Bureau's Hydroelectric Power Division is responsible for all aspects of the Portland Hydroelectric Project (PHP) operations. It is responsible for regulatory issues and power sales of two small hydroelectric projects and for dam safety of the Water Division's other two dams and open water reservoirs. These hydroelectric projects provide the region with clean, renewable energy while providing both the General Fund and the Water Fund with additional revenue.

The PHP is located 25 miles east of Portland in the Bull Run Watershed and has a combined power generation capacity of 36 megawatts. The PHP project facilities include powerhouses adjoining the bureau's primary water supply dams and approximately 10 miles of power transmission and communication lines that connect the PHP powerhouses with Portland General Electric's (PGE) electrical distribution system. The Hydroelectric Power Division, on behalf of the City, maintains a long-term power sales agreement with PGE that addresses PHP operations and maintenance and the sales of power generated. Most of the revenues supporting this division come from the sale of power generated at the PHP, and most of the expenses relate directly to administration and monitoring of that project.

The primary responsibilities of the Hydroelectric Power Division staff include:

- ◆ Coordination with PGE on financial, operations, and repair issues relating to the PHP
- ◆ Ensuring compliance with all PHP regulatory requirements including surveillance, oversight, and reporting
- ◆ Coordination of all PHP project financial matters including the administration of PHP's revenue bonds and related trust indenture requirements

## Strategic Direction

The strategic direction of the Portland Water Bureau in FY 2011-12 covers the following five areas:

### **Economic / Financial Market Crisis**

The downturn in the economy, along with the financial market credit crisis, continues to impact the bureau financially. The bureau continues to experience lower water demand, minimal system development charge revenue, a low number of new water service installations from lack of new developments, and low interest earnings. The bureau had forecast that the economy would begin to recover starting in FY 2011-12 and assumed that non-rate revenues would begin to return to pre-economic downturn level. Unfortunately, economic recovery has been slower than anticipated and non-rate revenues and water demand continue to decline. The bureau updated this Five-Year Preliminary Financial Plan to assume a slower economic recovery and conservatively assume non-rate revenues will drop another year before they slowly return to pre-economic downturn levels at the end of the five-year forecast period.

The financial market crisis had resulted in some downgrading of credit ratings of municipal bond insurers. Existing debt service reserves funded by surety bonds of downgraded surety providers may no longer provide sufficient security to maintain credit ratings, which includes Water System Revenue Bonds issued in 2004 and 2006. The bureau had considered and evaluated options to replace debt service reserves funded with surety bonds and is prepared to replace reserves with cash-funding reserve accounts if credit ratings of the surety providers fall below investment grade. Beginning with the 2008 Water System Revenue Bonds issue, the bureau has been cash-funding debt service reserves from bond proceeds.

### **Long-Term 2 Enhanced Surface Water Treatment Rule**

The Long Term 2 Enhanced Surface Water Treatment Rule (LT2) was issued by the Environmental Protection Agency (EPA) in January 2006. The purpose of the rule is to reduce illness linked with *Cryptosporidium* and other pathogenic microorganisms in drinking water.

Compliance with LT2 will impact two separate parts of Portland's water system. First, the rule requires the City to provide additional treatment to its Bull Run supply to either remove or inactivate *Cryptosporidium*. In May 2009, City Council directed the bureau to pursue ultraviolet (UV) treatment to inactivate the *Cryptosporidium* oocysts from the drinking water. Second, the rule requires changes regarding how open finished drinking water reservoirs are managed and operated. The rule mandates that water systems with uncovered finished water

reservoirs, like those at Mt. Tabor and Washington Parks, either cover the reservoirs or provide treatment at the outlets of the reservoirs to inactivate Cryptosporidium, Giardia and other pathogens. Cryptosporidium can enter surface water via human and animal fecal material. Surface water sources that are exposed to intensive human activities, pollution, and animal wastes are likely to contain the parasite.

The Portland City Council committed in January 2005 to pursue alternative forms of compliance for the LT2 rule. Soon after, the City met with EPA officials to encourage the agency to alter the final rule so that it would include alternate approaches that would allow Portland to avoid building additional treatment. When that effort failed, the City filed a legal challenge to the rule in the Washington DC District Court of Appeals in early 2006. In November 2007 the Court issued a decision rejecting the City's challenge and upholding the rule.

In response to the court ruling, the City is pursuing parallel compliance strategies of planning and budgeting to achieve compliance with the source water sections of the LT2 rule as written as well as pursuing the variance provisions of the rule with EPA. The City submitted a variance application for the treatment provision of the rule in June 2011.

**Treatment**

The LT2 rule requires treatment of the Bull Run surface water supply by April 1, 2014. The design of a \$100 million UV treatment plant is underway with construction planned for FY 2011-12. In addition, the bureau has completed the year long sampling and data collection to apply for a treatment variance. Commissioner Leonard has directed the bureau to request a variance from the surface water treatment requirements of the rule from EPA. A variance could conceivably enable the bureau to avoid the expenses associated with building new treatment if the City can demonstrate to the EPA that due to the nature of the Bull Run source, such action is unnecessary. The bureau is working to submit the variance application by Spring of 2011 and anticipates a decision from Oregon Drinking Water Program and EPA before the end of 2011. If the City obtains a treatment variance, it is anticipated that there would be capital and ongoing costs that would be involved with complying with the conditions of the variance. The FY 2011-12 Five-Year Capital Improvement Plan and this FY 2011-12 Five-Year Financial Plan rate forecasts assume construction of a UV treatment plant to comply with the LT2 Rule.

**Open Finished  
Drinking Water  
Reservoirs**

EPA has approved the bureau's plan to comply with the covered storage requirements of the rule. The plan includes the deadlines for when the Mt. Tabor and Washington Park open reservoirs will be disconnected from the drinking water system as of December 31, 2015 and December 31, 2020, respectively. In December 2009 EPA indicated, in response to the City's inquiry, that there were no variances under the Safe Drinking Water Act that applied to open finished drinking water reservoirs. The bureau plans to construct an enclosed 50 million gallon storage reservoir at Powell Butte, increase the storage capacity at Kelly Butte to 25 million gallons, replace Washington Park Reservoir 3 with a 15 million gallon buried storage tank and construct transmission pipes and other system improvements.

# Portland Water Bureau

## Public Utilities Service Area

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### Forecast Retail Water Demand

Water demand projections remain a key factor in setting water rates. As customers purchase less water, there is a corresponding rate increase due to proportionally fewer units sold to fund the fixed costs of the utility. The typical single family residential customer water usage per month has been steadily declining since FY 2003-04. It has dropped from over 7 ccf (100 cubic feet) in FY 2003-04 to less than 6 ccf currently. This is because residential customers are routinely practicing water conservation and also installing new water efficient plumbing fixtures and appliances.

### Service Improvement Plan

#### Project Decision Making

The bureau is committed to using benefit/cost analysis and business case principles in more and more of its capital and maintenance decision making. The Engineering Planning staff uses business case evaluation in Planning Concept Reports and Basis of Design Reports. Asset Management Plans are being developed, or have been developed, for various groups of assets and replacement and maintenance strategies based on the application of these concepts are being developed.

A list of projects where cost savings have been realized by applying these concepts include the hydrant asset management plan; Council Crest service area improvements; Taylor's Ferry Pump Station upgrade; Soapstone slide area improvements; Greenleaf pump station, Penridge service area improvements; and Portland Heights pump station improvements.

#### Manage Risk of Asset Failure

The Risk Service Level directs the bureau to assess risks of asset failure. High and extreme risks that are identified get follow-up actions on an accelerated scale. Because risk is both the consequence of the failure and the likelihood of the failure, it is often necessary and appropriate to focus on the assessment of the condition of the high consequence asset to determine just how high the risk is. The bureau has conducted condition assessments of high pressure pump mains, pipes on bridges, pipes under freeway and railroad crossings and in key operational areas. More than 20 miles of high consequence pipes were evaluated for leaks using innovative technology.

Among the high risk pipes where inspections or assessments were completed, indicating lower likelihood of failure, were: the Carolina pump main, Kings Heights pump main, Arlington Heights pump main, 36-inch transmission main under I-405, Fulton pump main under I-5, and the Sam Jackson supply main. Two pipes required immediate remedial action: Barbur Gibbs pump main, and the Grand Avenue viaduct crossing.



## Reliability Centered Maintenance

The bureau continues to expand its ability to maintain public assets by taking advantage of new technologies and improvements in work flow processes through asset management. The greatest financial asset of any community is its infrastructure, installed primarily by previous generations. Worth far beyond any current budget, the bureau has the responsibility to prolong, maintain, and repair the water system for the public good. Today, rapidly changing technologies can help offset the deterioration of our aging infrastructure.

Improvements to pump and control maintenance include better resource management through use of a computerized maintenance management system (CMMS), prioritization of corrective maintenance tasks, refinement of standard operating procedures, reductions in administrative data entry, expanded data collection with better accuracy and precision, and the analysis of asset risk, probability of failure, and replacement schedules.

The bureau continues to perform reliability center maintenance (RCM) at its pump stations. For electrical inspections this includes prioritizing preventative maintenance tasks by utilizing new technologies such as thermography, networked electrical monitoring, and PGE electronic metering. Additional networked electrical monitoring units were purchased and installed through FY 2010-11. These additions will allow electricians to troubleshoot system failures. They will be valuable tools for trending and predicting failures as well as obtaining energy usage data in real-time, which can be used to determine replacements or maintenance needs to improve energy efficiency.

For mechanical inspections, the bureau updated its vibration analysis software in FY 2009-10 and initiated routine oil analysis through an independent laboratory. These will also be valuable tools for trending and predicting failures, as well as allowing for prioritization of maintenance work on pumps and motors through the use of empirical data.

The bureau intends to streamline its work flow processes further in FY 2011-12 through the use of wireless field entry. Not only will this reduce paper waste, but it will eliminate double time entry, allow for capture of failure codes and condition assessments, and access to documentation in the field for troubleshooting failures.

Cathodic protection for all 33 steel tanks is being planned by Engineering Services Design Engineers at an average cost of \$35,000 per tank. This work began in FY 2008-09 and is scheduled for three tanks per year for 11 years.

RCM is a term used to refer to a number of steps, including systematic use of predictive and preventive maintenance processes to ensure that key assets will continue to perform. The bureau is taking a number of actions to accomplish RCM on its rotating equipment and other moving parts of the water system. A service level that targets continuous improvement in RCM has been established.

## Meters

The bureau will pursue meter reading and usage access to Cayenta and have this information available to analyze and compare along with the information housed in the Large Meter Database. This information is needed from Cayenta available on a monthly basis. This will improve the bureau's ability to determine which meters to test and clean to ensure they are done in proper priority. Using both Cayenta

data and data from the Large Meter Database will allow the bureau to recalculate the way that meter tests are done using proper allocation between low, medium and high flow rates. This information will allow the bureau to develop criticality reports for management to be used in monitoring, maintenance and replacement of large meters. The bureau is still waiting for proper reporting from the Revenue Bureau.

## Portland Hydroelectric Project Operations

Due to the age of the Portland Hydroelectric Project, there are currently a number of identified needs to repair or replace various elements of the PHP's equipment and facilities to keep its operations safe and reliable. The required funding for this work is included in the Hydroelectric Power Division's FY 2011-12 budget.

## Summary of Budget Decisions

### Water Division Budget

The Water Division's budget of \$198.8 million is composed of the operating budget of \$76.5 million and the capital budget of \$122.3 million.

#### Operating Budget

The operating budget of \$76.5 million represents an increase of \$0.7 million from the FY 2010-11 Revised Budget of \$75.8 million.

#### Capital Budget

The capital budget of \$122.3 million is an increase of \$61.7 million from the FY 2010-11 Revised CIP Budget. For additional information review the Water Bureau CIP section in Volume 2 of the FY 2011-12 Adopted Budget.

#### Staffing

The budget continues to fund 625.6 FTE. This includes 6 limited term FTE that will end on June 30, 2012.

#### Rate Increase

The bureau's average effective in-city retail rate increase is 12.9% for FY 2011-12.

### Hydroelectric Power Division Budget

The Hydroelectric Power Division's FY 2011-12 operating budget is \$692,954. This budget supports the Portland Hydroelectric Project's administrative and operational costs with power sales revenue that is specifically dedicated for that purpose.

#### Staffing

The Hydroelectric Power Division's budget maintains 2.15 FTE positions in FY 2011-12.

## Budget Notes

- Monthly Billing** Council directs the Portland Water Bureau to adjust its billing system and business processes so that the majority of its water and waste water customers are billed monthly. If the change will result in additional costs that impact future rates, the Water Bureau should report those costs to Council and receive authorization before implementation.
- LT2** Council directs the Portland Water Bureau to comply with the Federal Environmental Protection Agency's Long Term 2 (LT2) enhanced treatment rule regarding open reservoirs and to pursue a variance with the Oregon Health Authority Drinking Water Program for treating Bull Run Watershed for *Cryptosporidium* under the LT2 rule. Council directs the Portland Water Bureau and Portland Parks and Recreation to conduct an open public process to plan desired uses of the reservoirs if it is decided to have them taken off-line.
- PURB Review** Council directs the Office of Management and Finance to work with the Portland Water Bureau, Bureau of Environmental Services, and the Bureau of Planning and Sustainability, to develop a process for the members of the Portland Utility Review Board to review mid-year budget monitoring process changes.

## Capital Budget

### Bureau Summary

- CIP Highlights** The Portland Water Bureau's (PWB) Five-Year Capital Improvement Plan (CIP) includes about \$564 million in water system infrastructure needs for the five year period beginning in FY 2011-12 (FY 2011-12 dollars).
- This CIP continues using the budget program framework, which provides the basic structure for the budget. The structure consists of seven primary budget programs that are the top level organizing elements in the city budget documents, and twenty-two water programs that further delineate the bureau's work and assets. For framework details and program descriptions, refer to the section titled "Capital Programs and Projects".
- As in years past, much of the CIP is for improvements to the distribution system. However, the majority of the resources in the plan will be for LT2 compliance efforts. These efforts include completing the design effort towards adding ultraviolet disinfection process to the Bull Run surface water supply. Design and construction continues for enclosed finished water storage at Powell Butte and Kelly Butte sites. Eventually, the existing exposed storage reservoirs at Mt. Tabor and Washington Park will be disconnected from the drinking water distribution system.
- Treatment, along with the new LT2 storage projects in transmission and terminal storage, now total about 55% of the CIP, the distribution program is over 30%, with Interstate facility improvement included in the total. Projects to meet bureau obligations of the Bull Run Habitat Conservation Plan (HCP) are about 10%, while Supply, Customer Service and Support comprise the remaining 5%.

The bureau's commitment to replace and rehabilitate its aging infrastructure continues near the same funding level, but the relative percentage by program shifts dramatically with the continuing work to comply with LT2. Notable projects include construction of a second 50 million gallon water storage tank at Powell Butte, 25 million gallon at Kelly Butte, and design of a 15 million gallon tank at Washington Park and water treatment disinfection improvements to comply with drinking water regulations.

Other significant individual projects include \$48 million in improvements to the Interstate maintenance facility, \$43 million for improvements as part of the HCP, including the Bull Run Dam No. 2 Outlet Tower and other habitat improvement projects, over \$10 million for the Fulton pump station improvement, and \$8 million for the PWB portion of the city emergency coordination center (ECC).

### Major Issues

The FY 2011-16 CIP continues to stress longer term infrastructure replacement and maintenance, while addressing short-term water system infrastructure needs to ensure compliance with drinking water regulations. The CIP priorities for the bureau's budget and capital program include:

- ◆ Implement improvements necessary to ensure compliance with current safe drinking water regulations, especially LT2
- ◆ Develop a budget and CIP that reflect community priorities and values and are funded at a level responsive to affordability concerns, yet maintain service levels
- ◆ Fund system infrastructure replacement and maintenance needs to keep pace with ongoing deterioration
- ◆ Support other governmental agency capital improvement projects (e.g., Big Pipe, street car and light rail) as directed by City Council
- ◆ Continue to expand the utilization of an asset management system plan and maintenance management system to support planning and implementation of system maintenance activities
- ◆ Implement the Endangered Species Act (ESA) compliance agreement for continuing operations in the Bull Run watershed

### Changes from Prior Year

PWB developed the FY 2011-16 CIP using the same the budget process that responds to the priorities identified by the City Council and key stakeholders. The CIP is more than \$122 million for FY 2011-12 and totals \$564 million (FY 2011-12 dollars) over the entire five years.

The CIP is consistent with last year's proposed amounts for each year. The first three years of the plan are significantly higher than average PWB requests as the LT2 projects transition into construction. This request includes \$81.5 million for surface water treatment improvements. Funding continues to be requested for constructing enclosed finished drinking water storage, including the Powell Butte, Kelly Butte and Washington Park locations. Though the current proposal is less than last year, the LT2 compliance effort effectively doubles the average request amount over five years.

Other significant proposed requests include continuing of HCP improvements, finishing design of the Fulton pump station improvements, completing construction of the second phase of Westside header improvements, and support of TriMet's next Max train corridor.

PWB is requesting funding to complete the design of a replacement Interstate maintenance facility. This nearly \$50 million project will mitigate the significant seismic and worker health safety concerns with the existing building and facilities.

A significant change is the requested funding to construct the PWB portion of the ECC. Funding for the portion not owned by the PWB was secured with successful passage of the public safety bond measure on the November 2010 ballot.

Construction is scheduled to start in FY 2011-12, earlier than last year's proposal.

## Strategic Direction

### Council Goals and Priorities

The Budget Advisory Committee considered City Council's goals in establishing the budget criteria that helped guide the specific funding level decisions. The CIP addresses multiple City goals: primarily the delivery of efficient, effective and accountable municipal services; as well as protection and enhancement of the natural and built environment. Some projects support other goals, such as utility relocation for major transportation initiatives, and energy efficiency.

### City Comprehensive Plan

The PWB is committed to the following Comprehensive Plan Goals and Policies for the City:

Goal 2, Urban Development: The CIP supports safe, adequate, and affordable water supplies to support the land uses listed in this Goal's strategies.

Goal 3, Neighborhoods: The CIP supports policy 3.1 on physical conditions preventing deterioration of existing public facilities through projects that maintain and/or replace infrastructure assets. These include mains replacements, pump station upgrades, meter replacements, hydrant renewals, tank maintenance and/or new tank development, and in-city transmission main replacements and/or new installation.

Goal 4, Housing: The water system is designed to meet the housing needs allocated to various areas within the city through the Comprehensive Plan.

Goal 5, Economic Development: A key aim of the CIP is to ensure that water quantity and quality meet the existing and potential needs of businesses in support of policy 5.2 Business Development, 5.5 Infrastructure Development, and 5.10 Columbia South Shore.

Goal 6, Transportation: The CIP supports water system adjustments and relocations required to accommodate the construction and operation of light rail and other transportation projects.

Goal 7, Energy: The CIP supports energy efficiency policies through the industrial water conservation program and through the planning and construction of capital facilities with sustainability as an important criterion.

Goal 8, Environment: The PWB's CIP supports the implementation of the ESA agreement for the Bull Run Watershed. In addition, all water projects planned for construction that may impact environmentally sensitive locations inside the urban area include studies of the environmental review, recommendations for mitigation, and any necessary City and federal permit processes that apply, including environmental zone reviews and ESA consultations.

Goal 9, Public Involvement: The PWB engaged the public in developing its budget and the CIP. All Portland CIP projects that affect neighborhoods or that require city, state, and/or federal permit review processes include public involvement elements.

Goal 11, Public Facilities: The CIP is designed to meet the primary Public Facilities Goal, particularly Policy 11.1 on service responsibility for subsection (6) - Water Supply. Policy 11.7 requires that the CIP be an annual planning process for major improvements.

## Capital Planning & Budgeting

### Capital Planning Process

The CIP is the implementation plan for water system improvements. It is updated annually and is the budget and policy tool for the PWB and City Council to direct capital work. The CIP identifies, in detail, specific projects, their budgets, phasing or components, and the relationship among capital projects.

The CIP process is a bureau-wide collaborative effort of engineers, operations and maintenance managers, financial analysts, and policy staff. Together they bring to bear planning analysis; engineering standards; operational, technical, regulatory and fiscal expertise; and an understanding of external factors affecting PWB operations.

The CIP and capital budget priorities are reviewed by the Employee/Community Budget Advisory Committee (BAC) consisting of PWB management, citizens and front line staff. Members of the Water Subcommittee of the Portland Water Utility Review Board participated on the BAC. The CIP priority is on treatment, storage and environmental regulatory compliance projects to address LT2 and the HCP. Other priorities include maintaining, improving, or replacing aging infrastructure that is essential to the long term health of the water system.

The PWB's capital planning process is also guided by values including, but not limited to: public health and safety, reliability, reducing vulnerability, minimizing environmental impact, and affordable water rates.

A distribution system master plan and updated computer model completed in June 2007 remains the planning resource for many projects not related to regulatory compliance. The focus of the plan was the distribution backbone system: 40 pump stations, 68 tanks, and the large-diameter pipelines (approximately 300 miles) that distribute water from Powell Butte Reservoir to terminal storage at Mount Tabor and Washington Park and to the distribution system service areas. The plan described service goals, project priorities, hydraulic model upgrades, condition assessments, and asset management recommendations.

### Financial Forecast Overview

The CIP is an integral element in the development of PWB's financial plan because the size of the CIP has a significant effect on water rates. The mix of projects in the CIP is also important. Projects related to supply and transmission enhancements serve both wholesale and retail customers alike, but costs for projects related to the distribution system can only be allocated to retail customers. Finally, the method chosen to finance projects affects rates as well. Specifically, debt service coverage targets (which affect the balance between debt and cash financing) and bond terms and structures can have a significant effect on water rates.

PWB staff has calculated the projected water rates for the five year financial forecast based on the CIP and base budgets and other factors affecting rates. Those factors include projected demand estimates, inflation factors, and other economic factors such as interest rates.

### **Retail Rate Impact**

The revenue forecasts refer to the costs that are expected to be recovered from water sales, regardless of from whom they will be collected. The revenue requirements must be allocated between wholesale and retail customers to determine the specific customer class rate revenue impact. Contractual provisions specify the method of allocating costs to wholesale customers. Retail rates are set on a residual cash basis to recover whatever portion of the total cash basis revenue requirements that is not allocable to wholesale customers. After deducting all other revenue sources, including wholesale revenues, the PWB's proposed average effective retail rate increase for FY 2011-12 is 12.9 percent.

### **Water Construction Fund**

Capital investments in the water system are funded through the Water Construction Fund (WCF). The WCF is financed from three major sources: transfers from the Water Fund (primarily water sales revenues), net proceeds from revenue bond sales, and construction fund revenues (direct reimbursements, system development charges, and interest earnings). These monies fund indirect capital costs (overhead and interest) as well as direct project costs. For this CIP, approximately 26 percent of capital requirements are funded with current resources, and the balance comes from bond proceeds.

*Cash/Water Sales Financing:* The PWB has two debt service coverage planning standards for rate setting. The PWB's target minimum debt service coverage ratio is 1.90 on first lien bonds (1.25 per bond covenant) and the debt service coverage ratio on combined first and second lien bonds is 1.75 stabilized net revenue (1.10 per bond covenant). In managing the second lien-stabilized test, the PWB utilizes a rate stabilization account that also serves the dual purpose of a rainy day fund. Managing these two ratios together reflects the PWB's desire to optimize its capital financing strategies, thus maximizing its existing resources.

*Debt Financing:* Pursuant to the City Charter, state statutory authority, and City Council approval, the PWB may issue debt in the form of revenue or general obligation bonds. By City Charter, the WCF is the recipient of net proceeds from construction bond sales. Bond reserves are deposited in the Water Sinking Fund. Up to \$100 million in revenue bonds, including a bond reserve, are scheduled to be sold early in calendar year 2011. The PWB also plans to issue revenue bonds annually for the first three years and year five of the five year forecast to provide necessary debt financing for the five-year period. Bonds were typically issued every two years to facilitate compliance with IRS regulations regarding the period during which the proceeds must be spent. Bond sales will be required every year for the next three years to provide funding to construct the capital facilities required to comply with LT2 and for discontinuing the use of uncovered, finished water storage. Beyond this CIP, bond sales will likely be sold again biannually to fund the future improvement needs.

*WCF Revenues:* The PWB's level of WCF revenues is determined mainly by the actions of external parties, with the majority of these revenues (in current dollars) coming from service and main installations (\$2.2 million in FY 2011-12) and system development charges (\$1.0 million in FY 2011-12). These revenues have diminished considerably during the current economic downturn.

### **Operations & Maintenance and Capital Studies**

The CIP also includes a small portion of project expenditures that cannot be funded through the WCF. These expenditures generally fall into the grouping of capital studies, preliminary engineering, and other work that does not meet the capital criteria of a betterment, improvement, or addition to the water system as set forth by city policy or industry practice. The CIP includes about \$2.7 million of operations and maintenance and studies in FY 2011-12. The total operations and maintenance and studies over the five years is \$13.5 million. As an operating cost, these are 100 percent cash-financed, usually through water sales, but not bond proceeds.

### **Asset Management and Replacement Plans**

The PWB's general asset management goal is to extend the useful life of the City's water facilities through appropriate maintenance and repair until such time as infrastructure replacement is more cost effective. The type of facility, its age, and the effectiveness of past maintenance and repair activities drive the repair and replacement cycles.

The operational life of a majority of the PWB's key infrastructure facilities, such as the Bull Run dams, pipeline networks, buildings, and concrete reservoirs, ranges from 50 years to more than 100 years. Other assets such as mechanical and electrical systems and certain distribution system appurtenances (meters, regulators, etc.) usually have shorter life cycles of 20 to 50 years. These life cycle ranges are a key driver of the bureau's ongoing capital maintenance programs.

Excluding LT2 compliance projects, most of the capital program is focused on maintenance and replacement of key system components. In addition to the capital program, the PWB has a preventive maintenance and repair program in the operating budget that provides for more immediate and routine maintenance.

With an estimated replacement value for the City's water system of more than \$6.7 billion, asset management and replacement programs will continue to be one of the largest CIP activities, protecting the public's investment in its drinking water system. A large portion of the CIP is for the distribution mains program that annually replaces about four miles of distribution mains. The services program installs up to 1,000 new service lines and replaces up to 500.

An assessment of the water system, based on a comparison of the age of assets to their useful life, on actual condition assessment data, or on identified vulnerabilities, suggests that the transmission and distribution system's capital costs will need to increase in the future, as many of these assets will reach the end of their economic life.

PWB is undertaking projects to better understand the condition of its high risk pipes and valves. Those assets confirmed as high risk will be repaired or replaced.



## Capital Programs & Projects

### Program Descriptions and Major projects

The 22 water program areas are summarized within the CIP in the following 7 program areas:

#### **Customer Service Program**

Capital projects in the Customer Service program address the need to improve security of critical PWB facilities and improvements to the bureau's grounds and parks.

Major projects include security related and grounds projects, with the largest project being the PWB portion of the city Emergency Communication Center.

#### **Distribution Program**

The Distribution program addresses the reliability and expansion of the piping, pumping and storage network that primarily distributes water from terminal storage reservoirs to retail customers. About \$181 million of the CIP is budgeted in this program.

This program addresses the ongoing installation and replacement need for 2,100 miles of distribution mains, including control valves, fire hydrants, and customer service connections, as well as pump stations, storage tanks, large diameter distribution system transmission mains, and pressure regulating stations. About \$64.4 million is to be used for direct water line replacement projects. The program also provides for relocation and other adjustments to water pipes and facilities to accommodate transportation and other public infrastructure projects. Rehabilitation and improvement of decorative and drinking fountains and the replacement of the Interstate maintenance facility are also included in the program.

Major projects include engineering design for the \$12 million Fulton pump station replacement. Construction will also start on the 1.3 MG Forest Low tank; the project is expected to cost about \$5 million. Construction will be completed for the second phase of the \$8 million Westside Header transmission pipeline, a prerequisite to the future Willamette River crossing.

#### **Regulatory Compliance and Water Quality Program**

The Regulatory Compliance and Water Quality program includes improvements to both Bull Run and groundwater sources. The program ensures that water throughout the water system meets EPA and State of Oregon drinking water quality standards. Also included are facilities to comply with the Endangered Species Act requirements reflecting the PWB's commitment to protect habitat and the environment, including work on the dam structures to better control the release of water to enhance downstream conditions for anadromous species.

The major project in this program is the Dam 2 tower multilevel intake improvement which an anticipated total project cost of over \$33 million. Other work includes fish habitat enhancement as part of the HCP

## Supply Program

The Supply program includes both the watershed areas and groundwater basins. Projects in the Bull Run Watershed address reliability of the PWB's principal water supply source. The program's objectives include maintaining the reliability of the water supply through effective management of the PWB's watershed assets.

Major projects in this program improve the Columbia South Shore (CSS) wellfield is Portland's second water source, augmenting Bull Run and serving as the region's backup water supply. The CSS wells enable the bureau to continue to serve customers when there is an interruption of the Bull Run surface supply. The Bull Run supply can be interrupted by major storm events that result in unacceptable levels of turbidity, drought conditions that restrict supply, conduit operation interruption, or other natural or man made issues. The groundwater supply allows the bureau to continue to operate without constructing and operating a costly surface water filtration plant. The groundwater portion of the program focuses on maintaining the installed capacity and reducing vulnerability of the CSS wellfield. The work includes maintenance and improvements to wells, pumps, collection mains, and the disinfection treatment of groundwater. The CIP does not include major expansion of the CSS wellfield beyond the current capacity. PWB obtained ARRA (economic stimulus) funding to rehabilitate seven pumps.

## Support Program

The Support program addresses non asset specific work such as master planning and other similar support functions. Master planning focuses on identifying the need and timing of infrastructure acquisition or improvements and the most effective asset management strategies to maximize infrastructure investments. There are no major projects proposed in this program.

## Transmission and Terminal Storage Program

The Transmission and Terminal Storage program provides for the rehabilitation, replacement, and expansion of the primary transmission pipelines and terminal storage reservoirs that make up the supply backbone of the water system.

Last year, the plan included work to begin projects to achieve compliance with the LT2 rule as written. The rule requires that water systems with uncovered finished water reservoirs, like those at Mt. Tabor and Washington Park, either cover the reservoirs or provide treatment at the outlets of the reservoirs to inactivate *Cryptosporidium*, *Giardia* and other viruses. A plan explaining the schedule and manner for bringing Portland into compliance with the covered storage requirements of the rule was approved by the EPA in April, 2009.

The plan describes how the PWB intends to build additional and replacement enclosed drinking water storage and establishes deadlines for when the Mt. Tabor and Washington Park open reservoirs will be disconnected from the drinking water system as of December 31, 2015 and December 31, 2020 respectively. The CIP has been updated to include these projects as described in the EPA approved plan.

Major projects in this program have shifted to completing the second 50 million gallon water storage tank at Powell Butte, and for other enclosed storage for LT2 compliance at Kelly Butte and Washington Park.

**Treatment**

As mentioned above, the PWB is implementing projects geared towards compliance with LT2. In May of 2010 the City Council approved contracts totaling \$11.9 million. These contracts are for "the design and development of plans and specifications are for a Design-Bid-Build construction contract for UV water treatment facilities and corrosion control systems including the associated building structures and support systems". This shall include UV light disinfection at Headworks and corrosion control process modifications at Lusted Hill. The FY 2011-12 CIP includes \$19.5 million to complete the design work. PWB continues its efforts to obtain a treatment variance, which if successful, would save cost to construct the improvements.

**Funding Sources**

See the Financial Forecast Overview above for an explanation of funding sources for the CIP.

**Major Projects by Program****Treatment**

The capital improvement costs to implement additional treatment process improvements to comply with LT2 and other needed improvements are included in the CIP. The total CIP amount is \$81.5 million.

**Net Operating and Maintenance Costs or Savings**

Operating and maintenance costs, when applicable, are estimated as part of the project feasibility study and preliminary evaluations. The costs generally include labor, electricity or fuel, and chemicals. Changes in the cost of energy and chemicals are normally much easier to identify and estimate than labor or efficiency savings.

Much of the CIP is dedicated to the ongoing renewal and replacement of the backbone water system, the pipes, valves, hydrants and other system appurtenances. These long life passive assets, typically buried and not visible, do not require much in the way of regular operations and maintenance. Following initial installation, only occasional specific maintenance is completed, such as pipeline flushing, verifying water control valve operation and fire hydrant flow testing. Due to the large inventory of these assets, completed renewal projects may result in only a nominal net change in operations and maintenance costs since the site specific maintenance cost is so minimal.

For example, the replacement of pipelines with a high frequency of leaks will result in reduced reactive operations and maintenance due to fewer leak repairs. However, the relatively small percentage of pipe length replaced in any given year will not appreciably alter the operations and maintenance budget. Other infrastructure, such as pump station improvements, may increase operations and maintenance costs as a result of energy consumption when new facilities are constructed. There are relatively few locations, and annual costs can be hundreds of thousands of dollars annually, though the net operations and maintenance change is only significant when new facilities are constructed. Renewal of existing stations will not significantly alter the operations and maintenance budget.

## Portland Water Bureau

### Public Utilities Service Area

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When the water treatment plant improvements are complete, PWB will incur an increase in operating costs. The initial plant start-up is forecast to occur in the second quarter of 2014 with only a portion of the total annual impact (up to \$750,000) reflected in that year. Thereafter, costs could be as much as \$3 million annually for this facility, including the chemical cost for enhanced corrosion control efforts.

## Administration & Support

<b>Description</b>	The Administration and Support program works to support the other programs in the bureau. Examples of this support include personnel training, data management, financial planning and accounting, and facilities services. This program is also responsible for meeting many Citywide requirements, such as those related to budgeting, accounting, and human resources.
<b>Goals</b>	This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity, especially providing high quality, affordable public utility services.
<b>Performance</b>	PWB will provide a level of support that allows the Bureau to maximize the efficiency and effectiveness of its direct function organizations.
<b>Changes to Services and Activities</b>	No significant changes for FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		196.03	173.05	134.40	134.40
<b>Expenditures</b>					
Bureau Support		12,373,207	15,553,129	14,283,395	14,343,895
Data Management		2,643,652	2,791,199	3,023,412	3,023,412
Employee Investment		2,076,250	4,545,096	3,961,650	3,961,650
Facilities		4,356,125	0	0	0
Planning		(14,528,137)	3,834,639	4,463,691	4,463,691
<b>Total Expenditures</b>		<b>6,921,096</b>	<b>26,724,063</b>	<b>25,732,148</b>	<b>25,792,648</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Pct of time bureau maintains Aaa rating for revenue bonds	100%	100%	100%	100%	100%
Debt Service coverage at 1.90 on First Lien Bonds	2.75	2.69	1.90	1.90	1.90
Debt Service coverage at 1.75 on both First and Second Lien Bonds	1.99	1.81	1.75	1.75	1.75
Percent of budgeted CIP expended	97%	105%	85%	100%	100%
<b>Efficiency</b>					
Percent of projects forecast to be completed within three months of planned date	84%	94%	80%	80%	80%

## Customer Service

**Description** The Customer Service program provides services for customers other than the direct supply of water. It includes customer billing, collection, and call center costs, which are the largest portion of the costs of this program. It also includes work on conservation, security, and grounds maintenance for bureau properties.

**Goals** This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality, affordable public utility services.

**Performance**

- PWB will answer 80% of calls within 60 seconds.
- PWB will respond to 95% of customer inquires or requests within 5 days.
- PWB will maintain a target of 75% of customers giving high or very high ratings on Auditor's Survey.
- Forty percent of customer accounts will be paid electronically.
- Reduce the bureau's carbon emissions from 2007 levels.
- Increase the percent of energy use from new renewable sources from 2007 levels.

**Changes to Services and Activities** The major project in this program is the Portland Water Bureau's participation in the City Emergency Coordination Center.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		151.05	150.71	138.09	138.09
<b>Expenditures</b>					
Conservation/Sustainability		1,050,268	1,089,629	938,563	938,563
Customer Services		13,831,070	14,579,805	14,765,294	14,765,294
Fountains		780,010	0	0	0
Grounds/Parks		4,891,098	1,607,753	1,200,563	1,200,563
Security/Emergency Management		2,931,454	3,252,119	4,908,598	4,848,098
<b>Total Expenditures</b>		<b>23,483,900</b>	<b>20,529,306</b>	<b>21,813,018</b>	<b>21,752,518</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of customers giving high or very high ratings on Auditor's Survey	82%	85%	75%	75%	75%
Capacity of new renewable energy sources, kilowatts	NA	279	400	400	400

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Percent of customer inquiries or requests responded to within five business days	99%	99%	95%	95%	95%
Percent of calls answered within 60 seconds	52%	49%	80%	80%	80%
Percent of customer accounts paid electronically	35%	29%	35%	40%	40%
Bureau's annual carbon emissions, metric tons of CO2e	11,416	12,216	14,008	14,008	14,008

# Distribution

**Description** The Distribution program is primarily responsible for the conveyance of water from the terminal storage reservoirs through the customer meters. This program includes distribution mains, tanks, meters, services, hydrants, valves, gates, decorative fountains, and drinking fountains. This program is responsible for a wide variety of elements, such as tanks to store water and maintain system pressures, meters to accurately record usage for billing purposes, hydrants for fire protection and for line flushing purposes, and valves to alter or stop water flows under various circumstances such as line breaks or fire needs. A considerable portion of spending in this program is for system maintenance.

**Goals** This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services.

**Performance** No more than 5% of customers will be out of water for more than 8 hours a year.  
No customer will be out of water more than 3 times per year.

PWB maintains a minimum service pressure of 20 pounds per square inch (psi) during normal demands 99% of the time.

PWB will meet at least 80% of standards established for inspection, testing, repair and replacement of assets that are identified as medium, high or extreme risk.

PWB will have more than 90% of flow control valves operate when needed.

**Changes to Services and Activities** In the FY 2011-12 budget it includes the continued effort of the rehabilitation work of the Interstate Maintenance facility.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		227.17	227.17	245.16	245.16
<b>Expenditures</b>					
Distribution Mains		23,065,625	19,241,882	18,451,447	18,451,447
Field Support		5,543,797	8,042,020	14,836,042	14,686,042
Fountains		267,771	1,061,320	817,002	817,002
Hydrants		2,131,123	1,151,132	1,503,343	1,503,343
Meters		3,425,619	2,566,709	2,879,278	2,879,278
Pump Stations/Tanks		9,130,231	9,560,587	11,028,016	11,178,016
Services		6,730,464	5,087,793	5,106,149	5,106,149
Valves/Gates/Regulators		1,052,124	1,142,349	1,144,000	1,144,000
<b>Total Expenditures</b>		<b>51,346,754</b>	<b>47,853,792</b>	<b>55,765,277</b>	<b>55,765,277</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.



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<b>Performance</b>	<b>Actual FY 2008-09</b>	<b>Actual FY 2009-10</b>	<b>Yr End Est. FY 2010-11</b>	<b>Base FY 2011-12</b>	<b>Target FY 2011-12</b>
<b>Effective</b>					
Customers out of water more than three times per year	0	1	0	0	0
Percent of flow control valves operational when needed	93%	93%	90%	90%	90%
Percent of standards met for medium, high, extreme risk assets	64%	81%	80%	80%	80%

# Hydroelectric Power

**Description** The Hydroelectric Power program provides for the administrative, operational, and regulatory oversight activities as required for the Portland Hydroelectric Project (PHP). Program staff provide the day-to-day oversight and coordination for the operation of the PHP which includes the control of the levels in the City's Bull Run reservoirs, the withdrawal of water from those reservoirs and the release of water downstream for compliance with in-stream regulatory flow targets. Additionally, the program coordinates all issues associated with the sales of generated power to PGE, the administration of the PHP's revenue bonds and related trust indenture requirements, and all state and federal regulatory requirements associated with both the PHP and the Mt. Tabor Hydroelectric Project.

**Goals** This program supports the City goal of delivering efficient, effective, and accountable municipal services. It also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to its oversight and coordination of dam safety issues and the ongoing operation of the PHP on the Bull Run River.

**Performance** In FY 2009-10, the amount of power generated by the PHP was 104% of its long-term annual average. For FY 2010-11, that generation is projected at 115% of average. During FY 2010-11, this program's staff will have provided all required oversight and support for the two hydroelectric power projects and the seven dams that it now oversees and monitors.

**Changes to Services and Activities** In FY 2010-11, Hydroelectric Power transferred \$250,000 in Hydroelectric Power Operating Fund profits to the General Fund and in FY 2011-12 that amount is being increased to \$300,000.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		3.00	2.15	2.15	2.15
<b>Expenditures</b>					
Hydroelectric Power		532,564	680,007	692,954	692,954
<b>Total Expenditures</b>		<u>532,564</u>	<u>680,007</u>	<u>692,954</u>	<u>692,954</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Power Sold to PGE (mwh)	90,854	88,854	98,200	85,200	85,200
<b>Efficiency</b>					
Transfer of Hydropower Profits to General Fund	\$250,000	\$290,000	\$250,000	\$300,000	\$300,000

# Regulatory Compliance

<b>Description</b>	The Regulatory Compliance program has the responsibility for meeting or exceeding all federal and state water quality requirements. It is also responsible for meeting other regulatory standards, including compliance with the Endangered Species Act, proper disposal of dechlorinated water, and various monitoring requirements.
<b>Goals</b>	This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services.
<b>Performance</b>	<p>PWB will have no violations of state and federal drinking water quality regulations.</p> <p>PWB will have no violations of environmental regulations (including NPDES permit requirements, Clean Water Act requirements, and Endangered Species Act requirements).</p>
<b>Changes to Services and Activities</b>	The major project in this program is the Dam 2 tower multilevel intake improvement project. The anticipated total project cost is over \$33 million.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		43.00	41.28	31.67	31.67
<b>Expenditures</b>					
Regulatory Compliance		7,132,607	11,402,272	21,619,270	21,619,270
<b>Total Expenditures</b>		<u>7,132,607</u>	<u>11,402,272</u>	<u>21,619,270</u>	<u>21,619,270</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Number of violations of state or federal drinking water quality standards	0	1	0	0	0
Violations of environmental regulations	0	0	0	0	0

# Supply

**Description** The provision of water in the quantities desired by customers is a key portion of the mission of the bureau. The Supply program is responsible for providing the water that all customers use in the Portland service area, including both retail and wholesale customers. The program includes both water from the Bull Run watershed and water from the Columbia South Shore wellfield. In total, these systems supply water to a population of nearly 900,000 people and to businesses in the Portland area.

**Goals** This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services.

**Performance** The Bull Run watershed provides 95 percent or more of the City's annual water supply under normal operating conditions.

**Changes to Services and Activities** Included in the FY 2011-12 are completing improvements to the Dam No. 2 stilling basin and watershed road rehabilitation.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		22.00	24.55	27.19	27.19
<b>Expenditures</b>					
Bull Run Watershed		5,203,216	4,779,108	4,428,460	4,428,460
Groundwater		2,074,237	3,062,730	2,698,024	2,698,024
<b>Total Expenditures</b>		<b>7,277,453</b>	<b>7,841,838</b>	<b>7,126,484</b>	<b>7,126,484</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of city's water supply provided by Bull Run Watershed under normal operating conditions	95%	95%	95%	95%	95%

## Transmission & Terminal Storage

<b>Description</b>	The Transmission & Terminal Storage program is for the conveyance of water from the supply sources to the City, including the terminal storage reservoirs at Powell Butte, Mt. Tabor, and Washington Park.
<b>Goals</b>	This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity with respect to providing high quality public utility services.
<b>Performance</b>	The PWB will have no simultaneous conduit and/or transmission main outages that cause disruption of service to customers except in the case of natural vulnerability events that occur less often than once every hundred years or planned maintenance shutdowns.
<b>Changes to Services and Activities</b>	The efforts have shifted to completing the second 50 million gallon water storage tank at Powell Butte, and for other enclosed storage for LT2 compliance at Kelly Butte and Washington Park.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		0.00	14.09	30.58	30.58
<b>Expenditures</b>					
Conduits/Transmission		14,914,183	3,677,262	1,036,012	1,036,012
Terminal Reservoirs		13,836,595	10,372,879	43,970,085	43,970,085
<b>Total Expenditures</b>		<b>28,750,779</b>	<b>14,050,141</b>	<b>45,006,097</b>	<b>45,006,097</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12

# Treatment

**Description** The Treatment program provides for meeting or exceeding the federal and state requirements for a public water system utilizing an unfiltered surface water source as well as a groundwater source. This program currently provides for the application of chlorine, ammonia, and sodium hydroxide, and associated regulatory and process control monitoring.

**Goals** This program supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. It also supports the City goal of promoting economic vitality and opportunity, especially providing high quality, affordable public utility services.

**Performance** PWB will have no violations of state and federal drinking water regulations.

**Changes to Services and Activities** The budget includes capital improvement to implement additional treatment process improvements to comply with the LT2 rule as written.

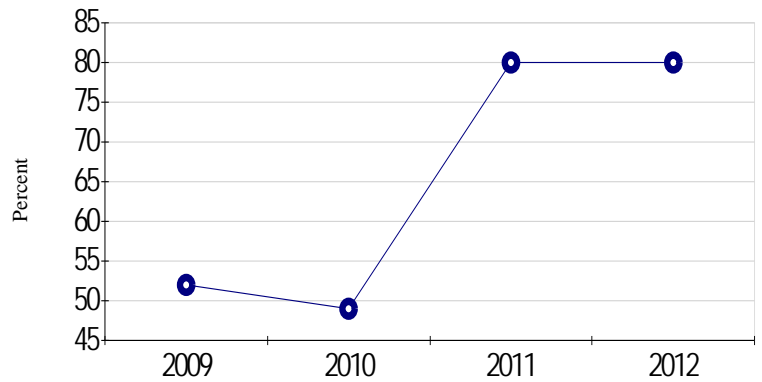
FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		0.00	8.15	18.51	18.51
<b>Expenditures</b>					
Water Program Treatment		2,012,211	10,198,965	21,782,567	21,782,567
<b>Total Expenditures</b>		<b>2,012,211</b>	<b>10,198,965</b>	<b>21,782,567</b>	<b>21,782,567</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Performance Measures

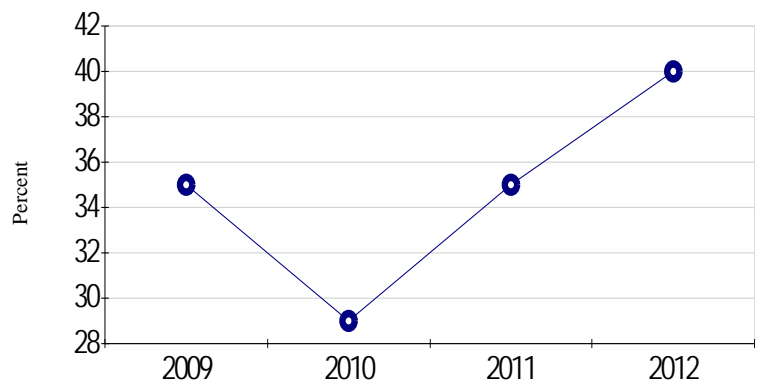
### Percent of calls answered Within 60 seconds

The goal of the Call Center is to answer 80% of all calls within 60 seconds.



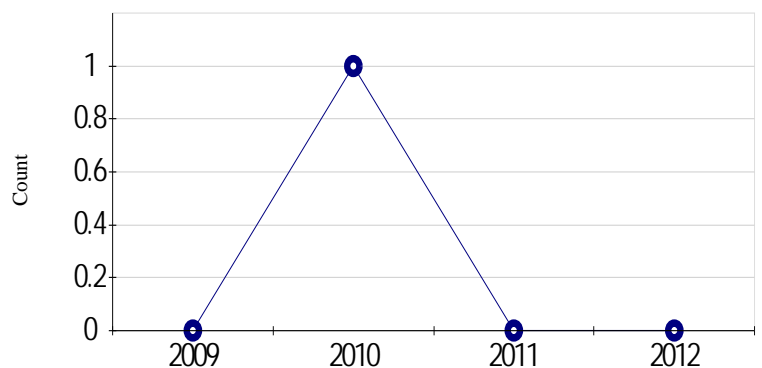
### Number of customer accounts paid electronically

The bureau's goal is to receive 40% of all payments electronically.



### Number of violations of state or federal drinking water quality standards

The bureau's goal is to have zero violations per year.



# Portland Water Bureau

# Summary of Bureau Budget

## Public Utilities Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	24,805	0	0	0	0
Charges for Services	101,279,012	108,920,288	117,611,286	128,680,708	128,886,472
Intergovernmental	126,429	943,687	1,489,400	451,000	451,000
Bond & Note	80,632,459	75,794,252	80,225,000	161,186,000	161,251,000
Miscellaneous	7,176,104	5,243,892	5,173,407	5,086,340	5,087,014
<b>Total External Revenues</b>	<b>189,238,809</b>	<b>190,902,119</b>	<b>204,499,093</b>	<b>295,404,048</b>	<b>295,675,486</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	103,606,201	108,075,658	134,885,229	187,962,631	187,952,938
Interagency Revenue	1,585,040	3,773,504	3,867,103	3,002,648	3,002,648
<b>Total Internal Revenues</b>	<b>105,191,241</b>	<b>111,849,162</b>	<b>138,752,332</b>	<b>190,965,279</b>	<b>190,955,586</b>
Beginning Fund Balance	61,414,681	90,648,096	104,795,122	147,367,467	147,367,467
<b>Total Resources</b>	<b>\$355,844,731</b>	<b>\$393,399,377</b>	<b>\$448,046,547</b>	<b>\$633,736,794</b>	<b>\$633,998,539</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	54,305,019	56,808,483	59,109,025	61,346,688	61,346,688
External Materials and Services	20,109,049	27,546,803	24,033,150	19,259,335	19,259,335
Internal Materials and Services	19,481,311	18,727,460	20,478,909	20,116,572	20,116,572
Capital Outlay	33,562,429	24,252,846	35,659,300	98,815,220	98,815,220
<b>Total Bureau Expenditures</b>	<b>127,457,808</b>	<b>127,335,592</b>	<b>139,280,384</b>	<b>199,537,815</b>	<b>199,537,815</b>
<b>Fund Expenditures</b>					
Debt Service	26,007,255	35,663,275	33,646,270	37,331,234	37,288,032
Contingency	0	0	64,580,651	82,573,603	82,790,098
Fund Transfers - Expense	111,731,572	116,379,375	143,534,773	197,701,863	197,692,170
Debt Service Reserves	0	0	19,364,275	31,312,751	31,318,751
<b>Total Fund Expenditures</b>	<b>137,738,827</b>	<b>152,042,650</b>	<b>261,125,969</b>	<b>348,919,451</b>	<b>349,089,051</b>
Ending Fund Balance	90,648,096	114,021,135	47,640,194	85,279,528	85,371,673
<b>Total Requirements</b>	<b>\$355,844,731</b>	<b>\$393,399,377</b>	<b>\$448,046,547</b>	<b>\$633,736,794</b>	<b>\$633,998,539</b>
<b>Programs</b>					
Administration & Support		6,921,096	26,724,063	25,732,148	25,792,648
Customer Service		23,483,900	20,529,306	21,813,018	21,752,518
Distribution		51,346,754	47,853,792	55,765,277	55,765,277
Engineering		(121,771)	0	0	0
Hydroelectric Power		532,564	680,007	692,954	692,954
Regulatory Compliance		7,132,607	11,402,272	21,619,270	21,619,270
Supply		7,277,453	7,841,838	7,126,484	7,126,484
Transmission & Terminal Storage		28,750,779	14,050,141	45,006,097	45,006,097
Treatment		2,012,211	10,198,965	21,782,567	21,782,567
<b>Total Programs</b>		<b>\$127,335,592</b>	<b>\$139,280,384</b>	<b>\$199,537,815</b>	<b>\$199,537,815</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.



This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Customer Service</b>								
Security and Emergency Management	1,313,000	0	2,000,000	6,000,000	0	0	0	8,000,000
<b>Total Customer Service</b>	<b>1,313,000</b>	<b>0</b>	<b>2,000,000</b>	<b>6,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000,000</b>
<b>Distribution</b>								
Distribution Mains	34,408,680	0	14,945,000	10,925,000	8,675,000	9,675,000	20,175,000	64,395,000
Field Support	10,002,134	0	10,350,000	13,410,000	13,410,000	23,410,000	4,410,000	64,990,000
Fountains	403,065	0	150,000	150,000	150,000	150,000	150,000	750,000
Hydrants	2,196,555	0	980,000	800,000	800,000	800,000	800,000	4,180,000
Meters	4,735,143	0	1,690,000	1,590,000	1,590,000	1,590,000	1,590,000	8,050,000
Pump Stations and Tanks	6,301,947	0	5,350,000	9,280,000	3,930,000	980,000	1,780,000	21,320,000
Services	11,687,018	0	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	17,500,000
<b>Total Distribution</b>	<b>69,734,542</b>	<b>0</b>	<b>36,965,000</b>	<b>39,655,000</b>	<b>32,055,000</b>	<b>40,105,000</b>	<b>32,405,000</b>	<b>181,185,000</b>
<b>Regulatory Compliance</b>								
Water Quality and Regulatory Compliance	2,329,254	0	16,500,000	15,400,000	1,200,000	1,000,000	9,000,000	43,100,000
<b>Total Regulatory Compliance</b>	<b>2,329,254</b>	<b>0</b>	<b>16,500,000</b>	<b>15,400,000</b>	<b>1,200,000</b>	<b>1,000,000</b>	<b>9,000,000</b>	<b>43,100,000</b>
<b>Supply</b>								
Bull Run Watershed	22,493,744	0	1,500,000	0	0	2,250,000	2,500,000	6,250,000
Groundwater	1,865,991	0	820,000	820,000	820,000	1,420,000	1,120,000	5,000,000
<b>Total Supply</b>	<b>24,359,735</b>	<b>0</b>	<b>2,320,000</b>	<b>820,000</b>	<b>820,000</b>	<b>3,670,000</b>	<b>3,620,000</b>	<b>11,250,000</b>
<b>Support</b>								
Planning	2,054,924	0	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000
<b>Total Support</b>	<b>2,054,924</b>	<b>0</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>5,500,000</b>
<b>Transmission/Terminal Storage</b>								
Conduits and Transmission Mains	14,762,503	0	650,000	0	25,000	3,400,000	11,800,000	15,875,000
Terminal Reservoirs	24,102,124	0	43,300,000	78,050,000	65,500,000	18,250,000	12,000,000	217,100,000
<b>Total Transmission/Terminal Storage</b>	<b>38,864,627</b>	<b>0</b>	<b>43,950,000</b>	<b>78,050,000</b>	<b>65,525,000</b>	<b>21,650,000</b>	<b>23,800,000</b>	<b>232,975,000</b>
<b>Treatment</b>								
Treatment	1,268,803	0	19,500,000	40,000,000	19,000,000	3,000,000	0	81,500,000
<b>Total Treatment</b>	<b>1,268,803</b>	<b>0</b>	<b>19,500,000</b>	<b>40,000,000</b>	<b>19,000,000</b>	<b>3,000,000</b>	<b>0</b>	<b>81,500,000</b>
<b>Total Requirements</b>	<b>139,924,885</b>	<b>0</b>	<b>122,335,000</b>	<b>181,025,000</b>	<b>119,700,000</b>	<b>70,525,000</b>	<b>69,925,000</b>	<b>563,510,000</b>

**Public Utilities Service Area**

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	2.00	90,108	2.00	91,488	2.00	91,488
30000063	Accountant II	49,171	60,070	2.00	118,104	2.00	120,144	2.00	120,144
30000064	Accountant III	54,142	66,102	2.00	128,248	2.00	130,728	2.00	130,728
30000434	Administrative Assistant	44,533	68,619	7.00	455,632	7.00	463,083	7.00	463,083
30000433	Administrative Specialist, Sr	41,475	63,856	3.00	159,975	3.00	165,894	3.00	165,894
30000436	Administrative Supervisor I	54,080	72,051	3.00	214,548	3.00	216,144	3.00	216,144
30000203	Applications Analyst II-Generalist	56,763	75,670	1.00	68,333	1.00	71,138	1.00	71,138
30000204	Applications Analyst III-Generalist	62,629	83,637	2.00	167,280	2.00	167,280	2.00	167,280
30000207	Applications Analyst IV-Generalist	65,811	88,046	2.15	168,678	2.15	174,327	2.15	174,327
30000102	Automotive Equip Oper II: Sewer Vacuum	42,827	51,584	2.00	94,416	2.00	94,416	2.00	94,416
30000104	Automotive Equip Oper II: Tractor-Trailr	42,827	51,584	1.00	51,588	1.00	51,588	1.00	51,588
30000101	Automotive Equipment Oper I	40,352	48,901	11.00	529,356	11.00	529,356	11.00	529,356
30000441	Business Operations Manager	74,214	98,862	1.00	91,836	1.00	95,568	1.00	95,568
30000442	Business Operations Manager, Sr	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
30000440	Business Operations Supervisor	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000449	Business Systems Analyst, Sr	62,629	83,637	3.00	239,064	3.00	241,269	3.00	241,269
30000331	CAD Analyst	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000328	CAD Technician I	37,378	50,086	1.00	50,088	1.00	50,088	1.00	50,088
30000329	CAD Technician II	50,086	63,898	5.00	319,500	5.00	319,500	5.00	319,500
30000330	CAD Technician III	60,840	77,709	1.00	63,900	1.00	66,060	1.00	66,060
30000454	Capital Improvmtnt Program Planning Supvr	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000399	Capital Project Manager I	60,840	77,709	2.00	155,424	2.00	155,424	2.00	155,424
30000686	Capital Project Manager II	65,811	88,046	2.00	151,188	2.00	155,202	2.00	155,202
30000687	Capital Project Manager III	68,994	92,726	2.00	182,376	2.00	184,168	2.00	184,168
30000110	Carpenter	50,835	55,224	2.00	110,448	2.00	110,448	2.00	110,448
30000492	Community Outreach & Informtn Rep	54,080	72,051	1.00	54,084	-0.00	(9,036)	-0.00	(9,036)
30000493	Community Outreach & Informtn Rep, Sr	59,634	79,518	3.00	227,532	3.00	232,364	3.00	232,364
30000107	Concrete Finisher	50,835	55,224	3.00	165,672	3.00	165,672	3.00	165,672
30000507	Conservation Program Coordinator, Sr	62,629	83,637	1.00	67,848	1.00	70,168	1.00	70,168
30000105	Construction Equipment Operator	42,952	54,850	17.00	932,484	17.00	932,484	17.00	932,484
30000455	Contracts Dev & Review Administrator	65,811	88,046	1.00	85,848	1.00	87,939	1.00	87,939
30000017	Customer Accounts Specialist I	33,405	46,758	45.00	2,067,468	45.00	2,074,068	45.00	2,074,068
30000018	Customer Accounts Specialist II	39,832	51,272	10.00	500,762	10.00	507,996	10.00	507,996
30000445	Customer Service Supervisor	62,629	83,637	6.00	472,756	6.00	479,214	6.00	479,214
30000732	Development Supervisor I	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000577	Economist, Principal	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000635	Electrical/Instrumentation Supervisor	68,994	92,726	1.00	92,496	1.00	92,648	1.00	92,648
30000116	Electrician	63,606	68,661	6.00	406,932	6.00	406,932	6.00	406,932
30000120	Electrician/Instrument Tech, Apprentice	42,453	68,661	3.00	186,843	1.00	68,664	1.00	68,664
30000121	Electrician/Instrument Technician	65,541	70,741	1.00	70,740	1.00	70,740	1.00	70,740
30000685	Engineer, Chief - Water Bureau	101,421	145,205	1.00	145,200	1.00	145,200	1.00	145,200
30000682	Engineer, Principal	92,685	123,594	7.00	843,644	7.00	847,828	7.00	847,828
30000680	Engineer, Sr	80,226	106,954	15.00	1,492,736	15.00	1,537,945	15.00	1,537,945
30000681	Engineer, Supervising	86,237	114,982	5.00	554,664	5.00	565,465	5.00	565,465
30000364	Engineer-Chemical/Environmental	79,997	97,219	1.00	83,988	1.00	85,733	1.00	85,733
30000365	Engineer-Civil	79,997	97,219	13.00	1,240,932	13.00	1,255,845	13.00	1,255,845
30000366	Engineer-Electrical	79,997	97,219	1.00	92,580	1.00	95,289	1.00	95,289
30000358	Engineering Associate, Sr-Civil	69,160	88,171	19.00	1,564,718	19.00	1,591,640	19.00	1,591,640
30000353	Engineering Associate-Civil	56,846	76,190	6.00	375,857	6.00	389,669	6.00	389,669
30000355	Engineering Associate-Mechanical	56,846	76,190	1.00	69,722	1.00	73,158	1.00	73,158

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000696	Engineering Survey Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000325	Engineering Technician II	50,086	63,898	10.00	612,588	10.00	621,413	10.00	621,413
30000326	Engineering Technician III	60,840	77,709	2.00	155,424	2.00	155,424	2.00	155,424
30000662	Environmental Program Coordinator	59,634	79,518	1.00	65,184	1.00	66,522	1.00	66,522
30000664	Environmental Program Manager, Sr	74,214	98,862	1.00	96,240	1.00	98,430	1.00	98,430
30000661	Environmental Program Specialist	54,080	72,051	1.00	60,984	1.00	62,440	1.00	62,440
30000339	Environmental Specialist	60,840	77,709	6.00	425,411	6.00	437,610	6.00	437,610
30000712	Facilities Services Specialist	54,080	72,051	1.00	65,664	1.00	67,008	1.00	67,008
30000567	Financial Analyst	56,763	75,670	1.00	56,760	1.00	58,894	1.00	58,894
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616
30000569	Financial Analyst, Principal	74,214	98,862	4.00	391,764	4.00	395,163	4.00	395,163
30000568	Financial Analyst, Sr	62,629	83,637	2.00	146,268	2.00	146,268	2.00	146,268
30000127	General Mechanic	46,134	55,806	2.00	111,624	2.00	111,624	2.00	111,624
30000341	GIS Technician I	37,378	50,086	1.00	50,088	1.00	50,088	1.00	50,088
30000342	GIS Technician II	50,086	63,898	6.00	354,936	6.00	358,491	6.00	358,491
30000343	GIS Technician III	60,840	77,709	2.00	141,612	2.00	143,772	2.00	143,772
30000373	Graphics Designer III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000252	Horticulturist	43,430	52,478	1.00	52,476	1.00	52,476	1.00	52,476
30000657	Hydroelectric Power Project Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000658	Hydroelectric Power Project Mgr, Asst	65,811	88,046	1.00	77,268	1.00	79,644	1.00	79,644
30000114	Industrial Painter	50,835	55,224	3.00	161,280	3.00	161,280	3.00	161,280
30000115	Industrial Painter, Lead	53,331	57,990	1.00	57,996	1.00	57,996	1.00	57,996
30000603	Inf Syst Analyst IV(Supvr)-Gen	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000218	Inf Syst Analyst, Principal-Gen	74,214	98,862	1.00	86,604	1.00	89,849	1.00	89,849
30000607	Inf Syst Mgr-Generalist	79,830	106,288	1.00	80,532	1.00	83,832	1.00	83,832
30000239	Instrument Technician	63,606	68,661	6.00	401,880	6.00	401,880	6.00	401,880
30001408	Instrumentation & Security Systems Supvr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30001283	Laboratory Analyst II	45,219	59,675	4.00	227,736	4.00	232,697	4.00	232,697
30001284	Laboratory Analytical Specialist	51,542	68,453	2.00	132,408	2.00	136,148	2.00	136,148
30001285	Laboratory Coordinator	53,498	75,483	1.00	75,480	1.00	75,480	1.00	75,480
30000670	Laboratory Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000644	Maintenance Planner/Scheduler	54,080	72,051	4.00	266,020	4.00	271,705	4.00	271,705
30000073	Maintenance Worker	23,400	27,747	2.00	55,488	2.00	55,488	2.00	55,488
30000451	Management Analyst	56,763	75,670	2.00	134,974	2.00	137,406	2.00	137,406
30000453	Management Analyst, Principal	74,214	98,862	3.00	296,604	3.00	296,604	3.00	296,604
30000452	Management Analyst, Sr	62,629	83,637	4.00	245,505	2.00	102,032	2.00	102,032
30000450	Management Assistant	44,533	68,619	5.00	263,714	5.00	273,455	5.00	273,455
30000693	Mapping & GIS Supervisor	68,994	92,726	2.00	174,060	2.00	175,976	2.00	175,976
30000978	Mapping Data Technician II	60,840	77,709	1.00	70,428	1.00	73,448	1.00	73,448
30000653	Mechanical Systems Supervisor-Water,Sr	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000012	Office Support Specialist II	31,138	43,430	12.00	502,044	11.00	463,640	11.00	463,640
30000013	Office Support Specialist III	39,832	51,272	3.00	143,250	3.00	147,687	3.00	147,687
30000152	Operating Engineer I	46,218	48,402	3.00	138,672	3.00	138,672	3.00	138,672
30000154	Operating Engineer III	48,984	63,294	14.00	886,200	14.00	886,200	14.00	886,200
30000759	Parks Maintenance Supervisor	56,763	75,670	1.00	61,922	1.00	64,468	1.00	64,468
30000081	Parks Technician	42,058	47,798	6.00	281,040	6.00	281,040	6.00	281,040
30000398	Planner, Sr City-Water Resources	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000464	Program Coordinator	59,634	79,518	4.00	287,862	4.00	292,675	4.00	292,675
30000465	Program Manager	62,629	83,637	2.00	158,916	2.00	161,486	2.00	161,486
30000466	Program Manager, Sr	74,214	98,862	3.00	295,104	3.00	296,229	3.00	296,229

**Public Utilities Service Area**

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000463	Program Specialist	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
30000462	Program Specialist, Assistant	44,533	68,619	3.00	157,854	3.00	162,238	3.00	162,238
30000698	Property Acquisition & Services Manager	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000495	Public Information Officer	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30000691	Public Works Inspection Manager	65,811	88,046	1.00	87,816	1.00	87,949	1.00	87,949
30000228	Public Works Inspector	56,222	64,230	6.00	385,416	6.00	385,416	6.00	385,416
30000229	Public Works Inspector, Sr	60,965	71,843	3.00	215,532	3.00	215,532	3.00	215,532
30000630	Public Works Supervisor II	56,763	75,670	12.00	850,738	11.00	789,152	11.00	789,152
30000403	Remittance Technician	33,405	46,758	2.00	93,528	2.00	93,528	2.00	93,528
30000350	Right of Way Agent III	60,840	77,709	1.00	71,334	1.00	74,967	1.00	74,967
30000481	Risk Specialist	54,080	72,051	1.00	68,352	1.00	69,983	1.00	69,983
30000486	Safety & Risk Officer II	68,994	92,726	1.00	89,316	1.00	91,961	1.00	91,961
30000488	Security & Emerg Mgmt Program Manager	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000645	Security Supervisor	56,763	75,670	2.00	126,405	2.00	129,259	2.00	129,259
30000029	Service Dispatcher	33,405	46,758	2.00	93,528	2.00	93,528	2.00	93,528
30000054	Storekeeper/Acquisition Specialist II	42,619	52,104	3.00	146,832	3.00	146,832	3.00	146,832
30000056	Storekeeper/Acquisition Specialist III	48,131	59,842	1.00	59,844	1.00	59,844	1.00	59,844
30000468	Stores System Supervisor II	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000224	Surveying Aide II	41,475	45,968	2.00	91,944	2.00	91,944	2.00	91,944
30000695	Surveying Supvr/Water Rights Examiner	65,811	88,046	1.00	86,772	1.00	87,408	1.00	87,408
30000225	Surveyor I	47,382	58,885	2.00	117,768	2.00	117,768	2.00	117,768
30000226	Surveyor II	55,016	63,045	1.00	63,048	1.00	63,048	1.00	63,048
30000531	Training & Development Analyst	56,763	75,670	2.00	147,677	2.00	150,453	2.00	150,453
30000532	Training & Development Officer	62,629	83,637	1.00	83,448	1.00	83,608	1.00	83,608
30001037	Utility Locator	46,550	50,086	6.00	297,496	6.00	298,512	6.00	298,512
30000076	Utility Worker I	39,811	43,306	6.00	256,356	5.00	213,336	5.00	213,336
30000077	Utility Worker II	43,306	46,550	48.00	2,224,584	48.00	2,224,584	48.00	2,224,584
30000075	Utility Worker II, Apprentice	32,594	43,056	1.00	43,056	1.00	43,056	1.00	43,056
30000438	Water Administrative Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30001534	Water Bureau Emergency Management Mgr	65,811	88,046	1.00	65,808	1.00	65,808	1.00	65,808
30000512	Water Conservation Program Coordinator	59,634	79,518	2.00	142,572	2.00	143,862	2.00	143,862
30000514	Water Conservation Program Manager	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000646	Water Consortium Conservation Pg Mgr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000655	Water Group Manager	92,186	128,752	4.00	513,840	4.00	514,992	4.00	514,992
30000652	Water Maintenance Supervisor, Sr	68,994	92,726	3.00	267,996	3.00	274,574	3.00	274,574
30000133	Water Meter Reader I	35,734	44,075	12.00	528,912	12.00	528,912	12.00	528,912
30000134	Water Meter Reader II	43,805	49,878	1.00	49,884	1.00	49,884	1.00	49,884
30000142	Water Meter Technician I	41,829	50,606	4.00	202,416	4.00	202,416	4.00	202,416
30000143	Water Meter Technician II	53,331	57,990	6.00	343,308	6.00	343,308	6.00	343,308
30000654	Water Operations & Support Manager	85,800	116,293	1.00	111,420	1.00	115,230	1.00	115,230
30000145	Water Operations Mechanic	51,418	57,762	33.00	1,892,208	33.00	1,893,504	33.00	1,893,504
30000144	Water Operations Mechanic, Apprentice	39,832	54,059	9.00	372,684	9.00	372,684	9.00	372,684
30000651	Water Quality Inspection Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000140	Water Quality Inspector II	48,984	63,294	6.00	376,200	6.00	379,800	6.00	379,800
30000141	Water Quality Inspector III	51,418	66,435	1.00	66,432	1.00	66,432	1.00	66,432
30001034	Water Quality Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000647	Water Resource & Urban Affairs Coord	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000648	Water Resources Planning Manager	85,800	116,293	1.00	115,102	1.00	116,292	1.00	116,292
30000656	Water Resources Program Manager	65,811	88,046	2.00	176,088	2.00	176,088	2.00	176,088
30000138	Water Security Specialist	43,306	46,550	20.50	944,520	19.00	854,574	19.00	854,574

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000135	Water Service Inspector I	43,805	49,878	8.00	399,072	8.00	399,072	8.00	399,072		
30000136	Water Service Inspector II	47,341	53,872	1.00	53,868	1.00	53,868	1.00	53,868		
30000650	Water Treatment Operations Supervisor	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724		
30000147	Water Treatment Operator II	48,984	63,294	10.00	598,575	10.00	611,070	10.00	611,070		
30000424	Water Utility Director	128,294	183,851	1.00	178,517	1.00	183,852	1.00	183,852		
30000078	Water Utility Worker, Sr	43,992	48,901	1.00	48,900	1.00	48,900	1.00	48,900		
30001081	Watershed & Conduit Supvr	68,994	92,726	1.00	82,980	1.00	86,388	1.00	86,388		
30000149	Watershed Specialist I	37,981	46,550	4.00	186,192	4.00	186,192	4.00	186,192		
30000151	Watershed Specialist II	43,992	48,901	2.00	97,800	2.00	97,800	2.00	97,800		
30001308	Watershed Specialist III	52,458	58,802	2.00	116,748	2.00	117,387	2.00	117,387		
<b>TOTAL FULL-TIME POSITIONS</b>						627.65	39,909,692	618.15	39,703,773	618.15	39,703,773
30000017	Customer Accounts Specialist I	33,405	46,758	1.80	84,168	1.50	70,152	1.50	70,152		
30000365	Engineer-Civil	79,997	97,219	0.90	83,328	0.50	48,024	0.50	48,024		
30000451	Management Analyst	56,763	75,670	0.90	47,472	0.75	42,888	0.75	42,888		
30000012	Office Support Specialist II	31,138	43,430	0.90	39,084	0.85	36,912	0.85	36,912		
<b>TOTAL PART-TIME POSITIONS</b>						4.50	254,052	3.60	197,976	3.60	197,976
30000110	Carpenter	50,835	55,224	1.00	55,224	1.00	55,224	1.00	55,224		
30000116	Electrician	63,606	68,661	1.00	68,664	0.00	0	0.00	0		
30000324	Engineering Technician I	37,378	50,086	1.00	50,088	1.00	50,088	1.00	50,088		
30000338	Environmental Technician II	50,086	63,898	1.00	55,200	0.00	0	0.00	0		
30000453	Management Analyst, Principal	74,214	98,862	1.00	88,980	1.00	91,108	1.00	91,108		
30000012	Office Support Specialist II	31,138	43,430	1.00	43,428	0.00	0	0.00	0		
30001159	Plumber	56,222	61,110	1.00	61,116	1.00	61,116	1.00	61,116		
30000463	Program Specialist	54,080	72,051	1.00	65,640	1.00	67,890	1.00	67,890		
30000462	Program Specialist, Assistant	44,533	68,619	1.00	61,553	1.00	64,070	1.00	64,070		
<b>TOTAL LIMITED TERM POSITIONS</b>						9.00	549,893	6.00	389,496	6.00	389,496
<b>GRAND TOTAL</b>						641.15	40,713,637	627.75	40,291,245	627.75	40,291,245

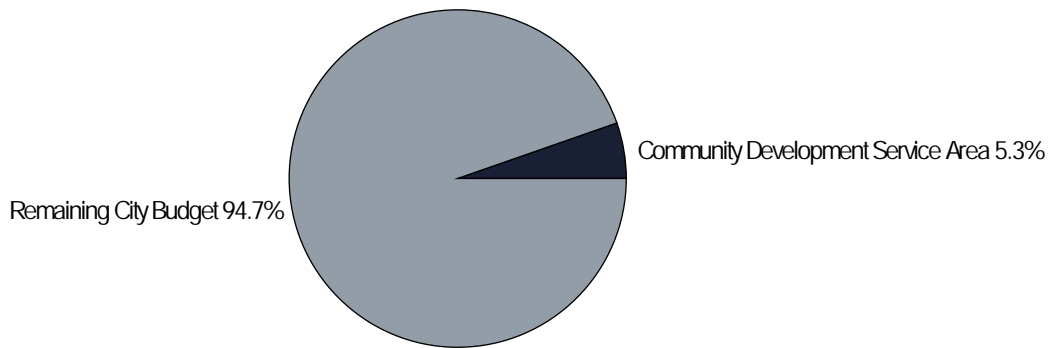
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	205,022,700	0	205,022,700	634.75	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(1,221,812)	(1,300,000)	(2,521,812)	(7.00)	1.5% Mandatory Cut
	(414,100)	(2,500,000)	(2,914,100)	0.00	1% Cut for rate reduction
	(50,953)	0	(50,953)	0.00	OMF IA Adjustments
	1,980	0	1,980	0.00	Other IA Adjustments
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.00	None
	<b>(1,684,885)</b>	<b>(3,800,000)</b>	<b>(5,484,885)</b>	<b>(7.00)</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>199,537,815</b>	<b>627.75</b>	<b>Total Adopted Budget</b>

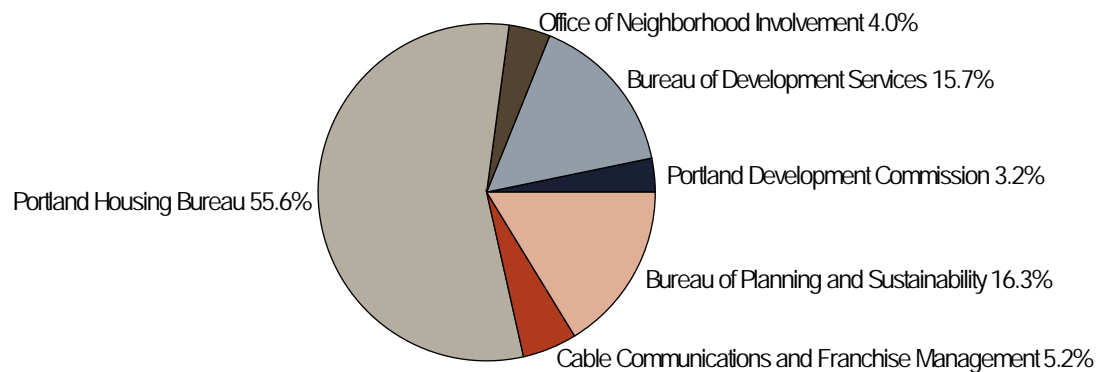
# Community Development Service Area

- Bureau of Development Services
- Portland Housing Bureau
- Bureau of Planning and Sustainability
- Cable Communications and Franchise Management
- Office of Neighborhood Involvement
- Office of Sustainable Development
- Portland Development Commission

Percent of City Budget



Percent of Service Area Budget



## Service Area Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	210,435,409	190,444,341	(19,991,068)	(9.50)
Capital	10,000	0	(10,000)	(100.00)
<b>Total Requirements</b>	<b>210,445,409</b>	<b>190,444,341</b>	<b>(20,001,068)</b>	<b>(9.50)</b>

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**Community Development Service Area****Service Area Overview**

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Authorized Positions	393.83	396.58	2.76	0.70

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# Service Area Highlights

## Description

The Community Development service area includes programs in the Bureau of Development Services (BDS), Portland Housing Bureau (PHB), Bureau of Planning and Sustainability (BPS), Office of Cable Communications and Franchise Management, Office of Neighborhood Involvement (ONI), the Office of Sustainable Development (now merged with the Bureau of Planning), and the Portland Development Commission.

## Major Themes

### Bureau of Development Services

BDS implements the City's policies, plans, and codes related to land use, building, and plumbing. The bureau ensures compliance with site-related regulations, such as erosion control, grading, and onsite stormwater treatment and disposal. BDS also enforces the zoning code, as well as structural, mechanical, plumbing, and electrical codes.

The FY 2011-12 Adopted Budget for BDS is \$32.2 million. This represents an 8.0% decrease over the FY 2010-11 Revised Budget but a net increase of 14.83 FTEs. Declining permit revenues and workload led to staff reductions in 2009 and 2010, such that BDS now has less than half the staff it had two years ago. The bureau is challenged to meet a workload increasingly dominated by smaller projects that generate less revenue. BDS continues to communicate with customers and stakeholders regarding their needs and the bureau's ability to provide services while experiencing financial and staffing constraints. BDS staff remains committed to working collaboratively with customers to problem-solve and reach solutions.

### Portland Housing Bureau

The FY 2011-12 Adopted Budget of \$101.4 million reflects the full consolidation of affordable housing and homelessness functions in the Portland Housing Bureau. Tax increment financing (TIF) resources as well as the management of all housing-related assets are budgeted in the bureau.

Discretionary General Fund resources in the bureau total \$11.0 million, of which \$4.9 million is one-time only. This one-time only figure is net of a 1% one-time cut to ongoing resources requested of all bureaus. In addition to funding a number of services to be continued from the FY 2010-11 budget, the Adopted Budget includes funding for a housing investment strategy, the first year of operation of the Bud Clark Commons (also known as the Resource Access Center), homelessness prevention and rapid rehousing to backfill expiring federal resources, and foreclosure prevention assistance.

### Bureau of Planning and Sustainability

The FY 2011-12 Adopted Budget for BPS is \$30.8 million. This represents an 87% decrease over the program Adopted Budget for FY 2010-11. This increase is due to higher grant awards: when these are removed, the bureau's FY 2011-12 is \$800,000 below the previous year's budget (\$16.2 million vs. \$17.0 million). The largest grant appropriation is \$12.6 million a federal DOE Clean Energy Works grant; BPS will pass this money to the Clean Energy Works Oregon non-profit to administer loans for building upgrades to improve energy efficiency. Additional changes include

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**Community Development Service Area**

moving \$403,715 from General Fund to General Fund Overhead (recognizing the coordinative functions of the District Planning program), and the replacement of this General Fund so that BPS realizes a net funding increase. BPS also submitted 1.5% of General Fund revenue in program cuts. A total of \$889,427 in one-time funds were appropriated for various short-term and multi-year planning projects.

**Cable Communications and Franchise Management**

The Office of Cable Communications and Franchise Management administers utility and telecommunications franchises, protects the public's interest in cable communications, and regulates private use of telecommunications public rights-of-way. Bureau activities during FY 2011-12 include the development and implementation of the Broadband Strategic Plan which will provide a long term road map for the City's strategy on broadband policy, acquisition and infrastructure development. At the same time, the bureau will be negotiation the renewal of the Comcast cable franchise, a process that may end up in federally mandated arbitration.

**Office of Neighborhood Involvement**

ONI continues to coordinate efforts to make Portland neighborhoods more livable and to promote meaningful and diverse civic participation.

The FY 2011-12 Adopted Budget for ONI is \$7,079,728. This includes add packages totaling \$918,618 of one-time funding. The Adopted Budget includes funding for the Graffiti Abatement program, the Mediation and Facilitation program, the Enhanced Graffiti Abatement program, the Small Grants program, and East Portland Action Plan implementation and outreach.

**Portland Development Commission**

The FY 2011-12 Adopted Budget of \$5.8 million reflects the PDC's General Fund allocation. This allocation includes \$3.2 million of one-time General Fund resources. This allocation represents a \$1.7 million increase over the FY 2010-11 Revised Budget. PDC utilizes City General Fund for citywide economic development and economic opportunity programs.

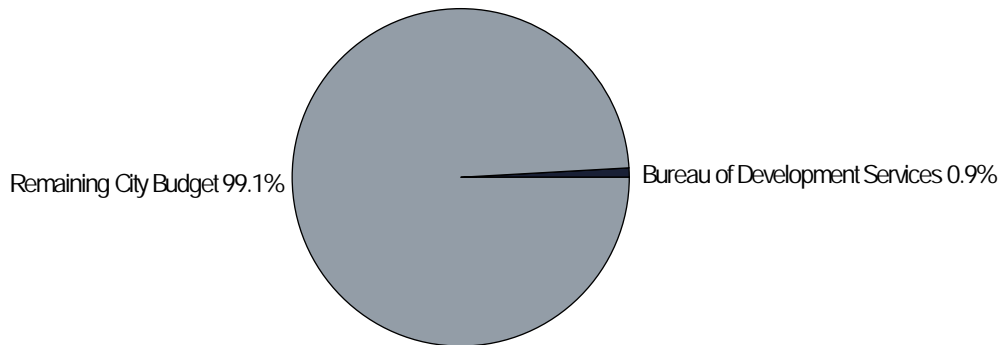
# Bureau of Development Services

Community Development Service Area

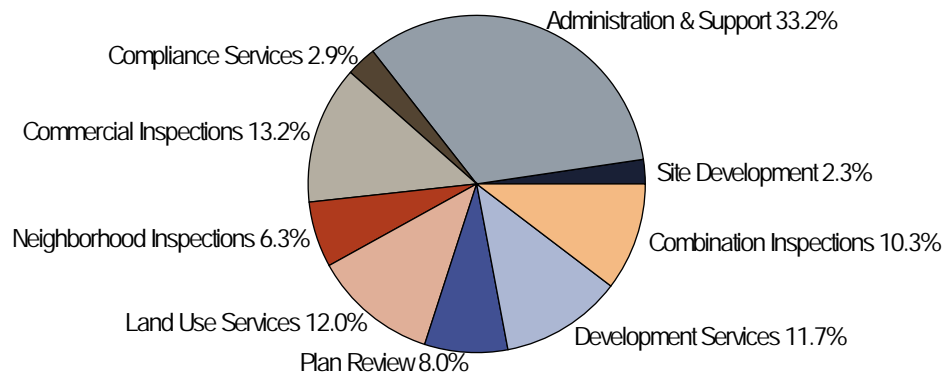
Dan Saltzman, Commissioner-in-Charge

Paul L. Scarlett, Director

Percent of City Budget



Bureau Programs



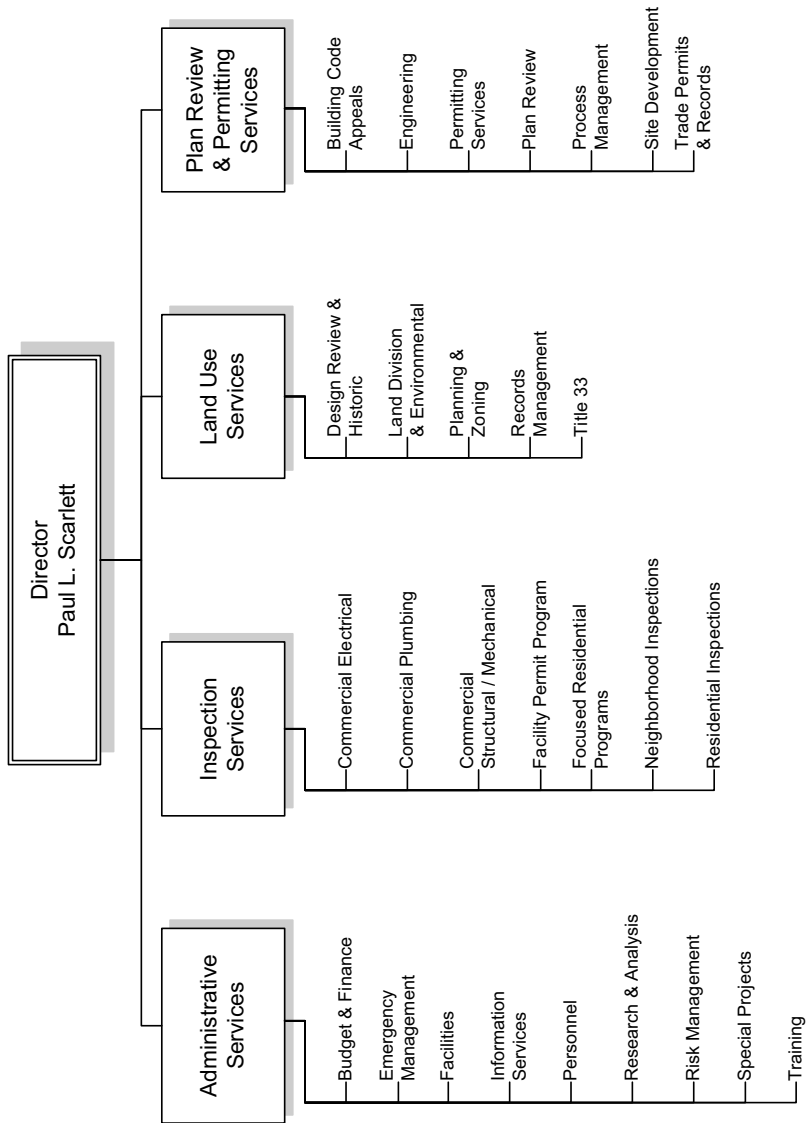
Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	34,990,865	32,208,591	(2,782,274)	(7.95)
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>34,990,865</b>	<b>32,208,591</b>	<b>(2,782,274)</b>	<b>(7.95)</b>
Authorized Positions	163.70	178.53	14.83	9.06

# Bureau of Development Services

## Community Development Service Area

### Bureau of Development Services



## Bureau Summary

### Bureau Mission

The Bureau of Development Services (BDS) promotes safety, livability, and economic vitality through efficient and collaborative application of building and development codes.

### Bureau Overview

**General Description** BDS is an integral part of development in the City of Portland. Bureau staff actively works with developers, builders, and homeowners to guide them through the development process. The bureau manages programs that ensure construction and land use codes are followed, and BDS is instrumental in enhancing the safety of buildings and the livability and economic vitality of Portland's neighborhoods. To this end, staff reviews construction plans, issues permits, and inspects industrial, commercial, and residential construction to ensure compliance. The bureau also provides assistance to customers from pre-application all the way through construction. BDS is responsible for implementing the City's land use policies, plans, and codes through the review of proposed development, and ensures compliance with site-related regulations such as erosion control and grading. The bureau also enforces the zoning, sign, and property maintenance codes, as well as structural, mechanical, plumbing, and electrical code violation cases. This budget request includes 178.53 FTE and an operating budget of \$27.9 million, funded primarily through permit fees and charges.

### Customer Service Culture

The bureau's mission requires being responsive to the development community, neighborhoods, and citizens. BDS's vision is to be the best development services agency in the country by deploying development review systems that meet the time-sensitive needs of the development industry, and by satisfying neighborhood organizations' and citizens' concerns about the quality of development and the need for access to information.

BDS is committed to these goals as it responds to the financial challenges facing the development industry and the overall economy. Declining permit revenues and workload led to staff reductions in 2009 and 2010, such that BDS now has less than half the staff it had two years ago. The bureau is challenged to meet a workload increasingly dominated by smaller projects that generate less revenue. BDS continues to communicate with customers and stakeholders regarding their needs and the bureau's ability to provide services while experiencing financial and staffing constraints. BDS staff remains committed to working collaboratively with customers to problem-solve and reach solutions.

# Bureau of Development Services

## Community Development Service Area

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### State Statutes and Administrative Rules

*City enforces a variety of state and local statutes.*

The City of Portland has been regulating construction since the late 1800s, with local ordinances passed by the City Council as early as 1892. In 1973 the State legislature passed requirements for a State Building Code mandating uniform statewide enforcement, which required Portland to begin enforcing the State-adopted codes with State-certified personnel. BDS is also responsible for administering a variety of local regulations adopted within the City Code, including the Planning and Zoning Code under Title 33 of the City Code, Floating Structures (Title 28), Erosion Control (Title 10), Signs (Title 32), Noise Control (Title 18), and Property Maintenance (Title 29).

### Strategic Direction

BDS primarily receives revenue from land use reviews and construction permits. The bureau's key issues and budget goals are directly related to the economy and the impact it has on the development industry and BDS's ability to deliver the best service possible.

### Adequate Staffing

Bureau services such as building inspections, plan review, permit issuance, and land use review are mandated by law. Since June 2009, BDS reduced over half of its staff due to deep declines in permit revenues prompted by the scarcity of large development projects. Revenues declined much more steeply than the workload, and the bureau is now insufficiently staffed. According to BDS's financial projections, which were reviewed by multiple independent economists, the bureau will have sufficient revenues to add back staff in FY 2011-12. This budget seeks to address critical staffing needs by adding 13 positions in FY 2011-12 however, the expected workload for FY 2011-12 would dictate that a further 10 positions are needed in order to provide an acceptable level of service for the bureau's highest priority service improvement areas.

### Service Levels / Efficiencies

After the staffing reductions, the bureau thoroughly reviewed its services and service levels. Throughout the bureau, low-priority services have been eliminated and most remaining services have been significantly reduced. Though BDS continues to review its overall operation to find ways to provide services more efficiently, it has been a struggle to provide service levels that are sustainable for the bureau and still meet customers' needs. The staff additions in this budget will be critical in allowing the bureau to return services to minimally-acceptable levels.

The General Fund supports several local programs that provide general public benefit, including Land Use Services, Neighborhood Inspections, and Noise Control. Services in these programs have been dramatically reduced, leading to significant impacts on neighborhood livability issues. This budget includes General Fund support for three additional FTE for the Neighborhood Inspections program, along with General Fund resources for two FTE that were previously supported with federal Community Development Block Grant (CDBG) funds through the Portland Housing Bureau (PHB). BDS will continue to make adjustments to align program services with available staff and funds.

<b>Technology</b>	In the course of reshaping the organization in 2009 and 2010, it became clear that the level of automation and public access to information at BDS was hindering the bureau's effectiveness and ability to be efficient with limited resources. In November 2010 City Council authorized BDS to move forward with plans to purchase an online plan review and permitting system that would provide much greater access to information and services for customers, staff, and stakeholders. In March 2011 City Council approved a line of credit to enable BDS to proceed with the project. The bureau is currently negotiating a contract with the vendor and an intergovernmental agreement with the State of Oregon, and project staff positions are being filled.
<b>Service Improvement Plan</b>	BDS's FY 2011-12 Service Improvement Plan describes the bureau's continuing dedication to providing excellent services to customers and the community, as it copes with the serious financial challenges facing the development industry and the overall economy. The Service Improvement Plan focuses on obtaining resources that will enable BDS to continue to provide quality services.
<b>Bureau of Planning and Sustainability (BPS) Zoning Code Amendment Projects</b>	BDS Land Use Services (LUS) staff continues to be involved in BPS Zoning Code amendment proposals. The bureau remains concerned about the cost of administering new regulations that City Council may adopt, since BDS cannot absorb any increased costs at this time.

## Summary Of Budget Decisions

<b>Budget Process</b>	<p>As in past years, the creation of the bureau's budget involved the active participation of a variety of staff and stakeholder groups. All bureau work groups had opportunities to give input into the budget process. The BDS Budget Advisory Committee (BAC) comprised of external stakeholders and BDS labor representatives, met several times and gave its approval of the bureau's budget priorities and financial directions. For the fifth consecutive year, BDS's Labor Management Committee (LMC) also reviewed and participated in the bureau's budget planning process and gave its support. The BDS budget also has the support of the Development Review Advisory Committee (DRAC), which is composed of local representatives from the construction and development industry, neighborhoods, and the community.</p> <p>These decision packages address critical customer and stakeholder needs while allowing the bureau to maintain its fiscal responsibility.</p>
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<b>Add Packages</b>	<p><b>Improve Overall BDS Service Level</b></p> <p>The staff additions in this \$1.5 million decision package will allow the bureau to return services to minimally-acceptable levels. Bureau revenues are projected to increase in FY 2011-12, providing sufficient funds to add approximately 13 positions and increase the level of service to customers. These positions will be added as revenues are realized. The expected workload for FY 2011-12 would dictate that another 10 positions are needed in addition to what is being requested in order to provide acceptable levels of service for the bureau's highest priority service improvement areas.</p>
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#### Healthy Homes

This decision package adds one-time General Fund support of \$231,484 for two Housing Inspector FTEs that had previously been supported with federal CDBG funds (no new FTE are created) through the Portland Housing Bureau (PHB). The positions will continue a pilot project in East Portland for enhanced complaint inspections, as recommended by the Quality Rental Housing Workgroup and approved by City Council in 2008. It is projected that the inspectors will be able to conduct approximately 1,200 rental inspections in FY 2011-12.

#### Tree Program

This decision package adds \$58,570 in one-time General Fund resources for 0.5 City Planner II FTE in BDS to help implement the City's new Tree Code. The position will perform tasks that are critical to enabling BDS and the Parks Bureau to administer the new Tree Code, including website design, public outreach, and coordination with programmers on incorporating tree permitting and code requirements into the existing permit database system.

#### Improve Neighborhood Inspections Program

This decision package provides \$372,327 in one-time General Fund resources to add 3 FTE to BDS's Neighborhood Inspections program. Adding these positions will bring substantial improvements to the program, including:

- ◆ Significantly increased responsiveness to fire, life, safety and health, and sanitation issues for occupied rentals; housing complaints will be investigated within 3-5 days.
- ◆ Case management duties (re-inspections, code hearings) will be restored, facilitating more timely compliance.
- ◆ Staff will be able to respond to housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties.
- ◆ The number of housing inspections and nuisance inspections will increase to 5,000 and 7,900 per year, respectively.



## Administration & Support

**Description** The Administration program provides overall direction to the bureau in order to meet program objectives. Included within this program's budget are the Office of the Director, communications, customer service, budget, emergency management, finance, human resources, training, information technology, loss control/risk management, general reception, and office management.

**Goals** The Administration program supports the City goal to protect and enhance the natural and built environment.

**Changes to Services and Activities**      **Information Technology Advancement Project**

In order to improve the level of automation and public access to information, BDS is moving to an online review and permitting system. This project includes the replacement of the bureau's outdated permitting and case tracking software and the digitization of historical permit and property information, making the records accessible online free of charge. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time, and being notified of issued checksheets electronically.

This new system will save customers and stakeholders time and money by providing access to information and services remotely, decreasing the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

Administration staff is currently negotiating a contract with the system vendor and writing an intergovernmental agreement with the State of Oregon. The Information Technology Advancement Project will be key to BDS's ability to provide services effectively and efficiently into the future.

**Dispersion of Functions**

Administration lost two staff positions in 2010 resulting in the bureau's Facilities, Safety, and Training functions being distributed to remaining Administration staff, impacting the level and consistency of service being provided.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		35.83	29.00	29.00	29.00
Expenditures					
Administration & Support		6,192,346	12,470,662	9,286,086	9,286,086
<b>Total Expenditures</b>		<b>6,192,346</b>	<b>12,470,662</b>	<b>9,286,086</b>	<b>9,286,086</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12

## Commercial Inspections

**Description**

The Commercial Inspections program performs state-mandated construction inspections (structural, electrical, plumbing, and mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The program also provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit program (FPP).

The services provided under the Commercial Inspections program ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as the City's Sign, Planning, Zoning, and Site Development codes. The Commercial Inspections program resides in the bureau's Inspections Division, which also includes Combination Inspections and the Enforcement program.

**Goals**

The Commercial Inspections program supports the citywide goal to protect and enhance the natural and built environment. The Commercial Inspections program also works together with both the Portland Fire Bureau and County Health division to provide a safe and healthy work and living environment.

**Performance**

It is projected that the number of commercial inspections will decrease from 51,080 in FY 2009-10 to 41,400 in FY 2010-11 due to economic conditions, and rise slightly to 43,000 in FY 2011-12. Commercial inspectors are currently averaging about 16 inspections per day, down from 17 inspections per day in FY 2009-10. This number is projected to remain constant in FY 2011-12. The percentage of inspections made within 24 hours of request was 98% in FY 2009-10, but is projected to decrease to 80% in FY 2010-11; the rate is projected to remain at 80% in FY 2011-12 with current staffing.

**Changes to Services and Activities**

**Service Levels**

Due to staff and budget reductions, service levels in Commercial Inspections have been impacted in several ways, including:

- ◆ Only 80% of inspection requests are being completed within the goal of 24 hours, a significant decrease from the historical 99% figure.
- ◆ Eliminated the 2-hour time window for inspection appointments.
- ◆ Requesting contractors bundle all possible inspection requests to save trips.
- ◆ Commercial Plumbing Plan Review turnaround goal being met in only 50% of cases.
- ◆ Eliminated separate erosion control inspections and the posting of erosion control hotline signs by City inspectors.
- ◆ Facilities Permit program has a new interested customers waiting list.

This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		48.81	28.01	31.01	31.01
<b>Expenditures</b>					
Commercial Inspections		3,628,991	3,173,143	3,697,699	3,697,699
<b>Total Expenditures</b>		<b>3,628,991</b>	<b>3,173,143</b>	<b>3,697,699</b>	<b>3,697,699</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Number of inspections per day, per inspector	16.77	17.01	16.00	16.00	16.00
Percent of inspections made within 24 hours of request	98%	98%	80%	80%	98%
<b>Workload</b>					
Commercial inspections	81,981	51,080	41,400	41,400	43,000

## Site Development

**Description**

The Site Development program includes plan review for geotechnical, flood plain, grading, private street, and site preparation issues, as well as erosion control requirements on private property. Staff reviews all applicable land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Trees and Landscaping requirements for Titles 10 and 33 and all required erosion control measures.

The Environmental Soils subprogram works with property owners who have subsurface sanitary systems in need of repair, replacement, or decommissioning as the City provides public sanitary systems for their use. The City Sanitarian is located in this subprogram.

**Goals**

The Site Development program supports the Citywide goal to protect and enhance the natural and built environment.

**Performance**

The number of working days from site development plan submittal to the first review is projected to improve from almost 19 days in FY 2009-10 to 11.5 days in FY 2010-11 and beyond. The number of site development plan reviews performed is projected to decrease from 737 in FY 2009-10 to 650 in FY 2010-11 and FY 2011-12, while the number of Site Development permit inspections performed is projected to decrease from 497 in FY 2009-10 to about 350 in FY 2010-11 and beyond.

**Changes to Services and Activities**

**Stormwater Review**

Responsibility for stormwater review had historically been shared between BDS Site Development and Bureau of Environmental Services (BES). To reduce overlapping processes and streamline the permitting process, this responsibility was consolidated in BES in 2010.

**Commercial Site Review Fee**

The Site Development program reviews development in areas of flood, liquefaction and steep slope hazards, and projects with non-prescriptive geotechnical design. Effective, April 1, 2010, City Council authorized the implementation of the Commercial Site Review Fee to provide ongoing support for these hazard review functions.

**Service Levels**

Due to staff and budget reductions, service levels in Site Development have been impacted in several ways, including:

- ◆ Lengthened Geotechnical plan review turnaround timelines for building permits.
- ◆ Limited the time during which staff is available for early assistance on projects.
- ◆ Lengthened Sanitation Permit turnaround timelines.

This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		27.43	5.05	6.05	5.05
<b>Expenditures</b>					
Site Development		2,006,483	710,044	785,730	654,282
<b>Total Expenditures</b>		<b>2,006,483</b>	<b>710,044</b>	<b>785,730</b>	<b>654,282</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Average number of working days to first review	10.40	18.70	11.50	11.50	11.50
<b>Workload</b>					
Site development plan reviews	656	737	650	650	650
Site Development Permit Inspections	712	497	347	347	347
Site Development Land Use Cases Reviews	835	635	558	558	558
Sanitation Permits & Evaluations Issued	370	334	392	392	392

## **Compliance Services**

**Description**

The Compliance Services program is composed of three code compliance work groups: zoning, construction, and noise code enforcement. These three work groups primarily respond to constituent complaints, investigate potential violations, and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.

The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13 Systematic Inspections. For budgeting purposes, the Neighborhood Inspections program is still shown as a separate program.

**Goals**

Compliance Services supports the Citywide goal to protect and enhance the natural and built environment.

**Performance**

The bureau projects there will be 2,374 zoning, construction, and noise code violation cases in FY 2011-12. This is a slight decrease from previous years and likely is a by-product of reduced resources to address community concerns ("discouraged reporting effect"). The number of properties to be assessed code enforcement fees is projected to increase from 181 in FY 2009-10 to 248 in FY 2010-11 and FY 2011-12.

**Changes to Services and Activities**

**Service Levels**

In FY 2010-11, Compliance Services continues to operate at significantly reduced staffing levels. Due to staff and budget reductions, most previous service level reductions remain, including:

- ◆ Prioritized complaint types in order to effectively address the most critical issues with reduced resources. As of January 1, 2011, 290 (24.4% of total) lower-priority cases involving owner-occupied properties have not been assigned due to lack of resources.
- ◆ Lengthened the response time to investigate assigned cases.
- ◆ Reduced re-inspections and case management for active cases.
- ◆ Reduced the number of violation cases referred to the Code Hearings Officer for additional enforcement remedies to gain compliance.
- ◆ Suspended overtime for after-hour zoning and noise inspections and enforcement.

This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		0.03	6.34	7.84	7.84
<b>Expenditures</b>					
Compliance Services		0	697,215	815,439	815,439
<b>Total Expenditures</b>		<b>0</b>	<b>697,215</b>	<b>815,439</b>	<b>815,439</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Enforcement cases prepared and presented to code hearings officer	10	2	3	3	6
Zoning code violation statistics (cases, inspections, and letters)	6,073	3,041	3,000	3,000	3,000
Home occupation permits	139	142	114	114	114
Number of properties assessed code enforcement fees	212	181	248	248	310
Noise violation inspections	466	249	100	150	150
Noise variances processed	485	491	476	476	476
Noise code violation cases	720	747	700	700	700

## Development Services

<b>Description</b>	<p>The Development Services program manages the flow of the public permitting process from early assistance to maintaining the records for completed projects. Trade Permit staff reviewed and issued nearly 35,000 plumbing, electrical, mechanical, and sign permits in FY 2009-10. Permitting Services staff performed intakes for 7,400 building permit applications in FY 2009-10, while assigning reviewers, tracking reviews, and issuing permits. Process Managers guide customers with large and complex projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.</p>
<b>Goals</b>	<p>The Development Services program supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>Building permits issued over-the-counter (on the same day as permit intake) is projected to increase from 60% in FY 2009-10 to 62% in FY 2010-11 and further to 63% in FY 2011-12. Total building permits issued (commercial and residential combined) is projected to decrease from 7,400 in FY 2009-10 to 6,400 in FY 2010-11, then rise slightly to 6,650 in FY 2011-12. During FY 2009-10, pre-issuance of permits had 71% of the projects processed within 2 days; with staff reductions that rate will fall to 64% in FY 2010-11 but increase to 70% in FY 2011-12, but will not reach the 99.6% level from FY 2008-09.</p>
<b>Changes to Services and Activities</b>	<p><b>Growth of Online Permitting</b></p> <p>Since 2005, BDS has offered online purchasing of simple trade permits (electrical, mechanical, and plumbing) that do not require plan review, allowing contractors and homeowners to purchase permits online from their home, office, or even mobile device. Customers can schedule inspections online as well. The use of online permitting has grown every year, and as of July 2010 about 1/3 of trade permits were being issued online.</p> <p><b>Service Levels</b></p> <p>Due to staff and budget reductions, service levels in Development Services have been impacted in several ways, including:</p> <ul style="list-style-type: none"><li>◆ Reduced the operation of the Development Services Center (DSC) to 4 days per week.</li><li>◆ Lengthened wait times for DSC customers.</li><li>◆ Revised the goal for pre-issuance of reviewed permits downward to 80% pre-issued within 2 days of last approval.</li><li>◆ Curtailed process management services for small- and medium-sized projects.</li><li>◆ Severely limited unfunded assistance to the City's Small Business Advisory Committee, Portland Public Schools, the Get Legal Program, and outreach programs.</li></ul> <p>This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.</p>



# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		0.00	17.67	17.67	18.67
<b>Expenditures</b>					
Development Services		223,090	3,234,358	3,178,947	3,269,703
<b>Total Expenditures</b>		<b>223,090</b>	<b>3,234,358</b>	<b>3,178,947</b>	<b>3,269,703</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Percent of building permits issued over the counter the same day as intake	57%	60%	62%	63%	63%
Pre-issuance checks completed within two working days of last review approval	99.6%	71.0%	64.0%	70.0%	75.0%
<b>Workload</b>					
Building permits - commercial	3,806	2,967	2,400	2,500	3,000
Building permits - residential	5,037	4,443	4,000	4,150	4,350
Total building permits (commercial and residential)	8,843	7,410	6,400	6,650	7,350
Electrical permits	15,225	14,341	15,500	16,120	16,120
Mechanical permits	9,936	9,929	10,000	10,400	10,400
Plumbing permits	10,065	9,634	9,100	9,464	9,464
Sign permits	970	807	750	850	950

## Combination Inspections

<b>Description</b>	<p>The Combination Inspections program ensures that new and remodeled one and two family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model. The Combination Inspections program resides in the bureau's Inspections division, which also includes Commercial Inspections, the Enforcement program, and the Facility Permit program.</p>
<b>Goals</b>	<p>Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>Historically, the percentage of inspections made within 24 hours of request has been from 96% to 99%. In FY 2009-10 the percentage fell to 78% due to staffing reductions, declining revenues, and a workload that did not decrease proportionally. The percentage of inspections made within 24 hours of request is projected to increase slightly to 80% in FY 2010-11, and to remain at 80% in FY 2011-12 with current staffing. About 80,000 inspections were performed in FY 2009-10; this number is projected to increase to 86,000 in FY 2010-11 and FY 2011-12. The average number of inspections per inspector per day is projected to decrease slightly from 22.4 in FY 2009-10 to 22 in FY 2010-11, and to remain at that level in FY 2011-12.</p>
<b>Changes to Services and Activities</b>	<p><b>Service Levels</b></p> <p>Due to staff and budget reductions, service levels in Combination Inspections have been impacted in several ways, including:</p> <ul style="list-style-type: none"><li>◆ Only 80% of inspection requests are being completed within the goal of 24 hours, a significant decrease from the historical 98% figure.</li><li>◆ Eliminated the Get Legal Program.</li><li>◆ Eliminated the 2-hour time window for inspection appointments.</li><li>◆ Eliminated most consultation and partial inspections.</li><li>◆ Requesting bundling of all possible inspection requests to save trips.</li><li>◆ Reduced hours of staff availability for walk-in customers.</li><li>◆ Eliminated separate erosion control inspections and the posting of erosion control hotline signs by City inspectors.</li></ul> <p>This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.</p>

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		35.55	22.55	24.55	24.55
<b>Expenditures</b>					
Combination Inspections		2,800,324	2,447,684	2,878,555	2,886,643
<b>Total Expenditures</b>		<b>2,800,324</b>	<b>2,447,684</b>	<b>2,878,555</b>	<b>2,886,643</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Number of inspections per day, per inspector	19.38	22.43	22.00	22.00	22.00
Percent of inspections made within 24 hours of request	99.7%	78.3%	80.0%	80.0%	85.0%
<b>Efficiency</b>					
Number of inspection trips reduced due to multi-certified inspectors	18,649	16,895	20,000	20,000	20,700
<b>Workload</b>					
Residential inspections	94,645	79,931	86,000	86,000	90,000

## **Land Use Services**

<b>Description</b>	<p>The Land Use Services program (LUS) is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code) which includes the City's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. LUS reviews development proposals for compliance with the Zoning Code (as part of the building permit process); provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally-mandated record-keeping and public notices.</p>
<b>Goals</b>	<p>LUS supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>The number of land use reviews and final plats is projected to decrease slightly from 587 in FY 2009-10 to 550 in FY 2010-11, and to decrease further to 450 in FY 2011-12. The number of zoning plan checks is projected to increase from 3,814 in FY 2009-10 to 4,600 in FY 2010-11 and to 4,700 in FY 2011-12.</p>
<b>Changes to Services and Activities</b>	<p><b>Impacts of Regulations Created by Other Agencies</b></p> <p>In FY 2011-12, LUS staff will be impacted by two major code change projects initiated by the Bureau of Planning and Sustainability (BPS). In July 2011, LUS will begin implementing the new Greenway/River Plan regulations for projects along the north reach of the Willamette River, and City Council adopted new Tree Regulations in April 2011. In addition, LUS staff continues to be involved in BPS zoning code amendment proposals, such as the Airport Futures Project as well as the Portland Plan.</p> <p>These projects place significant demands on staff that is already stretched thin due to staff cuts in 2009 and 2010. Service levels in all LUS programs and services have been significantly reduced.</p> <p><b>Large, Complex Infrastructure Projects</b></p> <p>LUS staff continues to work on several large infrastructure projects, further impacting staff's ability to serve customers in the DSC and provide timely plan reviews and land use reviews. The Portland-Milwaukie Light Rail project will involve many land use and plan reviews over the next four years. LUS is working on an agreement to recover the costs of staff time for early assistance on the project. Other projects include the Columbia River Crossing, Portland Streetcar, and the Lake Oswego to Portland Transit Project.</p> <p><b>Service Levels</b></p> <p>This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.</p>

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		72.97	29.70	30.70	31.70
<b>Expenditures</b>					
Land Use Services		4,418,986	2,973,336	3,219,187	3,346,819
<b>Total Expenditures</b>		<b>4,418,986</b>	<b>2,973,336</b>	<b>3,219,187</b>	<b>3,346,819</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Land Use Review and Final Plat Applications	755	587	550	450	550
Zoning plan checks processed or in process	3,784	3,814	4,600	4,700	4,700

## Neighborhood Inspections

<b>Description</b>	<p>The Neighborhood Inspections program protects the health, safety, and welfare of Portland residents, prevents deterioration of existing housing, and contributes to neighborhood livability by enforcing minimum standards for residential structures and exterior maintenance requirements on non-residential properties, outdoor areas, and adjacent rights-of-way.</p> <p>The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs &amp; A-Boards, Nuisance, Housing, Derelict Buildings, and Chapter 13/ Systematic Inspections. For budgeting purposes, Neighborhood Inspections is still shown as a separate program.</p>
<b>Goals</b>	<p>The Neighborhood Inspections program supports the Citywide goals to protect and enhance the natural and built environment and to maintain and improve neighborhood livability.</p>
<b>Performance</b>	<p>The number of housing case intakes is projected to increase slightly from 1,241 in FY 2009-10 to 1,325 in FY 2010-11 and further to 1,500 in FY 2011-12. The number of nuisance case intakes decreased significantly from 7,035 in FY 2008-09 to 4,625 in FY 2009-10 due to a decrease in abatement funding; they are projected to increase to 5,450 in FY 2010-11 and further to 5,600 in FY 2011-12.</p>
<b>Changes to Services and Activities</b>	<p><b>Service Levels</b></p> <p>In FY 2010-11, Neighborhood Inspections continues to operate at significantly reduced staffing levels. Due to staff and budget reductions, most previous service level reductions remain, including:</p> <ul style="list-style-type: none"><li>◆ Prioritized complaint types in order to effectively address the most critical issues with reduced resources. As of January 1, 2011, 790 (10.3% of housing and 28.7% of nuisance) lower-priority cases have not been assigned due to lack of resources.</li><li>◆ Lengthened the response time to investigate assigned cases and reduced re-inspections and case management for active cases.</li><li>◆ Reduced the number of violation cases referred to the Code Hearings Officer for additional enforcement remedies to gain compliance.</li><li>◆ Eliminated nuisance abatements, except for the most severe fire, life, safety and health, and sanitation issues (31 abatements completed in FY 2009-10, compared to 350 in FY 2008-09).</li><li>◆ Suspended the Chapter 13/Systematic Inspection Program for older three-story and higher apartment houses, as well as the Disabled Vehicle Enforcement program.</li></ul> <p>This budget includes the addition of 3.0 FTE to the Neighborhood Inspections Program, plus authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.</p>

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		18.80	9.10	11.43	12.43
<b>Expenditures</b>					
Neighborhood Inspections		1,100,349	927,394	1,545,946	1,761,481
<b>Total Expenditures</b>		<b>1,100,349</b>	<b>927,394</b>	<b>1,545,946</b>	<b>1,761,481</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in 2010-11)	1,039	1,100	1,272	1,272	1,450
Number of properties cleaned up	7,067	3,602	2,518	2,800	3,360
Code Enforcement fee waivers granted	103	192	136	160	160
<b>Workload</b>					
Nuisance inspections	14,165	7,025	7,000	7,200	7,900
Housing/derelict buildings inspections	5,561	4,305	2,785	2,800	5,000
Housing intakes	1,273	1,241	1,325	1,500	1,500
Nuisance intakes	7,035	4,625	5,450	5,600	6,000
Code Enforcement fee waiver requests	114	202	149	176	176
Number of Housing Units Inspected (includes enhanced inspection pilot beginning in 2010-11)	2,541	2,483	2,081	2,236	2,400

## Plan Review

<b>Description</b>	<p>The Plan Review program processes and approves building and mechanical permits for residential and commercial structures. Plans Examiners review building projects and provide general information on life safety, energy conservation, accessibility, and related building requirements. They help permit applicants understand building codes and the review process in order to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for any projects that have engineering components.</p>
<b>Goals</b>	<p>The Plan Review program supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>Building plan review is performed by staff from BDS and as many as five other City bureaus, each impacted by the recession. The bureau projects that in FY 2010-11, the City as a whole will meet its plan review turnaround goals for 65% of residential plans and 70% of commercial plans, down from levels reached in FY 2009-10. For FY 2011-12, BDS projects that the rate will increase to 70% for residential permits and 75% for commercial permits.</p>
<b>Changes to Services and Activities</b>	<p><b>Development Services Collocation and Public Works Permitting Reform</b></p> <p>On April 16, 2009, City Council passed a resolution directing the collocation of development review functions and staff from the development bureaus; the improvement of public works development review and permitting, appeals, and fee schedules; and the standardization of elements of the System Development Charge (SDC) programs, including low income waivers, SDC deferrals, and SDC financing.</p> <p>Implementation of the new Public Works Permit Review process and fees occurred in January 2010. Public Works Appeals have been in place since February 2010, and standardization of SDC low income waivers, deferrals, and financing were put in place as of July 1, 2010. Progress reports have been provided on a quarterly basis to the Planning and Development Directors, and will culminate with a report by the BDS Director to City Council in July 2011.</p> <p><b>Service Levels</b></p> <p>Due to staff and budget reductions, service levels in Plan Review have been impacted in several ways, including:</p> <ul style="list-style-type: none"><li>◆ Lengthened mechanical plan review times.</li><li>◆ Revised pre-issuance of reviewed permits goal to 80% pre-issued within 2 days of last approval.</li><li>◆ Eliminated the support of sustainability-related initiatives, early assistance, and code team.</li><li>◆ Eliminated work on BDS Code Guides and Program Guides (permit streamlining efforts).</li><li>◆ Curtailed process management of small- and medium-sized projects.</li></ul>



# Bureau of Development Services

## Community Development Service Area

This budget includes the authorization to add up to 13 positions bureau-wide in FY 2011-12 as sufficient permit revenues are realized. Service level impacts may be somewhat lessened as positions are added.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		64.52	16.28	17.28	18.28
<b>Expenditures</b>					
Plan Review		5,664,999	1,781,500	2,121,307	2,225,455
<b>Total Expenditures</b>		<b>5,664,999</b>	<b>1,781,500</b>	<b>2,121,307</b>	<b>2,225,455</b>

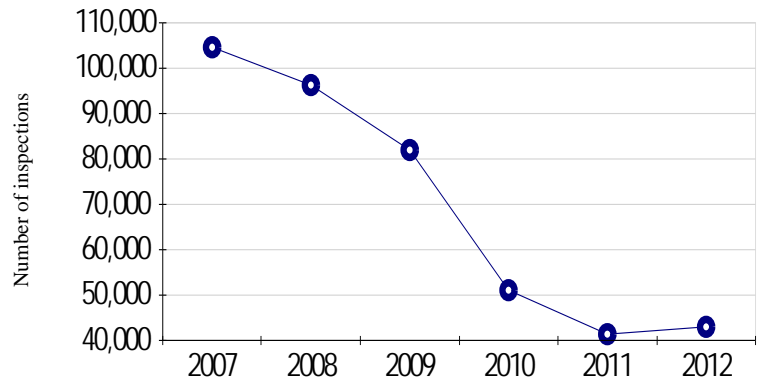
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of residential plans reviewed by all bureaus within scheduled end dates	93%	88%	65%	70%	80%
Percent of commercial plans reviewed by all bureaus within scheduled end dates	86%	82%	70%	75%	75%

## Performance Measures

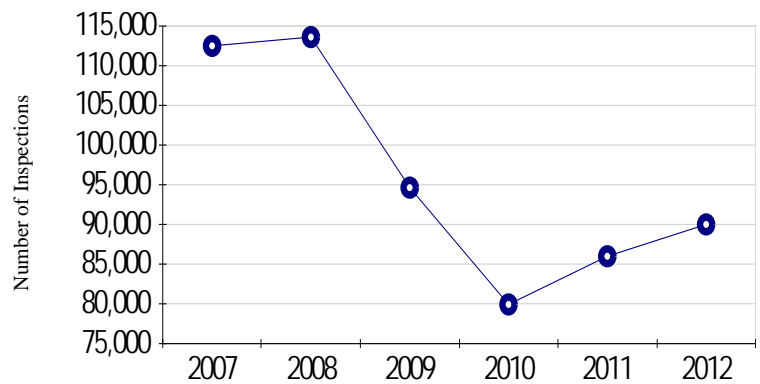
### Commercial Inspections

The number of commercial inspections continued to decrease in FY 2010-11, reflecting a downturn in local construction activity.



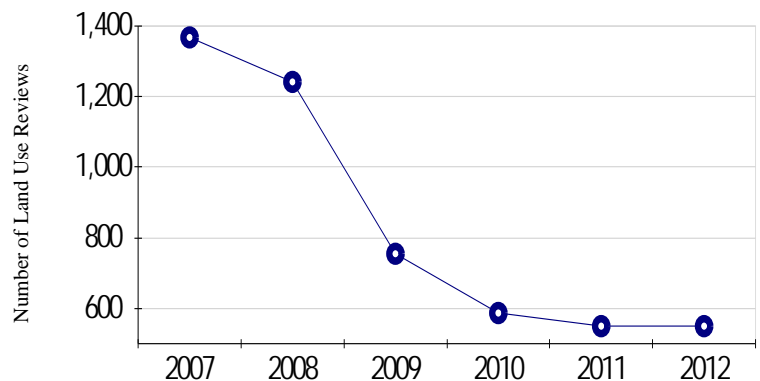
### Residential Inspections

Residential inspections are expected to continue to increase slightly in FY 2011-12 after dropping through FY 2009-10.



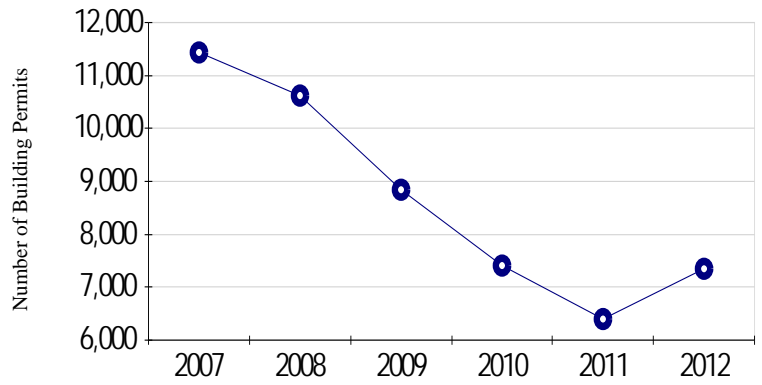
### Land Use Review and Final Plat Applications

The number of land use applications decreased through FY 2009-10 but are expected to stabilize in FY 2011-12.



**Total Commerical & Residential Building Permits**

The number of building permits decreased through FY 2010-11 with a slight increase expected in FY 2011-12.



# Bureau of Development Services

# Summary of Bureau Budget

## Community Development Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	20,413,092	15,739,373	17,151,773	17,660,488	17,660,488
Charges for Services	6,216,121	6,008,843	5,814,281	5,852,427	5,852,427
Bond & Note	0	1,500,000	6,703,552	2,602,149	2,602,149
Miscellaneous	1,341,766	1,968,761	1,886,939	2,030,729	2,030,729
<b>Total External Revenues</b>	<b>27,970,979</b>	<b>25,216,977</b>	<b>31,556,545</b>	<b>28,145,793</b>	<b>28,145,793</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	2,025,280	1,928,117	1,907,356	2,330,737	2,703,064
Interagency Revenue	405,707	895,627	1,116,655	844,396	844,396
<b>Total Internal Revenues</b>	<b>2,430,987</b>	<b>2,823,744</b>	<b>3,024,011</b>	<b>3,175,133</b>	<b>3,547,460</b>
Beginning Fund Balance	14,531,985	2,896,743	410,309	515,338	515,338
<b>Total Resources</b>	<b>\$44,933,951</b>	<b>\$30,937,464</b>	<b>\$34,990,865</b>	<b>\$31,836,264</b>	<b>\$32,208,591</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	29,817,243	18,467,660	16,470,096	18,728,882	19,015,310
External Materials and Services	1,447,640	1,262,800	5,570,072	2,287,626	2,296,626
Internal Materials and Services	7,808,675	6,302,622	6,365,168	6,512,388	6,631,671
Capital Outlay	0	0	10,000	0	0
<b>Total Bureau Expenditures</b>	<b>39,073,558</b>	<b>26,033,082</b>	<b>28,415,336</b>	<b>27,528,896</b>	<b>27,943,607</b>
<b>Fund Expenditures</b>					
Debt Service	0	627,062	2,235,953	755,372	755,372
Contingency	0	0	1,982,094	1,379,024	1,336,640
Fund Transfers - Expense	2,963,650	2,264,514	2,357,482	2,172,972	2,172,972
<b>Total Fund Expenditures</b>	<b>2,963,650</b>	<b>2,891,576</b>	<b>6,575,529</b>	<b>4,307,368</b>	<b>4,264,984</b>
Ending Fund Balance	2,896,743	2,012,806	0	0	0
<b>Total Requirements</b>	<b>\$44,933,951</b>	<b>\$30,937,464</b>	<b>\$34,990,865</b>	<b>\$31,836,264</b>	<b>\$32,208,591</b>
<b>Programs</b>					
Administration & Support		6,192,346	12,470,662	9,286,086	9,286,086
Combination Inspections		2,800,324	2,447,684	2,878,555	2,886,643
Commercial Inspections		3,628,991	3,173,143	3,697,699	3,697,699
Compliance Services		0	697,215	815,439	815,439
Debt Management		(2,485)	0	0	0
Development Services		223,090	3,234,358	3,178,947	3,269,703
Land Use Services		4,418,986	2,973,336	3,219,187	3,346,819
Neighborhood Inspections		1,100,349	927,394	1,545,946	1,761,481
Plan Review		5,664,999	1,781,500	2,121,307	2,225,455
Site Development		2,006,483	710,044	785,730	654,282
<b>Total Programs</b>		<b>\$26,033,082</b>	<b>\$28,415,336</b>	<b>\$27,528,896</b>	<b>\$27,943,607</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	1.00	48,696	1.00	50,281	1.00	50,281
30000434	Administrative Assistant	44,533	68,619	1.00	72,048	1.00	72,048	1.00	72,048
30000433	Administrative Specialist, Sr	41,475	63,856	2.00	115,968	2.00	119,693	2.00	119,693
30000173	Building Inspector II	61,797	71,510	1.00	71,508	2.00	143,016	2.00	143,016
30000174	Building Inspector, Sr	69,389	80,288	11.00	883,212	12.00	963,504	13.00	1,043,796
30000442	Business Operations Manager, Sr	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
30000448	Business Systems Analyst	56,763	75,670	2.00	150,514	2.00	151,344	2.00	151,344
30000447	Business Systems Analyst, Assistant	44,533	68,619	1.00	59,193	1.00	61,614	1.00	61,614
30000449	Business Systems Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000184	Code Specialist II	41,829	53,768	1.00	53,772	5.00	268,860	3.00	161,316
30000186	Code Specialist III	45,094	57,387	1.00	57,384	1.00	57,384	1.00	57,384
30000170	Combination Inspector	65,915	76,336	13.00	992,316	15.00	1,139,652	14.00	1,065,984
30000492	Community Outreach & Informtn Rep	54,080	72,051	1.00	68,352	1.00	70,449	1.00	70,449
30000426	Development Services Director	114,026	163,426	1.00	152,004	1.00	158,244	1.00	158,244
30000335	Development Services Project Coord	60,840	77,709	3.00	233,136	3.00	233,136	3.00	233,136
30000332	Development Services Technician I	37,378	50,086	4.00	200,352	4.00	200,352	4.00	200,352
30000333	Development Services Technician II	50,086	63,898	10.00	618,456	10.00	627,627	11.00	691,527
30000334	Development Services Technician III	60,840	77,709	2.00	134,280	2.00	138,390	2.00	138,390
30000836	Development Supervisor II	68,994	92,726	1.00	91,849	1.00	92,724	1.00	92,724
30000168	Electrical Inspector	61,797	71,510	5.00	357,540	5.00	357,540	5.00	357,540
30000169	Electrical Inspector, Sr	69,389	80,288	5.00	393,876	6.00	480,804	6.00	480,804
30000681	Engineer, Supervising	86,237	114,982	1.00	108,696	1.00	111,300	1.00	111,300
30000365	Engineer-Civil	79,997	97,219	1.00	97,224	1.00	97,224	1.00	97,224
30000367	Engineer-Geotechnical	79,997	97,219	1.00	97,224	2.00	194,448	1.00	97,224
30000368	Engineer-Mechanical	79,997	97,219	1.00	89,277	1.00	93,741	1.00	93,741
30000369	Engineer-Structural	79,997	97,219	4.00	388,896	4.00	388,896	4.00	388,896
30000567	Financial Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	63,852	1.00	66,480	1.00	66,480
30000569	Financial Analyst, Principal	74,214	98,862	1.00	94,172	1.00	97,790	1.00	97,790
30000171	Housing Inspector	44,408	56,202	4.00	224,832	4.00	224,832	7.00	393,456
30000172	Housing Inspector, Sr	58,302	67,496	1.00	67,500	1.00	67,500	1.00	67,500
30000736	Inspection Manager	85,800	116,293	2.00	229,704	2.00	232,584	2.00	232,584
30000735	Inspection Supervisor	74,214	98,862	3.00	296,604	3.00	296,604	3.00	296,604
30000451	Management Analyst	56,763	75,670	0.00	0	1.00	75,696	1.00	75,696
30000452	Management Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000450	Management Assistant	44,533	68,619	1.00	63,852	1.00	65,604	1.00	65,604
30000737	Noise Control Officer	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000012	Office Support Specialist II	31,138	43,430	4.00	173,712	4.00	173,712	4.00	173,712
30000013	Office Support Specialist III	39,832	51,272	7.00	358,932	8.00	410,208	7.00	358,932
30000014	Office Support Specialist, Lead	39,832	51,272	1.00	51,276	1.00	51,276	1.00	51,276
30000730	Plan Review Supervisor	74,214	98,862	1.00	97,656	1.00	98,565	1.00	98,565
30000377	Planner I, City-Land Use	53,248	61,443	1.00	61,440	1.00	61,440	1.00	61,440
30000384	Planner II, City-Environmental	58,552	67,642	1.00	67,644	1.00	67,644	1.00	67,644
30000385	Planner II, City-Land Use	58,552	67,642	8.00	541,152	8.50	570,432	9.50	638,076
30000389	Planner II, City-Urban Design	58,552	67,642	1.00	67,644	1.00	67,644	1.00	67,644
30000375	Planner, Associate	48,298	55,910	1.00	55,908	1.00	55,908	1.00	55,908
30000725	Planner, Principal	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000392	Planner, Sr City-Environmental	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000393	Planner, Sr City-Land Use	60,840	77,709	6.00	466,272	6.00	466,272	7.00	543,984
30000397	Planner, Sr City-Urban Design	60,840	77,709	2.00	155,424	2.00	155,424	2.00	155,424

# Bureau of Development Services

# FTE Summary

## Community Development Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000724	Planner, Supervising	74,214	98,862	3.00	294,382	3.00	296,604	3.00	296,604		
30000231	Plans Examiner, Commercial	64,688	74,880	6.00	449,280	7.00	524,160	8.00	599,040		
30000232	Plans Examiner, Sr	70,283	81,370	2.00	162,744	2.00	162,744	2.00	162,744		
30000164	Plumbing Inspector	61,797	71,510	3.00	214,524	3.00	214,524	3.00	214,524		
30000165	Plumbing Inspector, Sr	69,389	80,288	3.00	240,876	3.00	240,876	3.00	240,876		
30000466	Program Manager, Sr	74,214	98,862	1.00	93,804	1.00	96,051	1.00	96,051		
30000463	Program Specialist	54,080	72,051	2.00	144,096	2.00	144,096	2.00	144,096		
30000462	Program Specialist, Assistant	44,533	68,619	1.00	64,071	1.00	66,658	1.00	66,658		
30000179	Site Development Inspector II	61,797	71,510	1.00	65,709	1.00	68,934	1.00	68,934		
<b>TOTAL FULL-TIME POSITIONS</b>						149.00	11,048,063	162.50	12,037,761	165.50	12,241,101
30000385	Planner II. City-Land Use	58,552	67,642	1.80	121,752	1.80	121,752	1.80	121,752		
30000389	Planner II. City-Urban Design	58,552	67,642	0.90	60,876	0.90	60,876	0.90	60,876		
<b>TOTAL PART-TIME POSITIONS</b>						2.70	182,628	2.70	182,628	2.70	182,628
30000448	Business Systems Analyst	56,763	75,670	1.00	75,696	1.00	75,696	1.00	75,696		
30000332	Development Services Technician I	37,378	50,086	2.00	100,176	2.00	100,176	2.00	100,176		
30000334	Development Services Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712		
30000680	Engineer, Sr	80,226	106,954	1.00	102,084	1.00	104,178	1.00	104,178		
30000453	Management Analyst, Principal	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868		
30000452	Management Analyst, Sr	62,629	83,637	3.00	250,920	1.33	111,520	1.33	111,520		
30000231	Plans Examiner, Commercial	64,688	74,880	2.00	149,760	2.00	149,760	2.00	149,760		
30000466	Program Manager, Sr	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868		
<b>TOTAL LIMITED TERM POSITIONS</b>						12.00	954,084	10.33	816,778	10.33	816,778
<b>GRAND TOTAL</b>						163.70	12,184,775	175.53	13,037,167	178.53	13,240,507

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	25,749,741	0	25,749,741	162.03	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	1,370,490	140,000	1,510,490	13.00	Improve BDS service level
	0	231,484	231,484	0.00	Healthy Homes inspectors
	0	58,570	58,570	0.50	Tree program
	(29,536)	0	(29,536)	0.00	OMF IA reductions
	8,147	0	8,147	0.00	OMF IA additions
<b>Approved Budget Additions and Reductions</b>					
	(12,612)	0	(12,612)	0.00	Reclass three positions
	0	372,327	372,327	3.00	Add three housing inspectors
<b>Adopted Budget Additions and Reductions</b>					
	54,996	0	54,996	0.00	Reclass two positions
	(8,147)	8,147	0	0.00	Move OMF IA adds to one-time
	<b>1,383,338</b>	<b>810,528</b>	<b>2,193,866</b>	<b>16.50</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>27,943,607</b>	<b>178.53</b>	<b>Total Adopted Budget</b>

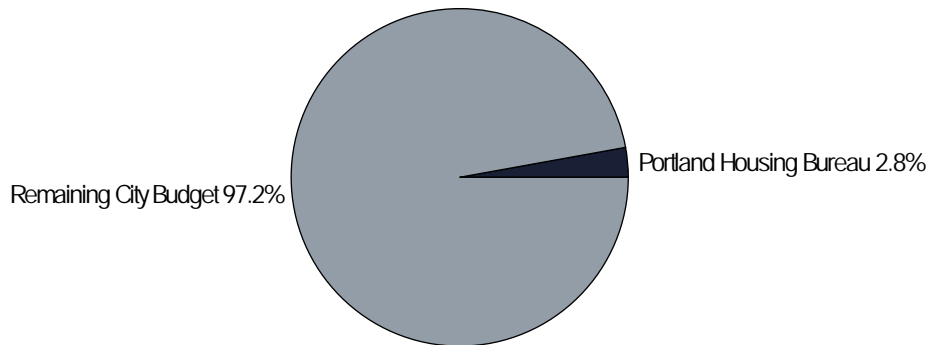
# Portland Housing Bureau

Community Development Service Area

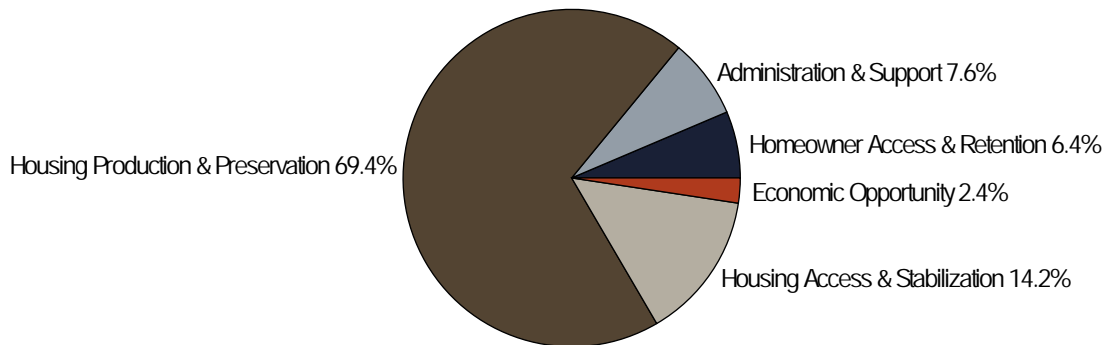
Nick Fish, Commissioner-in-Charge

Margaret Van Vliet, Director

Percent of City Budget



Bureau Programs

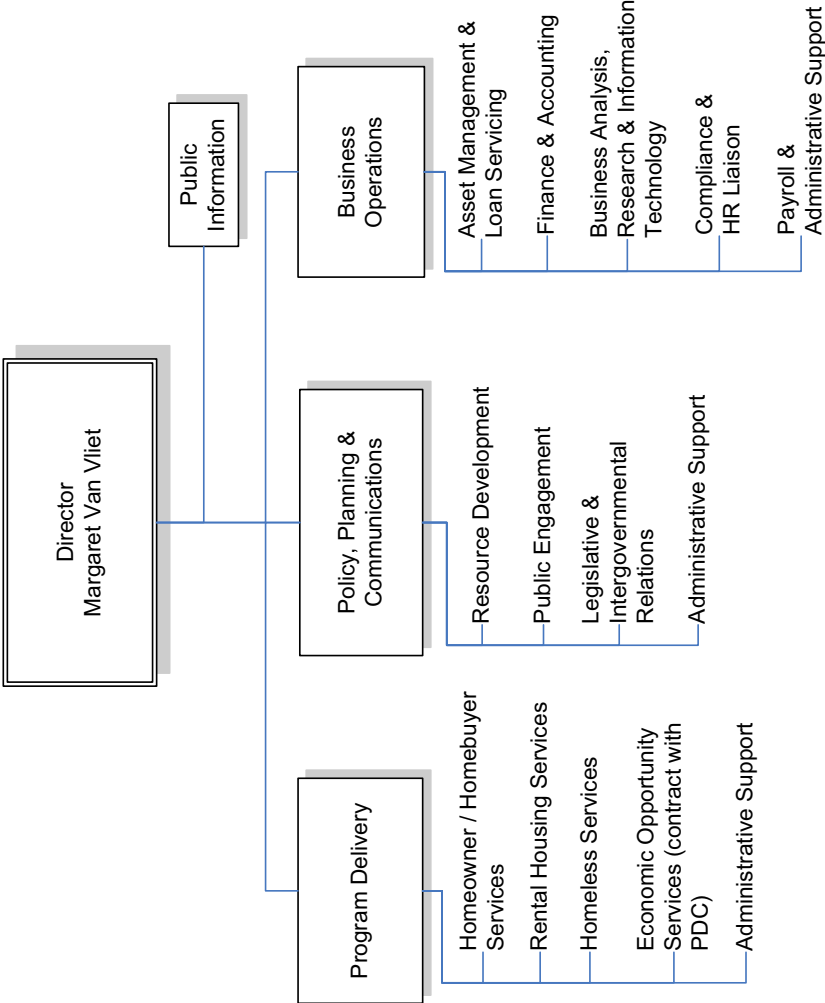


Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	109,017,461	101,424,144	(7,593,317)	(6.9%)
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>109,017,461</b>	<b>101,424,144</b>	<b>(7,593,317)</b>	<b>(6.97)</b>
Authorized Positions	67.00	57.00	(10.00)	(14.93)



**Portland Housing Bureau**



## Bureau Summary

### Bureau Mission

The mission of the Portland Housing Bureau (PHB) is to focus community resources on the unmet housing needs of the people of Portland. We accomplish our mission by:

- ◆ Building and preserving affordable housing
- ◆ Supporting programs that help low-income Portlanders find, rent, buy, retain, and repair their homes
- ◆ Bringing together our partners and leading them as we assess the city's housing needs, choose the best solutions to efficiently meet them, and identify how to pay for them
- ◆ Reaching out to racially and culturally diverse groups to ensure their participation in the economic opportunities our housing investments create

### Bureau Overview

PHB stewards several sources of public funds for investments in affordable housing. Program investments cross a continuum from resources aimed at ending homelessness to rental housing for low-income individuals and families to targeted homeownership and homebuyer programs. Funds come from three major sources: tax increment financing (TIF) under City policy that directs 30% of all TIF expenditures to affordable housing; City General Fund; and federal funds. The latter come from the U.S. Department of Housing and Urban Development (HUD) in the form of both entitlement grants (mostly Community Development Block Grant and HOME) and competitive grant funds. PHB works to strategically deploy these various sources of funds to their highest and best use, be that for loans and grants for capital construction of new or rehabilitated housing or for sub-recipient contracts to non-profits to deliver safety net services to Portlanders in poverty.

In addition to these programmatic investments, PHB works to influence local and regional policy and planning efforts that have a longer-term impact on the housing market, all the while seeking to improve alignment with state and local government partners that also work to alleviate poverty and move people towards self sufficiency.

PHB was fully organized as a bureau on July 1, 2010, though its origination had been planned for some 18 months prior. As it continues efforts to synthesize programs, consolidate policy and investment approaches, and chart a new path, it is adopting a three-year Strategic Plan that focuses on outcomes. Highlights of the PHB Strategic Plan and related investment priorities are discussed below.

PHB is increasingly emphasizing equity in its program investments. An emerging equity agenda recognizes the historic and institutional barriers to housing, homeownership, and economic stability experienced by communities of color. PHB seeks to place a greater reliance on community-validated data (such as the Coalition of Communities of Color report) to understand unmet needs, and to more intentionally hold its partners accountable for removing barriers to serving members of minority communities in greater numbers.

Finally, PHB has recently assembled - and Council appointed - a new Portland Housing Advisory Commission (PHAC). This new commission is intended to provide advice both to PHB and to Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds. PHAC essentially replaces the disparate advisory groups that had historically worked with PDC and the former Bureau of Housing and Community Development (BHCD). The charter of PHAC calls for it to provide advice on strategic directions; it does not have an explicit decision-making role. That said, PHAC has helped shape the new PHB Strategic Plan, and also serves as the bureau's budget advisory committee (BAC).

## Strategic Direction

PHB has spent much of the last year convening a public advisory committee and engaging its stakeholders and community in the development of a three-year PHB Strategic Plan. The bureau's nearly completed strategic plan establishes four core goals for PHB to focus on over the next three years:

- ◆ Meet Portland's need for quality affordable homes for its residents.
- ◆ Ensure equitable access to housing.
- ◆ Develop, leverage, and allocate housing funds to meet needs, sustain assets, and strengthen the housing industry.
- ◆ Build a strong, dynamic Housing Bureau that provides the highest level of leadership and service to customers, stakeholders, employees, and the community.

A current version of PHB's strategic framework, which sets out the goals, sub-goals, and strategies that PHB will undertake over the next three years can be found on the bureau's website.

Through its strategic planning work, PHB has adopted the following priorities for its investments, and has built its budget in alignment with these priorities:

- ◆ Priority One: Provide more rental housing for the most vulnerable families.
- ◆ Priority Two: Move people quickly from homelessness to permanent housing while preventing families on the brink from losing their homes.
- ◆ Priority Three: Help Portlanders from communities of color buy a home or keep the home they already own.
- ◆ Priority Four: Provide a safety net that includes shelters and other short-term help for low-income Portlanders who are homeless or at risk of homelessness.

## PHB's Vision

PHB's vision is the following:

- ◆ All Portlanders can find affordable homes in healthy neighborhoods with strong schools, good parks and recreation, healthy natural areas, safe streets, and quality food stores.
- ◆ All Portlanders have equitable access to housing and to the opportunities that safe, stable housing can deliver, free from discrimination.

### Values

PHB upholds the following values:

- ◆ Equity: PHB is committed to social justice in the delivery of housing to all residents of Portland's diverse communities. PHB embraces diversity in its workforce and culture.
- ◆ Stewardship: PHB invests, leverages, and prioritizes spending in ways that provide the highest public value and have the greatest influence on critical housing needs.
- ◆ Transparency: PHB builds long-term trust by operating with integrity, inviting broad public involvement, and following processes that are clear, open, and without bias.
- ◆ Innovation: PHB believes new thinking, partners, and ideas will help build an effective organization and resolve long-standing problems.

### Service Improvement Plan

In FY 2011-12, PHB will begin implementation of the Strategic Plan, which prioritizes these as the top three areas for service improvement:

1. Review and update lending and asset management guidelines. Together with its housing industry partners, PHB is undertaking a careful examination of the process, guidelines and products it uses to underwrite housing projects and manage existing community housing assets for long-term viability. This initiative will improve transparency and service to customers, ensure that investments balance policy objectives against prudent fiscal practices, and maintain a healthy and sustainable portfolio that will serve generations of Portlanders. Success of the lending and asset management guidelines initiative will be measured by the financial health of the portfolio and by a survey of borrowers to measure customer service improvement. This initiative will be completed by June 30, 2012.

2. Implement a comprehensive, integrated PHB business and data system. PHB is currently procuring a vendor and set of system products to upgrade and unify existing systems through which the bureau originates and services housing loans, conducts asset management and compliance functions, and produces and analyzes investment and programmatic outcome data. Successful implementation of the new system is critical to provide timely and accurate information internally and externally to borrowers, community contractors, regulators, auditors, and the public. The new business system will improve customer service to borrowers and contractors, enhance PHB's ability to analyze the impact of its programs and investments and provide for effective portfolio and asset management. Success of the business system initiative will be measured by customer service surveys and by the level of improvement to - and expansion of - PHB's new online production report. Implementation will be completed by June 30, 2012.

3. Establish and achieve equity targets for how the community utilizes PHB-supported housing programs and participates in the economic opportunities PHB's investments create. PHB will set and exceed clear, measurable targets for utilization of PHB-supported programs by subpopulations. PHB will also set measurable targets for contractor and sub-contractor participation. The bureau is currently developing strategies to set and achieve performance targets in the upcoming year with its Equity and Diversity Council, the PHAC, and community partners. The

achievement of this goal will be measured by comparing utilization and participation data over FY 2011-12 to established targets and current year data that is published and tracked in the bureau's production report. Program adjustments and data collection will occur throughout the fiscal year, and a final data analysis will be completed by September 30, 2012.

## **Summary of Budget Decisions**

<b>PHB Budget Structure</b>	PHB's resources are located in seven separate funds. These include the General Fund, the Community Development Block Grant (CDBG) Fund, the HOME Grant Fund, the Grants Fund, the Tax Increment Financing Reimbursement Fund, the Headwaters Apartment Complex Fund, and the Housing Investment Fund.
<b>Budget Direction</b>	<p>The bureau has engaged the PHAC to take on the role of budget advisory committee during the budget process. This citizen committee reviewed PHB financial, programmatic, and strategic plan details and provided recommendations concerning direction and priorities.</p> <p>Additionally, OMF directed bureaus to participate in two program ranking exercises in an effort to guide budget decisions. PHB used the priorities that were developed in the recently completed strategic planning process to guide the program rankings. These priorities were developed with a high degree of citizen and stakeholder input, as well as robust engagement of staff and jurisdictional partners. In future years, the bureau will conduct separate ranking exercises.</p>
<b>Federal Funds</b>	<p>PHB received reduced allocations from HUD for federal funds: CDBG was reduced by 16.5% and HOME was reduced by 11.9%. Although PHB's Requested Budget reflected 5% anticipated cuts in each of these funds, the additional cuts will be achieved through programmatic reductions based on PHB priorities as well as small reductions to several sub-recipient contracts. These cuts impact PHB's budget considerably because nearly all stimulus funds received over the last several years have been expended.</p> <p>The Emergency Solutions Grant (ESG) increased by 38%; however, this funding source is a small portion of the budget. The Housing Opportunities for People With Aids (HOPWA) grant remained unchanged from the prior fiscal year.</p>
<b>Add Packages</b>	The Adopted Budget includes reductions of \$434,312 and add packages totaling \$4,883,892.

### Ending Homelessness and Related Programs

- ◆ Prevention and Rapid Re-Housing - Short-term rent assistance is a highly effective tool to prevent eviction, keep people housed, and to rapidly end homelessness for most families or individuals. For the last two years PHB and its partners have benefitted from a large injection of federal stimulus funds aimed specifically at prevention and rapid re-housing. These funds have expired, so this \$1.9 million one-time General Fund package helps backfill the loss of federal funds while continuing long-standing one-time funding.
- ◆ Housing Access Services - This \$465,300 one-time General Fund package continues long-standing General Fund one-time funding for programs providing information and referral, as well as advocacy and case management for low-income renters confronting homelessness, eviction, housing discrimination, and unhealthy housing conditions. PHB's Housing Access and Stabilization programs represent a community-wide safety net that assists individuals and households (many with rental screening barriers such as poor credit, evictions, and criminal history) to obtain and retain housing. These programs are especially critical given the current economic climate and tight local rental housing market.
- ◆ Shelter and Emergency Services - This package, funded by \$1,734,000 of one-time General Fund, continues long standing one-time General Fund resources for the three types of shelters PHB invests in: year-round, winter, and severe weather. Shelter operations remain a critical component of the safety net for the community, and PHB is working closely with Multnomah County, the Housing Authority of Portland (HAP), and non-profit partners to ensure that investments and outcomes are closely aligned. New collaborative efforts are aimed at helping people in emergency shelters to regain permanent housing as quickly as possible. In some cases, transitional housing is necessary given individual circumstances. For individuals and families where that is not the case, the most cost-effective and humane approach is to minimize shelter stays by helping people link to social, health, and employment services while helping them secure a permanent housing solution through programs like short-term rent assistance.
- ◆ Bud Clark Commons Operating Costs - This facility will open this year, and the allocation of \$390,000 of one-time General Fund funds a portion of the operating costs. This need for support should diminish over time.

### Homeownership Programs

Consistent with the PHB strategic plan, this package provides \$250,000 of one-time General Fund to support households at risk of foreclosure by expanding the current N/NE Homeowner Retention Pilot program administered by Minority Homeownership Assistance Collaborative to eligible households Citywide.

### **Citywide Housing Strategy**

PHB and Bureau of Planning and Sustainability received \$150,000 of one-time General Fund in the Adopted Budget to work towards the development of a 25-year citywide housing strategy. Funding will be directed towards a housing market analysis, opportunity maps, and a public involvement process. These will be used to develop strategies that deliver more equitable residential access to opportunity-rich neighborhoods, improve infrastructure and amenities in neighborhoods that lack them, and increase density, preserve housing affordability, and avoid displacement.

### **Reduction Packages**

#### **Mandatory 1.5% General Fund Reduction**

The bureau reduced its budget by \$92,568 of General Fund ongoing discretionary and \$86,628 from other sources to comply with the mandatory Citywide General Fund reductions. The package includes staffing reductions. The bulk of the reduction is to various contracts in the shelter and emergency services, and a small reduction in non-profit sponsorships. The bureau is continuing staffing reductions that occurred in FY 2010-11. Three of the positions identified for reduction in this package include a General Fund funding component; however the General Fund portion of funding is very small compared to CDBG and TIF.

#### **Additional Position Reductions**

The Adopted Budget makes further staffing reductions in the bureau as a response to declining TIF resources and flattening federal resources. This includes a reduction totalling \$249,016 of non-General Fund resources and eliminates six full time positions and one expiring limited term position.

#### **OMF IA Adjustments**

The packages reflect a net increase of \$3,592 in interagency costs resulting from the decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

PHB's total staffing is 57 positions after the reductions.

## **Administration & Support**

### **Description**

The Administration & Support program is comprised of the Director's Office, Business Operations division, and Equity, Policy, and Communications division.

#### **Director's Office**

The Director's Office includes Public Information and Public Affairs, executive level support, and the bureau director. The director has five direct reports: the Assistant Housing Director responsible for Housing Programs, the Business Operations Manager, the Senior Bureau Operations Manager responsible for Planning, Policy & Communications, the Public Information Officer, and the Executive Assistant.

#### **Business Operations Division**

The Business Operations division includes Finance, Accounting, Asset Management, Loan Servicing, Human Resources, Information Technology, Data Analysis & Research, Compliance, Audits, and Administrative Support. These functions ensure that the service delivery teams have adequate information and support to carry out their functions in the most efficient and effective means possible. Within the Business Operations division, there are five direct reports to the Business Operations Manager, including: the Principal Financial Analyst responsible for Finance and Accounting, the Senior Management Analyst responsible for Data and IT, the Program Manager responsible for Asset Management and Loan Servicing, the Program Coordinator responsible for Compliance & Human Resources, and the Program Specialist responsible for Compliance-Environmental Review.

#### **Equity, Policy, and Communications**

The Equity, Policy, and Communications division includes: Strategic Planning, Public Involvement, Media Relations, Internal & External Communications, Housing Policy Development and Management, Resource Development, Legislative and Intergovernmental Affairs, and Administrative Support. The role of the Equity, Policy, and Communications division is to ensure that future policy and implementation decisions of PHB improve housing access and economic opportunities for traditionally under-served populations. It will also ensure that PHB makes its development and programmatic investments within a sound strategic plan and framework that addresses the most critical housing needs. This division also works to connect PHB's work with the work of other City bureaus and regional governments and to ensure that PHB is well-informed by housing needs data and by public input.



Within the Equity, Policy, and Communications Division, there are five direct reports to the Equity, Policy and Communications Manager, including: a Principal Management Analyst responsible for housing policy development, legislative affairs, and public involvement, two Program Coordinators responsible for planning and public involvement, a Public Information Officer responsible for communications and media relations, and the Senior Administrative Specialist responsible for administrative support.

**Goals**

The goals of the Director's Office include:

- ◆ Provide long-range vision and overall direction for Portland's affordable housing investments
- ◆ Ensure the bureau advances goals, strategies, and investment priorities from the PHB Strategic Plan, with a particular focus on advancing PHB's emerging social equity agenda
- ◆ Work collaboratively with a wide range of partners toward solving the unmet housing needs of the people of Portland

The goal of the Business Operations Division is to ensure that administrative, financial, lending, asset management, data and reporting, human resources, compliance and contracting systems are in place to support PHB's lines of business.

The goals of the Equity, Policy and Communications Division include:

- ◆ Ensure an equity lens is applied to PHB business
- ◆ Ensure that future policy and implementation decisions of PHB improve housing access and economic opportunities for traditionally under-served populations
- ◆ Ensure that PHB makes investments within a sound strategic plan that addresses the most critical housing needs
- ◆ Connect PHB's work with the work of other City bureaus and regional governments
- ◆ Ensure that PHB is well-informed by housing needs data and by public input
- ◆ Provide effective internal and external communications

**Performance**

Performance for the Administration & Support program can be found in the performance measures table, which includes both trend and projection information.

**Changes to Services and Activities**

No significant changes.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		24.00	39.48	34.48	34.48
<b>Expenditures</b>					
Administration		56,703	0	0	0
Administration & Support		0	473,366	401,145	393,080
Business Services		2,924,820	5,713,099	5,151,514	5,792,568
Director's Office		684,916	618,161	516,432	506,760

# Portland Housing Bureau

## Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Planning & Policy		125,883	872,158	743,569	903,241
<b>Total Expenditures</b>		<b>3,792,323</b>	<b>7,676,784</b>	<b>6,812,660</b>	<b>7,595,649</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
% PHB Data Users Providing Accurate & Timely Data	75%	75%	85%	85%	85%
<b>Efficiency</b>					
Admin Costs As a % Of Bureau Level Budget	6%	9%	7%	8%	8%
<b>Workload</b>					
Number of Sub-recipient Contracts Processed	139	101	93	85	85
# of Users Trained And Supported In PHB Data Systems	729	707	800	800	800
# of Housing Assets Monitored	305	305	171	171	171

## Economic Opportunity

**Description** City Council transferred the Economic Opportunity initiative to the Portland Development Commission (PDC) effective July 1, 2009 -- the same time the Portland Housing Bureau was created. PHB passes CDBG funds to PDC to support these programs and services. General Fund resources are budgeted directly in the PDC allocation.

The FY 2010-11 Revised Budget for this program reflects FY 2009-10 contract carryover funding. These contracts were funded primarily by CDBG and CDBG-ARRA stimulus resources. In addition, the CDBG allocation for FY 2011-12 reflects the bureaus estimate of a 16.5% reduction in the CDBG entitlement allocation.

**Goals** Information on goals and service changes is available in the PDC budget.

**Changes to Activities and Services** Resources in the Adopted Budget decline from the FY 2010-11 Revised Budget for the reasons noted above. A portion of the expiring stimulus funding is backfilled in the PDC General Fund budget.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Economic Opportunity		75,516	3,730,371	2,376,034	2,376,034
Economic Opportunity Initiatives		551,483	0	0	0
Microenterprise Growth		302,462	0	0	0
Workforce Development		2,492,068	0	0	0
<b>Total Expenditures</b>		<b>3,421,530</b>	<b>3,730,371</b>	<b>2,376,034</b>	<b>2,376,034</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## **Housing Access & Stabilization**

**Description**

The bureau's Housing Access & Stabilization Section (HAS) creates opportunities for housing stability for thousands of households per year by investing in programs and coordinating community initiatives. In FY 2009-10, HAS funding helped nearly 6,000 families and individuals by preventing their homelessness, supporting their transition to greater housing stability, and enabling them to secure permanent homes.

HAS funds are contracted to 27 nonprofit and public agencies to provide a comprehensive range of services that address the diverse needs of homeless people, from street outreach to placing people into permanent housing. Services primarily fall into four categories:

- ◆ Supportive housing and rent assistance
- ◆ Shelter, transitional housing, and emergency services
- ◆ Short-term rent assistance and eviction prevention
- ◆ Housing access and stabilization services

**Goals**

The HAS is fully aligned with the goals of the 10-Year Plan to End Homelessness for Portland and Multnomah County, adopted by Portland City Council and the Multnomah County Commission in December 2004.

HAS staff facilitates and influences the broader community-wide process that implements and evaluates progress of the 10-Year Plan. HAS also works within PHB to align broader bureau resources with community-wide strategies to reduce homelessness, including through the Consolidated Plan. In Fall 2010, the HAS team was augmented by staff and programs focused on access and stabilization that include 211Info as well as HOPWA-funded programs.

**Performance**

Performance of the HAS can be found in the performance measures table, which includes both trend and projection information. (Technical note - PHB has expanded the performance measures for households receiving rent assistance and housing placement to include both new households and households receiving ongoing support.)

**Changes to Activities and Services**

HAS will renew current high-performing contracts, and may wish to reduce funding to limited contracts for services that are less aligned with core PHB mission and values, such as PHB's equity agenda. There will be continued jurisdictional coordination, as well as shelter and rent assistance refinements that will equate to shorter shelter stays. The Bud Clark Commons (formerly known as Resource Access Center) opened in mid-June 2011 and will require significant investment in first few years. The team will work toward stronger connections between HAS efforts and the City-supported affordable housing portfolio, and also integrate PHB strategic plan goals.

**Portland Housing Bureau**  
**Community Development Service Area**

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		5.00	4.72	3.72	3.72
<b>Expenditures</b>					
Access and Stabilization		0	3,000	2,108,797	2,377,526
Community Planning		57	0	0	0
Housing Access & Stabilization		429,223	0	0	0
Prevention & Rapid Rehousing		733,503	3,361,457	2,418,999	2,623,584
Public Safety and Livability		687,052	0	0	0
Shelter & Emergency Services		1,838,579	4,640,183	5,260,767	5,058,212
Supportive Housing		4,895,957	4,722,836	3,680,947	4,015,916
Transitional Housing		3,740,252	1,396,310	0	0
<b>Total Expenditures</b>		<b>12,324,624</b>	<b>14,123,786</b>	<b>13,469,510</b>	<b>14,075,238</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of exits from shelter into stable housing	36%	28%	28%	23%	25%
Percent of households exited from transitional housing into permanent housing	45%	72%	35%	35%	35%
Percent of households receiving placement assistance retaining permanent housing at 6 months	84%	83%	90%	90%	90%
Percent of households receiving placement assistance retaining permanent housing at 12 months	76%	74%	77%	77%	77%
Percent of households exited into permanent housing	60%	92%	65%	65%	65%
Average length of rent assistance, eviction prevention in days	NA	NA	91	90	90
<b>Efficiency</b>					
Average length of stay in transitional housing (in days)	423	60	288	288	358
<b>Workload</b>					
Number of households served in emergency shelters	1,522	1,935	1,251	1,196	1,418
Number of households served in facility based transitional housing	691	1,150	187	86	100
Number of households receiving receiving rent asst and homeless prevention	868	423	1,880	829	2,399
Number of households receiving placement rent assistance	447	515	1,037	814	1,114
Number of households residing in permanent supportive housing units	908	865	674	594	677

# Housing Production & Preservation

**Description**

The Housing Development and Finance (HDF) team is responsible for housing development; funding sources include TIF, HIF, CDBG, HOME, HOPWA and General Fund. This program focuses on the acquisition, development, and preservation of new and existing affordable housing assets.

Wherever possible, available funds for new housing development or preservation have been and will continue to be made available through competitive funding cycles.

**Goals**

This team has four major components:

1. Catalyzing affordable housing development through the disposition of publically owned property in conjunction with PHB financing commitments
2. Structuring PHB investments through the negotiation of loan terms and underwriting
3. Closing these loans and grants in partnership with the City Attorney's office and, as necessary, OMF
4. Providing oversight and disbursements of PHB funds to projects while in construction

**Performance**

The HDF performance can be seen in the Performance Measures table which includes trends and projections for performance.

**Changes to Services and Activities**

The HDF team will continue to be the delivery mechanism for City investments in affordable housing, however how these funds are underwritten, delivered and monitored will change over the coming year and beyond. There is a current effort to analyze the PHB loan portfolio as well as a capital needs assessment of existing projects in which the City has previously invested. This analysis will produce recommendations for right-sizing public investment in affordable housing projects so that these assets have the long-term stability needed to minimize the possibility of a premature second public investment.

The HDF team will also consider changes to how it structures affordable housing investments based on the housing market needs study funded in the Adopted Budget. For example, if the housing market needs study makes recommendations that the best approach to increasing affordable housing is through acquisition and rehab loans instead of new construction loans, then with support from the Housing Commissioner, this could be how PHB invests its funds in that geography.

Because of reductions in available TIF and federal funds for new project investments, HDF is reducing staff in this section.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		5.00	12.85	9.85	9.85
<b>Expenditures</b>					
Homeownership		5,544,137	0	0	0

**Portland Housing Bureau**  
**Community Development Service Area**

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Housing Development & Finance		0	0	1,960,241	1,562,573
Housing Production & Preservation		1,571,284	1,500,000	0	0
New Construction		0	0	43,480,276	50,042,957
Preservation		888	0	6,095,744	9,409,745
Rehabilitation		12,435,835	52,759,585	8,569,285	7,875,738
Rental Housing Access & Stabilization		5,087,865	6,246,393	0	0
<b>Total Expenditures</b>		<b>24,640,008</b>	<b>60,505,978</b>	<b>60,105,546</b>	<b>68,891,013</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Vacancy Rate of Units Built 0 to 60% MFI	3%	3%	50%	50%	50%
Rental Units preserved affordable for 0-60 MFI	NA	NA	68	207	207
<b>Efficiency</b>					
Investment per affordable housing unit	NA	NA	\$116,472	\$116,472	\$116,472
Investment per affordable housing unit preserved	NA	NA	\$30,235	\$30,235	\$30,235
Investment per affordable unit rehabilitated	NA	NA	\$34,252	\$34,252	\$34,252
<b>Workload</b>					
Rental units built affordable for 0 to 60% MFI	252	256	394	372	372
Rental units built affordable for 61+ to 100% MFI	84	16	15	5	5
Rental Rehab Units 0 to 60% MFI	219	397	503	255	255

## **Homeowner Access & Retention**

**Description**

Homeowner Access & Retention (HAR) (previously Neighborhood Housing Programs) funds services to help new homebuyers access homeownership opportunities and support current homeowners in retaining their homes. Support for first time homebuyers includes education and counseling for households navigating the home buying process for the first time. Assistance provided for down payments and closing costs helps households to afford homeownership. HAR helps current homeowners retain their homes by funding foreclosure prevention education and counseling to those facing foreclosure.

Support is also provided for other related retention issues such as title, estate, and property tax problems that can lead to the loss of homes. Funding for home repair grants and loans helps current homeowners maintain their homes, which helps to preserve existing housing stock and prevent health and safety problems that can also lead to housing instability.

Programs to improve the condition of existing housing address the impact that housing condition can have on health. These "healthy homes" programs include administration of federal funds to reduce lead-based paint hazards in homes with young children and federal grant funds to address habitability issues such as mold, mildew, radon, pests, and other indoor air quality issues that can cause allergies, asthma, and other health problems. Relocation assistance is also provided to low-income renters with documented health problems that are caused by the condition of their rental unit.

In addition, HAR administers programs that incent the development of new homeownership opportunities for low and moderate income households, including System Development Charge waivers and Limited Tax Exemptions. Future modification of these programs may be possible through policy analysis and inter-jurisdictional work currently underway. Finally, Mortgage Credit Certificates are a federal tax credit to first-time homebuyers that reduces annual income tax liability for the life of the mortgage, to help low- to moderate-income buyers afford homeownership.

**Goals**

The goals of the Homeowner Access & Retention section include:

- ◆ Provide support to current homeowners so they can retain their homes
- ◆ Enable homeownership by providing down payment assistance and closing costs
- ◆ Provide homebuyer education and counseling which facilitates first time home-buying
- ◆ Provide foreclosure prevention education and counseling to prevent foreclosure

**Performance**

HAR program performance measures can be found in the performance measures table, which includes both trends and projections.

**Changes to Services and Activities**

Under the bureau's Strategic Plan, HAR will work to strengthen the system of funded services provided to potential homebuyers and existing households of color, ensure that the current programs are providing optimum customer service, and complement existing services available in the private market. Strategic Plan work will include efforts to increase awareness and coordination of available



homeownership assistance programs in the community with a focus on households of color. HAR will convene stakeholders to evaluate homeownership data to better understand the current market and develop strategies to address need, gaps, and opportunities, including researching and implementing best practices to increase minority homeownership.

PHB has worked with City Council to move the funding for the Neighborhood Inspection program to the Bureau of Development Services, where the program is administered.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		0.00	9.95	8.95	8.95
<b>Expenditures</b>					
Healthy Homes		0	265,000	1,695,747	1,764,747
Home Repair		0	5,329,859	2,089,642	2,259,666
Homebuyer & Foreclosure Education/Counseling		0	702,362	478,610	733,610
Homebuyer Financial Assistance		0	4,047,889	1,239,736	1,365,180
Homeowner Access & Retention		0	457,228	0	0
Homeownership Development		0	4,108,651	0	0
Tax Exemption & Fee Waiver		0	0	237,772	237,772
<b>Total Expenditures</b>		<b>0</b>	<b>14,910,989</b>	<b>5,741,507</b>	<b>6,360,975</b>

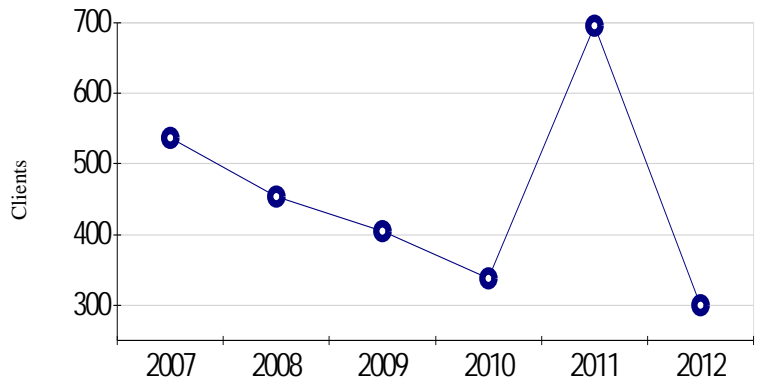
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Number of households receiving homebuyer education/ counseling and purchasing homes	405	338	696	300	300
<b>Efficiency</b>					
Average investment per household for elderly/disabled receiving small home repairs	NA	NA	\$791	\$791	\$791
Investment per household for owner occupied home repairs	NA	NA	\$6,882	\$6,882	\$6,882
<b>Workload</b>					
Number of Households receiving homebuyer education or counseling	1,465	898	2,617	554	2,654
Homeownership units built	264	284	204	140	140
Number of owner occupied home repair loans	129	109	111	103	103
Number of homeownership units assisted by limited tax exemptions	NA	NA	194	120	120
Number of Units assisted by SDC waivers	NA	NA	184	130	130
Number of households attending homebuyer fairs	NA	NA	1,271	NA	2,000
Number of elderly/disabled households receiving small scale home repairs	NA	NA	1,333	1,239	1,239

## Performance Measures

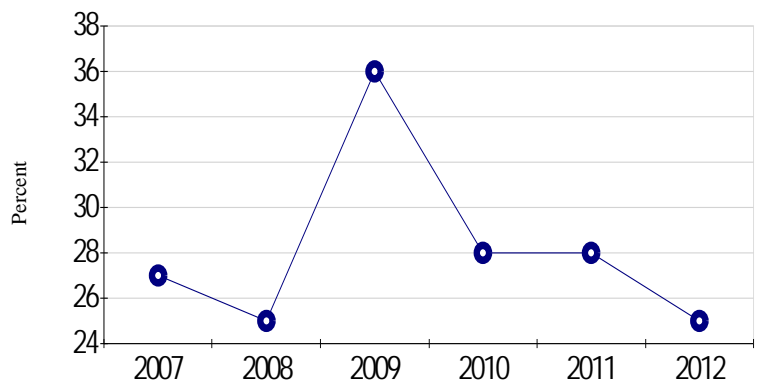
### Number of Clients Purchasing Homes

The downturn in the housing markets has negatively impacted potential clients' ability to purchase homes. Additionally, PHB is generally shifting the way resources are used; the bureau is currently putting funds into more robust homebuyer counseling to ensure that those buying homes are able to stay in their homes.



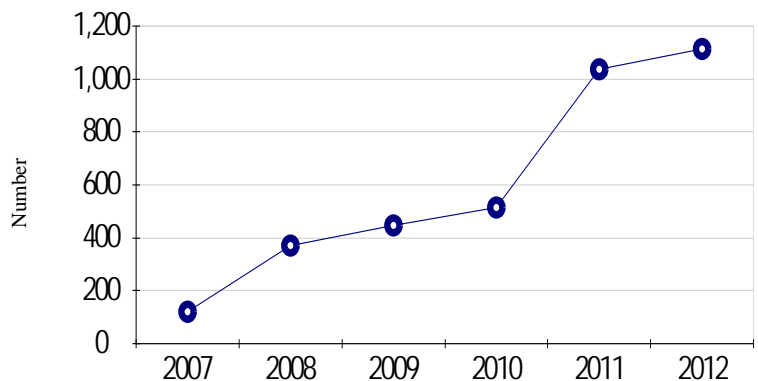
### Percent of exits from shelter into stable housing

The percent of participants in the Ending Homelessness Initiative Shelter programs exiting into stable housing has remained consistent over the past two years while the number of people being served in shelter has increased.



### Households Receiving Placement Rent Assistance

PHB has been able to effectively use stimulus funds through the Housing Authority of Portland to increase the number of households receiving rent assistance.



	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	0	7,000	273,916	260,800	260,800
Intergovernmental	15,885,830	27,036,639	84,331,064	66,507,301	73,611,884
Bond & Note	6,801,725	11,825,138	4,921,015	5,079,596	7,624,985
Miscellaneous	8,794,123	6,316,363	2,749,969	7,663,107	7,470,107
<b>Total External Revenues</b>	<b>31,481,678</b>	<b>45,185,139</b>	<b>92,275,964</b>	<b>79,510,804</b>	<b>88,967,776</b>
<b>Internal Revenues</b>					
General Fund Discretionary	13,990,035	12,137,896	10,020,258	10,310,518	10,962,493
Fund Transfers - Revenue	1,021,052	344,143	3,423,204	3,855	3,855
Interagency Revenue	11,000	11,500	11,500	0	0
<b>Total Internal Revenues</b>	<b>15,022,087</b>	<b>12,493,539</b>	<b>13,454,962</b>	<b>10,314,373</b>	<b>10,966,348</b>
Beginning Fund Balance	5,678,365	704,958	3,286,535	1,073,867	1,490,020
<b>Total Resources</b>	<b>\$52,182,130</b>	<b>\$58,383,636</b>	<b>\$109,017,461</b>	<b>\$90,899,044</b>	<b>\$101,424,144</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	2,905,742	2,946,465	6,829,233	5,817,535	5,808,605
External Materials and Services	39,825,127	39,775,949	91,262,808	81,470,932	92,321,299
Internal Materials and Services	501,864	1,330,624	2,855,867	1,216,790	1,169,005
Capital Outlay	0	12,155	0	0	0
<b>Total Bureau Expenditures</b>	<b>43,232,733</b>	<b>44,065,193</b>	<b>100,947,908</b>	<b>88,505,257</b>	<b>99,298,909</b>
<b>Fund Expenditures</b>					
Debt Service	7,287,608	9,144,884	1,328,533	1,175,300	1,186,748
Contingency	0	0	3,312,816	1,075,249	795,249
Fund Transfers - Expense	956,831	1,220,955	3,428,204	143,238	143,238
<b>Total Fund Expenditures</b>	<b>8,244,439</b>	<b>10,365,839</b>	<b>8,069,553</b>	<b>2,393,787</b>	<b>2,125,235</b>
Ending Fund Balance	704,958	3,952,604	0	0	0
<b>Total Requirements</b>	<b>\$52,182,130</b>	<b>\$58,383,636</b>	<b>\$109,017,461</b>	<b>\$90,899,044</b>	<b>\$101,424,144</b>
<b>Programs</b>					
Administration & Support		3,792,323	7,676,784	6,812,660	7,595,649
Benefits		6,762	0	0	0
Debt Management		(120,053)	0	0	0
Economic Opportunity		3,421,530	3,730,371	2,376,034	2,376,034
Homeowner Access & Retention		0	14,910,989	5,741,507	6,360,975
Housing Access & Stabilization		12,324,624	14,123,786	13,469,510	14,075,238
Housing Production & Preservation		24,640,008	60,505,978	60,105,546	68,891,013
<b>Total Programs</b>		<b>\$44,065,193</b>	<b>\$100,947,908</b>	<b>\$88,505,257</b>	<b>\$99,298,909</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	1.00	52,500	1.00	52,500	1.00	52,500
30000064	Accountant III	54,142	66,102	1.00	58,800	1.00	61,272	1.00	61,272
30000433	Administrative Specialist, Sr	41,475	63,856	8.00	387,492	7.00	357,052	7.00	357,052
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000448	Business Systems Analyst	56,763	75,670	1.00	69,024	0.00	0	0.00	0
30000493	Community Outreach & Informtn Rep, Sr	59,634	79,518	2.00	134,940	0.00	(15,660)	0.00	(15,660)
30000567	Financial Analyst	56,763	75,670	1.00	74,532	1.00	75,482	1.00	75,482
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	65,992	1.00	68,296	1.00	68,296
30000569	Financial Analyst, Principal	74,214	98,862	1.00	74,220	1.00	97,752	1.00	97,752
30000568	Financial Analyst, Sr	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30001361	Housing Construction Coordinator	54,080	72,051	2.00	139,332	2.00	142,092	2.00	142,092
30001362	Housing Construction Coordinator, Sr	59,634	79,518	3.00	231,804	3.00	234,780	3.00	234,780
30001363	Housing Development Finance Coordinator	62,629	83,637	4.00	333,696	2.00	168,144	2.00	168,144
30000417	Housing Director	101,421	145,205	1.00	139,044	1.00	144,744	1.00	144,744
30001260	Housing Director, Assistant	85,800	116,293	1.00	98,004	1.00	100,342	1.00	100,342
30001369	Housing Loan Compliance Analyst II	41,475	63,856	1.00	63,852	1.00	63,852	1.00	63,852
30001370	Housing Loan Compliance Analyst III	54,080	72,051	1.00	65,904	1.00	68,604	1.00	68,604
30001364	Housing Loan Coordinator	44,533	68,619	1.00	60,312	1.00	62,784	1.00	62,784
30001365	Housing Loan Coordinator, Sr	56,763	75,670	2.00	126,924	2.00	132,132	2.00	132,132
30000504	Housing/Community Development Oper Mgr	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30001367	Lead Grant Program Coordinator	59,634	79,518	1.00	67,284	1.00	70,044	1.00	70,044
30000453	Management Analyst, Principal	74,214	98,862	1.00	90,444	1.00	93,216	1.00	93,216
30000452	Management Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000450	Management Assistant	44,533	68,619	1.00	50,232	1.00	51,264	1.00	51,264
30000012	Office Support Specialist II	31,138	43,430	1.00	43,428	1.00	43,428	1.00	43,428
30000464	Program Coordinator	59,634	79,518	12.00	820,559	10.00	732,924	10.00	732,924
30000465	Program Manager	62,629	83,637	4.00	328,436	3.00	249,564	3.00	249,564
30000466	Program Manager, Sr	74,214	98,862	1.00	120,000	1.00	120,000	1.00	120,000
30000463	Program Specialist	54,080	72,051	5.00	311,231	5.00	322,138	5.00	322,138
30000462	Program Specialist, Assistant	44,533	68,619	2.00	137,232	2.00	137,232	2.00	137,232
30000495	Public Information Officer	62,629	83,637	1.00	65,892	1.00	68,592	1.00	68,592
<b>TOTAL FULL-TIME POSITIONS</b>				<b>65.00</b>	<b>4,562,530</b>	<b>56.00</b>	<b>4,053,990</b>	<b>56.00</b>	<b>4,053,990</b>
<b>TOTAL PART-TIME POSITIONS</b>				<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
30000447	Business Systems Analyst, Assistant	44,533	68,619	2.00	100,059	1.00	54,360	1.00	54,360
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>2.00</b>	<b>100,059</b>	<b>1.00</b>	<b>54,360</b>	<b>1.00</b>	<b>54,360</b>
<b>GRAND TOTAL</b>				<b>67.00</b>	<b>4,662,589</b>	<b>57.00</b>	<b>4,108,350</b>	<b>57.00</b>	<b>4,108,350</b>

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	85,394,274	0	85,394,274	66.00	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(226,410)	0	(226,410)	(3.00)	1.5% reduction
	(276,124)	0	(276,124)	(6.00)	Staffing reduction
	(6,010)	0	(6,010)	0.00	OMF IA reductions
	1,617	0	1,617	0.00	OMF IA increases
	0	250,000	250,000	0.00	Foreclosure prevention
	0	456,300	456,300	0.00	Housing access services
	0	1,734,000	1,734,000	0.00	Shelter and emergency services
	0	1,400,000	1,400,000	0.00	Prevention and rapid rehousing
	0	390,000	390,000	0.00	Bud Clark Commons
	(263,078)	0	(263,078)	0.00	Tech adj to federally funded project spending
	(349,312)	0	(349,312)	0.00	Tech adj - revised federal and TIF allocations
<b>Approved Budget Additions and Reductions</b>					
	0	500,000	500,000	0.00	Prevention and rapid rehousing
	0	150,000	150,000	0.00	Portland Plan: Housing Strategy
	2,732,115	0	2,732,115	0.00	HIF changes
	102,000	0	102,000	0.00	Grants Fund changes
	3,221,140	0	3,221,140	0.00	CDBG Fund changes
	1,976,530	0	1,976,530	0.00	HOME Fund changes
	8,789,501	0	8,789,501	0.00	TIF Reimbursement Fund changes
	(450,700)	0	(450,700)	0.00	Headwaters Complex Fund changes
<b>Adopted Budget Additions and Reductions</b>					
	(1,617)	3,592	1,975	0.00	OMF IA adjustments
	409,427	0	409,427	0.00	HIF changes
	89,903	0	89,903	0.00	Grants Fund changes
	(20,490)	0	(20,490)	0.00	CDBG Fund changes
	58,501	0	58,501	0.00	HOME Fund changes
	(6,754,802)	0	(6,754,802)	0.00	TIF Reimbursement Fund changes
	(11,448)	0	(11,448)	0.00	Headwaters Complex Fund changes
	<b>9,020,743</b>	<b>4,883,892</b>	<b>13,904,635</b>	<b>(9.00)</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>99,298,909</b>	<b>57.00</b>	<b>Total Adopted Budget</b>

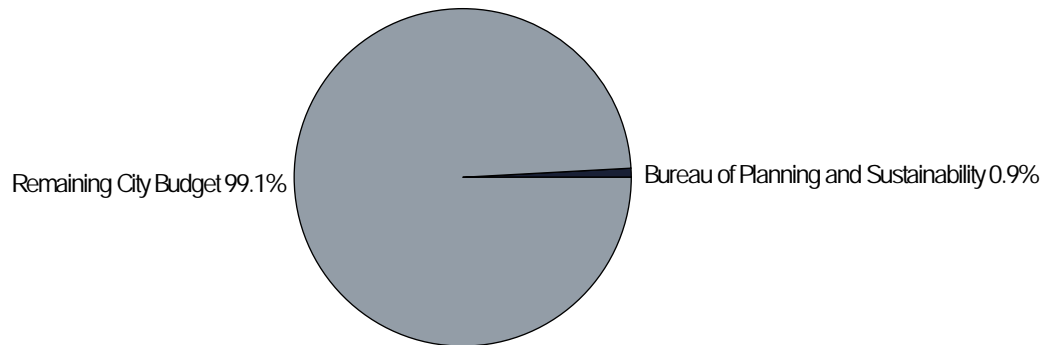
# Bureau of Planning and Sustainability

Community Development Service Area

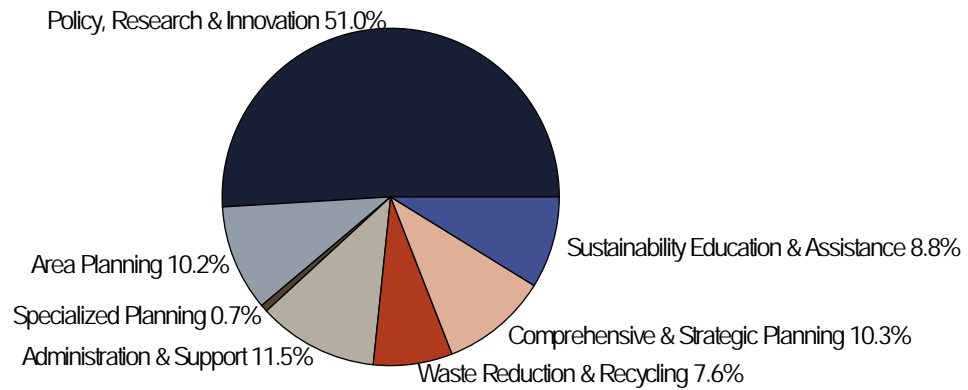
Mayor Sam Adams, Commissioner-in-Charge

Susan Anderson, Director

Percent of City Budget



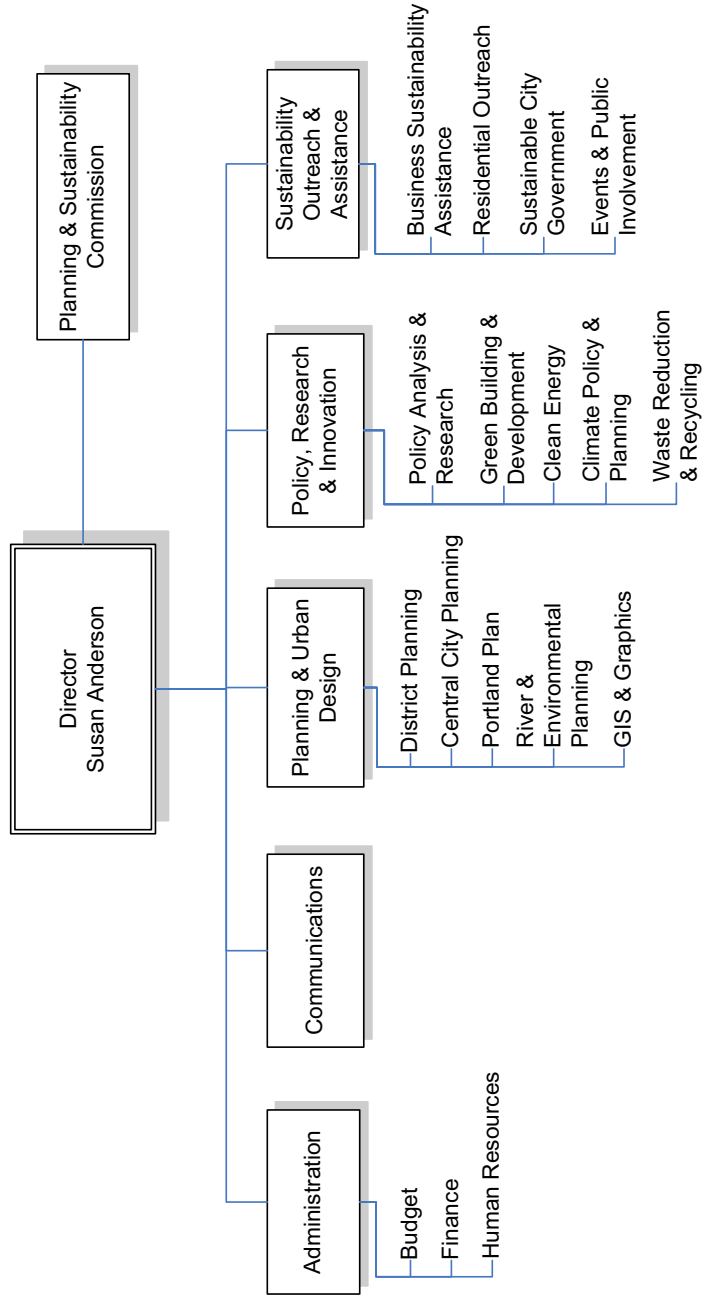
Bureau Programs



Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	42,050,107	30,777,337	(11,272,770)	(26.80)
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>42,050,107</b>	<b>30,777,337</b>	<b>(11,272,770)</b>	<b>(26.81)</b>
Authorized Positions	113.58	109.60	(3.98)	(3.50)

# Bureau of Planning and Sustainability



# Bureau of Planning and Sustainability

Community Development Service Area

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## Bureau Mission

Create a prosperous, equitable and healthy city. To do this, the Bureau of Planning and Sustainability (BPS):

- ◆ Builds partnerships.
- ◆ Engages, inspires and educates residents and businesses.
- ◆ Advances policy, programs, plans, regulations and urban design that foster both innovation and practical solutions.

## Bureau Overview

The Bureau of Planning and Sustainability ensures that sustainability principles are thoroughly integrated into the core of Portland's strategic planning, land use planning and development policies. The depth of staff expertise and extensive community engagement help affirm the bureau's reputation as a world class "planning and doing" organization.

BPS also develops and implements policies and programs that provide environmental, economic, and social benefits to residents, businesses, and government, which strengthen Portland's position as an international model of sustainable practices and commerce. To accomplish these objectives, the bureau:

- ◆ Works with the City Council, Planning and Sustainability Commission, other City bureaus, public agencies, businesses and the community to develop a cohesive vision for the future of Portland and take steps toward realizing that vision
- ◆ Maintains, modifies and updates a Comprehensive Plan to guide the development and redevelopment of the city and ensures that City policies, implementation tools and zoning designations are consistent with the Comprehensive Plan and regional and state requirements
- ◆ Develops and updates City sustainability principles, climate protection strategies and related policies and programs that address sustainable government operations, green building, ecodistricts, renewable energy, energy efficiency, sustainable industries and sustainable food systems
- ◆ Develops and updates economic, environmental, housing, historic preservation and community development policies and programs; analyzes demographic data; advocates for and advances quality sustainable urban design; works to ensure natural resource enhancement; and supports thriving neighborhoods and business communities
- ◆ Evaluates the implementation and effectiveness of sustainability policies and programs
- ◆ Administers the City's solid waste and recycling rules and programs and provides technical assistance and support to businesses, residents, nonprofit organizations and public agencies to reduce waste, increase reuse and increase recycling
- ◆ Seeks to expand the City's partnerships with public, private and community-based organizations, advancing collaborative and entrepreneurial approaches to fostering sustainability throughout Portland

The bureau is organized as follows:

**Office of the Director** This division provides oversight and leadership for the bureau.



<b>Bureau Operations and Finance</b>	This division includes the bureau's office support, contract administration, human resources and financial functions.
<b>Communications</b>	This division provides communications services for the bureau, which include public information, materials production, website development and event messaging.
<b>Planning and Urban Design Division</b>	<p>This division provides strategic, comprehensive, long-range and district planning and urban design services. Efforts include:</p> <ul style="list-style-type: none"><li>◆ Portland Plan/Strategic Planning</li><li>◆ Central Portland Plan</li><li>◆ River and Watershed Planning</li><li>◆ Code Development</li><li>◆ Comprehensive Plan / Periodic Review</li><li>◆ District Planning</li><li>◆ Environmental Planning</li><li>◆ Metro and State Land Use Coordination</li><li>◆ Special Projects such as West Hayden Island, Citywide Tree Project and Airport Futures</li><li>◆ GIS and Graphics</li></ul>
<b>Policy, Research and Innovation Division</b>	<p>This division provides research and analysis, policy and program development, project demonstration, monitoring and evaluation, and grant writing. Efforts include:</p> <ul style="list-style-type: none"><li>◆ Economic Development</li><li>◆ Asset Management</li><li>◆ Waste Reduction and Recycling</li><li>◆ Historic Resources</li><li>◆ Green Building and Development, including District Energy</li><li>◆ Housing and Demographics</li><li>◆ Sustainable Food Systems and Human Health</li><li>◆ Energy Efficiency and Solar Energy Programs</li><li>◆ Climate Change Planning and Monitoring</li></ul>
<b>Sustainability Education and Assistance Division</b>	<p>This division develops and implements programs, events and educational campaigns to engage a diverse range of residents and businesses in new behaviors and organizational practices in the areas of climate action, thoughtful consumption, recycling and overall sustainability practices. Efforts include:</p> <ul style="list-style-type: none"><li>◆ Education, Outreach and Events</li><li>◆ Business Services and Recognition</li><li>◆ Residential Services</li><li>◆ Government Services</li></ul>
<b>Service Improvement Plan</b>	The bureau's Service Improvement Plan includes two components: Outreach to diverse communities and Public engagement on climate action.

#### Outreach to Diverse Communities

BPS is committed to integrating the social elements of sustainability into all aspects of its programs, policies, and plans. BPS is in the process of developing a high quality public involvement plan that includes the public in planning, policy and implementation and incorporates the City's adopted public involvement principles. The goal of the plan is to increase community capacity to address relevant issues, plan for the future and engage in sustainable practices while also increasing bureau capacity to proactively address public involvement inequities and challenges. This plan will create the framework for greater collaboration, innovation and efficiencies. The results will be richer community communication informing the City's work and stronger and more productive relationships to build on in the future.

Outreach efforts in specific BPS programs include:

- ◆ Equity, in terms of a focus on removing barriers to equal opportunity and reducing disparities, particularly among racial and ethnic groups, has emerged as an overarching goal of the Portland Plan. It will be used as a key criterion for judging the success of all of the plan's strategies as well as the subject of a specific initiative.
- ◆ The continued implementation of a Community Workforce Agreement as part of the Clean Energy Works program.
- ◆ Ongoing work to diversity participant involvement in events and programs.
- ◆ The ReTHINK education series, which focuses on sustainability education and responding to climate change. ReTHINK partners with community organizations that serve diverse and low income populations.
- ◆ Community Grants: In 2010, 17 schools and grassroots, ethnic, and community organizations received \$500 to \$2,500 to fund waste prevention or recycling projects to help make organizational changes and educate their communities.
- ◆ The bureau's District Planning Program continues its work on supporting community-defined initiatives, such as the Cully/Concordia Action Plan, and on outreach to groups that have been underrepresented in BPS' work.

#### Public Engagement on Climate Action

Slowing climate change is a global priority of unparalleled urgency. Portland has made notable progress in reducing emissions, but efforts must accelerate dramatically to achieve the goals of the Climate Action Plan, adopted by City Council in 2009. Portland residents and businesses have historically been quick to adopt environmentally responsible practices, and BPS sees a need and opportunity to harness this capacity to accelerate carbon-reduction work. Evidence suggests that Portlanders want to make these changes but need clear, easily accessible information and consistent motivation to take action. In addition, Portland businesses have recognized a significant opportunity to produce products and services that help reduce greenhouse gas emissions.

In 2010 BPS launched the initial phase of a public engagement campaign that will address both carbon reduction and waste prevention. The campaign will expand in FY 2011-12 with goals to:

- ◆ Support behavior change among Portland residents to reduce carbon emissions in the areas of:
  - Home energy (retrofit homes, renewable energy)
  - Transportation (minimize vehicle trips)
  - Consumption and recycling (reduce waste, compost, and promote low-carbon consumption)
  - Sustainable food (choose local, grow food, reduce red meat consumption)
- ◆ Create a unifying campaign umbrella that aligns BPS and relevant City efforts to deliver and co-market existing programs, leveraging the increasing the visibility for efforts of community groups and core partners.
- ◆ Educate residents, including those not traditionally involved, about the basics of climate change and the opportunities they have to take personal actions.

## Strategic Direction

### State-Mandated Period Review / Comprehensive Plan Update

A top priority for the Bureau of Planning and Sustainability from 2007 to 2012 is the State-mandated periodic review and update of the City's Comprehensive Plan, to implement the objectives of the Portland Plan. The Portland Plan project will create a strategic framework for the City, its partners and 18 other government agencies that affect Portland. This strategic plan is being developed with extensive involvement of Portland businesses, institutions, organizations and residents. The plan identifies citywide objectives in three prioritized strategies that summarize the most important goals of the community and guide City actions across all bureaus over the next 25 years. The plan will recommend a set of "quick-start" projects for action in the near term, policies to guide future actions, and targets and indicators with which to track success.

The strategic element of the project will be completed in 2011 and presented to City Council for adoption. Work in FY 2011-12 will focus on finalizing the priority strategies and agreements with other government agencies to share in implementation. The Portland Plan will also be implemented in part through the State-mandated update to the City's Comprehensive Plan and through development of a new Central City Plan. Both of these follow-up implementation projects are now underway and will continue through FY 2012-13.

### Central City Plan

The Central City Plan is a specific Comprehensive Plan element addressing downtown and the central city. It updates the 1972 Downtown Plan and 1988 Central City Plan to help shape future growth and public and private investments. It will identify how the City keeps the central city as the economic engine of the region's economy, supports expansion of major institutions and improvements in livability, affordable housing, and the role of the central city in arts, culture, entertainment and retail. In this fiscal year, work on the Central City Plan (CC 2035) framework plan and the NE Quadrant of the Central City will be completed. Work on the second quadrant plan will begin in FY 2011-12, either in the SW or SE Quadrant.

# Bureau of Planning and Sustainability

## Community Development Service Area

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**Climate Action Plan** Portland's pioneering work to reduce greenhouse gas emissions has provided internationally recognized examples of beneficial approaches to climate protection. Climate change impacts housing, industry, agriculture, water resources, transportation, energy use, and quality of life. In 2009, City Council adopted the Climate Action Plan, a major update to the City's previous climate protection strategy. The Climate Action Plan establishes a goal of reducing carbon emissions 80 percent by 2050 and proposes specific actions for the City to take by 2012 to accelerate the transition to a low-carbon community. Key efforts in FY 2011-12 include accelerating energy efficiency in commercial buildings, completing a climate change preparedness plan, and continuing to work with Clean Energy Works Oregon to provide up-front financing for home energy efficiency upgrades.

**Health** Health has emerged as a key integrating theme of the Portland Plan. The City has prioritized its work on sustainable food systems for a number of years, and the Portland Plan process has highlighted the myriad ways the City influences public health, from creating walkable neighborhoods and enabling active lifestyles to removing barriers to accessing fresh, healthy food throughout Portland.

**Equity** Portland has achieved demonstrable success in pursuing sustainable development, but we continue to face challenges in advancing equity, cultural competence, and diversity development throughout the community. Development and implementation of major efforts like the Portland Plan and Climate Action Plan present critical opportunities to ensure that opportunity for all Portlanders is a central component of the bureau's work, and BPS is committed to integrating the social elements of sustainability into all aspects of its programs, policies, and plans.

## Summary of Budget Decisions

### Reductions **Reduction in General Fund Resources**

To achieve the required 1.5% reduction (\$106,280) in General Fund resources, BPS's internal operating expenses (administrative support, facilities, IT, financial staff, etc.) will be funded with one-time funds from several grants for which these are authorized expenses. To convert this into an on-going reduction, BPS will identify cuts for future years in the Fall Budget Monitoring Process.

### **OMF IA Reductions**

The packages reflect a decrease of \$14,825 in interagency costs resulting from decision packages approved in the Office of Management and Finance's proposed budget. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

### OnGoing General Fund Adds **Restore BPS General Fund Allocation**

As directed by a FY 2010-11 Budget Note, OMF worked with the Citywide Overhead Committee to secure \$403,715 to support BPS' District Planning program through Citywide overhead. This freed equivalent discretionary General Fund dollars to fund the bureau on an ongoing basis.

**One-Time General  
Fund Adds****OMF IA Adds**

The packages reflect an increase of \$11,171 in interagency costs resulting from decision packages approved in the Office of Management and Finance's proposed budget. An adjustment to the bureau's one-time General Fund discretionary target was made to balance the increased costs.

**Equity, Economic Opportunity, Education, and Healthy Connected  
Neighborhood**

This one-time increase of \$283,000 will support public involvement and related costs associated with completing the strategic planning component of the Portland Plan by December 2011.

**State-Mandated Comprehensive Plan/Periodic Review**

This one-time increase of \$352,028 supports the public involvement and technical analysis required to complete the Comprehensive Plan update. This includes logistical support for event planning, communications and facilitation, economic analysis, growth management scenario modeling, and development of policy alternatives. The expected outcome of this package is a first draft of new Comprehensive Plan policies in early 2012, consistent with the strategic direction established by the Portland Plan.

**Youth Planning**

One-time funding of \$70,444 is included to continue the Youth Planning Program, which connects youth with professional work experience and injects a youth perspective into the work of the bureau.

**Time-Sensitive Planning Projects**

One-time funding of \$172,784 will support staff and external contracts for the SE 122nd Avenue zoning changes and the West Hayden Island project. The 122nd Avenue zoning project is a priority implementation item identified by a FY 2010-11 pilot study called for by the East Portland Action Plan. The West Hayden Island project will complete cost/benefit analyses and establish land use guidelines as a precursor to West Hayden Island's possible incorporation into the City of Portland. A City Council vote on possible annexation of West Hayden island into the City is anticipated in mid-2012. General fund support of \$72,784 will supplement funding provided by the Port of Portland.

**Budget Notes****PURB Review**

Council directs the Office of Management and Finance to work with the Portland Water Bureau, Bureau of Environmental Services, and the Bureau of Planning and Sustainability, to develop a process for the members of the Portland Utility Review Board to review mid-year budget monitoring process changes.

# Comprehensive & Strategic Planning

**Description** The Comprehensive & Strategic Planning program encompasses a range of programs, projects, and services in BPS that create policies and plans that are citywide in their impact rather than focused on specific geographical locations throughout Portland.

**Goals** This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability.

**Performance** Reaching a capture rate of greater than 30% of the development of new housing in the region is important for the vitality of Portland neighborhoods as well as for regional climate change and compact growth objectives.

**Changes to Services and Activities** FY 2011-12 decision packages will allow the program to complete the West Hayden Island project and Portland Plan as well as move the State-mandated Comprehensive Plan update into the next phase.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		25.07	19.55	19.15	19.15
<b>Expenditures</b>					
Comprehensive & Strategic Planning		0	1,009,446	903,234	903,234
Intergovernmental Coordination		336,788	0	0	0
Measure 37		6,536	0	0	0
Portland & Comprehensive Plan		1,057,978	1,703,666	2,075,983	2,075,983
River Renaissance Initiative		6,615	0	0	0
Strategic Planning		517,036	0	0	0
<b>Total Expenditures</b>		<b>1,924,952</b>	<b>2,713,112</b>	<b>2,979,217</b>	<b>2,979,217</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of housing built in four-county region within City of Portland limits	33%	28%	29%	30%	30%

## Administration & Support

**Description** Administration & Support reflects a broad array of services and skills that contribute to an effective, well-functioning organization. These include leadership by the Bureau Director, communications services, and day-to-day support of finance, personnel and administrative staff. Additionally, the general materials and services associated with operating a large organization are reflected in this budget.

**Goals** This program supports all bureau activities. As a result it supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability.

**Performance** In the last year, the bureau reorganized its financial system group to improve budget, payables, and time keeping processes. The GIS and design group produced very high quality documents for the Portland Plan, sophisticated GIS analysis for Portland Plan and Comprehensive Plan, and significantly improved the bureau's website design and content.

**Changes to Services and Activities** There are no significant changes.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		11.75	12.00	11.25	11.25
<b>Expenditures</b>					
Administration		1,652,413	0	462,662	462,662
Bureau Operating Costs		445,817	2,243,305	2,237,684	2,237,684
Business Services		179,791	742,663	209,855	209,855
Communications		884,467	15,000	98,157	98,157
Director's Office		691,224	317,624	337,035	337,035
Operations		792,307	0	0	0
<b>Total Expenditures</b>		<b>4,646,020</b>	<b>3,318,592</b>	<b>3,345,393</b>	<b>3,345,393</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Citywide Livability Rating	83%	83%	80%	80%	81%
Overall Rating - Planning for Future Land Use	43%	43%	40%	40%	41%
Percent of residents with little or no knowledge of planning activities (rated "Land Use Planning" neither good nor bad)	34%				
Percent of residents rating the attractiveness of new residential development good or very good	52%	53%	61%	61%	61%
Business satisfaction with City information on pollution reduction (percent "good" or "very good")	52%				

# Bureau of Planning and Sustainability

## Community Development Service Area

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Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Grants and contracts awarded	\$1,044,344	\$4,234,869	\$12,844,850	\$15,878,025	\$15,878,025



## Specialized Planning

<b>Description</b>	The program is responsible for ongoing City compliance with state and regional environmental land use policies. This group also updates City natural resources and environmental quality policies and programs. Current priorities include leading the City's Natural Resources Inventory (NRI) update, completing the Citywide Tree Policy Review and Regulatory Improvement Project, coordinating the City's compliance with the Metro Title 13 Nature in Neighborhoods program, and leading a project to update City policies and codes relating to invasive plants. The program is responsible for updating area-specific natural resource inventories, evaluating environmental program options, and providing technical expertise to other planning projects such as the River Plan, West Hayden Island, Area 93, PDX Futures, and the Portland Plan. Program staff also contributes to multi-bureau efforts such as the Urban Forestry Action Plan, the Watershed Management Plan, and the Stormwater Management Plan.
<b>Goals</b>	This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability.
<b>Performance</b>	This program will complete the River Plan North Reach in FY 2011-12. It will continue River Plan Central Reach as part of CC2035, as well as provide support to the West Hayden Island project, the Comprehensive Plan update, and other bureau projects.
<b>Changes to Services and Activities</b>	The decision packages resulted in reducing the size of this program; this will slow progress on River Plan Central Reach and initiation of River Plan South Reach.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		7.88	2.00	2.00	2.00
<b>Expenditures</b>					
Code Development		687,244	0	0	0
Economic Development Planning		104,907	0	0	0
Environmental Planning		424,484	247,205	199,872	199,872
Historic Preservation		180,743	15,427	0	0
Specialized Planning		10,000	0	0	0
Urban Design		296,267	0	0	0
<b>Total Expenditures</b>		<b>1,703,645</b>	<b>262,632</b>	<b>199,872</b>	<b>199,872</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of significant natural resources protected through non-regulatory and/or regulatory measures	78%	80%	83%	83%	83%

## Area Planning

**Description** The Area Planning program works in geographically specific sections of the City. Sometimes referred to as "place-making", the focus of long-range area planning is to guide the growth and development, vitality and livability of districts, neighborhoods, corridors, streets and other locations in Portland. While the work is focused on a geographic area, the benefits of a healthy, vibrant district ripple throughout the larger Portland region.

**Goals** This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability. This program plays a lead role in preparing the Comprehensive Plan and updating the Central City plan (CC2035). The program leads the bureau's work on health and education, the completion of the River Plan North Reach, the Youth Planning program, and several specific zoning legislative change packages. It also provides significant support to the Portland Plan, major transportation projects including Columbia River Crossing and Milwaukie light rail, and West Hayden Island project.

**Performance** The ratings for access to shopping are headed in a positive direction, but the citywide average does not reveal the unequal distribution of this access. Work in FY 2011-12 will focus on foundational work to improve the likelihood of increased neighborhood-serving retail in East Portland along 122nd Avenue.

**Changes to Services and Activities** The program will undertake the Youth Planning program and a zoning legislative change package related to E 122nd St. and SE Division St. Grant funding allows the program to initiate a major planning project for SW Barbur St. corridor.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		26.92	23.80	22.80	22.80
<b>Expenditures</b>					
Area Planning		33,861	0	0	0
Central City Planning		1,058,659	1,286,977	1,337,851	1,105,815
District Planning		1,902,936	1,068,461	1,436,530	1,436,530
River Planning		404,137	400,002	339,164	339,164
Youth Program		0	0	70,444	70,444
<b>Total Expenditures</b>		<b>3,399,593</b>	<b>2,755,440</b>	<b>3,183,989</b>	<b>2,951,953</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of residents rating neighborhood livability "good" or "very good"	88%	88%	87%	87%	88%
Percent of residents rating access to shopping and other services "good" or "very good"	74%	74%	76%	76%	76%

## Policy, Research, & Innovation

**Description** The Policy, Research & Innovation Program provides research, analysis, technical assistance, demonstration projects, and policy and program development to advance City and bureau goals around an equitable, prosperous, healthy, low-carbon community. This program was established as part of BPS's 2011 strategic plan process. Specifically, the program addresses:

- ◆ Climate change
- ◆ Economic development
- ◆ Historic resources
- ◆ Green building and development
- ◆ Energy efficiency and renewable energy
- ◆ Food policy and programs
- ◆ City asset management
- ◆ Demography

Efforts focus on policy, programs, and projects that support innovation and institutionalize sustainable practices. The program also staffs the Food Policy Council, monitors legislative issues related to sustainable development, and coordinates broad sustainability initiatives such as the City's Climate Action Plan.

**Goals** Key goals for FY 2011-12 include completing research and analysis for the revision to the City's comprehensive plan, financing energy-efficiency renovations in 2,000 homes, expanding the number of buildings served by district energy systems, and completing a food zoning code project.

**Performance** The number of solar energy systems installed in Portland has quintupled in the past five years as a result of strong incentives, City outreach and technical assistance and innovative bulk-purchase efforts by neighborhood associations (the Solarize Portland initiatives). Per capita emissions of carbon dioxide, the primary cause of climate change, continue to decline in absolute terms, countering the national trend. This reflects a wide range of efforts by the City, businesses, residents, and many community partners to create walkable neighborhoods, reduce energy use, increase active transportation, and increase renewable energy sources like solar, wind, and biomass.

**Changes to Services and Activities** The primary change to the program workplan for FY 2011-12 is a redirection in research and analysis work toward the forthcoming revision to the City's Comprehensive Plan.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		17.15	24.93	24.00	24.00
<b>Expenditures</b>					
Clean Energy		0	15,168,141	12,761,176	12,761,176
Climate Policy & Planning		823,509	6,394,906	10,000	10,000
Economic Development		131,287	50,540	0	0

# Bureau of Planning and Sustainability

## Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Green Building & Development		1,774,840	1,099,766	814,018	819,018
Policy Analysis and Research		0	917,381	874,823	874,823
Policy, Research & Innovation		140,667	0	94,044	94,044
Sustainable City Government		927,507	1,583,827	120,960	120,960
Sustainable Food		116,642	101,211	106,419	106,419
<b>Total Expenditures</b>		<b>3,914,451</b>	<b>25,315,772</b>	<b>14,781,440</b>	<b>14,786,440</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Per capita residential energy use (million BTUs)	29.20	29.40	29.20	29.00	29.00
Number of certified green buildings in Portland	1,379	1,595	1,650	1,700	1,700
Utility savings to City from energy- and water-efficiency projects and waste and toxics reduction (million dollars)	\$2.96	\$3.57	\$4.10	\$4.30	\$4.30
Percent of City electricity use from renewable resources	8.8%	9.0%	8.9%	9.0%	9.0%
Number of residential and commercial solar energy systems installed in Portland since 2006	378	1,168	1,500	2,000	2,000
<b>Efficiency</b>					
Percent reduction in local per capita CO2 emissions from 1990 levels	18%	20%	21%	23%	23%
<b>Workload</b>					
Number of development projects provided with green building assistance	14	16	15	25	25
Number of design and construction industry professionals trained in green building practices	2,080	768	400	350	350
Residents participating in urban agricultural projects	3,700	4,000	8,000	9,000	9,000

## Waste Reduction & Recycling

<b>Description</b>	<p>The Waste Reduction &amp; Recycling program is responsible for the collection of solid waste, yard debris, and recyclable materials from residences and businesses within the Portland Urban Services Boundary. The program carries out City Council's policy direction to reduce waste, increase recycling, and maintain high-quality garbage and recycling collection at reasonable rates.</p> <p>Residential waste program responsibilities include franchising residential collection companies, enforcing service standards, setting rates, educating customers and promoting waste reduction and recycling in coordination with the Sustainability Education &amp; Assistance program. The Solid Waste and Recycling Hotline fields about 18,000 calls each year from citizens, answering questions, resolving concerns, and providing guidance on curbside recycling.</p> <p>The commercial waste program establishes service standards, issues permits, and ensures compliance with the City's requirement that businesses recycle at least 75% of their waste by 2015. Commercial service is not franchised or rate regulated in Portland. The commercial program is also responsible for contracting for collection of public garbage and recycling cans in several business districts and for addressing garbage or recycling containers that are inappropriately stored by businesses in the public right-of-way.</p>
<b>Goals</b>	<p>The program works to achieve City Council's goal of recycling 75% of all solid waste by 2015 and BPS's goals to reduce carbon emissions 80% by 2050 while advancing equity and prosperity.</p>
<b>Performance</b>	<p>The recycling rate among businesses has remained at 64% for several years, while the household recycling rate has shown steady improvement.</p>
<b>Changes to Services and Activities</b>	<p>In FY 2011-12, the Waste Reduction &amp; Recycling program will implement a major change with the start of curbside residential food-scrap collection.</p>

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		9.00	9.00	9.00	9.00
<b>Expenditures</b>					
Customer Services		(23,602)	0	0	0
Operations		787,563	0	0	0
Policy & Program Development		57,006	0	0	0
Solid Waste Commercial		0	0	1,150,083	1,150,083
Solid Waste Residential		0	0	1,050,324	1,050,324
Waste Reduction & Recycling		1,417,688	2,457,060	3,226	3,226
<b>Total Expenditures</b>		<b>2,238,654</b>	<b>2,457,060</b>	<b>2,203,633</b>	<b>2,203,633</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Bureau of Planning and Sustainability

## Community Development Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of residential material diverted from wastestream	49%	51%	52%	53%	53%
Percent of commercial material diverted from wastestream	64%	64%	64%	65%	65%
Business satisfaction with recycling programs (percent rating "good" or "very good")	75.0%				
Citizens' satisfaction with solid waste and recycling programs (percent rating "good" or "very good")	80%	80%	77%	80%	80%
<b>Efficiency</b>					
Typical residential garbage and recycling monthly bill, adjusted for inflation (2000 dollars)	\$24.45	\$26.63	\$27.11	\$27.50	\$27.50
<b>Workload</b>					
Pounds of solid waste generated per household	1,326	1,252	1,275	1,300	1,300
Tons of solid waste generated by businesses	261,538	248,099	250,000	260,000	260,000

## Sustainability Education & Assistance

**Description** The Sustainability Education & Assistance program helps households and businesses make informed decisions about resource conservation, renewable energy, global warming, and pollution prevention. The team's responsibilities include design, development, coordination, execution and evaluation of public outreach and involvement programs, campaigns, and events.

Programs run by the Sustainability Education & Assistance team include:

- ◆ Business Sustainability Assistance
- ◆ Multifamily and Event Recycling
- ◆ Residential Outreach, Events, and Involvement, including Fix-It Fairs
- ◆ Sustainable City Government

The program also produces a number of major special events each year, such as public engagement meetings about the Climate Action Plan. In addition, the program coordinates BPS and inter-bureau participation at major events like the Better Living Show.

**Goals** The Sustainable Education & Assistance programs support the City's goals to reduce carbon emissions 80% below 1990 levels by 2050, recycle 75 percent of all solid waste by 2015, and reduce per capita waste generation below 2005 levels by the year 2015. The program also advances BPS's goals of prosperity, affordability, and equity.

**Performance** The program's performance measure have remained steady with no foreseeable changes.

**Changes to Services and Activities** There are no significant changes.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		21.80	22.30	21.40	21.40
<b>Expenditures</b>					
Business Sustainability Assistance		996,280	1,134,883	1,086,422	990,660
Communications		0	594,683	609,851	609,851
Multifamily		69,042	0	0	195,598
Residential Outreach		685,715	1,134,819	672,966	657,966
Sustainability Education & Assistance		55,364	0	99,872	99,872
Technical Outreach		228,271	202,951	89,836	0
<b>Total Expenditures</b>		<b>2,034,672</b>	<b>3,067,336</b>	<b>2,558,947</b>	<b>2,553,947</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Cost per Fix-It Fair participant	\$46.00	\$45.00	\$52.38	\$50.00	\$50.00

# Bureau of Planning and Sustainability

## Community Development Service Area

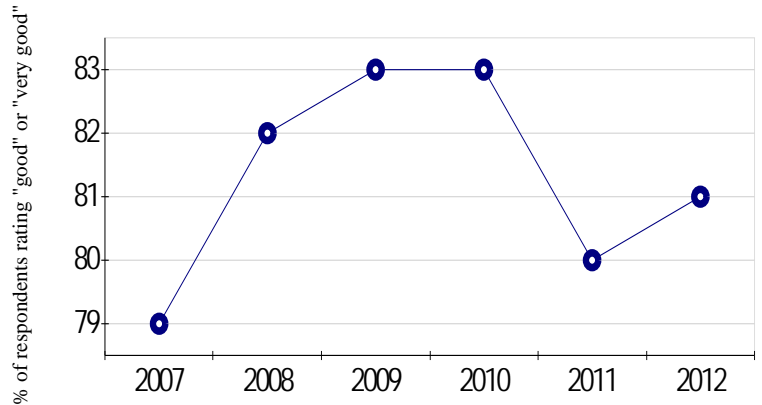
Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Residents reached by sustainable training and outreach	41,228	61,648	85,710	90,000	90,000
Businesses reached by sustainability outreach and training	1,986	1,675	1,000	1,000	1,000
Number of multifamily units provided with recycling assistance	15,344	18,141	18,500	18,500	18,500
Bureaus assisted with sustainability projects	25	16	25	25	25
City employees provided with sustainability training	50	240	30	50	50
Citizens participating in workshops	2,371	2,475	2,100	2,100	2,100



## Performance Measures

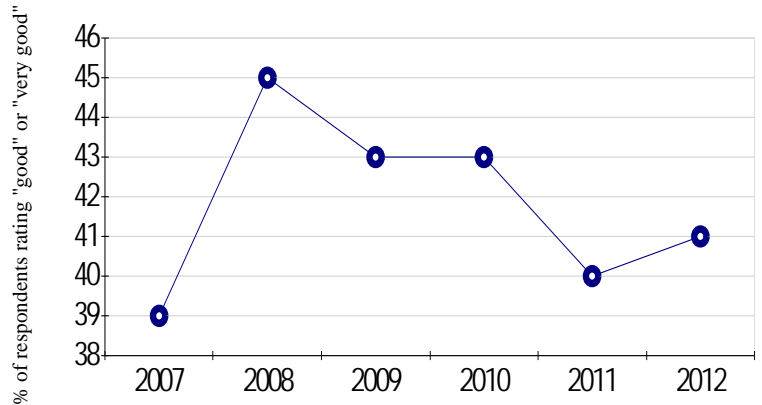
### Citywide Livability Rating

Overall city livability ratings have remained fairly high, but some neighborhoods (particularly in East Portland) are significantly less satisfied with city livability than other neighborhoods.



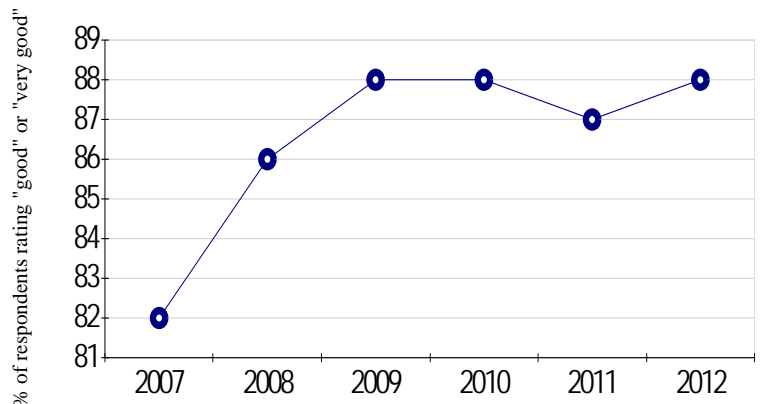
### Overall Rating - Planning for Future Land Use

Residents' satisfaction with City planning for future land use increased in 2007-2008. A third of respondents remain neutral.



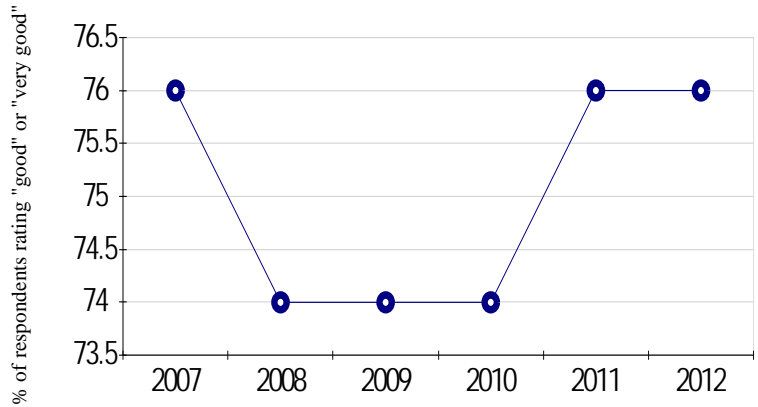
### Neighborhood Livability Rating

In most areas of the city, citizens are more satisfied with neighborhood livability than city livability. However, neighborhood livability ratings are lower in East and Central Northeast Portland.



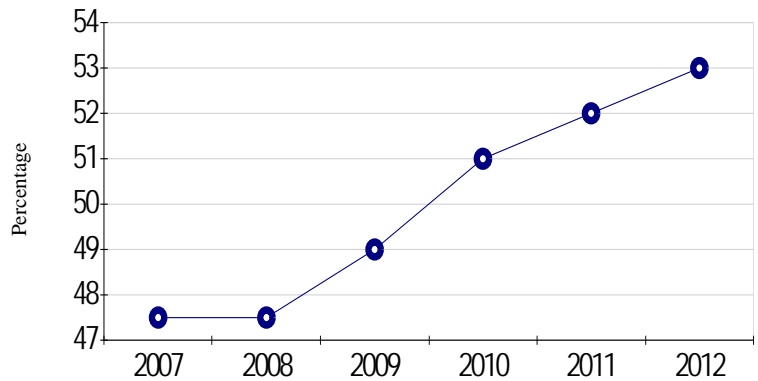
**Access to Shopping and Other Services**

Satisfaction with access to shopping and other services remains relatively high.



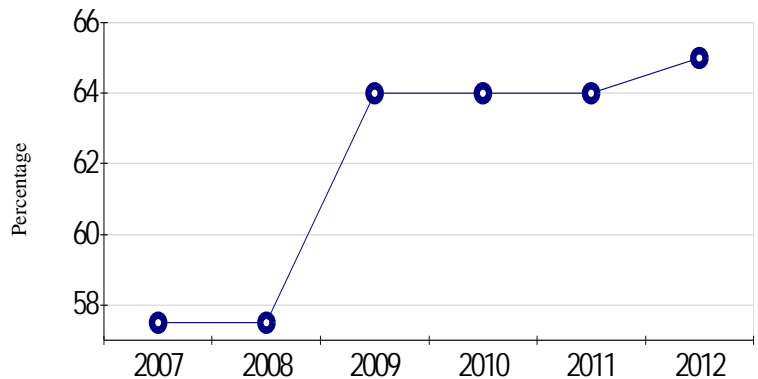
**% of Residential Waste Diverted**

City Council has adopted a 60% recycling goal for the City of Portland.



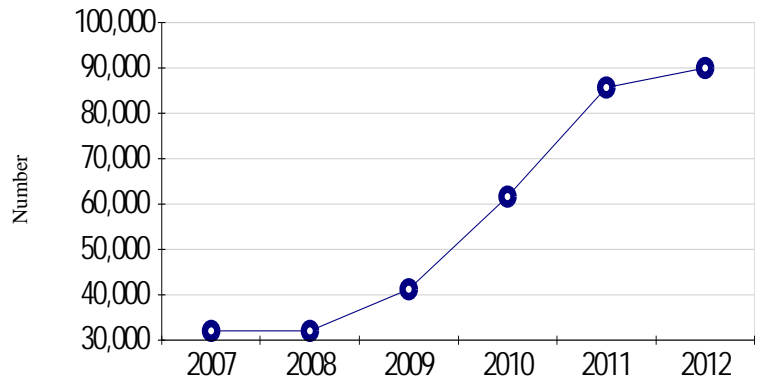
**% of Commercial Waste Diverted**

Because commercial solid waste comprises three-quarters of Portland's waste stream, increasing recycling rates for businesses is essential in meeting City Council's new 75% recycling goal.



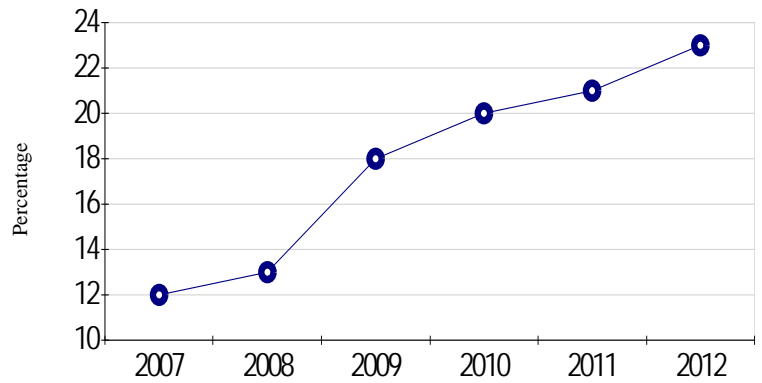
**Residents Reached by Sustainable Outreach**

BPS reaches more than 33,000 residents annually with outreach and education around sustainable practices.



**% Reduction in per capita CO2 Emissions**

Portland residents and businesses are making progress in reducing global warming pollution, but efforts need to accelerate if Portland is to do its part to meet the rising urgency of climate change.



# Bureau of Planning and Sustainability

## Summary of Bureau Budget

### Community Development Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	0	2,331,097	2,508,815	2,595,699	2,595,699
Charges for Services	2,984	1,507,842	1,606,440	1,605,148	1,605,148
Intergovernmental	868,262	3,118,946	25,664,536	15,365,783	15,133,747
Bond & Note	0	0	0	0	0
Miscellaneous	8,086	121,806	74,418	50,423	50,423
<b>Total External Revenues</b>	<b>879,332</b>	<b>7,079,692</b>	<b>29,854,209</b>	<b>19,617,053</b>	<b>19,385,017</b>
<b>Internal Revenues</b>					
General Fund Discretionary	9,609,981	9,222,272	8,109,046	8,257,385	8,257,385
General Fund Overhead	149,410	149,256	152,950	556,665	556,665
Fund Transfers - Revenue	2,375	1,468,142	100,547	20,787	20,787
Interagency Revenue	417,682	1,243,505	524,227	167,344	167,344
<b>Total Internal Revenues</b>	<b>10,179,448</b>	<b>12,083,175</b>	<b>8,886,770</b>	<b>9,002,181</b>	<b>9,002,181</b>
Beginning Fund Balance	0	4,269,894	3,309,128	2,390,139	2,390,139
<b>Total Resources</b>	<b>\$11,058,780</b>	<b>\$23,432,761</b>	<b>\$42,050,107</b>	<b>\$31,009,373</b>	<b>\$30,777,337</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	7,617,823	11,077,254	11,146,304	10,872,258	10,872,258
External Materials and Services	1,325,765	5,870,955	25,809,833	15,591,505	15,457,469
Internal Materials and Services	2,162,126	3,468,641	2,933,807	2,788,728	2,690,728
<b>Total Bureau Expenditures</b>	<b>11,105,714</b>	<b>20,416,850</b>	<b>39,889,944</b>	<b>29,252,491</b>	<b>29,020,455</b>
<b>Fund Expenditures</b>					
Debt Service	0	33,190	37,063	40,208	40,208
Fund Transfers - Expense	2,375	909,372	235,601	148,316	148,316
<b>Total Fund Expenditures</b>	<b>2,375</b>	<b>942,562</b>	<b>272,664</b>	<b>188,524</b>	<b>188,524</b>
Ending Fund Balance	(49,309)	2,073,349	1,887,499	1,568,358	1,568,358
<b>Total Requirements</b>	<b>\$11,058,780</b>	<b>\$23,432,761</b>	<b>\$42,050,107</b>	<b>\$31,009,373</b>	<b>\$30,777,337</b>
<b>Programs</b>					
Administration & Support		4,646,020	3,318,592	3,345,393	3,345,393
Area Planning		3,399,593	2,755,440	3,183,989	2,951,953
Benefits		29,100	0	0	0
Comprehensive & Strategic Planning		1,924,952	2,713,112	2,979,217	2,979,217
Engineering		(5,836)	0	0	0
Financial Planning		578,103	0	0	0
Housing Production & Preservation		(46,505)	0	0	0
Policy, Research & Innovation		3,914,451	25,315,772	14,781,440	14,786,440
Specialized Planning		1,703,645	262,632	199,872	199,872
Sustainability Education & Assistance		2,034,672	3,067,336	2,558,947	2,553,947
Waste Reduction & Recycling		2,238,654	2,457,060	2,203,633	2,203,633
<b>Total Programs</b>		<b>\$20,416,850</b>	<b>\$39,889,944</b>	<b>\$29,252,491</b>	<b>\$29,020,455</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000064	Accountant III	54,142	66,102	0.75	41,772	1.00	60,654	1.00	60,654
30000433	Administrative Specialist, Sr	41,475	63,856	3.00	161,556	3.00	165,963	3.00	165,963
30000436	Administrative Supervisor I	54,080	72,051	1.00	66,936	1.00	68,539	1.00	68,539
30000184	Code Specialist II	41,829	53,768	1.00	53,772	1.00	53,772	1.00	53,772
30000491	Community Outreach & Informtn Assistant	44,533	68,619	0.00	0	1.00	52,788	1.00	52,788
30000492	Community Outreach & Informtn Rep	54,080	72,051	3.00	186,141	4.00	264,289	4.00	264,289
30000506	Conservation Program Coordinator	59,634	79,518	3.00	189,014	3.00	195,491	3.00	195,491
30000507	Conservation Program Coordinator, Sr	62,629	83,637	6.00	414,802	6.00	448,890	6.00	448,890
30000509	Conservation Program Manager	74,214	98,862	1.00	89,588	1.00	93,260	1.00	93,260
30000505	Conservation Program Specialist	54,080	72,051	2.00	91,272	2.00	93,882	2.00	93,882
30000567	Financial Analyst	56,763	75,670	1.00	57,730	1.00	60,098	1.00	60,098
30000568	Financial Analyst, Sr	62,629	83,637	1.00	82,716	1.00	83,409	1.00	83,409
30000343	GIS Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000373	Graphics Designer III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000212	Inf Syst Analyst II-GIS,Vertical	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000604	Inf Syst Supvr-Bureau IS & GIS	74,214	98,862	1.00	88,980	1.00	91,716	1.00	91,716
30000451	Management Analyst	56,763	75,670	3.00	181,334	3.00	216,613	3.00	216,613
30000452	Management Analyst, Sr	62,629	83,637	1.00	46,956	1.00	48,566	1.00	48,566
30000450	Management Assistant	44,533	68,619	2.00	124,920	2.00	127,032	2.00	127,032
30000012	Office Support Specialist II	31,138	43,430	4.00	173,712	4.00	173,712	4.00	173,712
30000013	Office Support Specialist III	39,832	51,272	2.00	91,104	2.00	91,104	2.00	91,104
30000383	Planner II. City-Economic	58,552	67,642	1.00	58,548	1.00	67,644	1.00	67,644
30000385	Planner II. City-Land Use	58,552	67,642	11.00	725,892	12.90	868,860	12.90	868,860
30000389	Planner II. City-Urban Design	58,552	67,642	1.00	67,644	1.00	67,644	1.00	67,644
30001053	Planner, Chief	99,362	138,798	1.00	138,804	1.00	138,804	1.00	138,804
30000725	Planner, Principal	85,800	116,293	2.00	222,622	2.00	228,928	2.00	228,928
30000391	Planner, Sr City-Economic	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000392	Planner, Sr City-Environmental	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000393	Planner, Sr City-Land Use	60,840	77,709	6.00	466,272	6.00	466,272	6.00	466,272
30000397	Planner, Sr City-Urban Design	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000724	Planner, Supervising	74,214	98,862	3.00	288,152	3.00	291,860	3.00	291,860
30001054	Planning & Sustainability Director	128,294	183,851	1.00	178,860	1.00	181,356	1.00	181,356
30000464	Program Coordinator	59,634	79,518	1.00	59,640	1.00	67,596	1.00	67,596
30000463	Program Specialist	54,080	72,051	1.00	59,058	1.00	61,479	1.00	61,479
30000462	Program Specialist, Assistant	44,533	68,619	3.00	174,288	3.00	179,549	3.00	179,549
30000495	Public Information Officer	62,629	83,637	1.00	60,900	1.00	62,980	1.00	62,980
30000508	Solid Waste & Recycling Program Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30001509	Web Designer	44,533	68,619	2.00	89,064	2.00	89,064	2.00	89,064
<b>TOTAL FULL-TIME POSITIONS</b>				<b>76.75</b>	<b>5,295,149</b>	<b>80.90</b>	<b>5,724,914</b>	<b>80.90</b>	<b>5,724,914</b>
30000447	Business Systems Analyst, Assistant	44,533	68,619	0.00	0	0.50	26,724	0.50	26,724
30000338	Environmental Technician II	50,086	63,898	0.90	45,072	0.90	45,072	0.90	45,072
30000385	Planner II. City-Land Use	58,552	67,642	1.80	121,752	1.80	121,752	1.80	121,752
30000462	Program Specialist, Assistant	44,533	68,619	0.90	30,876	0.90	31,926	0.90	31,926
<b>TOTAL PART-TIME POSITIONS</b>				<b>3.60</b>	<b>197,700</b>	<b>4.10</b>	<b>225,474</b>	<b>4.10</b>	<b>225,474</b>
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	50,712	2.00	93,947	2.00	93,947
30000447	Business Systems Analyst, Assistant	44,533	68,619	0.90	24,060	0.00	0	0.00	0
30000491	Community Outreach & Informtn Assistant	44,533	68,619	1.00	50,712	0.00	0	0.00	0
30000492	Community Outreach & Informtn Rep	54,080	72,051	3.00	207,097	2.00	138,303	2.00	138,303
30000506	Conservation Program Coordinator	59,634	79,518	3.00	213,864	3.00	226,254	3.00	226,254
30000507	Conservation Program Coordinator, Sr	62,629	83,637	2.00	167,280	1.00	83,640	1.00	83,640

# Bureau of Planning and Sustainability

FTE Summary

## Community Development Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000505	Conservation Program Specialist	54,080	72,051	4.00	247,266	3.00	196,487	3.00	196,487
30000567	Financial Analyst	56,763	75,670	0.53	29,799	0.60	44,148	0.60	44,148
30000372	Graphics Designer II	50,086	63,898	0.90	57,504	0.00	0	0.00	0
30000451	Management Analyst	56,763	75,670	1.00	56,760	1.00	61,500	1.00	61,500
30000450	Management Assistant	44,533	68,619	2.00	106,164	2.00	116,632	2.00	116,632
30000377	Planner I, City-Land Use	53,248	61,443	0.00	0	0.50	29,280	0.50	29,280
30000385	Planner II, City-Land Use	58,552	67,642	4.00	270,576	2.10	142,044	2.10	142,044
30000375	Planner, Associate	48,298	55,910	2.00	106,488	1.00	53,244	1.00	53,244
30000393	Planner, Sr City-Land Use	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000724	Planner, Supervising	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000464	Program Coordinator	59,634	79,518	1.00	32,004	0.50	32,004	0.50	32,004
30000466	Program Manager, Sr	74,214	98,862	1.00	106,284	1.00	106,284	1.00	106,284
30000462	Program Specialist, Assistant	44,533	68,619	2.90	147,948	2.90	151,836	2.90	151,836
30000510	Sustainable Development Operations Mgr	79,830	106,288	1.00	103,514	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>33.23</b>	<b>2,154,612</b>	<b>24.60</b>	<b>1,652,183</b>	<b>24.60</b>	<b>1,652,183</b>
<b>GRAND TOTAL</b>				<b>113.58</b>	<b>7,647,461</b>	<b>109.60</b>	<b>7,602,571</b>	<b>109.60</b>	<b>7,602,571</b>

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	28,080,454	0	28,080,454	102.70	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(106,280)	0	(106,280)	0.00	General Fund 1.5% reduction
	(14,825)	0	(14,825)	0.00	OMF IA reductions
	0	283,000	283,000	0.50	Portland Plan: Equity, Econ. & Neigh. Strat.
	0	352,028	352,028	0.50	State-mandated Comprehensive Plan review
	0	70,444	70,444	0.50	Youth Planning
	403,715	0	403,715	4.40	General Fund ongoing increase
	11,171	0	11,171	0.00	OMF IA adds
	0	172,784	172,784	1.00	Time sensitive planning projects
<b>Approved Budget Additions and Reductions</b>					
	0	(232,036)	(232,036)	0.00	Reduce PDC IGA for Central City Plan
<b>Adopted Budget Additions and Reductions</b>					
	(11,171)	11,171	0	0.00	Move OMF IA Adds to one-time
	<b>282,610</b>	<b>657,391</b>	<b>940,001</b>	<b>6.90</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>29,020,455</b>	<b>109.60</b>	<b>Total Adopted Budget</b>

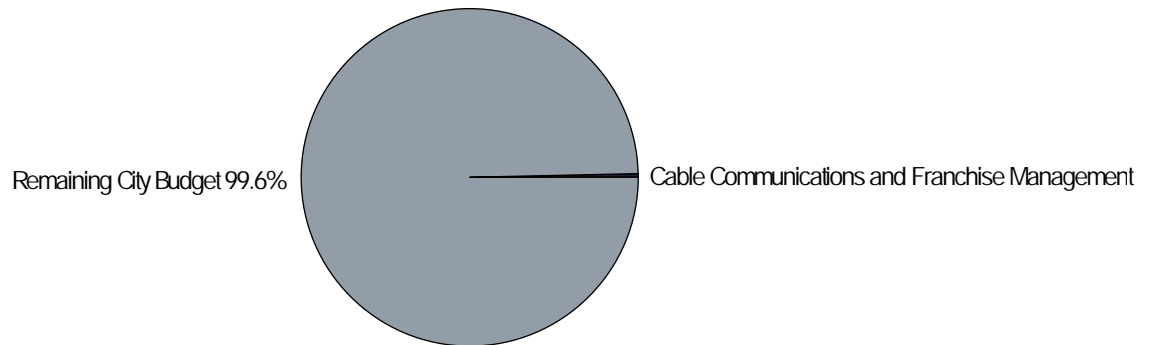
# Cable Communications and Franchise Management

Community Development Service Area

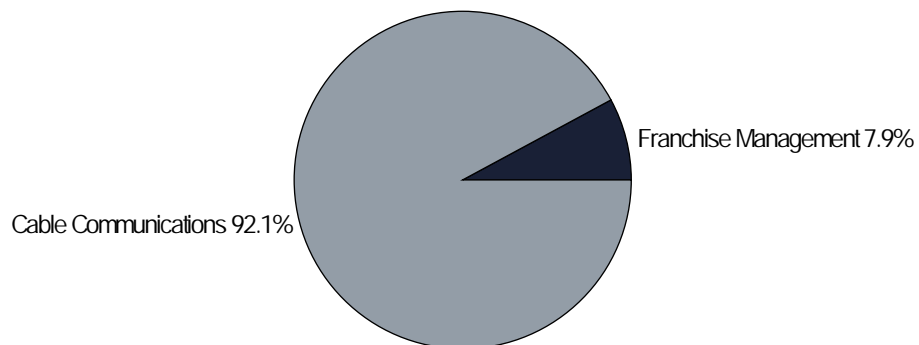
Dan Saltzman, Commissioner-in-Charge

David Olson, Director

Percent of City Budget



Bureau Programs

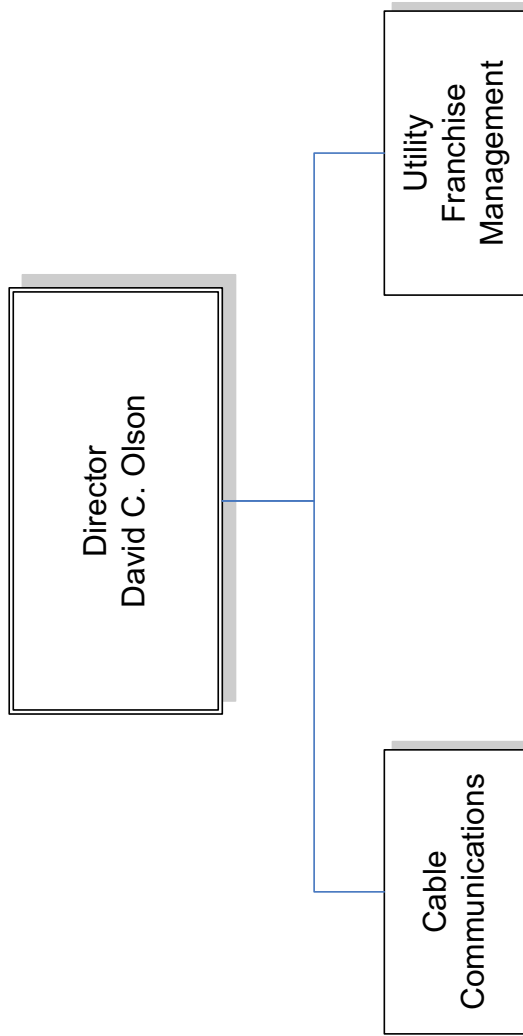


Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	12,940,502	12,548,278	(392,224)	(3.03)
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>12,940,502</b>	<b>12,548,278</b>	<b>(392,224)</b>	<b>(3.03)</b>
Authorized Positions	8.80	8.80	0.00	0.00



**Office of Cable Communications and Franchise Management**



## Bureau Summary

### Bureau Mission

The Office of Cable Communications and Franchise Management (OCCFM) ensures that the City receives fair compensation for the private use of public right of way and administers the Utility License Law on behalf of the City. The office actively defends local government's role and the public interest in broadband and rapidly changing telecommunications and utility markets, including the critical authority to levy taxes and fees for private use of the public rights-of-way. The office carries out cable franchise responsibilities while advocating for the public interest in cable communications by providing staff support for the Mt. Hood Cable Regulatory Commission.

### Bureau Overview

The bureau operates two major programs, Cable Communications and Utility Franchise Management. The Utility Franchise Management program negotiates and administers utility franchises and license fees for the City of Portland. This program oversees the second highest revenue source to the City's General Fund. This program lead the development of the City's policy and legal interests regarding the development and availability of advanced broadband and telecommunications infrastructure. The program also ensures that the City is fairly compensated for private use of the public right-of-way, and protects City and consumer interests in the new era of competition and deregulation of the telecommunications and energy industries.

Through a long standing intergovernmental agreement (IGA) with five other Multnomah County local governments, the Cable Communications program provides cable regulatory and consumer protection services countywide through the Mt. Hood Cable Regulatory Commission (MHCRC). The MHCRC is a citizen body charged with overseeing the regulation and development of cable communications franchises, and protecting the public interest in accordance with federal, state, and local law. Through the MHCRC, the City has been instrumental in forging and maintaining an effective and successful multi-jurisdictional partnership with Multnomah County and the cities of Gresham, Fairview, Troutdale, and Wood Village. Pursuant to the IGA, the MHCRC contracts for necessary staff support and services through a separate contractual agreement with the City of Portland. This program generates nearly \$6 million annually in general fund revenues and oversees over \$4 million annually in public benefit resources derived from cable franchises. This program also oversees funding for Portland Community Media (PCM). PCM is a nonprofit organization created and sustained by virtue of provisions and resources under the cable franchises overseen by the MHCRC. PCM oversees and programs cable channels (including government and City Council meetings) and works actively to develop partnerships that enhance technology and communications resources to the community in order to promote broad participation in civic and cultural life.

## Strategic Direction

**Service Improvement Plan** The Office of Cable Communication and Franchise Management will focus its improvement efforts in FY 2011-12 on four key areas.

### **Broadband Strategic Plan**

The bureau, in partnership with other City agencies, will develop a Portland Broadband Strategy intended to define the City's long term strategic direction for broadband. The goal is to present a long term road map that identifies where the City should be going with respect to broadband policy, technology acquisitions, broadband applications and infrastructure development. High-speed, accessible and affordable broadband is essential for Portland's future.

### **Comcast cable franchise renewal**

Comcast's existing franchises expire countywide on June 30, 2011 with another 6-month extension expected to enable Cable program staff either to conclude franchise renewal negotiations or to proceed with the federally mandated formal process (a quasi-judicial administrative proceeding) for which the City and other jurisdictions in the Mt. Hood Cable Regulatory Commission must prepare in order to safeguard the interests at stake. Pursuant to federal law, staff completed a broad community ascertainment of cable needs and has been negotiating with Comcast since March 2009 (on behalf of the MHCRC). The outcome of these negotiations will have significant impact on the public benefits under the current franchise, affecting millions of dollars in annual funding and several important public and nonprofit partners including all seven school districts in Multnomah County, Multnomah County Library, City of Gresham, Multnomah County, Portland Community College, Mt. Hood Community College, the community media centers, and numerous non-profit organizations.

### **Defend City revenues, authority, and franchise/license provisions**

The bureau's policy work, at the national, state, and regional levels in defending City revenues and authority is critical, particularly in light of threats at many levels, including to City tax authority (with preemption proposals introduced in the current Congress), to City zoning authority over placement of wireless facilities, to City authority over cable services through preemptive state legislation (already introduced in neighboring states) and to City right-of-way authority (through threats to revenue-based franchise fees in the FCC's implementation of the National Broadband Plan). All of these threaten the City's ability to collect \$70 million annually. The bureau works strategically with other City bureaus, local governments, and state and national organizations to advocate at the State Legislature, Public Utilities Commission, FCC, and U.S. Congress on these and other issues.

# Cable Communications and Franchise Management

## Community Development Service Area

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### Franchise negotiations, compliance, auditing and collections

Staff will carry on with the development of updated franchise renewal templates for competitive telecommunications providers, wholesale and transport providers, public pay phone booths, wireless providers, and pipeline providers. Staff will oversee audits through an interagency agreement with the Revenue Bureau, and may litigate against one or two other CLECs for non-payment and underpayment of franchise fees. The bureau will continue to oversee the ongoing schedule for utility and franchisee audits.

## Summary of Budget Decisions

### Reductions

#### Portland Community Media

This reduction of \$13,559 of revenue for operations would reduce PCM's ability to provide various services. This cut reduces operational support for maintenance of capital assets, which affects PCM's ability to continue maintenance and on-going service contracts on equipment, software and applications that promote content on PCM channels and keep production equipment at optimal functional levels to support the diverse communities PCM serves.

#### MHCRC/Cable - Advocacy (Professional Services)

This reduction of \$7,104 eliminates the ability of the MHCRC to participate in the Oregon legislative session, and in Congressional and FCC proceedings which impact local authority over cable franchises, franchise fees and associated public benefits, and right-of-way use. Minimal funds are retained to obtain outside legal, technical or financial expertise on regulatory issues that typically arise during the fiscal year.

#### OMF IA Reductions

Cost reductions of \$620 to interagencies with OMF.

#### OMF IA Additions

Additional costs of \$325 to certain interagencies with OMF.

### Additions

#### Formal Franchise Renewal Process for Comcast Franchise

Negotiations with Comcast have been continuing over the last year, and an extension was approved by council for the current Comcast contract. This decision package appropriates \$97,500 and makes \$48,750 available to OCCFM in case the negotiation goes to federal arbitration. Funds will only be used in the event of a federal arbitration.

## Budget Notes

Council directs Financial Planning to add sustainable levels of funding to the FY 2012-13 forecast to replace the one-time funds (i.e. litigation and audit funds) of the Office of Cable Communication and Franchise Management. Financial Planning and the Office of Cable Communication and Franchise Management will provide adequate accountability to separate its materials and services to prevent the comingling of these funds.

## Cable Communications

<b>Description</b>	The program protects the public interest in the regulation of cable systems, responds to cable subscriber complaints throughout the County, supports planning and funding of community uses of broadband and cable technology, and provides oversight and funding for Portland Community Media (PCM) and MetroEast Community Media.
<b>Goals</b>	The program supports City goals to deliver efficient, effective, and accountable municipal services and improve the quality of life in neighborhoods. The program supports the bureau goal to provide responsible and effective utility, cable, and telecommunication franchise regulation.
<b>Performance</b>	Dedicated grant funds are set aside under the expiring Comcast cable franchise and are awarded to nonprofits, schools, and local governments and represent a significant community investment. Broadband capacity and connectivity continue to reach critical sites (including public schools and libraries) using the Comcast Institutional Network ("I-Net"). Portland Community Media and MetroEast Community Media continue to excel in providing community programming (including live government meetings) and accessibility, education and training in community media.
<b>Changes to Services and Activities</b>	Staff will carry forward the protracted Comcast cable franchise renewal, including extension and renewal of both MetroEast's and PCM's service contracts. BTS will assist in developing renewal of the I-Net-IRNE-Comcast agreement all of which have been extended through June 30, 2011 but are subject to extension and renewal of Comcast's underlying cable franchise.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		3.50	3.30	3.30	3.30
<b>Expenditures</b>					
Cable Communications		5,659,335	7,080,112	8,499,656	8,597,156
<b>Total Expenditures</b>		<u>5,659,335</u>	<u>7,080,112</u>	<u>8,499,656</u>	<u>8,597,156</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Grant Funds Provided to Nonprofits, Schools, and Local Government Agencies	\$1,475,961.00	\$2,176,902.00	\$1,500,000.00	\$1,600,000.00	\$1,600,000.00
Public, Educational, and Local Government Sites Using the Institutional Network	284	284	284	284	284
<b>Efficiency</b>					
Cost per Household Served by Regulations for Cable TV	\$3.06	\$3.76	\$3.48	\$2.84	\$2.80
<b>Workload</b>					
Portland Community Media - Number of Equipment Hours Used	81,011	131,425	131,425	131,425	129,454

# Cable Communications and Franchise Management

Community Development Service Area

## Franchise Management

**Description** The Utility License and Franchise Management program oversees the collection of utility license and franchise fees, a major source of revenue to the General Fund. The program pursues revenue opportunities arising from both the City's management of the rights-of-way and its ability to levy taxes and fees. Like the Cable Communication program it is significantly involved in advocacy to defend the City's authority and interests. Franchise compliance efforts including audits, collections, and litigation represent a significant component of the program.

**Goals** The program supports the City goal to deliver efficient, effective, and accountable municipal services. The program supports the bureau's goal to provide responsible and effective utility, cable, and telecommunication franchise regulation, and advocates for local authority over rights-of-way and taxation on behalf of the public interest.

**Performance** As of January 2011, the Utility Franchises Management program administers over 50 franchises and 214 utility licensees and is on track to generate over \$68 million in General Fund revenues. The level of utility licenses jumped between FY 2009-10 and FY 2010-11 due to a revamping of City Code regarding Utility Licenses.

**Changes to Services and Activities** Staff will initiate audits of Water and BES through an interagency, provide litigation support for one or two lawsuits, and draft franchise renewal templates for all business sectors. Staff will continue to move forward implementing the amendments to the Utility License Code that became effective in 2010.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		5.50	5.50	5.50	5.50
<b>Expenditures</b>					
Franchise Management		773,364	404,252	735,246	735,246
<b>Total Expenditures</b>		<b>773,364</b>	<b>404,252</b>	<b>735,246</b>	<b>735,246</b>

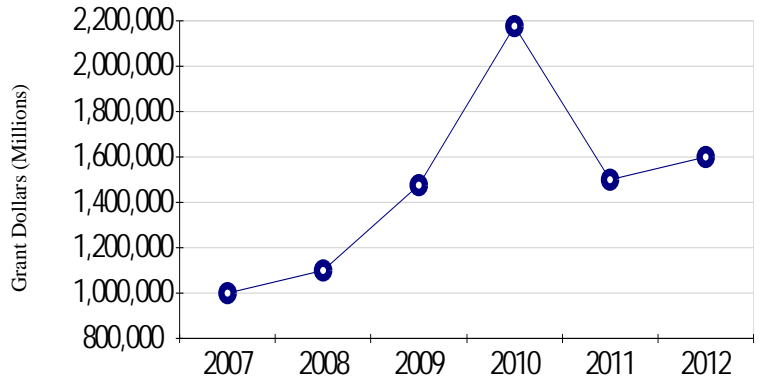
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
General Fund Revenues Collected	\$68,810,402	\$72,080,787	\$69,474,802	\$69,474,802	\$68,432,680
<b>Efficiency</b>					
Cost per \$1,000 of General Fund Revenue Collected	\$13.41	\$14.39	\$13.90	\$14.79	\$14.56
<b>Workload</b>					
Franchises/Utility Licenses Administered	75	75	269	269	265

## Performance Measures

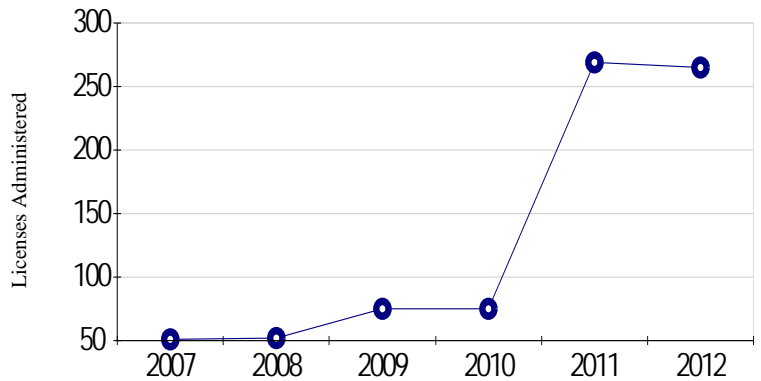
### Capital Grants to Nonprofit Organizations

The Mt. Hood Cable Regulatory Commission is the grant-making body for the Community Access Capital Grant program which provides funds for technology projects to community organizations, libraries, educational institutions, and local government agencies. Funding for this program is adjusted based on the increase in revenues and accumulated balance.



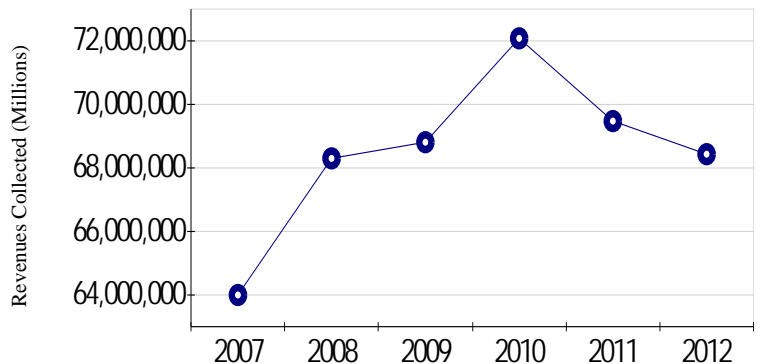
### Franchisees/Utility Licenses Administered

The bureau clarified the expanded scope of the Utility License Fee (ULF) in FY 2009-10, and the PUC estimates that this will result in a 100-300% increase in the number of companies subject to the ULF. From FY 2009-10 to the current fiscal year, total franchises and utility licenses administered grew from 75 to 269.



### General Fund Revenues Collected

The bureau estimates collecting more than \$69 million in General Fund revenues in FY 2011-12 from cable, utility, telecom, utility licenses, and various other franchises. ULF revenue spiked in FY 2009-10 due to three large audit recoveries.

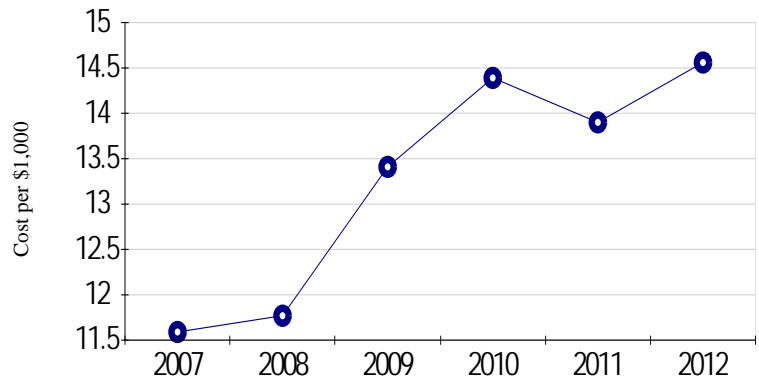


# Cable Communications and Franchise Management

## Community Development Service Area

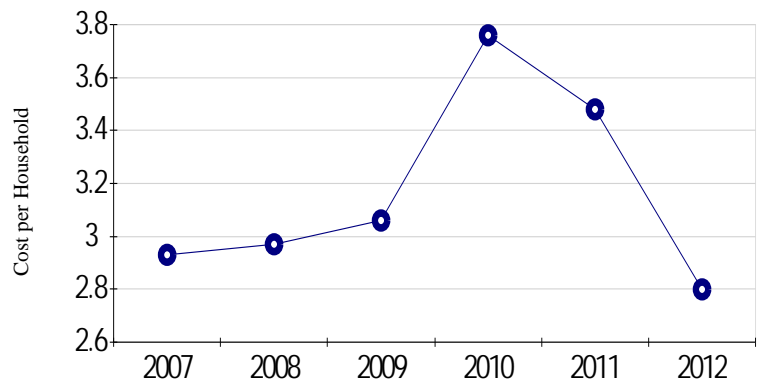
### Cost per \$1,000 General Fund Revenue Collected

The bureau budget for administering and collecting General Fund revenues is below 1.4% of the total General Fund revenues collected by the bureau.



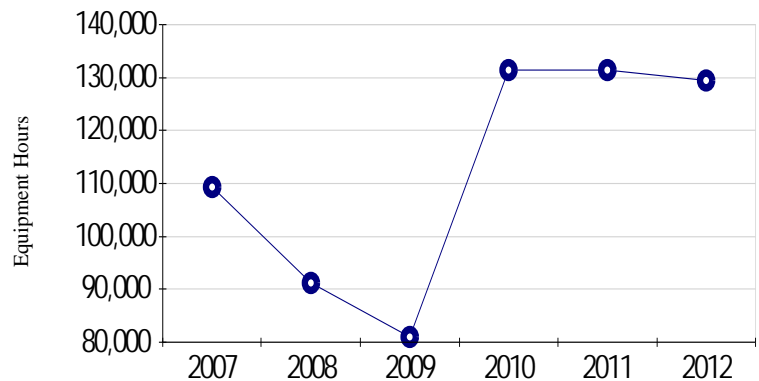
### Cost per Household for Cable Regulations

The Mt. Hood Cable Regulatory Commission provides local regulation and consumer protection.



### PCM - Number of Equipment Hours Used

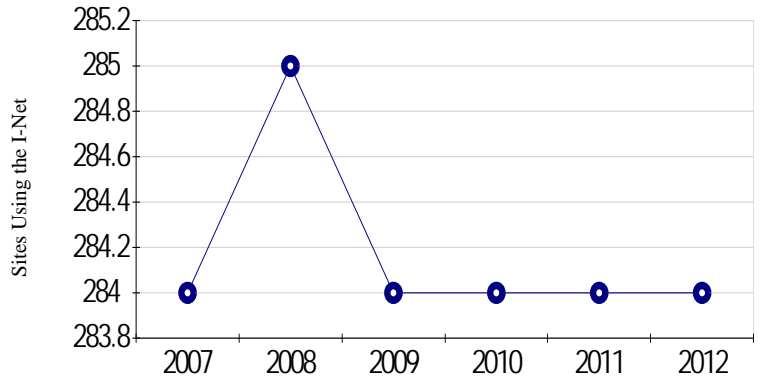
Portland Community Media serves the local metropolitan area, offering training and use of television production and editing equipment.





**Public Agency Sites Using the I-Net**

The bureau facilitates the partnerships and oversees funds for the Community Institutional Network, which provides a high amount of bandwidth at low cost to libraries, schools, and local governments throughout Multnomah County.



# Cable Communications and Franchise Management

## Summary of Bureau Budget

### Community Development Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	2,636,520	4,614,263	1,475,557	1,486,815	1,486,815
Charges for Services	0	38,000	3,034,794	3,898,170	3,898,170
Intergovernmental	73,545	0	0	0	0
Miscellaneous	1,473,527	84,476	58,000	58,000	58,000
<b>Total External Revenues</b>	<b>4,183,592</b>	<b>4,736,739</b>	<b>4,568,351</b>	<b>5,442,985</b>	<b>5,442,985</b>
<b>Internal Revenues</b>					
General Fund Discretionary	1,784,256	1,880,830	1,789,943	1,877,843	1,926,593
Fund Transfers - Revenue	18,204	867	919	636	636
Interagency Revenue	253,146	290,579	295,051	317,821	366,571
<b>Total Internal Revenues</b>	<b>2,055,606</b>	<b>2,172,276</b>	<b>2,085,913</b>	<b>2,196,300</b>	<b>2,293,800</b>
Beginning Fund Balance	5,800,106	5,837,979	6,286,238	4,811,493	4,811,493
<b>Total Resources</b>	<b>\$12,039,304</b>	<b>\$12,746,994</b>	<b>\$12,940,502</b>	<b>\$12,450,778</b>	<b>\$12,548,278</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	960,850	986,253	1,016,618	1,019,196	1,019,196
External Materials and Services	4,855,149	5,025,195	5,976,595	7,711,703	7,760,453
Internal Materials and Services	370,657	421,271	491,151	504,003	552,753
<b>Total Bureau Expenditures</b>	<b>6,186,656</b>	<b>6,432,719</b>	<b>7,484,364</b>	<b>9,234,902</b>	<b>9,332,402</b>
<b>Fund Expenditures</b>					
Contingency	0	0	627,501	1,015,158	1,015,158
Fund Transfers - Expense	14,669	18,668	17,144	28,549	28,549
<b>Total Fund Expenditures</b>	<b>14,669</b>	<b>18,668</b>	<b>644,645</b>	<b>1,043,707</b>	<b>1,043,707</b>
Ending Fund Balance	5,837,979	6,295,607	4,811,493	2,172,169	2,172,169
<b>Total Requirements</b>	<b>\$12,039,304</b>	<b>\$12,746,994</b>	<b>\$12,940,502</b>	<b>\$12,450,778</b>	<b>\$12,548,278</b>
<b>Programs</b>					
Area Planning		20	0	0	0
Cable Communications		5,659,335	7,080,112	8,499,656	8,597,156
Franchise Management		773,364	404,252	735,246	735,246
<b>Total Programs</b>		<b>\$6,432,719</b>	<b>\$7,484,364</b>	<b>\$9,234,902</b>	<b>\$9,332,402</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000425	Cable/Franchise Director	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
30000704	Cable/Franchise Operations Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000703	Cable/Franchise Program Manager	65,811	88,046	1.80	136,248	1.80	137,823	1.80	137,823
30000568	Financial Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000013	Office Support Specialist III	39,832	51,272	1.00	51,276	1.00	51,276	1.00	51,276
30000464	Program Coordinator	59,634	79,518	1.00	75,648	1.00	75,648	1.00	75,648
30000463	Program Specialist	54,080	72,051	2.00	133,145	2.00	136,179	2.00	136,179
<b>TOTAL FULL-TIME POSITIONS</b>				8.80	714,989	8.80	719,598	8.80	719,598
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				8.80	714,989	8.80	719,598	8.80	719,598

**Community Development Service Area**

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	9,253,374	0	9,253,374	8.80	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(13,559)	0	(13,559)	0.00	PCM cut
	(4,618)	0	(4,618)	0.00	MHCRC cut
	(620)	0	(620)	0.00	OMF IA reductions
	0	325	325	0.00	OMF IA adds
Approved Budget Additions and Reductions	0	97,500	97,500	0.00	Funds for potential Comcast arbitration
Adopted Budget Additions and Reductions	0	0	0	0.00	None
	<b>(18,797)</b>	<b>97,825</b>	<b>79,028</b>	<b>0.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>9,332,402</b>	<b>8.80</b>	<b>Total Adopted Budget</b>

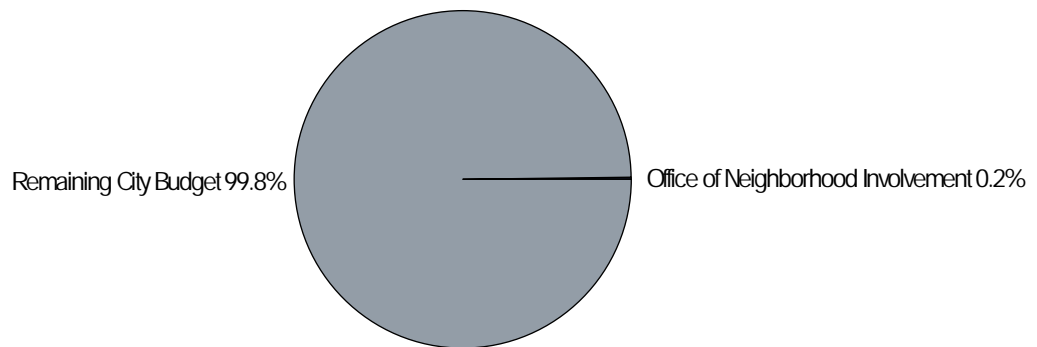
# Office of Neighborhood Involvement

Community Development Service Area

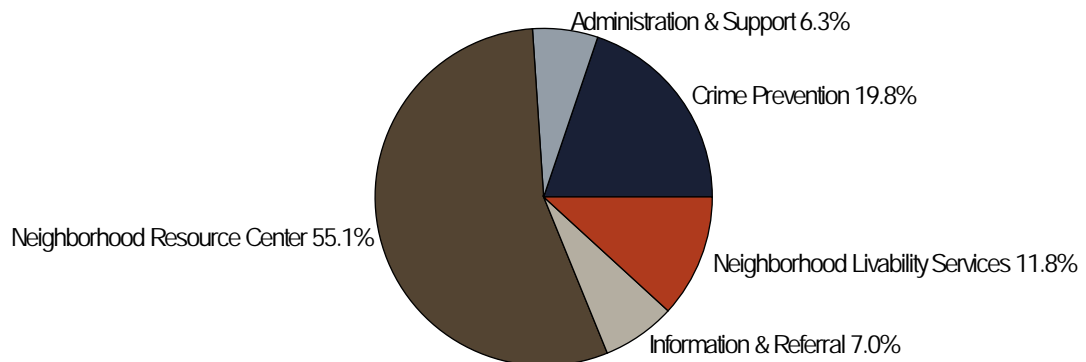
Amanda Fritz, Commissioner-in-Charge

Amalia Alarcon de Morris, Director

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	6,809,839	7,079,728	269,889	3.96
Capital	10,000	0	(10,000)	(100.00)
<b>Total Requirements</b>	<b>6,819,839</b>	<b>7,079,728</b>	<b>259,889</b>	<b>3.81</b>
Authorized Positions	36.75	38.65	1.90	5.17

## Bureau Summary

### Bureau Mission

The Office of Neighborhood Involvement's (ONI's) mission is to promote a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe and livable neighborhoods and communities.

### Bureau Overview

#### Bureau Goals

In support of the bureau's mission, the programs and activities focus on advancing the following goals:

- ◆ Increase the number and diversity of people who are involved and volunteer in their communities and neighborhoods
- ◆ Strengthen neighborhood and community capacity to build identity, skills, relationships, and partnerships
- ◆ Increase community and neighborhood impact on public decisions
- ◆ Provide tools and resources to improve neighborhood and community livability and safety and
- ◆ Provide accurate information and responsive and effective services to community members and organizations

ONI provides opportunities for Portlanders to interact with their City government and each other to help build safe and livable neighborhoods. ONI provides a framework for neighbors and community members to participate in a wide variety of community-building activities. ONI and its programs and services are a key resource for community members and City employees seeking to improve neighborhood and public involvement.

#### Bureau Organization

The bureau is organized into five bureau programs, each with a variety of services and program.

#### **Community and Neighborhood Involvement Center (formerly Neighborhood Resource Center)**

Services and programs include:

- ◆ Civic Engagement and Leadership Development (Neighborhood program, Diversity and Civic Leadership (DCL) programs, Disability program, Elders in Action program)
- ◆ Effective Engagement Solutions program (services include Restorative Listening Project, high-stakes facilitation, and residential siting facilitation and coordination)
- ◆ Public Involvement Best Practices program (services include coordination of Public Involvement Advisory Council (PIAC), coordination of Citywide Public Involvement Network (CPIN), and technical assistance on public involvement best practices)

**Crime Prevention Center**

Services include community organizing, problem solving, education, and events.

**Information and Referral (I&R) Program**

Services include information and referral regarding City and County services, and administrative support.

**Neighborhood Livability Services**

Programs and services include:

- ◆ Graffiti Abatement program
- ◆ Liquor Licensing program (services include license recommendation process and problem solving)
- ◆ Neighbor Mediation and Facilitation program

**Administration**

Services include strategic direction and policy, budget and financial management, and personnel management and support.

**Strategic Direction****Introduction**

Portland is fortunate to have people who care passionately about their community and participate actively in civic governance. Neighborhood associations, district coalitions, DCL organizations, and ONI have served as key partners in promoting public participation in government and cultivating community leadership. ONI's strategic direction focuses on continuing to build and support that capacity and further expanding civic engagement.

**Expanding Civic Engagement - Applying an Equity Lens**

As Portland grows and becomes more diverse, ONI seeks to continue to expand involvement and bring additional people and communities into the public dialogue. The City has also recognized that historical efforts to involve under-engaged groups (people of color, people with disabilities, renters, people with low incomes) in City initiatives have not been very effective. In exploring solutions to this problem, ONI supports the existing neighborhood system's efforts to engage all neighbors. The support is through small grants, outreach, leadership training, and technical assistance.

ONI also supports the organizing and capacity building efforts of historically under-engaged communities. Strengthening the neighborhood system and supporting under-engaged groups' efforts are both critical to expanding civic engagement.

In addition, ONI must work with partners to review bureau practices and distribution of funding and services in order to develop a path to equity that aligns with the current work of the Portland Plan, which is due out in 2011. To this end, ONI partners are now embarking on policy discussions that will lead to a five-year strategic budget that seeks efficiencies, supports the plan's goals, and sets a path towards equity.

# Office of Neighborhood Involvement

## Community Development Service Area

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### **Five Year Plan to Increase Community Involvement**

In 2008, the Five Year Plan to Increase Community Involvement identified goals for improving Portland's public involvement process. The progress on the Five Year Plan has been impacted due to budget cuts and funding limitations, but the goals and recommendations continue to be the foundation of ONI's work. These goals were incorporated into ONI's strategic planning process to refine the bureau mission and develop the bureau goals.

ONI, in partnership with its Bureau/Budget Advisory Committee (BAC) continued to use the updated mission and goals to develop the FY 2011-12 budget. What resulted was a focus on maintaining funding for new programs to support implementation of the Five Year Plan. The group also prioritized maintaining existing staffing in order to ensure that programs could continue without reducing service levels.

### **Service Improvement Plan**

ONI identified the following service areas for improvement in FY 2011-2012:

#### **Coordinate implementation of the Five Year Plan to Increase Community Involvement - Address issues through ONI's Standards**

The ONI Community and Neighborhood Involvement Center (CNIC) will continue to implement the goals and recommendations of the Five Year Plan to Increase Community Involvement in FY 2011-12. ONI will seek Council approval to update process for community engagement to review and develop recommendations for changes to ONI's Standards. With approval, ONI can initiate subcommittees to be identified by ONI's Bureau Advisory Committee to address issues such as whether to incorporate the DCL program organizational partners as ongoing core partners with ONI, the relationship of business district associations with ONI, and how to incorporate newly emerging Communities Beyond Neighborhood Boundaries in ONI's civic engagement program. In addition, a retreat has been scheduled with community partners to review progress on the five-year plan and to prepare for ONI BAC strategic five-year bureau budget discussions.

#### **Coordinate implementation of the Five Year Plan to Increase Community Involvement - Expanded Implementation of Program Performance Measures**

The CNIC will continue to implement the goals and recommendations of the Five Year Plan to Increase Community Involvement in FY 2011-12. ONI will continue the development and implementation of tools for tracking program performance. The Neighborhood Program implemented updated tools for tracking district coalition performance in FY 2010-11. The next focus is adapting those tools for program staff in the DCL, Disability, Effective Engagement, and Public Involvement Best Practices programs, and the DCL organization partner organizations.

#### **Identify and implement solution for recurring office space challenges for Crime Prevention program**

The ONI Crime Prevention program has 14 employees who are scattered around the city in eight different office locations. All but one of the locations are provided free of charge, which has been an appealing aspect of the arrangement. However, the arrangement carries with it many challenges that diminish the overall effectiveness of the program. The program manager and staff spend significant amounts of time looking for and securing office space and driving to pick up or



drop off supplies. Newer staff members have consistently expressed a wish to spend more time with their manager and peers as they learn the job. Having computer connections at seven field locations is expensive. It is difficult for the program manager to oversee employees at remote locations. All of these issues diminish the efficiency of the program.

In the spring and summer of 2011, ONI staff and the ONI BAC will explore ways to resolve the Crime Prevention office space problem in order to increase the efficiency of the program. The anticipated results for the public are higher levels of service.

## Summary of Budget Decisions

### Overview

In FY 2009-10 and FY 2010-11, General Fund one-time funding which supported specific ONI programs in prior years, was no longer continued. ONI realigned funding to support the bureau's most core programs, and Council approved one-time funding to continue two programs that are important to the City: the Neighbor Mediation and Facilitation and Graffiti Abatement programs.

### Ranking of ONI Programs

ONI and its BAC, for the third year in a row, have done a program prioritization of the bureau's programs based on criteria of being core to ONI's mission and serving community needs. The programs have been ranked as follows:

- 1) Civic Engagement and Leadership Development
- 2) Crime Prevention program
- 3) Public Involvement Best Practices program
- 4) Effective Engagement Solutions program
- 5) Neighbor Mediation and Facilitation program
- 6) I&R program
- 7) Graffiti Abatement program
- 8) Liquor Licensing program

### Add Packages

#### **Neighborhood Mediation and Facilitation Program Continuation**

The funding provides continuing resources of \$104,692 to allow ONI to retain mediation and facilitation services at the FY 2010-11 funding level plus a 3.5% inflationary factor. The program provides free neighborhood mediation services and collaborative decision-making and problem solving for groups and communities in conflict. The program retains the volunteer training and mentoring program to utilize volunteer mediators and facilitators to provide services, which leverages approximately 1,400 volunteer hours valued at almost \$30,000.

#### **Graffiti Abatement Program Continuation**

The one-time funding provides \$352,232 to maintain graffiti abatement efforts

The abatement program:

- ◆ Retains internal staffing for enforcement, education, and volunteer coordination;
- ◆ Provides supplies for volunteer cleanups;
- ◆ Provides funding for graffiti removal on certain private properties

### **Restore Neighborhood Small Grants Funding**

ONI will receive an additional \$93,855 in one-time resources which restores full funding to the Neighborhood Small Grants program. The grants provide neighborhood and community-based organizations opportunities to build community, attract new and diverse membership, and sustain those already involved. The grant program has experienced demands that far exceed funds available. This package restores funding to a level consistent with FY 2009-10 funding.

### **Enhanced Graffiti Volunteer Coordinator**

The funding provides \$95,000 one-time for a volunteer coordinator position hired at the end of FY 2010-11. As the Graffiti Abatement program faced cuts in prior years, ONI focused on more volunteer cleanups throughout the city to leverage limited funding. Although difficult to manage with limited staff also focused on abatement and enforcement, this resulted in more frequent volunteer cleanups, neighborhood groups organizing for ongoing graffiti abatement, and cleanup at sites that have been chronic problems but otherwise would not qualify for free removal. This funding provides dedicated staff to focus on outreach, education, and organizing of volunteer cleanup activities.

### **East Portland Action Plan**

The request was funded at \$279,692 one-time to maintain support for implementation of the East Portland Action Plan at the same funding level as FY 2010-11. The resources will fund an advocate position, operating expenses, community grants, and priority projects.

## **Realignment Package**

### **Realign staff reductions for priority project funding (temporary)**

Four ONI staff volunteered for a one-year reduction in hours for their positions. The positions include two neighborhood program coordinators, one Community and Neighborhood Involvement Center Program Manager, and one I&R administrative position. All positions are planned to be fully restored in the FY 2012-13 budget.

Although these reductions have program impacts, they were tentatively approved contingent on the funding being realigned to support priority programs and projects. ONI's BAC prioritization of programs and projects that support the Five Year Plan to Increase Community Involvement will direct the use of these reallocated funding in FY 2011-12.

## Crime Prevention

<b>Description</b>	The Crime Prevention program is designed to get neighbors involved in community policing efforts. Crime Prevention coordinators work closely with public safety activists, police precincts, community members, neighborhood associations, coalitions, state agencies, City bureaus, businesses, and social service providers to address crime and livability issues.
<b>Goals</b>	This program is linked to City goals to ensure a safe and peaceful community and improve the quality of life in neighborhoods. This program supports the ONI goals of providing tools and resources to improve neighborhood and community livability and safety and providing accurate information as well as responsive and effective services to community members and organizations. The program works to achieve these goals in fulfilling its mission to organize and support community partnerships to prevent crime and the fear of crime.
<b>Performance</b>	<p>The Crime Prevention program conducted a review of performance measures and implemented an expanded performance measurement system in FY 2008-09. The new measures more accurately reflect the core work of the program. In FY 2011-12, the Crime Prevention program will:</p> <ul style="list-style-type: none"> <li>◆ Increase the number of community members involved in active Neighborhood Watch, Business Watch, Community Foot Patrol, Enhanced Safety Properties, and other crime prevention programming by 10%</li> <li>◆ Institutionalize Crime Prevention Through Environmental Design (CPTED) practices as part of the predevelopment and design/ development processes for multi-family housing in partnership with Portland Development Commission, Portland Housing Bureau, and Bureau of Development Services.</li> <li>◆ Continue supporting Public Safety Action Committees in each of the neighborhood coalition areas to help connect community members to community policing efforts</li> <li>◆ Market handouts translated into Spanish, Vietnamese, and Russian to Spanish-, Vietnamese-, and Russian-speaking communities in Portland, and</li> <li>◆ Develop the capacity of communities to create and maintain good neighbor agreements</li> </ul>
<b>Changes to Services and Activities</b>	There are no significant changes to the Crime Prevention services or activities in FY 2011-12. However, if implemented, the solution to address recurring office space challenges summarized in the ONI Service Improvement Plan should have a positive impact on the efficiency of the program.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		15.20	14.20	14.20	14.20
Expenditures					
Crime Prevention		1,338,848	1,328,552	1,402,097	1,402,097
<b>Total Expenditures</b>		<b>1,338,848</b>	<b>1,328,552</b>	<b>1,402,097</b>	<b>1,402,097</b>

# Office of Neighborhood Involvement

## Community Development Service Area

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FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
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Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
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### Workload

Number of Crime Prevention groups supported	633	406	406	450	450
Number of problem location cases processed	2,939	3,961	3,961	3,800	3,500
Number of Crime Prevention trainings for the public	284	499	499	475	430
Number of site security assessments performed	155	159	159	150	150

## Information & Referral

<b>Description</b>	<p>The City of Portland/Multnomah County I&amp;R program is a central resource for basic information and referral to all City and County programs. The program also provides information and referral services to the community for other local community and social services. The program staff provides assistance primarily by phone but also to walk-in patrons at both the Portland Building and City Hall and through electronic means of communication. The program's mission is to simplify accessibility to services while serving as ambassadors for both the City and the County government. I&amp;R program costs are shared equally between the County and the City with City funding primarily through General Fund overhead.</p>
<b>Goals</b>	<p>This program supports the City goal to deliver efficient, effective, and accountable municipal services and the ONI goal to provide accurate information and responsive and effective services to community members and organizations. The program maintains an up-to-date database that serves as the backbone of the operation. Performance goals are managed daily to ensure efficient and responsive service is provided to its customers.</p>
<b>Performance</b>	<p>ONI will continue to meet or exceed the performance benchmarks in the City/County intergovernmental agreement of 90% of calls to the (503) 823-4000 line being answered within 25 seconds and fewer than 5% of calls abandoned.</p> <p>Numbers of calls, walk-ins, and emails received and responded to by ONI I&amp;R staffs have remained steady over the past several years.</p> <p>Specific program objectives for FY 2011-12 are to:</p> <ul style="list-style-type: none"><li>◆ Expand the availability of information and referral services to the community while streamlining service delivery.</li><li>◆ Increase awareness and utilization of the City/County I&amp;R both internally and to the community at large</li><li>◆ Continue the work begun through the City's Customer Service Advisory Committee to improve customer service Citywide and</li><li>◆ Inform and assist city leaders to understand the benefits of a common citywide customer relationship management (CRM) system and possibly a 3-1-1 Call Center to improve delivery of services to community members.</li></ul>
<b>Changes to Services and Activities</b>	<p>There are no significant changes to services and activities planned for FY 2011-12.</p> <p>There is still discussion going on among City officials regarding creating a 3-1-1 Center for the City of Portland though the progress has been delayed in part due to budget constraints. The Citywide Customer Service Advisory Committee has recommended to City Council that the City look at a common customer management system (CRM/CMS) for the City as a way to improve customer service.</p>

# Office of Neighborhood Involvement

## Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		5.85	5.75	5.75	5.75
<b>Expenditures</b>					
Information & Referral		456,619	473,585	498,189	498,189
<b>Total Expenditures</b>		<b>456,619</b>	<b>473,585</b>	<b>498,189</b>	<b>498,189</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
% of calls answered in less than 25 seconds	91%	90%	90%	90%	90%
<b>Workload</b>					
Number of calls & email inquiries responded to	150,000	134,470	134,470	135,000	135,000

## Administration & Support

<b>Description</b>	ONI's administrative staff is charged with sound and responsive management of the bureau's fiscal, personnel, and policy issues. Administration staff will ensure the bureau responds to and continues implementing recommendations from the Five Year Plan to Increase Community Involvement, Public Involvement Standards, and VisionPDX. ONI administration will also continue to monitor the effectiveness of ONI standards, which define the roles and responsibilities of the bureau, the neighborhood offices and associations, as well as provide overall guidance for ONI program areas.
<b>Goals</b>	ONI administration supports the City goals of improving the quality of life in neighborhoods and to deliver efficient, effective, and accountable municipal services. Administration provides the support and policy direction for all ONI programs and ensures that they are advancing the bureau mission and goals.
<b>Performance</b>	Although administrative staff and budget have remained relatively constant, the percentages have changed slightly due to other bureau staff and budget changes.
<b>Changes to Services and Activities</b>	There are no significant changes to services and activities anticipated in FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		3.00	3.00	3.00	3.00
<b>Expenditures</b>					
Administration & Support		411,980	424,849	442,677	442,677
<b>Total Expenditures</b>		<b>411,980</b>	<b>424,849</b>	<b>442,677</b>	<b>442,677</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Administration staff as percent of total bureau staff	7.9%	7.5%	8.1%	8.4%	8.4%
Administration budget as percent of total bureau budget	5.7%	6.2%	6.6%	7.2%	6.8%

## **Neighborhood Resource Center**

### **Description**

The Neighborhood Resource Center (NRC) promotes a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe, and livable neighborhoods and communities.

This is accomplished through a diverse network of neighborhood and community-based, non-profit organizations engaging geographically-defined neighborhoods, communities of color, immigrants and refugees, seniors, and people with disabilities. All work is in partnership with community organizations and or volunteer boards or commissions. ONI staff provides contract and grant management; group facilitation; leadership training; community organizing and non-profit management technical assistance; coordination of contact information lists and dissemination of information; development of public involvement best practices; high-stakes negotiations, facilitation, and conflict resolution; and special project coordination.

### **Civic Engagement and Leadership Development Programs**

As part of the ONI BAC prioritization process several NRC programs were categorized into one cluster for purposes of the budget process. These programs provide civic engagement and leadership development services serving different constituencies. Programs include:

- ◆ Neighborhood program
- ◆ Diversity and Civic Leadership programs
- ◆ Disability program
- ◆ Elders in Action

### **Neighborhood Program**

Portland's neighborhood network is made up of 95 Neighborhood Associations and their respective seven District Coalition offices. Through the coalition offices, residents active in neighborhood associations are able to:

- ◆ Advocate for neighborhood interests to local government
- ◆ Develop neighborhood plans and priorities
- ◆ Review and offer advice on critical community concerns
- ◆ Discuss issues through meetings, newsletters, and online forums and
- ◆ Organize community-building activities such as block parties and cleanups

This program is core to ONI's mission. There is one program coordinator to administer, promote, and advocate for Portland's neighborhood system. Budget cuts have eliminated funding available for small grants, language translation and interpretation, childcare, transportation access, and ADA accessibility. In addition funds were eliminated to support strategic partnership-building projects with under engaged communities. Despite these cuts, district coalitions continued to implement new initiatives for small grants, communications, and engagement efforts with under engaged communities.



ONI works with the seven district coalitions, Central NE Neighbors, East Portland Neighborhood Office, Neighbors West/Northwest, Northeast Coalition of Neighborhoods, North Portland Neighborhood Services, Southeast Uplift, and Southwest Neighborhoods, Inc., to:

- ◆ Strengthen community participation
- ◆ Increase the number and diversity of people involved
- ◆ Foster networking and collaborations between neighborhood and community
- ◆ Promote effective communication to keep the community informed
- ◆ Staff offices, maintain contact information, and document management
- ◆ Increase capacity and resource development
- ◆ Collaborate with other ONI programs

### **Diversity and Civic Leadership Programs**

The DCL program was established in 2007 with a one program coordinator and the goal to expand opportunities for civic engagement of communities of color, and immigrant and refugee communities that have traditionally not been active in the City's civic governance.

The DCL Organizing Project provides support to the Center for Intercultural Organizing, Immigrant Refugee Community Organization, Latino Network/Verde NW, Native American Youth and Family Center, and Urban League of Portland to develop community identity and understanding of City governance; communication among community members; leadership opportunities for effective advocacy; representation on City advisory committees, boards, and commissions; and partnerships between diverse community and neighborhood organizations

### **Disability Program**

The program was re-established in 2006 to help make Portland more inclusive for people with disabilities. With 1.5 FTE, the program provides information and referral, community advocacy through the Portland Commission on Disability, organizing engagement opportunities for community-building and awareness, and coordination of the Volunteer Emergency Registry (VER) and Emergency Self-Preparedness workshops.

The Portland Commission on Disability was reorganized by Council in December 2008 with a mission to guide the City in ensuring that it is a more accessible city by:

- ◆ Broadening outreach and inclusion of persons with disabilities
- ◆ Representing a wide spectrum of disabilities on behalf of the residents of the City
- ◆ Facilitating increased collaboration and exchange of information between persons with disabilities, City bureaus, and City Council

The VER is a cooperative effort of the City and County to assist people during an emergency and provides a registry of persons that would need assistance evacuating their home or would be unable to evacuate without special assistance or notification from emergency response personnel. The program is awarding a limited number of grants to community organizations to provide disability-specific emergency preparedness trainings for individuals with disabilities.

The Disability program coordinator provides limited technical assistance to community, City bureaus, and City Council on disability-related issues.

#### **Public Involvement Best Practices Program**

The Public Involvement Best Practices program was established in 2007 with one program coordinator to develop public involvement processes citywide that are more accessible to the community. The goal is for all Portlanders to have access to City government and opportunities to affect public policy.

The program coordinates the PIAC, a board comprised of equal numbers of community members and city staff who focus on creating consistent expectations and processes for public involvement activities by reviewing and refining past recommendations regarding citywide public involvement, ensuring ongoing collaboration between the community, City bureaus, and Council, proposing guidelines and policy recommendations for citywide public involvement to City Council, and providing ongoing support to City bureaus with implementation of public involvement best practices and guidelines

Secondly, the program organizes the CPIN, a series of networking and training sessions for citywide public involvement staff on best practices for working with the community. Limited technical support is provided to City bureaus on the development of public involvement processes for specific planning, capital improvement, and policy initiatives. In FY 2010-11 the program funding shifted to General Fund overhead funding.

#### **Effective Engagement Solutions Program**

The Effective Engagement Solutions program, with one program coordinator, provides tools and resources for community members and City staff to address chronic conflicts and remove barriers to effective collaboration between neighborhoods, businesses, community organizations, the public, and City agencies.

The program coordinates the Restorative Listening Project on Gentrification, a monthly community forum for North/NE Portland residents to share their experiences with gentrification and its impacts on the community. The program also responds to requests by City Commissioners, agencies, and neighborhood associations for conflict resolution assessment, coaching services, and facilitation of high-stakes negotiations and meetings. The program provides limited technical assistance to District Coalitions and Neighborhood Associations for addressing chronic leadership, organizational, and community conflict issues. The program also provides group-home and facility siting conflict resolution in partnership with the Portland Housing Bureau.

#### **Elders in Action**

ONI provides a grant to Elders in Action, a private nonprofit organization, to support advocacy for the needs of seniors and to organize and train seniors to advocate for themselves. The organization supports an advisory commission, trains volunteers to link people to senior programs, and collaborates with neighborhood leaders and police regarding community safety issues.

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<b>Goals</b>	<p>Work is organized around three interdependent goals for creating a comprehensive community involvement strategy as outlined in the Five Year Plan to Increase Community Involvement:</p> <ul style="list-style-type: none"><li>◆ Increase the number and diversity of people involved in their communities</li><li>◆ Strengthen community capacity</li><li>◆ Increase community impact on public decisions</li></ul>
<b>Performance</b>	<p>ONI continues to implement a more comprehensive system of measuring program workload and effectiveness that will continue in FY 2011-12. In FY 2010-11 the seven District Coalitions have implemented a methodology for tracking performance which is under evaluation. These tools will be used as a starting point for the other programs to begin tracking performance.</p> <p>The program is documenting the bureau's work utilizing social media and video production and partnering with Portland Community Media and Portland State University to produce digital storytelling for ONI's website.</p>
<b>Changes to Services and Activities</b>	<p>ONI's realignment package results in a 0.50 FTE reduction in staff for NRC programs for one year. This will limit NRC staff ability to assist other City bureaus on their public involvement processes, and slow response rates to requests for information and technical assistance. However, the savings from this reduction will provide funds to support one or more high priority projects to be determined by the BAC with a focus on furthering the bureau and program goals.</p> <p>The FY 2011-12 budget includes funding to restore the Neighborhood Small Grants program back to levels prior to recent budget cuts. This funding increases the grant funding available to pass through to the community organizations.</p> <p>The NRC programs may have changes to services and activities that are not yet known, resulting from the proposed new Office of Equity in FY 2011-12.</p>

# Office of Neighborhood Involvement

## Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		12.75	12.40	11.90	11.90
<b>Expenditures</b>					
Disability Services		151,733	164,011	167,070	167,070
Elder Services		133,652	133,652	137,849	137,849
Neighborhood Outreach & Support		4,104,936	3,505,178	3,596,762	3,596,762
Neighborhood Resource Center		26	0	0	0
<b>Total Expenditures</b>		<b>4,390,346</b>	<b>3,802,841</b>	<b>3,901,681</b>	<b>3,901,681</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Number of people reached by direct communications	1,222,169	1,593,336	1,593,336	1,000,000	1,000,000
Number trained on leadership/organizational development skills	982	1,546	1,546	1,000	1,000
Number of activities - events, meetings, community projects by community groups	1,629	4,221	4,221	2,000	2,000
Number of partnerships among events/activities/projects with underrepresented groups	5,751	5,900	5,900	2,500	2,500

## Neighborhood Livability Services

**Description** Neighborhood Livability Services provides a range of problem-solving tools and resources to address neighborhood livability and nuisance problems.

**Goals** The Neighborhood Livability programs support the City goals of ensuring a safe and peaceful community and improving the quality of life in neighborhoods. The programs support ONI goals of providing tools and resources to improve neighborhood and community livability and safety, and providing accurate information and responsive and effective services to community members and organizations.

### **Graffiti Abatement Program**

The Graffiti Abatement program supports neighborhood livability by decreasing graffiti in partnership with the Portland Police Bureau, neighborhood and business associations, community partners, and volunteers. The graffiti abatement program:

- ◆ Encourages reporting of graffiti, manages the graffiti hotline, responds to reports of graffiti with abatement notices or referrals, and maintains a tracking database
- ◆ Coordinates paid and volunteer graffiti removal efforts, including developing and supporting partnerships with organized volunteer groups or other organizations that support removal efforts such as the Central City Concern Community Volunteer Corp
- ◆ Provides community education regarding best practices in graffiti removal and delivers presentations and trainings to groups regarding graffiti trends, community impacts, and opportunities for public involvement in graffiti prevention
- ◆ Coordinates with the Police Bureau, District Attorney's Office, City bureaus, businesses, regional partners, and the public to compile information to support prosecution efforts of graffiti vandals
- ◆ Develops and maintains partnerships through monthly Graffiti Task Force meetings and an annual Graffiti Summit
- ◆ Provides oversight for the enforcement of the City's Graffiti Abatement Code, that requires property owners remove graffiti, and the Graffiti Materials and Sales Code, that regulates retailers selling graffiti materials

### Liquor Licensing Program

The Liquor Licensing program coordinates community input during the liquor license recommendation process and for problem solving at establishments that sell liquor and that generate community complaints or nuisance activities. The program is funded through revenues collected from liquor license processing fees. The goal of the program is to ensure that liquor establishments operate in a manner that does not negatively impact neighborhood livability. The program provides the following services:

- ◆ Coordinates with the Police Bureau, BDS Noise Control Officers, ONI Crime Prevention program, and the Oregon Liquor Control Commission (OLCC) on liquor license applications within the City, and makes recommendations to the OLCC
- ◆ Notifies affected community residents and businesses of pending liquor license applications and other opportunities for input on liquor related issues
- ◆ Collects community responses to license application notices for consideration during the license recommendation process
- ◆ Assists the resolution process regarding problems between neighbors and liquor licensees or applicants, including resource and referral, meeting facilitation, and the good neighbor agreement process
- ◆ Convenes and facilitates problem-solving and enforcement activities related to the City's Time, Place, and Manner Ordinance in addressing liquor establishment nuisance issues
- ◆ Provides public education regarding the liquor license application process and testimony preparation for OLCC and legislative hearings
- ◆ Monitors legislative proposals related to liquor licensing for potential impacts on City program and neighborhood livability

### Neighborhood Mediation and Facilitation Program

The City of Portland has funded neighborhood mediation services for over 20 years. Beginning in FY 2002-03, ONI began contracting with Resolutions Northwest, an organization that provides free neighborhood mediation services to the public. The program has since expanded to include broader facilitation services including volunteer training and mentoring. Program services include free mediation services to help resolve neighbor-to-neighbor, neighbor-to-business, and other neighbor or neighborhood association-related conflicts within the City of Portland (issues often are related to noise, pets, property maintenance, nuisances, boundary disputes, harassment, threats, and minor assaults); collaborative decision-making and problem solving for groups and communities in conflict (good neighbor agreements and siting of community residential facilities as funded by the Portland Housing Bureau), and community conflict resolution training and education

### Performance

The number of liquor license applications processed by ONI increased in FY 2007-08 as the program began processing temporary liquor sales licenses. In the subsequent years, there has been an increase in new liquor license applications.

Graffiti occurrences in the city have increased in recent years. The program implemented a tracking database to improve coordination and reporting. The program is working on an evaluation of current measures and development of measures to more accurately capture the workload and effectiveness of the program.

Although a reduction in Mediation and Facilitation program funding has reduced caseload capacity, there has also been a slight increase in demand for mediation that is thought to be caused by increased stress and conflict during the current economic recession.

**Changes to Services and Activities**

The FY 2011-12 Budget includes continuation of funding for the Graffiti Abatement and Mediation and Facilitation programs. These programs have been ongoing City programs for years but shifted to one-time funding in recent years. The Budget also separately includes one-time funding for a Graffiti Abatement Volunteer Coordinator who will focus on expansion of increasing the number of volunteer graffiti cleanup activities and ongoing volunteers.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		2.80	1.40	3.80	3.80
<b>Expenditures</b>					
Community Residential Siting		191,293	25,984	25,984	25,984
Graffiti Reduction		357,357	403,080	447,232	447,232
Liquor License Notification		132,374	141,185	139,461	139,461
Neighborhood Livability Services		0	0	(6,853)	(6,853)
Neighborhood Mediation		63,751	214,763	229,260	229,260
<b>Total Expenditures</b>		<b>744,775</b>	<b>785,012</b>	<b>835,084</b>	<b>835,084</b>

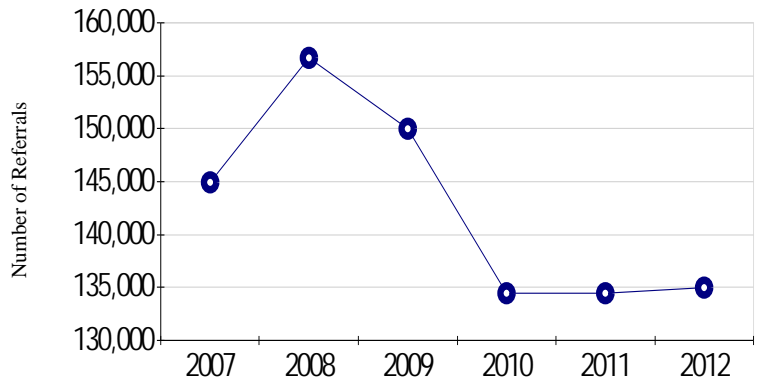
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of liquor licenses with complaints addressed through TPM enforcement	48%	63%	63%	63%	63%
Percent of clients satisfied with mediation services	91%	97%	97%	97%	97%
<b>Workload</b>					
Number of mediation cases	384	380	380	380	380
Number of liquor license applications processed	1,330	1,658	1,658	1,600	1,600
Number of facilitation cases	22	32	32	30	30
Number of Graffiti reports	10,144	6,822	6,822	6,800	6,800

## Performance Measures

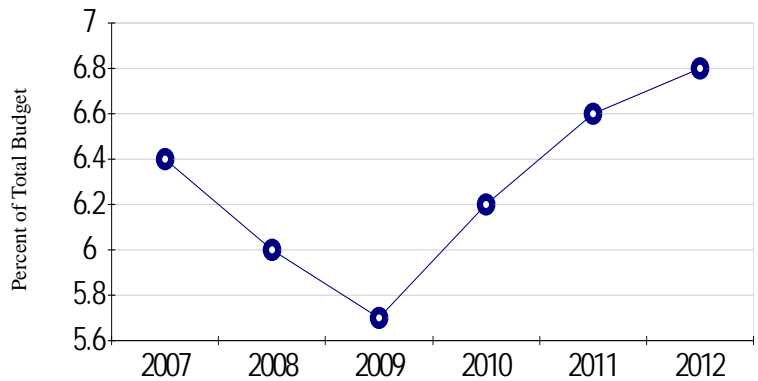
### Number of Referrals

Numbers of calls have declined somewhat in the past couple of years as a result of the 2-1-1 social services line implementation in 2006. Call volumes to 823-4000 have recently stabilized.



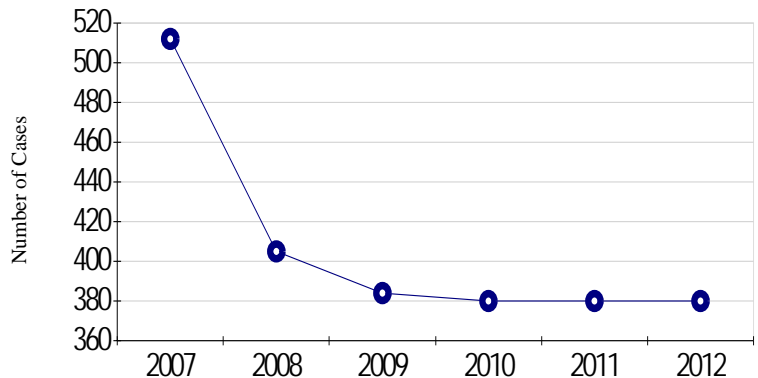
### Administration Budget as Percent of Total Budget

Administration is comprised by personnel expenses and staffing has remained constant. However, bureau budget cuts beginning in FY 2009-10 increased the overall percentage.



### Number of Mediation Cases

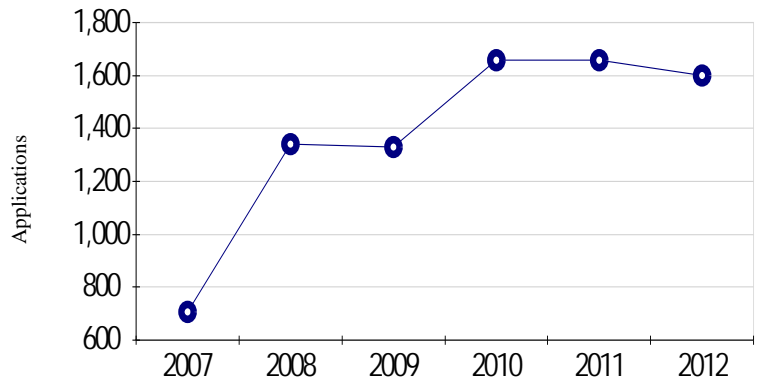
Mediation cases have fluctuated due to change in program structure, funding, and demand. Caseload continues to decline as a result of budget reductions in FY 2009-10 through FY 2010-11 as well as an increased focus on capacity for group facilitation cases.





**Liquor License Applications**

Liquor applications increased in FY 2007-08 with the addition of processing for temporary sales licenses, but numbers are expected to stabilize. These numbers do not include renewals processed annually.



# Office of Neighborhood Involvement

# Summary of Bureau Budget

## Community Development Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	187,986	217,872	145,692	145,025	145,025
Intergovernmental	234,654	228,681	287,025	249,095	249,095
Miscellaneous	15,132	12,462	47,600	1,031	1,031
<b>Total External Revenues</b>	<b>437,772</b>	<b>459,015</b>	<b>480,317</b>	<b>395,151</b>	<b>395,151</b>
<b>Internal Revenues</b>					
General Fund Discretionary	5,313,885	6,643,781	6,131,164	6,436,186	6,436,186
General Fund Overhead	143,998	153,725	155,628	205,461	205,461
Interagency Revenue	121,511	77,055	52,730	42,930	42,930
<b>Total Internal Revenues</b>	<b>5,579,394</b>	<b>6,874,561</b>	<b>6,339,522</b>	<b>6,684,577</b>	<b>6,684,577</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$6,017,166</b>	<b>\$7,333,576</b>	<b>\$6,819,839</b>	<b>\$7,079,728</b>	<b>\$7,079,728</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	3,162,170	3,264,598	3,211,588	3,427,123	3,427,123
External Materials and Services	2,320,511	3,587,505	3,097,139	3,160,397	3,160,397
Internal Materials and Services	534,485	481,473	506,112	492,208	492,208
<b>Total Bureau Expenditures</b>	<b>6,017,166</b>	<b>7,333,576</b>	<b>6,814,839</b>	<b>7,079,728</b>	<b>7,079,728</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	0	0	5,000	0	0
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$6,017,166</b>	<b>\$7,333,576</b>	<b>\$6,819,839</b>	<b>\$7,079,728</b>	<b>\$7,079,728</b>
<b>Programs</b>					
Administration & Support		411,980	424,849	442,677	442,677
Benefits		63	0	0	0
Crime Prevention		1,338,848	1,328,552	1,402,097	1,402,097
Housing Production & Preservation		(9,056)	0	0	0
Information & Referral		456,619	473,585	498,189	498,189
Neighborhood Livability Services		744,775	785,012	835,084	835,084
Neighborhood Resource Center		4,390,346	3,802,841	3,901,681	3,901,681
<b>Total Programs</b>		<b>\$7,333,576</b>	<b>\$6,814,839</b>	<b>\$7,079,728</b>	<b>\$7,079,728</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000437	Administrative Supervisor II	56,763	75,670	1.00	74,517	1.00	75,672	1.00	75,672
30000440	Business Operations Supervisor	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000309	Crime Prevention Program Administrator	43,826	57,054	12.00	672,840	12.00	678,780	12.00	678,780
30000503	Disability Program Specialist	54,080	72,051	0.90	59,472	0.90	60,690	0.90	60,690
30000567	Financial Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000016	Information & Referral Specialist	31,138	43,430	5.00	217,140	5.00	217,140	5.00	217,140
30000415	Neighborhood Involvement Director	92,186	128,752	1.00	127,884	1.00	128,316	1.00	128,316
30000502	Neighborhood Office Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000500	Neighborhood Programs Coordinator	54,080	72,051	2.00	121,764	2.00	125,292	2.00	125,292
30000012	Office Support Specialist II	31,138	43,430	2.60	100,620	2.90	113,652	2.90	113,652
30000464	Program Coordinator	59,634	79,518	1.00	59,640	1.00	59,640	1.00	59,640
30000465	Program Manager	62,629	83,637	2.00	167,280	1.90	158,916	1.90	158,916
30000463	Program Specialist	54,080	72,051	3.00	195,020	3.70	235,452	3.70	235,452
<b>TOTAL FULL-TIME POSITIONS</b>				<b>33.50</b>	<b>2,039,417</b>	<b>34.40</b>	<b>2,096,790</b>	<b>34.40</b>	<b>2,096,790</b>
30000491	Community Outreach & Informtn Assistant	44,533	68,619	1.00	53,215	1.00	55,398	1.00	55,398
30000502	Neighborhood Office Supervisor	59,634	79,518	0.75	59,640	0.75	59,640	0.75	59,640
30000012	Office Support Specialist II	31,138	43,430	0.50	21,720	0.50	21,720	0.50	21,720
<b>TOTAL PART-TIME POSITIONS</b>				<b>2.25</b>	<b>134,575</b>	<b>2.25</b>	<b>136,758</b>	<b>2.25</b>	<b>136,758</b>
30000464	Program Coordinator	59,634	79,518	1.00	72,048	1.00	75,000	1.00	75,000
30000463	Program Specialist	54,080	72,051	0.00	0	1.00	67,368	1.00	67,368
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>1.00</b>	<b>72,048</b>	<b>2.00</b>	<b>142,368</b>	<b>2.00</b>	<b>142,368</b>
<b>GRAND TOTAL</b>				<b>36.75</b>	<b>2,246,040</b>	<b>38.65</b>	<b>2,375,916</b>	<b>38.65</b>	<b>2,375,916</b>

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	5,723,029	438,081	6,161,110	35.75	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	0	340,101	340,101	0.90	Graffiti Abatement program one-time funding
	0	101,418	101,418	0.00	Mediation and Facilitation program one-time funding
	0	12,131	12,131	0.00	3.5% Inflationary increases for Graffiti program
	0	3,274	3,274	0.00	3.5% Inflationary increases for Mediation program
	0	93,855	93,855	0.00	Small Grants program one-time funding
	0	95,000	95,000	1.00	Graffiti limited term volunteer coordinator
	0	129,692	129,692	1.00	EPAP limited term coordinator
	0	150,000	150,000	0.00	EPAP implementation grants
	1,336	0	1,336	0.00	OMF IA adds
	(8,189)	0	(8,189)	0.00	OMF IA reductions
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>					
	(1,336)	1,336	0	0.00	OMF IA add correction to ongoing
	<b>(8,189)</b>	<b>926,807</b>	<b>918,618</b>	<b>2.90</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>7,079,728</b>	<b>38.65</b>	<b>Total Adopted Budget</b>

# Office of Sustainable Development

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Community Development Service Area

## **Bureau Summary**

### **Summary of Budget Decisions**

In January 2009, City Council merged the Bureau of Planning with the Office of Sustainable Development, creating a new Bureau of Planning and Sustainability (BPS).

Please see the Bureau of Planning and Sustainability in the FY 2011–12 Proposed Budget for all budget-related matters relating to the former Office of Sustainable Development. The Solid Waste Management Fund, managed by BPS, is reflected in Volume II of the Proposed Budget document.

## Community Development Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	2,310,593	0	0	0	0
Charges for Services	1,521,186	0	0	0	0
Intergovernmental	502,206	149,721	0	0	0
Miscellaneous	191,830	0	0	0	0
<b>Total External Revenues</b>	<b>4,525,815</b>	<b>149,721</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	1,496,386	0	0	0	0
Fund Transfers - Revenue	676,417	0	0	0	0
Interagency Revenue	728,652	0	0	0	0
<b>Total Internal Revenues</b>	<b>2,901,455</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Beginning Fund Balance	4,551,717	(1,388,598)	0	0	0
<b>Total Resources</b>	<b>\$11,978,987</b>	<b>\$(1,238,877)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	3,935,926	0	0	0	0
External Materials and Services	2,304,703	0	0	0	0
Internal Materials and Services	1,795,962	0	0	0	0
<b>Total Bureau Expenditures</b>	<b>8,036,591</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Expenditures</b>					
Debt Service	35,008	0	0	0	0
Fund Transfers - Expense	976,783	0	0	0	0
<b>Total Fund Expenditures</b>	<b>1,011,791</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	2,930,605	(1,238,877)	0	0	0
<b>Total Requirements</b>	<b>\$11,978,987</b>	<b>\$(1,238,877)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Programs</b>					
Administration & Support		0	0	0	0
Policy, Research & Innovation		0	0	0	0
Sustainability Education & Assistance		0	0	0	0
<b>Total Programs</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

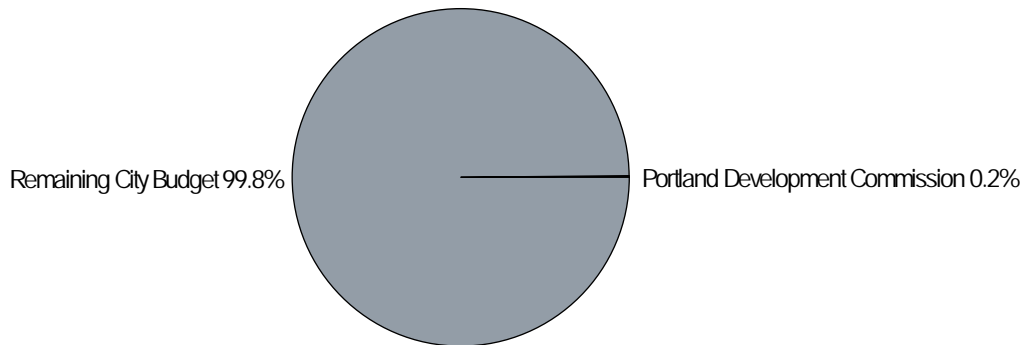
# Portland Development Commission

Community Development Service Area

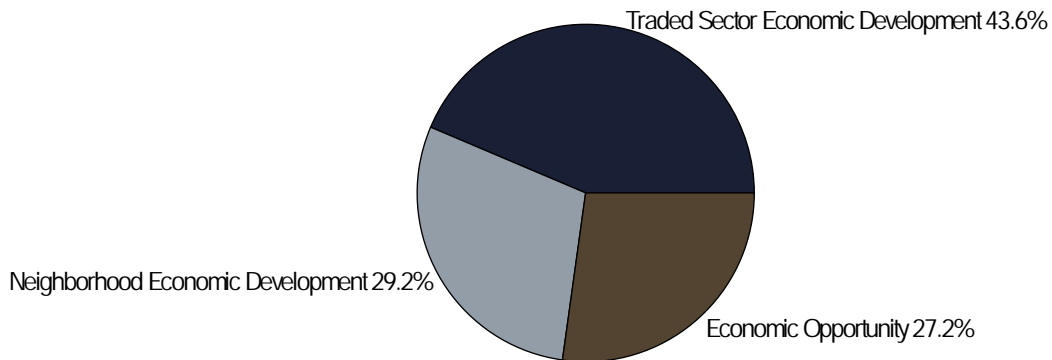
Mayor Sam Adams, Commissioner-in-Charge

Patrick Quinton, Executive Director

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	4,075,126	5,788,326	1,713,200	42.04
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>4,075,126</b>	<b>5,788,326</b>	<b>1,713,200</b>	<b>42.04</b>
Authorized Positions	0.00	0.00	0.00	0.00

## **Bureau Summary**

### **Bureau Mission**

The mission of the Portland Development Commission (PDC) is to bring together resources to achieve Portland's vision of a diverse, sustainable community with healthy neighborhoods, a vibrant Central City, a strong regional economy, and quality jobs for all.

PDC's vision is to be a catalyst for positive change in the creation of a world class, 21st century city - a city in which economic prosperity, quality housing, and employment opportunities are available to all.

### **Bureau Overview**

PDC is the city's economic development agency, charged with delivering on key elements of the City's five-year Economic Development Strategy: nurturing entrepreneurship and innovation; supporting the thousands of existing small businesses that form the backbone of Portland's economy; revitalizing existing commercial corridors to achieve Portland's goal of 20-minute neighborhoods; supporting a vital central city as the employment and retail core for the region; and retaining and creating high-skill, high-wage jobs through catalytic target industry initiatives that grow our job base and build the Portland region's competitive advantage.

Resources from the City's General Fund allow PDC, through the efforts of its Urban Development Department, to fulfill broad economic development goals that are not eligible for funding through tax increment financing. Work supported by the General Fund allows the opportunity to extend beyond urban renewal area (URA) boundaries and real estate improvements and investments to provide critical non-physical assistance, such as working capital and grants for technical assistance to help businesses expand, create jobs, and succeed. The Urban Development Department conducts both Citywide and URA-specific activities, connecting people and resources to promote job and wealth creation, economic opportunity, and neighborhood revitalization. Projects and programs vary in size and scope but share the consistent goals of facilitating business activity that fuels the retention and creation of livable wage jobs that support families, generate community wealth, and create healthy and vibrant neighborhoods throughout the city.

### **Strategic Direction**

PDC economic and urban development activities are guided by two primary plans: the City of Portland's five-year Economic Development Strategy and the PDC 2010 - 2015 Strategic Plan.



In July 2009, PDC endorsed and the Portland City Council adopted the City's Portland Economic Development Strategy - A Five Year Plan for Promoting Economic Growth and Job Creation. In doing so, the City Council adopted Portland's first economic development strategy in more than 15 years. The goal of the strategy is to create 10,000 new jobs by 2014 and to build the most sustainable economy in the world. Key strategy objectives are to:

- ◆ Maximize Portland's competitiveness
- ◆ Drive urban innovation
- ◆ Stimulate neighborhood business vitality

At the center of PDC's 2010 - 2015 Strategic Plan are three goals that focus and drive the work of the Urban Development Department:

- ◆ Strong economic growth and competitiveness
- ◆ Healthy neighborhoods
- ◆ A vibrant Central City

The alignment of the goals articulated in PDC's Strategic Plan and the City's Economic Development Strategy is intentional. This consistency positions PDC and the City to more strategically focus limited public resources toward results as demonstrated by PDC's 2011-12 General Fund budget. General Fund resources enable PDC to fulfill broad economic development goals that are not eligible for tax increment financing (TIF). In addition, General Fund resources enable PDC to work citywide and even regionally to support economic development goals whereas TIF is restricted to designated URAs comprising less than 15% of City geography.

**Service Improvement Plan**

PDC intends on improving service through the following plans:

**Improving Financial Products**

Following the Customer Service Assessment, an internal project called Finance ReThink was chartered. The purpose of the ReThink is to assess PDC's financial products, determine if the right suite is offered given current needs and demands, and identify key opportunities to streamline and standardize financial products and their approval processes.

**Workforce Development**

PDC is committed to have a workforce trained in customer service and cultural competence in order to effectively communicate with a broad set of stakeholders. Employees interact with people from a spectrum of income levels and ethnicity. In order to give employees the proper tools, PDC created a Diversity Council in 2006 which has had a steady and enthusiastic volunteer participation. The Diversity Council continues in FY 2011-12 with ongoing opportunities for staff to engage in diversity events.

**Summary of Budget Decisions**

Development of PDC's FY 2011-12 General Fund budget was done within the context of continuing and building upon current programs, projects, and activities to achieve the economic and urban development goals of the Economic Development Strategy and PDC's Strategic Plan. Over the past two years, the Urban Development Department has undergone a reorganization to re-align its

structure, functions, and systems to enhance PDC's ability to deliver on these goals over the next several years. Current programs are continually reviewed and restructured, if necessary, to ensure that limited General Funds will leverage the largest impact toward increasing employment by 10,000 jobs in the next few years with an emphasis on key target industries, small businesses, and vibrant commercial corridors.

### Add Packages

Programs funded with one-time General Fund resources in the Adopted Budget include:

#### **Cluster Industry Research, Development, and Initiatives**

The Adopted budget includes a total of \$492,000 of General Fund one-time funding for cluster industry research, development, initiatives, and recruitment. The additional one-time funding will:

- ◆ Expand work with Oregon Health & Science University (OHSU), Portland State University (PSU) and other Oregon University System (OUS) schools to advance commercialization of university research and provide support to new businesses and technologies related to the target industries with the potential for substantial job creation;
- ◆ Allow PDC to provide opportunity funds to finance target industry led initiatives; and
- ◆ Allow PDC to serve an additional 100 companies through its cluster activities.

#### **Entrepreneurial Development**

The Adopted Budget includes one-time funding of \$150,000 for a new program to provide direct funding to programs that provide intensive assistance to entrepreneurs and early stage start-ups. PDC's work with the entrepreneurial community over the past 18 months indicates that there is an impressive amount of start-up activity in the City. However, entrepreneurs face challenges when starting or expanding their business including identifying markets and customers for their products or services, managing the business aspects of growing a company, and accessing capital. These services are needed as a companion to the investment funds available from the Portland Seed Fund. PDC will offer a competitive process for organizations to submit proposals to provide these services and expects to fund two to three organizations during the fiscal year.

#### **Seed Fund Initiative**

One-time General Fund resources in the amount of \$500,000 are included in the Adopted Budget to provide additional capital to invest in the Portland Seed Fund which was established to provide critical early stage financing to high growth, start-up firms.

**Targeted Business Recruitment**

The Adopted Budget includes \$75,000 for targeted business recruitment. The additional one-time funding will allow PDC to expand its strategic recruitment efforts, particularly for companies seeking to locate on sites outside of Urban Renewal Areas. These funds will pay for strategic recruitment efforts including outbound visits to meet with targeted companies, trade show attendance, market research on targeted recruitments and marketing activities designed to promote the region's clusters at events.

**International Business Development**

The Adopted Budget includes one-time funding of \$205,000 to implement the international business development strategy developed by PDC and the Mayor's Office to increase the level of export and foreign direct investment activity in Portland. These funds will also help leverage work of the Brookings Institution and the metro export strategy which will provide PDC and the City with a greater in-depth understanding of the region's export economy and opportunities.

**Neighborhood Main Street Revitalization**

The Adopted Budget includes \$500,000 to continue one-time funding for the Neighborhood Main Street program which is designed to stimulate neighborhood businesses throughout the city in order to help achieve the City's goal of 20-minute neighborhoods. The program's specific focus is on delivering resources and expertise to business districts outside urban renewal districts. Funding will support the creation of three new Main Street districts.

**Partners for Economic Progress Initiative**

The Adopted Budget includes \$242,065 one-time funding for this new initiative which, like the Main Street Program, aims to improve neighborhood business growth and creation of 20-minute neighborhoods. This program will focus primarily on two or three economically challenged business areas outside of urban renewal areas that are either not yet ready for a full scale Main Street approach or that are not a good fit for this model. Program funds will be used to seed small-scale neighborhood economic development projects identified and developed by the community. Program funds will also be used to expand the capacity of community-based organizations to become active partners in neighborhood economic development through training in business development practices. Staff support will develop the program, identify communities for participation, and organize and provide technical assistance.

### **Small and Neighborhood Business Technical Assistance**

The Adopted Budget includes \$600,000 for technical assistance to citywide small business technical assistance. This one-time funding will allow the City to establish small business development contracts with qualified non-profit providers. Funding will be directed to fill gaps in business technical assistance services with a focus on stabilizing and growing small businesses with modest incomes, businesses located in economically challenged areas, and businesses whose owners may need services provided in languages other than English. PDC's goal is to provide tailored business technical assistance to 100 targeted businesses with the funding.

### **One-Stop Permitting and Business Services Website**

One-time General Fund resources in the amount of \$65,000 are budgeted to continue the development and maintenance of a website that will act as a primary clearinghouse for small business information in the City of Portland.

### **Small Business Working Capital**

One-time General Fund resources in the amount of \$200,000 are included in the Adopted Budget to provide flexible working capital financing to small companies that are primed for growth but lack the cash to invest. The program focuses on targeted industry firms and neighborhood businesses.

### **Economic Opportunity Initiative (EOI)**

The Adopted Budget includes one-time funding of \$158,000 to fund two EOI youth workforce development projects - Open Meadow and Outside In - that are currently supported with federal stimulus resources that are expiring. One-time General Fund resources had been allocated to these activities in the past; due to fiscal constraints this funding was not allocated in FY 2010-11. Funding will provide workforce development service to 148 low-income youth.

### **Reductions**

In response to a directive to bureaus Citywide to reduce General Fund budgets, the ongoing General Fund component of PDC's budget is reduced by \$39,797.

## Traded Sector Economic Development

<b>Description</b>	<p>The Traded Sector program is PDC's core economic development function. The program helps to create jobs by raising the competitiveness and profile of Portland's five target industry clusters: Clean Tech, Advanced Manufacturing, Athletic &amp; Outdoor, Software, and Research &amp; Commercialization. Through this program PDC strategically deploys resources to provide direct assistance to entrepreneurs and start-up and expanding businesses. Program staff works collaboratively with industry coalitions to address barriers and seize opportunities to enhance the competitiveness of their individual firms and the Portland region.</p> <p>As a result of the adoption of the Economic Development Strategy in FY 2009-10, PDC has a clear focus on five industry clusters and a well-defined goal of creating 10,000 net new jobs in five years. In addition, PDC has developed a more strategic recruitment and international strategy to attract new jobs and firms to Portland and further Portland's competitiveness as an innovative hub for all targeted industry clusters. PDC will work to ensure that the target industry cluster work, recruitment and international strategies are aligned with the newly merged Greenlight Greater Portland, a public-private regional entity with the objective of improving economic prosperity of the region.</p>
<b>Goals</b>	<p>To support the Five Year Economic Development Strategy's goal of creating 10,000 net new jobs by 2014, this program facilitates the development of target industry clusters through the implementation of industry defined strategies and action plans. Retention of existing businesses and jobs in the region and recruitment of new target industry businesses and jobs are important objectives.</p>
<b>Performance</b>	<p>PDC's traded sector work is primarily focused on implementing key initiatives and projects within each cluster action plan. Funding incentives and technical assistance are available for all target industry clusters. In FY 2010-11 more than 500 total jobs have been created or retained with the help of PDC loans or grants. This does not include the many businesses PDC has assisted in connecting to area business resources, nor does it capture the businesses that have benefitted from the target industry cluster work and initiatives.</p>
<b>Changes to Services and Activities</b>	<p>The Adopted Budget includes funding for cluster industry programs (\$492,000), Seed Fund enhancements (\$500,000), targeted business recruitment (\$75,000), international business development (\$205,000), and entrepreneurial development (\$150,000). This program previously was funded as a subprogram in the Neighborhood Economic Development program.</p>

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Traded Sector Economic Development		0	0	2,524,634	2,524,634
<b>Total Expenditures</b>		0	0	2,524,634	2,524,634

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Economic Opportunity

**Description**                      Established in 2004, the Economic Opportunity Initiative (EOI) provides workforce and microenterprise development and other support services to vulnerable individuals at 0% to 50% of the median family income (MFI). Individuals enrolled in EOI receive long-term (three years) microenterprise or workforce development services. During enrollment, wrap-around supports are given to participants, as needed, to address specific barriers to success including language, drug and alcohol addictions, and criminal histories.

**Goals**                                      The Economic Opportunity Initiative supports the citywide goal to stimulate neighborhood business vitality and its objective to achieve broad-based prosperity. The program also supports implementation of the City's Equity Initiative and the Ten-Year Plan to End Homelessness.

**Performance**                              EOI anticipates serving approximately 1,950 multi-barriered individuals and businesses with workforce or microenterprise training and appropriate support services. Approximately 1,650 individuals will receive workforce development services and 300 businesses will receive microenterprise support. EOI anticipates that approximately 50 percent of enrollees in the program will graduate after three years with a minimum of 25% increase in income or revenues. Approximately 52% of participants enrolled in EOI are minorities and another 15% are non-native speakers.

**Changes to Services and Activities**                      In FY 2011-12 the EOI program is facing a decline in total resources of approximately \$356,000 due to a reduction of Community Development Block Grant (CDBG) funds that are passed through to PDC from the Portland Housing Bureau and appears in that budget. The table below shows only General Fund resources.

This anticipated resource decline for the EOI program results in a need to make significant changes. In FY 2010-11 one position was eliminated from the program. In FY 2011-12 an additional half position will be eliminated. As of FY 2011-12, the program will be supported by two positions. Over the next year PDC anticipates making program revisions to ensure alignment with the City's Neighborhood Economic Development Strategy and issuing a new request for proposals.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Microenterprise Growth		0	29,159	29,961	29,961
Workforce Development		0	1,370,485	1,544,421	1,544,421
<b>Total Expenditures</b>		<b>0</b>	<b>1,399,644</b>	<b>1,574,382</b>	<b>1,574,382</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Neighborhood Economic Development

<b>Description</b>	The goal of the Neighborhood Economic Development (NED) program is to foster economic opportunity and neighborhood vitality throughout Portland. Initiatives under this program allow the City, in collaboration with neighborhood residents, local businesses, and community development organizations, to grow vibrant commercial areas, support small business growth, and increase access to jobs by successfully positioning neighborhoods, local businesses, and their residents to connect to and compete in the regional economy.
<b>Goals</b>	The Neighborhood Economic Development program supports the citywide goal to stimulate neighborhood business vitality and its objective to achieve broad-based prosperity. The program also supports implementation of the City's Equity Initiative.
<b>Performance</b>	<p>There are three citywide NED initiatives supported in this program:</p> <ul style="list-style-type: none"><li>◆ The Portland Main Street program is a community-led revitalization program. In June 2010, Portland designated Alberta, Hillsdale, and St Johns as its first three Main Street districts. The districts receive grants for district administration, property and sustainability improvements, and promotional events. The City also provides technical assistance to the districts in implementation of the Main Street approach, district design support, and organizational capacity building. FY 2010-11 was the inaugural year for the three Main Street districts. The districts each hired a manager in the fall of 2010. The managers, their boards of directors, and volunteers have spent considerable time being trained in the Main Street approach, developing work plans, and beginning work on executing projects. National experience with the Main Street approach is that it takes approximately three years for Main Street districts to begin showing results in terms of job growth and reduced vacancy rates.</li><li>◆ The Business Portland website is a one-stop resource for Portland businesses, 77% of which have fewer than ten employees. The website, which began service in August 2010, provides current, relevant, and valuable content to Portland businesses through new blog postings, updated calendar entries, forum discussions, and information to those interested in starting or growing their businesses.</li><li>◆ The Alliance of Portland Neighborhood Business Associations (APNBA) is the City's local partner in building the capacity of Portland's 37 neighborhood business districts. Their work focuses on regular training and technical assistance workshops for the districts, administration of a business district grant program, and increasing the visibility of districts through marketing support. In July 2010, APNBA hired a new Executive Director. This past year has been a time of considerable growth for the organization in its capacity to efficiently and effectively serve Portland's business districts.</li></ul>

# Portland Development Commission

## Community Development Service Area

### Changes to Services and Activities

New funding has been added in the FY 2011-12 Adopted budget including \$200,000 for small business working capital, \$242,065 for the Partners In Economic Progress Initiative, and \$600,000 for small business technical assistance. The Traded Sector program used to be included as part of the Neighborhood Economic Development program. Beginning with the FY 2011-12 Adopted Budget, it has been broken out separately.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Community Economic Development		0	565,000	0	0
Local Partner Initiatives		0	528,875	282,245	282,245
Neighborhood Economic Development		0	0	1,407,065	1,407,065
Trade Sector Job Create & Retain		0	1,581,607	0	0
<b>Total Expenditures</b>		<b>0</b>	<b>2,675,482</b>	<b>1,689,310</b>	<b>1,689,310</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.



	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Intergovernmental	0	20,171	0	0	0
<b>Total External Revenues</b>	<b>0</b>	<b>20,171</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	0	0	4,075,126	5,788,326	5,788,326
<b>Total Internal Revenues</b>	<b>0</b>	<b>0</b>	<b>4,075,126</b>	<b>5,788,326</b>	<b>5,788,326</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$0</b>	<b>\$20,171</b>	<b>\$4,075,126</b>	<b>\$5,788,326</b>	<b>\$5,788,326</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	0	20,171	4,075,126	5,788,326	5,788,326
<b>Total Bureau Expenditures</b>	<b>0</b>	<b>20,171</b>	<b>4,075,126</b>	<b>5,788,326</b>	<b>5,788,326</b>
<b>Fund Expenditures</b>					
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$0</b>	<b>\$20,171</b>	<b>\$4,075,126</b>	<b>\$5,788,326</b>	<b>\$5,788,326</b>
<b>Programs</b>					
Accounting		20,171	0	0	0
Economic Opportunity		0	1,399,644	1,574,382	1,574,382
Neighborhood Economic Development		0	2,675,482	1,689,310	1,689,310
Traded Sector Economic Development		0	0	2,524,634	2,524,634
<b>Total Programs</b>		<b>\$20,171</b>	<b>\$4,075,126</b>	<b>\$5,788,326</b>	<b>\$5,788,326</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

**Community Development Service Area**

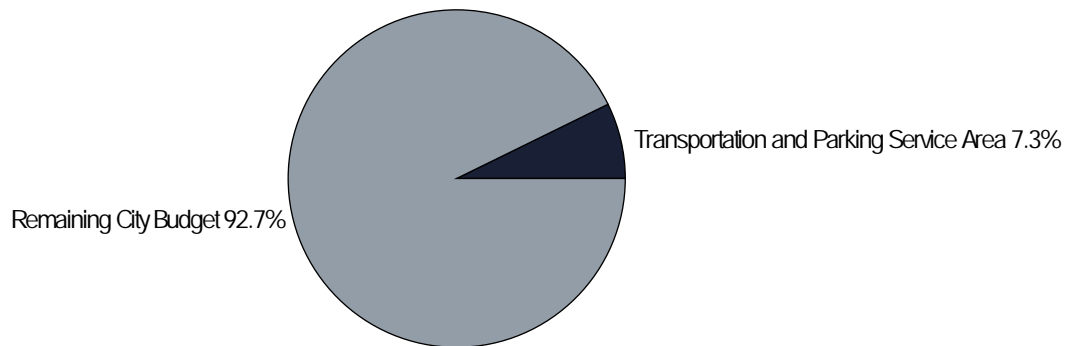
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	2,641,058	0	2,641,058	0.00	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(39,797)	0	(39,797)	0.00	1.5% discretionary reduction
	0	492,000	492,000	0.00	Cluster Industry programs
	0	500,000	500,000	0.00	Neighborhood Main Streets
	0	500,000	500,000	0.00	Seed Fund
	0	65,000	65,000	0.00	Business Services website
	0	200,000	200,000	0.00	Small Business Working Capital
	0	75,000	75,000	0.00	Targeted Business Recruitment
	0	242,065	242,065	0.00	Partners for Economic Progress Initiative
	0	600,000	600,000	0.00	Small Business Technical Assistance
	0	205,000	205,000	0.00	International Business Development
	0	150,000	150,000	0.00	Entrepreneurial Development
	0	158,000	158,000	0.00	Economic Opportunity Initiative
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.00	None
	<b>(39,797)</b>	<b>3,187,065</b>	<b>3,147,268</b>	<b>0.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>5,788,326</b>	<b>0.00</b>	<b>Total Adopted Budget</b>

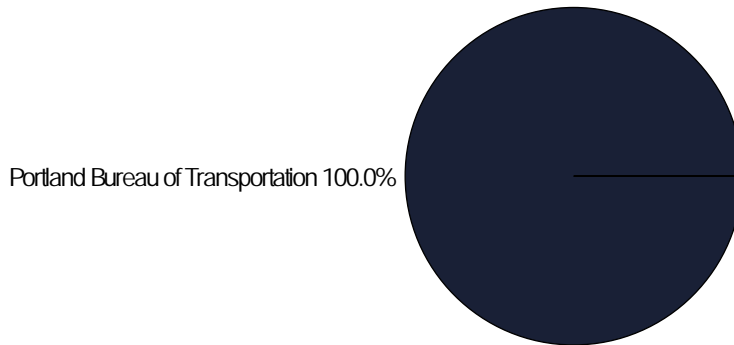
# Transportation and Parking Service Area

- Portland Bureau of Transportation

Percent of City Budget



Percent of Service Area Budget



## Service Area Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	186,993,176	156,066,190	(30,926,986)	(16.54)
Capital	134,675,559	102,796,265	(31,879,294)	(23.67)
<b>Total Requirements</b>	<b>321,668,735</b>	<b>258,862,455</b>	<b>(62,806,280)</b>	<b>(19.53)</b>
Authorized Positions	750.73	761.18	10.45	1.39

## Service Area Highlights

### Description

The Transportation and Parking service area includes those programs that plan, build, manage, maintain, and facilitate an effective and safe transportation system and provide access and mobility throughout the city. The service area consists of one bureau, the Portland Bureau of Transportation (PBOT).

### Major Themes

#### Bureau of Transportation

PBOT's total Adopted Budget for FY 2011-12 is \$258.9 million. Of that amount, the CIP for FY 2011-12 totals \$102.8 million.

After years of budget reductions, PBOT has an opportunity to address some of its deferred capital maintenance and provide for capital projects that will improve transportation safety and provide multi-modal improvements. The 2009 Oregon State Legislature passed HB 2001, the "Jobs and Transportation Act". This legislation will provide PBOT an estimated \$87 million over the five-year forecast.

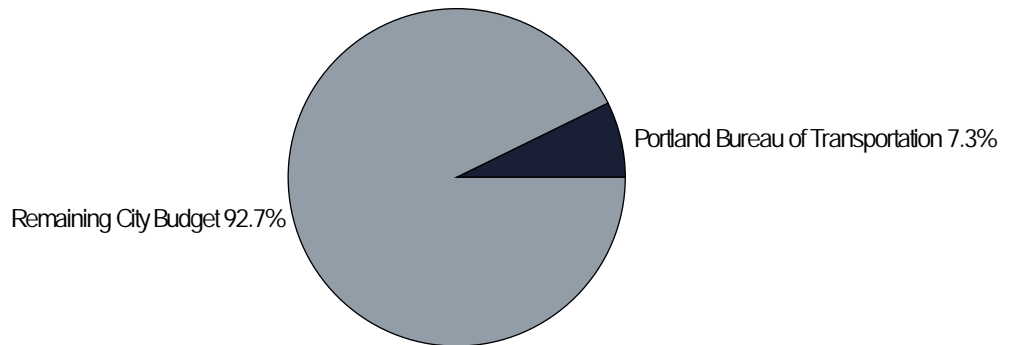
# Portland Bureau of Transportation

Transportation and Parking Service Area

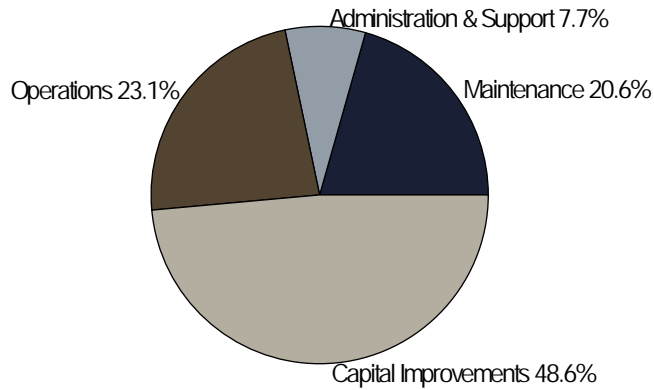
Mayor Sam Adams, Commissioner-in-Charge

Tom Miller, Director

Percent of City Budget



Bureau Programs



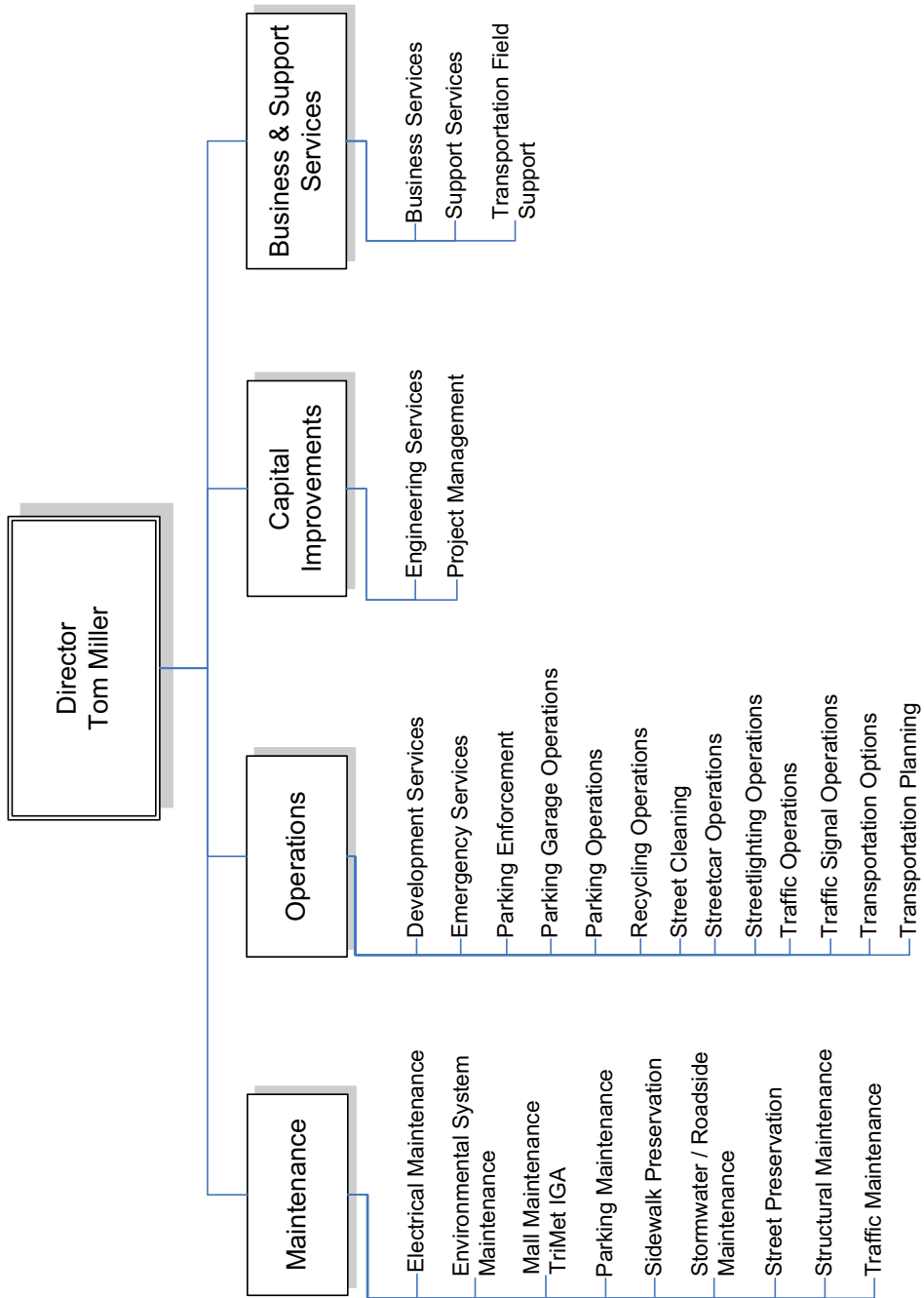
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Authorized Positions	750.73	761.18	10.45	1.39

# Portland Bureau of Transportation

## Transportation and Parking Service Area

### Bureau of Transportation



# Bureau Summary

## Bureau Mission

The Portland Bureau of Transportation is the steward of the City's transportation system, and a community partner in shaping a livable city. We plan, build, manage, maintain, and advocate for an effective and safe transportation system that provides access and mobility.

## Bureau Overview

The FY 2011-12 Adopted Budget for the Portland Bureau of Transportation (PBOT) totals \$219 million (not including fund level expenses) in four budget programs: Operations, Maintenance, Capital Improvement, and Business and Support Services.

## Strategic Direction

**Service Improvement Plan** The following Service Improvement Plan items have been identified for FY 2011-12:

### **Pavement Management**

Transportation's new pavement management system (Street Saver) was installed in the spring 2010. Rating of all collector and arterial streets using a new pavement rating system was completed in the fall of 2010. During FY 2011-12 PBOT will upload treatment rules and maintenance cost data into the system and as a result, PBOT will be able to run predictive models and report on pavement status, conditions, and unmet needs.

### **Mobile Technology**

The bureau's current work processes and asset management tracking systems ineffective because the bureau continues to rely on manual documentation of the work that is done. This information may not make it into an electronic database for tracking and analysis of bureau accomplishments and needs. Numerous hours of staff time are currently being spent on this method of data processing and collection. Mobile technology can create efficiencies in the work that is done by eliminating paper work and the need for duplicate data entry.

During FY 2011-12, PBOT will identify and possibly purchase mobile options for improving workgroup data management and data capturing activities. Mobile options will be targeted to the specific needs of PBOT's Operations and Maintenance work groups.

### **Asset Management Levels of Service**

Levels of service are a way of evaluating progress toward a result or goal. They provide a basis for communicating accomplishments and needs that are then used for business decision making. Establishing levels of service for transportation assets will advance asset management across the bureau and facilitate decision making. Defining asset-specific levels of service will involve the community, asset managers, and key PBOT decision makers.

# Portland Bureau of Transportation

## Transportation and Parking Service Area

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The goal of this project is to establish SMART (Specific, Measurable, Attainable, Relevant, Time-bound) levels of service for Portland Bureau of Transportation's asset classes, which will be measured using data that is already being collected.

### Significant Changes to Revenues

The following changes from the prior years' five-year forecasts are reflected in the FY 2011-12 budget:

- ◆ Motor Vehicle Tax shortfalls from the State Highway Trust Fund - \$2.3 million reduction to a new level of \$63.4 million.
- ◆ Utility License Fee shortfall (\$1.9 reduction to a new level of \$2.2 million).
- ◆ Overhead recovery shortfall due to changes in various implementation schedules (\$300,000).
- ◆ \$300,000 shortfall due to Leaf Collection Program payment issues

## Summary of Budget Decisions

### Reductions

#### Downtown Marketing Initiative Contract General Fund Reduction

PBOT's Downtown Initiative Contract with Travel Portland will be reduced by \$133,374 to comply with the Mayoral direction to provide an ongoing 1.5% cut to all services supported by the General Fund.

#### Senior Engineer Associate Reduction

The package reduced 0.5 FTE position and funding by \$52,320 for a Senior Engineer Associate in response to lower permitting fees which had funded half of this position.

#### Sewer Repair and Cleaning Reduction

The package reduced service and funding by \$250,000 in response to lower Bureau of Environmental Services interagency for sewer repair and cleaning.

### Add Packages

#### Sunday Parkways Funding Gap

This add package bridges the \$170,000 funding gap for these citywide events in FY 2011-12. PBOT has been directed to organize and hold five expanded Sunday Parkways events in 2011. The total cost of delivering five events during the summer of 2011 is estimated to be \$470,000. This includes all staff coordination and event planning, community outreach, volunteer recruitment and coordination, route planning, police services, traffic control and barricades, media and outreach. The balance of funding needed to support the events will be provided by private sponsors or absorbed within the bureau's existing budget.

## Budget Notes

### BES - PBOT Maintenance Services Interagency

The City Auditor's December 2010 audit of the \$19 million interagency agreement, in which the Bureau of Transportation provides sewer maintenance services for the Bureau of Environmental Services, suggests the possibility of a first-year savings to ratepayers of \$1.7 million and \$1 million a year following if those maintenance services are performed in-house at the Bureau of Environmental Services.



City Council directs the Bureau of Environmental Services, the Bureau of Transportation, and the Office of Management and Finance to retain an independent consultant during the 2011 calendar year that will recommend efficiencies to the interagency agreement.

**Utility License Fee Payment**

The annual Utility License Fee (ULF) payment to the Portland Bureau of Transportation (PBOT) will be held constant at \$2.2 million dollars starting in FY 2011-12 and continuing through the five-year forecast. ULF revenues received by the City over and above the April 2011 forecast will be diverted to PBOT up to the original \$4.3 million cap.

## Capital Budget

### Capital Planning & Budgeting

**Overview**

The bureau's CIP budget for FY 2012-2016 continues to strive to achieve the goals of City Council and to provide diverse Transportation modes and alternatives. The total funding request for the five-year CIP plan is \$155 million. Of this amount only \$58 million (37%) is funded with General Transportation Revenues (GTR). The FY 2012-2016 include one-time \$16 million State House Bill (HB 2001) funding for pedestrian projects. The total requested CIP for the FY 2011-12 is \$103 million, of which \$25 million (25%) is funded with GTR. Other funding sources include various Federal and State grants, System Development Charges, Permit Engineering fees, and other public and private contracts. Principal funding partners include ODOT, Portland Development Commission (PDC), and Port of Portland. These totals represent currently committed funds. For some programs, no funds are currently committed beyond FY 2013-14. However, it is anticipated that funding for future projects will be secured and these programs will continue.

PBOT CIP projects are budgeted in seven major programs. These CIP programs have changed slightly from the previous year to be in line with the Transportation System Plan (TSP). Below is a list of the current CIP programs. Details of the programs are described in the following pages.

- ◆ Centers and Main Streets
- ◆ Freight and Industrial Area
- ◆ Local Street Design
- ◆ Neighborhood Livability
- ◆ Preservation & Rehabilitation
- ◆ Special Projects

### Capital Programs & Projects

**Centers and Main Streets Program**

This program supports high-priority areas of the Regional 2040 growth concept, and requires urban design and integration with adjacent developments. One of the City's goals stemming from Region 2040 is to create higher-density centers of employment and housing. Projects in this program support centers that provide access to a variety of goods and services in a relatively small geographical area.

# Portland Bureau of Transportation

## Transportation and Parking Service Area

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Another objective of this program is to develop main streets. Main streets typically serve neighborhoods and may develop a regional specialization (such as art, antiques, shopping, fine dining, entertainment, etc.) that attracts people from other parts of the region. Main street projects support a high level of pedestrian and bike amenities and are further supported by transit links between centers.

The requested five-year plan amounts to \$65 million. The majority of funding in this program comes from Federal and State grants, PDC, and SDC. This represents currently committed funds. While no funds are currently committed beyond FY 2013-14, it is anticipated that funding for future projects will be secured and the program will continue.

### **Freight and Industrial Area Program**

This program supports freight operation in and around Portland. The efficient and safe transport of goods is essential to Portland's and the regional economy, and enhances our economic effectiveness as a distribution hub. This program also focuses on maintaining Portland's livability and safety by helping minimize truck impact in neighborhoods and by ensuring that freight corridors have adequate capacity to meet the economic needs of the region, we can inhibit truck encroachment into neighborhoods. This program provides for economic growth and freight mobility along regional traffic ways.

The majority of these projects in this program have been funded by Oregon Transportation Investment Act (OTIA) funds and once completed, the funds will be depleted. Unless new revenue sources are identified, this program will have limited capacity.

### **Local Street Development Program**

This program includes projects that develop new local street network infrastructure and improve existing rights-of-way to current design standards or approved substandard levels. Projects may also include individual street elements to address a specific deficiency such as frontage improvements, sidewalks, drainage facilities, etc. This program responds to new development and redevelopment throughout the City by providing multi-modal access improvements to individual properties, land subdivisions, and sub-areas. Projects from this program are typically developed as a result of street improvement permits, local improvement districts, and special funding program.

### **Neighborhood Livability Program**

This program includes projects to enhance neighborhood livability by creating safer local streets and improving accessibility to neighborhood destinations such as schools, parks, transit stops and local commercial areas. This program also promotes walking and bicycling as alternatives to automobile travel for local destinations. Projects in this program are typically neighborhood scale improvements that are implemented through relatively low cost improvements. Capital projects from this program may be integrated with other activities such as enforcement and education programs.

**Preservation and Rehabilitation Program**

This program provides for the maintenance and rehabilitation of existing transportation assets. It is divided into five subprograms that collectively support the City's goals for transportation, economic development, public safety, and neighborhood revitalization.

- ◆ The Environmental and Endangered Species Act (ESA) subprogram provides for reconstruction of segments of transportation elements specifically for the purpose of environmental and ESA goals and objectives. In the past few years, PBOT and BES, in coordination with Oregon Water Enhancement Board (OWEB), have identified and ranked 10 culvert replacement projects. These partners have identified funding for construction of these projects.
- ◆ The Signals and Street Lighting subprogram identifies and replaces traffic signals and streetlights that have exceeded their service life.
- ◆ The Streets subprogram area addresses the need to rebuild and rehabilitate the City's existing street network, with projects prioritized through periodic inspections and a pavement management system.
- ◆ The Structures subprogram projects are designed to preserve and rehabilitate existing structures to protect the value of the City's capital assets.
- ◆ The Facilities subprogram expenditures are generally in support of maintenance operations equipment which enhance maintenance efficiency and productivity. Projects in this subprogram may also better utilize space, and equipment, within the PBOT.

In recent years, due to CIP fiscal constraints, the funding for preservation and rehabilitation has greatly diminished. Transportation has not been able to fund any reconstruction projects in Streets and Structures subprogram for the last eight years, which has resulted in a further system deterioration.

**Special Projects Program**

This program provides for strategic system improvements that benefit specific transportation objectives, or have regional transportation significance. Projects in this program are not mode-specific and may be developed cooperatively within the guidelines of Metro's Regional Transportation Plan and other regional or state plans or agreements.

## **Administration & Support**

**Description**

The Administration and Support Services program provides support for the Operations, Maintenance, and Capital Improvement programs of the bureau. The services are organized in the following areas:

**Business Services**

PBOT Business Services provides technical and internal administrative support for all transportation programs. This program includes payroll, accounting, budgeting, finance, asset management, information management, and contract management services. Additionally, this program works to ensure the most effective use of technology through the bureau's \$3.5 million interagency agreement (IA) with the Bureau of Technology Services (BTS).

**Field Support**

PBOT Field Support provides specialized services for all transportation programs to maximize the efficiency and effectiveness of field operations. This program provides for field communication in radio dispatch, stores operations, training and safety, and facility, equipment, and liability management.

**Support Services**

PBOT Support Services provides overall administrative guidance and direction for the Operations, Maintenance, and Capital Improvement programs of the bureau. In addition, this program provides reception and clerical support, communications support, and managing over \$5.6 million in central interagency agreements.

**Goals**

The primary goal of the of the Administration & Support program is to provide support for the services that plan, build, operate, and maintain an effective and safe transportation system.

**Changes to Services and Activities**

On February 1, 2006, PBOT assumed control of the Parks stores operation at Mt. Tabor as Parks had used a private vendor whose services contract was not being renewed. Parks agreed to fund two positions in PBOT and an IA was established. Starting in FY 2011-12, Parks will be assuming the management of the Mt. Tabor stores operation. In the decision package, the two stores positions are being removed from PBOT and added to Parks. The IA between PBOT and Parks for Mt. Tabor stores is ending except a small portion that pays PBOT for computer software, Maximo, use and support for the stores operation.

# Portland Bureau of Transportation

## Transportation and Parking Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		68.77	85.70	88.90	88.90
<b>Expenditures</b>					
Administration & Support		732,978	0	0	0
Business Services		10,125,973	5,552,617	3,218,074	3,824,093
Field Support		4,618,440	12,776,714	5,579,166	5,647,950
Support Services		5,239,753	6,630,530	7,376,424	7,418,094
<b>Total Expenditures</b>		<b>20,717,144</b>	<b>24,959,861</b>	<b>16,173,664</b>	<b>16,890,137</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Capital Improvements

### Description

The bureau's CIP is a five-year financial plan for capital improvements to the city's transportation network. Projects included in the CIP are designed to meet City Council goals, including:

- ◆ Ensuring a safe and vibrant community
- ◆ Promoting economic vitality and opportunity
- ◆ Improving the quality of life in neighborhoods
- ◆ Protecting and enhancing the natural and built environment
- ◆ Operating and maintaining an effective and safe transportation system

Transportation CIP funding comes primarily from: federal grants, state grants, PDC and the Port of Portland. GTR and SDCs are generally used to match these grants.

Specific focus within the CIP include:

- ◆ Preservation and rehabilitation of transportation infrastructure
- ◆ Investing in freight routes
- ◆ Maximize transportation funding via leveraged dollars with regional partners
- ◆ Engineering services support including design, survey, inspection, construction management, technical support, and project management for capital projects

Federal funds allocated for transportation programs are based on a population percentage basis.

The CIP program is managed by the Capital Program group and is supported by the Engineering & Technical Services group, which provides design, survey, inspection construction management, and technical expertise.

### Goals

The bureau's primary goal of the Capital Improvement Program is to plan and build an effective and safe transportation system. The program strives to:

- ◆ Repair and replace the infrastructure based on the most cost effective schedule to maximize the asset useful life
- ◆ Reduce the number of single occupancy vehicle trips where realistic transportation alternatives exist
- ◆ Reduce the number and duration of unexpected, non-repeating transportation delays
- ◆ Prevent crashes, especially at intersections, focusing on the 20 most dangerous intersections in Portland

### Performance

PBOT recently began to report on new performance measures in order to communicate to stakeholders and elected officials how the capital program supports overarching City goals and maximizes program funding.

The number of Center & Main Street projects, known as "Twenty Minute Neighborhoods", supports the City's larger policy goals of creating higher-density centers for employment and housing. With high levels of pedestrian and bike amenities as well as improved access to transit, these projects support economic development and reductions in single occupancy vehicle trips needed to meet the City's Climate Action Goals and Metro's Region 2040 plan.

The percent of CIP funding from partner organizations determines the degree to which PBOT is able to leverage funding from federal, state, and local partners to construct needed multi-modal improvements. While a higher number speaks to successful and entrepreneurial relationships, it also reveals the degree to which PBOT's external partners influence the selection and implementation of particular projects.

**Changes to Services and Activities**

Capital program area changes from the FY 2010-11 Revised Budget to the FY 2011-12 Adopted Budget include:

- ◆ Centers and Main Streets - \$45.3 million decrease
- ◆ Freight and Industrial Area - \$4.8 million decrease
- ◆ Local Street Development - \$0.2 million increase
- ◆ Neighborhood Livability - \$9.8 million increase
- ◆ Preservation & Rehabilitation - \$10.2 million increase
- ◆ Special Projects - \$0.4 million increase

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		93.50	102.28	92.02	92.02
<b>Expenditures</b>					
Capital Improvements		(439,091)	0	0	2,940
Centers and Main Streets		75,561,873	100,664,778	55,320,811	55,320,811
CIP Support - Engineering Services		3,331,611	4,446,046	3,637,541	3,637,541
Freight and Industrial Areas		10,323,746	7,458,579	2,642,482	2,642,482
Local Street Development		2,635,847	1,590,971	1,804,679	1,804,679
Neighborhood Livability		3,388,246	8,778,784	18,661,494	18,661,494
Preservation and Rehabilitation		8,172,775	9,468,783	19,637,014	19,637,014
Safety and Congestion Management		485,553	0	0	0
Special Projects		2,471,659	4,346,494	4,729,785	4,729,785
<b>Total Expenditures</b>		<b>105,932,219</b>	<b>136,754,435</b>	<b>106,433,806</b>	<b>106,436,746</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Twenty Minute Neighborhoods - The number of Center & Main Street projects	NA	NA	NA	15	15
<b>Efficiency</b>					
The percent of CIP funding from partner organizations	NA	NA	NA	71%	71%

# Maintenance

## Description

The Maintenance program preserves the public investment of \$8.0 billion in transportation facilities and \$6.3 billion in sewer and stormwater infrastructure. The services are organized in the following areas:

### Electrical Maintenance

The Electrical Maintenance program maintains the City's traffic signals and streetlights and locates underground systems for all projects and utility work that require digging into the right-of-way.

The Electrical Maintenance program works closely with Traffic Signal and Street Lighting engineering staff in the design and maintenance of traffic signal intersections. Specific activities within Electrical Maintenance include Traffic Signal Maintenance and Street Light Maintenance .

### Environmental System Maintenance

The Environmental System Maintenance program maintains the City's sewer system. This program inspects and cleans the sewer system; investigates customer problems; and repairs and reconstructs damaged, broken, or deteriorated utilities in the sewer collection system. This program works in conjunction with BES.

### Parking Maintenance

The Parking Maintenance program maintains the City's approximately 600 parking meters and 1,300 parking paystations. Activities include installing, servicing, repairing, testing, and reconditioning parking meters and paystations.

### Sidewalk Preservation

The Sidewalk Preservation program oversees the maintenance of sidewalks, curbs, and corners. The City Charter assigns responsibility for the maintenance of sidewalks to the owner of the abutting property.

Specific focus within Sidewalk Preservation include:

- ◆ Corner/ADA Ramp program
- ◆ Mall sidewalk maintenance
- ◆ Posting/Inspection
- ◆ Sidewalk repairs

### Stormwater and Roadside Maintenance

The Stormwater and Roadside Maintenance program maintains the surface stormwater conveyance systems and the landscaping in the right-of-way. This program works in conjunction with BES to comply with the regulations and guidelines set forth by a variety of federal, state, and local agencies.

Specific activities with the Stormwater and Roadside Maintenance program include repairs in non-functioning stormwater inlets to assure proper drainage.



**Street Preservation**

The Street Preservation program maintains arterial streets, investigates pavement problems, and administers contracts for paving services. The program identifies and prioritizes street maintenance projects based on visual inspections and core samplings of city streets. The Street Saver database helps to identify the most cost effective maintenance technique for each street based on its pavement condition and traffic volumes. The Street Preservation program focuses on arterial streets and a reduced level of maintenance to residential streets by responding primarily to hazards.

Specific focus within Street Preservation include:

- ◆ Cold milling
- ◆ Asphalt patching
- ◆ Street base repairs
- ◆ Pavement management/engineering
- ◆ Crack sealing
- ◆ Road condition analysis
- ◆ Gravel shoulders
- ◆ Speed bumps
- ◆ Hauling and cleanups

**Structural Maintenance**

The Structural Maintenance program maintains vehicle and pedestrian structures in the City's right-of-way system.

Specific focus within Structural Maintenance include:

- ◆ Retaining walls and tunnel repair
- ◆ Bridge and vaulted walk maintenance
- ◆ Guardrails and attenuators repair
- ◆ Structural inspections and design
- ◆ Stairways and fence repair
- ◆ Bike rack installation and repair

**Traffic Maintenance**

The Traffic Maintenance program maintains traffic control signs, parking signs, and street name signs. It also maintains pavement markings, lines, and legends on the street surface at intersections, crosswalks and other locations.

**Goals**

The primary goal of the Maintenance program is to efficiently provide services that maintain an effective and safe transportation system.

# Portland Bureau of Transportation

## Transportation and Parking Service Area

### Performance

By strategic planning of its Bridge Maintenance and Capital Replacement program, PBOT has been successful in maintaining a low percentage of its bridges in poor or weight restricted condition over the past few years. This figure would ordinarily rise over time, due to bridge conditions deteriorating due to weathering and/or traffic impacts. However the City does have one bridge in very poor condition (NE 21st Ave over Columbia Slough) which requires immediate funding for rehabilitation or the bridge may close to freight traffic in the near future.

### Changes to Services and Activities

BES made a one-time reduction its IA with PBOT Maintenance division by \$250,000 in response to increased efficiencies within the Environmental Systems Maintenance program.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		323.50	312.90	351.55	351.55
<b>Expenditures</b>					
Electrical Maintenance		1,609,056	2,291,689	4,547,354	4,531,310
Environmental System Maintenance		11,280,824	11,217,320	14,878,080	14,628,080
Indirect Services		6,266,360	2,318,354	2,340,239	2,174,159
Maintenance		(391,688)	3,630,662	659,151	659,151
Mall Maintenance		828,515	828,515	0	0
Sidewalk Preservation		2,857,512	3,215,140	4,374,258	4,436,262
Stormwater Maintenance		922,723	963,208	1,297,042	1,297,042
Street Preservation		9,286,634	10,485,611	11,165,827	11,165,827
Structures		1,744,830	2,081,254	2,318,497	2,318,497
Traffic Maintenance		2,483,583	3,572,017	3,965,132	3,965,132
<b>Total Expenditures</b>		<b>36,888,348</b>	<b>40,603,770</b>	<b>45,545,580</b>	<b>45,175,460</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
The percent of bridges in poor or very poor condition, defined as structurally deficient or weight-restricted	20%	18%	19%	19%	19%
<b>Workload</b>					
The number of bridges owned and maintained by the City of Portland	155	159	159	160	160

# Operations

## Description

The Operations program manages and operates the transportation system of the City of Portland. The services are organized in the following areas.

### Development Services

The Development Services program facilitates public and private development of the public right-of-way which leads to job creation, housing construction, and enhanced neighborhood livability. These outcomes, in turn, affect the transportation system, expansion and management of the pedestrian system, and regulation of private use of the street right-of-way. Development Services programs are primarily funded by development fees and permits.

Specifics within the Development Services program include:

- ◆ Central Business District program
- ◆ Development review
- ◆ Endangered Species Act (ESA)
- ◆ Utility permitting
- ◆ Right of Way acquisition
- ◆ Street system management
- ◆ Public works permits and permit reviews
- ◆ Tram operations

### Emergency Services

The Emergency Services program provides around the clock response to emergencies that threaten public safety or inhibit safe transportation. These include snow/ice events, windstorms, floods, mud slides, other situations as a result of weather conditions, hazardous materials incidents, and cleanup following certain police or fire actions. Due to annual fluctuations in event occurrence, budgeted dollars and staff time are understated on average.

### Parking Enforcement

The Parking Enforcement program enforces parking rules and regulations to maintain safe and continuous traffic flow, support retail and commercial businesses, and help ensure neighborhood livability. The purpose of enforcement is to provide turnover of limited on-street parking resources, remove obstructions in the public right-of-way for the safety of drivers and pedestrians, facilitate the free flow of traffic, clear areas for commercial delivery, remove hazardous vehicles, and enhance neighborhood livability. This program issues citations for parking violations; enforces neighborhood parking; clears obstructions from intersections, crosswalks, driveways, and sidewalks; and removes dangerous or abandoned vehicles from the right-of-way.

Specific focus within the Parking Enforcement program include:

- ◆ Abandoned Auto program
- ◆ Enforcement of Area and Residential Parking program

# Portland Bureau of Transportation

## Transportation and Parking Service Area

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- ◆ Meter/Zone/Permit Enforcement program
- ◆ Parking Radio/Dispatch program
- ◆ Reserved Parking Delineator Placement program

### Parking Garage Operations

Parking Garage Operations supports the operations and maintenance of the City-owned SmartPark garages. Transportation took over management of the garages in November 2008. The program coordinates a strategic management approach, focusing on the goal of improved fiscal responsibility, as well as implementing a comprehensive marketing plan. In FY 2011-12 this program will have a new City manager and a new contractor, Central Parking System.

### Parking Operations

The Parking Operations program manages the supply and availability of on-street parking to support and connect land uses with City transportation systems. The program regulates parking by prescribing and managing parking controls that include parking meter technology, pavement and zone markings, parking signs, and special parking permits. Paid parking programs, which generate discretionary revenue for PBOT, are administered under this program.

Specific focus within the Parking Operations program include:

- ◆ Business and residential permits
- ◆ Bike parking
- ◆ Parking control
- ◆ Meter districts

### Recycling Operations

The Recycling Operations program processes raw materials including asphalt, old concrete, street debris, and leaves to produce usable products including aggregate, rock, gravel, asphalt patch material, compost, blended soil, sand, and clean fill. This program helps the City meet sustainability goals, conserves natural resources, provides materials for City projects, and substantially lowers City hauling and disposal costs. This program receives partial funding from the sale of recycled products including compost, blended soil, and gravel.

### Street Cleaning

The Street Cleaning program provides regularly scheduled mechanical cleaning of streets and the Central Business District (CBD). This program also provides special Clean Sweeps and cleans up after Rose Festival parades.

Specific focus within the Street Cleaning program include:

- ◆ Residential street cleaning
- ◆ Arterial street cleaning
- ◆ CBD street cleaning
- ◆ Clean bike and pedestrian areas
- ◆ Leaf Removal

- ◆ Transit Mall & Light Rail
- ◆ Sidewalk Scrubbing
- ◆ Mall Maintenance TriMet IGA

### **Streetlighting Operations**

The Streetlighting Operations program is responsible for the design, operation and management of the City's street lighting system to promote traffic safety and neighborhood livability. Approximately 55,000 street lights are located in the City right-of-way. Freeway and ramp lighting are managed and maintained by ODOT. Maintenance for street lights is provided by the Electrical Maintenance program. This program receives \$6.3 million annual ongoing funding from the City's General Fund.

Specific focus within the Streetlighting Operations program include:

- ◆ Street light operations
- ◆ Street lighting infrastructure management
- ◆ Street light system energy costs

### **Street Car Operations**

The Street Car Operations program manages and operates the City's streetcar system. The Street Car operates seven days a week on a loop from Northrup Street in northwest Portland to Lowell Street in southwest Portland. This program also maintains the streetcar vehicles, tracks, stops locations, and maintenance facility. This program is primarily funded by an intergovernmental agreement with TriMet, which pays for two-thirds of the operating and maintenance costs.

### **Traffic Operations**

The Traffic Operations program manages traffic flow, circulation, and safety on City streets. Program staff investigate and respond to traffic-related concerns and needs from the public and other agencies.

Specific focus within Traffic Operations include:

- ◆ Traffic Safety program
- ◆ Inter-bureau and Continuous Operational Variance Permit (COVP) coordination
- ◆ Special events
- ◆ Traffic Operations and Investigations programs

### Traffic Signals

The Traffic Signals program manages the operation of traffic signals and warning beacons throughout the City in order to promote safe and efficient traffic flow. This program manages 1,040 signalized intersections and 106 warning beacon locations, including 148 school zone beacons. This program also manages the Intelligent Transportation System (ITS), which works with other regional transportation agencies to provide a seamless transportation network, including over 100 miles of fiber-optic cable, over 100 miles of twisted-pair interconnect cable, 34 closed circuit TV cameras, and five variable message signs. The program also ensures an accurate monthly traffic signal electric power payment.

Specific focus within the Traffic Signals program include:

- ◆ Signal operations and timing
- ◆ Central signal computer and ITS
- ◆ Traffic signal system energy costs

### Transportation Options

The Transportation Options program works to create a balanced and efficient transportation system by developing and encouraging alternatives to single-occupancy passenger vehicles (SOV's). Programs, policies, and activities are designed to remove barriers and provide incentives for people to choose to walk, bike, carpool, and travel by transit. This program's work is guided by Council-adopted goals to reduce per capita vehicle miles traveled by 30% and transportation-related carbon emissions by 40% by 2030.

Specific focus within Transportation Options include:

- ◆ SmartTrips
- ◆ Safe Routes to Schools education and encouragement
- ◆ Transportation Demand Management (TDM) policy
- ◆ Education and outreach
- ◆ Climate and energy workplan coordination
- ◆ Fareless Square and Transportation Management Association support
- ◆ Program evaluation

### Transportation Planning

The Transportation Planning program provides overall planning direction, and recommends and ensures implementation of Council-approved transportation policies. Transportation Planning participates in regional, state, and federal transportation policy and funding, provides conceptual development for corridor and area-wide capital projects, and prepares transportation studies for development areas. The program ensures that all transportation modes are integrated into planning and engineering projects to support the City's goals for housing and employment growth, and maintaining established neighborhoods.

Specific focus within Transportation Planning include:

- ◆ Bi-State planning
- ◆ Freight system planning

- ◆ Pedestrian and bicycle system planning
- ◆ Regional policy planning
- ◆ Transit system planning
- ◆ Transportation System Plan (TSP) implementation

**Goals**

The primary goal of the Operations program is to efficiently provide services that plan and operate an effective and safe transportation system.

**Performance**

Portland's participating elementary schools receive encouragement, enforcement, and safety information while a core group of 25 to 40 schools also receives focused education, engineering and evaluation efforts. The goal is to progressively and sustainably add schools to the Safe Routes to School program as funding allows.

As projected in FY2009-10, PBOT saw a significant drop in permit activity due to the downturn in the economy. Permit activity has risen in FY2010-11 although the permit type has changed to smaller projects including remodeling and less new construction. FY2011-12 is projected to be slightly better than FY2010-11 with no significant increase expected.

**Changes to Services and Activities**

The total cost of delivering five Sunday Parkways events with longer routes is estimated to be \$470,000. An add package bridges the \$170,000 funding gap for the expanded events in FY 2011-12. The funding will cover all staff coordination and event planning.

A Senior Engineer Associate position has been reduced by 0.5 FTE in response to lower permitting fee revenues which supported 50% of the full position. The associated funding has been reduced by \$52,320.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		257.71	249.85	229.70	228.70
<b>Expenditures</b>					
Development Services		3,613,049	4,349,352	4,137,328	4,137,328
Emergency Preparedness		582,079	147,782	167,931	167,931
Engineering Services		2,165,236	1,730,500	1,705,000	1,705,000
Indirect Services		1,651,973	339,285	0	0
Operations		0	137,080	0	0
Parking Enforcement		3,449,936	4,262,455	4,491,553	4,491,553
Parking Garage Operations		6,835,216	6,339,406	6,552,643	7,515,866
Parking Operations		3,296,981	2,773,300	2,819,512	2,819,512
Recycling Operations		669,377	489,948	1,033,921	1,033,921
Street Cleaning		5,164,553	4,441,024	7,007,921	6,945,917
Street Lighting		6,019,929	7,891,053	6,960,477	6,963,861
Streetcar Operations		4,839,139	5,606,000	5,658,000	5,658,000
Traffic Operations		2,469,690	2,984,114	2,768,934	2,768,934
Traffic Signals		2,241,343	1,775,352	1,576,994	1,586,714
Tram Operations		511,003	275,606	285,848	285,848
Transportation Options		2,860,448	3,478,636	3,236,081	3,167,297

# Portland Bureau of Transportation

## Transportation and Parking Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Transportation Planning		1,846,349	2,061,039	1,422,385	1,422,385
<b>Total Expenditures</b>		<b>48,216,300</b>	<b>49,081,932</b>	<b>49,824,528</b>	<b>50,670,067</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

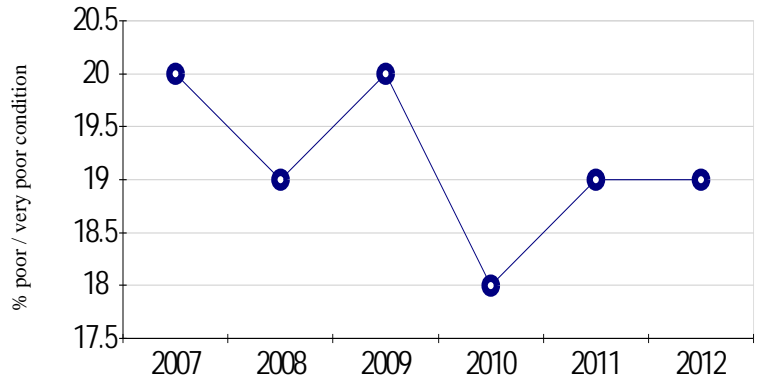
Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Residential and Commercial Permits - percent issued within goal	98%	97%	94%	94%	94%
Multi-Modal Travel - daily bicycle trips measured during summer months over Portland's four "bike-friendly" bridges (Hawthorne, Burnside, Broadway, and Steel), by calendar year	16,711	15,749	17,576	18,630	18,630
<b>Workload</b>					
Signalized intersections - number retimed	23	188	92	80	80
Safe Routes to School - number of Portland's participating elementary schools	72	72	80	80	80
Residential and Commercial Permits - number issued	3,231	1,599	2,345	2,500	2,500



## Performance Measures

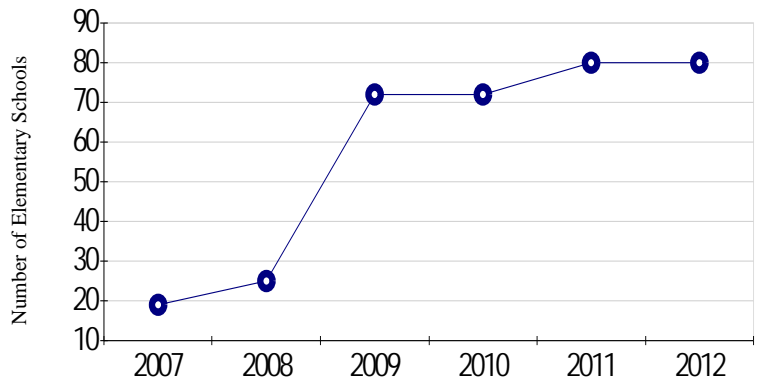
### Bridge Condition

By strategic planning of its Bridge Maintenance and Capital Replacement program, PBOT has been successful in maintaining a low percentage of its bridges in poor or weight restricted condition over the past few years. This figure would ordinarily rise over time, due to bridge conditions deteriorating due to weathering and/or traffic impacts.



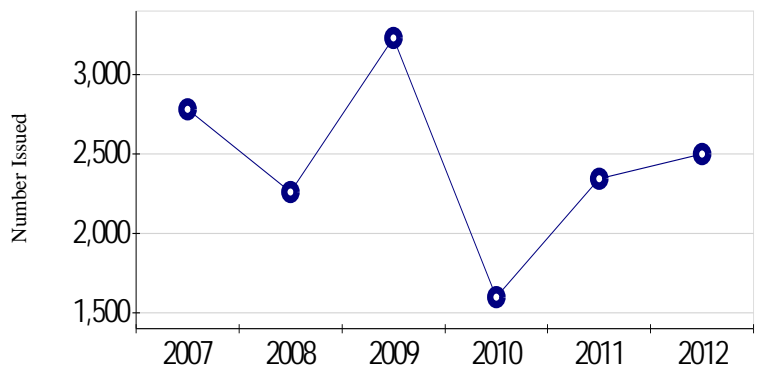
### Safe Routes to School - Elementary Schools

Portland's participating elementary schools receive encouragement, enforcement, and safety information while the core group of 25 to 40 schools also receives education, engineering, and evaluation. The goal is to add schools to the Safe Routes to School program as funding allows.



### Residential & Commercial Permits

As projected in FY09-10, PBOT saw a significant drop in permit activity due to the downturn in the economy. Permit activity has risen in FY10-11 although the permit type has changed to smaller projects including remodeling and less new construction. FY11-12 is projected to be slightly better than FY10-11 with no significant increase expected.



# Portland Bureau of Transportation

## Summary of Bureau Budget

### Transportation and Parking Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	1,586,824	2,494,039	1,157,300	1,633,000	1,633,000
Charges for Services	27,897,848	40,116,603	40,872,339	41,959,049	41,959,049
Intergovernmental	47,346,685	112,658,687	169,133,293	119,595,588	119,710,588
Bond & Note	1,540,000	3,700,714	22,989,433	2,615,000	2,615,000
Miscellaneous	2,819,777	2,654,100	2,754,077	2,438,200	2,393,200
<b>Total External Revenues</b>	<b>81,191,134</b>	<b>161,624,143</b>	<b>236,906,442</b>	<b>168,240,837</b>	<b>168,310,837</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	17,234,266	42,081,072	17,422,354	30,747,204	31,390,340
Interagency Revenue	25,964,224	28,371,424	29,294,830	27,904,914	27,304,414
<b>Total Internal Revenues</b>	<b>43,198,490</b>	<b>70,452,495</b>	<b>46,717,184</b>	<b>58,652,118</b>	<b>58,694,754</b>
Beginning Fund Balance	21,039,215	8,207,335	38,045,109	31,856,864	31,856,864
<b>Total Resources</b>	<b>\$145,428,839</b>	<b>\$240,283,973</b>	<b>\$321,668,735</b>	<b>\$258,749,819</b>	<b>\$258,862,455</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	60,614,258	61,828,481	70,544,445	71,982,628	71,851,068
External Materials and Services	46,540,833	48,645,496	50,487,002	40,892,613	40,608,093
Internal Materials and Services	20,952,546	25,518,070	30,403,003	28,752,785	30,363,697
Capital Outlay	4,151,308	75,672,000	99,965,548	76,349,552	76,349,552
<b>Total Bureau Expenditures</b>	<b>132,258,945</b>	<b>211,664,047</b>	<b>251,399,998</b>	<b>217,977,578</b>	<b>219,172,410</b>
<b>Fund Expenditures</b>					
Debt Service	5,582,735	16,387,189	24,703,080	9,741,231	9,741,231
Contingency	0	0	36,282,180	21,050,654	19,325,322
Fund Transfers - Expense	10,694,581	12,554,974	9,283,477	9,980,356	10,623,492
<b>Total Fund Expenditures</b>	<b>16,277,316</b>	<b>28,942,163</b>	<b>70,268,737</b>	<b>40,772,241</b>	<b>39,690,045</b>
Ending Fund Balance	(3,107,422)	(322,237)	0	0	0
<b>Total Requirements</b>	<b>\$145,428,839</b>	<b>\$240,283,973</b>	<b>\$321,668,735</b>	<b>\$258,749,819</b>	<b>\$258,862,455</b>
<b>Programs</b>					
Administration & Support		20,717,144	24,959,861	16,173,664	16,890,137
Capital Improvements		105,932,219	136,754,435	106,433,806	106,436,746
Debt Management		(90,246)	0	0	0
Engineering		281	0	0	0
Maintenance		36,888,348	40,603,770	45,545,580	45,175,460
Operations		48,216,300	49,081,932	49,824,528	50,670,067
<b>Total Programs</b>		<b>\$211,664,047</b>	<b>\$251,399,998</b>	<b>\$217,977,578</b>	<b>\$219,172,410</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Centers and Main Streets</b>								
Cully Boulevard: NE Prescott-Killingsworth	1,065,772	3,500,000	82,566	0	0	0	0	82,566
Division Streetscape	556,221	1,226,882	1,161,023	1,200,000	0	0	0	2,361,023
Gateway Phase II	149	196,677	1,074,902	540,661	0	0	0	1,615,563
Gibbs St Pedestrian Bridge	1,125,488	1,700,884	1,100,884	0	0	0	0	1,100,884
Killingsworth: Commercial-MLK	2,303	350,000	1,139,858	1,532,432	0	0	0	2,672,290
Lake Oswego Streetcar Extension	0	0	507,393	0	0	0	0	507,393
Milwaukie Light Rail Transit Project	0	0	0	1,445,884	0	0	0	1,445,884
Moody Pkwy	143,182	14,395,657	20,899,111	4,734,413	0	0	0	25,633,524
NE 97th Avenue	23,802	255,000	1,253,597	0	0	0	0	1,253,597
Portland - Milwaukie Light Rail Transit	2,033,522	720,000	1,306,027	675,000	0	0	0	1,981,027
Portland Streetcar Loop	4,177,683	56,036,332	19,169,826	0	0	0	0	19,169,826
Streetcar Prototype	0	1,250,000	900,000	0	0	0	0	900,000
Streetcar Track Relocation	0	140,000	2,715,191	1,116,460	0	0	0	3,831,651
Streetcar Vehicle Purchase	0	6,000,000	2,500,000	0	0	0	0	2,500,000
SW Bancroft and SW Macadam Intersection Improvement	0	50,000	31,300	0	0	0	0	31,300
W Burnside Congestion Study	0	0	100,000	0	0	0	0	100,000
<b>Total Centers and Main Streets</b>	<b>9,128,122</b>	<b>85,821,432</b>	<b>53,941,678</b>	<b>11,244,850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65,186,528</b>
<b>Freight and Industrial Area</b>								
Columbia Blvd & MLK Blvd Street Improvements	94,207	174,842	962,141	1,158,539	0	0	0	2,120,680
Lombard: Columbia Slough Overcrossing	158,986	499,012	981,897	0	0	0	0	981,897
NE 82nd Ave & Columbia Intersection	42,928	215,624	302,656	0	0	0	0	302,656
Portland & Columbia Blvd	160	150,000	300,000	0	0	0	0	300,000
<b>Total Freight and Industrial Area</b>	<b>296,281</b>	<b>1,039,478</b>	<b>2,546,694</b>	<b>1,158,539</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,705,233</b>
<b>Local Street Design</b>								
136th Ave: N of Prescott to Whitaker, NE	0	0	111,608	641,115	0	0	0	752,723
Alberta St: 76th-79nd LID, NE	0	0	197,118	456,290	0	0	0	653,408
Commercial/Industrial Street	0	430,433	918,514	836,000	856,000	876,000	896,000	4,382,514
Lents Transit Center Neighborhood	23,865	240,000	280,517	693,917	0	0	0	974,434
Local Improvement District St Design	0	302,052	266,922	280,000	294,000	309,000	324,000	1,473,922
Pre-Local Improvement District St Design	0	30,000	30,000	30,000	30,000	30,000	30,000	150,000
Water Ave & Yamhill	0	0	95,788	0	0	0	0	95,788
<b>Total Local Street Design</b>	<b>23,865</b>	<b>1,002,485</b>	<b>1,900,467</b>	<b>2,937,322</b>	<b>1,180,000</b>	<b>1,215,000</b>	<b>1,250,000</b>	<b>8,482,789</b>

**Transportation and Parking Service Area**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>Neighborhood Livability</b>								
11thAve:Gaines-Gibbs,SW	0	0	574,875	82,271	0	0	0	657,146
12thAveBikeImprovements	0	59,266	82,419	0	0	0	0	82,419
15Miles-BikeBoulevard	0	1,332,858	1,000,000	1,000,000	0	0	0	2,000,000
7th & Salmon	0	0	0	0	0	0	0	0
Bike & Pedestrian - Affordable Transportation	0	0	0	500,000	0	0	0	500,000
Bike Parking Fund	0	108,000	97,000	25,000	25,000	25,000	25,000	197,000
Bikeway Network Completion	0	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Bikeway: NE Thompson-SE Woodstock	58,215	332,567	210,570	1,206,764	0	0	0	1,417,334
Boones Ferry - Stephenson Street Improvements	46,483	307,000	1,045,500	26,500	0	0	0	1,072,000
Bridges/Over-Passes	0	559,221	559,220	559,219	0	0	0	1,118,439
Cycle Track	0	400,000	668,428	0	0	0	0	668,428
Glisan BI	0	30,000	31,466	0	0	0	0	31,466
Interstate Livability	0	125,000	200,000	0	0	0	0	200,000
Killingswrth-Greeley	30,897	275,000	86,378	0	0	0	0	86,378
Lents Transit Center Foster Streetscape	212,414	387,944	4,055,229	0	0	0	0	4,055,229
Multnomah Boulevard, SW	0	0	1,000,000	1,000,000	0	0	0	2,000,000
PDC Small Projects	0	200,000	250,000	0	0	0	0	250,000
Pedestrian Infill & Network	0	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Pedestrian Safety	0	347,025	277,025	277,025	0	0	0	554,050
Red Electric Trail	0	0	389,413	180,360	1,359,410	0	0	1,929,183
Rose Quarter Bike Improvement	0	81,565	92,258	0	0	0	0	92,258
Safe Routes to School - State Grant	0	95,000	311,847	0	0	0	0	311,847
Safe Routes to Schools - SR2S	0	199,539	169,539	169,539	0	0	0	339,078
Sidewalk Deficiencies	0	0	7,000,000	7,000,000	0	0	0	14,000,000
Sidewalk Infill	0	422,090	332,108	332,108	0	0	0	664,216
Springwater	0	194,000	548,862	0	0	0	0	548,862
Terwilliger	0	138,577	138,577	0	0	0	0	138,577
<b>Total Neighborhood Livability</b>	<b>348,009</b>	<b>5,694,652</b>	<b>19,220,714</b>	<b>12,458,786</b>	<b>1,484,410</b>	<b>125,000</b>	<b>125,000</b>	<b>33,413,910</b>

**Preservation & Rehabilitation**

ARRA-South Auditorium Streetlighting	386,365	2,058,830	2,334,620	0	0	0	0	2,334,620
Burgard Road Over Abandoned Railroad	438,537	546,309	1,824,257	0	0	0	0	1,824,257
Columbia River Crossing	0	326,226	1,379,133	0	0	0	0	1,379,133
Grey to Green Crystal Springs Culverts	194,401	179,030	69,405	71,000	0	0	0	140,405
MLK St Viaduct	532,666	48,000	48,000	0	0	0	0	48,000
Road Rehabilitation Program	0	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	14,000,000
RR - Sandy	0	1,908,057	4,508,057	0	0	0	0	4,508,057
RR - Streets	0	0	1,853,137	1,853,137	0	0	0	3,706,274
Sellwood Bridge	0	220,000	372,500	0	0	0	0	372,500

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised	Adopted	Capital Plan				
		FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total
Signal Communication	0	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Signal Reconstruction	0	570,000	570,000	570,000	570,000	570,000	570,000	2,850,000
Signal Rehabilitation	0	279,609	279,609	279,609	0	0	0	559,218
Street Light Replace	0	279,609	279,609	279,609	0	0	0	559,218
Vancouver Over Columbia Slough	2,928,282	5,819,543	4,038,600	0	0	0	0	4,038,600
<b>Total Preservation &amp; Rehabilitation</b>	<b>4,480,251</b>	<b>15,135,213</b>	<b>20,456,927</b>	<b>5,953,355</b>	<b>3,470,000</b>	<b>3,470,000</b>	<b>3,470,000</b>	<b>36,820,282</b>
<b>Special Projects</b>								
I-5 Macadam Ramp Access	424,497	1,835,609	1,650,000	0	0	0	0	1,650,000
Mt. IP/OTIA Program Match Fund	0	428,385	464,785	514,785	514,785	514,785	514,785	2,523,925
SM Replacement	0	0	0	0	0	0	0	0
Smartmeter Replacement	0	3,100,000	2,615,000	170,340	0	0	0	2,785,340
<b>Total Special Projects</b>	<b>424,497</b>	<b>5,363,994</b>	<b>4,729,785</b>	<b>685,125</b>	<b>514,785</b>	<b>514,785</b>	<b>514,785</b>	<b>6,959,265</b>
<b>Total Requirements</b>	<b>14,701,025</b>	<b>114,057,254</b>	<b>102,796,265</b>	<b>34,437,977</b>	<b>6,649,195</b>	<b>5,324,785</b>	<b>5,359,785</b>	<b>154,568,007</b>

**Transportation and Parking Service Area**

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	3.00	157,500	3.00	157,500	3.00	157,500
30000063	Accountant II	49,171	60,070	2.00	109,248	2.00	109,248	2.00	109,248
30000434	Administrative Assistant	44,533	68,619	5.00	290,784	5.00	297,976	5.00	297,976
30000433	Administrative Specialist, Sr	41,475	63,856	2.00	119,780	2.00	123,487	2.00	123,487
30000436	Administrative Supervisor I	54,080	72,051	2.00	140,832	2.00	142,242	2.00	142,242
30000437	Administrative Supervisor II	56,763	75,670	1.00	75,265	1.00	75,672	1.00	75,672
30000207	Applications Analyst IV-Generalist	65,811	88,046	2.00	175,879	2.00	176,088	2.00	176,088
30000090	Asphalt Raker	43,306	46,550	10.00	465,480	10.00	465,480	10.00	465,480
30000102	Automotive Equip Oper II: Sewer Vacuum	42,827	51,584	9.00	434,988	9.00	434,988	9.00	434,988
30000103	Automotive Equip Oper II: Street Sweeper	42,827	51,584	11.00	558,708	12.00	601,536	12.00	601,536
30000104	Automotive Equip Oper II: Tractor-Trailr	42,827	51,584	2.00	94,416	2.00	94,416	2.00	94,416
30000101	Automotive Equipment Oper I	40,352	48,901	50.00	2,393,244	51.00	2,433,600	52.00	2,482,500
30000458	Bureau Director, Assistant to	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000442	Business Operations Manager, Sr	92,186	128,752	1.00	118,560	1.00	123,015	1.00	123,015
30000440	Business Operations Supervisor	65,811	88,046	3.00	264,132	3.00	264,132	3.00	264,132
30000449	Business Systems Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000331	CAD Analyst	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000329	CAD Technician II	50,086	63,898	4.00	236,077	4.00	238,983	4.00	238,983
30000330	CAD Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30001259	Capital Program Manager	74,214	98,862	1.00	88,980	1.00	90,804	1.00	90,804
30001258	Capital Project Control Manager	74,214	98,862	1.00	88,096	1.00	91,708	1.00	91,708
30000399	Capital Project Manager I	60,840	77,709	4.00	290,252	4.00	295,788	4.00	295,788
30000686	Capital Project Manager II	65,811	88,046	9.00	715,984	9.00	727,193	10.00	808,793
30000687	Capital Project Manager III	68,994	92,726	5.00	459,850	5.00	463,326	5.00	463,326
30000110	Carpenter	50,835	55,224	7.00	382,176	7.00	382,176	7.00	382,176
30000491	Community Outreach & Informtn Assistant	44,533	68,619	1.00	51,408	1.00	51,408	1.00	51,408
30000493	Community Outreach & Informtn Rep, Sr	59,634	79,518	2.00	140,424	2.00	143,944	2.00	143,944
30000107	Concrete Finisher	50,835	55,224	13.00	717,912	13.00	717,912	13.00	717,912
30000105	Construction Equipment Operator	42,952	54,850	18.00	958,768	18.00	968,290	18.00	968,290
30000733	Development Services Manager	79,830	106,288	1.00	106,284	1.00	106,281	1.00	106,281
30000332	Development Services Technician I	37,378	50,086	1.00	50,088	1.00	50,088	1.00	50,088
30000334	Development Services Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000732	Development Supervisor I	62,629	83,637	2.00	167,280	2.00	167,280	2.00	167,280
30000634	Electrical Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	2.00	149,100
30000116	Electrician	63,606	68,661	18.00	1,220,796	18.00	1,220,796	17.00	1,157,184
30000237	Electronics Technician II:Traffic Signal	55,328	67,080	3.00	201,240	3.00	201,240	3.00	201,240
30000487	Emergency Management Program Manager	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000683	Engineer, Chief	101,421	145,205	1.00	139,591	1.00	144,848	1.00	144,848
30000684	Engineer, City Traffic	92,685	123,594	1.00	123,588	1.00	123,588	1.00	123,588
30000682	Engineer, Principal	92,685	123,594	3.00	363,048	3.00	367,800	3.00	367,800
30000680	Engineer, Sr	80,226	106,954	9.00	914,724	9.00	936,831	9.00	936,831
30000681	Engineer, Supervising	86,237	114,982	6.00	643,304	6.00	662,744	6.00	662,744
30000365	Engineer-Civil	79,997	97,219	4.00	384,252	4.00	386,574	4.00	386,574
30000369	Engineer-Structural	79,997	97,219	2.00	194,448	2.00	194,448	2.00	194,448
30000370	Engineer-Traffic	79,997	97,219	6.00	578,700	6.00	581,409	7.00	678,633
30000358	Engineering Associate, Sr-Civil	69,160	88,171	8.00	676,379	8.00	685,926	8.00	685,926
30000362	Engineering Associate, Sr-Structural	69,160	88,171	2.00	172,164	2.00	176,352	2.00	176,352
30000363	Engineering Associate, Sr-Traffic	69,160	88,171	8.00	637,240	8.00	646,497	7.00	558,321
30000353	Engineering Associate-Civil	56,846	76,190	6.00	373,465	6.00	381,963	6.00	381,963

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000696	Engineering Survey Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000324	Engineering Technician I	37,378	50,086	10.00	443,268	10.00	446,039	10.00	446,039
30000325	Engineering Technician II	50,086	63,898	18.00	1,065,397	18.00	1,079,715	18.00	1,079,715
30000326	Engineering Technician III	60,840	77,709	5.00	371,888	5.00	380,423	5.00	380,423
30000459	Environmental Policy Analyst	62,629	83,637	1.00	72,528	1.00	75,246	1.00	75,246
30000095	Environmental Systems Crew Leader	52,187	56,722	10.00	567,240	10.00	567,240	10.00	567,240
30000094	Environmental Systems Maintenance Tech	48,526	54,184	9.00	481,968	9.00	483,708	9.00	483,708
30000567	Financial Analyst	56,763	75,670	3.00	208,392	3.00	213,840	3.00	213,840
30000566	Financial Analyst, Assistant	44,533	68,619	2.00	105,480	2.00	107,560	2.00	107,560
30000569	Financial Analyst, Principal	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000568	Financial Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000127	General Mechanic	46,134	55,806	3.00	167,436	3.00	167,436	3.00	167,436
30000341	GIS Technician I	37,378	50,086	1.00	37,380	1.00	38,766	1.00	38,766
30000342	GIS Technician II	50,086	63,898	7.00	433,703	7.00	440,300	7.00	440,300
30000343	GIS Technician III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000373	Graphics Designer III	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000218	Inf Syst Analyst, Principal-Gen	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000166	Lighting & Signal Inspector	65,146	75,400	2.00	150,792	2.00	150,792	2.00	150,792
30000855	Maintenance Group Manager	92,186	128,752	2.00	246,064	2.00	250,874	2.00	250,874
30000644	Maintenance Planner/Scheduler	54,080	72,051	2.00	117,804	2.00	122,640	2.00	122,640
30000451	Management Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000453	Management Analyst, Principal	74,214	98,862	1.00	81,237	1.00	84,570	1.00	84,570
30000452	Management Analyst, Sr	62,629	83,637	2.00	167,280	2.00	167,280	2.00	167,280
30000450	Management Assistant	44,533	68,619	1.00	44,532	1.00	67,821	1.00	67,821
30000693	Mapping & GIS Supervisor	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000327	Mapping Data Technician I	50,086	63,898	2.00	113,988	2.00	113,988	2.00	113,988
30000978	Mapping Data Technician II	60,840	77,709	1.00	74,052	1.00	76,797	1.00	76,797
30000347	Materials Quality Compliance Specialist	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000012	Office Support Specialist II	31,138	43,430	7.00	301,156	7.00	303,996	7.00	303,996
30000013	Office Support Specialist III	39,832	51,272	7.00	355,704	7.00	357,049	7.00	357,049
30000112	Painter	50,835	55,224	1.00	55,224	1.00	55,224	1.00	55,224
30000185	Parking Code Enforcement Officer	37,752	48,173	40.00	1,882,560	40.00	1,896,168	40.00	1,896,168
30001158	Parking Code Enfrmnt Ofcr-Abandnd Auto	33,779	43,638	3.00	130,932	3.00	130,932	3.00	130,932
30000188	Parking Collection Technician	25,792	29,453	2.00	58,896	2.00	58,896	2.00	58,896
30000638	Parking Control Manager	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000637	Parking Enforcement Supervisor	59,634	79,518	2.00	152,169	2.00	155,504	2.00	155,504
30000099	Parking Pay Station Technician	45,614	55,078	8.00	404,092	8.00	408,820	8.00	408,820
30000385	Planner II. City-Land Use	58,552	67,642	1.00	67,644	1.00	67,644	1.00	67,644
30000388	Planner II. City-Transportation	58,552	67,642	2.00	122,904	2.00	128,536	2.00	128,536
30000393	Planner, Sr City-Land Use	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000396	Planner, Sr City-Transportation	60,840	77,709	5.00	385,510	5.00	388,560	5.00	388,560
30000395	Planner, Sr City-Transportation Modeling	60,840	77,709	1.00	77,712	1.00	77,712	1.00	77,712
30000640	Portland Streetcar Maintenance Manager	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000643	Portland Streetcar Maintenance Supvr	56,763	75,670	1.00	69,660	1.00	72,519	1.00	72,519
30000639	Portland Streetcar Operations Manager	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000839	Portland Streetcar Operations Supvr	56,763	75,670	1.00	71,760	1.00	73,230	1.00	73,230
30000464	Program Coordinator	59,634	79,518	5.00	390,912	5.00	393,954	5.00	393,954
30000465	Program Manager	62,629	83,637	5.00	378,108	5.00	380,539	5.00	380,539
30000466	Program Manager, Sr	74,214	98,862	1.00	97,368	1.00	98,868	1.00	98,868
30000463	Program Specialist	54,080	72,051	4.00	265,200	4.00	270,655	4.00	270,655

# Portland Bureau of Transportation

# FTE Summary

## Transportation and Parking Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000632	Public Works Division Manager	85,800	116,293	3.00	303,294	3.00	310,958	3.00	310,958		
30000690	Public Works Inspection Supervisor	62,629	83,637	2.00	167,280	2.00	167,280	2.00	167,280		
30000228	Public Works Inspector	56,222	64,230	9.00	567,000	9.00	568,464	9.00	568,464		
30000229	Public Works Inspector, Sr	60,965	71,843	4.00	287,376	4.00	287,376	4.00	287,376		
30000679	Public Works Permit Engineering Manager	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724		
30000630	Public Works Supervisor II	56,763	75,670	24.00	1,732,488	25.00	1,804,662	25.00	1,804,662		
30000631	Public Works Supervisor, Sr	65,811	88,046	4.00	347,040	4.00	350,153	4.00	350,153		
30000697	Right of Way Acquisition Supervisor	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640		
30000348	Right of Way Agent I	37,378	50,086	2.00	78,612	2.00	80,515	2.00	80,515		
30000349	Right of Way Agent II	50,086	63,898	3.00	169,188	3.00	170,562	3.00	170,562		
30000350	Right of Way Agent III	60,840	77,709	3.00	212,266	3.00	218,596	3.00	218,596		
30000481	Risk Specialist	54,080	72,051	1.00	59,694	1.00	62,142	1.00	62,142		
30000486	Safety & Risk Officer II	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724		
30000029	Service Dispatcher	33,405	46,758	3.00	140,292	3.00	140,292	3.00	140,292		
30000030	Service Dispatcher, Lead	39,832	51,272	1.00	51,276	1.00	51,276	1.00	51,276		
30000197	Sidewalk Inspector	49,858	56,722	4.00	226,896	4.00	226,896	4.00	226,896		
30000089	Sign Maker	50,835	55,224	1.00	55,224	1.00	55,224	1.00	55,224		
30000402	Signals & Street Lighting Technician	60,840	77,709	2.00	155,424	2.00	155,424	1.00	77,712		
30000053	Storekeeper/Acquisition Specialist I	40,560	49,650	1.00	49,656	1.00	49,656	1.00	49,656		
30000054	Storekeeper/Acquisition Specialist II	42,619	52,104	6.00	312,624	5.00	260,520	4.00	208,416		
30000056	Storekeeper/Acquisition Specialist III	48,131	59,842	2.00	119,688	3.00	177,828	2.00	120,824		
30000702	Street Lights/Signals Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868		
30000091	Street Maintenance Crew Leader	52,187	56,722	7.00	392,532	7.00	392,532	7.00	392,532		
30001079	Survey Project Support Tech	47,382	51,730	1.00	51,732	1.00	51,732	1.00	51,732		
30000224	Surveying Aide II	41,475	45,968	9.00	409,248	9.00	409,248	9.00	409,248		
30000694	Surveying Supervisor	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628		
30000225	Surveyor I	47,382	58,885	6.00	341,808	6.00	341,808	6.00	341,808		
30000226	Surveyor II	55,016	63,045	2.00	126,096	2.00	126,096	2.00	126,096		
30001558	Timekeeping Specialist	33,467	46,696	3.00	126,852	6.00	244,644	6.00	244,644		
30000092	Traffic Crew Leader	50,294	54,704	7.00	378,540	8.00	428,832	8.00	428,832		
30000699	Traffic Investigations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868		
30001183	Transportation Demand Mgmt Assistant	32,510	41,517	2.00	66,356	1.17	39,802	1.17	39,802		
30000351	Transportation Demand Mgmt Spec I	50,086	63,898	2.00	127,800	3.00	191,700	3.00	191,700		
30000352	Transportation Demand Mgmt Spec II	60,840	77,709	3.00	226,154	2.90	222,005	2.90	222,005		
30000853	Transportation Dev & Engineering Grp Mgr	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748		
30000420	Transportation Director	128,294	183,851	1.00	171,729	1.00	178,638	1.00	178,638		
30000642	Transportation Division Manager	85,800	116,293	3.00	323,025	3.00	331,502	3.00	331,502		
30000740	Transportation Planner, Supervising	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868		
30000739	Transportation Planning Coordinator	59,634	79,518	3.00	238,572	3.00	238,572	3.00	238,572		
30000741	Transportation Planning Manager	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292		
30000854	Transportation Systems Grp Mgr	92,186	128,752	1.00	114,420	1.00	116,766	1.00	116,766		
30001037	Utility Locator	46,550	50,086	5.00	243,360	5.00	243,360	5.00	243,360		
30000076	Utility Worker I	39,811	43,306	12.00	519,696	12.00	519,696	12.00	519,696		
30000077	Utility Worker II	43,306	46,550	129.00	5,920,452	136.00	6,249,933	136.00	6,249,933		
30000123	Welder	50,835	55,224	2.00	110,448	2.00	110,448	2.00	110,448		
<b>TOTAL FULL-TIME POSITIONS</b>						<b>730.00</b>	<b>44,281,520</b>	<b>744.07</b>	<b>45,298,664</b>	<b>743.07</b>	<b>45,257,356</b>
30000362	Engineering Associate, Sr-Structural	69,160	88,171	0.00	0	-0.50	(48,600)	-0.50	(48,600)		
30000363	Engineering Associate, Sr-Traffic	69,160	88,171	0.90	62,244	0.50	34,584	0.50	34,584		
30000325	Engineering Technician II	50,086	63,898	0.50	26,268	0.50	27,489	0.50	27,489		
30000185	Parking Code Enforcement Officer	37,752	48,173	0.63	30,348	0.63	30,348	0.63	30,348		



Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000462	Program Specialist, Assistant	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616
30000029	Service Dispatcher	33,405	46,758	3.60	158,844	2.80	126,396	2.80	126,396
30000197	Sidewalk Inspector	49,858	56,722	0.90	51,048	0.80	45,372	0.80	45,372
30000224	Surveying Aide II	41,475	45,968	1.00	45,972	1.00	45,972	1.00	45,972
30000352	Transportation Demand Mgmt Spec II	60,840	77,709	1.40	108,792	1.25	97,140	1.25	97,140
<b>TOTAL PART-TIME POSITIONS</b>						9.93	552,132	7.98	427,317
30000101	Automotive Equipment Oper I	40,352	48,901	1.00	48,900	0.58	28,525	0.58	28,525
30000365	Engineer-Civil	79,997	97,219	0.58	46,662	1.00	82,323	1.00	82,323
30000324	Engineering Technician I	37,378	50,086	0.58	21,805	1.00	38,458	1.00	38,458
30000465	Program Manager	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000463	Program Specialist	54,080	72,051	2.80	182,204	1.80	114,051	1.80	114,051
30001183	Transportation Demand Mgmt Assistant	32,510	41,517	1.00	33,178	1.84	63,101	1.84	63,101
30000351	Transportation Demand Mgmt Spec I	50,086	63,898	3.83	207,424	2.90	156,384	2.90	156,384
<b>TOTAL LIMITED TERM POSITIONS</b>						10.80	623,813	10.13	566,482
<b>GRAND TOTAL</b>						750.73	45,457,465	762.18	46,292,463

**Transportation and Parking Service Area**

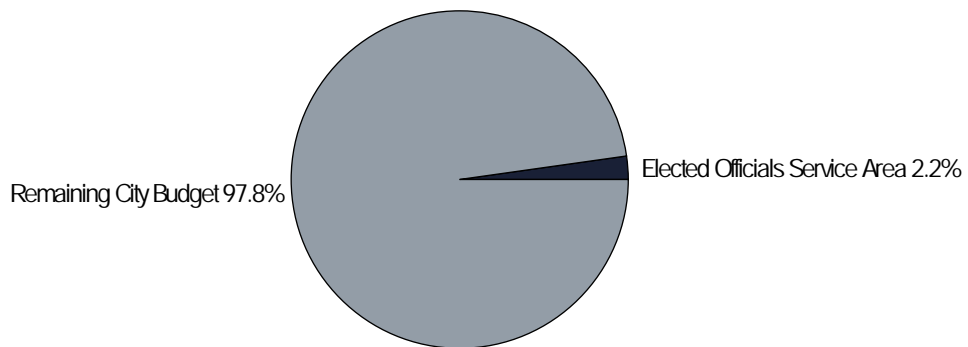
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	217,916,452	0	217,916,452	760.98	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(52,320)	0	(52,320)	(0.50)	PT Sr. Engineer Associate reduction
	(133,374)	0	(133,374)	0.00	Reduction in DMI contract for 1.5% ongoing cut
	0	170,000	170,000	0.00	Sunday Parkways one-time funding
	0	0	0	1.70	Limited term position increase
	0	0	0	0.00	Shifting DMI contract from Parking to Operating fund
	0	76,820	76,820	0.00	Misc. interagency technical adjustments
<b>Approved Budget Additions and Reductions</b>					
	(166,080)	0	(166,080)	(2.00)	Transfer of 2.0 Storekeeper positions to Parks
	0	0	0	1.00	Convert Auto Equip Operator to Permanent
	0	1,610,912	1,610,912	0.00	Parking Garage major maintenance project
<b>Adopted Budget Additions and Reductions</b>					
	0	(250,000)	(250,000)	0.00	BES IA reduction for sewer repair and cleaning
	<b>(351,774)</b>	<b>1,607,732</b>	<b>1,255,958</b>	<b>0.20</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>219,172,410</b>	<b>761.18</b>	<b>Total Adopted Budget</b>

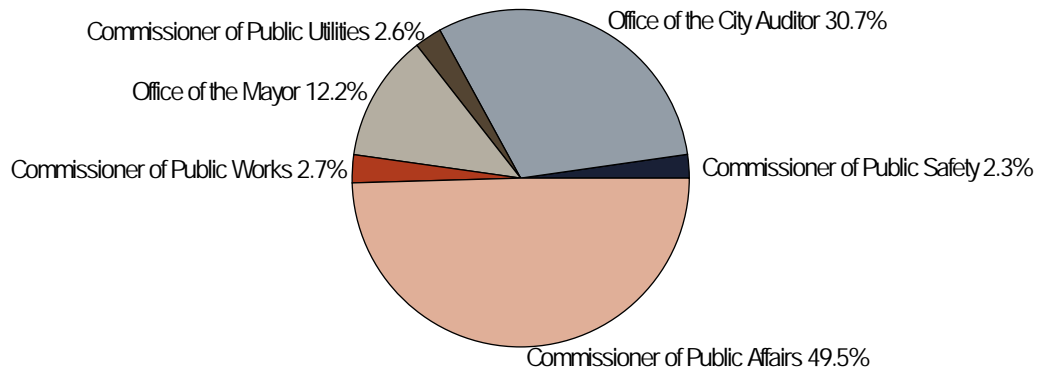
# Elected Officials Service Area

- Office of the City Auditor
- Commissioner of Public Safety
- Office of the Mayor
- Commissioner of Public Utilities
- Commissioner of Public Affairs
- Commissioner of Public Works

Percent of City Budget



Percent of Service Area Budget



## Service Area Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	77,545,492	79,768,217	2,222,725	2.87
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>77,545,492</b>	<b>79,768,217</b>	<b>2,222,725</b>	<b>2.87</b>
Authorized Positions	114.59	113.01	(1.58)	(1.38)

## Service Area Highlights

### Description

The Elected Officials service area includes the offices of the Mayor, the Commissioners, and City Auditor.

### Major Themes

#### Mayor's Office

The FY 2011-12 Adopted Budget for the Office of the Mayor is \$4.2 million. The budget includes \$450,750 for the Education program, \$235,000 for the Cradle-to-Career program, and \$32,500 for the Parkrose Restorative Justice program. A part-time Public Safety Counsel position was added. There is also an interagency agreement with the Office of Emergency Management for \$6,774 to support issues related to emergency management services.

#### Commissioners' Offices

The FY 2011-12 Adopted Budget for the Commissioner of Public Affairs includes an additional \$33,500 in ongoing resources to partially fund a Mental Health Specialist position at the Gateway Center for Domestic Violence Services.

The other commissioners' office budgets remain relatively unchanged. The mandatory 1.5% ongoing budget reductions and OMF interagency adds and reductions were taken by all.

#### Office of the City Auditor

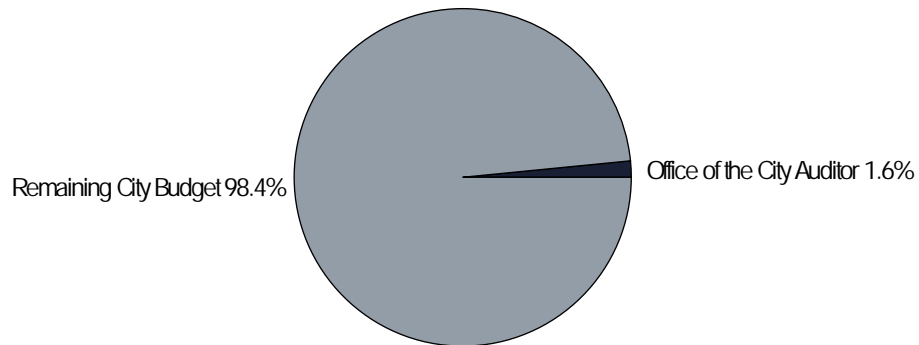
The Auditor's Office FY 2011-12 Adopted Budget includes 48.62 FTEs and an operating budget of \$9.1 million, a decrease of about 2% from the FY 2010-11 Revised Budget. The budget includes reductions of \$25,117 to bureau external materials & services and a \$7,907 net reduction resulting from OMF interagency adjustments. The budget includes add packages of \$57,744 of ongoing General Fund resources to fund 0.50 FTE Assistant IPR Director position and \$62,620 in interagency funding for increased Single Audit costs related to federal grant programs.

The Auditor's Office manages three funds: the Bancroft Bond Fund (\$19.5 million in FY 2011-12), the Assessment Collection Fund (\$80,000 in FY 2011-12), and the Local Improvement District Construction Fund (\$27 million in FY 2011-12). The Campaign Finance Fund, which had been managed by the Auditor's Office, was closed at the end of FY 2010-11.

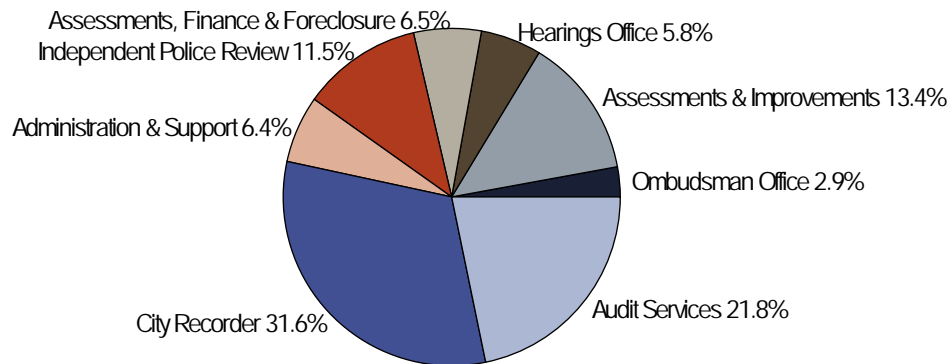
# Office of the City Auditor

Elected Officials Service Area  
La Vonne Griffin-Valade, City Auditor

Percent of City Budget



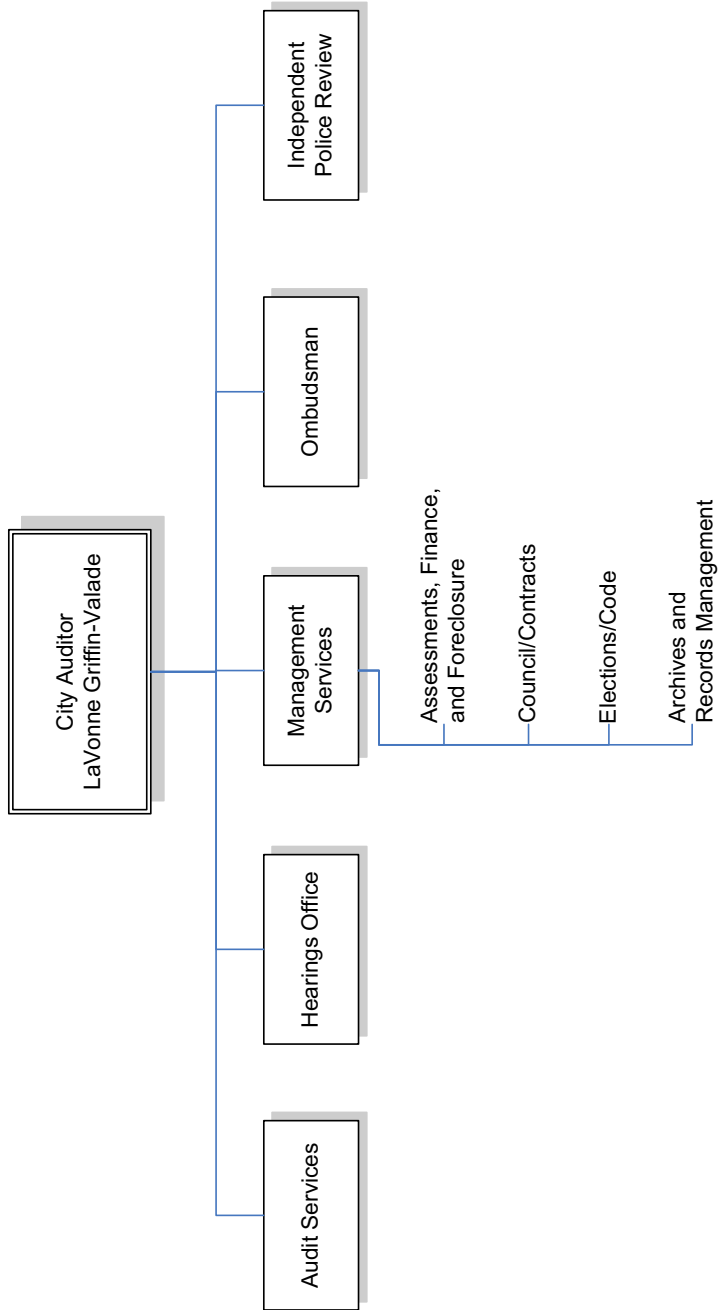
Bureau Programs



Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	50,097,864	55,902,551	5,804,687	11.59
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>50,097,864</b>	<b>55,902,551</b>	<b>5,804,687</b>	<b>11.59</b>
Authorized Positions	50.00	48.62	(1.38)	(2.76)

**Office of the City Auditor**



## Bureau Summary

### Bureau Mission

The mission of the City Auditor's Office is to ensure open and accountable government. This is accomplished by conducting independent and impartial reviews that promote efficient, effective, and equitable services and by providing access to City information.

### Bureau Overview

The elected City Auditor provides accountability for the use of public resources. City Charter requires the Auditor to be professionally certified and assigns the Auditor a variety of responsibilities, including conducting performance audits, supervising City elections, maintaining all official records of the City, overseeing the Council agenda and meetings, and other accountability functions. City Code also authorizes the Auditor to provide civilian oversight of the Portland Police Bureau, the impartial hearing of appeals of City decisions, and the independent investigation of complaints.

The Assessments, Finance and Foreclosure program in the Auditor's Office also manages several large funds, totaling approximately \$46 million in FY 2011-12, which finance both large and small local improvement projects. Beginning this year, these figures are being displayed as part of the Auditor's Office budget. The operating budget for the Office in FY 2011-12 totals \$9.3 million.

### Strategic Direction

#### Accountability

Portland has long been a leader in working for government accountability, largely through the efforts of the City Auditor's Office. The Auditor's role is to advocate for efficient service delivery to Portlanders, effective management of the City organization, and open and transparent processes.

#### Responsive Government

Over the last two fiscal years, the Auditor's Office has undertaken several initiatives to improve services and promote a more responsive government. These include the following:

- ◆ The Auditor's police oversight authority was strengthened considerably.
- ◆ The annual community survey was improved and revised.
- ◆ The Auditor's Office increased its capacity to conduct more frequent and comprehensive audits of the City's information technology systems.
- ◆ The Auditor launched a 24/7 tip line to allow anonymous reporting of concerns about possible employee misconduct. The reporting system is open to the public and City employees.

### Summary of Budget Decisions

#### Reduction Packages 1.5% Mandatory Reduction

The Adopted Budget cuts the Auditor's Office budget by \$25,117 ongoing, which will reduce external materials and services by \$25,117 across all divisions.

### **OMF Interagency Agreement Adjustments**

The packages reflect a net decrease of \$7,907 in interagency costs resulting from decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

### **Add Packages**

#### **Assistant Director of IPR Position**

The FY 2008-09 Adopted Budget created a full-time Assistant Independent Police Review (IPR) program Director position, half of which was funded with permanent ongoing dollars and the other half was funded with one-time funds for three years. The Adopted Budget includes an additional \$57,744 of ongoing dollars to maintain the full-time Assistant IPR Director position and reclassifies it as a permanent full-time position.

#### **Interagency Agreements for Single Audit Cost Increases**

The Auditor's Office administers the contract between the City and external auditors, including the Single Audit of federal grant dollars that the City receives. Prior to last year, the Auditor's Office received an allocation for up to six major programs to be included in the Single Audit. Because of increased federal grant funding, including economic stimulus grants, the number of major programs identified by the external auditor has increased to ten for the next fiscal year, resulting in a projected \$62,620 of additional audit costs. The Adopted Budget allows for the additional costs be recovered through IAs with bureaus receiving federal grant dollars.



## Ombudsman Office

<b>Description</b>	<p>The Office of the Ombudsman is an independent, impartial office that investigates the administrative acts of City agencies in a non-adversarial manner. When warranted, the office recommends appropriate changes to promote higher standards of competency, efficiency, and justice in the provision of City services. The Ombudsman has access to all City employees and records.</p> <p>The Ombudsman's job is to investigate complaints from the public and determine whether the City has acted fairly and efficiently. If a complaint is justified, staff will work with the community member and the agency to find a fair solution and may recommend changes in policies or procedures to avoid subsequent problems. If a complaint is not justified, the office will explain the reasoning and the implications to the community member. This process protects employees from unfounded criticism.</p> <p>The Ombudsman plays a significant role in addressing public concerns, thus avoiding more costly conflicts. The office is committed to increasing trust in government, continuing its outreach efforts to underrepresented members of the public, and investigating and managing reports received from the Auditor's Fraud Alert line.</p>
<b>Goals</b>	<p>The Office of the Ombudsman supports the City goal of delivering efficient, effective, and accountable municipal services and the bureau goal of improving City accountability and performance by reporting its independent and impartial reviews, conclusions, and recommendations.</p>
<b>Performance</b>	<p>The office responds to approximately 350 complaints and requests per year. The office manages another 35 or so reports received through the Auditor's Fraud Alert line. In FY 2009-10, a survey of those who had used the Office of the Ombudsman services indicated that 93% of respondents were satisfied with the timeliness of the response to their complaint; the goal was 85%. In FY 2009-10, 75% of respondents were satisfied with the overall service that they received; the goal was 75%. In the spring of each year, the Office of the Ombudsman produces an annual report describing samples of cases and accomplishments.</p>
<b>Changes to Services and Activities</b>	<p>The Office of the Ombudsman has increased the staff hours dedicated to outreach, particularly to underrepresented or disenfranchised members of the community.</p>

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		2.00	2.00	2.00	2.00
Expenditures					
Ombudsman Office		287,447	308,294	304,529	304,529
<b>Total Expenditures</b>		<b>287,447</b>	<b>308,294</b>	<b>304,529</b>	<b>304,529</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Office of the City Auditor

## Elected Officials Service Area

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Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percentage of citizens who are satisfied or very satisfied with the service they received.	83%	75%	75%	75%	75%
<b>Efficiency</b>					
Percentage of citizens who feel the office's response was timely.	95%	93%	85%	85%	85%
<b>Workload</b>					
Number of complaints and requests	271	366	399	375	375

# Administration & Support

## Description

### Administrative Support

The Management Services Division is the Auditor's executive office, providing leadership, accountability, and support for all activities of the City Auditor's Office. These functions include budgeting, accounting, human resources and payroll activities, purchasing, and information technology projects and systems. This division monitors problem-solving efforts throughout the office and serves as a contact point for other bureaus and offices in the City.

### Direct Public Support

Management Services also provides direct support to members of the public. This division is responsible for managing the election processes for the City, and it also administers the lobbyist program, registers lobbying entities, receives and publishes lobbying reports, and maintains the online reporting applications. Management Services administers and maintains the repository of the Portland Policy Documents. Staff members review documents that add, delete, and/or amend Citywide policies and makes them available on PortlandOnline. This division also administers and supports PortlandOnline for all Auditor's Office functions.

## Goals

Management Services helps attain the City's goal of delivering efficient, effective, and accountable municipal services, as well as the bureau goal of providing leadership and accountability for the City Auditor's Office.

## Performance

In FY 2009-10, administrative costs were 7.9% of the total office budget, meeting the goal of being under 10%. The FY 2011-12 target is 8%. The office did not record the number of information requests processed by the Elections Office as initially intended; however, in FY 2011-12, the office will replace this measure with the annual number of elections filings, which serves as a better gauge of the office's workload. In FY 2009-10, the Elections Office processed 30 elections filings.

## Changes to Services and Activities

A number of initiatives continue to have an impact on the workload of the division, including the ongoing implementation of Efiles/TRIM throughout bureaus, the implementation of SAP, the move to the new Archives Center, the potential office space reconfiguration, and the planned reviews of services such as the lobbyist program and the Assessment, Finance, & Foreclosure program. As a result of the November 2010 election, Management Services has discontinued the Campaign Finance Fund program and the Citizen Campaign Commission.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		4.00	4.00	4.00	4.00
Expenditures					
Administration & Support		580,561	688,073	679,089	679,089
<b>Total Expenditures</b>		<b>580,561</b>	<b>688,073</b>	<b>679,089</b>	<b>679,089</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Office of the City Auditor

## Elected Officials Service Area

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Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Administrative costs: Goal is 10% or less of total budget	8.0%	7.3%	7.9%	8.0%	8.0%
<b>Workload</b>					
Number of Election Filings	1	17	4	30	30

## Audit Services

**Description** The mission of the Audit Services Division is to promote honest, efficient, effective, and fully accountable City government. The division conducts independent audits that, in accordance with government auditing standards, provide objective information and recommendations to City elected officials, City managers, and the public.

Performance and financial audit reports identify savings and revenue enhancements, strengthen management controls, and improve the efficiency and effectiveness of City government operations. Since 1985, Audit Services has issued more than 190 audit reports and identified over \$18.1 million in measurable financial benefits to the City. Bureaus have implemented, or are in the process of implementing, almost 90% of audit report recommendations.

**Goals** Audit Services supports the City goal of delivering efficient, effective, and accountable City services and the Auditor's Office goal of improving City accountability and performance by reporting its independent and impartial audit results and recommendations.

**Performance** Audit Services issued nine audit reports in FY 2009-10 to help improve the City's public accountability and to identify opportunities for increased efficiency and effectiveness. The goal for FY 2011-12 is the completion of 12 audit reports. In FY 2009-10, the cost per audit hour was \$98; the projected cost for FY 2011-12 is \$108. In FY 2009-10, City management implemented 89% of audit recommendations, exceeding the current goal of 85%. The goal for FY 2011-12 remains at 85%.

These measures are important because the percentage of recommendations implemented reflects the value of audit recommendations to City management, as well as the real ability for management to make the suggested improvements. The measure of cost per audit hour is important to show the City's cost to provide an hour of audit time, which can be reviewed against other audit providers' costs as well as used in forecasting the total costs of an audit based on the estimated completion time. The number of audits issued is an important measurement of office activity and productivity and can be compared year-to-year, as well as measured against other offices and against the number of auditors on staff.

**Changes to Services and Activities** The Auditor's Office has increased its capacity to conduct more frequent and comprehensive audits of the City's information technology systems.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		12.80	12.80	12.12	12.12
<b>Expenditures</b>					
Audit Services		1,531,195	1,605,467	1,659,734	1,659,734
CAFR Audit		300,649	362,150	373,522	373,522
PDC Audit		89,300	108,750	108,800	108,800
Single Audit		0	155,000	156,550	156,550
<b>Total Expenditures</b>		<b>1,921,144</b>	<b>2,231,367</b>	<b>2,298,606</b>	<b>2,298,606</b>

# Office of the City Auditor

## Elected Officials Service Area

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FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
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Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of report recommendations implemented	90%	89%	85%	85%	85%
<b>Efficiency</b>					
Full cost per audit hour	\$110	\$98	\$108	\$108	\$108
<b>Workload</b>					
Number of reports issued	13	9	12	12	12

# City Recorder

**Description** The City Recorder program develops and maintains accurate and objective documentation of City business and manages Efiles/TRIM, an electronic records management program that facilitates access to Citywide information.

**Council Clerk and Contracts**

As the administrator of Council sessions, the Council Clerk prepares the agenda, processes ordinances and resolutions, and compiles official minutes. Staff also produces the official versions of City Charter and Code, gives final approval of City contract documents, approves claims for payment against the City, and disburses payments.

**Archives & Records Management**

Archives & Records Management is responsible for records retention schedules, records storage and confidential destruction, preservation of historical records, and reference and retrieval services for the public and City employees at the Portland Archives and Records Center (PARC). Staff assists elected officials and bureaus in managing their public records legally and efficiently. Staff helps bureaus to develop records retention schedules that meet bureau needs, and gives guidance and instruction on public records issues.

**Goals** This program supports the City goal of delivering efficient, effective, and accountable services and the bureau's goal of ensuring open and transparent Council deliberations.

**Performance** In FY 2009-10, the program processed 229,526 checks/deposit advices; the target for FY 2011-12 is 169,000. In FY 2009-10, the direct cost to retrieve and deliver a record was \$5.98 per request; in FY 2011-12 the targeted cost is \$6.50. In FY 2009-10, 105,345 electronic records were added to EFiles/TRIM; the target for FY 2011-12 is 130,000 records. Beginning in FY 2011-12, the Auditor will no longer report the number of electronic records added to EFiles/TRIM; instead the Auditor will report the number of EFiles records viewed by the public.

**Changes to Services and Activities** There are significant changes that directly affect workload of this program. City employee and public usage of services has more than doubled since the opening of PARC at Portland State University campus in May 2010. The implementation of SAP has increased the workload in the Council Clerk & Contracts subdivision, an increased level of work that is projected to continue. The Citywide implementation of Efiles/TRIM to additional bureaus has increased the workload in Archives & Records Management.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		15.00	15.00	15.00	15.00
<b>Expenditures</b>					
Archives & Records Management		2,002,575	2,430,411	2,433,656	2,433,656

# Office of the City Auditor

## Elected Officials Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Council Clerk & Contracts		780,262	845,631	905,374	905,374
<b>Total Expenditures</b>		<b>2,782,837</b>	<b>3,276,042</b>	<b>3,339,030</b>	<b>3,339,030</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of requests provided within 24 hours	99%	99%	99%	85%	85%
Number of electronic documents viewed through Efiles	168,690	270,802	335,000	400,000	400,000
<b>Efficiency</b>					
Direct cost per retrieval and delivery of record from Records Center	\$4.07	\$5.98	\$6.50	\$6.50	\$6.50
<b>Workload</b>					
Number of checks/deposit advices processed	238,937	229,526	179,500	169,000	169,000



## Assessments, Finance & Foreclosure

<b>Description</b>	<p>The Assessments, Finance, &amp; Foreclosure program assists the City in providing a wide range of services to property owners through special assessments. The program helps plan and finance local improvement projects, such as sewer and street improvements and sidewalk repairs. The program also assists with code enforcement efforts, such as nuisance abatements and demolitions, and assesses civil penalties. The program oversees the Local Improvement District (LID) Construction Fund, the Bancroft Bond Fund, the Assessment Collection Fund, and the City's foreclosure program. These funds, totaling approximately \$46 million, are included the Adopted Budget of the Auditor's Office.</p> <p>The primary objective of the foreclosure program is to protect the interest of bondholders and taxpayers by recovering costs incurred by the City in providing services. The program staff works closely with the Bureaus of Transportation, Development Services, Environmental Services, Water, and Parks and Recreation in providing counseling and assistance to property owners regarding their assessments. Staff members investigate and conduct research to see if individuals qualify for financial assistance, prepare individual payment plans, and contact other agencies for assistance as needed.</p> <p>A budget note was included in the FY 2010-11 Adopted Budget that directs the City's Chief Administrative Officer, in consultation with the City Auditor, to conduct an assessment of the financial condition of Bancroft Bond Interest and Sinking Fund, the adequacy of its reserves, and to propose policies to strengthen the long-term health of the fund. The Auditor's Office has reviewed a draft of this assessment and supports the overall findings. The Auditor recommends that a stakeholder group be convened to provide definition of what constitutes allowable and appropriate related expenditures.</p>
<b>Goals</b>	<p>The Assessments, Finance, &amp; Foreclosure program supports the City goal of improving the quality of life in neighborhoods and the bureau goal of providing accurate assessment recordings, financing, and information to protect the interest of City bureaus, bondholders, and taxpayers.</p>
<b>Performance</b>	<p>In FY 2009-10, this program conducted 2,543 new assessments; the goal for FY 2011-12 is 1,436. In FY 2009-10, there were 1,272 assessments per staff person; the goal for FY 2011-12 is 718 assessments per staff person.</p>
<b>Changes to Services and Activities</b>	<p>In FY 2010-11, the Assessments, Finance, and Foreclosure program and the Bureau of Technology Services began a project to replace the Lien Accounting System. However, over the course of the year it became clear that further analysis of the application and replacement options was needed. This project is currently on hold until that analysis has been conducted and an effective, affordable solution for replacement has been identified.</p>

# Office of the City Auditor

## Elected Officials Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		3.00	3.00	3.00	3.00
<b>Expenditures</b>					
Assessments, Finance & Foreclosure		619,905	1,010,660	831,825	684,786
<b>Total Expenditures</b>		<b>619,905</b>	<b>1,010,660</b>	<b>831,825</b>	<b>684,786</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Number of assessments per staff person	1,089	1,272	703	718	718
<b>Workload</b>					
New liens assessed	2,178	2,543	1,406	1,436	1,436

## Hearings Office

**Description**                    The Hearings Office provides a forum for public hearings and renders objective decisions based upon the City Code on matters over which City Council grants it jurisdiction. The office provides appeal hearings for City bureaus, conducts hearings on certain types of land use applications, and hears cases pursuant to intergovernmental agreements with other governmental bodies such as Multnomah County, the Port of Portland, and TriMet.

   The office provides a forum to allow the City and parties affected by governmental determinations to present evidence and arguments in contested cases. The Hearings Office hears cases initiated by a governmental body against a person or property, and cases brought by parties who believe that a governmental determination is not legally or factually correct, offering a venue for citizens to appeal where allowed by City Code. In all types of cases, the function of the Hearings Officer is to ensure the actions and determinations by the governmental body are legally supportable.

**Goals**                                The office supports the City goal of delivering efficient, effective, and accountable municipal services and the bureau goal of improving City accountability and performance by reporting its independent and impartial reviews, findings, conclusions, and recommendations.

**Performance**                    The former reporting standard for measuring performance in the office prior to FY 2009-10 was based on code and appeal hearings not including land use, tow, and TriMet appeals. The current reporting standard includes all hearing cases closed, providing a measurement that more completely reflects the workload of the office. In FY 2009-10, the Hearings Officer determined 832 cases; the goal for FY 2011-12 is 638 cases. No land use cases were remanded by the Land Use Board of Appeals, and the Hearings Office has a goal of zero remanded cases for FY 2011-12.

**Changes to Services and Activities**    There are no significant changes to the office activities.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		3.90	3.90	3.50	3.50
Expenditures					
Hearings Office		522,530	574,368	616,509	616,509
<b>Total Expenditures</b>		<b>522,530</b>	<b>574,368</b>	<b>616,509</b>	<b>616,509</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
Workload					
Number of code, appeal, land use, and tow cases	210	832	638	638	638

## **Independent Police Review**

**Description**

The Independent Police Review (IPR) division was established to improve police accountability and provide the opportunity for a fair resolution of complaints about the Portland Police Bureau (PPB). IPR works with the PPB to ensure that appropriate actions are taken to address complaints, that complainants and officers have an opportunity to appeal the results, and that preventable problems are identified and addressed.

IPR receives complaints, reviews, and participates in ongoing police internal investigations, and monitors and reports on complaint status. It also has the authority to conduct joint or independent investigations when necessary. IPR participates as a voting member of the Police Review Board, which is the body that reviews allegations of police misconduct. The division hires outside experts to review officer-involved shootings and in-custody deaths.

Staff in IPR provide assistance to the Citizen Review Committee, which reviews and rules on appeals of investigation findings and advises PPB on ways to improve practices.

**Goals**

The City Auditor's goal is to ensure that IPR carries out its civilian oversight responsibilities in a manner that is professional, unbiased, responsive, and fair. The work of IPR supports the City goal of delivering efficient, effective, and accountable services.

**Performance**

In FY 2009-10, IPR received 389 complaints; 375 complaints are projected for FY 2011-12. In FY 2010-11, the Auditor's annual resident survey reported that 34% of respondents rated IPR's efforts to regulate police conduct as good or very good; the goal for FY 2011-12 is 40%. In FY 2009-10, the percentage of cases closed within 150 days was 92%; however, IPR will replace this measure in FY 2011-12. To more accurately show efficiency, the division will report the median number of days to complete intake investigations. In 2009-2010, the median number of days was 14, and IPR has set a target of 14 days for FY 2011-12.

**Changes to Services and Activities**

City Council revised IPR's ordinance and modified some PPB disciplinary processes, effective April 30, 2010. The changes strengthened IPR's role in the oversight of PPB in three main areas: increased IPR's authority to conduct independent administrative investigations; strengthened IPR's role in administrative investigations undertaken by PPB; and revised PPB's disciplinary review board with provisions for a more transparent and balanced Police Review Board. The new and enhanced responsibilities have increased the workload of the Director and Assistant Director staff and the level of work is projected to continue into the future.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		9.80	9.30	9.00	9.00
<b>Expenditures</b>					
Independent Police Review		1,066,847	1,224,282	1,218,148	1,218,148
<b>Total Expenditures</b>		<b>1,066,847</b>	<b>1,224,282</b>	<b>1,218,148</b>	<b>1,218,148</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percentage of residents rating IPR's regulation of Portland Police as good or very good	NA	NA	NA	40%	40%
<b>Efficiency</b>					
Median number of days to complete intake investigations	NA	NA	14	14	20
<b>Workload</b>					
Number of citizen complaints	387	389	375	375	375

## Assessments & Improvements

<b>Description</b>	The Assessments and Improvements program accounts for the activities of the Assessments, Finance, and Foreclosure division of the Auditor's Office. The program administers the financing of local infrastructure improvements as approved by City Council. It accounts for the assessment and debt activities related to the Local Improvement District (LID) Construction Fund and the Assessments Collection Fund. The program also provides property owners with a variety of financing mechanisms to pay off their assessments.
<b>Goals</b>	The Assessments and Improvements program supports the City's goal of improving the quality of life in neighborhoods and the bureau goal of providing accurate assessment recordings, financing, and information to protect the interest of City bureaus, bondholders, and taxpayers.
<b>Performance</b>	As primarily a financing mechanism, the Assessments and Improvements program does not have performance measures. Rather, the performance measures of the Assessments, Finance, and Foreclosure division best capture the effectiveness and efficiency of this program.
<b>Changes to Services and Activities</b>	The size of the LID Construction Fund budget is primarily driven by the number of construction projects in process and under consideration at any one time. It is anticipated that funding activity will increase in FY 2011-12 with the expected completion of the Portland Streetcar Loop Extension LID projects. In addition, significant budget changes can occur with the sale of special assessment bonds for the financing of large LID projects and the increased use of system development charges to pay for City infrastructure.

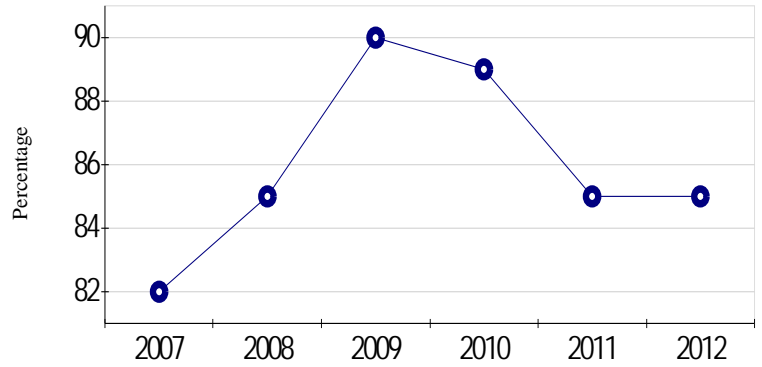
FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Assessments & Improvements		1,237,450	2,095,261	1,565,901	1,418,862
<b>Total Expenditures</b>		<b>1,237,450</b>	<b>2,095,261</b>	<b>1,565,901</b>	<b>1,418,862</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Performance Measures

### Percent of audit recommendations implemented

In FY 2009-10, City management implemented 89% of audit recommendations, exceeding the goal of 85%. The goal for FY 2011-12 remains at 85%.



## Elected Officials Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	1,129,738	1,267,193	1,150,928	1,146,885	1,146,885
Intergovernmental	46,755	0	0	0	0
Bond & Note	3,069,341	40,075,712	7,015,204	21,245,767	21,245,767
Miscellaneous	10,278,617	19,506,947	11,089,591	8,706,456	8,706,456
<b>Total External Revenues</b>	<b>14,524,451</b>	<b>60,849,852</b>	<b>19,255,723</b>	<b>31,099,108</b>	<b>31,099,108</b>
<b>Internal Revenues</b>					
General Fund Discretionary	3,554,159	3,356,404	4,152,903	4,161,907	4,161,907
General Fund Overhead	3,043,180	3,303,301	3,609,767	3,737,201	3,737,201
Fund Transfers - Revenue	319,659	7,264	2,788	23,022	23,022
Interagency Revenue	830,798	795,300	1,205,028	1,005,243	858,204
<b>Total Internal Revenues</b>	<b>7,747,796</b>	<b>7,462,269</b>	<b>8,970,486</b>	<b>8,927,373</b>	<b>8,780,334</b>
Beginning Fund Balance	20,462,801	21,679,738	21,871,655	16,023,109	16,023,109
<b>Total Resources</b>	<b>\$42,735,048</b>	<b>\$89,991,859</b>	<b>\$50,097,864</b>	<b>\$56,049,590</b>	<b>\$55,902,551</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	4,478,915	4,721,831	4,819,740	4,939,032	4,939,032
External Materials and Services	1,576,251	1,174,951	2,333,466	1,756,966	1,756,966
Internal Materials and Services	3,342,970	3,320,208	4,275,250	4,157,639	3,863,561
<b>Total Bureau Expenditures</b>	<b>9,398,136</b>	<b>9,216,991</b>	<b>11,428,456</b>	<b>10,853,637</b>	<b>10,559,559</b>
<b>Fund Expenditures</b>					
Debt Service	10,006,910	32,591,810	14,461,809	11,529,179	11,529,179
Contingency	0	0	4,712,195	4,044,513	4,191,552
Fund Transfers - Expense	1,650,264	27,240,619	6,966,250	17,481,622	17,481,622
Debt Service Reserves	0	0	12,529,154	12,140,639	12,140,639
<b>Total Fund Expenditures</b>	<b>11,657,174</b>	<b>59,832,429</b>	<b>38,669,408</b>	<b>45,195,953</b>	<b>45,342,992</b>
Ending Fund Balance	21,679,738	20,942,440	0	0	0
<b>Total Requirements</b>	<b>\$42,735,048</b>	<b>\$89,991,859</b>	<b>\$50,097,864</b>	<b>\$56,049,590</b>	<b>\$55,902,551</b>
<b>Programs</b>					
Administration & Support		580,837	688,073	679,089	679,089
Assessments & Improvements		1,237,450	2,095,261	1,565,901	1,418,862
Assessments, Finance & Foreclosure		619,905	1,010,660	831,825	684,786
Audit Services		1,921,144	2,231,367	2,298,606	2,298,606
Campaign Finance		203,931	20,109	0	0
City Recorder		2,782,837	3,276,042	3,339,030	3,339,030
Commissioner's Office		4,810	0	0	0
Hearings Office		522,530	574,368	616,509	616,509
Housing Production & Preservation		(13,060)	0	0	0
Independent Police Review		1,066,847	1,224,282	1,218,148	1,218,148
Ombudsman Office		287,447	308,294	304,529	304,529
Progress Board		2,312	0	0	0
<b>Total Programs</b>		<b>\$9,216,991</b>	<b>\$11,428,456</b>	<b>\$10,853,637</b>	<b>\$10,559,559</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.



Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	67,512	1.00	68,616	1.00	68,616
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	58,056	1.00	60,432	1.00	60,432
30000545	Archivist & Records Center Supervisor	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000544	Archivist, Assistant	54,080	72,051	2.00	128,352	2.00	128,352	2.00	128,352
30000551	Audit Services, Director of	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000558	Auditor, Chief Deputy City	85,800	116,293	1.00	101,052	1.00	104,847	1.00	104,847
30000003	Auditor, City	102,294	102,294	1.00	102,300	1.00	102,300	1.00	102,300
30000448	Business Systems Analyst	56,763	75,670	1.00	66,660	1.00	68,028	1.00	68,028
30000546	Clerk to City Council	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000491	Community Outreach & Informtn Assistant	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616
30000492	Community Outreach & Informtn Rep	54,080	72,051	1.00	66,560	1.00	69,288	1.00	69,288
30000553	Complaint Investigator	56,763	75,670	3.00	217,572	3.00	220,058	3.00	220,058
30000547	Council Support & Contracts Supervisor	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000568	Financial Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000552	Foreclosure Program Manager	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000028	Hearings Clerk	43,118	55,058	2.00	110,112	2.00	110,112	2.00	110,112
30000598	Hearings Officer	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000556	IPR Program Manager	85,800	116,293	1.00	109,126	1.00	113,412	1.00	113,412
30000555	IPR Program Manager, Assistant	68,994	92,726	0.00	0	0.50	42,084	0.50	42,084
30000451	Management Analyst	56,763	75,670	2.00	134,760	2.00	136,982	2.00	136,982
30000452	Management Analyst, Sr	62,629	83,637	1.00	82,512	1.00	83,076	1.00	83,076
30000450	Management Assistant	44,533	68,619	2.00	125,628	2.00	127,964	2.00	127,964
30000548	Management Auditor	56,763	75,670	4.00	280,304	4.00	286,340	4.00	286,340
30000550	Management Auditor, Principal	68,994	92,726	2.00	185,448	2.00	184,538	2.00	184,538
30000549	Management Auditor, Sr	62,629	83,637	3.00	223,356	3.00	229,218	3.00	229,218
30000012	Office Support Specialist II	31,138	43,430	3.00	128,012	3.00	128,472	3.00	128,472
30000013	Office Support Specialist III	39,832	51,272	2.00	102,552	2.00	102,552	2.00	102,552
30000554	Ombudsman, City	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000542	Records Center Assistant	36,046	55,494	2.00	87,840	2.00	89,079	2.00	89,079
30000543	Records Management Specialist	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
<b>TOTAL FULL-TIME POSITIONS</b>				<b>45.00</b>	<b>3,263,686</b>	<b>45.50</b>	<b>3,341,722</b>	<b>45.50</b>	<b>3,341,722</b>
30000553	Complaint Investigator	56,763	75,670	0.90	30,510	0.50	35,294	0.50	35,294
30000598	Hearings Officer	85,800	116,293	0.90	77,220	0.50	42,900	0.50	42,900
30000555	IPR Program Manager, Assistant	68,994	92,726	0.90	41,724	0.50	46,368	0.50	46,368
30000548	Management Auditor	56,763	75,670	0.90	28,812	0.50	33,106	0.50	33,106
30000549	Management Auditor, Sr	62,629	83,637	0.90	30,264	0.62	43,608	0.62	43,608
<b>TOTAL PART-TIME POSITIONS</b>				<b>4.50</b>	<b>208,530</b>	<b>2.62</b>	<b>201,276</b>	<b>2.62</b>	<b>201,276</b>
30000555	IPR Program Manager, Assistant	68,994	92,726	0.50	42,084	0.50	43,380	0.50	43,380
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>0.50</b>	<b>42,084</b>	<b>0.50</b>	<b>43,380</b>	<b>0.50</b>	<b>43,380</b>
<b>GRAND TOTAL</b>				<b>50.00</b>	<b>3,514,300</b>	<b>48.62</b>	<b>3,586,378</b>	<b>48.62</b>	<b>3,586,378</b>

**Elected Officials Service Area**

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

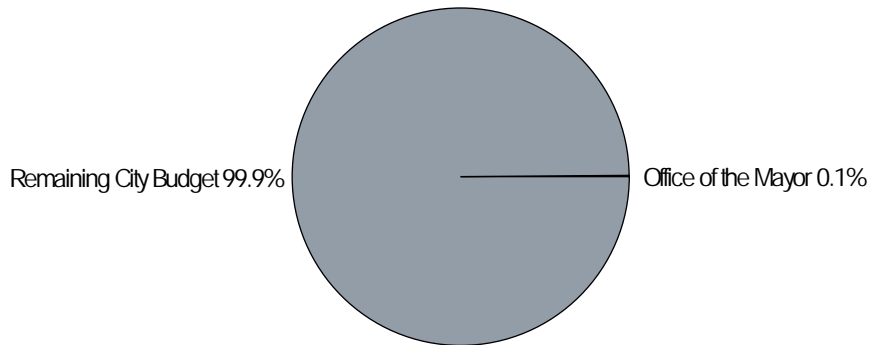
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	10,709,157	0	10,709,157	48.12	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	0	12,150	12,150	0.00	Increased IA with BES for Hearings Office
	0	7,840	7,840	0.00	Increased IA with Police for Hearings Office
	0	37,150	37,150	0.00	Net of IA changes for Lien Accounting System
	(11,836)	0	(11,836)	0.00	OMF IA reductions
	3,929	0	3,929	0.00	OMF IA adds
	57,744	0	57,744	0.50	IPR Assistant Director position ongoing .50 FTE
	(25,117)	0	(25,117)	0.00	Ongoing mandatory reduction
	0	62,620	62,620	0.00	IAs with bureaus for external audit costs
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>					
	0	(147,039)	(147,039)	0.00	Reverse transfer from Fund 401 to operating budget
	0	(147,039)	(147,039)	0.00	Reduce BTS IA for lien system replacement costs
	(3,929)	3,929	0	0.00	OMF IA adds correction to one-time
	<b>20,791</b>	<b>(170,389)</b>	<b>(149,598)</b>	<b>0.50</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>10,559,559</b>	<b>48.62</b>	<b>Total Adopted Budget</b>

# Office of the Mayor

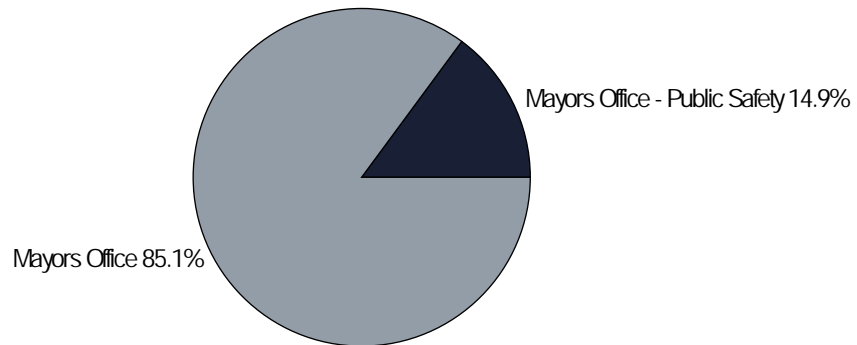
Elected Officials Service Area

Mayor Sam Adams, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



## Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	4,491,807	4,196,766	(295,041)	(6.57)
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>4,491,807</b>	<b>4,196,766</b>	<b>(295,041)</b>	<b>(6.57)</b>
Authorized Positions	25.60	25.40	(0.20)	(0.78)

## Bureau Summary

### Bureau Overview

The Office of the Mayor is the central hub for all City business and affairs. The FY 2011-12 Adopted Budget for the Office of the Mayor reflects this by dedicating staff and programs to address the concerns of Portland residents and City bureaus.

**Bureau Assignments** Mayor Adams is responsible for the following bureau assignments:

- ◆ Bureau of Transportation
- ◆ Bureau of Planning and Sustainability
- ◆ Office of the City Attorney
- ◆ Office of Government Relations
- ◆ Office of International Affairs
- ◆ Office of Management and Finance
- ◆ Portland Development Commission
- ◆ Portland Office of Emergency Management
- ◆ Portland Police Bureau

In addition, the Mayor has the following liaison responsibilities:

- ◆ Portland Neighborhood Business Associations
- ◆ Business Licenses Board of Appeals
- ◆ Design Commission
- ◆ Education Advocate
- ◆ Education Cabinet
- ◆ International Council on Local Environmental Initiatives
- ◆ Joint Policy Advisory Committee on Transportation
- ◆ League of Oregon Cities
- ◆ Metro Policy Advisory Committee
- ◆ Metro Solid Waste Advisory Committee
- ◆ Metropolitan Exposition and Recreation Commission
- ◆ Multnomah Youth Commission
- ◆ Office of Film & Video
- ◆ Office of Youth Violence Prevention
- ◆ Planning Commission
- ◆ Portland Mall Management, Inc.
- ◆ Portland Multnomah Progress Board
- ◆ Portland Streetcar, Inc.
- ◆ Regional Arts & Culture Council
- ◆ Regional Emergency Management Group
- ◆ Royal Rosarians
- ◆ Small Business Advisory Council
- ◆ Sustainable Development Commission
- ◆ Visitors Development Fund

- ◆ Workforce Development Board

## Summary of Budget Decisions

### Reduction Packages      **1.5% Reduction**

This decision package achieves the 1.5% General Fund reduction in the amount of \$21,954. This package reduces External Materials and Services (EMS) from the Professional Services commitment item.

#### **OMF Interagency Adjustments**

The packages reflect a net decrease of \$3,809 in interagency costs resulting from Office of Management and Finance's decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

### Add Packages

#### **Education Program**

The budget includes \$450,750 in one-time General Fund discretionary to continue to support youth initiatives that drive the city towards greater equity and economic stability. The program will provide funding for three components:

- ◆ Youth Engagement to continue youth leadership and community transformation through the Multnomah Youth Commission
- ◆ Summer Youth Connect to continue funding interventions that prevent dropouts by connecting youth to career pathways
- ◆ Education Strategy Support to provide general support for the College Access Campaign and Education Summit

#### **Cradle-to-Career Implementation**

This package provides \$235,000 in one-time General Fund discretionary for Cradle-to-Career implementation. The Cradle-to-Career strategy is the first county wide initiative to address the chronic educational challenges and prolific disparities in our schools. This strategy works by holding the community accountable to common indicators of success and exposing gaps and disparities. This is a data-driven strategy that helps our community to:

- ◆ Align our work and resources to target off-track youth
- ◆ Make smarter investments that yield measurable results
- ◆ Look at where there are disparities and invest in solutions that decrease them
- ◆ Get the entire community involved - beyond parents and educators already at the table - to support our children

#### **Establish an Interagency Agreement with POEM**

The package establishes an interagency agreement of \$6,774 between the Office of the Mayor and the Portland Office of Emergency Management (POEM) for 5% of an Office of the Mayor staff position.

### **Add 0.4 FTE for a Commissioner's Staff Representative**

The package adds a part-time employee to the Public Safety and Peacekeeping team. The expenses associated with this position are offset by a commensurate reduction in EMS. There is no net increase of the Office of the Mayor budget from this decision package.

### **Parkrose Restorative Justice Program**

This package includes \$32,500 in one-time General Fund discretionary for the Parkrose Restorative Justice Program. The funding will provide restorative justice conflict resolution services to students, faculty, and administrators.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Intergovernmental	117,882	108,902	119,212	122,554	122,554
Miscellaneous	76,524	24,764	45,669	0	0
<b>Total External Revenues</b>	<b>194,406</b>	<b>133,666</b>	<b>164,881</b>	<b>122,554</b>	<b>122,554</b>
<b>Internal Revenues</b>					
General Fund Discretionary	911,088	1,349,556	2,610,245	2,156,115	2,156,115
General Fund Overhead	867,573	968,548	994,610	1,174,272	1,174,272
Interagency Revenue	422,611	519,544	722,071	743,825	743,825
<b>Total Internal Revenues</b>	<b>2,201,272</b>	<b>2,837,648</b>	<b>4,326,926</b>	<b>4,074,212</b>	<b>4,074,212</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$2,395,678</b>	<b>\$2,971,314</b>	<b>\$4,491,807</b>	<b>\$4,196,766</b>	<b>\$4,196,766</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	1,651,868	2,055,958	2,218,451	2,433,829	2,433,829
External Materials and Services	302,878	537,987	1,862,333	1,421,819	1,421,819
Internal Materials and Services	440,932	377,369	411,023	341,118	341,118
<b>Total Bureau Expenditures</b>	<b>2,395,678</b>	<b>2,971,314</b>	<b>4,491,807</b>	<b>4,196,766</b>	<b>4,196,766</b>
<b>Fund Expenditures</b>					
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$2,395,678</b>	<b>\$2,971,314</b>	<b>\$4,491,807</b>	<b>\$4,196,766</b>	<b>\$4,196,766</b>
<b>Programs</b>					
Administration & Support		0	0	762	0
Commissioner's Office		291	0	0	0
Mayor's Office		2,969,677	3,826,628	3,571,232	3,571,994
Mayor's Office - Public Safety		1,346	665,179	624,772	624,772
<b>Total Programs</b>		<b>\$2,971,314</b>	<b>\$4,491,807</b>	<b>\$4,196,766</b>	<b>\$4,196,766</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Elected Officials Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000004	Commissioner's Admin Support Specialist	36,046	55,494	3.00	140,358	3.00	145,348	3.00	145,348
30000005	Commissioner's Staff Rep	45,781	83,658	19.00	1,178,657	19.40	1,239,759	19.40	1,239,759
30000001	Mayor	121,451	121,451	1.00	121,452	1.00	121,452	1.00	121,452
30000008	Mayor's Chief of Staff	88,587	110,698	1.00	99,636	1.00	101,682	1.00	101,682
30000007	Mayor's Deputy Chief of Staff	73,570	91,936	1.00	82,776	1.00	84,468	1.00	84,468
<b>TOTAL FULL-TIME POSITIONS</b>				25.00	1,622,879	25.40	1,692,709	25.40	1,692,709
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
30000005	Commissioner's Staff Rep	45,781	83,658	0.60	19,200	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				0.60	19,200	0.00	0	0.00	0
<b>GRAND TOTAL</b>				25.60	1,642,079	25.40	1,692,709	25.40	1,692,709



This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

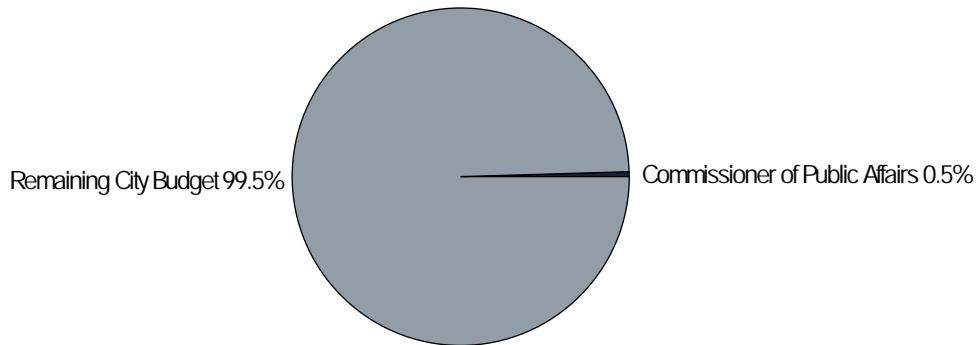
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	3,497,505	0	3,497,505	25.00	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(21,954)	0	(21,954)	0.00	Mandatory reductions
	(4,571)	0	(4,571)	0.00	OMF IA reductions
	0	450,750	450,750	0.00	Mayor - Education program
	6,774	0	6,774	0.40	Establish IA with POEM
	762	0	762	0.00	OMF IA adds
	0	235,000	235,000	0.00	Cradle to Career
	0	32,500	32,500	0.00	Parkrose Restorative Justice program
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>					
	(762)	762	0	0.00	OMF IA adds
	<b>(19,751)</b>	<b>719,012</b>	<b>699,261</b>	<b>0.40</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>4,196,766</b>	<b>25.40</b>	<b>Total Adopted Budget</b>

# Commissioner of Public Affairs

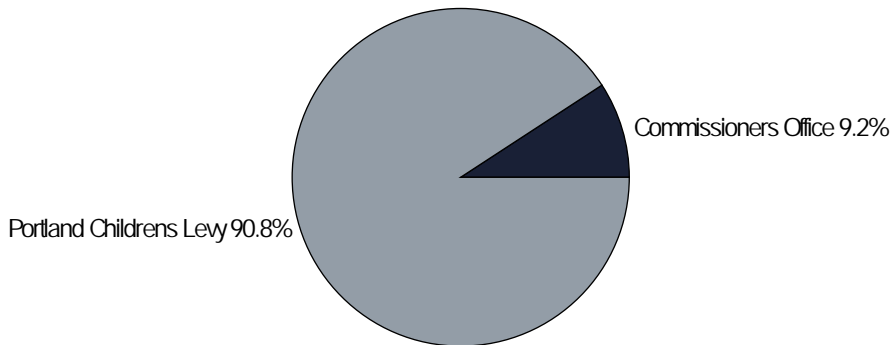
Elected Officials Service Area

Dan Saltzman, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



## Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	20,432,251	17,072,399	(3,359,852)	(16.44)
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>20,432,251</b>	<b>17,072,399</b>	<b>(3,359,852)</b>	<b>(16.44)</b>
Authorized Positions	14.80	14.80	0.00	0.00

# Bureau Summary

## Bureau Overview

The Office of the Commissioner of Public Affairs is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a viable, livable, and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus and liaison responsibilities.

**Bureau Assignments** The Commissioner of Public Affairs is responsible for the following bureaus:

- ◆ Bureau of Development Services
- ◆ Bureau of Environmental Services
- ◆ Bureau of Fire & Police Disability & Retirement
- ◆ Office of Cable Communications and Franchise Management

In addition, the commissioner has the following liaison responsibilities:

- ◆ Portland Children's Levy
- ◆ Travel Portland
- ◆ Gateway Center for Domestic Violence Services

## Summary of Budget Decisions

**Reduction Packages**     **1.5% Reduction**

The required 1.5% reduction equates to \$15,594. The reduction will be achieved by reductions to External Materials & Services.

### **OMF Interagency Adjustments**

The packages reflect a net decrease of \$116 in interagency costs resulting from the Office of Management and Finance's decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

**Add Packages**             **Mental Health Specialist**

This package provides \$33,500 to fund a Mental Health & Addiction Specialist for victims and survivors of domestic violence at the Gateway Center for Domestic Violence Services. This position would be filled by a clinician who would provide mental health and additional assessments, referrals, and short-term counseling for those without other resources.

## Commissioner's Office

**Description**                      The Office of the Commissioner of Public Affairs supports and assists in the management of initiatives and priorities set forth by the commissioner. The program also contains the budget and staff for the Gateway Center for Domestic Violence Services.

**Changes to Services and Activities**                      The Office of Youth Violence Prevention was transferred to the Office of the Mayor at the end of FY 2010-11. Due to the timing of the FY 2011–12 budget process, the subprogram budget was included in the Proposed Budget, but not in the final Adopted Budget.

The increase in the Domestic Violence subprogram is due to incorrect program budgeting in FY 2010-11. The Adopted Budget for this subprogram reflects the ongoing costs of the Gateway Center for Domestic Violence Services.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		11.00	11.00	11.00	11.00
<b>Expenditures</b>					
Commissioner's Office		1,787,452	864,031	955,284	957,017
Domestic Violence		0	1,946,397	610,360	610,360
<b>Total Expenditures</b>		<u>1,787,452</u>	<u>2,810,428</u>	<u>1,565,644</u>	<u>1,567,377</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Portland Children's Levy

**Description** The purpose of the Portland Children’s Levy is to help children arrive at school ready to learn, to provide safe and constructive after-school alternatives for kids, to prevent child abuse and neglect, and to help children in foster care to succeed.

**Goals** The Portland Children’s Levy contracts with nonprofit providers and other governments to provide services to children throughout Portland. Funding comes from the proceeds of a second five-year property tax levy approved by voters in 2008 and is estimated to provide \$13.8 million in FY 2011–12. Programs are in five categories, as provided in the ballot measure language:

- ◆ Early Childhood
- ◆ Child Abuse Prevention and Intervention
- ◆ After-School
- ◆ Mentoring
- ◆ Foster Care

**Performance** Programs must demonstrate that they are cost effective and have a proven record of success to be eligible for consideration for funding. An allocation committee awards grants through a competitive process. The allocation committee consists of a City of Portland Commissioner, a Multnomah County Commissioner, a member of the Portland Business Alliance, and one member appointed by the City, County, and Portland Business Alliance, respectively. Under provisions of the levy, the fund's administrative expenses, including staff costs, cannot exceed 5% of total revenue. The fund is audited annually to ensure this requirement is met.

In 2009, the fund awarded \$37.9 million in 71 grants to nonprofit service providers to be spent over 3 fiscal years beginning July 1, 2009.

In 2009, the Allocation Committee voted to set aside \$3 million toward the creation of a leverage fund. The leverage fund seeks to attract private funders, both local and national, to align their resources with the Children's Investment Fund for a concentrated investment to help serve Portland's children.

The Children's Investment Fund was established in FY 2002-03 to account for the revenues and expenditures related to the Children's Levy which was renewed by Portland voters in November 2008. The current levy authorizes the ongoing revenue generation and operation of the Portland Children’s Investment Fund through June 30, 2014.

**Changes to Services and Activities** There are no significant changes to the program in FY 2011–12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		4.50	3.80	3.80	3.80
<b>Expenditures</b>					
Administration & Support		10,392,139	589,043	621,506	621,506
Investing in Children		3,063,238	15,644,728	14,766,283	14,766,283

# Commissioner of Public Affairs

## Elected Officials Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Portland Children's Levy		2,673	0	36,222	86,222
<b>Total Expenditures</b>		<b>13,458,050</b>	<b>16,233,771</b>	<b>15,424,011</b>	<b>15,474,011</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Number of children served	13,165	15,500	13,000	13,000	13,000
<b>Efficiency</b>					
Administrative cost as percent of cumulative tax revenue	4.9%	4.5%	5.0%	5.0%	5.0%
<b>Workload</b>					
Number of administrative cost audits	1	1	1	1	1
Number of grant contracts managed	65	73	71	79	79

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	242,451	13,639,743	12,746,355	12,167,402	12,167,402
Intergovernmental	0	0	225,000	0	0
Miscellaneous	365,619	119,053	0	0	50,000
<b>Total External Revenues</b>	<b>608,070</b>	<b>13,758,795</b>	<b>12,971,355</b>	<b>12,167,402</b>	<b>12,217,402</b>
<b>Internal Revenues</b>					
General Fund Discretionary	419,362	1,103,027	1,400,687	1,057,317	1,057,317
General Fund Overhead	421,667	680,818	1,184,741	510,060	510,060
Fund Transfers - Revenue	0	0	0	5,683	5,683
Interagency Revenue	113,946	0	0	0	0
<b>Total Internal Revenues</b>	<b>954,975</b>	<b>1,783,845</b>	<b>2,585,428</b>	<b>1,573,060</b>	<b>1,573,060</b>
Beginning Fund Balance	15,870,778	6,451,195	4,875,468	3,281,937	3,281,937
<b>Total Resources</b>	<b>\$17,433,823</b>	<b>\$21,993,835</b>	<b>\$20,432,251</b>	<b>\$17,022,399</b>	<b>\$17,072,399</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	1,115,090	1,361,489	1,383,413	1,498,034	1,498,034
External Materials and Services	9,657,471	13,611,090	17,465,628	15,228,875	15,278,875
Internal Materials and Services	185,067	269,307	195,158	264,479	264,479
<b>Total Bureau Expenditures</b>	<b>10,957,628</b>	<b>15,241,885</b>	<b>19,044,199</b>	<b>16,991,388</b>	<b>17,041,388</b>
<b>Fund Expenditures</b>					
Contingency	0	0	1,363,052	6,011	6,011
Fund Transfers - Expense	25,000	25,000	25,000	25,000	25,000
<b>Total Fund Expenditures</b>	<b>25,000</b>	<b>25,000</b>	<b>1,388,052</b>	<b>31,011</b>	<b>31,011</b>
Ending Fund Balance	6,451,195	6,726,950	0	0	0
<b>Total Requirements</b>	<b>\$17,433,823</b>	<b>\$21,993,835</b>	<b>\$20,432,251</b>	<b>\$17,022,399</b>	<b>\$17,072,399</b>
<b>Programs</b>					
Administration & Support		0	0	1,733	0
Business Solutions		1,446	0	0	0
Commissioner's Office		1,787,452	2,810,428	1,565,644	1,567,377
Housing Production & Preservation		(5,381)	0	0	0
Mayor's Office - Public Safety		317	0	0	0
Portland Children's Levy		13,458,050	16,233,771	15,424,011	15,474,011
<b>Total Programs</b>		<b>\$15,241,885</b>	<b>\$19,044,199</b>	<b>\$16,991,388</b>	<b>\$17,041,388</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Commissioner of Public Affairs

## FTE Summary

### Elected Officials Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	102,294	102,294	1.00	102,300	1.00	102,300	1.00	102,300
30000004	Commissioner's Admin Support Specialist	36,046	55,494	4.00	169,607	4.00	174,512	4.00	174,512
30000006	Commissioner's Chief of Staff	77,730	103,314	1.00	92,812	1.00	96,617	1.00	96,617
30000005	Commissioner's Staff Rep	45,781	83,658	5.00	330,969	5.00	344,536	5.00	344,536
<b>TOTAL FULL-TIME POSITIONS</b>						11.00	695,688	11.00	717,965
30000010	Children's Levy Commissioner's Staff Rep	74,214	98,862	3.80	323,372	3.80	330,414	3.80	330,414
<b>TOTAL PART-TIME POSITIONS</b>						3.80	323,372	3.80	330,414
<b>TOTAL LIMITED TERM POSITIONS</b>						0.00	0	0.00	0
<b>GRAND TOTAL</b>						14.80	1,019,060	14.80	1,048,379



This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

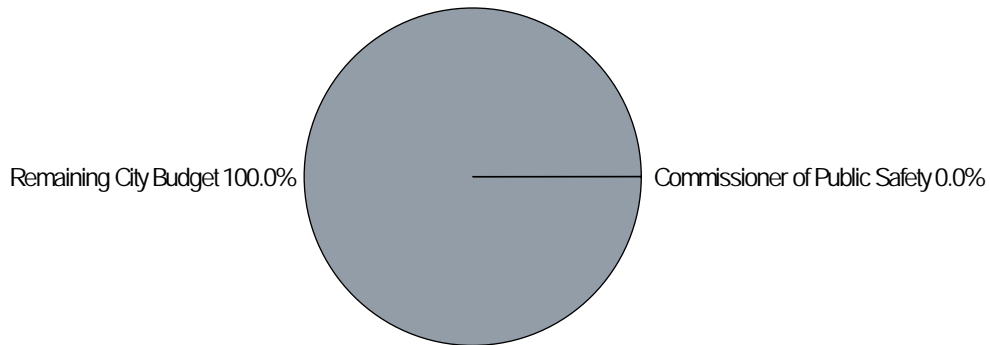
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	16,973,598	0	16,973,598	14.80	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(15,594)	0	(15,594)	0.00	Mandatory reductions
	(1,849)	0	(1,849)	0.00	OMF IA reductions
	1,733	0	1,733	0.00	OMF IA adds
	33,500	0	33,500	0.00	Mental Health Specialist
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	0	50,000	50,000	0.00	Interest income in Children's Investment Fund
	(1,733)	1,733	0	0.00	OMF IA adds
	<b>16,057</b>	<b>51,733</b>	<b>67,790</b>	<b>0.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>17,041,388</b>	<b>14.80</b>	<b>Total Adopted Budget</b>

# Commissioner of Public Safety

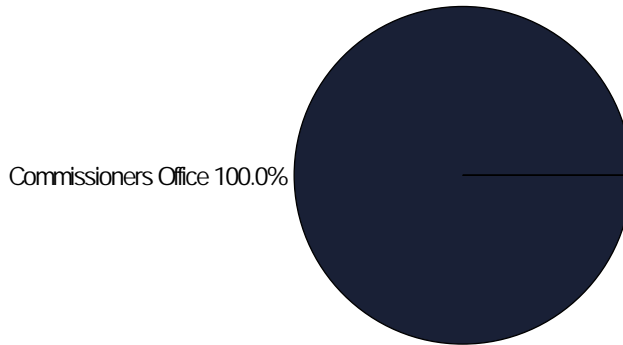
Elected Officials Service Area

Randy Leonard, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



## Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	750,716	777,571	26,855	3.58
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>750,716</b>	<b>777,571</b>	<b>26,855</b>	<b>3.58</b>
Authorized Positions	6.39	6.39	(0.00)	(0.00)

# Bureau Summary

## Bureau Overview

The Commissioner of Public Safety is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The commissioner also provides leadership and management oversight for a portfolio of City bureaus.

**Bureau Assignments** The Commissioner of Public Safety is responsible for the following bureaus:

- ◆ Portland Water Bureau
- ◆ Portland Fire & Rescue
- ◆ Bureau of Hydroelectric Power

In addition, the commissioner has the following liaison responsibilities:

- ◆ Rose Festival Association
- ◆ Regional Water Consortium Board
- ◆ Water Quality Advisory Committee
- ◆ Portland Utility Review Board
- ◆ Design Commission
- ◆ Historic Landmarks Commission
- ◆ Adjustment Committee
- ◆ Building Board of Appeals
- ◆ Taxicab Board of Review
- ◆ Towing Board of Review
- ◆ Multnomah County Animal Control
- ◆ Public Safety Systems Revitalization Project

## Summary of Budget Decisions

**Reduction Packages**    **1.5% Reduction**

The required 1.5% reduction equates to \$5,000. The reduction is achieved by holding a 0.39 FTE Commissioner Administrative Support Specialist position vacant for approximately two months.

### OMF Interagency Adjustments

The packages reflect a net decrease of \$1,126 in interagency costs resulting from Office of Management and Finance's decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

# Commissioner of Public Safety

# Summary of Bureau Budget

## Elected Officials Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Total External Revenues	0	0	0	0	0
<b>Internal Revenues</b>					
General Fund Discretionary	281,430	289,455	318,943	327,198	327,198
General Fund Overhead	408,720	433,497	431,773	450,373	450,373
Total Internal Revenues	690,150	722,952	750,716	777,571	777,571
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$690,150</b>	<b>\$722,952</b>	<b>\$750,716</b>	<b>\$777,571</b>	<b>\$777,571</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	556,891	582,081	624,655	656,431	656,431
External Materials and Services	9,855	22,970	15,911	9,331	9,331
Internal Materials and Services	123,404	117,901	110,150	111,809	111,809
Total Bureau Expenditures	690,150	722,952	750,716	777,571	777,571
<b>Fund Expenditures</b>					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$690,150</b>	<b>\$722,952</b>	<b>\$750,716</b>	<b>\$777,571</b>	<b>\$777,571</b>
<b>Programs</b>					
Administration & Support		0	0	334	0
Commissioner's Office		722,952	750,716	777,237	777,571
<b>Total Programs</b>		<b>\$722,952</b>	<b>\$750,716</b>	<b>\$777,571</b>	<b>\$777,571</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	102,294	102,294	1.00	102,300	1.00	102,300	1.00	102,300
30000004	Commissioner's Admin Support Specialist	36,046	55,494	1.00	50,172	1.00	52,053	1.00	52,053
30000006	Commissioner's Chief of Staff	77,730	103,314	1.00	103,308	1.00	103,308	1.00	103,308
30000005	Commissioner's Staff Rep	45,781	83,658	3.00	192,072	3.00	198,939	3.00	198,939
<b>TOTAL FULL-TIME POSITIONS</b>				6.00	447,852	6.00	456,600	6.00	456,600
30000005	Commissioner's Staff Rep	45,781	83,658	0.39	25,344	0.39	25,344	0.39	25,344
<b>TOTAL PART-TIME POSITIONS</b>				0.39	25,344	0.39	25,344	0.39	25,344
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				6.39	473,196	6.39	481,944	6.39	481,944

**Elected Officials Service Area**

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

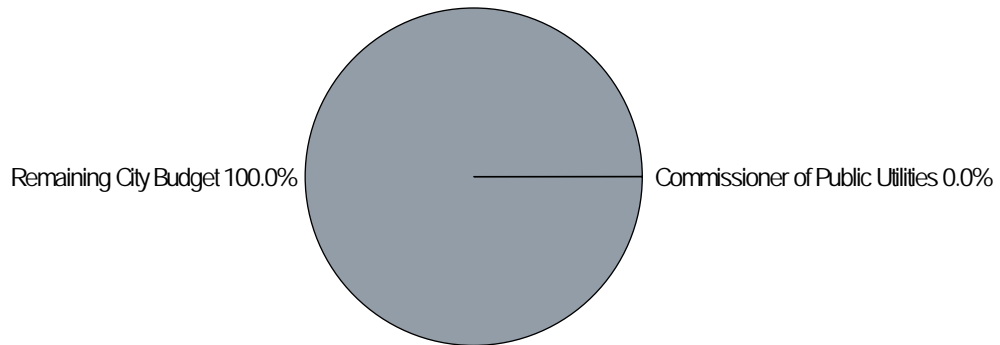
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	783,697	0	783,697	6.39	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(5,000)	0	(5,000)	0.00	Mandatory reductions
	(1,460)	0	(1,460)	0.00	OMF IA reductions
	334	0	334	0.00	OMF IA adds
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	(334)	334	0	0.00	OMF IA adds
	<b>(6,460)</b>	<b>334</b>	<b>(6,126)</b>	<b>0.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>777,571</b>	<b>6.39</b>	<b>Total Adopted Budget</b>

# Commissioner of Public Utilities

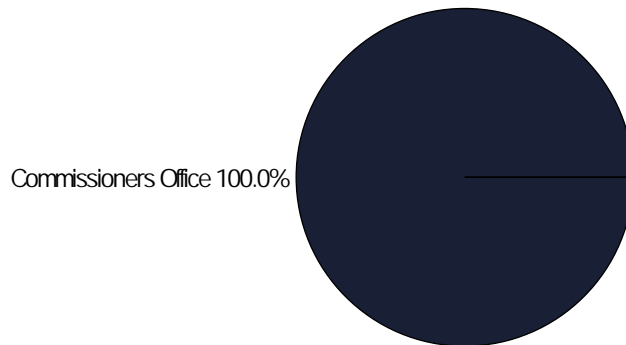
Elected Officials Service Area

Amanda Fritz, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



## Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	852,706	896,340	43,634	5.11
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>852,706</b>	<b>896,340</b>	<b>43,634</b>	<b>5.12</b>
Authorized Positions	9.00	9.00	(0.00)	(0.00)

## Bureau Summary

### Bureau Overview

The Commissioner of Public Utilities is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The commissioner also provides leadership and management oversight for a portfolio of City bureaus.

The priorities of Commissioner Fritz, the Commissioner of Public Utilities, are providing basic services in every neighborhood, expanding living-wage jobs, and promoting community through neighborhood engagement, schools, and parks.

- ◆ Commissioner Fritz is focused on ensuring Portland has 95 safe, livable neighborhoods with basic urban services. She works to provide stable and sufficient funding for emergency services, safe streets, crime prevention, reliable utilities, and livability in every neighborhood. She considers protection of human rights, services for people with disabilities, and community engagement to be basic services.
- ◆ Commissioner Fritz is establishing mechanisms to manage the coordination of improvements associated with the Willamette and Columbia Rivers. She is working on the development of plans to implement them in order to achieve measurable improvements in the natural, built, and economic environments related to the rivers.
- ◆ Commissioner Fritz is committed to continuing her leadership in community engagement, helping citizens, staff, and elected officials work together more constructively, efficiently, and effectively.
- ◆ Commissioner Fritz works with multiple partners across bureaus, portfolios, agencies, and the metro region to improve coordination of planning, funding, and implementation on a wide range of local and regional challenges.

**Bureau Assignments** Commissioner Fritz is responsible for the following bureaus:

- ◆ Bureau of Emergency Communications
- ◆ Office of Healthy Working Rivers
- ◆ Office of Human Relations
- ◆ Office of Neighborhood Involvement

In addition, Commissioner Fritz has the following liaison responsibilities for the City:

- ◆ BOEC Users Group - BOEC Finance Committee
- ◆ Portland Commission on Disability
- ◆ Portland Harbor Superfund
- ◆ Employee Wellness Program
- ◆ Friends of Last Thursday
- ◆ Human Rights Commission
- ◆ Safer PDX Steering Committee (Bazelon Project)



- ◆ Metro Policy Advisory Committee - with Mayor Adams
- ◆ Mt. Hood Cable Regulatory Commission
- ◆ Public Involvement Advisory Committee
- ◆ Sharing Public Sidewalks Advisory Committee
- ◆ Visitor Development Fund Board - with Commissioner Saltzman
- ◆ Blue Ribbon Committee for Harbor ReDi - with Mayor Adams

## **Summary of Budget Decisions**

### **Reduction Packages    1.5% Reduction**

The required 1.5% reduction equates to \$5,136. The reduction is achieved by holding a Commissioner Staff Representative position vacant for approximately one-and-a-half months.

### **OMF Interagency Adjustments**

The packages reflect a net decrease of \$1,599 in interagency costs resulting from Office of Management and Finance's decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

# Commissioner of Public Utilities

## Summary of Bureau Budget

### Elected Officials Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Intergovernmental	0	2,500	0	0	0
Miscellaneous	1,060	0	0	0	0
<b>Total External Revenues</b>	<b>1,060</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	314,985	286,641	317,366	335,644	335,644
General Fund Overhead	421,045	445,903	446,348	467,060	467,060
Interagency Revenue	75,369	74,238	88,992	93,636	93,636
<b>Total Internal Revenues</b>	<b>811,399</b>	<b>806,782</b>	<b>852,706</b>	<b>896,340</b>	<b>896,340</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$812,459</b>	<b>\$809,282</b>	<b>\$852,706</b>	<b>\$896,340</b>	<b>\$896,340</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	646,027	664,172	699,324	757,300	757,300
External Materials and Services	17,296	8,207	22,850	12,881	12,881
Internal Materials and Services	149,136	136,903	130,532	126,159	126,159
<b>Total Bureau Expenditures</b>	<b>812,459</b>	<b>809,282</b>	<b>852,706</b>	<b>896,340</b>	<b>896,340</b>
<b>Fund Expenditures</b>					
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$812,459</b>	<b>\$809,282</b>	<b>\$852,706</b>	<b>\$896,340</b>	<b>\$896,340</b>
<b>Programs</b>					
Administration & Support		0	0	358	0
Commercial Insurance		298	0	0	0
Commissioner's Office		811,226	852,706	895,982	896,340
Housing Production & Preservation		(2,242)	0	0	0
<b>Total Programs</b>		<b>\$809,282</b>	<b>\$852,706</b>	<b>\$896,340</b>	<b>\$896,340</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	102,294	102,294	1.00	102,300	1.00	102,300	1.00	102,300
30000004	Commissioner's Admin Support Specialist	36,046	55,494	3.00	117,603	3.00	120,825	3.00	120,825
30000006	Commissioner's Chief of Staff	77,730	103,314	1.00	99,300	1.00	101,304	1.00	101,304
30000005	Commissioner's Staff Rep	45,781	83,658	4.00	239,208	4.00	243,186	4.00	243,186
<b>TOTAL FULL-TIME POSITIONS</b>				9.00	558,411	9.00	567,615	9.00	567,615
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				9.00	558,411	9.00	567,615	9.00	567,615

**Elected Officials Service Area**

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

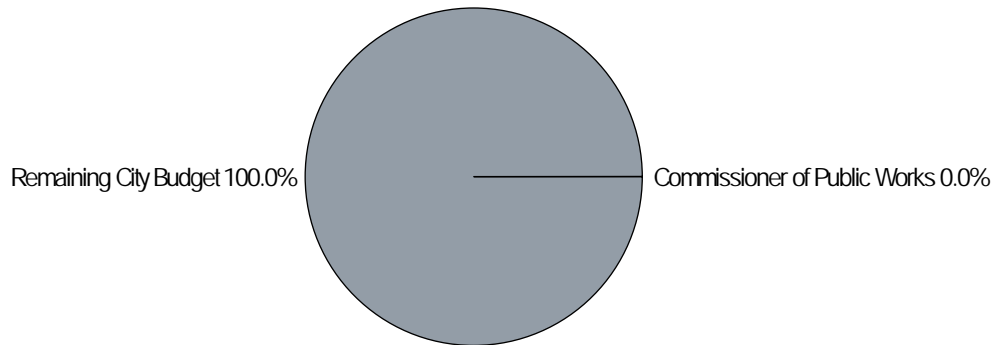
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	903,075	0	903,075	9.00	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(5,136)	0	(5,136)	0.00	Mandatory reductions
	(1,957)	0	(1,957)	0.00	OMF IA reductions
	358	0	358	0.00	OMF IA adds
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	(358)	358	0	0.00	OMF IA adds
	<b>(7,093)</b>	<b>358</b>	<b>(6,735)</b>	<b>0.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>896,340</b>	<b>9.00</b>	<b>Total Adopted Budget</b>

# Commissioner of Public Works

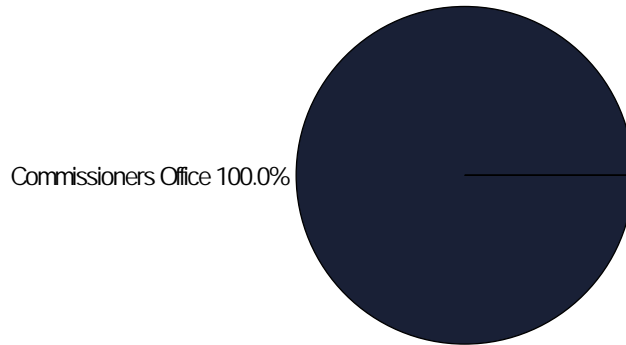
Elected Officials Service Area

Nick Fish, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



## Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	920,148	922,590	2,442	0.27
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>920,148</b>	<b>922,590</b>	<b>2,442</b>	<b>0.27</b>
Authorized Positions	8.80	8.80	(0.00)	(0.00)

## Bureau Summary

### Bureau Overview

The Commissioner of Public Works is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The commissioner also provides leadership and management oversight for a portfolio of City bureaus.

**Bureau Assignments** The Commissioner of Public Works is responsible for the following bureaus:

- ◆ Portland Housing Bureau
- ◆ Portland Parks and Recreation

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Housing Authority of Portland
- ◆ Elders in Action

### Summary of Budget Decisions

**Reduction Packages**     **1.5% Reduction**

The required 1.5% reduction equates to \$5,241. The reductions are taken from seasonal interns (\$3,792) and interagency expenses for cellular phones (\$1,449).

**OMF IA Packages**

The packages reflect a net decrease of \$1,677 in interagency costs resulting from Office of Management and Finance's decision packages. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Total External Revenues	0	0	0	0	0
<b>Internal Revenues</b>					
General Fund Discretionary	323,855	310,211	340,105	342,509	342,509
General Fund Overhead	448,031	466,836	460,043	480,081	480,081
Interagency Revenue	0	39,400	120,000	100,000	100,000
Total Internal Revenues	771,886	816,447	920,148	922,590	922,590
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$771,886</b>	<b>\$816,447</b>	<b>\$920,148</b>	<b>\$922,590</b>	<b>\$922,590</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	610,709	672,343	780,409	784,606	784,606
External Materials and Services	20,945	12,890	15,242	13,378	13,378
Internal Materials and Services	140,232	131,214	124,497	124,606	124,606
Total Bureau Expenditures	771,886	816,447	920,148	922,590	922,590
<b>Fund Expenditures</b>					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$771,886</b>	<b>\$816,447</b>	<b>\$920,148</b>	<b>\$922,590</b>	<b>\$922,590</b>
<b>Programs</b>					
Administration & Support		0	0	332	0
Commissioner's Office		811,619	920,148	922,258	922,590
Support		4,827	0	0	0
Total Programs		\$816,447	\$920,148	\$922,590	\$922,590

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Commissioner of Public Works

## FTE Summary

### Elected Officials Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	102,294	102,294	1.00	102,300	1.00	102,300	1.00	102,300
30000004	Commissioner's Admin Support Specialist	36,046	55,494	1.00	36,396	1.00	37,896	1.00	37,896
30000006	Commissioner's Chief of Staff	77,730	103,314	1.00	98,868	1.00	101,564	1.00	101,564
30000005	Commissioner's Staff Rep	45,781	83,658	5.80	338,390	5.80	348,177	5.80	348,177
<b>TOTAL FULL-TIME POSITIONS</b>				8.80	575,954	8.80	589,937	8.80	589,937
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				8.80	575,954	8.80	589,937	8.80	589,937



This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

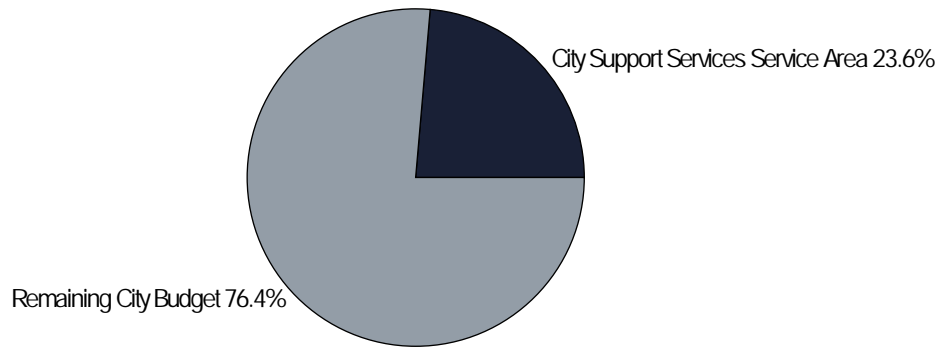
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	929,508	0	929,508	8.80	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(5,241)	0	(5,241)	0.00	Mandatory reductions
	(2,009)	0	(2,009)	0.00	OMF IA reductions
	332	0	332	0.00	OMF IA adds
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	(332)	332	0	0.00	OMF IA adds
	(7,250)	332	(6,918)	0.00	Total FY 2011-12 Decision Packages
			922,590	8.80	Total Adopted Budget



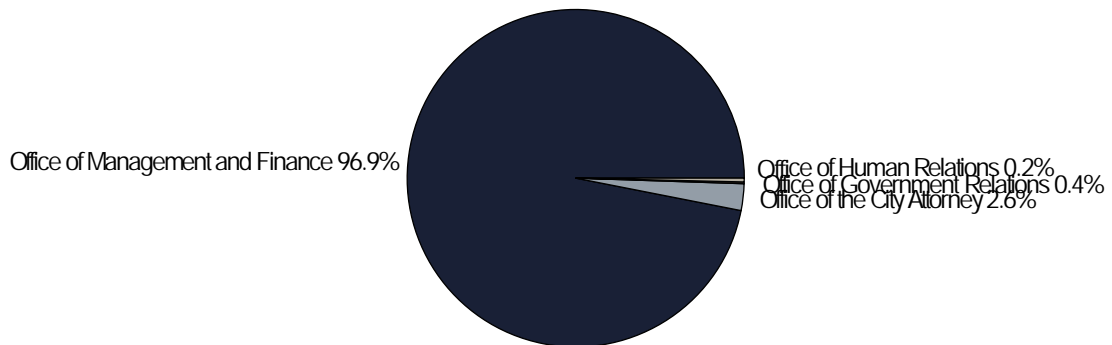
# City Support Services Service Area

- Office of the City Attorney
- Office of Human Relations
- Office of Government Relations
- Office of Management and Finance

Percent of City Budget



Percent of Service Area Budget



## Service Area Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	452,004,223	420,481,352	(31,522,871)	(6.97)
Capital	37,730,173	33,305,901	(4,424,272)	(11.73)
<b>Total Requirements</b>	<b>489,734,396</b>	<b>453,787,253</b>	<b>(35,947,143)</b>	<b>(7.34)</b>
Authorized Positions	739.68	748.28	8.60	1.16

## Service Area Highlights

### Description

The City Support Services service area includes the City's internal support bureaus and all Special Appropriations. The internal support bureaus are the Office of the City Attorney, the Office of Government Relations, the Office of Human Relations, and the Office of Management and Finance (OMF).

### Major Themes

#### Office of the City Attorney

The FY 2011-12 Adopted Budget for the City Attorney's Office is \$9.58 million, an increase of 8.3% from the FY 2010-11 Revised Budget. The budget includes a net reduction of \$5,092 captured from savings in interagency agreements with OMF. The office was held harmless from the 1.5% mandatory reduction packages taken by larger bureaus.

#### Office of Management and Finance

The FY 2011-12 Adopted Budget for the OMF totals \$442.9 million, a decrease of 7.7% from the FY 2010-11 Revised Budget. Significant budgetary actions include 1.5% mandatory budget reductions, funding for the purchase of the Kelly Building, an ADA compliance assessment of City facilities, positions in procurement for the Minority Evaluator program and to support the local and federal stimulus programs, and a position in the Revenue Bureau for enhanced regulatory program enforcement.

Special Appropriations are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit. These include payments to non-City agencies, funding for some City programs, and some City set-asides. Some special appropriations are one-time allocations while others are ongoing.

Special Appropriations in the FY 2011-12 Adopted Budget total \$14.9 million, including \$5.2 million for Compensation Set-aside. Other major items include \$4.0 million for the Regional Arts and Culture Council, \$1.1 million for Downtown Services to keep downtown Portland safe and attractive, \$525,000 for a proposed Office of Equity, \$500,000 for the Future Connect Scholarship program, and \$600,000 for the Crisis Assessment Center.

#### Office of Government Relations

The FY 2011-12 Adopted Budget for the Office of Government Relations is \$1.3 million, an increase of 9.7% from the FY 2010-11 Revised Budget. The budget includes a net reduction of \$2,109 captured from savings in interagency agreements with the Office of Management and Finance. The office was held harmless from the 1.5% mandatory reduction packages taken by larger bureaus. The office received one-time General Fund discretionary funding for a limited term federal assistant position (\$48,000) and for additional costs related to the state moving to annual legislative sessions (\$16,240).

#### Office of Human Relations

The FY 2011-12 Adopted Budget for the Office of Human Relations is \$617,937 and includes 4.0 FTEs. The Adopted Budget includes a net decrease of \$661 due to OMF IA adjustments. The Office of Human Relations will be merged into the proposed new Office of Equity when that office is formed.

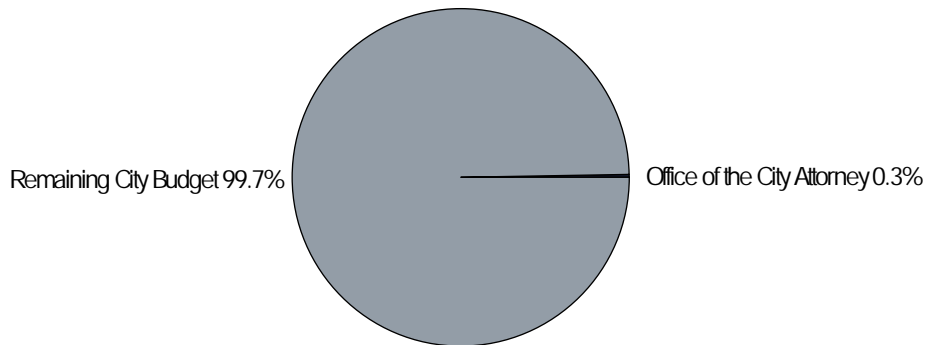
# Office of the City Attorney

City Support Services Service Area

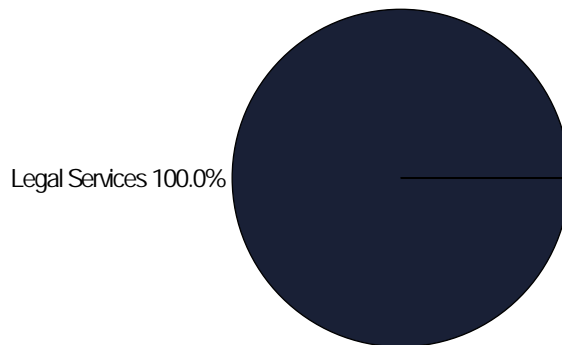
Mayor Sam Adams, Commissioner-in-Charge

Linda Meng, City Attorney

Percent of City Budget



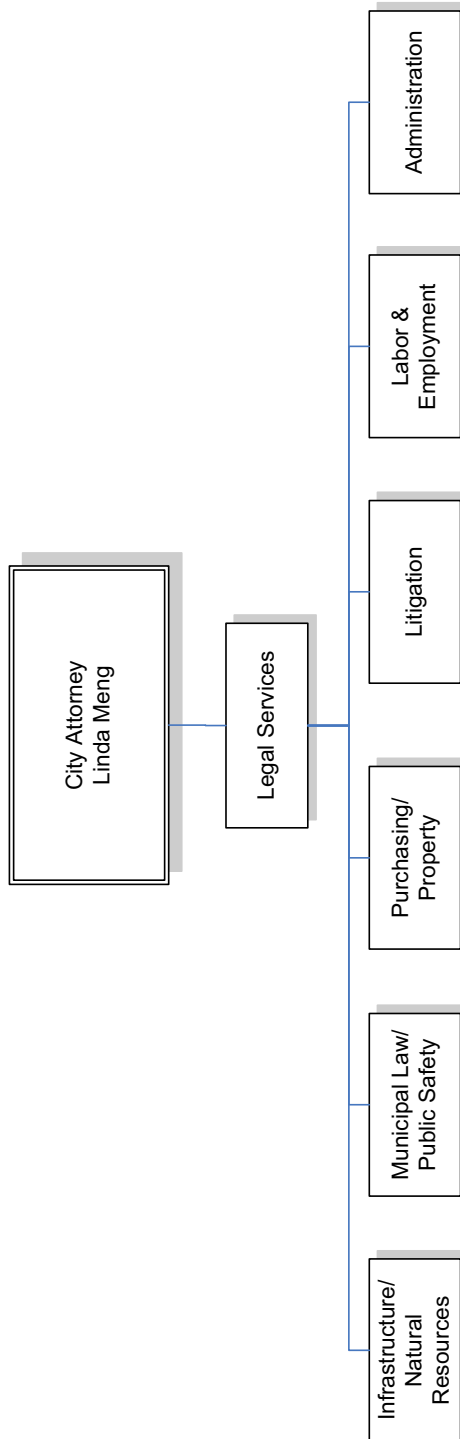
Bureau Programs



Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	8,844,159	9,578,419	734,260	8.30
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>8,844,159</b>	<b>9,578,419</b>	<b>734,260</b>	<b>8.30</b>
Authorized Positions	59.60	57.05	(2.55)	(4.28)

**Office of City Attorney**



## Bureau Summary

### Bureau Mission

To help the City achieve its policy goals in the public interest by providing excellent, objective, timely, and economical legal advice and advocacy, unaffected by politics, personalities, or self-interest.

### Bureau Overview

The City Attorney is appointed by the City Council. The City Attorney provides legal services and programs for the City of Portland. Attorneys and paralegals work with City Council members and their staff to find legally acceptable ways to achieve public objectives.

The office handles work generated by the City Council, City bureaus, employees, and individuals or organizations that bring claims or actions against the City. This work includes defending the City in court, initiating legal actions when appropriate in the public interest, handling other judicial and quasi-judicial matters, negotiating and reviewing contracts, reviewing policies and programs, providing legal advice and counsel, producing formal opinions, and performing any other legal services needed.

Legal obligations are created by the City Code and Charter, state statutes, regulations, administrative requirements, and federal law. In addition, the Oregon State Bar establishes ethical professional requirements that govern lawyers and the work performed for the City and City officials.

The office works on a wide range of subjects, such as constitutional aspects of municipal legislation, personnel and labor law issues, tort claims, workers' compensation, construction contracts and claims, land use litigation and planning, environmental issues, and code enforcement. The office also works on police and public records issues, fire and safety requirements, telecommunications, utilities and license fees, collection of revenues owed to the City, and franchises and contracts. Additional work includes advising, advocating, analyzing, reviewing activities and materials, negotiating agreements, drafting documents and legal instruments, and assisting in policy development and program implementation as requested and needed.

Legal services are affected by decisions made by City government, other governments, and private parties. Legal issues usually originate outside of the direct control of the City Attorney's Office. The office works with Council members and bureau managers to review the legal issues that may be associated with City projects and to assist in the successful completion of these projects.

### Funding Sources and Uses

Interagency agreements with other bureaus and offices for specialized legal work in specific areas represent about 53% of the total operating budget of the City Attorney's Office. The remainder of the budget is supported by General Fund discretionary revenue (18%) and General Fund overhead recovery revenue (29%). Over 84% of the City Attorney's costs are for personal services. The Adopted Budget includes 57.05 FTE.

## Strategic Direction

### Summary

The City Attorney's Office continues to face increasingly complex legal issues and litigation. The City's legal work is usually not optional and must be performed by City lawyers or more expensive outside counsel. The City Attorney's Office continues its efforts to control overall legal costs by minimizing the use of outside counsel and by maximizing the use of paralegal assistants. The office currently is implementing new practice management software that is expected to significantly streamline work and increase efficiency.

### Service Improvement Plan

#### **Provide timely responses to inquires**

The office initiated a 24-hour goal for initial responses to legal inquiries and continues to maintain that goal. When immediate answers cannot be provided, attorneys and staff will work with the client to agree on the timetable for response. Over 80% of clients rated initial response time as positive or very positive in the 2010 Customer Service Survey. However, the office would like to continue improvement in this area. The office is in its second year of the reorganization into practice groups. This has assisted attorneys in giving timely responses by providing additional support through information sharing and cross training. Practice groups will work to develop ways to improve timeliness, including providing additional feedback to clients and requesting feedback from clients as well.

#### **Provide consistent legal advice throughout bureaus and council offices**

The office is in its second year of the reorganization into practice groups. The purpose of the practice groups is to take advantage of the expertise of attorneys in the office and provide opportunities for sharing that knowledge. The groups meet monthly to discuss legal issues and projects generated by City bureaus, which provides additional resources and better consistency for the City. The practice management software system provides information resources that are accessible to all office staff. As the system progresses, information will be more easily and quickly accessible to attorneys and staff and will facilitate consistent responses to inquiries. Progress will be measured through the customer service survey.

#### **Continue providing training to bureaus and council offices**

The office continues to provide high quality legal advice and trainings to guide bureaus and officials and avoid risk. The office plans to increase trainings in ethics, public records and meetings, employment, construction, and tort liability. The office recently created a link on its website for City employees to access training materials and will continue to increase the use of technology and easily accessible media to provide training to bureaus and council offices on matters of general government.



## Summary Of Budget Decisions

### OMF IA Adjustments

#### OMF Interagency Adjustments

The packages reflect a net decrease of \$5,092 in interagency costs resulting from decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's General Fund discretionary allocation was made to balance the decreased costs.

## Legal Services

**Description**                      Legal Services is the sole budget program in the City Attorney's Office. The Legal Services program includes the following personnel: the City Attorney, Chief Deputy City Attorneys, Deputy City Attorneys, Paralegal Assistants, Legal Assistants, and administrative staff. All personnel provide legal work directly to the City Council and City bureau staff. The Legal Services program allows the City Attorney's Office to represent the City in court litigation, administrative proceedings, appeals, and other judicial processes. This program also provides advice, consultation, and research on issues and questions regarding municipal operations and programs, contract negotiations, and training.

**Goals**                                      The Legal Services program supports the City's goal of delivering efficient, effective, and accountable municipal services.

**Performance**                              The cost for legal services in the City Attorney's Office remains significantly lower than outside legal services. The total number of cases in which the City Attorney's Office has represented the City remains high and the complexity of those cases continues to increase.

**Changes to Services and Activities**                      There are no significant changes to the Legal Services program.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		60.50	59.60	57.05	57.05
<b>Expenditures</b>					
Legal Services		8,427,339	8,844,159	9,578,419	9,578,419
<b>Total Expenditures</b>		<u>8,427,339</u>	<u>8,844,159</u>	<u>9,578,419</u>	<u>9,578,419</u>

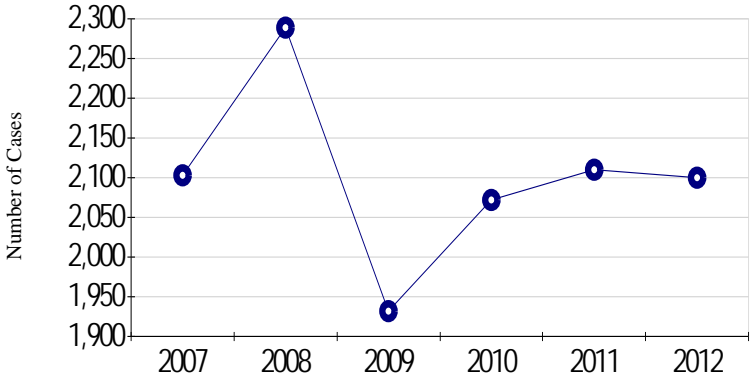
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Hourly Rate	\$144	\$152	\$146	\$161	\$161
<b>Workload</b>					
Litigation Cases	1,932	2,072	2,110	2,100	2,100
Contracts Review and Approval	5,603	6,395	5,960	6,000	6,000
Training hours provided by City Attorney staff to other City staff	187	303	285	300	300

# Performance Measures

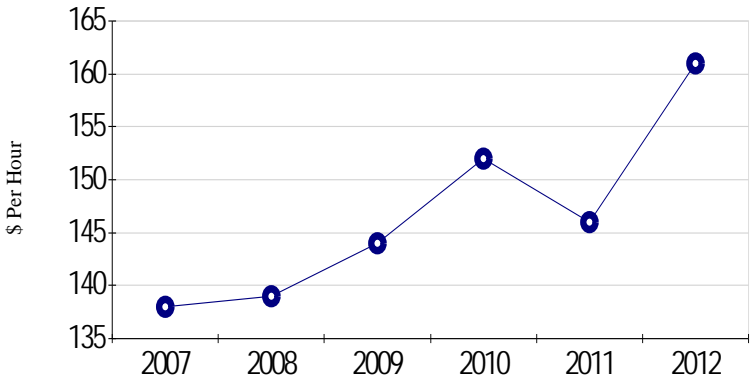
## Litigation Cases Handled

Litigation cases handled include pending cases and new cases filed during the fiscal year. While there is fluctuation in total numbers of cases, the complexity of cases is consistently increasing.



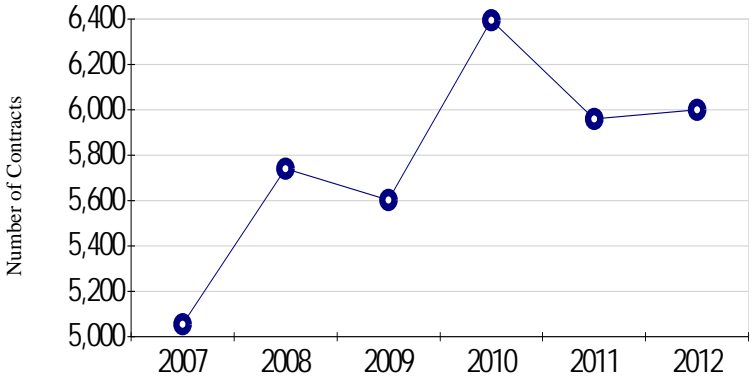
## Hourly Rates

The fully loaded hourly rate includes expenses for staff and materials, and is significantly lower than outside counsel rates. For comparison, the average rate for Oregon attorneys according to the most recent Bar survey is \$250-275 per hour. (Oregon State Bar 2008 Hourly Rates Survey)



## Contracts Reviewed and Approved

Contracts and agreements are reviewed for accuracy, completeness, and legal sufficiency.

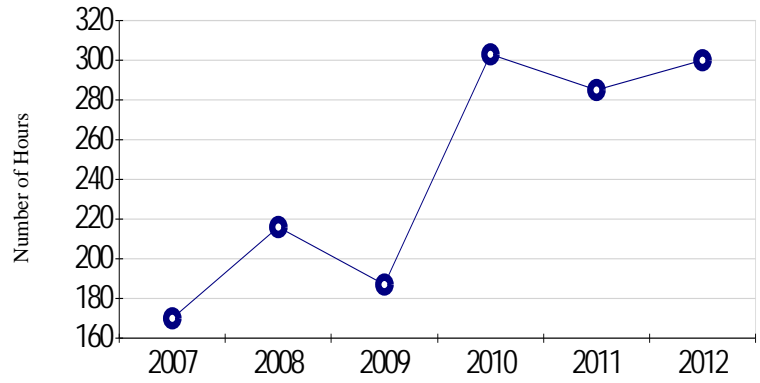


# Office of the City Attorney

## City Support Services Service Area

### Training Hours

City Attorney staff provide Citywide training to assure consistent and coordinated City services and to minimize risks.



	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	3,653	2,109	0	0	0
Miscellaneous	0	151	0	0	0
<b>Total External Revenues</b>	<b>3,653</b>	<b>2,260</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	1,894,324	1,829,648	1,781,135	1,722,115	1,722,115
General Fund Overhead	1,915,850	2,209,030	2,539,320	2,806,711	2,806,711
Interagency Revenue	4,202,438	4,374,506	4,523,704	5,049,593	5,049,593
<b>Total Internal Revenues</b>	<b>8,012,612</b>	<b>8,413,184</b>	<b>8,844,159</b>	<b>9,578,419</b>	<b>9,578,419</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$8,016,265</b>	<b>\$8,415,443</b>	<b>\$8,844,159</b>	<b>\$9,578,419</b>	<b>\$9,578,419</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	6,878,528	7,265,656	7,602,124	8,049,019	8,049,019
External Materials and Services	400,203	370,644	510,463	751,946	751,946
Internal Materials and Services	737,534	779,143	731,572	777,454	777,454
<b>Total Bureau Expenditures</b>	<b>8,016,265</b>	<b>8,415,443</b>	<b>8,844,159</b>	<b>9,578,419</b>	<b>9,578,419</b>
<b>Fund Expenditures</b>					
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$8,016,265</b>	<b>\$8,415,443</b>	<b>\$8,844,159</b>	<b>\$9,578,419</b>	<b>\$9,578,419</b>
<b>Programs</b>					
Legal Services		8,427,339	8,844,159	9,578,419	9,578,419
Neighborhood Inspections		(5,381)	0	0	0
Neighborhood Resource Center		(6,515)	0	0	0
<b>Total Programs</b>		<b>\$8,415,443</b>	<b>\$8,844,159</b>	<b>\$9,578,419</b>	<b>\$9,578,419</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000597	Attorney, Chief Deputy City	101,421	145,205	5.00	662,484	4.80	680,127	4.80	680,127
30000418	Attorney, City	128,294	183,851	1.00	177,986	1.00	182,872	1.00	182,872
30000595	Attorney, Deputy City	85,800	116,293	16.00	1,620,515	15.45	1,680,711	15.45	1,680,711
30000596	Attorney, Sr Deputy City	92,186	128,752	11.00	1,304,584	9.90	1,224,843	9.90	1,224,843
30000440	Business Operations Supervisor	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000568	Financial Analyst, Sr	62,629	83,637	1.00	33,780	0.00	0	0.00	0
30000213	Inf Syst Analyst III-Generalist	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000600	Law Office Administrator	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000591	Legal Assistant	44,533	68,619	8.00	539,220	8.00	541,632	8.00	541,632
30000829	Legal Assistant Supervisor	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000592	Legal Assistant, Sr	54,080	72,051	1.00	64,848	0.90	64,848	0.90	64,848
30000601	Legal Contract Analyst	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000012	Office Support Specialist II	31,138	43,430	2.00	83,732	2.00	86,856	2.00	86,856
30000593	Paralegal	54,080	72,051	2.00	117,336	2.90	186,496	2.90	186,496
30000830	Paralegal Supervisor	62,629	83,637	1.00	75,264	0.90	75,276	0.90	75,276
30000594	Paralegal, Sr	59,634	79,518	2.00	159,048	2.00	159,048	2.00	159,048
<b>TOTAL FULL-TIME POSITIONS</b>									
				55.00	5,283,889	52.85	5,327,801	52.85	5,327,801
30000595	Attorney, Deputy City	85,800	116,293	0.90	83,736	0.80	93,036	0.80	93,036
30000593	Paralegal	54,080	72,051	0.90	43,704	0.80	50,378	0.80	50,378
30000594	Paralegal, Sr	59,634	79,518	1.80	100,531	1.60	127,224	1.60	127,224
<b>TOTAL PART-TIME POSITIONS</b>									
				3.60	227,971	3.20	270,638	3.20	270,638
30000595	Attorney, Deputy City	85,800	116,293	1.00	85,800	1.00	105,000	1.00	105,000
<b>TOTAL LIMITED TERM POSITIONS</b>									
				1.00	85,800	1.00	105,000	1.00	105,000
<b>GRAND TOTAL</b>									
				59.60	5,597,660	57.05	5,703,439	57.05	5,703,439

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

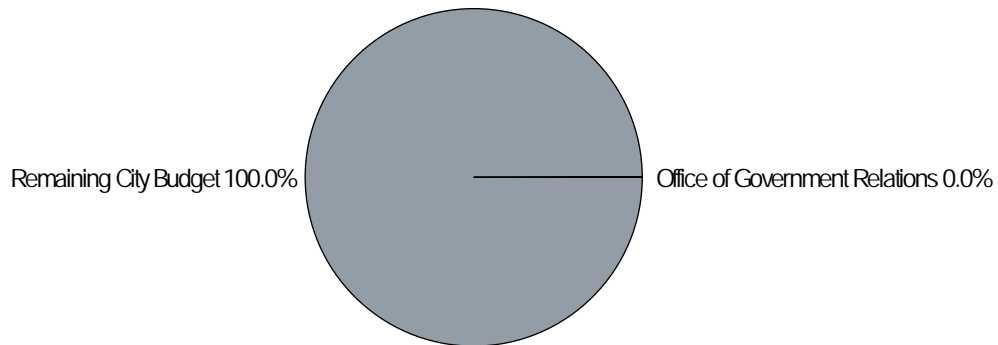
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	9,583,511	0	9,583,511	57.05	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(5,092)	0	(5,092)	0.00	OMF IA adjustments
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	(4,018)	4,018	0	0.00	OMF IA adjustments
	<b>(9,110)</b>	<b>4,018</b>	<b>(5,092)</b>	<b>0.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>9,578,419</b>	<b>57.05</b>	<b>Total Adopted Budget</b>

# Office of Government Relations

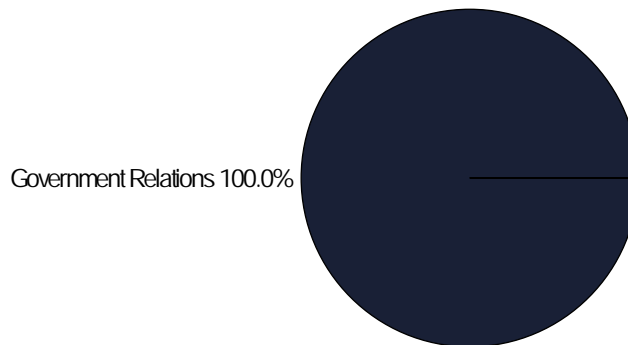
City Support Services Service Area

Mayor Sam Adams, Commissioner-in-Charge  
Martha Pellegrino, Director

Percent of City Budget



Bureau Programs

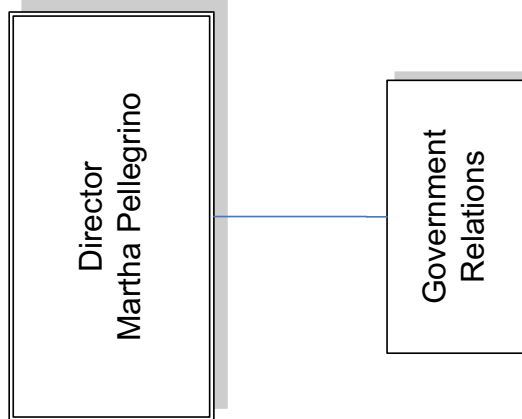


Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	1,202,964	1,319,876	116,912	9.72
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>1,202,964</b>	<b>1,319,876</b>	<b>116,912</b>	<b>9.72</b>
Authorized Positions	7.50	8.00	0.50	6.67



**Office of Government Relations**



## **Bureau Summary**

### **Bureau Mission**

The mission of the Office of Government Relations is to help the City of Portland achieve its legislative policy and funding goals through counsel to City Council and bureaus, effective advocacy to the federal, state, and regional governments, and coordination with other business and governmental partners across the state and throughout the country.

### **Bureau Overview**

The Office of Government Relations provides government representation for all City bureaus, the Portland Development Commission, City Council, and the City Auditor. The office advances City policy goals and initiatives through advocacy to federal, state, and regional governments, and a broad range of non-governmental interests. The office has permanent staff in City Hall and temporary staff in Salem during legislative sessions.

### **Strategic Direction**

#### **Background**

In recent years, the office has elevated its focus at the federal level by coordinating the City's efforts on more federal issues and initiatives. The office has also implemented new strategies for soliciting and integrating public input into the City's legislative agenda building process and has expanded intergovernmental outreach on the City's federal and state legislative agendas. Additionally, the office has increased the City's engagement on state advocacy as a result of coordinating legislative agendas for special sessions in even numbered years. This additional focus and comprehensive approach to government relations was needed to successfully address expanded state and federal legislative policy goals and initiatives.

#### **Bureau Strategic Plan**

The office's strategic plan objective is to successfully advocate for the City's state and federal legislative agendas. This is done through the following four approaches:

- ◆ Intergovernmental Outreach: The Office of Government Relations develops relationships with governments, business leaders, officials, and non-governmental organizations. This effort enhances the City's ability to advocate for, and achieve, its policy goals and initiatives at all levels of government.
- ◆ State Government Advocacy: The office engages council offices, bureaus, and the public to build the City's state legislative agenda. This agenda focuses the City's state legislative efforts during the legislative session. In addition, lobby staff provide advice to Council and bureaus during the legislative interim regarding state agency rule-making, funding decisions, and interim legislative activity.
- ◆ Federal Government Advocacy: The office builds a federal legislative agenda approved by Council to identify the priority policy and funding opportunities for the City before Congress and with federal agencies.

- ◆ **Communication and Advice:** The Office of Government Relations provides City bureaus and Council offices with strategic advice on City policy goals and initiatives and how to achieve those goals through government advocacy.

### **Five-year Horizon**

The passage of annual legislative sessions by the voters in November of 2010 means that the state legislative program will run year-round, with a shorter, and likely more active, interim periods between sessions. The increased level of activity at the state level may mean that the office will need to hire an additional lobbyist in the near future.

**State Legislative Sessions:** The office will begin developing the State Legislative Agenda for the 2012 annual legislative session in August/September 2011. The office will use the interim period that follows to begin development of the 2013 regular legislative session. In February/March 2012, lobby staff will work from the Salem office for the annual legislative session; the annual sessions will require additional resources to cover expenses for City staff to work from the Salem offices for the months of February and March 2012.

**Fiscal Years 2012-2016 Federal Agenda and Advocacy:** The office will develop federal agendas every year for the next four years by soliciting the priorities from the Council offices and bureaus. The agenda will include appropriations for each federal fiscal year, policy issues for the 112th and 113th Congresses, the SAFETEA-LU Reauthorization (surface transportation reauthorization bill), and the Water Resources Development Act. This program includes lobbying activity by the City's federal representative in Washington D.C., the director of the Office of Government Relations, City Council, and City bureau staff.

## **Service Improvement Plan**

### **Coverage of State Legislative Issues**

The ambitious agenda that the City Council and bureaus seek at the state level will fully occupy the lobby staff during the interim. The Office of Government Relations received one-time funding in the Adopted Budget for an additional position to focus on federal legislative issues, which should allow the director to focus more on the state legislative session. Funding this position on an ongoing basis would allow for deeper research and analysis and faster service to the Council offices and bureaus.

### **Bill Tracking and Response**

The growing number of state bills in combination with the inadequate bill tracking system has made bill tracking inefficient and prone to error. It also requires additional staff time in Salem. In the next fiscal year, the office will update this technology, if funding allows.

### **Agenda Development**

The agenda development process involved public input earlier in FY 2010-11. This process can be improved for the next regular legislative session to ensure the community has the opportunity to identify issues and that the process is transparent and efficient for staff.

# Office of Government Relations

## City Support Services Service Area

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### Customer Service

The office will continue to strive to meet a high level of customer service for Council offices and the bureaus, as well as the City's external customers. The office will aim to produce a customer service survey in the fall of 2011 to evaluate the office's customer relations efforts.

## Summary of Budget Decisions

### OMF IA Adjustments

#### OMF Interagency Adjustments

The packages reflect a net decrease of \$2,109 in interagency costs resulting from decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's General Fund discretionary allocation was made to balance the decreased costs.

### Add Packages

#### Federal Assistant

The Adopted Budget includes \$48,000 of one-time General Fund discretionary resources for a limited term federal legislative assistant position. The position assists with the preparation and implementation of the City's federal legislative agenda. The position is primarily responsible for federal research, analyzing federal legislation, drafting federal correspondence, monitoring legislation, and preparing advocacy materials.

#### Annual Legislative Sessions

The Adopted Budget includes \$16,240 of one-time General Fund discretionary resources to cover additional expenses related to annual sessions at the Oregon State Legislature which will run 35 business days in even numbered years beginning in 2012.

# Government Relations

<b>Description</b>	The Government Relations program provides government representation for all City bureaus, the Portland Development Commission, the City Council, and the City Auditor.
<b>Goals</b>	The program supports the City goal of delivering efficient, effective, and accountable municipal services.
<b>Performance</b>	The program does not expect any significant changes in its performance measures in FY 2011-12.
<b>Changes to Services and Activities</b>	The Adopted Budget includes additional one-time resources to expand the program's federal legislative advocacy and to cover annual sessions at the state legislature.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		7.00	7.50	8.00	8.00
<b>Expenditures</b>					
Government Relations		1,159,653	1,202,964	1,319,876	1,319,876
<b>Total Expenditures</b>		<u>1,159,653</u>	<u>1,202,964</u>	<u>1,319,876</u>	<u>1,319,876</u>

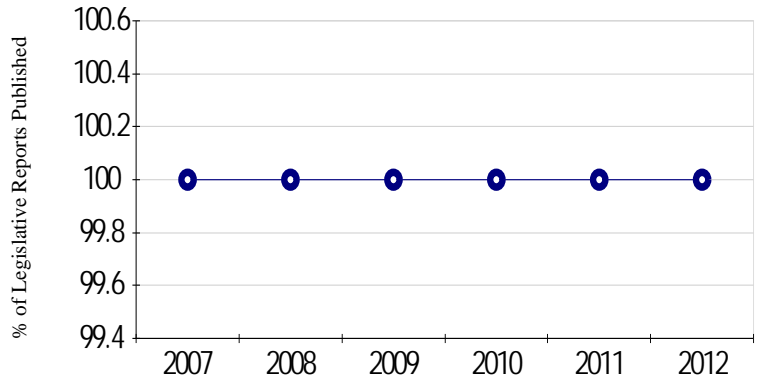
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Legislative Reporting	100%	100%	100%	100%	100%
Percent of Targeted Legislators Contacted	100%	100%	100%	100%	100%

# Performance Measures

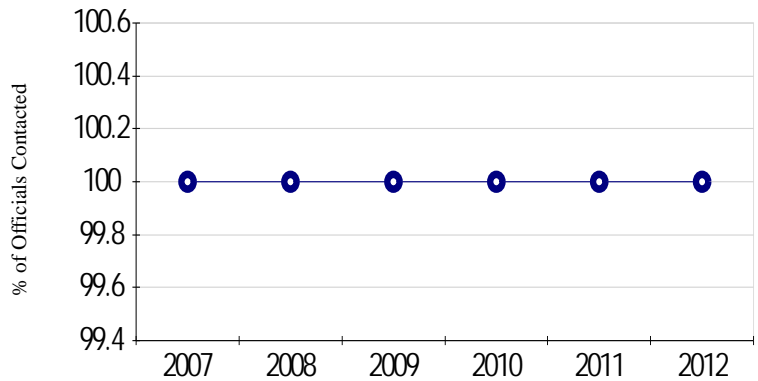
## % of Legislative Reports Published

The Office of Government Relations will produce a Legislative Package for City Council review and adoption before the biennial legislative session, and a report on the results of that package following the session.



## Legislative Outreach

Government Relations will continue with its outreach efforts before, during, and following legislative sessions.



	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Total External Revenues	0	0	0	0	0
<b>Internal Revenues</b>					
General Fund Discretionary	520,544	432,980	483,718	566,117	566,117
General Fund Overhead	618,778	652,488	646,975	669,430	669,430
Interagency Revenue	68,351	71,415	72,271	84,329	84,329
Total Internal Revenues	1,207,673	1,156,883	1,202,964	1,319,876	1,319,876
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$1,207,673</b>	<b>\$1,156,883</b>	<b>\$1,202,964</b>	<b>\$1,319,876</b>	<b>\$1,319,876</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	765,118	708,354	760,892	841,004	841,004
External Materials and Services	290,709	299,945	289,327	346,866	346,866
Internal Materials and Services	151,846	148,584	152,745	132,006	132,006
Total Bureau Expenditures	1,207,673	1,156,883	1,202,964	1,319,876	1,319,876
<b>Fund Expenditures</b>					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$1,207,673</b>	<b>\$1,156,883</b>	<b>\$1,202,964</b>	<b>\$1,319,876</b>	<b>\$1,319,876</b>
<b>Programs</b>					
Commissioner's Office		368	0	0	0
Government Relations		1,159,653	1,202,964	1,319,876	1,319,876
Land Use Services		(3,139)	0	0	0
<b>Total Programs</b>		<b>\$1,156,883</b>	<b>\$1,202,964</b>	<b>\$1,319,876</b>	<b>\$1,319,876</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

**City Support Services Service Area**

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	58,716	1.00	60,726	1.00	60,726
30000005	Commissioner's Staff Rep	45,781	83,658	2.00	109,071	2.00	112,630	2.00	112,630
30000414	Government Relations Director	101,421	163,426	1.00	124,587	1.00	129,693	1.00	129,693
30000498	Government Relations Lobbyist	74,214	98,862	3.00	267,314	3.00	276,062	3.00	276,062
<b>TOTAL FULL-TIME POSITIONS</b>				7.00	559,688	7.00	579,111	7.00	579,111
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
30000005	Commissioner's Staff Rep	45,781	83,658	0.50	22,890	1.00	55,176	1.00	55,176
<b>TOTAL LIMITED TERM POSITIONS</b>				0.50	22,890	1.00	55,176	1.00	55,176
<b>GRAND TOTAL</b>				7.50	582,578	8.00	634,287	8.00	634,287



This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

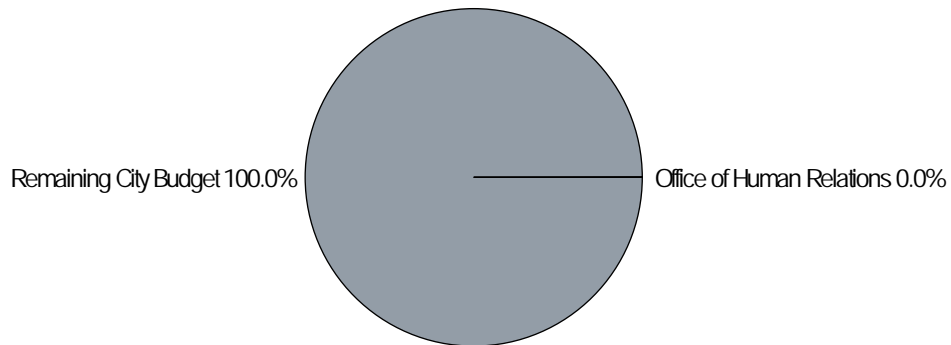
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	1,257,745	0	1,257,745	7.00	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(2,109)	0	(2,109)	0.00	OMF IA adjustments
	0	48,000	48,000	1.00	Federal assistant position
	0	16,240	16,240	0.00	Annual legislative sessions
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	(225)	225	0	0.00	OMF IA adjustments
	<b>(2,334)</b>	<b>64,465</b>	<b>62,131</b>	<b>1.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>1,319,876</b>	<b>8.00</b>	<b>Total Adopted Budget</b>

# Office of Human Relations

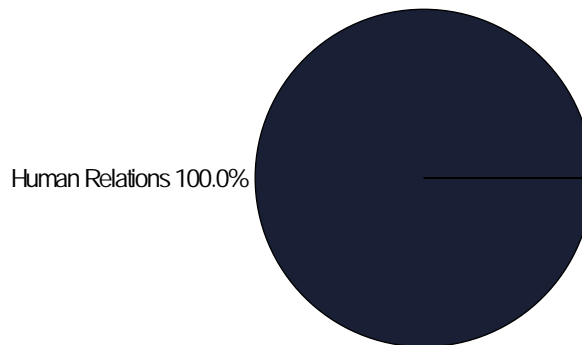
City Support Services Service Area

Amanda Fritz, Commissioner-in-Charge  
Vacant, Director

Percent of City Budget



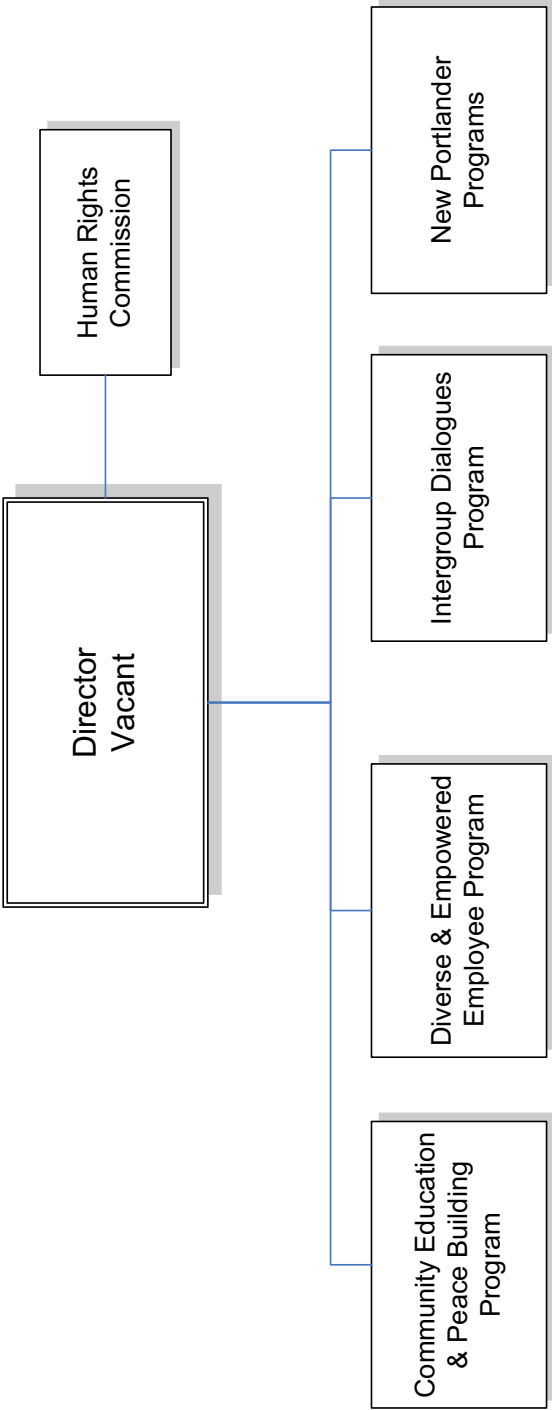
Bureau Programs



## Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	551,509	617,937	66,428	12.04
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>551,509</b>	<b>617,937</b>	<b>66,428</b>	<b>12.04</b>
Authorized Positions	4.00	4.00	0.00	0.00

Office of Human Relations



## **Bureau Summary**

### **Bureau Mission**

As stated in City Code 23.01.010: "The City of Portland is committed to improving the lives of all its residents and strives to eliminate discrimination based on race, religion, color, sex, marital status, national origin, age, mental or physical disability, sexual orientation, gender identity or income levels because such discrimination poses a threat to the health, safety, and general welfare of the residents of Portland and the foundation of our community." The office and Human Rights Commission are dedicated to ensuring that the intent and spirit of the City Code is honored.

### **Bureau Overview**

The Office of Human Relations (OHR) is currently being considered in this year's budget as dissolving and being reformed into the new Office of Equity. The Human Rights Commission (HRC), an independent commission devoted to issues of human rights, is currently staffed by the OHR but support for the commission will be transferred to the new Equity Office, at the time it is created.

### **Strategic Direction**

#### **Service Improvement Plan**

The bureau will focus on the following strategic goals in FY 2011-12:

- Assist the HRC in implementing its strategic plan and programmatic goals. The HRC will continue to expand upon the successes of the Community and Police Relations Committee. The HRC will work to develop its communications and messaging in FY 2011-12.
- Provide leadership on human rights education and peace building in Portland. This program will continue to expand its Human Rights Education program to deliver presentations on strategic and emerging issues of human rights and equity.
- Facilitation of Inter-group Dialogues. The office will continue the inter-group dialogue discussions with existing staff from ONI and OHR.
- Facilitate opportunities for Portland to integrate newcomers into the economic, cultural, and political life of the city. The New Portlander program is staffed by one FTE and is continuing to serve newcomers to communities in the city. Measurement tools have are being developed that can evaluate the reach and impact of the program. The New Portlander program is currently in the process of appointing a leadership advisory committee to guide program priorities.

### **Summary of Budget Decisions**

The Office of Human Relations' budget appropriation for FY 2011-12 is \$617,937.

#### **OMF IA Adjustments**

The packages reflect a net decrease of \$661 in interagency costs resulting from decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's General Fund discretionary allocation was made to balance the decreased costs.

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## Budget Notes

### Office of Equity

The Office of Equity will be established in FY 2011-12 and funded with a combination of \$525,000 in new ongoing General Fund Discretionary resources and \$617,937 of existing resources currently budgeted in the Office of Human Relations. An ordinance establishing the new office, and a work plan, must be approved by Council before the \$525,000 of new resources can be expended on staff, materials and services, and related costs. However, up to \$100,000 of the new funding may be used to assist with the development of the structure and operations of the new office. Beginning in FY 2012-13, the Office of Equity will be considered for funding through the General Fund overhead model, with the General Fund Overhead Committee making a recommendation to Council in the FY 2011-12 Fall Budget Monitoring Process. Any overhead metrics necessary for the new office will be approved by the General Fund Overhead Committee.

## Human Relations

**Description**

The Office of Human Relations manages five activity areas, or subprograms, which are described in detail below:

- ◆ The Human Rights Commission is a 15 member volunteer entity appointed by City Council to protect human rights and promote understanding, inclusion and justice for all who live, work, play, worship, and travel in Portland. The HRC oversees three ongoing committees including the Community and Police Relations committee, the Committee on Intergroup Understanding, and the Executive Committee.
- ◆ The New Portlander program works toward providing greater equity and inclusion for newcomer communities through opportunities that honor the social and cultural capital that new Portlanders contribute. The program uses targeted strategies to connect City bureaus to community organizations, businesses, and faith communities that serve newly settled Portlanders with the ultimate outcome of addressing interests and needs of those newly settled.
- ◆ The Education and Peace Building program goals are to provide education on local and global human rights issues and facilitate Portlanders' exploration and connecting around social justice issues. Current projects include the Human Rights Film and Dialogue series, education on strategic and emerging issues, and the "Everything You Ever Wanted To Know About Islam, But Were Afraid To Ask" dialogue.
- ◆ The Inter-group Dialogues program is a series of facilitated conversations between community members from different social identity groups that either have a history of conflict or potential conflict with one another. Dialogues occur over a period of time during which participants examine commonalities and differences and identify ways in which group identity affects their behavior and opportunities in society.
- ◆ Diverse and Empowered Employees program (DEEP) is a volunteer-led employee organization that assists the City of Portland in creating and enhancing a supportive and inclusive environment. DEEP offers mentoring and networking opportunities to the City's diverse workforce through nine affinity groups. DEEP also hosts regular educational events to expand employee awareness of diversity issues. The Office of Human Relations provides financial oversight to DEEP.

**Goals**

The Office of Human Relations' programs support the City goals of improving community livability and delivering efficient, effective, and accountable municipal services.

**Performance**

The HRC has established the goal of developing nine policy recommendation or reports on human rights issues in FY 2011-12. The New Portlander program has established the goals of reaching 3,000 people and conducting 40 educational presentations in FY 2011-12. The Education and Peace Building program has established the goals of 90% of program participants reporting increased levels of awareness or learning, achieving 500 participants in education program activities,

and sponsoring 20 educational events in FY 2011-12. The Intergroup Dialogue program has established the goals of 90% of program participants experiencing satisfaction, conducting ten dialogues on race or racism, and achieving 120 program participants. The DEEP program has established the goal of 15 educational events in FY 2011-12.

### Changes to Services and Activities

No changes are currently planned for OHR in FY 2011-12, although the establishment of the new Office of Equity may impact OHR services and activities.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		4.00	4.00	4.00	4.00
<b>Expenditures</b>					
Human Relations		671,692	551,509	87,012	87,012
Human Relations Administration		0	0	53,909	53,909
Human Relations DEEP		0	0	15,183	15,183
Human Rights Commission		0	0	110,580	110,580
Human Rights Education		0	0	95,907	95,907
Intergroup Dialogues		0	0	145,422	145,422
New Portlander Program		0	0	109,924	109,924
<b>Total Expenditures</b>		<b>671,692</b>	<b>551,509</b>	<b>617,937</b>	<b>617,937</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Number of Educational Actions for Human Rights (policy recommendations, reports, events)	NA	3	9	9	9
Number of participants reached, New Portlander Program Annually	NA	2,700	3,540	3,000	3,000
Number of New Portlander program partnerships annually	NA	15	10	10	10
Number of Human Rights educational events annually	NA	7	14	20	20
Number of Human Rights Education program participants reached annually	NA	140	693	500	500
Percent of Human Rights Education program participants reporting increased learning	NA	NA	98%	90%	90%
Number of Intergroup Dialogue program participants annually	NA	42	62	120	120
Number of DEEP Affinity Groups	NA	9	9	10	10
Number of DEEP participants, annually	NA	500	500	500	500
Percent of Intergroup Dialogue Participants satisfied with experience	NA	NA	86%	90%	90%
<b>Efficiency</b>					
Number of hours contributed to advocacy/policy development	NA	1,239	1,974	2,000	2,000
Value of volunteer time of the Human Rights Commission members	NA	\$22,178	\$41,158	\$41,000	\$41,000
Hours contributed by volunteer facilitators, Intergroup Dialogues	NA	1,188	640	640	640
Value of volunteer time annually, Intergroup Dialogues	NA	\$21,265	\$13,344	\$30,024	\$30,024
Percent of bureau costs allocated to administration	NA	NA	NA	20%	20%

# Office of Human Relations

## City Support Services Service Area

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Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Number of educational presentations, New Portlander program	NA	17	34	40	40
Number of Hours contributed to equity and policy consultations annually	NA	NA	327	200	200
Number of Intergroup Dialogues conducted on race/racism annually	NA	5	5	10	10
Number of DEEP educational events, annually	NA	15	15	15	15



	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Total External Revenues	0	0	0	0	0
<b>Internal Revenues</b>					
General Fund Discretionary	414,715	666,231	551,509	617,937	617,937
Total Internal Revenues	414,715	666,231	551,509	617,937	617,937
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$414,715</b>	<b>\$666,231</b>	<b>\$551,509</b>	<b>\$617,937</b>	<b>\$617,937</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	322,179	393,195	422,754	422,473	422,473
External Materials and Services	51,517	248,167	90,087	156,713	156,713
Internal Materials and Services	41,019	24,869	38,668	38,751	38,751
Total Bureau Expenditures	414,715	666,231	551,509	617,937	617,937
<b>Fund Expenditures</b>					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$414,715</b>	<b>\$666,231</b>	<b>\$551,509</b>	<b>\$617,937</b>	<b>\$617,937</b>
<b>Programs</b>					
Housing Production & Preservation		(5,461)	0	0	0
Human Relations		671,692	551,509	617,937	617,937
<b>Total Programs</b>		<b>\$666,231</b>	<b>\$551,509</b>	<b>\$617,937</b>	<b>\$617,937</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

**City Support Services Service Area**

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	55,500	1.00	57,579	1.00	57,579
30000493	Community Outreach & Informtn Rep, Sr	59,634	79,518	1.00	64,980	1.00	67,200	1.00	67,200
30000929	Human Relations Director	92,186	128,752	1.00	103,144	1.00	107,372	1.00	107,372
<b>TOTAL FULL-TIME POSITIONS</b>				3.00	223,624	3.00	232,151	3.00	232,151
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
30000464	Program Coordinator	59,634	79,518	1.00	63,744	1.00	65,914	1.00	65,914
<b>TOTAL LIMITED TERM POSITIONS</b>				1.00	63,744	1.00	65,914	1.00	65,914
<b>GRAND TOTAL</b>				4.00	287,368	4.00	298,065	4.00	298,065

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	618,598	0	618,598	4.00	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(672)	0	(672)	0.00	OMF IA reductions
	11	0	11	0.00	OMF IA adds
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	(11)	11	0	0.00	OMF IA add correction to one-time
	(672)	11	(661)	0.00	Total FY 2011-12 Decision Packages
			617,937	4.00	Total Adopted Budget

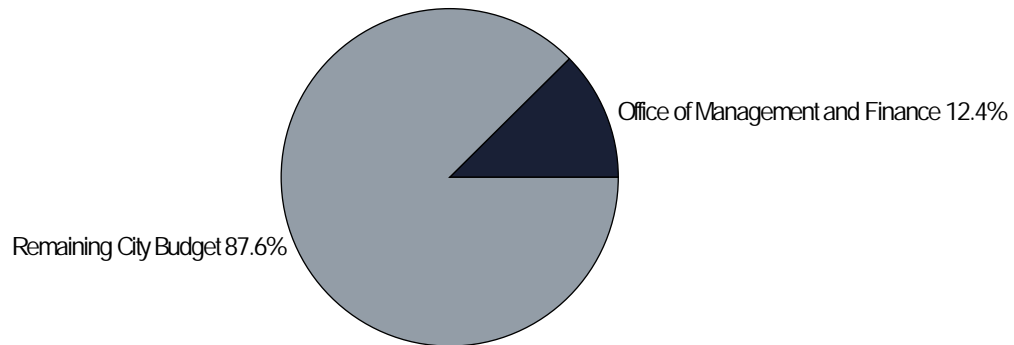
# Office of Management and Finance

City Support Services Service Area

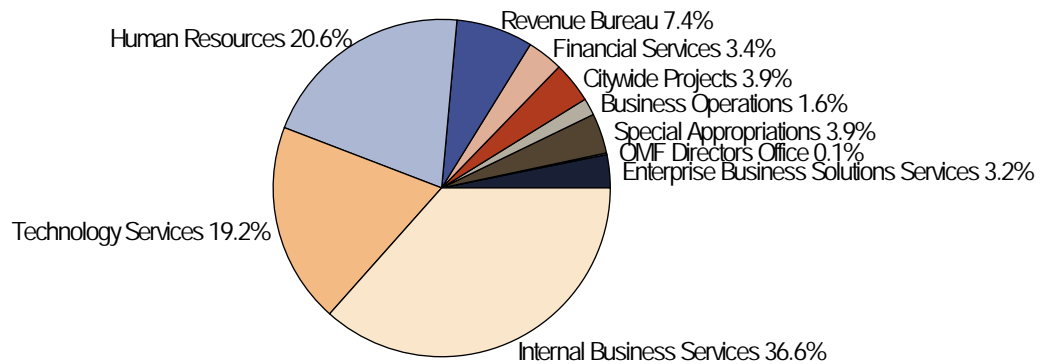
Mayor Sam Adams, Commissioner-in-Charge

Jack D. Graham, Chief Administrative Officer

Percent of City Budget



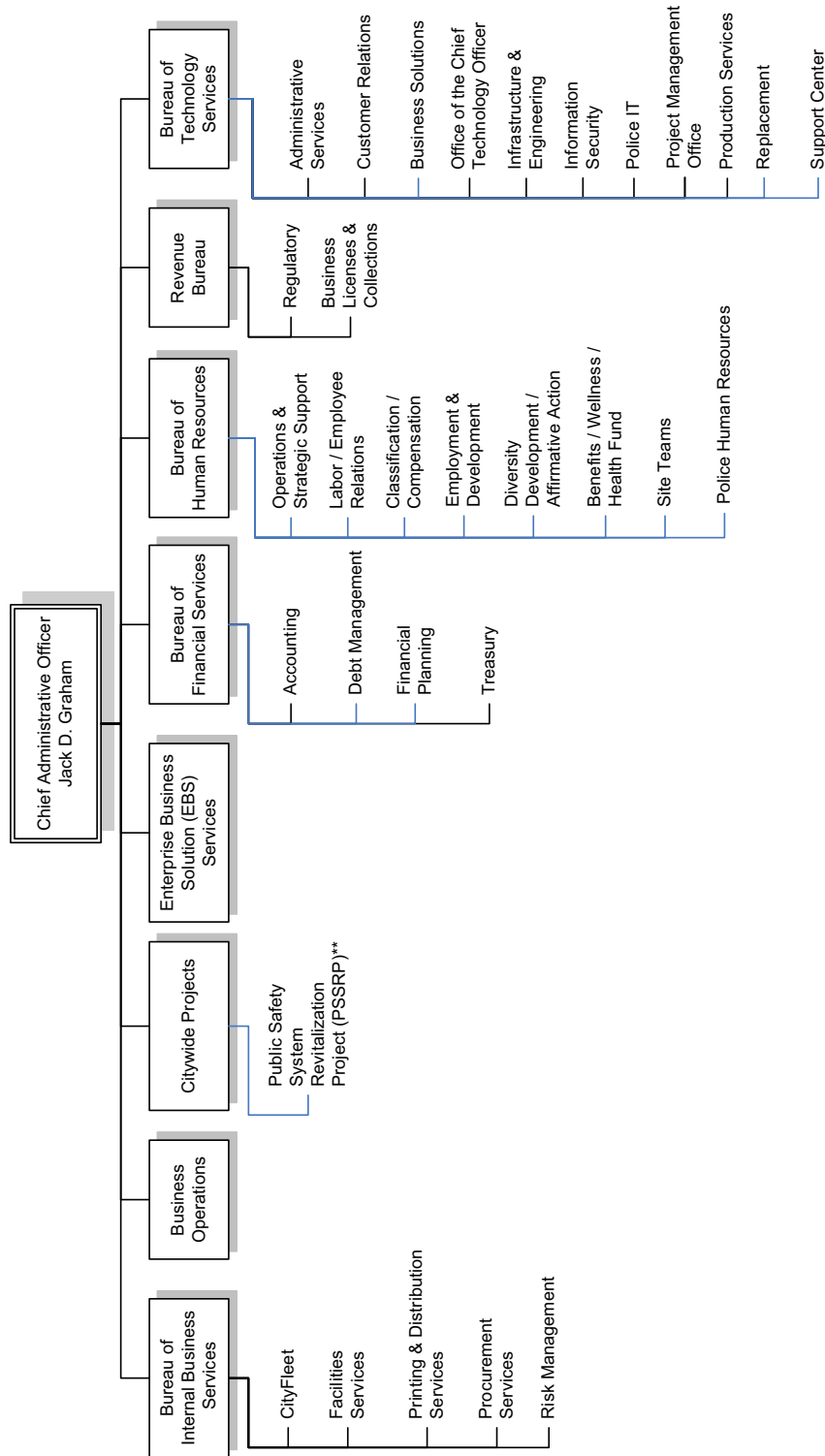
Bureau Programs



Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	441,957,100	409,583,057	(32,374,043)	(7.32)
Capital	37,730,173	33,305,901	(4,424,272)	(11.73)
<b>Total Requirements</b>	<b>479,687,273</b>	<b>442,888,958</b>	<b>(36,798,315)</b>	<b>(7.67)</b>
Authorized Positions	672.58	683.23	10.65	1.58

Office of Management & Finance



\*\* The PSSRP reports to an Executive Steering Committee, Chaired by Carmen Merlo, the Director of POEM.

## **Bureau Summary**

### **Bureau Mission**

Managing the City's fiscal, human, physical, and technological resources to deliver high quality services to the City and the community.

### **Bureau Overview**

**Services to the City** The Office of Management and Finance (OMF) is overseen by the City's Chief Administrative Officer (CAO) and provides core central services necessary for the operation of the City of Portland government. OMF also provides services to other government agencies such as the 800 MHz Public Safety Radio System, Integrated Regional Network Enterprise (IRNE), Portland Police Database System (PPDS), Multnomah County Business Income Tax collection, and Printing and Distribution. OMF consists of the bureaus of Financial Services (BFS), Human Resources (BHR), Internal Business Services (BIBS), Revenue, Technology Services (BTS), the divisions of Business Operations and Enterprise Business Solution (EBS), and special projects.

**Summary of Resources** OMF is funded through a combination of resources. Approximately half of OMF's funding is through interagency charges to other City bureaus. Interagency revenue primarily includes charges for Technology Services, EBS Services, CityFleet, Facilities, Printing and Distribution, and Risk Management. In FY 2011-12, only 10% of OMF's budget is funded through General Fund discretionary resources, mainly to fund portions of Financial Services, Human Resources, Business Operations, Procurement Services, and Revenue. Other resources to OMF include general obligation (GO) bond proceeds for the Fire & Rescue GO Bond Construction Fund, the Public Safety GO Bond, user fees for the Spectator Facilities Fund, and payroll charges for the Health Insurance fund. Financial Services also receives some interagency revenues for Debt Management, and Treasury recovers its costs through a reduction in interest earnings distributed to bureaus and from fees paid in support of the deferred compensation program. Most OMF internal service funds also have outside agency customers.

**Chief Administrative Office** In addition to Citywide responsibilities and managing OMF to ensure cost effective administrative and support services, the Chief Administrative Officer is responsible for providing the Mayor and City Council with accurate and timely information and analysis on a wide array of financial and policy issues.

**Bureau of Financial Services** The Bureau of Financial Services provides financial management services to the City in areas such as financial reporting and planning, treasury, debt issuance, accounting, payroll, budget process management and publication, and grants management. The division is managed by the Chief Financial Officer (CFO).

<b>Bureau of Human Resources</b>	The Bureau of Human Resources is responsible for management of the City's human resources systems including administrative rules and procedures, and is responsible for assisting City bureaus to recruit, develop, and retain a competent and high-quality workforce. The bureau also manages employee benefits, the Health Insurance Fund, classification and compensation, labor relations, and workforce training.
<b>Bureau of Internal Business Services</b>	The Bureau of Internal Business Services manages a range of core internal services critical to meeting City business needs such as facilities, fleet, printing, procurement, and risk management. These services are offered Citywide.
<b>Revenue Bureau</b>	The Revenue Bureau is responsible for consolidated revenue collection efforts. Revenue programs issue permits, enforce regulations, and collect several additional types of revenue including business license tax, transient lodging tax, and business property management.
<b>Bureau of Technology Services</b>	The Bureau of Technology Services provides strategic planning and management of the City's communications-related and information technology equipment and systems. BTS provides expert and cost effective communications and information technology services to the City and regional partners, promoting interoperability. BTS is managed by the Chief Technology Officer (CTO).
<b>Business Operations</b>	The Division provides an array of financial management, communications, policy development, and project management services to OMF bureaus and divisions, citywide projects, and City Council offices. The division performs financial analysis and management of all OMF funds as well as coordinating and administering OMF-wide initiatives and projects.
<b>Enterprise Business Solution</b>	Enterprise Business Solution provides ongoing support for the integrated EBS/SAP system, which serves every City bureau and its financial and human resources systems. The division manager reports to the CAO.
<b>Citywide Projects</b>	Within Citywide projects is the Public Safety Systems Revitalization Project (PSSRP), which replaces aging public safety technology systems that support critical citywide needs. PSSRP will ensure enhanced regional interoperability. The CAO serves in an advisory role for this project and OMF administratively supports this project.

## **Strategic Direction**

<b>OMF Goals</b>	OMF's strategic goals include: <ul style="list-style-type: none"><li>◆ Ensure long-term financial health. Strengthen the City's financial position, maintain assets, and plan prudently for the future</li><li>◆ Enhance customer service. Continuously improve communications and focus on helping customers achieve their goals</li><li>◆ Foster a knowledgeable and diverse workforce. Support an inclusive workplace and create opportunities for employees to grow and develop</li></ul>
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# Office of Management and Finance

## City Support Services Service Area

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- ◆ Continuously improve business processes. Initiate business improvements, including those that implement better business practices, effectively using technologies, support sustainability efforts, and create efficiencies

By focusing on these strategic directions, OMF will continue to provide key internal support to the City Council goal to deliver efficient, effective, and accountable municipal services and to council initiatives.

### Citywide and Major Initiatives

Current Citywide and OMF initiatives include:

- ◆ Providing sound financial and policy guidance to support services in an economic recession
- ◆ Developing the City workforce to meet current and future challenges
- ◆ Expanding the City's effective use and implementation of SAP technology
- ◆ Implementing the OMF 2010-12 Strategic Plan
- ◆ Leading efforts to manage the use of technology to meet business needs
- ◆ Providing new opportunities for the public to learn about the City's budget
- ◆ Implementing new online services for business, employees, and the public
- ◆ Managing and maintaining Citywide assets
- ◆ Providing leadership and staff support for the Public Safety Systems Revitalization Program and staff support for the new Public Safety GO Bond Independent Citizen Committee

### Service Improvement Plan

#### Maximizing the City's investment in SAP

The Office of Management and Finance's goal is to improve the City's proficiency in using SAP and to plan for future functionality. The current plan to achieve these goals includes increasing staff in EBS to support current stabilization efforts, continuing to improve staff knowledge and skills with individual training plans, developing an approach to resolve implementation challenges, and developing a plan for new functionality implementation.

#### Create a strategic direction for OMF for FY 2010-12

The office plans to implement OMF's 2010-12 Strategic Plan action items in FY 2011-12. The plan includes communicating the new OMF mission, values, and goals, and developing an approach to track progress made on action items

#### Develop internal capacity

The office plans to develop internal capacity to take on new roles and challenges by implementing employee development activities and communicating more tools to help hiring managers build and manage a diverse organization. In addition, they will provide OMF-wide training opportunities for employees.

## Summary of Budget Decisions

### OMF Interagency Adjustments for General Fund Bureaus and Divisions

The packages reflect a net decrease of \$44,946 in interagency costs resulting from decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's General Fund discretionary allocation was made to balance the decreased costs.



<b>Reserve Reductions</b>	<p>One-time reductions to the reserves in OMF's internal services funds totals \$1,296,290. This money will be transferred to customer funds.</p> <p><b>Operating reserves</b></p> <ul style="list-style-type: none"><li>◆ Bureau of Technology Services \$80,487</li><li>◆ Insurance and Claims \$41,531</li><li>◆ Workers' Compensation \$40,329</li><li>◆ Facilities Services \$518,248</li><li>◆ CityFleet \$133,545</li><li>◆ Printing and Distribution \$82,150</li></ul> <p><b>Other reserves</b></p> <ul style="list-style-type: none"><li>◆ Printing and Distribution Capital Reserve \$200,000</li><li>◆ Printing and Distribution Technology Reserve \$200,000</li></ul>
<b>Bureau of Financial Services</b>	<p><b>Debt Management Reduction</b></p> <p>The package reduces \$8,540 of ongoing interagency revenues and external materials and services expenses.</p> <p><b>Public Finance and Treasury Reduction</b></p> <p>The package reduces \$17,094 of ongoing interest income revenues and external materials and services expenses.</p> <p><b>Financial Planning and Accounting Reduction</b></p> <p>The package reduces \$37,791 of ongoing General Fund discretionary support for the annual public outreach survey that collects citizen feedback on budget related issues.</p> <p><b>Budget Mapping and Performance Management</b></p> <p>The package continues one-time support for a 0.40 limited term position, and related materials and services expenses, to work on the City's geographic budget mapping effort and enhanced performance management work. The package is supported with \$62,950 of interagency revenues from all bureaus in the City.</p>
<b>Bureau of Human Resources</b>	<p><b>Professional Services Reduction</b></p> <p>The package reduces \$54,302 of ongoing General Fund discretionary support for contractual services in the Employment and Development and Diversity Development programs.</p>
<b>Bureau of Internal Business Services</b>	<p><b>Reduce Police Bureau Usage of Retail Fuel</b></p> <p>This package reduces ongoing costs associated with Portland Police Bureau usage of retail fuel cards by \$63,945.</p>

#### **Reduce Overtime and Facility Costs**

This package reduces overtime and facility costs at the Kerby Garage by \$28,260 due to a change in shift scheduling.

#### **Adjust Police Life-cycle for Lieutenant Vehicles**

This action will adjust the Police Lieutenant vehicles from a five-year to seven-year replacement cycle, because these vehicles have not been used in severe duty. This will generate a saving of \$43,200.

#### **City Hall Security Costs Reduction**

This action will reduce the security costs for City Hall by \$20,000 through contracting efficiencies and changes to the scope of work in the new contract.

#### **Portland Building Discretionary Maintenance Project Reduction**

This package will reduce the amount for unbudgeted minor maintenance projects in the Portland Building. These projects do not include emergency or safety projects. The projected saving is \$85,000.

#### **Unfilled Position Vacancy in Printing & Distribution**

This package will leave a Reproduction Operator I vacant in FY 2011-12. There is no negative impact on operations anticipated at this time. This will generate savings of \$58,061.

#### **Reduce External Materials & Services in Procurement Services**

This package will reduce the Bureau of Procurement Services appropriation for external materials & services by \$12,751.

#### **Flu Clinics To Serve Average Number of Employees**

This package will reduce the estimated cost of the flu shots in FY 2011-12 to match with the average costs that the City has experienced for this service in recent years. The projected savings is \$15,000.

#### **Risk Management Training, Travel, and Subscription Reduction**

This action will reduce the Risk Management Division's appropriation for training, travel, and subscription by \$8,440.

#### **ADA Compliance Assessment of City Facilities**

This action provides \$373,096 in interagency revenue to fund the first phase of the Citywide ADA Compliance Assessment project. This effort is required for the City to remain in compliance with federal requirements of Title II of the Americans with Disabilities Act. The total cost of the project is currently estimated at \$776,000 and will be completed in FY 2013-14.

**Purchase Kelly Building**

This package will provide \$751,486 in General Fund one-time funding toward the purchase the Kelly Building located at 4747 E. Burnside Street from Multnomah County. The Police Bureau Traffic Division currently occupies half of the facility and the County has announced its intention to sell the building. If the building is sold, it could be very disruptive and potentially expensive for the Traffic Division to relocate.

**Restore Previously Cut Project Manager**

This package will provide \$89,208 to restore a previously cut project manager position to complete the current backlog of funded projects. The position will be funded by project management fees.

**Minority Evaluator Program Staff**

This action will provide \$129,167 in interagency revenue to extend one limited term position in the Bureau of Procurement Services to support the Minority Evaluator Program (MEP). The program was adopted by Council in 2009 and it requires that all evaluation panels for Requests for Proposals include at least one minority community member.

**Local Stimulus/ARRA Contract Compliance Staffing**

This package authorizes \$162,720 in interagency revenue to extend two limited term positions in the Bureau of Procurement Services for the next two fiscal years (FY 2011-12 and 2012-13) to manage the increased workload caused by the Federal American Recovery and Reinvestment Act (ARRA) and the local stimulus efforts initiated by City Council in 2009.

**Revenue Bureau****Salary Savings**

The package reduces \$61,583 of ongoing General Fund discretionary support. The reduction will be achieved through salary savings from employee turnover and lower-cost new hires.

**Enhanced Regulatory Program Enforcement**

The package adds a new full-time permanent position to enhance the bureau's ability to collect user fees from the City's towing services contract and special events fees. The position will be funded with \$83,000 of additional regulatory revenues resulting from rate increases for these two services.

**Leaf Removal Program**

The package converts a limited term position to permanent in response to the Bureau of Transportation (PBOT) Leaf Fee program's approval for ongoing funding. The position will be funded through an interagency agreement with PBOT.

# Office of Management and Finance

## City Support Services Service Area

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### Bureau of Technology Services

#### Reduce Professional Services in Bureau of Technology Services

This action will reduce the bureau's appropriation for professional services by \$181,335.

#### Part-time Employee Expense Reduction

This action will reduce the interagency agreement BTS has with the Parking Fund to support the computing equipment at various SmartPark garages. BTS will reassign staff from other activities to continue support for this equipment. The projected savings is \$57,000.

#### Salary Savings

This \$245,808 reduction would be achieved by holding several positions vacant in FY 2011-12.

### Business Operations

#### Salary Savings

The package reduces \$21,187 of ongoing General Fund discretionary support. The reduction will be achieved through salary savings by holding a Community Service Aide position vacant.

### Enterprise Business Solution

#### Reduce Professional, Technical, and Expert Services

This action will reduce the EBS appropriation for Professional, Technical & Expert (PTE) Services by \$118,186 as part of the Citywide 1.5% required budget reduction. The reduction represents approximately 10% of the total appropriation in this category for FY 2011-12.

### Citywide Projects - PSSRP

#### Public Safety Systems Revitalization Project

The package reduces \$11,509 of ongoing General Fund discretionary support. The reduction will be achieved through savings in the project's external materials and services budget.

### Special Appropriations

Please refer to the Special Appropriation Division for information on the section.

## Budget Notes

### PSSRP and BTS

The Public Safety Systems Revitalization Project (PSSRP), in consultation with Bureau of Technology Services staff, shall begin crafting sustainment plans for the projects remaining in PSSRP's portfolio, including the human and financial resources necessary for the successful and continuous operation and maintenance of those projects. PSSRP shall report back to Council by January 1, 2012 with initial operations and maintenance estimates for the remaining projects. In addition, PSSRP shall continuously update the plans as the projects become more fully developed and more information about operation and maintenance needs are available.

<b>Enterprise Business Solution</b>	The Office of Management and Finance will work with City bureaus to document efficiencies resulting from the effective use of SAP and how those efficiencies improved service delivery. The first priority for any identified savings will be to reinvest those resources to fund future automation projects that will further increase operational efficiency.
<b>General Fund target adjustments for FY 2012-13</b>	<p>Council directs the Office of Management and Finance to increase General Fund current appropriation level targets for the following bureaus in FY 2012-13:</p> <ul style="list-style-type: none"><li>◆ Bureau of Emergency Communications - \$1,052,692 for additional costs to operate and maintain the new Computer Aided Dispatch system.</li><li>◆ Multiple bureaus - Out-year increases in all approved labor contracts.</li><li>◆ Portland Police Bureau - \$1,785,000 for ten consecutive years for the repayment of a \$15,000,000 bond to support the construction of a public safety training center. OMF, Portland Police Bureau, and Portland Parks &amp; Recreation are directed to return to Council in the Fall BMP with the refined project timeline, cost estimates, comprehensive financing strategies, and a report on the prospects for private/public partnerships for this project.</li></ul>
<b>Capital Budgeting Process</b>	Council directs the Office of Management and Finance to establish a taskforce to review the citywide Capital Improvement Project (CIP) budget documents and processes. The taskforce will generate recommendations to improve the public transparency and accountability of the documents and process. The taskforce will include members of the Financial Planning Division, Public Utility Review Board, one representative each from the major infrastructure bureaus' Budget Advisory Committees, the Auditor's Office, one representative from the Public Involvement Advisory Council, and appropriate representatives from the major infrastructure bureaus which include Portland Water Bureau, Bureau of Environmental Services, Portland Bureau of Transportation, Portland Parks and Recreation and the Office of Management and Finance. A report is due back to Council by November 1, 2011, so that changes can be incorporated into the FY 2012-13 budget process.
<b>ADA Compliance</b>	Council directs Commissioner Fritz to provide the oversight of the compliance activities related to the Americans with Disabilities Act. The budgeted appropriation for these activities will remain within the Office of Management & Finance - Facilities Services.
<b>PURB Review</b>	Council directs the Office of Management and Finance to work with the Portland Water Bureau, Bureau of Environmental Services, and the Bureau of Planning and Sustainability, to develop a process for the members of the Portland Utility Review Board to review mid-year budget monitoring process changes.
<b>Financial Policies</b>	Council directs the Office of Management and Finance to develop a citywide financial policy outlining guidelines for what should and should not be included in the rates of rate-dependent City bureaus, with a particular focus on the Portland Water Bureau and Bureau of Environmental Services rates.

## Office of Management and Finance

### City Support Services Service Area

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**Overhead Model** Council directs the Office of Management and Finance to update the General Fund Overhead Model. Updates to the model may include adjustments to cost pools, bureau metrics, and allocation methodologies. A report to Council outlining the changes to the model will be delivered to Council during the FY 2011-12 Fall Budget Monitoring Process. Upon receipt of the report, Council may authorize General Fund target adjustments for FY 2012-13 as recommended in the report.

**Office of Cable and Franchise Management Funding** Council directs Financial Planning to add sustainable levels of funding to the FY 2012-13 forecast to replace the one-time funds (i.e. litigation and audit funds) of the Office of Cable Communication and Franchise Management. Financial Planning and the Office of Cable Communication and Franchise Management will provide adequate accountability to separate its materials and services to prevent the comingling of these funds.

**BES - PBOT Maintenance Services Interagency** The City Auditor's December 2010 audit of the \$19 million interagency agreement, in which the Bureau of Transportation provides sewer maintenance services for the Bureau of Environmental Services, suggests the possibility of a first-year savings to ratepayers of \$1.7 million and \$1 million a year following if those maintenance services are performed in-house at the Bureau of Environmental Services.

City Council directs the Bureau of Environmental Services, the Bureau of Transportation, and the Office of Management and Finance to retain an independent consultant during the 2011 calendar year that will recommend efficiencies to the interagency agreement.

**Office of Equity** The Office of Equity will be established in FY 2011-12 and funded with a combination of \$525,000 in new ongoing General Fund Discretionary resources and \$617,937 of existing resources currently budgeted in the Office of Human Relations. An ordinance establishing the new office, and a work plan, must be approved by Council before the \$525,000 of new resources can be expended on staff, materials and services, and related costs. However, up to \$100,000 of the new funding may be used to assist with the development of the structure and operations of the new office. Beginning in FY 2012-13, the Office of Equity will be considered for funding through the General Fund overhead model, with the General Fund Overhead Committee making a recommendation to Council in the FY 2011-12 Fall Budget Monitoring Process. Any overhead metrics necessary for the new office will be approved by the General Fund Overhead Committee.

## Capital Budget

### Capital Planning & Budgeting

**Capital Planning Process** The capital planning process is closely tied to OMF's overall asset management program, which drives the capital projects in the Capital Improvement Plan (CIP) and the Major Maintenance (MM) projects in OMF's five-year plan.

Projects in the CIP and MM plans are developed with input from internal and external customers, as well as staff who maintain the infrastructure. OMF works closely with its customers to understand their businesses and how their assets support and serve their work objectives. Projects found in these plans also address Council's established goals, objectives, and policies.

### **Facilities**

CIP projects for new or relocated facilities, including those for the Bureau of Fire and Rescue, are the result of considerable planning and collaboration with bureaus and citizens, and adhere to City Council decisions and directives. They keep City facilities useful and adaptive to the changing needs of local government.

### **Technology**

Programs in the Bureau of Technology Services (BTS) are selected through a management review group, which serves to coordinate related items. Priority is given to items that support clear business needs of BTS and its customers.

Since BTS is responsible for most all City information technology and communications infrastructure, the primary coordination opportunities are in the areas of network improvements and storage management. Fiber network improvements are planned through joint participation of Telecommunications and Network Engineering personnel. Fiber construction is coordinated through a cooperative agreement with TriMet and the Oregon Department of Transportation (with the active participation of the Bureau of Transportation) and direct discussions with the Water Bureau and the Bureau of Environmental Services. Production Services and Production Engineering teams worked together to develop integrated plans providing disk storage resources to meet anticipated demand.

### **Enterprise Business Solution**

In November 2010, EBS began planning for future maintenance and enhancements to SAP through the road mapping process. Division staff met with Bureau users and consultants to identify potential expansions of the current system and new future functionality. The road map report completed in FY 2010-11 will guide the EBS governance committees in capital planning over the next several years.

### **Financial Forecast Overview**

This plan includes projects funded from a variety of sources.

- ◆ Portland Fire and Rescue facilities' projects are funded from General Obligation (GO) bonds authorized by voters in November 1998 and November 2010.
- ◆ The Emergency Coordination Center will be funded through Facilities Services Fund debt financing, cash from Water and BTS, and GO bonds.
- ◆ Vehicle replacement rates charged to bureaus via CityFleet interagency service agreements fund vehicle replacement projects.
- ◆ Risk Management rates and money set aside in the BTS Fund will fund the project to replace the Risk Management Information System (RMS).
- ◆ BTS CIP programs include a number of projects funded from BTS reserves.
- ◆ PSSRP projects are funded through a General Fund debt financing; cash from the General and BTS funds; and GO bonds.

# Office of Management and Finance

## City Support Services Service Area

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### Asset Management and Replacement Plans

The OMF CIP includes four categories of capital projects:

- ◆ Replacement projects replace assets at the end of their useful lives. Due to the nature of these assets they are on regular replacement schedules. Examples include: CityFleet vehicle replacement and BTS technology equipment replacement projects. These projects are generally funded by interagency rates charged to customers.
- ◆ New assets in support of growing City programs whose current assets do not meet their functional requirements. Examples include: an ECC for the Office of Emergency Management, a new management information system for Risk Management, and the PSSRP projects. These projects are funded with one-time resources or debt financings.
- ◆ Major renovations or new construction of assets that have become outdated due to new code requirements, new functional requirements, and deferred maintenance and renovations. Examples include the renovation of Portland Fire & Rescue's Station 18 and the replacement of Station 31. Fire facilities projects are funded with a voter approved GO bond. Other projects are funded with one-time resources or debt financings.
- ◆ Expansion of the City's infrastructure to accommodate growing demand. Examples include expansion of the City's Integrated Regional Networking Enterprise (IRNE). Generally these projects are funded out of fund reserves.

These replacement and new construction projects are one part of OMF's asset management program. The other part is the regular major maintenance of assets. These major maintenance projects do not meet the definition of capital expenses, so they are not included in this plan; however, they are included in the OMF five-year plan.

## Capital Programs & Projects

The OMF CIP is organized around the following divisions and programs structure:

### *Technology Services*

- ◆ Telecommunications
- ◆ Production Services
- ◆ Network Engineering and Support
- ◆ 800 MHz Radio Engineering

### *Internal Business Services*

- ◆ Facilities Services
- ◆ CityFleet
- ◆ Risk Management

### *Citywide Projects*

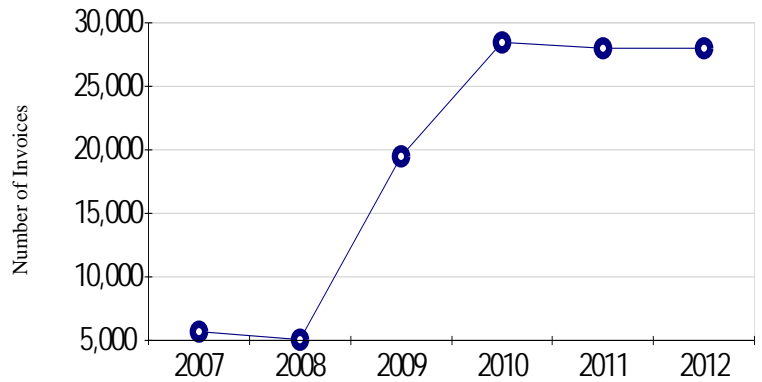
- ◆ PSSRP



## Performance Measures

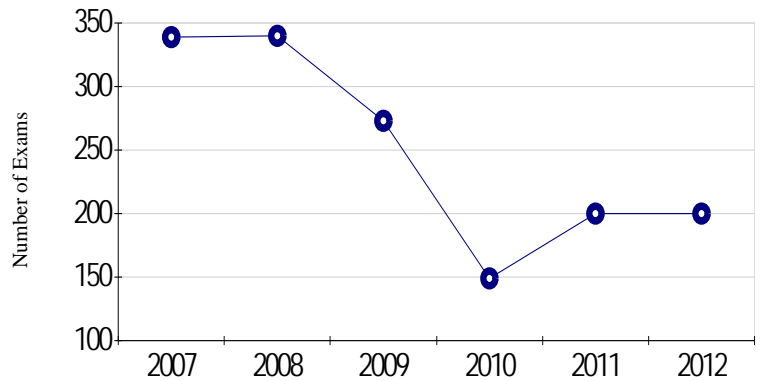
### Accounts Receivable Invoices Issued

Due to the implementation of the Enterprise Business Solution, SAP, accounts receivable invoices are now recognized for all transactions within the new system. This resulted in a dramatic increase in invoices issued, allowing better tracking of expenditures.



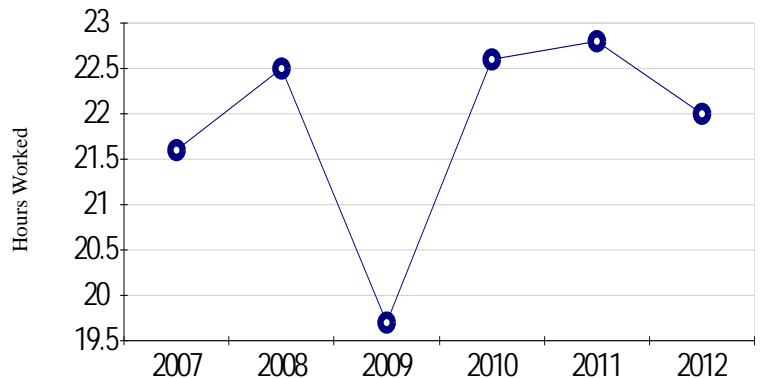
### Number of Recruitments

The number of recruitments decreased during recent years. Due to current financial conditions, the number of recruitments is likely to remain constant going forward.



### Percent of MWESB Hours Worked

The percent of minority/women contractor hours worked on City construction contracts has risen in recent years, but is expected to decline slightly in FY 2010-11.

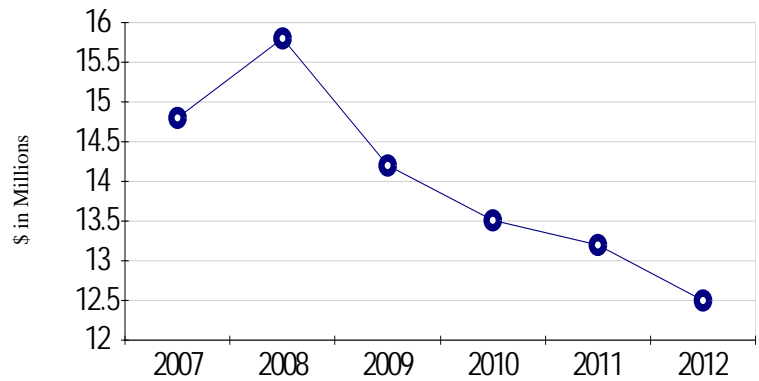


# Office of Management and Finance

## City Support Services Service Area

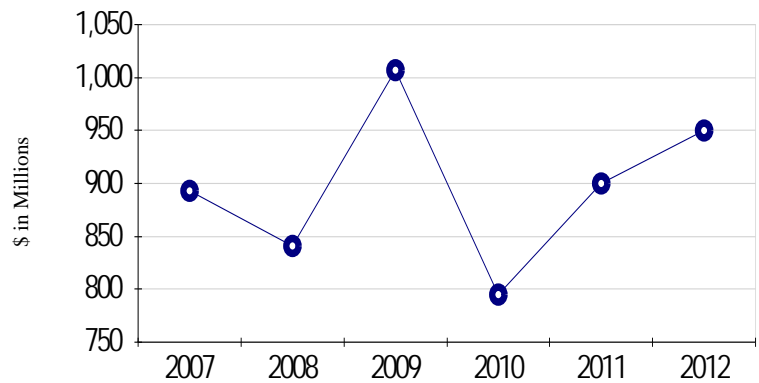
### Procurement Card Use

The use of procurement cards for less paper intensive purchasing increased steadily prior to the implementation of SAP. Due to the paperless processing implemented with SAP, card use is now on a downward trend.



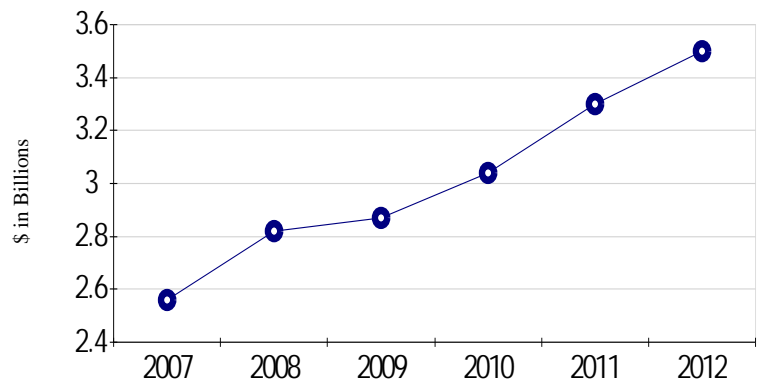
### Investment Portfolio

The size of the investments managed by the Treasury has grown as a result of growth in City revenues.



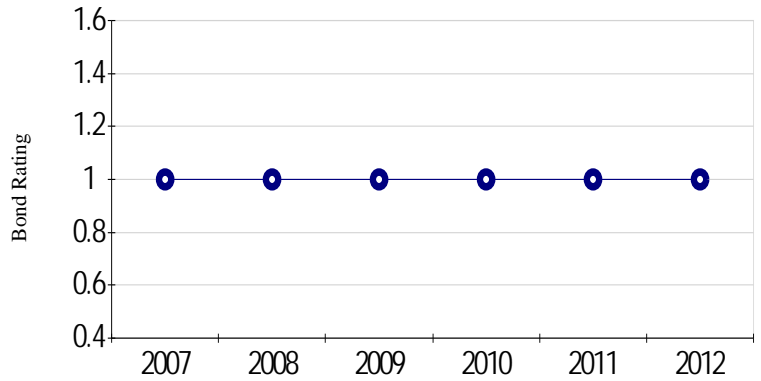
### Debt Under Management

The level of debt managed by Debt Management continues to grow.



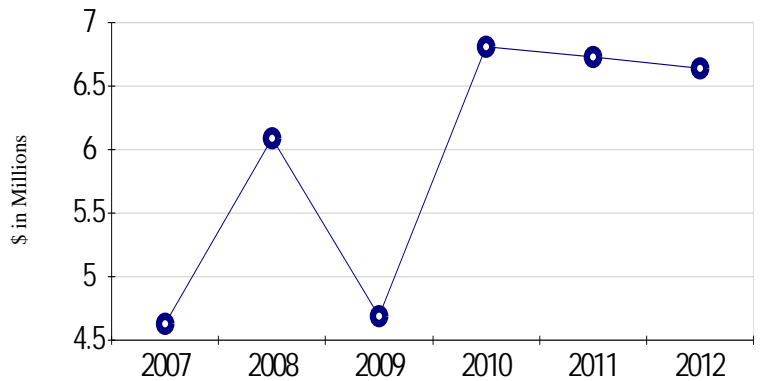
**City's Unlimited Tax General Bond Rating (1=Aaa)**

The City continues to have a high bond rating.



**Business License Tax Gap**

The tax gap is the difference between business taxes and fees owed and the amount paid. The recent increases in the gap are directly related to the downturn in the economy (businesses are unable to pay the taxes). Systematic and sustained collections have held the gap to within an acceptable range.



## City Support Services Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	3,927,818	2,287,477	3,531,640	3,049,720	3,049,720
Licenses & Permits	6,330,334	5,525,734	5,777,536	6,223,064	6,223,064
Charges for Services	54,664,097	47,039,280	48,125,989	46,985,754	46,994,404
Intergovernmental	8,961,976	11,853,591	23,564,424	9,804,808	9,914,808
Bond & Note	48,061,790	24,128,397	56,962,992	5,451,000	5,451,000
Miscellaneous	11,465,096	7,359,621	5,340,241	8,105,642	8,007,662
<b>Total External Revenues</b>	<b>133,411,111</b>	<b>98,194,099</b>	<b>143,302,822</b>	<b>79,619,988</b>	<b>79,640,658</b>
<b>Internal Revenues</b>					
General Fund Discretionary	22,826,097	28,909,068	21,491,219	27,675,438	28,496,835
General Fund Overhead	12,287,474	14,012,682	11,098,506	11,491,938	11,491,938
Fund Transfers - Revenue	23,200,743	36,154,037	7,339,878	12,407,337	12,248,852
Interagency Revenue	130,010,470	123,076,796	137,184,912	136,925,820	138,689,740
<b>Total Internal Revenues</b>	<b>188,324,784</b>	<b>202,152,584</b>	<b>177,114,515</b>	<b>188,500,533</b>	<b>190,927,365</b>
Beginning Fund Balance	149,871,038	147,560,182	159,269,936	189,556,112	172,320,935
<b>Total Resources</b>	<b>\$471,606,933</b>	<b>\$447,906,865</b>	<b>\$479,687,273</b>	<b>\$457,676,633</b>	<b>\$442,888,958</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	62,687,712	65,635,589	69,381,876	72,411,271	72,513,281
External Materials and Services	134,946,397	128,057,103	155,323,993	132,293,238	132,984,226
Internal Materials and Services	30,330,268	23,056,598	26,389,174	25,355,580	25,507,129
Capital Outlay	21,247,261	12,567,405	31,039,825	20,292,928	19,189,825
<b>Total Bureau Expenditures</b>	<b>249,211,638</b>	<b>229,316,695</b>	<b>282,134,868</b>	<b>250,353,017</b>	<b>250,194,461</b>
<b>Fund Expenditures</b>					
Debt Service	43,482,532	32,326,098	20,587,055	19,582,924	19,582,925
Contingency	0	0	168,648,513	172,051,935	157,581,300
Fund Transfers - Expense	20,037,824	18,731,299	7,848,137	15,467,721	15,309,236
<b>Total Fund Expenditures</b>	<b>63,520,356</b>	<b>51,057,397</b>	<b>197,083,705</b>	<b>207,102,580</b>	<b>192,473,461</b>
Ending Fund Balance	158,874,939	167,532,773	468,700	221,036	221,036
<b>Total Requirements</b>	<b>\$471,606,933</b>	<b>\$447,906,865</b>	<b>\$479,687,273</b>	<b>\$457,676,633</b>	<b>\$442,888,958</b>
<b>Divisions</b>					
Business Operations		3,734,795	3,982,535	4,112,377	4,112,377
EBS Services		9,919,634	8,321,077	7,953,575	7,953,575
Revenue Bureau		16,990,837	18,354,559	18,401,706	18,401,706
OMF Director's Office		664,285	356,572	372,979	372,979
Human Resources		48,700,473	51,393,572	51,529,660	51,579,660
Technology Services		40,184,411	47,893,689	48,056,344	48,156,344
Financial Services		8,031,052	8,457,611	8,501,093	8,619,743
Citywide Projects		6,714,362	15,816,023	14,655,887	9,812,774
Internal Business Services		80,639,445	120,381,973	87,123,395	91,539,302
Special Appropriations		13,737,401	7,177,257	9,646,001	9,646,001
<b>Total Divisions</b>		<b>\$229,316,695</b>	<b>\$282,134,868</b>	<b>\$250,353,017</b>	<b>\$250,194,461</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2010-11	Adopted FY 2011-12	Capital Plan				5-Year Total
				FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
<b>BTS</b>								
Comm.Mgmt.SuiteUpgrade	0	0	0	303,229	0	0	0	303,229
CoreStorageCapacityExpansion	1,399,202	841,000	1,300,000	3,482,000	3,500,000	0	0	8,282,000
IRNE Construction-Fiber Construction	199,423	283,968	238,000	65,000	65,000	65,000	65,000	498,000
IRNE Network Technology Refresh	49,488	148,000	154,000	150,000	0	0	0	304,000
IRNE Voice System Migration	0	0	0	0	3,081,500	0	0	3,081,500
Local Area Network Technology Refresh	0	0	705,000	1,250,000	820,000	578,400	560,100	3,913,500
Walters Hill Site Development	0	0	75,000	900,000	0	0	0	975,000
Wireless Network 802.11n Deployment	0	0	126,000	143,000	235,000	0	0	504,000
<b>Total BTS</b>	<b>1,648,113</b>	<b>1,272,968</b>	<b>2,598,000</b>	<b>6,293,229</b>	<b>7,701,500</b>	<b>643,400</b>	<b>625,100</b>	<b>17,861,229</b>
<b>City Fleet</b>								
BDS Replacement	0	0	338,503	83,144	13,324	272,495	333,293	1,040,759
City Fleet Replacement	0	0	395,896	0	104,501	174,030	181,748	856,175
Fire Replacement	0	0	803,911	605,829	265,549	771,277	641,816	3,088,382
Golf Replacement	0	0	125,302	160,574	600,079	269,073	146,933	1,301,961
Parks Replacement	0	0	845,860	574,502	708,083	1,414,120	297,081	3,839,646
PBOT Replacement	0	0	2,754,494	803,326	1,602,780	1,801,424	1,976,641	8,938,665
Police Replacement	0	0	2,040,574	3,943,827	1,148,907	3,269,308	2,987,300	13,389,916
<b>Total City Fleet</b>	<b>0</b>	<b>0</b>	<b>7,304,540</b>	<b>6,171,202</b>	<b>4,443,223</b>	<b>7,971,727</b>	<b>6,564,812</b>	<b>32,455,504</b>
<b>Facilities</b>								
Emergency Coordination Center	1,110,447	837,328	5,305,229	4,146,767	184,839	0	0	9,636,835
Fire GO Bond - Station 18	1,118,995	1,418,296	1,524,110	0	0	0	0	1,524,110
Fire GO Bond - Station 31	2,767,841	3,007,948	818,031	0	0	0	0	818,031
Fire GO Station 21	0	261,000	800,000	1,907,000	4,932,000	0	0	7,639,000
New Archives Center	17,499,419	1,000,000	900,000	0	0	0	0	900,000
<b>Total Facilities</b>	<b>22,496,702</b>	<b>6,524,572</b>	<b>9,347,370</b>	<b>6,053,767</b>	<b>5,116,839</b>	<b>0</b>	<b>0</b>	<b>20,517,976</b>
<b>Citywide Projects</b>								
CAD Replacement Project	6,169,813	6,973,025	150,772	0	0	0	0	150,772
Fire RMS System	63,304	58,526	787,333	0	0	0	0	787,333
Radio Replacement Project	1,973,452	7,726,379	5,372,827	12,304,000	18,593,000	3,920,000	0	40,189,827
Reg JIN Project	212,818	200,941	7,395,059	3,148,748	0	0	0	10,543,807
<b>Total Citywide Projects</b>	<b>8,419,387</b>	<b>14,958,871</b>	<b>13,705,991</b>	<b>15,452,748</b>	<b>18,593,000</b>	<b>3,920,000</b>	<b>0</b>	<b>51,671,739</b>
<b>Risk Management</b>								
Risk Management Information System Project	0	500,000	350,000	0	0	0	0	350,000
<b>Total Risk Management</b>	<b>0</b>	<b>500,000</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350,000</b>
<b>Total Requirements</b>	<b>32,564,202</b>	<b>23,256,411</b>	<b>33,305,901</b>	<b>33,970,946</b>	<b>35,854,562</b>	<b>12,535,127</b>	<b>7,189,912</b>	<b>122,856,448</b>

# OMF Directors Office

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## Overview

The Chief Administrative Officer (CAO) provides direction to managers who perform an array of financial management, administrative policy development, and project management services to OMF bureaus, the City Council, and other City bureaus.

## Administration & Support

**Description** The CAO reports to the Mayor and advises the Mayor, Council, and bureau managers on strategic issues and provides leadership and support for a variety of Citywide projects. The CAO directs OMF, which is responsible for financial planning and management, human resources, revenue collection, technology, fleet, facilities, printing and distribution, procurement, enterprise business systems, and risk management services. In addition, the CAO implements Council policies by developing Citywide systems, policies, and programs, as well as directs Citywide projects.

The CAO's office objectives include:

- ◆ Ensuring the delivery of cost effective and responsive Citywide administrative services.
- ◆ Providing accurate, timely information, and analysis to the Mayor and Council.
- ◆ Implementing the City's strategic objectives.
- ◆ Achieving ongoing efficiency in administrative functions and eliminating duplicate services.

**Goals** This office supports all City goals through Citywide management and oversight; it specifically supports the City goal of delivering efficient, effective, and accountable municipal services. As the director of OMF, the CAO has responsibility for ensuring that all OMF strategic plan goals are accomplished.

**Performance** Although the program has no specific performance measures, it is continuously evaluated through the successful management and completion of OMF initiatives, which includes significant projects such as the Public Safety Systems Revitalization Program (PSSRP), ongoing service delivery for the Enterprise Business Solution Division, and other critical Mayor and Council-directed policy projects and activities.

**Changes to Services and Activities** After passage of a public safety bond measure in November 2010, the CAO gained responsibility to oversee an independent review committee and to provide an annual report to the City Council on the components of the bond.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		2.00	2.00	2.00	2.00
Expenditures					
CAO's Office		664,285	356,572	372,979	372,979
<b>Total Expenditures</b>		<b>664,285</b>	<b>356,572</b>	<b>372,979</b>	<b>372,979</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	1,716	6,422	1,375	0	0
Miscellaneous	617	0	0	0	0
<b>Total External Revenues</b>	<b>2,333</b>	<b>6,422</b>	<b>1,375</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	258,944	196,943	182,885	178,030	178,030
General Fund Overhead	300,000	326,642	172,312	194,949	194,949
Fund Transfers - Revenue	0	134,279	0	0	0
Interagency Revenue	136,000	0	0	0	0
<b>Total Internal Revenues</b>	<b>694,944</b>	<b>657,864</b>	<b>355,197</b>	<b>372,979</b>	<b>372,979</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$697,277</b>	<b>\$664,285</b>	<b>\$356,572</b>	<b>\$372,979</b>	<b>\$372,979</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	660,818	626,695	325,346	326,898	326,898
External Materials and Services	10,233	13,099	12,280	14,280	14,280
Internal Materials and Services	26,226	24,492	18,946	31,801	31,801
<b>Total Bureau Expenditures</b>	<b>697,277</b>	<b>664,285</b>	<b>356,572</b>	<b>372,979</b>	<b>372,979</b>
<b>Fund Expenditures</b>					
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$697,277</b>	<b>\$664,285</b>	<b>\$356,572</b>	<b>\$372,979</b>	<b>\$372,979</b>
<b>Programs</b>					
Administration & Support		664,285	356,572	372,979	372,979
<b>Total Programs</b>		<b>\$664,285</b>	<b>\$356,572</b>	<b>\$372,979</b>	<b>\$372,979</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.



Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	72,048	1.00	72,048	1.00	72,048
30000406	Chief Administrative Officer	128,294	183,851	1.00	180,528	1.00	183,575	1.00	183,575
<b>TOTAL FULL-TIME POSITIONS</b>				2.00	252,576	2.00	255,623	2.00	255,623
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				2.00	252,576	2.00	255,623	2.00	255,623

**City Support Services Service Area**

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	373,060	0	373,060	2.00	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(81)	0	(81)	0.00	OMF IA adjustments
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	0	0	0	0.00	None
	(81)	0	(81)	0.00	Total FY 2011-12 Decision Packages
			372,979	2.00	Total Adopted Budget

## **Business Operations**

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### **Overview**

The Office of Management and Finance provides internal services to support the operational needs of City bureaus and provides coordination and leadership on overall administrative services. Under the direction of the CAO, Business Operations provides finance and management services to all OMF bureaus. Business Operations also manages OMF-wide initiatives and provides an array of policy development, communications, and project management services to OMF bureaus, City Council, and other City bureaus. Business Operations duties include strategic planning, performance measurement, workforce planning, and managing special projects assigned by the CAO, the Mayor's Office, and City Council.

## Administration & Support

**Description**

The OMF Business Operations objectives include:

- ◆ Providing leadership and management oversight for the OMF budget. Services include budget development and administration, rate and capital plan development, preparation of the financial plan, monitoring, business case analysis, financial project management, and performance reporting.
- ◆ Providing analysis, policy development, and management for Citywide projects and Council initiatives, such as assessing financial legislation and pension liability issues.
- ◆ Representing OMF in Citywide efforts, such as improving workforce diversity, increasing sustainability, and enhancing customer service efforts.
- ◆ Managing OMF's web sites and the PortlandOnline portal, sustainability programs, and diversity and affirmative action and equal employment opportunity programs.
- ◆ Providing public information, internal communications, and outreach services for OMF.
- ◆ Providing budget development and monitoring services, as well as specific administrative services to the five City Council offices.
- ◆ Providing timekeeping, FMLA coordination, accounts payable, requisitioning, and other administrative services to several OMF business groups.

**Goals**

This program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as all OMF goals.

**Performance**

The OMF Business Operations Division continues to perform well on customer service surveys. Performance indicators reveal that while the number of transactions processed has increased, transactions processed per employee have also increased, indicating increased efficiency.

**Changes to Services and Activities**

After passage of a new public safety general obligation bond measure in November 2010, Business Operations gained responsibility for the financial management of the bond fund and for staffing the new Independent Citizen Committee, which provides oversight to the fund's projects. Business Operations also gained responsibility for the process and citizen oversight associated with the Technology Oversight Committee.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		33.00	33.00	33.00	33.00
<b>Expenditures</b>					
Administration & Support		3,721,562	3,982,535	4,112,377	4,112,377
<b>Total Expenditures</b>		<b>3,721,562</b>	<b>3,982,535</b>	<b>4,112,377</b>	<b>4,112,377</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

**Business Operations**  
**City Support Services Service Area**

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Total budget managed annually (in millions)	\$309	\$278	\$280	\$288	\$288
Percent of Appropriation Units that were managed in full compliance for the fiscal year	100%	100%	100%	100%	100%
<b>Efficiency</b>					
Annual number of accounts payable invoices processed per Business Operations accountant	10,098	10,438	10,500	10,500	10,500
Number of OMF employees per timekeeper	43	57	57	57	57
<b>Workload</b>					
Annual number of accounts payable invoices processed	26,761	24,008	26,000	26,000	26,000
Annual dollar amount of interagency billings (in millions)	\$130	\$132	\$132	\$135	\$135

# Business Operations

# Summary of Division Budget

## City Support Services Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	6,837	3,500	0	0	0
Miscellaneous	12,000	23,255	8,870	0	0
<b>Total External Revenues</b>	<b>18,837</b>	<b>26,755</b>	<b>8,870</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	993,538	1,039,773	870,516	831,648	831,648
General Fund Overhead	405,666	469,008	662,500	918,528	918,528
Fund Transfers - Revenue	0	0	138,477	0	0
Interagency Revenue	2,309,556	2,199,260	2,302,172	2,362,201	2,362,201
<b>Total Internal Revenues</b>	<b>3,708,760</b>	<b>3,708,041</b>	<b>3,973,665</b>	<b>4,112,377</b>	<b>4,112,377</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$3,727,597</b>	<b>\$3,734,795</b>	<b>\$3,982,535</b>	<b>\$4,112,377</b>	<b>\$4,112,377</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	2,816,185	2,379,668	2,994,986	3,116,738	3,196,738
External Materials and Services	120,559	540,191	164,171	357,735	277,735
Internal Materials and Services	790,853	814,936	823,378	637,904	637,904
<b>Total Bureau Expenditures</b>	<b>3,727,597</b>	<b>3,734,795</b>	<b>3,982,535</b>	<b>4,112,377</b>	<b>4,112,377</b>
<b>Fund Expenditures</b>					
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$3,727,597</b>	<b>\$3,734,795</b>	<b>\$3,982,535</b>	<b>\$4,112,377</b>	<b>\$4,112,377</b>
<b>Programs</b>					
Administration & Support		3,721,562	3,982,535	4,112,377	4,112,377
Benefits		173	0	0	0
Debt Management		713	0	0	0
Financial Planning		17,675	0	0	0
Housing Production & Preservation		(5,381)	0	0	0
Operations and Maintenance		53	0	0	0
<b>Total Programs</b>		<b>\$3,734,795</b>	<b>\$3,982,535</b>	<b>\$4,112,377</b>	<b>\$4,112,377</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	1.00	52,500	1.00	52,500	1.00	52,500
30000063	Accountant II	49,171	60,070	5.00	295,944	5.00	298,320	5.00	298,320
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	54,752	1.00	56,995	1.00	56,995
30000436	Administrative Supervisor I	54,080	72,051	1.00	55,004	1.00	57,257	1.00	57,257
30000441	Business Operations Manager	74,214	98,862	2.00	173,088	2.00	173,088	2.00	173,088
30000442	Business Operations Manager, Sr	92,186	128,752	1.00	117,800	1.00	122,632	1.00	122,632
30000567	Financial Analyst	56,763	75,670	3.00	192,924	3.00	195,404	3.00	195,404
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616
30000569	Financial Analyst, Principal	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000568	Financial Analyst, Sr	62,629	83,637	7.00	543,785	7.00	554,407	7.00	554,407
30000451	Management Analyst	56,763	75,670	1.00	61,711	1.00	64,250	1.00	64,250
30000453	Management Analyst, Principal	74,214	98,862	1.00	84,066	1.00	87,510	1.00	87,510
30000460	Policy Analyst	79,830	106,288	2.00	210,096	2.00	212,568	2.00	212,568
<b>TOTAL FULL-TIME POSITIONS</b>				<b>27.00</b>	<b>2,009,154</b>	<b>27.00</b>	<b>2,042,415</b>	<b>27.00</b>	<b>2,042,415</b>
<b>TOTAL PART-TIME POSITIONS</b>				<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
30000011	Office Support Specialist I	28,350	39,354	1.00	39,360	1.00	39,360	1.00	39,360
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>1.00</b>	<b>39,360</b>	<b>1.00</b>	<b>39,360</b>	<b>1.00</b>	<b>39,360</b>
<b>GRAND TOTAL</b>				<b>28.00</b>	<b>2,048,514</b>	<b>28.00</b>	<b>2,081,775</b>	<b>28.00</b>	<b>2,081,775</b>

# Business Operations

# Budget Decisions

## City Support Services Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	4,140,012	0	4,140,012	28.00	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(6,448)	0	(6,448)	0.00	OMF IA adjustments
	(21,187)	0	(21,187)	0.00	Reduce communications temp staff
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	(832)	832	0	0.00	OMF IA adjustments
	<b>(28,467)</b>	<b>832</b>	<b>(27,635)</b>	<b>0.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>4,112,377</b>	<b>28.00</b>	<b>Total Adopted Budget</b>



## Financial Services

### Overview

The Bureau of Financial Services (BFS) develops and communicates complex financial and policy information to elected officials, bureau managers, and the public; represents the City regarding financial management to external parties; provides technical support, business process advice, and policy interpretation services to City bureaus and PDC; and provides a comprehensive range of complex financial services in support of City operations. BFS includes the divisions of Accounting, Financial Planning, and Public Finance and Treasury.

# Debt Management

**Description** Debt Management provides advice and expertise to City bureaus and the Portland Development Commission (PDC) in managing long-term and short-term capital financing programs. The program's primary activities are debt transaction management, post-issuance rebate compliance and management, continuing disclosure, issuance of conduit revenue bonds, investor and rating agency relations, and financial analysis for special projects.

**Goals** Debt Management supports the Citywide goal of delivering efficient, effective, and accountable municipal services. The program supports the OMF goal of ensuring long-term financial health.

**Performance** Key objectives for this program are assuring timely access to the capital markets, low-cost financing, and high credit ratings to ensure that City bureaus have cost-effective funding options available to implement capital programs. The City's long-term debt has grown steadily over the past several years although the number of outstanding issues under management is relatively constant. Short-term borrowing programs have increased in number and complexity, requiring greater management and staff resources.

**Changes to Services and Activities** This past fiscal year, Debt Management merged with Treasury to form the Public Finance and Treasury Division. The Debt Manager became the manager of this new division, with a new Debt Manager hired in FY 2010-11. This past year, \$818 million in bonds were issued towards both new City projects and refinancing of outstanding debt, including a first time debt issuance of \$64.9 million in urban renewal and redevelopment funds for the North Macadam urban renewal district.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		3.25	3.25	3.25	3.40
<b>Expenditures</b>					
Debt Management		986,808	767,541	750,960	888,749
<b>Total Expenditures</b>		<b>986,808</b>	<b>767,541</b>	<b>750,960</b>	<b>888,749</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
City's Unlimited Tax General Obligation Bond Rating (1=Aaa)	1.00	1.00	1.00	1.00	1.00
<b>Workload</b>					
Debt Under Management (in billions)	\$2.87	\$3.04	\$3.30	\$3.50	\$3.50
Number of Long-Term Debt Issues Outstanding	67	72	75	78	78
Number of Short-Term Borrowing Programs Managed	18	22	20	20	20

## Financial Planning

<b>Description</b>	<p>Financial Planning includes the City's financial planning and grants administration functions. Financial Planning coordinates the development of the City's budget, creates the City's published budget documents, analyzes City policies and ordinances for fiscal and policy impacts, provides fiduciary oversight of the General Fund, and performs special studies. The program generates General Fund revenue and financial forecasts, manages and participates in the preparation of complex economic analyses, and performs related duties. The program also monitors bureau expenditures and revenues, coordinates budget amendments, and provides analysis of financial plans and operating and capital budgets. The program provides consultation, training, and technical assistance to City bureaus, hosts community budget forums, and assists the Mayor and Council with budgetary decision making.</p> <p>The Grants Management unit minimizes potential financial liability by ensuring only allowable costs are charged to grants by working to eliminate findings by grantors and auditors. Grants administration maximizes the City's cash flow from grantors, which increases interest earnings. Staff increases the City's potential to receive new grants by ensuring applications are well prepared and meet any specific application requirements. Grants administration coordinates and prepares the federally required Single Audit Report and the Federally Approved Indirect Cost Allocation Plan.</p>
<b>Goals</b>	Financial Planning supports the Citywide goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health.
<b>Performance</b>	Performance is measured by the accuracy of financial forecasts, the number of active federal grants, and the number of grant audit findings. The City's grants administration is recognized as a model for other jurisdictions.
<b>Changes to Services and Activities</b>	Financial Planning added several new projects this past year, including a budget mapping project and developing a performance management system, both of which will continue into FY 2011-12. The Grants Management unit continued to focus on increased bureau compliance with grant billing deadlines. Additionally, a new City Economist was hired in FY 2010-11.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		18.15	16.95	17.35	17.35
<b>Expenditures</b>					
Budget & Economics		2,299,491	2,121,380	2,397,787	2,397,787
Grants Management		30,771	485,458	3,738	3,738
<b>Total Expenditures</b>		<b>2,330,262</b>	<b>2,606,838</b>	<b>2,401,525</b>	<b>2,401,525</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Financial Services

## City Support Services Service Area

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Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Accuracy of Financial Forecasts (Percent within Actuals)	1.1%	1.3%	2.0%	2.0%	2.0%
<b>Workload</b>					
Number of active grants - all types	393	462	468	475	475

## Treasury

<b>Description</b>	<p>Treasury serves as the City's banking and investment operation. The program manages the City's investment program; coordinates and reconciles all City cash deposits and disbursements; provides cash and investment accounting; provides trustee account management; and processes passport applications. In addition, Treasury is responsible for negotiating and managing all banking, trust, and merchant service agreements and managing the interface between the City's financial institutions and all City bureaus. Treasury's daily activities are critical to the execution of the City's investment policy and strategies, and compliance with applicable Internal Revenue Service arbitrage rebate requirements. Treasury supports all Citywide cash operations and serves as the primary resource for reconciliation of cash for central accounting, outside audit, and investment purposes.</p> <p>Treasury also manages the City's deferred compensation plan, a Citywide supplemental retirement program currently serving more than 3,100 active and 2,000 inactive participants. Treasury ensures plan compliance with governing regulations, City Code and City collective bargaining agreements.</p>
<b>Goals</b>	<p>The Treasury program supports the Citywide goal to deliver efficient, effective, and accountable municipal services. Treasury supports the OMF goal of ensuring long-term financial health.</p>
<b>Performance</b>	<p>Implementation of the City's new Enterprise Business Solution (EBS) system changed many of Treasury's traditional functions. Treasury continues to serve as the City's cash custodian, however a significant portion of the daily cash reconciliation and deposit processing functions are managed through the system, and deposit activities are now coordinated with other bureaus. Treasury's new and primary responsibility is clearing and reconciling deposit items against revenue items recorded in the system.</p> <p>The deferred compensation program has reduced plan fees and improved investment and retirement planning services. The City's deferred compensation service provider contract with ING expired in 2010 and the City renegotiated a new contract with ING that will expire in 2013. Overall plan participation rates remain stable at approximately 55% with continuing increases in average participant deferrals.</p>
<b>Changes to Services and Activities</b>	<p>This past fiscal year, Treasury merged with Debt Management to form the Public Finance and Treasury Division. The Debt Manager became the manager of this new division, and is the City's new Treasurer. In FY 2011-12, Treasury anticipates continuing increased automation and reduction of paper-based workflow. In FY 2008-09, due to extraordinary market conditions, Treasury suspended plans to implement the City's proposed securities lending program but will continue to monitor market conditions and search for opportunities to generate additional income in FY 2011-12.</p>

# Financial Services

## City Support Services Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		10.10	10.10	10.10	10.10
<b>Expenditures</b>					
Deferred Compensation		206,610	236,774	257,352	266,002
Treasury		0	0	(3,740)	(3,740)
Treasury Operations		965,680	1,130,836	1,217,126	1,217,126
<b>Total Expenditures</b>		<b>1,172,290</b>	<b>1,367,610</b>	<b>1,470,738</b>	<b>1,479,388</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of Employees Participating in Deferred Compensation Program	54%	55%	55%	57%	57%
Investment portfolio yield - % of benchmark	224%	280%	100%	100%	100%
<b>Efficiency</b>					
Percent of Bank Reconciliation Transactions Cleared	98%	100%	100%	100%	100%
<b>Workload</b>					
Investment Portfolio (in millions)	\$1,007	\$795	\$900	\$950	\$950

## Accounting

<b>Description</b>	<p>The Accounting program provides accounting and financial reporting services and manages the City's corporate accounting systems and processes. Program activities include:</p> <ul style="list-style-type: none"> <li>◆ Ensuring City accounting operations result in accurate, complete, and timely information.</li> <li>◆ Establishing and maintaining Citywide accounting standards.</li> <li>◆ Monitoring and processing payments, billings, and employee paychecks.</li> <li>◆ Helping City bureaus achieve fiscal compliance, accuracy, and timeliness.</li> <li>◆ Monitoring accounting operations and ensuring adequate internal controls are in place for compliance with City, State, and Federal regulations and Generally Accepted Accounting Principles to maintain the City's Aaa credit rating from Moody's Investors Service.</li> <li>◆ Preparing financial reports, including the City's Comprehensive Annual Financial Report (CAFR), that comply with current accounting principles and regulatory requirements.</li> </ul>
<b>Goals</b>	Accounting supports the City goal to deliver efficient, effective, and accountable municipal services by maintaining a financially healthy City government, and the program supports the OMF goal of ensuring long-term financial health.
<b>Performance</b>	The program received the Government Finance Officers Certificate of Achievement for Excellence in Financial Reporting for the 31st year for the 2009 Comprehensive Annual Financial Report, which completes the 2009 reporting cycle. The program also issued the 2010 CAFR, and received a clean audit opinion from the City's external auditors. The program has provided key development and leadership roles in the implementation of the City's EBS project while continuing to deliver the same high level of financial and accounting services.
<b>Changes to Services and Activities</b>	Accounting continues to assist City staff in optimizing use of the new EBS system to streamline and enhance payroll and accounting functions.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		29.25	29.25	29.25	29.25
<b>Expenditures</b>					
Accounting		3,696,022	(83,442)	3,395,873	3,395,873
Accounting Administration		24,157	706,382	411,290	411,290
Processing and Payroll		0	1,106,163	19,636	19,636
Quality Assurance and Customer Relations		0	982,391	13,290	13,290
Technical Accounting		0	1,004,128	9,992	9,992
<b>Total Expenditures</b>		<b>3,720,179</b>	<b>3,715,622</b>	<b>3,850,081</b>	<b>3,850,081</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Financial Services

## City Support Services Service Area

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Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Number of Payroll Checks Without Error	182,914	195,426	191,517	189,602	189,602
Percent of Accounts Receivable Invoices Collected within 60 Days	60%	66%	40%	42%	42%
<b>Efficiency</b>					
Percent of Payroll Checks Direct Deposited	83%	84%	86%	88%	88%
Number of Manual Payroll Checks Issued	997	3,125	3,219	3,316	3,316
Number of Manual Accounts Payable Checks Issued	119	309	132	132	132
Number of Journal Entries Processed	1,100	1,948	2,188	2,254	2,254
<b>Workload</b>					
Number of accounts receivable invoices issued	19,494	28,464	28,000	28,000	28,000



**Summary of Division Budget**

**Financial Services**  
**City Support Services Service Area**

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	190,494	214,082	324,774	303,352	312,002
Intergovernmental	375,648	268,534	234,823	216,399	326,399
Miscellaneous	869,262	1,035,943	1,045,891	1,151,658	1,151,658
<b>Total External Revenues</b>	<b>1,435,404</b>	<b>1,518,559</b>	<b>1,605,488</b>	<b>1,671,409</b>	<b>1,790,059</b>
<b>Internal Revenues</b>					
General Fund Discretionary	2,205,113	3,334,994	2,792,536	2,458,133	2,458,133
General Fund Overhead	3,977,362	2,614,366	3,308,802	3,649,838	3,649,838
Interagency Revenue	535,111	563,132	750,785	721,713	721,713
<b>Total Internal Revenues</b>	<b>6,717,586</b>	<b>6,512,493</b>	<b>6,852,123</b>	<b>6,829,684</b>	<b>6,829,684</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$8,152,990</b>	<b>\$8,031,052</b>	<b>\$8,457,611</b>	<b>\$8,501,093</b>	<b>\$8,619,743</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	6,094,454	6,091,810	6,072,215	6,534,617	6,543,267
External Materials and Services	716,459	694,483	986,918	765,644	875,644
Internal Materials and Services	1,342,077	1,244,759	1,398,478	1,200,832	1,200,832
<b>Total Bureau Expenditures</b>	<b>8,152,990</b>	<b>8,031,052</b>	<b>8,457,611</b>	<b>8,501,093</b>	<b>8,619,743</b>
<b>Fund Expenditures</b>					
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$8,152,990</b>	<b>\$8,031,052</b>	<b>\$8,457,611</b>	<b>\$8,501,093</b>	<b>\$8,619,743</b>
<b>Programs</b>					
Accounting		3,720,179	3,715,622	3,850,081	3,850,081
Administration & Support		(194,213)	0	27,789	0
Benefits		7,768	0	0	0
Debt Management		986,808	767,541	750,960	888,749
EBS Services		8,468	0	0	0
Financial Planning		2,330,262	2,606,838	2,401,525	2,401,525
Housing Production & Preservation		(5,381)	0	0	0
Procurement		4,869	0	0	0
Treasury		1,172,290	1,367,610	1,470,738	1,479,388
<b>Total Programs</b>		<b>\$8,031,052</b>	<b>\$8,457,611</b>	<b>\$8,501,093</b>	<b>\$8,619,743</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Financial Services

# FTE Summary

## City Support Services Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	3.00	157,500	3.00	157,500	3.00	157,500
30000063	Accountant II	49,171	60,070	5.00	269,736	5.00	272,904	5.00	272,904
30000064	Accountant III	54,142	66,102	8.00	524,586	8.00	528,678	8.00	528,678
30000559	Accountant, Assistant Systems	44,533	68,619	2.00	113,148	2.00	113,148	2.00	113,148
30000560	Accountant, Systems	56,763	75,670	1.00	67,056	1.00	68,430	1.00	68,430
30000564	Accounting Compliance Manager	68,994	92,726	1.00	87,935	1.00	91,349	1.00	91,349
30000565	Accounting Policy Manager	65,811	88,046	1.00	81,297	1.00	84,633	1.00	84,633
30000561	Accounting Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000562	Accounting Supervisor, Sr	62,629	83,637	2.00	148,428	2.00	150,648	2.00	150,648
30000061	Accounting Technician	31,138	43,430	2.00	86,856	2.00	86,856	2.00	86,856
30000433	Administrative Specialist, Sr	41,475	63,856	2.00	97,157	2.00	100,107	2.00	100,107
30000410	Chief Financial Officer	114,026	163,426	1.00	149,511	1.00	155,637	1.00	155,637
30000563	Controller	92,186	128,752	1.00	115,008	1.00	119,331	1.00	119,331
30000573	Debt Analyst, Principal	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000572	Debt Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000574	Debt Manager	92,186	128,752	1.00	92,184	1.00	94,074	1.00	94,074
30000578	Economist, City	79,830	106,288	1.00	91,020	1.00	94,130	1.00	94,130
30000576	Economist, Sr	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000567	Financial Analyst	56,763	75,670	2.00	121,716	2.00	123,492	2.00	123,492
30000569	Financial Analyst, Principal	74,214	98,862	3.00	268,632	3.00	274,124	3.00	274,124
30000568	Financial Analyst, Sr	62,629	83,637	8.20	606,424	8.20	619,794	8.20	619,794
30000570	Financial Planning Division Manager	92,186	128,752	1.00	120,936	1.00	125,716	1.00	125,716
30000856	Investment Officer	79,830	106,288	1.00	91,126	1.00	94,859	1.00	94,859
30000012	Office Support Specialist II	31,138	43,430	4.00	161,424	4.00	161,424	4.00	161,424
30000464	Program Coordinator	59,634	79,518	1.00	65,654	1.00	68,348	1.00	68,348
30000580	Treasurer, City	101,421	145,205	1.00	142,098	1.00	145,200	1.00	145,200
30000581	Treasury Analyst	56,763	75,670	1.00	56,760	1.00	56,760	1.00	56,760
30001358	Treasury Analyst, Principal	68,994	92,726	1.00	92,526	1.00	92,724	1.00	92,724
30001083	Treasury Analyst, Sr	62,629	83,637	1.00	79,452	1.00	82,444	1.00	82,444
<b>TOTAL FULL-TIME POSITIONS</b>				<b>59.20</b>	<b>4,238,246</b>	<b>59.20</b>	<b>4,312,386</b>	<b>59.20</b>	<b>4,312,386</b>
30000567	Financial Analyst	56,763	75,670	0.50	37,836	0.50	37,836	0.50	37,836
<b>TOTAL PART-TIME POSITIONS</b>				<b>0.50</b>	<b>37,836</b>	<b>0.50</b>	<b>37,836</b>	<b>0.50</b>	<b>37,836</b>
30000568	Financial Analyst, Sr	62,629	83,637	0.00	0	0.40	33,600	0.40	33,600
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>0.00</b>	<b>0</b>	<b>0.40</b>	<b>33,600</b>	<b>0.40</b>	<b>33,600</b>
<b>GRAND TOTAL</b>				<b>59.70</b>	<b>4,276,082</b>	<b>60.10</b>	<b>4,383,822</b>	<b>60.10</b>	<b>4,383,822</b>

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	8,509,434	0	8,509,434	59.70	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(7,866)	0	(7,866)	0.00	OMF IA adjustments
	(25,634)	0	(25,634)	0.00	Treasury & Finance - reduce M&S
	(37,791)	0	(37,791)	0.00	FPD - reduce budget outreach
	0	62,950	62,950	0.40	FPD - budget mapping position
<b>Approved Budget Additions and Reductions</b>					
	110,000	0	110,000	0.00	PDC IGA for debt mgmt svcs
	8,650	0	8,650	0.00	Deferred Comp - updated salary assumptions
<b>Adopted Budget Additions and Reductions</b>					
	(472)	472	0	0.00	OMF IA adjustments
	<b>46,887</b>	<b>63,422</b>	<b>110,309</b>	<b>0.40</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>8,619,743</b>	<b>60.10</b>	<b>Total Adopted Budget</b>

# Human Resources

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## Overview

The Bureau of Human Resources (BHR) provides strategic leadership and management for Citywide human resources systems, which link to the overall business strategies of the Council and bureaus as they relate to administration and support services, benefits and wellness, classification and compensation, employment, training and development, diversity development and affirmative action, and labor relations. BHR is responsible for the development, refinement, and oversight of the City's Human Resources administrative rules and procedures, civil service board, Citywide Family Medical Leave Act and Oregon Family Leave Act, Health Insurance Portability and accountability privacy oversight, and time management. It is also responsible, through its corporate-level activities and site teams, for helping City bureaus to recruit, develop, and retain a competent and high-quality workforce representative of the community.

BHR also manages the Police Bureau's Personnel Division, the City's health insurance programs, and provides leadership and expertise to the City Council and the Labor Management Benefit Committee in developing strategic direction for the City's benefits and wellness programs.

BHR is responsible for implementation of the following initiatives: workplace harassment and discrimination training, manager and supervisor core competency training, cultural competency training, bias reduction training, and the metro regional diversity conferences in collaboration with Multnomah, Clackamas, Clark, and Washington Counties, Metro, and the Portland Development Commission. In addition, the bureau conducts ongoing outreach recruitment efforts for the City's public safety bureaus and manages the Cooperative Leadership Institute for the public utility bureaus.

## Administration & Support

**Description** Administration & Support manages, administers, and coordinates the City's human resources systems. It is responsible for business process oversight to the Organization Management, Personnel Administration, and Time Administration programs. The program administers and manages the central human resources information systems, provides internal communication to employees and process stakeholders on HR-related issues and concerns, maintains central employee data, coordinates with Payroll on employee pay related issues, and develops and maintains the City's HR administrative rules and policies. Additionally, it provides HR consultation to bureau directors and Council. Administration & Support manages the Human Resources and Health Benefits program budget and finances, the City's college work-study program, the contract for the Child Development Center, and Citywide family leave programs. It provides administrative support to the Civil Service Board and the City's pre-employment medical program.

**Goals** The program supports the City goal of delivering efficient, effective, and accountable municipal services by managing the HR system and supports OMF's goal of improving business processes and customer service by developing solutions to bureaus' human resources issues and providing strategic human resources consultation to bureau directors and the City Council.

**Performance** Many of the activities are new or substantially changed with the implementation of SAP Human Capital Management (HCM). A new set of measures were introduced late in FY 2010-11 and continue to assist in developing a measure of baseline performance for Administration & Support. An increase in workload is expected both in FY 2011-12 and 2012-13 as a result of new labor contract implementation, as well as a growing need for expanded oversight and management of HCM systems to maintain and enhance service delivery to bureaus. As the Administration & Support SAP HCM program management responsibilities mature, performance measures will continue to be evaluated to further refine performance measures as necessary.

**Changes to Services and Activities** There are no significant changes for FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		11.86	12.70	12.70	12.70
<b>Expenditures</b>					
Administration & Support		1,599,027	2,157,199	2,244,027	2,244,027
<b>Total Expenditures</b>		<u>1,599,027</u>	<u>2,157,199</u>	<u>2,244,027</u>	<u>2,244,027</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
% of Average Basic Pay Records Unlocked by Final Payroll Run		100%	100%	100%	100%

# Human Resources

## City Support Services Service Area

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Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Number of Interim & Successor Agreement Negotiations	1	7	13	13	13
Number of Labor Relations Training Sessions	18	15	31	31	31
Employee Personnel Transactions Reviewed		8,075	9,000	9,000	9,000
Central Time Management Transactions		4,891	5,400	5,400	5,400
OM Transactions Administered		4,023	5,000	5,000	5,000

## Health Insurance

<b>Description</b>	The Health Insurance program is tied to the Health Insurance Operating Fund and pays medical and prescription claims for City employees, dependents, retirees, and other participants in the City's self-insured medical plans.
<b>Goals</b>	The program supports the Citywide goal of delivering efficient, effective, and accountable municipal services. This program supports the OMF goal of ensuring long-term financial health.
<b>Performance</b>	There are no performance measures tied to this program.
<b>Changes to Services and Activities</b>	The City continues its efforts to moderate healthcare costs through collaboration with the City's unions by seeking input on plan design, disease management, wellness, and other health plan initiatives. The City will continue working to educate employees about program costs and individual responsibility to make decisions about health and healthcare that will improve the overall health status of plan participants.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		0.00	0.00	0.00	0.00
<b>Expenditures</b>					
Health Insurance		0	70,868	42,408,904	42,458,904
<b>Total Expenditures</b>		<u>0</u>	<u>70,868</u>	<u>42,408,904</u>	<u>42,458,904</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Labor Relations

**Description** Labor Relations oversees labor negotiations and acts as the official representative of the City with eight employee bargaining units. The program assists the City Council in developing and executing bargaining strategies and helps bureaus comply with the City's labor agreements through management training and contract interpretation advice. In addition, the program responds to and resolves grievances and other disciplinary matters, tracks disciplinary actions Citywide, provides bureaus with investigative support for misconduct investigations, and oversees compliance with federal and state labor laws and City policies. In addition, the program operates the City's Commercial Drivers License Random Testing program, Targeted Severance program, and Unemployment Insurance Benefits Appeal program.

**Goals** Labor Relations supports the City goal of delivering efficient, effective, and accountable municipal services by planning thoughtful labor negotiation strategies, providing targeted management training, and increasing workforce productivity through performance management efforts. This program supports the OMF goals of ensuring long-term financial health through labor contract negotiation and enhancing customer service by strengthening collaborative partnerships with customers, users, and stakeholders.

**Performance** The number of total grievances is expected to decrease from 158 in FY 2009-10 to 120 in FY 2011-12 due to improved collaboration with labor unions and training of managers and supervisors. This results in more consistent contract interpretation and application.

**Changes to Services and Activities** Labor Relations is actively engaged in the development and provision of training for managers and supervisors on labor-related laws and policies and contract application practices. The program will create and offer the following trainings: Administering Discipline, Grievance Adjustment, and how to administer the newly negotiated labor agreements in an effort to improve City compliance with labor agreements and decrease grievance activity. Additionally, the program is responding to City Council's goal to improve collaboration and communication by holding monthly meetings with labor leaders. The program will also negotiate the maintenance contract, which expired on June 30, 2011.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		6.00	6.00	6.00	6.00
<b>Expenditures</b>					
Labor Relations		699,795	725,506	770,565	770,565
<b>Total Expenditures</b>		<b>699,795</b>	<b>725,506</b>	<b>770,565</b>	<b>770,565</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.



**Human Resources**  
**City Support Services Service Area**

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Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Total Number of Grievances Received by the LR System	129	158	120	120	120

## Class/Compensation

**Description**                      Class/Compensation plans, designs, implements, monitors, and maintains Citywide classification and compensation plans, programs, policies, and systems. In addition, Class/Compensation supports labor contract negotiations through compensation and labor market analysis.

**Goals**                                      Class/Compensation supports the City goal of delivering efficient, effective, and accountable municipal services by providing the legal framework for compensation. Class/Compensation supports the OMF goal of fostering a knowledgeable and diverse workforce by developing compensation plans commensurate with market conditions.

**Performance**                              The number of annual classification actions is indicative of the number of items reviewed and processed via classification requests. During FY 2009-10, the Class/Compensation program processed 491 classification actions, including those resulting from reorganizations within certain bureaus. The number of classification actions should continue to be consistent over time, even as the broader economic picture improves and additional positions are added or restored.

**Changes to Services and Activities**                      The program will continue work on classification and compensation policy review. In addition, Class/Compensation will undertake a District Council of Trade Unions (DCTU) market study and review the non-represented compensation structure.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		5.00	5.00	5.00	5.00
<b>Expenditures</b>					
Class/Compensation		540,041	547,604	531,461	531,461
<b>Total Expenditures</b>		<u>540,041</u>	<u>547,604</u>	<u>531,461</u>	<u>531,461</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
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**Workload**

Number of Classification Actions Annually	420	491	450	450	450
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## Employment & Development

<b>Description</b>	Employment & Development is responsible for managing the City's recruitment, training, and employee development activities.
<b>Goals</b>	Employment & Development supports the City goal of delivering efficient, effective, and accountable municipal services by seeking high-quality candidates who can effectively do the jobs specified by City bureaus. This program supports the OMF goal of fostering a knowledgeable and diverse workforce by supporting the recruitment needs of City bureaus.
<b>Performance</b>	The number of employment applications processed is projected to decrease slightly from 11,825 in FY 2009-10 to 10,000 in FY 2010-11. The program expects the total number of applications processed to increase in FY 2011-12 due to the projected economic upturn. Streamlining work processes, and the implementation of a new recruitment system, will allow analysts to absorb an increasing recruitment workload.
<b>Changes to Services and Activities</b>	In FY 2011-12, Employment & Development will implement a new applicant tracking and recruitment system called NeoGov. This will enable city staff to improve recruitment efficiencies and provide better service to applicants and City bureaus. Employment & Development will also be responsible for training recruitment analysts and business partners in the proper use of this new system.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		12.00	12.00	12.00	12.00
<b>Expenditures</b>					
Employment & Development		1,058,009	1,213,099	1,204,027	1,204,027
<b>Total Expenditures</b>		<u>1,058,009</u>	<u>1,213,099</u>	<u>1,204,027</u>	<u>1,204,027</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percentage of Recruitments Meeting Original or Renegotiated Timelines	97%	96%	97%	98%	98%
<b>Workload</b>					
Employment Exams Posted	273	149	200	200	200
Number of Participant Training Hours Coordinated or Presented by BHR	7,645	8,019	6,000	7,500	7,500
Number of Employment Applications Received	19,952	11,825	10,000	13,000	13,000

# Human Resources

## City Support Services Service Area

### Diversity Development/Affirmative Action

**Description** The Diversity Development/Affirmative Action program supports the development of a diverse and culturally competent workforce, oversees the creation of an inclusive workplace culture, and ensures compliance with affirmative action and equal employment opportunity laws, regulations, and guidelines.

**Goals** The program supports the City goal of delivering efficient, effective, and accountable municipal services by educating the workforce to be respectful of diversity and cultural differences. The program supports the OMF goal of fostering a knowledgeable and diverse workforce.

**Performance** One performance measure used to determine the effectiveness of the program is the percentage of diverse applicants per recruitment. The percentage of diverse applicants per recruitment is expected to remain constant in FY 2011-12 at 30% for female applicants and 20% for minority applicants. Further community outreach efforts are planned to enhance these percentages.

The City and Multnomah County have co-sponsored an annual diversity conference for 16 years. Over 1,200 City employees have attended the annual conference since it started in 2000.

**Changes to Services and Activities** In January 2011, the manager began working with internal and external customers and stakeholders to develop a comprehensive diversity outreach program, including work with secondary and post-secondary educational institutions as well as trade and vocational programs throughout the Portland metro area.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		5.00	4.00	4.00	4.00
<b>Expenditures</b>					
Diversity Development/Affirmative Action		567,145	595,642	467,916	467,916
<b>Total Expenditures</b>		<u>567,145</u>	<u>595,642</u>	<u>467,916</u>	<u>467,916</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percentage of female applicants per recruitment	37%	22%	30%	30%	30%
Percentage of minority applicants per recruitment	20%	20%	20%	20%	20%

## Benefits

**Description** Benefits is responsible for managing and administering the City's employee benefit plans including medical, dental, vision, life, long-term disability, dependent care and medical expense reimbursement, and employee assistance plans.

Additionally, this program area is responsible for promoting the physical and emotional well-being of City employees. The program coordinates and promotes a variety of physical activities, maintains fitness centers, and conducts educational classes on a variety of topics.

**Goals** Benefits specifically supports the City goal of delivering efficient, effective, and accountable municipal services by providing an affordable benefits plan for City employees. Benefits supports the OMF goal to ensure long-term financial health by providing support to an affordable City benefits program.

The program also assists employees in learning how to develop and maintain a healthy lifestyle. Having healthy employees, especially those who understand their health issues, results in fewer medical claims. In addition, it lowers the rate of absenteeism, and reduces the number of employees on disability.

**Performance** The number of active participants in the employee benefits plans remains steady, commensurate with the workforce. Since its inception in 2006, the Benefits program continues to expand to meet the increasing needs of employees. As programs have been added, more employees find activities tailored to their needs.

**Changes to Services and Activities** There are no significant changes in the program for FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		10.04	10.30	10.30	10.30
<b>Expenditures</b>					
Benefits		39,188,885	43,822,520	1,593,787	1,593,787
<b>Total Expenditures</b>		<b>39,188,885</b>	<b>43,822,520</b>	<b>1,593,787</b>	<b>1,593,787</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Number of Participants in Benefits Program	5,900	5,610	5,610	5,700	5,700
Number of Fitness Center Enrollees	1,200	1,165	1,250	1,400	1,400
Number of Fitness Center Visitors	24,444	22,800	24,000	25,500	25,500

# Human Resources

## City Support Services Service Area

### Site Teams

<b>Description</b>	The Site Teams program provides human resources consultation, services, and training to City bureaus to ensure that bureau directors, managers, supervisors, and the entire City workforce have immediate access to BHR professionals to support their business and work-related needs. Program staff facilitate bureau use of all human resources programs and coordinate a Citywide approach to the application of rules, policies, and best practices.
<b>Goals</b>	Site teams support the City goal of delivering efficient, effective, and accountable municipal services. The site teams also assist bureaus in attracting, managing, developing, and retaining their workforce so that bureau managers have the resources needed to achieve all Citywide goals and priorities. These teams support the OMF goal of fostering a knowledgeable and diverse workforce.
<b>Performance</b>	The performance measures for the program indicate the level of investment of the City in managing its workforce, and are used as a standard comparison with other organizations.
<b>Changes to Services and Activities</b>	The program is focusing on improved customer service through a variety of activities. These include collaboration with customer bureaus and stakeholders to design human resources programs that recognize the contributions of their workforce, maximize service to the public, and meet the Council's community improvement and budgetary goals. The program will revise and implement the Manager & Supervisory Core Competency training, and will continue to assist the Diversity Development/Affirmative Action program in delivering training to customer bureaus.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		20.00	20.00	20.00	20.00
<b>Expenditures</b>					
Site Teams		2,501,928	2,261,134	2,308,973	2,308,973
<b>Total Expenditures</b>		<b>2,501,928</b>	<b>2,261,134</b>	<b>2,308,973</b>	<b>2,308,973</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
City Employees per BHR Employee	109	95	96	96	96
Cost of Providing HR Service per City FTE	\$1,125	\$1,097	\$1,295	\$1,295	\$1,295

**Summary of Division Budget**

**Human Resources**  
**City Support Services Service Area**

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	35,211,267	38,838,837	39,376,693	39,071,924	39,071,924
Miscellaneous	3,456,230	1,277,355	1,112,334	4,126,066	4,126,066
<b>Total External Revenues</b>	<b>38,667,497</b>	<b>40,116,192</b>	<b>40,489,027</b>	<b>43,197,990</b>	<b>43,197,990</b>
<b>Internal Revenues</b>					
General Fund Discretionary	3,473,852	3,162,636	3,197,756	3,745,825	3,745,825
General Fund Overhead	2,724,512	3,244,464	3,595,106	3,264,067	3,264,067
Fund Transfers - Revenue	461,546	255,892	325,543	115,500	115,500
Interagency Revenue	593,872	1,434,792	505,674	532,076	532,076
<b>Total Internal Revenues</b>	<b>7,253,782</b>	<b>8,097,785</b>	<b>7,624,079</b>	<b>7,657,468</b>	<b>7,657,468</b>
Beginning Fund Balance	16,076,911	16,525,785	15,705,501	18,689,380	18,689,380
<b>Total Resources</b>	<b>\$61,998,190</b>	<b>\$64,739,761</b>	<b>\$63,818,607</b>	<b>\$69,544,838</b>	<b>\$69,544,838</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	6,507,038	6,917,602	7,207,895	7,510,232	7,510,232
External Materials and Services	35,731,938	40,550,304	42,878,647	42,733,766	42,733,766
Internal Materials and Services	1,104,501	1,232,566	1,307,030	1,285,662	1,335,662
<b>Total Bureau Expenditures</b>	<b>43,343,477</b>	<b>48,700,473</b>	<b>51,393,572</b>	<b>51,529,660</b>	<b>51,579,660</b>
<b>Fund Expenditures</b>					
Debt Service	20,809	19,728	26,660	26,660	26,660
Contingency	0	0	11,836,430	17,488,533	17,438,533
Fund Transfers - Expense	2,108,119	314,059	561,945	499,985	499,985
<b>Total Fund Expenditures</b>	<b>2,128,928</b>	<b>333,787</b>	<b>12,425,035</b>	<b>18,015,178</b>	<b>17,965,178</b>
Ending Fund Balance	16,525,785	15,705,501	0	0	0
<b>Total Requirements</b>	<b>\$61,998,190</b>	<b>\$64,739,761</b>	<b>\$63,818,607</b>	<b>\$69,544,838</b>	<b>\$69,544,838</b>
<b>Programs</b>					
Accounting		59,484	0	0	0
Administration & Support		1,599,027	2,157,199	2,244,027	2,244,027
Administration & Support		1,765,920	0	0	0
Benefits		39,188,885	43,822,520	1,593,787	1,593,787
Class/Compensation		540,041	547,604	531,461	531,461
Diversity Development/Affirmative Action		567,145	595,642	467,916	467,916
Employment & Development		1,058,009	1,213,099	1,204,027	1,204,027
Health Insurance		0	70,868	42,408,904	42,458,904
Housing Production & Preservation		(6,278)	0	0	0
Human Relations		(5,381)	0	0	0
Labor Relations		699,795	725,506	770,565	770,565
Operations		85,422	0	0	0
Site Teams		2,501,928	2,261,134	2,308,973	2,308,973
Special Appropriation - City Support Services		651,885	0	0	0
Specialized Planning		(5,409)	0	0	0
<b>Total Programs</b>		<b>\$48,700,473</b>	<b>\$51,393,572</b>	<b>\$51,529,660</b>	<b>\$51,579,660</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Human Resources

# FTE Summary

## City Support Services Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	72,048	1.00	72,048	1.00	72,048
30000436	Administrative Supervisor I	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
30000530	Affirmative Action/Diversity Manager	79,830	106,288	1.00	66,912	1.00	68,280	1.00	68,280
30000539	Benefits Analyst	56,763	75,670	2.00	151,320	2.00	151,340	2.00	151,340
30001535	Benefits Coordinator	62,629	83,637	1.00	68,100	1.00	69,964	1.00	69,964
30000541	Benefits Manager	79,830	106,288	1.00	96,864	1.00	100,836	1.00	100,836
30000538	Benefits Specialist	54,080	72,051	2.00	123,433	2.00	128,086	2.00	128,086
30000540	Benefits Supervisor	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000533	Classification/Compensation Analyst, Sr	56,763	75,670	2.00	131,685	2.00	133,596	2.00	133,596
30000534	Classification/Compensation Coordinator	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000535	Classification/Compensation Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000527	Employment & Development Coordinator	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000528	Employment & Development Manager	79,830	106,288	1.00	100,860	1.00	104,655	1.00	104,655
30000522	Human Resources Analyst, Sr	56,763	75,670	8.00	567,820	8.00	573,260	8.00	573,260
30000523	Human Resources Coordinator	62,629	83,637	13.00	1,060,415	13.00	1,074,779	13.00	1,074,779
30001055	Human Resources Cost Analyst	68,994	92,726	1.00	92,724	1.00	92,724	1.00	92,724
30000409	Human Resources Director	125,445	179,754	1.00	179,748	1.00	179,748	1.00	179,748
30000526	Human Resources Director, Assistant	101,421	145,205	1.00	145,200	1.00	145,200	1.00	145,200
30000525	Human Resources Manager, Police	79,830	106,288	1.00	105,944	1.00	106,284	1.00	106,284
30000524	Human Resources Site Team Manager	79,830	106,288	3.00	317,762	3.00	318,852	3.00	318,852
30000520	Human Resources Technician	44,533	68,619	12.00	677,391	12.00	695,978	12.00	695,978
30000536	Labor Relations Coordinator	62,629	96,179	4.00	352,452	4.00	361,038	4.00	361,038
30000537	Labor/Employee Relations Manager	79,830	106,288	1.00	98,914	1.00	102,934	1.00	102,934
30000451	Management Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000012	Office Support Specialist II	31,138	43,430	4.00	173,712	4.00	173,712	4.00	173,712
30000013	Office Support Specialist III	39,832	51,272	1.00	51,276	1.00	51,276	1.00	51,276
30000464	Program Coordinator	59,634	79,518	1.00	71,928	1.00	74,388	1.00	74,388
30000463	Program Specialist	54,080	72,051	1.00	54,084	1.00	55,556	1.00	55,556
<b>TOTAL FULL-TIME POSITIONS</b>				70.00	5,343,372	70.00	5,417,314	70.00	5,417,314
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				70.00	5,343,372	70.00	5,417,314	70.00	5,417,314



This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	51,594,666	0	51,594,666	70.00	FY 2011-12 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(10,704)	0	(10,704)	0.00	OMF IA adjustments
	(54,302)	0	(54,302)	0.00	Reduce M&S for employee development
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	50,000	50,000	0.00	Health Fund payment for 4th floor remodel
	(1,054)	1,054	0	0.00	OMF IA adjustments
	<b>(66,060)</b>	<b>51,054</b>	<b>(15,006)</b>	<b>0.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>51,579,660</b>	<b>70.00</b>	<b>Total Adopted Budget</b>

## Internal Business Services

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### Overview

The Bureau of Internal Business Services is the central provider for an array of internal services to other City bureaus and includes the following divisions: CityFleet, Facilities Services, Printing & Distribution, Procurement Services, and Risk Management. Each division operates efficiently and economically, and meets or exceeds federal, state, and local standards, while providing excellent customer service. Staff are instrumental in developing City policies and procedures that reflect the City's leading edge approach to social, environmental, and economic goals.

### Administration & Support

The Administrative Support program consists of the Director's office and any programs developed in response to Council directives. The Director plans, organizes, integrates, and directs the organization, as well as oversees financial management, administration, personnel, and operations of the five internal services programs of the bureau.

### CityFleet

CityFleet is responsible for managing and maintaining the City's vehicles and equipment, procuring new and replacement vehicles, and managing the City's fueling infrastructure and the City's Motor Pool. The current size of the City's fleet is 2,850 vehicles. The programs within CityFleet include: Maintenance & Repair, New & Replacement Acquisitions, and Vehicle Pool.

### Facilities Services

Facilities Services operates and maintains a large portfolio of City-owned and leased facilities. Facilities Services is also responsible for overseeing the operations of key City-owned spectator properties. The programs within Facilities Services include: Fire Station Renovation & Construction, Operations and Maintenance, Project Management Office, Property Management, and Spectator Facilities.

### Printing & Distribution

Printing & Distribution (P&D) provides centralized, high quality, convenient, technologically current, and cost-effective reproduction and mailing services to City bureaus and external customers, as well as the public. The programs within P&D include: Copy Services, Distribution, Duplicating, and Microfilm.

### Procurement Services

Procurement Services provides leadership, policy development, oversight, and management of the City's procurement and contracting processes. The programs within Procurement Services include: Procurement and Outside Services.

### Risk Management

Risk Management oversees the City's self insurance for liability, tort, and workers' compensation. Risk's responsibilities also include policy development and direction for the City's loss prevention program, OSHA compliance, management of the City's commercial insurance portfolio, and occupational health. The programs within Risk Management include: Commercial Insurance, Liability, Loss Prevention, Occupational Health & Infectious Disease, and Workers' Compensation.

# Enterprise Operations Management

<b>Description</b>	The Enterprise Operations Management program is the management function of the Spectator Facilities Fund. The Spectator Facilities Fund is comprised of City-owned spectator properties including PGE Park-Jeld Wen Field, Memorial Coliseum, Rose Quarter parking structures, and the City's business interest in other Rose Quarter facilities including the Rose Garden. These facilities are operated by private companies under long-term agreements with the City.
<b>Goals</b>	This program supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health.
<b>Performance</b>	Assure that the various agreements are up-to-date and performance of the business requirements of these agreements are met.
<b>Changes to Services and Activities</b>	None

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Enterprise Operations Management		145,482	147,659	224,463	222,069
<b>Total Expenditures</b>		<b>145,482</b>	<b>147,659</b>	<b>224,463</b>	<b>222,069</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Administration & Support

**Description** The Administration & Support program consists of the Director's Office and any programs developed in response to Council directives. The Director plans, organizes, integrates and directs the organization, financial management, administration, personnel and operations of the five internal services programs of the bureau.

**Goals** The program supports City goals to deliver efficient, effective, and accountable municipal services and to create sustainable economic development. This program also supports the OMF goal of continuously improving business processes by promoting a sustainable City government and reducing the environmental impact of city operations.

**Performance** The performance of the program is measured by the bureau's effective oversight of its service programs, fiscally responsible operation, consistent compliance with City technology standards, and response to Council mandates.

**Changes to Services and Activities** The Bureau of Internal Business Services is developing ongoing internal goals and service improvements. In FY 2011-12 the Director will:

- ◆ Continue building strong, cooperative relationships with the service program administrators and staff.
- ◆ Establish effective oversight methodologies.
- ◆ Respond to program needs and requirements.
- ◆ Provide effective communication and education strategies.
- ◆ Meet Council mandates through effective policy development.
- ◆ Find cost, operational, and management efficiencies.
- ◆ Include sustainable practices in all activities.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Administration & Support		4,698,040	287,301	852,077	915,195
Management Services		178	0	0	0
Stores & Order Fulfillment		0	1,000	0	0
<b>Total Expenditures</b>		<b>4,698,218</b>	<b>288,301</b>	<b>852,077</b>	<b>915,195</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Administration & Support

**Description** The Public Safety Administration & Support program includes fund level management and administration costs and debt issuance costs associated with two General Obligation (GO) bond funds, the Public Safety GO Bond Fund and the Fire Facilities GO Bond Fund.

**Goals** The program supports the City goal of public safety by improving public safety infrastructure.

**Performance** The performance of the program is measured by the financial stability of the funds and completing the objectives of the GO bond measures.

**Changes to Services and Activities** None

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Administration & Support		5,167,594	64,600	127,600	127,600
<b>Total Expenditures</b>		<b>5,167,594</b>	<b>64,600</b>	<b>127,600</b>	<b>127,600</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Maintenance & Repair

<b>Description</b>	<p>The CityFleet Maintenance &amp; Repair program is responsible for scheduled preventive maintenance and repairs of City vehicles and equipment. Additionally, the program provides services such as welding, machining, project design, and metal fabrication. The Body &amp; Paint and Vehicle Processing Center (VPC) operations were merged to provide better management, cost control, and integration of similar business activities. CityFleet is also responsible for managing the fueling infrastructure, maintaining emergency generators, renting construction equipment, and disposing of vehicles and equipment at the end of economic life cycles.</p>
<b>Goals</b>	<p>This program supports the City goal to deliver efficient, effective, and accountable municipal services and the OMF goal of enhanced customer service.</p>
<b>Performance</b>	<p>Key indicators of success for this program include: ensuring availability of the fleet, providing scheduled maintenance, tracking the number of preventive maintenance services completed over the fiscal year, gauging customer satisfaction with repair services, and initiating general measures to streamline maintenance and repair. In particular, improving the parts management program will help CityFleet meet its goal of having parts available at least 80% of the time upon request by shop technicians, and the program is expected to meet this goal in FY 2011-12. Other new performance measures track the use of alternate fuels, hybrid, and electric technology.</p>
<b>Changes to Services and Activities</b>	<p>In concert with City Council's focus on finding energy alternatives and the Council initiative on biodiesel, CityFleet added a new biofuel station at its 1st Avenue and SW Jefferson facility, upgraded its Stanton Yard fueling station to meet Department of Environmental Quality requirements to accommodate alternative fuels, and added a new state-of-the-art alternative fuel station at Sandy River. When procuring vehicles and equipment, CityFleet will continue to balance functionality, environmental, and economic concerns.</p> <p>The City uses a state-of-the-art, fully-automated fuel management system to fuel vehicles and equipment without the use of keys, cards, or PINs. The system now includes the Sandy River fueling station, and the biodiesel tank at its 1st Avenue and SW Jefferson facility, which expanded the number of fueling stations managed by CityFleet. For vehicles equipped with on-board computers, the fuel system captures pertinent vehicle data, including engine ontime, odometer readings, highest coolant temperature, minimum battery charge, and diagnostic trouble code data. This new technology is located at the seven fueling sites and on all fueled vehicles and equipment maintained by CityFleet.</p> <p>The City is committed to environmental stewardship and sustainable business practices. CityFleet works collaboratively with the Bureau of Planning and Sustainability to achieve Citywide sustainability goals, including an idle reduction policy intended to improve engine life, reduce fuel costs, reduce vehicle emissions, and improve health and safety for our employees and the citizens of Portland.</p>

# Internal Business Services

## City Support Services Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Fuel Management Program		4,875,033	7,761,216	6,367,729	6,367,729
Maintenance & Repair		8,001,086	8,430,081	8,328,359	8,427,708
Parts Room		3,476,742	2,544,376	2,765,656	2,765,656
<b>Total Expenditures</b>		<b>16,352,861</b>	<b>18,735,673</b>	<b>17,461,744</b>	<b>17,561,093</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of customers rating repair service satisfaction "usually" or "always"	97%	96%	96%	95%	95%
<b>Efficiency</b>					
Instock parts fill rate (goal to have parts available for efficient repair process)	72%	80%	81%	80%	80%
Percent of CityFleet vehicles that utilize alternate fuel and hybrid technology	31%	35%	35%	40%	40%

# Internal Business Services

## City Support Services Service Area

# New & Replacement Acquisitions

**Description** The New & Replacement Acquisitions program of CityFleet performs the purchase and preparation of new and replacement vehicles and the retirement of vehicles and equipment that have reached the end of their economic lifecycles. The Vehicle Processing Center (VPC) inspects, licenses, and prepares new vehicles for service. The lease equipment operation and the VPC were merged to provide better management, cost control, and integration of similar business activities. This program also manages the rental of large passenger vans, buses, and other atypical vehicles to augment the fleet during peak demand.

**Goals** This program supports the City goal to deliver efficient, effective, and accountable municipal services and the OMF goal of enhancing customer service.

**Performance** Performance measures track purchasing timeliness and cost effectiveness of vehicles purchased. Customer satisfaction is tracked regularly. Cost-effective approaches are maintained by continuously comparing the outright purchase cost versus the rent/lease cost when lease vehicles and equipment are requested.

**Changes to Services and Activities** A multi-year customer review process was implemented and structured to result in streamlined purchasing approval within the budget process. This allows actual purchasing to begin each July so that all purchases can be completed within the fiscal year without multiple requests for Council approval.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Leases & Rentals		862,136	1,187,003	1,075,632	1,075,632
New & Replacement Acquisitions		4,318,625	13,493,871	7,070,434	9,651,331
Replacement Vehicles		1,941,700	0	0	0
<b>Total Expenditures</b>		<b>7,122,461</b>	<b>14,680,874</b>	<b>8,146,066</b>	<b>10,726,963</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percentage of total fleet vehicles that are leased	2.0%	5.0%	5.0%	5.0%	5.0%
Percent of customers rating acquisition service satisfaction "usually" or "always"	97%	93%	96%	95%	95%
<b>Efficiency</b>					
Percent of acquisition projects under budget	98%	95%	93%	90%	90%
<b>Workload</b>					
Number of new vehicles purchased	270	324	325	300	300
Percent of fleet purchase completed by 12/31	66%	65%	66%	65%	65%



# Vehicle Pool

**Description** The CityFleet Vehicle Pool program maintains vehicles for short-term use by City bureaus. A contemporary vehicle pool key manager system, located at the vehicle pool facility (1st Avenue and SW Jefferson), allows convenient online vehicle reservations, self-serve vehicle key access, and fully-automated, short-term motor pool billing. Daily rental activity is uploaded to the host server, enabling better vehicle tracking and optimized motor pool use.

**Goals** This program supports the City goal to deliver efficient, effective, and accountable municipal services and the OMF goal of enhancing customer service.

**Performance** The program's primary performance measure tracks the efficiency of the use of the vehicle pool by comparing the percentage of usage against availability. The usage rate has improved from 85% in FY 2009-10 to 90% in FY 2010-11. This trend is expected to continue in FY 2011-12.

**Changes to Services and Activities** No significant changes in FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Expenditures					
Vehicle Pool		64,436	70,294	75,167	75,167
<b>Total Expenditures</b>		<b>64,436</b>	<b>70,294</b>	<b>75,167</b>	<b>75,167</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
Efficiency					
Percentage of usage against availability	92%	82%	81%	80%	80%

# Internal Business Services

## City Support Services Service Area

# Property Management

**Description** The Facilities Services' Property Management program is responsible for the City's real properties. Property Management evaluates real property transactions and negotiates the acquisition and disposal of real property. This program manages leases and tenant matters for City-owned commercial property. Property Management conducts research, negotiation, and lease development for bureaus seeking space in privately owned properties. In addition, this program evaluates and disposes of unassigned or surplus property, including demolition of unwanted structures. Property Management staff also provides advice and technical assistance to other bureaus on real property related issues.

**Goals** The Property Management program primarily supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health.

**Performance** Property Management manages approximately 1.468 million square feet owned by the City and leased to others, with an annual rent of \$2.3 million. There is also approximately 250,000 square feet of privately-owned property leased by the City for City use. Property managers administer occupancy agreements for bureaus in City-owned buildings.

**Changes to Services and Activities** No significant changes in FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Property Management		341,732	620,357	280,595	278,297
<b>Total Expenditures</b>		<b>341,732</b>	<b>620,357</b>	<b>280,595</b>	<b>278,297</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Portfolio management - Total square footage per property management employee	358,000	685,529	685,629	685,629	685,629
<b>Workload</b>					
Portfolio size - Total square footage of facilities managed	717,000	1,371,259	1,371,259	1,371,259	1,371,259
Number of internal leases	84	91	90	90	90
Number of external leases	35	50	50	50	50

# Project Management Office

**Description** The Facilities Services Project Management program provides project management services for the development of new buildings, major maintenance projects, Fire General Obligation Bond construction projects, parking garage major maintenance projects, and other tenant improvement projects requested by bureaus. Project management includes development of project cost estimates, consultant selection and management, construction planning and management services, space planning, master planning, and management of the public bidding process. Tenant relocations are also coordinated through this program. As part of the annual Capital Improvement Plan budget process, this program develops the capital project work scopes, schedules, and project estimates. In addition, project managers are responsible for recordkeeping for construction and related contract documents.

**Goals** The Project Management program supports the City goal of delivering efficient, effective, and accountable municipal services and preserving infrastructure, and supports OMF's goal of ensuring long-term financial health.

**Performance** The Project Management program worked on projects with a total value of over \$8.4 million in FY 2010-11.

**Changes to Services and Activities** Significant budget changes from FY 2010-11 to FY 2011-12 include: no carryover for major maintenance projects, new major maintenance projects based on project planning, a new Emergency Coordination Center construction cost estimate, new Union Station grant projects, a new fire station 21 project, the completion of the new archives center construction project, and planning for a new police training facility.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Project Management		5,229,138	22,769,261	8,149,469	9,933,138
<b>Total Expenditures</b>		<u>5,229,138</u>	<u>22,769,261</u>	<u>8,149,469</u>	<u>9,933,138</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Value of capital projects completed	\$8,400,000	\$8,260,000	\$8,400,000	\$8,400,000	\$8,400,000

# Operations and Maintenance

**Description** The Facilities Services Operations and Maintenance program provides a variety of services, including:

- ◆ 24/7 building operation and maintenance and repair program.
- ◆ Preventive maintenance of building systems, including HVAC, electrical, and plumbing in City owned facilities.
- ◆ Annual building inspections.
- ◆ Development and implementation of security policies and procedures and administration of service contracts.
- ◆ Management of the buildings' fire, life, safety systems.
- ◆ Management of the operations and maintenance dispatch center and the facility center work order system.
- ◆ Administration of the custodial contracts, the elevator contracts, recycling and waste management services and landscape services for the various facilities.
- ◆ Maintenance and contract services to other bureaus on a time and materials basis.
- ◆ Management of major maintenance projects and some tenant improvement projects requested by other bureaus.

**Goals** Facilities Operations and Maintenance supports the City goal of delivering efficient, effective, and accountable municipal services and of preserving public infrastructure. This program supports the OMF goal of ensuring long-term financial health.

**Performance** Facilities Operations and Maintenance completed over 8,800 scheduled and requested work orders during FY 2010-11. The square foot per maintenance FTE was 275,000. The buildings in the Facilities portfolio are in good or better condition (based on annual inspections) according to the facility condition index.

**Changes to Services and Activities** No significant changes in FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Expenditures					
Operations and Maintenance		13,908,663	15,361,347	20,283,007	20,203,624
<b>Total Expenditures</b>		<b>13,908,663</b>	<b>15,361,347</b>	<b>20,283,007</b>	<b>20,203,624</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
Effective					
Percentage of City facilities maintained in good or better condition	90%	95%	95%	95%	95%
Efficiency					
Square foot of portfolio per maintenance FTE	275,000	275,000	275,000	275,000	275,000

# Internal Business Services

## City Support Services Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Number of work orders completed for scheduled maintenance	3,225	3,361	3,500	3,500	3,500
Number of work orders completed for customer service requests	5,710	5,966	6,000	6,000	6,000

## Spectator Facilities

**Description** The Facilities Services’ Spectator Facilities program oversees the operation of key City owned spectator properties including Jeld-Wen Field (formerly PGE Park), Veterans Memorial Coliseum, Rose Quarter parking structures, and the City's business interests in other Rose Quarter facilities including the Rose Garden. These facilities are operated by private companies under long-term agreements with the City.

The Portland Timbers, Portland's Major League Soccer (MLS) team, played its first home match on April 14, 2011 at Jeld-Wen Field, which will continue to be the home for Portland State University football, high school football, summer concerts and other community activities.

The Rose Quarter is the home venue for the Portland Trail Blazers and the Portland Winter Hawks of the Western Hockey League. In addition to the games of the tenant teams, the Rose Quarter hosts numerous concerts, business meetings, touring shows, conventions, and charitable events each year.

The scope of responsibilities for this program includes operations and maintenance planning for the facilities, planning and implementing capital improvements, fund financial planning and budgeting, contract management and revenue collection, special projects, and liaison activities between the City and other governmental agencies and community groups.

**Goals** Spectator Facilities supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health.

**Performance** This program assures that the various agreements are up-to-date and performance of the business requirements of these agreements are met.

**Changes to Services and Activities** The City entered into a public-private partnership with Peregrine Sports LLC in March of 2010 to fund the conversion of PGE Park into a soccer-specific venue for a new MLS team in Portland. The parties also entered into a new 25-year operating agreement that addresses the long term financial obligations of the parties. The renovation is complete and Peregrine entered into a new stadium naming rights agreement with the Jeld-Wen corporation.

OMF, PDC, Portland Arena Management, the real estate subsidiary of the Portland Trail Blazers, and the Portland Winter Hawks are pursuing a major renovation project for the Veterans Memorial Coliseum. The project team is working to reach agreements on project scope, funding, construction management, and certain modifications to existing Rose Quarter agreements. The goal is to complete negotiations on these agreements by the end of 2011. If agreements are reached, major construction work would start in the spring of 2012.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Spectator Facilities - PGE Park		1,634,638	10,630,619	1,113,616	1,113,616

# Internal Business Services

## City Support Services Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Spectator Facilities - Rose Quarter		798,401	1,150,000	630,000	630,000
Spectator Facilities Administration		(478,811)	516,048	596,864	597,164
<b>Total Expenditures</b>		<b>1,954,228</b>	<b>12,296,667</b>	<b>2,340,480</b>	<b>2,340,780</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## **Fire Station Renovation & Construction**

<b>Description</b>	<p>In 1998 Portland voters authorized the sale of \$53.8 million in general obligation bonds to support a \$64.9 million program to improve the City's emergency facilities including:</p> <ul style="list-style-type: none"><li>◆ Seismic upgrades to allow firefighters to effectively respond to an earthquake in the metropolitan area.</li><li>◆ Relocation and construction of new facilities to meet the goal of a four-minute response time to emergency calls.</li><li>◆ Renovation of facilities to be consistent with the evolving mission of Portland Fire and Rescue (PF&amp;R), e.g., a major portion of the work is emergency medical service, yet few of the facilities were appropriately equipped for this service.</li><li>◆ Addressing American's with Disabilities Act (ADA) accessibility requirements and female firefighter accommodation.</li><li>◆ Upgrades to emergency facilities that are approaching the end of their useful lives.</li></ul> <p>The program invests in PF&amp;R infrastructure and, with the inclusion of community rooms and public art, improves the neighborhoods where fire stations are located. The program, managed through the Facilities Services Project Management program, completed the expansion of the Portland Communications Center and construction of five new fire stations and 23 remodeled stations.</p>
<b>Goals</b>	<p>Seismically upgrading these buildings supports the City goal of ensuring a safe community in that the facilities will better survive natural disasters, allowing first responders and their equipment to be available to assist the community. This program also supports the OMF goal of ensuring long-term financial health.</p>
<b>Performance</b>	<p>Through December 2010 the program resulted in the expansion of the Portland Communications Center, upgrades to 24 fire stations and administrative offices, and the construction of four new fire stations. For FY 2011-12 it is expected that the construction of a new Station 31 and the renovation of Station 18 will be in progress.</p>
<b>Changes to Services and Activities</b>	<p>Projects for Fire stations 18 and 31 are underway. After their completion, all projects will be complete and this program will be terminated.</p> <p>Projects related to passage of the recent Public Safety GO Bond including construction of the Emergency Communications Center (ECC) and Station 21 will begin. Station 21 will house the new fire boat and crew.</p>



# Internal Business Services

## City Support Services Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Fire Station New Construction		0	3,268,948	1,618,031	1,618,031
Fire Station Renovation & Construction		0	241,854	114,368	114,368
Fire Station Renovations		250	1,418,296	1,524,110	1,524,110
<b>Total Expenditures</b>		<b>250</b>	<b>4,929,098</b>	<b>3,256,509</b>	<b>3,256,509</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Internal Business Services

## City Support Services Service Area

# Copy Services

**Description** Printing & Distribution's Copy Services program supports all City bureaus and a few external governmental agencies and neighborhood associations with current technology digital copiers and printers. Each placement is configured specifically for that work group's volume needs and business processes, with most equipment capable of the latest scanning and network printing technology. In addition to providing equipment, maintenance, and consumables with each placement, this program provides voluntary printer audit services designed to identify potential cost and process efficiencies.

**Goals** This program is designed to accomplish the City goal of delivering efficient, effective, and accountable municipal services. While the program's activities aim to fulfill all OMF goals, they most directly support the goal of continuously improving business processes.

**Performance** Copy Services manages over 300 copier and printer devices located in bureaus throughout the City. In FY 2010-11, this program managed 18.2 million prints and sold and delivered 7.6 million sheets of paper to downtown higher-volume installations. All paper sold contained at least 30% post-consumer waste (PCW) with an increasing number of customers mandating 100% PCW for their standard copy paper.

**Changes to Services and Activities** No significant changes in FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Copier/Printer Services		189,403	262,514	264,296	264,296
Copy Services		186	0	(11,150)	0
New Equipment		128,165	165,250	161,250	161,250
<b>Total Expenditures</b>		<b>317,754</b>	<b>427,764</b>	<b>414,396</b>	<b>425,546</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Total number of in-bureau copies	17,500,000	18,230,000	18,000,000	18,000,000	18,000,000

# Duplicating

**Description** Printing & Distribution Duplicating program provides centralized reproduction and binding services. The central print shop specializes in shorter length, quick turnaround printing and xerography.

This location operates two shifts during the business week and delivers most service requests overnight. Services provided include digital reproduction, traditional bindery, and digital prepress services. Work that is more efficiently completed on specialized equipment not used by P&D is outsourced to commercial printers through a competitive bid process. This program supports City cost control efforts by working with bureaus to comply with City printing standards and sustainable paper policies.

In FY 2009-10 this program began obtaining authorized signatures for all City work that is an exception to City standards. In addition to City bureaus, reproduction services are also provided to larger local government agencies including Multnomah County, PDC, the State of Oregon, and Metro, as well as numerous smaller local government agencies and partners. This program also operates a second service center at 1900 SW 4th Avenue for the public use associated with the Bureau of Development Services permitting process.

**Goals** The Duplicating program supports the City goal of delivering efficient, effective, and accountable municipal services. While the program's activities aim to fulfill all OMF goals, they most directly support the goal to continuously improve business processes.

**Performance** The Duplicating program annually prints and binds 40 million pages in-house. The basic copy center rate, which is the most commonly charged rate, has remained relatively constant. The FY 2011-12 copy center rate is \$0.03 per sheet.

**Changes to Services and Activities** Due to increasing requests for short-run digital color, this program will continue to emphasize this area more and more.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
1900 Building Service Center		213,433	240,323	220,851	220,747
Customer Service		164,649	196,664	199,232	199,232
Duplicating		1,564,509	0	0	0
Main Print Shop		804,915	2,704,746	2,630,445	2,591,748
Vended Printing		1,011,783	856,706	873,888	873,888
<b>Total Expenditures</b>		<b>3,759,288</b>	<b>3,998,439</b>	<b>3,924,416</b>	<b>3,885,615</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percentage of work shipped on time	98.8%	99.0%	99.0%	99.0%	99.0%

# Internal Business Services

## City Support Services Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Basic Copy Center Rate	\$0.0300	\$0.0300	\$0.0300	\$0.0310	\$0.0310
<b>Workload</b>					
Total number of work orders completed	29,669	20,542	20,000	20,000	20,000
Total number of copy center sheets	13,400,000	11,840,000	11,000,000	11,000,000	11,000,000
Total number of press impressions	9,600,000	9,600,000	8,000,000	8,000,000	8,000,000
Total Number of Digital Color Prints (in millions)	NA	NA	1.20	1.40	1.40

# Microfilm

**Description** Printing & Distribution’s Microfilm program supports City bureaus with traditional microfilming services. Services include archival filming and processing for documents requiring long-term retention (the State of Oregon still does not recognize digital imaging as being archival); jacketizing, duplicating, and file maintenance services for bureaus still using film and fiche as a part of their workflow; and high-volume scanning-to-file and direct-to-film services.

**Goals** The program is designed to accomplish the City goal of delivering efficient, effective, and accountable municipal services. While the program's activities aim to fulfill all OMF goals, they most directly support the goal to continuously improve business processes.

**Performance** This program processed over 250,000 traditional film exposures and 400 work orders in FY 2010-11. Annual volumes fluctuate from year to year due to the inconsistent nature of special projects. The program consistently exceeds its goal of a 98% on-time completion rate, and generally performs at or above 99%.

**Changes to Services and Activities** No significant changes in FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Microfilm		86	0	0	0
Microfilming		164,637	261,383	124,764	124,764
<b>Total Expenditures</b>		<b>164,723</b>	<b>261,383</b>	<b>124,764</b>	<b>124,764</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Work shipped on time	100.0%	100.0%	100.0%	100.0%	100.0%

# Internal Business Services

## City Support Services Service Area

# Distribution

### Description

Printing & Distribution's Distribution program supports City bureaus with interoffice mail and U.S. Mail services. Services include daily scheduled interoffice mail delivery for most City locations, delivery of incoming U.S. mail to select downtown locations, centralized outgoing U.S. mail processing, printing deliveries, and special delivery of a variety of materials. Distribution ensures all outgoing U.S. mail meets U.S. Postal Service requirements, all City legal requirements are met through same-day processing of all outgoing U.S. mail, all postage and handling costs are correctly allocated to sending bureaus, and all mail is processed for the lowest possible postage.

The program supports City cost control efforts by working with bureaus to comply with the City's mailing standards. In FY 2009-10 this program began obtaining authorized signatures for all mailing that is an exception to the standards. This program also provides centralized control and accounting for all City postage dollars.

### Goals

The program is designed to accomplish the City goal of delivering efficient, effective, and accountable municipal services. While the program's activities aim to fulfill all OMF goals, they most directly support continuously improving business processes.

### Performance

Over 7.5 million pieces of mail and \$1.6 million of postage were managed in FY 2010-11. While the program anticipates processing a minimum of 800,000 pieces of mail per distribution employee each year, recently the actual number has been well above the target, at over 1 million per employee. This is the result of increasing efficiencies in mail processing and several large special projects that may or may not recur.

### Changes to Services and Activities

The Distribution program will perform an efficiency audit of its delivery system in FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Distribution		63,949	0	0	0
Interoffice Mail		410,353	454,880	442,371	442,322
Postage		1,632,103	1,762,982	1,844,790	1,844,790
Special Delivery		2,943	15,074	17,425	17,425
US Mail		150,955	261,114	156,112	156,112
<b>Total Expenditures</b>		<b>2,260,304</b>	<b>2,494,050</b>	<b>2,460,698</b>	<b>2,460,649</b>
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.					
Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Total number of pieces mailed per distribution employee	1,383,161	1,253,498	900,000	900,000	900,000

# Liability

**Description** Risk Management’s Liability program manages the City's self-insured and self-administered general tort and fleet liability operations, adjusting all tort claims filed against the City. Most of this program's budget consists of estimated claims payments, legal expenses (both internal and external), and the cost of the excess liability policy. The program also provides subrogation services recovering costs from third parties for harm they caused to city bureaus. The focus of the program is to adjust all claims in a timely manner to reduce and control the cost of current and potential litigation. The primary activities of this program are required by city code and subject to state statute.

**Goals** Liability is designed to carry out the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health.

**Performance** The effectiveness of this program is inversely related to the incurred cost of fleet and general liability claims. The number of general liability claims is holding steady. The average cost of general claims is expected to be affected by a small number of extremely expensive claims. A steady increase in the cost of litigation continues into the foreseeable future. The 2009 Legislature raised the tort caps for all public entities in Oregon. The law will now allow the caps to be increased annually until 2015. As expected, the impact of higher tort caps is beginning to be seen in the claims filed during the past year. Increased repair costs continue as a major factor of fleet liability claims cost. This past year there was another exceptionally serious vehicle crash that will keep the average fleet claim cost above earlier years' averages.

**Changes to Services and Activities** Changes to Medicare reporting was expected in calendar 2010 but has been delayed until October 2011. For the first time, tort claims with medical payments made to Medicare eligible individuals must be reported to the federal government. And Medicare must approve settlements involving bodily injury. It is expected to increase claims costs and slow claim closure, increasing claim workload. During 2010, the City finalized its reporting method and is prepared to begin mandatory reporting whenever Medicare requires.

A Risk Management information system was slated to be purchased in FY 2009-10 to replace an aging data system that has limited functionality and has been supported by a sole contracted programmer, who wrote the program years ago and retired in 2008. Risk Management is working with the EBS program to scope an SAP solution for a new risk management information system, since the current risk data system has increasing performance issues. The new system would be designed to identify, target, and track risk management related information that can help contain and manage costs.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Expenditures					
Liability		6,550,350	10,647,377	7,623,662	7,623,586

# Internal Business Services

## City Support Services Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Subrogation		94,961	120,761	98,328	98,968
<b>Total Expenditures</b>		<b>6,645,311</b>	<b>10,768,138</b>	<b>7,721,990</b>	<b>7,722,554</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
Effective					
Incurred cost of general liability claims per \$100 payroll	\$0.50	\$0.90	\$1.75	\$1.75	\$1.75
Incurred cost of fleet liability claims per 100,000 miles driven	\$3,832	\$4,120	\$4,500	\$4,750	\$4,750



## Workers' Compensation

<b>Description</b>	<p>Risk Management's Workers' Compensation program manages the City's self-insured, self-administered workers' compensation services. Most of this program's budget consists of claims payments, legal expenses (both internal and external), and the cost of the workers' compensation excess claims policy. The mission of this program is to provide timely and equitable benefits to injured employees, advise management and employees on workers' compensation issues, injured worker return to work and compliance with related regulatory requirements. The primary activities of this program are mandated by City code, Oregon statute, and administrative rules.</p>
<b>Goals</b>	<p>The Workers' Compensation program is designed to carry out the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health.</p>
<b>Performance</b>	<p>The effectiveness of this program is inversely related to the incurred cost of workers' compensation claims. Actuarial projections continue to show favorable cost containment in all open claims. The continued influence of medical services in cost development indicates the effectiveness of return to work practices that have reduced time loss and indemnity payments. Single digit medical inflation should continue to stem cost increases which may be offset by statutory changes to required benefits.</p>
<b>Changes to Services and Activities</b>	<p>Changes to Medicare reporting became effective in calendar 2010. The Workers' Compensation team led the compliance analysis, data conversion and testing for the new requirements. Markets are projecting as much as a 20% increase in costs of affected claims due to these new rules. No cost increase impact has been seen during 2010.</p> <p>A Risk Management information system was scheduled to be purchased in FY 2009-10 to replace an aging data system that has limited functionality. Implementation of a new system should improve data collection and integration, further enabling Risk Management to identify, target and track meaningful services that control costs. EBS project management is exploring whether SAP can be used as a risk management information system.</p>

# Internal Business Services

## City Support Services Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Risk Management - Worker's Comp MCOs		24,745	0	0	0
Workers' Compensation		3,715,666	4,513,659	3,780,932	3,781,082
<b>Total Expenditures</b>		<b>3,740,411</b>	<b>4,513,659</b>	<b>3,780,932</b>	<b>3,781,082</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Incurred cost of workers' compensation claims per \$100 payroll	\$0.52	\$0.54	\$1.25	\$1.25	\$1.25

# Occupational Health & Infectious Disease

**Description** Risk Management’s Occupational Health & Infectious Disease program manages:

- ◆ Citywide and bureau-specific occupational infectious disease programs.
- ◆ Immunizations and 24/7 follow-up of blood-borne pathogen exposures.
- ◆ The City's flu vaccination program.
- ◆ Respiratory protection medical surveillance.
- ◆ Infectious disease training and awareness.

**Goals** Occupational Health & Infectious Disease carries out the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of enhancing customer service.

**Performance** The workload of this program is measured by the annual number of bodily fluid exposure incidents managed, as well as the number of employees trained in dealing with blood-borne pathogens. The numbers are expected to remain relatively constant for the next two years. The number of employees served is not expected to increase substantially in the near term. However, a significant number of expected retirements of long trained, experienced personnel in the upcoming year may result in an increase in the incidence of exposures among inexperienced personnel.

**Changes to Services and Activities** To improve services to sworn Patrol Officers, a satellite clinic opened in the Traffic Division Roll Call Room. In cooperation with the Fire & Police Disability and Retirement Bureau, Occupational Health made changes to its referral protocol to facilitate uninterrupted coverage for sworn police and fire employees who have had body fluid exposures. They will also reinstitute an OSHA required lead medical surveillance program during FY 2011-12.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Employee Flu Vaccination		26,968	34,250	25,749	25,749
Infectious Disease		9,256	0	0	0
Occupational Health & Infectious Disease		147,099	186,851	151,608	151,608
<b>Total Expenditures</b>		<b>183,323</b>	<b>221,101</b>	<b>177,357</b>	<b>177,357</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Number of bodily fluid exposure incidents managed	11	23	20	26	26
Number of employees trained to deal with bloodborne pathogens	1,660	1,399	1,250	1,250	1,250

## Commercial Insurance

**Description** Risk Management’s Commercial Insurance program includes the marketing, purchase, and management of all the City's commercial policies. The cost of the policies that insure all City property and special policies to cover unique requirements of various City bureaus are captured in this program. The costs of the workers' compensation excess and the liability excess policies, however, are captured in the Workers' Compensation and the Liability programs, respectively.

**Goals** Commercial Insurance is designed to carry out the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health.

**Performance** Commercial insurance protects City assets and is an integral part of the City's financial portfolio. The cost of commercial insurance is greatly determined by market trends, as well as the special liability coverage needs of various City bureaus. Excess liability insurance was successfully renewed for FY 2010-11 within anticipated budget projections, without an increase in City retention and no sub-limit on City Attorney costs. The property insurance also renewed with the incumbent and within budget projections. To improve the City's position in attracting competitive quotes for its property coverage, Risk completed the first phase of an analysis to update property values for underwriting purposes. The Construction, Occupancy, Protection Exposure data, as well as GPS coordinates for covered city buildings have been entered into GIS.

**Changes to Services and Activities** Phase two of the property values underwriting project will be complete in 2011. In cooperation with the City's broker, updated insurance appraisals were obtained in time for the FY 2011-12 commercial insurance renewal. This information will also be used to calculate a maximum probable loss and recalibrate the City's property coverage parameters. These calculations and adjustments will be made during 2011 in conjunction with key bureau stakeholders. The insurance broker contract is due to be rebid this upcoming year. Risk also participated in a State-Local Government Task Group in 2010 to develop acceptable indemnity and insurance requirements for Intergovernmental Agreements.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Commercial Insurance		77,237	168,856	164,233	164,051
Insurance Policies		1,657,278	1,251,706	1,310,342	1,310,342
<b>Total Expenditures</b>		<b>1,734,515</b>	<b>1,420,562</b>	<b>1,474,575</b>	<b>1,474,393</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
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<b>Effective</b>					
Annual cost of City's property premium based on market conditions	\$746,200	\$959,000	\$869,100	\$1,149,924	\$1,149,924

# Loss Prevention

**Description** The Loss Prevention program is where Risk Management provides leadership and coordination of Citywide efforts to prevent losses due primarily to tort, fleet accidents, general liability claims, and the prevention of losses due to workforce injuries. Loss Prevention also assists the City in meeting OSHA compliance requirements and OSHA Division One services to meet the State's workers' compensation self-insurance requirements.

**Goals** The program is designed to carry out the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring long-term financial health.

**Performance** The program's effectiveness is inversely related to the number of claims each year. The number of general liability claims and fleet liability claims appear to be holding steady. The number of employee injuries per 200,000 hours worked continues to decline following the national trend.

**Changes to Services and Activities** During 2010 Loss Prevention provided training and risk assessment tools to Procurement and bureau contract staff. These tools should help avoid unanticipated torts related to contracting issues. The Loss Prevention team is currently fully staffed. As a result, a refresh and update of core safety and OSHA compliance assistance will be available to bureaus in the upcoming year.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Loss Prevention - Liability		320,025	363,061	308,008	307,825
Loss Prevention - Workers Comp		255,320	396,865	338,988	338,988
<b>Total Expenditures</b>		<b>575,345</b>	<b>759,926</b>	<b>646,996</b>	<b>646,813</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Efficiency</b>					
Number of general liability claims per 200,000 hours worked	8.26	8.80	9.50	9.50	9.50
Number of fleet liability claims per 100,000 miles driven	0.91	0.76	1.12	1.12	1.12
Number of workers' compensation claims per 200,000 hours worked	6.02	5.00	6.00	6.00	6.00

## Procurement

<b>Description</b>	<p>Procurement Services provides leadership, policy development, oversight and management of the City's procurement and contracting processes. Reporting to the BIBS Director, the Chief Procurement Officer provides operational management for the division, awards contracts and price agreements of \$500,000 or less, recommends contract awards to City Council for contracts in excess of \$500,000, authorizes contract amendments and final payments on contracts, adopts procedures and administrative rules, and resolving protests of contract award decisions. Administrative staff provide support and oversees internal business and operational needs. Additionally, administrative staff develops policy, reports on the City's sustainable procurement efforts, and operate the Minority Evaluator Program.</p> <p>Procurement Services houses two programs, Procurement and Outside Services, and work teams of: Construction and Public Improvements Contracting; Goods and Services; Technology Services; and Professional, Technical, and Expert (PTE) Services Contracting.</p>
<b>Goals</b>	<p>Federal and state laws, City Code, or Council directives mandate the services and oversight functions provided by Procurement Services' teams; Procurement Services activities link to all City goals. Procurement Services further supports the OMF goals of long-term financial health.</p>
<b>Performance</b>	<p>Program efficiency is measured by the number of procurements successfully completed during the fiscal year. Effectiveness is measured by the use of minority/women/emerging small business (M/W/ESB) firms as prime and sub contractors, as well as having a diverse workforce by requiring the use of minority and women workers on City projects. The efficiency of the procurement card program is measured by the number of cards issued and annual expenditures.</p>
<b>Changes to Services and Activities</b>	<p>During FY 2011-12, the Procurement team will be responding to the findings of the comprehensive Disparity Study completed in FY 2010-11. Funding in FY 2011-12 will allow Procurement Services to develop a Supplier Diversity program to ensure opportunities for M/W/ESB involvement in the City's commodity and services supply chain. A temporary staff increase will also be funded in order to provide crucial compliance services for the many Local Stimulus projects contracted during 2009 and 2010.</p>

# Internal Business Services

## City Support Services Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Procurement		2,881,985	4,440,533	4,163,231	4,163,231
<b>Total Expenditures</b>		<b>2,881,985</b>	<b>4,440,533</b>	<b>4,163,231</b>	<b>4,163,231</b>
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.					
Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent of apprenticeship hours worked on City contracts	16.00%	17.91%	19.20%	18.00%	18.00%
Percent of formal prime contracts less than \$200,000 awarded to M/W/ESB contractors	42.0%	61.5%	28.0%	25.0%	25.0%
Percent of minority/women contractor hours worked on City construction contracts	19.7%	22.6%	22.8%	22.0%	22.0%
<b>Efficiency</b>					
Total procurement card expenditures (in millions)	\$14.20	\$13.51	\$13.20	\$12.50	\$12.50
<b>Workload</b>					
Number of formal and informal PTE contracts processed	407	300	230	230	230

## Outside Services

<b>Description</b>	Procurement Services' Outside Services Team provides support and policy development for the Fair Contracting and Employment Strategy. The Strategy and the resulting administrative rules are the City's foundation for providing opportunities to M/W/ESB construction firms. Members of the Outside Services team are responsible for the Sheltered Market Program, Good Faith Effort Program, Workforce Training and Hiring Program, Project Management Training Program, and the PTE Marketing and Outreach Program. Members of the Outside Services team also market and perform compliance services for the Portland Development Commission and the Housing Authority of Portland through intergovernmental agreements.
<b>Goals</b>	The team supports economic development through the promotion of opportunities for small, women-owned and minority-owned businesses is the focus of the Outside Services team. In addition, it supports the OMF goal of continuously improving business practices.
<b>Performance</b>	The Outside Services team's performance is measured by the number of minority-owned, women-owned and emerging small businesses used in City contracting as prime and sub contractors, and by the use of women and minority apprentices on City construction projects.
<b>Changes to Services and Activities</b>	In FY 2011-12 the Outside Services group will be responsible for responding to the Disparity Study completed during FY 2010-11, including review of existing policies and procedures and development of new initiatives based on study findings.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Outside Services		1,079,592	1,112,287	1,036,863	1,036,863
<b>Total Expenditures</b>		<b>1,079,592</b>	<b>1,112,287</b>	<b>1,036,863</b>	<b>1,036,863</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.



**Summary of Division Budget**

**Internal Business Services**

**City Support Services Service Area**

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	16,841,453	7,895,169	8,394,497	7,426,831	7,426,831
Intergovernmental	4,276,694	5,407,152	15,375,028	3,632,996	3,632,996
Bond & Note	37,748,427	2,298,786	27,786,070	5,451,000	5,451,000
Miscellaneous	5,813,782	3,598,890	2,732,807	1,843,525	1,745,545
<b>Total External Revenues</b>	<b>64,680,356</b>	<b>19,199,997</b>	<b>54,288,402</b>	<b>18,354,352</b>	<b>18,256,372</b>
<b>Internal Revenues</b>					
General Fund Discretionary	368,071	1,246,495	1,605,197	1,204,151	1,204,151
General Fund Overhead	2,473,062	2,775,125	3,216,231	3,312,822	3,312,822
Fund Transfers - Revenue	7,077,926	3,503,163	4,668,011	3,616,599	3,616,599
Interagency Revenue	71,046,058	68,844,500	75,528,702	72,531,974	74,484,703
<b>Total Internal Revenues</b>	<b>80,965,117</b>	<b>76,369,283</b>	<b>85,018,141</b>	<b>80,665,546</b>	<b>82,618,275</b>
Beginning Fund Balance	102,966,609	101,536,135	90,390,482	106,505,403	105,878,927
<b>Total Resources</b>	<b>\$248,612,082</b>	<b>\$197,105,415</b>	<b>\$229,697,025</b>	<b>\$205,525,301</b>	<b>\$206,753,574</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	16,524,329	16,975,011	18,487,000	18,649,349	18,649,349
External Materials and Services	41,709,542	42,869,386	62,281,773	44,142,133	45,891,594
Internal Materials and Services	11,024,974	8,414,622	9,573,375	10,223,261	10,224,810
Capital Outlay	19,057,437	12,380,426	30,039,825	14,108,652	16,773,549
<b>Total Bureau Expenditures</b>	<b>88,316,282</b>	<b>80,639,445</b>	<b>120,381,973</b>	<b>87,123,395</b>	<b>91,539,302</b>
<b>Fund Expenditures</b>					
Debt Service	38,231,781	12,615,848	13,433,541	13,281,821	13,281,821
Contingency	0	0	92,118,600	100,936,562	97,748,928
Fund Transfers - Expense	9,213,127	4,251,509	3,762,911	4,183,523	4,183,523
<b>Total Fund Expenditures</b>	<b>47,444,908</b>	<b>16,867,357</b>	<b>109,315,052</b>	<b>118,401,906</b>	<b>115,214,272</b>
Ending Fund Balance	112,850,892	99,598,613	0	0	0
<b>Total Requirements</b>	<b>\$248,612,082</b>	<b>\$197,105,415</b>	<b>\$229,697,025</b>	<b>\$205,525,301</b>	<b>\$206,753,574</b>
<b>Programs</b>					
Administration & Support		4,698,218	288,301	852,077	915,195
Administration & Support		11,890	0	0	0
Administration & Support		5,167,594	64,600	127,600	127,600
Administration & Support		(24,393)	0	0	0
Business Solutions		636	0	0	0
Commercial Insurance		1,734,515	1,420,562	1,474,575	1,474,393
Copy Services		317,754	427,764	414,396	425,546
Distribution		2,260,304	2,494,050	2,460,698	2,460,649
Duplicating		3,759,288	3,998,439	3,924,416	3,885,615
Enterprise Operations Management		145,482	147,659	224,463	222,069
Fire Station Renovation & Construction		250	4,929,098	3,256,509	3,256,509
Fuel Management		(38,065)	0	0	0
Liability		6,645,311	10,768,138	7,721,990	7,722,554
Loss Prevention		575,345	759,926	646,996	646,813
Maintenance & Repair		16,352,861	18,735,673	17,461,744	17,561,093
Microfilm		164,723	261,383	124,764	124,764
Neighborhood Resource Center		(2,276)	0	0	0

# Internal Business Services

# Summary of Division Budget

## City Support Services Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
New & Replacement Acquisitions		7,122,461	14,680,874	8,146,066	10,726,963
Occupational Health & Infectious Disease		183,323	221,101	177,357	177,357
Operations and Maintenance		13,908,663	15,361,347	20,283,007	20,203,624
Outside Services		1,079,592	1,112,287	1,036,863	1,036,863
PGE Park		4,137	0	0	0
Plan Review		(4,313)	0	0	0
Procurement		2,881,985	4,440,533	4,163,231	4,163,231
Project Management Office		5,229,138	22,769,261	8,149,469	9,933,138
Property Management		341,732	620,357	280,595	278,297
Recreation		3,735	0	0	0
Rose Quarter		2,284,699	0	0	0
Special Appropriations - Community Development		81,162	0	0	0
Specialized Planning		(5,381)	0	0	0
Spectator Facilities		1,954,228	12,296,667	2,340,480	2,340,780
Vehicle Pool		64,436	70,294	75,167	75,167
Workers' Compensation		3,740,411	4,513,659	3,780,932	3,781,082
<b>Total Programs</b>		<b>\$80,639,445</b>	<b>\$120,381,973</b>	<b>\$87,123,395</b>	<b>\$91,539,302</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	3.00	155,844	3.00	158,351	3.00	158,351
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	50,632	1.00	52,704	1.00	52,704
30000436	Administrative Supervisor I	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
30000437	Administrative Supervisor II	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000125	Auto Body Restorer	51,355	55,806	4.00	223,248	4.00	223,248	4.00	223,248
30000448	Business Systems Analyst	56,763	75,670	1.00	75,360	1.00	75,672	1.00	75,672
30001208	Chief Procurement Officer	92,186	128,752	1.00	119,724	1.00	123,405	1.00	123,405
30000477	Claims Analyst	54,080	72,051	1.00	61,032	1.00	63,320	1.00	63,320
30000478	Claims Analyst, Sr	59,634	79,518	3.00	228,432	3.00	231,276	3.00	231,276
30000066	Claims Technician	41,059	52,832	2.00	103,172	2.00	105,672	2.00	105,672
30000470	Contractor Dev Program Coordinator	62,629	83,637	3.00	246,811	3.00	249,886	3.00	249,886
30000472	Contractor Development Supervisor	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000469	Contracts Compliance Specialist	56,763	75,670	4.00	302,688	4.00	302,688	4.00	302,688
30000041	Distribution Technician	37,981	46,550	4.00	186,192	4.00	186,192	4.00	186,192
30000042	Distribution Technician, Lead	39,894	48,880	1.00	48,876	1.00	48,876	1.00	48,876
30000368	Engineer-Mechanical	79,997	97,219	1.00	97,224	1.00	97,224	1.00	97,224
30000719	Facilities Construction Proj Mgr,Supvsg	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000718	Facilities Construction Project Manager	62,629	83,637	3.00	250,836	4.00	313,548	4.00	313,548
30000717	Facilities Construction Project Spec	54,080	72,051	2.00	126,132	2.00	126,132	2.00	126,132
30000456	Facilities Contracts Coordinator	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000711	Facilities Maint Dispatch/Scheduler	41,475	63,856	2.00	95,988	2.00	99,036	2.00	99,036
30000713	Facilities Maintenance Supervisor	54,080	72,051	1.00	72,048	1.00	72,048	1.00	72,048
30000071	Facilities Maintenance Technician	55,515	59,966	14.00	826,140	14.00	826,140	14.00	826,140
30000715	Facilities Services Division Manager	85,800	116,293	1.00	110,412	1.00	113,805	1.00	113,805
30000712	Facilities Services Specialist	54,080	72,051	2.00	134,508	2.00	136,648	2.00	136,648
30001108	Internal Business Services Director	101,421	145,205	1.00	145,200	1.00	145,200	1.00	145,200
30000721	Mail/Micrographics Supervisor	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000451	Management Analyst	56,763	75,670	1.00	56,760	1.00	56,760	1.00	56,760
30000450	Management Assistant	44,533	68,619	1.00	56,214	1.00	58,518	1.00	58,518
30000129	Motorcycle Mechanic	51,355	55,806	1.00	55,812	1.00	55,812	1.00	55,812
30000475	Occupational Health Program Manager	65,811	88,046	1.00	71,328	1.00	74,244	1.00	74,244
30000011	Office Support Specialist I	28,350	39,354	1.00	39,360	1.00	39,360	1.00	39,360
30000012	Office Support Specialist II	31,138	43,430	3.00	123,468	3.00	130,000	3.00	130,000
30000013	Office Support Specialist III	39,832	51,272	2.00	99,324	2.00	101,207	2.00	101,207
30000722	Print Shop Supervisor	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000044	Printing & Distrib Custmr Svc Rep, Lead	46,738	58,531	1.00	58,536	1.00	58,536	1.00	58,536
30000043	Printing & Distrib Customer Svc Rep	40,664	50,814	3.00	142,308	3.00	142,308	3.00	142,308
30000723	Printing & Distribution Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000059	Procurement Specialist	47,008	57,387	3.00	161,772	3.00	161,772	3.00	161,772
30000058	Procurement Specialist, Assistant	39,208	47,840	5.00	239,793	5.00	244,622	5.00	244,622
30000060	Procurement Specialist, Sr	55,307	70,138	3.00	201,268	3.00	209,172	3.00	209,172
30000471	Procurement Supervisor	62,629	83,637	4.00	302,760	4.00	305,118	4.00	305,118
30000464	Program Coordinator	59,634	79,518	5.00	347,052	5.00	359,134	5.00	359,134
30000465	Program Manager	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30000463	Program Specialist	54,080	72,051	1.00	67,356	1.00	69,656	1.00	69,656
30000698	Property Acquisition & Services Manager	62,629	83,637	2.00	144,338	2.00	148,622	2.00	148,622
30000473	Purchasing Manager	79,830	106,288	1.00	93,000	1.00	95,544	1.00	95,544
30000047	Reprographic Operator I	33,550	43,014	6.00	248,652	6.00	248,652	6.00	248,652
30000048	Reprographic Operator II	40,664	50,814	4.00	193,128	4.00	193,128	4.00	193,128
30000049	Reprographic Operator III	46,738	58,531	2.00	117,072	2.00	117,072	2.00	117,072

# Internal Business Services

# FTE Summary

## City Support Services Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000484	Risk Manager	79,830	106,288	1.00	105,194	1.00	106,284	1.00	106,284
30000481	Risk Specialist	54,080	72,051	2.00	123,360	2.00	127,223	2.00	127,223
30000482	Risk Specialist, Sr	59,634	79,518	2.00	159,048	2.00	159,048	2.00	159,048
30000483	Risk Supervisor	68,994	92,726	3.00	265,644	3.00	270,117	3.00	270,117
30000716	Spectator Facilities Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000055	Storekeepr/Acquisition II:Auto Part Spec	42,619	52,104	4.00	208,416	4.00	208,416	4.00	208,416
30000467	Stores System Supervisor I	54,080	72,051	1.00	66,144	1.00	68,630	1.00	68,630
30000457	Technology Svcs Contracts Coordinator	59,634	79,518	1.00	79,524	1.00	79,524	1.00	79,524
30000131	Vehicle & Equipment Mechanic	51,355	55,806	48.00	2,652,264	48.00	2,652,264	48.00	2,652,264
30000132	Vehicle & Equipment Mechanic, Lead	53,851	58,552	2.00	112,404	2.00	112,404	2.00	112,404
30000706	Vehicle Acquisition Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000709	Vehicle Maintenance Superintendent	68,994	92,726	1.00	92,472	1.00	92,661	1.00	92,661
30000707	Vehicle Maintenance Supervisor I	56,763	75,670	4.00	280,680	4.00	288,137	4.00	288,137
30000708	Vehicle Maintenance Supervisor II	62,629	83,637	1.00	78,756	1.00	81,984	1.00	81,984
30000705	Vehicle Program Specialist	44,533	68,619	1.00	68,616	1.00	68,616	1.00	68,616
30001360	Vehicle Services Administration Supvr	62,629	83,637	1.00	62,628	1.00	64,126	1.00	64,126
30000710	Vehicle Services Manager	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
30000123	Welder	50,835	55,224	3.00	165,672	3.00	165,672	3.00	165,672
30000480	Workers Comp/Disability Analyst, Sr	59,634	79,518	2.00	144,132	2.00	145,452	2.00	145,452
30000479	Workers Compensation/Disability Analyst	54,080	72,051	1.00	64,828	1.00	67,478	1.00	67,478
<b>TOTAL FULL-TIME POSITIONS</b>				<b>195.00</b>	<b>12,234,826</b>	<b>196.00</b>	<b>12,403,588</b>	<b>196.00</b>	<b>12,403,588</b>
<b>TOTAL PART-TIME POSITIONS</b>				<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
30000469	Contracts Compliance Specialist	56,763	75,670	0.00	0	1.00	56,208	1.00	56,208
30000058	Procurement Specialist, Assistant	39,208	47,840	0.00	0	1.00	56,208	1.00	56,208
30000060	Procurement Specialist, Sr	55,307	70,138	1.00	60,948	1.00	65,980	1.00	65,980
30000464	Program Coordinator	59,634	79,518	0.00	0	1.00	80,316	1.00	80,316
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>1.00</b>	<b>60,948</b>	<b>4.00</b>	<b>258,712</b>	<b>4.00</b>	<b>258,712</b>
<b>GRAND TOTAL</b>				<b>196.00</b>	<b>12,295,774</b>	<b>200.00</b>	<b>12,662,300</b>	<b>200.00</b>	<b>12,662,300</b>

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	86,047,887	0	86,047,887	197.00	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(135,405)	0	(135,405)	0.00	CityFleet Operating Fund
	(105,000)	1,124,582	1,019,582	0.00	Facilities Services Operating Fund
	(23,440)	0	(23,440)	0.00	Risk Management Funds
	(12,751)	291,887	279,136	3.00	Procurement Services
	(58,061)	0	(58,061)	0.00	Printing & Distribution Operating Fund
	(6,304)	0	(6,304)	0.00	OMF interagency packages
<b>Approved Budget Additions and Reductions</b>					
	0	1,610,912	1,610,912	0.00	Facilities Services Operating Fund
	0	193,268	193,268	0.00	CityFleet Operating Fund
	0	(28,000)	(28,000)	0.00	Printing & Distribution Operating Fund
<b>Adopted Budget Additions and Reductions</b>					
	(776)	776	0	0.00	OMF interagency packages
	0	150,300	150,300	0.00	Facilities Services Operating Fund
	0	2,486,978	2,486,978	0.00	CityFleet Operating Fund
	0	1,500	1,500	0.00	BIBS Administrative Services
	0	300	300	0.00	Spectator Facilities
	0	300	300	0.00	Printing & Distribution Operating Fund
	0	199	199	0.00	Insurance & Claims
	0	150	150	0.00	Workers Compensation
	<b>(341,737)</b>	<b>5,833,152</b>	<b>5,491,415</b>	<b>3.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>91,539,302</b>	<b>200.00</b>	<b>Total Adopted Budget</b>

# Revenue Bureau

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## Overview

The Revenue Bureau was formed with the following goals:

- ◆ Improve the City's ability to respond to and effectively serve its customers whether in person, over the phone, or via the internet.
- ◆ Create easier, more centralized access for the public, businesses, and other jurisdictions to do business with the City.
- ◆ Continue its emphasis on revenue collection.
- ◆ Achieve ongoing savings due to improvements in system delivery and process.

The Regulatory and Revenue Collection programs of the bureau strive to provide outstanding service, to efficiently and equitably collect revenues to fund essential City services, and to provide regulatory oversight to promote safety and livability.

# Revenue Collections

**Description** The Revenue Collections program provides revenue collection and administrative support for business income tax, transient lodgings tax, business improvement districts, special assessment liens, and the utility billing system.

**Goals** The program supports the City goal to deliver efficient, effective, and accountable municipal services by delivering responsive, competitive government services and maintaining a financially healthy City. The program supports the OMF goals of ensuring long-term financial health and continuously improving business processes.

**Performance** The program will continue efforts to identify new revenue sources, enhance collection efforts, and improve use of information technology to complete work more efficiently. The performance measures for this program include total revenues collected, cost per dollar collected, and number of accounts managed. Other measures are the number of e-commerce transactions and the dollar amount collected from these transactions.

**Changes to Services and Activities** The program will continue to pursue initiatives to streamline the bureau's business management functions and pursue the possibility of expanding revenue collections with other City bureaus. The bureau has been collecting significant revenues through the efforts of the Unlicensed Compliance team, the Delinquent Collections team, and the Audit section.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		58.43	57.84	57.09	58.09
<b>Expenditures</b>					
Business Solutions		2,654,177	3,461,016	3,332,854	3,332,854
License and Tax		10,878,127	12,106,873	11,826,158	11,826,158
Operations		2,243,687	1,831,278	2,020,416	2,020,416
<b>Total Expenditures</b>		<b>15,775,991</b>	<b>17,399,167</b>	<b>17,179,428</b>	<b>17,179,428</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Business License Tax Gap - Difference between business taxes paid and owed (in millions)	\$4.69	\$6.81	\$6.73	\$6.64	\$6.64
Total license & tax revenue collected (in millions)	\$157	\$145	\$147	\$148	\$148
Total other revenues collected (in millions)	\$15	\$24	\$16	\$18	\$18
<b>Efficiency</b>					
Cost per license & tax dollar collected	\$0.03	\$0.04	\$0.04	\$0.04	\$0.04
Cost per operations dollar collected	\$0.04	\$0.02	\$0.04	\$0.04	\$0.04
Number of e-commerce transactions	9,796	10,533	11,325	12,178	12,178

# Revenue Bureau

## City Support Services Service Area

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Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Workload</b>					
Number of license & tax accounts managed	61,067	65,873	72,773	76,913	76,913
Number of collections accounts managed	4,918	4,801	4,721	4,547	4,547



## Regulatory

<b>Description</b>	The Regulatory program issues permits and enforces regulations for private for-hire ground transportation companies, vehicles and drivers (including taxis, executive sedans, shuttles, limousines, medical transportation, and pedicabs), towing companies, vehicles, drivers and City contracts, pay and park lots, private property impounds, secondhand dealers, social games, amusement devices, payday lenders, and special events. The program collects more than \$880,000 in revenues for the City.
<b>Goals</b>	The program supports the City goal to deliver efficient, effective, and accountable municipal services by delivering responsive, competitive government services and maintaining a financially healthy City, and supports the OMF strategic plan goal of enhancing customer service and continuously improving business processes.
<b>Performance</b>	Over the last two year's, program revenues have been steadily increasing due to revisions in code and administrative rules. These changes, coupled with improved enforcement, resulted in higher compliance rates and increased revenues. Revenues for FY 2011-12 are currently projected to be more than double the amount collected in FY 2008-09.
<b>Changes to Services and Activities</b>	<p>The primary services and activities of this division are consistent with prior years. In addition to the code and rule improvements, the bureau has increased administrative and on-the-street enforcement in the private for-hire transportation program. Other changes are as follows:</p> <ul style="list-style-type: none"> <li>◆ Inspections and permitting have been revised to increase convenience for permittees.</li> <li>◆ A new database built for tracking and reporting is now in use in all Regulatory programs and will support the compliance monitoring, enforcement, and reporting in the coming years.</li> <li>◆ Targeted compliance monitoring is planned for the amusement device permit program.</li> <li>◆ A new City towing contract is being prepared and will be approved and awarded prior to September 2011.</li> </ul>

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		7.30	7.41	8.41	8.41
<b>Expenditures</b>					
Regulatory		425,875	429,816	668,937	668,937
Regulatory - Payday Lenders		2,400	0	0	0
Regulatory - Private Property Impound		59	0	0	0
Regulatory - Second Hand Dealers		98,447	97,674	102,612	102,612
Regulatory - Special Events		108,514	88,338	94,626	94,626
Regulatory - Taxi		216,667	181,698	190,992	190,992
Regulatory - Towing		142,785	157,866	165,111	165,111
<b>Total Expenditures</b>		<b>994,747</b>	<b>955,392</b>	<b>1,222,278</b>	<b>1,222,278</b>

# Revenue Bureau

## City Support Services Service Area

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FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
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Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
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### Workload

Total Regulatory Revenue collected	585,794	885,374	900,000	900,000	1,200,000
Number of Permits/Contracts Issued	3,525	3,600	3,873	3,873	3,873

**Summary of Division Budget**

**Revenue Bureau**  
**City Support Services Service Area**

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	3,927,818	2,287,477	3,531,640	3,049,720	3,049,720
Licenses & Permits	6,330,334	5,525,734	5,777,536	6,223,064	6,223,064
Charges for Services	37,510	29,243	28,650	28,100	28,100
Intergovernmental	1,312,291	864,437	856,552	877,966	877,966
Miscellaneous	164,990	96,575	94,918	67,000	67,000
<b>Total External Revenues</b>	<b>11,772,943</b>	<b>8,803,467</b>	<b>10,289,296</b>	<b>10,245,850</b>	<b>10,245,850</b>
<b>Internal Revenues</b>					
General Fund Discretionary	3,524,903	3,914,420	3,968,957	4,032,711	4,032,711
Fund Transfers - Revenue	10,000	735	711	0	0
Interagency Revenue	4,179,340	3,548,798	4,119,754	4,142,534	4,142,534
<b>Total Internal Revenues</b>	<b>7,714,243</b>	<b>7,463,953</b>	<b>8,089,422</b>	<b>8,175,245</b>	<b>8,175,245</b>
Beginning Fund Balance	1,043,269	1,319,641	566,074	219,882	219,882
<b>Total Resources</b>	<b>\$20,530,455</b>	<b>\$17,587,061</b>	<b>\$18,944,792</b>	<b>\$18,640,977</b>	<b>\$18,640,977</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	5,169,151	5,637,722	5,827,074	6,230,298	6,288,666
External Materials and Services	9,207,768	9,113,371	9,982,125	9,624,768	9,566,400
Internal Materials and Services	3,075,253	2,239,744	2,545,360	2,546,640	2,546,640
<b>Total Bureau Expenditures</b>	<b>17,452,172</b>	<b>16,990,837</b>	<b>18,354,559</b>	<b>18,401,706</b>	<b>18,401,706</b>
<b>Fund Expenditures</b>					
Contingency	0	0	107,595	0	0
Fund Transfers - Expense	1,758,642	28,061	13,938	18,235	18,235
<b>Total Fund Expenditures</b>	<b>1,758,642</b>	<b>28,061</b>	<b>121,533</b>	<b>18,235</b>	<b>18,235</b>
Ending Fund Balance	1,319,641	568,163	468,700	221,036	221,036
<b>Total Requirements</b>	<b>\$20,530,455</b>	<b>\$17,587,061</b>	<b>\$18,944,792</b>	<b>\$18,640,977</b>	<b>\$18,640,977</b>
<b>Programs</b>					
Commissioner's Office		(1,389)	0	0	0
Debt Management		237,665	0	0	0
License and Tax		46	0	0	0
Plan Review		(10,842)	0	0	0
Regulatory		994,747	955,392	1,222,278	1,222,278
Revenue Collection		15,775,991	17,399,167	17,179,428	17,179,428
Site Development		(5,381)	0	0	0
<b>Total Programs</b>		<b>\$16,990,837</b>	<b>\$18,354,559</b>	<b>\$18,401,706</b>	<b>\$18,401,706</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Revenue Bureau

# FTE Summary

## City Support Services Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	49,171	60,070	1.00	56,646	1.00	58,882	1.00	58,882
30000064	Accountant III	54,142	66,102	1.00	66,108	1.00	66,108	1.00	66,108
30000434	Administrative Assistant	44,533	68,619	1.00	56,844	1.00	58,590	1.00	58,590
30000437	Administrative Supervisor II	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000448	Business Systems Analyst	56,763	75,670	5.00	359,500	5.00	369,006	5.00	369,006
30000447	Business Systems Analyst, Assistant	44,533	68,619	2.00	95,851	2.00	98,870	2.00	98,870
30000449	Business Systems Analyst, Sr	62,629	83,637	2.00	159,181	2.00	163,159	2.00	163,159
30000017	Customer Accounts Specialist I	33,405	46,758	2.00	93,528	2.00	93,528	2.00	93,528
30000568	Financial Analyst, Sr	62,629	83,637	1.00	81,396	1.00	83,079	1.00	83,079
30000588	License & Tax Division Manager	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000464	Program Coordinator	59,634	79,518	2.00	135,996	2.00	140,519	2.00	140,519
30000466	Program Manager, Sr	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30001033	Regulatory Division Manager	74,214	98,862	1.00	91,032	1.00	94,764	1.00	94,764
30000190	Regulatory Program Administrator	60,112	72,176	3.00	216,540	3.00	216,540	3.00	216,540
30000189	Regulatory Program Specialist	41,829	53,768	2.00	101,760	3.00	145,836	3.00	145,836
30000191	Revenue & Taxation Specialist I	33,405	43,430	6.00	240,528	6.00	244,169	7.00	281,549
30000193	Revenue & Taxation Specialist III	41,829	53,768	4.00	209,304	4.00	210,936	4.00	210,936
30000194	Revenue & Taxation Specialist IV	45,406	57,346	13.00	711,156	13.00	718,068	13.00	718,068
30000196	Revenue & Taxation Specialist V	48,984	61,610	4.00	246,432	4.00	246,432	4.00	246,432
30000586	Revenue Audit Supervisor	65,811	88,046	1.00	88,044	1.00	88,044	1.00	88,044
30000404	Revenue Auditor	56,763	75,670	3.00	215,012	3.00	221,508	3.00	221,508
30000405	Revenue Auditor, Sr	62,629	83,637	3.00	250,920	3.00	250,920	3.00	250,920
30000413	Revenue Bureau Director	101,421	145,205	1.00	123,324	1.00	127,955	1.00	127,955
30000443	Revenue Bureau Operations Manager	79,830	106,288	1.00	100,008	1.00	103,086	1.00	103,086
30000587	Tax Supervisor	62,629	83,637	1.00	63,056	1.00	65,642	1.00	65,642
30000531	Training & Development Analyst	56,763	75,670	1.00	69,188	1.00	72,029	1.00	72,029
<b>TOTAL FULL-TIME POSITIONS</b>				<b>64.00</b>	<b>4,112,178</b>	<b>65.00</b>	<b>4,218,494</b>	<b>66.00</b>	<b>4,255,874</b>
<b>TOTAL PART-TIME POSITIONS</b>				<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
30000191	Revenue & Taxation Specialist I	33,405	43,430	0.75	25,056	0.00	0	0.00	0
30000194	Revenue & Taxation Specialist IV	45,406	57,346	0.50	28,668	0.50	28,668	0.50	28,668
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>1.25</b>	<b>53,724</b>	<b>0.50</b>	<b>28,668</b>	<b>0.50</b>	<b>28,668</b>
<b>GRAND TOTAL</b>				<b>65.25</b>	<b>4,165,902</b>	<b>65.50</b>	<b>4,247,162</b>	<b>66.50</b>	<b>4,284,542</b>

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	18,394,152	0	18,394,152	64.50	FY 2011-12 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(13,863)	0	(13,863)	0.00	OMF IA adjustments
	(61,583)	0	(61,583)	0.00	Salary savings reduction
	83,000	0	83,000	1.00	Enhanced regulatory enforcement
Approved Budget Additions and Reductions					
	0	0	0	1.00	Position to assist in the collection of leaf removal fees
Adopted Budget Additions and Reductions					
	(1,774)	1,774	0	0.00	OMF IA adjustments
	<b>5,780</b>	<b>1,774</b>	<b>7,554</b>	<b>2.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>18,401,706</b>	<b>66.50</b>	<b>Total Adopted Budget</b>

# Technology Services

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## Overview

Bureau of Technology Services (BTS) provides leadership in planning and management of the City's information technology and communications related equipment, systems, and services. BTS also provides these same services to many regional government agencies.

Technology Services Programs are:

- ◆ Administrative Services
- ◆ Business Solutions
- ◆ Office of the Chief Technology Officer
- ◆ Customer Relations
- ◆ Information Security
- ◆ Infrastructure & Engineering
- ◆ Police IT
- ◆ Production Services
- ◆ Project Management Office
- ◆ Replacement
- ◆ Support Center

## Administration & Support

**Description** The Administrative Services program delivers efficient and effective ordering, storekeeping, budget development, and clerical services. Administrative Services is responsible for executing streamlined processes to deliver timely and efficient order fulfillment of technology products; delivers consistent and effective clerical services in support of all bureau staff needs, bureau policy development, timekeeping, payroll, and personnel administration; maintains effective inventory controls of technology equipment and software; and provides budget coordination with staff from Business Operations.

**Goals** Administrative Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes.

**Performance** Administrative Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to enhance customer service.

**Changes to Services and Activities** Key areas of focus for FY 2011-12 include the development and bureau wide training for a number of new bureau specific operational procedures and rules, and implementing storekeeping functions for the Police Bureau that are consistent with the rest of the City. Additionally, the storekeeping and order fulfillment work unit will be revising BTS pay and inventory procedures to increase overall efficiency and effectiveness.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		10.00	9.00	9.00	9.00
<b>Expenditures</b>					
Administration		7,474,671	2,216,141	2,085,449	2,085,449
Administration & Support		0	10,770	0	0
Stores & Order Fulfillment		(39,666)	34,822	602,927	602,927
<b>Total Expenditures</b>		<b>7,435,005</b>	<b>2,261,733</b>	<b>2,688,376</b>	<b>2,688,376</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Days elapsed from ordering a new desktop PC to installation	4	4	4	4	4
<b>Efficiency</b>					
Number of bureau staff per clerical employee	74	56	73	73	73

## Customer Relations

**Description** Customer Relations works with BTS customers to identify business requirements in order to develop solutions and service level agreements aligned with their business needs. The responsibility of Customer Relations is to understand the customers' business and key challenges, gather customer business requirements to assist in the development of appropriate technology solutions, collaboratively develop technology work plans in lock-step with the yearly budget process, provide transparent and timely two way communication and information sharing that builds strong partnerships between BTS and its customers, and provide ongoing management and revisions to the BTS Service Catalog and bureau specific Service Level Agreements.

**Goals** Customer Relations supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to enhance customer service.

**Performance** Performance is measured for this program by tracking the percentage of customers that rate the Customer Relations program 4 out of 5 on the annual BTS Customer Service Survey.

**Changes to Services and Activities** Key activities for FY 2011-12 include increasing BTS understanding of customer business knowledge, greater proactive engagement with customers in the effort to define out-year business needs, and increased marketing of BTS service offerings.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		5.00	5.00	5.00	5.00
<b>Expenditures</b>					
Customer Relations		799,163	785,941	651,090	651,090
<b>Total Expenditures</b>		<u>799,163</u>	<u>785,941</u>	<u>651,090</u>	<u>651,090</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
BTS Customer Survey Satisfaction Average Rating (5=highest)	NA	NA	NA	4	4



## Business Solutions

<b>Description</b>	Business Solutions develops and supports corporate wide and bureau specific business applications and services, advancing e-government and e-commerce initiatives that address internal and public needs, and strategic planning. Key responsibilities of Business Solutions are to provide citywide application development, implementation, and support; develop and maintain the BTS strategic plan and technology roadmap; engineer new technology solutions to meet customer business needs; and provide oversight for any outsourced application development and selection of all third party applications and services.
<b>Goals</b>	Business Solutions supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes.
<b>Performance</b>	Performance of this program is measured through the use of BTS' primary e-government and e-commerce platforms. PortlandOnline has received national e-government awards and the payment gateway is increasingly used to conduct secure online payment transactions including processing yearly revenue of over \$61 million.
<b>Changes to Services and Activities</b>	Key activities for FY 2011-12 include contributing to the major projects of RegJIN, which replaces the legacy police records management system, technology support of the Bureau of Development Services project for online plan reviews, mobile field inspections and digitization of plan diagrams and documents. Additionally, the new Planning and Development work unit will focus on developing strategic solutions aligned with the future business needs of the City, and the e-government work unit will continue efforts to enhance CivicApps to increase the number of public datasets. Also, the e-government program will explore implementing a replacement content management system for PortlandOnline built upon an Open Source platform.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		63.90	64.63	65.63	65.63
<b>Expenditures</b>					
Business Solutions		(655,269)	7,743,381	3,579,996	3,579,996
Corporate Applications		6,246,219	1,303,955	4,894,088	4,894,088
Planning and Development		0	0	554,215	554,215
Vertical Applications		2,769,068	51,900	1,455,554	1,455,554
<b>Total Expenditures</b>		<b>8,360,019</b>	<b>9,099,236</b>	<b>10,483,853</b>	<b>10,483,853</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Technology Services

## City Support Services Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Average number of unique visitors per day to PortlandOnline	25,000	18,822	17,214	17,000	17,000
Average number of page views per day to PortlandOnline	328,000	469,684	120,000	120,000	120,000
Average number of maps per day served through PortlandMaps	84,000	46,739	50,000	50,000	50,000
Payment Gateway Availability	NA	NA	NA	99.9%	99.9%
<b>Efficiency</b>					
Yearly revenue processed electronically through the payment gateway (in millions)	\$49	\$59	\$61	\$61	\$61
<b>Workload</b>					
Application and Development Hours Billed	45,000	35,566	36,000	36,100	36,100

# Office of the Chief Technology Officer

**Description**                    The Office of the Chief Technology Officer (CTO) provides overall management and leadership for the Bureau of Technology Services. This program includes the positions of the CTO and Deputy Director, and is staffed with an Executive Assistant.

**Goals**                                The Office of the CTO supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes.

**Performance**                    The Office of the CTO works with all BTS programs to sustain a culture of responsive customer service; meet all legal and regulatory compliance conditions and council mandates; assist with maximizing the City's investment in SAP and ensuring the success of the City's large technology replacement projects; meet or exceed service level commitments; continue to reduce the overall number of unplanned service outages; and promote citywide alignment with BTS standards, policies and technology roadmaps. Performance is measured through yearly OMF customer satisfaction surveys.

**Changes to Services and Activities**    Key activities for FY 2011-12 include technology leadership and oversight of key commitments to the Public Safety System Revitalization Program (PSSRP) with major milestones successfully completed for the replacement of the City's analog public safety radio system and law enforcement records management system.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		3.00	3.00	3.00	3.00
<b>Expenditures</b>					
CTO Office		618,063	783,660	329,991	429,991
<b>Total Expenditures</b>		<u>618,063</u>	<u>783,660</u>	<u>329,991</u>	<u>429,991</u>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
OMF Customer Survey Average Satisfaction Rating (4=highest)	NA	NA	NA	4	4

# Technology Services

## City Support Services Service Area

# Infrastructure & Engineering

### Description

Infrastructure & Engineering maintains a robust public safety radio, telecom, video and network environment. The responsibilities of Infrastructure & Engineering are to rapidly respond to and resolve all voice, radio, and network support issues; effectively engineer and maintain the City's communications systems, networks, and structured cable/fiber plant; and support and maintain the Integrated Regional Network (IRNE) and Institutional Network (INET) services for government agencies throughout Multnomah County.

### Goals

Infrastructure & Engineering supports the city goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes.

### Performance

Infrastructure & Engineering is primarily focused on the reliability and availability of critical network and communications systems and services, as well as the efficiency and effectiveness of the staff who support large quantities of technology equipment such as radios and telephones.

### Changes to Services and Activities

Scheduled activities in FY 2011-12 include beginning end-of-life equipment replacement for a large number of local area network switches and routers, technical deliverables in support of the replacement of the City's analog public safety radio system, revising the City's smartphone roadmap to include new and emerging cellular technologies and planning efforts required to replace the City's analog telephone switch.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		60.00	60.00	60.00	60.00
<b>Expenditures</b>					
800 MHz		393,500	2,188,700	1,977,943	1,977,943
Cable Plant Engineering		1,223	7,500	5,000	5,000
Data Center & Production Support		1,170,937	1,483,500	143,692	143,692
Infrastructure & Engineering		3,616,459	4,304,737	2,717,731	2,717,731
Network Engineering & Support		286,718	449,396	1,551,449	1,551,449
Production Engineering		48,668	57,915	0	0
Radio & Video Operations		1,513,369	2,329,574	2,090,215	2,090,215
Telecomm Engineering		13,030	30,367	65,098	65,098
Telecomm Operations		4,184,693	8,340,743	8,635,458	8,635,458
<b>Total Expenditures</b>		<b>11,228,597</b>	<b>19,192,432</b>	<b>17,186,586</b>	<b>17,186,586</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

**Technology Services**  
**City Support Services Service Area**

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Percent Uptime for Phone Switch	100%	100%	100%	100%	100%
Number of Telephone Lines Provided in Service	7,120	7,903	7,850	7,850	7,850
Percentage of time radio system operated without failure	100.00%	100.00%	100.00%	99.99%	99.99%
Internet Availability Percentage	99.99%	99.99%	99.95%	99.90%	99.90%
Network Availability (excluding scheduled maintenance)	NA	NA	NA	99.8%	99.8%
<b>Efficiency</b>					
Number of pieces of electronic radio equipment maintained per technician	1,393	1,263	1,265	1,275	1,275
Number of pieces of electronic radio equipment maintained	7,664	6,950	6,950	7,000	7,000
Average number of telephone trouble tickets resolved per technician	78	376	375	385	385
<b>Workload</b>					
Number of Service Orders Submitted	1,352	1,220	1,200	1,250	1,250
Number of radio communication units accessing system	8,321	8,610	8,200	8,200	8,200

# Technology Services

## City Support Services Service Area

# Information Security

**Description** The mission of Information Security is to ensure the confidentiality, integrity, and availability of all City data and communications systems and assets. The responsibilities of this program are to develop and measure compliance to information policies and procedures; implement effective technical, administrative and physical security controls to minimize risk; and develop and maintain the BTS business continuity and disaster recovery plan.

**Goals** Information Security supports the city goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes.

**Performance** The performance of this program is primarily measured by the effectiveness of BTS to proactively protect the City's technology environment from security threats.

**Changes to Services and Activities** The focus in FY 2011-12 will be maintaining compliance with payment card industry security regulations that are expected to be revised over the fiscal year, and enhancements to BTS' ability to withstand and recover from natural or manmade disasters.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		4.00	4.00	4.00	4.00
<b>Expenditures</b>					
Information Security		852,819	1,285,691	640,382	640,382
<b>Total Expenditures</b>		<b>852,819</b>	<b>1,285,691</b>	<b>640,382</b>	<b>640,382</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Pct of compliance with Current Payment Card Security Standards for City's electronic payment gateway	100%	100%	100%	100%	100%
Average Time Between Security Incidents (Involving 5 or more workstations) In Days	NA	NA	NA	180	180
Percentage of Computers Able to Accept Security Patching	NA	NA	NA	99%	99%
<b>Efficiency</b>					
Average Deployment Cycle for Major Security Software Updates - Workstations in days	NA	NA	NA	30	30
Average Deployment for Security Updates - servers, in days	NA	NA	NA	90	90
Maximum Pct of Computers w/o Current Security Software Installed and Functioning	NA	NA	NA	5%	5%

## Police IT

**Description** Police IT supports effective application development and maintenance, and provides quality infrastructure and field support to the Police Bureau. The responsibilities of Police IT are to develop and maintain Police data applications and supporting systems, and rapidly respond to and resolve all Police field and infrastructure support requests.

**Goals** Police IT supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes.

**Performance** Performance results of Police IT reflect the ability to maintain a stable technology infrastructure to meet the 24/7 needs of the Police Bureau, to maintain the availability of the Field Reporting System, and to replace aged and failing office and mobile computing equipment.

**Changes to Services and Activities** Key activities for FY 2011-12 include working on the implementation of a replacement law enforcement records management system (RegJIN) scheduled for competition in March 2013, completing the implementation of an electronic citation system and quartermaster system, and implementing enhanced security mechanisms for the large fleet of mobile data computer.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		17.00	17.00	17.00	17.00
<b>Expenditures</b>					
Police Applications		992,331	17,400	594,712	594,712
Police Infrastructure Support		655,619	1,917,536	865,103	865,103
<b>Total Expenditures</b>		<b>1,647,950</b>	<b>1,934,936</b>	<b>1,459,815</b>	<b>1,459,815</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Field Reporting System Availability (excluding scheduled maintenance)	NA	NA	NA	99.5%	99.5%

# Technology Services

City Support Services Service Area

## Project Management Office

<b>Description</b>	The mission of the Project Management Office (PMO) is to deliver effective and consistent bureau wide project management practices for all disciplines of technology services provided by each BTS program. The responsibilities of PMO are to implement consistent project management methodologies and approaches regardless of technology discipline or program, facilitate project oversight including priority and resource alignment across the organization, and facilitate effective technology governance to ensure BTS is working on the City's highest priority technology initiatives.
<b>Goals</b>	PMO supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improves business processes.
<b>Performance</b>	Performance of this program is measured through direct customer survey feedback at the completion of projects, as well as the quantity of hours billed for project management service.
<b>Changes to Services and Activities</b>	Activities planned in FY 2011-12 include implementing a project portfolio management system, developing a citywide technology governance model, and increasing customer understanding regarding project development and cost estimation.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		9.00	9.00	9.00	9.00
<b>Expenditures</b>					
Project Management		1,040,485	1,591,437	840,521	840,521
<b>Total Expenditures</b>		<b>1,040,485</b>	<b>1,591,437</b>	<b>840,521</b>	<b>840,521</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Customers rating project management service provided as excellent	75%	80%	80%	80%	80%
# of total billable project hours managed by PMO	NA	1,220	1,300	1,300	1,300



## Production Services

<b>Description</b>	The mission of Production Services is to maintain a fast, reliable and cost effective server, email, storage, backup and database infrastructure and effectively manage the City's data center facilities. The responsibilities of the Production Services program are to properly maintain the City's state of the art data center facilities; support the City's server, email, storage and backup infrastructure; and effectively maintain the infrastructure of the City's mission critical production systems (SAP, Cayenta, Synergen, Maximo, CAD, TRACS, PPDS and email).
<b>Goals</b>	Production Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes.
<b>Performance</b>	Performance measures for Production Services focus on the reliability of the City's key mission critical production systems.
<b>Changes to Services and Activities</b>	Key activities for FY 2011-12 include supporting the new infrastructure of the City's replacement computer aided dispatch (CAD) system, implementing technologies to store digitized documents for the Bureau of Development Services, upgrading and enhancing the City's storage area network, implementing more effective capacity management processes and procedures, and implementing new tools to facilitate online collaboration.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		3.00	3.00	3.00	3.00
<b>Expenditures</b>					
Production Services		171,943	2,768,114	5,748,700	5,748,700
<b>Total Expenditures</b>		<b>171,943</b>	<b>2,768,114</b>	<b>5,748,700</b>	<b>5,748,700</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Mission Critical Production System Availability - Cayenta	NA	NA	NA	99.98%	99.98%
Mission Critical Production System Availability - SAP	NA	NA	NA	99.98%	99.98%
Email Availability (excluding scheduled maintenance)	NA	NA	NA	99.98%	99.98%
Public Safety System Availability - BOEC	NA	NA	NA	99.99%	99.99%
Public Safety System Availability - Police	NA	NA	NA	99.99%	99.99%

# Technology Services

## City Support Services Service Area

# Replacement

- Description** Replacement coordinates the purchase of replacement equipment on behalf of customer bureaus that pay into the replacement fund through their interagency charges. Included in these purchases are radio and related equipment, personal computers (PC), and laptops. This program also tracks replacement fund balances held for customers to apply toward future replacement purchases.
- Goals** Replacement supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to continuously improve business processes.
- Performance** There is currently no performance measure for this program.
- Changes to Services and Activities** In FY 2011-12, BTS will explore implementing a mandatory replacement component into the rates for server, storage, and networking infrastructure.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Expenditures</b>					
Replacement		194,305	972,637	1,200,000	1,200,000
<b>Total Expenditures</b>		<b>194,305</b>	<b>972,637</b>	<b>1,200,000</b>	<b>1,200,000</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

## Support Center

<b>Description</b>	The Support Center acts as the first point of contact for the majority of customer support needs. It also implements and manages effective support systems and tools. The responsibilities of the Support Center are to respond to and resolve all desktop and laptop issues and provide the first level of support of printing issues; act as the central point for user account and access management; deliver new and replacement desktop computers on time to meet customer needs; effectively manage City PC and server systems with robust, down-the-wire administration and deployment tools; and engineer, implement, and maintain the systems and tools needed for tracking service requests and computing assets.
<b>Goals</b>	The Support Center supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to enhance customer service.
<b>Performance</b>	Performance measures for the Support Center focus on responsiveness in resolving support issues reported to the HelpDesk, and the overall effectiveness and efficiency of support staff.
<b>Changes to Services and Activities</b>	Key activities for FY 2011-12 include enhancing bureau wide incident response processes, making a software upgrade and other improvements to their call tracking system including tracking telecom related service requests in the same system used for office computing, deploying new 64-bit Windows 7 desktop and laptop computers through PC lifecycle replacements, and improving overall accuracy of equipment and software asset inventory.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		48.00	47.00	47.00	47.00
<b>Expenditures</b>					
Desktop Support		840,779	463,000	1,596,941	1,596,941
Help Desk		621,006	84,000	1,345,605	1,345,605
PC Deployment		327,557	70,600	500,176	500,176
Server & Messaging Support		1,207,291	759,700	0	0
Support Center		4,298,256	5,694,172	2,262,577	2,262,577
Support Systems & Asset Management		413,086	141,200	860,844	860,844
User Access & Account Management		124,332	5,200	260,887	260,887
<b>Total Expenditures</b>		<b>7,832,307</b>	<b>7,217,872</b>	<b>6,827,030</b>	<b>6,827,030</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Technology Services

## City Support Services Service Area

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
First Call Resolution: Percentage of problems resolved by Help Desk without escalation to Field Staff	60%	81%	78%	65%	65%
Percentage of Calls Answered within 20 Seconds	NA	NA	NA	80%	80%
Resolution Time: Percentage of Problems Resolved Same Day	NA	NA	NA	75%	75%
<b>Efficiency</b>					
Number of Desktop/Laptop computers Supported per Technician	126	129	126	130	130
Replace All Eligible PCs Every 4th Year Under the Lifecycle Repl Program	NA	NA	NA	25%	25%
<b>Workload</b>					
Number of Email Accounts Supported	6,227	6,277	6,350	6,300	6,300
Average Number of HelpDesk Tickets per Month	NA	NA	NA	4,800	4,800

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	2,374,820	52,027	0	155,547	155,547
Intergovernmental	2,993,233	4,884,301	6,005,330	5,077,447	5,077,447
Bond & Note	10,313,363	2,656,757	64,996	0	0
Miscellaneous	1,097,224	1,270,675	333,500	777,393	777,393
<b>Total External Revenues</b>	<b>16,778,640</b>	<b>8,863,759</b>	<b>6,403,826</b>	<b>6,010,387</b>	<b>6,010,387</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	522,107	341,725	26,246	5,793	5,793
Interagency Revenue	45,651,694	45,869,964	43,080,149	44,102,766	43,913,957
<b>Total Internal Revenues</b>	<b>46,173,801</b>	<b>46,211,689</b>	<b>43,106,395</b>	<b>44,108,559</b>	<b>43,919,750</b>
Beginning Fund Balance	29,784,249	23,977,651	24,700,861	21,431,487	22,807,902
<b>Total Resources</b>	<b>\$92,736,690</b>	<b>\$79,053,099</b>	<b>\$74,211,082</b>	<b>\$71,550,433</b>	<b>\$72,738,039</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	22,386,683	23,982,872	24,919,301	26,102,359	26,102,359
External Materials and Services	27,294,654	12,027,117	17,793,037	15,713,707	15,713,707
Internal Materials and Services	9,595,310	3,987,444	4,181,351	3,824,002	3,924,002
Capital Outlay	2,186,084	186,978	1,000,000	2,416,276	2,416,276
<b>Total Bureau Expenditures</b>	<b>61,462,731</b>	<b>40,184,411</b>	<b>47,893,689</b>	<b>48,056,344</b>	<b>48,156,344</b>
<b>Fund Expenditures</b>					
Debt Service	5,229,942	4,517,898	1,833,404	1,880,681	1,880,681
Contingency	0	0	21,552,617	19,686,983	20,521,259
Fund Transfers - Expense	2,066,366	8,003,279	2,931,372	1,926,425	2,179,755
<b>Total Fund Expenditures</b>	<b>7,296,308</b>	<b>12,521,177</b>	<b>26,317,393</b>	<b>23,494,089</b>	<b>24,581,695</b>
Ending Fund Balance	23,977,651	26,347,511	0	0	0
<b>Total Requirements</b>	<b>\$92,736,690</b>	<b>\$79,053,099</b>	<b>\$74,211,082</b>	<b>\$71,550,433</b>	<b>\$72,738,039</b>
<b>Programs</b>					
Administration & Support		7,435,005	2,261,733	2,688,376	2,688,376
Administration & Support		149	0	0	0
Administration & Support		(7,568)	0	0	0
Assessments & Improvements		382	0	0	0
Business Solutions		8,360,019	9,099,236	10,483,853	10,483,853
Customer Relations		799,163	785,941	651,090	651,090
Information Security		852,819	1,285,691	640,382	640,382
Infrastructure & Engineering		11,228,597	19,192,432	17,186,586	17,186,586
Office of the Chief Technology Officer		618,063	783,660	329,991	429,991
Operations and Maintenance		138	0	0	0
Police IT		1,647,950	1,934,936	1,459,815	1,459,815
Production Services		171,943	2,768,114	5,748,700	5,748,700
Project Management Office		1,040,485	1,591,437	840,521	840,521
Quality Assurance		10,322	0	0	0
Replacement		194,305	972,637	1,200,000	1,200,000
Site Teams		331	0	0	0
Support Center		7,832,307	7,217,872	6,827,030	6,827,030
<b>Total Programs</b>		<b>\$40,184,411</b>	<b>\$47,893,689</b>	<b>\$48,056,344</b>	<b>\$48,156,344</b>

# Technology Services

## Summary of Division Budget

### City Support Services Service Area

Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
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Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	44,533	68,619	1.00	44,532	1.00	44,532	1.00	44,532
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	63,852	1.00	63,852	1.00	63,852
30000201	Applications Analyst I-Generalist	54,080	72,051	1.00	62,172	1.00	64,716	1.00	64,716
30000203	Applications Analyst II-Generalist	56,763	75,670	2.00	151,344	2.00	151,344	2.00	151,344
30000204	Applications Analyst III-Generalist	62,629	83,637	19.00	1,525,845	19.00	1,538,421	19.00	1,538,421
30000207	Applications Analyst IV-Generalist	65,811	88,046	10.00	780,930	10.00	793,820	10.00	793,820
30000206	Applications Analyst IV-GIS,Enterprise	65,811	88,046	1.00	65,808	1.00	65,808	1.00	65,808
30001234	Applications Analyst IV-Web Developer	65,811	88,046	2.00	131,616	2.00	132,966	2.00	132,966
30000448	Business Systems Analyst	56,763	75,670	1.00	61,500	1.00	63,188	1.00	63,188
30000602	CAD Software Engineer	74,214	98,862	1.00	90,108	1.00	92,880	1.00	92,880
30000411	Chief Technology Officer	114,026	163,426	1.00	163,428	1.00	163,428	1.00	163,428
30000832	Chief Technology Officer, Assistant	101,421	145,205	1.00	140,002	1.00	144,087	1.00	144,087
30000700	Communications Engineer	65,811	88,046	2.00	163,608	2.00	166,969	2.00	166,969
30000238	Communications Switch Technician	55,328	67,080	2.00	134,160	2.00	134,160	2.00	134,160
30000627	Communications Systems Administrator	74,214	98,862	1.00	93,408	1.00	96,906	1.00	96,906
30000624	Communications Systems Marketing Rep	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30000628	ComNet Operations Manager	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
30000626	ComNet Technical Project Coordinator	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30000234	Electronics Technician I: Communications	47,258	57,366	4.00	229,488	4.00	229,488	4.00	229,488
30000236	Electronics Technician II: Commun	55,328	67,080	9.00	591,972	9.00	591,972	9.00	591,972
30000341	GIS Technician I	37,378	50,086	1.00	50,088	1.00	50,088	1.00	50,088
30000209	Inf Syst Analyst I-Telecomm	54,080	72,051	1.00	57,264	1.00	59,613	1.00	59,613
30000210	Inf Syst Analyst II-Generalist	56,763	75,670	23.00	1,621,941	23.00	1,644,298	23.00	1,644,298
30000211	Inf Syst Analyst II-Telecomm	56,763	75,670	4.00	302,688	4.00	302,688	4.00	302,688
30000213	Inf Syst Analyst III-Generalist	62,629	83,637	19.00	1,473,052	19.00	1,497,079	19.00	1,497,079
30000215	Inf Syst Analyst IV-Generalist	65,811	88,046	15.00	1,279,834	15.00	1,289,628	15.00	1,289,628
30001003	Inf Syst Analyst IV-Security	65,811	88,046	1.00	65,808	1.00	68,508	1.00	68,508
30000218	Inf Syst Analyst, Principal-Gen	74,214	98,862	26.00	2,452,874	26.00	2,464,580	26.00	2,464,580
30000217	Inf Syst Analyst, Principal-GIS Enterprs	74,214	98,862	4.00	388,140	4.00	394,817	4.00	394,817
30000219	Inf Syst Analyst, Principal-Proj Mgmt	74,214	98,862	6.00	562,712	6.00	574,579	6.00	574,579
30000220	Inf Syst Analyst, Principal-Security	74,214	98,862	2.00	158,802	2.00	162,267	2.00	162,267
30000610	Inf Syst Mgr, Sr-Applications	85,800	116,293	2.00	221,472	2.00	225,072	2.00	225,072
30000613	Inf Syst Mgr, Sr-General	85,800	116,293	4.00	455,247	4.00	462,828	4.00	462,828
30000614	Inf Syst Mgr, Sr-Production	85,800	116,293	1.00	111,612	1.00	115,803	1.00	115,803
30000615	Inf Syst Mgr, Sr-Security	85,800	116,293	1.00	109,320	1.00	113,434	1.00	113,434
30001035	Inf Syst Mgr-Corporate Applications	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000607	Inf Syst Mgr-Generalist	79,830	106,288	3.00	318,852	3.00	318,852	3.00	318,852
30000608	Inf Syst Mgr-Network Manager	79,830	106,288	2.00	186,120	2.00	186,120	2.00	186,120
30001004	Inf Syst Mgr-Proj Mgmt	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000609	Inf Syst Mgr-Wide Area Network	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000604	Inf Syst Supvr-Bureau IS & GIS	74,214	98,862	2.00	188,976	2.00	190,824	2.00	190,824
30000605	Inf Syst Supvr-Generalist	74,214	98,862	7.00	653,018	7.00	659,858	7.00	659,858
30000199	Inf Syst Technician II	44,533	68,619	12.00	713,596	12.00	724,323	12.00	724,323
30000200	Inf Syst Technician III	54,080	72,051	4.00	287,592	4.00	287,992	4.00	287,992
30000618	IT Strategic Technology Planning Manager	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
30000452	Management Analyst, Sr	62,629	83,637	1.00	63,484	1.00	66,088	1.00	66,088
30000012	Office Support Specialist II	31,138	43,430	1.00	43,428	1.00	43,428	1.00	43,428
30000013	Office Support Specialist III	39,832	51,272	2.00	99,324	2.00	102,283	2.00	102,283
30000622	SAP Architect- XI/PI	101,421	145,205	1.00	145,200	1.00	145,200	1.00	145,200
30000053	Storekeeper/Acquisition Specialist I	40,560	49,650	2.00	90,216	2.00	90,216	2.00	90,216

# Technology Services

## FTE Summary

### City Support Services Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000054	Storekeeper/Acquisition Specialist II	42,619	52,104	1.00	52,104	1.00	52,104	1.00	52,104
30000056	Storekeeper/Acquisition Specialist III	48,131	59,842	1.00	59,844	1.00	59,844	1.00	59,844
30000625	Technical Operations Supervisor	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000620	Technology Services Bureau Business Rep	79,830	106,288	3.00	292,404	3.00	292,404	3.00	292,404
30000619	Technology Svcs Customer Service Analyst	85,800	116,293	1.00	116,292	1.00	116,292	1.00	116,292
<b>TOTAL FULL-TIME POSITIONS</b>						220.00	17,913,365	220.00	18,097,935
30000204	Applications Analyst III-Generalist	62,629	83,637	0.63	32,928	0.63	34,171	0.63	34,171
<b>TOTAL PART-TIME POSITIONS</b>						0.63	32,928	0.63	34,171
30000204	Applications Analyst III-Generalist	62,629	83,637	0.50	31,314	1.00	62,628	1.00	62,628
30000212	Inf Syst Analyst II-GIS,Vertical	56,763	75,670	0.50	28,380	1.00	56,760	1.00	56,760
<b>TOTAL LIMITED TERM POSITIONS</b>						1.00	59,694	2.00	119,388
<b>GRAND TOTAL</b>						221.63	18,005,987	222.63	18,251,494



This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	48,540,487	0	48,540,487	222.63	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(57,000)	0	(57,000)	0.00	Part-time employee expense reduction
	(181,335)	0	(181,335)	0.00	Reduce professional services
	(245,808)	0	(245,808)	0.00	Hold positions vacant
<b>Approved Budget Additions and Reductions</b>					
	0	(41,770)	(41,770)	0.00	Adjust interagency agreements
<b>Adopted Budget Additions and Reductions</b>					
	0	141,770	141,770	0.00	Adjust interagency agreements
	<b>(484,143)</b>	<b>100,000</b>	<b>(384,143)</b>	<b>0.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>48,156,344</b>	<b>222.63</b>	<b>Total Adopted Budget</b>

# Citywide Projects

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## Overview

Citywide Projects includes the Public Safety Systems Revitalization Project (PSSRP), a critical public safety technology capital project that replaces and enhances several systems used by the City and its regional partners in support of emergency dispatch, law enforcement, and emergency rescue. These systems will be used to prepare for, and respond to, emergency incidents including wide scale disasters for the City and for regional partners. Current projects include:

- ◆ Computer-Aided-Dispatch (CAD), used for emergency dispatch functions for City bureaus including Police Bureau and Fire Bureau, as well as several external agencies such as the Port of Portland and the cities of Gresham and Fairview.
- ◆ Portland Police Data System (PPDS), a legacy police records management system used by the Police Bureau, as well as many local and state law enforcement agencies.
- ◆ 800 MHz Public Safety Radio System, which provides voice and data services to over 10,000 individual users across the City, as well as regional public safety partners.
- ◆ Portland Fire Records Management System, which provide operational support of fire and rescue services.

## Public Safety Systems Revitalization Program

<b>Description</b>	The PSSRP office provides overall management and technical leadership for PSSRP and includes staff needed to plan for and implement these new system replacements.
<b>Goals</b>	PSSRP supports the City goal of maintaining the safety and well being of the region's citizens and its businesses, as well as the continued health of the natural environment.
<b>Performance</b>	There are no performance measures associated with PSSRP in the budget. Quality and effectiveness of PSSRP are measured and reported monthly by an independent quality assurance (QA) services firm on contract with the City. Each month, the QA consultant assesses and reports on 45 critical project management areas for the core PSSRP projects (CAD Next, RegJIN, Fire RMS and 800 MHz Regional Radio).
<b>Changes to Services and Activities</b>	The PSSRP director position is currently vacant but it is expected that all available positions will be filled FY 2011-12. Anticipated activities in FY 2011-12 include awarding a contract for a new PPDS replacement system after a competitive Request for Proposal (RFP) process, developing a strategy to replace the operational systems in support of the Fire Bureau, continuing work on replacement of the 800 MHz Radio system, and pursuing public safety grant opportunities to address PSSRP funding gaps.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		10.00	10.00	10.00	10.00
<b>Expenditures</b>					
Public Safety Systems Revitalization Program		6,180,205	15,816,023	14,655,887	9,812,774
<b>Total Expenditures</b>		<b>6,180,205</b>	<b>15,816,023</b>	<b>14,655,887</b>	<b>9,812,774</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Citywide Projects

# Summary of Division Budget

## City Support Services Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Intergovernmental	4,110	429,167	1,092,691	0	0
Bond & Note	0	8,825,944	29,111,926	0	0
Miscellaneous	0	34,858	0	0	0
<b>Total External Revenues</b>	<b>4,110</b>	<b>9,289,968</b>	<b>30,204,617</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	237,850	1,120,005	1,851,670	1,347,561	1,347,561
Fund Transfers - Revenue	7,374,594	16,934,046	2,180,890	8,663,735	8,505,250
Interagency Revenue	5,469,361	0	0	0	0
<b>Total Internal Revenues</b>	<b>13,081,805</b>	<b>18,054,051</b>	<b>4,032,560</b>	<b>10,011,296</b>	<b>9,852,811</b>
Beginning Fund Balance	0	1,889,619	23,413,745	38,725,121	20,435,495
<b>Total Resources</b>	<b>\$13,085,915</b>	<b>\$29,233,639</b>	<b>\$57,650,922</b>	<b>\$48,736,417</b>	<b>\$30,288,306</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	2,467,156	883,234	1,287,259	1,361,643	1,316,635
External Materials and Services	7,831,280	5,257,072	12,367,445	8,468,798	7,438,693
Internal Materials and Services	894,120	574,056	2,161,319	1,057,446	1,057,446
Capital Outlay	3,740	0	0	3,768,000	0
<b>Total Bureau Expenditures</b>	<b>11,196,296</b>	<b>6,714,362</b>	<b>15,816,023</b>	<b>14,655,887</b>	<b>9,812,774</b>
<b>Fund Expenditures</b>					
Debt Service	0	1,203,687	1,177,500	0	0
Contingency	0	0	40,123,120	25,416,795	12,223,612
Fund Transfers - Expense	0	163,500	534,279	8,663,735	8,251,920
<b>Total Fund Expenditures</b>	<b>0</b>	<b>1,367,187</b>	<b>41,834,899</b>	<b>34,080,530</b>	<b>20,475,532</b>
Ending Fund Balance	1,889,619	21,152,090	0	0	0
<b>Total Requirements</b>	<b>\$13,085,915</b>	<b>\$29,233,639</b>	<b>\$57,650,922</b>	<b>\$48,736,417</b>	<b>\$30,288,306</b>
<b>Programs</b>					
Administration & Support		129	0	0	0
Administration & Support		(111,252)	0	0	0
Administration & Support		200	0	0	0
Administration & Support		644,242	0	0	0
Enterprise Business Solution Project		(1,516)	0	0	0
Public Safety Systems Revitalization Program		6,180,205	15,816,023	14,655,887	9,812,774
Public Safety Systems Revitalization Program		2,354	0	0	0
<b>Total Programs</b>		<b>\$6,714,362</b>	<b>\$15,816,023</b>	<b>\$14,655,887</b>	<b>\$9,812,774</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000218	Inf Syst Analyst, Principal-Gen	74,214	98,862	2.00	173,088	2.00	173,088	2.00	173,088
30000219	Inf Syst Analyst, Principal-Proj Mgmt	74,214	98,862	1.00	78,360	1.00	80,772	1.00	80,772
30000607	Inf Syst Mgr-Generalist	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30000451	Management Analyst	56,763	75,670	2.00	128,793	2.00	134,082	2.00	134,082
30001031	Technology Capital Project Manager I	85,800	116,293	3.00	342,828	3.00	347,340	3.00	347,340
30001032	Technology Capital Project Manager II	101,421	145,205	1.00	140,560	1.00	145,200	1.00	145,200
<b>TOTAL FULL-TIME POSITIONS</b>				10.00	969,913	10.00	986,766	10.00	986,766
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				10.00	969,913	10.00	986,766	10.00	986,766

**City Support Services Service Area**

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	1,360,523	13,308,326	14,668,849	10.00	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(11,509)	0	(11,509)	0.00	Reduction in external materials & services
	(1,619)	0	(1,619)	0.00	OMF IA reductions
	166	0	166	0.00	OMF IA adds
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>					
	0	(4,943,000)	(4,943,000)	0.00	Reduction in Radio Project budget
	0	(20,403)	(20,403)	0.00	Net change in CAD-Next budget
	0	120,290	120,290	0.00	Increase in PPDS budget
	(166)	166	0	0.00	OMF IA add changed to one-time
	<b>(13,128)</b>	<b>(4,842,947)</b>	<b>(4,856,075)</b>	<b>0.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>9,812,774</b>	<b>10.00</b>	<b>Total Adopted Budget</b>

## Enterprise Business Solutions Services

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### Overview

Enterprise Business Solution (EBS) implements, maintains, and continuously improves the City's SAP integrated resource planning system. EBS provides functional, technical, communications, change management, end user training, and administrative services in support of the SAP system. The division currently supports approximately 1,300 financial system users, 750 human resources and payroll users in 28 business groups responsible for executing critical business processes, and more than 1,600 employee self-service users.

# Enterprise Business Solutions Services

<b>Description</b>	<p>EBS supports the continuous improvement and effective use of SAP within the City. The responsibilities of EBS are to: support the users of the SAP system to perform the financial and human resources activities of the City, drive efficient use of the SAP system and assist the bureaus to improve the execution of the operational responsibilities of the City, and deliver enhanced functionality of the SAP system and maximize the City's investment in this system.</p> <p>The functional and technical staff support services in the enterprise environment, which include daily financial transactions and reporting, project and asset management, grant management, payroll processing, personnel administration, and organizational management. Staff works with the EBS Program Advisory Committee and the EBS Executive Steering Committee to plan enhancements to the SAP system and to maintain the City's investment in SAP. In FY 2010-11, the division completed the implementation of the Business Objects reporting that will enable the end users to more efficiently access data from SAP, expand employee and manager self-service, and deliver additional functionality identified by the SAP roadmap.</p>
<b>Goals</b>	<p>EBS supports the Citywide goal of delivering efficient, effective, and accountable municipal services and the OMF mission of managing the City's fiscal, human, physical, and technological resources to deliver high quality services to the City and the community.</p>
<b>Performance</b>	<p>EBS performance is measured through customer service satisfaction, training accomplished, the number of high priority change requests received and completed, and the number of daily open Help Desk tickets. As the program continues to define and execute standardized operational processes, customer satisfaction and efficiencies will increase. The targets for FY 2011-12 include a customer satisfaction rating of 2.5 out of 4 possible points, 150 training sessions completed, and 40 high priority change requests completed annually.</p>
<b>Changes to Services and Activities</b>	<p>Key changes during FY 2010-11 and FY 2011-12 include the hiring of additional staffing to address the right-sizing of the organization to fully support the City's users and reduce reliance on more expensive outside consulting services. EBS training efforts for FY 2011-12 are focused on a more cost effective delivery of training via e-learning in order to reduce the number of training sessions required. Upon full integration of additional staffing, the division can improve operational efficiencies to provide consistent support, train users to gain the necessary SAP expertise, and deliver new functionality to City bureaus including deploying SAP to all employees.</p>

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		15.50	20.00	20.00	20.00
Expenditures					



# Enterprise Business Solutions Services

## City Support Services Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
EBS Services		9,879,888	8,321,077	7,953,575	7,953,575
<b>Total Expenditures</b>		<b>9,879,888</b>	<b>8,321,077</b>	<b>7,953,575</b>	<b>7,953,575</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
<b>Effective</b>					
Customer Service satisfaction rating (scale 1 to 4)	NA	2.18	2.00	2.25	2.50
<b>Efficiency</b>					
Percent of high priority change requests completed annually	NA	NA	50%	65%	65%
<b>Workload</b>					
Number of training sessions delivered	NA	158	200	150	150
Number of high priority change requests received annually	NA	NA	60	100	60
Number of high priority change requests completed annually	NA	NA	30	75	40
Average number of Help Desk tickets open daily	NA	NA	50	100	50

# Enterprise Business Solutions Services

## Summary of Division Budget

### City Support Services Service Area

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Bond & Note	0	10,346,911	0	0	0
Miscellaneous	42,868	22,070	11,921	140,000	140,000
<b>Total External Revenues</b>	<b>42,868</b>	<b>10,368,981</b>	<b>11,921</b>	<b>140,000</b>	<b>140,000</b>
<b>Internal Revenues</b>					
General Fund Discretionary	36,942	1,580,168	0	0	0
General Fund Overhead	2,246,378	4,430,659	0	0	0
Fund Transfers - Revenue	7,754,570	14,984,197	0	5,710	5,710
Interagency Revenue	0	345,000	10,885,676	12,506,543	12,506,543
<b>Total Internal Revenues</b>	<b>10,037,890</b>	<b>21,340,024</b>	<b>10,885,676</b>	<b>12,512,253</b>	<b>12,512,253</b>
Beginning Fund Balance	0	2,311,351	4,493,273	3,984,839	4,289,349
<b>Total Resources</b>	<b>\$10,080,758</b>	<b>\$34,020,357</b>	<b>\$15,390,870</b>	<b>\$16,637,092</b>	<b>\$16,941,602</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	61,274	2,140,976	2,260,800	2,210,737	2,210,737
External Materials and Services	447,009	3,382,802	1,780,340	1,294,806	1,294,806
Internal Materials and Services	2,369,554	4,395,857	4,279,937	4,448,032	4,448,032
<b>Total Bureau Expenditures</b>	<b>2,877,837</b>	<b>9,919,634</b>	<b>8,321,077</b>	<b>7,953,575</b>	<b>7,953,575</b>
<b>Fund Expenditures</b>					
Debt Service	0	13,968,936	4,115,950	4,393,762	4,393,763
Contingency	0	0	2,910,151	4,113,937	4,418,446
Fund Transfers - Expense	4,891,570	5,970,891	43,692	175,818	175,818
<b>Total Fund Expenditures</b>	<b>4,891,570</b>	<b>19,939,827</b>	<b>7,069,793</b>	<b>8,683,517</b>	<b>8,988,027</b>
Ending Fund Balance	2,311,351	4,160,895	0	0	0
<b>Total Requirements</b>	<b>\$10,080,758</b>	<b>\$34,020,357</b>	<b>\$15,390,870</b>	<b>\$16,637,092</b>	<b>\$16,941,602</b>
<b>Programs</b>					
Administration & Support		15,000	0	0	0
EBS Services		9,879,888	8,321,077	7,953,575	7,953,575
License and Tax		18,887	0	0	0
Revenue Collection		5,859	0	0	0
<b>Total Programs</b>		<b>\$9,919,634</b>	<b>\$8,321,077</b>	<b>\$7,953,575</b>	<b>\$7,953,575</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000433	Administrative Specialist, Sr	41,475	63,856	1.00	59,511	1.00	61,950	1.00	61,950
30000440	Business Operations Supervisor	65,811	88,046	1.00	80,040	1.00	83,043	1.00	83,043
30000449	Business Systems Analyst, Sr	62,629	83,637	12.00	854,717	12.00	873,990	12.00	873,990
30000494	Community Outreach & Invlvmt Program Mgr	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30001433	SAP Business Systems Analyst, Principal	74,214	98,862	2.00	166,430	2.00	170,148	2.00	170,148
30001233	SAP Support Manager	92,186	128,752	1.00	128,748	1.00	128,748	1.00	128,748
30000532	Training & Development Officer	62,629	83,637	2.00	124,572	2.00	127,110	2.00	127,110
<b>TOTAL FULL-TIME POSITIONS</b>				20.00	1,476,646	20.00	1,507,617	20.00	1,507,617
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				20.00	1,476,646	20.00	1,507,617	20.00	1,507,617

**City Support Services Service Area**

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	8,071,761	0	8,071,761	20.00	FY 2011-12 Current Appropriation Level
CAL Adjustments	0	0	0	0.00	None
Mayor's Proposed Budget Decisions	(118,186)	0	(118,186)	0.00	Mandatory Reductions
Approved Budget Additions and Reductions	0	0	0	0.00	None
Adopted Budget Additions and Reductions	0	0	0	0.00	None
	(118,186)	0	(118,186)	0.00	Total FY 2011-12 Decision Packages
			7,953,575	20.00	Total Adopted Budget

## Special Appropriations

### Overview

Special appropriations are included in OMF for reporting purposes only. They are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit. These include payments to non-City agencies, funding for some City programs, and some City set-asides. The Office of Management and Finance provides management and oversight for the appropriations under the direction of City Council. Some appropriations are one-time allocations while others are ongoing.

### Ongoing Special Appropriations

#### **City Membership and Dues**

This special appropriation provides \$267,549 in ongoing resources to fund the costs related to the City memberships in various organizations to which the City subscribes as a municipality. This special appropriation will be administered by the Office of Management and Finance.

#### **Clean and Safe**

This special appropriation provides \$20,437 in ongoing resources to support the City's share of the downtown Business Improvement District. This special appropriation will supplement charges to downtown property owners. The funds are used for guides, marketing strategies, enhanced security, and street cleaning in the downtown area.

#### **Compensation Set-Aside**

This special appropriation is a set-aside for General Fund adjustments to salaries for City employees, based on projected inflation. These funds are distributed as necessary to bureaus during the spring budget monitoring process each fiscal year. The amount estimated for FY 2011-12 is \$5,230,522.

#### **COPPEA Training**

This \$14,665 ongoing allocation is for a training set-aside in accordance with the labor agreement with the City of Portland Professional Employee Association (COPPEA).

#### **Crisis Assessment & Treatment Center**

This appropriation provides ongoing funding of \$600,000 for the City's share of the operational costs of the Crisis Assessment & Treatment Center.

#### **Council Emergency Fund**

This funding of \$5,305 is for the annual appropriation for the Mayor and Commissioners as specified in the City Charter. This appropriation is administered by the Mayor's Office.

## **Special Appropriations**

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### **City Support Services Service Area**

#### **Downtown Services**

This special appropriation provides \$1,067,352 in ongoing resources to keep downtown Portland a safe and attractive center for people and businesses. Contracted services include bicycle patrol, public restroom cleaning in the downtown parks, and Pioneer Courthouse Square security. The appropriation also funds an interagency agreement with Portland Parks and Recreation to maintain flowers pots along the transit mall and light rail corridor. This appropriation accomplishes different work than the Clean and Safe special appropriation.

#### **Future Connect Scholarship**

This package will provide \$500,000 in ongoing funding to the Future Connect Scholarship. This program is designed to create a pathway to an Associate's Degree by helping youth with the financial burden of attending college. It also serves as an incentive for youth who are most at-risk of not graduating college on time. This scholarship covers the cost for the first two years of study at Portland Community College.

#### **Leaders Roundtable**

This special appropriation provides \$14,208 in ongoing resources to fund the City's share for an advisory group of community leaders. It is convened to coordinate and improve interrelated services attended by staff from the Mayor's Office. This special appropriation will be administered by the Mayor's Office.

#### **Mayor's Secret Service**

This special appropriation provides an annual amount of \$2,132 for the Mayor's Secret Service Fund as specified in the City Charter. This special appropriation will be administered by the Mayor's Office.

#### **Office of Equity**

This appropriation provides ongoing funding of \$525,000 for the proposed creation of the Office of Equity in FY 2011-12.

#### **Portland Center for the Performing Arts (PCPA)**

This ongoing funding of \$774,040 is to meet the City's obligation to the PCPA. This is a contractual payment to provide operating and capital support to the City-owned performing arts facilities.

#### **Regional Arts and Culture Council (RACC)**

RACC's base budget includes a total of \$3,826,883 ongoing funding and \$200,000 one-time funding for Work for Art in accordance with the contract.

**One-time Special Appropriations**

**Black Parent Initiative**

This package will provide \$100,000 to the Black Parent Initiative (BPI), which inspires and mobilizes black parents to ensure their children achieve educational excellence. BPI's In-Home Program provides one-on-one training and family contact in the home, using the Effective Black Parenting model, individualized service plans, classes, and support groups. This program keeps kids safely at home, and increases the role of relatives and natural support systems, therefore decreasing the disproportionate number of Black youth in Portland's Child Welfare System.

**CARES Northwest**

This package will provide \$50,000 in financial assistance to CARES Northwest. This organization is the designated provider for medically based child abuse assessment and intervention services for Multnomah and Washington counties in Oregon.

**CASH Oregon Free Tax Preparation**

This package will provide \$75,000 to CASH Oregon for free tax preparation service. CASH Oregon serves primarily low income and disadvantaged individuals throughout Portland and Multnomah County. Very few people served by CASH have adequate access to computers or tax preparation software; many are challenged by language barriers and lack basic financial literacy. In addition to tax preparation services, CASH also assists people with their personal finances by connecting them to educational resources and related community services.

**Cully-Concordia Adult ESOL Classes**

This \$20,000 funding continues the English for Speakers of Other Languages (ESOL) classes for adults in the Cully neighborhood. This program offers free ESOL instruction for adults by volunteer literacy tutors with materials provided by the program and tailored to the needs of each student.

**East Portland SUN School Equity**

The SUN service system provides a range of programs to improve student's academic success and build family self-sufficiency. The SUN School model allows for these services to be delivered via school sites and to school populations. A poverty index is used to determine where SUN Schools should be based. David Douglas High school is the only high-poverty index school in the region without a SUN program. This \$100,000 provides the base start-up amount for a SUN High School. Additional dollars will be leveraged by the County to provide additional start up support.

**Fostering Success Initiative**

This package will provide \$117,000 to the Fostering Success Initiative. The City of Portland will collaborate with other governmental and non-governmental entities including the state, county, court system and education system to improve the lives and educational futures of our community's foster children.

## **Special Appropriations**

### **City Support Services Service Area**

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The first step in this process is to convene a workgroup of representative partners to examine the feasibility of both a service center and housing devoted to foster youth as they age out of the foster care system. A workgroup will convene in 2011 to assess the viability of such a center and create and outline for its programming and services. The workgroup shall also review various housing models and make recommendations regarding those models and whether or not they should be incorporated into a service center.

#### **Janus Youth Program - Human Trafficking**

This appropriation provides support of \$150,000 for the Janus Youth Program for victim shelter beds.

#### **Japanese Garden Society of Oregon**

This package will provide \$40,000 to the Japanese Garden Society of Oregon. The Portland Japanese Garden has been an important cultural asset for the City of Portland for 48 years. The Garden is in need of a physical and programmatic expansion that will serve regional, national, and international visitors. The total cost of the expansion is estimated at \$19,200,000. The Garden will match City's contribution two to one with commitments from its Board.

#### **Miracles Club**

This package will provide \$10,000 to the Miracles Club. The club provides services for recovering addicts and their families, including 12-step meetings, social gathering space, and weekly family nights where parents and their children get together, play, dance and enjoy themselves in atmosphere free of drugs and alcohol. Funds will be used to support the Miracles Club peer-to-peer mentoring program. The Portland City Council previously supported the Miracles Club to attain its own permanent location on Martin Luther King, Jr. Blvd. The new Miracles Club will be opening this summer and in addition to offering its alcohol and drug recovery programs the Club will also have alcohol and drug free housing.

#### **Needle Exchange**

This appropriation provides financial support of \$65,000 for the Needle Exchange Program in FY 2011-12.

#### **Oregon Food Bank**

This request will provide \$100,000 in financial assistance to the Oregon Food Bank. This organization collects and distributes emergency food to those in need.

#### **Police Activities League (PAL)**

This package will provide \$30,000 to the Police Activities League (PAL). PAL builds partnerships between youth, police and the community through recreational, athletic and educational programs designed to encourage and develop good citizenship and to improve the quality of life in the Portland metropolitan area. PAL targets youth who are at risk of joining gangs, not reaching benchmarks in school, and/or live in low income or high risk neighborhoods.



**Portland Art Museum Energy Efficiency**

This appropriation provides financial support of \$100,000 for the Portland Art Museum Energy Efficiency Program in FY 2011-12.

**Portland Center for the Performing Arts (PCPA) Foundation**

This appropriation provides financial support of \$50,000 for the PCPA Foundation in FY 2011-12.

**Portland Loos**

This action will provide \$152,000 in funding for new public toilets throughout the City.

**Portland Rose Festival**

This request will provide \$20,000 in funding for 141 public toilets along the 4.2 mile Grand Floral Parade and at the Oregon Convention Center for parade-goers with special needs. Additionally, the project will provide enforcement of City rules regarding the prohibition of marking space in the public right-of-way.

**RACC - Creative Advocacy Network**

This action provides \$150,000 to the Creative Advocacy Network (CAN). CAN's mission is to increase public funding for the arts to ensure that every child has access to arts education and every resident has access to arts and cultural experiences. The agency intends to match dollar for dollar by private sector funding to further leverage City's investment.

**RACC - Equity & Diversity Initiatives**

As part of the new five-year contract with the City, RACC is working to improve its internal measuring systems and to expand its outreach to the minority communities to better serve all Portlanders. This \$48,417 in funding will allow RACC to invest in more cultural diversity training; translate guidelines and application materials into Spanish, Russian, Chinese, Somali and Vietnamese; and increase from 0.25 FTE to 1.0 FTE the staff dedicated to coordinating these diversity outreach activities.

**RACC - Right Brain Initiative**

The Right Brain Initiative helps ensure that arts education remains in Portland schools, providing students with the critical 21st century skills that they will need to succeed in school and in life. The agency estimates that \$50,000 in funding will leverage an additional \$50,000 from other public and private partners to allow an expansion of the program from 23 to 30 participating schools in FY 2011-12.

**RACC - Work for Art**

This request will provide \$50,000 in funding for one part-time staff position during RACC's busiest campaign to attract new donors. With this additional help, RACC estimates that it will be able to raise \$755,000 in FY 2011-12, which is an increase of \$75,000 compared to the previous fiscal year.

## **Special Appropriations**

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### **City Support Services Service Area**

#### **Sports Fields**

For the past few years, the City of Portland has provided funding to support the development of sports fields at area high schools. The Parks 2020 Vision calls for developing and improving sports fields throughout the city. This \$300,000 in FY 2011-12 funding will leverage additional funding from Portland Public Schools or the Parkrose School District, along with private organizations, corporations and individual donors.

#### **VOZ Workers Right Education Project**

This package will provide \$25,000 to the VOZ Workers Rights Education. This is a worker-led organization that empowers immigrants and day laborers to gain control over their conditions through leadership development, organizing, and community education.

	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
<b>Resources</b>					
<b>External Revenues</b>					
Miscellaneous	8,123	0	0	0	0
<b>Total External Revenues</b>	<b>8,123</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	11,726,884	13,313,634	7,021,702	13,877,379	14,698,776
General Fund Overhead	160,494	152,418	143,555	151,734	151,734
Interagency Revenue	89,478	271,349	12,000	26,013	26,013
<b>Total Internal Revenues</b>	<b>11,976,856</b>	<b>13,737,401</b>	<b>7,177,257</b>	<b>14,055,126</b>	<b>14,876,523</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$11,984,979</b>	<b>\$13,737,401</b>	<b>\$7,177,257</b>	<b>\$14,055,126</b>	<b>\$14,876,523</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personal Services	624	0	0	368,400	368,400
External Materials and Services	11,876,955	13,609,279	7,077,257	9,177,601	9,177,601
Internal Materials and Services	107,400	128,122	100,000	100,000	100,000
<b>Total Bureau Expenditures</b>	<b>11,984,979</b>	<b>13,737,401</b>	<b>7,177,257</b>	<b>9,646,001</b>	<b>9,646,001</b>
<b>Fund Expenditures</b>					
Contingency	0	0	0	4,409,125	5,230,522
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,409,125</b>	<b>5,230,522</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$11,984,979</b>	<b>\$13,737,401</b>	<b>\$7,177,257</b>	<b>\$14,055,126</b>	<b>\$14,876,523</b>
<b>Programs</b>					
Diversity Development/Affirmative Action		0	0	525,000	525,000
Economic Opportunity		1,359,427	0	0	0
Mayor's Office		14,181	0	0	0
Special Appropriation - City Support Services		1,059,421	6,351,488	329,872	329,872
Special Appropriation - Parks, Rec & Culture		5,086,400	867,019	7,028,692	7,028,692
Special Appropriation - Public Safety		0	0	30,000	30,000
Special Appropriations - Community Development		6,104,917	(41,250)	1,732,437	1,732,437
Support		113,056	0	0	0
<b>Total Programs</b>		<b>\$13,737,401</b>	<b>\$7,177,257</b>	<b>\$9,646,001</b>	<b>\$9,646,001</b>

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

# Special Appropriations

## FTE Summary

### City Support Services Service Area

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000464	Program Coordinator	59,634	79,518	0.00	0	4.00	260,016	4.00	260,016
<b>TOTAL FULL-TIME POSITIONS</b>				0.00	0	4.00	260,016	4.00	260,016
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				0.00	0	4.00	260,016	4.00	260,016

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	6,018,584	200,000	6,218,584	0.00	FY 2011-12 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	0	100,000	100,000	0.00	Oregon Food Bank
	0	20,000	20,000	0.00	Portland Rose Festival
	0	300,000	300,000	0.00	Sports Fields
	0	75,000	75,000	0.00	CASH Oregon Free Tax Preparation
	0	152,000	152,000	0.00	Portland Loos
	0	50,000	50,000	0.00	CARES Northwest
	0	50,000	50,000	0.00	RACC - Right Brain Initiative
	0	150,000	150,000	0.00	RACC - Creative Advocacy Network
	0	50,000	50,000	0.00	RACC - Work for Art
	0	48,417	48,417	0.00	RACC - Equity & Diversity Initiatives
	0	30,000	30,000	0.00	Police Activities League
	0	117,000	117,000	0.00	Fostering Success Initiative
	0	100,000	100,000	0.00	Black Parent Initiative
	0	25,000	25,000	0.00	VOZ Workers Right Education Project
	500,000	0	500,000	0.00	Future Connect Scholarship
	0	100,000	100,000	0.00	East Portland SUN School Equity
	0	10,000	10,000	0.00	Miracles Club
	0	40,000	40,000	0.00	Japanese Garden Society of Oregon
	0	20,000	20,000	0.00	Cully-Concordia Adult ESOL Classes
	525,000	0	525,000	4.00	Office of Equity
	0	50,000	50,000	0.00	PCPA Foundation
	0	65,000	65,000	0.00	Needle Exchange
	0	150,000	150,000	0.00	Janus Youth - Eliminate Human Trafficking
	0	100,000	100,000	0.00	Portland Art Museum Energy Efficiency
	600,000	0	600,000	0.00	Crisis Assessment Center
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.00	None
	<b>1,625,000</b>	<b>1,802,417</b>	<b>3,427,417</b>	<b>4.00</b>	<b>Total FY 2011-12 Decision Packages</b>
			<b>9,646,001</b>	<b>4.00</b>	<b>Total Adopted Budget</b>



# Acronyms

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The following are acronyms and terms commonly used by the City of Portland.

<b>AA</b> .....	Affirmative Action
<b>AP</b> .....	Accounting period
<b>BAC</b> .....	Budget Advisory Committee
<b>BDS</b> .....	Bureau of Development Services
<b>BES</b> .....	Bureau of Environmental Services
<b>BFS</b> .....	Bureau of Financial Services within OMF
<b>BHR</b> .....	Bureau of Human Resources
<b>BOD</b> .....	Biochemical oxygen demand (a strength measure of sewage)
<b>BOEC</b> .....	Bureau of Emergency Communications
<b>BRASS</b> .....	Portland’s budgeting software
<b>BTS</b> .....	Bureau of Technology Services within OMF
<b>BMP</b> .....	Budget Monitoring Process
<b>CAFR</b> .....	Comprehensive Annual Financial Report
<b>CAD</b> .....	Computer-Aided Dispatch system, used by BOEC
<b>CAL</b> .....	Current appropriation level
<b>CAO</b> .....	Chief Administrative Officer (in OMF)
<b>CBRNE</b> .....	Chemical, biological, radiological, nuclear, explosive
<b>CFO</b> .....	Chief Financial Officer (in OMF)
<b>CIP</b> .....	Capital Improvement Plan
<b>CIS</b> .....	Customer Information System (Portland’s utility billing system)
<b>COPPEA</b> .....	City of Portland Professional Employees Association
<b>CPI</b> .....	Consumer Price Index
<b>CRC</b> .....	Capital Review Committee
<b>CRP</b> .....	Clean River Plan
<b>CSL</b> .....	Current service level
<b>CSO</b> .....	Combined sewer overflow
<b>DCTU</b> .....	District Council of Trade Unions
<b>DEQ</b> .....	(State) Department of Environmental Quality
<b>EBS</b> .....	Enterprise Business System, the project that replaced IBIS (the City’s former financial system)

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**Acronyms**

<b>ECC</b>	Emergency Coordination Center
<b>EPA</b>	U.S. Environmental Protection Agency
<b>ESA</b>	Endangered Species Act
<b>ESB</b>	Emerging small business
<b>FEMA</b>	Federal Emergency Management Administration
<b>FPD</b>	Financial Planning Division within OMF
<b>FPDR</b>	Fire & Police Disability & Retirement
<b>FTE</b>	Full-time equivalent employees
<b>FY</b>	Fiscal year
<b>GAAP</b>	Generally accepted accounting principles
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GO Bond</b>	General obligation bond
<b>GTR</b>	General transportation revenues
<b>HR</b>	Human Resources
<b>IA</b>	Interagency agreement
<b>IBIS</b>	Integrated Business Information System, the City's former central financial system
<b>ITAX</b>	Temporary Multnomah County personal income tax for tax years 2003 through 2005
<b>IGA</b>	Intergovernmental agreement
<b>LCDC</b>	(State) Land Conservation and Development Commission
<b>LID</b>	Local Improvement District
<b>LT2</b>	Long-Term 2 Surface Water Treatment Rule
<b>LUBA</b>	Land Use Board of Appeals
<b>M&amp;S</b>	Materials and services
<b>M/W/ESB</b>	Minority/Women-owned/Emerging Small Business
<b>Metro</b>	Portland metropolitan regional government
<b>MFR</b>	Managing for Results
<b>MDCs</b>	Mobile Data Computers, in police patrol cars
<b>NOAA Fisheries</b>	National Oceanic & Atmospheric Administration—National Marine Fisheries Service
<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>O&amp;M</b>	Operation and maintenance
<b>OAR</b>	Oregon Administrative Rules
<b>ODOT</b>	Oregon Department of Transportation



- OHR** ..... Office of Human Relations
- OMF** ..... Office of Management & Finance
- ONI** ..... Office of Neighborhood Involvement
- OPSRP** ..... Oregon Public Services Retirement Plan, successor to PERS
- OPUC** or **PUC** ..... Oregon Public Utility Commission
- ORS** ..... Oregon Revised Statutes
- OSD** ..... Office of Sustainable Development
- OYVP** ..... Office of Youth Violence Prevention
- P&D** ..... Printing & Distribution within OMF
- PBOT** ..... Portland Bureau of Transportation
- PDC** ..... Portland Development Commission
- PERS** ..... Public Employees Retirement System, succeeded by OPSRP for newer public employees
- PF&R** ..... Portland Fire & Rescue
- PFFA** ..... Portland Fire Fighters Association
- PHB** ..... Portland Housing Bureau
- POEM** ..... Portland Office of Emergency Management
- PP&R** ..... Portland Parks & Recreation
- PPA** ..... Portland Police Association
- PPCOA** ..... Portland Police Commanding Officers Association
- PPDS** ..... Portland Police Data System
- PPI** ..... Producer Price Index
- PSSRP** ..... Public Safety Systems Revitalization Project
- PTE** ..... Professional, technical, and expert services
- PURB** ..... Portland Utility Review Board
- QA** ..... Quality assurance
- RACC** ..... Regional Arts & Culture Council
- RFP** ..... Request for proposal
- ROW** ..... Right-of-way
- RWSP** ..... Regional Water Supply Plan
- SAFE** ..... Street Access for Everyone
- SAP** ..... New City financial and human resource system (successor to IBIS), implemented in FY 2008-09
- SCT** ..... Service Coordination Team
- SDC** ..... System development charge
- SEA** ..... Service Efforts and Accomplishments Report

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**Acronyms**

<i><b>SMF</b></i> .....	Street Maintenance Fee
<i><b>TAN</b></i> .....	Tax anticipation note
<i><b>TIF</b></i> .....	Tax increment financing
<i><b>TMDL</b></i> .....	Total maximum daily load
<i><b>TSCC</b></i> .....	Tax Supervising & Conservation Commission
<i><b>UGB</b></i> .....	Urban Growth Boundary

# Glossary

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**2040 PLAN:** A planning guide for regional growth in the Portland metropolitan area over the next 35 to 50 years. The plan was produced by Metro, the regional governing body for the Portland metropolitan area.

**ACCOUNT:** The classification of appropriation by type of expenditure or revenue (see Line Item).

**ACCOUNTING PERIOD:** The City's fiscal year is divided into 12 accounting periods. Each accounting period is one month long. A 13th accounting period expands beyond month 12.

**ACCRUAL:** An entry which records an expense for which no cash disbursement has occurred at the end of the fiscal year, although the expense was incurred in that fiscal year. Accruals are used to ensure expenses are recorded in the fiscal year in which they are incurred, regardless of when payment actually takes place.

**APPROPRIATION:** The legal authority to spend funds designated for a specific purpose.

**BALANCED BUDGET:** Oregon Administrative Rule 150-294.352(1)-(B), relating to Local Budget Law, states that the City "must construct its budget in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund" and "the total of all resources of the district must equal the total of all expenditures and all requirements for the district." A budget that meets these specifications is considered balanced.

**BALLOT MEASURE 37:** A measure approved by Oregon voters in November of 2004. The measure requires state and local governments to reimburse property owners for reduced property values attributable to government regulation, or to waive the applicable regulations. Ballot Measure 49, passed in 2007, overturned and modified many Measure 37 provisions.

**BALLOT MEASURE 47:** A property tax limitation measure approved by Oregon voters in November 1996.

**BALLOT MEASURE 50:** A property tax limitation measure referred by the Oregon Legislature to voters as a replacement for Ballot Measure 47. Measure 50 was approved by voters in May 1997.

**BEGINNING FUND BALANCE:** Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

**BRASS:** The Budget Reporting and Analysis Support System, the City's budget software system. BRASS is used to develop and track the City's budget.

**BRIDGE FUNDING:** Temporary funds intended to provide for services during a period of transition or downsizing.

**BUDGET:** A financial, operating, and management plan for the provision of services. A budget provides for the receipt of revenues and establishes legal appropriations for the fiscal year or period.

**BUDGET CALENDAR:** The schedule of major events in the budget process.

**BUDGET COMMITTEE:** A special committee required under Oregon Local Budget Law. The committee, which in Portland's case is identical in composition to the City Council, reviews the Mayor's Proposed Budget and votes to approve the budget.

**BUDGET MESSAGE:** A written explanation of the budget and the City's financial plan and priorities presented to the Budget Committee (City Council) by the Mayor. The budget message is a requirement of Oregon Local Budget Law.

**BUDGET MONITORING PROCESS (BuMP):** A report submitted by bureaus three times each year, typically occurring in October, January, and April. The report compares planned and actual expenditures, revenues, and performance measure data. Bureaus can also request appropriation changes through the BuMP processes.

**BUDGET NOTES:** Directives included in the budget adoption ordinance that instruct a bureau or office to take a specific action, or that convey Council intent with respect to a particular issue.

**BUDGET PHASES:** The following are the major versions of the budget. Each corresponds with a different phase of the budget process.

- ◆ **REQUESTED:** A bureau's requested appropriation as submitted to the Financial Planning Division and the City Council.
- ◆ **PROPOSED:** The Mayor's recommended budget as presented to the Budget Committee.
- ◆ **APPROVED:** The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah County Tax Supervising and Conservation Commission. The Approved Budget occurs after the release of the Mayor's Proposed Budget and before the final Adopted Budget.
- ◆ **ADOPTED:** The budget as adopted by City Council. It is the Adopted Budget from which the City operates during the fiscal year.
- ◆ **REVISED:** The budget as amended by ordinances adopted by City Council throughout the fiscal year.

**BUREAU ADVISORY COMMITTEE (BAC):** A committee, specific to a particular bureau, consisting of community members appointed to advise the bureau on its budget requests and to make recommendations to Council.

**BUREAU GOAL:** A specific statement of results that a bureau plans to achieve to meet an identified community need.

**CAPITAL BUDGET:** The expenditures scheduled for the first year of the five-year Capital Improvement Plan.

**CAPITAL EQUIPMENT:** Machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of at least one year.

**CAPITAL IMPROVEMENT:** An expenditure of at least \$10,000 that extends an asset's useful life and/or improves its efficiency, capacity, or usability. The life expectancy of a capital improvement must be at least ten years.

**CAPITAL IMPROVEMENT PLAN (CIP):** A five-year plan approved by the Council that lists capital improvement projects, costs, and schedules for completion.

**CAPITAL OUTLAY:** A major expenditure category that includes land, buildings (purchase or construction), improvements other than buildings (purchase or construction), and equipment and furniture with a unit cost in excess of \$5,000.

**CAPITAL REVIEW COMMITTEE (CRC):** A committee comprised of representatives from the General Fund bureaus submitting capital budget requests.

**CITY AND NEIGHBORHOOD PLANNING:** The regulation of development patterns through permitting and zoning.

**COMBINED SEWER OVERFLOW (CSO):** Flows from a sewer system that contain both sanitary sewage and stormwater and are discharged directly, without treatment, to a receiving waterway during periods of high flows.

**DESTINATION FUND:** A fund receiving transferred dollars from another fund (the "source fund").

**ENTERPRISE BUSINESS SOLUTION (EBS):** The financial software system that replaced the City's Integrated Business Information System and other financial software programs used throughout the City.

**ENDING FUND BALANCE:** The amount that remains unspent in a fund after subtracting budgeted expenditures, including contingency.

**EXPENSES:**

- ◆ **BUREAU EXPENSES:** Requirements of the programs or services provided by the City's bureaus. The major bureau expense categories are personal services, internal and external materials and services, and capital outlay.
- ◆ **FUND EXPENSES:** Requirements of a fund for supporting programs and services. The major fund expense categories are contingency, debt retirement, and interfund transfers.

**EXPENDITURE:** The actual outlay of, or obligation to pay, cash. This does not include encumbrances. Expenditures exclude fund-level requirements such as contingency and cash transfers.

**FEDERAL FINANCIAL ASSISTANCE:** Assistance provided by a federal agency in the form of grants, contracts, cooperative agreements, loans, loan guarantees, property, interest subsidies, insurance, or direct appropriation to individuals. It includes awards received directly from federal agencies, or indirectly through other units of state and local government.

**FINANCIAL OUTLOOK:** Report on the General Fund's current financial condition. The report is used by Council and produced 12 times per year, once each month.

**FINANCIAL PLANNING DIVISION:** The unit within the Office of Management and Finance that plans and administers the budget process for the City. This includes the issuance of instructions to bureaus, analysis of requests, preparation of the Mayor's Proposed Budget, and preparation of the Adopted Budget.

**FISCAL YEAR (FY):** The twelve-month period beginning July 1 and ending June 30.

**FUND:** A budgetary and accounting mechanism for designating a sum of money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and accounting entity. Fund categories include governmental, proprietary, and fiduciary. Funds are established in accordance with state and local laws, regulations, and other limitations.

- ◆ **CAPITAL PROJECTS FUNDS:** Funds dedicated to the acquisition, construction, or improvement of capital assets. (Construction funds for the Bureau of Environmental Services and the Water Bureau are considered enterprise funds.)
- ◆ **DEBT SERVICE FUNDS:** Funds that account for the payment of debt service on general obligation, revenue, assessment, improvement, and urban renewal tax increment bonds.
- ◆ **ENTERPRISE FUNDS:** Funds that are used to account for activities that render services on a user fee basis and are expected to function without General Fund resources. Enterprise funds include the Hydroelectric Power Operating, Water, Sewer System Operating, Solid Waste Management, Golf, and Parking Facilities Funds.
- ◆ **FIDUCIARY FUNDS:** The City has three fiduciary funds, all used to account for the retirement and disability costs of police and fire personnel. Revenues for the main fund, the Fire & Police Disability & Retirement (FPDR) Fund, are received from a property tax levy authorized by Portland voters in 1948.
- ◆ **GENERAL FUND:** The General Fund includes resources for all general purpose activities of the City that are supported by property taxes and other discretionary resources, and by General Fund overhead recovery revenue.
- ◆ **GOVERNMENTAL FUNDS:** Funds that support the general government activities of the City. The largest and most visible governmental fund is the General Fund, which supports police, fire, parks, and other services. The Transportation Operating Fund is the other major governmental fund. Capital projects, debt service, permanent, and special revenue funds are also governmental funds.
- ◆ **INTERNAL SERVICE FUNDS:** Funds that provide central services such as fleet maintenance and printing to other bureaus and agencies. These funds operate almost solely with revenues received from the agencies using their services.
- ◆ **PERMANENT FUNDS:** Funds for gifts or bequests that are legally restricted to the extent that only interest earnings on the principal may be used as designated by the donor. Currently, the City has only one fund of this type, the Parks Endowment Fund.
- ◆ **PROPRIETARY FUNDS:** A category of funds that includes enterprise funds and internal service funds.

◆ **RESERVE FUNDS:** Funds established to provide a holding place for emergency and counter-cyclical reserve monies. Dollars must be transferred from reserve funds to operating funds to be expended. Transfers are only permitted under circumstances that are clearly specified when the fund is created. Examples include the General Reserve and Transportation Reserve Funds. Reserve funds are special revenue funds.

◆ **SPECIAL REVENUE FUNDS:** Funds established to receive money from specific sources that can be used only for specific purposes. Reserve funds are examples.

**GENERAL FUND DISCRETIONARY:** General Fund discretionary resources are those that the City Council can allocate to programs and services in any area. Discretionary resources include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (from cigarette taxes and liquor sales), interest income, and miscellaneous revenues and cash transfers into the General Fund. General Fund bureaus receive General Fund discretionary revenue that is an allocation of these discretionary resources.

**GENERAL FUND OVERHEAD:** General Fund overhead consists of those functions that provide general support to other parts of City government. Overhead functions include the Bureaus of Financial Services, Human Resources, and Purchases in the Office of Management and Finance, the Offices of the Mayor, City Commissioners, Auditor, Attorney, and Emergency Management. The budgets for these bureaus and offices are allocated to other bureaus through the General Fund overhead model. Non-General Fund bureaus transfer General Fund overhead to the General Fund, where it funds General Fund overhead recovery revenue that is to support the overhead functions. General Fund bureaus' share of General Fund overhead is not collected; instead, the overhead functions receive General Fund discretionary revenue to cover what would be the General Fund bureaus' share of General Fund overhead.

**GENERAL OBLIGATION (GO) BONDS:** Voter-approved bonds backed by the full faith and credit and taxing authority of the City. These bonds are typically paid from a property tax levied upon all taxable property within the City. GO bonds are used to finance a wide range of capital projects.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) DISTINGUISHED BUDGET AWARD:** The highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff, and elected officials of recipients. Budgets are evaluated for effectiveness as a policy document, a financial plan, an operations guide, and a communication device.

**GRANT:** Donated financial assistance received from state, federal, or other third-party sources or similar assistance to non-city entities from City revenues.

**INTEGRATED BUSINESS INFORMATION SYSTEM (IBIS):** The City's previous central financial system, including general ledger, accounts payable, accounts receivable, payroll, and other modules. IBIS has been replaced with a new system (EBS) during FY 2008-09.

**INTERAGENCY AGREEMENT (IA):** An agreement for provision and receipt of services between City bureaus or funds. IAs establish a mutually agreed upon budget amount for anticipated services to be provided and received.

**INTERNAL SERVICE BUREAUS:** Bureaus that exist to provide services to other City bureaus. These services include fleet, printing and distribution, facilities management, risk management (insurance), and technology services.

**LINE ITEM:** The lowest level expenditure classification. Line items are detail accounts within major object codes. For example, utilities and local travel are line items within the external materials and services major object category.

**LOCAL BUDGET LAW:** Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties, and special districts within Oregon.

**MAJOR OBJECT CATEGORIES:** Broad categories of expenditures. Major object categories include personal services, external and internal materials and services, capital outlay, interfund transfers, contingency, and debt service. (See Account or Line Item.)

**MINOR EQUIPMENT:** Tools or equipment with a unit cost of less than \$5,000.

**MISSION:** A statement of an organization's overall purpose.

**OBJECTIVE:** A desired result, established for a group of related activities within a bureau. The achievement of an objective satisfies part or all of a bureau goal.

**OFFICE OF MANAGEMENT AND FINANCE (OMF):** The organizational unit that includes many of the City's central administrative functions such as human resources, accounting, treasury, and debt management, as well as the internal service bureaus. Included is the Financial Planning Division, which is responsible for planning and administering the budget process.

**ONE-TIME EXPENDITURES:** These are expenditures for one-time projects or services. After the project or service is completed, expenditures are terminated, and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

**ONE-TIME REVENUES:** Revenues that are either nonrecurring (such as certain grant awards, legal settlements etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements but less than the amount required in the fifth year of the financial forecast.

**ONGOING EXPENDITURES:** Continuing expenditures that maintain established levels of service (as compared to one-time expenditures).

**ONGOING REVENUES:** Discretionary General Fund revenues that are sufficient to fund services through the five years of the financial forecast.

**OREGON REVISED STATUTES (ORS):** The laws of the State of Oregon.

**OVERHEAD:** An amount assessed, usually at the fund level, to support administrative and general support services budgeted in the General Fund. The collection of overhead charges from all City funds ensures that all bureaus share the cost of necessary central services, such as accounting, legal services, and purchasing.

**PERFORMANCE MEASURE:** An indicator that measures the degree of accomplishment of an objective. The major types are as follows:



- ◆ **BENCHMARK:** A measure of system-wide effectiveness or efficiency. For example, the public safety system consists of police, corrections, prosecution, legal defense, adjudication, and other related services. A benchmark is designed to track the performance of an overall system.
- ◆ **EFFECTIVENESS MEASURE:** A qualitative and/or quantitative measure of the extent to which the performance of related tasks achieve a desired result or objective.
- ◆ **EFFICIENCY MEASURE:** The extent to which the process utilized by an organization to produce goods and/or services minimizes the use of resources.
- ◆ **WORKLOAD MEASURE:** A quantity of work performed.

**PORTLAND DEVELOPMENT COMMISSION (PDC):** The Portland Development Commission is the City of Portland's urban renewal agency. The commission oversees the investment of urban renewal tax increment revenues in specified urban renewal areas.

**PORTLAND/MULTNOMAH PROGRESS BOARD:** A community-wide committee responsible for developing and updating community benchmarks (see Benchmark).

**PORTLAND UTILITY REVIEW BOARD (PURB):** An appointed body of community members that provides independent and representative customer review of water, sewer, and solid waste financial plans and rates. This board operates in an advisory capacity to the City Council.

**PROGRAM:** A set of activities and projects that seek to accomplish a common specific objective. Programs are typically considered subdivisions of a bureau.

**PUBLIC FACILITIES PLAN:** A document that describes significant projects that will support land uses in the City's Comprehensive Plan and other projects, divided into short-term (five years) and long-term (6-20 years) needs. The plan supports the City of Portland's Comprehensive Plan and Capital Improvement Plan. There are two classes of public facilities:

- ◆ Significant facilities necessary to support land uses designated in the Comprehensive Plan
- ◆ All other facilities with a projected value of more than \$10,000, including buildings, structures, or equipment incidental to the direct operation of the significant facilities listed above.

**REGIONAL WATER SUPPLY PLAN:** A long-range plan for the water supply of 28 suppliers in the greater Portland area.

**REQUIREMENTS:** Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, interfund cash transfers, debt service, and ending fund balance.

**RESERVES:** Resources set aside for emergency expenses, downturns in the economy, or other unforeseen needs (see Reserve Funds).

**RESOURCES:** Revenue and other monies that a bureau has or expects to receive. Resources include estimated revenues and beginning fund balance.

**REVENUE:** Money received into a fund or appropriation unit from outside the fund or appropriation unit.

**SERVICE EFFORTS & ACCOMPLISHMENTS (SEA) REPORT :** A report issued by the Office of the City Auditor that identifies workload and performance trends for each of the City's public services.

**SOURCE FUND:** A fund transferring dollars to another fund (the "destination fund").

**SPECIAL APPROPRIATION:** Special appropriations are used for special projects and programs that provide citywide benefit and are not part of any particular bureau's operating budget.

**SUPPLEMENTAL BUDGET:** A supplemental budget is required to increase the size of a fund, or to make a transfer from a fund's contingency. Local budget law provides for Minor Supplemental Budget and Major Supplemental Budget processes. The former gives the City Council the authority to make small changes by ordinance, while the latter provides a more complex process for large changes.

◆ **MAJOR SUPPLEMENTAL BUDGET:** The Major Supplemental Budget is used when a fund's requirements will increase by 10% or more. Proposed changes in resources and requirements for each fund must be submitted to TSCC which holds a formal public hearing before Council can adopt the Major Supplemental Budget.

◆ **MINOR SUPPLEMENTAL BUDGET:** The Minor Supplemental Budget is used when increases to a fund are less than 10% of expenditures, or transfers, of any amount, from contingency are requested. This simpler supplemental budget is included with the BuMP Ordinance.

**TAX SUPERVISING & CONSERVATION COMMISSION (TSCC):** The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

**UTILITY LICENSE FEE:** A percentage of utility revenues that is transferred to the City's General Fund as a payment for the utilities' use of public rights-of-way.