

Fund Reserves

The Spectator Facilities Operating Fund includes several specific reserves, including:

- ◆ Revenue Stabilization Account which is available for catastrophic events and for ordinary costs and expenses related to the Arena Public Facilities when ordinary resources are not sufficient to pay such costs and expenses, and if possible, for costs associated with calling bonds.
- ◆ Capital Improvement Reserve Account which is available to fund future capital outlay expenditures associated with the Arena Public Facilities. Deposits to the capital improvement reserve account are a requirement of the fund.
- ◆ General Account which is available to cover ordinary costs and expenses of the Arena Project operations in the event revenues received to date are insufficient to meet requirements to date.

History

In 1992, the City of Portland and the Oregon Arena Corporation (OAC) entered into the Development Agreement and several other related agreements and leases for planning, developing, and managing the Oregon Arena Project, currently recognized as the Rose Quarter. The agreements concluded a process that brought to Portland an innovative public/private development and the largest public/private arrangement ever formed in Oregon.

City project costs of \$44 million are recovered through user fees, parking revenues, and other project revenues.

The Oregon Arena Project included construction of a state-of-the-art 20,000+ seat arena, an entertainment and office complex, a public plaza, and public and private garages, as well as improvements to the Memorial Coliseum and to the infrastructure. The City's aggregate cost for public improvements and other costs totaled \$44 million. The City recovers its investment in this project with user and suite fees, parking revenue, and other project-related revenues. OAC contributed approximately \$230 million toward the project.

CHANGES FROM PRIOR YEAR**Accomplishments**

Three projects have been undertaken by the Spectator Facilities Division.

Parking Revenue System

Enhancements will create efficiencies for the system.

An electronic parking revenue control system has been implemented to monitor and verify parking usage in order to account for parking revenues in the public garages located at the Rose Quarter. Enhancements to the program used in the equipment and changes to the facility counters are currently in process which will create efficiencies in the operation of the system. The system is composed of electronic revenue units and facility counters in the parking lanes. The data from the electronic units are uploaded and reconciled with the data from the facility counters.

Electronic Message Signs

Design is underway for two I-5 traffic management signs.

Design is underway for two message sign installations to be constructed on the I-5 off ramps to the Rose Quarter area. Adding these two signs will help the City to manage traffic during events at the Rose Quarter by providing real-time parking information and alternative parking choices to I-5 drivers.

Civic Stadium

The City approved a MOU for redevelopment of the Civic Stadium.

The City approved a memorandum of understanding with a party to form a public-private effort for the renovation and enhanced operations of the Civic Stadium. Redevelopment of Civic Stadium is expected to exceed \$33 million. The City will finance the cost for the public portion of the project through bond sales.

Change in Requirements

There are significant changes in some fund expenditures related to the Civic Stadium Redevelopment Project.

Project Costs

There is an increase in professional services, oversight, and capital outlay from the prior year for Civic Stadium project costs. The project is progressing from the planning and design phase to the construction phase. It is anticipated that \$3 million to \$6 million will be spent in FY 1999-00 and the remaining cost of the project will be incurred in FY 2000-01.

Project Financing

The FY 2000-01 budget includes appropriation for interim financing of Civic Stadium project costs. The City will finance its costs for the project through bond sales.

Change in Resources

The FY 2000-01 budget reflects an increase in parking fees and user fees due to the return of a full season NBA schedule and the parking revenue system improvements. In addition, a private investment will be made towards the Civic Stadium project.

Spectator Facilities Operating Fund – 160

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Limited Tax Revenue Bonds, 1996 Series A						
07/15/1996 - Due 6/1	11,565,000					
		2000/01	355,000	7.00%	786,115	1,141,115
		2001/02	380,000	7.10%	761,265	1,141,265
		2002/03	405,000	7.25%	734,285	1,139,285
		2003/04	435,000	7.30%	704,923	1,139,923
		2004/05	470,000	7.35%	673,168	1,143,168
		2005/06	505,000	7.40%	638,623	1,143,623
		2006/07	540,000	7.55%	601,253	1,141,253
		2007/08	580,000	7.55%	560,483	1,140,483
		2008/09	625,000	7.70%	516,693	1,141,693
		2009/10	675,000	7.70%	468,568	1,143,568
		2010/11	725,000	7.70%	416,593	1,141,593
		2011/12	780,000	7.80%	360,768	1,140,768
		2012/13	840,000	7.80%	299,928	1,139,928
		2013/14	905,000	7.80%	234,408	1,139,408
		2014/15	980,000	8.05%	163,818	1,143,818
		2015/16	1,055,000	8.05%	84,928	1,139,928
		TOTAL	10,255,000		8,005,813	18,260,813
Limited Tax Revenue Bonds, 1996 Series B						
07/15/1996 - Due 6/1	2,920,000					
		2000/01	105,000	4.65%	134,845	239,845
		2001/02	110,000	4.75%	129,963	239,963
		2002/03	115,000	4.85%	124,738	239,738
		2003/04	120,000	4.95%	119,160	239,160
		2004/05	125,000	5.05%	113,220	238,220
		2005/06	135,000	5.15%	106,908	241,908
		2006/07	140,000	5.20%	99,955	239,955
		2007/08	150,000	5.30%	92,675	242,675
		2008/09	155,000	5.40%	84,725	239,725
		2009/10	165,000	5.50%	76,355	241,355
		2010/11	175,000	5.50%	67,280	242,280
		2011/12	185,000	5.50%	57,655	242,655
		2012/13	195,000	5.60%	47,480	242,480
		2013/14	205,000	5.60%	36,560	241,560
		2014/15	215,000	5.70%	25,080	240,080
		2015/16	225,000	5.70%	12,825	237,825
		TOTAL	2,520,000		1,329,423	3,849,423
Arena Limited Tax Bonds, Series 1996						
08/01/1996 - Due 6/1	10,295,000					
		2000/01	325,000	6.70%	668,698	993,698
		2001/02	345,000	6.80%	646,923	991,923
		2002/03	370,000	6.90%	623,463	993,463
		2003/04	395,000	7.00%	597,933	992,933
		2004/05	420,000	7.05%	570,283	990,283
		2005/06	450,000	7.10%	540,673	990,673
		2006/07	480,000	7.15%	508,723	988,723
		2007/08	515,000	7.15%	474,403	989,403
		2008/09	555,000	7.20%	437,580	992,580
		2009/10	595,000	7.25%	397,620	992,620
		2010/11	635,000	7.30%	354,483	989,483
		2011/12	685,000	7.70%	308,128	993,128
		2012/13	735,000	7.70%	255,383	990,383
		2013/14	790,000	7.50%	198,788	988,788
		2014/15	855,000	7.50%	137,563	992,563
		2015/16	920,000	7.50%	71,300	991,300
		TOTAL	9,070,000		6,791,938	15,861,938
Arena Gas Tax Revenue Bonds, 1996 Series A						
09/01/1996 - Due 6/1	12,818,102					
		2000/01	115,000	4.75%	274,355	389,355

Spectator Facilities Operating Fund – 160

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2001/02	210,000	4.85%	268,893	478,893
		2002/03	310,000	4.95%	258,708	568,708
		2003/04	420,000	5.05%	243,363	663,363
		2004/05	545,000	5.15%	222,153	767,153
		2005/06	670,000	5.25%	194,085	864,085
		2006/07	815,000	5.35%	158,910	973,910
		2007/08	965,000	5.45%	115,308	1,080,308
		2008/09	1,130,000	5.50%	62,715	1,192,715
		2009/10	581,247	6.00%	723,753	1,305,000
		2010/11	594,011	6.50%	830,989	1,425,000
		2011/12	604,128	6.10%	945,872	1,550,000
		2012/13	611,638	6.15%	1,068,362	1,680,000
		2013/14	621,946	6.15%	1,193,054	1,815,000
		2014/15	399,525	6.20%	850,475	1,250,000
		2015/16	422,469	6.20%	982,531	1,405,000
		2016/17	1,097,835	6.25%	2,822,165	3,920,000
		2017/18	1,074,427	6.25%	3,005,573	4,080,000
		2018/19	1,038,418	6.30%	3,201,582	4,240,000
		2019/20	392,457	6.30%	1,312,543	1,705,000
		TOTAL	12,618,102		18,735,385	31,353,488
Projected Civic Stadium Line of Credit	33,000,000					
		2000/01	0	variable	1,000,000	1,000,000
		TOTAL	0	variable	1,000,000	1,000,000
COMBINED DEBT SERVICE	70,598,102					
		2000/01	900,000		2,864,013	3,764,013
		2001/02	1,045,000		1,807,043	2,852,043
		2002/03	1,200,000		1,741,193	2,941,193
		2003/04	1,370,000		1,665,378	3,035,378
		2004/05	1,560,000		1,578,823	3,138,823
		2005/06	1,760,000		1,480,288	3,240,288
		2006/07	1,975,000		1,368,840	3,343,840
		2007/08	2,210,000		1,242,868	3,452,868
		2008/09	2,465,000		1,101,713	3,566,713
		2009/10	2,016,247		1,666,296	3,682,543
		2010/11	2,129,011		1,669,344	3,798,355
		2011/12	2,254,128		1,672,422	3,926,550
		2012/13	2,381,638		1,671,152	4,052,790
		2013/14	2,521,946		1,662,809	4,184,755
		2014/15	2,449,525		1,176,935	3,626,460
		2015/16	2,622,469		1,151,583	3,774,053
		2016/17	1,097,835		2,822,165	3,920,000
		2017/18	1,074,427		3,005,573	4,080,000
		2018/19	1,038,418		3,201,582	4,240,000
		2019/20	392,457		1,312,543	1,705,000
TOTAL FUND DEBT SERVICE			\$ 34,463,102		\$ 35,862,558	\$ 70,325,660

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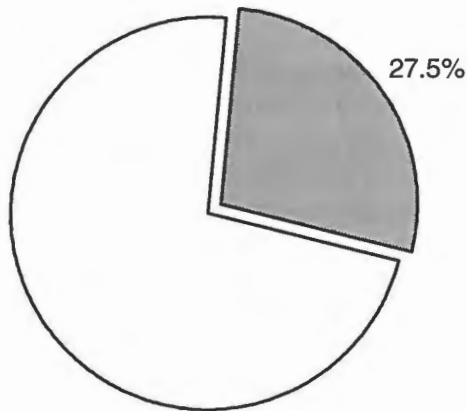
Public Utilities

Bureau of Environmental Services

Bureau of WaterWorks

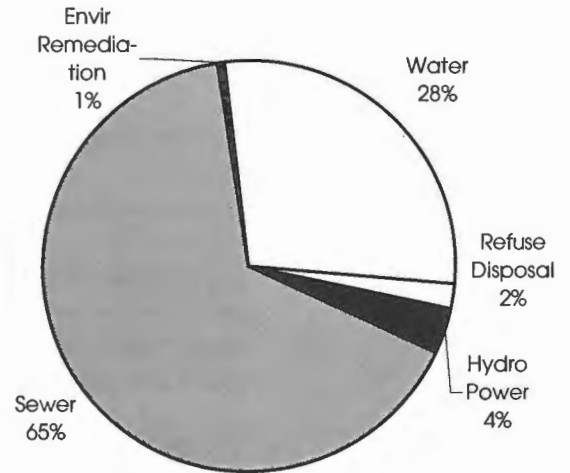
Percent of City Budget

Public Utilities = \$461.5 Million



City Budget = \$1.68 Billion

Bureau Pie Chart



Service Area Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	123,239,045	120,438,933	-2,800,112	-6.5%
Capital	132,361,908	116,812,580	-15,549,328	-15.6%
Allocated Overhead Costs	5,173,897	4,788,213	-385,684	-11.5%
Total Cost with Allocated Overhead	\$ 260,774,850	\$ 242,039,726	\$ -18,735,124	-11.2%
Authorized Full-Time Positions	987	1,010	23	-2.1%

Note: Per capita change values are adjusted for inflation and population growth.

Note: The table shows direct operating and capital costs for bureaus within the service area. The pie charts reflect bureau and fund costs in the service area, including the full allocation of centralized expenditures, for example health insurance reserves.

Service Area Highlights

DESCRIPTION

The Public Utilities Service Area includes utility services provided by the City. These services include water and sewer service, and stormwater management functions. In addition, this service area includes administration of the Solid Waste Collection and Recycling Program, which is operated by private companies under franchise and permit systems for residential and commercial service, respectively.

MAJOR THEMES

Utility Rate Increases The Adopted Budget for FY 2000-01 includes an average effective retail rate increase for water service of about 3.0 percent. The average single family sewer rate increase is anticipated to be 3.3 percent. The rate increases for water and sewer service are less than planned because of a combination of budget reductions and utility rate reform decisions approved in FY 1999-00 and scheduled for implementation in FY 2000-01. Solid waste collection and recycling rates are anticipated to increase slightly in FY 2000-01, mainly as a result of an increase in the solid waste franchise fee to 5.0 percent to provide funding for the Green Building Initiative.

Bureau of Water Works

The Budget

The Bureau of Water Works' (the Water Bureau) Adopted Budget is \$80.3 million, excluding the Hydroelectric Division. This budget consists of an operating budget of \$51.6 million and a capital budget of almost \$28.8 million. The operating budget decreased about \$3.2 million compared to the FY 1999-00 Revised Budget, and the capital budget decreased approximately \$3.0 million.

Decision Packages

The two Water Bureau decision packages that have been included in the Adopted Budget include an addition of 11 positions. The packages include funding for workforce planning and the Endangered Species Act compliance work. The cost of these decision packages in FY 2000-01 is about \$1.0 million.

Bond Credit Rating

The Water Bureau continues to be assigned an Aa1 revenue bond credit rating from Moody's Investor's Service. This rating, which is the highest achievable, is only held by six water utilities nationally.

Bureau of Environmental Services

Position Changes

The Adopted Budget for the Bureau of Environmental Services (BES) includes the elimination of 5 operating positions and the creation of 22 new operating positions. Of the 22 new positions, 13 are the conversion of limited term positions to full time positions in order to recognize the ongoing nature of the work. The remaining additions are for the revegetation program, capital projects, development services, treatment, and planning.

Budget Changes

There are budget increases for external materials and services, primarily for design services related to the Willamette River portion of the Combined Sewer Overflow program. The overall BES capital program of \$87.7 million is \$8.9 million less than the FY 1999-00 capital budget. Apart from interagency costs, the bureau's internal operating costs are increasing at less than one-half of one percent compared to the prior year.

Combined Sewer Overflow Program

The Combined Sewer Overflow Program will continue to be the largest capital program, with surface water management, treatment, and maintenance and reliability being other significant areas of capital spending.

Solid Waste Collection and Recycling Program

The Solid Waste Collection and Recycling Program provides \$600,000 per year in funding for the Leaf Collection program, as well as expanding the bulky waste collection program and initiating a food waste pilot project as a step toward possible food waste recycling in the future.

Bureau of Environmental Services

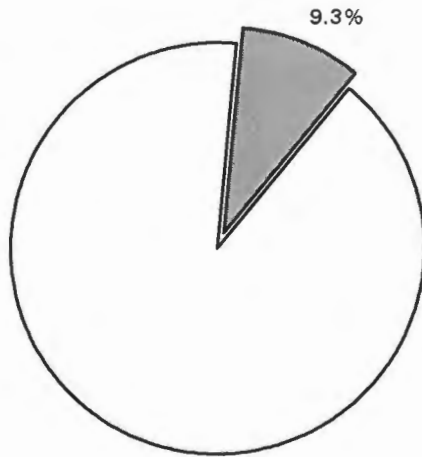
Public Utilities Service Area

Dan Saltzman, Commissioner-in-Charge

Dean Marriott, Director

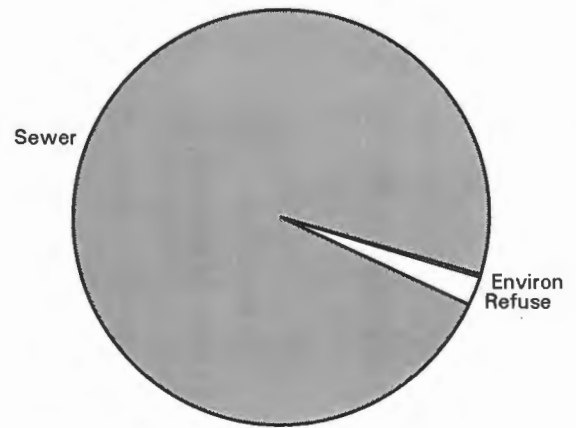
Percent of City Budget

BES = \$156.2 Million



City Budget = \$1.68 Billion

Bureau Divisions

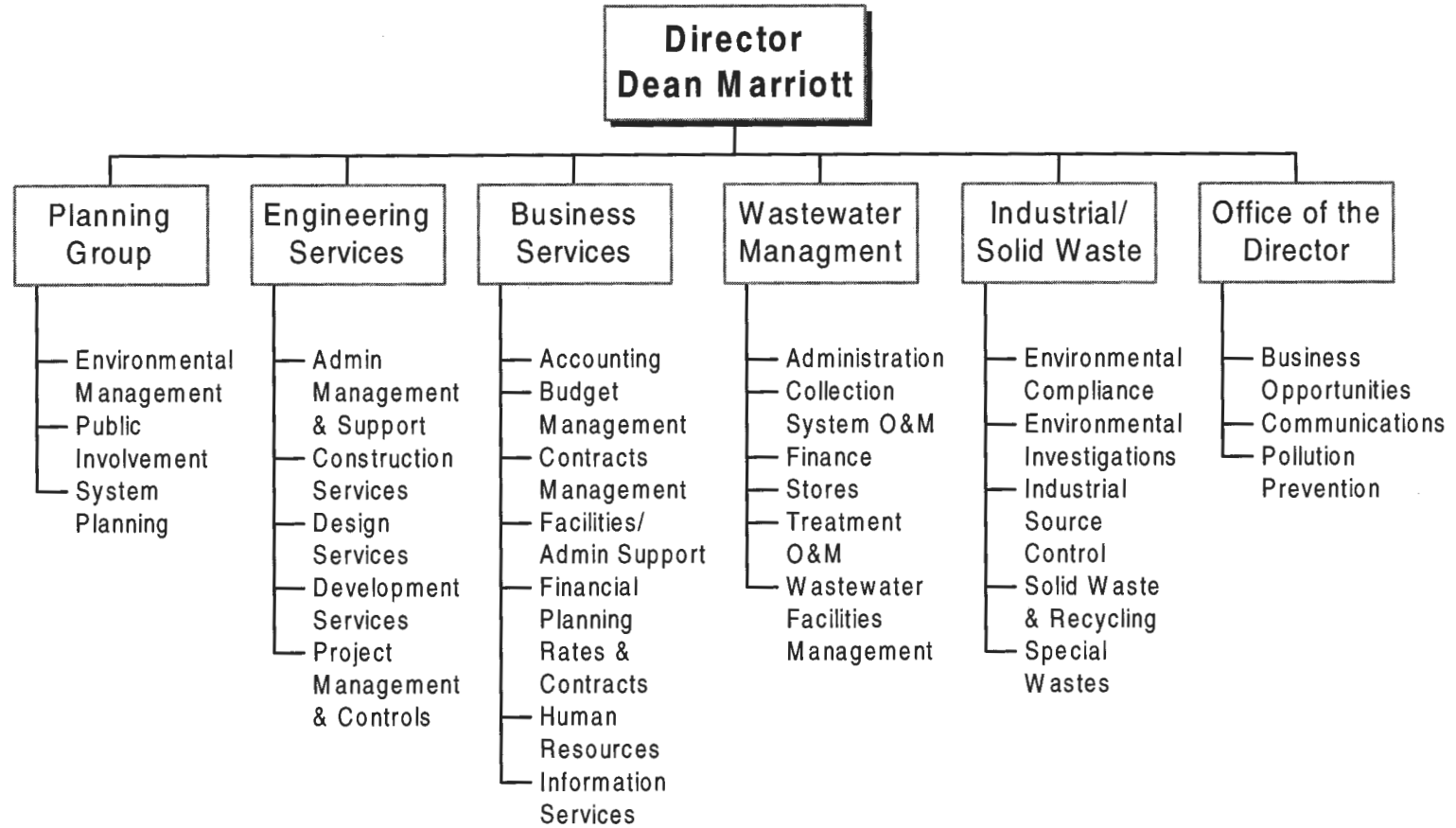


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	68,206,762	68,175,873	-30,889	-4.4%
Capital	100,624,008	88,059,580	-12,564,428	-16.3%
Allocated Overhead Costs	3,273,161	2,899,297	-373,864	-15.3%
Total Cost with Allocated Overhead	\$ 172,103,931	\$ 159,134,750	\$ -12,969,181	-11.6%
Authorized Full-Time Positions	452	464	12	-1.8%

Note: Per capita change values are adjusted for inflation and population growth.

Bureau of Environmental Services



Bureau Summary

BUREAU MISSION

The Bureau of Environmental Services serves the Portland community by protecting public health, water quality, and the environment.

We protect the quality of surface and ground waters and conduct activities that promote healthy ecosystems in our watersheds.

We provide sewage and stormwater collection and treatment services to accommodate Portland's current and future needs.

We promote solid waste reduction and manage the recycling and solid waste collection programs of the City.

BUREAU HIGHLIGHTS

Sewer Funding

Average residential sewer bills will increase 3.3%.

The FY 2000-01 Adopted Budget for the Bureau of Environmental Services maintains funding support for meeting regulatory requirements, operating and maintaining sanitary sewer and stormwater infrastructure, and continuing support for Portland's efforts to increase recycling and reduce the amount of solid waste going to the Arlington landfill.

The bureau has maintained its commitment to constrain and reduce operating and capital costs, and still meet all service standards and regulatory mandates. Compared to the FY 1999-00 Revised Budget, the adopted budget for *sewer and stormwater services* includes a 0.5% increase in personal services costs (which includes COLA and step increase adjustments), a 29.9% increase in external materials and services, and a 4.1% increase in interagency service costs. External materials and services cost increases are the result of increased professional services for engineering design work associated with the Combined Sewer Overflow Program.

The Sanitary and Stormwater operating budget reflects internal cost constraints.

The operating budget component of external materials and services continues to be constrained, decreasing 7.3% over the FY 1999-00 budget and reflecting the spending levels of two and three years ago. Apart from interagency costs, the bureau's internal operating program costs are rising at less than one-half of one percent. In context of cost of living increases and annual inflationary adjustments, this represents a real decline in operating expenses from the current year.

The FY 2000-01 Adopted Budget for the bureau's capital improvement program (CIP) is \$12.6 million less than the current year's capital budget, which is consistent with the bureau's 5-year capital improvement plan. Personal Services costs for capital program staff remain at current year levels, the result of continuing efforts to achieve the most cost effective mix of City and consultant staff, given annual variations in total CIP program requirements.

The Sanitary and Stormwater total budget is reduced by 8.0 percent.

The adopted operating budget capital outlays are 26.1% lower than the FY 1999-00 Revised Budget, and the total Environmental Services budget, both operating and CIP for sanitary and stormwater services, is \$152.4 million, which is 8.0% lower than the Revised Budget.

The Adopted Budget for FY 2000-01 requires an increase in the average single family residential sanitary sewer and stormwater bill of 3.3%, which is less than the amount reflected in the bureau's most recent 5 year financial plan, submitted in December 1999. It is 7.5% lower than the amount forecast for FY 2000-01 in last year's 5-year financial plan. The reduction in the average single family bill is the result of both bureau cost reductions and utility rate reform.

A significant programmatic shift over the current year's budget is the transfer of the Endangered Species Act (ESA) program to the Bureau of Planning. The ESA program was moved to the Bureau of Planning to enhance City-wide coordination of compliance efforts and to ensure the most efficient interfacing of the program activities with other City programs, such as the Willamette Greenway Project. As was the case when the ESA Program was coordinated in Environmental Services, each participating City bureau will continue to be responsible for its share of ESA project work, core program costs, and administration.

General Description

BUREAU OVERVIEW

Organizational Description

The Bureau of Environmental Services is comprised of three divisions: the Sanitary Sewer and Stormwater Division, the Refuse Disposal Division, and the Environmental Remediation Division. For more detail on the divisions, see the Overview of Programs sections of this budget.

The bureau's Adopted Budget for FY 2000-01 reflects on-going efforts to provide cost effective and efficient sanitary sewer and stormwater services, meet state and federal regulatory requirements, promote healthy ecosystems in Portland's watersheds, and manage the City's solid waste and recycling programs. The Adopted Budget also reflects bureau-wide efforts to constrain growth in costs and, where possible, reduce costs, keeping forecast rate increases as low as possible. Adjusted for inflation, the budget for bureau operating programs and services (exempting interagency costs) represents a reduction in operating program requirements compared to the current fiscal year.

MAJOR ISSUES

Environmental Issues Regulatory requirements drive much of the bureau's work. These are described below.

Endangered Species Act

On March 13, 1998 the National Marine Fisheries Service (NMFS) listed the Lower Columbia Steelhead as a threatened species under the Endangered Species Act (ESA). The City recently completed a screening level assessment of all its activities that might affect steelhead or steelhead habitat. The City is beginning to evaluate how to modify practices for steelhead protection. Informal negotiations with NMFS will begin once the screening assessment is completed. These negotiations will more clearly establish the City's requirements under the ESA. These negotiations are expected to be lengthy but will probably produce interim agreements at regular intervals, each of which will include pieces of the final requirements.

Portland Harbor Sediments

Under the federal National Priorities Listing process, the Environmental Protection Agency (EPA) will evaluate whether the Willamette River Portland Harbor site qualifies under the Hazard Ranking System for listing as a Superfund site. The site is approximately six river miles in length, extending from the Multnomah Channel to the Swan Island industrial area, all within the corporate boundaries of the City of Portland.

The State Department of Environmental Quality (DEQ) is working with a group of public agencies and private landowners to present the principles of an agreement under which the continued investigation and cleanup of the Portland Harbor would be conducted through DEQ's Voluntary Cleanup Program. EPA plans to list Portland Harbor as a superfund site and is currently in negotiations with DEQ as to cleanup management.

*Columbia Slough Total
Maximum Daily Loads*

The water quality of the Columbia Slough is affected by municipal and industrial stormwater discharges, and by CSOs. Based on data from a City assessment of the Slough, the Department of Environmental Quality (DEQ) has prepared draft Total Maximum Daily Loads (TMDLs) for bacteria, dissolved oxygen, toxic pollutants, and eutrophication. These TMDLs have been submitted informally to the Environmental Protection Agency (EPA) and are now being finalized at DEQ based on the EPA comments. The final draft TMDLs will be submitted to EPA by DEQ sometime in the near future. Specific implementation requirements of the TMDLs for the Columbia Slough will be negotiated between DEQ and the City using a Memorandum of Agreement once the EPA accepts the TMDLs.

Columbia Boulevard Wastewater Treatment Plant Biosolids Removal

The biosolids storage facility (lagoon) at the Columbia Boulevard Wastewater Treatment Plant does not have an impervious lining and at certain times of year may be as much as four feet below the groundwater level, posing a potential risk to groundwater quality in the area. The Oregon Department of Environmental Quality requires new facilities of this type to be lined, to prevent groundwater degradation. The plant's National Pollutant Discharge Elimination System permit requires groundwater monitoring in the vicinity of the lagoon. The bureau intends to line the lagoon to prevent potential water quality problems. A consulting engineering firm has been retained to complete a predesign of lagoon lining and renovation. This project is in the current capital improvement program.

Lining the lagoon will require removal of approximately twenty-one thousand dry tons of biosolids projected to be in the facility by the end of the current fiscal year. Several options for biosolids removal are being considered as part of the predesign process for the lagoon renovation. They include land application, landfilling, and surface disposal monofill (essentially de-watering, entombing, and burying). Which of these options is ultimately used will depend on EPA standards for contaminants in biosolids, expected in December 2001, and economic considerations. The bureau currently meets applicable standards by diluting solids from the storage lagoon with contemporary process biosolids from the treatment plant. If the new standards make this infeasible, a more expensive landfill alternative would be required.

Tryon Creek Treatment and Transportation Capacity

Weather patterns in the past few years have increased the amount of surface water and groundwater entering the sewage collection system within the Tryon Creek sewer system, creating very high peak wet weather flows at the Tryon Creek treatment facility. Infiltration of groundwater into sanitary sewers typically increases with the age of collection facilities. The majority of inflow of surface water occurs when stormwater collection facilities are connected to sanitary sewers.

Absent corrective action, peak wet weather flows may begin to routinely exceed the treatment capacity of the Tryon Creek sewage treatment plant. Either infiltration and inflow will need to be significantly reduced, or wet weather treatment capacity at the Tryon Creek facility will have to be increased. The current NPDES permit requires that a program be developed to reduce inflow into the collection system and that a plan be submitted to DEQ for approval. If treatment capacity is increased, the Tryon Creek facility's discharge permit would undergo full review by DEQ and it is likely that treatment standards would be increased (Treatment capacity expansion precipitates review of treatment standards, often resulting in higher treatment requirements.).

Correcting infiltration and inflow problems would require a significant investment by Portland and Lake Oswego. Recent work has focused on basins suspected to be the largest contributors to the infiltration and inflow problem. Though the economic analysis has not been completed yet, preliminary work indicates that the most effective solution is to increase flows to the combined system and eliminate the need to expand the Tryon Creek Treatment Plant. Sending more flows to the combined system will result in incremental increases to proposed West Side CSO collection system improvements and added treatment capacity at either CBWTP or the proposed Willamette River Treatment Facility.

Columbia Slough Sediments

On October 7, 1993 the City entered into a consent order with the DEQ to conduct a remedial investigation and feasibility study of contaminated sediments in the Columbia Slough. The main purposes of the study were to determine which contaminants are present and at what levels, to define the types of risks posed, to identify hot spots of sediment contamination, and to propose types of cleanup actions. The City has begun a feasibility study of potential cleanup options for Buffalo Slough, a side channel of the Middle Columbia Slough.

"303 List"

The state is required by the Federal Clean Water Act (Section 303) to periodically publish a list of water quality limited streams and rivers. The current 303 list includes Johnson Creek, Balch Creek, Fanno Creek, the Columbia Slough, and the Willamette River. Being included on the 303 list is the first step in setting regulatory standards that limit the amount of pollutants discharged to the waterway. These have already been set for Fanno Creek and the City is taking steps to reduce discharges of phosphorus to Fanno Creek and its tributaries. It is expected that regulatory standards (called "Total Maximum Daily Loadings," or TMDLs) will be set for the other streams on the 303 list as determined by DEQ based on their priority list.

It is difficult to predict what all of the requirements will be once regulatory standards are set, or what the costs of meeting those standards will be. The bureau's Adopted Budget and current financial plan assumes that the costs of meeting future TMDLs for all of the streams on the 303 list will be accommodated within existing funding levels of existing stormwater or watershed programs. If future requirements exceed current funding levels, corresponding adjustments to other bureau programs or forecast rate increases would have to be made.

The Clean River Plan

The Bureau has developed an adaptive management approach that will allow Portland to accomplish the objectives of the Clean Water Act and the Endangered Species Act in a coordinated and comprehensive manner. This plan will address the remaining Combined Sewer Overflow (CSO) control, stormwater permit requirements (NPDES permit), water quality limited listings on tributaries and the lower Willamette (Section 303 list under the Clean Water Act) and recent listing of Steelhead trout as threatened under the Endangered Species Act.

The Clean River Plan consists of nine interrelated actions to improve water quality and enhance fish and wildlife habitat in and around the Willamette River and its urban tributary streams:

1. Control combined sewer overflows, continuing on the current schedule to achieve 94% control of CSOs on the Columbia Slough by 2001 and from outfalls on the West Side of the Willamette River by 2006. Control CSOs from the East Side of the Willamette River by 2011.
2. Plant trees, native vegetation, and create buffers along streams to reduce stormwater inflow to the combined sewer system, minimize erosion of stream channels, improve water quality by reducing suspended solids, and reduce temperature in the Columbia Slough, Fanno Creek, Tryon Creek, and the Willamette River.
3. Reduce stormwater flow and pollutants reaching streams to reduce the direct discharge of stormwater into the combined sewer system from streets, parking lots, and roofs. This will reduce the size of the tunnels required for conveying combined sewer flows, thereby reducing the costs of these major facilities. It will also reduce the impacts of urban development on streams.
4. Accelerate the sewer capacity improvements that relieve basement flooding. This will create the opportunity to oversize pipes and incorporate the increased system storage into the design of CSO facilities, thereby reducing their costs.
5. Control erosion from construction and development to improve water quality in local rivers and streams.
6. Increase pollution prevention and source control activities to reduce the cost of removing pollutants from stormwater.
7. Increase citizen involvement in resource protection.
8. Restore floodplain in Johnson Creek, Fanno Creek, and the Columbia Slough to increase flood storage capacity and improve wildlife habitat.
9. Monitor and assess the physical, chemical, and biological characteristics of water bodies and watersheds in the City, to assess the effectiveness of Clean River Plan programs.

RECENT TRENDS

There are several programs and requirements that significantly affect the bureau's operations and spending. The following items are continuing and new trends that have a major impact on the bureau's financial requirements and resource needs.

Continuing Trends

Combined Sewer Overflow

The City is subject to three administrative orders issued by the Environmental Quality Commission relating to overflows from the combined sewer portion of the collection system. The City has agreed to eliminate discharges that violate applicable water quality standards by December 1, 2011. The estimated capital costs over the life of the project are approximately \$1 billion.

National Pollutant Discharge Elimination System (NPDES) Stormwater Permit

The City is obligated to meet the terms of the NPDES stormwater permit through a combination of best management practices and water quality facilities. The operating cost impact of these requirements, distributed across bureau and other City programs (for example, Bureau of Maintenance services), exceeds \$500,000 per year and is expected to increase in future years, primarily from increased operations and maintenance expenditures associated with new water quality facilities.

Bond Covenants

The City has covenanted with bondholders to operate the system in a safe, sound, efficient, and economic manner, and to "cause the System to be maintained, preserved, reconstructed, expanded and kept, with all appurtenances and every part thereof, in good repair, working order and condition."

New Trends**Economic**

Increased sewer rates have provided customers with increased incentives to conserve water. Escalating rates have also encouraged commercial and industrial customers to alter their processes in ways which reduce sewer usage. Revenues for the current fiscal year reflect these customer conservation efforts, and the bureau expects this trend to continue.

CHANGES FROM PRIOR YEAR**Budget Changes**

The adopted operating budget for FY 2000-01 reflects continuing efforts within the bureau to constrain growth in costs. Personal Services costs have increased by 1.0%, reflecting cost of living adjustments from the previous year and some position growth, primarily in the Re-vegetation Program, which is funded primarily by the capital program, intergovernmental agreements, and service contracts with property owners participating in stream bank re-vegetation programs. Downward adjustments include the transfer of the Endangered Species Act program to the Bureau of Planning (three FTEs) and six FTE positions were cut due to vacancies and attrition.

Funding for the bureau's total External Materials and Services has increased by 33.1% reflecting design consulting services within the Capital Improvement Program. The operating portion of the bureau's external materials and services budget reflects a 3.7% reduction (\$671,573) driven by reductions within the Sanitary Sewer and Stormwater Division.

Internal Materials and Services, services from other City bureaus, reflect a 8.9% increase (\$1,882,240). Within the \$1.8 million increase is a 4.9% increase (\$514,057) for additional drainage services from the Bureau of Maintenance (BOM), a 14.3% increase (\$621,743) to the Water Bureau for a new Customer Information System, a 66.6% increase (\$190,365) for the Bureau of Information Technology, and a new service agreement (\$600,000) to BOM for the Leaf Compost Program within the Refuse Disposal Division.

Required funding for capital equipment has been reduced by 26.0% (\$842,263) due to changes in Sanitary Sewer and Stormwater Division equipment needs.

Position Changes

The bureau has a total of 464 positions.

Over the past two years, the bureau has pursued a staffing strategy that first seeks to meet new staffing needs by making offsetting position reductions, through elimination of existing position vacancies. In certain cases, the bureau will use limited-term positions to accommodate new workload, to test whether the work is permanent, before committing to creation of a new FTE position.

For next fiscal year, the bureau is eliminating 11 existing operating positions and creating 23 new operating positions, for a net increase of 12. Fourteen of the 22 new operating positions are conversions of existing limited term positions to full time equivalent positions. Nine of the 22 are to accomplish new work. Four of these are within the bureau's Re-vegetation Program, which is funded primarily from capital projects, intergovernmental agreements, and service contracts with private parties. Three of the new positions are in the capital program, and the other three are distributed among development services, planning, and wastewater services.

Strategic Direction

VISION AND VALUES

Bureau Values

The employees of the Bureau of Environmental Services

- ◆ Value Portland's natural environment;
- ◆ Practice environmental sustainability in their work;
- ◆ Promote environmental equity;
- ◆ Are proud of their work and accountable for their actions;
- ◆ Respect and honor the diversity and contributions of the bureau's co-workers;
- ◆ Help and encourage each other to succeed individually and as part of a team;
- ◆ Explore both traditional and innovative ways to achieve intended results;
- ◆ Provide responsive, cost effective and reliable services to their customers;
- ◆ Value and promote the equitable development and use of historically underutilized businesses.;
- ◆ Work in partnership with the community; and
- ◆ Promote a safe and healthy workplace.

Vision

The Bureau of Environmental Services protects Portland's environment and supports a healthy economy by providing excellent service, being cost effective, and demonstrating environmental leadership.

For the next five years, the bureau will focus on a set of goals and objectives to help accomplish the bureau vision. The following goals address three critical elements: excellent service, cost effectiveness and environmental leadership. These elements will be adequately funded and fully coordinated, and the bureau will measure its progress in achieving each goal.

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals

Dedicated to Excellent Service

Operation and Maintenance Goal: Operate and maintain Portland's municipal sewage, stormwater and other watershed facilities in a manner that delivers reliable and efficient services.

Watershed Management Goal: Ensure that City watersheds provide healthy urban ecosystems.

Solid Waste Goal: Continue high quality and cost effective solid waste and recycling service with the lowest per capita volume of collected solid waste compared to other urban areas of the United States.

Employee and Stakeholder Involvement Goal : Actively engage employees, labor leadership, and other stakeholders in bureau decisions, projects and activities.

Striving for Cost Effectiveness

Cost Effectiveness Work Goal: Develop and deliver bureau programs and service costs that are comparable to those of other municipalities and privately operated systems that provide a similar level of service.

Revenue and Rate Goal: Maintain adequate funding for bureau services with customer supported rates and charges.

Financial Planning and Budgeting Goal: Develop a financial planning process that provides a table forecast of financial needs and budget process a that ensures funded activities conform to the bureau's strategic plan.

Providing Environmental Leadership

Regulatory and Policy Goal: Successfully demonstrate leadership that results in cost effective policy, programs, and regulations to protect and enhance Portland's natural environment with measurable results.

Partnership Development Goal: Create and maintain partnerships with citizens, businesses and other agencies to achieve environmental goals and optimize use of resources and accomplish outcomes.

Excellent Service

The bureau is dedicated to excellent service. Excellent service means delivering the level and quality of service desired by customers in a cost effective manner. The following four excellent service components are essential to this strategic plan.

Operations and Maintenance Goal

Operate and maintain Portland's municipal sewage, stormwater and other watershed facilities in a manner that delivers effective, reliable and efficient services.

Operation and Maintenance Objective One: Review and revise the City standards for maintaining Environmental Services sewer, stormwater, and watershed infrastructure and clarify the roles and responsibilities within the bureau (and other bureaus) for providing such services.

Operation and Maintenance Objective Two: Operate and maintain the sewer, stormwater, and watershed facilities with the following results:

1. Provide wastewater treatment operation and maintenance that meets City service standards at a value that equals or exceeds that of other municipalities and private operators providing an equivalent level of service.
2. Operate and maintain the sewer collection system, the stormwater system, and provide maintenance of other watershed systems in a manner that meets established standards at a value that equals or exceeds that of other municipalities and private operators providing an equivalent level of service.
3. Establish and achieve goals for reducing sewer backups, overflows, and street failures caused by sewer system failures.
4. Implement a capital program that accomplishes the necessary rehabilitation and replacement work to meet established standards for sewer and stormwater and other watershed services.

Watershed Management Goal

Ensure that City watersheds provide healthy urban ecosystems.

Watershed Objective One: Develop standards, schedules, environmental and infrastructure objectives for preparing integrated watershed plans.

Watershed Objective Two: Complete and adopt a watershed alternative to the Combined Sewer Overflow facilities plan that integrates the regulatory requirements, environmental objectives, activities and infrastructure needs of the City.

Solid Waste Goal

Continue high quality and cost effective solid waste and recycling service with the lowest per capita quantity of collected solid waste compared to other urban areas of the United States.

Solid Waste Objective: Prepare a five year plan for cost effective reduction of the tonnage of solid waste collected in Portland and disposed of in landfills. This plan will incorporate waste prevention, reduction and recycling.

Employee and Stakeholder Involvement Goal

Actively involve employees and stakeholders in bureau decisions, projects and activities.

Employee and Stakeholder Involvement Objective One :The bureau will increase empowerment of employees through:

- ◆ Further development of work teams and team skills.
- ◆ Clarification of internal and external customers
- ◆ Involvement in goal setting and work planning.
- ◆ Enhanced technical education, training, and career path development.

Employee and Stakeholder Involvement Objective Two :The bureau will develop procedures to ensure stakeholders:

- ◆ Consistently receive communications that support their participation in bureau activities and demonstrate bureau credibility and accountability.
- ◆ Are provided a range of opportunities to share their values, concerns, issues and information so that they can be appropriately incorporated into decisions, project and other activities of the bureau.

Cost Effectiveness

Cost effectiveness means delivering the level of service desired by bureau customers in the least costly manner. It is accomplished with a cost effective attitude, appropriate revenue sources, service rates, and an appropriate financial planning, budgeting, and implementation process.

Cost Effectiveness Work Goal

Develop and implement bureau programs and service costs that are comparable to those of other municipalities and privately operated systems that provide a similar level of service.

Cost Effective Work Objective One: Environmental Services will revise standards and performance measures to better enable employees to measure and monitor the efficiency, effectiveness, and cost of all bureau programs and services. Identify which of those services are 'core' to the bureau's mission.

Cost Effective Work Objective Two: The bureau will enhance training to provide and promote the means for all employees to improve their professional and project management skills, effectiveness, and efficiency.

Revenue and Rate Goal

Maintain adequate funding for bureau services with customer supported rates and charges.

Revenue and Rate Objective One: Environmental Services will strive to ensure any rate increase is equal to or less than the rate forecast within the approved five year financial plan.

Revenue and Rate Objective Two: Prepare and adopt a revenue and rate plan that will adequately fund bureau services, receive stakeholder review and have stakeholder support.

Financial Planning and Budgeting Goal

Develop a financial planning process that provides a stable forecast of financial needs and a budget process that ensures funded activities conform to the strategic plan.

Environmental Leadership

Environmental leadership is achieved by promoting and participating in actions that cause positive change in meeting environmental goals. Actions include proactively creating and influencing environmental policy and law, working constructively to avoid or resolve disputes, testing innovative solutions, being a good steward of our land and watersheds, and financially supporting these efforts.

Regulatory and Policy Goal

Successfully demonstrate leadership that results in cost effective policy, programs and regulations to protect and enhance Portland's natural environment with measurable benefits.

Regulatory and Policy Objective: Exercise environmental leadership in national, State, and regional environmental issues by:

Using innovative management approaches and technologies,

Renegotiating selective mandates and orders to decrease costs and increase environmental benefits, influencing the passage of laws and regulations to protect water quality in our rivers and streams, promote cost effective sewer, stormwater and solid waste systems that balance the environmental and economic concerns,

Working with regulators to implement measures that meet multiple objectives and mandates.

Partnership Development Goal

Create and maintain partnerships to achieve environmental goals and optimize use of resources and accomplish outcomes.

Partnership Development Objective One: Prepare and adopt a bureau policy that promotes pollution prevention partnerships within and outside the bureau through appropriate environmental education, incentives, and requirements.

Partnership Development Objective Two: Environmental Services will be a major participant in the development of a Willamette Basin-wide partnership to address Willamette River Watershed issues identified by the Governor's Willamette Basin Task Force and continue to support and participate in watershed council activities in the Metropolitan region.

Partnership Development Objective Three: Participate in existing partnerships such as those established with Metro, Watershed Councils, Association of Clean Water Agencies, and private industries and establish other processes as needed for partnering with other City bureaus and public agencies on shared or competing environmental interests.

MAJOR INITIATIVES

CSO

The CSO Program is scheduled for completion by 2011.

The City has been working since the late 1980's to reduce the amount of Combined Sewer Overflows (CSOs) that enter the Willamette River and the Columbia Slough. The cost of completing all this work is \$700 million (1993 dollars) and is currently on schedule for completion by 2011.

The Clean River Plan

The Bureau has developed an adaptive management approach that will allow Portland to accomplish the objectives of the Clean Water Act and the Endangered Species Act in a coordinated and comprehensive manner. This plan will address the remaining Combined Sewer Overflow (CSO) control, stormwater permit requirements (NPDES permit), water quality limited listings on tributaries and the lower Willamette (Section 303 list under the Clean Water Act) and recent listing of Steelhead trout as threatened under the Endangered Species Act.

Endangered Species Act

In March 1998, the National Marine Fisheries Service (NMFS) listed Columbia River steelhead trout as a threatened species under the federal Endangered Species Act (ESA). In March 1999, NMFS added Chinook salmon to the threatened species list. The listing means the City of Portland must take steps to protect salmon and steelhead.

The City is working with NMFS to develop a program to help restore salmon and steelhead habitat. The first step is assessing all City programs to determine what impact, if any, each program has on salmon and steelhead habitat. The listing could affect programs in all City bureaus.

Environmental Services has a major role in the City's efforts in responding to the ESA. Within its own portfolio of services, the bureau will assess everything from the quality of treatment plant effluent to sewer pipe maintenance in riparian areas. The Bureau of Planning is the lead agency for the City in responding to the ESA.

COUNCIL PRIORITIES

Council Issues and Priorities

Revenue Enhancements

The bureau has been actively researching and pursuing new revenue sources as a means of constraining growth in sanitary sewer and stormwater rates. In FY 1999-00, the bureau implemented new industrial pretreatment permit fees, intended to recover one-third of the permit program costs. The bureau intends to eventually recommend that the percentage of cost recovery be increased, after permitted industries adjust to the new system. The bureau will also be pursuing new or increased fees for services relating to development and plan reviews. A new system for charging commercial and industrial customers for extra-strength sewage will also be implemented as soon as the new billing system is operational within the Water Bureau.

Build a Livable City Through Good Planning and Well-Managed Growth

The bureau continues to invest in long term facility planning to identify capital improvement requirements and to meet sanitary sewer and stormwater drainage needs of new and existing development within the City's urban services area. The bureau budget also supports interagency agreements with the Bureau of Planning and the Office of Planning and Development Review to review new development for sewer and stormwater controls. The budget provides funding to for the City to participate in regional planning activities through intergovernmental affairs and regulatory planning.

Ensure a Safe and Peaceful Community

Bureau field staff have participated in neighborhood watch programs. Almost one-third of the residential solid waste and recycling budget is spent preventing and helping clean up illegal dumping in neighborhoods. A major activity of the bureau is managing stormwater runoff in ways to minimize potential harm to private property.

Build a Sense of Community by Promoting Citizen Participation, Connectedness and Partnerships

Public involvement to inform and involve citizens in decision-making is an inherent part of major capital programs, such as the CSO program. The BES Solid Waste Advisory Committee meets monthly. Other committees, such as those involved in planning for the Columbia Boulevard Sewage Treatment Plant and advising on industrial customer matters, meet on an as-needed schedule. The bureau has implemented watershed stewardship programs to encourage citizen involvement in protecting the natural environment within urban watersheds. BES staff also meets regularly with the Portland Utilities Review Board (PURB) and its committees.

Ensure Decent, Affordable Housing

The bureau's efforts to expand sanitary sewer services within unsewered areas assist in maintaining quality housing for Portland residents. Sewer extensions in Mid-County have included deferred and low interest loans for low income households. The Solid Waste and Recycling Division notifies and refers to the Office of Planning and Development Review enforcement of the rental housing weekly garbage collection requirement. The bureau budget continues funding the Downspout Disconnection Program, which provides funding to neighborhood groups and civic organizations to assist homeowners with disconnecting downspouts, which helps reduce combined sewer overflows.

The bureau encourages and facilitates public involvement.

BES undertakes a wide variety of activities to promote housing goals, ranging from sewer extensions to garbage collection and financial assistance.

Maintain a Financially Stable City

BES supports financial stability through financial planning, revenue enhancements, rate updating, and favorable bond ratings.

Operations: The bureau routinely updates financial plans, with objectives of anticipating and accommodating changes in operating requirements and customer usage patterns. High quality financial planning is key to ensuring long term financial stability and is also important to gaining high credit ratings for revenue bond issues. The bureau is also aggressively pursuing cost control and cost reduction in operating programs, to keep rate increases as low as possible, and to maintain as much funding flexibility as possible for new regulatory requirements. Several program areas have achieved net reductions in operating positions. The Wastewater Group has been participating in an inter-governmental benchmarking exercise that is helping identify operating efficiencies and cost reduction.

Capital: The bureau has developed a comprehensive procedure for evaluation and prioritizing capital projects within the 5 year capital improvement program, with the intent of ensuring only the highest priority needs are funded. CIP management has focused on improving project management and accountability with measurable results: Over the past several years, the ratio of actual expenditures to budget has risen to the range of 90% to 95%. The bureau has also established benchmarks for design costs as a percent of total project costs.

Promote Economic Vitality and Access to Quality Jobs for All Citizens

BES supports economic development through extension and operation of sanitary and drainage services, which helps promote economic vitality. The bureau budget supports the Business Opportunity Program dedicated to increasing and improving the level of participation of minority and women owned businesses and emerging small businesses in bureau construction projects. The budget also supports the commercial solid waste recycling program, and the industrial waste permit program, spill investigations, industrial source control efforts, and pollution prevention efforts to provide technical assistance to businesses.

Promote Healthy Families and Children

BES provides a healthy environment for Portland's families.

Overall, environmental programs of the bureau help support a healthy environment for Portland's families. Much of the capital investment of the bureau is aimed at protecting and improving the environment, through adequate and proper treatment of sewage and protection of stormwater runoff and surface streams. Industrial source control and pollution prevention activities also reduce health hazards in the environment. Provision of regular, high quality garbage collection service supports general community health.

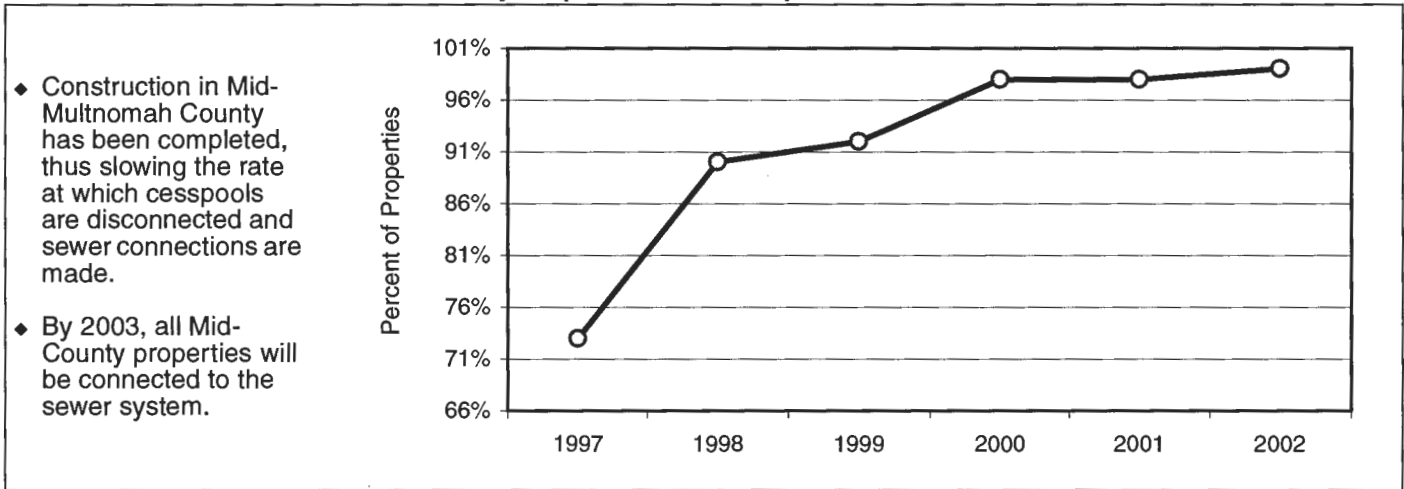
Support Quality Education to Produce Well Educated Citizens

BES promotes environmental education in schools and neighborhoods.

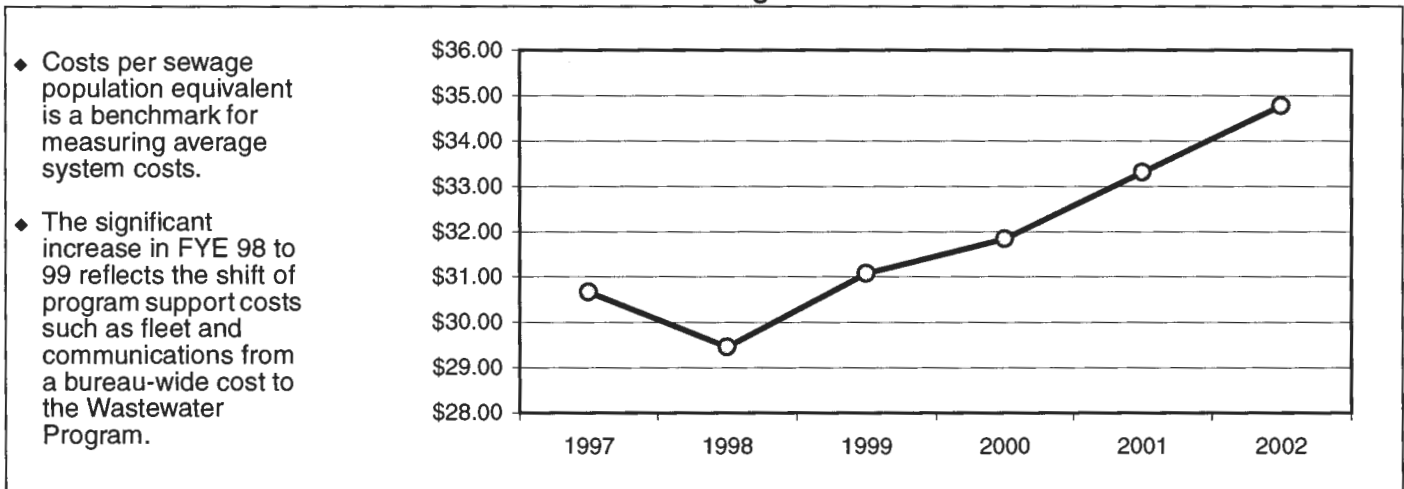
The bureau actively seeks to educate citizens, neighborhood groups, businesses, and trade associations on topics/bureau programs ranging from roof drain disconnection to commercial recycling. The bureau budget also supports environmental education programs that partner with schools on classroom presentations, field trips, streamwalks, treatment plant tours, stream restorations and citizen monitoring of the creek, stream and river health.

Performance Measures

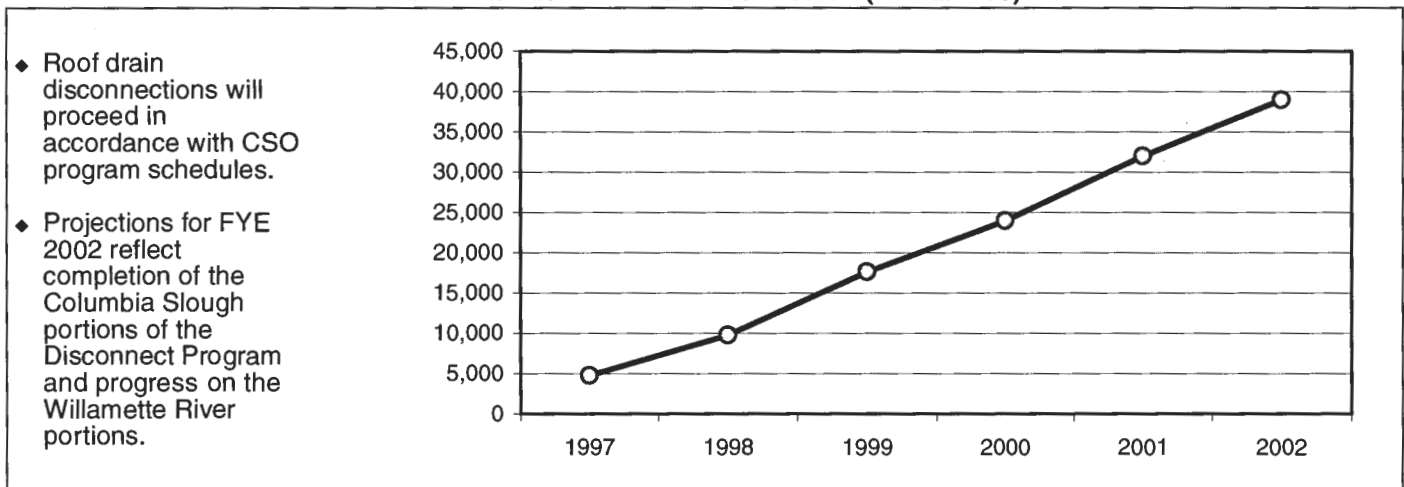
Mid-County Properties with Cesspools Disconnected



Annual Wastewater Program Unit Cost

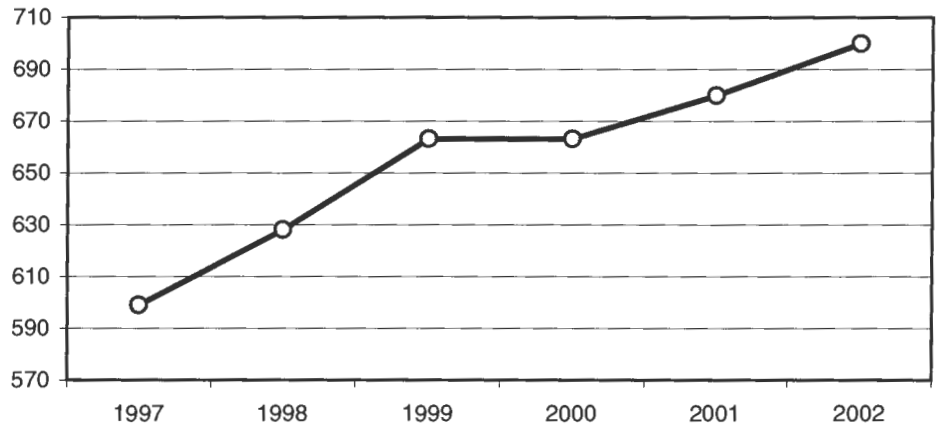


Number of Roof Drains Disconnected (cumulative)

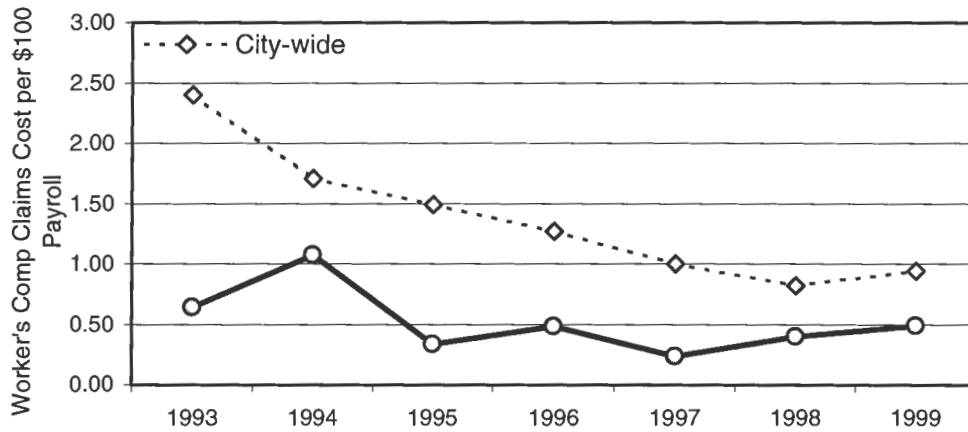


Pounds of Solid Waste per Household Recycled

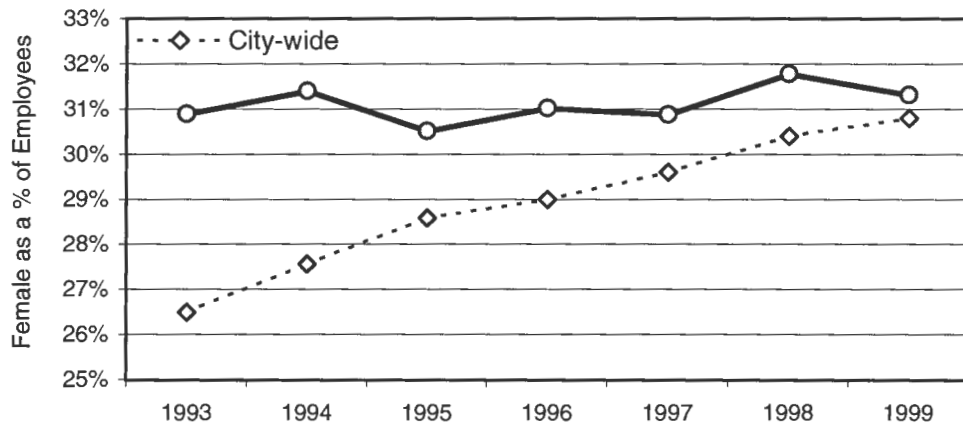
- ◆ The curbside recycling program reflects the commitment of Portland's citizens in keeping recyclables out of the waste stream.
- ◆ Future years reflect small increases due to the new commingling system; however further increases will be because of additional educational efforts directed toward low participation neighborhoods.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
BUREAU OF ENVIRONMENTAL SERVICES						
Affirmative Action Measures						
Female Employees as a Percent of Total	30.9%	31.8%	31.3%			
Minority Employees as a Percent of Total	13.8%	13.6%	12.8%			
Sanitary Sewer and Stormwater Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	27.23	9.79	11.13			
Worker's Comp Claims per 200,000 Hours Worked	5.35	6.03	6.05			
Fleet Claims per 100,000 Miles Driven	0.64	0.47				
Fleet Claims Cost per 100,000 Miles Driven	\$1,030	\$498				
General Liability Claims Cost per \$100 Payroll	\$0.35	\$0.65	\$0.53			
Worker's Comp Claims Cost per \$100 Payroll	\$0.23	\$0.40	\$0.49			
Engineering Services						
Workload						
Number of Roof Drains Disconnected (cumulative)	4,728	9,761	17,644	24,000	32,000	39,000
Effectiveness						
Mid-County properties with cesspools disconnected since 7/1/87	73%	90%	92%	98%	98%	99%
Construction management costs as a percentage of total construction costs	8%	8%	10%	10%	10%	
Efficiency						
Construction management costs as a percentage of total construction costs	8%	8%	12%	10%	10%	10%
Planning						
Workload						
Feet of streambank restored (cumulative)	57,565	102,428	119,100	138,100	158,100	178,100
Effectiveness						
Number of individual participants in projects catalyzed or hosted by the Stewardship Program	2,791	3,100	7,611	2,500	2,500	2,500
Efficiency						
Percentage of planning level cost estimates that meet the targeted range of actual program cost			100%	80%	85%	85%
Wastewater Treatment						
Workload						
Sewage population equivalent served	899,295	904,090	914,613	932,905	951,563	970,595
Effectiveness						
Percent of Biochemical Oxygen Demand (BOD) removed	92.0%	93.6%	92.0%	90.0%	90.0%	90.0%
Efficiency						
Annual Wastewater Program unit cost	\$30.66	\$29.46	\$31.08	\$31.84	\$33.31	\$34.77
Industrial Waste						
Workload						
Number of lab analysis performed each year	69,420	60,245	58,442	60,246	72,000	61,000
Effectiveness						
Percent of industrial enforcement tests in full compliance	96.8%	97.1%	98.0%	98.0%	97.0%	98.0%

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Efficiency						
Resources spent in site investigations and cleanup per site investigated or remediated	\$6,183	\$2,556	\$2,417	\$2,400	\$3,200	\$3,200
Business Services						
Effectiveness						
Maintain the bureau's debt service coverage ratio at 1.5 or greater	1.50	1.50	1.45	1.45	1.45	1.45
Efficiency						
Time loss hours (due to injuries)		6.72	4.60	4.30	6.40	5.00
Office of the Director						
Workload						
Number of students provided with bureau education programs		20,000	21,300	21,500	22,000	22,500
Refuse Disposal Division						
Residential Franchise						
Effectiveness						
Pounds per household disposed	1,435	1,476	1,424	1,424	1,420	1,420
Pounds per household recycled	599	628	663	663	680	700
Percent Residential material diverted from wastestream	50%	50%	53%	53%	54%	56%
Multifamily and Commercial						
Effectiveness						
Tons of recyclables collected by permitted commercial haulers	91,000	100,000	111,000	110,000	110,000	115,000
Percent of Commercial material diverted from wastestream	49%	52%	52%	52%	56%	56%

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SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	22,791,964	24,930,870	25,739,985	25,975,581	25,975,581
External Materials and Services	15,874,883	15,898,033	18,140,027	16,873,565	16,833,565
Internal Materials and Services	17,934,412	19,903,474	21,086,687	22,998,589	22,968,927
Minor Capital Outlay	596,919	884,080	3,240,063	2,397,800	2,397,800
Equipment Cash Transfers	83,365	0	0	0	0
Total Operating Budget	57,281,543	61,616,457	68,206,762	68,245,535	68,175,873
Capital Improvements	77,547,518	96,897,224	100,624,008	88,019,580	88,059,580
TOTAL BUREAU EXPENDITURES	\$ 134,829,061	\$ 158,513,681	\$ 168,830,770	\$ 156,265,115	\$ 156,235,453
Allocated Overhead	2,791,997	2,944,578	3,273,161	2,889,297	2,899,297
Total Cost with Allocated Overhead	137,621,058	161,458,259	172,103,931	159,154,412	159,134,750
RESOURCES					
Sewer Operating Fund		156,644,139	165,678,548	152,427,395	152,397,733
Refuse Disposal Fund		1,645,473	2,507,954	3,284,379	3,284,379
Environ. Remediation Fund		219,037	635,036	553,341	553,341
Discretionary General Fund		0	0	0	0
TOTAL RESOURCES		\$ 158,508,649	\$ 168,821,538	\$ 156,265,115	\$ 156,235,453
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
DIVISIONS					
Sanitary Sewer and Stormwater Division		156,649,171	165,687,780	152,427,395	152,397,733
<i>Positions</i>		442	442	454	454
Refuse Disposal Division		1,645,473	2,507,954	3,284,379	3,284,379
<i>Positions</i>		10	10	10	10
Environmental Remediation Division		219,037	635,036	553,341	553,341
<i>Positions</i>		0	0	0	0
TOTAL DIVISIONS		\$ 158,513,681	\$ 168,830,770	\$ 156,265,115	\$ 156,235,453
<i>Positions</i>		452	452	464	464
<i>General Fund Discretionary Positions</i>		0	0	0	0

	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
PROGRAMS				
SANITARY SEWER AND STORMWATER DIVISION				
Engineering Services	101,010,980	104,179,132	92,798,944	92,787,327
<i>Positions</i>	74	141	155	155
Planning	6,649,631	9,644,920	6,703,676	6,695,387
<i>Positions</i>	17	43	36	36
Wastewater Treatment	28,449,646	31,023,968	32,001,129	31,998,952
<i>Positions</i>	206	145	148	148
Industrial Waste	4,612,052	4,712,593	5,197,220	5,192,197
<i>Positions</i>	123	60	62	62
Business Services	14,243,227	14,526,316	14,109,770	14,120,041
<i>Positions</i>	12	44	44	44
Office of the Director	1,683,635	1,600,851	1,616,656	1,603,829
<i>Positions</i>	10	9	9	9
TOTAL PROGRAMS	\$ 156,649,171	\$ 165,687,780	\$ 152,427,395	\$ 152,397,733
<i>Positions</i>	442	442	454	454
REFUSE DISPOSAL DIVISION				
Residential Franchise	917,819	1,043,026	1,846,867	1,846,867
<i>Positions</i>	7	7	7	7
Multifamily and Commercial	727,163	1,453,928	1,426,512	1,426,512
<i>Positions</i>	3	3	3	3
Pollution Control	491	11,000	11,000	11,000
<i>Positions</i>	0	0	0	0
TOTAL PROGRAMS	\$ 1,645,473	\$ 2,507,954	\$ 3,284,379	\$ 3,284,379
<i>Positions</i>	10	10	10	10
ENVIRONMENTAL REMEDIATION DIVISION				
Environmental Remediation	219,037	635,036	553,341	553,341
<i>Positions</i>	0	0	0	0
TOTAL PROGRAMS	\$ 219,037	\$ 635,036	\$ 553,341	\$ 553,341
<i>Positions</i>	0	0	0	0

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LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	17,238,966	18,807,616	22,867,960	23,831,634	23,831,634
512000 Part-Time Employees	455,201	451,615	1,482,521	941,508	941,507
514000 Overtime	788,867	774,187	433,589	479,581	479,581
515000 Premium Pay	202,975	210,724	173,650	225,123	225,123
517000 Benefits	7,745,800	8,239,630	9,202,272	8,887,816	8,887,817
518000 Paid Absence	3,349,373	3,527,999	0	0	0
Total Personnel Services	29,781,182	32,011,771	34,159,992	34,365,662	34,365,662
Materials and Services					
External Materials and Services					
521000 Professional Services	20,585,424	14,718,215	11,855,804	20,589,144	18,489,144
522000 Utilities	4,723,380	4,493,321	4,839,947	5,066,208	4,531,208
523000 Equipment Rental	45,984	27,713	20,550	22,200	22,200
524000 Repair & Maintenance Services	2,834,407	1,579,376	601,776	697,454	582,454
525000 Non-Capital Improvement	957,206	0	235,000	803,000	303,000
528000 Local Match Payments	0	50,000	7,000	13,600	13,600
529000 Miscellaneous Services	2,121,881	4,349,031	4,606,206	3,340,148	6,340,148
531000 Office Supplies	186,381	137,650	146,153	147,100	147,100
532000 Operating Supplies	1,924,287	1,455,596	1,145,484	1,365,798	1,196,798
533000 Repair & Maintenance Supplies	947,828	1,071,337	549,452	700,822	560,822
534000 Minor Equipment & Tools	1,119,457	1,070,619	1,062,438	1,065,955	910,955
535000 Clothing & Uniforms	23,856	23,570	35,305	25,860	39,860
539000 Other Commodities External	90,859	64,589	13,664	10,860	10,860
541000 Education	265,318	211,759	294,562	257,189	257,189
542000 Local Travel	5,594	4,643	7,930	7,430	7,430
543000 Out-of-Town Travel	96,511	101,784	165,992	97,211	97,211
544000 Space Rental	195,877	168,877	141,360	119,790	119,790
545000 Interest	0	0	0	0	0
546000 Refunds	19,046	957,197	10,000	10,000	10,000
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	811,384	546,274	1,789,717	816,401	1,516,401
Total External Materials and Services	36,954,680	31,031,551	27,528,340	35,156,170	35,156,170
Internal Materials and Services					
551000 Fleet Services	334,143	382,862	378,238	380,448	380,448
552000 Printing & Distribution	619,560	598,567	754,529	861,514	831,852
553000 Facilities Services	2,060,898	1,379,825	1,339,547	1,309,459	1,309,459
554000 Communications Services	776,276	790,530	777,810	790,265	790,265
555000 Data Processing Services	137,541	239,485	288,250	980,107	980,107
556000 Insurance	454,817	636,752	688,931	817,213	817,213
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	17,392,326	18,679,710	19,429,195	20,221,855	20,226,855
Total Internal Materials and Services	21,775,561	22,707,731	23,656,500	25,360,861	25,336,199
Total Materials and Services	58,730,241	53,739,282	51,184,840	60,517,031	60,492,369
Capital Outlay					
561000 Land	3,122,347	1,162,126	5,389,042	3,662,420	3,662,420
562000 Buildings	113,211	14,383	0	0	0
563000 Improvements	42,281,940	70,704,925	75,552,364	56,122,202	56,117,202
564000 Capital Equipment	694,325	876,162	2,535,300	1,597,800	1,597,800
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	46,211,823	72,757,596	83,476,706	61,382,422	61,377,422
573000 Equipment Cash Transfers	92,865	0	0	0	0
576000 Minor Equipment Transfers	12,950	5,032	9,232	0	0
TOTAL BUREAU EXPENSES	\$ 134,829,061	\$ 158,513,681	\$ 168,830,770	\$ 156,265,115	\$ 156,235,453

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FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	FY 1999-00	FY 2000-01	FY 2000-01	FY 2000-01	FY 2000-01
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	3	0	3	114,945	4	157,000	4	157,000
515	Accountant II	2	0	2	85,370	3	136,510	3	136,510
530	Accounting Supervisor I	1	0	0	0	0	0	0	0
531	Accounting Supervisor II	1	0	1	63,509	1	63,710	1	63,710
510	Accounting Technician	2	0	1	32,341	0	0	0	0
819	Administrative Assistant	4	0	5	227,031	5	233,922	5	233,922
926	Administrative Services Manager	1	0	2	132,970	1	70,221	1	70,221
815	Administrative Specialist	4	0	2	61,350	2	63,273	2	63,273
920	Administrative Supervisor I	2	0	1	45,651	1	47,674	1	47,674
922	Administrative Supervisor II	0	0	1	50,880	1	56,077	1	56,077
2532	Applications Analyst II	2	0	0	0	0	0	0	0
2534	Applications Analyst IV	2	1	0	0	1	61,251	1	61,251
962	Assistant Program Specialist	4	1	6	272,913	5	228,379	5	228,379
1313	Automotive Equipment Operator II	2	0	1	39,153	0	0	0	0
1314	Automotive Equipment Operator II	0	2	0	0	1	39,271	1	39,271
4125	Botanic Specialist	0	1	0	0	1	48,298	1	48,298
4127	Botanic Supervisor	0	1	0	0	1	57,954	1	57,954
928	Bureau Administrative Manager	2	0	3	217,551	3	218,674	3	218,674
620	Bureau Human Resources Manager	0	0	0	0	1	67,694	1	67,694
3132	CADD Manager	1	0	1	63,509	1	63,710	1	63,710
3285	Chemist	3	6	4	189,231	5	237,609	5	237,609
932	Chief Bureau Administrative Mgr	0	0	0	0	1	82,108	1	82,108
3171	Chief Engineer	1	0	1	84,420	1	86,653	1	86,653
2014	Chief Environmental Svcs Mgr	1	0	0	0	0	0	0	0
114	Clerical Specialist	9	1	8	232,551	0	0	0	0
2202	Code Specialist II	0	2	0	0	3	122,928	3	122,928
7490	Community Relations Assistant	1	0	1	40,474	0	0	0	0
7492	Community Relations Specialist	3	3	3	169,158	6	316,054	6	316,054
131	Customer Accounts Specialist I	0	0	0	0	1	35,651	1	35,651
118	Customer Services Rep	3	1	3	92,089	0	0	0	0
942	Economist I	1	0	1	49,152	1	51,334	1	51,334
943	Economist II	1	0	0	0	0	0	0	0
1453	Electrician	9	8	9	469,152	9	470,691	9	470,691
3190	Electronic Systems Specialist	3	0	3	145,566	2	99,663	2	99,663
3164	Engineer	13	20	21	1,326,770	22	1,423,536	22	1,423,536
3153	Engineering Associate	11	1	7	333,192	6	292,370	6	292,370
2032	Environmental Resources Manager	1	1	1	74,073	1	74,318	1	74,318
2018	Environmental Services Director	1	1	1	100,755	1	101,088	1	101,088
2010	Environmental Services Manager	1	5	2	143,974	1	78,229	1	78,229
3194	Environmental Specialist	5	2	10	551,666	10	556,607	10	556,607
3195	Environmental Svcs Supervisor	6	18	6	368,226	6	376,548	6	376,548
1115	Facilities Maintenance Tech	0	0	1	38,587	0	0	0	0
2210	Field Representative	5	2	4	146,196	0	0	0	0
3271	Graphics Illustrator II	1	0	0	0	0	0	0	0
614	Human Resources Coordinator	1	0	0	0	0	0	0	0
1803	Indust Maintenance Millwright	0	124	0	0	28	1,184,701	28	1,184,701
1520	Industrial Machinist	1	1	1	41,941	1	42,507	1	42,507
1445	Industrial Painter	0	4	0	0	1	42,074	1	42,074
2542	Information Systems Analyst II	3	0	1	45,302	0	0	0	0
2543	Information Systems Analyst III	0	1	2	114,263	3	166,817	3	166,817
2544	Information Systems Analyst IV	2	3	1	66,452	2	129,355	2	129,355
2550	Information Systems Manager	1	0	0	0	1	75,202	1	75,202
2546	Information Systems Supervisor	4	0	3	201,006	3	208,041	3	208,041
2522	Information Systems Tech I	0	0	1	36,801	0	0	0	0
2523	Information Systems Tech II	0	2	2	88,107	0	0	0	0
2524	Information Systems Tech III	0	4	2	94,432	3	147,223	3	147,223
3260	Instrument Technician	6	25	6	312,768	7	366,093	7	366,093
3261	Instrument Technician, Lead	1	0	1	52,128	0	0	0	0
812	Intergovernmental Program Coord	1	0	1	0	0	0	0	0
3280	Laboratory Analyst	11	15	7	279,472	7	283,549	7	283,549
2034	Laboratory Manager	1	4	1	69,514	1	74,318	1	74,318
3284	Microbiologist	0	1	1	42,737	1	45,949	1	45,949
2540	MIS Support Technician	4	0	1	48,784	0	0	0	0
100	Office Support Specialist I	0	0	0	0	1	29,994	1	29,994
102	Office Support Specialist II	0	0	0	0	13	415,167	13	415,167
104	Office Support Specialist III	0	0	0	0	1	34,861	1	34,861
1443	Painter	1	0	1	41,941	0	0	0	0
3169	Principal Engineer	8	0	7	547,022	7	562,854	7	562,854
832	Principal Financial Analyst	0	0	0	0	1	69,462	1	69,462

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FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.	Amount	No.	Amount	No.	Amount
2545	Principal Info Systems Analyst	0	0	4	265,797	3	208,549	3	208,549
953	Principal Management Analyst	0	0	0	0	1	67,080	1	67,080
966	Program Coordinator	4	2	4	211,578	2	99,654	2	99,654
968	Program Manager I	9	9	4	238,086	5	298,731	5	298,731
970	Program Manager II	3	17	7	439,800	9	566,470	9	566,470
972	Program Manager IV	1	5	1	76,429	1	67,080	1	67,080
973	Program Manager V	0	2	0	0	1	79,792	1	79,792
964	Program Specialist	5	6	5	251,648	6	302,295	6	302,295
3152	Public Works Const/Inspect Supvr	4	1	5	282,268	5	297,016	5	297,016
3150	Public Works Inspector	14	0	17	804,296	16	779,508	16	779,508
3151	Public Works Inspector, Senior	10	0	10	543,263	11	601,821	11	601,821
3149	Public Works Inspector, Trainee	1	0	0	0	0	0	0	0
1952	Public Works Manager	9	8	10	645,754	9	561,599	9	561,599
3359	Public Works Project Manager	7	2	7	477,661	7	476,241	7	476,241
1954	Public Works Superintendent	1	2	1	74,834	1	77,785	1	77,785
1950	Public Works Supervisor	1	0	1	56,681	0	0	0	0
846	Risk Specialist	2	0	1	57,095	0	0	0	0
220	Secretarial Clerk I	2	0	0	0	0	0	0	0
221	Secretarial Clerk II	3	0	3	92,504	0	0	0	0
816	Senior Administrative Specialist	2	0	2	73,554	3	113,366	3	113,366
930	Senior Bureau Administrative Mgr	1	0	0	0	0	0	0	0
3166	Senior Engineer	7	0	7	480,754	6	403,978	6	403,978
3163	Senior Engineering Associate	20	29	18	1,025,248	22	1,254,220	22	1,254,220
2012	Senior Environmental Svcs Mgr	3	3	5	404,430	3	238,221	3	238,221
828	Senior Financial Analyst	4	0	4	241,460	3	190,131	3	190,131
612	Senior Human Resources Analyst	3	0	2	108,866	1	57,180	1	57,180
2552	Senior Information Systems Mgr	0	0	1	76,692	1	80,122	1	80,122
3231	Senior Planner	1	1	1	59,002	0	0	0	0
848	Senior Risk Specialist	0	0	1	57,095	2	110,728	2	110,728
414	Senior Stores System Manager	1	0	1	60,365	1	60,570	1	60,570
7494	Sr Community Relation Specialist	0	0	2	126,629	1	63,710	1	63,710
410	Storekeeper	5	0	4	147,976	0	0	0	0
406	Storekeeper/Acquisition Spec II	0	0	0	0	4	158,828	4	158,828
408	Storekeeper/Acquisition Spec III	0	0	0	0	1	45,594	1	45,594
409	Storekeeper/Acquisiton Spec Lead	1	0	1	39,740	0	0	0	0
3167	Supervising Engineer	9	0	12	856,978	12	851,975	12	851,975
2520	Systems Programmer	1	0	0	0	0	0	0	0
3107	Technician I	22	0	26	847,628	25	807,252	25	807,252
3108	Technician II	40	89	46	2,051,789	58	2,565,200	58	2,565,200
3109	Technician III	8	0	8	457,269	9	512,748	9	512,748
1812	Wastewater Mechanic	30	0	28	1,154,217	0	0	0	0
1815	Wastewater Operations Specialist	3	3	2	90,128	3	135,189	3	135,189
1810	Wastewater Operator I	15	3	1	36,261	1	36,735	1	36,735
1811	Wastewater Operator II	38	9	45	1,867,274	42	1,765,094	42	1,765,094
3281	Water Lab Technician Lead	1	0	1	41,836	0	0	0	0
TOTAL FULL-TIME POSITIONS		448	452	452	\$ 22,867,960	464	\$ 23,831,634	464	\$ 23,831,634

Sanitary Sewer and Stormwater Division

OVERVIEW

Sanitary Sewer and Stormwater Division

The Bureau of Environmental Services' Sanitary Sewer and Stormwater Division provides sanitary sewage collection and treatment services for the City of Portland residents and businesses, as well as five other local governments adjacent to Portland, including the City of Lake Oswego. The bureau also provides stormwater management services within the City. The purpose of this division is to provide these services in a manner that complies with all federal and state regulatory requirements, as well as supporting Council goals and directives.

The bureau's division serves approximately 163,000 sanitary sewer and stormwater customers.

The division serves approximately 150,000 residential and 13,000 commercial/industrial accounts. The division's services are funded from sewer and drainage charges, wholesale contract revenues, reimbursements for services provided to other bureaus, and capital construction funding sources, including system development charge revenues and proceeds of sewer system revenue bonds.

The Adopted Budget for FY 2000-01 provides funding for a variety of programs and services to protect Portland's surface and groundwater resources. It is guided by the Clean River Program resolution adopted by City Council in April 1990, as well as several state and federal regulatory requirements, including state Environmental Quality Commission orders eliminate or reduce combined sewer overflows on the Willamette River and Columbia Slough, and reduce nonpoint source pollution to Fanno Creek.

Overview of Programs

ENGINEERING SERVICES

- Overview** The Engineering Services Group is responsible for developing the bureau's Capital Improvement Program, managing implementation of capital projects, providing engineering services to all bureau programs and managing the bureau's Development Services Program.
- Program Management & Controls** The Program Management & Controls Division develops the bureau's annual capital budget and five-year capital improvement program. Project schedules and budgets are monitored to ensure timely and cost effective progress towards completion of capital projects. This division is also responsible for maintaining engineering standards and providing engineering support services to the rest of the group.
- Design Services** The Design Services division 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 the City and bureau mission and values. In addition this division provides professional engineering expertise to other divisions and groups in the bureau.
- Construction Services** This division provides construction management and inspection services for bureau projects and provides materials testing services for both bureau projects and projects managed by other City bureaus. The Construction Services Division is also responsible for implementation of the bureau's re-vegetation program.
- Development Services** The Development Services Division assists developers and other customers, and supports City development goals, by reviewing and approving plans and issuing permits. This division also has primary responsibility for developing and revising the City's Stormwater Manual and implementing policies that protect water resources and stream integrity.
- Administrative Services** This division is responsible for managing the group's operations, and provides personnel and contract services. The Administrative Services Division also manages the Mid County Sewer Project.

PLANNING

- Planning Group Responsibilities** The Planning Group is responsible for developing all bureau facility and environmental quality plans. Through an integrated watershed based planning approach, Planning teams evaluate the health and safety, water quality, and environmental management needs within major watershed units of the City.
- Watershed Plans**
- A plan identifies actions that will satisfy multiple objectives and legal requirements. The group applies engineering, economic, and ecological factors to determine potential courses of action. Plans are reviewed with the public, and become the basis for future bureau budgeting and regulatory compliance. Plan elements are periodically updated or refined and adapted over time based on the performance of actions that are implemented.

Coordination Role

Planning is also responsible for coordinating with other agencies and groups involved in environmental planning or policy development that affects the city. The group helps shape environmental policies and regulations. It also supports and coordinates with watershed councils and community groups, works with City bureaus on land use issues, and oversees Clean Water Act programs for stormwater management and water quality limited streams. The Planning Group promotes watershed stewardship and pollution prevention and supports development of City facilities, regulations, and partnership opportunities as a means of achieving environmental goals.

Planning Role

The group also provides basic planning services for the bureau including mapping, GIS and water quality and quantity modeling of the city sanitary and stormwater drainage facilities. These activities are critical to planning, design, construction, operation, and maintenance of bureau facilities.

WASTEWATER TREATMENT**Wastewater Group Functions**

The Wastewater Group protects public health, water quality, and the environment by operating and maintaining sewer, drainage, treatment facilities and pollution reduction facilities and managing programs in a manner that ensures compliance with all applicable permits, regulations and contracts.

The Wastewater Group operates two treatment plants with a total capacity of about 108 million gallons per day.

Treatment

The bureau's Wastewater Group operates and maintains two wastewater treatment plants. The Columbia Boulevard Wastewater Treatment Plant (CBWTP), located in north Portland, has an average dry weather flow (ADWF) design treatment capacity of 100 million gallons of sewage per day. The Tryon Creek Wastewater Treatment Plant (TCWTP), located in Lake Oswego, has an ADWF design capacity of 8.3 million gallons per day. These two facilities serve most of Portland (except for a small area in west Portland served by the Unified Sewerage Agency) as well as the City of Lake Oswego.

Collection

The Wastewater Group also maintains and operates the sewage and stormwater collection and conveyance system. This system includes 96 pump stations; 2,256 miles of pipeline; 14,450 stormwater sumps and sedimentation manholes; 345 miles of ditches; 55,000 inlets and catch basins; and other sewer drainage and water quality facilities.

Direct and Indirect Services

About two-thirds of the Wastewater Group's budget is expended for materials and services provided by others.

Approximately one-third of the Wastewater Group's program resources are direct services the group delivers. The remaining two-thirds of the group's operating budget consists of services, equipment, or materials provided by others (either private vendors or other City of Portland agencies). For instance, the Bureau of Maintenance, through an interagency agreement with BES, provides a wide variety of maintenance services for the collection and conveyance system including cleaning, inspection, minor capital repair and replacement, and response to customer inquiries. This service plays an important role in maintaining the City's sanitary sewer and drainage system infrastructure.

Objectives: Program objectives of Wastewater Group include:

- ◆ Protect the environment and public health by meeting all applicable requirements of the Federal Clean Water Act, Federal Clean Air Act, NPDES permits, and judicial decrees.
- ◆ Operate sewage and stormwater conveyance and treatment facilities in a manner that ensures system reliability, while sustaining or enhancing the condition of the infrastructure.
- ◆ Anticipate, influence, and prepare for future regulatory requirements concerning biosolids management, clean air, water quality, and worker safety.
- ◆ Upgrade treatment efficiency and improve productivity through automation and modernization of process units and by discovering and adopting more effective business practices.
- ◆ Conduct preventive and predictive maintenance programs, which focus maintenance efforts toward optimizing reliability, efficiency, and effectiveness of facilities and equipment.
- ◆ Reuse biosolids, effluent, methane and other resources in a manner that ensures public acceptance and compliance with all applicable regulations.
- ◆ Provide high standards of customer service.
- ◆ Be a good neighbor and work with the community to improve livability by eliminating odors, creating green and open spaces, and provide environmental education opportunities.
- ◆ Develop and deliver the above programs and service at a cost that is comparable to other municipalities and privately operated systems that provide a similar level of service.

INDUSTRIAL WASTE

Industrial & Solid Waste Group Overview

The Industrial & Solid Waste Group includes the bureau's industrial waste programs, which encompass four functional areas: Industrial Source Control, Environmental Investigations, Environmental Compliance and Enforcement, and Special Waste.

Industrial Source Control

The Industrial Source Control Division provides industrial permitting and enforcement services to control or eliminate industrial sources of pollution. These are pollutants that could impair the water quality of Portland's streams and rivers, damage or cause interference with the collection and wastewater treatment systems, obstruct biosolids treatment, or expose workers or the public to toxic chemicals or endanger wildlife.

The Industrial Source Control Division achieves these environmental benefits through a permit-based program that limits or eliminates industrial pollutants at the source. The division also works with users to eliminate storm water pollutant impacts through use of management plans and educational materials, alternative strategies to limit pollutant discharges, and with regional organizations and business associations to reduce pollution through voluntary agreements.

Environmental Investigations

The Environmental Investigations Division provides laboratory sampling, and data acquisition and management services for the bureau. Laboratory services are provided to the Industrial Source Control Division in support of the Pretreatment Program, and to the Combined Sewer Overflow, Biosolids Management, and Stormwater programs. Data acquisition and management services include managing the bureau's Hydrological Data Retrieval and Alarm (HYDRA) system which provides remote telemetry sensing of sewer flows, rainfall, and pump station operations throughout the City.

Water Pollution Control Laboratory (WPCL)

The Water Pollution Control Laboratory (WPCL) supports efforts to operate the wastewater treatment plants, to monitor industrial discharges, and to protect the public and the sewerage system from exposure to hazardous chemical discharges and spills. WPCL supports and aids development of environmental cleanup activities and planning and design of programs related to sewage and stormwater collection, transport, and treatment.

Data Acquisition and Management (DAM)

The Data Acquisition and Management (DAM) Section monitors over 80 sewage pump stations for operational failures. The alarms ensure that maintenance personnel can respond quickly to prevent sewage back-ups into homes and businesses. DAM also monitors combined sewer overflows and notifies the Bureau of Maintenance of maintenance needs within the sewage collection and transportation system.

Investigation & Monitoring and Field Operations

The Investigation & Monitoring and Field Operations sections conduct field sampling and data collection programs for a variety of projects within the bureau. By developing in-house scientific resources to accomplish program sampling needs, the Field Operations section ensures data compatibility and coordination among all monitoring activities.

Environmental Compliance and Enforcement

The Environmental Compliance and Enforcement Division manages the bureau's industrial pretreatment enforcement process and provides environmental regulatory assistance. The enforcement process is coordinated with the Industrial Source Control Division's permitting program and consists of bringing enforcement actions against industries violating permit and code requirements. The division also includes the Spill Protection and Citizen Response Section.

Objectives: The objectives of the Environmental Compliance and Enforcement Division include managing a fair and equitable code, managing administrative rule and permit enforcement process in compliance with state and federal law, and providing accurate regulatory information concerning the environmental obligations of the bureau.

Spill Protection and Citizen Response Section

The Spill Protection and Citizen Response Section protects public health related to hazardous and/or dangerous chemicals. This includes responding to spills that threaten the sewerage system or surface waters of the City and working with responsible parties to clean-up hazardous and dangerous materials threatening the City's sewer system and surface waters. The section also oversees the Septage Program to prevent inappropriate materials from being delivered as septage for disposal at the treatment plant, and manages the Illicit Discharge Elimination Program (IDEP) of the City's Stormwater Permit.

Special Waste

The Special Waste Division has responsibility for environmental assessments of property in which the bureau has an interest. The division also provides plans and supervises the remediation of hazardous waste sites.

BUSINESS SERVICES

Business Services Group Functions

The Business Services Program includes Accounting Services, Financial Planning, Human Resources, Information Systems, and Facilities and Administrative Services.

The Business Service Program develops and recommends Bureau-wide policies and practices related to all aspects of financial operations and administrative services, including coordination with the Office of Finance and Administration. Business Services also oversees all contracting activities in the bureau.

Objectives: Program objectives include:

- ◆ Ensure bureau programs are adequately supported in a fiscally sound manner consistent with adopted financing strategies and program goals.
- ◆ Develop and implement policies, processes and procedures that ensure bureau contracting methods and practices and sound, fiscally responsible, and meet all City and regulatory requirements objectives.
- ◆ Encourage efficient use of financial resources.
- ◆ Assist bureau managers in preparing operating and capital budgets that reflect efficient use of resources within established program objectives and goals.
- ◆ Provide information and support services in a timely and cost effective manner that helps bureau employees and programs achieve maximum productivity.

Human Resources

Human Resources Division services include forecasting staffing needs; providing guidance and assistance to bureau managers on personnel, EEO, diversity, labor relations, and workplace issues; facilitating classification, selection, and recruitment; coordinating bureau-wide training and development programs; overseeing performance management, including discipline processes and performance improvement and evaluation systems within the bureau; and representing bureau managers in labor/management negotiations. The division administers loss control and safety for the bureau and owner controlled insurance programs for the capital program.

Objectives: Program objectives include assisting bureau management in achieving Affirmative Action goals, and supporting efficiency and productivity of bureau employees with progressive personnel policies and practices, including training programs and performance appraisal systems. Human Resources also works to minimize loss control expenses and promote programs that maximize the health and safety of bureau employees.

Information Services

The Information Services Division provides the bureau with information technology in support of bureau program objectives. The Information Services Division provides bureau-wide evaluation and planning of information requirements and appropriate solutions, and manages the ongoing operations and improvements of the bureau's technology infrastructure, including networks, servers, workstations, software, and system applications.

Information Services staff also participate in City efforts to embrace a Citywide perspective, focus on goals of simplicity and maintainability, and engage in a cooperative, collaborative process related to the use of information technology in the City.

Objectives: Program objectives include the following items:

- ◆ Develop and implement information technology policies, standards, and procedures.
- ◆ Reduce the time and expense of data storage and retrieval.
- ◆ Improve accessibility and timeliness to critical information.

- ◆ Eliminate data redundancy.
- ◆ Provide information technology planning for the bureau and coordinate with other bureaus.
- ◆ Assist work groups in business process and systems re-engineering.
- ◆ Upgrade information tools as needed to meet bureau standards.
- ◆ Provide training and mentoring for bureau staff in the use of technology tools.

Facilities and Administrative Services

Facilities and Administrative Services Division is responsible for coordination and management of bureau-wide administrative services, including clerical support services, property management and administrative services, and interagency agreements covering communications, fleet, space acquisition and facilities planning, and printing and distribution. Facilities and Administrative Services coordinate office moves; telecommunications installation and troubleshooting; furniture acquisition, installation, and disposal; fleet acquisition, repair, and disposal; and property maintenance activities.

Objectives: Program objectives are:

Cost effectively provide the tools, equipment, and facilities that allow bureau staff to perform their work in a safe and efficient manner.

- ◆ Cost effectively provide the tools, equipment, and facilities that allow bureau staff to perform their work in a safe and efficient manner.
- ◆ Provide bureau work units with timely assistance and support in dealing with issues related to the acquisition, management, administration and disposal of the bureau's real property assets.
- ◆ Provide efficient auxiliary administrative and clerical support services to all bureau work groups as needed.

Financial Planning

Financial Planning Division is responsible for financial planning and forecasting, wholesale service contract development and administration, debt management, and user fee and system development charge ratemaking. Within these areas of responsibility, the division develops and recommends policies relating to funding for bureau services and cost recovery methodologies. Division staff also coordinates with the Bureau of Water Works on customer services issues dealing with rates and charges, and performs rate and billing calculations for specialized sewer services.

Objectives: Program objectives include:

- ◆ Ensure bureau programs are adequately supported in a fiscally sound manner consistent with adopted financing strategies and program goals.
- ◆ Develop and implement least cost financing programs in support of the bureau's capital improvement program.
- ◆ Ensure equity in the establishment of fees and charges for sewer system and solid waste services.
- ◆ Provide economic and financial analyses of capital projects and operating programs that help guide the bureau in achieving the least cost approach to meeting system requirements.

Accounting Services

Accounting Services Division is responsible for all financial transaction processing for the Bureau. These processes include Payroll, Accounts Payable, Accounts Receivable, Grants, Project Tracking, Contact tracking and year-end financial reporting.

Objectives: Program objectives include:

- ◆ Provide accurate, timely and useful financial information to bureau managers to enable and encourage efficient use of financial resources.
- ◆ Provide bureau managers with needed financial data to enable them to prepare operating and capital budgets that reflect efficient use of resources within established program objectives and goals.
- ◆ Provide support services in a timely and cost effective manner that helps bureau employees and programs achieve maximum productivity.

OFFICE OF THE DIRECTOR

Overview: Supervision and Coordination

The Office of the Director manages the Bureau of Environmental Services, coordinates activities of the bureau's five operating groups, and ensures timely and appropriate responses to the public, City ratepayers, and regulatory agencies. This coordination includes overseeing development of the bureau budget and managing review of projects and programs offered by the bureau. The bureau director works closely with other City bureaus and government agencies to develop recommendations regarding bureau services and environmental policy for review by the City Council.

The director provides immediate supervision of the bureau's Communications Division, the Business Opportunity Program, and the Pollution Prevention Program.

Communications Division

The Communications Division provides the bureau with outreach to the public, media, government, business, and community organizations. Within the bureau, the division provides public outreach assistance to individual bureau program and project managers, including communication planning, graphics, signage, publication development, and media outreach (news releases, media events and media coverage evaluations). The division also provides bureau-wide information, message development, and provides education programs for adults and schools in Portland and manages the Stewardship Grant Program.

Public Involvement

Public involvement is often necessary to help define the scope and schedule for projects, and public information is needed to plan for and mitigate the impacts of construction on neighborhoods. Public involvement, public information, and education programs aid in lowering the costs of bureau programs by leveraging the contributions of citizens and interest groups to accomplish bureau objectives and to help deliver projects on time.

Business Opportunity

The Business Opportunity Program has two primary goals: maximizing the utilization of minority and women owned businesses and emerging small businesses in all bureau contract opportunities, and creating a favorable business environment by which these firms can compete effectively on future contract opportunities. The Business Opportunity Manager coordinates program activities with other City bureaus, agencies, and groups external to the City.

Historically Under-Utilized Businesses (HUB)

By virtue of the level of activity within the Bureau of Environmental Services' capital program, there is substantial opportunity for contracting with Historically Under-Utilized Businesses (HUB) and assisting in their efforts to be competitive. Working directly with project and program managers, the Business Opportunity Program enables the bureau to pursue these opportunities in a coordinated way, consistent with overall City policy goals. It also provides input to City-wide processes relating to contracting activity, to ensure any barriers to success by HUB firms are removed, and City procedures are responsive to minority and women owned businesses.

Pollution Prevention Program

The Director's Office manages the bureau's Pollution Prevention Program (P2). The P2 Program partners with businesses, agencies, and associations to identify ways to integrate pollution prevention practices into daily activities. The P2 program encourages businesses, community groups and other bureaus to practice pollution prevention techniques and provides site assistance through partnerships with business and agencies. The P2 program provides training classes and workshops on tools to use to prevent pollution; provides the link between actions called out in the City's Sustainable City Principles to bureau actions; and recognizes people for implementing and demonstrating how to prevent pollution. Through the program, businesses and citizens institutionalize a commitment to reduce or eliminate pollutants for themselves and the community.

Sanitary Sewer and Stormwater Division AU 145

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	22,217,482	24,324,644	25,065,401	25,266,703	25,266,703
External Materials and Services	15,337,143	15,016,510	16,386,623	15,195,935	15,195,935
Internal Materials and Services	17,606,558	19,617,060	20,711,685	21,887,377	21,857,715
Minor Capital Outlay	596,919	884,080	3,225,063	2,382,800	2,382,800
Equipment Cash Transfers	83,365	0	0	0	0
Total Operating Budget	55,841,467	59,842,294	65,388,772	64,732,815	64,703,153
Capital Improvements	77,505,430	96,806,877	100,299,008	87,694,580	87,694,580
TOTAL BUREAU EXPENDITURES	\$ 133,346,897	\$ 156,649,171	\$ 165,687,780	\$ 152,427,395	\$ 152,397,733
Allocated Overhead	2,600,239	2,854,311	3,146,420	2,763,225	2,775,414
Total Cost with Allocated Overhead	135,947,136	159,503,482	168,834,200	155,190,620	155,173,147
RESOURCES					
Sewage System Operating Fund		156,649,171	165,687,780	152,427,395	152,397,733
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Engineering Services		101,010,980	104,179,132	92,798,944	92,787,327
<i>Positions</i>		74	141	155	155
Planning		6,649,631	9,644,920	6,703,676	6,695,387
<i>Positions</i>		17	43	36	36
Wastewater Treatment		28,449,646	31,023,968	32,001,129	31,998,952
<i>Positions</i>		206	145	148	148
Industrial Waste		4,612,052	4,712,593	5,197,220	5,192,197
<i>Positions</i>		123	60	62	62
Business Services		14,243,227	14,526,316	14,109,770	14,120,041
<i>Positions</i>		12	44	44	44
Office of the Director		1,683,635	1,600,851	1,616,656	1,603,829
<i>Positions</i>		10	9	9	9
TOTAL PROGRAMS		\$ 156,649,171	\$ 165,687,780	\$ 152,427,395	\$ 152,397,733
<i>Positions</i>		442	442	454	454

Sanitary Sewer and Stormwater Division AU 145

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	16,900,580	18,430,537	22,418,708	23,387,601	23,387,601
512000 Part-Time Employees	444,801	451,615	1,447,874	877,899	877,898
514000 Overtime	788,867	774,064	429,589	475,581	475,581
515000 Premium Pay	202,975	210,724	173,650	225,123	225,123
517000 Benefits	7,594,349	8,075,905	9,015,587	8,690,580	8,690,581
518000 Paid Absence	3,274,654	3,461,015	0	0	0
Total Personnel Services	29,206,226	31,403,860	33,485,408	33,656,784	33,656,784
Materials and Services					
External Materials and Services					
521000 Professional Services	20,326,078	14,420,198	10,839,373	19,731,544	17,631,544
522000 Utilities	4,723,380	4,493,321	4,839,947	5,066,208	4,531,208
523000 Equipment Rental	45,984	27,713	20,550	22,200	22,200
524000 Repair & Maintenance Services	2,834,407	1,579,376	601,776	697,454	582,454
525000 Non-Capital Improvement	957,206	0	235,000	803,000	303,000
528000 Local Match Payments	0	50,000	7,000	13,600	13,600
529000 Miscellaneous Services	1,918,593	3,838,868	4,222,771	2,872,348	5,872,348
531000 Office Supplies	185,139	136,647	143,903	144,850	144,850
532000 Operating Supplies	1,922,843	1,452,047	1,123,234	1,343,548	1,174,548
533000 Repair & Maintenance Supplies	947,828	1,071,319	548,060	699,430	559,430
534000 Minor Equipment & Tools	1,023,410	952,442	782,438	785,955	630,955
535000 Clothing & Uniforms	23,856	23,570	35,305	25,860	39,860
539000 Other Commodities External	90,644	55,897	13,664	10,860	10,860
541000 Education	263,157	207,644	288,837	252,883	252,883
542000 Local Travel	5,495	4,668	7,680	7,180	7,180
543000 Out-of-Town Travel	92,619	95,924	150,292	81,511	81,511
544000 Space Rental	195,877	168,877	141,360	119,790	119,790
545000 Interest	0	0	0	0	0
546000 Refunds	19,046	957,197	10,000	10,000	10,000
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	799,764	525,658	1,763,746	790,319	1,490,319
Total External Materials and Services	36,375,326	30,061,366	25,774,936	33,478,540	33,478,540
Internal Materials and Services					
551000 Fleet Services	332,413	380,415	368,749	371,884	371,884
552000 Printing & Distribution	574,516	555,602	658,086	669,592	639,930
553000 Facilities Services	1,898,335	1,247,512	1,195,829	1,147,360	1,147,360
554000 Communications Services	765,592	779,483	765,505	777,197	777,197
555000 Data Processing Services	137,541	239,485	287,627	967,671	967,671
556000 Insurance	454,817	636,752	688,931	817,213	817,213
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	17,284,493	18,582,068	19,316,771	19,498,732	19,503,732
Total Internal Materials and Services	21,447,707	22,421,317	23,281,498	24,249,649	24,224,987
Total Materials and Services	57,823,033	52,482,683	49,056,434	57,728,189	57,703,527
Capital Outlay					
561000 Land	3,122,347	1,162,126	5,389,042	3,662,420	3,662,420
562000 Buildings	113,211	14,383	0	0	0
563000 Improvements	42,281,940	70,704,925	75,227,364	55,797,202	55,792,202
564000 Capital Equipment	694,325	876,162	2,520,300	1,582,800	1,582,800
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	46,211,823	72,757,596	83,136,706	61,042,422	61,037,422
573000 Equipment Cash Transfers	92,865	0	0	0	0
576000 Minor Equipment Transfers	12,950	5,032	9,232	0	0
TOTAL DIVISION EXPENSES	\$ 133,346,897	\$ 156,649,171	\$ 165,687,780	\$ 152,427,395	\$ 152,397,733

Sanitary Sewer and Stormwater Division AU 145

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	FY 1999-00	FY 2000-01	FY 2000-01	FY 2000-01	FY 2000-01
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	3	0	3	114,945	4	157,000	4	157,000
515	Accountant II	2	0	2	85,370	3	136,510	3	136,510
530	Accounting Supervisor I	1	0	0	0	0	0	0	0
531	Accounting Supervisor II	1	0	1	63,509	1	63,710	1	63,710
510	Accounting Technician	2	0	1	32,341	0	0	0	0
819	Administrative Assistant	4	0	5	227,031	5	233,922	5	233,922
926	Administrative Services Manager	1	0	2	132,970	1	70,221	1	70,221
815	Administrative Specialist	4	0	2	61,350	2	63,273	2	63,273
920	Administrative Supervisor I	2	0	1	45,651	1	47,674	1	47,674
922	Administrative Supervisor II	0	0	1	50,880	1	56,077	1	56,077
2532	Applications Analyst II	2	0	0	0	0	0	0	0
2534	Applications Analyst IV	2	1	0	0	1	61,251	1	61,251
962	Assistant Program Specialist	3	0	5	230,640	4	184,387	4	184,387
1313	Automotive Equipment Operator II	2	0	1	39,153	0	0	0	0
1314	Automotive Equipment Operator II	0	2	0	0	1	39,271	1	39,271
4125	Botanic Specialist	0	1	0	0	1	48,298	1	48,298
4127	Botanic Supervisor	0	1	0	0	1	57,954	1	57,954
928	Bureau Administrative Manager	2	0	3	217,551	3	218,674	3	218,674
620	Bureau Human Resources Manager	0	0	0	0	1	67,694	1	67,694
3132	CADD Manager	1	0	1	63,509	1	63,710	1	63,710
3285	Chemist	3	6	4	189,231	5	237,609	5	237,609
932	Chief Bureau Administrative Mgr	0	0	0	0	1	82,108	1	82,108
3171	Chief Engineer	1	0	1	84,420	1	86,653	1	86,653
2014	Chief Environmental Svcs Mgr	1	0	0	0	0	0	0	0
114	Clerical Specialist	8	0	7	200,210	0	0	0	0
2202	Code Specialist II	0	2	0	0	1	40,976	1	40,976
7490	Community Relations Assistant	1	0	1	40,474	0	0	0	0
7492	Community Relations Specialist	2	2	2	134,775	5	281,559	5	281,559
131	Customer Accounts Specialist I	0	0	0	0	1	35,651	1	35,651
118	Customer Services Rep	2	0	2	59,959	0	0	0	0
942	Economist I	1	0	1	49,152	1	51,334	1	51,334
943	Economist II	1	0	0	0	0	0	0	0
1453	Electrician	9	8	9	469,152	9	470,691	9	470,691
3190	Electronic Systems Specialist	3	0	3	145,566	2	99,663	2	99,663
3164	Engineer	13	20	21	1,326,770	22	1,423,536	22	1,423,536
3153	Engineering Associate	11	1	7	333,192	6	292,370	6	292,370
2032	Environmental Resources Manager	1	1	1	74,073	1	74,318	1	74,318
2018	Environmental Services Director	1	1	1	100,755	1	101,088	1	101,088
2010	Environmental Services Manager	1	5	2	143,974	1	78,229	1	78,229
3194	Environmental Specialist	5	2	10	551,666	10	556,607	10	556,607
3195	Environmental Svcs Supervisor	6	18	6	368,226	6	376,548	6	376,548
1115	Facilities Maintenance Tech	0	0	1	38,587	0	0	0	0
2210	Field Representative	3	0	1	38,168	0	0	0	0
3271	Graphics Illustrator II	1	0	0	0	0	0	0	0
614	Human Resources Coordinator	1	0	0	0	0	0	0	0
1803	Indust Maintenance Millwright	0	124	0	0	28	1,184,701	28	1,184,701
1520	Industrial Machinist	1	1	1	41,941	1	42,507	1	42,507
1445	Industrial Painter	0	4	0	0	1	42,074	1	42,074
2542	Information Systems Analyst II	3	0	1	45,302	0	0	0	0
2543	Information Systems Analyst III	0	1	2	114,263	3	166,817	3	166,817
2544	Information Systems Analyst IV	2	3	1	66,452	2	129,355	2	129,355
2550	Information Systems Manager	1	0	0	0	1	75,202	1	75,202
2546	Information Systems Supervisor	4	0	3	201,006	3	208,041	3	208,041
2522	Information Systems Tech I	0	0	1	36,801	0	0	0	0
2523	Information Systems Tech II	0	2	2	88,107	0	0	0	0
2524	Information Systems Tech III	0	4	2	94,432	3	147,223	3	147,223
3260	Instrument Technician	6	25	6	312,768	7	366,093	7	366,093
3261	Instrument Technician, Lead	1	0	1	52,128	0	0	0	0
812	Intergovernmental Program Coord	1	0	1	0	0	0	0	0
3280	Laboratory Analyst	11	15	7	279,472	7	283,549	7	283,549
2034	Laboratory Manager	1	4	1	69,514	1	74,318	1	74,318
3284	Microbiologist	0	1	1	42,737	1	45,949	1	45,949
2540	MIS Support Technician	4	0	1	48,784	0	0	0	0
100	Office Support Specialist I	0	0	0	0	1	29,994	1	29,994
102	Office Support Specialist II	0	0	0	0	10	315,888	10	315,888
104	Office Support Specialist III	0	0	0	0	1	34,861	1	34,861
1443	Painter	1	0	1	41,941	0	0	0	0
3169	Principal Engineer	8	0	7	547,022	7	562,854	7	562,854
832	Principal Financial Analyst	0	0	0	0	1	69,462	1	69,462

Sanitary Sewer and Stormwater Division AU 145

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
2545	Principal Info Systems Analyst	0	0	4	265,797	3	208,549	3	208,549
953	Principal Management Analyst	0	0	0	0	1	67,080	1	67,080
966	Program Coordinator	4	2	4	211,578	2	99,654	2	99,654
968	Program Manager I	7	7	4	238,086	5	298,731	5	298,731
970	Program Manager II	3	17	5	312,782	7	439,050	7	439,050
972	Program Manager IV	1	5	1	76,429	1	67,080	1	67,080
973	Program Manager V	0	2	0	0	1	79,792	1	79,792
964	Program Specialist	5	6	5	251,648	6	302,295	6	302,295
3152	Public Works Const/Inspect Supvr	4	1	5	282,268	5	297,016	5	297,016
3150	Public Works Inspector	14	0	17	804,296	16	779,508	16	779,508
3151	Public Works Inspector, Senior	10	0	10	543,263	11	601,821	11	601,821
3149	Public Works Inspector, Trainee	1	0	0	0	0	0	0	0
1952	Public Works Manager	9	8	10	645,754	9	561,599	9	561,599
3359	Public Works Project Manager	6	1	7	463,584	7	461,404	7	461,404
1954	Public Works Superintendent	1	2	1	74,834	1	77,785	1	77,785
1950	Public Works Supervisor	1	0	1	56,681	0	0	0	0
846	Risk Specialist	2	0	1	57,095	0	0	0	0
220	Secretarial Clerk I	2	0	0	0	0	0	0	0
221	Secretarial Clerk II	3	0	3	92,504	0	0	0	0
816	Senior Administrative Specialist	2	0	2	73,554	3	113,366	3	113,366
930	Senior Bureau Administrative Mgr	1	0	0	0	0	0	0	0
3166	Senior Engineer	7	0	7	480,754	6	403,978	6	403,978
3163	Senior Engineering Associate	20	29	18	1,025,248	22	1,254,220	22	1,254,220
2012	Senior Environmental Svcs Mgr	3	3	5	404,430	3	238,221	3	238,221
828	Senior Financial Analyst	4	0	4	241,460	3	190,131	3	190,131
612	Senior Human Resources Analyst	3	0	2	108,866	1	57,180	1	57,180
2552	Senior Information Systems Mgr	0	0	1	76,692	1	80,122	1	80,122
848	Senior Risk Specialist	0	0	1	57,095	2	110,728	2	110,728
414	Senior Stores System Manager	1	0	1	60,365	1	60,570	1	60,570
7494	Sr Community Relation Specialist	0	0	2	126,629	1	63,710	1	63,710
410	Storekeeper	5	0	4	147,976	0	0	0	0
406	Storekeeper/Acquisition Spec II	0	0	0	0	4	158,828	4	158,828
408	Storekeeper/Acquisition Spec III	0	0	0	0	1	45,594	1	45,594
409	Storekeeper/Acquisiton Spec Lead	1	0	1	39,740	0	0	0	0
3167	Supervising Engineer	9	0	12	856,978	12	851,975	12	851,975
2520	Systems Programmer	1	0	0	0	0	0	0	0
3107	Technician I	22	0	26	847,628	25	807,252	25	807,252
3108	Technician II	40	89	46	2,051,789	57	2,523,142	57	2,523,142
3109	Technician III	8	0	8	457,269	9	512,748	9	512,748
1812	Wastewater Mechanic	30	0	28	1,154,217	0	0	0	0
1815	Wastewater Operations Specialist	3	3	2	90,128	3	135,189	3	135,189
1810	Wastewater Operator I	15	3	1	36,261	1	36,735	1	36,735
1811	Wastewater Operator II	38	9	45	1,867,274	42	1,765,094	42	1,765,094
3281	Water Lab Technician Lead	1	0	1	41,836	0	0	0	0
TOTAL FULL-TIME POSITIONS		438	442	442	\$ 22,418,708	454	\$ 23,387,601	454	\$ 23,387,601

Sanitary Sewer and Stormwater Division AU 145

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	152,772,811	0	152,772,811	459.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	500,000	0	500,000		Rate reform implementation cost
	(79,204)	0	(79,204)	(1.0)	Reduce HR position
	(228,021)	0	(228,021)	(3.0)	ESA staff to Planning
	55,535	0	55,535	0.0	Other Personal Services adjustments
	(351,979)	0	(351,979)	0.0	ESA expenses to Planning
	(10,000)	0	(10,000)	0.0	Eliminate Prof. Services: boat tours
	(66,000)	0	(66,000)	0.0	Reduce Out-of-Town Travel
	(217,212)	0	(217,212)	0.0	OFA recommended M&S reductions
	401,931	0	401,931	0.0	I/A with Planning for ESA
	(109,089)	0	(109,089)	0.0	Reduced I/As with BGS
	(18,373)	0	(18,373)	0.0	Misc. I/A adjustments
	(223,004)	0	(223,004)	0.0	Reduced capital outlays
	0	0	0	(1.0)	Reduced 1.0 FTE in FY99-00
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	(29,662)	0	(29,662)	0.0	Reduction of mail and copying costs
	(375,078)	0	(375,078)	(5.0)	Total FY 2000-01 Decision Packages
			\$ 152,397,733	454.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02	152,397,733	0	152,397,733	454.0	FY 01-02 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 152,397,733	454.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Refuse Disposal Division

OVERVIEW

Organizational Description

The Solid Waste & Recycling Division oversees the collection of solid waste and recyclable materials from residential and commercial sources within the Portland Urban Services Boundary. The program has a City Council adopted goal of a 54% recycling rate by the year 2000 and a 60% recycling rate by the year 2005. Both of these goals are very high compared to other cities and reflect strong recycling performance by Portland households and businesses. The Solid Waste and Recycling Division includes two major program activities which correspond to the customer base served: the residential franchise activity and the multifamily and commercial activity.

Participation in the recycling program has increased to 81% of households, and customer satisfaction with the program remains high.

Residential Franchise System

Portland's residential franchise system was put in place to support cost-effective provision of weekly, curbside recycling collection as required under State law. The annual Auditor's Service, Efforts, and Accomplishments report continues to show very high ratings of the solid waste and recycling program by Portland's residents. About 75% of citizens rate the solid waste and recycling services as good or very good. Public participation in the curbside recycling program has continued to increase from 39% prior to the onset of the program to the current 81% level. Most importantly, almost triple the amount of materials is being collected and recycled since the implementation of the weekly recycling program. The average household set out over 960 pounds per year of recyclables and yard debris.

Recycling

Residential Recycling

In order to contain costs in the residential recycling collection program, some of the features of the recycling system have been changed to improve efficiency and customer convenience. The commingled recycling collection program is keeping system costs down and increasing the already high recycling levels in the City.

Commercial Recycling

The commercial program is seeking to increase commercial waste diversion and recycling.

In the commercial sector, the City is in the third year of requiring all businesses to recycle. Surveys have indicated that a 53% waste diversion rate has been achieved by businesses in 1998. The commercial program seeks funding to continue to monitor and work with businesses to increase the amount of materials being recycled as well as to educate businesses about waste prevention methods. Because the commercial sector is such a large part of the waste stream, attention needs to be focused on commercial generators with specific materials which are found in larger quantities in their waste streams.

Funding Priorities

Funding priorities were determined based on the City's ability to meet State, regional, and City goals as well as factors such as ensuring that convenient recycling services are available to all generators. The FY 2000-01 Adopted Budget includes activities related to sustained support for residential sector programs and continued refinement, monitoring and education in the commercial sector. The budget also provides for large bulky waste clean-up through a cooperative agreement with neighborhood associations, maintaining current recycling depot support, reducing illegal dumping activity, promoting yard debris diversion and composting, and collecting public trash cans, and on an interim basis, assisting with collection of leaves in streets.

Overview of Programs

RESIDENTIAL FRANCHISE

Solid Waste and Recycling Program Activities

A franchised system of solid waste and recycling collection began in February 1992, providing weekly, curbside recycling services to residences of four or less units. The staff of the Residential Franchise Program manage the franchise system and the residential recycling programs. The major areas of program activity are:

- ◆ Customer information services;
- ◆ Field inspection and enforcement;
- ◆ Recycling education; neighborhood bulky waste collection efforts to curb illegal dumping;
- ◆ Franchise system management; and
- ◆ Program development.

FY 2000-01 Program Objectives

FY 2000-01 objectives for the Residential Franchise Program are to:

- ◆ FY 2000-01 objectives for the Residential Franchise Program are to:
- ◆ Monitor results of commingled recycling collection system in order to reduce long term operating costs and enhance customer convenience and satisfaction.
- ◆ Complete the annual rate review for residential garbage and recycling rates, including addressing the potential reduction of the tipping fee at Metro disposal facilities.
- ◆ Improve the Citywide bulky waste collection program for single family residential and multifamily customers.
- ◆ Continue to promote residential recycling opportunities, as required by the State through use of the most appropriate media to maximize recycling performance and waste prevention.
- ◆ Continue to work in cooperation with the Bureau of Buildings to mitigate illegal dumping and enforce the requirement of subscribing to garbage service for residential rental properties.
- ◆ Continue field inspection and survey programs to enhance customer service and hauler-City communication.

MULTIFAMILY AND COMMERCIAL

Multifamily and Commercial Program Activities

The Multifamily and Commercial Program staff oversee solid waste collection by permitted commercial haulers and have responsibility for enforcing City Ordinance No. 169103 dated July 19, 1995, requiring all businesses, multifamily complexes and construction sites to recycle as of January 1, 1996. Funding is included in the FY 2000-01 Adopted Budget to continue contracting for technical assistance, education, and training with the Energy Office and Portland State University.

Major work in the Multifamily and Commercial Program this fiscal year will consist of continued assistance to companies required to recycle by the ordinance. In addition, staff will focus on continuing program improvements and modifications, and continuing with data collection and monitoring to evaluate the effectiveness of the recycling ordinance. Resources are included in the budget request to continue implementation of the commercial recycling program and add the collection of public trash cans to the bureau's commercial services.

FY 2000-01 Program Objectives

FY 2000-01 objectives for the Multifamily and Commercial Program are:

- ◆ Continue evaluation of the commercial recycling program, and recommend any necessary changes.
- ◆ Conduct pilot program for food waste collection.
- ◆ Continue research of opportunities for organic waste composting.
- ◆ In the multifamily sector, ensure that scrap paper recycling is being offered at all complexes, and urge the addition of more recyclable materials through commingling.
- ◆ Promote commercial recycling and waste prevention by distributing informational materials and by utilizing association newsletters for more targeted efforts.
- ◆ Increase overall business recycling by targeting the office, retail and institutional sectors to improve their recycling programs.
- ◆ Provide collection services for the City's more than 600 public trash cans.
- ◆ Continue to work with general contractors to improve their recycling efforts at construction sites.
- ◆ Monitor noise caused by late night collection of solid waste and recyclables.

POLLUTION CONTROL

The Refuse Disposal Fund also develops educational material for specific businesses on proper management of hazardous and solid wastes, as well as conservation and efficient use of resources.

Refuse Disposal Division AU 155

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	561,024	594,343	655,640	681,569	681,569
External Materials and Services	527,704	878,061	1,607,833	1,626,948	1,626,948
Internal Materials and Services	170,686	173,069	229,481	960,862	960,862
Minor Capital Outlay	0	0	15,000	15,000	15,000
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	1,259,414	1,645,473	2,507,954	3,284,379	3,284,379
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 1,259,414	\$ 1,645,473	\$ 2,507,954	\$ 3,284,379	\$ 3,284,379
Allocated Overhead	184,564	82,082	117,401	118,236	116,077
Total Cost with Allocated Overhead	1,443,978	1,727,555	2,625,355	3,402,615	3,400,456
RESOURCES					
Refuse Disposal Fund		1,645,473	2,507,954	3,284,379	3,284,379
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Residential Franchise		917,819	1,043,026	1,846,867	1,846,867
<i>Positions</i>		7	7	7	7
Multifamily and Commercial		727,163	1,453,928	1,426,512	1,426,512
<i>Positions</i>		3	3	3	3
Pollution Control		491	11,000	11,000	11,000
<i>Positions</i>		0	0	0	0
TOTAL PROGRAMS		\$ 1,645,473	\$ 2,507,954	\$ 3,284,379	\$ 3,284,379
<i>Positions</i>		10	10	10	10

Refuse Disposal Division AU 155

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	328,144	366,979	435,175	429,196	429,196
512000 Part-Time Employees	10,400	0	34,647	63,609	63,609
514000 Overtime	0	123	4,000	4,000	4,000
517000 Benefits	147,761	160,257	181,818	184,764	184,764
518000 Paid Absence	74,719	66,984	0	0	0
Total Personnel Services	561,024	594,343	655,640	681,569	681,569
Materials and Services					
External Materials and Services					
521000 Professional Services	214,630	222,471	881,431	817,600	817,600
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	0	0	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	203,288	510,163	383,435	467,800	467,800
531000 Office Supplies	1,242	1,003	2,250	2,250	2,250
532000 Operating Supplies	1,444	3,549	22,250	22,250	22,250
533000 Repair & Maintenance Supplies	0	18	1,392	1,392	1,392
534000 Minor Equipment & Tools	96,047	118,177	280,000	280,000	280,000
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	215	8,692	0	0	0
541000 Education	2,161	4,115	5,725	4,306	4,306
542000 Local Travel	99	(25)	250	250	250
543000 Out-of-Town Travel	3,892	5,860	15,700	15,700	15,700
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	4,686	4,038	15,400	15,400	15,400
Total External Materials and Services	527,704	878,061	1,607,833	1,626,948	1,626,948
Internal Materials and Services					
551000 Fleet Services	1,730	2,447	9,489	8,564	8,564
552000 Printing & Distribution	45,044	42,965	96,443	191,922	191,922
553000 Facilities Services	18,947	31,294	24,763	40,512	40,512
554000 Communications Services	10,684	11,047	12,305	13,068	13,068
555000 Data Processing Services	0	0	623	10,960	10,960
556000 Insurance	0	0	0	0	0
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	94,281	85,316	85,858	695,836	695,836
Total Internal Materials and Services	170,686	173,069	229,481	960,862	960,862
Total Materials and Services	698,390	1,051,130	1,837,314	2,587,810	2,587,810
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	15,000	15,000	15,000
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	15,000	15,000	15,000
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 1,259,414	\$ 1,645,473	\$ 2,507,954	\$ 3,284,379	\$ 3,284,379

Refuse Disposal Division AU 155

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
962	Assistant Program Specialist	1	1	1	42,273	1	43,992	1	43,992
114	Clerical Specialist	1	1	1	32,341	0	0	0	0
2202	Code Specialist II	0	0	0	0	2	81,952	2	81,952
7492	Community Relations Specialist	1	1	1	34,383	1	34,495	1	34,495
118	Customer Services Rep	1	1	1	32,130	0	0	0	0
2210	Field Representative	2	2	3	108,028	0	0	0	0
102	Office Support Specialist II	0	0	0	0	3	99,279	3	99,279
968	Program Manager I	2	2	0	0	0	0	0	0
970	Program Manager II	0	0	2	127,018	2	127,420	2	127,420
3359	Public Works Project Manager	1	1	0	0	0	0	0	0
3231	Senior Planner	1	1	1	59,002	0	0	0	0
3108	Technician II	0	0	0	0	1	42,058	1	42,058
TOTAL FULL-TIME POSITIONS		10	10	10	\$ 435,175	10	\$ 429,196	10	\$ 429,196

Environmental Remediation Division

OVERVIEW

Environmental Remediation Division

The Environmental Remediation Division provides for remediation efforts of former solid waste disposal sites for which the City is liable under law. Currently this division is responsible for two sites as authorized by the City Council.

Program Scope

This program is narrow in scope, limited to remediation efforts of City-owned property that currently or formerly was used as a municipal waste site.

Currently there are two ongoing projects: remediation of Guilds Lake property and Longview City Laundry and Cleaners remediation.

Specific activities include research and determination of contaminants, remediation plan design/construction, and ongoing monitoring. Work normally is conducted with oversight provided by the Oregon Department of Environmental Quality (DEQ).

Environmental Remediation Division AU 150

SUMMARY OF DIVISION BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	13,458	11,883	18,944	27,309	27,309
External Materials and Services	10,036	3,462	145,571	50,682	10,682
Internal Materials and Services	157,168	113,345	145,521	150,350	150,350
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	180,662	128,690	310,036	228,341	188,341
Capital Improvements	42,088	90,347	325,000	325,000	365,000
TOTAL BUREAU EXPENDITURES	\$ 222,750	\$ 219,037	\$ 635,036	\$ 553,341	\$ 553,341
Allocated Overhead	7,194	8,185	9,340	7,836	7,806
Total Cost with Allocated Overhead	229,944	227,222	644,376	561,177	561,147
RESOURCES					
Environmental Remediation Fund		219,037	635,036	553,341	553,341
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Environmental Remediation		219,037	635,036	553,341	553,341
Positions		0	0	0	0
TOTAL PROGRAMS	\$	219,037	\$ 635,036	\$ 553,341	\$ 553,341
Positions		0	0	0	0

Environmental Remediation Division AU 150

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	10,242	10,100	14,077	14,837	14,837
517000 Benefits	3,690	3,468	4,867	12,472	12,472
Total Personnel Services	13,932	13,568	18,944	27,309	27,309
Materials and Services					
External Materials and Services					
521000 Professional Services	44,716	75,546	135,000	40,000	40,000
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	0	0	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	0	0	0	0	0
531000 Office Supplies	0	0	0	0	0
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	0	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	0	0	0	0	0
542000 Local Travel	0	0	0	0	0
543000 Out-of-Town Travel	0	0	0	0	0
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	6,934	16,578	10,571	10,682	10,682
Total External Materials and Services	51,650	92,124	145,571	50,682	50,682
Internal Materials and Services					
551000 Fleet Services	0	0	0	0	0
552000 Printing & Distribution	0	0	0	0	0
553000 Facilities Services	143,616	101,019	118,955	121,587	121,587
554000 Communications Services	0	0	0	0	0
555000 Data Processing Services	0	0	0	1,476	1,476
556000 Insurance	0	0	0	0	0
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	13,552	12,326	26,566	27,287	27,287
Total Internal Materials and Services	157,168	113,345	145,521	150,350	150,350
Total Materials and Services	208,818	205,469	291,092	201,032	201,032
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	325,000	325,000	325,000
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	325,000	325,000	325,000
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 222,750	\$ 219,037	\$ 635,036	\$ 553,341	\$ 553,341

Environmental Remediation Division AU 150

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
3359	Public Works Project Manager	0	0	0	14,077	0	14,837	0	14,837
TOTAL FULL-TIME POSITIONS		0	0	0	\$ 14,077	0	\$ 14,837	0	\$ 14,837

Sewage System Operating Fund – 151

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Licenses and Permits						
Construction Permits	393,621	304,471	683,541	262,664	270,471	270,471
Other Permits	2,050	1,951	0	158,435	163,144	163,144
	395,671	306,422	683,541	421,099	433,615	433,615
Service Charges and Fees						
Miscellaneous	7,063	1,966	0	1,191	1,226	1,226
Public Works/Utility Charge	108,589,963	116,797,203	123,294,702	127,464,580	134,352,467	134,352,467
Rents and Reimbursements	64,268	67,621	67,030	60,332	62,125	62,125
	108,661,294	116,866,790	123,361,732	127,526,103	134,415,818	134,415,818
State Sources						
State Cost Sharing	5,441	15,542	0	0	0	0
	5,441	15,542	0	0	0	0
Local Sources						
Local Cost Sharing	202,986	255,819	400,000	298,343	700,114	700,114
	202,986	255,819	400,000	298,343	700,114	700,114
Miscellaneous Revenues						
Interest Earned	50,762	538,021	355,024	595,052	437,435	437,435
Other Miscellaneous	321,724	(431,329)	56,895	73,803	75,997	75,997
Private Grants/Donations	920	247,802	0	0	0	0
Refunds	2,234	55,243	3,983	690	711	711
Sale of Capital Assets	27,212	39,725	0	0	0	0
Sales Miscellaneous	215,196	259,399	85,759	150,364	119,400	119,400
	618,048	708,861	501,661	819,909	633,543	633,543
Total External Revenues	109,883,440	118,153,434	124,946,934	129,065,454	136,183,090	136,183,090
Internal Revenues						
Other Cash Transfers						
General Fund	0	68,000	0	0	0	0
Refuse Disposal Fund	87,174	114,538	92,840	92,840	95,599	95,599
Sewer System Construction Fund	78,385,643	98,004,706	106,076,073	105,920,633	97,006,954	97,006,954
Sewer System Rate Stabilization	4,450,000	2,175,000	7,975,000	9,375,000	3,175,000	3,175,000
Environmental Remediation Fund	5,345	3,872	10,000	10,000	10,297	10,297
	82,928,162	100,366,116	114,153,913	115,398,473	100,287,850	100,287,850
Federal Grants Transfers	1,633,351	5,093,455	1,172,760	582,926	410,826	410,826
Interfund Service Reimbursements						
Buildings	0	0	42,785	42,785	0	0
Environmental Remediation	10,338	10,736	25,000	25,000	25,743	25,743
Golf Operating Fund	0	4,915	0	324	0	0
Housing & Community Development	0	78,000	0	0	0	0
Maintenance Stock	0	295	0	0	0	0
Parks Bureau	54,635	142,141	82,325	55,166	84,772	84,772
Parks Capital Improvement Fund	26,093	12,016	10,000	15,402	0	0
Parks Construction Fund	0	0	0	0	12,376	12,376
Planning	0	0	17,280	17,280	0	0
Portland International Raceway	90,000	35,000	0	0	40,000	40,000
Refuse Disposal Fund	51,773	39,870	45,798	45,798	47,159	47,159
Special Appropriations	0	0	724,089	724,089	0	0
Transportation	386,430	595,597	660,620	759,250	448,365	448,365
Water Bureau	181,539	202,782	420,250	407,282	138,000	138,000
	800,808	1,121,352	2,028,147	2,092,376	796,415	796,415
Total Internal Revenues	85,362,321	106,580,923	117,354,820	118,073,775	101,495,091	101,495,091
Beginning Fund Balance	10,302,321	9,189,011	5,256,859	4,514,946	6,946,423	6,946,423
TOTAL RESOURCES	\$ 205,548,082	\$ 233,923,368	\$ 247,558,613	\$ 251,654,175	\$ 244,624,604	\$ 244,624,604

REQUIREMENTS

Bureau Expenses

Personal Services

29,206,226	31,403,860	33,485,408	33,175,594	33,656,784	33,656,784
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	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
External Materials and Services	36,449,793	30,125,622	25,774,936	28,643,700	33,478,540	33,478,540
Communications Services	765,592	779,483	765,505	756,852	777,197	777,197
Data Processing Services	137,541	239,485	287,627	304,995	967,671	967,671
Facilities Services	1,898,335	1,247,512	1,195,829	1,587,458	1,147,360	1,147,360
Fleet Services	332,413	380,415	368,749	396,059	371,884	371,884
Insurance	454,817	636,752	688,931	704,208	817,213	817,213
Printing & Distribution	574,516	555,602	658,086	590,321	669,592	639,930
City Attorney	154,489	159,723	166,475	166,475	171,813	171,813
City Auditor	250	249	8,900	8,900	3,500	3,500
Auto Port Operating	35,224	0	0	0	0	0
Buildings	0	0	61,068	61,068	31,211	31,211
Energy Office	55,000	50,000	40,000	40,000	30,000	30,000
Finance & Administration	220,863	503,758	758,698	863,399	190,988	190,988
Fire Bureau	0	0	21,307	0	0	5,000
Government Relations	11,333	13,990	13,990	13,990	14,700	14,700
LID Construction Fund	19,403	0	0	0	0	0
Neighborhood Involvement	133,095	143,194	107,840	119,639	140,000	140,000
Parking Facilities	0	28,500	32,760	34,522	40,560	40,560
Parks Bureau	455,459	408,043	713,742	428,397	405,511	405,511
Parks Construction	0	176,009	33,325	33,325	0	0
Planning	410,000	102,705	466,521	343,685	486,931	486,931
Portland Parks Trust	0	4,500	0	0	0	0
Purchases & Stores	113,514	117,848	121,823	121,823	125,659	125,659
Transportation	11,459,804	12,367,755	12,344,766	11,517,508	12,707,160	12,707,160
Water Bureau	4,216,059	4,505,794	4,425,556	4,669,485	5,150,699	5,150,699
	21,447,707	22,421,317	23,281,498	22,762,109	24,249,649	24,224,987
Capital Outlay	46,211,823	72,757,596	83,136,706	74,979,537	61,042,422	61,037,422
Equipment Cash Transfers						
Printing & Distribution	12,300	0	0	9,232	0	0
Transportation Operating	80,565	0	0	0	0	0
	92,865	0	0	9,232	0	0
Minor Equipment Transfers						
Communications Services	9,250	3,982	9,232	0	0	0
Printing & Distribution	3,700	1,050	0	0	0	0
	12,950	5,032	9,232	0	0	0
Total Bureau Expenses	133,421,364	156,713,427	165,687,780	159,570,172	152,427,395	152,397,733
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	5,114,444	0	5,252,218	5,576,905
Compensation Adjustment	0	0	672,919	0	1,133,259	1,133,259
	0	0	5,787,363	0	6,385,477	6,710,164
General Fund Overhead	2,600,239	2,854,311	3,146,420	2,912,240	2,763,225	2,775,414
Fund Cash Transfers						
General Fund	7,581,887	8,035,068	8,809,278	8,928,351	9,591,394	9,284,180
Pension Debt Redemption Fund	0	0	0	0	1,052,489	1,052,489
Sewage Disposal Debt	42,936,300	46,451,232	53,070,924	53,047,597	53,060,912	53,060,912
Sewer System Construction	10,479,073	14,772,466	11,056,848	20,292,513	19,368,983	19,368,983
Sewer System Rate Stabilization	83,725	0	0	0	0	0
Transportation Operating	0	77,945	0	0	0	0
	61,080,985	69,336,711	72,937,050	82,268,461	83,073,778	82,766,564
Debt Retirement	(667,976)	503,973	0	(43,121)	(25,271)	(25,271)
Unappropriated Ending Balance						
Unappropriated Ending Balance	9,188,972	4,514,946	0	6,946,423	0	0
	9,188,972	4,514,946	0	6,946,423	0	0
Total Fund Requirements	72,202,220	77,209,941	81,870,833	92,084,003	92,197,209	92,226,871
TOTAL REQUIREMENTS	\$ 205,623,584	\$ 233,923,368	\$ 247,558,613	\$ 251,654,175	\$ 244,624,604	\$ 244,624,604

FUND OVERVIEW

The purpose of the Sewer System Operating Fund is to account for revenues and expenses associated with the development, maintenance, and operation of the City's sanitary sewer and storm drainage system.

The bureau's activities are supported through sewer and drainage charges, wholesale contract revenues from other governmental jurisdictions, reimbursements for services provided to other bureaus, and reimbursements from the Sewer System Construction Fund for capital expenses incurred directly by the Sewer System Operating Fund.

CHANGES FROM PRIOR YEAR

Resources

The beginning fund balance for FY 2000-01 Adopted Budget is projected to be not less than 9% of current year operating expenses plus the non-cash items liens receivable and accrued debt interest/bond discounts.

Sewer rate revenues of \$128 million are the largest source of revenue.

Rates, Charges, and Interest

Public works/utility charges, which include sewer rate revenues, connection charges, wholesale contract revenues and other miscellaneous charges, are forecast to increase to about \$134.4 million for FY 2000-01. Sewer rate revenues, budgeted at approximately \$128.0 million, are based on the following assumptions: an average single family residential bill increase of 3.3%, an increase of 0.5% in the number of customer accounts, a 1.0% decrease in forecast usage per customer, and an allowance of 1% for bad debt. Connection charge receipts are projected to be more than \$3.6 million in FY 2000-01. Interest on investments is projected to be about \$437,000 for the Adopted Budget.

Interfund Cash Transfers

Interfund cash transfers are forecast to total more than \$101 million for FY 2000-01.

Major Changes: Major changes from the current year revised budget of \$117.4 million include:

- ◆ Transfers from the Sewer System Construction Fund are forecast to be \$97.0 million versus \$106.1 million revised appropriation for the current year, reflecting a decrease in the bureau's capital improvement expenditures in the FY 2000-01 Adopted Budget.
- ◆ Transfers from the Federal and State Grants Fund are forecast at nearly \$411,000 versus almost \$1.2 million revised appropriation for the current year, with only a few remaining projects needing to be completed on the Columbia Slough Revitalization Grant in FY 2000-01.
- ◆ Transfers from the Sewer System Rate Stabilization Fund are forecast to be approximately \$3.2 million versus almost \$8.0 million revised appropriation for the current year. This transfer continues the planned use of the Rate Stabilization balances to reduce and smooth the level of rate increases. Additional transfers are anticipated through FY 2002-03, when the Sewer System Rate Stabilization Fund will be nearly depleted (except for a remaining reserve equal to 1% of operating expenses).

The Sewer System Rate Stabilization Fund will be nearly depleted, as planned, after FY 2002-03.

REQUIREMENTS

Personal Services are budgeted to increase 0.5% which includes COLA, but also a reduction in the retirement benefit expense after the City issued Pension Obligation Bonds. Capital Outlay is budgeted to decrease, with FY 2000-01 budgeted at \$61.0 million versus about \$83.1 million of current year revised appropriations. This change reflects the bureau's decreased capital improvement expenditures.

External Materials and Services have increased because of design work on the Willamette River portion of the CSO Program.

Materials and Services

External Materials and Services are budgeted at \$33.5 million for FY 2000-01, compared to the current revised appropriation of about \$25.8 million. The reasons for this increase include a near doubling of contracted design services, as the Willamette River CSO projects move into the design phase. Internal Materials and Services expenditures are budgeted to increase nearly 4.1% for FY 2000-01 due to increased payments to the Water Bureau for the new Customer Information System, increased drainage and maintenance activities, data processing, and risk management services.

Cash Transfers

Cash transfers to other funds are budgeted to be almost \$82.8 million for FY 2000-01. Reasons for the increase from FY 1999-00 revised appropriations of \$72.9 million include:

- ◆ Transfers to the Sewer System Construction Fund are budgeted at about \$19.4 million for the FY 2000-01 Adopted Budget, a sharp increase from the current year revised budget of \$11.1 million. This increase is due to the current year appropriations being inadequate; the year-end estimate for FY 1999-00 is \$20.3 million.
- ◆ Transfers to the Sewer System Debt Redemption Fund are budgeted to remain flat in FY 2000-01 at \$53.1 million.
- ◆ Transfers to the General Fund for utility license fees are forecast to be \$9.3 million for FY 2000-01, versus \$8.8 million in revised appropriation for the current year, based on a charge of 7.50% of eligible sewer rate revenues actually received. The utility franchise fee decreased 0.25% resulting in savings of \$307,214.
- ◆ Transfers to the Pension Debt Redemption Fund are budgeted at \$1.1 million. This new transfer is the bureau's contribution to additional requirements for employee pension retirement obligations.

Contingency

General operating contingency is budgeted at \$5.6 million. The compensation set-aside contingency of about \$1.1 million was calculated using the 3.7% increase as directed by the City's budget office with additional reserves included for compensation studies.

Sewer System Construction Fund – 552

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Service Charges and Fees						
Public Works/Utility Charge	2,607,673	2,355,278	1,250,834	874,858	724,803	724,803
	2,607,673	2,355,278	1,250,834	874,858	724,803	724,803
Local Sources						
Local Cost Sharing	220,000	0	0	246,227	0	0
	220,000	0	0	246,227	0	0
Miscellaneous Revenues						
Bond and Note Sales	263,215,684	159,116,323	0	0	100,000,000	100,000,000
Interest Earned	3,488,387	5,382,360	4,235,379	3,881,411	4,500,000	4,500,000
Refunds	188,812	506,151	0	0	0	0
	266,892,883	165,004,834	4,235,379	3,881,411	104,500,000	104,500,000
Total External Revenues	269,720,556	167,360,112	5,486,213	5,002,496	105,224,803	105,224,803
Internal Revenues						
Other Cash Transfers						
LID Construction Fund	6,627,813	4,816,451	4,000,000	0	3,000,000	3,000,000
Sewage System Operating Fund	10,479,073	14,772,466	11,056,848	20,292,513	19,368,983	19,368,983
	17,106,886	19,588,917	15,056,848	20,292,513	22,368,983	22,368,983
Federal Grants Transfers						
	2,834,877	977,424	3,789,684	3,689,541	3,609,004	3,609,004
Total Internal Revenues	19,941,763	20,566,341	18,846,532	23,982,054	25,977,987	25,977,987
Beginning Fund Balance	69,845,582	18,427,576	106,906,376	107,659,223	30,676,508	30,676,508
TOTAL RESOURCES	\$ 359,507,901	\$ 206,354,029	\$ 131,239,121	\$ 136,643,773	\$ 161,879,298	\$ 161,879,298
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Printing & Distribution	3,964	4,758	0	0	4,897	4,897
Finance & Administration	67,548	74,750	0	0	73,062	73,062
	71,512	79,508	0	0	77,959	77,959
Total Bureau Expenses	1,733,599	633,470	0	0	1,028,959	1,028,959
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	25,116,415	0	63,812,933	63,812,933
	0	0	25,116,415	0	63,812,933	63,812,933
Fund Cash Transfers						
LID Construction Fund	74,592	56,630	46,633	46,633	30,452	30,452
Sewage Disposal Debt	260,886,492	0	0	0	0	0
Sewage Operating Fund	78,385,643	98,004,706	106,076,073	105,920,632	97,006,954	97,006,954
	339,346,727	98,061,336	106,122,706	105,967,265	97,037,406	97,037,406
Unappropriated Ending Balance						
Unappropriated Ending Balance	18,427,575	107,659,223	0	30,676,508	0	0
	18,427,575	107,659,223	0	30,676,508	0	0
Total Fund Requirements	357,774,302	205,720,559	131,239,121	136,643,773	160,850,339	160,850,339
TOTAL REQUIREMENTS	\$ 359,507,901	\$ 206,354,029	\$ 131,239,121	\$ 136,643,773	\$ 161,879,298	\$ 161,879,298

LINE ITEM DETAIL – AU 172

Materials and Services

External Materials and Services

521000 Professional Services	11,854	3,765	0	0	50,000	50,000
529000 Miscellaneous Services	5,253	299	0	0	1,000	1,000
546000 Refunds	45,323	0	0	0	0	0
549000 Miscellaneous	1,599,657	549,898	0	0	900,000	900,000
Total External Materials and Services	1,662,087	553,962	0	0	951,000	951,000

Internal Materials and Services

552000 Printing & Distribution	3,964	4,758	0	0	4,897	4,897
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559000 Other Fund Services	67,548	74,750	0	0	73,062	73,062
Total Internal Materials and Services	71,512	79,508	0	0	77,959	77,959
Total Materials and Services	1,733,599	633,470	0	0	1,028,959	1,028,959
TOTAL Bureau Expenses	\$ 1,733,599	\$ 633,470	\$ 0	\$ 0	\$ 1,028,959	\$ 1,028,959

FUND OVERVIEW

The Sewer System Construction Fund receives revenues that are dedicated to sewer system capital projects. Since FY 1990-91, direct expenditures for capital projects have been budgeted within the Sewer System Operating Fund and are reimbursed by the Sewer System Construction Fund. The primary resources to the capital program are proceeds from the sale of sewer system revenue bonds, transfers from the Sewer System Operating Fund for cash financing of capital improvements, and line and branch charges from new sewer systems.

CHANGES FROM PRIOR YEAR

Resources

The Sewer System Construction Fund relies on a variety of resources to fund capital requirements. The major resources include the following items:

- ◆ The Beginning Fund Balance for the FY 2000-01 Adopted Budget consists primarily of cash and non-bond revenues remaining after spending all of the 1998 sewer system Series A Revenue Bonds.
- ◆ Transfers of nearly \$19.4 million represent cash funding of capital improvements from sewer and stormwater rates and other available revenues of the Sewer System Operating Fund.
- ◆ Service Charges and Fees include Line and Branch charges of about \$328,000 for FY 2000-01 and almost \$397,000 for Engineering Permit Fees.
- ◆ Interest on investments is budgeted at \$4.5 million, reflecting an estimated \$63.8 million fund balance (shown as contingency) carried over into the next fiscal year.
- ◆ Transfers from the LID Construction Fund are proceeds from the sale of special assessment bonds for financed connection and line and branch charges.
- ◆ Transfers from the Federal Grants Fund are from the final year of an EPA grant for the Tanner Creek stream diversion project; the grant will total \$9 million over four years.

Requirements

Transfers to the Sewer System Operating Fund to support CIP spending total \$97.0 million.

Cash Transfers

Cash Transfers to the Sewer System Operating Fund are reimbursements for direct Capital Improvement Plan expenditures and indirect overhead expenses incurred for the capital improvement program. These transfers are anticipated to be \$97.0 million in FY 2000-01. Transfers to the LID Construction Fund of more than \$30,000 support financing services offered to property owners who are assessed costs for installation of sewer systems.

Contingency

The general operating contingency of \$63.8 million represents bond proceeds and other fund balances that are not required in FY 2000-01 but will be used in the following fiscal year to fund capital improvements.

Sewage Disposal Debt Redemption Fund – 351

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	319,774	28,896	100,000	22,115	50,000	50,000
	319,774	28,896	100,000	22,115	50,000	50,000
Total External Revenues	319,774	28,896	100,000	22,115	50,000	50,000
Internal Revenues						
Other Cash Transfers						
Sewage System Operating Fund	42,936,300	46,451,232	53,070,924	53,047,597	53,060,912	53,060,912
Sewer System Construction Fund	260,886,492	0	0	0	0	0
	303,822,792	46,451,232	53,070,924	53,047,597	53,060,912	53,060,912
Total Internal Revenues	303,822,792	46,451,232	53,070,924	53,047,597	53,060,912	53,060,912
Beginning Fund Balance	10,056,612	2,808,462	2,800,482	2,820,056	2,818,138	2,818,138
TOTAL RESOURCES	\$ 314,199,178	\$ 49,288,590	\$ 55,971,406	\$ 55,889,768	\$ 55,929,050	\$ 55,929,050
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	312,554,481	47,862,464	53,071,633	53,071,630	53,061,620	53,061,620
Unappropriated Ending Balance						
Reserve for Future Years	0	0	0	0	0	2,867,430
Unappropriated Ending Balance	2,808,460	2,820,056	2,899,773	2,818,138	2,867,430	0
	2,808,460	2,820,056	2,899,773	2,818,138	2,867,430	2,867,430
Total Fund Requirements	315,362,941	50,682,520	55,971,406	55,889,768	55,929,050	55,929,050
TOTAL REQUIREMENTS	\$ 315,362,941	\$ 50,682,520	\$ 55,971,406	\$ 55,889,768	\$ 55,929,050	\$ 55,929,050

FUND OVERVIEW

This fund pays the principal and interest on revenue bonds, notes, and State loans issued to finance sewer system improvements.

CHANGES FROM PRIOR YEAR

Revenue Source	Debt service is paid from sewer and stormwater user charges and other revenues of the Sewer System Operating Fund, with cash transfers from the operating fund totaling \$53.0 million in FY 2000-01.
Debt Balance	The total amount of sewer system debt outstanding at the beginning of FY 2000-01 is estimated to be \$643.0 million for senior lien (bonded) debt, and \$676,000 for junior lien debt. The bureau anticipates a bond sale in FY 2000-01.
Expenditures	Debt service expenditures will decrease slightly in FY 2000-01 compared to the FY 1999-00 Revised Budget, from \$53.07 million to \$53.06 million. The fund is managed on a cash basis, with cash transfers from the Sewer System Operating Fund set to maintain a \$10,000 unrestricted ending cash balance plus any restricted cash balances as required by bond and loan covenants.

Sewage Disposal Debt Redemption Fund – 351

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Sewer System Revenue Bonds, 1992 Series A						
10/15/1992 - Due 4/1	75,590,000					
		2000/01	2,015,000	5.40%	293,450	2,308,450
		2001/02	2,130,000	5.40%	181,535	2,311,535
		2002/03	2,255,000	5.50%	62,013	2,317,013
		TOTAL	6,400,000		536,998	6,936,998
Sewer System Revenue Refunding Bonds, 1992 Series B						
10/15/1992 - Due 4/1	21,860,000					
		2000/01	2,375,000	5.25%	583,913	2,958,913
		2001/02	2,500,000	5.40%	459,225	2,959,225
		2002/03	2,640,000	5.50%	324,225	2,964,225
		2003/04	2,780,000	5.50%	179,025	2,959,025
		2004/05	475,000	5.50%	26,125	501,125
		TOTAL	10,770,000		1,572,513	12,342,513
Sewer System Revenue Refunding Bonds, 1993 Series A						
01/15/1993 - Due 3/1	54,520,000					
		2000/01	2,285,000	4.50%	2,429,470	4,714,470
		2001/02	2,385,000	4.60%	2,326,645	4,711,645
		2002/03	2,485,000	4.70%	2,216,935	4,701,935
		2003/04	2,610,000	4.80%	2,100,140	4,710,140
		2004/05	5,190,000	4.90%	1,974,860	7,164,860
		2005/06	6,040,000	5.00%	1,720,550	7,760,550
		2006/07	6,345,000	5.10%	1,418,550	7,763,550
		2007/08	6,665,000	5.15%	1,094,955	7,759,955
		2008/09	7,010,000	5.20%	751,708	7,761,708
		2009/10	7,375,000	5.25%	387,188	7,762,188
		TOTAL	48,390,000		16,421,000	64,811,000
Sewer System Revenue Bonds, 1994 Series A						
01/15/1994 - Due 3/1	250,000,000					
		2000/01	8,640,000	5.25%	2,022,575	10,662,575
		2001/02	9,090,000	5.35%	1,568,975	10,658,975
		2002/03	9,580,000	5.45%	1,082,660	10,662,660
		2003/04	10,100,000	5.50%	560,550	10,660,550
		TOTAL	37,410,000		5,234,760	42,644,760
Sewer System Revenue Bonds, 1996 Series A						
11/01/1996 - Due 6/1	110,000,000					
		2000/01	1,290,000	5.13%	5,658,994	6,948,994
		2001/02	1,360,000	5.13%	5,592,881	6,952,881
		2002/03	1,425,000	5.13%	5,523,181	6,948,181
		2003/04	1,495,000	5.13%	5,450,150	6,945,150
		2004/05	1,575,000	5.13%	5,373,531	6,948,531
		2005/06	1,655,000	5.13%	5,292,813	6,947,813
		2006/07	1,740,000	5.13%	5,207,994	6,947,994
		2007/08	1,830,000	5.13%	5,118,819	6,948,819
		2008/09	1,920,000	5.13%	5,025,031	6,945,031
		2009/10	2,025,000	5.13%	4,926,631	6,951,631
		2010/11	2,125,000	5.20%	4,822,850	6,947,850
		2011/12	2,235,000	5.25%	4,712,350	6,947,350
		2012/13	2,355,000	5.25%	4,595,013	6,950,013
		2013/14	2,475,000	5.25%	4,471,375	6,946,375
		2014/15	2,605,000	5.25%	4,341,438	6,946,438
		2015/16	38,090,000	5.25%	4,204,675	42,294,675
		2016/17	40,090,000	5.50%	2,204,950	42,294,950
		TOTAL	106,290,000		82,522,675	188,812,675
Sewer System Revenue Refunding Bonds, 1997 Series A						
08/15/1997 - Due 6/1	262,500,000					
		2000/01	780,000	5.00%	13,240,400	14,020,400
		2001/02	820,000	5.00%	13,201,400	14,021,400
		2002/03	860,000	5.00%	13,160,400	14,020,400

Sewage Disposal Debt Redemption Fund – 351

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2003/04	3,220,000	5.00%	13,117,400	16,337,400
		2004/05	14,040,000	5.50%	12,956,400	26,996,400
		2005/06	14,720,000	6.00%	12,184,200	26,904,200
		2006/07	15,600,000	6.00%	11,301,000	26,901,000
		2007/08	17,215,000	5.00%	10,365,000	27,580,000
		2008/09	18,080,000	5.00%	9,504,250	27,584,250
		2009/10	18,980,000	5.00%	8,600,250	27,580,250
		2010/11	27,695,000	5.00%	7,651,250	35,346,250
		2011/12	29,080,000	5.00%	6,266,500	35,346,500
		2012/13	30,530,000	5.00%	4,812,500	35,342,500
		2013/14	32,055,000	5.00%	3,286,000	35,341,000
		2014/15	33,665,000	5.00%	1,683,250	35,348,250
		TOTAL	257,340,000		141,330,200	398,670,200
Sewer System Revenue Bonds, 1998 Series A						
09/15/1998 - Due 6/1	160,000,000					
		2000/01	4,180,000	5.00%	7,212,305	11,392,305
		2001/02	4,390,000	3.70%	7,003,305	11,393,305
		2002/03	4,560,000	5.00%	6,840,875	11,400,875
		2003/04	4,780,000	4.25%	6,612,875	11,392,875
		2004/05	4,990,000	4.25%	6,409,725	11,399,725
		2005/06	5,200,000	4.25%	6,197,650	11,397,650
		2006/07	5,420,000	4.00%	5,976,650	11,396,650
		2007/08	5,640,000	5.25%	5,759,850	11,399,850
		2008/09	5,940,000	5.13%	5,463,750	11,403,750
		2009/10	6,240,000	5.13%	5,159,325	11,399,325
		2010/11	6,560,000	5.13%	4,839,525	11,399,525
		2011/12	6,890,000	5.13%	4,503,325	11,393,325
		2012/13	7,250,000	5.13%	4,150,213	11,400,213
		2013/14	7,620,000	4.50%	3,778,650	11,398,650
		2014/15	7,960,000	4.50%	3,435,750	11,395,750
		2015/16	8,320,000	4.50%	3,077,550	11,397,550
		2016/17	8,690,000	4.50%	2,703,150	11,393,150
		2017/18	51,380,000	4.50%	2,312,100	53,692,100
		TOTAL	156,010,000		91,436,573	247,446,573
Wastewater Financing - Economic Development Loan						
10/08/1997 - Due 12/1	700,000					
		2000/01	24,148	4.909%	31,366	55,514
		2001/02	24,323	4.909%	30,352	54,675
		2002/03	24,507	4.909%	29,318	53,825
		2003/04	24,700	4.909%	28,264	52,964
		2004/05	29,906	4.909%	27,178	57,084
		2005/06	30,124	4.909%	25,847	55,971
		2006/07	30,355	4.909%	24,492	54,847
		2007/08	30,598	4.909%	23,111	53,709
		2008/09	35,858	4.909%	21,688	57,546
		2009/10	36,136	4.909%	19,985	56,121
		2010/11	36,442	4.909%	18,179	54,621
		2011/12	41,764	4.909%	16,357	58,121
		2012/13	42,103	4.909%	14,269	56,372
		2013/14	42,457	4.909%	12,163	54,620
		2014/15	47,831	4.909%	10,041	57,872
		2015/16	48,223	4.909%	7,649	55,872
		2016/17	48,634	4.909%	5,237	53,871
		2017/18	54,073	4.909%	2,757	56,830
		TOTAL	652,182		348,253	1,000,435
COMBINED DEBT SERVICE						
	935,170,000					
		2000/01	21,589,148		31,472,472	53,061,620
		2001/02	22,699,323		30,364,318	53,063,641

Sewage Disposal Debt Redemption Fund – 351

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2002/03	23,829,507		29,239,607	53,069,114
		2003/04	25,009,700		28,048,404	53,058,104
		2004/05	26,299,906		26,767,819	53,067,725
		2005/06	27,645,124		25,421,060	53,066,184
		2006/07	29,135,355		23,928,686	53,064,041
		2007/08	31,380,598		22,361,735	53,742,333
		2008/09	32,985,858		20,766,427	53,752,285
		2009/10	34,656,136		19,093,379	53,749,515
		2010/11	36,416,442		17,331,804	53,748,246
		2011/12	38,246,764		15,498,532	53,745,296
		2012/13	40,177,103		13,571,994	53,749,097
		2013/14	42,192,457		11,548,188	53,740,645
		2014/15	44,277,831		9,470,479	53,748,310
		2015/16	46,458,223		7,289,874	53,748,097
		2016/17	48,828,634		4,913,337	53,741,971
		2017/18	51,434,073		2,314,857	53,748,930
TOTAL FUND DEBT SERVICE			\$ 623,262,182		\$ 339,402,971	\$ 962,665,153

Sewer System Rate Stabilization Fund – 632

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	1,124,935	833,204	646,071	51,583	290,000	290,000
	1,124,935	833,204	646,071	51,583	290,000	290,000
Total External Revenues	1,124,935	833,204	646,071	51,583	290,000	290,000
Internal Revenues						
Other Cash Transfers						
Sewage System Operating Fund	83,725	0	0	0	0	0
	83,725	0	0	0	0	0
Total Internal Revenues	83,725	0	0	0	0	0
Beginning Fund Balance	18,815,482	15,574,142	13,339,206	14,232,346	5,508,920	5,508,920
TOTAL RESOURCES	\$ 20,024,142	\$ 16,407,346	\$ 13,985,277	\$ 14,283,929	\$ 5,798,920	\$ 5,798,920
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	6,010,277	0	2,623,920	2,623,920
	0	0	6,010,277	0	2,623,920	2,623,920
Fund Cash Transfers						
Sewage Operating Fund	4,450,000	2,175,000	7,975,000	9,475,000	3,175,000	3,175,000
	4,450,000	2,175,000	7,975,000	9,475,000	3,175,000	3,175,000
Unappropriated Ending Balance						
Unappropriated Ending Balance	15,574,142	14,232,346	0	5,508,929	0	0
	15,574,142	14,232,346	0	5,508,929	0	0
Total Fund Requirements	20,024,142	16,407,346	13,985,277	14,983,929	5,798,920	5,798,920
TOTAL REQUIREMENTS	\$ 20,024,142	\$ 16,407,346	\$ 13,985,277	\$ 14,983,929	\$ 5,798,920	\$ 5,798,920

FUND OVERVIEW

The fund is planned to be virtually depleted by FY 2002-03, except for operating reserves.

The Sewer System Rate Stabilization Fund was created in 1987 to enable the bureau to smooth forecast rate increases by managing fluctuations in sewer system revenues over several years. The bureau's master bond ordinance allows transfers to the Sewer System Rate Stabilization Fund to be treated as operating expenses and transfers from the Sewer System Rate Stabilization Fund as operating revenues for purposes of calculating debt service coverage ratios. The fund balances have been drawn down since FY 1996-97 and the bureau's financial plan shows that the balances will be functionally depleted in FY 2002-03, to a remaining reserve of approximately one percent of operating expenditures.

CHANGES FROM PRIOR YEAR

Resources

The beginning fund balance for the FY 2000-01 Adopted Budget is estimated to be \$5.5 million. Interest on investment of \$290,000 is predicted to decline in future years as the fund is drawn down.

Requirements

The planned cash transfers to the Sewer System Operating Fund for FY 2000-01 total nearly \$3.2 million, with the estimated ending fund balance (shown as contingency) being reduced to \$2.6 million, from a high of \$29.3 million in FY 1995-96. After FY 2000-01, drawdowns of the fund balance are estimated to be \$1.3 million and \$870,000 per year until FY 2002-03, when only the 1% reserve will remain.

Sewer System Safety Net Fund – 633

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Collection of Assessment	0	3,777	0	68,000	0	0
Interest Earned	16,541	6,493	5,000	4,600	10,000	10,000
Loan Repayments	73,724	90,204	75,000	0	419,000	419,000
	90,265	100,474	80,000	72,600	429,000	429,000
Total External Revenues	90,265	100,474	80,000	72,600	429,000	429,000
Internal Revenues						
Beginning Fund Balance	2,605,019	1,879,930	1,879,930	1,980,404	1,980,400	1,980,400
TOTAL RESOURCES	\$ 2,695,284	\$ 1,980,404	\$ 1,959,930	\$ 2,053,004	\$ 2,409,400	\$ 2,409,400
REQUIREMENTS						
Bureau Expenses						
External Materials and Services	815,354	0	1,959,930	815,000	2,409,400	2,409,400
Total Bureau Expenses	815,354	0	1,959,930	815,000	2,409,400	2,409,400
Fund Requirements						
Unappropriated Ending Balance	1,879,930	1,980,404	0	1,238,004	0	0
Unappropriated Ending Balance	1,879,930	1,980,404	0	1,238,004	0	0
Total Fund Requirements	1,879,930	1,980,404	0	1,238,004	0	0
TOTAL REQUIREMENTS	\$ 2,695,284	\$ 1,980,404	\$ 1,959,930	\$ 2,053,004	\$ 2,409,400	\$ 2,409,400
LINE ITEM DETAIL – AU 225						
Materials and Services						
External Materials and Services						
545000 Interest	815,354	0	0	0	0	0
549000 Miscellaneous	0	0	1,959,930	815,000	2,409,400	2,409,400
Total External Materials and Services	815,354	0	1,959,930	815,000	2,409,400	2,409,400
Total Materials and Services	815,354	0	1,959,930	815,000	2,409,400	2,409,400
TOTAL Bureau Expenses	\$ 815,354	\$ 0	\$ 1,959,930	\$ 815,000	\$ 2,409,400	\$ 2,409,400

FUND OVERVIEW

This fund was established in 1987 for the deposit of moneys from the State Assessment Deferral Loan Fund, managed by the Department of Environmental Quality. Moneys in the Sewer System Safety Net Fund are used to make loans to low-income home owners within the boundaries of the Mid-County Sewer Project who qualify for participation in the Safety Net Program. Repayment of safety net assessment loans are deferred until the property ownership changes or the property owner no longer qualifies. No additional loans from the State Assessment Deferral Loan Fund have been made since July 1996 because the volume of loan applications has not been sufficient to justify the administration costs associated with the DEQ loan agreements. The beginning fund balance represents outstanding loan receivables that are due to DEQ when collected. The budgeted requirements of the fund are estimated collections and payments to DEQ.

CHANGES FROM PRIOR YEAR

The FY 2000-01 Adopted Budget anticipates a substantial increase in loan repayments because of the termination of deferrals that were initiated five years ago. The repayment activity will also be affected by a significant increase in mortgage refinancing during the current period of low mortgage interest rates. Loan repayments are now occurring within the debt services expense categories, as requested by the City's Accounting Division.

Sewer Revolving Loan Fund – 636

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Public Works/Utility Charge	349,303	668,605	400,000	352,263	75,000	75,000
	349,303	668,605	400,000	352,263	75,000	75,000
Miscellaneous Revenues						
Interest Earned	50,943	31,084	35,000	73,972	35,000	40,000
Loan Repayments	21,565	35,964	0	0	40,000	35,000
	72,508	67,048	35,000	73,972	75,000	75,000
Total External Revenues	421,811	735,653	435,000	426,235	150,000	150,000
Internal Revenues						
Interfund Service Reimbursements						
Housing & Community Development	0	174,377	200,000	200,000	0	0
	0	174,377	200,000	200,000	0	0
Total Internal Revenues	0	174,377	200,000	200,000	0	0
Beginning Fund Balance	1,235,963	1,271,838	1,445,708	1,357,949	1,550,883	1,550,883
TOTAL RESOURCES	\$ 1,657,774	\$ 2,181,868	\$ 2,080,708	\$ 1,984,184	\$ 1,700,883	\$ 1,700,883
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
	385,936	823,919	600,000	433,301	75,000	75,000
Total Bureau Expenses	385,936	823,919	600,000	433,301	75,000	75,000
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	1,480,708	0	1,625,883	1,625,883
	0	0	1,480,708	0	1,625,883	1,625,883
Unappropriated Ending Balance						
Unappropriated Ending Balance	1,271,838	1,357,949	0	1,550,883	0	0
	1,271,838	1,357,949	0	1,550,883	0	0
Total Fund Requirements	1,271,838	1,357,949	1,480,708	1,550,883	1,625,883	1,625,883
TOTAL REQUIREMENTS	\$ 1,657,774	\$ 2,181,868	\$ 2,080,708	\$ 1,984,184	\$ 1,700,883	\$ 1,700,883
LINE ITEM DETAIL – AU 221						
Materials and Services						
External Materials and Services						
529000 Miscellaneous Services	50,309	145,813	200,000	173,731	0	0
549000 Miscellaneous	335,627	678,106	400,000	259,570	75,000	75,000
Total External Materials and Services	385,936	823,919	600,000	433,301	75,000	75,000
Total Materials and Services	385,936	823,919	600,000	433,301	75,000	75,000
TOTAL Bureau Expenses	\$ 385,936	\$ 823,919	\$ 600,000	\$ 433,301	\$ 75,000	\$ 75,000

FUND OVERVIEW

This fund was established in FY 1992-93 for the purpose of administering the Private Plumbing Loan Program contained within the Mid-County Financial Assistance Program passed by the City Council in March 1992. The initial seed money for these loans came from Line & Branch Charges from the Sewer System Construction Fund, to be used for loans to assist eligible property owners in financing the private plumbing costs associated with their required connection to the City sewer system. The interest rate charged on the loans will reflect the bureau's cost of obtaining funds, including an allowance for delinquencies and administrative costs, resulting in no ratepayer subsidy. Loans are 5 to 10 years in term. In FY 1998-99, the fund added the federally subsidized Sewers-On-Site Program, which offered no-interest loans to low-income property owners.

CHANGES FROM PRIOR YEAR

The private plumbing loan activity is expected to decline from the peak levels of FY 1998-99 as the Mid-County construction schedule has been completed and most developed properties have been connected to sanitary sewers. As of late January 2000, 992 out of the original 43,000 Mid-County properties remain to be connected. Of this amount, 167 have not reached their connection due date, 585 have connection deferrals up to the year 2005, with the remaining 240 delinquent and facing enforcement action. The Sewers-On-Site loans are anticipated to be transferred to the Portland Development Commission for administration of the program.

Resources

Revenues for FY 2000-01 include \$75,000 in liens receivable for new private plumbing loans, \$40,000 for repayment of private plumbing loans made in prior years, and \$35,000 for interest on investments.

Requirements

Expenditures include \$75,000 for new private plumbing loans under the Mid-County Financial Assistance Program.

Refuse Disposal Fund – 157

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Licenses and Permits						
Other Permits	3,960	3,960	0	0	0	0
Public Utility Licenses	1,157,668	991,147	1,053,735	1,058,402	595,488	1,512,535
	1,161,628	995,107	1,053,735	1,058,402	595,488	1,512,535
Service Charges and Fees						
Miscellaneous	4,753	22,660	0	0	0	0
Public Works/Utility Charge	1,119,155	892,774	919,144	949,460	919,768	919,768
Rents and Reimbursements	6,869	7,011	10,230	9,629	9,629	9,629
	1,130,777	922,445	929,374	959,089	929,397	929,397
Local Sources						
Local Cost Sharing	291,927	241,320	537,831	261,792	256,000	256,000
	291,927	241,320	537,831	261,792	256,000	256,000
Miscellaneous Revenues						
Interest Earned	231,260	248,646	251,343	256,330	234,372	224,768
Other Miscellaneous	62,612	21,798	4,500	4,500	4,500	4,500
Refunds	0	196	0	0	0	0
	293,872	270,640	255,843	260,830	238,872	229,268
Total External Revenues	2,878,204	2,429,512	2,776,783	2,540,113	2,019,757	2,927,200
Internal Revenues						
Other Cash Transfers						
Housing & Community Development	0	5,517	4,768	4,768	0	0
	0	5,517	4,768	4,768	0	0
Interfund Service Reimbursements						
Housing & Community Development	0	33,828	15,000	15,000	0	0
	0	33,828	15,000	15,000	0	0
Total Internal Revenues	0	39,345	19,768	19,768	0	0
Beginning Fund Balance	3,543,019	4,614,961	4,458,132	4,832,760	4,757,839	4,757,839
TOTAL RESOURCES	\$ 6,421,223	\$ 7,083,818	\$ 7,254,683	\$ 7,392,641	\$ 6,777,596	\$ 7,685,039
REQUIREMENTS						
Bureau Expenses						
Personal Services	561,024	594,343	655,640	670,000	681,569	681,569
External Materials and Services	527,704	878,061	1,607,833	1,272,467	1,626,948	1,626,948
Communications Services	10,684	11,047	12,305	12,305	13,068	13,068
Data Processing Services	0	0	623	623	10,960	10,960
Facilities Services	18,947	31,294	24,763	27,200	40,512	40,512
Fleet Services	1,730	2,447	9,489	9,486	8,564	8,564
Printing & Distribution	45,044	42,965	96,443	84,000	191,922	191,922
City Auditor	0	0	2,500	0	1,200	1,200
Auto Port Operating	1,440	0	0	0	0	0
Energy Office	38,500	28,500	28,500	40,063	18,500	18,500
Environmental Services	51,773	39,870	45,798	45,798	47,159	47,159
Finance & Administration	2,568	4,440	5,940	0	5,857	5,857
Neighborhood Involvement	0	0	0	0	20,000	20,000
Parking Facilities	0	1,560	3,120	0	3,120	3,120
Transportation	0	10,946	0	0	600,000	600,000
	170,686	173,069	229,481	219,475	960,862	960,862
Capital Outlay	0	0	15,000	15,000	15,000	15,000
Total Bureau Expenses	1,259,414	1,645,473	2,507,954	2,176,942	3,284,379	3,284,379
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	4,271,505	0	2,970,059	3,879,661
Compensation Adjustment	0	0	6,983	0	24,648	24,648
	0	0	4,278,488	0	2,994,707	3,904,309
General Fund Overhead	184,564	82,082	117,401	103,020	118,236	116,077

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Fund Cash Transfers						
Buildings Fund	225,110	223,468	223,000	227,000	229,207	229,207
General Fund	50,000	40,000	35,000	35,000	35,000	35,000
Pension Debt Redemption Fund	0	0	0	0	20,468	20,468
Sewage Operating Fund	87,174	114,538	92,840	92,840	95,599	95,599
	362,284	378,006	350,840	354,840	380,274	380,274
Unappropriated Ending Balance						
Unappropriated Ending Balance	4,614,961	4,978,257	0	4,757,839	0	0
	4,614,961	4,978,257	0	4,757,839	0	0
Total Fund Requirements	5,161,809	5,438,345	4,746,729	5,215,699	3,493,217	4,400,660
TOTAL REQUIREMENTS	\$ 6,421,223	\$ 7,083,818	\$ 7,254,683	\$ 7,392,641	\$ 6,777,596	\$ 7,685,039

FUND OVERVIEW

Refuse Disposal Fund

This fund accounts for expenses and revenues associated with the City's oversight of solid waste collection activities in Portland and its efforts to reduce the amount of solid waste through recycling and waste reduction.

CHANGES FROM PRIOR YEAR

Increase in Beginning Fund Balance

The projected beginning fund balance for FY 2000-01 totals more than \$4.7 million. This fund balance is larger than targeted levels due to several factors.

Roll Carts Not Needed

\$3 million of funds earmarked for new rollcarts are now available for other purposes.

Initially it was anticipated that the City would assist in the purchase of \$6 million worth of new roll cans for recycling collection. It has recently been concluded that this large of purchase is not necessary and that the funds earmarked for this effort (\$3 million) will be used for providing containers for the residential or commercial programs.

Fees and Savings

The strong local economy has generated fees that exceed prior projections.

Higher-than-projected commercial fees have been collected in the past several years due to the strong local economy. Additionally, both the residential franchise and multifamily and commercial programs realized program savings in prior fiscal years. These savings have been set aside in fund balance reserves.

Metro Grants

In the past six fiscal years the bureau has received grants from Metro totaling about \$1.4 million which have been applied primarily to recycling equipment purchases for multifamily and commercial customers. These Metro grants replaced budgeted bureau funding sources, the savings of which were set aside in the fund balance for future use.

Revenues

Refuse Disposal Fund revenues are forecast to increase by almost \$500,000 in FY 2000-01 over the FY 1999-00 budget.

Residential Franchise Fees

The residential franchise fee was reduced from 5% to 4% in FY 1996-97, and to 3.45% in FY 1998-99. These reductions reflect the fact that expenditure requirements for the residential program have decreased as the program has matured. The FY 2000-01 Adopted Budget is based on increasing the franchise fee to 5%. Revenues from the franchise fee are expected to increase by \$500,000. Expenditures of up to \$600,000 per year in FY 2000-01 and FY 2001-02 for a residential Leaf Collection Program will also help reduce the fund balance towards targeted levels.

Commercial Fees

The commercial permit fee will remain at \$2.80 per ton in FY 2000-01 and will be used to fund the cost of collection of garbage from about 600 public trash cans in the City. Fund reserves will also be used if fee revenues are insufficient to pay all of the costs of this program. Revenues from the commercial permit fee are expected to be approximately the same as in FY 1999-00.

The cost of garbage collection from 600 public trash cans is funded from commercial permit fees.

Local Cost Sharing

Funding from Metro has been included in the FY 2000-01 Adopted Budget, including an anticipated \$256,000 cost sharing for waste reduction activities.

Environmental Remediation Fund – 161

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Public Works/Utility Charge	505,741	620,221	613,000	640,897	629,392	629,392
Rents and Reimbursements	520,591	554,129	581,187	556,937	560,725	435,949
	1,026,332	1,174,350	1,194,187	1,197,834	1,190,117	1,065,341
Miscellaneous Revenues						
Interest Earned	60,930	53,633	53,653	41,941	53,948	41,157
Refunds	33	0	0	0	0	0
	60,963	53,633	53,653	41,941	53,948	41,157
Total External Revenues	1,087,295	1,227,983	1,247,840	1,239,775	1,244,065	1,106,498
Internal Revenues						
Other Cash Transfers						
Refuse Disposal Fund	0	0	0	142,979	0	0
	0	0	0	142,979	0	0
Total Internal Revenues	0	0	0	142,979	0	0
Beginning Fund Balance	1,306,302	1,219,584	1,205,595	1,249,972	1,169,196	1,169,196
TOTAL RESOURCES	\$ 2,393,597	\$ 2,447,567	\$ 2,453,435	\$ 2,632,726	\$ 2,413,261	\$ 2,275,694
REQUIREMENTS						
Bureau Expenses						
Personal Services						
	13,932	13,568	18,944	17,400	27,309	27,309
External Materials and Services						
Data Processing Services	51,650	92,124	145,571	24,700	50,682	50,682
Facilities Services	0	0	0	0	1,476	1,476
Environmental Services	143,616	101,019	118,955	111,000	121,587	121,587
Finance & Administration	10,338	10,736	25,000	25,000	25,743	25,743
Parks Bureau	1,686	1,590	1,566	1,566	1,544	1,544
Transportation	326	0	0	0	0	0
	1,202	0	0	0	0	0
	157,168	113,345	145,521	137,566	150,350	150,350
Capital Outlay	0	0	325,000	0	325,000	325,000
Total Bureau Expenses	222,750	219,037	635,036	179,666	553,341	553,341
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	21,636	0	131,174	593,637
Compensation Adjustment	0	0	208	0	874	874
	0	0	21,844	0	132,048	594,511
General Fund Overhead	7,194	8,185	9,340	9,518	7,836	7,806
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	473	473
Sewage Operating Fund	5,345	3,872	10,000	10,000	10,297	10,297
	5,345	3,872	10,000	10,000	10,770	10,770
Debt Retirement	938,724	966,499	1,177,215	1,264,346	1,109,266	1,109,266
Unappropriated Ending Balance						
Unappropriated Ending Balance	1,219,584	1,249,974	600,000	1,169,196	600,000	0
	1,219,584	1,249,974	600,000	1,169,196	600,000	0
Total Fund Requirements	2,170,847	2,228,530	1,818,399	2,453,060	1,859,920	1,722,353
TOTAL REQUIREMENTS	\$ 2,393,597	\$ 2,447,567	\$ 2,453,435	\$ 2,632,726	\$ 2,413,261	\$ 2,275,694

FUND OVERVIEW

The Environmental Remediation Fund was established by Council action in FY 1993-94 to provide a funding vehicle for conducting remediation of former solid waste disposal sites for which the City is liable under law.

CHANGES FROM PRIOR YEAR

Projects

Two projects have been authorized by the City Council for environmental remediation.

Land Acquisition and Remediation of the Guilds Lake Property

The first, and primary project, is the land acquisition and remediation of the Guilds Lake property, a former landfill operated by the City from 1910 through the late 1940s. This remediation was financed by the Environmental Remediation 1993 Series A Revenue Bonds issued in November 1993. The Guilds Lake remediation was completed in FY 1994-95. The FY 2000-01 Adopted Budget funds property maintenance and management requirements and environmental monitoring of the site as required by DEQ. Property management is provided by Bureau of General Services under an interagency agreement.

Longview City Laundry & Cleaners Remediation

The second project is remediation of the Longview City Laundry & Cleaners (LCL&C) and is authorized by City Council Ordinance No. 168296, dated November 16, 1994. The project implements a Settlement Agreement between the City and Longview City Laundry & Cleaners, Inc. (LCL&C) to conduct an environmental remediation of the LCL&C site located at 2737 NW Nela Street, adjacent to the Guilds Lake site.

The LCL&C site has environmental contamination resulting from the City's former incinerator and landfill operations in the Guilds Lake area. The City will reimburse the property owner for remedial investigation expenses already incurred and undertake cleanup/remediation in conformance with a Voluntary Cleanup Agreement with the Oregon DEQ. The remedial action consists of the construction of an asphalt cap and installation of utilities to manage surface water runoff. The FY 2000-01 Adopted Budget includes funding to complete the LCL&C project, including \$325,000 for capital construction and \$40,000 for project design and management. This project was scheduled for FY 1999-00, but is being carried over to FY 2000-01.

Bond Financing

The term of the Environmental Remediation 1993 Series A Revenue Bonds is November 1, 1993 to November 1, 2005. However, the financing was structured to permit the City to annually redeem outstanding bonds with available unrestricted revenues in the fund. The remaining \$1,075,000 in outstanding bonds will be redeemed in FY 2000-01.

Unencumbered Beginning Fund Balance

The projected unencumbered beginning fund balance for FY 2000-01 totals approximately \$1.2 million and is available for debt service, early debt redemption, capital costs, and operating expenses. The projection is based on the results of the FY 1999-00 five-year financial planning efforts for the Environmental Remediation Fund.

Encumbered Ending Fund Balance

In previous years this fund reserved \$600,000 in a dedicated debt service reserve account for the Environmental Remediation 1993 Series A Revenue Bonds as required under the bond ordinance. In FY 2000-01, these bonds will be completely retired resulting in the reserve to be returned to general contingency.

Funding Sources

Two principal funding sources support the Environmental Remediation Fund for operating, capital, and debt service expenditures. These two revenue sources, along with the fund's interest earnings and any other fund revenues, are used for remediation projects qualified under State law and authorized by the City Council.

FY 2000-01 Adopted Budget revenue amounts are based on the five year financial plan.

Remedial Action Surcharge

The first source is a \$1.50 per ton remedial action surcharge, authorized under ORS 459.311 and City Code Chapter 17.102.170. It is imposed on all solid waste collected within the City. This surcharge is collected from franchised and commercially permitted solid waste haulers.

Public works/utility charges (the \$1.50 per ton remedial action surcharge) of more than \$629,000 are based on commercial and residential solid waste tonnages projected to be collected within the City.

Lease Income

The second funding source is lease income from the current tenants on the City-owned Guilds Lake site.

Rents and Reimbursements revenue of over \$435,000 is based on the collection of lease income from the five tenants on the site, and includes common area maintenance payments made by the tenants for their prorated share of expenses such as property taxes, property maintenance, and landscaping costs. The budgeted lease income is net of a 4% of gross lease revenue paid to Bureau of General Services for property management services. Compared to prior years, rental revenue is reduced due to a tenant vacancy.

Environmental Remediation Fund – 161

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Environmental Remediation Revenue Bonds, 1993 Series A						
	6,000,000					
		2000/01	0	0.00%	68,532	68,532
		2001/02	0	0.00%	68,532	68,532
		2002/03	0	0.00%	68,532	68,532
		2003/04	0	0.00%	68,532	68,532
		2004/05	0	0.00%	68,532	68,532
		2005/06	1,075,000	6.375%	34,266	1,109,266
		TOTAL	1,075,000		376,926	1,451,926
Proposed Calls		2000/01	1,075,000	6.375%		1,075,000
COMBINED DEBT SERVICE	6,000,000					
		2000/01	1,075,000		68,532	68,532
		2001/02	0		68,532	68,532
		2002/03	0		68,532	68,532
		2003/04	0		68,532	68,532
		2004/05	0		68,532	68,532
		2005/06	1,075,000		34,266	1,109,266
TOTAL FUND DEBT SERVICE			\$ 2,150,000		\$ 376,926	\$ 1,451,926

Bureau of Water Works

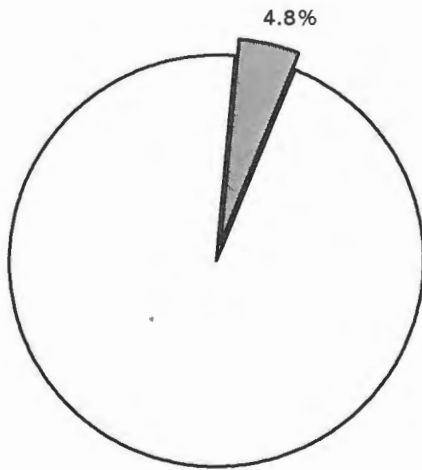
Public Utilities Service Area

Erik Sten, Commissioner-in-Charge

Michael Rosenberger, Director

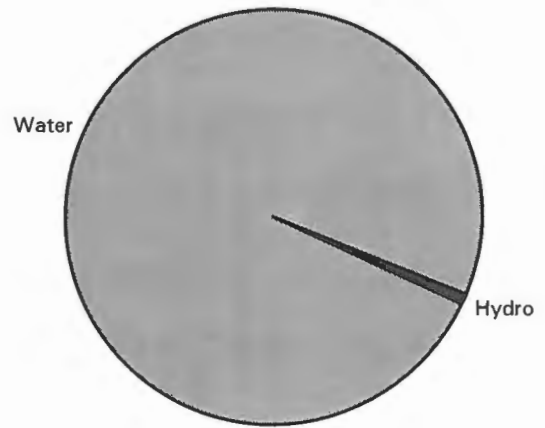
Percent of City Budget

Water = \$81 Million



City Budget = \$1.68 Billion

Bureau Divisions

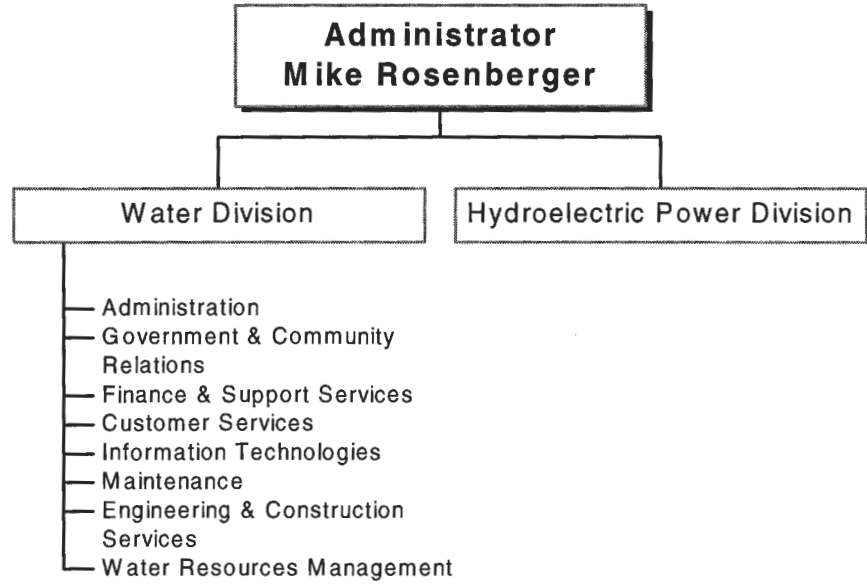


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	55,032,283	52,263,060	-2,769,223	-9.2%
Capital	31,737,900	28,753,000	-2,984,900	-13.4%
Allocated Overhead Costs	1,900,736	1,888,916	-11,820	-5.0%
Total Cost with Allocated Overhead	\$ 88,670,919	\$ 82,904,976	\$ -5,765,943	-10.6%
Authorized Full-Time Positions	535	546	11	-2.4%

Note: Per capita change values are adjusted for inflation and population growth.

Bureau of Water Works



Bureau Summary

BUREAU MISSION

The Water Bureau's mission is to act as stewards of our resource, our water system, and our personnel in a manner consistent with the values of the community. Our operating goal is to ensure that a reliable and adequate system is available to provide sufficient quantities of high quality water at standard pressures that satisfy the existing and future needs of the community on an equitable, efficient, and self-sustaining basis.

The following values guide our efforts to fulfill our mission and define our concept of "stewardship":

Service: contributing to the welfare of the community.

Solvency: maintaining fiscal integrity.

Equity: ensuring fair treatment to all.

Leadership: focusing on goals and results.

Effectiveness: making the most appropriate use of resources and infrastructure.

Nurturance: maintaining an environment which promotes health and human development.

Communications: sharing information and knowledge openly.

Responsiveness: reacting positively, cooperatively, and efficiently.

Flexibility: adapting to new, different, or changing requirements.

Innovation: recognizing change as a normal state and implementing change imaginatively and creatively.

BUREAU HIGHLIGHTS

The Bureau of Water Works is responsible for construction, maintenance, and operation of the municipal water system. The bureau ensures the water system can provide a sufficient quantity of high quality water to satisfy the existing and future needs of the community.

For budgetary presentation purposes, the bureau contains two divisions: Water and Hydroelectric Power.

Bureau Objectives

In the fall of 1998, the management team, managers, and labor representatives updated the following bureau objectives:

- ◆ Be stewards of the City's land, water, and human resources, and protect the environment, in order to ensure the continuous provision of a safe, reliable, and adequate supply of water.
- ◆ Anticipate, understand, and meet the needs of the bureau's external and internal customers. External customers are all persons who rely on any services the bureau provides and who are not employees of the Water Bureau. Internal customers are all employees of the Water Bureau.
- ◆ Sustain a culture of continuous improvement.
- ◆ Improve the bureau's competitive position in a manner that ensures its ability to offer the best quality of service at the best price to its customers.

A Strategic Plan is currently being developed.

The bureau is currently developing a Strategic Plan and related Business Plan with extensive involvement of bureau personnel. The Strategic Plan will be a broad, general description of the bureau's vision and goals. The Business Plan will be more detailed, with milestones, indicators, and incorporating various activities across the bureau that impact each other. Both plans will align with budget proposals. It is anticipated the plans will be adopted prior to developing the FY 2001-02 budget.

Water Division

The Water Division is responsible for construction, maintenance, and operation of the municipal water system.

800,000 people are served by the Water Bureau.

Approximately 800,000 people (more than one-quarter of the State's population) are served by the Water Division. The division's 160,400 retail customers consume about 60 percent of the water produced. The other 40 percent is provided on a wholesale contract basis to 19 water purveyors, which include cities, water districts, and private water companies. Water sales revenue is composed of 80 percent from retail customers and 20 percent from wholesale contracts.

FY 2000-01 Budget

The Water Division's FY 2000-01 Adopted Budget is \$80,323,486. The budget consists of an operating budget of \$51,570,486 and a Capital Improvement Program (CIP) budget of \$28,753,000.

Operating budget decreased nearly \$3.2 million.

Water Operating Budget: This budget of \$51,570,486 is a decrease of \$3,193,055 from the FY 1999-00 Revised Budget of \$54,763,541. The Adopted Budget includes reductions of about \$2.7 million from the Division's Requested Budget. The Requested Budget was reduced to reflect Decision Packages not approved and other operating cost reductions.

CIP budget decreased about \$3.0 million.

Water CIP Budget: This budget of \$28,753,000 reflects a \$2,984,900 decrease from the FY 1999-00 Revised Budget of \$31,737,900. (In FY 1999-00, there were increases of about \$4.5 million from the Adopted Budget to the Revised Budget for project requirements).

The bureau's 10-year Capital Improvement Plan (CIP) has been recently published. This Plan includes the philosophy of the capital program, summaries of each year's costs and financing plan, and a detailed description of each project.

Rate Increases

The average effective rate increase is 3.0%.

The overall average effective rate increase is 3.0 percent for FY 2000-01.

Division Website

Additional division information and updates on current issues can be found at the Water Bureau's website: WWW.WATER.CI.PORTLAND.OR.US

Hydroelectric Power Division

The Hydroelectric Power Division manages all aspects of the ongoing operation of the City's Portland Hydroelectric Power Project (PHP).

The FY 2000-01 Adopted Budget for the Hydroelectric Power Division is \$692,574. This budget supports the City's operational and administrative costs associated with the Portland Hydroelectric Project and maintains the current service level with a staff of three full-time positions. This Budget contains a specific one-year increase of \$190,000 to authorize a necessary repair project at the PHP.

\$200,000 of Hydropower profits will be transferred to the General Fund.

In FY 2000-01, the Hydroelectric Power Division will transfer \$200,000 in Hydropower Operating Fund profits to the General Fund to be used for other City needs.

General Description

BUREAU OVERVIEW

Organizational Description

For budgetary presentation purposes, the Bureau of Water Works consists of two divisions: Water and Hydroelectric Power.

Water Division

The Water Division is comprised of 8 operating groups.

The Water Division is comprised of the following eight operating groups: Administration, Government and Community Relations, Finance and Support Services, Customer Services, Information Technologies, Maintenance, Engineering and Construction Services, and Water Resources Management.

For more detail about the Water Division's budget and operations, please refer to the Water Division and Overview of Programs sections.

Hydroelectric Power Division

The Portland Hydroelectric Project is located 25 miles east of Portland in the Bull Run Watershed and has a combined power generation capacity of 36 megawatts.

The Hydroelectric Power Division manages the ongoing operation of the City's Portland Hydroelectric Project. This project is located 25 miles east of Portland in the Bull Run Watershed and has a combined power generation capacity of 36 megawatts. Most of the revenues supporting this division come from sales of power generated at the Portland Hydroelectric Project. Most of the division's expenses also relate directly to the administration and monitoring of that project. In addition to the Portland Hydroelectric Project work, this division also provides regulatory support for the Water Bureau's two other small hydroelectric power projects.

For more detail regarding the operations and budget of the Hydroelectric Power Division, please refer to the Division Overview.

MAJOR ISSUES

Water Division

The division will face the following major issues during the next budget cycle.

Water System

Major investments will be needed.

The Portland water system is entering into a time when major investments will be needed to maintain and upgrade the system and respond to evolving drinking water, environmental, and public and employee safety regulations.

Facilities and Infrastructure Master Plan

The Infrastructure Master Plan is nearing completion.

The Water Division is nearing completion of an Infrastructure Master Plan as a first step in developing a long-term facility plan. This process will focus on identifying the preferred approach to address current and future water system infrastructure needs including aging infrastructure, capacity, demand, growth, vulnerability, and reliability. The next phase of the project will be a distribution system master plan.

System Vulnerability Study

The division is nearing completion of a comprehensive vulnerability assessment of its supply and operating systems. This study is intended to identify system reliability in terms of its vulnerability to the various hazards that are most likely to occur.

Endangered Species Act

In the past 18 months, steelhead and chinook salmon have been listed as threatened under the authority of the federal Endangered Species Act (ESA). More species, including cutthroat trout, could be listed in the future. These species use habitat in the Bull Run Watershed as well as in the Willamette River and its urban stream tributaries.

The operation of the water system has significant effects on fish species listed as threatened under the ESA.

Operation of the water system adversely affects listed fish and their habitat. Most significant of these effects may be the diversion of water from the Bull Run River, as well as blocked access to upstream habitat resulting from water system dams. The effects on habitat from construction and maintenance activities within the service area are also important regulatory considerations.

Water division employees are participating in at least five different technical committees to address the impacts of its operation and enable the division to meet its regulatory obligations under the ESA and the Clean Water Act regarding water temperature in the lower Bull Run River. Consultant support is also being used to evaluate effects and develop compliance strategies. The division contributes a significant pro-rata share of financial support to the Citywide ESA coordination effort. Development of a long-term ESA compliance strategy for the Bull Run is likely to take several years, but it should culminate in securing regulatory certainty. Budget requests will be developed as needed to address these requirements.

Water Regulations

The division must address regulatory requirements associated with legislated rule-writing following reauthorization of the Safe Drinking Water Act in 1996 and the Enhanced Surface Water Treatment Rule. Current regulations are in process that relate to disinfection by-products, radon, and arsenic, among others.

Groundwater

The Water Division is studying aquifer storage and recovery.

The division is conducting a study to identify how the groundwater system can be enhanced and/or expanded, which will include studying the potential of aquifer storage and recovery (ASR). The study will also evaluate treatment needs affecting the bureau's ability to operate certain wells, especially those wells showing traces of iron and manganese.

Workforce Planning

The division needs to continue moving forward with workforce planning and development. This work will address several objectives: meeting the needs of an aging workforce; diversifying the workforce; training and developing a skilled staff; undertaking extensive community-based apprenticeship and training programs; and addressing organization changes resulting from increased technology and productivity improvements.

Transportation Related Projects

Costs to ratepayers may be substantial if funding formula is changed.

Requirements of assorted transportation projects, ranging from Interstate Light Rail to streetcars to large street projects will have a major financial impact on the division, depending on the decisions made relative to reimbursements. If the division is reimbursed for transportation-caused expense, rate pressure will be minimal to non-existent. If the funding formula is changed and the division has to pay some or all of the costs related to transportation projects, the cost to ratepayers may be substantial.

Wholesale Contracts

Wholesale contracts will expire beginning in 2004.

The division currently sells water on a long term wholesale contract basis to 14 cities and public districts. These 25-year contracts will expire beginning in the year 2004. The division has recently entered into a collaborative contract renewal process with these customers. The process is intended to ensure that all major stakeholders will have the opportunity to be involved in the determination of the conditions under which the City will make decisions on extending and renewing wholesale contracts.

Hydroelectric Power Division

Funding will provide for 320,000 salmon and steelhead smolts.

As one of the provisions in the Portland Hydroelectric Projects' power sales agreement with Portland General Electric Company, \$150,000 in direct payments will be provided to the Oregon Department of Fish and Wildlife for the project's off-site environmental mitigation requirement. This money will be used to raise approximately 320,000 salmon and steelhead smolts for release into the Sandy River system.

CHANGES FROM PRIOR YEAR

Water Division

Two decision packages were approved in FY 2000-01.

The division had two decision packages approved for FY 2000-01. One will address the Endangered Species Act and the other will provide staffing to address workforce planning. Additional discussion on these packages are provided in the Water Division's Changes from Prior Year section.

The division has made, and continues to make, changes to its operating functions to improve service and realize operating efficiencies. Details of these functions are provided in the Water Division's Changes from Prior Year section.

FUNDING SOURCES

Water Division

The major funding source for the Water Division is through rates charged to customers totalling about \$64.0 million. Other major forms of revenue include interest earnings of about \$1.1 million, miscellaneous revenues of about \$2.3 million, and approximately \$5.2 million for sewer billing and collection services for the Bureau of Environmental Services.

Annual water rates are computed on an equitable cost of service basis.

One element of the division’s mission is to provide "Fiscal Stability". A part of this is the adoption of annual water rates computed on an equitable cost of service basis that:

- ◆ Provides for sufficient funding of revenue requirements, including cash financing of: 1) approved water system maintenance activities; 2) approved repair and replacement capital; and 3) debt service payments.
- ◆ Ensures the maintenance of fund balances consistent with city policies, bond covenants, and industry standards.
- ◆ Ensures that borrowing costs of the division are minimized through the continued maintenance of the highest bond rating attainable for a 'Stand Alone' revenue bond issuer. A minimum overall debt service coverage of 1.9 (1.9 times annual debt service) is targeted to achieve this goal.

Water Rates

Average effective retail rates will increase 3.0%.

The average effective retail rate increase is 3.0 percent for FY 2000-01. However, due to Council-approved rate reforms, the typical residential bill will decrease 9.4 percent.

Specified detail on the division’s rate structure has been included in the FY 2000-01 rate ordinance as well as the annual Financial Plan.

Service Charge Phase-In

The rate structure includes the final year phase-in of the 1996 Service Charge Report recommendations. The FY 2000-01 adjustment specifically shifts costs from fire line customers to all other retail customers.

Financial Plan

The Water Division prepares an annual Financial Plan that discusses the financial issues facing the bureau. This plan includes background on rates, the capital plan, operations and maintenance costs, and major issues that need to be addressed by the bureau.

Hydroelectric Power Division

The Hydroelectric Power Division remains in a stable funding position with the bulk of its expenses paid for by revenues from a long-term power sales agreement with Portland General Electric Company.

Strategic Direction

VISION AND VALUES

Strategic Emphasis In the fall of 1996, the Water Bureau's Management Team, with the assistance of management personnel, labor leaders, and City Council staff, undertook an assessment of the strategic issues the bureau faces. These issues were updated in the fall of 1997 and still provide strategic direction for the division:

The division has ten strategic issues. The following is a summary of those strategic issues:

- ◆ Organization Improvement
- ◆ Workforce Planning and Development
- ◆ Information Technology
- ◆ Customer Service
- ◆ Financial Stability
- ◆ Water Quality and Resource Protection
- ◆ Water Conservation
- ◆ Regional Water Supply Plan
- ◆ Infrastructure Master Plan / CIP
- ◆ Maintenance Management

Vision In the fall of 1998, the Water Bureau's Management Team worked with the Managers Group and the Labor Group to update the Water Division's overarching goals. These are as follows:

- The division has four overarching goals.*
- ◆ Be stewards of our land, water, and human resources, and protect the environment, in order to ensure the continuous provision of a safe, reliable, and adequate supply of water.
 - ◆ Anticipate, understand, and meet the needs of our external and internal customers.
 - ◆ Sustain a culture of continuous improvement.
 - ◆ Improve our competitive position in a manner that ensures our ability to demonstrate that we offer the best quality of service at the best price to our customers.

MANAGEMENT GOALS & OBJECTIVES

Water Division Goal The Water Division's operating goal is to ensure that a reliable and adequate system is available to provide sufficient quantities of high quality water at standard pressures that satisfy the existing and future needs of the community on an equitable, efficient, and self-sustaining basis.

Water Division Objectives for FY 2000-01 The Water Division will pursue the following objectives to achieve its goal:

- The division has eleven objectives.*
- ◆ Pursue organizational development and analysis in partnership with labor to improve customer service and to optimize the division's competitiveness.
 - ◆ Pursue workforce planning and development by developing operational plans to address organizational issues.

- ◆ Pursue implementation of a new information technology strategic planning process.
- ◆ Emphasize a customer service ethic within the division to provide improved service to our customers.
- ◆ Ensure that all water quality requirements are met and that resource protection issues are addressed.
- ◆ Pursue the continuing implementation of the water conservation program which targets peak season water uses, promotes water-efficient landscaping, provides technical assistance to high use customers, educates community, and assists low-income households.
- ◆ Pursue implementation of the adopted Regional Water Supply Plan (RWSP) through active participation and support of the regional consortium of water providers.
- ◆ Develop new, long-term wholesale water contracts.
- ◆ Develop an infrastructure master plan strategy for the division and successfully develop and implement the capital improvement program (CIP) within the master plan strategy.
- ◆ Ensure the division's financial stability is maintained through quality long-range financial planning, analysis, and accounting.
- ◆ Develop a maintenance management strategy and implementation plan.

The division is currently developing a Strategic Plan and related Business Plan.

Hydroelectric Power Division Objectives for FY 2000-01

The Hydroelectric Power Division will pursue the following objectives to provide ongoing operation of the City's Portland Hydroelectric Project.

- ◆ Take all appropriate measures needed to safeguard the City's investment in the \$50 million Portland Hydroelectric Power Project and comply with the terms of that project's Power Sales Agreement and Revenue Bond Trust Indentures.
- ◆ Provide all Federal and State license and permit-issuing agencies with required documentation and meet all license / permit requirements within the timelines established by those agencies.
- ◆ Coordinate closely with Portland General Electric Company in an effort to maximize the Portland Hydroelectric Project's power generation while making sure that the limitations of all licenses, permits, and water quality requirements are observed.
- ◆ Provide the maximum revenue to the City's General Fund.

MAJOR INITIATIVES

Water Initiatives

The following are two major initiatives the division will continue to pursue during FY 2000-01.

Sten / Saltzman Water and Sewer Rate Reform

Water and Sewer Rate Reform.

City Council passed Resolution No. 35796 in May, 1999 which directed the Water Bureau and the Bureau of Environmental Services to develop a recommendation for water and sewer rates reform. The Resolution focused on affordability and customer control of water and sewer bills, as well as enhancing water conservation efforts. The bureaus presented their preliminary findings in January 2000, and the recommended changes in rate structures were included in the FY 2000-01 rate ordinance. As a result, the 'typical' residential customer using 800 cubic feet of water per month will pay \$12.70 per month in FY 2000-01, a decrease of \$1.32, or 9.4 percent from FY 1999-00. Without rate reform, the bill would have been \$14.96.

Monthly Meter Reading

The division is studying monthly meter reads and billings.

The division is moving forward with plans to read and bill all water system customers on a more frequent schedule than quarterly. In addition to being a key tool in support of the rate reform effort, the major benefits of this program include: 1) an automatic universal monthly bill (promotes bill affordability), 2) improved estimation of residential winter sanitary sewer usage (promotes bill controllability), 3) timely price signals for conservation rate structures (promotes bill controllability), and 4) a water drought / shortage tool.

This project will be discussed with City Council in July 2000, and the frequency of meter reading and billing will be determined.

Low Income Program

Eligible low income customers receive a 30% discount.

There will be continued refinement of the Low Income Assistance Program. Currently, eligible customers receive a discount equal to 30% of an average residential water and sewer bill. Innovative outreach programs are proving to be effective at raising awareness of the discount, and are cost effective. The division will work with stakeholders to explore expansions, refinements, and other changes to this program.

COUNCIL PRIORITIES

Council Issues and Priorities

The division's budget addresses 13 Council goals and strategies.

At the City Council's 1999 retreat, Council identified several goals and strategies. The Water Division's budget addresses the following goals and strategies:

- ◆ Ensure decent, affordable housing.
- ◆ Build a livable city through good planning and well-managed growth.
- ◆ Promote economic vitality and access to quality jobs for all.
- ◆ Maintain a financially stable city.
- ◆ Ensure a safe and peaceful community.
- ◆ Maintain and improve our parks, green spaces, water, and air sheds.
- ◆ Promote the inclusion of under-represented neighborhoods and groups in participation in city activities and services.
- ◆ Keep the central city vital.
- ◆ Build a multi-modal transportation system.
- ◆ Grow as an international city.
- ◆ Become a more effective partner in the region.

- ◆ Build a sense of community by promoting participation, connectedness, and partnerships.
- ◆ Continuously improve the delivery of quality public services.

Future Focus

The Water Division is a participant in implementing the Future Focus' Managing Growth Action Plan. The division has implemented an aggressive water conservation program to preserve natural resources and mitigate the impact of growth.

**Portland/Multnomah
Benchmarks****Lead Role**

The Water Division assumes the lead role in the following benchmark:

Annual water usage per capita broken down by industrial, residential, and commercial categories.

The division requires community partnerships with its wholesale customers; the Columbia-Willamette Water Conservation Coalition; commercial, institutional, and industrial customers; and energy (gas and electricity) utilities.

Data Collection Role

The division assumes a data collection role in meeting the following benchmarks:

Percentage of employer payroll dedicated to training and education.

Real per capita capital outlays for public infrastructure.

Percentage of homeowners and renters below median income spending less than 30 percent of their household income on housing.

Percentage of citizens who feel government is doing a good job at providing services.

Percentage of citizen volunteers in a government capacity who are satisfied that their recommendations were carefully and respectfully considered.

Percentages of government organizations that adopt benchmarks, incorporate them into budget and/or planning processes, and collect supporting data.

General obligation bond rating.

Per capita dollars spent for city and county government.

BUDGET NOTES

- ◆ **Billing System Savings:** The Water bureau will identify the cost savings and improvements anticipated due to the new billing information system and call center technology enhancements and present this information for Council review within six months of project completion.

Performance Measures

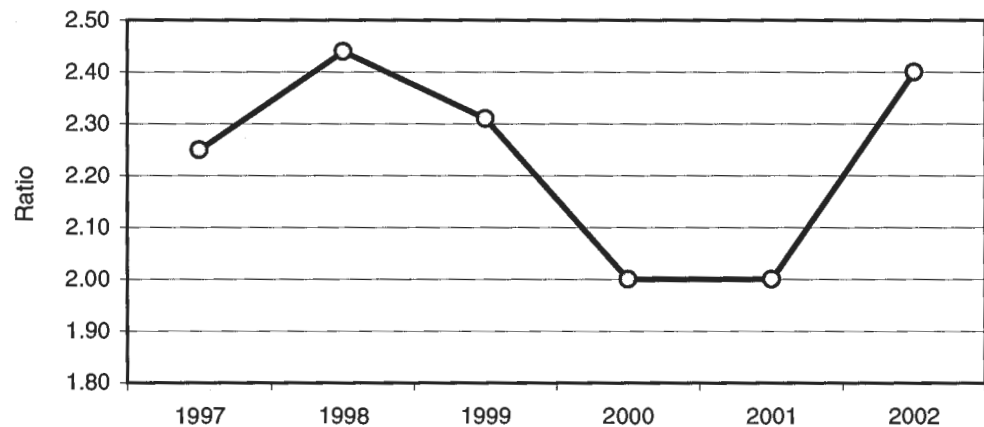
Customer Water Service Rating

- ◆ The actual percentage in 1997 was 91% and 1998 was 93%. Projected percentage for 1999 is 94%.
- ◆ The bureau anticipates a consistent rate of 94% in future years.
- ◆ Figures are derived from the City Auditor's annual S.E.A. Report.



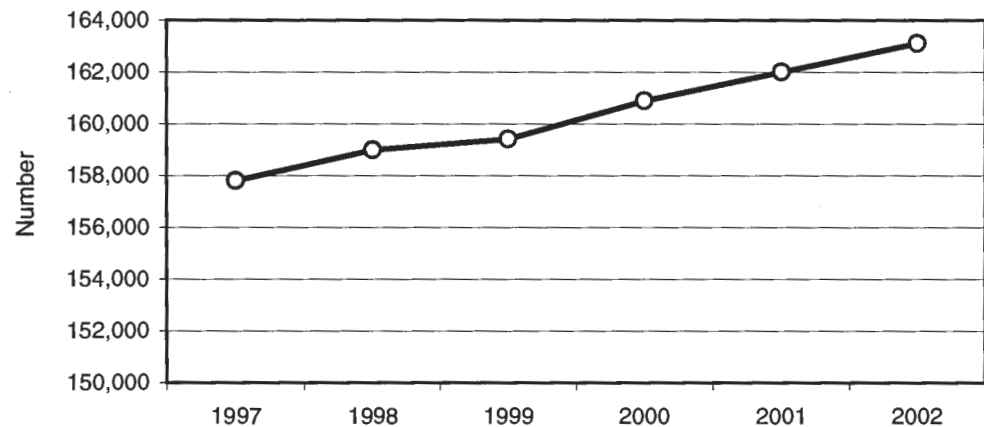
Debt Coverage Ratio maintained

- ◆ Historical Debt Coverage has performed better than the plan of 1.9. This is due to expenditure savings and higher than anticipated revenue.
- ◆ Forecast coverage is targeted at not less than 1.9.



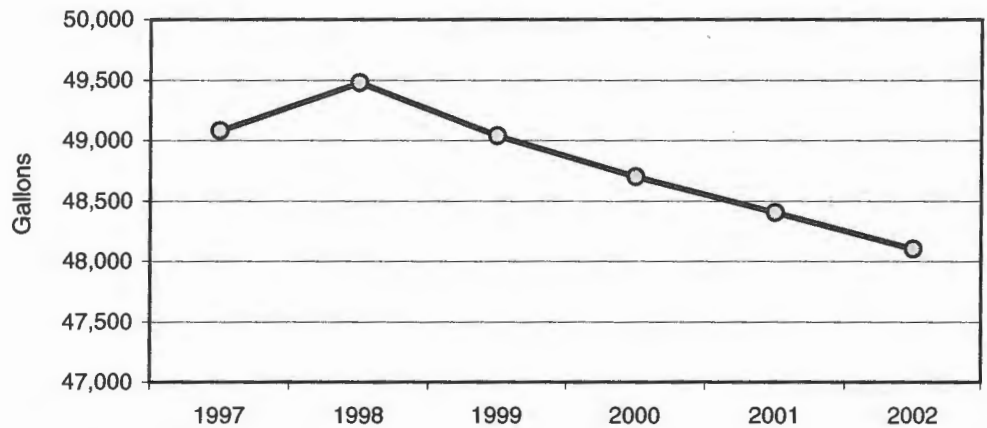
Number of active accounts

- ◆ The number of accounts have increased from 159,000 in 1998 to 159,400 in 1999 and is projected to be 160,900 in 2000. This represents a 1.2% increase over the two year period.
- ◆ Future years are projected to increase at a rate of about 0.7% per year. This increase is consistent with the bureau's Financial Plan.

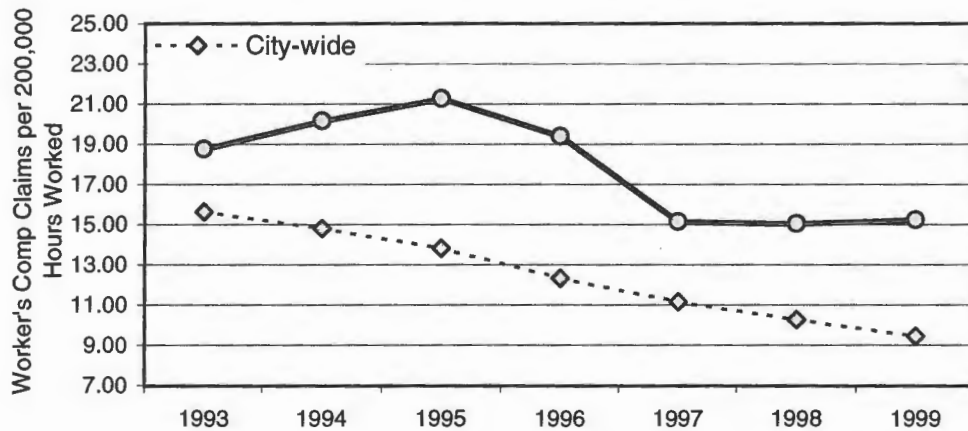


Annual per capita water usage

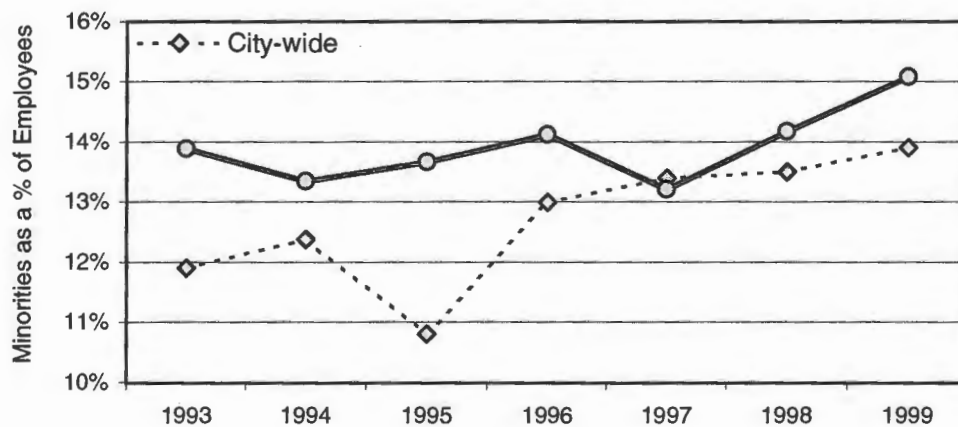
- ◆ The actual per capita water consumption went down from 49,477 gallons in 1998 to 49,039 in 1999 - a reduction of 0.9 percent.
- ◆ Future year's consumption is anticipated to decrease 0.7 percent per year.
- ◆ Figures are derived from the City Auditor's annual S.E.A. Report.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
BUREAU OF WATER WORKS						
Affirmative Action Measures						
Female Employees as a Percent of Total	27.1%	27.1%	27.8%			
Minority Employees as a Percent of Total	12.8%	13.8%	14.7%			
Hydroelectric Power Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Worker's Comp Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Hydroelectric Power Administration						
Workload						
Hydropower Project Monitoring Reports	2	2	2	2	2	2
Effectiveness						
Power Sold to PGE (mwh)	115,065	91,107	100,106	80,000	89,000	89,000
Efficiency						
Transfer of Hydropower Profits to General Fund	\$150,000	\$250,000	\$300,000	\$250,000	\$200,000	\$150,000
Water Division						
Risk Data						
General Liability Claims per 200,000 Hours Worked	21.57	25.13	19.87			
Worker's Comp Claims per 200,000 Hours Worked	15.14	15.03	15.22			
Fleet Claims per 100,000 Miles Driven	2.11	1.60				
Fleet Claims Cost per 100,000 Miles Driven	\$4,504	\$2,961				
General Liability Claims Cost per \$100 Payroll	\$0.43	\$0.42	\$0.36			
Worker's Comp Claims Cost per \$100 Payroll	\$1.29	\$0.85	\$1.42			
Administration Program						
Workload						
Annual and Statistical Reports	1	2	2	2	2	2
Effectiveness						
Customers rating water service as satisfactory or better	91%	93%	94%	94%	94%	94%
Efficiency						
Operating cost per capita	\$58	\$56	\$59	\$60	\$60	\$60
Finance Program						
Workload						
Debt Coverage Ratio maintained	2.25	2.44	2.31	2.00	2.00	2.40
Effectiveness						
Variance of Water Fund ending balance with Financial Plan estimate	14%	21%	10%	5%	5%	5%
Efficiency						
Prepare a payroll check	\$6.06	\$6.31	\$6.31	\$6.60	\$6.83	\$7.00

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Customer Services Program						
Workload						
Active accounts	157,800	159,000	159,400	160,900	162,000	163,100
Effectiveness						
Favorable user response to the Customer Services Survey	84%	87%	90%	90%	92%	92%
Efficiency						
Change in average monthly residential water bill	3.1%	-2.7%	3.4%	7.3%	-9.4%	5.4%
Water Distribution Program						
Workload						
Capital Improvement Plan implemented	89%	84%	85%	85%	90%	90%
Effectiveness						
Out-of-service fire hydrants returned to service within five working days	82%	91%	91%	90%	90%	90%
Efficiency						
Cost of a service transfer	\$470	\$482	\$521	\$500	\$510	\$520
Water Supply Program						
Workload						
Population served with water	775,000	795,000	799,000	811,500	824,200	835,000
Effectiveness						
Time that standard level of water pressure is maintained at point of delivery to the customer	100%	99%	99%	99%	99%	99%
Efficiency						
Annual per capita water usage	49,079	49,477	49,039	48,700	48,400	48,100
Water Quality Program						
Workload						
Number of city maintained backflow devices tested	685	607	660	657	642	627
Effectiveness						
Percent of time that State and U.S. EPA water quality standards are attained	100%	99%	100%	100%	100%	100%
Efficiency						
Average backflow inspection time per new service (minutes)	115	84	110	110	110	110

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	26,450,259	27,118,690	30,461,787	30,296,441	30,267,706
External Materials and Services	9,489,931	11,080,128	13,243,554	11,120,836	11,140,711
Internal Materials and Services	7,025,359	7,586,747	8,784,348	8,532,193	8,535,093
Minor Capital Outlay	903,480	3,463,910	2,542,594	2,313,550	2,313,550
Equipment Cash Transfers	5,000	9,360	0	6,000	6,000
Total Operating Budget	43,874,029	49,258,835	55,032,283	52,269,020	52,263,060
Capital Improvements	17,404,692	24,544,396	31,737,900	29,471,000	28,753,000
TOTAL BUREAU EXPENDITURES	\$ 61,278,721	\$ 73,803,231	\$ 86,770,183	\$ 81,740,020	\$ 81,016,060
Allocated Overhead	1,451,509	1,617,829	1,900,736	1,967,090	1,888,916
Total Cost with Allocated Overhead	62,730,230	75,421,060	88,670,919	83,707,110	82,904,976
RESOURCES					
Water Operating Fund		66,996,888	80,197,371	74,927,099	74,203,139
Hydroelectric Power Fund		0	0	0	0
Discretionary General Fund		0	0	0	0
Grants & Donations - Water		99,065	355,680	356,158	356,158
Contract Revenues - Water		254,637	225,000	231,300	231,300
Contract Revenues - Hydro		350,136	470,742	648,074	648,074
Interagency Revenues - Water		6,058,015	5,473,390	5,532,889	5,532,889
Interagency Revenues - Hydro		44,490	48,000	44,500	44,500
Overhead Revenues		0	0	0	0
TOTAL RESOURCES		\$ 73,803,231	\$ 86,770,183	\$ 81,740,020	\$ 81,016,060
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
DIVISIONS					
Water Division		73,408,605	86,251,441	81,047,446	80,323,486
<i>Positions</i>		<i>524</i>	<i>532</i>	<i>544</i>	<i>543</i>
Hydroelectric Power Division		394,626	518,742	692,574	692,574
<i>Positions</i>		<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
TOTAL DIVISIONS		\$ 73,803,231	\$ 86,770,183	\$ 81,740,020	\$ 81,016,060
<i>Positions</i>		<i>527</i>	<i>535</i>	<i>547</i>	<i>546</i>
<i>General Fund Discretionary Positions</i>		<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

Bureau of Water Works AU 180, 637

BUREAU PROGRAMS BY DIVISION

	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
PROGRAMS				
WATER DIVISION				
Administration Program	2,825,215	4,767,488	3,734,745	3,899,106
<i>Positions</i>	8	8	10	10
Finance Program	5,365,779	6,952,283	6,375,813	6,011,346
<i>Positions</i>	41	42	42	42
Customer Services Program	9,879,760	9,369,277	7,729,304	7,633,682
<i>Positions</i>	93	92	93	93
Water Distribution Program	35,256,945	32,407,828	31,753,468	31,468,306
<i>Positions</i>	281	282	288	288
Water Supply Program	14,420,408	25,448,513	20,435,378	20,243,778
<i>Positions</i>	57	61	60	60
Water Quality Program	5,660,498	7,306,052	11,018,738	11,067,268
<i>Positions</i>	44	47	51	50
TOTAL PROGRAMS	\$ 73,408,605	\$ 86,251,441	\$ 81,047,446	\$ 80,323,486
<i>Positions</i>	524	532	544	543
HYDROELECTRIC POWER DIVISION				
Hydroelectric Power Administration	394,626	518,742	692,574	692,574
<i>Positions</i>	3	3	3	3
TOTAL PROGRAMS	\$ 394,626	\$ 518,742	\$ 692,574	\$ 692,574
<i>Positions</i>	3	3	3	3

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	17,064,524	18,212,339	24,149,216	24,846,717	24,807,267
512000 Part-Time Employees	646,776	1,205,440	888,980	528,206	553,206
514000 Overtime	929,854	1,317,368	707,062	633,755	633,755
515000 Premium Pay	141,143	172,361	117,701	125,351	125,351
517000 Benefits	8,109,945	8,627,007	9,702,028	9,519,602	9,505,317
518000 Paid Absence	3,757,574	3,916,468	0	0	0
Total Personnel Services	30,649,816	33,450,983	35,564,987	35,653,631	35,624,896
Materials and Services					
External Materials and Services					
521000 Professional Services	5,706,470	7,419,944	11,683,950	8,567,990	7,926,030
522000 Utilities	1,231,246	1,441,661	2,080,300	1,308,000	1,508,000
523000 Equipment Rental	10,374	32,373	434,600	31,550	31,550
524000 Repair & Maintenance Services	888,722	997,395	1,102,599	771,263	767,263
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	1,416,441	1,921,559	2,063,948	1,810,950	1,614,650
531000 Office Supplies	5,314	3,023	4,500	2,000	2,000
532000 Operating Supplies	5,573,648	6,733,825	5,685,461	4,764,170	4,894,201
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	0	500	3,000	3,000
535000 Clothing & Uniforms	42,442	41,521	49,270	51,700	51,700
539000 Other Commodities External	14,515	19,681	15,050	21,000	16,000
541000 Education	283,261	340,305	408,830	429,649	397,899
542000 Local Travel	5,975	5,969	7,050	7,400	7,400
543000 Out-of-Town Travel	143,637	194,692	243,924	231,054	208,308
544000 Space Rental	10,898	9,545	11,400	10,550	10,550
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	725,319	659,973	382,722	498,670	498,670
Total External Materials and Services	16,058,262	19,821,466	24,174,104	18,508,946	17,937,221
Internal Materials and Services					
551000 Fleet Services	1,410,372	1,593,216	1,799,151	1,693,553	1,693,553
552000 Printing & Distribution	731,095	889,938	1,018,492	1,000,469	1,000,469
553000 Facilities Services	1,443,359	1,310,388	2,175,914	1,518,346	1,518,346
554000 Communications Services	843,126	1,196,010	1,050,482	1,231,544	1,231,544
555000 Data Processing Services	907,644	990,702	963,617	882,547	882,547
556000 Insurance	824,348	764,818	915,946	1,018,968	1,018,968
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	2,395,819	2,480,304	3,504,596	2,189,266	2,189,266
Total Internal Materials and Services	8,555,763	9,225,376	11,428,198	9,534,693	9,534,693
Total Materials and Services	24,614,025	29,046,842	35,602,302	28,043,639	27,471,914
Capital Outlay					
561000 Land	3,000	207,439	459,100	0	0
562000 Buildings	0	0	287,000	20,300	0
563000 Improvements	4,021,556	5,901,488	10,347,900	15,554,800	15,451,600
564000 Capital Equipment	1,950,171	5,171,151	4,460,094	2,418,250	2,418,250
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	5,974,727	11,280,078	15,554,094	17,993,350	17,869,850
573000 Equipment Cash Transfers	5,000	9,360	0	6,000	6,000
576000 Minor Equipment Transfers	35,153	15,968	48,800	43,400	43,400
TOTAL BUREAU EXPENSES	\$ 61,278,721	\$ 73,803,231	\$ 86,770,183	\$ 81,740,020	\$ 81,016,060

Bureau of Water Works AU 180, 637

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	FY 1999-00	FY 2000-01	FY 2000-01	FY 2000-01	FY 2000-01
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	3	3	3	93,345	3	100,364	3	100,364
515	Accountant II	2	1	1	43,848	0	0	0	0
516	Accountant III	0	0	0	0	1	50,336	1	50,336
530	Accounting Supervisor I	5	2	1	57,305	1	57,491	1	57,491
531	Accounting Supervisor II	2	5	5	276,616	5	278,595	5	278,595
510	Accounting Technician	1	1	1	34,544	2	66,186	2	66,186
819	Administrative Assistant	5	4	2	98,248	2	98,592	2	98,592
926	Administrative Services Manager	0	0	1	60,365	1	67,080	1	67,080
920	Administrative Supervisor I	0	0	3	145,085	4	192,351	4	192,351
922	Administrative Supervisor II	1	1	1	42,633	1	54,621	1	54,621
2532	Applications Analyst II	2	2	2	110,187	3	150,703	3	150,703
2533	Applications Analyst III	0	0	5	279,312	5	291,977	5	291,977
2534	Applications Analyst IV	6	8	1	65,123	1	65,333	1	65,333
826	Assistant Financial Analyst	2	2	1	51,541	1	51,877	1	51,877
962	Assistant Program Specialist	0	0	0	42,702	1	39,450	0	0
1311	Automotive Equipment Operator I	14	14	14	518,633	13	484,263	13	484,263
1314	Automotive Equipment Operator II	0	0	0	0	2	78,542	2	78,542
1313	Automotive Equipment Operator III	1	1	1	37,141	0	0	0	0
1709	Backflow Program Coordinator	1	1	1	49,466	0	0	0	0
928	Bureau Administrative Manager	2	1	1	74,073	1	74,318	1	74,318
3132	CADD Manager	1	1	1	63,509	1	49,878	1	49,878
1420	Carpenter	6	6	6	251,646	6	250,763	6	250,763
3285	Chemist	1	1	1	48,040	1	48,671	1	48,671
3171	Chief Engineer	2	2	2	172,752	2	173,306	2	173,306
3236	Chief Planner	1	1	1	74,073	1	74,318	1	74,318
114	Clerical Specialist	9	9	9	283,598	0	0	0	0
2502	Computer Assistant	1	0	0	0	0	0	0	0
1410	Concrete Finisher	2	2	2	83,882	2	84,148	2	84,148
1316	Construction Equip Operator II	14	14	14	567,976	0	0	0	0
1315	Construction Equipment Operator	1	1	1	39,489	15	619,821	15	619,821
131	Customer Accounts Specialist I	32	31	31	1,061,807	30	1,051,823	30	1,051,823
132	Customer Accounts Specialist II	4	4	4	145,380	4	156,248	4	156,248
2512	Data Processing Analyst/Operator	1	1	0	0	0	0	0	0
943	Economist II	2	2	2	140,768	2	141,232	2	141,232
1455	Electrical Supervisor	1	1	1	60,365	1	60,570	1	60,570
1453	Electrician	4	4	4	208,512	4	209,196	4	209,196
3164	Engineer	3	4	4	250,952	4	253,184	4	253,184
3153	Engineering Associate	1	3	4	180,714	4	196,472	4	196,472
3165	Engineering Surveying Manager	1	1	1	70,384	1	70,616	1	70,616
2010	Environmental Services Manager	2	2	1	77,971	1	78,229	1	78,229
3194	Environmental Specialist	2	4	5	289,075	6	346,433	6	346,433
1115	Facilities Maintenance Tech	1	1	1	41,941	1	40,779	1	40,779
827	Financial Analyst	3	4	4	212,440	4	215,191	4	215,191
1524	General Mechanic	2	2	2	83,882	2	85,014	2	85,014
4114	Horticulturist	0	0	0	0	1	39,950	1	39,950
4113	Horticulturist, Apprentice	2	1	1	39,824	0	0	0	0
614	Human Resources Coordinator	1	1	1	49,717	1	63,310	1	63,310
1445	Industrial Painter	0	0	0	0	5	210,370	5	210,370
1446	Industrial Painter, Lead	0	0	0	0	1	44,176	1	44,176
2542	Information Systems Analyst II	3	3	1	55,334	1	55,661	1	55,661
2543	Information Systems Analyst III	0	0	3	175,560	3	170,741	3	170,741
2544	Information Systems Analyst IV	2	3	1	65,123	2	130,666	2	130,666
2550	Information Systems Manager	0	0	0	0	1	75,837	1	75,837
2546	Information Systems Supervisor	4	2	4	254,160	3	197,641	3	197,641
2523	Information Systems Tech II	0	0	4	180,528	4	185,330	4	185,330
2524	Information Systems Tech III	0	0	1	53,092	0	0	0	0
2554	Information Technology Director	0	1	0	0	0	0	0	0
2138	Inspection Supervisor I	1	1	1	58,559	1	61,180	1	61,180
3260	Instrument Technician	3	3	3	156,384	3	156,897	3	156,897
3280	Laboratory Analyst	5	4	4	159,884	4	162,028	4	162,028
2034	Laboratory Manager	1	1	1	74,073	1	74,318	1	74,318
1721	Lead Meter Mechanic	1	1	1	44,037	0	0	0	0
1439	Lead Water Operations Painter	1	1	1	42,926	0	0	0	0
951	Management Analyst	0	0	1	53,993	1	43,638	1	43,638
3284	Microbiologist	1	1	1	48,040	1	48,671	1	48,671
2540	MIS Support Technician	1	1	0	0	0	0	0	0
116	Office Manager	2	2	2	73,612	0	0	0	0
100	Office Support Specialist I	0	0	0	0	4	116,341	4	116,341
102	Office Support Specialist II	0	0	0	0	13	430,209	13	430,209

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	FY 1999-00	FY 2000-01	FY 2000-01	FY 2000-01	FY 2000-01
		No.	No.	No.	Amount	No.	Amount	No.	Amount
104	Office Support Specialist III	0	0	0	0	4	152,047	4	152,047
106	Office Support Specialist, Lead	0	0	0	0	1	39,062	1	39,062
1770	Operating Engineer II	8	3	3	125,823	3	122,860	3	122,860
1771	Operating Engineer, Lead	7	12	12	526,348	13	574,288	13	574,288
3169	Principal Engineer	5	5	6	492,474	6	494,082	6	494,082
832	Principal Financial Analyst	0	0	0	0	1	66,109	1	66,109
2545	Principal Info Systems Analyst	0	0	3	197,170	3	208,412	3	208,412
968	Program Manager I	1	1	1	47,223	3	163,988	3	163,988
970	Program Manager II	3	3	3	190,527	3	186,852	3	186,852
972	Program Manager IV	1	2	1	76,211	1	79,680	1	79,680
964	Program Specialist	5	5	5	248,366	5	242,977	5	242,977
3150	Public Works Inspector	2	2	3	144,518	3	143,423	3	143,423
3151	Public Works Inspector, Senior	2	2	2	109,076	2	109,422	2	109,422
1952	Public Works Manager	7	7	7	467,673	7	449,807	7	449,807
1950	Public Works Supervisor	14	14	14	779,983	14	757,799	14	757,799
3217	Right-of-Way Agent	1	1	1	49,717	1	49,338	1	49,338
220	Secretarial Clerk I	6	6	6	170,528	0	0	0	0
221	Secretarial Clerk II	6	5	5	162,818	0	0	0	0
816	Senior Administrative Specialist	1	2	3	127,129	3	115,753	3	115,753
3166	Senior Engineer	5	6	7	457,558	8	545,058	8	545,058
3163	Senior Engineering Associate	17	18	18	1,008,768	17	963,387	17	963,387
2012	Senior Environmental Svcs Mgr	1	1	2	165,231	2	168,688	2	168,688
828	Senior Financial Analyst	4	4	3	181,095	2	118,790	2	118,790
2552	Senior Information Systems Mgr	0	1	1	81,912	1	82,181	1	82,181
537	Senior Management Auditor	1	1	1	59,151	1	60,570	1	60,570
3231	Senior Planner	1	1	1	59,002	1	53,666	1	53,666
1956	Senior Public Works Manager	2	2	1	64,221	1	82,347	1	82,347
414	Senior Stores System Manager	1	1	1	50,157	1	52,385	1	52,385
1213	Senior Water Utility Worker	0	0	0	0	1	37,253	1	37,253
1212	Senior Water Utility Worker	18	18	18	581,006	0	0	0	0
315	Service Dispatcher	2	2	2	68,706	0	0	0	0
310	Service Dispatcher	0	0	0	0	2	71,302	2	71,302
1223	Sign Maker, Apprentice	1	1	1	37,141	0	0	0	0
410	Storekeeper	5	5	3	110,982	0	0	0	0
406	Storekeeper/Acquisition Spec II	0	0	0	0	3	117,005	3	117,005
408	Storekeeper/Acquisition Spec III	0	0	0	0	1	45,594	1	45,594
411	Stores Supervisor I	1	1	1	36,650	0	0	0	0
115	Supervising Clerk	1	1	1	34,752	0	0	0	0
3167	Supervising Engineer	5	5	5	366,211	5	370,122	5	370,122
3121	Surveying Aide II	1	1	1	34,898	1	34,890	1	34,890
3124	Surveying Supervisor	1	1	1	66,824	1	67,080	1	67,080
3122	Surveyor I	2	2	2	89,416	2	86,883	2	86,883
3123	Surveyor II	2	2	2	95,788	2	96,106	2	96,106
3107	Technician I	3	3	2	67,108	2	67,017	2	67,017
3108	Technician II	17	19	19	885,311	18	821,438	18	821,438
3109	Technician III	2	3	3	173,538	3	167,074	3	167,074
1054	Trades Supervisor	3	3	4	217,311	4	219,065	4	219,065
650	Training & Development Analyst	2	2	2	93,550	2	82,800	2	82,800
1218	Utility Worker	71	71	71	2,515,617	0	0	0	0
1210	Utility Worker I	0	0	0	0	18	585,426	18	585,426
1211	Utility Worker II	0	0	0	0	63	2,229,574	63	2,229,574
1209	Utility Worker II, Apprentice	0	0	0	0	8	215,840	8	215,840
1531	Vehicle & Equip Mechanic Trainee	0	1	0	0	0	0	0	0
1532	Vehicle & Equipment Mechanic	1	0	1	51,729	1	42,494	1	42,494
1744	Water Bureau Director	1	1	1	100,755	1	101,088	1	101,088
1710	Water Meter Reader	14	14	14	468,328	0	0	0	0
1700	Water Meter Reader I	0	0	0	0	13	436,280	13	436,280
1701	Water Meter Reader II	0	0	0	0	1	36,925	1	36,925
1718	Water Meter Technician I	3	3	3	115,260	3	115,647	3	115,647
1719	Water Meter Technician II	0	0	0	0	1	40,622	1	40,622
1730	Water Operations Mechanic	0	0	0	0	21	883,554	21	883,554
1731	Water Operations Mechanic, Lead	0	0	0	0	33	1,457,907	33	1,457,907
1442	Water Operations Painter	3	3	5	185,972	0	0	0	0
1725	Water Ops Mechanic Apprentice	0	0	0	0	7	228,228	7	228,228
1713	Water Quality Inspector II	5	5	5	239,973	5	240,980	5	240,980
1714	Water Quality Inspector III	0	0	0	0	1	50,609	1	50,609
1722	Water Service Crew Leader	0	17	17	729,977	0	0	0	0
1711	Water Service Inspector	9	9	9	338,880	0	0	0	0

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FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
1705	Water Service Inspector	0	0	0	0	9	340,840	9	340,840
1283	Water Service Mech Apprentice	7	7	7	278,903	0	0	0	0
1720	Water Service Mechanic	53	37	37	1,528,246	0	0	0	0
1752	Water Treatment Operator II	9	9	9	393,713	9	431,251	9	431,251
1760	Watershed Specialist	0	0	0	0	7	248,199	7	248,199
1762	Watershed Specialist, Senior	0	0	0	0	1	37,251	1	37,251
1510	Welder	0	0	0	0	2	82,467	2	82,467
1513	Welder	2	2	2	83,882	0	0	0	0
1748	Wtr Headworks Pipeline Inspector	1	1	1	41,941	0	0	0	0
TOTAL FULL-TIME POSITIONS		518	527	535	\$ 24,149,216	547	\$ 24,846,717	546	\$ 24,807,267

Water Division

OVERVIEW

FY 2000-01 Budget

The Water Division's FY 2000-01 Adopted Budget is \$80,323,486. The budget consists of an operating budget of \$51,570,486 and a Capital Improvement Program (CIP) budget of \$28,753,000.

Water Operating Budget: The operating budget of \$51,570,486 is a decrease of \$3,193,055 from the FY 1999-00 Revised Budget of \$54,763,541.

Operating costs were cut by about \$3.2 million.

For comparison purposes, the decrease of about \$3.2 million should be adjusted from the FY 1999-00 Revised Budget by about \$2.1 million due to adjustments in the Fall BMP for one time services and equipment costs. The resulting decrease for comparison purposes is \$1.1 million. Major decreases include about \$1.2 million of cuts identified by the bureau for operating costs and about \$2.0 million in cuts required by the Mayor. Increases include about \$1.0 million for two Decision Packages and \$1.1 million for inflationary and other budgetary adjustments.

CIP costs were cut by nearly \$3.0 million.

Water CIP Budget: The CIP budget of \$28,753,000 reflects a \$2,984,900 decrease from the FY 1999-00 Revised Budget of \$31,737,900. (There were increases of \$4,462,900 from the Adopted Budget to the Revised Budget for project requirements).

The projects will continue to support the major investments the bureau has made to maintain and upgrade the water system in response to aging infrastructure, vulnerabilities and evolving drinking water, as well as environmental, public and employee safety regulations.

The bureau's 10-year Capital Improvement Plan (CIP) has been recently published. This Plan includes the philosophy of the capital program, summaries of each year's costs and financing plan, and a detailed description of each project.

RECENT TRENDS

Demographics

The number of in-City retail services is projected to grow nearly 0.7 percent per year over the five-year forecast period contained in the division's Financial Plan.

Economics

The bureau has a Aa1 bond rating from Moody's.

The division's most recent revenue bonds (March 2000) were assigned a Aa1 rating from Moody's Investor Services. This is the highest bond rating attainable for a stand alone revenue bond issue. This places the Water Division in elite company as one of a handful of Aa1 rated water systems in the entire United States, and the highest rated water system in the Pacific Northwest.

CHANGES FROM PRIOR YEAR

Decision Packages

The following decision packages, totalling \$1,032,700 have been included in the division's FY 2000-01 Adopted Budget:

Two new program enhancements have been approved.

Endangered Species Act (ESA)

This decision package provides a staff position to assist in addressing ESA compliance issues related to Bureau requirements; funding for additional Bureau costs related to the Citywide ESA program; and public education on ESA issues. The budget amount of \$545,100 includes one position.

Workforce Planning and Development

This decision package is designed to enhance the Bureau's ability to plan for expected retirements in field staff and to ensure that both new and existing staff are sufficiently trained in safe and efficient field operations. The budget amount of \$487,600 includes ten positions.

Operating Functions

The division has initiated functional changes that will improve its service and efficiency, including:

- ◆ **Operating Cost Savings:** The division identified significant operating cost savings totaling \$1,185,000 for FY 2000-01.
- ◆ **Rate Impact:** Reductions in the operating budget and the CIP budget has resulted in an average effective retail rate increase of 3.0 percent. This compares to the FY 1999-00's Adopted Financial Plan rate increase of 6.3 percent.
- ◆ **Monthly Residential Water Bill:** Portland's monthly bill is the lowest in the region (except one utility that last raised rates in 1997).
- ◆ **Service Improvements:** Efficiencies and improvements that were initiated last year and will be fully operations this year include: decorative fountain maintenance, inventory management system, and the concrete repair program
- ◆ **Per Capita Operating Costs:** The city's Service Efforts and Accomplishments (SEA) includes a per capita operating cost. Based upon the most recent report, the division's costs have declined from \$55 to \$54 (inflation adjusted) over the past five years. This is an efficiency measure the division monitors closely to ensure operating costs are reasonable.
- ◆ **Customer Information System (CIS):** In FY 1998-99, the division began the process of acquiring and implementing a new CIS. This is the division's largest organizational and technical implementation in history. During FY 1998-99 and the first half of FY 1999-00, the division accomplished significant milestones in defining technical requirements and re-engineering business processes. The new CIS was implemented in February, 2000 and will be fully operational during FY 2000-01.
- ◆ **Water and Sewer Rate Reform:** City Council passed Resolution No. 35796 in May, 1999 which directed the Water Bureau and the Bureau of Environmental Services to develop recommendations for reforming water and sewer rates. The Resolution focused on affordability and customer control of water and sewer bills, as well as enhancing water conservation efforts. The bureaus presented their preliminary findings in January 2000 and recommended changes in rate structures were changes in rates were approved as part of the FY 2000-01 rate ordinance. As a result, the 'typical' residential customer using 800 cubic feet of water per month will pay \$12.70 per month in FY 2000-01, a decrease of \$1.32, or 9.4 percent from FY 1999-00.

- ◆ **Monthly Meter Reading:** The bureau is considering reading and billing all water system customers on a more frequent than quarterly basis. This project will be discussed with City Council in July 2000, and the frequency of meter reading and billing will be determined.

Operating Changes

The City has recently completed a classification compensation study of positions in the District Council of Trade Unions. Results of this study have been included in the budget submission.

Created a new Human Resources Management Section.

A new Human Resources Management section was created during FY 1999-00 and will be fully implemented during the upcoming year.

The Government and Community Relations Group will complete a management analysis of both the Conservation and Public Involvement programs during FY 2000-01.

The Safety Management unit has been moved from the Maintenance Group to the Finance and Support Services Group.

Overview of Programs

ADMINISTRATION PROGRAM

The Administration Program encompasses the activities of the Administrator's Office and the Government and Community Relations Office.

Administration Group

The Administration Group provides overall planning and direction.

The Administrator's Office is responsible for overall planning, leadership, long range planning, organization development, direction, and operation of the bureau.

Government and Community Relations Group

The Government and Community Relations Office manages water conservation, public information/involvement, government and community relations, legislative activities, special projects and liaison with the commissioner-in-charge, City Council, and water-related Federal, State, and Regional Agencies.

FINANCE PROGRAM

The Finance Program includes work functions of the Finance and Support Services Group and the Information Technologies Group.

Finance and Support Group

This group provides bureau-wide personnel, accounting, budget, financial planning and monitoring, and safety program administration. Word processing and clerical support is also provided for occupants of the Portland Building.

Information Technologies Group

A bureau-wide data warehouse is being developed.

This group is responsible for the central information-processing infrastructure for the bureau. These duties include facilitation of shared equipment funds, administration of bureau-wide network and operating systems, hardware and software purchasing, and troubleshooting support for all servers, workstations, and office automation software. Also included is support for interfaces to city financial and personnel systems, and other bureau-specific software. The group is also developing a bureau-wide data warehouse which it will administer. The IT group represents the bureau regarding issues before the city-wide Information Technologies Strategic Planning management group and its committees.

CUSTOMER SERVICES PROGRAM

The Customer Services Program includes work functions of the Customer Service Group and a portion of the Maintenance Group.

Customer Services Group

A new Customer Information System (CIS) will become fully operational in FY 2000-01.

This group is responsible for billing and collection services for City water and sewer operations. Work responsibility includes bill generation, payment application, and response to customer inquiries. During FY 1999-00, the group implemented a new Customer Information System (CIS). CIS will be fully operational during FY 2000-01.

Maintenance Group

This group includes meter reading, inspection, and meter shop sections which perform all field activities for the Customer Service Group. This work includes regularly scheduled meter reading, delinquent account notification, leak repair notification, shutting off water service for non-payment, turning on water after receiving payment, and removing and installing water meters.

WATER DISTRIBUTION PROGRAM

The Distribution Program includes work functions of a portion of the Maintenance Group and the Engineering and Construction Services Group.

Maintenance Group

The Maintenance Group is responsible for O&M of the distribution system.

This group (with the exception of meter reading, inspection, and meter shop) is responsible for the operation and maintenance of the distribution system including direct services and related support for control valves, meters, fire hydrants, grounds maintenance, and purchasing and stores operation. This group also has responsibility for installing new facilities including meters, hydrants, fountains, and CIP work.

Engineering and Construction Services Group

This group is responsible for directing the planning, design, engineering and construction of the water system. In addition, the responsibilities of this group extend to serving as customer liaison for new service installation, as well as drafting, the geographic information system (GIS), survey, inspection, and records maintenance for distribution system improvements. Further, installation, operation and maintenance functions related to mains and services are performed by this group. Administrative review of the Hydroelectric Power function is also conducted within this program.

WATER SUPPLY PROGRAM

The Supply Program includes the work of the supply section within the Water Resources Management Group.

Water Resources Management Group

This section plans and implements the preventive maintenance program.

This section is responsible for the operation and maintenance of all facilities in the Bull Run watershed, the Columbia South Shore wellfield, and groundwater pump station. It also operates and maintains the conduits that carry water to the City, terminal storage reservoirs, tanks, pumping units, water chlorination facilities, pressure regulators, the water control center, and the new corrosion control facility. This section plans and implements the preventive maintenance program for the water supply system physical plant.

WATER QUALITY PROGRAM

The Water Quality Program comprises efforts of the seven sections in the Water Resources Management Group:

Water Resources Management Group

There are seven sections in the Water Resources Management Group.

Administration is responsible for addressing legislative and regulatory issues, public information on water quality issues, and urban services.

The Planning Section is responsible for comprehensive planning on major issues, legislative issues, urban services, customer demand analysis, and participation in the Regional Water Provider's Consortium.

The Laboratory Services Section performs collection and analytical testing of water samples.

The Water Quality Inspection Section is responsible for investigating water quality customer complaints, managing the cross connection control program, and monitoring open reservoirs, tanks, and mains.

The Resource Protection Section is responsible for watershed and groundwater resource management and coordination with federal and state agencies.

The Water Treatment Section is responsible for the operation of the disinfection and corrosion control treatment processes for the Bull Run supply, as well as all treatment-related water quality monitoring and equipment maintenance.

The Regulatory Compliance Section provides quality assurance and technical support to ensure that all water quality regulatory reporting and compliance requirements are met, provides input to the legislative and regulatory process concerning drinking water regulations, and evaluates and assists in the implementation of new water treatment processes.

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	26,227,957	26,884,343	30,222,477	30,060,158	30,031,423
External Materials and Services	9,293,446	11,062,772	13,130,154	10,816,536	10,836,411
Internal Materials and Services	6,883,601	7,443,824	8,618,316	8,380,202	8,383,102
Minor Capital Outlay	903,480	3,463,910	2,542,594	2,313,550	2,313,550
Equipment Cash Transfers	5,000	9,360	0	6,000	6,000
Total Operating Budget	43,313,484	48,864,209	54,513,541	51,576,446	51,570,486
Capital Improvements	17,404,692	24,544,396	31,737,900	29,471,000	28,753,000
TOTAL BUREAU EXPENDITURES	\$ 60,718,176	\$ 73,408,605	\$ 86,251,441	\$ 81,047,446	\$ 80,323,486
Allocated Overhead	1,402,812	1,559,235	1,842,217	1,875,550	1,831,917
Total Cost with Allocated Overhead	62,120,988	74,967,840	88,093,658	82,922,996	82,155,403
RESOURCES					
Water Fund		73,408,605	86,251,441	81,047,446	80,323,486
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Administration Program		2,825,215	4,767,488	3,734,745	3,899,106
<i>Positions</i>		8	8	10	10
Finance Program		5,365,779	6,952,283	6,375,813	6,011,346
<i>Positions</i>		41	42	42	42
Customer Services Program		9,879,760	9,369,277	7,729,304	7,633,682
<i>Positions</i>		93	92	93	93
Water Distribution Program		35,256,945	32,407,828	31,753,468	31,468,306
<i>Positions</i>		281	282	288	288
Water Supply Program		14,420,408	25,448,513	20,435,378	20,243,778
<i>Positions</i>		57	61	60	60
Water Quality Program		5,660,498	7,306,052	11,018,738	11,067,268
<i>Positions</i>		44	47	51	50
TOTAL PROGRAMS		\$ 73,408,605	\$ 86,251,441	\$ 81,047,446	\$ 80,323,486
<i>Positions</i>		524	532	544	543

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	16,927,790	18,065,395	23,977,679	24,673,973	24,634,523
512000 Part-Time Employees	646,776	1,205,440	888,980	528,206	553,206
514000 Overtime	929,854	1,317,368	705,562	632,255	632,255
515000 Premium Pay	140,850	172,315	117,701	124,851	124,851
517000 Benefits	8,049,540	8,564,249	9,635,755	9,458,063	9,443,778
518000 Paid Absence	3,732,704	3,891,869	0	0	0
Total Personnel Services	30,427,514	33,216,636	35,325,677	35,417,348	35,388,613
Materials and Services					
External Materials and Services					
521000 Professional Services	5,692,804	7,410,400	11,638,950	8,522,990	7,881,030
522000 Utilities	1,231,246	1,441,661	2,080,300	1,308,000	1,508,000
523000 Equipment Rental	10,374	32,373	434,600	31,550	31,550
524000 Repair & Maintenance Services	885,442	997,395	1,100,599	769,263	765,263
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	1,416,421	1,921,220	2,060,948	1,807,950	1,611,650
531000 Office Supplies	0	0	0	0	0
532000 Operating Supplies	5,573,388	6,733,513	5,683,461	4,762,670	4,892,701
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	0	0	0	0
535000 Clothing & Uniforms	42,442	41,521	49,270	51,700	51,700
539000 Other Commodities External	14,515	19,681	15,050	21,000	16,000
541000 Education	283,231	339,925	407,730	428,449	396,699
542000 Local Travel	5,975	5,969	7,050	7,400	7,400
543000 Out-of-Town Travel	143,637	194,692	242,324	229,454	206,708
544000 Space Rental	10,898	9,545	11,400	10,550	10,550
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	551,404	656,215	329,022	253,670	253,670
Total External Materials and Services	15,861,777	19,804,110	24,060,704	18,204,646	17,632,921
Internal Materials and Services					
551000 Fleet Services	1,403,615	1,586,282	1,790,409	1,688,765	1,688,765
552000 Printing & Distribution	728,253	887,798	1,014,797	997,319	997,319
553000 Facilities Services	1,443,359	1,310,388	2,175,914	1,518,346	1,518,346
554000 Communications Services	835,015	1,191,101	1,043,889	1,225,056	1,225,056
555000 Data Processing Services	907,306	990,309	963,187	879,614	879,614
556000 Insurance	786,439	727,895	877,694	987,123	987,123
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	2,310,018	2,388,680	3,396,276	2,086,479	2,086,479
Total Internal Materials and Services	8,414,005	9,082,453	11,262,166	9,382,702	9,382,702
Total Materials and Services	24,275,782	28,886,563	35,322,870	27,587,348	27,015,623
Capital Outlay					
561000 Land	3,000	207,439	459,100	0	0
562000 Buildings	0	0	287,000	20,300	0
563000 Improvements	4,021,556	5,901,488	10,347,900	15,554,800	15,451,600
564000 Capital Equipment	1,950,171	5,171,151	4,460,094	2,418,250	2,418,250
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	5,974,727	11,280,078	15,554,094	17,993,350	17,869,850
573000 Equipment Cash Transfers	5,000	9,360	0	6,000	6,000
576000 Minor Equipment Transfers	35,153	15,968	48,800	43,400	43,400
TOTAL DIVISION EXPENSES	\$ 60,718,176	\$ 73,408,605	\$ 86,251,441	\$ 81,047,446	\$ 80,323,486

Water Division AU 180

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	3	3	3	93,345	3	100,364	3	100,364
515	Accountant II	2	1	1	43,848	0	0	0	0
516	Accountant III	0	0	0	0	1	50,336	1	50,336
530	Accounting Supervisor I	5	2	1	57,305	1	57,491	1	57,491
531	Accounting Supervisor II	2	5	5	276,616	5	278,595	5	278,595
510	Accounting Technician	1	1	1	34,544	2	66,186	2	66,186
819	Administrative Assistant	5	4	2	98,248	2	98,592	2	98,592
926	Administrative Services Manager	0	0	1	60,365	1	67,080	1	67,080
920	Administrative Supervisor I	0	0	3	145,085	4	192,351	4	192,351
922	Administrative Supervisor II	1	1	1	42,633	1	54,621	1	54,621
2532	Applications Analyst II	2	2	2	110,187	3	150,703	3	150,703
2533	Applications Analyst III	0	0	5	279,312	5	291,977	5	291,977
2534	Applications Analyst IV	5	7	0	0	0	0	0	0
826	Assistant Financial Analyst	2	2	1	51,541	1	51,877	1	51,877
962	Assistant Program Specialist	0	0	0	42,702	1	39,450	0	0
1311	Automotive Equipment Operator I	14	14	14	518,633	13	484,263	13	484,263
1314	Automotive Equipment Operator II	0	0	0	0	2	78,542	2	78,542
1313	Automotive Equipment Operator II	1	1	1	37,141	0	0	0	0
1709	Backflow Program Coordinator	1	1	1	49,466	0	0	0	0
928	Bureau Administrative Manager	2	1	1	74,073	1	74,318	1	74,318
3132	CADD Manager	1	1	1	63,509	1	49,878	1	49,878
1420	Carpenter	6	6	6	251,646	6	250,763	6	250,763
3285	Chemist	1	1	1	48,040	1	48,671	1	48,671
3171	Chief Engineer	2	2	2	172,752	2	173,306	2	173,306
3236	Chief Planner	1	1	1	74,073	1	74,318	1	74,318
114	Clerical Specialist	8	8	8	251,257	0	0	0	0
2502	Computer Assistant	1	0	0	0	0	0	0	0
1410	Concrete Finisher	2	2	2	83,882	2	84,148	2	84,148
1316	Construction Equip Operator II	14	14	14	567,976	0	0	0	0
1315	Construction Equipment Operator	1	1	1	39,489	15	619,821	15	619,821
131	Customer Accounts Specialist I	32	31	31	1,061,807	30	1,051,823	30	1,051,823
132	Customer Accounts Specialist II	4	4	4	145,380	4	156,248	4	156,248
2512	Data Processing Analyst/Operator	1	1	0	0	0	0	0	0
943	Economist II	2	2	2	140,768	2	141,232	2	141,232
1455	Electrical Supervisor	1	1	1	60,365	1	60,570	1	60,570
1453	Electrician	4	4	4	208,512	4	209,196	4	209,196
3164	Engineer	3	4	4	250,952	4	253,184	4	253,184
3153	Engineering Associate	1	3	4	180,714	4	196,472	4	196,472
3165	Engineering Surveying Manager	1	1	1	70,384	1	70,616	1	70,616
2010	Environmental Services Manager	2	2	1	77,971	1	78,229	1	78,229
3194	Environmental Specialist	2	4	5	289,075	6	346,433	6	346,433
1115	Facilities Maintenance Tech	1	1	1	41,941	1	40,779	1	40,779
827	Financial Analyst	3	4	4	212,440	4	215,191	4	215,191
1524	General Mechanic	2	2	2	83,882	2	85,014	2	85,014
4114	Horticulturist	0	0	0	0	1	39,950	1	39,950
4113	Horticulturist, Apprentice	2	1	1	39,824	0	0	0	0
614	Human Resources Coordinator	1	1	1	49,717	1	63,310	1	63,310
1445	Industrial Painter	0	0	0	0	5	210,370	5	210,370
1446	Industrial Painter, Lead	0	0	0	0	1	44,176	1	44,176
2542	Information Systems Analyst II	3	3	1	55,334	1	55,661	1	55,661
2543	Information Systems Analyst III	0	0	3	175,560	3	170,741	3	170,741
2544	Information Systems Analyst IV	2	3	1	65,123	2	130,666	2	130,666
2550	Information Systems Manager	0	0	0	0	1	75,837	1	75,837
2546	Information Systems Supervisor	4	2	4	254,160	3	197,641	3	197,641
2523	Information Systems Tech II	0	0	4	180,528	4	185,330	4	185,330
2524	Information Systems Tech III	0	0	1	53,092	0	0	0	0
2554	Information Technology Director	0	1	0	0	0	0	0	0
2138	Inspection Supervisor I	1	1	1	58,559	1	61,180	1	61,180
3260	Instrument Technician	3	3	3	156,384	3	156,897	3	156,897
3280	Laboratory Analyst	5	4	4	159,884	4	162,028	4	162,028
2034	Laboratory Manager	1	1	1	74,073	1	74,318	1	74,318
1721	Lead Meter Mechanic	1	1	1	44,037	0	0	0	0
1439	Lead Water Operations Painter	1	1	1	42,926	0	0	0	0
951	Management Analyst	0	0	1	53,993	1	43,638	1	43,638
3284	Microbiologist	1	1	1	48,040	1	48,671	1	48,671
2540	MIS Support Technician	1	1	0	0	0	0	0	0
116	Office Manager	2	2	2	73,612	0	0	0	0
100	Office Support Specialist I	0	0	0	0	4	116,341	4	116,341
102	Office Support Specialist II	0	0	0	0	12	397,116	12	397,116

Water Division AU 180

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.	Amount	No.	Amount	No.	Amount
104	Office Support Specialist III	0	0	0	0	4	152,047	4	152,047
106	Office Support Specialist, Lead	0	0	0	0	1	39,062	1	39,062
1770	Operating Engineer II	8	3	3	125,823	3	122,860	3	122,860
1771	Operating Engineer, Lead	7	12	12	526,348	13	574,288	13	574,288
3169	Principal Engineer	5	5	6	492,474	6	494,082	6	494,082
832	Principal Financial Analyst	0	0	0	0	1	66,109	1	66,109
2545	Principal Info Systems Analyst	0	0	3	197,170	3	208,412	3	208,412
968	Program Manager I	1	1	1	47,223	3	163,988	3	163,988
970	Program Manager II	3	3	3	190,527	3	186,852	3	186,852
972	Program Manager IV	1	2	1	76,211	1	79,680	1	79,680
964	Program Specialist	5	5	5	248,366	5	242,977	5	242,977
3150	Public Works Inspector	2	2	3	144,518	3	143,423	3	143,423
3151	Public Works Inspector, Senior	2	2	2	109,076	2	109,422	2	109,422
1952	Public Works Manager	7	7	7	467,673	7	449,807	7	449,807
1950	Public Works Supervisor	14	14	14	779,983	14	757,799	14	757,799
3217	Right-of-Way Agent	1	1	1	49,717	1	49,338	1	49,338
220	Secretarial Clerk I	6	6	6	170,528	0	0	0	0
221	Secretarial Clerk II	6	5	5	162,818	0	0	0	0
816	Senior Administrative Specialist	1	2	3	127,129	3	115,753	3	115,753
3166	Senior Engineer	5	6	7	457,558	8	545,058	8	545,058
3163	Senior Engineering Associate	17	18	18	1,008,768	17	963,387	17	963,387
2012	Senior Environmental Svcs Mgr	1	1	2	165,231	2	168,688	2	168,688
828	Senior Financial Analyst	4	4	3	181,095	2	118,790	2	118,790
2552	Senior Information Systems Mgr	0	1	1	81,912	1	82,181	1	82,181
537	Senior Management Auditor	1	1	1	59,151	1	60,570	1	60,570
3231	Senior Planner	1	1	1	59,002	1	53,666	1	53,666
1956	Senior Public Works Manager	2	2	1	64,221	1	82,347	1	82,347
414	Senior Stores System Manager	1	1	1	50,157	1	52,385	1	52,385
1213	Senior Water Utility Worker	0	0	0	0	1	37,253	1	37,253
1212	Senior Water Utility Worker	18	18	18	581,006	0	0	0	0
315	Service Dispatcher	2	2	2	68,706	0	0	0	0
310	Service Dispatcher	0	0	0	0	2	71,302	2	71,302
1223	Sign Maker, Apprentice	1	1	1	37,141	0	0	0	0
410	Storekeeper	5	5	3	110,982	0	0	0	0
406	Storekeeper/Acquisition Spec II	0	0	0	0	3	117,005	3	117,005
408	Storekeeper/Acquisition Spec III	0	0	0	0	1	45,594	1	45,594
411	Stores Supervisor I	1	1	1	36,650	0	0	0	0
115	Supervising Clerk	1	1	1	34,752	0	0	0	0
3167	Supervising Engineer	4	4	4	292,138	4	295,804	4	295,804
3121	Surveying Aide II	1	1	1	34,898	1	34,890	1	34,890
3124	Surveying Supervisor	1	1	1	66,824	1	67,080	1	67,080
3122	Surveyor I	2	2	2	89,416	2	86,883	2	86,883
3123	Surveyor II	2	2	2	95,788	2	96,106	2	96,106
3107	Technician I	3	3	2	67,108	2	67,017	2	67,017
3108	Technician II	17	19	19	885,311	18	821,438	18	821,438
3109	Technician III	2	3	3	173,538	3	167,074	3	167,074
1054	Trades Supervisor	3	3	4	217,311	4	219,065	4	219,065
650	Training & Development Analyst	2	2	2	93,550	2	82,800	2	82,800
1218	Utility Worker	71	71	71	2,515,617	0	0	0	0
1210	Utility Worker I	0	0	0	0	18	585,426	18	585,426
1211	Utility Worker II	0	0	0	0	63	2,229,574	63	2,229,574
1209	Utility Worker II, Apprentice	0	0	0	0	8	215,840	8	215,840
1531	Vehicle & Equip Mechanic Trainee	0	1	0	0	0	0	0	0
1532	Vehicle & Equipment Mechanic	1	0	1	51,729	1	42,494	1	42,494
1744	Water Bureau Director	1	1	1	100,755	1	101,088	1	101,088
1710	Water Meter Reader	14	14	14	468,328	0	0	0	0
1700	Water Meter Reader I	0	0	0	0	13	436,280	13	436,280
1701	Water Meter Reader II	0	0	0	0	1	36,925	1	36,925
1718	Water Meter Technician I	3	3	3	115,260	3	115,647	3	115,647
1719	Water Meter Technician II	0	0	0	0	1	40,622	1	40,622
1730	Water Operations Mechanic	0	0	0	0	21	883,554	21	883,554
1731	Water Operations Mechanic, Lead	0	0	0	0	33	1,457,907	33	1,457,907
1442	Water Operations Painter	3	3	5	185,972	0	0	0	0
1725	Water Ops Mechanic Apprentice	0	0	0	0	7	228,228	7	228,228
1713	Water Quality Inspector II	5	5	5	239,973	5	240,980	5	240,980
1714	Water Quality Inspector III	0	0	0	0	1	50,609	1	50,609
1722	Water Service Crew Leader	0	17	17	729,977	0	0	0	0
1711	Water Service Inspector	9	9	9	338,880	0	0	0	0

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
1705	Water Service Inspector	0	0	0	0	9	340,840	9	340,840
1283	Water Service Mech Apprentice	7	7	7	278,903	0	0	0	0
1720	Water Service Mechanic	53	37	37	1,528,246	0	0	0	0
1752	Water Treatment Operator II	9	9	9	393,713	9	431,251	9	431,251
1760	Watershed Specialist	0	0	0	0	7	248,199	7	248,199
1762	Watershed Specialist, Senior	0	0	0	0	1	37,251	1	37,251
1510	Welder	0	0	0	0	2	82,467	2	82,467
1513	Welder	2	2	2	83,882	0	0	0	0
1748	Wtr Headworks Pipeline Inspector	1	1	1	41,941	0	0	0	0
TOTAL FULL-TIME POSITIONS		515	524	532	\$ 23,977,679	544	\$ 24,673,973	543	\$ 24,634,523

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	81,594,491	0	81,594,491	532.0	FY 2000-01 Current Service Level Estimate
CSL Estimate Adjustments to 97.5% level					
	0	0	0	0.0	None
Mayor's Proposed Budget Decisions					
	(452,420)	0	(452,420)	0.0	Reduce Professional Services - Operating Budget
	(1,243,736)	0	(1,243,736)	0.0	Reduce External M&S, Excluding Professional
	(339,217)	0	(339,217)	0.0	Reduce Support & Administrative Services
	(202,064)	0	(202,064)	0.0	Reduce Interagency Agreements
	(40,000)	0	(40,000)	0.0	Reduce Equipment Expenditures
	(10,000)	0	(10,000)	0.0	Reduce Weather Forecasting Expenditures
	487,600	0	487,600	10.0	Workforce Planning Decision Package
	684,482	0	684,482	2.0	ESA Decision Package
	568,310	0	568,310	0.0	Incorrectly Loaded CIP Support Decision Package
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	(155,650)	0	(155,650)	(1.0)	Adjust ESA Decision Package
	(568,310)	0	(568,310)	0.0	Correct CIP Support Decision Package
	(1,271,005)	0	(1,271,005)	11.0	Total FY 2000-01 Decision Packages
			\$ 80,323,486	543.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	153,500	0	153,500	2.0	Regulatory Compliance
	691,510	0	691,510	10.0	CIP & Engineering Support
	136,070	0	136,070	2.0	GIS Maintenance
			\$ 981,080	14.0	Total Decision Packages Not Funded
FY 2001-02	80,323,486	0	80,323,486	543.0	FY 2001-02 Current Service Level Estimate
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 80,323,486	543.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Hydroelectric Power Division

OVERVIEW

Organizational Description

Generated power is sold to PGE under a long term power sales contract.

The Hydroelectric Power Division manages the ongoing operation of the City's Portland Hydroelectric Project. This project is located 25 miles east of Portland in the Bull Run Watershed and has a combined generation capacity of 36 megawatts. The power generated at this project is sold locally to the Portland General Electric Company (PGE) via a long term power sales contract. The project is also subject to federal and state regulatory control via long term licenses and permits.

Staff Functions

Three full time staff manage the Hydroelectric Power Division.

The Hydroelectric Power Division's staff is responsible for:

Project Administration

Administration of all aspects of the Project's long term power sales agreement with PGE including financial, operations and maintenance, and repair issues;

Regulatory Compliance

Response to all Project related regulatory requirements including surveillance, oversight and reporting on the status of the Project's physical facilities and emergency action planning for the bureau's two major water supply dams and three other large, in-town open water supply reservoirs; and

Project Finances

Coordination of all Project related financial matters, including the administration of the Project's revenue bonds and the City's associated budget requirements for this division and the three Hydroelectric Power Funds.

Project Operations

The Portland Hydroelectric Project continues to be operated in compliance with its various regulatory requirements and with a minimum of down-time interruptions.

FY 2000-01 Budget

The FY 2000-01 Adopted Budget for the Hydroelectric Power Division is \$692,574. This budget supports the City's administrative and operational costs associated with the Portland Hydroelectric Project and maintains the current service level with a staff of three full-time positions.

CHANGES FROM PRIOR YEAR

The FY 2000-01 budget includes a one-time increase of \$190,000.

The FY 2000-01 Adopted Budget contains an increase of \$190,000 to authorize a specific and necessary repair project at the Portland Hydroelectric Project. This is a one-time increase for FY 2000-01. Except for this increase, the Division's Adopted Budget is actually \$16,168 (3.0 percent) below the FY 1999-00 Revised Budget.

Overview of Programs

HYDROELECTRIC POWER ADMINISTRATION

Mandated Administrative and Operational Activities

Four contractual or regulatory documents mandate activities.

As in the past, the Hydroelectric Power Division has only one program, Hydroelectric Power Administration. This program provides for the administrative and operational activities that are mandated for the City's Portland Hydroelectric Project through the following contractual or regulatory documents:

- ◆ Power Sales Agreement between the City and Portland General Electric Company (PGE);
- ◆ Hydroelectric Power Revenue Bond Trust Indentures;
- ◆ Project license from the Federal Energy Regulatory Commission (FERC); and
- ◆ Permits from both the U.S. Forest Service and the Oregon Water Resources Department.

Activity Coordination

These activities include the ongoing coordination with:

- ◆ The project's power purchaser and operator, PGE;
- ◆ Four different state and federal regulatory and/or resource agencies;
- ◆ The Independent Trustee for the Hydroelectric Power Revenue Bonds;
- ◆ The project's insurance underwriters;
- ◆ The Water Bureau's Water Resources Management Group; and
- ◆ Various other City bureaus.

Other Hydropower Projects

This program also provides administrative support for the regulatory aspects of the Water Division's two small hydropower projects.

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	222,302	234,347	239,310	236,283	236,283
External Materials and Services	196,485	17,356	113,400	304,300	304,300
Internal Materials and Services	141,758	142,923	166,032	151,991	151,991
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	560,545	394,626	518,742	692,574	692,574
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 560,545	\$ 394,626	\$ 518,742	\$ 692,574	\$ 692,574
Allocated Overhead	48,697	58,594	58,519	91,540	56,999
Total Cost with Allocated Overhead	609,242	453,220	577,261	784,114	749,573
RESOURCES					
Hydropower Operating Fund		394,626	518,742	692,574	692,574
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Hydroelectric Power Administration		394,626	518,742	692,574	692,574
<i>Positions</i>		<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
TOTAL PROGRAMS		\$ 394,626	\$ 518,742	\$ 692,574	\$ 692,574
<i>Positions</i>		<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>

Hydroelectric Power Division AU 637

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	136,734	146,944	171,537	172,744	172,744
514000 Overtime	0	0	1,500	1,500	1,500
515000 Premium Pay	293	46	0	500	500
517000 Benefits	60,405	62,758	66,273	61,539	61,539
518000 Paid Absence	24,870	24,599	0	0	0
Total Personnel Services	222,302	234,347	239,310	236,283	236,283
Materials and Services					
External Materials and Services					
521000 Professional Services	13,666	9,544	45,000	45,000	45,000
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	3,280	0	2,000	2,000	2,000
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	20	339	3,000	3,000	3,000
531000 Office Supplies	5,314	3,023	4,500	2,000	2,000
532000 Operating Supplies	260	312	2,000	1,500	1,500
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	0	500	3,000	3,000
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	30	380	1,100	1,200	1,200
542000 Local Travel	0	0	0	0	0
543000 Out-of-Town Travel	0	0	1,600	1,600	1,600
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	173,915	3,758	53,700	245,000	245,000
Total External Materials and Services	196,485	17,356	113,400	304,300	304,300
Internal Materials and Services					
551000 Fleet Services	6,757	6,934	8,742	4,788	4,788
552000 Printing & Distribution	2,842	2,140	3,695	3,150	3,150
553000 Facilities Services	0	0	0	0	0
554000 Communications Services	8,111	4,909	6,593	6,488	6,488
555000 Data Processing Services	338	393	430	2,933	2,933
556000 Insurance	37,909	36,923	38,252	31,845	31,845
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	85,801	91,624	108,320	102,787	102,787
Total Internal Materials and Services	141,758	142,923	166,032	151,991	151,991
Total Materials and Services	338,243	160,279	279,432	456,291	456,291
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL DIVISION EXPENSES	\$ 560,545	\$ 394,626	\$ 518,742	\$ 692,574	\$ 692,574

Hydroelectric Power Division AU 637

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
2534	Applications Analyst IV	1	1	1	65,123	1	65,333	1	65,333
114	Clerical Specialist	1	1	1	32,341	0	0	0	0
102	Office Support Specialist II	0	0	0	0	1	33,093	1	33,093
3167	Supervising Engineer	1	1	1	74,073	1	74,318	1	74,318
TOTAL FULL-TIME POSITIONS		3	3	3	\$ 171,537	3	\$ 172,744	3	\$ 172,744

Hydroelectric Power Division AU 637

BUDGET DECISIONS

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	503,046	0	503,046	3.0	FY 2000-01 Current Service Level Estimate
CSL Estimate Adjustments to 97.5% level	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	0	190,000	190,000	0.0	Hydroelectric Power Generator Repair Decision
	(472)	0	(472)	0.0	Reduce Interagency Agreements
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	(472)	190,000	189,528	0.0	Total FY 2000-01 Decision Packages
			\$ 692,574	3.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
FY 2001-02	502,574	0	502,574	3.0	FY 2001-02 Current Service Level Estimate
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 502,574	3.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Water Fund – 153

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	93,361	66,044	125,000	125,000	125,000	125,000
Public Works/Utility Charge	59,225,242	62,272,242	62,136,183	61,136,183	63,997,604	64,045,140
Rents and Reimbursements	264,705	254,637	225,000	225,000	231,300	231,300
	59,583,308	62,592,923	62,486,183	61,486,183	64,353,904	64,401,440
Local Sources						
Local Cost Sharing	5,258	13,039	18,180	18,180	18,658	18,583
	5,258	13,039	18,180	18,180	18,658	18,583
Miscellaneous Revenues						
Interest Earned	1,472,085	1,366,696	1,151,404	1,151,404	1,065,756	1,065,756
Other Miscellaneous	230,015	266,916	0	0	120,000	120,000
Private Grants/Donations	8,144	0	0	0	0	0
Refunds	83,975	108,791	40,000	40,000	41,120	41,120
Sale of Capital Assets	117,009	66,810	0	0	0	0
Sales Miscellaneous	242,999	206,557	391,200	391,200	2,282,154	2,282,154
	2,154,227	2,015,770	1,582,604	1,582,604	3,509,030	3,509,030
Total External Revenues	61,742,793	64,621,732	64,086,967	63,086,967	67,881,592	67,929,053
Internal Revenues						
Other Cash Transfers						
General Fund	0	35,000	0	0	0	0
Water Construction Fund	23,421,622	31,105,692	29,300,153	34,326,615	33,921,026	33,921,026
	23,421,622	31,140,692	29,300,153	34,326,615	33,921,026	33,921,026
Federal Grants Transfers						
	86,463	86,026	337,500	337,500	337,500	337,500
Interfund Service Reimbursements						
Environmental Services	4,216,059	4,505,795	4,425,556	4,425,556	5,150,699	5,150,699
Fleet Management	80,040	76,444	80,064	80,064	82,790	82,790
Hydropower Operating Fund	67,837	68,674	85,000	85,000	80,620	80,620
Parks Bureau	130,448	106,512	5,470	5,470	5,480	5,480
Parks Capital Improvement Fund	1,739	114,894	10,000	10,000	0	0
Police Bureau	0	857	0	0	0	0
Transportation	145,212	1,184,839	867,300	867,300	213,300	213,300
	4,641,335	6,058,015	5,473,390	5,473,390	5,532,889	5,532,889
Total Internal Revenues	28,149,420	37,284,733	35,111,043	40,137,505	39,791,415	39,791,415
Beginning Fund Balance	23,467,628	26,120,928	24,243,442	25,246,514	18,718,252	18,718,252
TOTAL RESOURCES	\$ 113,359,841	\$ 128,027,393	\$ 123,441,452	\$ 128,470,986	\$ 126,391,259	\$ 126,438,720

REQUIREMENTS

Bureau Expenses

Personal Services

30,427,514 33,216,636 35,325,677 34,935,529 35,417,348 35,388,613

External Materials and Services

15,825,865 19,972,078 24,310,704 22,225,077 18,204,646 17,632,921

Communications Services

835,015 1,191,101 1,043,889 1,043,889 1,225,056 1,225,056

Data Processing Services

907,306 990,309 963,187 963,187 879,614 879,614

Facilities Services

1,443,359 1,310,388 2,175,914 2,175,914 1,518,346 1,518,346

Fleet Services

1,403,615 1,586,282 1,790,409 1,790,409 1,688,765 1,688,765

Insurance

786,439 727,895 877,694 877,694 987,123 987,123

Printing & Distribution

728,253 887,798 1,014,797 1,014,797 997,319 997,319

City Attorney

164,204 169,611 173,546 173,546 179,107 179,107

Auto Port Operating

52,782 0 0 0 0 0

Buildings

0 0 0 0 15,605 15,605

Energy Office

61,237 51,878 51,680 51,680 37,813 37,813

Environmental Services

181,540 202,784 420,250 420,250 138,000 138,000

Finance & Administration

153,061 408,248 614,100 614,100 124,794 124,794

Government Relations

11,333 13,990 13,990 13,990 14,700 14,700

Hydropower Operating Fund

39,909 44,491 48,000 48,000 44,500 44,500

Parking Facilities

0 58,920 59,280 59,280 59,280 59,280

Parks Bureau

34,588 76,952 64,980 64,980 80,352 80,352

Parks Construction

0 0 451,650 451,650 0 0

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Planning	300,000	0	0	0	150,828	150,828
Transportation	1,311,364	1,361,806	1,498,800	1,498,800	1,241,500	1,241,500
	8,414,005	9,082,453	11,262,166	11,262,166	9,382,702	9,382,702
Capital Outlay	5,974,727	11,280,078	15,554,094	12,271,537	17,993,350	17,869,850
Equipment Cash Transfers						
Printing & Distribution	5,000	9,360	0	0	6,000	6,000
	5,000	9,360	0	0	6,000	6,000
Minor Equipment Transfers						
Communications Services	35,153	15,968	45,800	45,800	43,400	43,400
Printing & Distribution	0	0	3,000	3,000	0	0
	35,153	15,968	48,800	48,800	43,400	43,400
Total Bureau Expenses	60,682,264	73,576,573	86,501,441	80,743,109	81,047,446	80,323,486
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	5,693,115	5,693,115	9,790,837	10,713,530
Rate Stabilization Contingency	0	0	2,000,000	2,000,000	2,000,000	2,000,000
	0	0	7,693,115	7,693,115	11,790,837	12,713,530
General Fund Overhead	1,402,812	1,559,235	1,842,217	1,919,949	1,875,550	1,831,917
Fund Cash Transfers						
General Fund	3,299,245	3,327,959	3,529,918	3,529,918	3,632,629	3,524,990
Pension Debt Redemption Fund	0	0	0	0	1,093,124	1,093,124
Washington County Supply	169,085	173,447	188,025	178,645	196,704	196,704
Water Bond Sinking	9,578,411	10,476,784	10,321,109	10,485,486	11,843,303	11,843,303
Water Construction Fund	11,575,946	13,754,637	12,716,290	12,246,290	14,786,028	14,786,028
	24,622,687	27,732,827	26,755,342	26,440,339	31,551,788	31,444,149
Inventory Increases	0	0	40,000	40,000	40,000	40,000
Debt Retirement	531,235	(87,755)	609,337	609,337	85,638	85,638
Unappropriated Ending Balance						
Unappropriated Ending Balance	26,120,843	25,246,513	0	11,025,137	0	0
	26,120,843	25,246,513	0	11,025,137	0	0
Total Fund Requirements	52,677,577	54,450,820	36,940,011	47,727,877	45,343,813	46,115,234
TOTAL REQUIREMENTS	\$ 113,359,841	\$ 128,027,393	\$ 123,441,452	\$ 128,470,986	\$ 126,391,259	\$ 126,438,720

FUND OVERVIEW

Description

The Water Operating Fund is the operating fund of the water utility and, with the exception of debt service, all expenditures are made from this fund for operation, maintenance, and capital assets. Receipts from the sale of water are the primary source of revenue for the Water Operating Fund, and it is the cash flow in this fund that determines the need for rate increases.

Resources

Resources of \$126.4 million in this fund are supported by the following:

1. Water sales of \$60.9 million. (This amount is 2.5% greater than the FY 1999-00 Revised Budget.)
2. Beginning fund balance of \$18.7 million.
3. Cash transferred from the Water Construction Fund for capital costs of \$33.9 million.
4. City service reimbursements of \$5.5 million - primarily from the City's Bureau of Environmental Services for sewer billing and collection services.

5. Capital project reimbursements (net of \$0.2 million City Service reimbursements) of \$5.0 million.
6. Miscellaneous revenues of \$2.4 million.

Requirements

Requirements of \$126.4 million in this fund are comprised of four components:

1. Bureau expenses of \$80.3 million for:
 - a. Operating budget of \$51.6 million required to maintain, operate, support, and manage the water system.
 - b. Capital Improvement Program (CIP) budget of \$28.8 million required for capital maintenance and improvements/expansions to the water system.
2. Fund level requirements of \$33.4 million for:
 - a. Utility License Fee of \$3.5 million.
 - b. General Fund Overhead of \$1.8 million.
 - c. Cash transfers of \$12.1 million to the Water Sinking Funds to pay debt service.
 - d. Transfers of \$14.8 million to the Water Construction Fund for cash financed capital and capital project reimbursements.
 - e. PERS pension debt redemption of \$1.1 million.
3. Accrued interest payable of \$0.1 million.
4. Contingency of \$12.7 million for:
 - a. General operating contingency of \$10.7 million.
 - b. Rate stabilization of \$2.0 million.

Water Bond Sinking Fund – 355

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	15,177	14,059	0	15,000	0	0
	15,177	14,059	0	15,000	0	0
Total External Revenues	15,177	14,059	0	15,000	0	0
Internal Revenues						
Other Cash Transfers						
Water Construction Fund	1,069,302	861,888	1,222,649	641,816	908,509	908,509
Water Fund	9,578,411	10,476,784	10,321,109	10,485,486	11,843,303	11,843,303
	10,647,713	11,338,672	11,543,758	11,127,302	12,751,812	12,751,812
Total Internal Revenues	10,647,713	11,338,672	11,543,758	11,127,302	12,751,812	12,751,812
Beginning Fund Balance	16,355	9,496	19,495	6,003	0	0
TOTAL RESOURCES	\$ 10,679,245	\$ 11,362,227	\$ 11,563,253	\$ 11,148,305	\$ 12,751,812	\$ 12,751,812
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	10,669,749	11,356,222	11,543,759	11,148,305	12,751,812	12,751,812
Unappropriated Ending Balance						
Unappropriated Ending Balance	9,496	6,005	19,494	0	0	0
	9,496	6,005	19,494	0	0	0
Total Fund Requirements	10,679,245	11,362,227	11,563,253	11,148,305	12,751,812	12,751,812
TOTAL REQUIREMENTS	\$ 10,679,245	\$ 11,362,227	\$ 11,563,253	\$ 11,148,305	\$ 12,751,812	\$ 12,751,812

FUND OVERVIEW

The Water Bond Sinking Fund provides for the repayment of bonded debt and interest on debt. The primary resource to this fund is a transfer from the Water Operating Fund of \$11.8 million. The Water Construction Fund also provides a \$0.9 million transfer of interest earnings on bond proceeds.

To improve management and tax reporting for this fund, year end accrued interest payable is recognized in the Water Operating Fund (\$137,919 in FY 2000-01). When this amount is negative, no amount will be budgeted.

Water Bond Sinking Fund – 355

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
General Obligation Water Bonds, Series 1993						
08/01/1993 - Due 10/1	20,070,000					
		2000/01	1,040,000	4.30%	666,860	1,706,860
		2001/02	1,085,000	4.40%	620,630	1,705,630
		2002/03	1,135,000	4.40%	571,790	1,706,790
		2003/04	1,185,000	4.50%	520,158	1,705,158
		2004/05	1,240,000	4.60%	464,975	1,704,975
		2005/06	1,295,000	4.70%	406,023	1,701,023
		2006/07	1,360,000	4.80%	342,950	1,702,950
		2007/08	1,430,000	4.90%	275,275	1,705,275
		2008/09	1,500,000	5.00%	202,740	1,702,740
		2009/10	1,580,000	5.10%	124,950	1,704,950
		2010/11	1,660,000	5.10%	42,330	1,702,330
		TOTAL	14,510,000		4,238,680	18,748,680
General Obligation Water Bonds, 1993 Series B						
11/15/1993 - Due 11/01	27,950,000					
		2000/01	2,490,000	4.25%	652,325	3,142,325
		2001/02	2,560,000	4.25%	545,013	3,105,013
		2002/03	2,625,000	4.35%	433,519	3,058,519
		2003/04	2,705,000	4.50%	315,563	3,020,563
		2004/05	2,785,000	4.50%	192,038	2,977,038
		2005/06	2,875,000	4.50%	64,688	2,939,688
		TOTAL	16,040,000		2,203,144	18,243,144
General Obligation Water Bonds, 1994 Series A						
01/15/1994 - Due 5/01	5,140,000					
		2000/01	465,000	3.80%	77,070	542,070
		2001/02	480,000	3.88%	59,400	539,400
		2002/03	500,000	4.00%	40,800	540,800
		2003/04	520,000	4.00%	20,800	540,800
		TOTAL	1,965,000		198,070	2,163,070
TOTAL - General Obligation Water Bonds						
	53,160,000					
		2000/01	3,995,000		1,396,255	5,391,255
		2001/02	4,125,000		1,225,043	5,350,043
		2002/03	4,260,000		1,046,109	5,306,109
		2003/04	4,410,000		856,520	5,266,520
		2004/05	4,025,000		657,013	4,682,013
		2005/06	4,170,000		470,710	4,640,710
		2006/07	1,360,000		342,950	1,702,950
		2007/08	1,430,000		275,275	1,705,275
		2008/09	1,500,000		202,740	1,702,740
		2009/10	1,580,000		124,950	1,704,950
		2010/11	1,660,000		42,330	1,702,330
			32,515,000		6,639,894	39,154,894
Water System Revenue Bonds, Series 1993						
08/01/1993 - Due 08/01	25,000,000					
		1999/00	1,000,000	4.20%	1,037,893	2,037,893
		2000/01	1,045,000	4.30%	994,425	2,039,425
		2001/02	1,090,000	4.40%	947,978	2,037,978
		2002/03	1,140,000	4.60%	897,778	2,037,778
		2003/04	1,195,000	4.70%	843,475	2,038,475
		2004/05	1,250,000	4.75%	785,705	2,035,705
		2005/06	1,315,000	5.00%	723,143	2,038,143
		2006/07	1,380,000	5.00%	655,768	2,035,768
		2007/08	1,455,000	5.10%	584,165	2,039,165
		2008/09	1,530,000	5.13%	507,856	2,037,856
		2009/10	1,610,000	5.13%	427,394	2,037,394
		2010/11	1,695,000	5.25%	341,644	2,036,644
		2011/12	1,790,000	5.25%	250,163	2,040,163

Water Bond Sinking Fund – 355

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2012/13	1,885,000	5.25%	153,694	2,038,694
		2013/14	1,985,000	5.25%	52,106	2,037,106
		TOTAL	21,365,000		9,203,184	30,568,184
Water System Revenue Bonds, Series 1995						
11/15/1995 - Due 08/01	20,000,000					
		1999/00	570,000	4.20%	963,795	1,533,795
		2000/01	595,000	4.30%	939,033	1,534,033
		2001/02	620,000	4.40%	912,600	1,532,600
		2002/03	650,000	4.50%	884,335	1,534,335
		2003/04	680,000	4.60%	854,070	1,534,070
		2004/05	715,000	4.70%	821,628	1,536,628
		2005/06	750,000	4.80%	786,825	1,536,825
		2006/07	785,000	4.90%	749,593	1,534,593
		2007/08	825,000	5.00%	709,735	1,534,735
		2008/09	870,000	5.10%	666,925	1,536,925
		2009/10	915,000	5.20%	620,950	1,535,950
		2010/11	965,000	5.30%	571,588	1,536,588
		2011/12	1,015,000	5.35%	518,864	1,533,864
		2012/13	1,070,000	5.40%	462,823	1,532,823
		2013/14	1,135,000	5.45%	403,004	1,538,004
		2014/15	3,290,000	5.50%	281,600	3,571,600
		2015/16	3,475,000	5.50%	95,563	3,570,563
		TOTAL	18,925,000		11,242,928	30,167,928
Water System Revenue Bonds, 1997 Series A						
11/15/1997 - Due 08/01	30,000,000					
		1999/00	720,000	4.75%	1,431,875	2,151,875
		2000/01	750,000	4.75%	1,396,963	2,146,963
		2001/02	790,000	4.75%	1,360,388	2,150,388
		2002/03	830,000	4.75%	1,321,913	2,151,913
		2003/04	860,000	4.75%	1,281,775	2,141,775
		2004/05	910,000	4.75%	1,239,738	2,149,738
		2005/06	950,000	4.75%	1,195,563	2,145,563
		2006/07	1,000,000	4.75%	1,149,250	2,149,250
		2007/08	1,050,000	5.00%	1,099,250	2,149,250
		2008/09	1,100,000	5.00%	1,045,500	2,145,500
		2009/10	1,160,000	5.00%	989,000	2,149,000
		2010/11	1,220,000	5.00%	929,500	2,149,500
		2011/12	1,280,000	5.00%	867,000	2,147,000
		2012/13	1,350,000	5.00%	801,250	2,151,250
		2013/14	1,410,000	5.00%	732,250	2,142,250
		2014/15	1,490,000	5.00%	659,750	2,149,750
		2015/16	1,560,000	5.00%	583,500	2,143,500
		2016/17	5,310,000	5.00%	411,750	5,721,750
		2017/18	5,580,000	5.00%	139,500	5,719,500
		TOTAL	29,320,000		18,635,713	47,955,713
Water System Revenue Bonds, 2000 Series A						
03/15/2000 - Due 08/01	35,000,000					
		2000/01	-	0.00%	1,637,598	1,637,598
		2001/02	490,000	5.00%	1,853,368	2,343,368
		2002/03	510,000	5.00%	1,828,368	2,338,368
		2003/04	540,000	5.00%	1,802,118	2,342,118
		2004/05	560,000	5.00%	1,774,618	2,334,618
		2005/06	590,000	5.00%	1,745,868	2,335,868
		2006/07	620,000	5.00%	1,715,618	2,335,618
		2007/08	650,000	5.00%	1,683,868	2,333,868
		2008/09	690,000	5.00%	1,650,368	2,340,368
		2009/10	720,000	5.00%	1,615,118	2,335,118
		2010/11	760,000	5.00%	1,578,118	2,338,118
		2011/12	800,000	5.00%	1,539,118	2,339,118
		2012/13	840,000	5.13%	1,497,593	2,337,593

Water Bond Sinking Fund – 355

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2013/14	890,000	5.20%	1,452,928	2,342,928
		2014/15	930,000	5.25%	1,405,375	2,335,375
		2015/16	990,000	5.25%	1,354,975	2,344,975
		2016/17	1,040,000	5.25%	1,301,688	2,341,688
		2017/18	1,090,000	5.25%	1,245,775	2,335,775
		2018/19	7,030,000	5.38%	1,028,231	8,058,231
		2019/20	7,420,000	5.50%	635,250	8,055,250
		2020/21	7,840,000	5.50%	215,600	8,055,600
		TOTAL	35,000,000		30,561,554	65,561,554

TOTAL - Water System Revenue Bonds

110,000,000

2000/01	2,390,000	4,968,018	7,358,018
2001/02	2,990,000	5,074,333	8,064,333
2002/03	3,130,000	4,932,393	8,062,393
2003/04	3,275,000	4,781,438	8,056,438
2004/05	3,435,000	4,621,688	8,056,688
2005/06	3,605,000	4,451,398	8,056,398
2006/07	3,785,000	4,270,228	8,055,228
2007/08	3,980,000	4,077,018	8,057,018
2008/09	4,190,000	3,870,649	8,060,649
2009/10	4,405,000	3,652,461	8,057,461
2010/11	4,640,000	3,420,849	8,060,849
2011/12	4,885,000	3,175,144	8,060,144
2012/13	5,145,000	2,915,359	8,060,359
2013/14	5,420,000	2,640,288	8,060,288
2014/15	5,710,000	2,346,725	8,056,725
2015/16	6,025,000	2,034,038	8,059,038
2016/17	6,350,000	1,713,438	8,063,438
2017/18	6,670,000	1,385,275	8,055,275
2018/19	7,030,000	1,028,231	8,058,231
2019/20	7,420,000	635,250	8,055,250
2020/21	7,840,000	215,600	8,055,600
TOTAL	102,320,000	66,209,815	168,529,815

Annexed Water Bonds

2000/01	2,001	Various	537	2,538
2001/02	2,087	Various	449	2,536
2002/03	2,174	Various	355	2,529
2003/04	2,208	Various	256	2,464
2004/05	2,244	Various	154	2,398
2005/06	2,155	Various	51	2,206
TOTAL	12,869		1,802	14,671

COMBINED DEBT SERVICE

128,659,654

2000/01	6,387,001	6,364,809	12,751,811
2001/02	7,117,087	6,299,824	13,416,911
2002/03	7,392,174	5,978,857	13,371,031
2003/04	7,687,208	5,638,214	13,325,421
2004/05	7,462,244	5,278,854	12,741,098
2005/06	7,777,155	4,922,158	12,699,313
2006/07	5,145,000	4,613,178	9,758,178
2007/08	5,410,000	4,352,293	9,762,293
2008/09	5,690,000	4,073,389	9,763,389
2009/10	5,985,000	3,777,411	9,762,411
2010/11	6,300,000	3,463,179	9,763,179
2011/12	4,885,000	3,175,144	8,060,144
2012/13	5,145,000	2,915,359	8,060,359
2013/14	5,420,000	2,640,288	8,060,288

Water Bond Sinking Fund – 355

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2014/15	5,710,000		2,346,725	8,056,725
		2015/16	6,025,000		2,034,038	8,059,038
		2016/17	6,350,000		1,713,438	8,063,438
		2017/18	6,670,000		1,385,275	8,055,275
		2018/19	7,030,000		1,028,231	8,058,231
		2019/20	7,420,000		635,250	8,055,250
		2020/21	7,840,000		215,600	8,055,600
TOTAL FUND DEBT SERVICE			\$ 134,847,869		\$ 72,851,511	\$ 207,699,380

Water Construction Fund – 554

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Service Charges and Fees						
Public Works/Utility Charge	1,556,511	1,716,545	1,496,180	1,820,756	2,153,302	2,153,302
	1,556,511	1,716,545	1,496,180	1,820,756	2,153,302	2,153,302
Miscellaneous Revenues						
Bond and Note Sales	29,711,906	0	27,900,000	34,650,000	0	0
Interest Earned	1,463,208	1,372,553	1,472,649	891,816	1,196,009	1,196,009
	31,175,114	1,372,553	29,372,649	35,541,816	1,196,009	1,196,009
Total External Revenues	32,731,625	3,089,098	30,868,829	37,362,572	3,349,311	3,349,311
Internal Revenues						
Other Cash Transfers						
Water Fund	11,575,946	13,754,637	12,716,290	12,246,290	14,786,028	14,786,028
	11,575,946	13,754,637	12,716,290	12,246,290	14,786,028	14,786,028
Total Internal Revenues	11,575,946	13,754,637	12,716,290	12,246,290	14,786,028	14,786,028
Beginning Fund Balance	9,957,769	29,774,416	16,071,824	14,650,571	29,291,002	29,291,002
TOTAL RESOURCES	\$ 54,265,340	\$ 46,618,151	\$ 59,656,943	\$ 64,259,433	\$ 47,426,341	\$ 47,426,341
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	4,578,420	4,578,420	5,224,430	5,224,430
	0	0	4,578,420	4,578,420	5,224,430	5,224,430
Fund Cash Transfers						
Water Bond Sinking	1,069,302	861,888	1,222,649	641,816	908,509	908,509
Water Fund	23,421,622	31,105,692	29,300,153	34,326,615	33,921,026	33,921,026
	24,490,924	31,967,580	30,522,802	34,968,431	34,829,535	34,829,535
Unappropriated Ending Balance						
Unappropriated Ending Balance	29,774,416	14,650,571	24,555,721	24,712,582	7,372,376	7,372,376
	29,774,416	14,650,571	24,555,721	24,712,582	7,372,376	7,372,376
Total Fund Requirements	54,265,340	46,618,151	59,656,943	64,259,433	47,426,341	47,426,341
TOTAL REQUIREMENTS	\$ 54,265,340	\$ 46,618,151	\$ 59,656,943	\$ 64,259,433	\$ 47,426,341	\$ 47,426,341

FUND OVERVIEW

The Water Construction Fund is the capital fund of the Water Bureau. This fund pays for capital expenditures for the water system that include ongoing capital repair and replacement, enhancements, and large and nonrecurring additions to the system.

Resources

Resources, which total \$47.4 million, include the following:

1. Reimbursement of capital expenditures from the Water Operating Fund of \$14.8 million for:
 - a. Cash financed capital projects of \$9.6 million.
 - b. Capital project reimbursements of \$5.2 million.
2. System development charges of \$2.1 million.
3. Interest earnings of \$1.2 million.
4. Beginning fund balance forecasted at \$29.3 million.

Requirements

Requirements, which total \$47.4 million, include the following:

1. Transfer of \$33.9 million to the Water Operating Fund to pay for the following:
 - a. \$22.3 million of anticipated direct CIP capital costs.
 - b. \$4.7 million of other ongoing capital requirements including new service installations, meter purchases, hydrant renewals, and miscellaneous equipment needs.
 - c. \$7.0 million of indirect capital costs including capitalized interest, overhead, and cost of issuing construction bonds.
2. Transfer of \$0.9 million to the Water Bond Sinking Fund to cover interest earnings on unused bond proceeds.
3. Contingency of \$5.2 million.
4. Projected Ending Fund Balance of \$7.4 million.

Water Growth Impact Charge Trust Fund – 631

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	73,467	70,931	69,588	69,588	83,771	83,771
	73,467	70,931	69,588	69,588	83,771	83,771
Total External Revenues	73,467	70,931	69,588	69,588	83,771	83,771
Internal Revenues						
Beginning Fund Balance	1,242,897	1,316,364	1,391,751	1,387,296	1,456,884	1,456,884
TOTAL RESOURCES	\$ 1,316,364	\$ 1,387,295	\$ 1,461,339	\$ 1,456,884	\$ 1,540,655	\$ 1,540,655
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Unappropriated Ending Balance						
Unappropriated Ending Balance	1,316,364	1,387,295	1,461,339	1,456,884	1,540,655	1,540,655
	1,316,364	1,387,295	1,461,339	1,456,884	1,540,655	1,540,655
Total Fund Requirements	1,316,364	1,387,295	1,461,339	1,456,884	1,540,655	1,540,655
TOTAL REQUIREMENTS	\$ 1,316,364	\$ 1,387,295	\$ 1,461,339	\$ 1,456,884	\$ 1,540,655	\$ 1,540,655

FUND OVERVIEW

The Water Growth Impact Trust Fund is a trust fund used to accumulate resources earmarked for future requirements resulting from growth in the demand for water by wholesale customers. The fund was established so that those districts which were experiencing growth would contribute a proportionate share of money toward the next major supply increment.

Washington County Supply Bond Redemption Fund – 356

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Public Works/Utility Charge	1,164,000	1,298,250	1,794,108	1,794,108	1,860,256	1,860,256
	1,164,000	1,298,250	1,794,108	1,794,108	1,860,256	1,860,256
Local Sources						
Local Cost Sharing	451,156	412,680	0	0	0	0
	451,156	412,680	0	0	0	0
Miscellaneous Revenues						
Interest Earned	4,202	4,499	0	5,000	0	0
	4,202	4,499	0	5,000	0	0
Total External Revenues	1,619,358	1,715,429	1,794,108	1,799,108	1,860,256	1,860,256
Internal Revenues						
Other Cash Transfers						
Water Fund	169,085	173,447	188,025	178,645	196,704	196,704
	169,085	173,447	188,025	178,645	196,704	196,704
Total Internal Revenues	169,085	173,447	188,025	178,645	196,704	196,704
Beginning Fund Balance	1,173,138	1,270,732	1,380,679	1,375,141	1,472,649	1,472,649
TOTAL RESOURCES	\$ 2,961,581	\$ 3,159,608	\$ 3,362,812	\$ 3,352,894	\$ 3,529,609	\$ 3,529,609
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	1,690,849	1,784,466	1,880,245	1,880,245	1,967,039	1,967,039
Unappropriated Ending Balance						
Unappropriated Ending Balance	1,270,732	1,375,142	1,482,567	1,472,649	1,562,570	1,562,570
	1,270,732	1,375,142	1,482,567	1,472,649	1,562,570	1,562,570
Total Fund Requirements	2,961,581	3,159,608	3,362,812	3,352,894	3,529,609	3,529,609
TOTAL REQUIREMENTS	\$ 2,961,581	\$ 3,159,608	\$ 3,362,812	\$ 3,352,894	\$ 3,529,609	\$ 3,529,609

FUND OVERVIEW

The Washington County Supply Bond Redemption Fund was established to pay the debt service for a special bond issue that financed the Washington County Gravity Supply Line. Under the terms of the contract, two wholesale water distributors are responsible for 90 percent of the debt service on that issue, while the City pays the remaining 10 percent.

To improve management and tax reporting for this fund, year end accrued interest payable is recognized in the Water Operating Fund. In FY 2000-01, the accrued interest payable equals \$-28,410.

Washington County Supply Bond Redemption Fund – 356

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
General Obligation Water Refunding Bonds, 1993 Series C						
11/15/1993 - Due 08/01	15,560,000					
		2000/01	1,605,000	4.25%	362,039	1,967,039
		2001/02	1,745,000	4.25%	290,851	2,035,851
		2002/03	1,820,000	4.35%	214,185	2,034,185
		2003/04	1,900,000	4.50%	131,850	2,031,850
		2004/05	1,980,000	4.50%	44,550	2,024,550
TOTAL FUND DEBT SERVICE			\$ 9,050,000		\$ 1,043,475	\$ 10,093,475

Hydropower Operating Fund – 152

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	9	0	0	0	0	0
	9	0	0	0	0	0
Miscellaneous Revenues						
Interest Earned	29,687	24,627	24,300	22,000	20,000	20,000
Other Miscellaneous	11,001	843	1,000	500	1,000	1,000
Sales Miscellaneous	638,349	567,792	575,200	618,898	558,150	558,150
	679,037	593,262	600,500	641,398	579,150	579,150
Total External Revenues	679,046	593,262	600,500	641,398	579,150	579,150
Internal Revenues						
Other Cash Transfers						
Hydropower Renewal & Replacement	173,111	3,058	50,000	50,000	240,000	240,000
	173,111	3,058	50,000	50,000	240,000	240,000
Interfund Service Reimbursements						
Water Bureau	39,909	44,490	48,000	48,000	44,500	44,500
	39,909	44,490	48,000	48,000	44,500	44,500
Total Internal Revenues	213,020	47,548	98,000	98,000	284,500	284,500
Beginning Fund Balance	455,451	488,273	331,367	375,863	318,200	318,200
TOTAL RESOURCES	\$ 1,347,517	\$ 1,129,083	\$ 1,029,867	\$ 1,115,261	\$ 1,181,850	\$ 1,181,850
REQUIREMENTS						
Bureau Expenses						
Personal Services						
	222,302	234,347	239,310	244,500	236,283	236,283
External Materials and Services						
Communications Services	8,111	4,909	6,593	5,000	6,488	6,488
Data Processing Services	338	393	430	430	2,933	2,933
Fleet Services	6,757	6,934	8,742	7,219	4,788	4,788
Insurance	37,909	36,923	38,252	38,252	31,845	31,845
Printing & Distribution	2,842	2,140	3,695	2,900	3,150	3,150
Auto Port Operating	2,880	0	0	0	0	0
Finance & Administration	15,084	19,830	20,200	20,200	20,607	20,607
Parking Facilities	0	3,120	3,120	2,600	1,560	1,560
Water Bureau	67,837	68,674	85,000	65,000	80,620	80,620
	141,758	142,923	166,032	141,601	151,991	151,991
Total Bureau Expenses	560,545	394,626	518,742	486,501	692,574	692,574
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	199,706	318,200	232,069	216,610
Compensation Adjustment	0	0	2,900	0	7,600	7,600
	0	0	202,606	318,200	239,669	224,210
General Fund Overhead	48,697	58,594	58,519	60,560	91,540	56,999
Fund Cash Transfers						
General Fund	250,000	300,000	250,000	250,000	150,000	200,000
Pension Debt Redemption Fund	0	0	0	0	8,067	8,067
	250,000	300,000	250,000	250,000	158,067	208,067
Unappropriated Ending Balance						
Unappropriated Ending Balance	488,275	375,863	0	0	0	0
	488,275	375,863	0	0	0	0
Total Fund Requirements	786,972	734,457	511,125	628,760	489,276	489,276
TOTAL REQUIREMENTS	\$ 1,347,517	\$ 1,129,083	\$ 1,029,867	\$ 1,115,261	\$ 1,181,850	\$ 1,181,850

FUND OVERVIEW

Purpose The Hydropower Operating Fund supports the administration and monitoring of the Portland Hydroelectric Project (PHP) through the Bureau of Water Works' Hydroelectric Power Division.

Power Sales Revenue The primary source of funding for the Hydropower Operating Fund is the revenue that is paid to the City by Portland General Electric Company (PGE) for the sales of electricity from the City's Portland Hydroelectric Project. The total power sales revenue received by this fund is based on the following two payments:

Administration and Project Monitoring Payment

PGE pays the City an annual lump sum amount to reimburse it for the City's expenses associated with administration and water quality monitoring related to the operation of the Portland Hydroelectric Project. In FY 2000-01 this amount is projected to be \$486,385.

Profit Payment for Power Produced

PGE pays the City a second amount which serves as a profit payment and which is tied to the actual amount of power that is generated annually by the Portland Hydroelectric Project. The net amount of profit payment that is actually received by this fund includes an annual reduction of \$197,745. This reduction credits PGE for debt service on a sum of Hydroelectric Power Revenue Bond money that was previously used by the City for non-project related purposes. In FY 2000-01 this net amount of project profit is projected to be \$71,765.

Cash Transfers

Hydropower Renewal & Replacement Fund

The FY 2000-01 Adopted Budget includes a cash transfer of up to \$240,000 from the Hydropower Renewal & Replacement Fund to pay for various repairs and replacements of equipment and facilities at the Portland Hydroelectric Project. These transfers are made on a reimbursement basis as needed to offset actual renewal and replacement expenditures that are made from this fund's External Materials & Services object code.

General Fund

The FY 2000-01 Adopted Budget transfers a total of \$200,000 in net Hydropower Operating Fund profits to the General Fund to be used for other City needs.

Hydropower Renewal and Replacement Fund – 635

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	428,476	393,773	356,600	433,500	476,400	476,400
	428,476	393,773	356,600	433,500	476,400	476,400
Total External Revenues	428,476	393,773	356,600	433,500	476,400	476,400
Internal Revenues						
Beginning Fund Balance	7,313,949	7,493,251	7,726,924	7,774,239	7,927,815	7,927,815
TOTAL RESOURCES	\$ 7,742,425	\$ 7,887,024	\$ 8,083,524	\$ 8,207,739	\$ 8,404,215	\$ 8,404,215
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	7,833,524	7,927,815	7,874,215	7,874,215
	0	0	7,833,524	7,927,815	7,874,215	7,874,215
Fund Cash Transfers						
Hydro Bond	76,063	109,727	200,000	229,924	290,000	290,000
Hydropower Operating Fund	173,111	3,058	50,000	50,000	240,000	240,000
	249,174	112,785	250,000	279,924	530,000	530,000
Unappropriated Ending Balance						
Unappropriated Ending Balance	7,493,251	7,774,239	0	0	0	0
	7,493,251	7,774,239	0	0	0	0
Total Fund Requirements	7,742,425	7,887,024	8,083,524	8,207,739	8,404,215	8,404,215
TOTAL REQUIREMENTS	\$ 7,742,425	\$ 7,887,024	\$ 8,083,524	\$ 8,207,739	\$ 8,404,215	\$ 8,404,215

FUND OVERVIEW

Purpose

The Hydropower Renewal & Replacement Fund is a sinking fund for the Portland Hydroelectric Project (PHP), providing resources for the repair and replacement of major pieces of equipment and/or facilities which become damaged or simply worn out. This fund is required by the Portland Hydroelectric Project Power Sales Agreement between the City and Portland General Electric Company (PGE) and is administered by the independent trustee for the City's Hydroelectric Power Revenue Bonds.

Resources

The resources in this fund are comprised of past payments of power sales revenue from PGE and a portion of the original proceeds from the 1979 and 1980 Hydroelectric Power Revenue Bond Issues.

Power Sales Revenue

The total value of the assets in this fund currently meets the adjusted reserve requirement called for in the Portland Hydroelectric Project's Power Sales Agreement with PGE and, as such, no additional power sales payments are expected to be required from PGE during FY 2000-01.

Cash Transfers

Hydropower Operating Fund

The FY 2000-01 Adopted Budget for this Fund includes a cash transfer of up to \$240,000 to the Hydropower Operating Fund. \$190,000 of that amount is needed to fund an overhaul of the generator in the PHP's Powerhouse No.2. The remaining \$50,000 of this amount is intended to enable the City to make reimbursements to PGE for miscellaneous small repairs to or replacements of equipment at the Portland Hydroelectric Project.

Hydropower Bond Redemption Fund

Current interest rates on investments are once again running at a higher rate than the projected annual increase in this fund's maximum cap value. This will result in excess fund value being transferred from this fund to the Hydropower Bond Redemption Fund where it will be applied to the annual debt service due on the outstanding Hydropower Revenue Bonds. This annual cash transfer serves to maintain an adjusted upper limit on the total value of assets held in this fund, as directed by the Power Sales Agreement between the City and PGE.

CHANGES FROM PRIOR YEAR

The FY 2000-01 Adopted Budget includes one significant increase in this Fund's requirements which is needed to fund a necessary overhaul and comprehensive cleaning of the generator at the PHP Powerhouse No.2. This \$190,000 increase in the transfer to the Hydropower Operating Fund applies to a repair project that will be accomplished in the summer of 2000, and the Fund Cash Transfer increase would only apply to FY 2000-01.

Hydropower Bond Redemption Fund – 354

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Interest Earned	243,934	233,166	203,600	250,900	274,300	274,300
Sales Miscellaneous	3,496,149	3,443,979	3,353,900	3,316,168	3,300,740	3,300,740
	3,740,083	3,677,145	3,557,500	3,567,068	3,575,040	3,575,040
Total External Revenues	3,740,083	3,677,145	3,557,500	3,567,068	3,575,040	3,575,040
Internal Revenues						
Other Cash Transfers						
Hydropower Renewal & Replacement	76,063	109,727	200,000	229,924	290,000	290,000
	76,063	109,727	200,000	229,924	290,000	290,000
Total Internal Revenues	76,063	109,727	200,000	229,924	290,000	290,000
Beginning Fund Balance	4,036,389	4,125,464	4,186,943	4,191,780	4,253,110	4,253,110
TOTAL RESOURCES	\$ 7,852,535	\$ 7,912,336	\$ 7,944,443	\$ 7,988,772	\$ 8,118,150	\$ 8,118,150
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	3,727,071	3,720,556	3,735,662	3,735,662	3,723,600	3,723,600
Unappropriated Ending Balance						
Unappropriated Ending Balance	4,125,464	4,191,780	1,322,781	1,367,110	1,508,550	1,508,550
Unexpendable Reserve	0	0	2,886,000	2,886,000	2,886,000	2,886,000
	4,125,464	4,191,780	4,208,781	4,253,110	4,394,550	4,394,550
Total Fund Requirements	7,852,535	7,912,336	7,944,443	7,988,772	8,118,150	8,118,150
TOTAL REQUIREMENTS	\$ 7,852,535	\$ 7,912,336	\$ 7,944,443	\$ 7,988,772	\$ 8,118,150	\$ 8,118,150

FUND OVERVIEW

Purpose

The Hydropower Bond Redemption Fund pays principal and interest on revenue bonds that were issued to finance the construction of the Portland Hydroelectric Project. This fund is required by the Portland Hydroelectric Project Power Sales Agreement between the City and Portland General Electric Company (PGE) and is administered by the independent trustee for the City's Hydroelectric Power Revenue Bonds.

Hydropower Revenue Bonds

The original Hydroelectric Power Revenue Bonds consisted of two bond series; one series was issued in 1979 and a second series was issued in 1980. In FY 1993-94, the 1980 Series Revenue Bond was refinanced with a new 1993 Series Revenue Bond to take advantage of lower interest rates and restructuring opportunities. Debt service payments from this fund are scheduled to continue through FY 2016-17.

Debt Service Reserve

In accordance with the Trust Indenture for the Hydroelectric Power Revenue Bonds, this fund currently maintains a debt service reserve of \$2,886,000. This reserve serves to guarantee payment of the next year's debt service payments to the bond holders irrespective of any other fund revenue.

Power Sales Revenue

As partial payment for the sales of electricity that is generated at the Portland Hydroelectric Project, this fund receives payments from PGE to pay for the annual net debt service that is due on the City's Hydroelectric Power Revenue Bonds.

Cash Transfers

This fund receives an annual cash transfer from the Hydropower Renewal & Replacement Fund. This transfer serves to offset the amount of annual power sales payments that are due from PGE.

Hydropower Bond Redemption Fund – 354

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Hydropower Revenue Bonds, Series 1979						
06/01/1979 - Due 10/1	38,000,000					
		2000/01	950,000	6.60%	1,893,413	2,843,413
		2001/02	1,000,000	6.70%	1,828,563	2,828,563
		2002/03	1,075,000	6.75%	1,758,781	2,833,781
		2003/04	1,150,000	6.80%	1,683,400	2,833,400
		2004/05	1,225,000	6.80%	1,602,650	2,827,650
		2005/06	1,325,000	7.00%	1,514,625	2,839,625
		2006/07	1,400,000	7.00%	1,419,250	2,819,250
		2007/08	1,500,000	7.00%	1,317,750	2,817,750
		2008/09	1,600,000	7.00%	1,209,250	2,809,250
		2009/10	1,700,000	7.00%	1,093,750	2,793,750
		2010/11	1,825,000	7.00%	970,375	2,795,375
		2011/12	1,950,000	7.00%	838,250	2,788,250
		2012/13	2,075,000	7.00%	697,375	2,772,375
		2013/14	2,225,000	7.00%	546,875	2,771,875
		2014/15	2,375,000	7.00%	385,875	2,760,875
		2015/16	2,525,000	7.00%	214,375	2,739,375
		2016/17	1,800,000	7.00%	63,000	1,863,000
		TOTAL	27,700,000		19,037,556	46,737,556
Hydropower Revenue Bonds, Series 1993						
08/01/1993 - Due 10/1	7,980,000					
		2000/01	610,000	5.90%	294,860	904,860
		2001/02	635,000	6.10%	257,498	892,498
		2002/03	675,000	6.20%	217,205	892,205
		2003/04	705,000	6.30%	174,073	879,073
		2004/05	745,000	6.40%	128,025	873,025
		2005/06	790,000	6.40%	78,905	868,905
		2006/07	825,000	6.50%	26,813	851,813
		TOTAL	4,985,000		1,177,378	6,162,378
COMBINED DEBT SERVICE						
	45,980,000					
		2000/01	1,560,000		2,188,273	3,748,273
		2001/02	1,635,000		2,086,060	3,721,060
		2002/03	1,750,000		1,975,986	3,725,986
		2003/04	1,855,000		1,857,473	3,712,473
		2004/05	1,970,000		1,730,675	3,700,675
		2005/06	2,115,000		1,593,530	3,708,530
		2006/07	2,225,000		1,446,063	3,671,063
		2007/08	1,500,000		1,317,750	2,817,750
		2008/09	1,600,000		1,209,250	2,809,250
		2009/10	1,700,000		1,093,750	2,793,750
		2010/11	1,825,000		970,375	2,795,375
		2011/12	1,950,000		838,250	2,788,250
		2012/13	2,075,000		697,375	2,772,375
		2013/14	2,225,000		546,875	2,771,875
		2014/15	2,375,000		385,875	2,760,875
		2015/16	2,525,000		214,375	2,739,375
		2016/17	1,800,000		63,000	1,863,000
TOTAL FUND DEBT SERVICE			\$ 32,685,000		\$ 20,214,934	\$ 52,899,934

Adjustment	Principal	FY 1998-99 Adjustment	Interest	Total P+I Budgeted
1999-00 Interest Accrual	1,560,000	(24,673)	2,188,273	3,723,600

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River District Urban Renewal Area Debt Redemption Fund	594
South Park Renewal Debt Service Fund	595
Waterfront Renewal Bond Sinking Fund	597

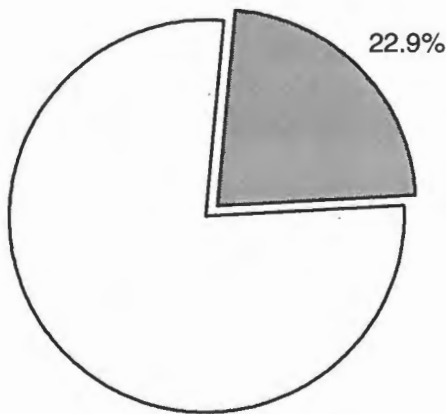
Community Development

Office of Planning and Development Review
 Cable Communications and Franchise Management
 Energy Office

Bureau of Housing and Community Development
 Office of Neighborhood Involvement
 Bureau of Planning

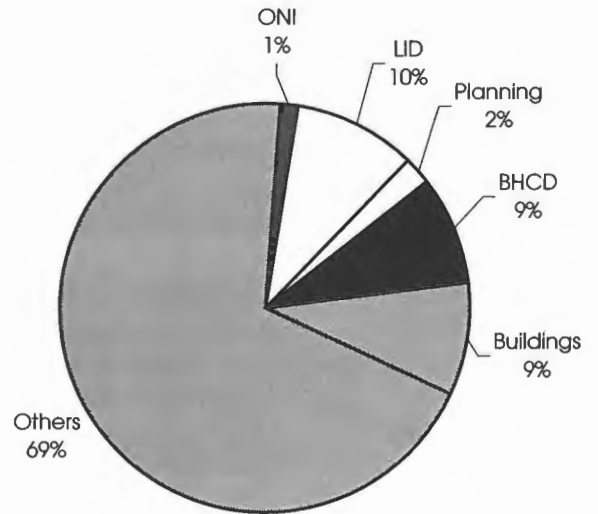
Percent of City Budget

Community Development = \$383.4 Million



City Budget = \$1.68 Billion

Bureau Pie Chart



Service Area Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	52,418,468	51,054,002	-1,364,466	-6.9%
Capital	0	0	0	0.0%
Allocated Overhead Costs	2,086,125	2,145,279	59,154	-1.7%
Total Cost with Allocated Overhead	\$ 54,504,593	\$ 53,199,281	\$ -1,305,312	-6.7%
Authorized Full-Time Positions	426	437	11	-1.9%

Note: Per capita change values are adjusted for inflation and population growth.

Note: The table shows direct operating and capital costs for bureaus within the service area. The pie charts reflect bureau and fund costs in the service area, including the full allocation of centralized expenditures, for example health insurance reserves.

Service Area Highlights

DESCRIPTION

The Community Development Service Area includes services for Housing and Community Development, Office of Planning and Development Review, Office of Cable Communications and Franchise Management, Energy Office, Office of Neighborhood Involvement, and Planning.

MAJOR THEMES

Housing and Community Development

Housing and Community Development (BHCD) manages federal funds channeled to the City by the U. S. Department of Housing and Urban Development. Entitlement grants, including the Community Development Block Grant, HOME, Housing for People with Aids (HOPWA), and the Emergency Shelter Grant, will total \$17,296,000 for FY 2000-01, a net decrease of \$371,000 from the previous year. In addition, the bureau manages some City General Funds appropriated to support youth, homeless, and public safety issues.

Office of Planning and Development Review

Arising from the Blueprint 2000 process, the City Council created the Office of Planning and Development Review by merging the Bureau of Buildings and the Development Review section of the Bureau of Planning. To accelerate implementation of Blueprint 2000, the Adopted Budget provides one-time funding for 2.5 Process Manager positions in the Development Services Center. In addition, the budget doubles the staff size of the Noise Control program to 3.0 FTE.

In dealing with significantly declining revenues, the bureau has cut over \$1 million in operations costs, will continue to closely monitor revenues throughout the fiscal year, and is proposing fee increases in most program areas.

Cable Communications and Franchise Management

The Cable Office enforces cable service franchises, manages community use of the cable system, and works to maximize City franchise revenues.

In FY 2000-01 the office will continue to oversee open access to the Internet via cable and will negotiate contracts with new telecommunications companies to provide cable, telephone, and internet access to Portland residents on a broadband platform.

Energy Office

The Energy Office continues to pursue options to protect the City's economic, environmental, and public interest goals within the framework of a changing electric utility environment. The office works with local utilities, public interest groups, and energy service providers to create new, market-based mechanisms to promote energy efficiency.

The Adopted Budget includes funds for implementation of the Green Building Initiative, the City program to promote green building and site design practices throughout the City of Portland.

Office of Neighborhood Involvement

The Office of Neighborhood Involvement provides a wide range of programs and services to encourage to citizen participation and improve neighborhood and community livability. The Adopted Budget includes the addition of 1.5 FTE for the Community Residential siting program. In addition, \$24,000 was included for second and third floor graffiti removal. The Adopted Budget reflects adjustments to incorporate administrative reductions.

Planning

In 1999, the City Council adopted the recommendations from the Blueprint 2000 Stakeholders Team to reorganize the Bureau of Planning. Planning's Development Review Section merged with the Bureau of Buildings, and the long-range planning activities remained in Planning.

In FY 2000-01, the Planning Bureau reorganized its budget to include support for the following programs: Policy Coordination, Area Neighborhood Planning, Urban Design/ Historical Preservation, Policy and Code Development, Environmental Planning, Planning Technical Support, Administration and City-wide Projects. In addition, the Planning Bureau received appropriation for the following add packages: Greenway, NW Industrial Area Transition Study, North West District Association, Portland Future Focus, Endangered Species Act, Urban Design position, and SouthWest Community Plan.

Office of Planning and Development Review

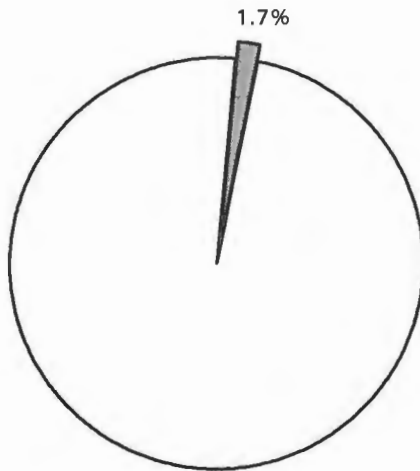
Community Development Service Area

Charlie Hales, Commissioner-in-Charge

Margaret Mahoney, Director

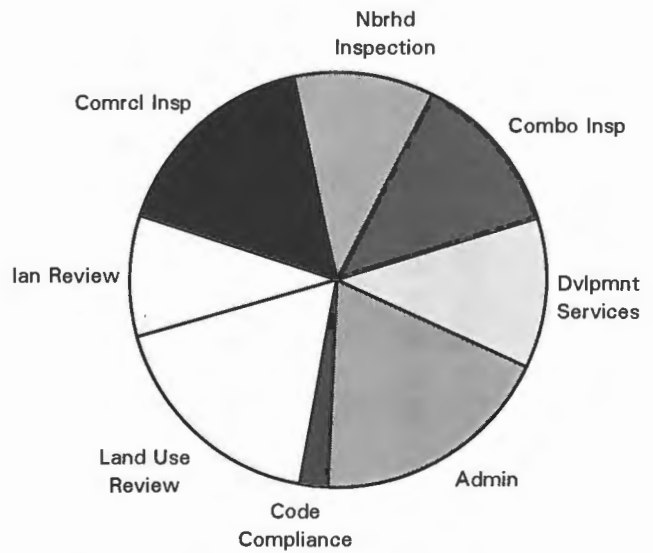
Percent of City Budget

OPDR = \$28 Million



City Budget = \$1.68 Billion

Bureau Programs

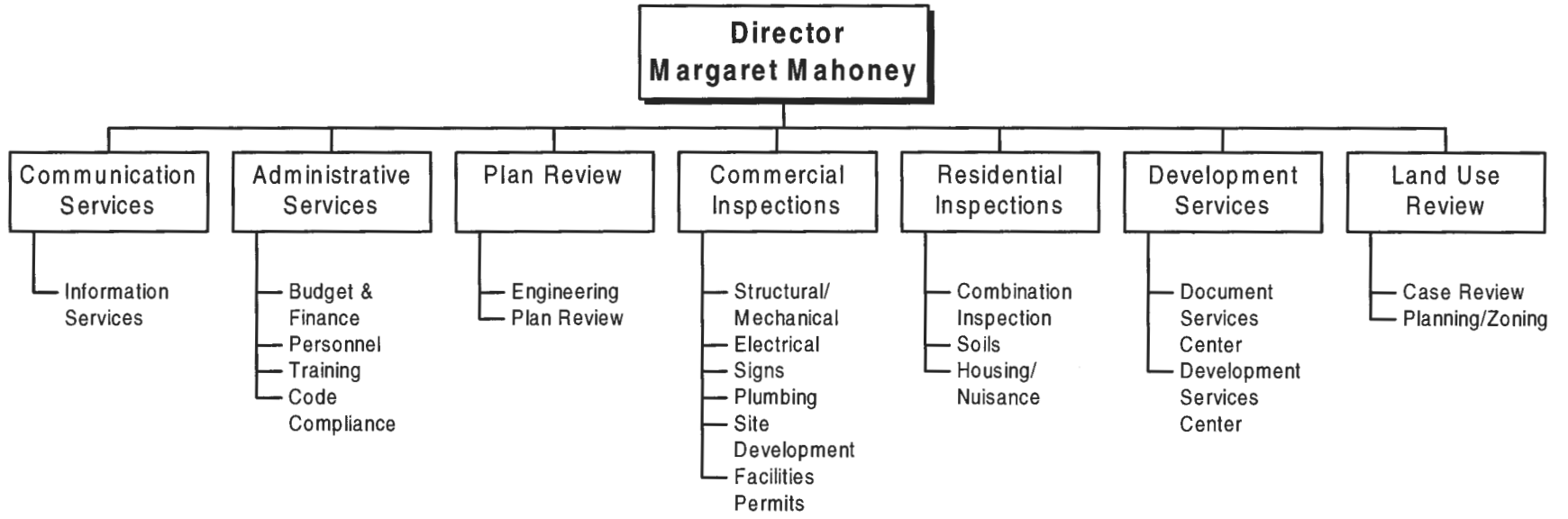


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	29,472,981	27,961,669	-1,511,312	-9.3%
Capital	0	0	0	0.0%
Allocated Overhead Costs	767,515	818,671	51,156	2.0%
Total Cost with Allocated Overhead	\$ 30,240,496	\$ 28,780,340	\$ -1,460,156	-9.0%
Authorized Full-Time Positions	298	300	2	-3.7%

Note: Per capita change values are adjusted for inflation and population growth.

Office of Planning and Development Review



Bureau Summary

BUREAU MISSION

The Office of Planning and Development Review's mission is to ensure a safe and healthful built environment and to assist in the preservation of housing and the improvement of neighborhoods.

BUREAU HIGHLIGHTS

On March 19, 1999, the City Council created the Office of Planning and Development Review (OPDR) by merging the Bureau of Buildings and the Development Review Section of the Bureau of Planning. The Development Review Section is now called the Land Use Review Division. The FY 2000-02 budget is the first budget to reflect the new organization.

Adopted Budget

The Adopted Budget funds OPDR at nearly \$28.0 million, an amount 5.1% lower than the current budget.

Reduced revenues have led to position and other reductions.

- ◆ To respond to declining revenues, six positions were eliminated from the Inspections, Plan Review, and Administration programs. Contracts for outside plan review were significantly decreased, and other materials and services were reduced.
- ◆ The bureau reduced its General Fund discretionary budget \$73,733, or 2.5%, from current service levels as part of the Citywide cost containment strategy. The budget also reduced General Fund support for professional services and general administration.
- ◆ The Adopted Budget adds \$362,000 in on-going General Fund support of the Land Use Review Program's administrative overhead requirements. It also boosts General Fund support of the Noise Control Program by \$96,810; this is enough to fund 1.5 new positions and will be on-going.

General Fund support was added for Land Use Review and Noise Control.

Current Trends

Construction in Portland has leveled off over the past year and that trend is expected to continue. During FY 1998-99, there was a slight decrease in the number of permits and inspections. The projected number of building permits for FY 1999-00 is 7,500, which is a 4.8% decrease from the 7,874 permits issued in FY 1998-99. The projected 168,000 inspections for FY 1999-00 is a 5.3% decrease from the FY 1998-99 level of 177,470.

Revenues were stable from FY 1996-97 through FY 1998-99. In FY 1999-00, revenues are projected to be less than the previous year. Fee increases are being recommended and are necessary to enable OPDR to provide customers with the current level of service.

Blueprint 2000

The bureau will continue to implement improvements to the Citywide Blueprint 2000 development review process. The ultimate goal is a seamless review process - one that will enhance customer service and make more efficient use of City staff.

Process improvements from Blueprint 2000 continue to be implemented.

In FY 2000-01 and FY 2001-02, Process Managers will assist applicants for commercial and residential building permits. Most customer phone calls will be answered directly by staff instead of the voice mail system currently in use. Comprehensive performance measures will be put in place for the development process. OPDR will also develop and pilot test a training and information program for neighborhood associations and other development stakeholders.

To assist the implementation of Blueprint 2000, the Adopted Budget includes \$180,000 in one-time General Fund support to fund 2.5 FTE Process Manager positions within the Development Services Center.

TRACS Computer Program

In FY 1999-00, the bureau implemented the new TRACS computer program to record and track development services provided by City bureaus. TRACS will serve as the City's project management, tracking, and reporting tool requested as part of Blueprint 2000.

TRACS serves as the City's tracking and reporting tool for development review.

Following the initial implementation this past year, TRACS will be further enhanced in the following ways:

- ◆ Implement Interactive Voice Response (IVR) technology for all inspection requests, results, and status checks for plan review using FAX and touch tone phone.
- ◆ Implement sewer permits in the TRACS system.
- ◆ Fully implement land use review cases in TRACS.
- ◆ Determine delivery system of TRACS information to the public.
- ◆ Fully implement the reporting system for development related activities.

Legislative Changes

The 1999 Legislature enacted legislation that will directly impact OPDR practices. SB 512 created a new Tri-County Building Industry Service Center to develop uniform practices and procedures for the building industry in Clackamas, Multnomah, and Washington Counties. OPDR will now need to respond to directives from the Tri-County Building Industry Service Center as well as the State Building Codes Division.

Effects of new legislation

SB 587 sets a 15 day standard for OPDR to complete its first building plan review for simple residential permits. It also requires that municipalities set and meet turnaround times for commercial plan review. OPDR is working with the DCTU and COPPEA unions on a Service Improvement Initiative project to improve plan review turnaround time on commercial projects.

The new statute further clarifies that construction permit fees can only be spent on construction inspection programs. The statute restricts spending these fees on new, current, or expanded local programs, and particularly impacts the Noise Control program, which had been partially supported by construction permit fees in the past.

General Description

BUREAU OVERVIEW

General Description There are two primary policies which guide the allocation of resources within the Planning and Development Fund:

1. The Council directive to be self supporting from fees, and
2. State statutes and administrative rules which govern the operation of State-delegated code enforcement programs.

Fees

Construction, permit, and inspection programs are not dependent on the General Fund

In FY 1988-89, City Council directed that the bureau structure its fee schedules to ensure that the construction permit and inspection functions were not dependent upon general tax revenues. The bureau achieved self-sufficiency for these programs within the FY 1990-91 budget. In 1995, the City Council set land use fees to collect 50% of program costs with a goal for cost recovery of 64%. In FY 1998-99, Land Use Review fees recovered 58% of program costs.

State Statutes and Administrative Rules

City is responsible for enforcement of a variety of State and local statutes.

The City assumes the responsibility for enforcement of a variety of State statutes when it chooses to administer its own construction code program. State statutes govern the building code, mechanical code, plumbing code, electrical code, subsurface sewage disposal, mobile homes and mobile home parks, and recreational vehicle parks. The bureau contracts with Multnomah County to provide construction code enforcement in the area from the Portland-Gresham urban services line to the western Multnomah County line.

In addition to the assumed state programs, OPDR also is assigned responsibility by the City Council for administering a variety of regulations adopted within the City Code. The largest of these is the application and administration of planning and zoning requirements under Titles 33 and 34 of the City Code. In addition, OPDR is responsible for Property Maintenance under Title 29, Noise Control under Title 18, Floating Structures under Title 28, and Erosion Control under Title 10.

CHANGES FROM PRIOR YEAR

Blueprint 2000 The bureau continues to implement improvements to the City's development review process. This initiative, called Blueprint 2000, was devised to explore and integrate the City's review process for development. The ultimate goal is a review process that is seamless from start to finish - one that will enhance customer service and make more efficient use of City staff.

Implementation of the Blueprint 2000 concepts and processes started with the move into the 1900 SW 4th Building in August 1999. As with any successful initiative for quality improvement, it is an on-going effort. The following Blueprint 2000 improvements are planned to be implemented during FY 2000-01 and FY 2001-02:

Community Development Service Area

<i>Blueprint 2000 improvements planned for 2000-02 biennium.</i>	<ul style="list-style-type: none"> ◆ Process management for commercial projects over \$2.5 million has been offered for several years. This service will be expanded to include 50% of all commercial projects. Projects will be selected based on their complexity, the identification of “red flag” issues such as e-zones or the experience of the applicant. ◆ Provide Process Managers to assist applicants for residential building permits. ◆ Develop and maintain comprehensive performance measurements for the City's development process (including non-OPDR revenues). ◆ Increase the number of customer phone calls answered directly by staff rather than voice-mail. ◆ Extend information and services available to the public via phone, FAX and the acceptance of credit cards. ◆ Improve the OPDR web site to include more information about the development process including all forms and applications needed in the process. ◆ Create a comprehensive “self-help” area in the Development Services Center for customers that includes printed information and access to electronic information such as GIS and historical records. ◆ Develop and pilot test a training and information program for neighborhood associations and other development stakeholders. ◆ Develop and implement an on-going training program for Development Services Center staff.
<i>Some Blueprint 2000 projects will be delayed due to lack of resources.</i>	<p>Work that was identified during the Blueprint 2000 initiative and planned to be implemented during this biennium, but is now delayed because of a lack of resources includes:</p> <ul style="list-style-type: none"> ◆ Offering Process Managers for all commercial projects. ◆ Providing a Process Manager to assist applicants through the land division process. ◆ Expanding e-commerce offerings by converting more historical records to electronic form. <p>In addition, the Education and Communication Subcommittee of the Blueprint 2000 Stakeholder Team will continue its work. The Subcommittee's goal is to provide information to all parties participating in, and affected by, development activity within the City of Portland.</p>
<i>Workplan for the Education and Communication Subcommittee</i>	<p>Key areas of focus are: to foster partnerships among the parties participating in development activity, to promote informed participation, and to support a customer service culture. Work has been underway since January 2000 to develop an action plan for communications and community education. In FY 2000-01 and FY 2001-02, the Committee's work will be to:</p> <ul style="list-style-type: none"> ◆ Develop an outline of the types of information and services needed by the various constituency groups (different permit applicants, homeowners, community members, development professionals, neighborhood associations, etc.) ◆ Evaluate and enhance information materials currently provided by the City. ◆ Identify the forms of communication most usable and most important for various constituencies, targeting their activities toward the education topics, areas, and subjects which are the highest priorities for improvement. ◆ Develop a pilot community education program as a demonstration. Prepare informative "modules" for all parties participating in development activity and make them accessible through as many avenues as possible. ◆ Develop expanded Internet access and enhanced self-help tools and materials.

Both the implementation of Blueprint 2000 concepts and the new TRACS database have made significant changes to cashiering duties and processes.

*New positions in the
Development Services Center*

The Development Services Center budget will add a half-time cashier to provide additional staff during peak hours and reduce customer waiting time. The General Fund will also support 2.5 additional full-time Process Managers for one year only.

TRACS Computer Program

The new TRACS computer program serves as the City's project management, tracking, and reporting tool requested as part of the Blueprint 2000 business process re-engineering efforts and Y2K compliance. This software issues permits, records all reviews related to building permits, and displays historical records that have been converted from paper to electronic image. TRACS will house all land use review folders, report on numerous performance measures and display GIS map layers.

*FY 2000-01 enhancements to
TRACS*

Following the initial implementation this past year, the new development assistance software, TRACS, will be enhanced. Further programming will accommodate case review and tracking for the City's new erosion control measures, specialized tenant improvements, and other OPDR operations.

The full TRACS implementation of all Land Use Review activities, including the new land division standards recently passed by Council, will occur in FY 2000-01. Refinements and new reports will add to OPDR's progress toward Blueprint 2000 goals. Finally, full implementation of the InteractiveVoice Response system for scheduling and posting inspection results will be accomplished.

*FY 2001-02 enhancements to
TRACS*

During FY 2001-02 TRACS activities will focus on initial efforts to provide public access to development activities via TRACS. This access will focus on GIS information as well as development case information, allowing the public to retrieve and print mapped data related to neighborhoods as well as development activities occurring there.

The bureau anticipates performing a requirements assessment for E-business solutions for permitting activities during FY 2001-02. This assessment will determine exactly what is required for the City to do business with applicants over the Internet.

Land Use Review

The Land Use Review Program reviews proposed development for compliance with the City's land use policies, plan, and codes. In the past several years, the City has experienced unprecedented levels of development activity. Revenue generated by land use reviews appears to be leveling. However, federal, state and local mandates are impacting how and what is reviewed, and staff workloads remain high with an ever increasing amount of regulation.

Neighborhood Inspections Program

*Need for search warrants
leads to workload increase*

As a result of a 1998 legal case, OPDR is now required to obtain and serve civil search warrants in nuisance abatement and other code enforcement cases. The workload associated with preparing and serving these warrants increased from a handful of warrants a year prior to 1998 to 550 warrants in 1999.

Despite streamlining the process as much as possible last year, the volume is still more than existing staff can handle. This year, due to other recent court cases, and on the advice of the City Attorney's office, OPDR will be seeking warrants in even more cases.

Community Development Service Area

Additional positions in the Neighborhood Inspection Program

Two positions have been added within the budget to respond to workload. One Administrative Specialist will be added to the Neighborhood Inspection Team to help with preparing, submitting, monitoring, and filing the returns for search warrants.

An Office Support Specialist I will be added to the Neighborhood Inspection Team to replace temporary help that has been used for the past 18 months to do such work functions as data entry, filing, and other daily clerical tasks.

In FY 2000-01, the section will lose a portion of HCD funding; housing revenues will cover the loss of HCD revenues.

Endangered Species Act

The City Council has stated its commitment to the recovery of native salmonid species and to making institutional changes to meet the intent of the Endangered Species Act (ESA).

In FY 2000-01, the Office of Planning and Development Review will fully implement the new City-wide erosion control standards that apply to development outside of rights-of-way. To assist with this effort, the Bureau of Planning will provide \$116,000 in one-time support to OPDR for services in support of the City's ESA program.

Legislative Changes and Other State Laws**Senate Bill 512 - Tri-County Building Industry Service Center**

The 1999 Legislature enacted legislation that will directly impact OPDR practices. SB 512 created a Tri-County Building Industry Service Center serving the building industry in Multnomah, Clackamas, and Washington counties. The Service Center is directed by the Tri-County Building Industry Service Board.

Powers of the new Tri-County Building Industry Service Board

The powers of the board are quite extensive. Four main tasks were mandated by the Legislature for the board. First, application forms are to be standardized for all types of permits. Second, portions of the minor label program are to be conducted by the Service Center. Third, standard methods for calculating fees are to be introduced. Fourth, the center will make available to the public and local jurisdictions the names of persons licensed to do either plan review or inspection.

OPDR staff will be closely working with the Board, monitoring and participating in their meetings, coordinating with the Oregon Building Officials Association and other jurisdictions, revising forms, and reprogramming the OPDR computer system with the new fee calculations.

Senate Bill 587*Bill requires 15 day turnaround and limits use of permit fees*

SB 587 requires that once OPDR accepts plans for simple new single family residences, staff must either approve those plans or issue a first checksheet within 15 working days. The legislation also clarifies that construction permit fees (building, electrical, plumbing, and mechanical) can only be used to fund inspections, plan reviews and permit issuance of state construction codes.

State Building Codes Division

The State Building Codes Division will most likely review OPDR's inspection and plan review programs in FY 2000-01. Staff time will be expended on compliance with the review. Tasks necessary for the program review will be document preparation (policies, procedures, plan review and inspection records, etc.) budget accounting, liaison with BCD staff, and research.

Building Code Service Interim Review Committee

Finally, a 16 member Building Code Service Interim Review Committee was established by the 1999 Legislature. This committee is tasked with reviewing the results of hearings conducted by BCD and making recommendations for changes to the building codes process.

FUNDING SOURCES

As an operating fund, the bureau is predominately funded through fees and charges. Fees and charges fully finance the bureau's construction code enforcement programs.

General Fund partially supports the Land Use Review and Neighborhood Inspection Programs.

The Land Use Review Program is funded with a contribution from the General Fund as well as fees and charges. The Neighborhood Inspections Program, including housing inspection and nuisance abatement, is funded by enforcement revenues with assistance from refuse disposal fees, Community Development Block Grant funds and the General Fund.

The numbers of permits for both construction and land use have dropped slightly and revenues have also decreased. The numbers of inspections needed and the time spent on reviewing permits and plans has not decreased at the same rate as the reduction in revenue.

OPDR will continue its savings plan in FY 2000-01.

In FY 1999-00 OPDR put a savings plan in place with the goal of saving 10% of total budget. Positions were held vacant, and costs were avoided where possible. OPDR will enter FY 2000-01 with a similar plan in place. Although positions are being eliminated in the budget, it will be prudent for the bureau to continue its savings plan and critically review all hires and spending. Revenues will be monitored each accounting period.

Fund reserves are at lowest level since the fund was established.

The construction reserves within the operating fund will be at their lowest level since the Planning and Development (former Buildings) Fund was established. A total of 6 vacant positions are being cut from this budget to reduce costs. In addition fees are proposed to increase from 12 to 15%.

Neighborhood Inspection Program revenues continue on an upward trend and the administrative workload continues to increase because of the need to obtain search warrants for most exterior yard inspections. Two administrative support positions are being added to compensate for this workload.

Land Use Review Program requires fee will increase in FY 2000-01.

The Land Use Review Program's workload remains fairly stable; however, revenues are projected to decrease unless fees are increased. The FY 2000-01 projected revenues include proposed fee increases of 10% for land use reviews and permits. Some General Fund support is being transferred from the Neighborhood Inspections Program where revenues are strong.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals

The bureau has the following long-term goals:

1. Fully integrate Blueprint 2000 concepts into the development review process, and continue to improve these processes.
2. Make technology improvements which will improve the efficiency of programs and service to the public.

Management Objectives for FY 2000-01

The bureau has the following objectives for FY 2000-01:

1. Continue to implement Blueprint 2000 processes.
2. Complete the second phase of implementation of the new permit tracking software.
3. Prior to City Council adoption of new regulations, provide fiscal impact statements and funding proposals which would include impact on current fees, new fees, or General Fund requests.
4. Continue implementation of the Citywide erosion control program, stormwater policies, and related landscaping and tree preservation/planting requirements required as the City's response to the National Pollutant Discharge Elimination System permit requirements, Title 3 of Metro's Functional Plan and the Endangered Species Act.
5. Participate in State initiatives, such as the Tri-County Building Industry Service Center and the Building Code Service Interim Review Committee, which will directly impact the way that OPDR will conduct its inspection, plan review, and permit issuance business.
6. Increase bureau hiring and promotion of minorities and women through internal training programs and community outreach.

COUNCIL PRIORITIES

Council Issues and Priorities

Ensure Decent and Affordable Housing

Strategy: Protect Existing Housing Stock

The Neighborhood Inspections Program works to preserve housing and thus encourage neighborhood vitality. Staff carries out this mission by requiring housing and adjacent property to meet the minimum standards contained in the City of Portland Property Maintenance Code.

Housing code enforcement contributes to neighborhood livability

Basic housing code enforcement ensures housing preservation by requiring property owners to make repairs to housing. This extends the structures' useful lives. Yard maintenance enforcement helps to preserve the housing stock by making neighborhoods more livable and thus encouraging private investment in surrounding properties.

Strategy: Evaluate the Process and Regulations for Construction of Affordable Housing

The City Council has adopted a framework that changes regulations for affordable housing construction.

As part of the Blueprint 2000 initiative, Council has adopted a process for a Policy Making Framework. The framework provides for a major change in the way City Council considers new policies regulating development. The outcomes supported by the framework are as follows:

- ◆ City goals are clearly defined to assist balanced decision-making.
- ◆ Interpretation of codes is consistent with regulatory intent.
- ◆ The need for, effectiveness, and impact of proposed regulations are analyzed prior to adoption.
- ◆ Decision makers exercise discipline in adoption of policies and regulations, adding new regulations only when necessary.

Build a Livable City Through Good Planning and Well-Managed Growth

Strategy: Implement Blueprint 2000

Blueprint 2000 concepts were adopted by City Council in two parts in April, 1998 and January, 1999. The goal of Blueprint 2000 is to

"...create a system that presents a predictable, seamless delivery of City development review functions and provides a clear point of accountability for the performance of review responsibilities."

Promote Economic Vitality and Access to Quality Jobs for All

Strategy: Maintain Close Working Relationships With Industry Groups

The bureau meets regularly with and works with two industry groups.

- ◆ **Joint Code Committee:** This committee consists of architects, engineers, commercial contractors, and facility managers who meet monthly on policies and procedures that impact the design and construction of commercial buildings.
- ◆ **Residential Contractors Communications Group:** This committee represents builders and designers of one and two family structures that meet every two months to air issues, resolve interpretation and process issues, and look for new and better ways to do business and to communicate with each other.

The bureau works with many industry groups on code, technical, and procedural issues

In addition to the above meetings, the representatives from the combination inspection section (typically senior inspectors and/or supervisors) meet with other industry groups as detailed below. The bureau's interaction with these groups often depends on their perception of which code/technical/ procedural issues have the greatest bearing upon their industries.

The results from these regular interactions are varied and significant, from effects on the development of changing inspection procedures, to cooperative efforts to change state or national code language.

The bureau has invited members of these groups to participate in the bureau's personnel interviewing process, and has enjoyed some access to the highly-developed training facilities of Local 48, Local 290, and I.E.C. of Oregon for plumbing and electrical inspection training classes. The industry groups are as follows:

- ◆ Oregon Remodelers Association (monthly)
- ◆ National Electrical Contractors Association (monthly)
- ◆ Oregon Refrigeration / Air Conditioning Contractors Association (monthly)

- ◆ Oregon Mechanical Officials Association (includes two industry representatives) (monthly)
- ◆ Plumbers and Steamfitters Local 290 (quarterly)
- ◆ Portland Plumbing/Heating/Cooling Contractors (quarterly)

Ensure a Safe and Peaceful Community

Strategy: Upgrade All Fire Stations to Meet Seismic Code

The bureau has worked with the Fire Bureau to meet this strategy and priority. OPDR engineers are ready to meet with design engineers and provide direction and assistance any time during the design and permitting process.

Keep the Central City Vital

Strategy: Build the Chinese Garden and Other Projects to Revitalize Old Town

The bureau plan review staff have worked with the architects to make their building comply with fire codes while maintaining the visual elements of classical Chinese design. This task has been very challenging, but one that the bureau has approached in a very positive and supportive manner. The bureau will continue this approach through the construction and inspections process.

Build a Multi-Modal Transportation System

Strategy: Support Port of Portland Expansion of Cargo and Air Passage

The bureau has assigned a team of plan review and inspections staff dedicated to all Port of Portland expansion projects. This assignment has resulted in enhanced coordination and problem solving.

Portland/Multnomah Benchmarks

OPDR will implement performance measures for permit and project tracking

Percentage of Government Permits Issued Within the Target Time Period or Less Including Business Licenses, Building Permits, Water, Plumbing/Electrical/Heating & Ventilating, Parking, Street Use, and Conditional Use/Zoning/Variances (Benchmark #19)

The Performance Measures Subcommittee of the Blueprint 2000 Stakeholders Team is developing specific performance measures by permit and project type. These measures will be integrated into TRACS, OPDR's computerized tracking system and will be in place in FY 2000-01.

OPDR has developed alternative programs for streamlining reviews. The Facilities Permit Program fast-tracks tenant remodeling projects in large commercial, industrial, and government facilities. Plan review is done on site and inspectors are available to do inspections at any time.

Percentage of Citizen Volunteers in a Government Advisory Capacity Who are Satisfied that Their Recommendations were Carefully and Respectfully Considered (Benchmark #77)

The bureau works with citizen volunteers on boards of appeals, policy advisory committees, and technical advisory committees.

The bureau has advisory groups for many of its programs and relies on these groups for advice and recommendations on program direction, code interpretation, and operations.

Boards of Appeals: The bureau has four boards of appeals: Building Code Board of Appeals, Electrical Board of Appeals, HVAC Board of Appeals, and Plumbing Board of Appeals. These boards interpret City construction codes and determine if alternate construction methods and materials are suitable to provide equivalent fire and life safety protection. Members are representatives of their respective construction groups with experience in safe installations.

Policy Advisory Committees: The bureau has several policy advisory committees.

- ◆ **The Noise Review Board:** This committee reviews noise variance applications and develops long-term objectives for reducing sound levels in the community. The members include citizens, a construction industry representative, and an acoustics professional.
- ◆ **The Blueprint 2000 Stakeholders Team:** This committee monitors the implementation of the Blueprint 2000 concepts. The goal of the Blueprint 2000 process is two-fold: to develop a strategy for seamless delivery of these review activities and to establish clear accountability for managing a development review system which serves diverse customers.

The Stakeholders Team consists of representatives from the following constituencies: construction and development industries, non-profit developers, business, institutions, environmental groups, neighborhood organizations, and citizens at-large.

Two subcommittees have been formed to continue Blueprint 2000 work: Performance Measures Subcommittee and Education and Communication Subcommittee.

Land Use Review Commissions: The bureau is responsible for staffing two land use review bodies.

- ◆ **Design Commission:** The Design Commission provides leadership and expertise on urban design and architecture and on maintaining and enhancing Portland's historical and architectural heritage. It acts on design reviews assigned to recommend establishing, amending or removing design districts, to develop design guidelines, and to review major developments within design districts.
- ◆ **Historic Landmarks Commission:** The Historic Landmarks Commission provides leadership and expertise on maintaining and enhancing Portland's historic and architectural heritage. The commission identifies and protects buildings and other properties that have historic or cultural significance or special architectural merit.

Technical Advisory Committees: The bureau has three technical advisory committees.

- ◆ **Advisory Board for Special Inspections:** This group advises the bureau about the Special Inspection Program and special inspection examinations. Members include a structural engineer, an architect, a testing laboratory representative and a Class A Special Inspector.
- ◆ **Structural Engineering Advisory Board:** This board advises the bureau about the suitability of proposed alternate structural designs for buildings and structures. Licensed structural engineers make up the board.
- ◆ **Facilities Permit Program Industry Advisory Group:** This committee advises OPDR on the operation, finances, and policies of the Facilities Permit Program. In FY 1999-00 the Group made recommendations on the fees to charge for the program.

Percentage of Emergency Services Agencies with Emergency Response Procedures in Place that are Regularly Exercised and Updated per Federal Standards (Benchmark # 97)

The bureau trains employees for emergency response and develops plans for disaster mitigation.

The Office of Planning and Development Review is responsible for assessing damage to buildings in the event of a major disaster. The bureau has written an annex for the City's Emergency Management Operations manual.

Training: The bureau continues to train and exercise employees in the Incident Command System and the Applied Technology Council Report No. 20, Procedures for Post Earthquake Safety Evaluation of Buildings (ATC 20). The bureau is working with the State Building Codes Division and the Oregon Office of Emergency Management in the development and presentation of a statewide ATC 20 training program.

Disaster Mitigation: In addition to training, the bureau continues to invest significant time and resources in disaster mitigation. Bureau staff participate in the code writing process at the regional, state, and national levels, because well-conceived and well-enforced building codes are an important part of disaster mitigation.

The bureau has also created a site development section to deal with geotechnical issues including landslides, flood plain management, erosion control, and grading and clearing of land.

Overview of Programs

ADMINISTRATION PROGRAM

The Administration Program provides overall direction to the bureau so that all program objectives are met. This program contains the general management and clerical support staff for the bureau.

Administration is responsible for most central bureau functions

Included within this program's budget are the Office Director, administrative support personnel assigned to budget, finance, personnel, training, code writing, communications and data processing management; and clerical support personnel assigned to general reception duties, office management and accounting.

The office administration is charged with ensuring not only that services are available on a daily basis, but also that bureau functions are in compliance with City, State, and federal requirements. In addition, the administrative staff works on an on-going basis to streamline office operations and develop proposals for improving work flow and methods.

COMMERCIAL INSPECTIONS PROGRAM

The Commercial Inspections Program performs State mandated construction inspections on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County.

The inspections provided under this program gain compliance with the State's structural, mechanical, plumbing, and electrical codes. Inspections are also carried out to determine compliance with the sign code, planning, zoning code, and site development requirements. In addition, inspectors respond to citizen and industry inquiries and complaints concerning construction and site-related issues.

Site Development Section

The Site Development Section was created during the early part of 1997. It was formed to deal with both geotechnical plan review and on-site preparation issues such as grading, erosion control, and stormwater run-off.

Site Development will take lead role in implementing stormwater facilities' inspections

The Site Development team will expand as it takes a lead role in implementation of the field inspections of facilities required by the new Stormwater Manual adopted by the Bureau of Environmental Services, the plan review and inspection requirements of a Citywide erosion control program, enhanced landscaping and tree inspections required for Titles 20 and 33, and erosion and stormwater control.

Facilities Permit Program

The division's Facilities Permit Program will be in the third year of operation during FY 2000-01. This program has been designed to fast-track tenant remodeling projects in large commercial, industrial, and government facilities. There are many innovations in this program including on-site plan review and around-the-clock inspector availability to accommodate construction schedules at the facilities included in the program and hourly billing for inspection/plan review services.

CODE COMPLIANCE PROGRAM

The Code Compliance Program processes code violation cases and enforces the City's zoning code. There are about 600 active zoning files at any given time. The staff also inspect and approve work done under development permits which are issued in conformance with Title 33 property development standards. Home occupation permits are administered by the Code Compliance Section as part of its zoning code enforcement responsibilities.

This program also enforces structural, mechanical, plumbing, and electrical code violation cases. Program tasks include preparing and presenting code violation cases at code hearings as necessary.

Code Compliance Section

The Code Compliance Section reviews and approves assessment of code enforcement fees on active violation cases. About 30 administrative reviews are conducted annually as a result of these fees. Approximately 300 properties are assessed enforcement fees annually.

Code Hearings Office

The bureau funds a portion of the Code Hearings Office program through an interagency agreement. With code violation cases, nuisance abatement appeals, and violation fee appeals, approximately one quarter of the code hearings activity is due to the Office of Planning and Development Reviews' actions. The interagency support allows the bureau to continue a high level of compliance effort.

COMBINATION INSPECTIONS PROGRAM

Portland is one of the first major cities to develop a comprehensive combination inspection program

The Combination Inspections Program administers the Oregon One and Two Family Dwelling Code. In this program, all inspectors eventually will be able to make inspections in all four specialties: structural, mechanical, plumbing, and electrical. This approach will save contractors time and money in scheduling inspections. It will also allow the City to make more inspections with fewer staff.

The section's training program requires many hours of both classroom and field instruction, requiring a considerable investment in staffing in order to cover requested inspections. In spite of the resources needed, other jurisdictions have recognized the quality of Portland's training program and are using it as a model.

Inspectors with multiple certification cover 50% more inspection calls

The multiple certification approach to residential inspections has already shown its potential value to the City. Inspectors that have all four certifications are able to cover 50% more inspection calls than inspectors with only one certification.

The Combination Inspections Program also continues to strengthen its relationship with the building industry. The Residential Contractors Communication Group meets monthly to discuss issues between contractors and City staff.

LAND USE REVIEW PROGRAM

The Land Use Review Program of OPDR is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans such as the Central City Plan and Albina Community Plan. This is done specifically through administering the Portland Zoning Code (Title 33 of the City Code), the Land Division and Subdivision Code (Title 34), Metro's Functional Plan and Oregon State Land Use Goals.

The Land Use Review Program is divided into three main functional areas: planning and zoning, case review, and records management.

Planning and Zoning The planning and zoning group provides public information, in person, in writing, and by phone, and provides non-discretionary review of building permits to ensure conformance with Title 33.

Planning and Zoning staff partner with the Development Services Center in providing assistance and are an integral part of providing building permit review in a timely manner. This staff reviews over 6,000 building permits a year and serves approximately 30,000 people in person and over the phone.

Case Review The case review group is responsible for review and recommendation on quasi-judicial land use reviews as specified by Title 33 and Title 34. All of these discretionary reviews require public notice and request for input from the public.

Appeal options for land use reviews

Some reviews are administrative decisions with no local appeal, some are appealed to a citizen committee/commission or the Land Use Hearings Officer, and some require a public hearing and allow appeal to the City Council. All land use reviews involve receiving a response from the City's technical and service agencies as they relate to the development proposal.

The case review planners also provide coordination and support for the City's Adjustment Committee, Historic Landmarks Commission, and Design Commission. This group processes a yearly average of 1,050 land use review cases, all of which have deadlines mandated by Title 33, Title 34 and Oregon State Law.

Records Management The records management staff provide assistance for the legally-mandated record keeping and public notice functions associated with land use reviews. In addition to providing numerous planner and public support functions, staff provide technical assistance in preparation of forms, templates, power-point presentations, informational documents for the public, and appeal hearings. The program also provides secretarial support for the Adjustment Committee, Historical Landmarks Commission, and Design Commission.

NEIGHBORHOOD INSPECTIONS PROGRAM

The mission of the Neighborhood Inspections Program is to protect life, health, and property; to preserve housing; and to encourage vital neighborhoods. Staff carry out this mission by requiring housing and property to meet minimum standards and by removing dangerous buildings.

Program staff work regularly with neighborhood groups

Over the last five years the program has increased its presence in neighborhoods. Staff collaborate regularly with Neighborhood Emergency Response Teams (NERT), social service agencies such as Aging Services, neighborhood groups such as Hope and Hard Work in inner Northeast, and non-profit housing organizations. There are four sections in the Neighborhood Inspections Program.

Basic Housing Code Enforcement Ensuring safe housing for citizens at all income levels is the heart of this section's functions. The program is primarily complaint-based, but there are three target neighborhoods where federal funding allows pro-active inspections of all rental housing.

Dangerous Building Code Enforcement The dangerous building code addresses both residential and commercial properties. The work under this program ensures the safety of the general public by requiring owners of buildings that meet certain *dangerous* criteria to either repair or demolish the building.

Nuisances and Illegal Dumps The nuisance code addresses basic neighborhood vitality issues such as trash and garbage in yards, auto and appliance parts, junk cars, and overgrown vegetation. Some nuisances are immediate health and safety hazards, such as garbage, materials that could harbor rats, and vegetation that can obstruct traffic or fire personnel.

In the illegal dumping program, staff respond to reports of dumps by cleaning up the dump and not billing the property owner. This is an important service with minimal cost; higher priority dumps are those on occupied residential property.

Noise The Noise Control Officer investigates noise complaints, enforces Title 18 (Noise Code), reviews and issues short-term noise variances, provides staff assistance to the Noise Review Board, makes recommendations on major noise variance applications, and consults with City bureaus on technical noise issues.

DEVELOPMENT SERVICES PROGRAM

The Development Services staff manage the flow of the permitting process from early assistance for customers planning their project to maintaining the records for completed projects. The work is divided into two sections: Resource, Records & Trade Permits and Document Services/Process Management.

Resource Records & Trade Permits The Resource Records & Trade Permits staff are responsible for maintaining historical building permit records and assisting both the public and other City staff in accessing those records. The same staff also review and issue plumbing, electrical, mechanical and sign permits.

Document Services/Process Management The Document Services/Process Management staff are responsible for intake and initial completeness checks for building permit applications, assignment of projects to technical reviewers, tracking of the reviews, and issuance of the permits once the reviews are completed.

Process managers assist applicants in getting projects through the approval process Staff are also responsible for process management. This may include assisting customers early during the planning portions of the project, being the single point of contact for applicants, taking the lead on resolving conflicts among reviews regarding requirements should any exist, and tracking the project to see that deadlines are met.

PLAN REVIEW PROGRAM

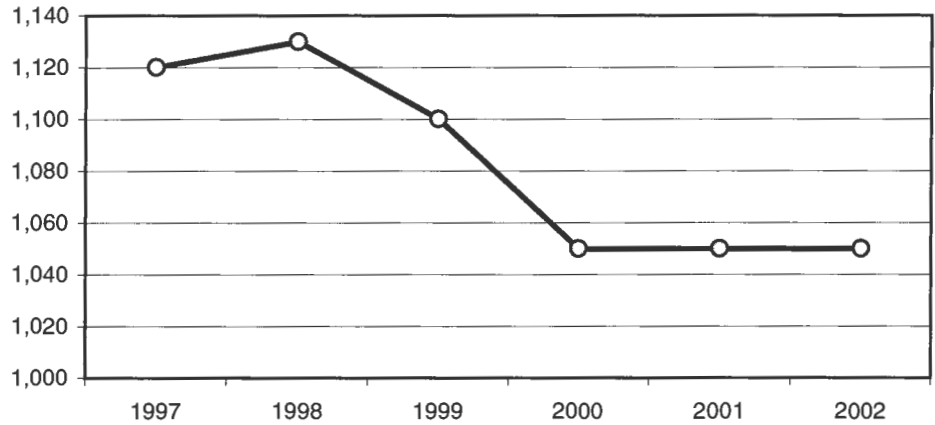
The Plan Review Program reviews and approves building and mechanical permits for both residential and commercial structures. Staff are located both in the Development Services Center and the fifth floor of the 1900 SW Fourth Building.

Work done within the Plan Review Program Work includes: assisting applicants in interpreting and applying the codes and understanding the review process, working effectively and efficiently to complete plan reviews within a time frame that is acceptable to the development community, interacting with affected industry groups to resolve technical code issues, reviewing proposed code amendments, and providing technical training to project designers. This work also includes managing several private plan review contractors. All work is 100% fee supported.

Performance Measures

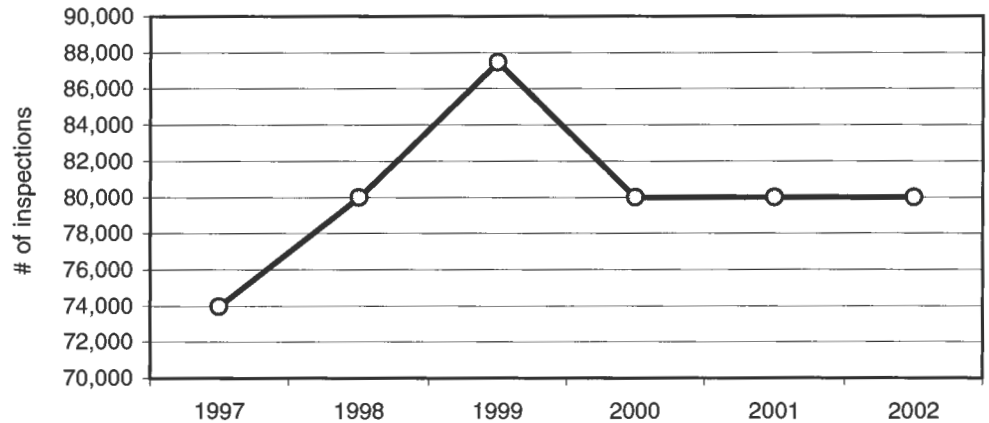
Land Use Reviews Processed

- ◆ The number of cases processed is projected to decrease 7% from its 1998 high. Construction activity in the Portland area has leveled off.



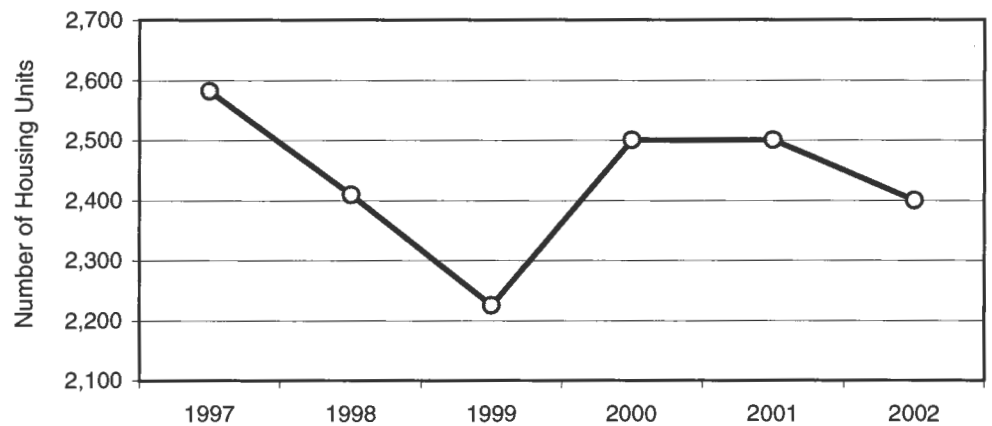
Commercial Inspections

- ◆ The number rose dramatically in 1999 because of the increased number of building permits issued.
- ◆ Inspections are expected to stabilize at 80,000 per year.



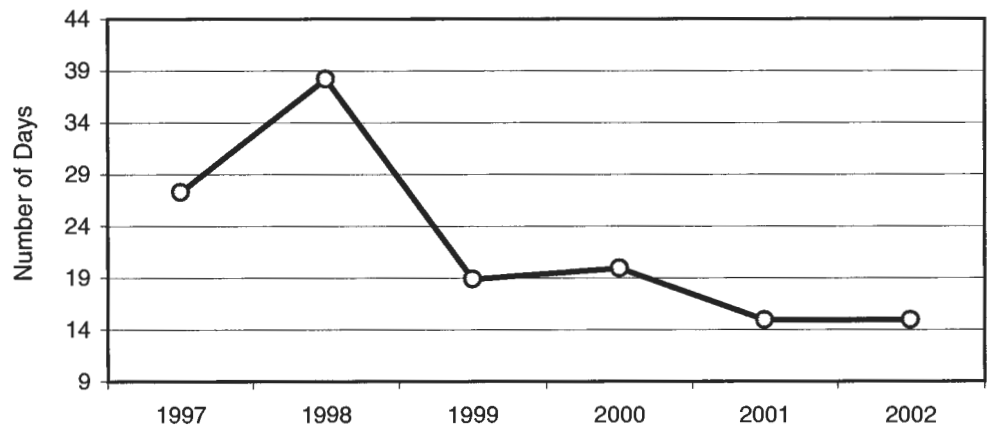
Housing Units Brought Up To Code

- ◆ The number of housing units brought up to code has been relatively stable and will remain so as long as funding is stable.

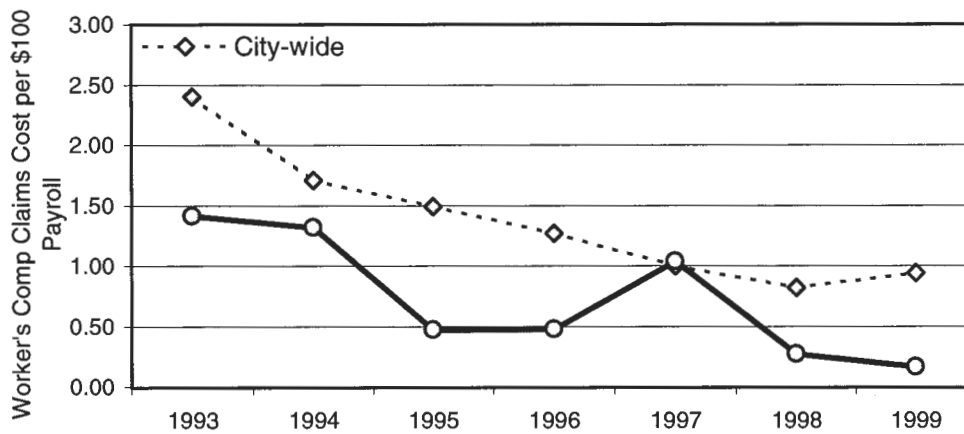


Average Number of Days for First Plan Review of Single Family Residences

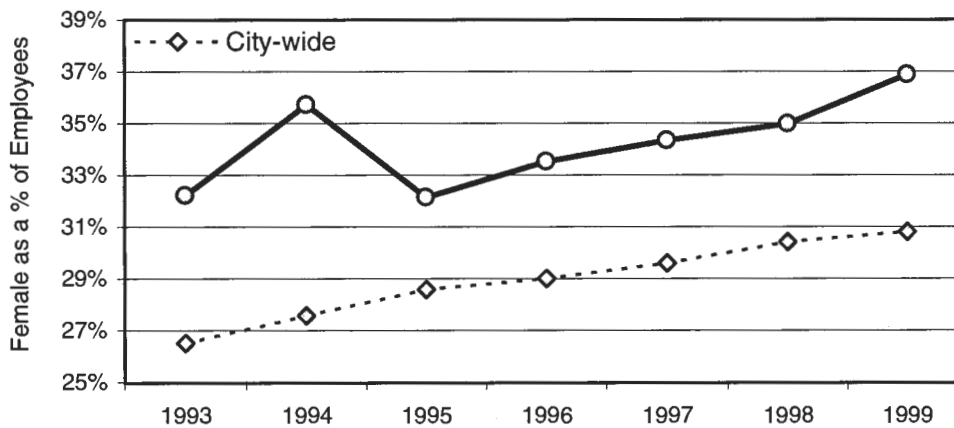
- ◆ The number of working days to first review took a dramatic jump in 1997 because of the huge increases in plans and inadequate staffing levels.
- ◆ OPDR is planning to meet the State requirement that the first review of simple, single family plans be done in 15 working days.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



Office of Planning and Development Review AU 520

PERFORMANCE MEASURES

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
OFFICE OF PLANNING AND DEVELOPMENT REVIEW						
Affirmative Action Measures						
Female Employees as a Percent of Total	34.3%	35.0%	36.9%			
Minority Employees as a Percent of Total	13.1%	10.3%	11.1%			
Office of Planning and Development Review						
Risk Data						
General Liability Claims per 200,000 Hours Worked	13.62	13.41	10.32			
Worker's Comp Claims per 200,000 Hours Worked	11.35	6.15	6.71			
Fleet Claims per 100,000 Miles Driven	0.99	0.44				
Fleet Claims Cost per 100,000 Miles Driven	\$1,619	\$695				
General Liability Claims Cost per \$100 Payroll	\$0.24	\$0.35	\$4.65			
Worker's Comp Claims Cost per \$100 Payroll	\$1.04	\$0.27	\$0.16			
Land Use Review Program						
Workload						
Land Use Reviews Processed	1,120	1,130	1,100	1,050	1,050	1,050
Plan Checks Processed	4,644	5,000	4,860	4,900	4,900	4,900
Effectiveness						
Cases Created in Legal Time Frame	98%	98%	98%	98%	100%	100%
Effectiveness						
Calls returned w/in 24 hours	98%	98%	98%	98%	99%	99%
Code Compliance Program						
Workload						
Enforcement cases prepared and presented to Code Hearings Officer	162	153	82	100	100	100
Planning & zoning violations investigated	11,217	10,716	11,852	12,000	12,000	12,000
Home occupation permits	133	150	131	150	150	150
Number of properties assessed code enforcement fees	276	287	290	300	300	300
Combination Inspections Program						
Workload						
Residential Inspections	95,538	95,773	90,000	88,000	88,000	88,000
Effectiveness						
Number of inspections per day, per inspector	15.00	15.10	15.18	16.00	16.00	16.00
Percent of inspections made within 24 hours of request	91%	94%	96%	98%	98%	98%
Efficiency						
Number of inspection trips reduced due to "multi-hatted" inspectors	20,556	23,791	35,000	30,000	30,000	30,000
Commercial Inspections Program						
Workload						
Commercial Inspections	73,964	79,980	87,470	80,000	80,000	80,000
Effectiveness						
Number of inspections per day, per inspector	15	14	15	12	12	12
Percent of inspections made within 24 hours of request	95%	96%	97%	97%	97%	97%

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Plan Review Program						
Efficiency						
Average number plan review days for first plan review of new single family residences	27	38	19	20	15	15
Neighborhood Inspections Program						
Workload						
Noise violation inspections	2,112	1,881	2,081	2,300	2,300	2,300
Housing/derelect buildings inspections	11,980	10,086	9,557	10,000	10,000	10,000
Nuisance inspections	22,583	16,555	16,815	20,000	20,000	20,000
Noise variances processed	199	355	326	320	350	350
Effectiveness						
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts	2,581	2,409	2,225	2,500	2,500	2,400
Number of properties cleaned up	6,253	6,539	6,373	6,000	6,000	6,000
Development Services Program						
Workload						
Building Permits - Commercial	3,378	4,089	4,128	3,500	3,500	3,500
Building Permits - Residential	4,343	4,153	3,746	4,000	4,000	4,000
Electrical Permits	14,676	16,712	17,903	17,980	17,980	17,980
Plumbing Permits	18,462	18,104	15,865	9,800	9,800	9,800
Sign Permits	1,616	1,346	1,240	1,600	1,600	1,600
Mechanical Permits	8,596	8,991	9,586	9,350	9,350	9,350

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SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	13,184,832	14,641,363	20,762,496	20,653,498	20,653,498
External Materials and Services	2,233,485	2,262,933	3,140,511	2,176,190	2,176,190
Internal Materials and Services	2,444,973	2,813,193	5,239,447	5,073,454	5,073,454
Minor Capital Outlay	0	0	330,527	58,527	58,527
Equipment Cash Transfers	45,500	73,370	0	0	0
Total Operating Budget	17,908,790	19,790,859	29,472,981	27,961,669	27,961,669
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 17,908,790	\$ 19,790,859	\$ 29,472,981	\$ 27,961,669	\$ 27,961,669
Allocated Overhead	694,020	723,704	767,515	825,480	818,671
Total Cost with Allocated Overhead	18,602,810	20,514,563	30,240,496	28,787,149	28,780,340
RESOURCES					
Discretionary Resources					
General Fund		1,136,269	2,998,905	3,500,174	3,500,174
General Reserve Fund		0	179,997	0	0
Total Discretionary Resources		1,136,269	3,178,902	3,500,174	3,500,174
Non-Discretionary Resources					
Grants & Donations		3,817	0	0	0
Interagency Agreements		475,807	456,877	545,740	545,740
Cash Transfers		223,468	223,000	229,207	229,207
Bureau Program Revenue		17,833,416	25,382,055	23,609,284	23,609,284
Overhead Revenue		118,082	232,147	77,264	77,264
Total Non-Discretionary Resources		18,654,590	26,294,079	24,461,495	24,461,495
Total Resources		19,790,859	29,472,981	27,961,669	27,961,669
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Land Use Review Program		53	4,895,518	4,939,361	4,939,361
<i>Positions</i>		0	60	61	61
Administration Program		3,977,468	6,282,704	5,194,108	5,194,108
<i>Positions</i>		27	31	31	31
Code Compliance Program		623,077	707,137	666,533	666,533
<i>Positions</i>		10	10	10	10
Combination Inspections Program		3,537,279	3,851,093	3,571,486	3,571,486
<i>Positions</i>		47	46	45	45
Commercial Inspections Program		4,360,337	4,817,589	4,592,934	4,592,934
<i>Positions</i>		54	57	56	56
Plan Review Program		2,198,031	3,051,764	2,671,165	2,671,165
<i>Positions</i>		26	31	30	30
Neighborhood Inspections Program		2,371,126	2,847,971	3,028,714	3,028,714
<i>Positions</i>		32	31	34	34
Development Services Program		2,723,488	3,019,205	3,297,368	3,297,368
<i>Positions</i>		30	33	34	34
TOTAL PROGRAMS		\$ 19,790,859	\$ 29,472,981	\$ 27,961,669	\$ 27,961,669
<i>Positions</i>		224	298	300	300
<i>General Fund Discretionary Positions</i>		12	35	40	40

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	7,609,808	8,455,314	13,909,721	14,485,522	14,485,522
512000 Part-Time Employees	161,622	266,015	588,850	275,077	275,077
514000 Overtime	393,731	418,555	509,607	331,407	331,407
515000 Premium Pay	7,500	18,815	68,189	39,696	39,696
517000 Benefits	3,483,125	3,832,338	5,686,129	5,521,796	5,521,796
518000 Paid Absence	1,529,046	1,650,326	0	0	0
Total Personnel Services	13,184,832	14,641,363	20,762,496	20,653,498	20,653,498
Materials and Services					
External Materials and Services					
521000 Professional Services	642,770	904,278	1,274,267	381,366	381,366
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	95,272	110,356	195,617	195,630	195,630
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	552,908	529,052	625,467	417,272	417,272
531000 Office Supplies	38,918	47,504	98,937	73,240	73,240
532000 Operating Supplies	132,009	151,129	130,276	108,603	108,603
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	464,966	217,649	299,855	439,898	439,898
535000 Clothing & Uniforms	7,815	8,362	9,540	9,542	9,542
539000 Other Commodities External	8,159	6,312	5,991	5,991	5,991
541000 Education	53,617	68,970	111,502	112,816	112,816
542000 Local Travel	1,077	1,298	2,605	155,581	155,581
543000 Out-of-Town Travel	40,477	34,648	52,476	44,776	44,776
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	135,732	113,462	117,901	9,733	9,733
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	59,765	69,913	216,077	221,742	221,742
Total External Materials and Services	2,233,485	2,262,933	3,140,511	2,176,190	2,176,190
Internal Materials and Services					
551000 Fleet Services	321,978	329,783	375,205	375,489	375,489
552000 Printing & Distribution	354,423	403,616	578,414	587,813	587,813
553000 Facilities Services	560,415	606,638	2,232,805	2,249,873	2,249,873
554000 Communications Services	267,485	277,619	359,809	398,330	398,330
555000 Data Processing Services	58,512	111,405	461,887	392,215	392,215
556000 Insurance	559,726	526,909	608,089	664,696	664,696
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	322,434	557,223	623,238	405,038	405,038
Total Internal Materials and Services	2,444,973	2,813,193	5,239,447	5,073,454	5,073,454
Total Materials and Services	4,678,458	5,076,126	8,379,958	7,249,644	7,249,644
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	330,527	58,527	58,527
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	330,527	58,527	58,527
573000 Equipment Cash Transfers	45,500	73,370	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 17,908,790	\$ 19,790,859	\$ 29,472,981	\$ 27,961,669	\$ 27,961,669

Office of Planning and Development Review AU 520

FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	FY 1999-00	FY 2000-01	FY 2000-01	FY 2000-01	FY 2000-01
		No.	No.	No.	Amount	No.	Amount	No.	Amount
819	Administrative Assistant	5	3	3	124,174	3	131,334	3	131,334
926	Administrative Services Manager	1	1	2	65,731	2	144,560	2	144,560
815	Administrative Specialist	2	2	2	65,229	2	65,436	2	65,436
920	Administrative Supervisor I	1	3	3	139,444	3	143,736	3	143,736
922	Administrative Supervisor II	0	0	1	50,052	1	50,211	1	50,211
2531	Applications Analyst I	0	0	1	49,200	1	49,400	1	49,400
2532	Applications Analyst II	0	0	1	46,208	1	46,363	1	46,363
2534	Applications Analyst IV	1	1	1	59,640	1	57,782	1	57,782
826	Assistant Financial Analyst	1	1	1	46,245	1	48,303	1	48,303
962	Assistant Program Specialist	0	1	2	94,653	2	96,018	2	96,018
3228	Associate Planner	0	0	3	112,240	4	153,366	4	153,366
2143	Building Inspection Manager	2	2	2	155,248	2	153,636	2	153,636
2140	Building Inspector	25	22	20	1,059,778	19	997,549	19	997,549
2141	Building Inspector, Senior	2	3	3	171,789	3	172,359	3	172,359
2144	Buildings Director	1	1	0	0	0	0	0	0
3236	Chief Planner	0	0	1	68,812	1	68,602	1	68,602
114	Clerical Specialist	18	19	1	26,983	0	0	0	0
2202	Code Specialist II	0	0	6	206,633	6	259,426	6	259,426
2204	Code Specialist III	0	0	2	59,809	2	83,055	2	83,055
2127	Combination Inspector	10	13	16	819,645	15	822,210	15	822,210
2128	Combination Inspector, Senior	4	4	4	229,052	4	229,812	4	229,812
7492	Community Relations Specialist	0	1	1	46,391	1	46,555	1	46,555
2122	Electrical Inspector	12	14	11	614,828	11	560,173	11	560,173
2124	Electrical Inspector, Senior	3	3	3	171,789	3	172,359	3	172,359
3164	Engineer	6	6	6	385,414	6	385,772	6	385,772
3153	Engineering Associate	4	3	2	97,852	2	100,227	2	100,227
2105	Environmental Soils Inspector	1	2	2	100,639	2	102,824	2	102,824
2106	Environmental Soils Inspector Sr	1	1	1	57,263	1	57,453	1	57,453
2104	Environmental Soils Specialist	1	0	0	0	0	0	0	0
2210	Field Representative	6	7	1	36,260	1	21,409	1	21,409
2211	Field Representative II	1	1	0	0	0	0	0	0
2135	Housing Inspector	15	15	13	551,920	13	564,589	13	564,589
2541	Information Systems Analyst I	0	0	2	96,225	1	45,365	1	45,365
2542	Information Systems Analyst II	2	2	2	97,251	4	206,914	4	206,914
2543	Information Systems Analyst III	0	0	0	0	0	0	0	0
2544	Information Systems Analyst IV	1	1	1	65,120	1	65,333	1	65,333
2550	Information Systems Manager	1	1	0	0	0	0	0	0
2138	Inspection Supervisor I	3	3	3	190,527	3	174,254	3	174,254
2139	Inspection Supervisor II	5	5	6	379,078	6	390,180	6	390,180
2150	Noise Control Officer	1	1	1	51,038	1	51,208	1	51,208
100	Office Support Specialist I	0	0	9	258,394	8	227,912	8	227,912
102	Office Support Specialist II	0	0	21	640,712	23	732,473	23	732,473
104	Office Support Specialist III	0	0	5	158,855	5	181,377	5	181,377
106	Office Support Specialist, Lead	0	0	1	32,341	1	36,629	1	36,629
3222	Permit Center Supervisor	1	1	1	66,862	0	0	0	0
3224	Plan Review Manager	1	1	2	155,944	2	154,894	2	154,894
3223	Plan Review Supervisor	1	1	1	66,862	1	67,080	1	67,080
3229	Planner	1	1	28	1,221,356	28	1,256,611	28	1,256,611
2145	Planning & Devel Review Director	0	0	1	99,902	1	101,088	1	101,088
3221	Plans Examiner, Commercial	18	18	19	985,582	18	942,292	18	942,292
3225	Plans Examiner, Senior	0	1	1	57,340	1	58,215	1	58,215
2110	Plumbing Inspector	12	12	11	566,097	11	573,985	11	573,985
2111	Plumbing Inspector, Senior	2	3	3	174,713	3	172,359	3	172,359
966	Program Coordinator	2	3	3	157,369	4	211,129	4	211,129
968	Program Manager I	2	3	4	177,056	4	223,511	4	223,511
972	Program Manager IV	0	0	1	82,079	1	82,347	1	82,347
2530	Programmer	2	2	0	0	0	0	0	0
220	Secretarial Clerk I	10	10	0	0	0	0	0	0
816	Senior Administrative Specialist	4	3	5	170,574	6	208,980	6	208,980
930	Senior Bureau Administrative Mgr	1	1	1	66,275	1	78,229	1	78,229
3166	Senior Engineer	2	2	2	140,768	2	141,232	2	141,232
3163	Senior Engineering Associate	2	2	3	166,209	3	174,324	3	174,324
828	Senior Financial Analyst	1	1	1	60,365	1	60,570	1	60,570
612	Senior Human Resources Analyst	2	2	2	103,474	2	105,841	2	105,841
2552	Senior Information Systems Mgr	0	0	1	75,989	1	76,232	1	76,232
3231	Senior Planner	0	0	9	477,949	9	492,988	9	492,988
2120	Sign Inspector	2	2	2	102,494	2	102,824	2	102,824
2160	Site Development Inspector	0	0	2	98,883	2	102,824	2	102,824
900	Staff Assistant	0	0	2	50,974	2	51,126	2	51,126

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
3107	Technician I	9	11	19	672,255	19	643,866	19	643,866
3108	Technician II	2	2	9	229,888	9	383,531	9	383,531
3109	Technician III	0	0	0	0	2	123,280	2	123,280
TOTAL FULL-TIME POSITIONS		213	224	298	\$ 13,909,721	300	\$ 14,485,522	300	\$ 14,485,522

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	27,642,187	0	27,642,187	295.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	(73,733)	0	(73,733)	0.0	2.5% General Fund discretionary reduction.
Mayor's Proposed Budget Decisions	(2,461)	0	(2,461)	0.0	GF disc. reduced 20% for prof. services.
	(11,390)	0	(11,390)	0.0	GF disc. reduced 5% for admin. support svcs.
	362,000	0	362,000	0.0	New GF disc. support of LUR overhead.
	96,810	0	96,810	1.0	Increase GF disc. support of Noise Control.
	0	180,000	180,000	2.0	One-time GF disc. support of Dvlpmt. Services.
	(377)	0	(377)	0.0	GF disc. change for BGS adjustments.
	(3,185)	0	(3,185)	0.0	Non-GF change for BGS adjustments.
	(2,182)	0	(2,182)	0.0	Non-GF change for other I/A adjustments.
	0	116,000	116,000	2.0	One time I/A with Planning for ESA support.
	20,000	0	20,000	0.0	Planning I/A for Greenway project.
	(362,000)	0	(362,000)	0.0	Reduce fund reserve support of LUR overhead.
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	23,482	296,000	319,482	5.0	Total FY 2000-01 Decision Packages
			\$ 27,961,669	300.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	73,733	0	73,733	0.0	Add back 2.5% GF discretionary reduction.
	84,037	0	84,037	1.0	LUR financial support position.
	36,110	0	36,110	0.5	Additional .5 FTE Noise Control field position.
	179,199	0	179,199	2.0	Code coordination package.
	91,507	0	91,507	1.0	Green Buildings position.
			\$ 464,586	4.5	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0

Planning and Development Fund – 116

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Licenses and Permits						
Construction Permits	13,860,886	13,826,996	14,558,000	13,151,420	17,184,291	17,184,291
Other Permits	342,858	302,509	342,000	373,004	515,454	515,454
	14,203,744	14,129,505	14,900,000	13,524,424	17,699,745	17,699,745
Service Charges and Fees						
Inspection Fees	648,054	607,623	642,000	514,981	554,895	554,895
Miscellaneous	179,297	212,204	3,044,440	2,580,448	3,436,621	3,436,621
	827,351	819,827	3,686,440	3,095,429	3,991,516	3,991,516
Miscellaneous Revenues						
Collection of Assessment	1,324,306	1,518,646	1,659,000	1,723,993	1,789,505	1,789,505
Interest Earned	681,567	634,397	568,000	611,871	566,121	566,121
Refunds	784	1,729	2,000	862	895	895
	2,006,657	2,154,772	2,229,000	2,336,726	2,356,521	2,356,521
Total External Revenues	17,037,752	17,104,104	20,815,440	18,956,579	24,047,782	24,047,782
Internal Revenues						
Other Cash Transfers						
General Fund	1,099,402	1,136,269	2,998,905	2,998,905	3,500,174	3,500,174
General Reserve Fund	0	0	179,997	179,997	0	0
Housing & Community Development	100,438	118,082	232,147	107,247	77,264	77,264
Refuse Disposal Fund	225,110	223,468	223,000	223,000	229,207	229,207
Transportation Operating Fund	10,000	0	0	0	0	0
	1,434,950	1,477,819	3,634,049	3,509,149	3,806,645	3,806,645
Federal Grants Transfers						
	5,818	3,817	0	0	0	0
Interfund Service Reimbursements						
Environmental Services	0	0	61,068	86,068	31,211	31,211
Fire Bureau	0	0	0	15,000	20,807	20,807
Housing & Community Development	380,136	438,314	374,309	355,594	286,801	286,801
Parks Bureau	1,000	1,000	1,000	4,000	6,202	6,202
Planning	0	35,500	0	0	136,000	136,000
Transportation	3,403	993	20,500	31,125	49,114	49,114
Water Bureau	0	0	0	10,000	15,605	15,605
	384,539	475,807	456,877	501,787	545,740	545,740
Total Internal Revenues	1,825,307	1,957,443	4,090,926	4,010,936	4,352,385	4,352,385
Beginning Fund Balance	8,349,462	8,609,719	7,452,173	7,156,703	2,243,773	2,243,773
TOTAL RESOURCES	\$ 27,212,521	\$ 27,671,266	\$ 32,358,539	\$ 30,124,218	\$ 30,643,940	\$ 30,643,940
REQUIREMENTS						
Bureau Expenses						
Personal Services	13,184,832	14,641,363	20,762,496	19,656,628	20,653,498	20,653,498
External Materials and Services						
Communications Services	2,233,485	2,262,933	3,140,511	2,378,881	2,176,190	2,176,190
Data Processing Services	267,485	277,619	359,809	350,814	398,330	398,330
Facilities Services	58,512	111,405	461,887	0	392,215	392,215
Fleet Services	560,415	606,638	2,232,805	2,177,841	2,249,873	2,249,873
Insurance	321,978	329,783	375,205	365,825	375,489	375,489
Printing & Distribution	559,726	526,909	608,089	608,089	664,696	664,696
City Auditor	354,423	403,616	578,414	563,954	587,813	587,813
Auto Port Operating	116,103	121,414	119,972	119,972	119,377	119,377
Environmental Services	151,975	0	0	0	0	0
Finance & Administration	0	0	42,785	42,785	0	0
Parking Facilities	18,741	28,002	200,223	200,223	25,142	25,142
Transportation	0	171,900	0	0	0	0
	35,615	235,907	260,258	260,258	260,519	260,519
	2,444,973	2,813,193	5,239,447	4,689,761	5,073,454	5,073,454
Capital Outlay	0	0	330,527	319,304	58,527	58,527
Equipment Cash Transfers						
Fleet Operating	33,000	67,340	0	0	0	0

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Printing & Distribution	12,500	6,030	0	0	0	0
	45,500	73,370	0	0	0	0
Total Bureau Expenses	17,908,790	19,790,859	29,472,981	27,044,574	27,961,669	27,961,669
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	439,915	0	320,000	526,809
Compensation Adjustment	0	0	372,998	0	500,000	500,000
	0	0	812,913	0	820,000	1,026,809
General Fund Overhead	694,020	723,704	767,515	835,871	825,480	818,671
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	384,514	384,514
	0	0	0	0	384,514	384,514
Unappropriated Ending Balance						
Unappropriated Ending Balance	8,609,711	7,156,703	1,305,130	2,243,773	652,277	452,277
	8,609,711	7,156,703	1,305,130	2,243,773	652,277	452,277
Total Fund Requirements	9,303,731	7,880,407	2,885,558	3,079,644	2,682,271	2,682,271
TOTAL REQUIREMENTS	\$ 27,212,521	\$ 27,671,266	\$ 32,358,539	\$ 30,124,218	\$ 30,643,940	\$ 30,643,940

FUND OVERVIEW

Operating Fund

In FY 1988-89 the City Council directed that the former Bureau of Buildings structure its fee schedule to ensure that construction permits and inspection programs were not dependent upon general tax revenues. Self-sufficiency for these programs was achieved within the FY 1990-91 budget.

In 1995, City Council set land use fee rates to collect 50% of program costs, although the cost recovery goal was 64%. The goal was less than 100% because many land use reviews provided only partial benefit to the applicant; they also provided general benefit to the community. In FY 1998-99, land use review fees recovered 58% of program costs.

Revenues

Revenues include fees from construction and land use permits, inspection fees, penalties, and liens; these categories account for over \$24 million or nearly 85% of OPDR resources. The General Fund provides \$3.5 million (12%) of OPDR funding, which is targeted for the Land Use Review and Neighborhood Inspection programs. The balance of the revenues (3%) are from interagency agreements and the Housing and Community Development Fund.

Expenditures

In FY 1999-00, revenues were not meeting projections. OPDR put in place spending restrictions in all programs to ensure an adequate ending fund balance. Revenues and expenditures were closely tracked each accounting period.

In FY 2000-01, proposed fee increases will increase the revenue stream. However, funding will still be tight. The Adopted Budget for FY 2000-01 is reduced over 5% from the FY 1999-00 Revised Budget and expenditures were reduced in all major categories.

The largest percentage of decrease is an 82% reduction in capital outlay. The largest dollar decrease is \$964,321 (31%) in external materials and services. Internal services decreased by 3% and personal services decreased by .5%.

Expenditure control measures will continue to be implemented in FY 2000-01. In addition, workload will be carefully monitored to ensure that OPDR has the correct number of staff to provide services.

Construction Programs

Fees for FY 2000-01 and FY 2001-02 were reviewed and found to be inadequate to fund the necessary level of service. In fact, none of the programs is projected to recover its full costs in FY 1999-00 even with the additional revenue from fee increases.

The need for fee increases

The building/mechanical program is drawing substantially on its reserve. The electrical and plumbing programs both will expend their entire reserves and will have net program deficits in FY 1999-00. Fee increases are necessary for several years to continue the current level of inspection, plan review, and permit issuance service.

Fee increase schedules

In order to fully recover costs and have a prudent reserve, a multi-year plan for fee increases needs to be implemented. Building permit fees are projected to increase by 10% in FY 2000-01 and 6% in FY 2001-02. Mechanical permit fees are projected to increase by 15% in FY 2000-01 and 10% in FY 2001-02. Electrical permit fees are projected to increase by 12% in FY 2000-01 and 4% in FY 2001-02. Plumbing permit fees are projected to increase by 15% in FY 2000-01 and 12% in FY 2001-02. These projected fee increases will be reviewed prior to final proposal.

Under this plan, the building/mechanical program is projected to fully recover its costs in FY 2001-02; the electrical program in FY 2000-01; and the plumbing program in FY 2000-01. However, these programs do not build their reserves back up to prudent levels until FY 2002-03 for the building/mechanical program and FY 2003-04 for the electrical and plumbing programs.

Land Use Review Program

When the cost of service study was done in 1999 (on land use fees), a cost recovery target was attributed to each fee that the consultant studied. These rates vary from 50% to 91% depending on the fee. The consultant study was completed prior to the transfer of the LUR program to OPDR. OPDR costs, such as the new computer system, were not part of the analysis.

OPDR will review the LUR cost recovery rate for FY 1999-00 and will recommend changes to the LUR fees in August 2000. A 10% proposed fee increase is included in projected revenues.

CHANGES FROM PRIOR YEAR

Revenues

Fund revenues are projected to increase more than 15% above FY1999-00 levels. Permit revenues alone are projected to increase nearly 19%. Proposed fee increases for building, electrical, land use, mechanical, and plumbing permits account for most of the projected revenue increases.

The beginning fund balance is significantly decreased from \$7.4 million in FY 1999-00 to \$2.2 million in FY 2000-01. OPDR is using reserves to assist in funding FY 1999-00 programs. Fee increases will rebuild fund reserves in future years.

Expenditures

There is a 57% increase in "cash transfers to other funds" due to the added cost of the PERS debt service. The unappropriated ending balance is reduced by 50% as OPDR will use fund reserves to support expenditures in FY 2000-01.

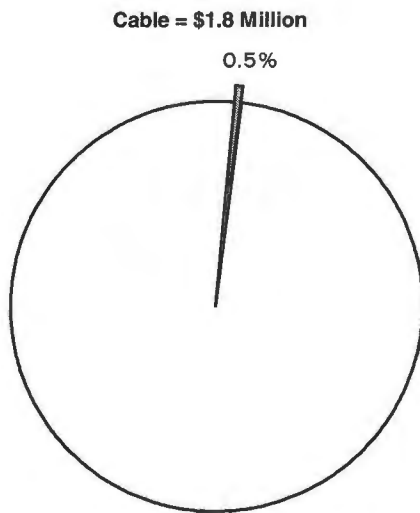
Cable Communications and Franchise Management

Community Development Service Area

Erik Sten, Commissioner-in-Charge

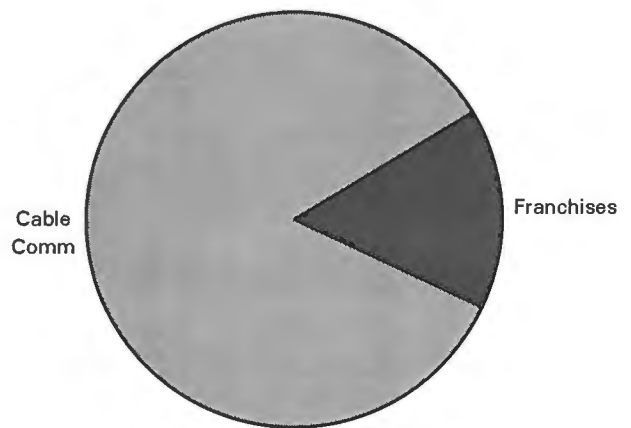
David Olson, Director

Percent of General Fund



General Fund = \$354 Million

Bureau Programs

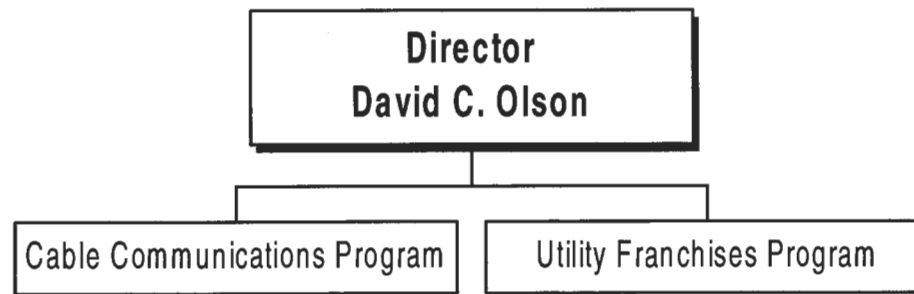


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	1,717,565	1,750,212	32,647	-2.5%
Capital	0	0	0	0.0%
Allocated Overhead Costs	185,199	207,647	22,448	7.2%
Total Cost with Allocated Overhead	\$ 1,902,764	\$ 1,957,859	\$ 55,095	-1.6%
Authorized Full-Time Positions	6	6	0	-4.4%

Note: Per capita change values are adjusted for inflation and population growth.

Cable Communications and Franchise Management



Bureau Summary

BUREAU MISSION

The mission of the Office of Cable Communications and Franchise Management is to ensure the City of Portland and its citizens are fairly compensated for private use of the public right-of-way; to defend the City's role and the public interest in rapidly changing telecommunications and utility markets; and to regulate and advocate on matters related to cable communications for the Mt. Hood Cable Regulatory Commission (MHCRC), on behalf of Fairview, Gresham, Multnomah County, Portland, Troutdale and Wood Village.

BUREAU HIGHLIGHTS

Accomplishments

Developed broadband RFQ process that may lead to cable competition in City.

With the support of the Mayor and Commissioner Sten, the Cable Office issued a Request for Qualifications for "broadband" (high speed, high capacity) telecommunications providers to provide new competitive choices and high-speed Internet access for Portland residents.

Choices for Portland cable viewers

After attracting nearly a dozen responses from interested companies, it appears that Portland will conclude an agreement with one or more of these companies. They will provide a significant investment in new telecommunications infrastructure to serve all City residents, and will provide real choice for residents in cable and telecommunications services for the first time in City history.

Funded Community Access Capital Grants.

\$850,000 for community grants in FY 2000-01

The Mt. Hood Cable Regulatory Commission grants funds for community communications projects that assist public and non-profit organizations throughout Multnomah County. These projects promote the use and availability of advanced cable system technologies at low cost to meet organizational communication needs. Nearly \$750,000 is appropriated in FY 1999-00, and \$850,000 is budgeted for FY 2000-01.

Negotiated new telecommunications franchises.

More than 20 telecom companies now have franchises within Portland

Supporting the Mayor's goals of a competitive telecommunications environment and a wired City, staff negotiated three new telecommunications franchises with Level 3 Communications, AT&T Local Services, and IXC Communications. The franchises will provide additional resources to the City's General Fund and will add to the communications infrastructure of the City.

Cooperated in developing a Wide Area Network.

High-speed telecommunications throughout City government

In cooperation with the Bureau of General Services, the Cable Office helped integrate franchise assets that have led to the design and initial deployment of a Wide Area Network. The network will provide high-speed telecommunications capability between and among City agencies, and speed the delivery of City services to citizens. This may save scarce General Fund dollars that would otherwise have to be diverted to pay the full retail cost of such capabilities.

General Description

BUREAU OVERVIEW

Bureau Structure

The Office of Cable Communications and Franchise Management (Cable Office) is comprised of two programs: Cable Communications and Utility Franchises.

Staff within the Cable Communications Program serve the Mount Hood Cable Regulatory Commission (MHCRC), which protects the public interest in the regulation and development of cable communications. The Utility Franchises Program negotiates and administers utility and telecommunications franchises for the City of Portland.

Funding Sources

General Fund

Primary support of the Cable Office

The General Fund is the primary support of the Cable Office. The Utility Franchises Program is solely funded by the General Fund, while the Cable Communications Program is funded by the six jurisdictions that make up the MHCRC. The City of Portland's share equals approximately 66%.

Cable Fund

Non-General Fund supporting the MHCRC

The MHCRC operates out of the Cable Fund. Grants, capital funds, and all materials and services are charged directly to the Cable Fund. Staff support is located in the Cable Office and supported by the Cable Fund via interagency agreement.

Capital Funds

The MHCRC receives 3% of cable company gross revenues, which are dedicated to support capital projects that enhance the ability of local educational, governmental, and non-profit groups to use the cable communications system. These funds are referred to as the PEG (public, education, government) funds.

Allocation of 3% of gross cable revenues

From the 3% of gross revenues, 1% are retained by the cable company to develop the Community Institutional Network, 1% go to the community access organizations of Multnomah Community Television (MCTV) and Portland Cable Access (PCA), and 1% fund the MHCRC grant program.

Community Access Organizations

The community access organizations, PCA and MCTV, receive funding from Portland and other MHCRC jurisdictions for their operating budgets, in addition to the 1% capital funds mentioned above. These organizations promote broad participation in civic and cultural life by encouraging effective use and understanding of community media through providing access to television and to the internet.

RECENT TRENDS

New Technology

As technology advances, the legal jurisdiction regarding the right-of-way and new technology is continuously being redefined. The office has developed and will implement a new telecommunications ordinance that serves to clarify the implications for local governments and franchise fees related to some new technologies.

CHANGES FROM PRIOR YEAR**Adopted Budget****Expenditures**

The Adopted Budget funds the Cable Office at \$1,750,212, an amount almost 2% higher than the current budget.

Budget reductions

To meet Council directed cost-saving goals, 2.5% of current service level General Fund support was cut and the bureau made reductions in professional services and several materials and services' accounts. Including all adjustments, the Cable Office reduced its budget over \$15,000 from current service levels.

Funding to monitor the energy deregulation process

The budget also includes \$15,000 carried over from prior years to fund outside consultant services regarding HB 3345, the energy deregulation bill. This funding is one-time only.

Revenues*Reasons for revenue growth*

General Fund revenues have increased steadily from cable, utility, and telecommunication franchises, and are projected to exceed \$48 million in FY 2000-01. This growth is due to three factors: a significant increase in the number of new franchises negotiated by the office, population growth, which results in growth in the number of customers served, and growth in technology, which enables more services to be provided.

The office continues to identify potential new revenue sources that arise from the City's franchising authority. Less than 1% of the revenues that the office administers are allocated to its operating budget.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Management Goals and Objectives

To provide cutting edge utility, cable and telecommunications franchise regulation.

Strategies include:

- ◆ Address and enforce franchise issues and requirements in a timely manner.
- ◆ Manage franchise regulation so that it fosters competition, creates the least negative impact on public streets and infrastructure, protects the public interest and generates revenue for the City.

To maximize resources available through the franchises to create accessible communication networks for the community.

Strategies include:

- ◆ Facilitate development of the community I-Net for use by the City, other MHCRC jurisdictions, and the schools.
- ◆ Support development of the Integrated Regional Network Enterprise (IRNE) through use of City-specific franchise benefits, such as fiber optic connections and duct set-asides.
- ◆ Manage the Community Access Capital Grant Program to maximize community benefits.

To inform and educate our constituents regarding cable and telecommunications issues and regulations.

Strategies include:

- ◆ Support and encourage the MHCRC in pursuit of its mission.
- ◆ Actively assist citizens in complaint resolution regarding cable and utility matters.

To provide leadership and advocacy in telecommunications.

Strategies include:

- ◆ Advocate for and defend local government authority, management and control of public rights-of-way.
- ◆ Participate in and encourage advocacy efforts for Oregon and federal legislative and agency proceedings on behalf of local jurisdictions' and citizens' interests.
- ◆ Develop City of Portland and statewide policies and processes that respond appropriately to changes in the telecommunications marketplace and applicable law.
- ◆ Support the City's technology strategic planning efforts.

MAJOR INITIATIVES

Strategic planning goals

Each year Cable Office staff and the MHCRC undertake a strategic planning process to identify key issues and initiatives for the coming year.

- ◆ Encourage development and deployment of broadband services using cable system technology, including high speed internet access, on an open, accessible and nondiscriminatory basis throughout the franchise areas.
- ◆ Defend City franchise and utility revenues (over \$48 million in General Fund revenue) and advocate for local government's role in receiving fair compensation for and managing the right-of-way through participation on the Governor's Task Force On Telecommunications Franchise Fees, not to mention HB 3345, the energy deregulation bill.
- ◆ Oversee the upgrade of AT&T's cable communications system and construction of the Community Institutional Network (I-Net) in East Multnomah County.
- ◆ Develop and oversee a management plan for the Community I-Net.
- ◆ Negotiate franchises with new telecommunications companies, USWest, GTE, Sierra Pacific/GTE (if the City and Sierra Pacific/PGE reach agreement on a process) and Union Pacific Railroad.

COUNCIL PRIORITIES

Council Issues and Priorities

Maintain a Financially Stable City

Overseeing cable and telecom revenues

The office continues to generate and protect General Fund revenues. It continues to participate in federal, State, and PUB proceedings and provide leadership in the City's legal interest regarding the development of advanced telecommunications infrastructure. The office also continues to negotiate, manage, and ensure compliance with franchise agreements. Staff was appointed to and will participate on the Governor's Task Force on Telecommunications Franchise Fees.

Keep the Central City Vital

Downtown telephone booths

The office ensures that telephone booths are available to serve the public in the Central City. The office cooperates with the Bureau of Police to monitor and implement procedures to resolve telephone related complaints. The office also negotiates telecommunications franchises to ensure that high speed telecommunications services are available in the Central City.

Promote Economic Vitality and Access to Quality Jobs for All

Promote the Inclusion of Under-Represented Neighborhoods and Groups in Participation in City Activities and Services

Support Quality Education to Produce Well Educated Citizens

The office facilitates the Community Access Capital Grant Program which last year funded two grants that focused on providing educational opportunities to the unemployed and the underemployed.

Grants support job and learning skills training

Through its successful grant, Portland Community College will provide classes at several human service organizations and work force training centers. Mt. Hood Community College will offer training to low-wage workers at their work sites in order to update skills and gain promotions to higher wage jobs. Both projects will use the interactive capabilities of digital video on the Community I-Net. The grant program also helped fund the Portland Public Schools' efforts to include visual communications as a CAM for high school students and to enhance PPS communication networks.

Cable helps build community by making information accessible

Through its support of the community access organizations (PCA and MCTV) and the public, education and government access channels on cable television, the MHCRC provides ready access to information related to employment, assistance programs, and other opportunities for citizens and businesses.

Cable also gives under-represented groups the opportunity to view the proceedings of many City meetings and to air their views, opinions, and activities, which is critical for meaningful public discourse.

Become a More Effective Partner in the Region

The MHCRC is an example of effective regional partnering of the City of Portland with five neighboring jurisdictions in order to advocate for and protect the public interest in the regulation and development of cable communications systems.

Partners in the I-Net

The office has engaged a broad range of public partners in the development of the Community Institutional Network. Those partners include, among others, five city governments, Multnomah County, Metro, seven school districts, MESD, Portland and Mt. Hood community colleges, PSU, OHSU, and Multnomah County libraries.

The I-Net will provide a high bandwidth, fiber-based infrastructure throughout Multnomah County beginning in July 2000. The office works with these partners to ensure that the network design meets the greatest number of organizations' communications needs at the lowest cost.

Continuously Improve the Delivery of Quality Public Services

The office oversees the deployment of the I-Net. In addition the office supports the development of the Integrated Regional Network Enterprise (the City views the I-Net as part of the larger IRNE) to promote the cost-effective use of technology to enhance service delivery.

Efficiencies/ Revenues Sources

The potential new broadband service franchisees (three separate companies) provided funds to cover the cost of the financial, legal and technical analyses required to negotiate these new franchises.

Staff is making extensive use of the web page to disseminate information.

Overview of Programs

CABLE COMMUNICATIONS

The Cable Office serves as staff to the Mt. Hood Cable Regulatory Commission (MHCRC) to advocate for and protect the public interest in the regulation and development of cable communications systems, to resolve cable subscribers' concerns and to facilitate the planning and implementation of community uses of cable communications technologies which make use of the public right-of-way.

The six jurisdictions of the MHCRC are Multnomah County, Fairview, Wood Village, Troutdale, Gresham, and Portland.

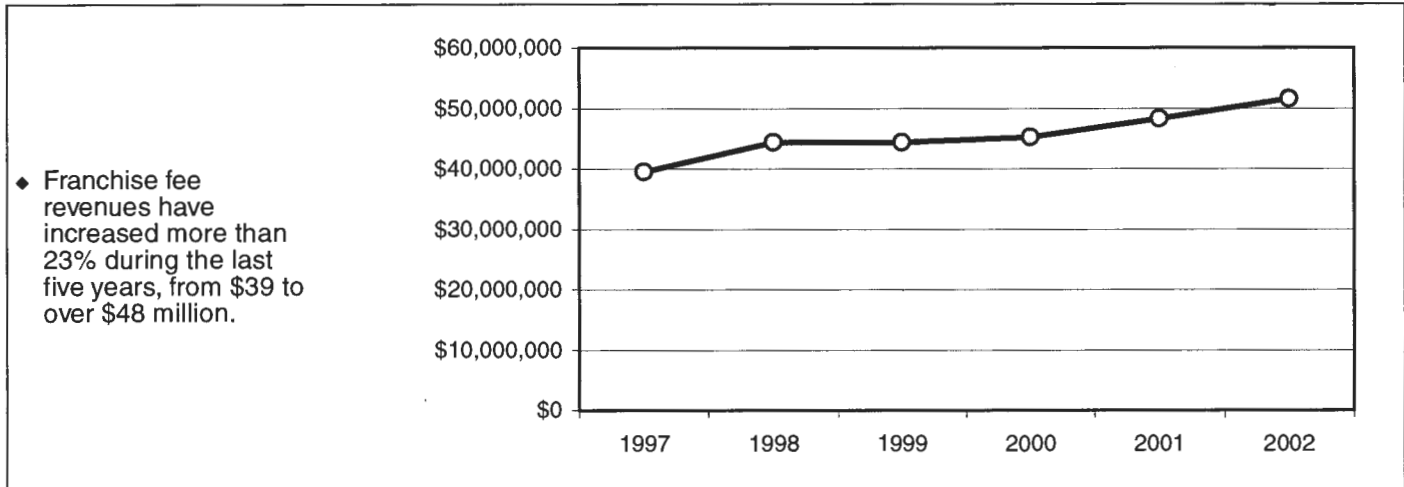
The office enforces cable communications service franchises, manages community use of the cable system, and maximizes cable franchise revenues. Staff also provide cable consumer protection and oversight of and funding for Portland Cable Access (PCA) and Multnomah Community Television (MCTV). The funding will be \$1.4 million in FY 2000-01.

UTILITY FRANCHISES

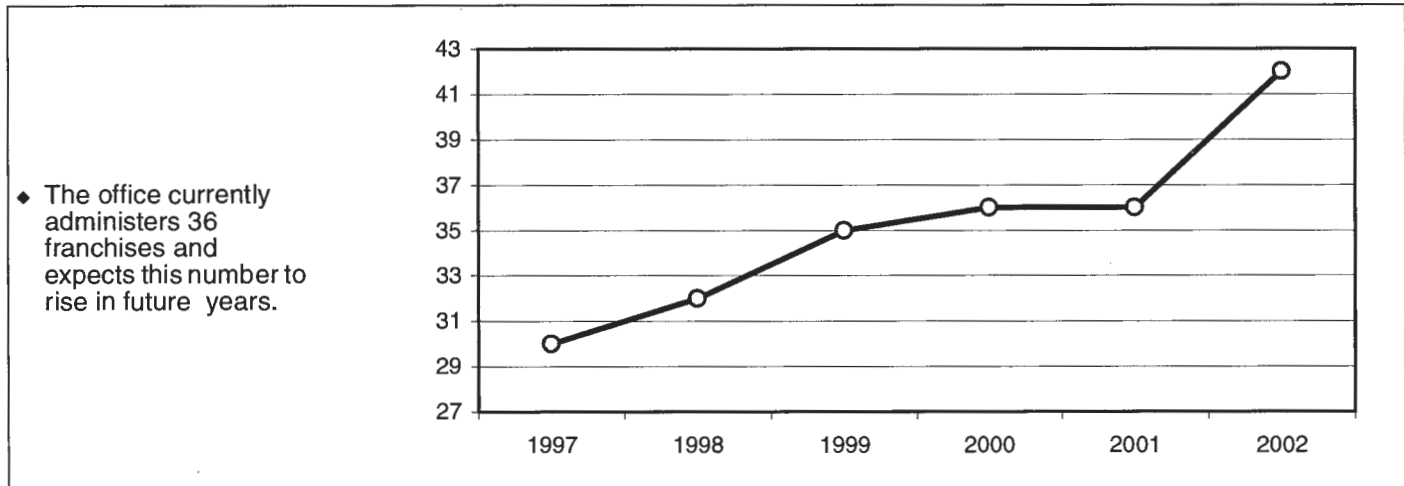
The Cable Office, through its Utility Franchises Program, negotiates and manages 36 franchises and oversees utility audits. Cable is a leader in developing the City's policy and legal interests regarding the development of advanced telecommunications infrastructure by participating in appropriate federal, state and PUC proceedings. The office plays a significant role in monitoring and protecting City and consumer interests in the new era of competition and deregulation of the energy and telecommunications industries.

Performance Measures

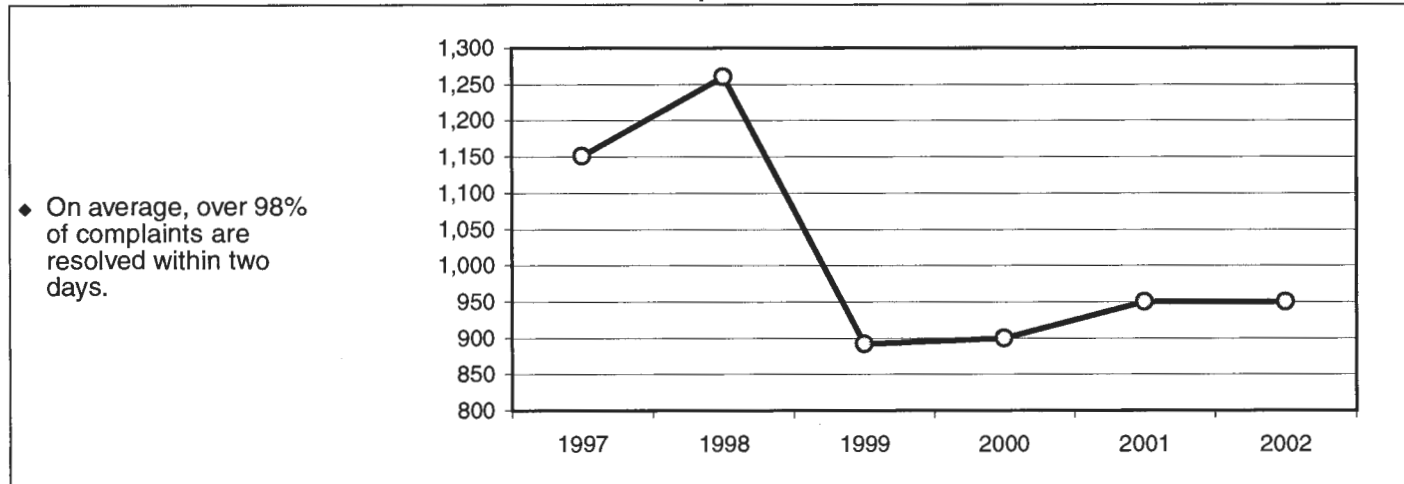
General Fund Revenues Generated



Franchises Administered

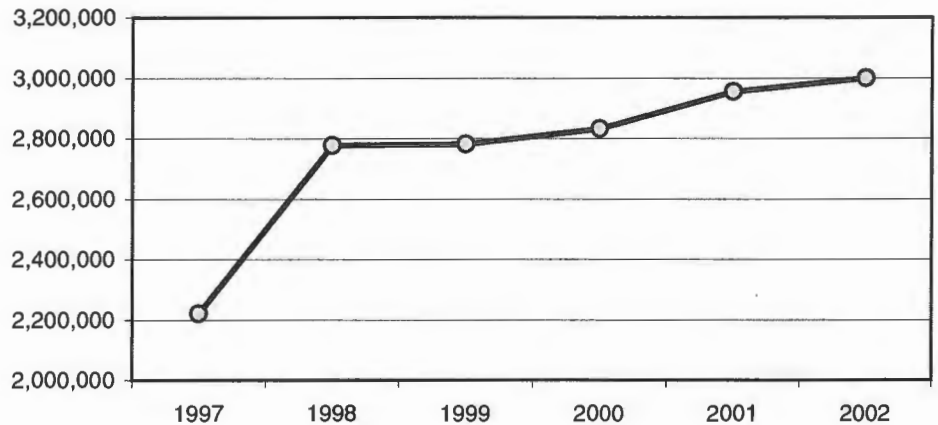


Cable TV Complaints Handled

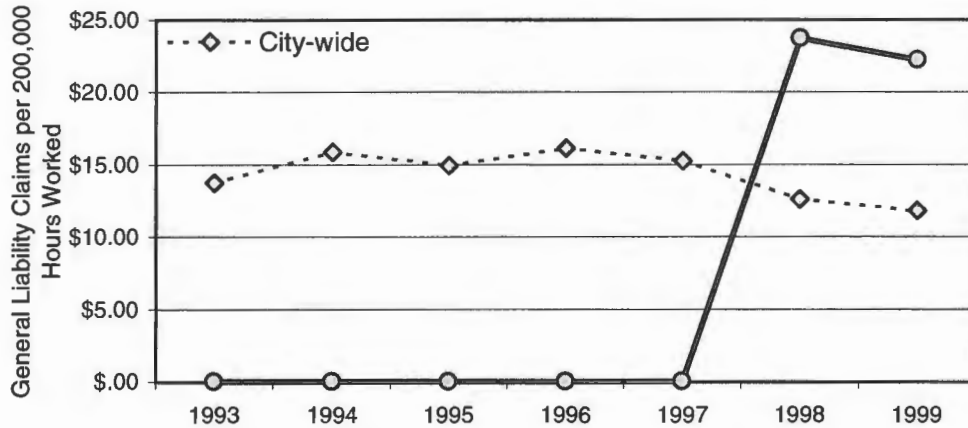


PEG Funding and Grants

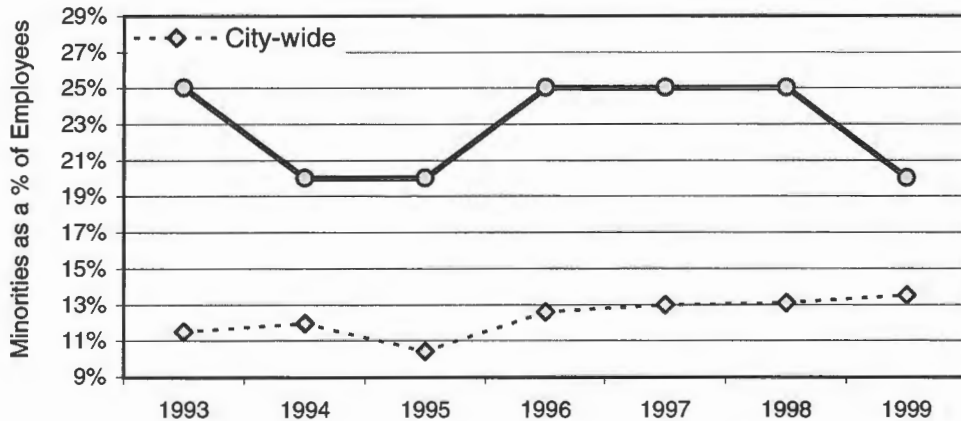
- ◆ The PEG grants provide funding to non-profit, educational, community, and local government organizations to acquire telecommunications equipment.
- ◆ The growth in grant funds parallels the growth in cable franchise fee revenues.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
CABLE COMMUNICATIONS AND FRANCHISE MANAGEMENT						
Affirmative Action Measures						
Female Employees as a Percent of Total	75.0%	75.0%	60.0%			
Minority Employees as a Percent of Total	25.0%	25.0%	20.0%			
Office of Cable Communications						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	23.74	22.21			
Worker's Comp Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$2.76	\$205.45			
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Cable Communications						
Workload						
Cable TV Complaints Handled	1,151	1,260	892	900	950	950
Effectiveness						
Public, Educational, and Governmental (PEG) Grants	2,220,872	2,776,801	2,781,574	2,831,072	2,954,161	3,000,000
Utility Franchises						
Workload						
Franchises Administered	30	32	35	36	36	42
Effectiveness						
General Fund Revenues Generated	\$39,458,501	\$44,327,111	\$44,292,786	\$45,192,786	\$48,237,447	\$51,500,000

Cable Communications and Franchise Management AU 300 SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	386,824	417,918	472,409	479,316	479,316
External Materials and Services	869,032	721,071	793,155	982,358	997,358
Internal Materials and Services	396,219	409,157	452,001	273,538	273,538
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	1,652,075	1,548,146	1,717,565	1,735,212	1,750,212
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 1,652,075	\$ 1,548,146	\$ 1,717,565	\$ 1,735,212	\$ 1,750,212
Allocated Overhead	190,692	118,608	185,199	170,834	207,647
Total Cost with Allocated Overhead	1,842,767	1,666,754	1,902,764	1,906,046	1,957,859
RESOURCES					
General Fund Discretionary		1,306,418	1,451,505	1,458,642	1,473,642
Non-Discretionary Revenues					
Grants & Donations		0	0	0	0
Contract Revenues		0	0	0	0
Interagency Revenues		241,728	266,060	276,570	276,570
Program Revenue		0	0	0	0
Total Non-Discretionary Revenues		241,728	266,060	276,570	276,570
TOTAL GENERAL FUND RESOURCES		\$ 1,548,146	\$ 1,717,565	\$ 1,735,212	\$ 1,750,212
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Cable Communications		1,339,256	1,423,402	1,475,610	1,475,610
<i>Positions</i>		3	4	3	3
Utility Franchises		208,890	294,163	259,602	274,602
<i>Positions</i>		2	3	2	2
TOTAL PROGRAMS		\$ 1,548,146	\$ 1,717,565	\$ 1,735,212	\$ 1,750,212
<i>Positions</i>		5	6	6	6
<i>General Fund Discretionary Positions</i>		5	5	5	5

Cable Communications and Franchise Management AU 300

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	217,156	253,077	342,584	346,366	346,366
512000 Part-Time Employees	11,592	1,950	0	0	0
514000 Overtime	1,868	1,393	900	1,235	1,235
517000 Benefits	107,264	114,419	128,925	131,715	131,715
518000 Paid Absence	48,944	47,079	0	0	0
Total Personnel Services	386,824	417,918	472,409	479,316	479,316
Materials and Services					
External Materials and Services					
521000 Professional Services	853,602	713,606	777,923	967,947	982,947
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	259	0	2,000	500	500
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	1,184	535	1,400	1,699	1,699
531000 Office Supplies	293	353	2,200	1,200	1,200
532000 Operating Supplies	3,250	1,721	3,000	3,500	3,500
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	0	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	0	0	0	0
541000 Education	5,247	1,782	2,400	2,600	2,600
542000 Local Travel	0	0	1,200	600	600
543000 Out-of-Town Travel	4,545	1,707	1,800	2,400	2,400
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	652	1,367	1,232	1,912	1,912
Total External Materials and Services	869,032	721,071	793,155	982,358	997,358
Internal Materials and Services					
551000 Fleet Services	116	53	518	414	414
552000 Printing & Distribution	870	954	2,558	1,800	1,800
553000 Facilities Services	10,845	10,158	11,283	11,429	11,429
554000 Communications Services	31,631	5,184	4,583	4,069	4,069
555000 Data Processing Services	1,660	3,341	3,289	7,451	7,451
556000 Insurance	3,302	3,235	3,351	7,283	7,283
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	347,795	386,232	426,419	241,092	241,092
Total Internal Materials and Services	396,219	409,157	452,001	273,538	273,538
Total Materials and Services	1,265,251	1,130,228	1,245,156	1,255,896	1,270,896
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 1,652,075	\$ 1,548,146	\$ 1,717,565	\$ 1,735,212	\$ 1,750,212

Cable Communications and Franchise Management AU 300

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
926	Administrative Services Manager	1	1	1	62,887	1	63,726	1	63,726
827	Financial Analyst	1	1	1	54,434	1	54,622	1	54,622
979	Franchise & Cable Comm Director	1	1	1	82,080	1	82,348	1	82,348
245	Hearings Clerk	1	1	1	40,978	1	41,934	1	41,934
966	Program Coordinator	1	1	1	44,856	1	48,163	1	48,163
968	Program Manager I	0	0	1	57,349	1	55,573	1	55,573
TOTAL FULL-TIME POSITIONS		5	5	6	\$ 342,584	6	\$ 346,366	6	\$ 346,366

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	1,751,088	0	1,751,088	6.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	(12,914)	0	(12,914)	0.0	2.5% reduction to GF discretionary.
Mayor's Proposed Budget Decisions	(2,500)	0	(2,500)	0.0	20% Prof. Svcs. reduction: GF discretionary.
	(1,500)	0	(1,500)	0.0	Repair & Maint. reduction: GF discretionary.
	(1,200)	0	(1,200)	0.0	Office Supplies reduction: GF discretionary.
	(1,200)	0	(1,200)	0.0	Local Travel reduction: GF discretionary.
	(751)	0	(751)	0.0	P&D reduction: GF discretionary.
	2,241	0	2,241	0.0	Facilities Services increase: GF discretionary.
	(37)	0	(37)	0.0	Comm Services reduction: GF discretionary.
	1,985	0	1,985	0.0	Transfer to Cable Fund increase: GF discretionary.
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	15,000	15,000	0.0	Carry-over for consulting on HB 3345
	(15,876)	15,000	(876)	0.0	Total FY 2000-01 Decision Packages
			\$ 1,750,212	6.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	12,914	0	12,914		Staff and Prof. Svcs. for financial audits
			\$ 12,914	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Cable Fund – 120

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Licenses and Permits						
Public Utility Licenses	714,161	763,956	798,321	768,139	838,238	838,238
	714,161	763,956	798,321	768,139	838,238	838,238
Miscellaneous Revenues						
Interest Earned	68,889	58,776	32,000	75,000	32,000	32,000
Other Miscellaneous	935,713	1,446,221	1,427,610	1,566,099	1,493,654	1,493,654
	1,004,602	1,504,997	1,459,610	1,641,099	1,525,654	1,525,654
Total External Revenues	1,718,763	2,268,953	2,257,931	2,409,238	2,363,892	2,363,892
Internal Revenues						
Interfund Service Reimbursements						
Cable Commission	347,795	386,232	426,419	426,419	241,092	241,092
	347,795	386,232	426,419	426,419	241,092	241,092
Total Internal Revenues	347,795	386,232	426,419	426,419	241,092	241,092
Beginning Fund Balance	1,536,613	677,519	677,831	1,475,798	779,097	1,724,234
TOTAL RESOURCES	\$ 3,603,171	\$ 3,332,704	\$ 3,362,181	\$ 4,311,455	\$ 3,384,081	\$ 4,329,218

REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Communications Services	40,762	5,431	10,504	10,504	11,181	11,181
Data Processing Services	2,490	3,922	5,089	5,089	11,176	11,176
Facilities Services	14,873	15,526	17,378	17,378	17,527	17,527
Fleet Services	119	35	415	415	311	311
Insurance	4,953	4,852	5,026	5,026	10,924	10,924
Printing & Distribution	6,934	9,829	10,427	13,427	10,734	10,734
City Attorney	2,285	1,336	1,450	1,450	1,499	1,499
Cable Communication	230,337	241,728	266,060	279,060	276,570	276,570
Finance & Administration	1,363	1,188	828	828	768	768
	304,116	283,847	317,177	333,177	340,690	340,690
Total Bureau Expenses	2,921,239	1,837,474	2,850,752	2,566,177	2,835,013	4,035,013
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	25,102	0	18,492	28,707
	0	0	25,102	0	18,492	28,707
General Fund Overhead	4,411	19,432	14,882	17,737	17,699	17,621
Fund Cash Transfers						
General Fund	0	0	0	3,307	0	0
	0	0	0	3,307	0	0
Unappropriated Ending Balance						
Unappropriated Ending Balance	677,521	1,475,798	471,445	1,724,234	512,877	247,877
	677,521	1,475,798	471,445	1,724,234	512,877	247,877
Total Fund Requirements	681,932	1,495,230	511,429	1,745,278	549,068	294,205
TOTAL REQUIREMENTS	\$ 3,603,171	\$ 3,332,704	\$ 3,362,181	\$ 4,311,455	\$ 3,384,081	\$ 4,329,218

LINE ITEM DETAIL – AU 304

Materials and Services						
External Materials and Services						
521000 Professional Services	856,173	429,805	1,627,205	1,985,934	1,746,927	2,946,927
524000 Repair & Maintenance Services	533	2,000	1,500	1,500	1,500	1,500
529000 Miscellaneous Services	1,743,218	1,104,417	885,394	226,090	725,454	725,454
531000 Office Supplies	659	1,082	1,700	1,700	1,500	1,500
532000 Operating Supplies	4,044	5,601	6,000	6,000	6,350	6,350
541000 Education	7,056	1,476	2,400	2,400	2,400	2,400
542000 Local Travel	418	0	900	600	600	600
543000 Out-of-Town Travel	1,611	4,041	3,800	3,800	4,000	4,000

549000	Miscellaneous	3,411	5,205	4,676	4,976	5,592	5,592
Total External Materials and Services		2,617,123	1,553,627	2,533,575	2,233,000	2,494,323	3,694,323
Internal Materials and Services							
551000	Fleet Services	119	35	415	415	311	311
552000	Printing & Distribution	6,934	9,829	10,427	13,427	10,734	10,734
553000	Facilities Services	14,873	15,526	17,378	17,378	17,527	17,527
554000	Communications Services	40,762	5,431	10,504	10,504	11,181	11,181
555000	Data Processing Services	2,490	3,922	5,089	5,089	11,176	11,176
556000	Insurance	4,953	4,852	5,026	5,026	10,924	10,924
559000	Other Fund Services	233,985	244,252	268,338	281,338	278,837	278,837
Total Internal Materials and Services		304,116	283,847	317,177	333,177	340,690	340,690
Total Materials and Services		2,921,239	1,837,474	2,850,752	2,566,177	2,835,013	4,035,013
TOTAL Bureau Expenses		\$ 2,921,239	\$ 1,837,474	\$ 2,850,752	\$ 2,566,177	\$ 2,835,013	\$ 4,035,013

FUND OVERVIEW

The Cable Fund supports the Mt. Hood Cable Regulatory Commission (MHCRC). The MHCRC administers cable franchises, and public, educational, and governmental (PEG) programs on behalf of Portland, Fairview, Gresham, Multnomah County, Troutdale, and Wood Village. Funding for the Commission's administrative budget is provided by these jurisdictions.

Resources

Primary sources of revenue are beginning balance of \$1,724,234, an interagency agreement with the Cable Office for \$241,092 representing the City of Portland's 66% share of the MHCRC budget, and cable franchise fees of \$2,331,892. Of the latter, \$1,493,654 will support the PEG capital grant program.

Expenditures

The majority of Cable Fund expenditures support the PEG grant program, which includes direct grants and administrative costs. In FY 2000-01, the program is budgeted at \$2.95 million. This includes funds for grants previously awarded in fiscal years 1998-99 and 1999-00. Additionally, the fund will disburse the remainder of East County cable franchise fees, which is approximately \$218,000.

The MHCRC operating budget is \$365,069. MHCRC staff support is budgeted in the General Fund Office of Cable Communications and Franchise Management and will be reimbursed by an interagency service agreement in the amount of \$276,570.

CHANGES FROM PRIOR YEAR

Public, education, and government (PEG) revenues are projected to be up 4.6%, and cable franchise fees are expected to rise 5% in FY 2000-01.

The PEG budget for direct grants in FY 2000-01 is \$850,000, up 9.1%, and the administrative budget for the Mt. Hood Cable Regulatory Commission is \$365,069, up 3.9% from FY 1999-00. The ending fund balance is projected to be \$247,877 for FY 2000-01 compared to \$471,445 in FY 1999-00 Adopted Budget.

Energy Office

Community Development Service Area

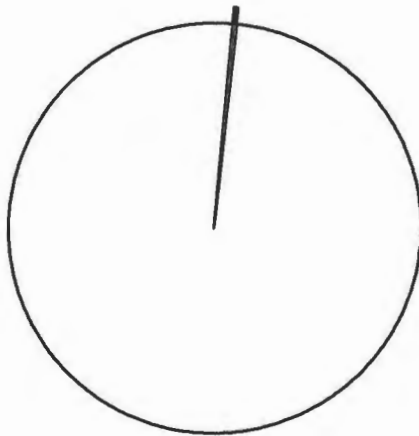
Erik Sten, Commissioner-in-Charge

Susan Anderson, Director

Percent of General Fund

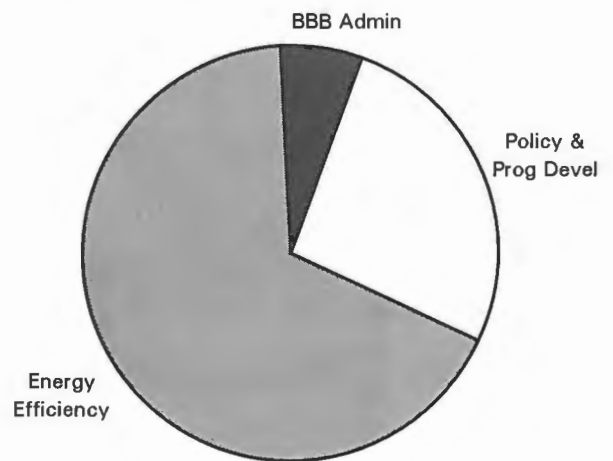
Energy = \$762.5 Thousand

0.2%



General Fund = \$354 Million

Bureau Programs

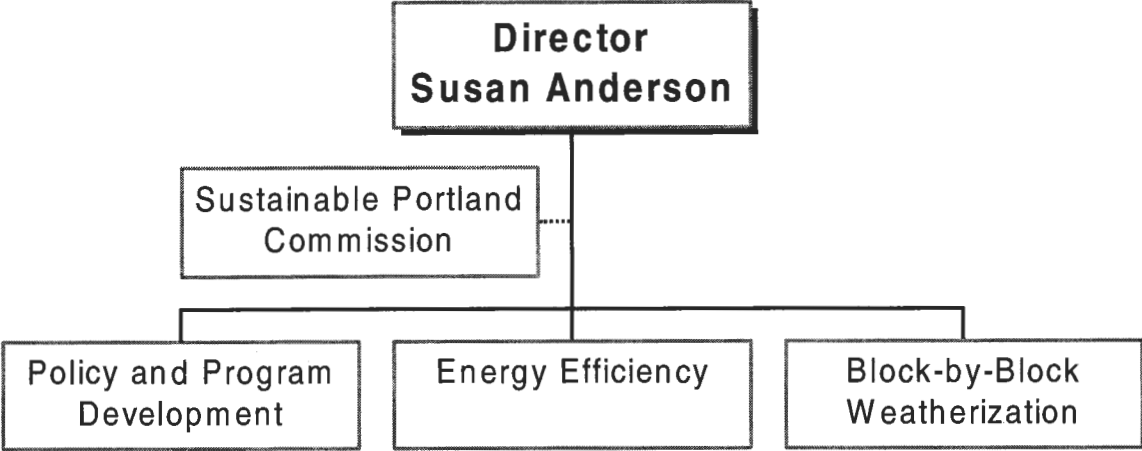


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	1,143,928	762,502	-381,426	-36.3%
Capital	0	0	0	0.0%
Allocated Overhead Costs	126,088	98,670	-27,418	-25.2%
Total Cost with Allocated Overhead	\$ 1,270,016	\$ 861,172	\$ -408,844	-35.2%
Authorized Full-Time Positions	11	8	-3	-30.4%

Note: Per capita change values are adjusted for inflation and population growth.

Energy Office



Bureau Summary

BUREAU MISSION

The mission of the Energy Office is to enhance the livability, stability and economic vitality of the City of Portland through programs and policies that promote energy and natural resource efficiency and the use of renewable resources.

BUREAU HIGHLIGHTS

Revenues

Energy Office revenues are comprised of General Fund support, interagency agreements, federal and state grants, and contracts with local utilities and other non-profit agencies. General Fund support in FY 2000-01 is budgeted at \$277,157. Several grants and contracts have already been awarded to the Energy Office for FY 2000-01 and are budgeted for \$318,500.

*General Fund dollars
leverage outside funds*

The office will continue to leverage its General Fund support to obtain grants, utility contracts and state and local interagency agreements. In FY 2000-01, the bureau anticipates receiving an additional, currently unbudgeted \$175,000, in new grants and contracts.

Budget

The Adopted Budget for the Energy Office is \$762,502. The General Fund supports the director, a part-time assistant, staff for the Sustainable Portland Commission and some office expenses. Other staff and materials are funded by grants, contracts, and interagency agreements. The Energy Office will have eight staff in FY 2000-01.

Green Building Initiative

The Energy Office requested \$195,000 in General Fund support for the Green Building Initiative, approved by Council in December of 1999. Funding for the program is available within the Refuse Disposal Fund, and explicit appropriations will be made early in the 2000-01 fiscal year.

General Description

BUREAU OVERVIEW

Organizational Description

The Energy Office integrates environmental leadership, creative technologies and a city full of partners to help local residents, businesses, and government reduce costs, be efficient, and create a more sustainable community for future generations.

Operations

The City Energy Policy promotes the complementary goals of sustainable energy resources, a clean environment, and a strong economy. The Energy Office provides research, education, marketing, and on-site technical and financial services to help achieve these goals.

CO2 Reduction Strategy

Portland thinks globally, acts locally

In 1993, Portland was the first U.S. local government to adopt a CO2 reduction strategy to help reduce greenhouse gas emissions causing global climate change. In 1997, the strategy was updated, including the *good news, bad news, and future trends* for CO2 reduction.

The report outlines the reduction achievements resulting from reduced energy use in buildings and transportation, increased use of renewable energy resources, enhanced recycling and tree planting. The report points out that, while a 3% reduction per capita has been achieved, major efforts are still necessary to maintain that trend and achieve a 20% reduction from 1988 levels by 2010.

Sustainable Portland Commission

Energy Office staffs the Sustainable Portland Commission

The Energy Office provides research, guidance, grant writing, and implementation services to the Sustainable Portland Commission. The commission advises the City Council on energy, environmental, and sustainable development issues.

The bureau also provides essential local government review of energy policies and programs developed by the Oregon Office of Energy, Public Utilities Commission, Bonneville Power Administration, Northwest Power Planning Council, electric and natural gas utilities, and many energy and environmental organizations throughout the nation.

MAJOR ISSUES

Endangered Species

In the Pacific Northwest, the listing of Columbia and Willamette River salmon and steelhead runs as endangered is a major issue impacting urban development. Related to this, the Portland metropolitan area is concerned about issues of growth management, transportation, housing, infrastructure and overall sustainable development.

ESA listings impact programs and policies

Energy issues from production (dam, etc), to use in homes and offices, to use as transportation fuels all have impacts on air quality, water quality, and stream flows. The Endangered Species Act will add another decision factor to future energy policy and program development.

New Technology

Another issue Portland is facing is the development of new technologies. Products that were unheard of a few years ago are now (or will soon be) commercially available. This includes fuel cells, hybrid vehicles, and more.

The Energy Office researches and promotes new, more environmentally benign technologies. The office has helped the City become a leader with its waste methane powered fuel cell at the Columbia Boulevard Wastewater Treatment Plant.

Greenhouse Emissions

The issue of global climate change impacts energy use, taxes, housing, industry, and transportation. Many European and Asian nations and local governments are taking active measures to reduce greenhouse emissions. Portland is seen as an international leader on this issue.

Portland is a world leader on climate change issues

The Environmental Protection Agency and Department of Energy regularly seek Portland Energy Office advice on policy program design and implementation related to energy efficiency and climate change.

RECENT TRENDS

Utility Restructuring/ Deregulation

Recently there have been several activities in the energy industry related to electric utility mergers. This consolidation is evidence of the changes that can be expected as utilities respond to the opportunities provided by deregulation.

Open access pilots have been tried by both PGE and PacifiCorp. Utility restructuring legislation was passed in 1999 and will take effect in October 2001. Federal restructuring/ deregulation initiatives also are moving forward. ScottishPower has purchased PacifiCorp and Enron bought PGE and is now selling the local utility to Sierra Pacific from Nevada.

Energy Office intervenes to increase utility conservation funding

Utility funding for energy conservation, energy efficiency, and other demand-side management (DSM) activities was cut by 60-90% in 1997. Due to the City's intervention, ScottishPower/PacifiCorp agreed to nearly triple conservation funding in 2000. Also SB1149 will increase public purpose spending, although it will still be below traditional levels of the mid-1990's.

Sustainability

There is an increased interest in the topic of "sustainability." This issue, and its impacts on people and place, is getting the attention of local businesses and residents.

Steps toward a sustainable future

The City became a member of The Natural Step, while the bureau reported to Council on the environmental impacts of City operations and initiated more than 150 neighborhood ecoteams. Portland can build on what has been done in the past and position itself as a leader on sustainability issues. It can also be a learning center for other communities to study technologies and mechanisms for a quality environment and economy.

Green Building

Portland has a national and international reputation for successfully balancing community development, growth management, and environmental stewardship. With Portland poised to continue to grow, expand and redevelop its built environment, the City needs to improve the quality, cost-effectiveness and performance of buildings while simultaneously reducing stress on the environment.

The City will implement the Green Building Initiative in 2000-01.

Green building is gaining currency in the design and construction industry as the culmination of innovative building and site design techniques that can realize performance and environmental goals.

The 1999 Green Building Initiative provides the City with an integrated effort to promote resource efficient building and site design practices throughout the City. This initiative also presents an opportunity for Portland to improve local practices, while creating new jobs and becoming a growing center for green technologies and services.

CHANGES FROM PRIOR YEAR

Budget decreased by 20%

The total Adopted Budget for the Energy Office is \$762,502. This amount is \$191,404, or 20%, lower than the current year's adopted budget. The drop is a result of the ending of General Fund support for a position working on electricity deregulation, a small reduction in discretionary General Fund support (see below), fewer initial grant funds than in the current year, and a reduction of more than \$27,000 in interagency funding.

This budget incorporates a 2.5% reduction from current service levels in General Fund discretionary support. The reduction totaled \$7,131 and was made to comply with Council supported City-wide cost-saving measures.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

Long-Term Goals

The Energy Office has five long-term goals.

- ◆ Implement and update the 1990 City Energy Policy, 1993 Carbon Dioxide Reduction Strategy and Sustainable City Principles.
- ◆ Within the framework of a rapidly changing electric utility industry, pursue state, national and local policies and programs to protect the City's economic, energy, environmental and public interest goals.
- ◆ Provide direction for the Sustainable Portland Commission and acquire funding and implement programs.
- ◆ Develop partnerships and acquire non-General Fund resources to provide energy efficiency services and technical assistance to residences, businesses and government.
- ◆ Help businesses thrive and create local jobs related to energy efficiency, renewable resources and sustainable technologies and services.

Management Objectives for FY 2000-01

The office has designated several objectives for accomplishing its goals in FY 2000-01.

- ◆ Complete projects on City owned facilities that will result in \$1.5 million in annual energy savings.
- ◆ Improve energy efficiency by 25 percent in six million square feet of commercial and institutional buildings and 1,000 multifamily living units in the Portland area.
- ◆ Provide technical assistance to at least 25 small businesses on energy efficiency, water conservation, waste reduction, and transportation efficiency.
- ◆ Weatherize 140 low-income single family homes through the Block-By-Block program.
- ◆ Hold annual BEST awards event for local businesses.
- ◆ Acquire at least \$300,000 in grants and contracts to implement the City's Energy Policy, CO2 Reduction Strategy, and Sustainable City Principles.
- ◆ Develop mechanisms to protect consumer, environmental, and public interest goals in a more competitive utility market.
- ◆ Begin discussions with PGE to develop a valid electric utility franchise agreement.
- ◆ Begin implementation of the Green Building Initiative targeting 3 million square feet of commercial, government and institutional space and 600 housing units by 2002.

COUNCIL PRIORITIES

Council Issues and Priorities

Build a Livable City through Good Planning and Well-Managed Growth

The Energy Office is directly involved in two of the strategies that City Council has established to reach this goal.

- ◆ Develop and implement sustainable criteria to guide decisions.
- ◆ Ensure integrated environmental strategies are part of all planning.

Promote Economic Vitality and Access to Quality Jobs for All

The Energy Office is directly involved in two of the strategies that City Council has established to reach this goal.

- ◆ Update Prosperous Portland.
- ◆ Maintain a strong environment for the economy.

Maintain and Improve Parks, Green Spaces, Water and Air Sheds

The Energy Office is directly involved with one strategy that City Council has set for this goal.

- ◆ Complete an energy deregulation plan.

Grow as an International City

The Energy Office is directly involved in one strategy that City Council has set for this goal.

- ◆ Expand opportunities for trade, especially for small business involved in environmental technology and transportation.

Overview of Programs

POLICY & PROGRAM DEVELOPMENT

The Policy and Program Development program provides basic planning, policy coordination, direction, reporting, budgeting, and program development services for the Energy Office and the Sustainable Portland Commission.

*Focus of activities in FY
2000-01*

In FY 2000-01 efforts will focus on the continued development of mechanisms to protect consumer, environmental, and overall City interests. More specifically, the office will focus on continuing utility mergers, the implementation of SB1149, and the development of a new PGE franchise. In addition, the program develops funding proposals to implement Energy Policy, CO2 Reduction Strategy, and Sustainable Portland Commission projects.

BLOCK BY BLOCK ADMIN

The Block-By-Block (BBB) program offers basic weatherization services and energy use education at no cost to eligible low-income households. BBB's primary objective is to increase energy efficiency, reduce monthly utility bills, and improve home comfort for low-income residents.

*Low-income families have
saved almost \$2 million in
energy costs*

In FY 1999-2000, more than 1,000 residents came to two Neighborhood Fix-It-Fairs to learn about resources for weatherization, home repair and improvement. Also, 125 low-income houses were weatherized in FY 1999-2000, bringing the total of families served to 2,468 households. To date, the cumulative energy savings for all BBB weatherized homes is \$1.94 million.

In FY 2000-01, Block-By-Block will sponsor three neighborhood oriented Fix-it Fairs, reaching more than 1,200 residents with free workshops and public service exhibits. Five hundred self-help weatherization kits will be distributed at the Fairs and over the course of the year BBB will weatherize between 125 and 140 low income homes.

ENERGY EFFICIENCY

The Energy Efficiency program provides energy conservation, green building, and other environmental services to residents, businesses, and City bureaus consistent with the direction of the Energy Policy and CO2 Reduction Strategy. This program relies predominantly on grants, contracts, and interagency funding. In 1999, the Energy Office was recognized by USDOE as the most successful local community energy program in the nation.

Illustrative Programs **Rebuild America**

The Energy Office, in partnership with the Oregon Office of Energy, continues to do work funded by the U.S. Department of Energy's Rebuild America Program to help communities reduce energy use in their buildings.

*Energy savings and new
investments*

More than 76 million square feet of commercial, multi-family and government facilities have been improved, resulting in a 15% reduction in utility bills and \$45 million invested in improving building and local housing.

BEST (Businesses for Environmentally Sustainable Tomorrow)

The BEST business program features annual awards and technical assistance to local businesses on energy efficiency, water conservation, transportation, and waste reduction. Since 1992, 49 businesses have received awards and have saved \$10.3 million in operating expenses.

City Energy Challenge

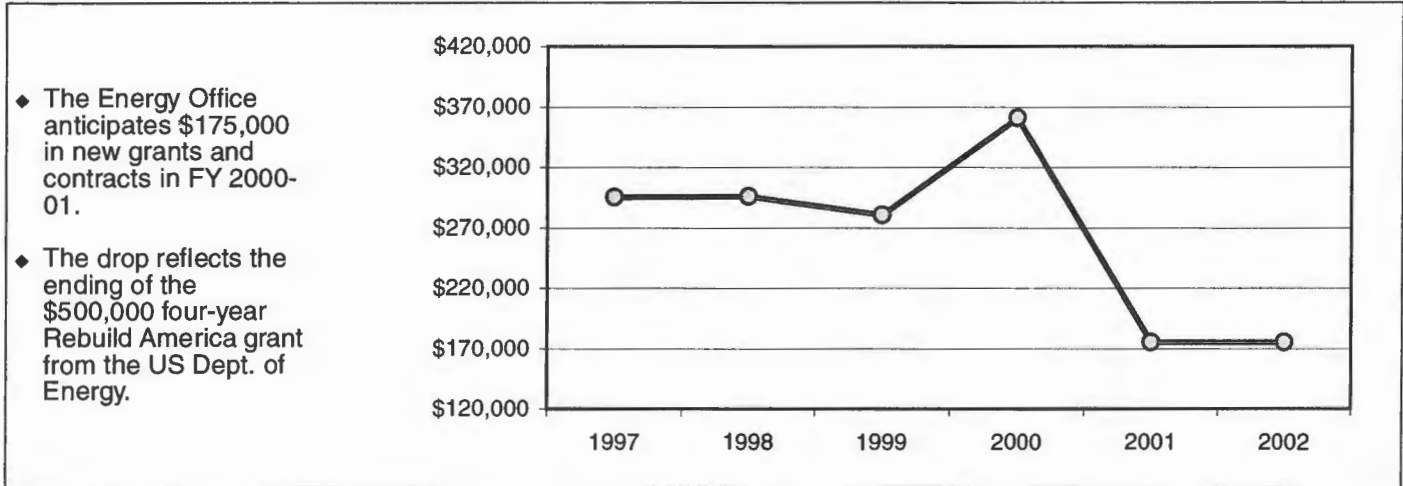
City saves more than \$1.3 million in annual energy bills

The City Energy Challenge has nearly reached its goal of reducing City government's annual energy bill by \$1.5 million by the year 2000. Through FY 1998-99 (the last period with complete data available) the City's annual savings reached more than \$1.3 million. Cumulative savings since 1991 now exceed \$7 million.

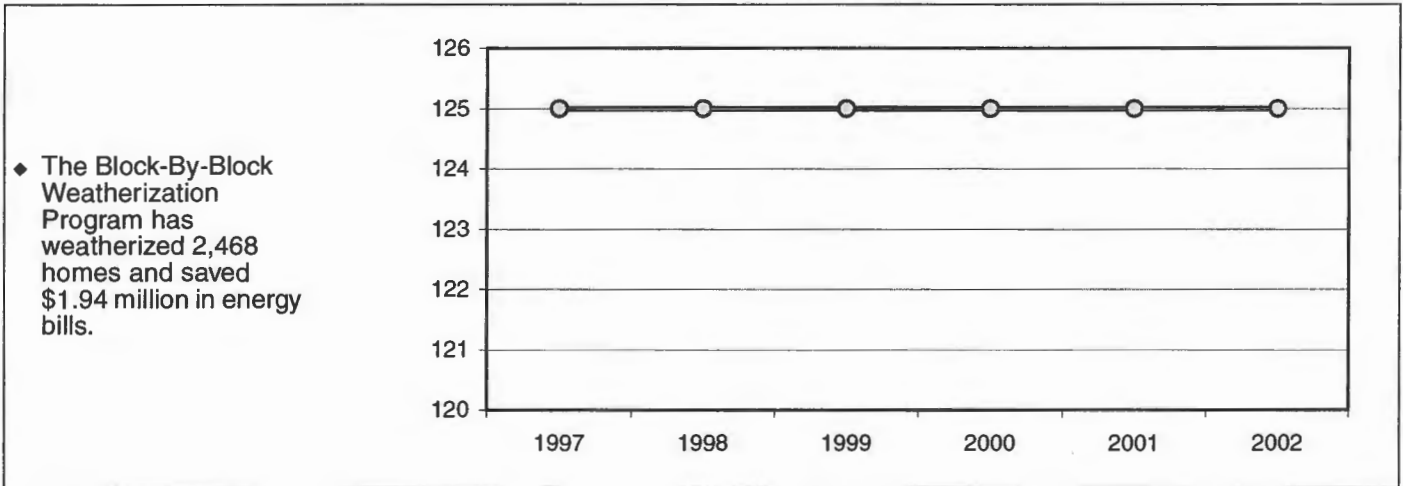
The Energy Office is looking at projects at City wastewater treatment plants that could offset electric bills by \$500,000 a year or more. Among other efforts planned or underway, the Energy Office is working with the Fire Bureau to build energy efficiency into new and renovated fire stations.

Performance Measures

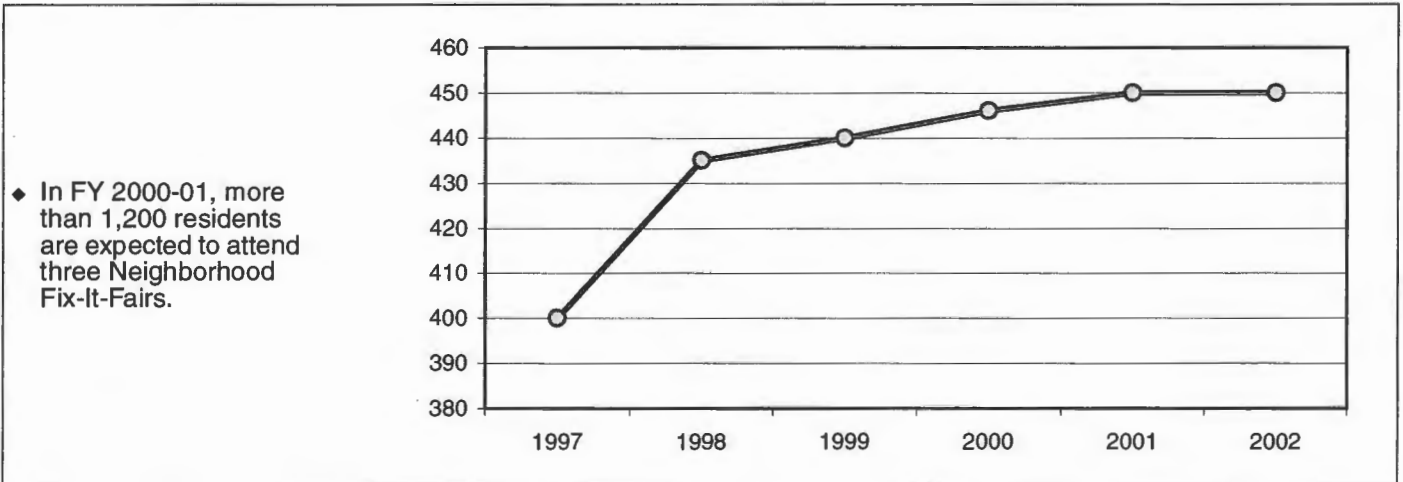
Grants & Contracts Awarded



Low-Income Homes Weatherized

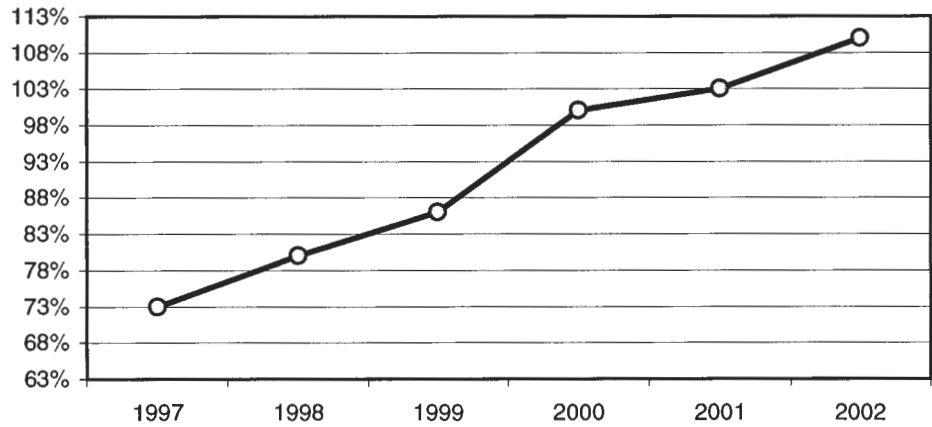


Attendees Per Fair

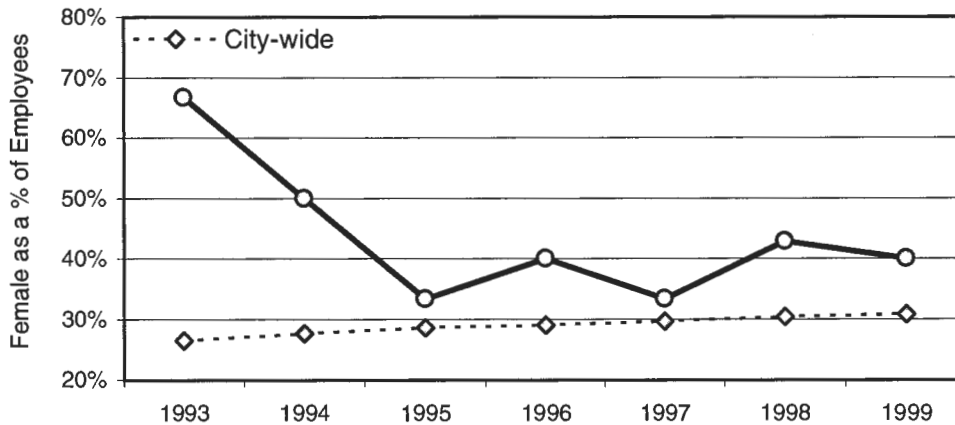


Percent Achieved of Year 2000 Energy Savings Goal

- ◆ The Energy Office will reach its goal of achieving \$1.5 million in annual savings on City facilities in calendar year 2000.
- ◆ In future years, City facilities' energy savings will exceed year 2000 goals.



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
ENERGY OFFICE						
Affirmative Action Measures						
Female Employees as a Percent of Total	33.3%	42.9%	40.0%			
Minority Employees as a Percent of Total	16.7%	14.3%	20.0%			
Energy Office						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Worker's Comp Claims per 200,000 Hours Worked	0.00	0.00	0.00			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Policy & Program Development						
Workload						
Grants & Contracts Awarded	\$295,181	\$295,761	\$280,228	\$360,902	\$175,000	\$175,000
Effectiveness						
General Fund Leverage	\$3.02	\$2.41	\$1.53	\$1.88	\$0.87	\$0.87
Efficiency						
% of grants & contracts awarded toward target	118%	148%	187%	120%	100%	100%
Block By Block Admin						
Workload						
Number of low income homes weatherized	125	125	125	125	125	125
Effectiveness						
Attendees Per Fair	400	435	440	446	450	450
Efficiency						
Percent of households weatherized toward target	100%	100%	108%	100%	100%	100%
Energy Efficiency						
Workload						
Number of businesses received BEST assistance	30	35	40	40	40	40
Effectiveness						
Percent of apt. units weatherized toward goal	150%	100%	137%	100%	100%	100%
Efficiency						
Percent of energy savings completed toward yr 2000 goal	73%	80%	86%	100%	103%	110%

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	542,510	535,796	574,313	566,653	566,653
External Materials and Services	144,595	237,742	487,757	102,784	102,784
Internal Materials and Services	64,735	81,127	81,858	93,065	93,065
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	751,840	854,665	1,143,928	762,502	762,502
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 751,840	\$ 854,665	\$ 1,143,928	\$ 762,502	\$ 762,502
Allocated Overhead	57,868	101,544	126,088	116,662	98,670
Total Cost with Allocated Overhead	809,708	956,209	1,270,016	879,164	861,172
RESOURCES					
General Fund Discretionary		362,210	365,921	277,157	277,157
Non-Discretionary Revenues					
Grants & Donations		269,498	583,500	318,500	318,500
Contract Revenues		0	0	0	0
Interagency Revenues		202,425	194,507	166,845	166,845
Program Revenue		20,532	0	0	0
Total Non-Discretionary Revenues		492,455	778,007	485,345	485,345
TOTAL GENERAL FUND RESOURCES		\$ 854,665	\$ 1,143,928	\$ 762,502	\$ 762,502
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Policy & Program Development		301,514	288,715	199,127	200,945
<i>Positions</i>		<i>2</i>	<i>2</i>	<i>1</i>	<i>1</i>
Block By Block Admin		27,500	40,000	50,000	50,000
<i>Positions</i>		<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>
Energy Efficiency		525,651	815,213	513,375	511,557
<i>Positions</i>		<i>5</i>	<i>9</i>	<i>6</i>	<i>6</i>
TOTAL PROGRAMS		\$ 854,665	\$ 1,143,928	\$ 762,502	\$ 762,502
<i>Positions</i>		<i>8</i>	<i>11</i>	<i>8</i>	<i>8</i>
<i>General Fund Discretionary Positions</i>		<i>3</i>	<i>3</i>	<i>2</i>	<i>2</i>

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	305,951	276,554	391,101	383,917	383,917
512000 Part-Time Employees	28,498	64,356	29,178	28,006	28,006
514000 Overtime	197	0	0	0	0
515000 Premium Pay	4,387	7,810	0	2,000	2,000
517000 Benefits	149,519	138,630	154,034	152,730	152,730
518000 Paid Absence	53,958	48,446	0	0	0
Total Personnel Services	542,510	535,796	574,313	566,653	566,653
Materials and Services					
External Materials and Services					
521000 Professional Services	0	0	0	0	0
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	0	75	0	0	0
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	119,691	186,492	144,230	25,686	26,686
531000 Office Supplies	773	2,249	5,060	2,500	2,500
532000 Operating Supplies	0	0	0	0	0
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	0	396	0	0	0
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	0	1,011	0	0	0
541000 Education	4,909	9,528	7,925	3,000	3,000
542000 Local Travel	1,970	2,027	2,000	2,000	2,000
543000 Out-of-Town Travel	5,026	6,246	9,886	3,500	3,500
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	12,226	29,718	318,656	66,098	65,098
Total External Materials and Services	144,595	237,742	487,757	102,784	102,784
Internal Materials and Services					
551000 Fleet Services	451	421	259	311	311
552000 Printing & Distribution	10,961	22,188	17,062	18,334	18,334
553000 Facilities Services	31,520	33,492	34,113	32,173	32,173
554000 Communications Services	7,438	8,673	8,742	9,257	9,257
555000 Data Processing Services	4,076	5,986	10,942	18,695	18,695
556000 Insurance	10,289	10,367	10,740	14,295	14,295
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	64,735	81,127	81,858	93,065	93,065
Total Materials and Services	209,330	318,869	569,615	195,849	195,849
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 751,840	\$ 854,665	\$ 1,143,928	\$ 762,502	\$ 762,502

Energy Office AU 302

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	0	0	0	0	0	0	0
515	Accountant II	0	1	1	45,106	0	0	0	0
815	Administrative Specialist	1	1	1	0	1	30,163	1	30,163
7492	Community Relations Specialist	2	2	2	80,355	2	100,726	2	100,726
891	Energy Director	1	1	1	75,542	1	75,767	1	75,767
816	Senior Administrative Specialist	1	1	4	125,106	3	112,308	3	112,308
7494	Sr Community Relation Specialist	2	2	2	64,992	1	64,953	1	64,953
TOTAL FULL-TIME POSITIONS		8	8	11	\$ 391,101	8	\$ 383,917	8	\$ 383,917

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	770,599	0	770,599	8.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments					
	(7,131)	0	(7,131)	0.0	2.5% General Fund discretionary reduction.
Mayor's Proposed Budget Decisions					
	(966)	0	(966)	0.0	BGS adjustments to GF discretionary.
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	(8,097)	0	(8,097)	0.0	Total FY 2000-01 Decision Packages
			\$ 762,502	8.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded					
	195,000	0	195,000	2.50	Green Building program.
	58,400	0	58,400	0.75	Electric Utility Dereg/Franchise Negotiation
	7,131	0	7,131	0.07	Add back 2.5% GF discretionary reduction.
			\$ 260,531	3.32	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions					
	0	0	0	0.0	None
Approved Budget Additions and Reductions					
	0	0	0	0.0	None
Adopted Budget Additions and Reductions					
	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded					
	0	0	0	0.0	None
			\$ 0	0.0	0



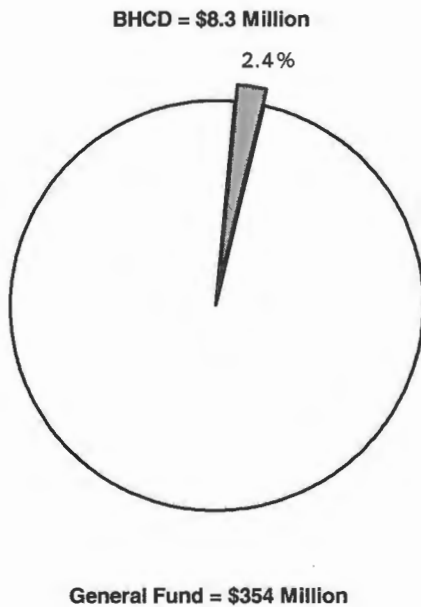
Bureau of Housing and Community Development

Community Development Service Area

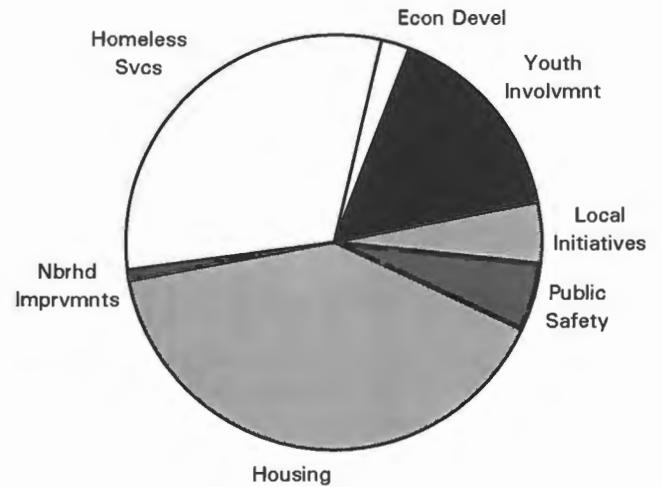
Erik Sten, Commissioner-in-Charge

Steve Rudman, Director

Percent of General Fund



Bureau Programs

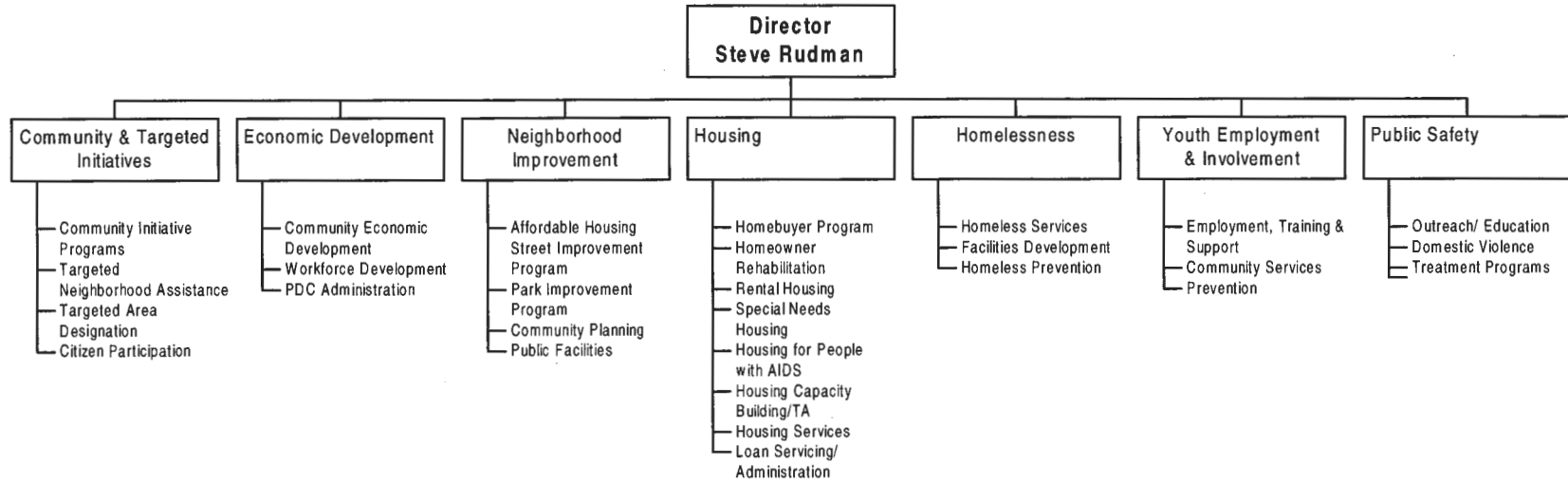


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	9,850,903	8,347,799	-1,503,104	-19.0%
Capital	0	0	0	0.0%
Allocated Overhead Costs	0	0	0	0.0%
Total Cost with Allocated Overhead	\$ 9,850,903	\$ 8,347,799	\$ -1,503,104	-19.0%
Authorized Full-Time Positions	18	18	0	-4.4%

Note: Per capita change values are adjusted for inflation and population growth.

Bureau of Housing & Community Development



Bureau Summary

BUREAU MISSION

The mission of the Bureau of Housing and Community Development is to work as a professional team in partnership with the community to effectively steward the community development resources of the City of Portland and to serve as a catalyst in order to stabilize and improve neighborhoods and enable people to improve the quality of their lives.

BUREAU HIGHLIGHTS

Introduction

The Bureau of Housing and Community Development (BHCD) manages federal funds channeled to the City by the U. S. Department of Housing and Urban Development (HUD). The bureau centralizes the planning, tracking, reporting, and evaluation of these federal grant funds. In addition, the bureau manages City General Funds appropriated to support the program areas of Housing, Youth Employment, Homeless, and Public Safety. In addition to the bureau's direct budget, it manages two funds that contain the Community Development Block Grant, and the Home Investment Partnership Program grant.

In FY 2000-01 the City's Housing and Community Development budget is decreased by nearly \$4.0 million compared to the FY 1999-00 Adopted Budget, for a total budget of about \$27.1 million.

Funding

*Entitlement grants total
\$17,296,000.*

Entitlement Grants and Related Funding

The four entitlement grants that BHCD administers are the Community Development Block Grant (CDBG), HOME, Housing for People with Aids (HOPWA), and the Emergency Shelter Grant (ESG). The federal award for these grants for FY 2000-01 totals \$17,296,000.

The FY 2000-01 award is a net reduction of \$371,000 from the FY 1999-00 award. Decreases include 4.5% in CDBG (\$374,000) and 0.1% in HOME (\$3,000). HOPWA increases by 0.8% (\$6,000), and ESG remains the same.

The CDBG budgeted income totals reflect loss of the \$1,332,052 Revolving Loan Fund, a one-time resource, and a decline in program income of \$950,000. CDBG carryover to FY 2000-01 is \$408,000, a decrease of \$1,610,678.

Categorical Grants and Other Funding

FY 2000-01 is the final year of the Lead Based Paint grant. Additional funding is budgeted for the McKinney and YouthBuild grants. PILOT funding remains the same.

General Fund Discretionary

General Fund discretionary budget is \$2.575 million, which is 97.5% of FY 1999-00 current service level. This amount includes a \$150,000 replacement of one-time funding for homeless youth services and transfers \$275,373 to Portland Parks and Recreation for youth programs.

In addition, the bureau is assuming responsibility for appropriation decisions for the \$4.35 million additional General Fund for housing services for the very low income included in the Housing Investment Fund approved budget.

Consolidated Plan The bureau has completed a Five-Year Consolidated Plan for HUD covering the four entitlement grants. The Consolidated Plan is guided by four strategic directions: Safety Net for Those Most in Need; Access to Individual Opportunity; Affordable Housing Preservation and Changing Neighborhoods. The Major Initiatives section of the Strategic Direction includes details on the Consolidated Plan and these four strategic directions.

Programs BHCD provides a balance of services which address the four strategic directions within seven program areas. In order to provide this balance with reduced resources, agencies funded by BHCD are not provided cost of living adjustments in this budget.

Most of the reductions in the program areas are targeted to public agencies and the larger semi-public organizations. Where possible, this budget attempts to fund non-profit agencies at the same level as in FY 1999-00.

Programmatic highlights are detailed in the Overview of Program section.

General Description

BUREAU OVERVIEW

Program Structure The bureau consists of seven program areas held together by a common mission, vision, and strategic direction. These are as follows:

- ◆ Housing
- ◆ Economic Development
- ◆ Neighborhood Improvements
- ◆ Homeless Facilities and Services
- ◆ Youth Employment and Involvement
- ◆ Public Safety
- ◆ Targeted & Community Initiatives

BHCD manages 30 service areas in seven programs

Each program area contains service areas which further break out the nature of the activity. For example, within the Housing Program Area, service areas include Rental Housing, Homeowner Rehabilitation, and the Homebuyer Program. There are 30 service areas in the bureau. Within each service area are projects and contracts with provider agencies and interagency agreements with City bureaus. The bureau's most significant contract is with the Portland Development Commission (PDC) for financing of both housing and economic development.

Operations

BHCD is the lead agency for the HOME and HOPWA grant consortiums

Acting as a steward of public resources and a catalyst for positive community change, BHCD contracts with numerous public and private non-profit organizations to provide services to lower income residents and neighborhoods in the areas of housing, neighborhood improvements, economic development, and community/emergency services. BHCD has Citywide policy planning responsibilities for issues relating to affordable housing and community services, and operates as the designated lead agency for staffing the county wide Housing and Community Development Commission (HCDC). BHCD acts as the lead agency for two grant consortiums: HOME and HOPWA. The HOME program provides funding for affordable housing development. The HOME consortium includes Portland, Gresham, and Multnomah County. The HOPWA program provides funding for housing and facility development as well as services for persons with HIV/AIDS. The HOPWA Consortium includes the City of Portland and Multnomah, Washington, Clackamas, Yamhill, Columbia, and Clark Counties.

MAJOR ISSUES

The bureau is facing several major issues in administering the housing and community development agenda in the city. Many of these issues affect several program areas. They influenced the development of the Consolidated Plan and the strategic direction of the bureau as well as the development of the Adopted Budget.

Changing Neighborhoods

Involuntary displacement and movement of population impact the future direction of the bureau

The strong economy in the Portland area and the anticipated redevelopment associated with the North Interstate Urban Renewal District are expected to increase property values in north Portland at a faster rate than in the region generally. This rise in values will increase already existing pressure on residential and commercial property owners and renters to relocate to lower cost neighborhoods. Additionally, recent demographic data supports anecdotal information that as these inner-city neighborhoods redevelop and gentrify, lower income residents are moving to the edges of the city, as well as the near suburbs, in order to find more affordable housing. East Portland neighborhoods have not received housing and community development services in the past and have major needs, such as infrastructure development. These two conditions affect all bureau programs.

Target Area Designation Program

To address these conditions, the Target Area Designation Program will look at changes in technical and programmatic services to targeted neighborhoods. The bureau will focus more of its training and technical assistance efforts toward providing neighborhoods with the tools to address the potential of involuntary displacement and to provide community education about tools to protect existing resident and business owners from having to relocate out of their communities. Additionally, the bureau will be working with City bureaus and non-profit agencies that provide BHCD-funded services to modify existing programs in order to more directly address the causes of displacement. The Target Area Designation Program also will begin to look at East Portland neighborhoods to provide services to areas with increasing low income populations.

Housing

The housing focus is shifting to preservation from production

Affordable Housing Preservation

During the past decade, the City has made a substantial investment in affordable rental housing. At the same time, currently affordable units become out of range of lower income households. A shift in emphases towards preserving existing housing is a cost-effective strategy to accomplish affordability goals. However, this limits the amount of funds available for the production of new affordable housing units.

Preservation involves three related strategies to address this issue:

- ◆ preservation through sound property and asset management of the properties that the City has made investments in the past decade
- ◆ preservation of Project-Based Section 8 properties at risk of conversion
- ◆ acquisition of currently affordable rental housing to secure it from market rent increases.

Also, the development of a Rental Housing Clearinghouse will create a single system to link the thousands of diverse affordable units to the households who need them. The bureau is working with its housing partners to address this issue through available housing resources.

\$4.35 million of new housing dollars are added

City Council added \$4.35 million of new General Fund resources for housing are added to the Housing Investment Fund in FY 2000-01. Although this appropriation is not included in the BHCD budget, the bureau will be responsible for the allocation of these additional funds.

Federal Acts and Regulations

Addressing lead based paint hazards increases program costs

Increased Enforcement of Federal Regulations

Beginning September 15, 2000, the City of Portland will be required to comply with new federal regulations that address lead-based paint in affordable residential units assisted with federal funding. The regulations require that all work funded by federal resources be conducted in a lead-safe manner and that in many cases, lead-based paint hazards be addressed before a unit can be occupied.

These requirements affect many of the programs administered by the bureau including first-time homebuyer, owner-occupied and multi-family rehabilitation, accessibility improvements, rehabilitation programs for the elderly and disabled, and rental assistance programs. The regulations are expected to increase the assistance cost per unit by \$2,000-\$10,000 depending on the subsidy amount and the program.

In 1998, BHCD received a \$2.9 million grant from HUD to address lead-based paint hazards. These resources currently are available to help mitigate the costs of compliance with the new regulations. Because BHCD anticipates that these resources will be spent by June 30, 2001, the bureau has submitted a second grant application to request lead hazard reduction resources.

Restrictions on the Use of Community Development Block Grant

The CDBG fund has grant restrictions on the percentage of resources that can be spent on public services, such as services for the homeless, and administration and planning. These two spending caps have become an issue because reduced total resources result in reduced spending on specific activities that are usually on-going in nature and address high Council priorities. Most BHCD programs are affected by the caps, mainly homeless and housing services, workforce development, and community and targeted initiatives.

The bureau has been exploring short-term options to lower the amount of CDBG funding that falls under the shrinking caps. The long range options for addressing this issue are to reduce services, shift funding of these services to non-CDBG resources, and increase CDBG resources. Combinations of these options will be explored during FY 2000-01.

Workforce Investment Act

There is a major potential impact of Workforce Investment Act on youth

The new Workforce Investment Act, the principal source of funding for youth employment and training programs, places greater emphasis on education outcomes and longer term service and reduces the emphasis summer-only activities. This change of emphasis will likely result in higher costs associated with services and fewer young people receiving summer and year round services. The effect on school completion rates, youth employability rates, and juvenile crime rates is unknown at this time.

Resources

Reductions in Federal Resources and Program Income

In addition to limited General Fund resources, the City is experiencing reductions in Community Development Block Grant entitlement, HOME entitlement, and the McKinney grant funding for the homeless as well as reductions in the ongoing CDBG program income and short-term and one-time resources such as the Housing Investment Fund and the Revolving Loan Fund. These housing and community development and homeless services resource reductions affect all program areas at the time when the bureau has developed a five-year comprehensive consolidated plan.

In an effort to meet the highest needs and to still offer a balanced program, this budget does not provide a cost of living adjustment for any projects funded by the bureau, reduces funding for public and large semi-public agencies, and provides the same level of funding for the majority of the non-profit agencies. In addition, the City's adopted budget includes \$4.35 million in new General Fund resources this fiscal year for housing and homeless services.

New Program

Budget includes a new project to meet some of the childcare needs of low income Portland families

Childcare needs is a major issue of low income families

Portland lags behind most U.S. cities in child care programs and investments. As a result, low income families in Portland report that child care is their second greatest fixed cost, sometimes up to 45% of their income, and 40% of Portland children entering kindergarten are behind expectations. In response to this concern, community and government partners have developed the new Child Care Network and Parent Support Project to create an accountable child care system and improve the quality and affordability of care. The project is supported in the Adopted Budget by the bureau and multiple other public and private funders.

Child Care Networks are groups of home-based child care providers who band together for peer support, to develop joint quality standards, participate in training and pool resources to strengthen their businesses and improve quality of care. Networks represent the most cost efficient and rapid method of improving care for these children while strengthening small businesses. This year the new system will serve approximately 375 children and 28 child care businesses in north, northeast, and outer southeast Portland.

RECENT TRENDS

Trends from the Consolidated Plan

As part of the development of the Consolidated Plan, the bureau analyzed new demographic data to determine if the perception that people in poverty are moving out of the inner city can be substantiated. The Multnomah County Mobility and Poverty Trends report was reviewed and serves as the basis for this analysis.

Key Findings of the Mobility and Poverty Trends Report

In summary, the report indicated the following trends.

Shifting poverty: East Portland and east Multnomah County are experiencing the sharpest increases in poverty and mobility.

Concentrations of Poverty: Although a trend is emerging of poverty moving to east Portland, east Multnomah County, and southwest Portland, these are not now high poverty areas. The highest areas of poverty remain in inner northeast Portland, downtown Portland, and pockets in Portsmouth, Cully, and Powellhurst-Gilbert. In Gresham, the Rockwood area stands out as a high poverty area relative to the rest of the county. Between 1990 and 1996, Portland inner city neighborhoods have gained financial strength compared to the rest of the county.

Trending indicates movement of poverty from the inner city to suburbs.

Mobility Trends: On average, about half the people that live within a neighborhood have located there within the last five years (i.e., movers). Out of all movers, 64.2% moved within the metro region from one neighborhood to another (local movers). About 30% of movers were not from this area, and a little over 6% were from abroad. Local movers tended to move into inner northeast Portland, east Portland, and east Multnomah County, whereas people who move in from outside of the Portland-Vancouver metropolitan area tended to settle in northwest, southwest, and the lower portion of inner northeast and upper portion of inner southeast Portland.

Based on this trending report, there is a clear pattern of an increase of households in poverty in east Portland, east Multnomah County, and southwest Portland. There are declines in most other areas of Portland, including inner and outer northeast, north, and inner and outer southeast Portland. These areas still have higher-than-average rates of poverty, but a pattern of poverty decentralization is occurring.

CHANGES FROM PRIOR YEAR

The bureau's budget has a multitude of changes that respond to decreasing and limited resources, the bureau's strategic direction, and changing needs in programs and grant regulations. These changes include reduction and elimination of some programs, shifting of funds between programs, and a couple of new initiatives.

Program Changes

Most program areas have changes from the prior year. These changes are detailed in the Overview of Programs section of this budget. The following are the major highlights of program changes.

BHCD is assigned allocation responsibility for the HIF

- ◆ Council directed that allocation responsibility for housing resources in the Housing Investment Fund be assigned to BHCD.
- ◆ Homeless Services were not cut, although no cost of living adjustments were given and many projects and program areas are reduced.
- ◆ Grant funds for homeless single adults have been moved from Multnomah County to the City and are included in this budget.
- ◆ This budget sets aside \$500,000 of CDBG funding to provide a pool of resources for housing services and needs of those below 30% of the median family income. Reductions are made in other program areas to provide for this Housing Program resource.
- ◆ As a result of a planning process on Housing Services, a new project, the Portland Housing Clearinghouse, is being developed to assist people in finding affordable housing and linking them to housing service providers.
- ◆ This budget eliminates funding for Neighborhood Cleanups through the Bureau of Environmental Services and eliminates funding of one targeted housing inspector in the Office of Planning and Development Review.

Program Support

Reductions in Program Support

The Housing and Community Development operating budget has been reduced by 2.7% overall, with an 8% reduction in CDBG funding. The funding for all administrative support for the programs has been reduced by 11%, with a 16% reduction in CDBG funding.

FUNDING SOURCES

General Fund

The bureau administers City General Fund resources in the Housing, Homeless Facilities and Services, Youth Employment and Involvement, and Public Safety Program Areas. General Fund resources for FY 2000-01 include an addition in Homeless Services of \$150,000 to replace one-time funding approved by Council in the FY 1999-00 budget process.

Grants

Entitlement Grants

The bureau administers four entitlement grants received by the City from the US Department of Housing and Urban Development:

- ◆ Community Development Block Grant (CDBG)
- ◆ Home Investment Partnership Program (HOME)
- ◆ Housing for People with Aids (HOPWA)
- ◆ Emergency Shelter Grant (ESG)

In FY 2000-01, these entitlement grants are funded at a reduced level from FY 1999-00. The total entitlement amount of \$17,296,000 in FY 2000-01 reflects a net decrease of \$371,000.

Program Income

The bureau also receives grant generated income for CDBG and HOME, which is included as a resource in the grant funds and used to support the bureau's programs. The total grant program income is less than the FY 1999-00 budget due to the loss of the Revolving Loan Fund, decreases in revenues from the Private Lenders Participation Agreement and decreases in program income generated from loan payments.

Categorical Grants

Non-entitlement categorical grants are included in the annual budget process as follows:

- ◆ Youthbuild Program
- ◆ McKinney
- ◆ Lead Based Paint Hazard Control

Youthbuild is an annual grant. McKinney is a grant assumed from Multnomah County and has been renewed. Lead Based Paint is a one-time grant that provided funding for three years. In addition BHCD administers the Payment in Lieu of Taxes (PILOT) local funds. The budget request for categorical grants and local funds increases \$434,355 due to carryover in the Youthbuild and Lead Based Paint grants and increased McKinney budget of \$119,602.

Strategic Direction

VISION AND VALUES

Vision The vision of the Bureau of Housing and Community Development is of dynamic partnerships between people and government meeting basic needs, enhancing opportunities for lower income people, and improving the livability of lower income neighborhoods.

Values The bureau's operations are guided by the following values:

- ◆ Involvement of low-income citizens and communities who most closely experience the problems of poverty in the identification and prioritization of their needs and solutions.
- ◆ Collaboration with citizens, City Council, community-based organizations, service providers, and other public agencies to develop and implement community development programs.
- ◆ Continual assessment of needs and evaluation of programs to ensure the effectiveness and efficiency of all programs.
- ◆ Creative exploration of new ways of meeting community needs and leveraging scarce public resources.
- ◆ Accountability and compliance with regulations governing bureau funding.
- ◆ Recognition of the contributions of citizens, staff, and other partners in the bureau's accomplishments.

MANAGEMENT GOALS & OBJECTIVES

This strategic direction recognizes the changing needs of our community. This change has not resulted in a wholesale change in programs, but has brought about shifts in emphasis and programmatic targeting.

Management Objectives for FY 2000-01

The bureau plans to achieve the following objectives in FY 2000-01:

- ◆ Implement the new lead-based paint regulations by designing programmatic adjustments and compliance systems for all housing rehabilitation, rental assistance and support services.
- ◆ Develop programmatic responses in the rental housing service area to the emerging needs identified through the Community Asset Management Initiative including full development of loan portfolio monitoring systems, debt restructuring for existing affordable housing projects, technical assistance and training for property owners, and revisions to loan origination practices.
- ◆ Implement recommendations of the housing services planning process to provide a coordinated continuum of housing access and stabilization services. Develop a multi-modal clearinghouse that would provide universal access to services and affordable housing units.
- ◆ Redesign the assessment function for homeless services for homeless single adults in order to improve the system's ability to make appropriate linkages and move individuals into stable housing. This redesign will be part of a request for proposals that the bureau will issue in the winter of 2000 to take affect in FY 2001-02.
- ◆ Coordinate/stabilize varied new local microenterprise initiatives.
- ◆ Explore potential for utilizing the Target Area Designation Program with 1) a SUN School, and 2) in East Portland area.

Ongoing Goals

The bureau continues to pursue the following ongoing goals:

- ◆ Maintain fiscal integrity and sound management of the City's housing and community development grant programs by providing the highest quality administrative services to achieve program goals.
- ◆ Manage federal and local funds in an efficient cost-effective manner, striving to minimize administrative costs.
- ◆ Continue a multi-year, open allocation process to select service providers to ensure effective and efficient provision of services and to provide opportunities for new innovative service models to receive support.
- ◆ Use performance measures to clearly identify the intended outputs and outcomes of community development activities, to evaluate the extent to which outcomes are achieved, and to track long term change resulting from service.

MAJOR INITIATIVES

The City of Portland is the lead jurisdiction for development of the Consolidated Plan, a five-year plan submitted to the U.S. Department of Housing & Urban Development on behalf of the Portland Consortium (City of Portland, City of Gresham, Multnomah County).

HCDC

The inter-jurisdictional Housing and Community Development Commission (HCDC), a volunteer citizen commission, coordinates the Consolidated Plan process. HCDC prepares an analysis of the housing market, a description of current housing needs, and works with the jurisdictions to develop a five-year strategic plan and one-year action plan to address those needs. HCDC holds public hearings at each step of the planning process. In addition each jurisdiction in the Consortia has a citizen advisory committee to assist it through the process

This year information gathered from the market analysis and housing needs assessment prepared by HCDC indicates that the city has undergone considerable changes.

Overview of Changing Context

In the last decade, the Portland metropolitan area has experienced significant population growth and its economy has enjoyed a sustained boom. These changes in the economic environment have prompted BHCD to re-examine the place-based revitalization agenda it has pursued for the previous ten years, and to develop, at a conceptual level, a stabilization agenda more suited to the current socio-economic climate.

The success of Portland's revitalization agenda depends on one's perspective. Market forces transformed the city with astounding speed. Neighborhoods that had not seen significant new private investment in years rapidly gentrified. The city as a whole, benefited from the influx of educated individuals and skilled workers.

However, some residents and merchants have been forced to move or are facing involuntary displacement due to escalating rents and home prices in previously affordable neighborhoods. Despite the lowest unemployment and welfare rates in recent times, the percentage of poor people remained about the same, and the people in poverty became, as a group, even more needy, more likely to have multiple challenges requiring attention, and more desperate for affordable housing and supportive services.

In summary, the physical assets of Portland's inner-core neighborhoods have improved dramatically, but, in many cases, the lives of lower income residents have not.

BHCD also recognizes that the City's safety net of housing and social services need to remain strong. The bureau is taking a holistic approach and is participating in developing systems of assistance that have workforce, childcare, housing, and transportation components. The bureau is committed to working closely with local government partners to address the safety net needs.

Strategic Direction

The bureau's FY 2000-01 budget and future actions are guided by four strategic directions:

1. Safety Net for Those Most in Need
2. Access to Individual Opportunity
3. Affordable Housing Preservation
4. Changing Neighborhoods

These strategic directions recognize the changing needs of the community. They have not resulted in a wholesale change in programs; rather they call for a shift in emphasis and program targeting. For example, although there is still a program component to provide homeowner rehabilitation loans, the income targeting, geographic targeting, and specific product terms may shift to respond to market factors and community needs.

The four strategic directions are detailed below. The bureau implements these strategic directions through its seven program areas. Specific program changes for FY 2000-01 can be found in the "Overview of Programs" section of the BHCD budget narrative.

Safety Net for Those Most in Need

Although Portland's economy is at an all-time high, current need assessments show that an increasing number of the city's residents need a housing and social services safety net.

There is demand for safety net shelter and services for homeless single adults, families with children, youth, and those not housed due to domestic violence. Currently, the City provides shelter and related services to homeless single adults. The City's safety net also includes housing services directed at prevention of initial and reoccurring homelessness by providing assistance with landlord-tenant and fair housing issues, directing homeless and inadequately housed people into stable housing, and offering emergency services.

Access to Individual Opportunity

Part of BHCD's core mission is to improve the lives of Portland's lower income individuals.

At a minimum, this mission means providing access to stable housing and, when necessary, essential support services such as childcare. Without this stability it is difficult to make progress in other areas. At a more advanced level, this mission means providing access to quality training, education, and resources that will allow people to build personal assets.

Providing access to these opportunities is part of the goal of empowering people to move safely out of poverty. Although some individuals may not avail themselves of these opportunities, BHCD's commitment is to ensure that the full pathway to improvement exists.

Realignment of funding and programs toward this goal can only be accomplished over time and in collaboration with others. Program goals in this arena will have short and long term objectives.

Affordable Housing Preservation

Affordable housing is an essential element of Portland's infrastructure, but new resources for affordable housing development are limited. In the past decade, federal funds and HIF dollars have permitted the City to adopt a production agenda resulting in the production of several thousand units. With the new budget cycle, BHCD is reevaluating what proportion of public investment should be dedicated to producing new affordable units and what should be spent instead on maintaining the affordability of existing subsidized and market rate units. For the next two years, the emphasis will shift to maintenance and preservation of existing affordable units so that they remain part of the viable stock of affordable housing.

The long-term affordability concept endorsed by Council last year prompts BHCD to take steps to ensure that public investments will continue to provide affordable housing for the long term.

Changing Neighborhoods

Portland's neighborhoods have been experiencing a transformation, marked by shifts in population and wealth. Residents and merchants generally benefit from the reduced number of dilapidated buildings, increased property values, and healthier commercial districts. However, some residents and merchants have been forced to move or are facing involuntary displacement due to escalating rents and home prices in previously affordable neighborhoods. Additionally, the city has seen increasing numbers of poor people moving to outer-band neighborhoods, such as those in East Portland. Thus, there is a need to develop programs to counter involuntary displacement and to ensure that services are provided wherever need is present.

COUNCIL PRIORITIES

Council Issues and Priorities

The Bureau's operations support the following Council goals

- ◆ **Ensure decent, affordable housing:** The objective of the bureau's Housing Program area is to improve, preserve, and increase the city's housing stock, targeting housing needs of low and moderate-income households and neighborhoods. The major focus of the program has been in housing development; homebuyer programs, homeowner rehabilitation, rental production and rehabilitation, and special needs housing.
- ◆ **Build a livable city through good planning and well-managed growth:** The bureau supports a livable city with funding of City planning work by the Planning Bureau, of enhanced citizen participation in low-income districts, through the planning efforts of designated target areas, and through the development goals of affordable housing projects (e.g., transit supported, mixed use development).
- ◆ **Support quality education to produce well educated citizens:** The bureau's Youth Employment and Involvement Program area provides at-risk young people with year round education, training, work experience, leadership development opportunities, and support to enable them to succeed educationally and be prepared to enter the workforce.

- ◆ **Promote economic vitality and access to quality jobs for all** :The bureau supports the City's Economic Development efforts by focusing its resources on programs that benefit low-income residents and promote the economic revitalization of targeted neighborhoods. Microenterprise programs assist new entrepreneurs and at-risk small businesses. Workforce development focuses on linking low-income residents to employment opportunities through skills development, and the implementation of target industry and sectoral strategies.
- ◆ **Ensure a safe and peaceful community** :The bureau supports this Council priority by encouraging cooperation and partnership in all community development programs and by supporting public safety activities which are community based.
- ◆ **Promote the inclusion of under-represented neighborhoods and groups in participation in city activities and services** :The bureau's program work is directed and dedicated to the inclusion of under-represented and low-income neighborhoods, groups and individuals to participate in activities and programs. Specifically, the Target Area Designation program provides support to selected low/moderate income neighborhoods to plan for and carry out a multi-year program of neighborhood revitalization and/or stabilization activities including access to several City funded programs.
- ◆ **Become a more effective partner in the region:** The bureau supports partnering with other jurisdictions in the region by being the lead in the HOME consortium and the HOPWA grant and by supporting the Housing and Community Development Commission. With trends showing shifts of poverty to the outer bands of the city, the bureau is increasing its work with adjacent cities and counties to look at the needs on a partnership basis.
- ◆ **Build stronger, more diverse and responsive elected and citizen leadership:** Leadership development, along with education and training, is a major component of the bureau's Youth Employment Program. It also is an important objective of the Community Initiatives and Target Area Designation Programs which work directly with citizens to develop and implement strategies to self defined problems, to develop leadership skills, and to take the initiative in neighborhood revitalization and stabilization.
- ◆ **Build a sense of community by promoting participation and partnerships** :The bureau strongly encourages participation of citizens, neighborhood and community based organizations, community groups, and other agencies to participate in all programs and to work together to identify and solve needs. Specifically, building a sense of community is a priority of the Target Area Designation Program and is accomplished when residents, businesses, schools, organizations, and agencies living and working in the neighborhood participate together on projects.

Overview of Programs

HOUSING PROGRAMS

Description

The objective of the Housing Program Area is to improve, preserve, and increase the city's housing stock, targeting housing needs of low and moderate-income households and neighborhoods. The program area includes both capital funding for housing development and social services related to housing. The major focus of the program has been in housing development: homebuyer programs, homeowner rehabilitation, rental production and rehabilitation, and special needs housing.

Housing services include information and referral, education, fair housing and housing counselling services for low and moderate-income households. Programs may be designed to respond to the housing needs of low-income families or be part of targeted neighborhood improvement strategies.

Housing programs focus primarily on developing and preserving housing for those with the greatest need, including those that have historically had limited access to housing or that are particularly vulnerable to housing loss.

Reductions and Shifts

To offset reductions in CDBG, cuts are included for Portland Development Commission (PDC) projects and program delivery, the Housing Authority program delivery, Unity Inc. maintenance rehab project, and the Home Security Program.

Changes in Portland Development Commission Funding

The Homebuyer Program and Homeowner Rehab Loan Program are reduced by 11% compared to the FY 1999-00 Adopted Budget and funding for the Urban Homestead program is eliminated for total reduction in those programs of \$217,000. The Affordable Rental Housing Program is reduced by \$400,000 in CDBG funding with HOME support dropping due to the shift in allocation of the HOME entitlement. Program delivery funds for these programs are reduced by \$226,200, or 14%. New production capacity may decline under this budget as the focus shifts to preservation of existing projects.

Funding is continued to support the Portland Community Land Trust. Production under the PDC rehabilitation programs may be significantly impacted by the new lead based paint regulations going into effect in September 2000.

Other Housing Program Reductions

Reductions are made in the Sewer Hookup Loan Program, the Housing Authority Special Needs Housing Program Delivery, and the Home Security Program for additional total reductions of \$224,350. Funding for Unity, Inc. for \$17,600 for rehabilitation of its properties has been eliminated.

A one-time revolving loan of \$1.3 million carried over to FY 1999-00 is no longer available.

Program Increases

A few housing projects have received increased funding, and one new project will be developed and implemented.

- ◆ The loan servicing/portfolio management budget at PDC has been increased to meet the new Community Asset Management needs.
- ◆ A Housing Services planning process conducted in FY 1999-00 for housing stabilization and access to housing services has resulted in an additional \$85,000 in funding for those services and a new program to provide an affordable housing clearinghouse.
- ◆ Program delivery for Enterprise Foundation for costs associated with the predevelopment and acquisition loan funds is included at \$100,000.
- ◆ Funding is continued for the new Community Land Trust program.

A set aside of \$500,000 to provide a pool of funding for housing services and needs of those below 30% of the median family income is included. This amount is funded by reductions in PDC Business Assistance Financing, the Street Improvement Program, the Community Initiative Program, and BHCD administration.

ECONOMIC DEVELOPMENT

Description

The City’s Economic Development program mission is to increase economic opportunities, create and retain wealth, and promote healthy neighborhoods for all city residents. BHCD’s Economic Development program supports these efforts by focusing its funding on programs which benefit low income residents and promote the physical and economic revitalization of targeted neighborhoods. Revitalization programs continue to primarily focus on north, northeast and outer southeast Portland. Micro-enterprise programs assist new entrepreneurs and at-risk small businesses. Workforce development focuses on linking low-income residents to employment opportunities through skills development, and the implementation of target industry and sectoral strategies. Childcare is an important component of both economic development and workforce development.

Reductions and Shifts

Community Economic Development

This budget reduces several Community Economic Development programs and increases emphasis on micro-enterprise assistance. These changes support the Access to Opportunity component of the bureau’s strategic direction.

Reductions include elimination of funding for the PDC Planning and Technical Program, a 21% reduction in PDC Redevelopment Planning and a \$195,000 reduction in PDC Business Development financing compared to the FY 1999-00 Adopted Budget. Funding for REACH to provide community economic development in a target area concludes in FY 1999-00. Funding for the Portland State University Business Outreach and Mentoring Program is decreased slightly and shifts emphasis to mentoring microenterprises. The PDC Storefront Improvement Program is reduced 10%, or \$26,439.

Appropriation from reductions in the PDC Business Development Financing is shifted to the Housing Program for a pool of housing funds for the very low income.

Workforce Development: Funding for worksystems, inc. services for adults is reduced by 18%, a decrease of \$139,024.

New Programs Workforce Development

Funding of \$50,000 is included for Childcare Network Development. This is a joint project with Multnomah County providing funding in at least an equal amount.

NEIGHBORHOOD IMPROVEMENTS

Description The Neighborhood Improvement Program Area provides funding for capital and other projects which have a long term effect on neighborhoods. Types of products include residential street and drainage construction in conjunction with affordable housing projects, neighborhood park development and construction, construction and rehabilitation of public facilities, and major community planning projects.

Reductions Infrastructure Reductions

The Street Improvement Program has been reduced to support the pool of housing funds for the very low income households. This budget includes a \$197,860, or 18.2%, decrease in funding relative to the FY 1999-00 Adopted Budget. There are no park improvement requests in this budget.

Community Planning Reductions

Support for community planning by the Bureau of Planning has been decreased by \$51,140 or 60% for a budget of \$35,000. Continued funding for community planning will be focused on small specific planning efforts.

HOMELESS FACILITIES & SERVICES

Description The Homeless Facilities and Services Program Area supports the community's continuum of care for homeless individuals and families. Program activities include outreach services to homeless campers and individuals living on the streets with mental illness, winter emergency shelter, homeless shelter services, including special services to individuals with mental illness, transitional housing and rent assistance, housing placement into permanent housing, and the development and operation of homeless facilities for all homeless populations. The City of Portland has taken primary responsibility for development of facilities.

The City provides funding, coordination, contract management, and planning services for homeless single adults. The City provides some funding to Multnomah County for services for homeless youth and homeless families. The City also covers half the cost of the Domestic Violence Coordinator at Multnomah County.

Reductions and Shifts Homeless Services and Facilities are not reduced in this budget. The majority of projects are held at the same funding level as FY1999-00.

One-time capital funding decreases by \$1,033,691 from the FY 1999-00 budget because development of homeless youth facilities was completed last year.

Program Increases

\$150,000 is added for Homeless Youth

Homeless Youth

A General Fund add package of \$500,000 for homeless youth services was included in the FY 1999-00 Adopted Budget. Of this amount, \$350,000 was ongoing and \$150,000 was one-time funding. This budget replaces the \$150,000 of one-time funding with \$150,000 discretionary ongoing funding, for a total of \$500,000 ongoing funding.

Homeless Single Adults

The Homeless Single Adults Service Area includes an increase in the level of funding with the addition of the McKinney grant. The bureau assumed responsibility for McKinney funding for homeless single adults from the County in the amount of \$119,602 for FY 2000-01. The McKinney grant funds homeless services for the mentally ill and developmentally disabled in three programs. This budget also includes \$15,072 of Emergency Shelter Grant carryover for alcohol and drug free housing.

YOUTH EMPLOYMENT & INVOLVEMENT

Description

The Youth Employment and Involvement Program provides at-risk young people year-round education, training, work experience, leadership development opportunities, and support to enable them to succeed educationally and be prepared to enter the workforce. It also provides support and assistance for finding and keeping a job, and meaningful opportunities to become involved in and assist in improving their communities.

Reductions and Shifts

Youth Employment & Involvement services are not reduced in this budget. The majority of projects are held at the same funding level as the FY 1999-00 Adopted Budget.

Youthbuild Categorical Grant

New funding for the Youthbuild Categorical grant in FY 2000-01 is decreased by \$25,000. However, \$75,000 in carryover from FY 1999-00 is included for an overall budget increase of 14%.

Transfer of Prevention Programs

The responsibility and funding for Self Enhancement, Inc. and TLC-Tnt is transferred to the Portland Parks and Recreation in this budget. This transfer results in a \$275,373 reduction in the General Fund ongoing resources for the bureau and a comensurate increase in Parks.

PUBLIC SAFETY

Description

The Public Safety Program Area provides services for victims of crime and violence, gang prevention and intervention, community corrections, community policing, and other services that are community-based and related to the corrections and law enforcement systems.

Reductions

Reduction in Gangs Outreach

Funding for the Youth Gangs Outreach Program is cut to \$82,961, an 11% reduction. All other Public Safety projects are held at the same funding level.

COMMUNITY & TARGETED INITIATIVES

Description The Community and Targeted Initiatives Program supports low to moderate income communities and neighborhood residents in developing and implementing strategies to address self-identified needs. This strategy work is done principally by combining BHCD resources with community resources and providing support to neighborhood and community based, non-profit organizations to carry out strategies and programs designed to benefit low/moderate income individuals or communities.

Reductions **Community Initiative Program**

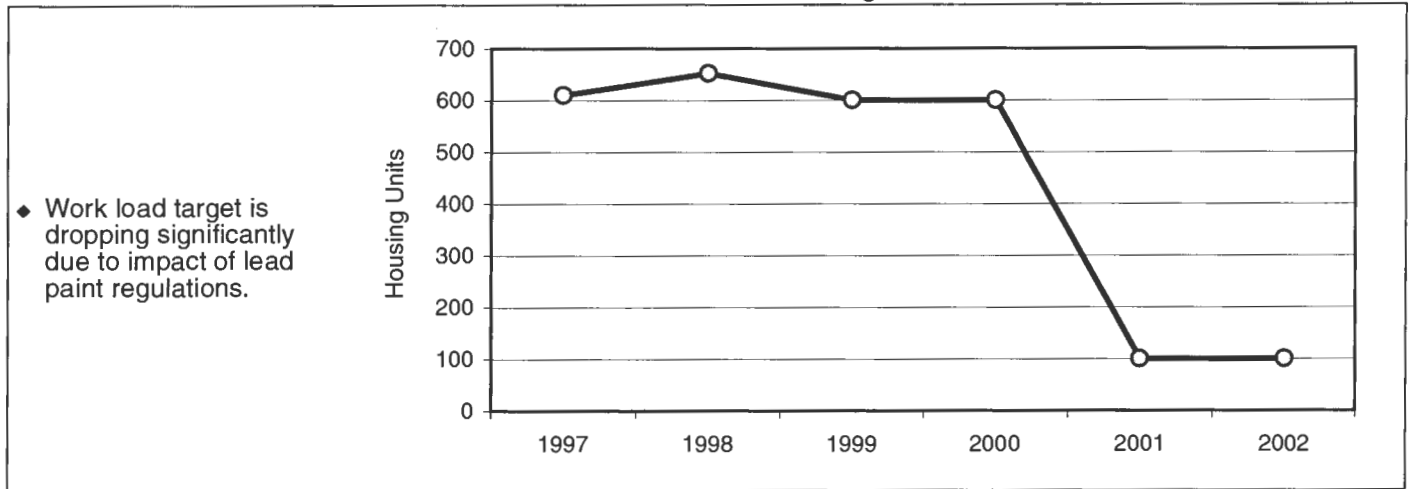
The Community Initiative Program was reduced by \$15,000, or 7.5%, to shift funding to the pool of housing funds for very low income households.

Target Area Program: This budget includes funding for seven existing target areas and one or two new target areas in east Portland or to augment a SUN school. However, the overall support for the target areas is decreased by \$22,000 or 4.5%.

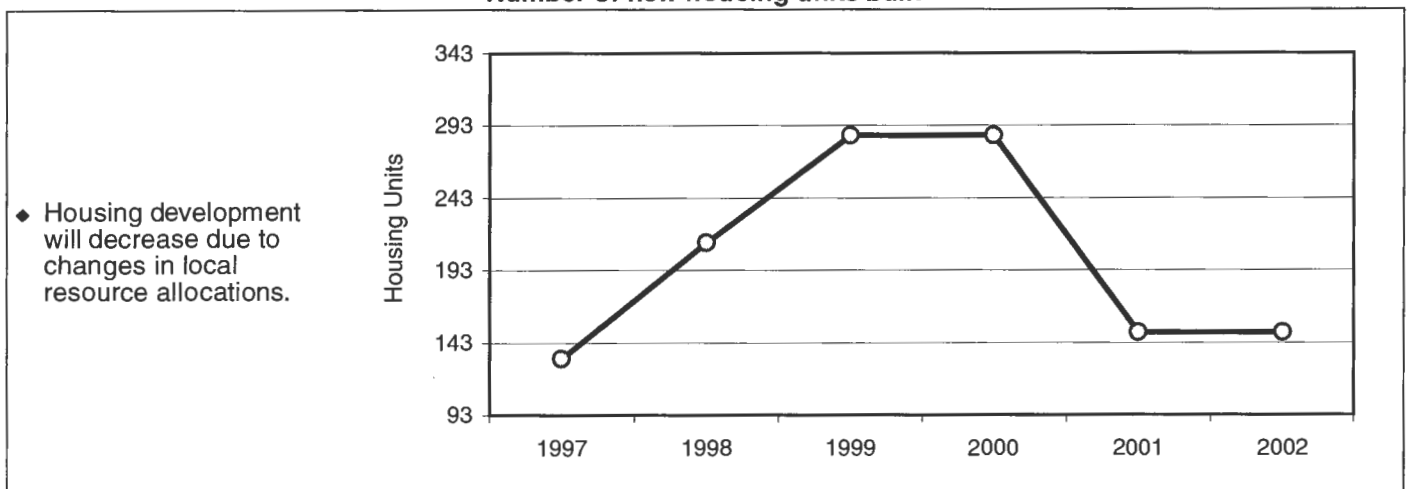
Targeted Neighborhood Assistance: Due to the changing conditions in neighborhoods, services provided by the Office of Planning and Development Review in the Targeted Housing Program is reduced by one third, the equivalent of one inspector position. The Neighborhood Cleanups funding provided by CDBG in the amount of \$15,000 is eliminated. These two changes result in a reduction of CDBG funding of \$102,708 or 26% for Targeted Neighborhood Assistance.

Performance Measures

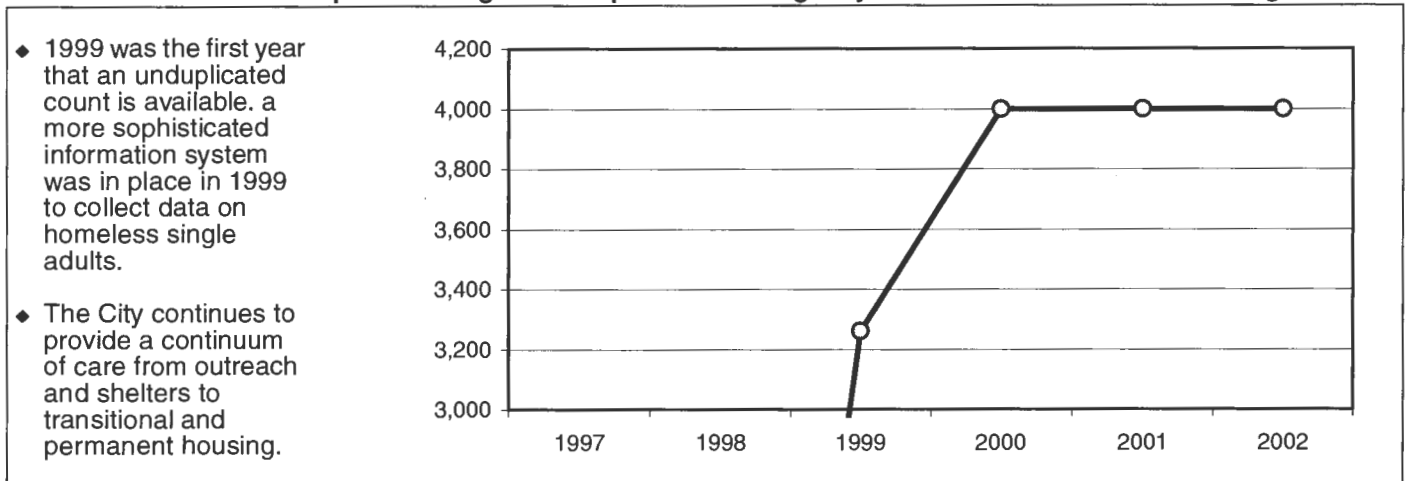
Number of rehabilitated housing units



Number of new housing units built

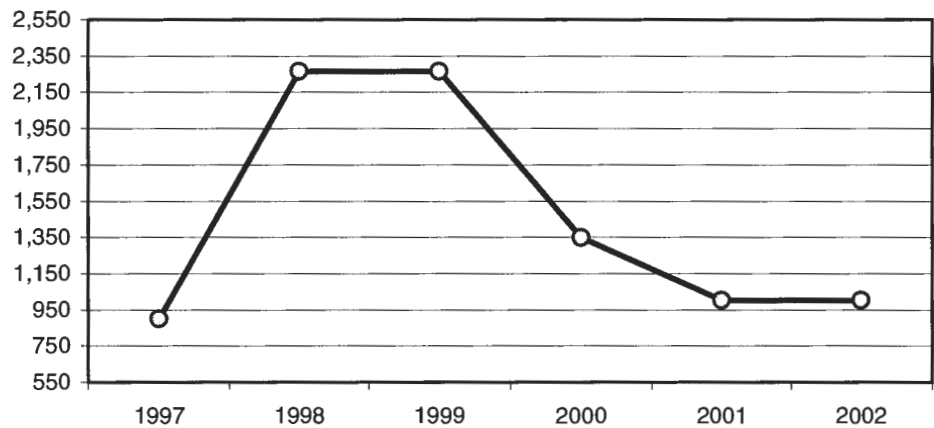


Number of unduplicated single adults provided emergency shelter and transitional housing

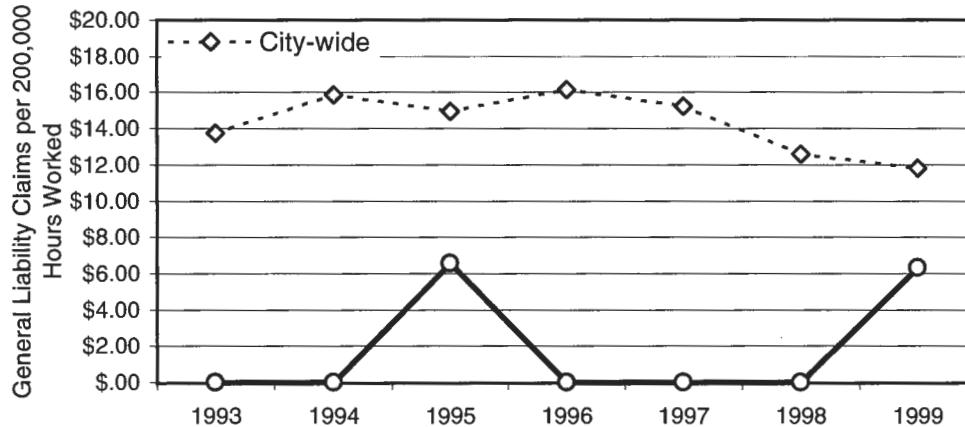


No. of youth placed in summer or year round employment

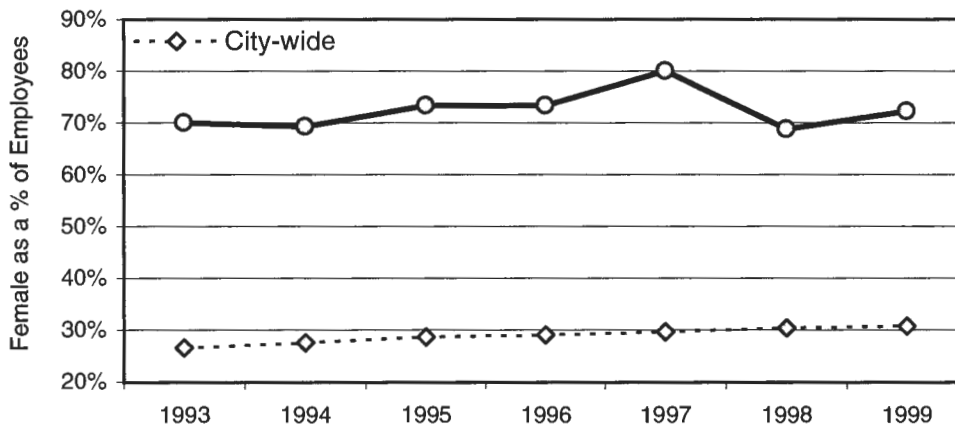
- ◆ Higher-risk youth require more labor intensive staffing and deeper wage subsidies.
- ◆ Larger numbers of lower to moderate risk youth can be served with equivalent resources.
- ◆ Programs integrating employment and education are more expensive and more effective.



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
BUREAU OF HOUSING AND COMMUNITY DEVELOPMENT						
Affirmative Action Measures						
Female Employees as a Percent of Total	80.0%	68.8%	72.2%			
Minority Employees as a Percent of Total	26.7%	31.3%	27.8%			
Bureau of Housing and Community Development						
Risk Data						
General Liability Claims per 200,000 Hours Worked	0.00	0.00	6.30			
Worker's Comp Claims per 200,000 Hours Worked	0.00	0.00	6.30			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$0.00	\$0.00	\$0.28			
Housing Programs						
Workload						
Housing units rehabilitated	610	652	600	600	100	100
New Housing Built	132	212	286	286	150	150
Effectiveness						
Housholds assisted experiencing improved housing stability	N/A	80%	79%	80%	80%	80%
Efficiency						
Average BHCD funds invested per unit on rehab housing.	\$7,012	\$6,179	\$7,000	\$8,000	\$20,000	\$22,000
Average BHCD funds invested per unit on new housing	\$11,802	\$21,309	\$25,000	\$30,000	\$32,000	\$32,000
Economic Development						
Workload						
Development Opportunity Strategies (DOS) completed	12	15	13	18	N/A	N/A
Effectiveness						
Private \$ leveraged by DOS	\$14	\$14	\$12	\$14	N/A	N/A
Efficiency						
Projects underway	7	8	8	9	N/A	N/A
Neighborhood Improvements						
Workload						
Sidewalk/Street miles designed	1.30	0.64	0.09	0.16	0.76	0.50
Effectiveness						
Street miles constructed	2.82	1.30	0.64	0.09	0.16	0.76
Sidewalk miles constructed	3.80	2.10	1.20	1.20	1.20	
Efficiency						
Streets Marketed/Constructed	50%	50%	NA	100%	100%	70%
Homeless Facilities & Services						
Workload						
Number of unduplicated single adults provided emergency shelter and transitional housing.	NA	NA	3,260	4,000	4,000	4,000
Effectiveness						
Individuals moved to more stable or permanent housing	1,000	1,000	1,000	1,000	1,000	1,465

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Efficiency						
Adults in permanent housing after 6 months	500	500	500	500	500	732
Youth Employment & Involvement						
Workload						
Youth placed in subsidized or unsubsidized summer or year round employment.	898	2,266	2,263	1,346	1,000	1,000
Effectiveness						
# of youth entering employment or continuing education	1,226	1,066	1,200	625	575	575
Efficiency						
Cost per youth placed in employment or continuing education.	\$1,747	\$1,028	\$961	\$1,648	\$1,648	\$1,600
Public Safety						
Workload						
Number of transports			2,985	3,000	3,000	3,000
Community & Targeted Initiatives						
Workload						
Community Initiative Projects	24	19	25	20	20	20
Effectiveness						
Community Initiative projects successfully completed	80%	86%	87%	90%	90%	90%
Efficiency						
Percent of resources leveraged by Community Initiative projects		183%	190%	180%	180%	180%

Bureau of Housing and Community Development AU 540

SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	1,030,422	1,173,262	1,256,595	1,305,454	1,305,454
External Materials and Services	5,129,150	5,966,945	8,329,055	6,770,057	6,820,057
Internal Materials and Services	80,804	149,393	265,253	222,288	222,288
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	0	0	0	0
Total Operating Budget	6,240,376	7,289,600	9,850,903	8,297,799	8,347,799
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 6,240,376	\$ 7,289,600	\$ 9,850,903	\$ 8,297,799	\$ 8,347,799
Allocated Overhead	0	0	0	0	0
Total Cost with Allocated Overhead	6,240,376	7,289,600	9,850,903	8,297,799	8,347,799
RESOURCES					
General Fund Discretionary		2,960,524	2,930,338	2,575,790	2,625,790
Non-Discretionary Revenues					
Grants & Donations		2,901,194	4,924,947	3,870,422	3,870,422
Contract Revenues		0	320,000	320,000	320,000
Interagency Revenues		1,404,859	1,675,618	1,531,587	1,531,587
Program Revenue		23,023	0	0	0
Total Non-Discretionary Revenues		4,329,076	6,920,565	5,722,009	5,722,009
TOTAL GENERAL FUND RESOURCES		\$ 7,289,600	\$ 9,850,903	\$ 8,297,799	\$ 8,347,799
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Housing Programs		1,634,630	3,811,615	3,349,846	3,349,846
<i>Positions</i>		7	7	7	7
Economic Development		0	0	174,783	174,783
<i>Positions</i>		2	2	2	2
Neighborhood Improvements		20,000	0	64,031	64,031
<i>Positions</i>		1	1	1	1
Homeless Facilities & Services		1,984,745	2,410,449	2,569,969	2,569,969
<i>Positions</i>		2	2	2	2
Youth Employment & Involvement		1,850,681	1,586,049	1,299,898	1,349,898
<i>Positions</i>		2	2	2	2
Public Safety		366,651	378,772	439,297	439,297
<i>Positions</i>		1	1	1	1
Community & Targeted Initiatives		0	0	399,975	399,975
<i>Positions</i>		5	5	5	5
BHCD Administration		1,432,893	1,664,018	0	0
<i>Positions</i>		0	0	0	0
TOTAL PROGRAMS		\$ 7,289,600	\$ 9,850,903	\$ 8,297,799	\$ 8,347,799
<i>Positions</i>		18	18	18	18
<i>General Fund Discretionary Positions</i>		0	0	0	0

Bureau of Housing and Community Development AU 540

LINE ITEM DETAIL

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	626,831	735,183	899,508	951,730	951,730
512000 Part-Time Employees	36,093	27,501	26,912	18,720	18,720
514000 Overtime	0	398	0	0	0
515000 Premium Pay	0	146	0	0	0
517000 Benefits	263,728	298,427	330,175	335,004	335,004
518000 Paid Absence	103,770	111,607	0	0	0
Total Personnel Services	1,030,422	1,173,262	1,256,595	1,305,454	1,305,454
Materials and Services					
External Materials and Services					
521000 Professional Services	25,415	20,457	67,637	20,000	20,000
522000 Utilities	10	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	2,735	762	3,032	2,456	2,456
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	4,974,735	5,837,316	8,186,885	6,701,906	6,751,906
531000 Office Supplies	4,569	5,762	5,620	4,500	4,500
532000 Operating Supplies	974	2,072	4,000	3,900	3,900
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	9,701	8,116	10,917	4,980	4,980
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	5,382	9,699	8,592	6,500	6,500
541000 Education	7,197	9,120	11,791	6,500	6,500
542000 Local Travel	5,350	5,188	6,054	5,200	5,200
543000 Out-of-Town Travel	7,168	9,594	8,860	5,000	5,000
544000 Space Rental	77,703	40,047	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	8,211	18,812	15,667	9,115	9,115
Total External Materials and Services	5,129,150	5,966,945	8,329,055	6,770,057	6,820,057
Internal Materials and Services					
551000 Fleet Services	4,212	4,045	3,623	3,623	3,623
552000 Printing & Distribution	22,854	27,321	30,134	29,435	29,435
553000 Facilities Services	197	34,893	163,966	99,225	99,225
554000 Communications Services	12,745	20,950	14,361	15,478	15,478
555000 Data Processing Services	15,937	20,933	31,153	46,207	46,207
556000 Insurance	24,859	21,251	22,016	28,320	28,320
557000 Master Lease	0	0	0	0	0
558000 Same Fund Services	0	20,000	0	0	0
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	80,804	149,393	265,253	222,288	222,288
Total Materials and Services	5,209,954	6,116,338	8,594,308	6,992,345	7,042,345
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	0	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 6,240,376	\$ 7,289,600	\$ 9,850,903	\$ 8,297,799	\$ 8,347,799

Bureau of Housing and Community Development AU 540

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	1	1	36,921	0	0	0	0
515	Accountant II	1	1	1	43,848	1	43,028	1	43,028
815	Administrative Specialist	1	1	1	29,910	0	0	0	0
922	Administrative Supervisor II	1	1	1	54,433	1	54,621	1	54,621
826	Assistant Financial Analyst	0	0	0	0	1	48,325	1	48,325
962	Assistant Program Specialist	3	4	4	176,849	2	95,217	2	95,217
7480	Community Development Director	1	1	1	86,376	1	86,653	1	86,653
100	Office Support Specialist I	0	0	0	0	1	31,450	1	31,450
102	Office Support Specialist II	0	0	0	0	1	34,978	1	34,978
966	Program Coordinator	1	1	1	47,176	3	146,253	3	146,253
968	Program Manager I	3	3	3	179,385	3	174,939	3	174,939
970	Program Manager II	2	2	2	122,594	1	63,710	1	63,710
971	Program Manager III	0	0	0	0	1	72,508	1	72,508
972	Program Manager IV	0	0	0	0	0	0	0	0
964	Program Specialist	2	2	2	90,324	2	100,048	2	100,048
221	Secretarial Clerk II	1	1	1	31,692	0	0	0	0
TOTAL FULL-TIME POSITIONS		17	18	18	\$ 899,508	18	\$ 951,730	18	\$ 951,730

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	8,492,433	0	8,492,433	18.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(30,000)	0	(30,000)		Jean's Place
	(22,192)	0	(22,192)		Family Day Shelter
	(17,069)	0	(17,069)		Youth Employment Services
	150,000	0	150,000		Youth Shelter
	(255,589)	0	(255,589)		SEI TLC program moved to Parks Bureau
	(19,784)	0	(19,784)		Think and Try program moved to Parks Bureau
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	50,000	50,000	0.0	Carryover of WSI Tech. Assistance Fund
	(194,634)	50,000	(144,634)	0.0	Total FY 2000-01 Decision Packages
			\$ 8,347,799	18.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	0	0	0		None
			\$ 0	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Housing and Community Development Fund – 254

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	115,825	123,611	117,200	107,200	117,200	117,200
	115,825	123,611	117,200	107,200	117,200	117,200
Federal Sources						
Federal Grants	10,584,728	17,366,740	17,952,983	12,656,853	12,191,000	12,191,000
	10,584,728	17,366,740	17,952,983	12,656,853	12,191,000	12,191,000
Local Sources						
Local Cost Sharing	17,604	0	0	0	0	0
	17,604	0	0	0	0	0
Miscellaneous Revenues						
Collection of Assessment	68,437	89,159	75,000	87,563	75,000	75,000
Interest Earned	10,640	16,171	0	0	0	0
Loan Repayments	5,850,755	3,793,943	11,337,743	6,160,098	3,450,000	3,450,000
	5,929,832	3,899,273	11,412,743	6,247,661	3,525,000	3,525,000
Total External Revenues	16,647,989	21,389,624	29,482,926	19,011,714	15,833,200	15,833,200
Internal Revenues						
TOTAL RESOURCES	\$ 16,647,989	\$ 21,389,624	\$ 29,482,926	\$ 19,011,714	\$ 15,833,200	\$ 15,833,200
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Buildings	380,136	438,314	374,309	374,309	286,801	286,801
Community Development	1,115,160	1,198,822	1,402,862	1,262,576	1,270,446	1,270,446
Environmental Services	0	78,000	0	0	0	0
Finance & Administration	44,564	46,035	46,864	46,208	46,864	46,864
LID Construction Fund	349,541	488,523	150,000	104,505	89,740	89,740
Neighborhood Involvement	0	0	13,865	12,865	25,000	25,000
Parks Bureau	276,409	73,138	0	0	0	0
Parks Construction	0	16,358	0	0	0	0
Planning	217,104	279,905	231,720	226,720	130,580	130,580
Police Bureau	111,113	85,000	85,000	85,000	75,650	75,650
Refuse Disposal	0	33,828	15,000	19,918	0	0
Sewer Revolving Loan	0	174,377	200,000	139,340	0	0
Transportation	33,820	32,433	40,443	28,177	550,000	550,000
	2,527,847	2,944,733	2,560,063	2,299,618	2,475,081	2,475,081
Total Bureau Expenses	16,326,413	21,106,343	28,787,828	18,652,506	15,576,484	15,576,484
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	43,789	43,789	58,675	58,675
	0	0	43,789	43,789	58,675	58,675
Fund Cash Transfers						
Buildings Fund	100,438	118,082	232,147	112,892	77,264	77,264
General Fund	186,485	123,043	346,479	167,738	97,624	97,624
Refuse Disposal Fund	0	5,517	2,393	2,393	0	0
Sewage Operating Fund	0	0	2,375	0	0	0
Transportation Operating	34,651	36,639	67,915	32,396	23,153	23,153
	321,574	283,281	651,309	315,419	198,041	198,041
Unappropriated Ending Balance						
Unappropriated Ending Balance	2	0	0	0	0	0
	2	0	0	0	0	0
Total Fund Requirements	321,576	283,281	695,098	359,208	256,716	256,716
TOTAL REQUIREMENTS	\$ 16,647,989	\$ 21,389,624	\$ 29,482,926	\$ 19,011,714	\$ 15,833,200	\$ 15,833,200

LINE ITEM DETAIL – AU 532

Materials and Services							
External Materials and Services							
521000	Professional Services	960	0	0	0	0	0
529000	Miscellaneous Services	13,797,516	18,161,610	26,227,765	16,352,888	13,101,403	13,101,403
549000	Miscellaneous	90	0	0	0	0	0
Total External Materials and Services		13,798,566	18,161,610	26,227,765	16,352,888	13,101,403	13,101,403
Internal Materials and Services							
559000	Other Fund Services	2,527,847	2,944,733	2,560,063	2,299,618	2,475,081	2,475,081
Total Internal Materials and Services		2,527,847	2,944,733	2,560,063	2,299,618	2,475,081	2,475,081
Total Materials and Services		16,326,413	21,106,343	28,787,828	18,652,506	15,576,484	15,576,484
TOTAL Bureau Expenses		\$ 16,326,413	\$ 21,106,343	\$ 28,787,828	\$ 18,652,506	\$ 15,576,484	\$ 15,576,484

FUND OVERVIEW

Revenues The Community Development Block Grant Fund (CDBG) is comprised of the City’s Community Development Block Grant entitlement from the United States Department of Housing and Urban Development, program income from loan repayments, lien payments, revenue generated from CDBG funded activities, carryover funds from prior year, private leveraged resources, and repayments on float activities.

Structure This fund is an annual entitlement grant fund which is reimbursed by the federal government for actual expenditures less any program income received and reported with the expenditures. Because requests for reimbursement cannot exceed expenditures less program income, the fund will not have an ending balance.

Carryover Entitlement appropriations remaining at the end of the fiscal year are carried over in the fall supplemental budget process. The supplemental budget includes obligated carryover, appropriation for projects which have been authorized and budgeted in the prior year, and carryover appropriation for expanded projects or new requests. Also, a small amount of unobligated carryover is reserved as a base resource for the upcoming fiscal year. Unobligated carryover of \$300,000 is included in the FY 2000-01 budget.

CHANGES FROM PRIOR YEAR

Entitlement **Decrease in Entitlement**
 The Community Development Block Grant entitlement for FY 2000-01 is \$11,783,000, a decrease of \$374,000.

Program Income **Decreases in Program Income.**
 Program income from the Portland Development Commission, received primarily from loan repayments, is budgeted at \$2.8 million, a decrease of \$950,000 from the FY 1999-00 budget. Program income received from other sources is projected to remain unchanged.
 The CDBG budgeted income totals also reflect the loss of the \$1,332,052 Revolving Loan Fund. This resource which supported the Housing Program was a one-time resource in FY 1998-99 and carried over to FY 1999-00.

The Private Lender Participation Agreement (PLPA) also has decreased significantly in the last two years. The approved budget for FY 1999-00 included an appropriation authority for PLPA at nearly \$4.0 million. It now is projected that PLPA program income will be \$650,000 for FY 1999-00 and FY 2000-01.

Carryover**Decreases in Carryover**

Unobligated carryover is included at \$300,000, a decrease of \$300,000 from the FY 1999-00 budget.

Obligated carryover for specific projects is budgeted at \$108,000, a decrease of about \$1.0 million. This smaller carryover is due to a particularly large carryover of more than \$1.0 million in FY 1999-00 for homeless youth facilities.

Home Grant Fund – 255

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Federal Sources						
Federal Grants	2,262,633	4,167,748	9,209,010	4,999,333	4,273,000	4,273,000
	2,262,633	4,167,748	9,209,010	4,999,333	4,273,000	4,273,000
Miscellaneous Revenues						
Loan Repayments	348,492	458,527	300,000	300,000	225,000	225,000
	348,492	458,527	300,000	300,000	225,000	225,000
Total External Revenues	2,611,125	4,626,275	9,509,010	5,299,333	4,498,000	4,498,000
Internal Revenues						
TOTAL RESOURCES	\$ 2,611,125	\$ 4,626,275	\$ 9,509,010	\$ 5,299,333	\$ 4,498,000	\$ 4,498,000
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Community Development	150,479	206,037	212,756	197,863	261,141	261,141
	150,479	206,037	212,756	197,863	261,141	261,141
Total Bureau Expenses	2,611,125	4,626,275	9,465,578	5,255,901	4,389,935	4,389,935
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	43,432	43,432	108,065	108,065
	0	0	43,432	43,432	108,065	108,065
Total Fund Requirements	0	0	43,432	43,432	108,065	108,065
TOTAL REQUIREMENTS	\$ 2,611,125	\$ 4,626,275	\$ 9,509,010	\$ 5,299,333	\$ 4,498,000	\$ 4,498,000
LINE ITEM DETAIL – AU 537						
Materials and Services						
External Materials and Services						
529000 Miscellaneous Services	2,460,646	4,420,238	9,252,822	5,058,038	4,128,794	4,128,794
Total External Materials and Services	2,460,646	4,420,238	9,252,822	5,058,038	4,128,794	4,128,794
Internal Materials and Services						
559000 Other Fund Services	150,479	206,037	212,756	197,863	261,141	261,141
Total Internal Materials and Services	150,479	206,037	212,756	197,863	261,141	261,141
Total Materials and Services	2,611,125	4,626,275	9,465,578	5,255,901	4,389,935	4,389,935
TOTAL Bureau Expenses	\$ 2,611,125	\$ 4,626,275	\$ 9,465,578	\$ 5,255,901	\$ 4,389,935	\$ 4,389,935

FUND OVERVIEW

The HOME Program is a federal entitlement program of the United States Department of Housing and Urban Development. The purpose of the grant is to assist local governments with the development of affordable housing.

Portland HOME Consortium

The Portland HOME Consortium, consisting of the City of Portland, the City of Gresham, and Multnomah County, will receive \$4.273 million in FY 2000-01. Portland is the lead partner of the Consortium and is responsible for receiving and administering the HOME grant.

Revenues and Expenditures

HOME funds will be used for acquisition, rehabilitation and/or new construction of housing for low income and special needs persons, and for rent assistance. The City will contract with implementing agencies or project sponsors to carry out eligible activities in accordance with the principles and priorities of the adopted Consolidated Plan. The HOME Fund includes the entitlement for the Consortium and program income earned by the use of HOME dollars.

Structure The HOME Fund is an entitlement grant fund which is reimbursed by the federal government for actual expenditures less program income. Since requests for reimbursement cannot exceed expenditures less program income, the fund cannot have an ending balance.

CHANGES FROM PRIOR YEAR

Entitlement The HOME entitlement for the Consortium for FY 2000-01 is \$4,273,000, a decrease of \$3,000.

Reallocation of Entitlement

Although the entitlement has decreased by only \$3,000, the City receives less HOME grants resources in FY 2000-01. Shifts in proverty have resulted in a change in the relative share for each of the consortium partners with decreases for Portland and Multnomah County and increases for Gresham. This shift results in a decrease of \$120,000 HOME Entitlement for the City.

Program Income HOME Program Income is estimated at \$225,000 a decrease of \$75,000. Program income estimates are being refined and this amount may change later in the budget process.



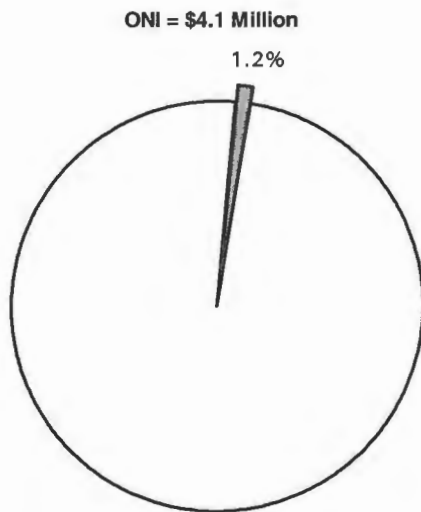
Office of Neighborhood Involvement

Community Development Service Area

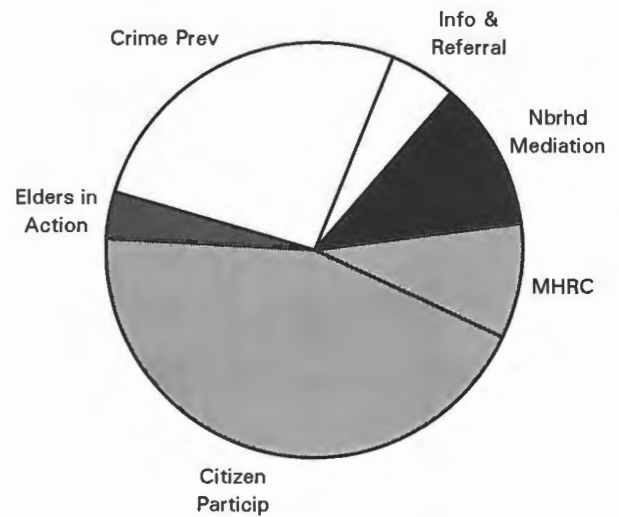
Dan Saltzman, Commissioner-in-Charge

David Lane, Director

Percent of General Fund



Bureau Programs

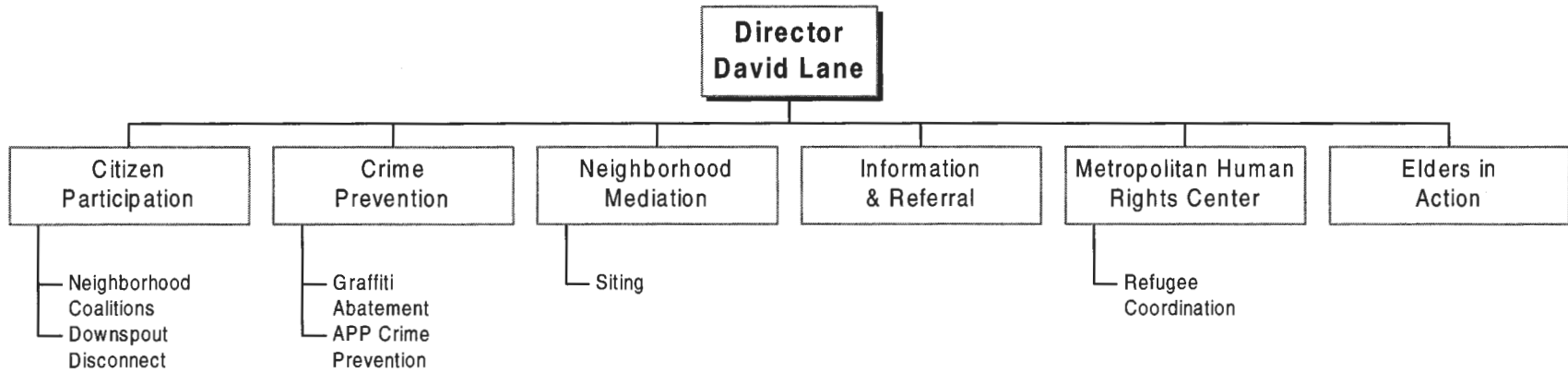


Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	4,183,288	4,137,335	-45,953	-5.4%
Capital	0	0	0	0.0%
Allocated Overhead Costs	164,062	124,607	-39,455	-27.4%
Total Cost with Allocated Overhead	\$ 4,347,350	\$ 4,261,942	\$ -85,408	-6.2%
Authorized Full-Time Positions	36	39	3	3.6%

Note: Per capita change values are adjusted for inflation and population growth.

Office Of Neighborhood Involvement



Bureau Summary

BUREAU MISSION

The Office of Neighborhood Involvement is the service bureau that provides opportunities for all Portland citizens to interact with their City government in building safe and livable neighborhoods. Its goal is to facilitate an open, inclusive community process for discussion of important civic decisions among neighbors, neighborhood associations, businesses, and government.

Citizen involvement results in more shared responsibility, more open and responsive government, and better decisions and policies. Underlying effective community dialogue and citizen involvement, ONI works to build mutual respect among all people, improve the livability of neighborhoods, and increase the sense of community.

BUREAU HIGHLIGHTS

Overview

The Office of Neighborhood Involvement works to support, improve, and increase the community-wide process of dialogue around important civic issues. ONI's goal is to facilitate citizen participation and improve communication among citizens, neighborhood associations, district coalitions/neighborhood offices and other community partners. ONI works with other City bureaus to ensure that Portland's citizens have an active voice in important decisions, goal settings, planning, and directions for Portland. ONI supports the active work of neighbors, neighborhood associations, coalitions, business associations, and community partners to maintain and improve the livability of Portland's neighborhoods.

Neighborhood Network and Outreach to Citizens

The citizen participation programs of the ONI provide support to the 95 recognized neighborhood associations and two centralized programs. Funds for the neighborhood network support contracts with five district coalition offices and two neighborhood offices. Two other centralized citizen participation programs of ONI are Neighborhood Outreach and the Downspout Disconnection Program. In addition, Portland's neighborhood network includes 40 neighborhood business associations and the neighborhood network system is a model for which Portland continues to receive national and international attention.

Other Programs

ONI's other programs help build community and increase neighbor communication with other neighbors, community partners, businesses, and government. These include:

- ◆ Crime Prevention, including the Graffiti Abatement Program.
- ◆ Elders in Action, via contract.
- ◆ Information and Referral Program.
- ◆ Metropolitan Human Rights Center (a joint program with Multnomah County).
- ◆ Neighborhood Mediation Center.
- ◆ Refugee and Immigrant Coordinator.

The FY 2000-01 ONI budget reflects a continuation of a range of programs and services related to citizen participation, neighborhood, and community. ONI's budget also reflects a consolidation of administrative functions and strengthening of community support capability. Given the cut in CSL, ONI has worked to maintain current service levels and continue efforts to strengthen citizen involvement.

General Description

BUREAU OVERVIEW

The Office of Neighborhood Involvement (ONI) is a fundamental resource for citizens and City staff in the areas of neighborhood involvement and citizen involvement. To achieve this, ONI provides a range of programs and services related to citizen participation, neighborhood and community livability.

History

In 1973, the Office of Neighborhood Associations (ONA) was created to serve as a communication link between citizen-volunteers working in neighborhood associations, and the officials and staff of the City of Portland. These links were most critical for issues related to neighborhood livability. Over time, more and more neighbors organized themselves into neighborhood associations, and requested and received official recognition by ONA.

In 1998, upon the recommendation of a citizen task force that re-assessed Portland's neighborhood system, ONA changed its name to the Office of Neighborhood Involvement (ONI). This change reflects the observation that neighborhood involvement takes place in a range of community groups (such as business associations and ethnic organizations) as well as through neighborhood associations.

CHANGES FROM PRIOR YEAR

The Adopted Budget represents current service levels in most programs with level or slightly decreased funding in the materials and services allocation.

Current staffing and Reorganization of ONI Central Administration

During FY 1999-00, ONI and the Commissioner-in-Charge have worked to reorganize the bureau, revisit bureau goals, and re-establish budget priorities. The Adopted Budget for FY 2000-01 represents changes in the allocation of target funds due to this reorganization of the central administration staff at ONI during FY 1999-00. During FY 1999-00, ONI has downsized central administration staff, reclassified three upper level administrative staff, and consolidated the management structure. This reorganization allowed ONI to reallocate personnel dollars for two neighborhood outreach specialists who provide city-wide technical support, training, and outreach to neighborhood coalitions and city bureaus. All of these changes were possible due to the prior reorganization and efficiencies within target.

Community Residential Siting Program (CRSP)

The Adopted Budget includes an add package for continued funding for the Community Residential Siting program, a part of the Neighborhood Mediation Center Program, which was approved by Council on December 15, 1999.

FUNDING SOURCES

The majority (88%) of ONI's budget comes from the General Fund which includes the CSL and a special appropriation from the Mayor's budget for the Association for Portland Progress for crime prevention services in the downtown area.

ONI's Information and Referral Program is supported by \$145,679 in General Fund Overhead. From outside sources, ONI receives \$159,496 from Multnomah County for MHRC and the Community Residential Siting Program, \$25,000 from BHCD, and \$12,198 from the Oregon Dispute Resolution Commission for the Community Residential Siting Program. Finally, through an interagency agreement with the Bureau of Environmental Services, ONI receives \$140,000 for public involvement and outreach for the downspout disconnect program.

Strategic Direction

MANAGEMENT GOALS & OBJECTIVES

The bureau has developed the following goals for bureau operations. These goals continue the goals and objectives included in the FY 1999-00 budget. During FY 2000-01, the bureau will revisit these goals and objectives in partnership with the Bureau Advisory Committee, staff, and other community partners. Included under each goal are the objectives for FY 2000-01 that will ensure that the bureau attains its goals.

Goal To strengthen the neighborhood network of neighborhood associations, district coalition and neighborhood offices.

Management Objectives for FY 2000-01

The following objectives support the preceding goal.

1. Re-design performance measures used by coalition and neighborhood offices to capture the outcomes and better reflect the resources and value that the neighborhood system represents to Portland.
2. Continue to provide coordination and technical assistance to coalition and neighborhood offices to maximize their abilities to respond to, and support, neighborhood associations' interests, needs, and work.

Goal To strengthen the centralized programs of the Office of Neighborhood Involvement, increasing their connections and value to the neighborhood network, to other ONI programs, and to City officials and bureaus.

Management Objectives for FY 2000-01

The following objectives support the preceding goal:

1. Continue to coordinate and enhance the services of the Crime Prevention program with the efforts of the neighborhood associations, coalitions and neighborhood offices, the Police Bureau, and individual neighbors in the areas of crime prevention and public safety.
2. Continue to coordinate the Graffiti Abatement efforts of the city in partnership with community-based services and the Police Bureau.
3. Continue to strengthen, expand, and market the Neighborhood Mediation Center, enhance the use of volunteer mediators and the Mediation Advisory Committee, support the Police - Citizen mediation effort, and the Community Residential Siting Program.
4. Support City Information and Referral and identify opportunities to enhance and strengthen the program through technology, increased promotion of services, and staff development. In coordination with Multnomah County, City I&R will assess the feasibility of merging City and County information and referral systems and, if agreed upon by all parties, implement this merger by Summer or Fall 2000.
5. Continue to work with Multnomah County to strengthen and promote the jointly-funded Metropolitan Human Rights Center, whose services are resources to citizens in Portland and Multnomah County and to County and City officials and staff.

Multnomah County and the City will assess the feasibility of merging the existing I&R systems

6. Work to increase the effectiveness, ease of communication, and resulting coordination among citizens and City staff about public involvement projects and efforts.
7. Continue to promote the visibility of the Refugee/Immigrant Coordinator and other ONI staff as resources for citizens and the city staff seeking to serve and engage the participation of diverse groups of Portland residents.
8. Increase the effectiveness of ONI managers and staff and enhance the sense of team through on-going communication, meetings, retreats and training. ONI's staff are located in over a dozen different sites throughout the city, increasing the challenge of communication and program coordination.

MAJOR INITIATIVES

During FY 1999-00, ONI revisited its goals and objectives and reorganized the central administration in order to provide better community-level service, neighborhood support, and efficiencies in service delivery. The following three initiatives will be the top priority for the bureau in FY 2000-01.

1. *Improve the citizen and public involvement process.* ONI will work with neighborhood associations, district coalition and neighborhood offices, business associations, and other community partners to maximize opportunities for neighbors to become involved in the public involvement process. This effort will include more training, leadership forums, and other opportunities to improve neighborhood structure.
2. *Widen the neighborhood involvement process.* ONI will work to increase involvement by neighbors who typically have not participated in the City's public involvement process. ONI's Metropolitan Human Rights Center, Refugee/Immigrant Program, and neighborhood outreach staff will partner with other city bureaus such as BHCD and community groups to provide more outreach and involvement.
3. *Partner ONI's neighborhood involvement expertise with other city bureau activities.* ONI will partner actively with other city bureaus to coordinate the public outreach and involvement process so that neighbors have an active voice and clear information about important civic issues.

COUNCIL PRIORITIES

Council Issues and Priorities

Build a Livable City through Good Planning and Well-Managed Growth Priorities

ONI provides technical and financial support for the neighborhood association network; maintains a directory of neighborhood network contacts; facilitates a monthly meeting of the Citywide Land Use Forum; and provides training to citizens on land use and long range planning.

The Citizen Participation Program supports the neighborhood network and two centralized programs. The Citizen Participation Program provides a variety of direct avenues for citizen involvement in the city's decision-making process and promotes neighborhood and community livability through the active participation of the city's diverse populations in civic life.

Support Quality Education to Produce Well-Educated Citizens

ONI's neighborhood association network, Downspout Disconnection project, the Metropolitan Human Rights Center, the Neighborhood Mediation Center, and the Refugee/Immigrant Coordinator all actively work with schools and students to engage them in activities and programs.

Ensure a Safe and Peaceful Community

ONI's Crime Prevention program provides staff and technical assistance to individual neighbors and neighborhood groups on crime prevention techniques. The Crime Prevention staff work directly with the Police Bureau and other law enforcement groups to enhance Portland's community policing efforts.

Promote the Inclusion of Under-Represented Neighborhoods and Groups in City Activities and Services

ONI's guidelines were revised to expand the neighborhood association network to include communities without neighborhood boundaries, including ethnic or racial communities not necessarily located in one geographic region. MHRC, the Refugee/Immigrant Coordinator, and the Outreach Coordinator are resources to city officials and staff who seek to access and serve under-represented populations.

Grow as an International City

ONI's ongoing efforts to engage communities of color to participate in citizen involvement efforts, human rights issues, and neighborhood livability concerns throughout Portland.

Become a more Effective Partner in the Region.

ONI continues to partner with businesses, community-based services, neighbors, and regional agencies to coordinate and improve the public participation process. Currently, ONI is working with a consortium of private and public partners to develop a citizen involvement institute at Portland State University.

Build stronger, more Diverse and Responsive Elected and Citizen Leadership.

During FY 2000-01, one of ONI's major initiatives is to increase the involvement in Portland's neighborhood association network. This will include efforts to improve the communication and involvement with neighbors who have non-traditionally been involved in our system.

Build a Sense of Community by Promoting Participation, Connectedness, and Partnerships.

ONI's mission is to ensure opportunities for all Portland citizens to interact with their city government to build safe and livable neighborhoods. Consequently, ONI holds that more neighborhood involvement, citizen participation, and neighborhood association support will increase participation and connectedness of neighbors with city government. ONI's goal is to increase and improve the dialogue among elected officials, city staff, bureau management, and neighbors.

BUDGET NOTES

The Endangered Species Act program, housed in the Planning Bureau, will have access to and support of other bureaus Public Information Officers. The program will work with ONI to ensure effective outreach with existing resources.

Overview of Programs

CITIZEN PARTICIPATION

ONI supports citizen involvement and public participation through each of its major programs. Each program is integrated across the bureau to provide technical assistance to neighborhood associations, district coalitions, community-based groups, community partners, business associations, and city bureaus.

Neighborhood Network

Portland's "neighborhood network" is made up of 95 neighborhood associations and seven neighborhood offices located throughout the city. The neighborhood offices provide support and information to volunteer-based neighborhood associations and individual neighbors. Through ONI's outreach program, staff work to create community-building partnerships, provide information and technical assistance to other city bureaus' outreach and involvement efforts, and train community members in leadership and community organizing skills. For instance, the Downspout Disconnection Program, a collaborative project with the Bureau of Environmental Services, is housed within ONI. There are also 40 neighborhood business district associations. This neighborhood network system is a model for which Portland continues to receive national and international attention.

Information and Referral

The City of Portland's Information and Referral program (City I&R) is a central source for basic information and referral to City programs, services, and employees; it helps connect citizens with city services. The program's mission is to increase and streamline citizen access to all city services, as well as to other services available in the metropolitan area. The City I&R line (823-4000) is open Monday through Friday, 8:00 AM to 5:00 PM. Staff handle over 9,000 phone calls and greet 2000 walk-in customers per month.

Refugee / Immigrant Coordinator

This program works to coordinate the information and service needs of Portland's 24 different refugee and immigrant communities. Working with organizations as well as individuals, the Refugee and Immigrant Coordinator helps the communities work with law enforcement and other agencies to effectively provide services and resolve problems.

Elders in Action

Elders in Action, formerly the Portland/Multnomah Commission on Aging, is a private, non-profit organization that advocates for the needs of seniors in the metropolitan area and assists them in advocating for themselves. The program gives Portland's elderly population access to policy makers. Working with them, seniors can generate service improvements and increase their quality of life. The City and County jointly fund this program. The City's contribution is a contract for services and funding for the position of program director.

CRIME PREVENTION

This program provides a variety of crime prevention services.

Crime Prevention

Neighborhood-based crime prevention services are an important part of the City of Portland's community policing efforts. Working out of the seven coalition and neighborhood offices, crime prevention staff provide public safety information and training to neighborhood associations, public safety committees, other community groups, individual residents, and businesses. Crime Prevention Specialists assist residents and businesses with community safety organizing and establish crime watch and foot patrols. These specialists also provide training in problem solving to enhance citizen skills in addressing issues, like problem liquor outlets, drug houses, and gang-related concerns.

Crime Prevention Specialists serve the function of linking citizens with City and County community policing programs. Specifically, these include the Portland Police Bureau's Neighborhood Liaison Officer Program, precinct neighborhood response teams, Gang Enforcement, Drug and Vice Division, Bureau of Licenses and Office of Planning and Development Review Programs.

Graffiti Abatement

Another component of Crime Prevention is the Graffiti Abatement Program. To achieve program goals, the program coordinator focuses on three areas of responsibility: enforcement, eradication, and education.

Enforcement includes promoting citizen reports of graffiti to the Portland Police Bureau and working with legal system representatives on the arrest and prosecution of graffiti vandals, or taggers. Eradication is the coordination of all paid and volunteer graffiti removal efforts on a Citywide basis. Education services focus on presentations to community groups, schools and other public forums regarding graffiti trends, community impact, and opportunities for public involvement in prevention. The coordinator also staffs the Citywide graffiti task force and the network of businesses and agencies doing abatement.

NEIGHBORHOOD MEDIATION CENTER**Neighborhood
Mediation Center**

The Neighborhood Mediation Center (NMC) has been assisting neighbors in the resolution of their disputes since 1978, and it is the oldest city-funded community mediation program in the United States. NMC provides free mediation and conflict resolution services using trained volunteer mediators from throughout Portland's neighborhoods. The center's professional staff provide mediation services, training and community outreach, while mentoring and coordinating the work of volunteers.

NMC's specialized programs include the Citizen-Police Mediation Program, which is designed to resolve concerns and build relationships between local residents and police officers.

The Community Residential Siting Program (CRSP) is a new ongoing program.

New to the NMC is the Community Residential Siting Program (CRSP) which provides neighbors, service providers, and developers with a range of strategies to bring about dispute resolution. These alternative approaches are becoming more important in a context of emerging community concerns about proposed siting or ongoing operations of existing social service and residential facilities. CRSP is funded in part by Multnomah County.

ELDERS IN ACTION

Elders in Action, formerly the Portland/Multnomah Commission on Aging, is a private, non-profit organization that advocates for the needs of seniors in the metropolitan area and assists them in advocating for themselves. The program gives Portland's elderly population access to policy makers. Working with them, seniors can generate service improvements and increase their quality of life.

The City and County jointly fund this program. The City's contribution is a contract for services and funding for the position of program director.

METROPOLITAN HUMAN RIGHTS CENTER

Metropolitan Human Rights Center

The Metropolitan Human Rights Center (MHRC) has a history that began in 1950 when the City of Portland formed the Portland Inter-Group Relations Commission to advise the Mayor on multicultural relations. In 1969 Multnomah County joined Portland and the Metropolitan Human Relations Commission was created. Over the years and through a couple of name changes, the City-County partnership and the MHRC designation have stuck. And more importantly, the mission has stayed the same:

"To foster mutual understanding and respect and to protect the human rights of all persons .. regardless of socio-economic status, religion, ethnicity, race, national origin, disability, age, gender, and sexual orientation."

The Disability Project became part of MHRC in 1997

In 1979, MHRC was strengthened by the inclusion of another program with its own history of active commitment: what is today the MHRC Disability Project. In 1997, this dedication to the diverse communities of Portland and Multnomah County came to the Office of Neighborhood Involvement.

Today MHRC reaches both individuals as they confront their own human rights problems and the community at large as it faces overriding human rights issues. MHRC provides a unique support structure for the disabled and their advocates. MHRC maintains a broad base of information and has established a strong capacity to listen to civil rights complaints and troubleshoot the process. The disability project has been a prime mover toward universal access in the City and County for people with disabilities. Likewise, MHRC's free diversity training program, Dynamic Differences, and its Community Dialogues on Race Relations foster a climate of mutual understanding and respect for all members of the community. It has come a long way toward achieving its goal to make the City and County a healthier place for all their citizens to live.

INFORMATION & REFERRAL

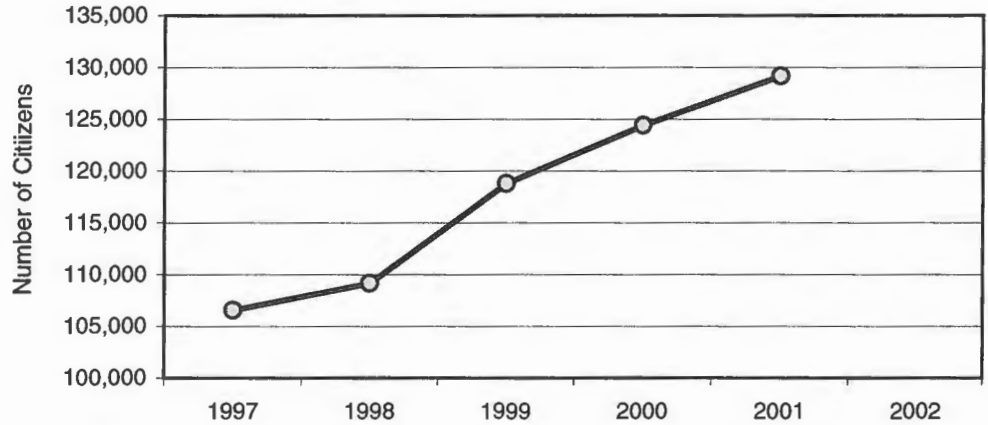
Information and Referral

The City of Portland's Information and Referral Program (City I&R) is a central source for basic information and referral to city programs, services, and employees; it helps connect citizens with City services. The program's mission is to increase and streamline citizen access to all city services, as well as to other services available in the metropolitan area. The City I&R line (823-4000) is open Monday through Friday, 8:00 AM to 5:00 PM. Staff handle over 9,000 phone calls per month and greet 2000 walk-in customers every month at the Information Desk of the Portland Building. The services of the City I&R program are also available on-line, as City I&R staff receive E-mail sent to CITYINFO@CI . PORTLAND . OR . US on the City's home page.

Performance Measures

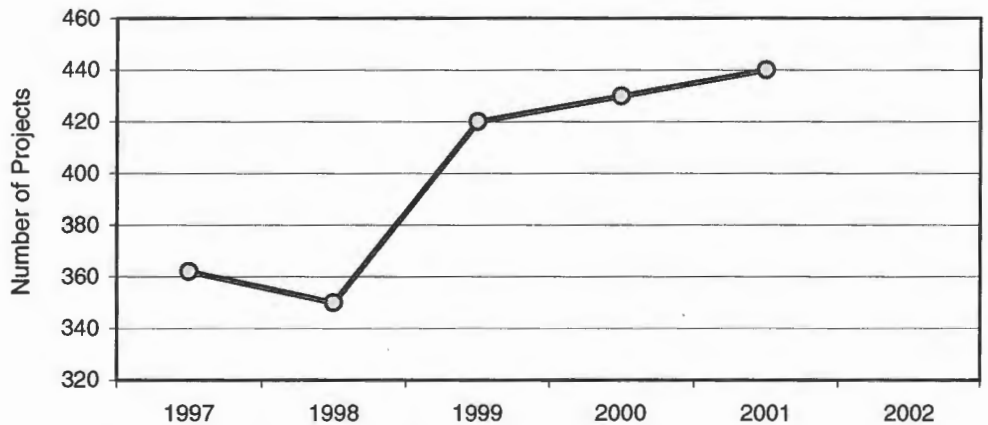
Number of Citizens Involved

- ◆ The neighborhood association network is a vital way for citizens to become involved in neighborhood-based organizations and projects.
- ◆ Increasing numbers of involved citizens help to improve neighborhood livability and build community.



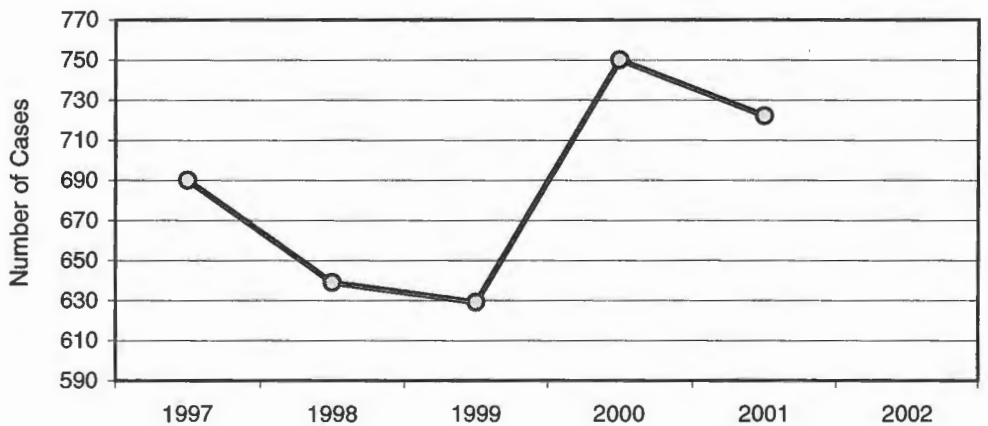
Number of Crime Prevention and Community Policing Projects

- ◆ Increased staff collaboration and increased citizen awareness of crime prevention resources have resulted in an increasing number of projects.

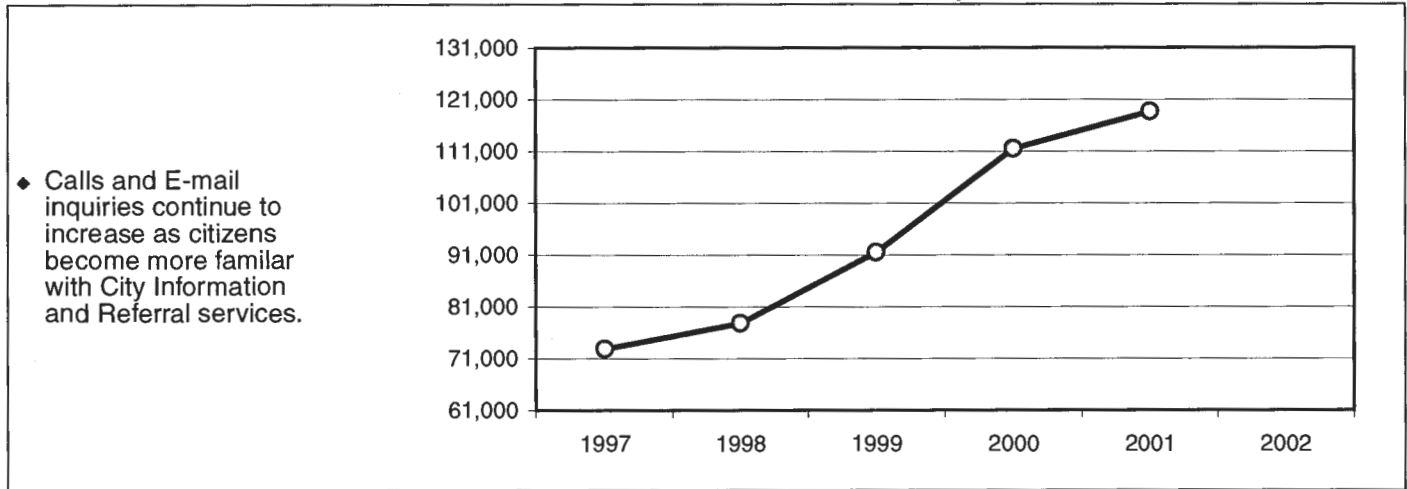


Number of New Cases Receiving Mediation Services

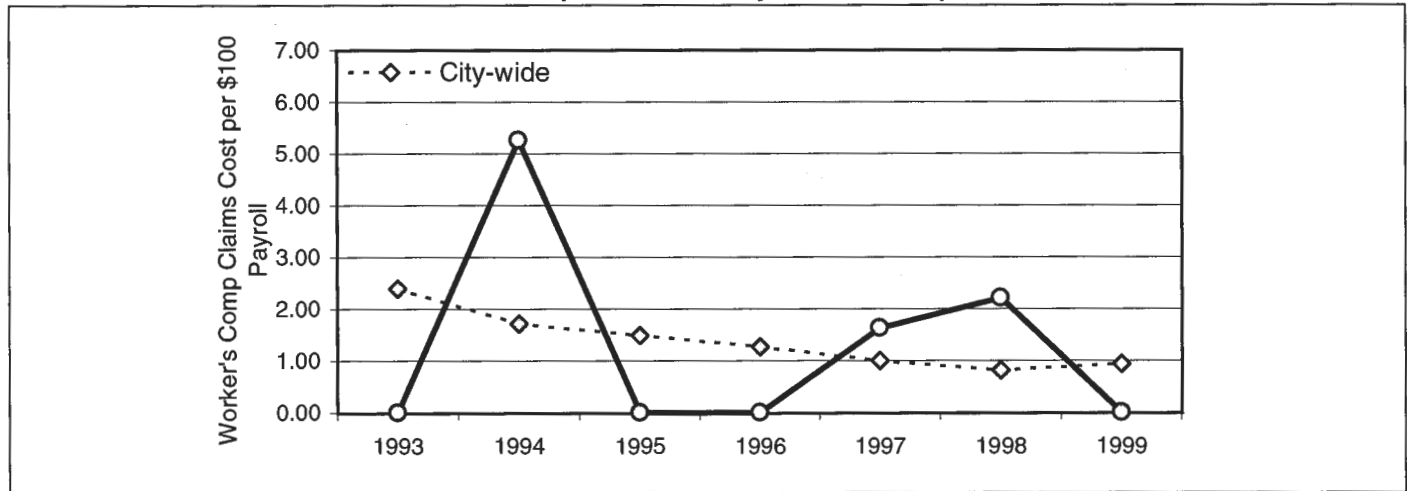
- ◆ Discussion about center funding and continuance as a City program resulted in a caseload drop in FY 97-98. For a time the Center declined new cases.
- ◆ The budget was restored in FY 1999-00, resulting in an increase in the number of new cases.



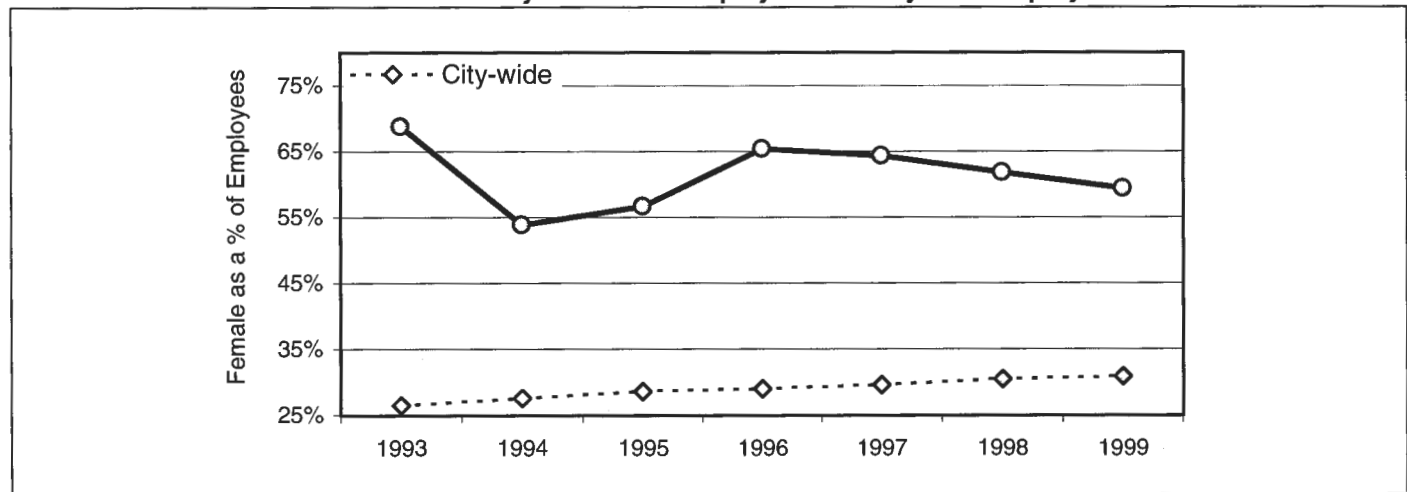
Number of Information and Referral Calls and E-mail Inquiries Received



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
OFFICE OF NEIGHBORHOOD INVOLVEMENT						
Affirmative Action Measures						
Female Employees as a Percent of Total	64.3%	61.8%	59.4%			
Minority Employees as a Percent of Total	21.4%	23.5%	21.9%			
Office of Neighborhood Involvement						
Risk Data						
General Liability Claims per 200,000 Hours Worked	4.40	0.00	0.00			
Worker's Comp Claims per 200,000 Hours Worked	4.40	8.58	0.00			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$0.52	\$0.00	\$0.00			
Worker's Comp Claims Cost per \$100 Payroll	\$1.63	\$2.21	\$0.00			
Citizen Participation						
Workload						
Number of NA's, coalitions, area offices maintained and business assns. and ethnic organizations coordinated with	100	166	166	166	166	
Effectiveness						
Number of citizens involved in neighborhood assn. and coalition activities	106,567	109,151	118,782	124,356	129,151	
Crime Prevention						
Workload						
Number of crime watch programs developed and maintained	265	250	224	240	250	
Effectiveness						
Number of crime prevention and community policing projects	362	350	420	430	440	
Neighborhood Mediation Center						
Workload						
Number of new cases receiving mediation services	690	639	629	750	722	
Effectiveness						
Number of cases successfully resolved	294	224	326	525	185	
Efficiency						
Percentage of cases responded to within 3 working days		45%	77%	75%	78%	80%
Information & Referral						
Workload						
Number of calls and e-mail inquiries received	72,800	77,800	91,534	111,550	118,600	
Effectiveness						
Number of calls and e-mail inquiries responded to	70,990	75,490	89,703	109,319	116,348	
Metropolitan Human Rights Center						
Workload						
Training-Dynamic Differences & Community Dialogues			12	12	12	
Information and Referral			15,600	15,600	15,600	
Disability accessibility appeals			240	300	350	

	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
Effectiveness						
Training-Dynamic Difference and Community Dialogues			144	144	224	
Effectiveness						
Information and Referral			15,600	15,600	15,600	
Disability accessibility appeals			196	250	300	

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	2,145,211	2,226,420	2,446,601	2,484,138	2,508,628
External Materials and Services	434,724	1,936,940	1,469,602	1,314,785	1,290,295
Internal Materials and Services	255,972	324,339	267,085	338,412	338,412
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	8,376	0	0	0	0
Total Operating Budget	2,844,283	4,487,699	4,183,288	4,137,335	4,137,335
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 2,844,283	\$ 4,487,699	\$ 4,183,288	\$ 4,137,335	\$ 4,137,335
Allocated Overhead	115,390	120,391	164,062	163,849	124,607
Total Cost with Allocated Overhead	2,959,673	4,608,090	4,347,350	4,301,184	4,261,942
RESOURCES					
General Fund Discretionary		3,864,988	3,587,077	3,598,156	3,628,586
Non-Discretionary Revenues					
Grants & Donations		33,000	24,196	12,098	12,098
Contract Revenues		277,850	252,797	189,496	189,496
Interagency Revenues		156,194	154,205	192,500	192,500
Program Revenue		29,657	20,555	0	0
Overhead Revenues		140,565	144,458	145,085	114,655
Total Non-Discretionary Revenues		637,266	596,211	539,179	508,749
TOTAL GENERAL FUND RESOURCES		\$ 4,502,254	\$ 4,183,288	\$ 4,137,335	\$ 4,137,335
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					
PROGRAMS					
Citizen Participation		2,306,616	1,940,311	1,835,193	1,810,703
<i>Positions</i>		11	10	11	11
Crime Prevention		995,562	1,008,755	1,136,036	1,091,940
<i>Positions</i>		10	12	12	12
Neighborhood Mediation Center		425,568	516,196	480,689	480,689
<i>Positions</i>		5	5	7	7
Elders in Action		196,156	160,347	160,275	160,275
<i>Positions</i>		2	1	1	1
Information & Referral		254,687	235,436	181,409	225,505
<i>Positions</i>		4	4	4	4
Metropolitan Human Rights Center		309,110	322,243	343,733	368,223
<i>Positions</i>		4	4	4	4
TOTAL PROGRAMS		\$ 4,487,699	\$ 4,183,288	\$ 4,137,335	\$ 4,137,335
<i>Positions</i>		36	36	39	39
<i>General Fund Discretionary Positions</i>		32	32	36	36

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	1,281,393	1,249,720	1,664,338	1,738,953	1,759,466
512000 Part-Time Employees	95,646	149,342	106,850	64,818	64,818
514000 Overtime	68	5,623	0	7,000	7,000
515000 Premium Pay	363	0	0	0	0
517000 Benefits	554,685	591,012	675,413	673,367	677,344
518000 Paid Absence	213,056	230,723	0	0	0
Total Personnel Services	2,145,211	2,226,420	2,446,601	2,484,138	2,508,628
Materials and Services					
External Materials and Services					
521000 Professional Services	39,068	37,726	43,600	20,787	20,787
522000 Utilities	0	219	0	0	0
523000 Equipment Rental	1,169	449	1,700	1,200	1,200
524000 Repair & Maintenance Services	6,248	1,564	8,300	5,900	5,900
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	270,824	1,768,151	1,295,783	1,168,846	1,144,356
531000 Office Supplies	33,640	26,652	28,000	24,608	24,608
532000 Operating Supplies	50	4,257	0	3,772	3,772
533000 Repair & Maintenance Supplies	0	144	0	3,675	3,675
534000 Minor Equipment & Tools	18,002	35,204	10,192	7,792	7,792
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	3,159	5,083	2,500	2,100	2,100
541000 Education	10,405	21,667	15,425	11,000	11,000
542000 Local Travel	10,522	10,701	13,300	12,950	12,950
543000 Out-of-Town Travel	590	5,468	3,300	5,300	5,300
544000 Space Rental	14,140	16,434	22,700	17,500	17,500
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	26,907	3,221	24,802	29,355	29,355
Total External Materials and Services	434,724	1,936,940	1,469,602	1,314,785	1,290,295
Internal Materials and Services					
551000 Fleet Services	350	374	1,035	1,035	1,035
552000 Printing & Distribution	77,488	76,953	66,537	65,396	65,396
553000 Facilities Services	88,215	135,728	104,981	106,642	106,642
554000 Communications Services	33,304	39,130	37,327	39,979	39,979
555000 Data Processing Services	6,961	28,038	16,675	71,927	71,927
556000 Insurance	38,858	39,121	40,530	53,433	53,433
557000 Master Lease	8,946	0	0	0	0
558000 Same Fund Services	0	0	0	0	0
559000 Other Fund Services	0	0	0	0	0
Total Internal Materials and Services	254,122	319,344	267,085	338,412	338,412
Total Materials and Services	688,846	2,256,284	1,736,687	1,653,197	1,628,707
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	8,376	0	0	0	0
576000 Minor Equipment Transfers	1,850	4,995	0	0	0
TOTAL BUREAU EXPENSES	\$ 2,844,283	\$ 4,487,699	\$ 4,183,288	\$ 4,137,335	\$ 4,137,335

Office of Neighborhood Involvement AU 342

FULL-TIME POSITIONS

Class	Title	Actual FY 1998	Actual FY 1999	Revised FY 1999-00		Proposed FY 2000-01		Adopted FY 2000-01	
		No.	No.	No.	Amount	No.	Amount	No.	Amount
920	Administrative Supervisor I	0	0	0	0	1	43,279	1	43,279
114	Clerical Specialist	1	1	1	32,341	0	0	0	0
7490	Community Relations Assistant	3	3	3	137,347	8	338,794	8	338,794
7492	Community Relations Specialist	8	8	7	381,517	7	390,807	7	411,320
5183	Crime Prevention Representative	10	9	10	401,936	10	404,193	10	404,193
118	Customer Services Rep	4	4	4	129,365	0	0	0	0
7488	Metro Human Rights Comm Director	1	0	0	0	0	0	0	0
116	Office Manager	1	1	1	37,537	0	0	0	0
102	Office Support Specialist II	0	0	0	0	5	155,094	5	155,094
106	Office Support Specialist, Lead	0	0	0	0	2	71,526	2	71,526
966	Program Coordinator	1	1	1	57,305	2	109,512	2	109,512
970	Program Manager II	1	1	1	63,509	0	0	0	0
972	Program Manager IV	1	1	1	76,526	1	70,740	1	70,740
221	Secretarial Clerk II	1	1	1	31,692	0	0	0	0
816	Senior Administrative Specialist	0	1	1	37,728	1	38,259	1	38,259
7494	Sr Community Relation Specialist	4	4	4	249,075	2	116,749	2	116,749
900	Staff Assistant	1	1	1	28,460	0	0	0	0
TOTAL FULL-TIME POSITIONS		37	36	36	\$ 1,664,338	39	\$ 1,738,953	39	\$ 1,759,466

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	4,176,941	0	4,176,941	40.0	FY 2000-01 Current Service Level Estimate
CSL Adjustments	0	0	0	0.0	None
Mayor's Proposed Budget Decisions	(90,929)	0	(90,929)	(1.5)	2.5% CSL Reduction
	(96,892)	0	(96,892)	(1.0)	5% Support & Admin Svcs Reduction
	54,000	0	54,000	1.0	Add-back Neighborhood Outreach Specialist
	45,000	0	45,000	0.0	Community Residential Siting
	24,000	0	24,000	0.0	2nd & 3rd Floor Graffiti Removal
	30,000	0	30,000	0.0	Temporary block grant adjustmt
	(4,785)	0	(4,785)	0.0	Adjustment for BGS I/As
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	44,096	0	44,096	0.0	Tech Adj - Increase I&R Personnel Svcs
	(44,096)	0	(44,096)	0.0	Tech Adj - Decrease Crime Prev. Personnel Svcs
	24,490	0	24,490	0.0	Tech Adj - Increase MHRC Personnel Svcs
	(24,490)	0	(24,490)	0.0	Tech Adj - Decrease Coalition Contracts
	(39,606)	0	(39,606)	(1.5)	Total FY 2000-01 Decision Packages
			\$ 4,137,335	38.5	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	448,360	0	448,360		District Coalitions / Neighborhood Office
			\$ 448,360	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	0	0	0.0	None
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	0	0	0.0	0
			\$ 0	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

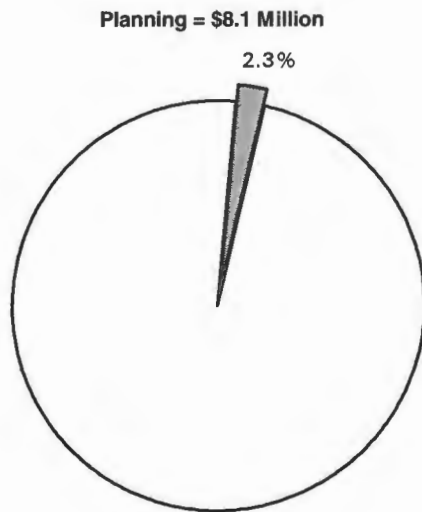
Bureau of Planning

Community Development Service Area

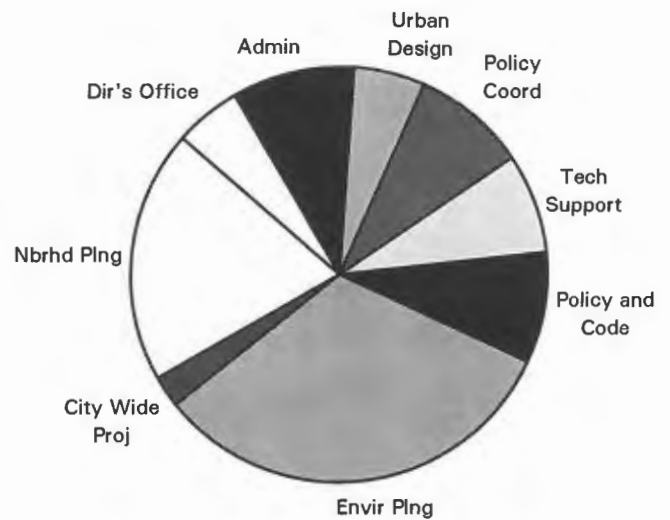
Mayor Vera Katz, Commissioner-in-Charge

Gil Kelley, Director

Percent of General Fund



Bureau Programs



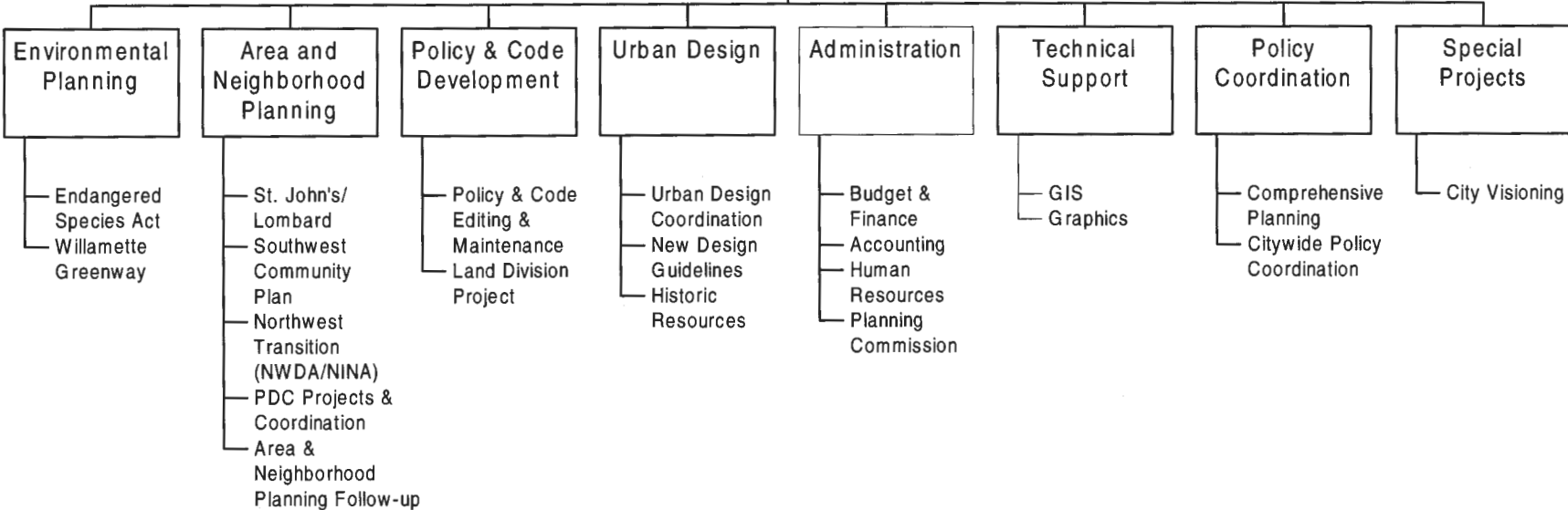
Bureau Overview

Expenditures in Millions	Revised FY 1999-00	Adopted FY 2000-01	Change from Prior Year	Per Capita Change
Operating	6,049,803	8,094,485	2,044,682	28.0%
Capital	0	0	0	0.0%
Allocated Overhead Costs	843,261	895,684	52,423	1.6%
Total Cost with Allocated Overhead	\$ 6,893,064	\$ 8,990,169	\$ 2,097,105	24.7%
Authorized Full-Time Positions	57	67	10	12.4%

Note: Per capita change values are adjusted for inflation and population growth.

Bureau of Planning

**Director
Gil Kelley**



Bureau Summary

BUREAU MISSION

The Bureau of Planning assists the people of Portland in achieving a quality urban environment through comprehensive planning which responds to neighborhood needs, embraces community values, and prepares the City for the future. The bureau acts to ensure that all plans and policies are consistent with the City's Comprehensive Plan and strategic plan. The bureau promotes a fair and open process for citizen involvement planning.

BUREAU HIGHLIGHTS

Public interest and concern about the direction and focus of the City's long range planning functions prompted a formal examination of Portland's planning program in the spring of 1999. In response to Council resolution in January 1999, the Mayor appointed a small advisory team to initiate a public dialogue. Stakeholder interviews and a series of focus groups resulted in general consensus on some key issues and identified what should be the essential core functions in the City's Bureau of Planning (BOP). These core functions include: Vision planning; Comprehensive Planning; Implementation of the 2040 Plan; Inter-bureau coordination; and Quality Urban Design.

New Directional Changes

Since the arrival of the bureau's new Director, Gil Kelley, a new organization of the bureau's work program and budget has been outlined which reorganizes the bureau into distinct functional program areas nested within the bureau's overall staffing table and to make work programs within them more explicit.

The work program is arranged by seven functional areas overseen by the Director, each with a core General Fund Staff, a designated manager and a detailed two-year work program. The seven program areas are: Policy Coordination; Area and Neighborhood Planning; Urban Design; Code Development; Comprehensive Planning; Environmental Planning; Planning Technical Support; Administration.

Add Packages

Several of this Adopted Budget's add packages support the second year of project work initiated in FY 1999-2000:

Endangered Species Act Response (Coordinated Citywide Program)

The citywide ESA program, with a budget of \$2.7 million (\$1.86 million budgeted through the Planning Bureau) will be moved effective July 1, 2000 to the Planning Bureau from the Bureau of Environmental Services.

The Bureau of Planning's portion of this budget totals \$511,000. As a part of the citywide ESA response, the BOP ESA Team participates on the ESA Steering Committee, Public Involvement Committee, Riparian and Waterbody Construction Committee, and is responsible for leading and staffing the ESA Planning, Permitting and Enforcement Committee. The BOP ESA Team maintains on-going coordination, regarding ESA issues, with the Willamette River Greenway Plan Update Team and OPDR staff. BOP ESA staff is organizing and coordinating citywide fish habitat and presence inventories.

Willamette River Greenway

The purpose of this package is to continue work initiated in FY 1998-99 on the multi-year update of the comprehensive Willamette River Greenway Plan based on the Greenway resolution adopted by City Council in November 1998 and the ESA resolution adopted by City Council in June 1998. A total of \$425,014 in one-time dollars is allocated to this project.

NW Industrial Area Transition Study

The Adopted Budget includes \$352,000 of one-time funding to support the development and implementation of a strategy for the transition from industrial zoning to mixed use or residential zoning in the northwest Portland industrial Area.

SW Community Plan

The Adopted Budget includes \$253,000 in one time funding for FY 2000-01 which will be used to complete a Comprehensive Plan/zoning map for the Southwest Community Plan area. The scope of work and process for this next phase of the Southwest Community Plan will be defined through conversations in the spring of 2000 with the public, Planning Commission and City Council. Efforts will build upon the work previously done by the Planning Commission, residents, and business representatives in earlier phases of this project.

City Vision (Future Focus II)

This one-time add-package of \$100,000 carries over from FY 1999-2000 because the project was delayed due to arrival of new director. This amount funds a review and update Portland Future Focus I which was a community based strategic plan that was adopted by City Council Resolution in August 1991.

Policy Coordination

The on-going policy coordination add package is supported by General Fund overhead in the amount of \$50,844 and funds one position. The add package responds to council direction (Resolution 35789) that the Bureau of Planning will take on a strong leadership role in ensuring better coordination of long range planning and development functions among all City bureaus. A new "Planning Coordination Team," has been established to be chaired by the Planning Director and comprised of the bureau directors of PDC, PDOT, OM&F, Parks, BHCD, ONI, BES, Water, Energy, and OPDR.

Comprehensive Planning

The new Comprehensive Planning Program will take the lead in coordinating an interbureau effort to update the City's Comprehensive Plan. In the near term, the group will explore how to refine Metro 2040 concepts for mixed use design types (town centers, main streets) specific to Portland, and amend the Comprehensive Plan as appropriate to incorporate new corresponding policies. This work includes developing urban design prototypes for different areas of the city, as well as coordinated approaches to provide public facilities and services to meet the needs of these mixed-use areas over time. This is an on-going add package to supported by General Fund overhead in the amount of \$283,038 and adds four positions in Planning.

*New Program Area Add
Packages*

Technical Adjustments

The Adopted Budget carries forward funding set aside for 2040 implementation work to be conducted by PDOT and funded through Planning in the St. John's area. The scope of this work has not yet been identified. Additionally, this budget contains \$20,000 carryover funding for specific park improvements identified by the Hollywood and Sandy plan.

General Description

CHANGES FROM PRIOR YEAR

FY 1999-2000 - A period of major change

The major changes from FY 1999-00 include: Blueprint 2000 implementation which resulted in Current Planning Division, or roughly one-half of the bureau, being transferred to OPDR; a move to consolidate the bureau's three physical locations into the new 1900 SW 4th Avenue Building; new Council direction in May 1999 for future Planning Bureau efforts; leadership change internal to the organization which resulted in an eight month interim management period while the City leadership searched for a candidate to lead the charge. The new director, Gil Kelley, started work on January 31, 2000, and has with this Adopted Budget reorganized the bureau programmatically and budgetarily to better reflect the work currently underway and to reflect the new work functions and directives set forth in Council's May 1999 resolution establishing a new Planning Bureau.

The bureau continues to support major programs funded in FY 1999-2000. These include Endangered Species Act, Greenway, Land Division Code Rewrite, and code changes to implement livable city principles and comply with the functional plan.

Public involvement remains vital to the Planning Bureau's work program. New, innovative approaches to citizen involvement, public education and public information are being developed and implemented in efforts to communicate with the citizens of Portland.

FUNDING SOURCES

The Bureau of Planning is fully reliant on General Fund support for its core activity. Prior to Blueprint 2000 implementation the bureau received permit/fee revenue for the Current Planning Development Review function.

There are several significant multi-year projects underway, many of these began in FY 1999-00 with a multi-year horizon for completion:

- ◆ Endangered Species Act: \$959,298
- ◆ Willamette Greenway: \$425,0114
- ◆ NW Industrial Area Transition Plan: \$202,395
- ◆ Southwest Community Plan: \$253,909
- ◆ City Vision (Future Focus II) \$100,000

Other funding which supports non-core activity is generally project specific and negotiated through interagency. The bureau has two long standing ongoing interagencies with the Bureau of Housing and Community Development (BHCD) for Housing and the Bureau of Environmental Services (BES) for general environmental (workplan varies annually). The Adopted Budget reflects funding received from the following agencies:

- ◆ BHCD - Kenton: \$35,000
- ◆ BHCD - Housing Coordination: \$95,580
- ◆ BES - General Environmental: \$85,000

A Master Intergovernmental Agreement (IGA) is currently being negotiated with PDC to support a number of requested workplan items (major work includes: North Macadam, Gateway, a variety of Urban Renewal projects, Lents Zoning, and West End) It is anticipated this IGA will bring an additional \$550,000 to support the additional work requested of the Planning Bureau.

Strategic Direction

VISION AND VALUES

The Adopted Budget presents a reorganization of programs under the management of the bureau's new director. Bureau management is reviewing the vision and values as well as the following management goals and objectives which will be updated to reflect the new organization and leadership.

MANAGEMENT GOALS & OBJECTIVES

As stated previously the following Management Goals and Objectives are under review. The current existing goals and objectives from FY 1999-2000 are as follows:

Continuously Improve the Delivery of Quality Public Services

This objective will be achieved by adhering to the following operating principles adopted by the bureau.

- ◆ Provide excellent customer service.
- ◆ Use common sense.
- ◆ Be responsive, timely and efficient.
- ◆ Pursue professional excellence.
- ◆ Work as a team.
- ◆ Improve continuously.

Sustain the City's Livability

This is achieved through good planning and well-managed growth. The goals associated with this objective are

- ◆ Achieve the City's housing and job growth goals through an efficient, effective development review process.
- ◆ Implement 2040 Design Concepts through the following
 - ❖ Changes in the zoning code and Comprehensive Plan to promote well designed mixed use development and in-fill housing.
 - ❖ Coordination with bureaus to ensure that infrastructure investment priorities are aligned with 2040 objectives.

Build a Sense of Community

This is achieved by Promoting Public Participation, Connectedness and Partnerships. This objective's goals are

- ◆ Implement existing community and neighborhood plans.
- ◆ Support neighborhood efforts to influence the direction of preservation, infill, and redevelopment in and near mixed use areas.

COUNCIL PRIORITIES

Future Focus

Managing Regional Growth Action Plan

The bureau will initiate an update of the 1991 Portland Future Focus Strategic Plan. These efforts, yet to be scoped, may involve updating the community vision, strategic goals, strategies, and action plans. A high level of citizen involvement will be integral to its success.

Portland/Multnomah Benchmarks

The Bureau of Planning performance measures support the following two categories of benchmarks:

1. Economic Vitality and Security Benchmarks, and
2. Well-Planned City with Managed/Balanced Growth.

The specific benchmarks are as follows:

Benchmark # 58

Percent of home owners and renters below median income spending less than 30% of their household income on housing.

Benchmark #60

Percentage of population that lives within one-quarter mile walk of transit service, open space, and commercial nodes.

Benchmark # 61

Percentage of people who rate their neighborhood livability as being high.

Benchmark #62

Increase in zone capacity for housing within community plan area.

Livable City Project

Implementation of Phase II of the Livable City Project will entail creation of new zoning tools or improvements to existing tools to achieve well designed infill and redevelopment.

BUDGET NOTES

Endangered Species Act/Outreach

The Endangered Species Act program, housed in the Planning Bureau, will have access to and support of other bureaus Public Information Officers. The program will work with ONI to ensure effective outreach with existing resources.

Greenway

The Greenway effort, which involves many bureaus, will be coordinated by Planning and supported as necessary citywide, without specific General Fund support for bureaus other than Planning. The program will work with ONI to ensure effective outreach with existing resources.

Overview of Programs

DIRECTOR'S OFFICE

The Director works with the Mayor and City Council to ensure bureau goals and priorities are in alignment with Council goals and priorities. In addition, the Director acts as consultant and advisor to the Portland Planning Commission.

The Director's office is responsible for all bureau program direction and management. The bureau's internal and external communication as well as general public outreach is coordinated through the Director's office.

City Vision Project

The bureau Director will coordinate the charge to articulate a clear and comprehensive vision for the City's growth and change over the next two decades by engaging citizens, stakeholders, decision-makers and professionals in a well-managed process. This program will provide a set of specific outcomes within a three-year period which are as follows:

Expected Outcome

- ◆ A clear vision statement for the City's growth and change, which is easily understood by citizens and decision-makers.
- ◆ A program for making changes to the City's Comprehensive Plan and implementing ordinances, to help solidify and implement the vision
- ◆ A set of recommendations for future activities and programs for other bureaus, the Planning Coordination team and outside agencies.
- ◆ A recommended program to assist Council and Planning Commission and OF&A in evaluating biannual budget decisions against progress toward achieving the long-term vision

POLICY COORDINATION

In response to direction from Council in May 1999, the Bureau of Planning will take on a strong leadership role in ensuring better coordination of long range planning and development functions among all City bureaus. A new "Planning Coordination Team," to be chaired by the Planning Director and comprised of the bureau directors of the Portland Development Commission (PDC), the City of Portland Office of Transportation (PDOT), the Office of Management and Finance (OMF), Portland Parks, the Bureau of Housing and Community Development (BHCD), the Office of Neighborhood Involvement (ONI), the Bureau of Environmental Services (BES), the Water Bureau, the Office of Energy, and the Office of Planning and Development Review (OPDR), was established by Council resolution to "convene on a regular basis for the purpose of coordinating and integrating policy development and implementation."

The newly formed Policy Coordination program area within the Bureau of Planning will staff the newly created Planning Coordination Team, and will develop the City's Public Facilities Plan and review the City's annual capital improvement program for consistency with adopted City policies - with guidance and oversight from the Planning Coordination Team.

It is vital for Portland to have a strong presence at the regional table to effectively advocate for the City's interests: to ensure continued vitality of our Central City, enhanced neighborhood quality, a balanced transportation system, excellent public schools, and protection of greenspaces and watershed health both inside and outside the urban growth boundary. Policy Coordination staff will coordinate strategically with the efforts of our partners in the region, including Metro, the Port of Portland, and our neighboring cities and counties.

Additionally, staff within this group will provide a "think tank" function for the City; staff will analyze data and trends in order to better understand where the City has been and where it is headed, providing the analytical underpinnings to the City's strategic planning functions.

AREA NEIGHBORHOOD PLANNING

Through the Area and Neighborhood Planning Program, Bureau of Planning staff work collaboratively with local residents and businesses to plan for geographically-specific areas. Generally encompassing portions of several neighborhoods, area plans are organized around a central focal point such as a business district or shared main-street. The scope and approach of each project is dependent on the size of the area, the level of interest and commitment of residents and businesses, and a combination of strategic opportunities such as:

- ◆ Potential to enhance economic development opportunities or business district vitality.
- ◆ Opportunities to increase housing development, particularly in places that are well served by public transit.
- ◆ Ability to coordinate with and complement projects/programs undertaken by other bureaus; and/or
- ◆ Potential to create or update Comprehensive Plan policies, or respond to new State or Metro requirements.

Projects are intended to be of a reasonable duration (18 to 36 months) to ensure adequate time to accomplish the project's goals while sustaining public interest and participation. The proposed core program allows 4 to 6 projects to be completed over a five-year period.

Projects are also undertaken through interagency or intergovernmental funding. These projects typically focus on a small to medium sized area (15 to 150 acres) that have been identified as opportunity areas by the funding agency.

FY 2000-2002 Work Program

Major work program items supported by General Fund core staff for this coming biennium include: Completion of Southwest Community Plan and the NW Industrial District Transition / NW District Association Plan; initiation of work in the St. John's/Lombard area

Major work program items supported by non-General Fund (interagency agreements or intergovernmental agreements) include: Continuation and completion of West End (initiated and funded by General Fund in FY 1999-2000); work on Gateway, North Macadam, Kenton, Lents, and Interstate Urban Renewal work.

URBAN DESIGN/HISTORICAL PRESERVATION

The City's insistence on a high standard of performance for public and private projects demonstrates Portland's commitment to protect the public realm. Yet, in recent years the spotlight on architectural quality and urban design has intensified as Portland's vibrant economy has resulted in significant new levels of construction throughout the city. Much of this construction has been less than successful in its quality, durability, and fit within its surrounding environment.

The City must have a forceful advocate and watchdog for quality urban design. An expanded and strengthened Urban Design Program will carry out this mission through the following functions:

- ◆ developing and updating design guidelines and standards which serve as approval criteria for projects undergoing design review;
- ◆ creating new historic districts to recognize and preserve the richness of the city's heritage;
- ◆ providing architectural and urban design consultation to planners working on developing new zoning tools to address localized or citywide issues; and
- ◆ providing urban design consultation to other City bureaus working on development strategies and projects.

FY 2000-2002 Work Program

The major work program item for FY 2000-2002 includes: Developing special design guidelines for the Alphabet District.

POLICY AND CODE DEVELOPMENT

Policy and Code Development has two main functions which are funded with the bureau's budget;

- ◆ **Policy and Code Editing and Maintenance** :The editing and maintenance function involves processing minor amendments to policy and code language to keep documents up-to-date and consistent with new state or regional mandates, clarifying intent, and fixing unintended consequences. The function includes editing all policy and code documents to increase clarity, ensure consistency, and promote ease of implementation.

- ◆ **Policy and Code Formulation** :The policy and code formulation function includes projects to revise existing policy or code that require reconsideration of policy implications (for example, Alternatives to Incarceration). This work includes projects that consider suggested code amendments from our database of approximately 600 suggestions.

This function also includes projects that create new policy or code that have citywide application (for example, Design Regulations for Small Lots and projects to implement the results of the Future Focus II Visioning project). Many of these projects will have a strong urban design component. Additional projects include updating each of the Comprehensive Plan goals, some of which are 20 years old.

FY 2000-2002 Work Program

Major projects in addition to regular work program for FY 2000-2002 include: completion of Land Division Code Rewrite, Design Standards:Small Lots, Signs Follow-up, and Alternatives to Incarceration

ENVIRONMENTAL PLANNING

An integrated approach to planning interweaves environmental considerations into every decision about our urban environment, and requires that sensitive and critical areas receive very careful attention. The Bureau of Planning has two current projects continuing into the next biennium that will contribute to livability and a healthy environment:

- ◆ The Willamette River Greenway Plan update will address how the land that frames the Willamette River will integrate the community's environmental values with their desire for scenic and recreational access and with a healthy economy.
- ◆ The Bureau of Planning's responsibility under the City's Endangered Species Act Program is to coordinate a citywide analysis of all relevant planning, permitting and enforcement issues. The first task is to focus on areas along Portland's streams that, if enhanced and restored, would provide the most benefit to the salmon and steelhead. The results of this initial work will be an update to the City's environmental zoning program.

These two projects augment an ongoing core function in which resource conservation expertise is provided to other planning activities within the Bureau of Planning.

PLANNING TECH SUPPORT

This program area supports all Geographic Information Systems (GIS), Graphic, and Information Systems (IS) related requests and activity for the entire bureau. In addition, the program manager serves as representative to the Citywide Information Technology Executive Committee (ITEC), city wide GIS Management Committee, Regional GIS Coordinating Committee and other County GIS Coordinating Committees

An outcome of the Blueprint 2000 bureau division was an agreement to continue to respond to OPDR Development review staff requests to minimize costs and maximize efficiencies. The Planning Tech Support staff collaborates with OPDR technical staff on an individual basis as well as on the OPDR-BOP Planning Technology Team in developing recommendations and direction in technology planning for the bureau.

- ◆ **GIS:** supports the following activities: GIS database design and maintenance; GIS application, development and support; Ad hoc mapping and analysis for staff and management (extract data) which may include one time maps and major project mapping; development and implementation of ARCView interactive mapping platform for SCPP; creation of slideshow presentations in PowerPoint for staff; staff training on use of GIS software; coordinates data sharing and gathering with other bureaus and regional/state agencies; participates on bureau teams developing technical policy and procedural issues.
- ◆ **Graphics:** Coordinates and works in collaboration with planning staff in the development and formation of all publications including illustration and design, develops electronic visual materials including PowerPoint presentation, supports the bureau web page, coordinates and maintains the bureaus artwork for the visual library database.
- ◆ **IS:** develops, supports and maintains all bureau database related to administrative functions (Digital TAR system, invoicing, equipment inventory, document inventory, project file inventory, archive inventory) and specific projects (historic Landmarks and Master Mailing Lists), serve as TRACS liaison to OPDR, integration planning for new server equipment, develops recommendations on protocols for database use, maintains the Zoning Code and Zoning Quarter Sections on the Web.

ADMINISTRATION

This section provides support to the all bureau programs as well as individual staff. Areas of support include the following:

- ◆ **Finance:** Budget development and monitoring, accounts payable, payroll, contract development, interagency and intergovernmental agreement development and tracking, grant tracking, technology, facilities management, and human resource management as well as labor/ management representation.
- ◆ **Reception:** Central reception for Planning Bureau employees. An agreement was reached with OPDR during the Blueprint 2000 split of Bureau of Planning administration and move to the new 1900 SW 4th Buildings for the receptionist to serves OPDR Development Review staff housed on the same floor. The Bureau of Planning bears the entire cost of the reception.
- ◆ **Planning Commission Staff:** This staff supports the Portland Planning Commission in agenda development, meeting logistics, public notification coordination and produces all meeting minutes for the public record.

CITY WIDE SPECIAL PROJECTS

City Vision (Future Focus II) will be initiated in FY 1999-00. This project is housed in the Director's Office.

Multi-year Projects

A number of multi-year projects supported by General Fund one-time funding in FY 1999-2000 will continue into FY 2000-2002. Continued support is funded in the bureau's budget:

Pleasant Valley Urban Reserve

A one-time, two year project in FY 1999-2000 funds the City's participation in planning for the Pleasant Valley Urban Reserve Area. Additional support from Metro has been received to enable participation of City bureaus in preparing a concept plan with Gresham, Clackamas County and Metro for this area. Participation is vital to protect Portland's interests, since off-site impacts of urban development in Pleasant Valley (traffic congestion, flooding, increased stormwater runoff) would be incurred by Portland.

This area was added to the urban growth boundary in 1998. Under State and Regional law, a master plan must be completed before development can occur. The master plan must comply with the standards of Metro's Urban Growth Management Functional Plan with respect to density, access, and protections for environmental resources. The City of Gresham will be the lead planning entity and will assume governance of the majority of the area. The City of Portland must participate in planning for those parts of the urban reserve that will be governed by the City. Technology Funding

Southwest Community Plan

In December 1999, City Council provided one-time, multi-year funding to support the completion of the Southwest Community Plan which had been on hold since summer of 1998. The Adopted Budget includes funding for year two (\$253,909) to support the completion of a comprehensive plan/zoning maps.

The current program objective is to update the Comprehensive Plan and zoning map for southwest Portland through a collaborative process, based on policies to be adopted for the area by City Council in June 2000, and building upon previous work of neighborhoods, staff and the Planning Commission.

**NW Industrial Area
Transition Study**

The Northwest Industrial Neighborhood Association has requested City action to strengthen protections for the industrial sanctuary.

The FY 1999-2000 Adopted Budget included one-time, multi-year funding, to support the development and implementation of a strategy for the transition from industrial zoning to mixed use or residential zoning in the northwest Portland industrial area.

The study area is bounded by NW Vaughn on the north, NW 12th Avenue on the east, NW Lovejoy on the south and NW 23rd Avenue on the west. The area is currently characterized by low and medium intensity industrial uses, principally Consolidated Freightways, and the offices that are accessory to those uses. Property owners and the Northwest District Association (NWDA) have requested that the City undertake a project to move the area towards uses that are more compatible with the character of the surrounding neighborhood. The Bureau of Planning will review the zoning code changes proposed by the Northwest Industrial Neighborhood Association (NINA). Since 1996, NINA has requested City action to strengthen protections for the industrial sanctuary.

**Willamette
Greenway Plan
Update**

Initial work on this project began in FY 1999-00. Expected outcomes of next year's work include:

- ◆ Creation of a vision for the Willamette, with citizen input;
- ◆ Completion of inventories, an analysis of the river bank, vegetative cover, fish and wildlife habitats, public recreation sites, natural areas, areas in floodplains, and other aspects of the river consistent with state Goal 15 and in coordination with ongoing projects such as North Macadam and the city's response to the Endangered Species Act;
- ◆ Review and revision of the Willamette Greenway Plan policies;
- ◆ Review and revision of the full range of regulations affecting the river and the river's edge, including but not limited to the zoning code, design guidelines (including bank treatment), stormwater management standards, fill and excavation rules, trail standards; and
- ◆ Incorporation of the Parks and Greenway element of the North Macadam Framework Plan will be incorporated into the revised Greenway Plan.

**Endangered Species
Act**

The Planning Bureau's Endangered Species Act response (Coordinated Citywide Program) was initiated in FY 1998-99.

As a part of the citywide ESA response, the Bureau of Planning (BOP) ESA Team participates on the ESA Steering Committee, Administration Committee, Public Involvement Committee, Riparian and Waterbody Construction Committee, and is responsible for leading and staffing the ESA Planning, Permitting and Enforcement Committee. The BOP ESA Team maintains ongoing coordination regarding ESA issues with the Willamette River Greenway Plan Update Team and OPDR staff. BOP ESA staff is organizing and coordinating citywide fish habitat and presence inventories.

Work for FY 2000-2002 continues with the following elements:

- ◆ Preparation of environmental zone reports to Planning Commission and City Council incorporating public, Citizen Advisory Committee and Scientific Panel comments;
- ◆ Work with NMFS to prepare the environmental zoning program for NMFS 4 (d) rule. This process will include the development of a biological assessment;
- ◆ Work with the ESA Core Team to set up the monitoring/adaptive management program for the environmental zones;
- ◆ Preparation of informational materials outlining code changes;

- ◆ Evaluation and prioritization of ESA compliance issues associated with Natural Resource Management Plans (NRMP's), by comparing plans with current state of the science;
- ◆ Additional tasks including the formation of advisory committees and the identification of ESA compliance route for adopted NRMP plans;
- ◆ Exploration of developing prototype mitigation plans; and
- ◆ Begin updating of the Environmental Handbook.

Expected outcomes for work on the Willamette and Columbia Rivers includes:

- ◆ Analysis of the riparian areas along the Columbia River in FY 2000-2001.

Note: Note that Willamette River Greenway Plan Update is also underway but is funded separately. The Greenway project will address the riparian areas along the Willamette.

Watershed activities include:

- ◆ Updating the watershed related plan districts such as the Johnson Creek Plan District and the Columbia South Shore Plan District;
- ◆ Revision of landscape standards to reduce the need for watering and application of herbicides, pesticides and fertilizer in accordance with NMFS 4 (d) urban density development principle (8); and
- ◆ Addressing other activities raised in the BEAK Report

Consulting includes:

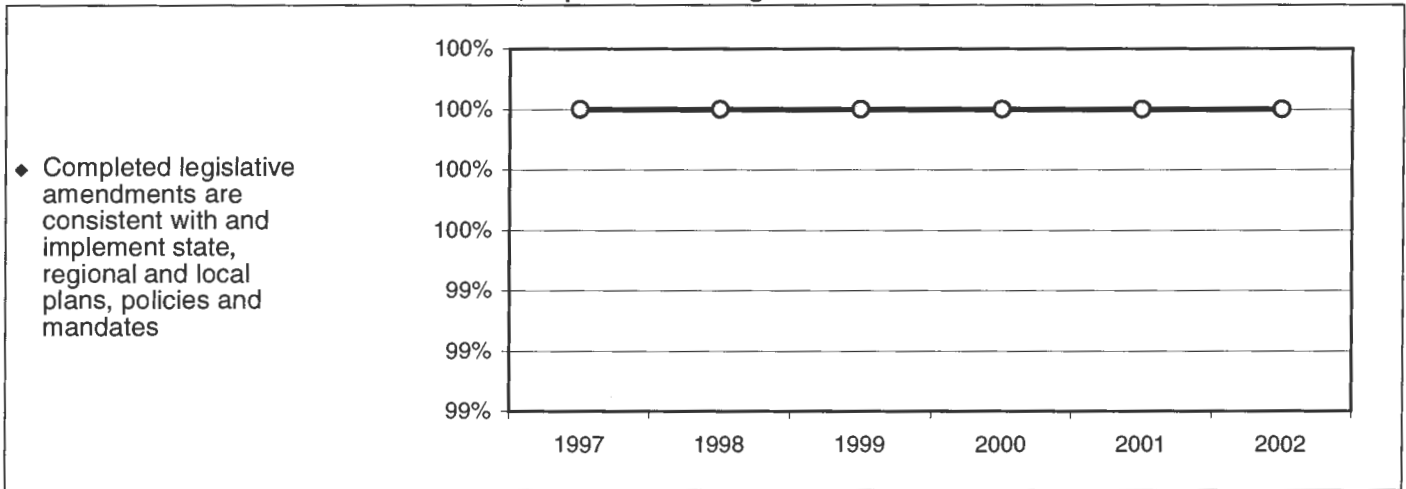
- ◆ Stream Surveys: Based on our calculations of \$1200/mile, it will cost the city \$90,000 to complete ODFW stream surveys for the balance of the tributaries. The Johnson Creek surveys are being done this fiscal year. Note that this does not include the fish presence and distribution surveys that may be carried out by the ESA core team.
- ◆ Biological Assessments: Two biological assessments are included in the proposed budget. We expect the year 1 budget to include an assessment for the environmental zone on the tributaries. The biological assessment for the Columbia will be done in year 2.
- ◆ Scientific Review Panel: The funding for this panel has been requested by the ESA Core Team and is essential for the work of the PEP Team.

West Downtown Planning

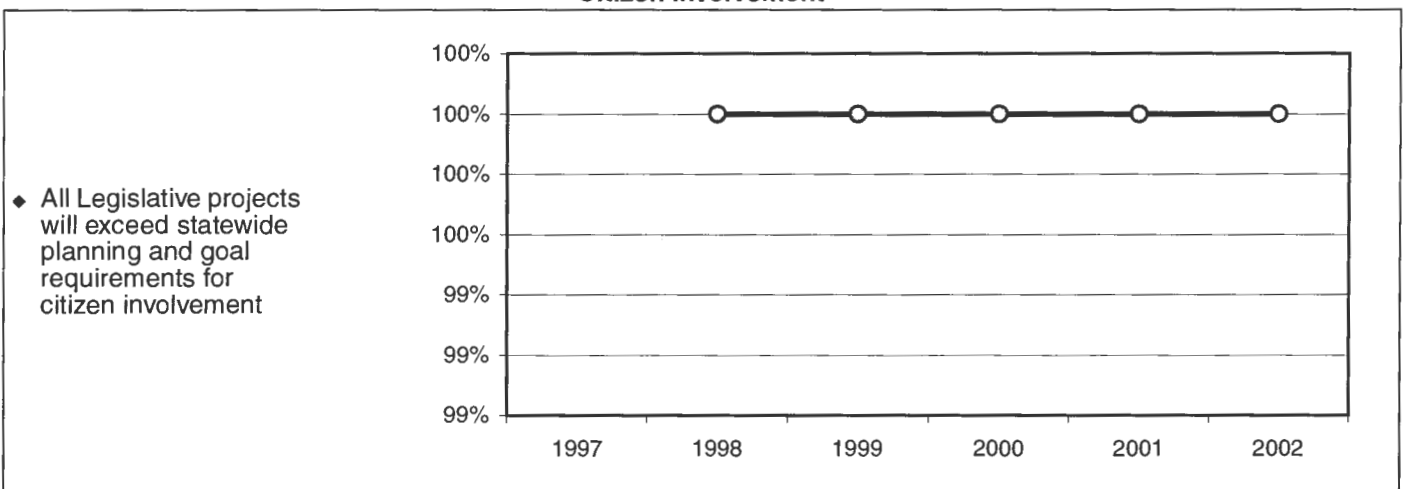
This project, funded by \$50,000 in a one-time appropriation in FY 1999-2000, will formulate strategies for the west end of downtown. Second year and additional funding is requested from the Portland Development Commission to continue and complete this work. The project is aimed at creation of a thriving mixed use neighborhood with a strong residential core, employment, cultural and educational institutions and amenities. These amenities include the Central City Streetcar. The study area is bounded by Market Street on the south, Tenth Avenue on the east, Couch on the north and I-405 on the west. Property owners and the Association for Portland Progress have begun work on a vision statement for the area. The City will need to take the lead in refining that vision and the implementation of any zoning and urban design changes.

Performance Measures

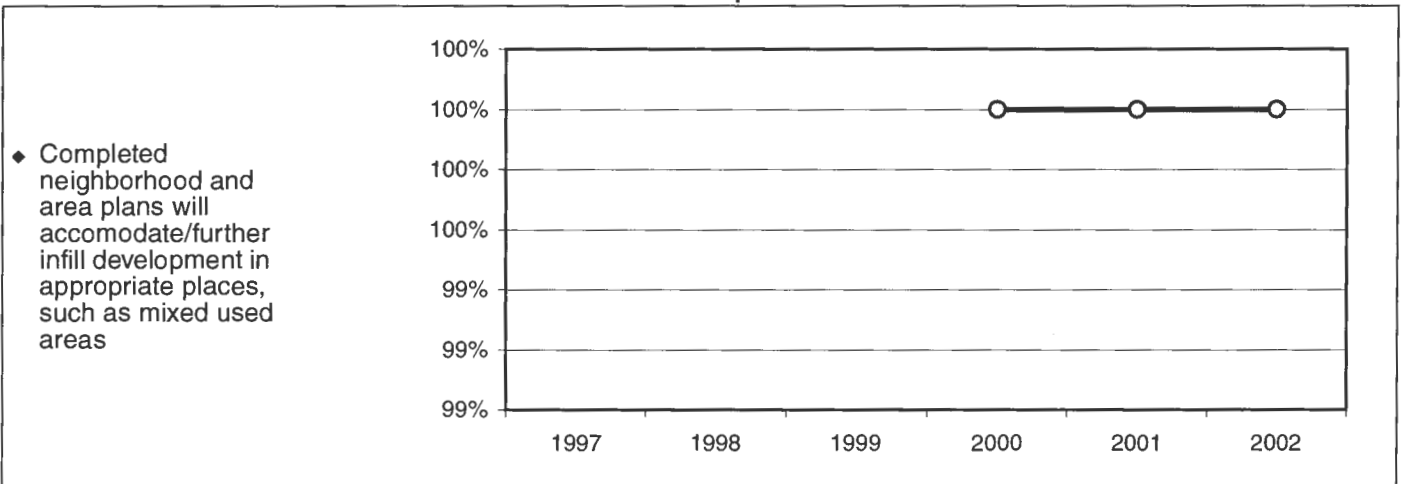
Consistent, implementable legislative amendments



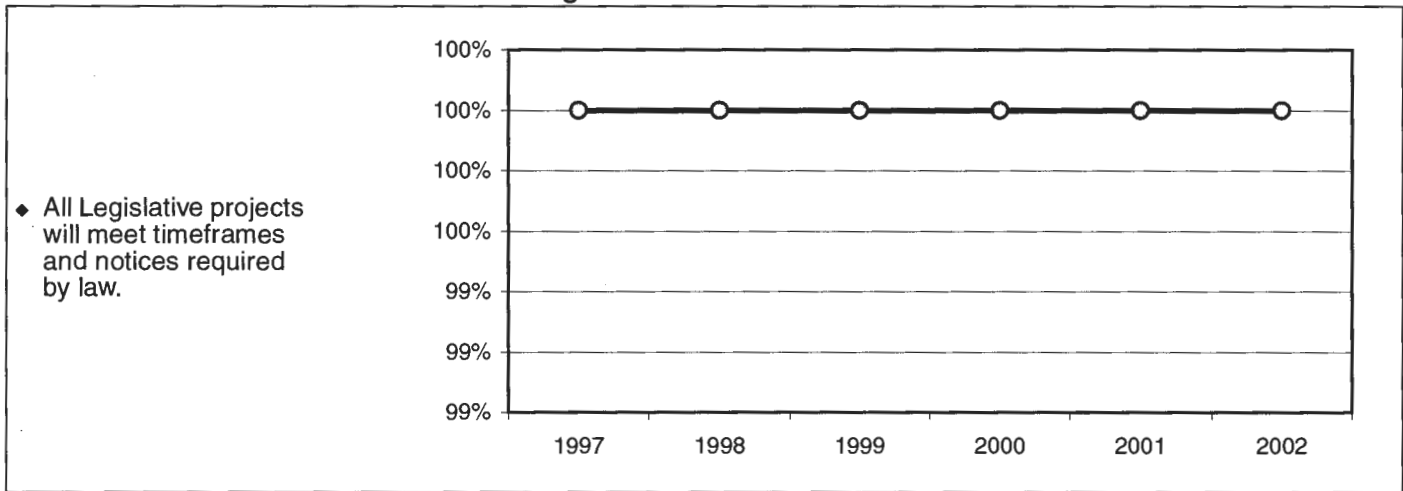
Citizen involvement



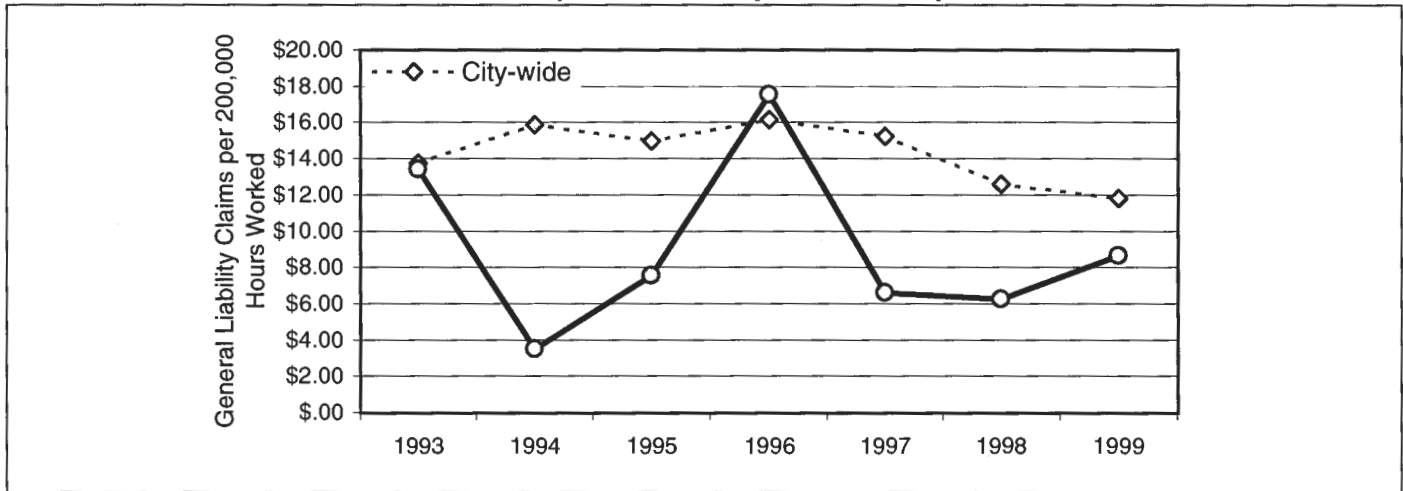
Infill Development



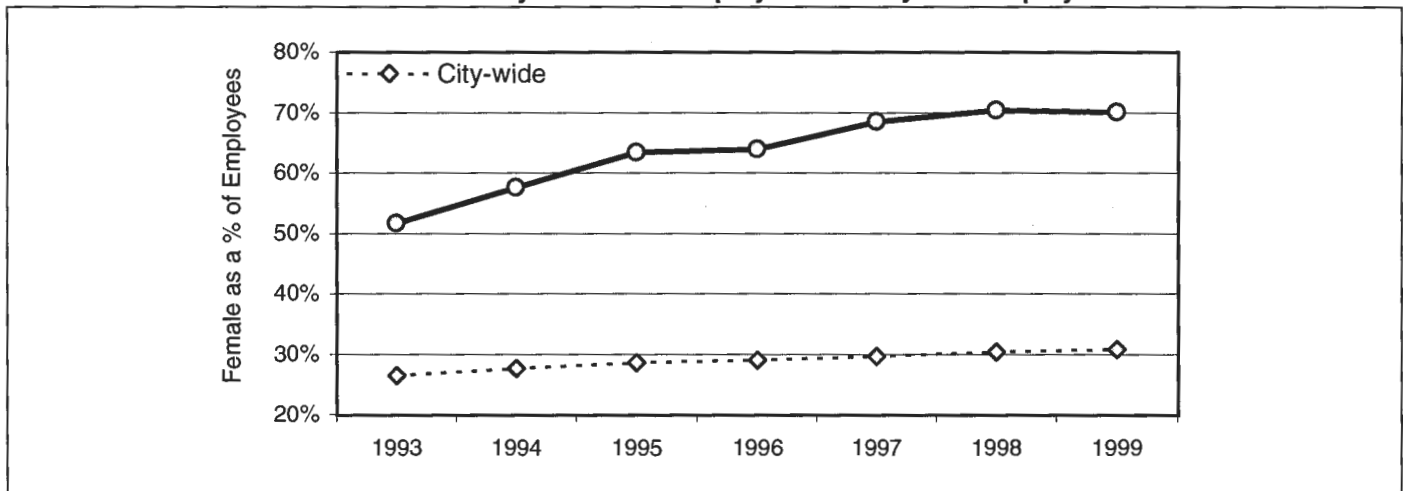
Legislative timeframes met



Bureau Loss Experience vs. Citywide Loss Experience



Workforce Diversity — Bureau Employees vs. Citywide Employees



	Actual FY 1996-97	Actual FY 1997-98	Actual FY 1998-99	Yr End Est. FY 1999-00	Target FY 2000-01	Target FY 2001-02
BUREAU OF PLANNING						
Affirmative Action Measures						
Female Employees as a Percent of Total	68.4%	70.4%	70.1%			
Minority Employees as a Percent of Total	10.5%	13.0%	10.3%			
Bureau of Planning						
Risk Data						
General Liability Claims per 200,000 Hours Worked	6.61	6.24	8.64			
Worker's Comp Claims per 200,000 Hours Worked	1.10	1.04	0.96			
Fleet Claims per 100,000 Miles Driven	0.00	0.00				
Fleet Claims Cost per 100,000 Miles Driven	\$0	\$0				
General Liability Claims Cost per \$100 Payroll	\$3.33	\$1.55	\$0.98			
Worker's Comp Claims Cost per \$100 Payroll	\$0.12	\$0.01	\$0.05			
Director's Office						
Workload						
Legislative Projects Further state, regional and local policies, plans and mandates	100%	100%	100%	100%	100%	100%
All Legislative projects will exceed statewide planning and goal requirements for citizen involvement		100%	100%	100%	100%	100%
Infill development				100%	100%	100%
Legislative timeframes met	100%	100%	100%	100%	100%	100%
Efficiency						
Under Development						
Current Planning						
Workload						
Land Use Reviews Processed (moved to OPDR)	1,120	1,130	1,154			
Effectiveness						
Cases Created in Legal Time Frame (moved to OPDR)	100%	100%	100%			
Efficiency						
Type II Appeals Upheld (moved to OPDR)	95%	95%	95%			
Planning Support Group						
Workload						
# of Zone Amendments (moved to Policy & Code Development)	25	25	25			

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SUMMARY OF BUREAU BUDGET

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
EXPENDITURES					
Operating Budget					
Personal Services	6,144,487	6,704,084	3,907,199	4,896,009	4,896,009
External Materials and Services	634,323	727,400	1,227,866	1,645,138	1,665,138
Internal Materials and Services	1,123,518	1,155,034	914,738	1,433,338	1,533,338
Minor Capital Outlay	0	0	0	0	0
Equipment Cash Transfers	0	9,000	0	0	0
Total Operating Budget	7,902,328	8,595,518	6,049,803	7,974,485	8,094,485
Capital Improvements	0	0	0	0	0
TOTAL BUREAU EXPENDITURES	\$ 7,902,328	\$ 8,595,518	\$ 6,049,803	\$ 7,974,485	\$ 8,094,485
Allocated Overhead	1,130,660	1,246,751	843,261	1,009,981	895,684
Total Cost with Allocated Overhead	9,032,988	9,842,269	6,893,064	8,984,466	8,990,169
RESOURCES					
General Fund Discretionary		5,469,607	5,173,103	6,397,693	6,300,972
Non-Discretionary Revenues					
Grants & Donations		134,180	96,008	0	0
Contract Revenues		103,939	4,171	607,625	607,625
Interagency Revenues		404,660	763,241	969,167	969,167
Program Revenue		2,483,132	13,280	0	0
Overhead Revenues		0	0	0	216,721
Total Non-Discretionary Revenues		3,125,911	876,700	1,576,792	1,793,513
TOTAL GENERAL FUND RESOURCES		\$ 8,595,518	\$ 6,049,803	\$ 7,974,485	\$ 8,094,485
Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.					
Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.					

PROGRAMS

Director's Office		0	0	421,478	421,478
<i>Positions</i>		0	0	3	3
Policy Coordination		0	0	721,119	721,119
<i>Positions</i>		0	0	10	10
Area Neighborhood Planning		0	0	1,606,900	1,606,900
<i>Positions</i>		0	0	16	16
Urban Design/Historical Preservation		0	0	431,954	431,954
<i>Positions</i>		0	0	5	5
Policy and Code Development		0	0	707,038	707,038
<i>Positions</i>		0	0	7	7
Environmental Planning		0	0	2,607,962	2,607,962
<i>Positions</i>		0	0	16	16
Planning Tech Support		0	0	624,841	624,841
<i>Positions</i>		0	0	6	6
Administration		0	0	753,193	773,193
<i>Positions</i>		0	0	5	5
City Wide Special Projects		0	0	100,000	200,000
<i>Positions</i>		0	0	1	1
Comprehensive Planning		0	0	0	0
<i>Positions</i>		0	0	0	0
Current Planning		2,976,460	0	0	0
<i>Positions</i>		38	0	0	0
City/Neighborhood Planning		2,623,476	2,323,522	0	0
<i>Positions</i>		31	36	0	0
Permit Center		1,256,905	163,741	0	0
<i>Positions</i>		19	0	0	0
Planning Support Group		571,225	1,286,328	0	0
<i>Positions</i>		8	7	0	0
City Wide GIS		0	0	0	0
<i>Positions</i>		1	0	0	0
Administration		1,167,452	2,238,218	0	0

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SUMMARY OF BUREAU BUDGET

PROGRAMS					
<i>Positions</i>		<i>12</i>	<i>14</i>	<i>0</i>	<i>0</i>
TOTAL PROGRAMS	\$	8,595,518	\$	6,011,809	\$
<i>Positions</i>		<i>109</i>	<i>57</i>	<i>67</i>	<i>67</i>
<i>General Fund Discretionary Positions</i>		<i>71</i>	<i>47</i>	<i>34</i>	<i>34</i>

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
Personnel Services					
511000 Full-Time Employees	3,650,794	4,019,327	2,731,139	3,380,846	3,380,846
512000 Part-Time Employees	202,526	189,765	99,408	144,593	144,593
514000 Overtime	106,760	110,411	30,000	117,011	117,011
515000 Premium Pay	23,155	23,988	0	0	0
517000 Benefits	1,588,325	1,713,731	1,046,652	1,253,559	1,253,559
518000 Paid Absence	572,927	646,862	0	0	0
Total Personnel Services	6,144,487	6,704,084	3,907,199	4,896,009	4,896,009
Materials and Services					
External Materials and Services					
521000 Professional Services	82,277	393,509	454,639	867,139	867,139
522000 Utilities	0	0	0	0	0
523000 Equipment Rental	0	0	0	0	0
524000 Repair & Maintenance Services	22,853	20,787	36,883	27,000	27,000
525000 Non-Capital Improvement	0	0	0	0	0
528000 Local Match Payments	0	0	0	0	0
529000 Miscellaneous Services	53,205	28,529	(4,135)	236,583	86,583
531000 Office Supplies	32,606	41,574	214,173	34,371	34,371
532000 Operating Supplies	0	0	0	37,000	37,000
533000 Repair & Maintenance Supplies	0	0	0	0	0
534000 Minor Equipment & Tools	347,584	147,238	68,290	69,161	69,161
535000 Clothing & Uniforms	0	0	0	0	0
539000 Other Commodities External	7,987	14,130	9,255	16,500	16,500
541000 Education	35,196	33,680	29,508	40,500	40,500
542000 Local Travel	447	417	3,456	1,500	1,500
543000 Out-of-Town Travel	10,457	11,270	1,859	45,000	45,000
544000 Space Rental	0	0	0	0	0
545000 Interest	0	0	0	0	0
546000 Refunds	0	0	0	0	0
547000 Retirement System Payments	0	0	0	0	0
549000 Miscellaneous	41,711	36,266	413,938	270,384	440,384
Total External Materials and Services	634,323	727,400	1,227,866	1,645,138	1,665,138
Internal Materials and Services					
551000 Fleet Services	10,828	10,986	7,548	8,280	8,280
552000 Printing & Distribution	273,842	264,695	126,029	123,835	123,835
553000 Facilities Services	360,999	480,133	499,644	540,226	540,226
554000 Communications Services	70,928	90,580	39,537	55,288	55,288
555000 Data Processing Services	110,602	131,084	98,461	213,407	213,407
556000 Insurance	102,010	102,056	43,519	155,074	155,074
557000 Master Lease	77,747	0	0	0	0
558000 Same Fund Services	0	0	0	191,228	191,228
559000 Other Fund Services	116,562	75,500	100,000	146,000	246,000
Total Internal Materials and Services	1,123,518	1,155,034	914,738	1,433,338	1,533,338
Total Materials and Services	1,757,841	1,882,434	2,142,604	3,078,476	3,198,476
Capital Outlay					
561000 Land	0	0	0	0	0
562000 Buildings	0	0	0	0	0
563000 Improvements	0	0	0	0	0
564000 Capital Equipment	0	0	0	0	0
565000 Facilities Lease/Purchase	0	0	0	0	0
566000 Equipment Lease/Purchase	0	0	0	0	0
568000 Other Capital Expenditure	0	0	0	0	0
569000 Depreciation	0	0	0	0	0
Total Capital Outlay	0	0	0	0	0
573000 Equipment Cash Transfers	0	9,000	0	0	0
576000 Minor Equipment Transfers	0	0	0	0	0
TOTAL BUREAU EXPENSES	\$ 7,902,328	\$ 8,595,518	\$ 6,049,803	\$ 7,974,485	\$ 8,094,485

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FULL-TIME POSITIONS

Class	Title	Actual	Actual	Revised		Proposed		Adopted	
		FY 1998	FY 1999	FY 1999-00	Amount	FY 2000-01	Amount	FY 2000-01	Amount
		No.	No.	No.	Amount	No.	Amount	No.	Amount
514	Accountant I	1	0	0	0	0	0	0	0
510	Accounting Technician	1	1	1	32,341	0	0	0	0
819	Administrative Assistant	1	2	1	41,689	1	47,154	1	47,154
926	Administrative Services Manager	1	1	1	60,365	0	0	0	0
922	Administrative Supervisor II	1	1	0	0	0	0	0	0
826	Assistant Financial Analyst	0	1	0	0	0	0	0	0
962	Assistant Program Specialist	0	1	0	0	0	0	0	0
3228	Associate Planner	14	7	6	199,172	9	334,796	9	334,796
928	Bureau Administrative Manager	0	0	0	0	1	56,930	1	56,930
3236	Chief Planner	3	5	3	219,723	5	364,019	5	364,019
114	Clerical Specialist	4	4	2	62,147	0	0	0	0
7490	Community Relations Assistant	1	1	1	42,130	0	0	0	0
131	Customer Accounts Specialist I	0	0	0	0	1	35,651	1	35,651
118	Customer Services Rep	1	1	0	0	0	0	0	0
2510	Data Processing Operations Tech.	1	1	0	0	0	0	0	0
943	Economist II	0	1	1	62,817	0	0	0	0
2010	Environmental Services Manager	0	0	0	0	1	78,000	1	78,000
3194	Environmental Specialist	0	0	0	0	2	106,939	2	106,939
3270	Graphics Illustrator I	0	0	1	29,805	1	31,417	1	31,417
3271	Graphics Illustrator II	2	2	1	39,887	1	42,058	1	42,058
245	Hearings Clerk	1	1	1	40,977	1	41,933	1	41,933
2542	Information Systems Analyst II	0	1	2	97,707	2	99,362	2	99,362
2544	Information Systems Analyst IV	1	1	1	65,123	1	65,333	1	65,333
2550	Information Systems Manager	2	0	0	0	0	0	0	0
2522	Information Systems Tech I	0	0	1	34,647	1	15,709	1	15,709
102	Office Support Specialist II	0	0	0	0	3	101,046	3	101,046
104	Office Support Specialist III	0	0	0	0	4	111,664	4	111,664
3222	Permit Center Supervisor	1	0	0	0	0	0	0	0
3229	Planner	32	36	19	812,477	18	815,646	18	815,646
3238	Planning Director	1	1	1	95,724	1	101,088	1	101,088
970	Program Manager II	1	2	2	125,048	2	121,617	2	121,617
972	Program Manager IV	2	2	1	82,079	3	239,450	3	239,450
220	Secretarial Clerk I	4	6	0	0	0	0	0	0
221	Secretarial Clerk II	3	2	2	63,384	0	0	0	0
828	Senior Financial Analyst	0	0	1	51,166	1	57,283	1	57,283
2552	Senior Information Systems Mgr	1	0	0	0	0	0	0	0
3231	Senior Planner	13	15	7	385,894	8	453,472	8	453,472
7494	Sr Community Relation Specialist	0	0	0	0	1	60,279	1	60,279
900	Staff Assistant	2	3	1	27,835	0	0	0	0
3107	Technician I	6	8	0	0	0	0	0	0
3108	Technician II	1	1	0	0	0	0	0	0
3109	Technician III	1	1	1	59,002	0	0	0	0
TOTAL FULL-TIME POSITIONS		103	109	57	\$ 2,731,139	67	\$ 3,380,846	67	\$ 3,380,846

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

ACTION	AMOUNT			FTE	DECISION
	Ongoing	One-Time	Total Package		
FY2000-01	5,666,317	0	5,666,317	38.5	FY 2000-01 Current Service Level Estimate
CSL Adjustments	(102,238)	0	(102,238)	0.0	2.5% reduction
Mayor's Proposed Budget Decisions	959,298	0	959,298	10.3	ESA
	64,473	0	64,473	1.0	Urban Design Position
	(60,863)	0	(60,863)	0.0	Reduce Administrative Services
	(17,702)	0	(17,702)	0.0	Reduce Professional Services
	50,844	0	50,844	1.0	Interbureau Coordination
	283,038	0	283,038	4.0	Comprehensive Planning
	0	253,909	253,909	2.5	SW Community Plan
	0	202,395	202,395	2.5	NW Transition Plan
	0	425,014	425,014	4.8	Greenway
	0	100,000	100,000	1.0	Future Focus
	0	150,000	150,000	1.5	NWDA
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	20,000	20,000	0.0	Technical Adjustment carryover Hollywood
	1,176,850	1,251,318	2,428,168	28.5	Total FY 2000-01 Decision Packages
			\$ 8,094,485	67.0	Total Adopted Budget
FY2000-01 Decision Packages Not Funded	142,800	0	142,800		Technology Plan
			\$ 332,482	0.0	Total Decision Packages Not Funded
FY 2001-02					
Mayor's Proposed Budget Decisions	0	402,395	402,395	0.0	NWDA/NW Transition Plan
	0	200,000	200,000	0.0	Portland Future Focus
	0	367,000	367,000	0.0	Greenway
Approved Budget Additions and Reductions	0	0	0	0.0	None
Adopted Budget Additions and Reductions	0	0	0	0.0	None
	0	969,395	969,395	0.0	0
			\$ 969,395	0.0	Total Discretionary and Other
FY2001-02 Decision Packages Not Funded	0	0	0	0.0	None
			\$ 0	0.0	0

Assessment Collection Fund – 114

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Collection of Assessment	275	5,442	1,000	1,000	1,000	1,000
Interest Earned	4,812	9,391	2,750	3,500	3,500	3,500
	5,087	14,833	3,750	4,500	4,500	4,500
Total External Revenues	5,087	14,833	3,750	4,500	4,500	4,500
Internal Revenues						
Beginning Fund Balance	84,859	31,370	39,341	45,324	49,826	49,826
TOTAL RESOURCES	\$ 89,946	\$ 46,203	\$ 43,091	\$ 49,824	\$ 54,326	\$ 54,326
REQUIREMENTS						
Bureau Expenses						
City Auditor	58,200	0	0	0	0	0
	58,200	0	0	0	0	0
Total Bureau Expenses	58,200	0	0	0	0	0
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	42,641	49,826	53,923	53,974
	0	0	42,641	49,826	53,923	53,974
General Fund Overhead	376	754	450	(2)	403	352
Unappropriated Ending Balance						
Unappropriated Ending Balance	31,370	45,449	0	0	0	0
	31,370	45,449	0	0	0	0
Total Fund Requirements	31,746	46,203	43,091	49,824	54,326	54,326
TOTAL REQUIREMENTS	\$ 89,946	\$ 46,203	\$ 43,091	\$ 49,824	\$ 54,326	\$ 54,326

FUND OVERVIEW

The Assessment Collection Fund is inactive and will eventually be devoid of resources. The City may reactivate the fund by selling Charter bonds. Such a decision will be made as part of a comprehensive strategy for managing the City’s inventory of delinquent liens receivables.

Bancroft Bond Fund – 311

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Miscellaneous Revenues						
Collection of Assessment	12,048,479	10,884,151	4,004,147	6,378,028	3,925,850	3,925,850
Interest Earned	3,897,773	3,268,248	3,505,353	2,920,536	3,515,064	3,515,064
	<u>15,946,252</u>	<u>14,152,399</u>	<u>7,509,500</u>	<u>9,298,564</u>	<u>7,440,914</u>	<u>7,440,914</u>
Total External Revenues	15,946,252	14,152,399	7,509,500	9,298,564	7,440,914	7,440,914
Internal Revenues						
Beginning Fund Balance	8,616,293	10,053,883	4,240,228	5,498,273	3,843,408	3,843,408
TOTAL RESOURCES	\$ 24,562,545	\$ 24,206,282	\$ 11,749,728	\$ 14,796,837	\$ 11,284,322	\$ 11,284,322
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	14,508,659	18,708,009	7,906,320	10,953,429	7,291,278	7,291,278
Unappropriated Ending Balance						
Unappropriated Ending Balance	10,053,886	5,498,273	3,843,408	3,843,408	3,993,044	3,993,044
	<u>10,053,886</u>	<u>5,498,273</u>	<u>3,843,408</u>	<u>3,843,408</u>	<u>3,993,044</u>	<u>3,993,044</u>
Total Fund Requirements	24,562,545	24,206,282	11,749,728	14,796,837	11,284,322	11,284,322
TOTAL REQUIREMENTS	\$ 24,562,545	\$ 24,206,282	\$ 11,749,728	\$ 14,796,837	\$ 11,284,322	\$ 11,284,322

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public infrastructure improvements requested by property owners. Specifically, this fund accounts for resources, and the allocation thereof, to pay principal and interest on outstanding indebtedness related to financing these improvements.

Bancroft Bond Fund – 311

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Department of Environmental Quality Bonds, Series 1990						
09/01/1990 - Due 12/1	2,910,000					
		2000/01	0	0.00%	21,450	21,450
		2001/02	0	0.00%	21,450	21,450
		2002/03	0	0.00%	21,450	21,450
		2003/04	0	0.00%	21,450	21,450
		2004/05	0	0.00%	21,450	21,450
		2005/06	0	0.00%	21,450	21,450
		2006/07	0	0.00%	21,450	21,450
		2007/08	0	0.00%	21,450	21,450
		2008/09	0	0.00%	21,450	21,450
		2009/10	0	0.00%	21,450	21,450
		2010/11	300,000	7.15%	10,725	310,725
		TOTAL	300,000		225,225	525,225
Department of Environmental Quality Bonds, 1992 Series A						
02/27/1992 - Due 12/1	10,935,000					
		2000/01	0	0.00%	30,315	30,315
		2001/02	0	5.65%	30,315	30,315
		2002/03	0	0.00%	30,315	30,315
		2003/04	0	0.00%	30,315	30,315
		2004/05	0	0.00%	30,315	30,315
		2005/06	0	0.00%	30,315	30,315
		2006/07	0	0.00%	30,315	30,315
		2007/08	0	0.00%	30,315	30,315
		2008/09	0	0.00%	30,315	30,315
		2009/10	0	0.00%	30,315	30,315
		2010/11	0	0.00%	30,315	30,315
		2011/12	470,000	6.45%	15,158	485,158
		TOTAL	470,000		348,623	818,623
Department of Environmental Quality Bonds, 1993 Series A						
06/23/1993 - Due 6/1	57,440,000					
		2000/01	0	0.00%	147,419	147,419
		2001/02	0	0.00%	147,419	147,419
		2002/03	0	0.00%	147,419	147,419
		2003/04	0	0.00%	147,419	147,419
		2004/05	0	0.00%	147,419	147,419
		2005/06	0	0.00%	147,419	147,419
		2006/07	0	0.00%	147,419	147,419
		2007/08	0	0.00%	147,419	147,419
		2008/09	0	0.00%	147,419	147,419
		2009/10	0	0.00%	147,419	147,419
		2010/11	0	0.00%	147,419	147,419
		2011/12	0	0.00%	147,419	147,419
		2012/13	2,575,000	5.73%	147,419	2,722,419
		TOTAL	2,575,000		1,916,447	4,491,447
Department of Environmental Quality Bonds, 1994 Series A						
04/14/1994 - Due 6/1	19,100,000					
		2000/01	0	0.00%	126,300	126,300
		2001/02	0	0.00%	126,300	126,300
		2002/03	0	0.00%	126,300	126,300
		2003/04	0	0.00%	126,300	126,300
		2004/05	0	0.00%	126,300	126,300
		2005/06	0	0.00%	126,300	126,300
		2006/07	0	0.00%	126,300	126,300
		2007/08	0	0.00%	126,300	126,300
		2008/09	0	0.00%	126,300	126,300
		2009/10	0	0.00%	126,300	126,300
		2010/11	0	0.00%	126,300	126,300
		2011/12	0	0.00%	126,300	126,300
		2012/13	0	0.00%	126,300	126,300

Bancroft Bond Fund – 311

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2013/14	2,105,000	6.00%	126,300	2,231,300
		TOTAL	2,105,000		1,768,200	3,873,200
TOTAL - Department of Environmental Quality	90,385,000					
		2000/01	0		325,484	325,484
		2001/02	0		325,484	325,484
		2002/03	0		325,484	325,484
		2003/04	0		325,484	325,484
		2004/05	0		325,484	325,484
		2005/06	0		325,484	325,484
		2006/07	0		325,484	325,484
		2007/08	0		325,484	325,484
		2008/09	0		325,484	325,484
		2009/10	0		325,484	325,484
		2010/11	300,000		314,759	614,759
		2011/12	470,000		288,877	758,877
		2012/13	2,575,000		273,719	2,848,719
		2013/14	2,105,000		126,300	2,231,300
		TOTAL	5,450,000		4,258,495	9,708,495
Limited Tax Improvement Bonds, 1994 Series A						
05/01/1994 - Due 6/1	6,925,000					
		2000/01	0	0.00%	86,250	86,250
		2001/02	0	0.00%	86,250	86,250
		2002/03	0	0.00%	86,250	86,250
		2003/04	0	0.00%	86,250	86,250
		2004/05	0	0.00%	86,250	86,250
		2005/06	0	0.00%	86,250	86,250
		2006/07	0	0.00%	86,250	86,250
		2007/08	0	0.00%	86,250	86,250
		2008/09	0	0.00%	86,250	86,250
		2009/10	0	0.00%	86,250	86,250
		2010/11	0	0.00%	86,250	86,250
		2011/12	0	0.00%	86,250	86,250
		2012/13	0	0.00%	86,250	86,250
		2013/14	1,500,000	5.75%	86,250	1,586,250
		TOTAL	1,500,000		1,207,500	2,707,500
Limited Tax Improvement Bonds, 1995 Series A						
05/01/1994 - Due 6/1	6,210,000					
		2000/01	0	0.00%	71,663	71,663
		2001/02	0	0.00%	71,663	71,663
		2002/03	0	0.00%	71,663	71,663
		2003/04	0	0.00%	71,663	71,663
		2004/05	0	0.00%	71,663	71,663
		2005/06	0	0.00%	71,663	71,663
		2006/07	0	0.00%	71,663	71,663
		2007/08	0	0.00%	71,663	71,663
		2008/09	0	0.00%	71,663	71,663
		2009/10	0	0.00%	71,663	71,663
		2010/11	0	0.00%	71,663	71,663
		2011/12	0	0.00%	71,663	71,663
		2012/13	0	0.00%	71,663	71,663
		2013/14	0	0.00%	71,663	71,663
		2014/15	1,365,000	5.25%	71,663	1,436,663
		TOTAL	1,365,000		1,074,945	2,439,945
Limited Tax Improvement Bonds, 1996 Series A						
06/01/1996 - Due 6/1	7,525,000					
		2000/01	380,000	7.60%	184,558	564,558
		2001/02	0		155,678	155,678
		2002/03	0		155,678	155,678

Bancroft Bond Fund – 311

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2003/04	0		155,678	155,678
		2004/05	0		155,678	155,678
		2005/06	0		155,678	155,678
		2006/07	0		155,678	155,678
		2007/08	0		155,678	155,678
		2008/09	0		155,678	155,678
		2009/10	0		155,678	155,678
		2010/11	0		155,678	155,678
		2011/12	0		155,678	155,678
		2012/13	0		155,678	155,678
		2013/14	0		155,678	155,678
		2014/15	0		155,678	155,678
		2015/16	2,805,000	5.55%	155,678	2,960,678
		TOTAL	3,185,000		2,519,720	5,704,720
Limited Tax Improvement Bonds, 1998 Series A						
03/01/1998 - Due 6/1	8,460,000					
		2000/01	585,000	4.00%	191,849	776,849
		2001/02	575,000	4.05%	168,449	743,449
		2002/03	455,000	4.10%	145,161	600,161
		2003/04	0	0.00%	126,506	126,506
		2004/05	0	0.00%	126,506	126,506
		2005/06	0	0.00%	126,506	126,506
		2006/07	0	0.00%	126,506	126,506
		2007/08	0	4.35%	126,506	126,506
		2008/09	0	0.00%	126,506	126,506
		2009/10	0	0.00%	126,506	126,506
		2010/11	0	0.00%	126,506	126,506
		2011/12	0	0.00%	126,506	126,506
		2012/13	0	0.00%	126,506	126,506
		2013/14	0	0.00%	126,506	126,506
		2014/15	0	0.00%	126,506	126,506
		2015/16	0	0.00%	126,506	126,506
		2016/17	0	0.00%	126,506	126,506
		2017/18	2,595,000	4.88%	126,506	2,721,506
		TOTAL	4,210,000		2,403,053	6,613,053
Limited Tax Improvement Bonds, 1999 Series A						
04/01/1999 - Due 6/1	8,685,000					
		2000/01	490,000	4.00%	315,855	805,855
		2001/02	510,000	4.05%	292,580	802,580
		2002/03	520,000	4.10%	267,080	787,080
		2003/04	450,000	0.00%	241,080	691,080
		2004/05	0	0.00%	217,455	217,455
		2005/06	0	0.00%	217,455	217,455
		2006/07	0	0.00%	217,455	217,455
		2007/08	0	4.35%	217,455	217,455
		2008/09	790,000	0.00%	217,455	1,007,455
		2009/10	0	0.00%	184,275	184,275
		2010/11	0	0.00%	184,275	184,275
		2011/12	0	0.00%	184,275	184,275
		2012/13	0	0.00%	184,275	184,275
		2013/14	0	0.00%	184,275	184,275
		2014/15	0	0.00%	184,275	184,275
		2015/16	0	0.00%	184,275	184,275
		2016/17	0	0.00%	184,275	184,275
		2017/18	0	4.88%	184,275	184,275
		2018/19	3,780,000		184,275	3,964,275
		TOTAL	6,540,000		4,046,620	10,586,620
Estimated Series 2000						
	6,000,000					
		2000/01	549,746	estimated	500,874	1,050,620

Bancroft Bond Fund – 311

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		TOTAL	549,746		500,874	1,050,620
TOTAL - Limited Tax Improvement Bonds						
	37,805,000					
		2000/01	2,004,746		1,351,048	3,355,794
		2001/02	1,085,000		774,619	1,859,619
		2002/03	975,000		725,832	1,700,832
		2003/04	450,000		681,177	1,131,177
		2004/05	0		657,552	657,552
		2005/06	0		657,552	657,552
		2006/07	0		657,552	657,552
		2007/08	0		657,552	657,552
		2008/09	790,000		657,552	1,447,552
		2009/10	0		624,372	624,372
		2010/11	0		624,372	624,372
		2011/12	0		624,372	624,372
		2012/13	0		624,372	624,372
		2013/14	1,500,000		624,372	2,124,372
		2014/15	1,365,000		538,122	1,903,122
		2015/16	2,805,000		466,459	3,271,459
		2016/17	0		310,781	310,781
		2017/18	2,595,000		310,781	2,905,781
		2018/19	3,780,000		184,275	3,964,275
		TOTAL	17,349,746		11,752,712	29,102,458
Proposed Calls						
		TOTAL	3,610,000			3,610,000
COMBINED DEBT SERVICE						
	128,190,000					
		2000/01	5,614,746		1,676,532	7,291,278
		2001/02	1,085,000		1,100,103	2,185,103
		2002/03	975,000		1,051,316	2,026,316
		2003/04	450,000		1,006,661	1,456,661
		2004/05	0		983,036	983,036
		2005/06	0		983,036	983,036
		2006/07	0		983,036	983,036
		2007/08	0		983,036	983,036
		2008/09	790,000		983,036	1,773,036
		2009/10	0		949,856	949,856
		2010/11	300,000		939,131	1,239,131
		2011/12	470,000		913,249	1,383,249
		2012/13	2,575,000		898,091	3,473,091
		2013/14	3,605,000		750,672	4,355,672
		2014/15	1,365,000		538,122	1,903,122
		2015/16	2,805,000		466,459	3,271,459
		2016/17	0		310,781	310,781
		2017/18	2,595,000		310,781	2,905,781
		2018/19	3,780,000		184,275	3,964,275
TOTAL FUND DEBT SERVICE			\$ 26,409,746		\$ 16,011,207	\$ 42,420,953

Property Management License Fund – 117

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Licenses and Permits						
Business Licenses	2,603,148	2,742,030	2,765,747	2,765,747	3,031,317	3,031,317
	2,603,148	2,742,030	2,765,747	2,765,747	3,031,317	3,031,317
Service Charges and Fees						
Miscellaneous	0	0	500	500	10,900	10,900
	0	0	500	500	10,900	10,900
Miscellaneous Revenues						
Collection of Assessment	4,560	0	3,000	2,000	0	0
Interest Earned	16,630	12,414	13,000	13,000	14,700	14,700
	21,190	12,414	16,000	15,000	14,700	14,700
Total External Revenues	2,624,338	2,754,444	2,782,247	2,781,247	3,056,917	3,056,917
Internal Revenues						
Beginning Fund Balance	23,361	52,370	30,127	10,000	0	0
TOTAL RESOURCES	\$ 2,647,699	\$ 2,806,814	\$ 2,812,374	\$ 2,791,247	\$ 3,056,917	\$ 3,056,917
REQUIREMENTS						
Bureau Expenses						
External Materials and Services	2,595,329	2,791,701	2,782,247	2,782,247	3,056,917	3,056,917
Total Bureau Expenses	2,595,329	2,791,701	2,782,247	2,782,247	3,056,917	3,056,917
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	30,127	10,000	0	0
	0	0	30,127	10,000	0	0
Unappropriated Ending Balance						
Unappropriated Ending Balance	52,370	15,113	0	0	0	0
	52,370	15,113	0	0	0	0
Total Fund Requirements	52,370	15,113	30,127	10,000	0	0
TOTAL REQUIREMENTS	\$ 2,647,699	\$ 2,806,814	\$ 2,812,374	\$ 2,792,247	\$ 3,056,917	\$ 3,056,917
LINE ITEM DETAIL – AU 249						
Materials and Services						
External Materials and Services						
521000 Professional Services	2,595,329	2,791,701	2,782,247	2,782,247	3,056,917	3,056,917
Total External Materials and Services	2,595,329	2,791,701	2,782,247	2,782,247	3,056,917	3,056,917
Total Materials and Services	2,595,329	2,791,701	2,782,247	2,782,247	3,056,917	3,056,917
TOTAL Bureau Expenses	\$ 2,595,329	\$ 2,791,701	\$ 2,782,247	\$ 2,782,247	\$ 3,056,917	\$ 3,056,917

FUND OVERVIEW

The Business Property Management Fund administers the collection of the Business Property Management License fee payable by the managers of participating properties within the district. This fee supports the Downtown Clean & Safe Program and the Lloyd Business Improvement District. The fund transfers payments to the Bureau of Licenses for reimbursement of program costs.

The purpose of the programs is to keep the districts vital and attractive to businesses, shoppers, and visitors.

History

Portland's Downtown Clean & Safe services district was established in 1988. The program is administered by the Association for Portland Progress. On October 1, 1997 City Council unanimously voted to renew the district for three years and expand the program to add some residential property managers to assist in funding the program.

The Lloyd Business Improvement District was established in 1999 and provides similar services to that of the Clean and Safe program for the Lloyd district.

Fee Structure

The license fees are based upon factors that have been developed as measures of the need-for-services load created by the use of property. The factors include:

- ◆ Value of improvements
- ◆ Square feet of the sum of improvements and land square footage
- ◆ Elevator capacity

Services

Portland Downtown Services, Inc., by way of its Downtown Clean & Safe Program and through a management agreement with the City of Portland, provides services. These services are:

- ◆ Enhanced security,
- ◆ Sidewalk and graffiti cleaning,
- ◆ Business recruitment and retention and marketing services in the central business district.

Lloyd Business Improvement District provides fewer, but similar services for the Lloyd District.

Convention and Tourism Fund – 201

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Lodging Taxes	1,960,449	2,037,413	2,192,134	2,192,134	2,169,333	2,169,333
Miscellaneous Revenues						
Interest Earned	15,380	14,591	15,900	15,900	15,900	15,900
	15,380	14,591	15,900	15,900	15,900	15,900
Total External Revenues	1,975,829	2,052,004	2,208,034	2,208,034	2,185,233	2,185,233
Internal Revenues						
Beginning Fund Balance	75,376	91,625	134,862	105,505	105,505	105,505
TOTAL RESOURCES	\$ 2,051,205	\$ 2,143,629	\$ 2,342,896	\$ 2,313,539	\$ 2,290,738	\$ 2,290,738

REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
Business Licenses	50,641	52,081	52,967	52,967	54,662	54,662
	50,641	52,081	52,967	52,967	54,662	54,662
Total Bureau Expenses	1,955,152	2,002,464	2,185,329	2,246,794	2,223,966	2,223,966
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	150,558	55,524	55,524	55,376
	0	0	150,558	55,524	55,524	55,376
General Fund Overhead	4,429	6,301	7,009	11,221	11,248	11,396
Unappropriated Ending Balance						
Unappropriated Ending Balance	91,624	134,864	0	0	0	0
	91,624	134,864	0	0	0	0
Total Fund Requirements	96,053	141,165	157,567	66,745	66,772	66,772
TOTAL REQUIREMENTS	\$ 2,051,205	\$ 2,143,629	\$ 2,342,896	\$ 2,313,539	\$ 2,290,738	\$ 2,290,738

LINE ITEM DETAIL – AU 255

Materials and Services						
External Materials and Services						
549000 Miscellaneous	1,904,511	1,950,383	2,132,362	2,193,827	2,169,304	2,169,304
Total External Materials and Services	1,904,511	1,950,383	2,132,362	2,193,827	2,169,304	2,169,304
Internal Materials and Services						
559000 Other Fund Services	50,641	52,081	52,967	52,967	54,662	54,662
Total Internal Materials and Services	50,641	52,081	52,967	52,967	54,662	54,662
Total Materials and Services	1,955,152	2,002,464	2,185,329	2,246,794	2,223,966	2,223,966
TOTAL Bureau Expenses	\$ 1,955,152	\$ 2,002,464	\$ 2,185,329	\$ 2,246,794	\$ 2,223,966	\$ 2,223,966

FUND OVERVIEW

The Convention and Tourism Fund collects the Transient Lodgings Tax. It disburses funds to both the City and Multnomah County with a portion going toward the promotion and procurement of convention business and tourism as established by City Charter. The City currently contracts with the Portland, Oregon Visitors Association (POVA) for this service.

The Bureau of Licenses manages the Convention and Tourism Fund and administers the collection of the taxes.

Disbursement of Tax The tax is disbursed as follows:

- ◆ Owners are allowed to keep .15% of the 11% of the hotel/motel tax for collection and remittance costs.
- ◆ 2.85% goes directly to a trust fund for Multnomah County.

- ◆ As of April 2000, 2.5% of a temporary tax increase will fund the expansion of the Convention Center and the Stadium renovation.
- ◆ 5% of the remaining 6% is deposited to the City's General Fund.
- ◆ The other 1% is deposited in the Convention and Tourism Fund.

CHANGES FROM PRIOR YEAR

A slight decrease in resources from FY 1999-00 to FY 2000-01 is the result of a decrease anticipated in the hotel/motel business in the City.

The bureau will begin collecting an additional 2.5% of the tax for Multnomah County in April 2000. These funds will be used for the expansion of the Convention Center and the renovation of Civic Stadium. There is no impact to City revenue.

Housing Investment Fund – 209

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	0	0	0	0	150,000	150,000 ✓
	0	0	0	0	150,000	150,000
Miscellaneous Revenues						
Bond and Note Sales	0	0	0	0	4,000,000	4,000,000 ✓
Interest Earned	66,571	489,009	0	0	0	0
Sale of Capital Assets	0	0	0	0	2,800,000	2,800,000 ✓
	66,571	489,009	0	0	6,800,000	6,800,000
Total External Revenues	66,571	489,009	0	0	6,950,000	6,950,000
Internal Revenues						
Other Cash Transfers						
General Fund	11,766,672	7,257,502	8,034,262	0	5,830,000	5,680,000 ✓
	11,766,672	7,257,502	8,034,262	0	5,830,000	5,680,000
Total Internal Revenues	11,766,672	7,257,502	8,034,262	0	5,830,000	5,680,000
Beginning Fund Balance	1,982,359	9,865,421	67,373	0	2,596,433	2,596,433 ✓
TOTAL RESOURCES	\$ 13,815,602	\$ 17,611,932	\$ 8,101,635	\$ 0	\$ 15,376,433	\$ 15,226,433
REQUIREMENTS						
Bureau Expenses						
External Materials and Services	3,950,182	5,223,668	7,924,709	0	6,834,364	6,684,364 ✓
Capital Outlay	0	0	0	0	4,000,000	4,000,000 ✓
Total Bureau Expenses	3,950,182	5,223,668	7,924,709	0	10,834,364	10,684,364
Fund Requirements						
General Operating Contingency	0	0	166,926	0	495,069	495,069 ✓
General Operating Contingency	0	0	166,926	0	495,069	495,069
Fund Cash Transfers	0	0	0	0	0	0
General Fund	0	0	0	0	0	0
Intermediate Debt Fund	0	6,725,493	10,000	0	4,047,000	4,047,000 ✓
	0	6,725,493	10,000	0	4,047,000	4,047,000
Unappropriated Ending Balance	9,865,420	5,662,771	0	0	0	0
Unappropriated Ending Balance	9,865,420	5,662,771	0	0	0	0
Total Fund Requirements	9,865,420	12,388,264	176,926	0	4,542,069	4,542,069
TOTAL REQUIREMENTS	\$ 13,815,602	\$ 17,611,932	\$ 8,101,635	\$ 0	\$ 15,376,433	\$ 15,226,433 ✓
LINE ITEM DETAIL – AU 292						
Materials and Services						
External Materials and Services						
521000 Professional Services	0	0	0	0	0	0
529000 Miscellaneous Services	3,950,182	5,223,668	0	0	6,834,364	6,684,364
549000 Miscellaneous	0	0	7,924,709	0	0	0
Total External Materials and Services	3,950,182	5,223,668	7,924,709	0	6,834,364	6,684,364
Total Materials and Services	3,950,182	5,223,668	7,924,709	0	6,834,364	6,684,364
Capital Outlay						
561000 Land	0	0	0	0	4,000,000	4,000,000
Total Capital Outlay	0	0	0	0	4,000,000	4,000,000
TOTAL Bureau Expenses	\$ 3,950,182	\$ 5,223,668	\$ 7,924,709	\$ 0	\$ 10,834,364	\$ 10,684,364

FUND OVERVIEW

In FY 1994-95 Council allocated an initial \$4 million over two years to establish the Housing Investment Fund (HIF). The HIF provided gap financing for housing projects that fulfill the goals of the Livable City Housing Initiatives and the strategies developed by the Livable City Housing Council. In FY 1995-96, \$2.4 million was added to the HIF from the General Fund resources made available by levying of tax increment, for a total commitment of \$6.4 million.

Council directed that a Development Fee Waiver program be implemented within the resources of the Housing Investment Fund. The waivers of certain development fees will be provided to non-profit developers of affordable housing. Affordable housing is defined as ownership units affordable to a family with income at 80% of the regional median income and rental units affordable at 60% of the regional median income.

Council committed an additional \$24.6 million in General Fund resources in the FY 1996-97 budget, for a total commitment of \$30 million. Council directed this additional \$24.6 million be committed to specific projects over a two year time period. Actual disbursement occurred over three to four years as projects were built.

An additional \$3.4 million in General Fund resources was added during FY 1997-98. City Council chose to add another \$1.0 million to the Housing Investment Fund from General Fund discretionary resources for the FY 1998-99 Adopted Budget. This amount was intended to support housing preservation and land acquisition in approximately equal shares. These additions brought the total city commitment to \$36.6 million. The Community Development Block Grant (CDBG) contributed \$233,000 per year in FY1997-98 and FY 1998-99.

The City desires to preserve affordable housing in properties at risk for loss of affordable housing by conversion to non-residential uses, or to condominiums, or by raising rents to market levels. The City prefers that such properties be purchased by non-profit organizations such as the Housing Authority of Portland who will maintain the commitment to long term affordability. These properties are located throughout the city, and some are within tax increment districts. In the event that the City is unable to preserve affordability through purchase, resources are provided as a portion of \$1 million added to provide transition services for displaced tenants.

CHANGES FROM PRIOR YEAR

The City has committed over \$100 million to affordable housing in this biennium budget.

The FY 2000-01 Adopted Budget allocates an additional \$4.35 million to support affordable housing efforts. \$350,000 of this is on-going General Fund resources. The present intent of the Mayor and Council is to begin building on-going General Fund resources rather than relying on one-time allocations each budget year.

The \$350,000 in General Fund resources is accompanied by an additional \$500,000 on-going allocation in the Community Development Block Grant, for a total new on-going commitment of \$850,000. An additional \$3 million of beginning fund balance is recognized in the FY 2000-01 budget. This one-time resource brings total new resources to \$4.85 million in FY 2000-01.

City Council allocated an additional \$4.5 million to support affordable housing that may be used for a number of purposes. Funds may be used for the interim purchase of HUD section 8 housing that may become available for purchase in FY 2000-01. Funds may also be used for development and construction of affordable housing units outside Urban Renewal Areas.

This budget also includes \$4 million in loan proceeds from the Enterprise Foundation to fund property acquisitions for future housing development.

In housing preservation efforts, \$2.8 million of proceeds from the sale of properties by PDC is budgeted, and allocated to retire short-term financing for housing preservation.

L I D Construction Fund – 502

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Service Charges and Fees						
Miscellaneous	2,100,653	922,544	879,000	1,835,000	791,100	791,100
	2,100,653	922,544	879,000	1,835,000	791,100	791,100
Miscellaneous Revenues						
Bond and Note Sales	12,255,437	9,944,907	21,700,000	13,030,000	21,543,767	21,543,767
Collection of Assessment	1,144,745	624,252	1,500,000	500,000	2,000,000	2,000,000
Interest Earned	214,803	278,611	250,000	125,000	210,000	210,000
Other Miscellaneous	1,307	(559)	0	0	0	0
Refunds	606	550	600	600	600	600
	13,616,898	10,847,761	23,450,600	13,655,600	23,754,367	23,754,367
Total External Revenues	15,717,551	11,770,305	24,329,600	15,490,600	24,545,467	24,545,467
Internal Revenues						
Other Cash Transfers						
General Fund	205,031	0	0	0	0	0
Sewer System Construction Fund	74,592	56,630	46,633	46,633	30,452	30,452
Capital Improvement Fund	803,676	0	0	0	0	0
Transportation Operating Fund	23,816	18,909	14,065	14,065	9,719	9,719
	1,107,115	75,539	60,698	60,698	40,171	40,171
Interfund Service Reimbursements						
Environmental Services	19,403	0	0	0	0	0
Housing & Community Development	349,541	488,523	150,000	0	89,740	89,740
Transportation	90,413	26,300	0	0	0	0
	459,357	514,823	150,000	0	89,740	89,740
Total Internal Revenues	1,566,472	590,362	210,698	60,698	129,911	129,911
Beginning Fund Balance	(1,327,012)	(639,261)	690,391	(535,496)	1,390,332	1,390,332
TOTAL RESOURCES	\$ 15,957,011	\$ 11,721,406	\$ 25,230,689	\$ 15,015,802	\$ 26,065,710	\$ 26,065,710
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
City Auditor	970,092	1,122,077	1,373,581	1,100,000	1,308,712	1,308,712
Finance & Administration	60,101	68,786	73,371	73,371	70,979	70,979
Transportation	1,528,273	1,310,512	8,312,410	3,100,000	7,097,767	7,097,767
	2,558,466	2,501,375	9,759,362	4,273,371	8,477,458	8,477,458
Capital Outlay	4,753,412	1,231,839	2,037,100	1,430,000	7,946,000	7,946,000
Total Bureau Expenses	7,384,415	3,793,372	11,871,462	5,778,371	16,498,458	16,498,458
Fund Requirements						
General Operating Contingency						
General Operating Contingency	0	0	232,506	1,390,332	432,608	431,378
	0	0	232,506	1,390,332	432,608	431,378
General Fund Overhead	119,203	314,052	126,721	22,099	107,218	108,448
Fund Cash Transfers						
Pension Debt Redemption Fund	0	0	0	0	27,426	27,426
Sewer System Construction	6,627,813	4,816,451	4,000,000	3,000,000	3,000,000	3,000,000
	6,627,813	4,816,451	4,000,000	3,000,000	3,027,426	3,027,426
Debt Retirement	2,464,840	3,333,027	9,000,000	4,825,000	6,000,000	6,000,000
Unappropriated Ending Balance						
Unappropriated Ending Balance	(639,260)	(535,496)	0	0	0	0
	(639,260)	(535,496)	0	0	0	0
Total Fund Requirements	8,572,596	7,928,034	13,359,227	9,237,431	9,567,252	9,567,252
TOTAL REQUIREMENTS	\$ 15,957,011	\$ 11,721,406	\$ 25,230,689	\$ 15,015,802	\$ 26,065,710	\$ 26,065,710

LINE ITEM DETAIL – AU 742

Materials and Services							
External Materials and Services							
521000	Professional Services	1,893	233	0	0	0	0
549000	Miscellaneous	70,644	59,925	75,000	75,000	75,000	75,000
Total External Materials and Services		72,537	60,158	75,000	75,000	75,000	75,000
Internal Materials and Services							
559000	Other Fund Services	2,558,466	2,501,375	9,759,362	4,273,371	8,477,458	8,477,458
Total Internal Materials and Services		2,558,466	2,501,375	9,759,362	4,273,371	8,477,458	8,477,458
Total Materials and Services		2,631,003	2,561,533	9,834,362	4,348,371	8,552,458	8,552,458
Capital Outlay							
563000	Improvements	4,753,412	1,231,839	2,037,100	1,430,000	7,946,000	7,946,000
Total Capital Outlay		4,753,412	1,231,839	2,037,100	1,430,000	7,946,000	7,946,000
TOTAL Bureau Expenses		\$ 7,384,415	\$ 3,793,372	\$ 11,871,462	\$ 5,778,371	\$ 16,498,458	\$ 16,498,458

FUND OVERVIEW

The Local Improvement District (LID) Construction Fund accounts for the activities of the Assessments and Liens Division of the City Auditor's Office. The division finances local infrastructure improvements, records and collects special assessments that result in local improvement projects, and enforces City sidewalk maintenance and building codes. The division also collects parks, transportation, and sewer system development charges. In addition, the division assists property owners by providing a variety of methods for paying special assessments in installments.

The size of the LID Construction Fund budget varies greatly depending on the level of demand by property owners for local street or sewer improvements and by the level of regulatory work performed by the Bureaus of Buildings and Maintenance. In FY 2000-2001, the LID Construction Fund will have increased levels of activity from the prior year to finance new street improvements for the Downtown Central Street Car project, even though residential neighborhood projects will be limited. A reengineering process of the LID program has been undertaken to address efficiency and affordability issues.

Airport Way Debt Service Fund – 307

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	7,409,721	5,551,058	6,103,086	6,103,086	6,689,973	6,689,973
Prior Year Property Taxes	25,531	120,347	111,309	111,309	142,606	142,606
	<u>7,435,252</u>	<u>5,671,405</u>	<u>6,214,395</u>	<u>6,214,395</u>	<u>6,832,579</u>	<u>6,832,579</u>
Miscellaneous Revenues						
Interest Earned	189,092	185,635	20,274	200,274	261,430	261,430
	<u>189,092</u>	<u>185,635</u>	<u>20,274</u>	<u>200,274</u>	<u>261,430</u>	<u>261,430</u>
Total External Revenues	<u>7,624,344</u>	<u>5,857,040</u>	<u>6,234,669</u>	<u>6,414,669</u>	<u>7,094,009</u>	<u>7,094,009</u>
Internal Revenues						
Other Cash Transfers						
Special Revenue and Finance	0	0	33,365,389	34,565,389	0	0
	<u>0</u>	<u>0</u>	<u>33,365,389</u>	<u>34,565,389</u>	<u>0</u>	<u>0</u>
Total Internal Revenues	<u>0</u>	<u>0</u>	<u>33,365,389</u>	<u>34,565,389</u>	<u>0</u>	<u>0</u>
Beginning Fund Balance	715,676	859,547	519,408	753,221	4,777,031	4,777,031
TOTAL RESOURCES	\$ 8,340,020	\$ 6,716,587	\$ 40,119,466	\$ 41,733,279	\$ 11,871,040	\$ 11,871,040
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	7,480,474	5,963,366	39,642,435	36,956,248	7,117,767	7,117,767
Unappropriated Ending Balance						
Unappropriated Ending Balance	859,546	753,221	0	0	0	0
Unexpendable Reserve	0	0	477,031	4,777,031	4,753,273	4,753,273
	<u>859,546</u>	<u>753,221</u>	<u>477,031</u>	<u>4,777,031</u>	<u>4,753,273</u>	<u>4,753,273</u>
Total Fund Requirements	<u>8,340,020</u>	<u>6,716,587</u>	<u>40,119,466</u>	<u>41,733,279</u>	<u>11,871,040</u>	<u>11,871,040</u>
TOTAL REQUIREMENTS	\$ 8,340,020	\$ 6,716,587	\$ 40,119,466	\$ 41,733,279	\$ 11,871,040	\$ 11,871,040

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements in the AirportWay Urban Renewal District. Specifically, this fund accounts for resources and the allocation thereof to pay principal and interest on tax increment bonded indebtedness associated with financing and refinancing of improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

Airport Way Debt Service Fund – 307

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Urban Renewal & Redevelopment Bonds, 1994 Series C						
05/01/1994 - Due 6/1	17,805,000					
		2000/01	860,000	5.40%	824,133	1,684,133
		2001/02	905,000	5.50%	777,693	1,682,693
		2002/03	955,000	5.60%	727,918	1,682,918
		2003/04	1,005,000	5.70%	674,438	1,679,438
		2004/05	1,065,000	5.80%	617,153	1,682,153
		2005/06	1,630,000	5.90%	555,383	2,185,383
		2006/07	1,725,000	6.00%	459,213	2,184,213
		2007/08	1,835,000	6.00%	355,713	2,190,713
		2008/09	1,945,000	6.13%	245,613	2,190,613
		2009/10	2,065,000	6.13%	126,481	2,191,481
		TOTAL	13,990,000		5,363,734	19,353,734
Urban Renewal & Redevelopment Bonds, 2000 Series A						
06/01/2000 - Due 6/15	51,000,000					
		2000/01			3,022,691	3,022,691
		2001/02			2,909,543	2,909,543
		2002/03	260,000	5.00%	2,909,543	3,169,543
		2003/04	1,255,000	5.00%	2,896,543	4,151,543
		2004/05	1,315,000	5.00%	2,833,793	4,148,793
		2005/06	880,000	5.00%	2,768,043	3,648,043
		2006/07	925,000	5.10%	2,724,043	3,649,043
		2007/08	965,000	5.50%	2,676,868	3,641,868
		2008/09	515,000	5.25%	2,623,793	3,138,793
		2008/09	500,000	5.50%	2,623,793	3,123,793
		2009/10	1,070,000	5.30%	2,569,255	3,639,255
		2010/11	3,320,000	5.30%	2,512,545	5,832,545
		2011/12	390,000	5.40%	2,336,585	2,726,585
		2011/12	3,105,000	6.00%	2,336,585	5,441,585
		2012/13	590,000	5.50%	2,129,225	2,719,225
		2012/13	3,110,000	6.00%	2,129,225	5,239,225
		2013/14	280,000	5.50%	1,910,175	2,190,175
		2013/14	3,640,000	6.00%	1,910,175	5,550,175
		2014/15	820,000	5.60%	1,676,375	2,496,375
		2014/15	3,335,000	6.00%	1,676,375	5,011,375
		2015/16	4,400,000	6.00%	1,430,355	5,830,355
		2016/17	4,665,000	5.70%	1,166,355	5,831,355
		2017/18	4,930,000	5.75%	900,450	5,830,450
		2018/19	5,215,000	5.75%	616,975	5,831,975
		2019/20	5,515,000	5.75%	317,113	5,832,113
		TOTAL	51,000,000		53,606,421	104,606,421
Urban Renewal & Redevelopment Bonds, 2000 Series B						
06/01/2000 - Due 6/15	2,000,000					
		2000/01	-	5.40%	151,961	151,961
		2001/02	1,090,000	5.50%	146,273	1,236,273
		2002/03	910,000	5.60%	66,703	976,703
		TOTAL	2,000,000		364,937	2,364,937
Estimated - Du Jour						
	1,100,000					
		2000/01	2,257,481	variable	1,501	1,101,501
			2,257,481		1,501	2,258,982
COMBINED DEBT SERVICE						
	71,905,000					
		2000/01	3,117,481		4,000,286	7,117,767
		2001/02	1,995,000		3,833,509	5,828,509
		2002/03	2,125,000		3,704,164	5,829,164
		2003/04	2,260,000		3,570,981	5,830,981

Airport Way Debt Service Fund – 307

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
		2004/05	2,380,000		3,450,946	5,830,946
		2005/06	2,510,000		3,323,426	5,833,426
		2006/07	2,650,000		3,183,256	5,833,256
		2007/08	2,800,000		3,032,581	5,832,581
		2008/09	2,960,000		5,493,199	8,453,199
		2009/10	3,135,000		2,695,736	5,830,736
		2010/11	3,320,000		2,512,545	5,832,545
		2011/12	3,495,000		4,673,170	8,168,170
		2012/13	3,700,000		4,258,450	7,958,450
		2013/14	3,920,000		3,820,350	7,740,350
		2014/15	4,155,000		3,352,750	7,507,750
		2015/16	4,400,000		1,430,355	5,830,355
		2016/17	4,665,000		1,166,355	5,831,355
		2017/18	4,930,000		900,450	5,830,450
		2018/19	5,215,000		616,975	5,831,975
		2019/20	5,515,000		317,113	5,832,113
TOTAL FUND DEBT SERVICE			\$ 69,247,481		\$ 59,336,593	\$ 128,584,074

Central Eastside Industrial District Debt Fund – 310

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	3,123,640	5,446,348	3,506,030	3,506,030	4,041,969	4,041,969
Prior Year Property Taxes	37,096	59,296	53,906	53,906	95,362	95,362
	<u>3,160,736</u>	<u>5,505,644</u>	<u>3,559,936</u>	<u>3,559,936</u>	<u>4,137,331</u>	<u>4,137,331</u>
Miscellaneous Revenues						
Interest Earned	172,511	135,220	20,000	20,000	80,000	80,000
Other Miscellaneous	3,745,000	0	0	0	456,500	456,500
	<u>3,917,511</u>	<u>135,220</u>	<u>20,000</u>	<u>20,000</u>	<u>536,500</u>	<u>536,500</u>
Total External Revenues	<u>7,078,247</u>	<u>5,640,864</u>	<u>3,579,936</u>	<u>3,579,936</u>	<u>4,673,831</u>	<u>4,673,831</u>
Internal Revenues						
Other Cash Transfers						
Special Revenue and Finance	0	0	0	0	1,500,000	1,500,000
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,500,000</u>	<u>1,500,000</u>
Total Internal Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,500,000</u>	<u>1,500,000</u>
Beginning Fund Balance	70,616	244,036	0	889,056	0	0
TOTAL RESOURCES	<u>\$ 7,148,863</u>	<u>\$ 5,884,900</u>	<u>\$ 3,579,936</u>	<u>\$ 4,468,992</u>	<u>\$ 6,173,831</u>	<u>\$ 6,173,831</u>
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	6,904,828	4,995,844	3,579,936	3,454,492	4,673,831	4,673,831
Unappropriated Ending Balance						
Unappropriated Ending Balance	244,035	889,056	0	0	0	0
Unexpendable Reserve	0	0	0	0	1,500,000	1,500,000
	<u>244,035</u>	<u>889,056</u>	<u>0</u>	<u>0</u>	<u>1,500,000</u>	<u>1,500,000</u>
Total Fund Requirements	<u>7,148,863</u>	<u>5,884,900</u>	<u>3,579,936</u>	<u>3,454,492</u>	<u>6,173,831</u>	<u>6,173,831</u>
TOTAL REQUIREMENTS	<u>\$ 7,148,863</u>	<u>\$ 5,884,900</u>	<u>\$ 3,579,936</u>	<u>\$ 3,454,492</u>	<u>\$ 6,173,831</u>	<u>\$ 6,173,831</u>

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements in the Central Eastside Development Area. Specifically, this fund accounts for resources and the allocation thereof to pay principal and interest on tax increment bonded indebtedness associated with financing improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

Central Eastside Industrial District Debt Fund – 310

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Urban Renewal & Redevelopment Bonds, Series 1996						
11/15/1996 - Due 12/15	12,174,000					
		2000/01	1,014,500	Variable	120,000	1,134,500
		2001/02	456,500	Variable	20,000	476,500
		TOTAL	1,471,000		140,000	1,611,000
Estimated - Series 2000, Du Jour and Line of Credit						
	1,770,000					
		2000/01	2,426,500	variable	1,112,831	3,539,331
			2,426,500		1,112,831	3,539,331
COMBINED DEBT SERVICE						
	13,944,000					
		2000/01	3,441,000	Variable	1,232,831	4,673,831
		2001/02	456,500	Variable	20,000	476,500
TOTAL FUND DEBT SERVICE			\$ 3,897,500		\$ 1,252,831	\$ 5,150,331

Convention Center Area Debt Service Fund – 312

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	8,133,256	5,279,778	5,274,382	5,304,382	5,974,209	5,974,209
Prior Year Property Taxes	82,330	133,126	137,682	137,682	142,606	142,606
	8,215,586	5,412,904	5,412,064	5,442,064	6,116,815	6,116,815
Miscellaneous Revenues						
Interest Earned	23,573	110,424	25,000	110,000	250,000	250,000
Other Miscellaneous	10,321,006	178	3,716,000	1,432,000	0	0
	10,344,579	110,602	3,741,000	1,542,000	250,000	250,000
Total External Revenues	18,560,165	5,523,506	9,153,064	6,984,064	6,366,815	6,366,815
Internal Revenues						
Other Cash Transfers						
Special Revenue and Finance	0	0	8,300,000	8,300,000	0	0
	0	0	8,300,000	8,300,000	0	0
Total Internal Revenues	0	0	8,300,000	8,300,000	0	0
Beginning Fund Balance	148,149	557,826	0	1,302,618	3,300,000	0
TOTAL RESOURCES	\$ 18,708,314	\$ 6,081,332	\$ 17,453,064	\$ 16,586,682	\$ 9,666,815	\$ 6,366,815
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	18,150,488	4,778,714	17,453,064	16,586,682	6,366,815	6,366,815
Unappropriated Ending Balance						
Unappropriated Ending Balance	557,826	1,302,618	0	0	0	0
Unexpendable Reserve	0	0	0	0	3,300,000	0
	557,826	1,302,618	0	0	3,300,000	0
Total Fund Requirements	18,708,314	6,081,332	17,453,064	16,586,682	9,666,815	6,366,815
TOTAL REQUIREMENTS	\$ 18,708,314	\$ 6,081,332	\$ 17,453,064	\$ 16,586,682	\$ 9,666,815	\$ 6,366,815

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements in the Convention Center Development Area. Specifically, this fund accounts for resources and the allocation thereof to pay principal and interest on tax increment bonded indebtedness associated with financing improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Estimated - Series 2000, Du Jour and Line of Credit						
TOTAL FUND DEBT SERVICE			\$ 3,102,634		\$ 3,264,181	\$ 6,366,815

Lents Town Center Urban Renewal Area Debt Redemption Fund – 309

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	0	0	611,844	1,170,000	2,036,691	2,036,691
Prior Year Property Taxes	0	0	0	0	8,135	8,135
	0	0	611,844	1,170,000	2,044,826	2,044,826
Miscellaneous Revenues						
Interest Earned	0	0	11,600	11,600	20,000	20,000
	0	0	11,600	11,600	20,000	20,000
Total External Revenues	0	0	623,444	1,181,600	2,064,826	2,064,826
Internal Revenues						
TOTAL RESOURCES	\$ 0	\$ 0	\$ 623,444	\$ 1,181,600	\$ 2,064,826	\$ 2,064,826
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	0	0	623,444	1,181,600	2,064,826	2,064,826
Total Fund Requirements	0	0	623,444	1,181,600	2,064,826	2,064,826
TOTAL REQUIREMENTS	\$ 0	\$ 0	\$ 623,444	\$ 1,181,600	\$ 2,064,826	\$ 2,064,826

FUND OVERVIEW

This fund will be used to achieve a proper matching of revenues and expenditures related to financing public improvements in the Lents Town Center Urban Renewal Area. Specifically, this fund will account for the allocation of resources to pay principal and interest on tax increment bonded indebtedness related to financing and refinancing of improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Estimated - Series 2000, Du Jour and Line of Credit Variable		2000/01	1,500,000	variable	564,826	2,064,826
TOTAL FUND DEBT SERVICE			\$ 1,500,000		\$ 564,826	\$ 2,064,826

North Macadam Urban Renewal Area Debt Redemption Fund – 313

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	0	0	0	0	230,520	230,520
	0	0	0	0	230,520	230,520
Miscellaneous Revenues						
Interest Earned	0	0	0	0	4,226	4,226
	0	0	0	0	4,226	4,226
Total External Revenues	0	0	0	0	234,746	234,746
Internal Revenues						
TOTAL RESOURCES	\$ 0	\$ 0	\$ 0	\$ 0	\$ 234,746	\$ 234,746
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	0	0	0	0	234,746	234,746
Total Fund Requirements	0	0	0	0	234,746	234,746
TOTAL REQUIREMENTS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 234,746	\$ 234,746

FUND OVERVIEW

This new fund will be used to achieve a proper matching of revenues and expenditures related to financing public improvements in the North Macadam Urban Renewal Area. Specifically, this fund will account for the allocation of resources to pay principal and interest on tax increment bonded indebtedness related to financing and refinancing of improvements in this district. There is, as of June 30, 2000, no debt outstanding in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Estimated - Series 2000, Du Jour and Line of Credit						
	Variable					
		2000/01	233,746	variable	1,000	234,746
TOTAL FUND DEBT SERVICE			\$ 233,746		\$ 1,000	\$ 234,746

River District Urban Renewal Area Debt Redemption Fund – 301

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	0	0	464,549	564,549	2,161,611	2,161,611
Prior Year Property Taxes	0	0	0	0	6,177	6,177
	0	0	464,549	564,549	2,167,788	2,167,788
Miscellaneous Revenues						
Interest Earned	0	0	8,807	8,807	44,583	44,583
	0	0	8,807	8,807	44,583	44,583
Total External Revenues	0	0	473,356	573,356	2,212,371	2,212,371
Internal Revenues						
TOTAL RESOURCES	\$ 0	\$ 0	\$ 473,356	\$ 573,356	\$ 2,212,371	\$ 2,212,371
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	0	0	473,356	573,356	2,212,371	2,212,371
Total Fund Requirements	0	0	473,356	573,356	2,212,371	2,212,371
TOTAL REQUIREMENTS	\$ 0	\$ 0	\$ 473,356	\$ 573,356	\$ 2,212,371	\$ 2,212,371

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements in the River District Urban Renewal Area. Specifically, this fund will account for the allocation of resources to pay principal and interest on tax increment bonded indebtedness related to financing and refinancing of improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Estimated - Series 2000, Du Jour and Line of Credit Variable		2000/01	1,212,371	variable	1,000,000	2,212,371
TOTAL FUND DEBT SERVICE			\$ 1,212,371		\$ 1,000,000	\$ 2,212,371

South Park Renewal Debt Service Fund – 306

FUND SUMMARY

	Actual FY 1997–98	Actual FY 1998–99	Revised FY 1999–00	Yr End Est. FY 1999–00	Proposed FY 2000–01	Adopted FY 2000–01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	5,294,010	5,955,640	5,087,311	5,087,311	5,951,695	5,951,695
Prior Year Property Taxes	42,877	96,274	85,608	85,608	125,704	125,704
	5,336,887	6,051,914	5,172,919	5,172,919	6,077,399	6,077,399
Miscellaneous Revenues						
Interest Earned	86,830	232,791	50,142	50,142	100,000	100,000
Other Miscellaneous	1,890,000	0	0	0	0	0
	1,976,830	232,791	50,142	50,142	100,000	100,000
Total External Revenues	7,313,717	6,284,705	5,223,061	5,223,061	6,177,399	6,177,399
Internal Revenues						
Other Cash Transfers						
Special Revenue and Finance	0	0	0	0	10,900,000	10,900,000
	0	0	0	0	10,900,000	10,900,000
Total Internal Revenues	0	0	0	0	10,900,000	10,900,000
Beginning Fund Balance	1,302,521	1,720,733	1,179,801	1,426,090	1,179,801	1,179,801
TOTAL RESOURCES	\$ 8,616,238	\$ 8,005,438	\$ 6,402,862	\$ 6,649,151	\$ 18,257,200	\$ 18,257,200
REQUIREMENTS						
Bureau Expenses						
Fund Requirements						
Debt Retirement	6,895,503	6,579,348	5,223,061	5,469,350	13,277,399	13,277,399
Unappropriated Ending Balance						
Unappropriated Ending Balance	1,720,735	1,426,090	0	0	0	0
Unexpendable Reserve	0	0	1,179,801	1,179,801	4,979,801	4,979,801
	1,720,735	1,426,090	1,179,801	1,179,801	4,979,801	4,979,801
Total Fund Requirements	8,616,238	8,005,438	6,402,862	6,649,151	18,257,200	18,257,200
TOTAL REQUIREMENTS	\$ 8,616,238	\$ 8,005,438	\$ 6,402,862	\$ 6,649,151	\$ 18,257,200	\$ 18,257,200

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements in the South Park Blocks Urban Renewal District. Specifically, this fund accounts for resources and the allocation thereof to pay principal and interest on tax increment bonded indebtedness associated with financing and refinancing of improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

South Park Renewal Debt Service Fund – 306

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Urban Renewal & Redevelopment Bonds, 1985 Series B						
12/01/1985 - Due 12/1	5,600,000					
		2000/01	360,000	8.80%	228,750	588,750
		2001/02	390,000	8.90%	195,555	585,555
		2002/03	430,000	9.00%	158,850	588,850
		2003/04	470,000	9.00%	118,350	588,350
		2004/05	515,000	9.00%	74,025	589,025
		2005/06	565,000	9.00%	25,425	590,425
		TOTAL	2,730,000		800,955	3,530,955
Urban Renewal & Redevelopment Bonds, 1993 Series C						
08/01/1993 - Due 12/1	4,625,000					
		2000/01	450,000	4.45%	135,313	585,313
		2001/02	470,000	4.60%	114,490	584,490
		2002/03	495,000	4.70%	92,048	587,048
		2003/04	520,000	4.80%	67,935	587,935
		2004/05	545,000	4.90%	42,103	587,103
		2005/06	575,000	5.00%	14,375	589,375
		TOTAL	3,055,000		466,263	3,521,263
Estimated - Series 2000, Du Jour and Line of Credit						
	4,430,334					
		2000/01	4,430,334	variable	573,000	5,003,334
			4,430,334		573,000	5,003,334
COMBINED DEBT SERVICE						
	14,655,334					
		2000/01	5,240,334		937,063	6,177,397
		2001/02	860,000		310,045	1,170,045
		2002/03	925,000		250,898	1,175,898
		2003/04	990,000		186,285	1,176,285
		2004/05	1,060,000		116,128	1,176,128
		2005/06	1,140,000		39,800	1,179,800
TOTAL FUND DEBT SERVICE			\$ 10,215,334		\$ 1,840,218	\$ 12,055,552

Waterfront Renewal Bond Sinking Fund – 303

FUND SUMMARY

	Actual FY 1997-98	Actual FY 1998-99	Revised FY 1999-00	Yr End Est. FY 1999-00	Proposed FY 2000-01	Adopted FY 2000-01
RESOURCES						
External Revenues						
Property Taxes						
Current Property Taxes	10,087,523	11,817,575	11,695,675	11,695,675	12,796,623	12,796,623
Prior Year Property Taxes	127,629	201,422	190,071	190,071	281,650	281,650
	10,215,152	12,018,997	11,885,746	11,885,746	13,078,273	13,078,273
Miscellaneous Revenues						
Interest Earned	532,397	545,965	213,563	458,726	110,000	110,000
	532,397	545,965	213,563	458,726	110,000	110,000
Total External Revenues	10,747,549	12,564,962	12,099,309	12,344,472	13,188,273	13,188,273
Internal Revenues						
Other Cash Transfers						
Parking Facilities Fund	690,000	690,000	690,000	690,000	690,000	690,000
Special Revenue and Finance	0	0	0	0	14,600,000	14,600,000
	690,000	690,000	690,000	690,000	15,290,000	15,290,000
Total Internal Revenues	690,000	690,000	690,000	690,000	15,290,000	15,290,000
Beginning Fund Balance	5,679,543	5,535,605	5,025,000	5,447,516	5,025,000	5,025,000
TOTAL RESOURCES	\$ 17,117,092	\$ 18,790,567	\$ 17,814,309	\$ 18,481,988	\$ 33,503,273	\$ 33,503,273
REQUIREMENTS						
Bureau Expenses						
External Materials and Services						
	0	13,218	15,000	15,000	15,000	15,000
Total Bureau Expenses	0	13,218	15,000	15,000	15,000	15,000
Fund Requirements						
Debt Retirement	11,581,488	13,329,833	14,449,309	13,441,978	23,863,273	23,863,273
Unappropriated Ending Balance						
Unappropriated Ending Balance	5,535,604	5,447,516	0	0	1,675,000	1,675,000
Unexpendable Reserve	0	0	3,350,000	5,025,000	7,950,000	7,950,000
	5,535,604	5,447,516	3,350,000	5,025,000	9,625,000	9,625,000
Total Fund Requirements	17,117,092	18,777,349	17,799,309	18,466,978	33,488,273	33,488,273
TOTAL REQUIREMENTS	\$ 17,117,092	\$ 18,790,567	\$ 17,814,309	\$ 18,481,978	\$ 33,503,273	\$ 33,503,273
LINE ITEM DETAIL – AU 281						
Materials and Services						
External Materials and Services						
549000 Miscellaneous	0	13,218	15,000	15,000	15,000	15,000
Total External Materials and Services	0	13,218	15,000	15,000	15,000	15,000
Total Materials and Services	0	13,218	15,000	15,000	15,000	15,000
TOTAL Bureau Expenses	\$ 0	\$ 13,218	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000

FUND OVERVIEW

This fund is used to achieve a proper matching of revenues and expenditures related to financing public improvements in the Downtown Waterfront Urban Renewal District. Specifically, this fund accounts for the allocation of resources to pay principal and interest on tax increment bonded indebtedness related to financing and refinancing of improvements in this district.

The Portland Development Commission (PDC) serves as the City's agency for developing and managing urban renewal plans that have played a major role in keeping Portland one of America's most livable and vital cities. The primary funding source for improvements to urban renewal areas are tax increment proceeds and program income derived from the investment of tax increment.

Waterfront Renewal Bond Sinking Fund – 303

DEBT REDEMPTION SCHEDULE

Bond Description	Amount Issued	Fiscal Year	Principal	Coupon	Interest	Total P+I
Urban Renewal & Redevelopment Bonds, 1988 Series J						
11/01/1988 - Due 11/1	13,196,453					
		2000/01	546,816	CABs	698,184	1,245,000
		2001/02	507,275	CABs	737,725	1,245,000
		2002/03	470,137	CABs	774,863	1,245,000
		2003/04	435,302	CABs	809,698	1,245,000
		2004/05	402,658	CABs	842,342	1,245,000
		2005/06	372,093	CABs	872,907	1,245,000
		2006/07	346,521	CABs	898,479	1,245,000
		2007/08	322,704	CABs	922,296	1,245,000
		2008/09	300,518	CABs	944,482	1,245,000
		TOTAL	3,704,024		7,500,976	11,205,000
Urban Renewal & Redevelopment Bonds, 1988 Series K						
11/01/1988 - Due 11/1	4,597,251					
		2000/01	187,772	CABs	242,228	430,000
		2001/02	174,111	CABs	255,889	430,000
		2002/03	162,377	CABs	267,623	430,000
		2003/04	149,262	CABs	280,738	430,000
		2004/05	139,071	CABs	290,929	430,000
		2005/06	129,572	CABs	300,428	430,000
		2006/07	119,682	CABs	310,318	430,000
		2007/08	111,456	CABs	318,544	430,000
		2008/09	103,793	CABs	326,207	430,000
		TOTAL	1,277,096		2,592,904	3,870,000
Urban Renewal & Redevelopment Refunding Bonds, 1992 Series L						
03/01/1992 - Due 6/1	45,010,000					
		2000/01	2,680,000	5.90%	1,661,586	4,341,586
		2001/02	2,840,000	6.00%	1,503,466	4,343,466
		2002/03	3,010,000	6.10%	1,333,066	4,343,066
		2003/04	3,195,000	6.10%	1,149,456	4,344,456
		2004/05	3,390,000	6.40%	954,560	4,344,560
		2005/06	3,605,000	6.40%	737,600	4,342,600
		2006/07	3,835,000	6.40%	506,880	4,341,880
		2007/08	4,085,000	6.40%	261,440	4,346,440
		TOTAL	26,640,000		8,108,054	34,748,054
Estimated - Series 2000, Du Jour and Line of Credit						
	7,004,838					
		2000/01	7,004,838	Variable	899,500	7,904,338
		TOTAL	7,004,838		899,500	7,904,338
COMBINED DEBT SERVICE						
	69,808,542					
		2000/01	10,419,426		3,501,498	13,920,924
		2001/02	3,521,386		2,497,080	6,018,466
		2002/03	3,642,514		2,375,552	6,018,066
		2003/04	3,779,564		2,239,892	6,019,456
		2004/05	3,931,729		2,087,831	6,019,560
		2005/06	4,106,665		1,910,935	6,017,600
		2006/07	4,301,203		1,715,677	6,016,880
		2007/08	4,519,160		1,502,280	6,021,440
		2008/09	404,311		1,270,689	1,675,000
TOTAL FUND DEBT SERVICE			\$ 38,625,958		\$ 19,101,434	\$ 57,727,392